Town of Natick

2013 Spring Town Meeting

Recommendations of the Natick Finance Committee on the FY 2014 Town Administrator's Budget

April 23, 2013 – Natick High School – Natick, MA

Please bring this book with you to the 2013 Spring Town Meeting

Tuesday, April 23rd

7:30 PM

Natick High School

For more detailed information, please go to www.natickma.gov and click "2013 Spring Annual Town Meeting"

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Finance Committee
Town of Natick, Massachusetts

April 7, 2013

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 2013 Spring Annual Town Meeting Warrant. In accordance with the Town of Natick By-Laws Chapter 23 Section 4, this report and recommendations are respectfully submitted for your consideration.

The Warrant for the upcoming 2013 Spring Annual Town Meeting is larger than the past several Warrants and, in the Finance Committee's opinion, is significantly complex. In addition to containing the Fiscal Year 2014 operating budgets for over forty Town departments, committees, and commissions, there are an additional forty articles for Town Meeting to consider and they run across a very diverse and challenging spectrum of topics.

On the financial side there are a number of recurring matters in addition to the proposed FY 2014 operating budgets. These include adjustments to the Fiscal Year 2013 operating budget, appropriation to the Town's stabilization funds and Other Post-Employment Benefits Fund, funding for a collective bargaining agreement, forty-one capital equipment and improvements, an annual request for a school transportation subsidy, the rescission of authorized but unissued debt, and requests to appropriate mitigation funds. New items include a request for funding in support of the Natick Center Cultural District and the rescission of authorized Water and Sewer Enterprise capital projects.

The non-financial articles on the Warrant are equally, if not more, diverse. They include recurring matters such as the Personnel Board Pay Plan, setting the annual salary for the Town Clerk, personal property exemptions, reauthorizing revolving funds, easements, and the acceptance (again) of Main Street. New matters to consider include home rule petitions regarding a new Deputy Police Chief position and an alcohol license for the Center for Arts in Natick, a feasibility study for the Kennedy Middle School, a fee for food trucks, a tax work-off program for veterans, statutes regarding the position of Fire Chief, a long-term lease for the Natick Community Organic Farm, important codification and organizational changes to the Town Charter and By-Laws, a proposal for civil fingerprinting, a proposal regarding fees for the Fitness Room at the Community-Senior Center, and a medical marijuana moratorium.

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).

To accomplish this, the Finance Committee -- both as a whole and in subcommittee -- met twenty-five times since January 1st when the proposed budget was first presented. In addition to the normal complexities inherent in the proposed budget and Warrant, the committee dealt with additional challenges as several meetings were casualties of weather-related issues and needed to be cancelled, thus placing a greater strain on the schedule, committee members, and Town officials despite the additional time originally allotted due to the later-than-usual start of this Town Meeting.

Nevertheless, all of the Finance Committee recommendations were made after conducting duly noticed public hearings and open meetings of the Finance Committee Subcommittees and the Finance Committee as a whole. In reaching its recommendations 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.

As in previous years, extensive and occasionally spirited discussions were held on a number of matters ranging from Free Cash utilization, local receipts and other revenue estimates, indirect cost allocations, taxpayer debt levels, the use of reserves, and, of course, the operating budget and articles on the warrant. These discussions are invaluable and are reflective of the Town and School Administrations' willingness to engage in a collaborative dialogue which has served the Town well.

The narratives in this Recommendation Book strive to provide a summary of those discussions so that Town Meeting members can gain insight into the thought and rationale of the Finance Committee in reaching its recommendations.

This Recommendation Book contains a great deal of important information and is the result of a large group effort. 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 Town Meeting. Most of our meetings lasted well into the night – and some into the following morning – and required no small amount of sacrifice on the part of committee members, Town officials, other volunteers, families, and friends that should not go unrecognized.

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

As always, we would like to direct a huge amount of appreciation and respect to Ms. Joyce Towers, our recording secretary, for the consistently excellent efforts that she has made when recording and transcribing our extensive meeting minutes. Her efforts are instrumental in assisting us to make information about our meetings as transparent and accessible as possible.

Town Meeting members are urged to study this information carefully in preparation for Town Meeting. The complete proposed FY 2014 budget is also available online, at http://www.natickma.gov/public_documents/NatickMA_BudgetBook/FY2014Budget/FY2014Budget. In addition, the Natick Public Schools budget is also available online on the Natick Public Schools website at http://www.natickps.org/districtinfo/budget/main.cfm.

Information relating to the Finance Committee may be found on the Town's public website, at http://natickma.gov/Public_Documents/NatickMA_BComm/finance. Any questions or comments about the Finance Committee may also be submitted to us via a link on that web page.

Thank you for your continued support.

Respectfully submitted,

Jonathan H. Freedman
Chairman

Mari Barrera	Jim Everett, Secretary	Jerry Pierce
James Brown	Patrick Hayes	Chris Resmini
John Ciccariello	John Horrigan	Ed Shooshanian
Cathleen Coughlin	Mark Kelleher	Richard Sidney
Bruce Evans	Tony Lista, Vice Chair	

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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 2014 BUDGET MESSAGE TO
THE 2013 SPRING ANNUAL TOWN MEETING
April 23, 2013

The Fiscal Year 2014 Proposed Budget submitted by the Town Administrator to Town Meeting reflects a continued effort to reverse the impact of cutbacks made during the recent few years of economic recession. Our fiscal conservatism combined with numerous innovative cost efficiencies introduced during these lean years has enabled Natick to emerge from the recession in a very favorable fiscal condition.

We have significantly improved our reserve position, reduced our reliance on one-time revenues for recurring expenses and balanced our budgets without having laid off any employees. We have also enhanced our commitment to and financing of our capital needs. We have adopted and implemented Financial Management Principles (attached) for our various funds and maintained our credit rating at the highest possible level.

Our most recent Free Cash certification was unusually high ($6.9 million), and the prior year's certification was also quite high ($5.9 million). By way of comparison, Free Cash certifications for the prior 5 years ranged from $2.4 million to $4.7 million. Put very simply, Free Cash is the balance created at the end of a fiscal year when actual revenues exceed the amounts estimated and/or actual expenditures are less than the amounts appropriated. There has been some discussion recently that these unusually high Free Cash figures indicate that the administration has been overly conservative in our revenue projections (with substantially higher actual revenues resulting). There has also been discussion that perhaps our Free Cash position provides an opportunity for the Town to reduce taxpayers' burden.

The issue of taxpayer burden is an area of significant concern to the administration and the Board of Selectmen. While our substantial commercial and industrial tax base has helped reduce the burden on homeowners – our average single family tax bill is the 4th lowest in the region – several programs have been established to help those who are challenged to meet this obligation. Through the efforts of the Board of Assessors and with the support of Town Meeting, Natick has instituted all property tax exemption programs allowed under Massachusetts General Law, and to the greatest extent allowed by law; Town Meeting will be asked again this year to increase this

exemption. We also administer a successful Senior Tax Work-Off Program; Town Meeting will be asked to extend this program to include qualified Veterans of any age. We also administer an Elderly and Disabled Taxation Fund to assist qualified property owners; this program is funded through donations from Natick residents.

Despite these efforts and programs, it is undeniable that property taxes have increased in recent years, largely due to the debt exclusions approved by voters for the new Natick High School and the Community-Senior Center. We have mitigated this impact through use of Capital Stabilization Funds and other funding sources; in FY 2014 we propose to utilize a total of $500,000 ($250,000 from Free Cash and $250,000 from the Capital Stabilization Fund) to help offset the burden of these projects on the taxpayers.

With respect to the question of our conservative revenue projections, this definitely warranted our consideration. The Deputy Town Administrator has carefully evaluated past trends and the methodology for developing projections for the many revenue categories. As a result of this analysis, Local Receipts as a whole have been increased by almost $680,000 over FY 2013. We have adjusted this revenue category upward to account for improved economic conditions while still ensuring an appropriate level of fiscal conservatism, consistent with our Financial Management Principles.

As stated earlier, Natick's fiscal condition could be viewed as being stronger now than it was before the recession. This did not happen by chance. This administration has been conservative in its spending, consistently evaluated services and operations for opportunities to enhance cost-effectiveness and viewed the long-range financial stability of the community as our highest priority.

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 2014 operating budget, the capital equipment and capital improvement proposals, and most of the warrant articles; where we are not in agreement on the warrant articles the Finance Committee has no recommendation. 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.

When the Town Administrator's Preliminary Budget was first presented in January, it reflected a FY 2014 projected budget shortfall of over $3.3 million. Over the past three months, several of the revenue and expense categories were refined and we were able to close this deficit such that a balanced budget is presented to Town Meeting. Critical to achieving a balanced budget was the difficult work accomplished by the School Department; over $2.25 million was cut from their initial budget proposal. Their partnership in developing a balanced FY 2014 budget is greatly appreciated.

Nonetheless, in this FY 2014 budget proposal, both the General Government and School Department have been able to fund enhancements. The School Department is adding 7.6 full-time-equivalent positions in FY 2014; 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.

The general government positions that are proposed to be added or restored in this budget proposal are as follows:

Department of Public Works Laborers: Two additional laborers are proposed in the DPW FY 2014 budget, but the addition of these positions actually allows us to reduce the department's budget by approximately $300,000. Continuing our practice of continuously refining and improving the cost effective delivery of services, in FY 2014 we will be introducing in-house recycling collection, a service that has historically been provided by a private contractor. By bringing this service in-house, we anticipate not only saving money but also enhancing the service through utilization of automated collection equipment. New recycling bins that can be picked up by the collection vehicle's automated arm will be provided to all eligible households. More information about this program will be provided to residents during the summer.

Benefits/Payroll Specialist: The Administration has been carefully evaluating operations in terms of their sustainability and development of succession plans for key positions. One obvious weakness that emerged is that the functions of payroll and benefits administration for all personnel (general government and school) are each administered by just one person. This is potentially problematic in that there is no back-up system in place for these key functions and, as well, the volume of work is beyond the capacity of two individuals. Accordingly, we propose to establish and fund this new full-time position, which will be funded in part through the Selectmen's budget (where Benefits is funded) and in part through the Finance Department budget (where Payroll is funded).

Communication/Information Specialist: One shortcoming within general government that has been evident for several years can generally be characterized as communication. This includes an informative and properly maintained website, as well as improving electronic communication across departments. This position would be funded within the Information Technology department but would report to the Town Administrator.

Special Needs Coordinator: This position previously existed within the Recreation Department in support of Natick's extensive special needs programming; the position was lost during the recession with the duties combined into another position. Obviously, the quality and breadth of service has suffered; we propose to re-establish the Special Needs Coordinator as a 0.8 full-time equivalent position within the Recreation and Parks division of the Community Services Department.

Young Adult Librarian: The Young Adult Librarian position at the Morse Institute Library has historically been a full-time position; in 2009 the incumbent vacated the position and, due to budget constraints, we left the position vacant for 2 years. It was restored as a part-time position in FY 2011, and we propose to restore it to full-time in FY 2014. The Library Director and Trustees have consistently advocated for restoration of the full-time position and the need is compelling.

Economic Development Planner: This would be a new position within the Community Development Department. The primary purpose of the position is to develop and manage economic development programs and activities to facilitate the advancement of vibrant commercial neighborhoods and a thriving

business community within the Town of Natick. Most communities of Natick's size – and even considerably smaller communities – have one or more positions specifically devoted to economic development. It is a critical function to ensure that we maintain and enhance Natick's strong business tax base and the benefits and stability this brings to the residential tax base.

With these personnel additions, we will have restored most positions lost during the recession while reshaping our operations to better reflect current circumstances and priorities. These new positions are 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. 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 10.05% 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 and designated as having a "stable outlook" by our bond rating agency.

Also, we have been able to meet and address our important capital needs and, of course, 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.

The Town's commitment to adequately funding capital investment over the last several years has helped to reduce the overall capital improvement plan totals, modernize building systems and the vehicle and equipment fleet and aid in lowering maintenance costs. However, a healthy amount of capital needs are always present in any community, and Natick is no different. The FY 2014-2018 Capital Improvement Plan includes a total of $77,972,030 in needed equipment and improvements. The total requested for FY 2014 (including this Spring and next Fall Annual Town Meetings) is $14,098,930, comprised of $11,449,930 of General Fund related projects, $2,639,000 of Water & Sewer related projects and $10,000 of Sassamon Trace Golf Course related projects.

At the 2013 Spring Annual Town Meeting, we are asking for 41 separate items of capital equipment and improvements, totaling $6,533,590 under Articles 13 and 14. This includes 6 vehicle items, 4 building/systems equipment items, 9 equipment requests, 2 playground improvement projects, 3 field-related projects, reconfiguration of the public safety dispatch center, road improvements, 4 building system upgrades, reconstruction of a retaining wall, resurfacing of golf course cart paths and numerous water & sewer infrastructure projects.

All told, between this Spring and next Fall Annual Town Meetings, we propose spending $2,784,180 million in "cash" capital and mitigation funds and $8,665,750 million in borrowing authorizations within the General Fund. For the Water/Sewer Enterprise Fund, $2,639,000 million in capital investment is planned; $147,000 from retained earnings and $2,492,000 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 2014, a total of $2.2 million is proposed in support of the operating budget. For comparison purposes, for FY 2013 a total of $2,604,502 of Free Cash was used for recurring operations, and in FY 2012 $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. As referenced previously, in FY 2014 the recycling collection program will be an in-house service as opposed to a contract service, saving money while enhancing the service. Our recent departmental consolidations to create the Finance Department, the Community Services Department and the Facility Management Department have all proven successful and will continue to undergo evaluation and improvement.

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.

I am very proud to report that the Town of Natick has again been honored with an award of Distinguished Presentation for its FY 2013 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. This award is a tribute to the outstanding work and budgetary skills of the Deputy Town Administrator/Finance Director Michael Walters Young.

With this FY 2014 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 over two dozen 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 2014, we have our eyes keenly focused on FY 2015 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.

I am 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 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

Martha L. White,
Town Administrator

Town of Natick - Financial Management Principles

PART 1: GENERAL

To protect the town's financial stability, to ensure the availability of adequate financial resources in times of emergency, to capitalize on high bond ratings (and thus low interest rates), it is essential that policies regarding the town's financial management be adopted and adhered to in the preparation and implementation of the town's operating and capital budgets.

PART 2: PRINCIPLES

Reserves: Use and Recommended Balances

- Reserves and one-time revenues should be used only for capital or other non-recurring expenses, except as noted below.
- The Town will strive to maintain unappropriated free cash at a minimum of 1% of revenues, and unappropriated free cash should never be less than ½ % of revenues.
- The Town will maintain a diversified series of permanent reserves in the form of stabilization funds. These stabilization funds will consist of three types:
    - 1. A General Stabilization Fund should be maintained for the purpose of unforeseen and catastrophic emergencies. It should, at a minimum, be at a level equal to 2% of revenues, with the target being 5% of revenues.
    - 2. An Operational Stabilization Fund should be maintained for the purpose of augmenting operations in case of sustained economic downturn and associated loss of revenues in support of operations. Sustained economic downturn will be any situation whereby State Aid and/or local receipts are significantly reduced from one-year to the next. ("Significantly" being defined as more than 5% of the total for the respective revenue category.) The target amount of money in the Operational Stabilization Fund should be sufficient to sustain operations through a three-year period of economic downturn. This shall be equivalent to 10% of State Aid Revenues and 5% of Estimated Receipts cumulative for a three-year period.
    - 3. A Capital Stabilization Fund should be maintained for the purpose of funding any capital related project, or pieces of capital equipment, or debt-service payment related thereto. It shall be funded through local option taxes
- Existing reserves should be enhanced whenever possible.

Capital Planning and Budgeting

- A 5-Year capital plan should be developed and updated annually, per Section 5-7 of the Town's Charter.
- Whenever practical, capital funding should be done in the fall after free cash has been certified.
- A minimum of 6-7% of net general fund revenues (i.e within –levy) should be set aside annually to fund capital needs, inclusive of cash appropriations and the subject year's debt budget. Not included in this target are those capital improvements and equipment purchases funded through Debt Exclusions, Enterprise Funds, Intergovernmental Funds, Grants Mitigation Funds, Chapter 90 Funds, etc. This goal should be revisited regularly to ensure that the Town is investing adequately in its capital needs.

Debt Issuance and Management

- Capital projects should be carefully scheduled and monitored to minimize borrowing costs while optimizing investment opportunities.
- Large capital project, generally costing over $1 million and having a useful life of ten years or more, are typically funded with debt to spread the cost out over many years. In order to prevent such projects from absorbing significant capacity within the levy, careful consideration should always be given to excluding these projects from the limits of Proposition 2 ½ through debt exclusion question to the voters.
- Whenever practical, the issuance of expensive short-term Bond Anticipation Notes should be avoided.

Financial Planning and Forecasting

- Revenue estimates should be realistic, yet conservative, to minimize the potential of shortfalls in the subsequent year's operating budgets and corresponding impacts on free cash.
- Three year revenue and expenditure forecasts should be updated annually.

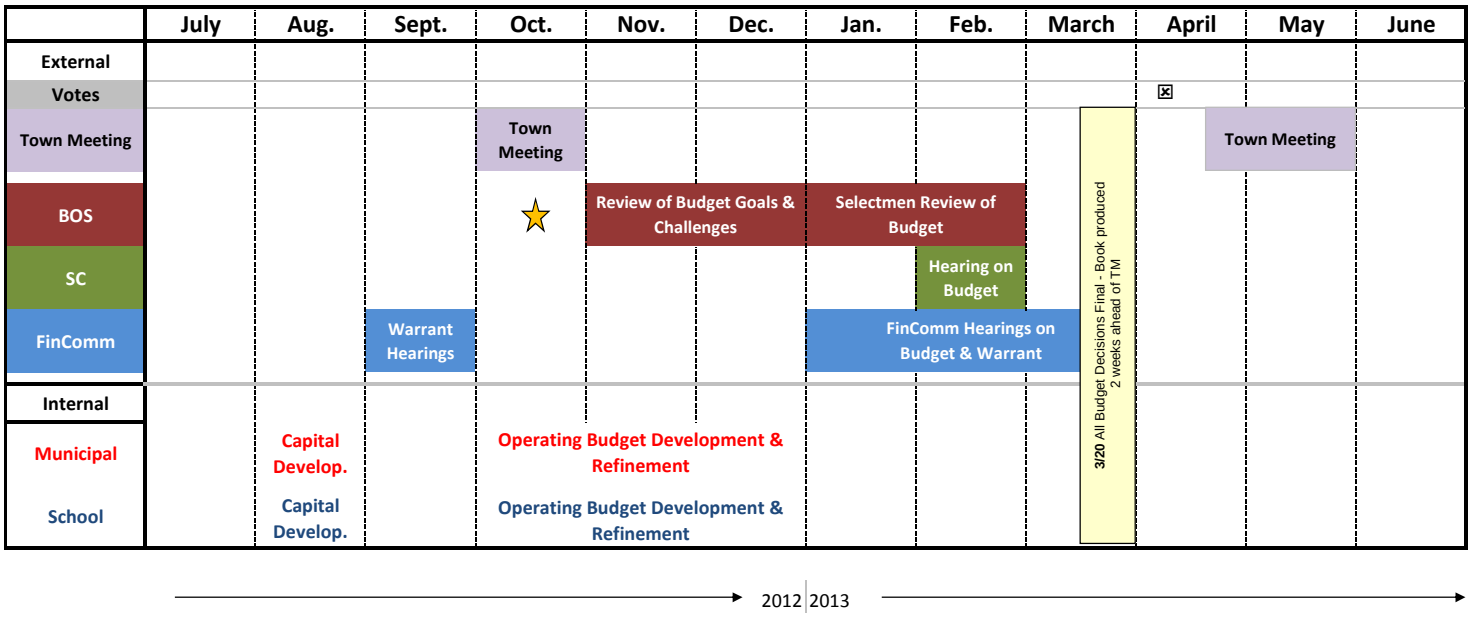
Cash Management

- Balances in prior Town Meeting funding articles shall be reviewed annually and excess balances shall be closed out to free cash.
- Fees and charges will be reviewed regularly to ensure that – where appropriate – they cover direct and indirect costs associated with the related service.

Originally adopted by the Board of Selectmen, March 2011
Last Revised by Board of Selectmen, February 6, 2012

Town Administrator's Budget Overview

FY 2014 Budget Schedule & Process



Significant Dates

August 2012
Capital Development (Internal - Schools & Municipal)

September 2012
Capital Update Submitted	September 1st

October 2012
Operating Budget Development (Internal Schools & Municipal)	All October
2012 Fall Town Meeting	Began October 16th

November 2012
Operating Budget Development (Internal Schools & Municipal)	All November
BOS - Review of Budget Goals & Objectives	November Meetings

December 2012
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 2013
Submittal of FY 2013 Administrator's Preliminary Budget to BOS & FC	January 2nd
Finance Committee Public Hearings on Budget	All January
BOS - Review of Budget	

February 2013
BOS - Review of Budget	February
SC- Public Hearings on Budget	February
Finance Committee Public Hearings on Budget	All February

March 2013
Finance Committee Public Hearings on Budget	to March 20
Preparation of Materials for Town Meeting	March 20-27

April - May 2013
x Municipal Election	April 9th
Town Meeting	Starting April 23rd

July 2013
Start of FY 2014	July 1, 2013

FY 2014 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 2, 2013. 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.

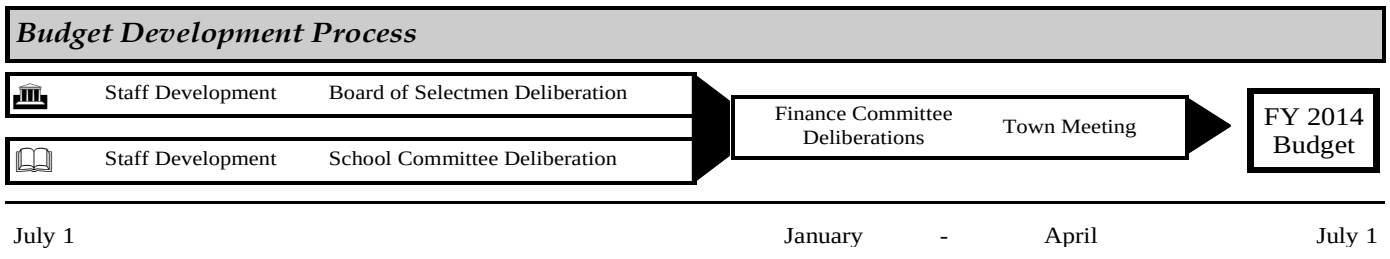
While the municipal staff is developing one part of the operating budget, the School Department begins a separate process for developing the operating budget of the Natick Public Schools. The Town Administrator is responsible for making budget recommendations for all Town programs, including a total 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

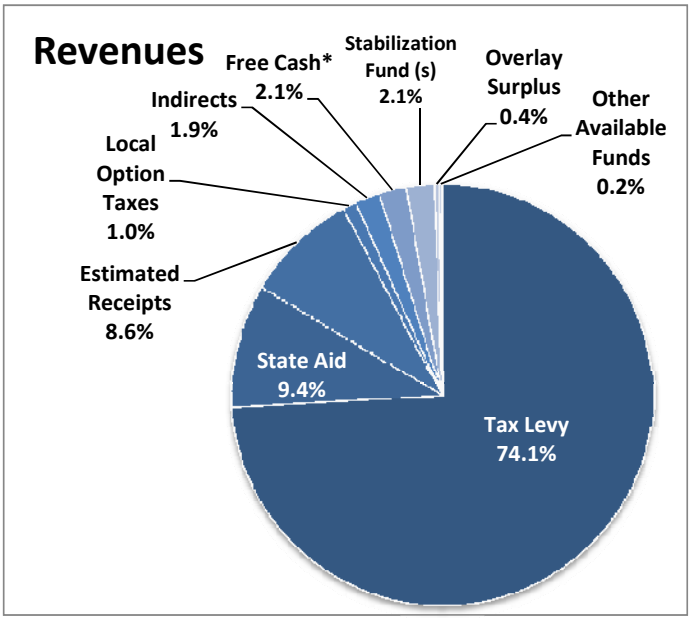
General Fund Revenues	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Tax Levy	$ 79,684,179	$ 85,587,087	$ 89,323,445	$ 91,804,040	2,480,595	2.78%
State Aid	$ 11,711,879	$ 11,449,436	$ 11,657,952	$ 11,657,952	0	0.00%
Estimated Receipts	$ 11,922,815	$ 13,080,747	$ 10,012,890	$ 10,691,750	678,860	6.78%
Local Option Taxes	$ 1,170,876	$ 1,275,551	$ 1,300,000	$ 1,300,000	0	0.00%
Other Local Receipts						
Indirects	$ 2,449,757	$ 2,535,683	$ 2,581,514	$ 2,355,825	-225,689	-8.74%
*Free Cash**	$ 3,425,336	$ 5,466,393	$ 6,343,030	*$ 2,602,717*	-3,740,313	-58.97%
Stabilization Fund (s)	$ 98,550	$ 689,340	$ 1,062,152	$ 2,633,259	1,571,107	147.92%
Overlay Surplus		$ 1,000,000	$ -	$ 500,000	500,000	100.00%
Other Available Funds	$ 190,851	$ 281,532	$ 460,407	$ 281,532	-178,875	-38.85%
Total General Fund Revenues	**110,654,243**	**121,365,769**	**122,741,389**	**123,827,075**	**1,085,686**	**0.88%**
General Fund Expenses						
Education & Learning						
Natick Public Schools	$ 44,364,711	$ 46,622,656	$ 46,558,714	$ 48,242,672	1,683,958	3.62%
Keefe Tech	$ 1,469,598	$ 1,396,865	$ 1,271,613	$ 1,291,338	19,725	1.55%
Morse Institute Library	$ 1,739,131	$ 1,852,078	$ 1,884,687	$ 1,965,777	81,090	4.30%
Bacon Free Library	$ 109,706	$ 118,675	$ 130,082	$ 139,582	9,500	7.30%
Public Safety	$ 12,052,297	$ 12,920,185	$ 13,723,417	$ 14,039,239	315,822	2.30%
Public Works	$ 7,445,952	$ 7,351,758	$ 7,394,083	$ 7,091,649	-302,434	-4.09%
Health & Human Services	$ 1,560,965	$ 1,712,263	$ 1,856,338	$ 1,982,921	126,583	6.82%
Administrative Support Services	$ 3,831,269	$ 4,094,438	$ 4,820,673	$ 5,017,416	196,743	4.08%
Committees	$ 23,853	$ 17,178	$ 26,010	$ 26,060	50	0.19%
Shared Expenses						
Fringe Benefits	$ 14,200,952	$ 14,167,955	$ 15,109,016	$ 15,324,843	215,827	1.43%
Prop & Liab. Insurance	$ 451,853	$ 471,865	$ 553,175	$ 588,175	35,000	6.33%
Retirement	$ 5,475,739	$ 5,701,675	$ 6,150,200	$ 6,610,068	459,868	7.48%
Debt Services	$ 6,787,251	$ 11,055,991	$ 10,208,521	$ 10,587,531	379,010	3.71%
Reserve Fund	$ -	$ -	$ 400,000	$ 300,000	-100,000	-25.00%
Facilities Management	$ -	$ -	$ 2,479,630	$ 2,590,381	110,751	4.47%
General Fund Oper. Expenses	**$ 99,513,276**	**$ 107,483,582**	**$ 112,566,158**	**$ 115,797,652**	**$ 3,231,495**	**2.87%**
Capital Improvements	$ 543,120	$ 1,401,900	$ 1,282,777	$ 1,934,180	651,403	50.78%
School Bus Transportation	$ 290,014	$ 330,137	$ 340,041	$ 350,243	10,201	3.00%
State & County Assessments	$ 1,351,044	$ 1,360,929	$ 1,524,561	$ 1,521,032	-3,529	-0.23%
Cherry Sheet Offsets	$ 131,434	$ 155,298	$ 239,005	$ 239,005	0	0.00%
Tax Title	$ 25,000	$ 25,000	$ 25,000	$ -	-25,000	-100.00%
Snow Removal Supplement	$ 448,991	$ 765,163	$ 102,008	$ 800,000	697,992	684.25%
Overlay	$ 1,112,323	$ 1,133,967	$ 1,463,310	$ 1,150,000	-313,310	-21.41%
Golf Course Deficit	$ 334,500	$ 320,000	$ 310,000	$ 332,246	22,246	7.18%
General Stabilization Fund	$ 1,634,439	$ -	$ -	$ -	0	0.00%
Operational Stabilization Fund	$ -	$ 856,478	$ -	$ -	0	0.00%
Capital Stabilization Fund	$ 307,913	$ 1,859,511	$ 3,275,551	$ -	-3,275,551	-100.00%
FLSA Settlement	$ -	$ 593,032	$ -	$ -	0	0.00%
*Misc. Articles**	$ 85,000	$ 100,000	$ 312,977	*$ 402,717*	89,740	28.67%
Collective Barg./Non-Union Adj.	$ 63,512	$ -	$ -	$ -	0	0.00%
Anticip. Local Opt. Taxes for FY 14 CSF	$ -	$ -	$ 1,300,000	$ 1,300,000	0	0.00%
Total General Fund Expenses	**$ 105,840,566**	**$ 116,384,997**	**$ 122,741,389**	**$ 123,827,075**	**1,085,686**	**0.88%**
Net Excess / (Deficit)	**4,813,677**	**4,980,772**	**0**	**0**		

***Please note:** Total amount of $123,827,075 is **INCLUSIVE** of $178,500 recommended by Town Administration and Selectmen under Article 17. Finance Committee has **NO Recommendation.** Without, total G/F Budget would be $123,648,575.*

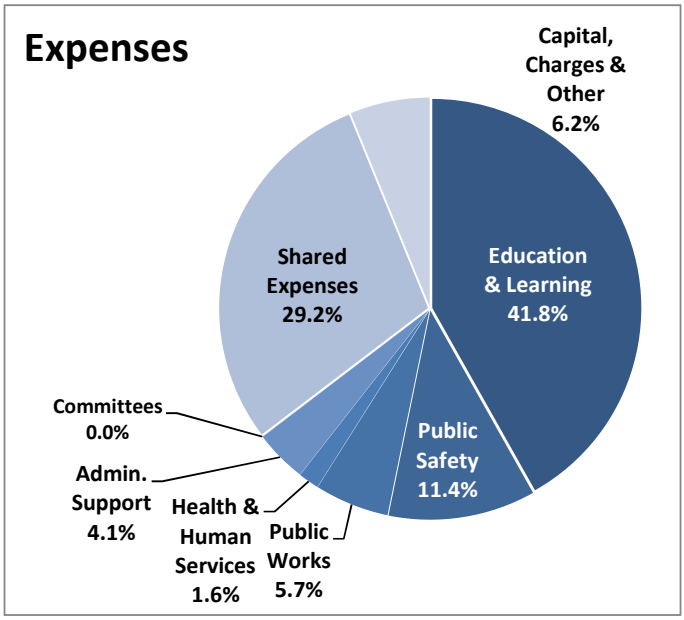
General Fund Revenue/Expenditure Summary

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

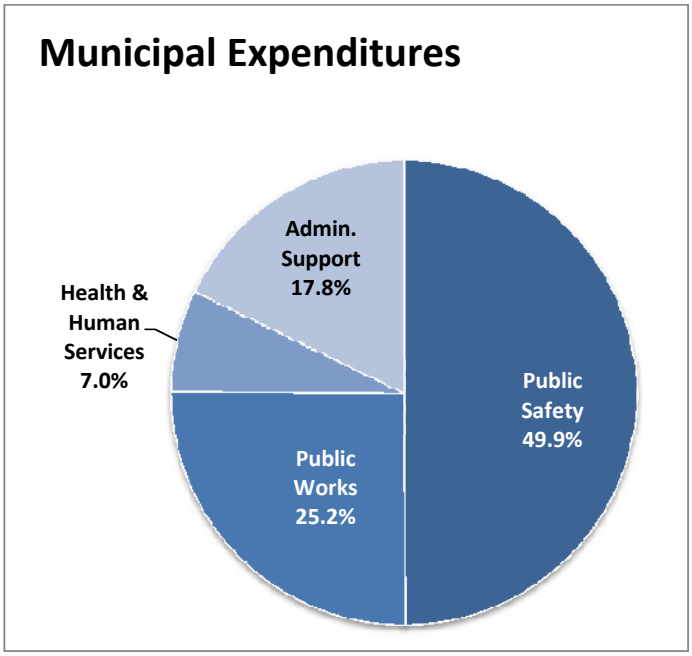
General Fund Revenues - FY 2014



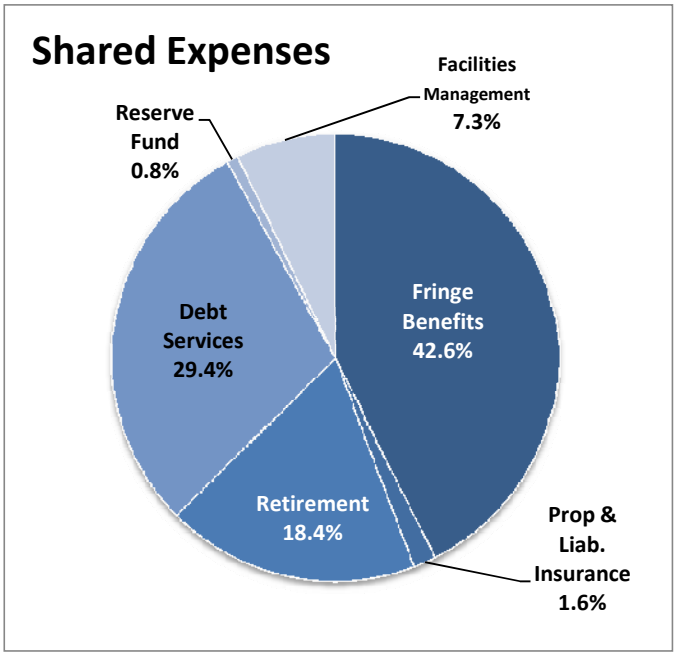
General Fund Expenditures - FY 2014



Municipal Expenditures - FY 2014



Shared Expenditures - FY 2014



General Fund Allocation by Article at 2013 Spring Town Meeting

		TA Rec'd
Article 1 FY 2013 Omnibus Budget	**$**	**-**
Article 2 Stabilization Fund	**$**	**-**
Article 3 Capital Stabilization Fund	**$**	**-**
Article 4 Operational/Rainy Day Stabilization Fund	**$**	**-**
Article 5 Other Post-Employment Benefits (OPEB) Fund	**$**	**224,217**
Article 6 Collective Bargaining	**$**	**-**
Article 9 Morse Institute Library	**$**	**1,965,777**
Article 10 Bacon Free Library	**$**	**139,582**
Article 12 Fiscal 2014 Omnibus Budget Article		
Omnibus Budget G/F	$	113,692,293
Sassamon Trace Subsidy	$	332,246
Total Article 12	**$**	**114,024,539**
Article 13 Capital Equipment	**$**	**630,840**
Article 14 Capital Improvement	**$**	**295,000**
Article 15 School Bus Transportation Subsidy	**$**	**350,243**
Article 16 Feasibility Study of Kennedy Middle School	**$**	**-**
Article 17 Appropriation for Natick Center Cultural District	**$**	**178,500**
Article 18 Unpaid Bills	**$**	**-**
Article 22 Appropriation of Mitigation Funds - Chrysler Road	**$**	**-**
Article 23 Appropriation of Mitigation Funds - MathWorks	**$**	**-**
Total G/F Budget from Articles	**$**	**117,808,698**
Total State Assessments & Other Charges	**$**	**1,760,037**
Total Assessor's Overlay	**$**	**1,150,000**
Total Snow & Ice Deficit for FY 2013	**$**	**800,000**
Total G/F FY 2013	**$**	**121,518,735**
Capital Stabilization Fund (to be Appropriated at the 2012 Fall ATM)	*$*	*1,008,340*
Capital (to be Appropriated at the 2012 Fall ATM)		
Place holder for deposit into Capital Stabilization Fund from Local Option Tax Collectic	*$*	*1,300,000*
(to be Appropriated at the 2012 Fall ATM)		
Total G/F FY 2014 as per Revenue/Expenditure Reconciliation	**$**	**123,827,075**

Appropriations by Article for 2013 Spring Town Meeting

For FY 2014		TA Rec'd
Article 1 FY 2013 Omnibus Budget	**$**	**60,113**
Article 2 Stabilization Fund	$	-
Article 3 Capital Stabilization Fund	$	-
Article 4 Operational/Rainy Day Stabilization Fund	$	-
Article 5 Other Post-Employment Benefits (OPEB) Fund	**$**	**224,217**
Article 6 Collective Bargaining	**$**	**41,132**
Article 9 Morse Institute Library	**$**	**1,965,777**
Article 10 Bacon Free Library	**$**	**139,582**
Article 12 Fiscal 2014 Omnibus Budget Article		
General Fund	$	113,692,293
Water/Sewer Enterprise Fund	$	11,174,301
Sassamon Trace Enterprise Fund (inclusive of $332,246 of G/F tax levy)	$	885,971
Total Article 12	**$**	**125,752,566**
Article 13 Capital Equipment	**$**	**1,620,840**
Article 14 Capital Improvement	**$**	**4,912,750**
Article 15 School Bus Transportation Subsidy	**$**	**350,243**
Article 16 Feasibility Study of Kennedy Middle School	**$**	**-**
Article 17 Appropriation for Natick Center Cultural District*	***$***	***178,500***
Article 18 Unpaid Bills	**$**	**-**
Article 22 Appropriation of Mitigation Funds - Chrysler Road	**$**	**516,200**
Article 23 Appropriation of Mitigation Funds - MathWorks	**$**	**1,127,000**

Voted by BOS, not by FC

Article 12 Funding Breakdown - FY 2014 Omnibus Budget

		FC Rec'd
Tax Levy	$	107,988,104
Water Sewer User Rates	$	13,497,880
Free Cash	$	2,200,000
Parking Meter Fees	$	60,000
Overlay Surplus	$	500,000
Title V Septic	$	7,684
Premiums	$	90,681
Capital Stabilization Fund	$	699,079
School Building Assistance	$	123,167
Golf User Fees	$	550,800
Golf Retained Earnings	$	35,171
Total for Article 12	**$**	**125,752,566**

Additional New Hires Proposed in FY 2014 Budget

Position	FTE added	Salary	Benefits	Total	Approvals
Municipal					
Laborer	1.0	$ 38,652	$ 12,131	$ 50,783	*BOS, FC*
Laborer	1.0	$ 38,652	$ 12,131	$ 50,783	*BOS, FC*
Benefit/Payroll Specialist	1.0	$ 50,192	$ 12,131	$ 62,323	*BOS, FC*
Information/Communication Specialist	1.0	$ 50,192	$ 12,131	$ 62,323	*BOS, FC*
Special Needs Coordinator	0.8	$ 33,408	$ 12,131	$ 45,539	*BOS, FC*
Young Adult Librarian	0.5	$ 29,724	$ 12,131	$ 41,855	*FC*
Economic Development Officer	1.0	$ 80,000	$ 12,131	$ 92,131	*BOS*
Totals	**6.3**	**$ 320,820**	**$ 84,917**	**$ 405,737**	
School					
Kindergarten Teacher (Ben-Hem)	1.0	$ 50,000	$ 12,131	$ 62,131	*SC*
ELL (Kennedy & Brown)	1.0	$ 50,000	$ 12,131	$ 62,131	*SC*
Speech & Language Pathology	0.6	$ 30,000	$ -	$ 30,000	*SC*
Learning Center Teachers HS	1.0	$ 50,000	$ 12,131	$ 62,131	*SC*
School Psychologist	1.0	$ 50,000	$ 12,131	$ 62,131	*SC*
High School Foreign Language	1.0	$ 50,000	$ 12,131	$ 62,131	*SC*
6th Grade Teacher (Kennedy)	1.0	$ 50,000	$ 12,131	$ 62,131	*SC*
Math Teacher (NHS)	1.0	$ 50,000	$ 12,131	$ 62,131	*SC*
Totals	**7.6**	**$ 380,000**	**$ 84,917**	**$ 464,917**	
Shared Expenses					
Maintenance Tech IV	1.0	$ 50,000	$ 12,131	$ 62,131	*FC*
Totals	**1.0**	**$ 50,000**	**$ 12,131**	**$ 62,131**	
Totals Town-wide	**14.9**	**$ 750,820**	**$ 181,965**	**$ 932,785**	

Free Cash Spenddown Proposal

Item	Amount	Rationale
Certified Free Cash as of 7/1/2012	$ 6,791,984	Certified by DOR on 9/19/2012
.5% of G/F Revenue Set-Aside	$ (614,213)	As per Financial Policies
2013 Spring Town Meeting		
Article 5: OPEB Stabilization Fund	$ (224,217)	Amount received from WSHG for 2008 Medicare Part D Reimbursement
Article 17: Appropriation for Natick Center Cultural District	$ (178,500)	Fund FY 2014 Budget for the Natick Center Cultural District
FY 2014 Budget		
FY 2014 Starting Operating Budget	$ (1,500,000)	Standard from Free Cash for next years Operating Budget
FY 2014 Subsidy for HS & C-SC Projects	$ (250,000)	Increased to lower taxpayer cost of projects in FY 14
FY 2013 Snow & Ice Deficit	$ (450,000)	Current Snow Overdraft $800K - $350K already built into FY 2014 budget.
2012 Fall Town Meeting		
Article 3: Transfer of FY 2012 Local Option Taxes to CSF	$ (1,275,551)	As per Financial Policies
Article 3: Additional Capital SF Contribution	$ (2,000,000)	To accommodate future Capital Needs
Article 12: Community Senior Center Project	$ (22,216)	Redistribution of contributions to the project
Article 13: High School Project	$ (15,858)	Redistribution of contributions to the project
Article 17: Transfer of Funds to Conservation Fund for Trails Construction and Improvement	$ (50,065)	Transfer of funds receive from citations issued to development by the Planning Board to use for trails construction and improvements.
Remaining Unallocated Balance	**$ 211,364**	

Town Administrator:
FY 2014 Revenue Summaries

Town of Natick

Revenue Model

Revenue Summary

The summary below presents all general fund revenues for use in FY 2014. The projection is based on the most current data available. Overall, General Fund Revenues are proposed to increase ***$674,968 or 0.55%*** over the prior fiscal year. Normal increases in the Property Tax Levy are augmented by sizeable increases in Local Receipts. But decreases in Available Funds more than offsets this growth in recurring revenue. This should not raise alarm, however, as the 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 should not be affected.

General Fund Revenue Summary	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**2013 vs. 2014**	
	Actual	Actual	Recap	Preliminary	$	%
Property Tax Levy	$ 79,684,179	$ 86,502,701	$ 89,323,445	$ 91,804,040	$ 2,480,595	2.78%
State Aid	$ 11,711,880	$ 11,509,427	$ 11,657,952	$ 11,657,952	$ -	0.00%
Local Receipts	$ 13,101,287	$ 14,356,298	$ 11,312,890	$ 11,991,750	$ 678,860	6.00%
Available Funds	$ 3,714,737	$ 7,437,265	$ 7,865,589	$ 6,017,508	$ (1,848,081)	-23.50%
Indirects	$ 2,449,757	$ 2,535,883	$ 2,581,514	$ 2,355,825	$ (225,689)	-8.74%
Gross General Fund Revenues	**$ 110,661,840**	**$ 122,341,573**	**$ 122,741,389**	**$ 123,827,075**	**$ 1,085,686**	**0.88%**

Detailed Description:

Property Tax Levy: The increase in property tax levy of $2,480,595 or 2.78 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 2014 state aid is forecast to be level-funded. Although the Governor has submitted a sharp increase in State Aid as part of his FY 2014 "House 1" budget submission to the legislature, local delegates to the General Court have advised Natick not to take his forecasts. House Ways and Means will submit their budget recommendations during Town Meeting.

Local Receipts: Local receipts are projected to increase by $678,860 or 6.04%. 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 $1,848,081. 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. The sharpest decrease is attributable to using far less free cash in support of building capital reserves.

Enterprise Receipts: This category represents transfers from the Town's two enterprise funds to the general fund to cover general fund expenditures that support enterprise operations. The FY 2014 amount of indirects for the Water & Sewer Enterprise is recommended to decrease by 10% in order to more less aggressively and more realistically define the amount of indirect costs charged to the fund. Although not included in Fiscal Year 2014, indirects are planned for the Sassamon Trace Golf Course starting in

Town of Natick

Revenue Model

Revenue Summary

Table 1: Property Tax Levy	FY 2008 Recap	FY 2009 Recap	FY 2010 Recap	FY 2011 Recap	FY 2012 Recap	FY 2013 Recap	FY 2014 Preliminary
Tax Levy	$ 61,821,370	$ 64,250,184	$ 72,154,997	$ 76,106,387	$ 78,763,162	$ 81,600,345	$ 84,573,555
Prop. 2.5%	$ 1,545,534	$ 1,606,255	$ 1,803,875	$ 1,902,698	$ 1,969,079	$ 2,040,009	$ 2,114,339
New Growth	$ 883,280	$ 2,398,480	$ 2,147,515	$ 754,077	$ 846,384	$ 933,201	$ 845,736
Override	$ -	$ 3,900,000	$ -	$ -	$ -	$ -	$ -
Sub-Total	**$ 64,250,184**	**$ 72,154,919**	**$ 76,106,387**	**$ 78,763,162**	**$ 81,578,625**	**$ 84,573,555**	**$ 87,533,629**
Excluded Debt	$ 960,274	$ 937,705	$ 918,361	$ 921,017	$ 4,924,076	$ 4,768,302	$ 4,270,411
Subtotal	**$ 65,210,458**	**$ 73,092,624**	**$ 77,024,748**	**$ 79,684,179**	**$ 86,502,701**	**$ 89,341,857**	**$ 91,804,040**
Actual Tax Levy Capacity	**$ 65,210,458**	**$ 72,696,077**	**$ 77,024,748**	**$ 79,684,179**	**$ 86,502,701**	**$ 89,341,857**	**$ 91,804,040**

Table 2: State Aid	FY 2008 Cherry Sheet	FY 2009 Cherry Sheet	FY 2010 Cherry Sheet	FY 2011 Cherry Sheet	FY 2012 Cherry Sheet	FY 2013 Recap	FY 2014 Preliminary
Chapter 70	$ 5,548,696	$ 6,018,907	$ 5,856,668	$ 7,168,756	$ 7,245,287	$ 8,053,067	$ 8,053,067
Lottery, Beano, Charity Games	$ 2,800,177	$ 2,800,177	$ -	$ -	$ -	$ -	$ -
Additional Assistance	$ 1,942,474	$ 1,942,474	$ -	$ -	$ -	$ -	$ -
Unrestricted Local Aid	$ -	$ -	$ 3,357,406	$ 3,223,110	$ 2,990,066	$ 3,223,110	$ 3,223,110
Police Career Incentive	$ 220,578	$ 226,966	$ 40,692	$ 20,558	$ -	$ -	$ -
Veterans' Benefits & Exemptions	$ 125,296	$ 169,306	$ 216,383	$ 238,443	$ 209,682	$ 234,781	$ 234,781
State Owned Land & Mitigation	$ 201,613	$ 216,172	$ 194,742	$ 106,348	$ 110,151	$ 110,187	$ 110,187
Offsets (School Lunch & Library)	$ 48,936	$ 50,166	$ 37,183	$ 37,825	$ 37,402	$ 36,807	$ 36,807
sub-Total (Cherry Sheet)	**$ 10,887,770**	**$ 11,424,168**	**$ 9,703,074**	**$ 10,795,040**	**$ 10,592,588**	**$ 11,657,952**	**$ 11,657,952**
School Construction (MSBA)	**$ 1,369,707**	**$ 916,839.00**	**$ 916,839**	**$ 916,840**	**$ 916,839**	**$ -**	**$ -**
Subtotal	**$ 12,257,477**	**$ 12,341,007**	**$ 10,619,913**	**$ 11,711,880**	**$ 11,509,427**	**$ 11,657,952**	**$ 11,657,952**

Table 3: Local Receipts	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Recap	FY 2014 Preliminary
Motor Vehicle	$ 4,174,230	$ 4,187,040	$ 3,739,367	$ 3,931,401	$ 4,082,872	$ 3,795,250	$ 4,023,000
Other Excise	$ 867,120	$ 833,846	$ 986,324	$ 1,941,878	$ 2,143,965	$ 2,000,000	$ 2,000,000
Penalties & Interest Taxes/Excise	$ 235,052	$ 641,897	$ 474,871	$ 658,927	$ 544,880	$ 426,065	$ 455,000
Payment in Lieu of Taxes	$ 33,359	$ 17,635	$ 28,292	$ 28,866	$ 47,583	$ 24,931	$ 35,000
Trash Fee	$ 1,066,549	$ 1,005,638	$ 1,002,485	$ 1,015,159	$ 942,223	$ 865,603	$ 1,050,000
Police Special Duty Service Charges	$ 56,829	$ 37,383	$ 37,532	$ 40,788	$ 51,548	$ 40,000	$ 40,000
Ambulance Fees - Other Charges	$ 1,006,888	$ 942,465	$ 998,333	$ 1,425,262	$ 1,469,941	$ 1,460,000	$ 1,460,000

Town of Natick

Revenue Model

Revenue Summary

Rentals	$ 227,932	$ 301,686	$ 199,103	$ 54,060	$ 52,324	$ 40,041	$ 50,000
Recreation	$ 75,410	$ -	$ 267,830	$ 154,000	$ 175,305	$ 176,000	$ 186,750
Other Departmental Revenue	$ 687,774	$ 800,402	$ 813,523	$ 636,367	$ 855,853	$ 670,000	$ 720,000
License/Permits	$ 2,365,853	$ 1,228,497	$ 1,260,987	$ 1,612,750	$ 2,223,153	$ 1,350,000	$ 1,500,000
Special Assessments	$ 21,979	$ 21,243	$ 22,221	$ 28,093	$ 13,660	$ 20,000	$ 14,000
Fines/Forfeits	$ 220,200	$ 187,603	$ 167,066	$ 151,893	$ 187,866	$ 195,000	$ 208,000
Investment Income	$ 904,653	$ 346,301	$ 686,279	$ 102,227	$ 157,159	$ 150,000	$ 150,000
Miscellaneous Recurring	$ 1,222,187	$ 1,101,354	$ 102,566	$ 193,486	$ 194,624	$ 100,000	$ 100,000
Miscellaneous Non-Recurring	$ -	$ -	$ 45,458	$ 1,126,130	$ 1,213,343	$ -	$ -
Subtotal	**$ 13,166,015**	**$ 11,652,990**	**$ 10,832,238**	**$ 13,101,287**	**$ 14,356,298**	**$ 11,312,890**	**$ 11,991,750**

Table 4: Available Funds	**FY 2008** Appropriated	**FY 2009** Appropriated	**FY 2010** Appropriated	**FY 2011** Appropriated	**FY 2012** Appropriated	**FY 2013** Recap	**FY 2014** Preliminary
Free Cash	$ 4,035,895	$ 3,000,000	$ 2,147,380	$ 3,425,336	$ 5,466,393	$ 6,343,030	$ 2,602,717
Overlay Surplus	$ 1,116,024	$ -	$ 1,000,000	$ -	$ 1,000,000	$ -	$ 500,000
General Stabilization Fund	$ 256,102	$ 600,000	$ 950,751	$ 98,550	$ -	$ -	$ -
Capital Stabilization Fund	$ -	$ -	$ -	$ -	$ 689,340	$ 1,062,152	$ 2,633,259
Title V	$ 7,684	$ 7,684	$ 7,684	$ 7,684	$ 7,684	$ 7,684	$ 7,684
Parking Meter Revenue	$ 116,000	$ 80,000	$ 80,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000
School Building Assistance	$ 123,167	$ 123,167	$ 123,167	$ 123,167	$ 123,167	$ 123,167	$ 123,167
Premiums (For 2010 Debt Exclusions)	$ -	$ -	$ -	$ -	$ 90,681	$ 90,681	$ 90,681
Receipts Reserved	$ -	$ -	$ -	$ -	$ -	$ 150,000	$ -
Insurance Proceeds < $20,000	$ -	$ -	$ -	$ -	$ -	$ 28,875	$ -
MBTA Contract Assistance	$ 76,316	$ -	$ -	$ -	$ -	$ -	$ -
Subtotal	**$ 5,731,187**	**$ 3,810,851**	**$ 4,308,982**	**$ 3,714,737**	**$ 7,437,265**	**$ 7,865,589**	**$ 6,017,508**

Table 5: Enterprise Receipts	**FY 2008** Actual	**FY 2009** Actual	**FY 2010** Actual	**FY 2011** Actual	**FY 2012** Actual	**FY 2013** Recap	**FY 2014** Preliminary
Water & Sewer Indirects	$ 2,379,592	$ 2,546,344	$ 2,506,416	$ 2,449,757	$ 2,535,883	$ 2,581,514	$ 2,323,363
Sassamon Trace Indirects	$ -	$ -	$ -	$ -	$ -	$ -	$ 32,462
Subtotal	**$ 2,379,592**	**$ 2,546,344**	**$ 2,506,416**	**$ 2,449,757**	**$ 2,535,883**	**$ 2,581,514**	**$ 2,355,825**

Total - G/F Available for Appr.	**$ 98,744,729**	**$ 103,443,816**	**$ 105,292,298**	**$ 110,661,841**	**$ 122,341,573**	**$ 122,759,801**	**$ 123,827,075**

Town Administrator:
FY 2014 Expenditure Summaries

General Fund Appropriation Summary

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

	2011 Actual	2012 Actual	2013 Appropriated	2014 TA/BOS	2014 FinComm	2013 vs. 2014 $	%
Education & Learning							
Section III - Education & Learning							
Natick Public Schools							
Total Natick Public Schools	**$ 44,364,711**	**46,622,656**	**46,558,714**	**48,242,672**	**48,242,672**	**$ 1,683,958**	**3.62%**
Keefe Tech							
Expenses (Assessment)	$ 1,469,598	$ 1,396,865	$ 1,271,613	$ 1,291,338	$ 1,291,338	$ 19,725	1.55%
Total Keefe Tech	**$ 1,469,598**	**$ 1,396,865**	**$ 1,271,613**	**$ 1,291,338**	**$ 1,291,338**	**$ 19,725**	**1.55%**
Morse Institute Library							
Salaries & Expenses	$ 1,739,131	$ 1,852,078	$ 1,884,687	$ 1,965,777	$ 1,965,777	$ 81,090	4.30%
Total Morse Institute Library	**$ 1,739,131**	**$ 1,852,078**	**$ 1,884,687**	**$ 1,965,777**	**$ 1,965,777**	**$ 81,090**	**4.30%**
Bacon Free Library							
Salaries & Expenses	109,706	118,675	130,082	139,582	139,582	9,500	7.30%
Total Bacon Free Library	**$ 109,706**	**$ 118,675**	**$ 130,082**	**$ 139,582**	**$ 139,582**	**$ 9,500**	**7.30%**
Total Education & Learning	**$ 47,683,146**	**$ 49,990,275**	**$ 49,845,096**	**$ 51,639,369**	**$ 51,639,369**	**$ 1,794,273**	**3.60%**
Public Safety							
Section IV - Public Safety							
Emergency Management							
Expenses	$ 2,020	$ 3,779	$ 35,600	$ 35,600	$ 35,600	$ -	0.00%
Total Emergency Management	**$ 2,020**	**$ 3,779**	**$ 35,600**	**$ 35,600**	**$ 35,600**	**$ -**	**0.00%**
Parking Enforcement							
Salaries	$ 19,199	$ 25,969	$ 31,950	$ 49,661	$ 49,661	$ 17,711	55.43%
Expenses	$ 68,624	$ 82,656	$ 73,000	$ 73,000	$ 73,000	$ -	0.00%
Total Parking Enforcement	**$ 87,823**	**$ 108,625**	**$ 104,950**	**$ 122,661**	**$ 122,661**	**$ 17,711**	**16.88%**
Police							
Salaries	$ 4,983,409	$ 5,415,962	$ 5,966,224	$ 6,154,482	$ 6,154,482	$ 188,258	3.16%
Expenses	$ 194,016	$ 232,688	$ 226,188	$ 214,838	$ 214,838	$ (11,350)	-5.02%
Other Chgs. & Expenses	$ 2,797	$ 6,090	$ 7,500	$ 7,500	$ 7,500	$ -	0.00%
Total Police	**$ 5,180,222**	**$ 5,654,740**	**$ 6,199,912**	**$ 6,376,820**	**$ 6,376,820**	**$ 176,908**	**2.85%**
Fire							
Salaries	$ 6,614,962	$ 6,982,138	$ 7,187,556	$ 7,279,508	$ 7,279,508	$ 91,952	1.28%
Expenses	$ 167,269	$ 170,902	$ 195,400	$ 224,650	$ 224,650	$ 29,250	14.97%
Total Fire	**$ 6,782,231**	**$ 7,153,040**	**$ 7,382,956**	**$ 7,504,158**	**$ 7,504,158**	**$ 121,202**	**1.64%**
Total Public Safety	**12,052,297**	**12,920,185**	**13,723,417**	**14,039,239**	**14,039,239**	**$ 315,822**	**2.30%**
Public Works							
Section V - Public Works							
Salaries	$ 3,002,073	$ 3,030,673	$ 2,989,561	$ 3,157,394	$ 3,157,394	$ 167,833	5.61%
Expenses	$ 2,252,324	$ 2,679,338	$ 2,717,674	$ 2,274,807	$ 2,274,807	$ (442,867)	-16.30%
Municipal Energy	$ 1,323,892	$ 1,342,239	$ 1,536,848	$ 1,509,448	$ 1,509,448	$ (27,400)	-1.78%
Snow & Ice	$ 867,663	$ 299,508	$ 150,000	$ 150,000	$ 150,000	$ -	0.00%
Total Public Works	**$ 7,445,952**	**$ 7,351,758**	**$ 7,394,083**	**$ 7,091,649**	**$ 7,091,649**	**$ (302,434)**	**-4.09%**

General Fund Appropriation Summary

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

	2011 Actual	2012 Actual	2013 Appropriated	2014 TA/BOS	2014 FinComm	2013 vs. 2014 $	2013 vs. 2014 %
Health & Human Services							
Section VI - Health & Human Services							
Community Services							
Salaries	$ 919,714	$ 1,032,320	$ 1,121,526	$ 1,182,189	$ 1,182,189	$ 60,663	5.41%
Expenses	$ 283,803	$ 279,905	$ 291,677	$ 355,596	$ 355,596	$ 63,919	21.91%
Total Community Services	**$ 1,203,517**	**$ 1,312,226**	**$ 1,413,203**	**$ 1,537,785**	**$ 1,537,785**	**$ 124,582**	**8.82%**
Board of Health							
Salaries	$ 332,982	$ 367,974	$ 393,185	$ 395,186	$ 395,186	$ 2,001	0.51%
Expenses	$ 17,127	$ 20,346	$ 34,950	$ 34,950	$ 34,950	$ -	0.00%
Other Changes & Expenditures	$ 7,339	$ 11,718	$ 15,000	$ 15,000	$ 15,000	$ -	0.00%
Total Board of Health	**$ 357,448**	**$ 400,038**	**$ 443,135**	**$ 445,136**	**$ 445,136**	**$ 2,001**	**0.45%**
Total Health & Human Services	**$ 1,560,965**	**$ 1,712,263**	**$ 1,856,338**	**$ 1,982,921**	**$ 1,982,921**	**$ 126,583**	**6.82%**
Administrative Support Services							
Section VII - Administrative Support Services							
Board of Selectmen							
Salaries	$ 512,395	$ 564,807	$ 591,168	$ 616,264	$ 616,264	$ 25,096	4.25%
Expenses	$ 179,887	$ 202,242	$ 248,750	$ 247,250	$ 247,250	$ (1,500)	-0.60%
Other Charges & Expenditures	$ 18,357	$ 18,357	$ 18,357	$ 18,357	$ 18,357	$ -	0.00%
Contract Settlements	$ -	$ -	$ 173,319	$ 199,227	$ 199,227	$ 25,908	14.95%
Total Board of Selectmen	**$ 710,639**	**$ 785,407**	**$ 1,031,594**	**$ 1,081,098**	**$ 1,081,098**	**$ 49,504**	**4.80%**
Personnel Board							
Other Charges & Expenditures	$ -	$ 419	$ 1,000	$ 1,000	$ 1,000	$ -	0.00%
Total Personnel Board	**$ -**	**$ 419**	**$ 1,000**	**$ 1,000**	**$ 1,000**	**$ -**	**0.00%**
Town Report							
Professional Services	$ 4,374	$ 4,695	$ 5,500	$ 5,500	$ 5,500	$ -	0.00%
Total Town Report	**$ 4,374**	**$ 4,695**	**$ 5,500**	**$ 5,500**	**$ 5,500**	**$ -**	**0.00%**
Legal							
Expenses	$ 216,995	$ 198,253	$ 294,480	$ 270,000	$ 270,000	$ (24,480)	-8.31%
Other Charges & Expenditures	$ 1,576	$ 500	$ 10,000	$ 10,000	$ 10,000	$ -	0.00%
Total Legal Services	**$ 218,571**	**$ 198,753**	**$ 304,480**	**$ 280,000**	**$ 280,000**	**$ (24,480)**	**-8.04%**
Finance							
Salaries	$ 867,294	$ 926,893	$ 991,204	$ 1,083,270	$ 1,083,270	$ 92,066	9.29%
Expenses	$ 285,539	$ 296,848	$ 395,300	$ 323,800	$ 323,800	$ (71,500)	-18.09%
Other Charges & Expenditures	$ 6,792	$ 18,902	$ 75,000	$ 75,000	$ 75,000	$ -	0.00%
Total Finance	**$ 1,159,625**	**$ 1,242,643**	**$ 1,461,504**	**$ 1,482,070**	**$ 1,482,070**	**$ 20,566**	**1.41%**
Information Technology							
Salaries	$ 219,219	$ 238,944	$ 241,759	$ 291,950	$ 291,950	$ 50,191	20.76%
Expenses	$ 290,053	$ 407,849	$ 374,100	$ 394,100	$ 394,100	$ 20,000	5.35%
Other Chgs. & Expenditures	$ 233,578	$ 218,792	$ 265,000	$ 310,675	$ 310,675	$ 45,675	17.24%
Total Information Technology	**$ 742,851**	**$ 865,585**	**$ 880,859**	**$ 996,725**	**$ 996,725**	**$ 115,866**	**13.15%**
Town Clerk							
Salaries	$ 192,509	$ 202,871	$ 212,219	$ 223,450	$ 223,450	$ 11,231	5.29%
Expenses	$ 19,901	$ 14,798	$ 21,750	$ 21,850	$ 21,850	$ 100	0.46%
Total Town Clerk	**$ 212,410**	**$ 217,669**	**$ 233,969**	**$ 245,300**	**$ 245,300**	**$ 11,331**	**4.84%**

General Fund Appropriation Summary

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

	2011 Actual	2012 Actual	2013 Appropriated	2014 TA/BOS	2014 FinComm	2013 vs. 2014 $	2013 vs. 2014 %
Administrative Support Services (con't)							
Elections							
Salaries (Registrars)	$ 45,592	$ 28,457	$ 59,565	$ 22,230	$ 22,230	$ (37,335)	-62.68%
Expenses (Registrars)	$ 35,916	$ 35,923	$ 62,500	$ 38,750	$ 38,750	$ (23,750)	-38.00%
Total Elections	**$ 81,508**	**$ 64,380**	**$ 122,065**	**$ 60,980**	**$ 60,980**	**$ (61,085)**	**-50.04%**
Sealer of Weights & Measures							
Salaries	$ 14,317	$ 14,658	$ 14,659	$ 14,659	$ 14,659	$ -	0.00%
Expenses	$ 841	$ 763	$ 850	$ 875	$ 875	$ 25	2.94%
Total Sealer Weights/Meas.	**$ 15,157**	**$ 15,420**	**$ 15,509**	**$ 15,534**	**$ 15,534**	**$ 25**	**0.16%**
Community Development							
Salaries	$ 662,149	$ 676,671	$ 740,382	$ 825,398	$ 825,398	$ 85,016	11.48%
Expenses	$ 23,985	$ 22,796	$ 23,811	$ 23,811	$ 23,811	$ -	0.00%
Total Community Development	**$ 686,134**	**$ 699,467**	**$ 764,193**	**$ 849,209**	**$ 849,209**	**$ 85,016**	**11.12%**
Total Admin. Support Services	**$ 3,831,269**	**$ 4,094,438**	**$ 4,820,673**	**$ 5,017,416**	**$ 5,017,416**	**$ 196,743**	**4.08%**
Commissions & Committees							
Section VIII - Commissions & Committees							
Finance Committee							
Expenses	$ 21,979	$ 15,202	$ 22,000	$ 22,000	$ 22,000	$ -	0.00%
Total Finance Committee	**$ 21,979**	**$ 15,202**	**$ 22,000**	**$ 22,000**	**$ 22,000**	**$ -**	**0.00%**
Commission on Disability							
Expenses	$ 743	$ 202	$ 1,810	$ 1,810	$ 1,810	$ -	0.00%
Total Commission on Disability	**$ 743**	**$ 202**	**$ 1,810**	**$ 1,810**	**$ 1,810**	**$ -**	**0.00%**
Natick Cultural Council							
Expenses	$ 570	$ 382	$ 700	$ 700	$ 700	$ -	0.00%
Total Natick Cultural Council	**$ 570**	**$ 382**	**$ 700**	**$ 700**	**$ 700**	**$ -**	**0.00%**
Historical Commission							
Expenses	$ 198	$ 858	$ 1,000	$ 1,000	$ 1,000	$ -	0.00%
Total Historical Commission	**$ 198**	**$ 858**	**$ 1,000**	**$ 1,000**	**$ 1,000**	**$ -**	**0.00%**
Historic District Commission							
Expenses	$ 363	$ 535	$ 500	$ 550	$ 550	$ 50	10.00%
Total Historic District Comm.	**$ 363**	**$ 535**	**$ 500**	**$ 550**	**$ 550**	**$ 50**	**10.00%**
Total Section VIII: Comm.	**$ 23,853**	**$ 17,178**	**$ 26,010**	**$ 26,060**	**$ 26,060**	**$ 50**	**0.19%**
Shared Expenses (Unclassified)							
Section IX - Shared Expenses							
Employee Fringe							
Other Personnel Services	$ 14,182,202	$ 14,136,205	$ 15,085,009	$ 15,174,843	$ 15,174,843	$ 89,834	0.60%
Other Personnel Services	$ 18,750	$ 31,750	$ 24,007	$ 150,000	$ 150,000	$ 125,993	524.82%
Total Employee Fringe	**$ 14,200,952**	**$ 14,167,955**	**$ 15,109,016**	**$ 15,324,843**	**$ 15,324,843**	**$ 215,827**	**1.43%**
Property & Liability Insurance							
Purchased Services	$ 451,853	$ 471,865	$ 553,175	$ 588,175	$ 588,175	$ 35,000	6.33%
Total Prop. & Liab. Insurance	**$ 451,853**	**$ 471,865**	**$ 553,175**	**$ 588,175**	**$ 588,175**	**$ 35,000**	**6.33%**

General Fund Appropriation Summary

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

	2011 Actual	2012 Actual	2013 Appropriated	2014 TA/BOS	2014 FinComm	2013 vs. 2014 $	%
Shared Expenses (Unclassified) (con't)							
Contributory Retirement							
Pension Assessment	$ 5,384,366	$ 5,626,663	$ 6,082,991	$ 6,567,165	$ 6,567,165	$ 484,174	7.96%
ERI Assessment	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Total Contributory Retirement	**$ 5,384,366**	**$ 5,626,663**	**$ 6,082,991**	**$ 6,567,165**	**$ 6,567,165**	**$ 484,174**	**7.96%**
Non-Contributory Retirement							
Pensions	$ 91,373	$ 75,012	$ 67,209	$ 42,903	$ 42,903	$ (24,306)	-36.16%
Total Non-Contributory Retire.	**$ 91,373**	**$ 75,012**	**$ 67,209**	**$ 42,903**	**$ 42,903**	**$ (24,306)**	**-36.16%**
Debt Service							
Leased Equipment	$ 38,066	$ 68,590	$ 82,000	$ 82,000	$ 82,000	$ -	0.00%
Principal	$ 4,685,812	$ 7,575,385	$ 7,511,321	$ 7,901,367	$ 7,901,367	$ 390,046	5.19%
Interest	$ 2,063,373	$ 3,412,016	$ 2,615,200	$ 2,604,164	$ 2,604,164	$ (11,036)	-0.42%
Total Debt Service	**$ 6,787,251**	**$ 11,055,991**	**$ 10,208,521**	**$ 10,587,531**	**$ 10,587,531**	**$ 379,010**	**3.71%**
Reserve Fund							
Other Charges	$ -	$ -	$ 400,000	$ 300,000	$ 300,000	$ (100,000)	-25.00%
Total Reserve Fund	**$ -**	**$ -**	**$ 400,000**	**$ 300,000**	**$ 300,000**	**$ (100,000)**	**-25.00%**
Facilities Management							
Salaries	$ -	$ -	$ 2,354,646	$ 2,465,397	$ 2,465,397	$ 110,751	4.70%
Expenses	$ -	$ -	$ 124,984	$ 124,984	$ 124,984	$ -	0.00%
Total Facilities Management	**0**	**0**	**2,479,630**	**2,590,381**	**2,590,381**	$ 110,751	4.47%
Total Shared Expenses	**26,915,794**	**31,397,485**	**34,900,542**	**36,000,999**	**36,000,999**	**$ 1,100,457**	**3.15%**
Total General Fund Operations	**99,513,276**	**107,483,582**	**112,566,158**	**115,797,652**	**115,797,652**	**3,231,495**	**2.87%**

Reconciliation							
Total General Fund Operations	**$ 99,513,276**	**$ 107,483,582**	**$ 112,566,158**	**$ 115,797,652**	**$ 115,797,652**	**3,231,495**	**2.87%**
Other General Fund Appropriations							
FLSA Labor Settlements	-	593,032	-	-	-	-	0.00%
Capital Equipment	543,120	1,401,900	1,282,777	1,934,180	1,934,180	651,403	50.78%
School Bus Subsidy	290,014	330,137	340,041	350,243	350,243	10,201	3.00%
Misc. Articles	85,000	100,000	312,977	402,717	224,217	89,740	28.67%
Golf Course Deficit	334,500	320,000	310,000	332,246	332,246	22,246	7.18%
General Stabilization Fund	1,634,439	-	-	-	-	-	0.00%
Capital Stabilization Fund	307,913	1,859,511	4,575,551	1,300,000	1,300,000	(3,275,551)	-71.59%
Operational Stabilization Fund	-	856,478	-	-	-	-	0.00%
Contract Settlements/Salary Adjust.	63,512	-	-	-	-	-	0.00%
Total Other G/F Appropriations	**3,258,498**	**5,461,058**	**6,821,346**	**4,319,386**	**4,140,886**	**(2,501,961)**	**-36.68%**
Other General Fund Expenses (Not appropriated by Town Meeting)							
State & County Assessments	1,351,044	1,360,929	1,524,561	1,521,032	1,521,032	(3,529)	-0.23%
Cherry Sheet Offsets	131,434	155,298	239,005	239,005	239,005	-	0.00%
Tax Title	25,000	25,000	25,000	-	-	(25,000)	-100.00%
Snow Removal Supplement	448,991	765,163	102,008	800,000	800,000	697,992	684.25%
Overlay	1,112,323	1,133,967	1,463,310	1,150,000	1,150,000	(313,310)	-21.41%
Total Other G/F Expenses	**3,068,792**	**3,440,357**	**3,353,884**	**3,710,037**	**3,710,037**	**356,153**	**10.62%**
Total General Fund	**105,840,566**	**116,384,997**	**122,741,389**	**123,827,075**	**123,648,575**	**1,085,686**	**0.88%**

Difference: $178,500 recommended for funding Article 17; Finance Committee has NO Recommendation.

Enterprise Fund Revenue/Expenditure Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Water/Sewer Enterprise Fund						
Revenues						
User Charges	12,353,351	11,127,657	12,143,096	12,307,879	164,783	1.36%
Connection Fees	104,470	71,064	114,290	70,000	(44,290)	-38.75%
Other Departmental Income	758,698	1,100,812	1,120,000	1,100,000	(20,000)	-1.79%
Investment Income	66,356	19,980	25,000	20,000	(5,000)	-20.00%
Capital Article Closeouts	150,000	-	-	-	-	#DIV/0!
I & I Fund	-	-	39,369	-	(39,369)	-100.00%
Retained Earnings	-	410,000	1,291,746	147,000	(1,144,746)	-88.62%
Total Revenues	**13,432,875**	**12,729,513**	**14,733,501**	**13,644,879**	**(1,088,622)**	**-7.39%**
Expenses						
Water & Sewer Operations	7,021,847	7,743,788	7,798,124	7,971,946	173,822	2.23%
Utility Billing	167,179	224,318	233,568	237,383	3,815	1.63%
Fringe Benefits	627,467	675,431	652,593	682,834	30,241	4.63%
Debt Service	2,287,229	1,800,816	2,096,702	2,082,138	-14,564	-0.69%
Reserve Fund	0	200,000	200,000	200,000	0	0.00%
Indirects (included in G/F)	2,449,757	2,535,885	2,581,514	2,323,579	-257,935	-9.99%
Capital	312,000	410,000	1,171,000	147,000	-1,024,000	-87.45%
Total Expenses	**12,865,480**	**13,590,238**	**14,733,501**	**13,644,879**	**-1,088,622**	**-7.39%**

Sassamon Trace Enterprise Fund						
Revenues						
User Charges	400,946	406,398	405,831	410,800	4,969	1.2%
Other Departmental Revenue	110,618	145,002	130,000	140,000	10,000	7.7%
Retained Earnings	56,422	48,366	36,363	45,171	8,808	24.2%
Town Subsidy (Original)	334,500	320,000	310,000	300,000	(10,000)	-3.2%
Town Subsidy (Indirects)				32,246	32,246	100.0%
Total Revenues	**902,486**	**919,766**	**882,194**	**928,217**	**46,023**	**5.22%**
Expenses						
Operations	576,351	574,856	554,441	548,481	-5,960	-1.07%
Fringe Benefits	22,331	25,545	44,609	50,693	6,084	13.64%
Debt Service	295,257	286,314	283,144	286,797	3,653	1.29%
Indirects (included in G/F)	0	0	0	32,246	32,246	100.00%
Capital	0	0	0	10,000	10,000	100.00%
Total Expenses	**893,940**	**886,715**	**882,194**	**928,217**	**46,023**	**5.22%**

Enterprise Fund - Appropriation Summary

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

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	2013 vs. 2014 %
Water/Sewer Enterprise Fund						
Article 12 - Motion H1 - Water & Sewer Enterprise Fund						
Water & Sewer Operations						
Salaries	$ 1,465,811	$ 1,558,514	$ 1,688,524	$ 1,721,525	$ 33,001	1.95%
Expenses	$ 5,556,036	$ 5,774,099	$ 6,109,600	$ 6,250,421	$ 140,821	2.30%
Total Sanitary Sewer	**$ 7,021,847**	**$ 7,332,613**	**$ 7,798,124**	**$ 7,971,946**	**$ 173,822**	**2.23%**
Utility Billing						
Salaries	$ 98,349	$ 101,777	$ 103,618	$ 107,433	$ 3,815	3.68%
Expenses	$ 68,830	$ 120,700	$ 129,950	$ 129,950	$ -	0.00%
Total Utility Billing	**$ 167,179**	**$ 222,477**	**$ 233,568**	**$ 237,383**	**$ 3,815**	**1.63%**
Fringe Benefits						
Other Personal Services	$ 448,014	$ 413,949	$ 452,634	$ 466,879	$ 14,245	3.15%
Other - Chgs. & Expenditures	$ 179,453	$ 187,526	$ 199,959	$ 215,955	$ 15,996	8.00%
Total Benefits	**$ 627,467**	**$ 601,475**	**$ 652,593**	**$ 682,834**	**$ 30,241**	**4.63%**
Water & Sewer Debt Service						
Principal	$ 1,745,640	$ 1,777,864	$ 1,602,757	$ 1,609,869	$ 7,112	0.44%
Interest	$ 541,589	$ 502,324	$ 493,945	$ 472,269	$ (21,676)	-4.39%
Total Debt Service	**$ 2,287,229**	**$ 2,280,188**	**$ 2,096,702**	**$ 2,082,138**	**$ (14,564)**	**-0.69%**
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	**$ 10,103,723**	**$ 10,436,753**	**$ 10,980,987**	**$ 11,174,301**	**$ 193,314**	**1.76%**
Sassamon Trace Golf Course Enterprise Fund						
Article 12 - Motion I1 - Sassamon Trace Enterprise Fund						
Sassamon Trace Operations						
Salaries	$ 129,238	$ 149,153	$ 195,689	$ 265,450	$ 69,761	35.65%
Expenses	$ 447,113	$ 437,947	$ 358,752	$ 283,031	$ (75,721)	-21.11%
Total Sassamon Trace	**$ 576,351**	**$ 587,100**	**$ 554,441**	**$ 548,481**	**$ (5,960)**	**-1.07%**
Sassamon Trace Fringe Benefits						
Other Personal Services	$ 10,532	$ 6,863	$ 34,918	$ 40,227	$ 5,309	15.20%
Other - Chgs. & Expenditures	$ 11,799	$ 12,331	$ 9,691	$ 10,466	$ 775	8.00%
Total GC Fringe Benefits	**$ 22,331**	**$ 19,194**	**$ 44,609**	**$ 50,693**	**$ 6,084**	**13.64%**
Sassamon Trace Debt Service						
Principal	$ 191,482	$ 195,931	$ 201,330	$ 217,580	$ 16,250	8.07%
Interest	$ 103,775	$ 99,402	$ 81,814	$ 69,217	$ (12,597)	-15.40%
Total GC Debt Service	**$ 295,257**	**$ 295,333**	**$ 283,144**	**$ 286,797**	**$ 3,653**	**1.29%**
Total Sassamon Trace	**$ 893,940**	**$ 901,627**	**$ 882,194**	**$ 885,971**	**$ 3,777**	**0.43%**

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Town Administrator:
Three-Year 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 2014-FY 2016. 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 2014 through FY 2016; although these will obviously be revisited when the economy begins to pick back up. Other Available Funds vary; indirects are proposed to decrease annually for the next three fiscal years as attempts are made to be less "aggressive" on costs charged against the Water/Sewer Enterprise Fund. $2,000,000 in Free Cash and Overlay Surplus are proposed to be applied to operations annually and small amounts of other revenue expect to support small parts of operations. Finally, the Capital Stabilization Fund, using revenues generated from local option taxes, will support new cash capital projects, new within-levy debt service 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 modeled using agreed to contracts FY 2013-2015 and applied to those unions who have not settled at this time. 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 increase 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 separate to a shared department represents a significant restructuring 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 FY2015 and 2016, the preliminary gap is projected to be just under $2,000,000 annually. Though just a forecast, and with the realization that the community must produce a balanced budget, these forecasts demonstrate one clear reality: The Town of Natick 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

		2013 Appropriated	2014 Projection	2015 Projection	2016 Projection	Comments
	General Fund Revenues					
1	Tax Levy	89,323,445	91,804,040	94,558,161	96,298,906	2.5% allowable; .5% for growth + Excluded Debt Service for C/SC & NHS
2	State Aid	11,657,952	11,657,952	11,657,952	11,657,952	Level-funded @ FY 2013 Final Level
3	Estimated Receipts	10,012,890	10,691,750	10,691,750	10,691,750	Assumes stabilization of local receipts, level-funded @ FY 2014 level
4	Local Option Taxes	1,300,000	1,300,000	1,300,000	1,300,000	Used for Capital Debt Service related to Excluded Projects
5	Other Local Receipts					
6	Indirects	2,581,514	2,355,825	2,120,242	2,014,230	Dependent Upon General Fund Operating Budget
7	Free Cash	6,343,030	2,602,717	1,750,000	1,750,000	$1.5 M Recurring F.C. assured; add'l F.C. less certain
8	Stabilization Fund	1,062,152	2,633,259	2,410,747	1,826,000	CSF funds spent on cash capital, new within-levy debt and C/SC & HS
9	Overlay Surplus	0	500,000	500,000	500,000	Can change based upon final settlement of outstanding ATB cases
10	Other Available Funds	460,407	281,532	281,532	281,532	Parking Meter Receipts, Other State Remb., Bond Premiums for HS/CSC
	Total General Fund Revenues	**122,741,390**	**123,827,075**	**125,270,384**	**126,320,370**	
	General Fund Expenses					
	Education & Learning					
11	Natick Public Schools	46,558,714	48,242,672	50,413,592	52,682,204	4.5% increase
12	Keefe Tech	1,271,613	1,291,338	1,420,472	1,562,519	10% Increase: Assumes increase of Natick students & lower total pop.
13	Morse Institute Library	1,884,687	1,965,777	2,014,921	2,065,294	Assumes 2.5% increase
14	Bacon Free Library	130,082	139,582	143,072	146,648	Assumes 2.5% increase
15	Public Safety	13,723,417	14,039,239	14,390,220	14,749,975	Assumes 2.5% increase
16	Public Works	7,394,083	7,091,649	7,268,940	7,450,664	Assumes 2.5% increase
17	Health & Human Services	1,856,338	1,982,921	2,032,494	2,083,306	Assumes 2.5% increase
18	Administrative Support Services	4,820,673	5,017,416	5,142,851	5,271,422	Assumes 2.5% increase
19	Committees	26,010	26,060	26,712	27,379	Assumes 2.5% increase
20	Shared Expenses	0	0			
21	Fringe Benefits	15,109,016	15,324,843	16,150,831	17,442,897	8% increase in health premiums; higher rates in FY 2015 & 2016
22	Prop & Liab. Insurance	553,175	588,175	617,584	648,463	Assumes higher rates in FY 2015 & 2016 (5% annually)
23	Retirement	6,150,200	6,610,068	7,138,873	7,709,983	Assumes 8% increase annually
24	Debt Services	10,208,521	10,587,531	10,854,454	9,806,000	Includes debt exclusion costs for HS & CSC
25	Reserve Fund	400,000	300,000	300,000	300,000	Level-Funded
26	Facilities Management	2,479,630	2,590,381	2,655,140	2,721,519	Assumes 2.5% increase
	General Fund Oper. Expenses	**112,566,158**	**115,797,652**	**120,570,156**	**121,946,756**	
26	Capital Improvements	1,282,777	1,934,180	1,085,000	480,000	Capital Stab. Fund provides cash funding moving forward.
27	School Bus Transportation	340,041	350,243	360,750	371,572	3% annual increase
28	State & County Assessments	1,524,561	1,521,032	1,574,268	1,629,368	Assumes 3.5% increase from FY 2014 House 1 Levels
29	Cherry Sheet Offsets	239,005	239,005	247,370	256,028	Assumes 3.5% increase from FY 2014 House 1 Levels
30	Tax Title	25,000	0	0	0	
31	Snow Removal Supplement	102,008	800,000	500,000	500,000	Assumes total expenditure of $650K/year for Snow & Ice
32	Overlay	1,463,310	1,150,000	1,150,000	1,450,000	
33	Golf Course Deficit	310,000	332,246	364,351	364,351	Includes offset for indirects starting in FY 2014
34	General Stabilization Fund	0	0	0		
35	Operational Stabilization Fund	0	0	0		
36	Capital Stabilization Fund	3,275,551	0	0		
37	FLSA Settlement	0	0	0		
38	Misc. Articles*	312,977	402,717	0		
39	Collective Barg./Non-Union Adj.	1,300,000	1,300,000	1,300,000	1,300,000	Funds raised from local option taxes
	Total General Fund Expenses	**122,741,389**	**123,827,075**	**127,151,895**	**128,298,075**	
	Net Excess / (Deficit)	**0**	**0**	**-1,881,511**	**-1,977,705**	

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Summary of Finance Committee Recommendations

Article	Title	Action	Vote
1	Fiscal 2013 Omnibus Budget Article	A: Favorable Action B: Favorable Action	A: 13-0-0 B: 13-0-0
2	Stabilization Fund	No Action	11-0-1
3	Capital Stabilization Fund	No Action	11-0-1
4	Operational/Rainy Day Stabilization Fund	No Action	12-0-0
5	Other Post-Employment Benefits (OPEB) Fund	Favorable Action ($224,217)	10-2-0
6	Collective Bargaining	Favorable Action ($41,132)	13-0-0
7	Personnel Board Pay Plan	Favorable Action	9-1-1
8	Elected Officials Salary	Favorable Action ($76,000)	10-1-0
9	Morse Institute Library	Favorable Action ($1,965,777)	13-0-0
10	Bacon Free Library	Favorable Action ($139,582)	12-0-0
11	Home Rule Petition to Establish Non-Civil Service Deputy Police Chief Position	Favorable Action	11-3-0
12	Fiscal 2014 Omnibus Budget Article	Favorable Action ($125,601,821)	12-2-0
13	Capital Equipment	Favorable Action ($1,620,840)	13-0-0
14	Capital Improvement	Favorable Action ($4,912,750)	13-0-0
15	School Bus Transportation Subsidy	Favorable Action ($350,243)	13-0-0
16	Feasibility Study of the Kennedy Middle School	Referral to SC and Superintendent	13-0-0
17	Appropriation for Natick Center Cultural District	No Recommendation	-
18	Unpaid Bills	No Action	12-0-0

Summary of Finance Committee Recommendations

Article	Title	Action	Vote
19	Amend By-laws Article 24: Personnel Board	Favorable Action	9-2-0
20	Rescind Authorized, Unused Debt	Favorable Action	13-0-0
21	Rescind Authorized Water & Sewer Enterprise Capital Projects	Favorable Action	13-0-0
22	Appropriation of Mitigation Funds – Chrysler Road	Favorable Action ($516,200)	13-0-0
23	Appropriation of Mitigation Funds – MathWorks	Favorable Action ($1,127,000)	12-1-0
24	Board of Assessors: Increase Personal Property Exemptions	Favorable Action	13-0-0
25	Establish a Fee for Food Trucks	Favorable Action	8-0-0
26	Re-authorization of Revolving Funds	A: FA, $15,000 B: FA, $40,000 C: FA, $85,000 D: FA, $25,000 E: FA, $75,000 F: FA, $40,000 G: FA, $95,000	A: 12-1-0 B: 13-0-0 C: 13-0-0 D: 13-0-0 E: 13-0-0 F: 13-0-0 G: 12-0-0
27	Adoption of Statute: Veterans Tax Work-Off Program	Favorable Action	12-0-0
28	Amend Natick By-Laws: Article 41, Section 4: Veterans Tax Work-Off Participants	Favorable Action	12-0-0
29	Revoke Adoption of Strong Chief Status for Position of Fire Chief	No Recommendation	-
30	Acceptance of Statute for Operation of Fire Department	No Recommendation	-
31	Authorize Board of Selectmen to Accept, Obtain, Abandon, Relocate Utility Easements	Favorable Action	12-0-0
32	Acceptance of New Utility Easement and Abandonment of Old One for Property on Strathmore Road	Favorable Action	12-0-0
33	Long-Term Lease & Management Contract: Natick Community Organic Farm	Favorable Action	10-3-0

Summary of Finance Committee Recommendations

Article	Title	Action	Vote
34	Home Rule Petition: Alcohol License for The Center for Arts in Natick	Favorable Action	11-0-0
35	Organization of Natick by-laws	Favorable Action	13-0-0
36	Typographical Changes to the Natick Charter	Favorable Action	13-0-0
37	Reorganization of Zoning By-Laws	Favorable Action	15-0-0
38	Amend General By-Laws: Medical Marijuana Moratorium	Favorable Action	9-0-0
39	Amend Zoning By-Laws: Medical Marijuana Moratorium	Favorable Action	9-0-0
40	Amend By-Laws: Civil Fingerprinting	Favorable Action	14-0-0
41	Street Acceptance: Main Street	Favorable Action	12-0-1
42	Rescind Fees for Senior Citizens to use Fitness Room at Community-Senior Center	No Recommendation	-
43	Committee Article	Favorable Action	11-0-0

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BOARD OF SELECTMEN
SPRING ANNUAL TOWN MEETING
April 23, 2013
RECOMMENDATIONS

Article 1	Support Favorable Action - $60,113	5-0-0
Article 2	Support No Action	4-0-0
Article 3	Support No Action	4-0-0
Article 4	Support No Action	4-0-0
Article 5	Support Favorable Action - $224,217	5-0-0
Article 6	Support Favorable Action - $41,132	5-0-0
Article 7	Support Favorable Action	5-0-0
Article 8	Support Favorable Action - $76,000	5-0-0
Article 9	Support Favorable Action w/young adult Librarian	5-0-0
Article 10	Support Favorable Action w/additional $6,000 for Director and $3,000 for books	5-0-0
Article 11	Support Favorable Action	4-0-1
Article 12	Support Favorable Action - $125,601,821	
Article 13	Support Favorable Action - $1,605,840	5-0-0
Article 14	Support Favorable Action - $4,882,750	5-0-0
Article 15	Support Favorable Action - $350,243	5-0-0
Article 16	Support Referral to School Committee & Superintendent	5-0-0
Article 17	Support Favorable Action - $178,500	5-0-0
Article 18	Support No Action	4-0-0
Article 19	Support Favorable Action	5-0-0
Article 20	Support Favorable Action – Rescind $750,000 unused debt	5-0-0
Article 21	Support Favorable Action – Rescind $375,000 authorized capital	5-0-0
Article 22	Support Favorable Action	5-0-0
Article 23	Support Favorable Action	5-0-0
Article 24	Support Favorable Action	5-0-0
Article 25	Support Favorable Action	5-0-0
Article 26	Support Favorable Action	5-0-0
Article 27	Support Favorable Action	5-0-0
Article 28	Support Favorable Action	5-0-0
Article 29	Recommend Referral to Board of Selectmen	4-1-0
Article 30	Recommend Referral to Board of Selectmen	4-1-0
Article 31	Support Favorable Action	5-0-0
Article 32	Support Favorable Action	5-0-0
Article 33	Support Favorable Action for a 30 year lease	5-0-0
Article 34	Support Favorable Action	5-0-0
Article 35	Support Favorable Action	5-0-0
Article 36	Support Favorable Action	5-0-0
Article 37	Support Favorable Action	5-0-0
Article 38	Support Favorable Action – Moratorium	5-0-0
Article 39	Support Favorable Action – Moratorium	5-0-0
Article 40	Support Favorable Action	5-0-0
Article 41	Support Favorable Action	5-0-0
Article 42	Recommend Referral to Council on Aging	4-0-1
Article 43	Support Favorable Action	5-0-0

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MEMO

To: Finance Committee

From: Natick Planning Board

Date: April 4, 2013

Re: 2013 Spring Town Meeting Articles 22, 23, 31, 32, 33, 37, 38, 39, 41

March 20, 2013

In accordance with Article 40, Section 6 of the By-Laws of the Town of Natick, the Planning Board provides herein its report on warrant article recommendations, as specified in Section 3-11(b) of the Charter, so that they may be provided to each Town Meeting Member in tandem with the recommendations of the Town Finance Committee.

Article 22-- Appropriation of Mitigation Funds – Chrysler Road

At its meeting of March 20, 2013, the Planning Board voted favorable action on Article 22.
Vote: 6-0-0

Article 23 – Appropriation of Mitigation Funds - MathWorks

At its meeting of March 20, 2013, the Planning Board voted favorable action on Article 23.
Vote: 6-0-0

Article 31– Authorize Board of Selectmen to Accept, Obtain, Abandon, Relocate Utility Easements

At its meeting of March 20, 2013, the Planning Board voted favorable action on Article 31.
Vote: 6-0-0

Article 32 – Acceptance of New Utility Easement and Abandonment of Old One for Property on Strathmore Road

At its meeting of March 20, 2013, the Planning Board voted favorable action on Article 32.
Vote 6-0-0

Article 33 – Long-Term Lease & Management Contract: Natick Community Organic Farm

At its meeting of March 20, 2013, the Planning Board voted favorable action on Article 33.
Vote 6-0-0

Article 38 – Amend General By-Laws: Medical Marijuana Moratorium

At its meeting of March 20, 2013, the Planning Board voted favorable action on Article 38.
Vote 6-0-0

Article 39 – Amend Zoning By-Laws: Medical Marijuana Moratorium

At its meeting of March 20, 2013, the Planning Board voted favorable action on Article 39.
Vote 6-0-0

March 27, 2013

In accordance with Article 40, Section 6 of the By-Laws of the Town of Natick, the Planning Board provides herein its report on warrant article recommendations, as specified in Section 3-11(b) of the Charter, so that they may be provided to each Town Meeting Member in tandem with the recommendations of the Town Finance Committee.

Article 37 – Reorganization of Zoning By-Laws

At its meeting of March 27, 2013, the Planning Board voted favorable action on Article 37.
Vote 6-0-0

Article 41 – Street Acceptance: Main Street

At its meeting of March 27, 2013, the Planning Board voted favorable action on Article 41.
Vote 6-0-0

2013 Fall Annual Town Meeting Warrant Articles

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ARTICLE 1
Fiscal 2013 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 2013 (July 1, 2012 through June 30, 2013) and to provide for a reserve fund for Fiscal Year 2013, and to see what budgets for Fiscal 2013 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 Fiscal Year 2013 (current fiscal year) budget.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:
By a vote of 13-0-0 on March 26, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 1, Motion A.*

By a vote of 13-0-0 on March 26, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 1, Motion B and that the sum of $60,113 be appropriated from the Tax Levy.*

During the Finance Committee public hearing, the following information was noted:

- Under Article 1, the Administration proposes to adjust the Fiscal Year 2013 Omnibus budget by reducing certain appropriations previously approved by the 2012 Spring Annual Town Meeting, and increasing others previously approved at the same Town Meeting.
- The changes and reasons for them are detailed on the following page. The motions for Article 1 on are the page following the chart.

[Additional information as well as the motion appear on the follow page.]

Article 1 Fiscal 2013 Omnibus Budget Article

After analysis, four departments require formal action at Town Meeting for Fiscal 2013 - the Police Department, Selectmen's Office, Finance Department and Non-Contributory Retirement. Most departments are running where they should be through nearly three-quarters of the fiscal year. Several departments have potential overages (Fire, Town Clerk, Veteran's Services, Bacon Free Library, Morse Institute Library), but none of these resort to a level of magnitude requiring movement of funds at Town Meeting. We are hopeful that most potential overages can be solved within their department budgets by mid-June. It is prudent to wait to address these potential overages (if they still exist) via end-of-year reconciliation processes via interdepartmental transfers and the Reserve Fund.

The exceptions are explained below. A proposed motion for Article 1 is on the next page.

Reductions

Item:	Article 14, Motion A Keefe Tech Expenses (Assessment)	**Amount:**	($10,706)

Reason: Materials received from Keefe Tech on March 6th explain that the district has excess funds than are allowed under M.G.L. Ch 71, Sec. 16B 1/2. The surplus balance by law is being returned to member communities via a reduction in Natick's assessment. The $10,706 reduction in the FY 2013 assessment lowers Natick's expense to the South Middlesex Regional Vocational School District to a total of $1,260,906.

Item:	Article 14, Motion E Selectmen Contract Settlements	**Amount:**	($6,913)

Reason: The 2012 Spring Annual Town Meeting voted to appropriate funds into the Selectmen's Contractual Settlements line-item for funding the FY 2013 obligations of contracts settled after Town Meeting dissolved. The $6,913 is the cost of funding one settled contract which has already been approved at Town Meeting: Dispatchers. An additional contract will be settled and funded under Article 6.

Item:	Article 14, Motion E Finance Salaries	**Amount:**	($40,000)

Reason: The FY 2013 budget was built assuming a fulltime salaried Comptroller. Since this position remains a contract employee, funds need to be moved from Finance Salaries to Expenses to legally pay the Interim Comptroller for the remainder of the Fiscal Year.

Item:	Article 14, Motion G Employee Fringe - Other Personnel Services	**Amount:**	($2,494)

Reason: Through three-quarters of the fiscal year, the Town's Health Insurance costs are running under budget estimates. Additional funds are available from this line-item to cover costs elsewhere in the Town's overall operating budget.

Reduction Total	**($60,113)**

Appropriations

Item:	Article 14, Motion B Police Salaries	**Amount:**	$6,913

Reason: The 2012 Fall Annual Town Meeting voted under Article 9 to approve a series of Collective Bargaining agreements - including one for Public Safety Dispatchers. Unfortunately, not all of the costs of the contract were included for submission to Town Meeting. The amount of $6,913 was budgeted for, but not submitted for funding under Article 9. An additional contract will be settled and funded under Article 6.

Item:	Article 14, Motion E Selectmen Expenses	**Amount:**	$4,000

Reason: The Town of Natick is required under M.G.L. to distribute all charter changes in writing to registered voters. The approximate cost of this is $4,000, and was not budgeted in the FY 2013 Operating Budget.

Item:	Article 14, Motion E Finance Expenses	**Amount:**	$40,000

Reason: The FY 2013 budget was built assuming a fulltime salaried Comptroller. Since this position remains a contract employee, funds need to be moved from Finance Salaries to Expenses to legally pay the Interim Comptroller for the remainder of the Fiscal Year.

Item:	Article 14, Motion G Non-Contributory Retirement	**Amount:**	$9,200

Reason: The FY 2013 budget for non-contributory retirement did not account for a supplemental bill received after the Fall Town Meeting. The bill needs to be paid so pensions can be distributed to recipients.

Appropriation Total	**$60,113**

MOTION A: (Requires a Majority Vote)

Move that the Town vote to reduce the following appropriations voted at the Spring Annual Town Meeting under Article 14 as follows:

Article 14, Motion A	Keefe Tech Expenses (Assessment)	($10,706)
Article 14, Motion E	Selectmen Contract Settlements	($6,913)
Article 14, Motion E	Finance Salaries	($40,000)
Article 14, Motion G	Employee Fringe - Other Personnel Services	($2,494)

MOTION B: (Requires a majority vote)

Move that the Town vote to appropriate the sum of $60,113 in addition to the following appropriations voted at the Spring Annual Town Meeting under Article 14 as follows:

Article 14, Motion B	Police Salaries	$6,913
Article 14, Motion E	Selectmen Expenses	$4,000
Article 14, Motion E	Finance Expenses	$40,000
Article 14, Motion G	Non-Contributory Retirement	$9,200

And that to meet this appropriation, the sum of $60,113 be raised from the Tax Levy.

ARTICLE 2
Stabilization Fund
(Town Administrator)

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 appropriate funds into the Town's General Stabilization Fund. The General Stabilization Fund is maintained for the purpose of unforeseen and catastrophic emergencies. This is a recurring article.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 11-0-1 on March 14, 2013, 2013, the Finance Committee recommends ***No Action*** *with regard to the subject of Article 2.*

During the Finance Committee public hearing, the following information was noted:

- The General Stabilization Fund is maintained for the purpose of unforeseen and catastrophic emergencies. The Town's Financial Principles call for the balance of this fund to be no lower than two percent of revenues and targeted for five percent of revenues.
- The current balance of this fund is $4,280,594.
- The Administration is requesting a recommendation of "No Action" on this Article.
- Additional information regarding the General Stabilization Fund, provided by the Town Administration appears on the following page.

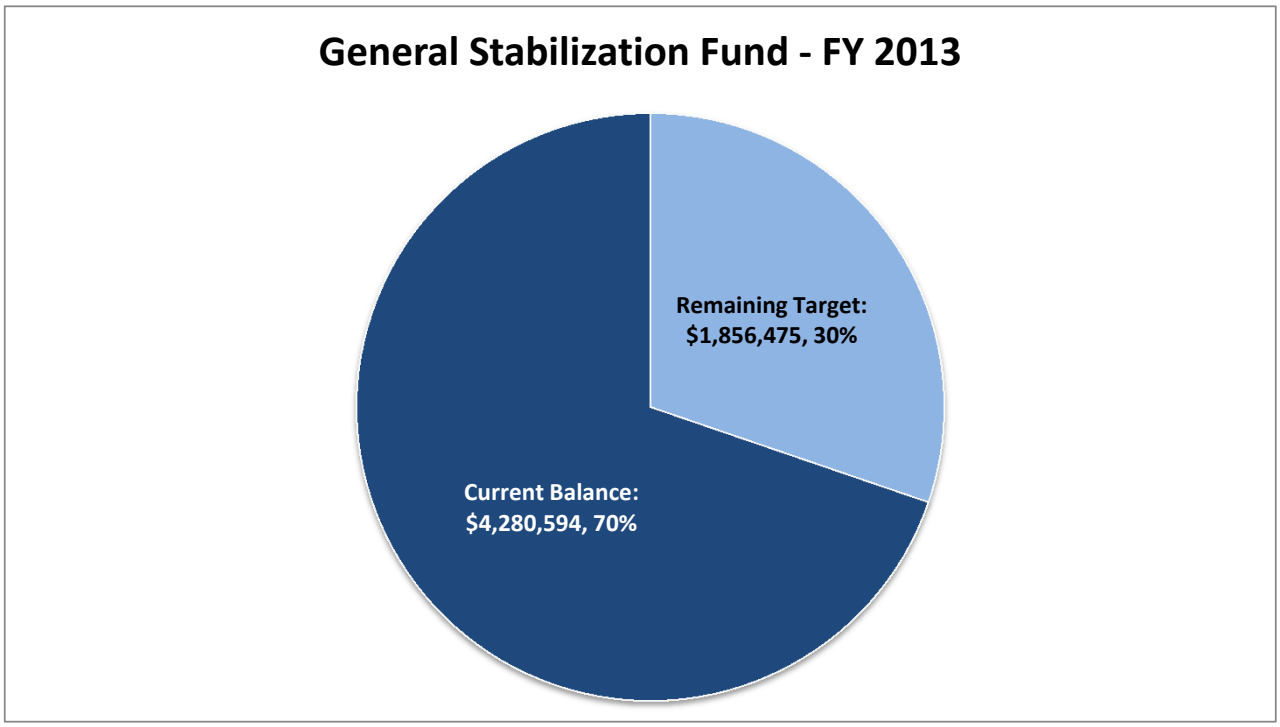
MOTION (requires majority vote):
No Action.

General Stabilization Fund

The chart below shows the current balance of the General Stabilization Fund. As per the Town's Financial Management Principles:

> A General Stabilization Fund should be maintained for the purpose of unforeseen and catastrophic emergencies. It should, at a minimum, be at a level equal to 2% of revenues, with the target being 5% of revenues.

	Current Balance	FY 2013 G.F. Revenues	Minimum Level	Target	Balance to target	% Raised
			2%	5%		
General Stabilization Fund	**$ 4,280,594**	**$ 122,741,389**	**$ 2,454,828**	**$ 6,137,069**	**$ 1,856,475**	**69.75%**



ARTICLE 3
Capital Stabilization Fund
(Town Administrator)

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 otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to appropriate funds into the Town's Capital Stabilization Fund. The Capital Stabilization Fund is maintained for the purpose of funding any capital related project, or pieces of capital equipment, or debt-service payment related thereto. It is funded through local option taxes. This is a recurring article.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 11-0-1 on March 14, 2013, the Finance Committee recommends ***No Action*** *with regard to the subject of Article 3.*

During the Finance Committee public hearing, the following information was noted:

- The Administration is requesting a recommendation of "No Action" on this Article.
- The balance of the Capital Stabilization Fund, prior to any appropriations at this 2013 Spring Annual Town Meeting, is $3,868,006.
- The chart on the next page, provided by Town Administration, shows the history of the Capital Stabilization Fund from its inception through the end of the 2012 Fall Annual Town Meeting.

MOTION (requires majority vote):

No Action.

Local Option Tax Collections - from Inception through 2012 Fall Annual Town Meeting

Breakout:							
Local Option Taxes	FY 2010 Actual	FY 2011 Recap	FY 2011 Actual	Difference	FY 2012 Recap	FY 2012 Actual	Difference
Hotel Motel Taxes - State Portion (4%)	$ 678,411	$ 550,000	$ 769,807	$ 219,807	$ 550,000	**$ 864,948**	$ 314,948
Hotel Motel Taxes - Town Portion (2%)*	$ 70,296	$ 275,000	$ 384,904	$ 109,904	$ 350,000	**$ 432,474**	$ 82,474
Local Option Meals Taxes - Town Portion (.75%)**	$ 305,860	$ 475,000	$ 718,924	$ 243,924	$ 650,000	**$ 843,077**	$ 193,077
Amount Appropriated into CSF from Local Option 20	**$ 376,156**						
		$ 750,000					
Amount from FY 2011 Receipts Appropriated into CSF under Article 7 - 2011 FATM* **			**$ 1,172,071**				
					$ 1,000,000		
Amount from FY 2012 Receipts Recommended to be Appropriated into CSF under Article 4 - 2012 FATM						**$ 1,275,551**	

Notes:
* FY 2010 Actual collected for only one quarter - April-June 2010
** FY 2010 Actual collected for two quarters - January-June 2010
*** Supplemental collection from FY 2010 came in after the end of the Fiscal Year. Closed to free cash in FY 2011 and as per policy, was appropriated under Art. 7

Capital Stabilization Fund

Initial Balance	**$ 307,913**
Balance After 2011 Spring ATM	**$ 995,353**
Use @ 2011 FATM (Articles 9 and 10)	$ (689,340)
Amount Appropriated from Free Cash under Article 7	$ 1,240,314
Balance After 2011 Fall ATM	**$ 1,546,327**
Use @ 2012 Spring ATM	$ (369,532)
Balance After 2012 Spring ATM	**$ 1,176,795**
Use @ 2012 Fall ATM	$ (584,340)
Amount Town Administration Recommends to be Appropriated from Free Cash (local option taxes)	$ 1,275,551
Amount Town Administration Recommends to be Appropriated from Free Cash (additional funds)	$ 2,000,000
Balance After 2012 Fall ATM	**$ 3,868,006**

ARTICLE 4
Operational/Rainy Day Stabilization Fund
(Town Administrator)

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 appropriate funds into the Town's Operational (Rainy Day) Stabilization Fund. The Operational Stabilization Fund is maintained for the purpose of augmenting operations in case of sustained economic downturn and associated loss of revenues in support of operations. This is a recurring article.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 12-0-0 on March 19, 2013 the Finance Committee recommends ***No Action*** *with regard to the subject of Article 4.*

During the Finance Committee public hearing, the following information was noted:

- The Administration is requesting a recommendation of "No Action" on this Article.
- The current balance of this fund is $856,478.
- This fund is maintained for the purpose of augmenting operations in the event of sustained economic downturn and the associated loss of revenues in support of operations.
- Per the Town's Financial Principles, the target balance for this fund is $5,018,819.
- Additional information regarding the Operational Stabilization Fund, provided by the Town Administration appears on the following page.

MOTION (requires majority vote):

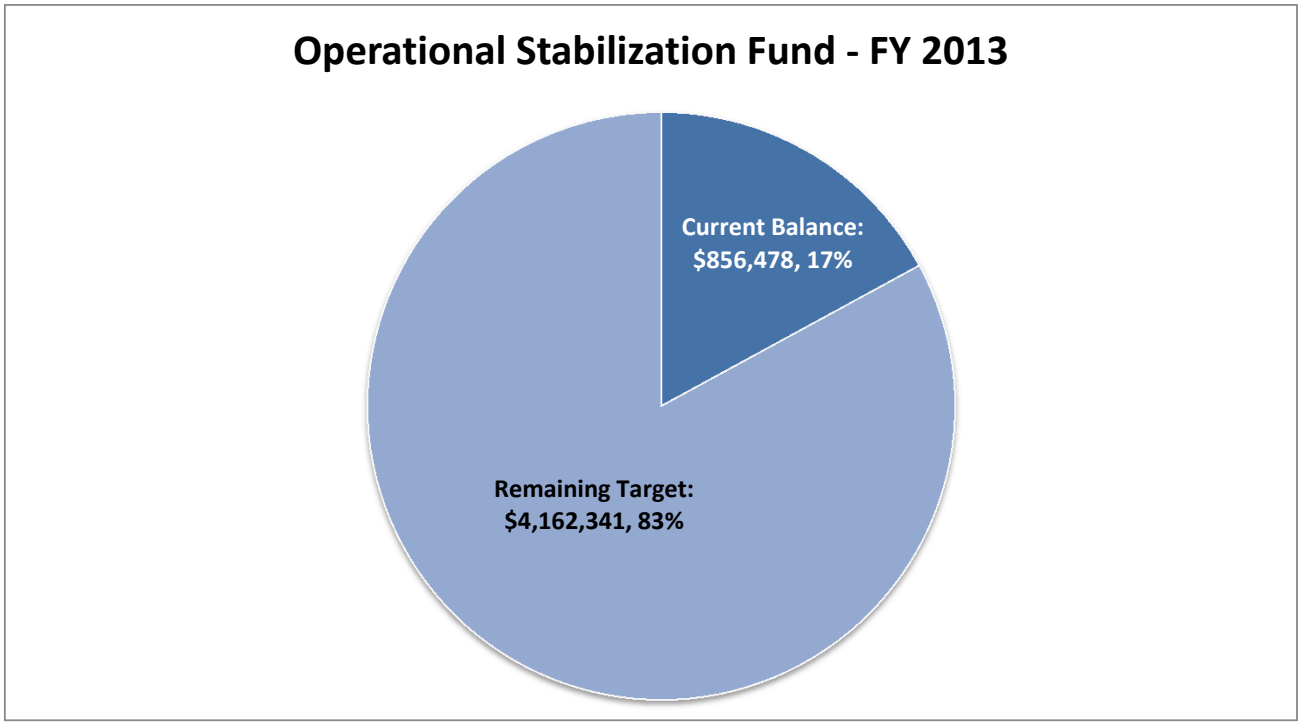
No Action.

Operational Stabilization Fund

The chart below shows the current balance of the Operational Stabilization Fund. As per the Town's Financial Management Principles:

An Operational Stabilization Fund should be maintained for the purpose of augmenting operations in case of sustained economic downturn and associated loss of revenues in support of operations. Sustained economic downturn will be any situation whereby State Aid and/or local receipts are significantly reduced from one-year to the next. ("Significantly" being defined as more than 5% of the total for the respective revenue category.) The target amount of money in the Operational Stabilization Fund should be sufficient to sustain operations through a three-year period of economic downturn. This shall be equivalent to 10% of State Aid Revenues and 5% of Estimated Receipts cumulative for a three-year period.

	Current Balance	Target - 5% of Local Receipts for last 3 years	Target - 10% of State Aid for last 3 years	Total Target	Remaining Target	Percentage of Target
Operational Stabilization Fund	**$ 856,478**	**$ 1,521,434**	**$ 3,497,386**	**$ 5,018,819**	**$ 4,162,341**	**17.07%**



ARTICLE 5
Other Post-Employment Benefits (OPEB) Fund
(Town Administrator)

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 appropriate funds into the Town's Other Post-Employment Benefits ("OPEB") Fund, which is designed to provide a source of funding for the Town's OPEB liability.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 10-2-0 on March 14, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 5, and that the sum of $224,217 be appropriated from Free Cash.*

During the Finance Committee public hearing, the following information was noted:

- This article proposes to appropriate $224,217 from Free Cash to OPEB Fund. With the original appropriation of $221,608 from last year this would bring the total balance in the trust fund to $445,825.
- This amount has been received by the Town from the West Suburban Health Group; the WSHG received funds on behalf of its members via the federal Medicare Part D reimbursement program. Through this program, the Federal Government pays employers a subsidy if their prescription drug benefit for retirees is more generous than Medicare Part D plans. As a result, the Town has received a Medicare Part D reimbursement in the amount of $224,217. Town Administration believes that contributing these dollars towards the Town's OPEB liability is the responsible action and demonstrates a continued commitment to this obligation.
- Town Administration noted that the town does not expect to continue to receive a Medicare Part D reimbursement from the West Suburban Health Group beyond the next five years but as this $224,217 has been received from that source, and relates directly to the town's retiree health benefits program, the Administration is proposing to appropriate this amount to the OPEB trust account.
- The town currently spends over $3 million per year for retiree health benefits.
- Although there is currently no mandate to fund this obligation, the Administration expects that this will become a mandate in the future. Most fiscally responsible communities have begun to provide for this future liability to a more significant degree than Natick.
- The town's total OPEB liability, based on the most recent actuarial study, is estimated to be over $119 million.
- Standard & Poor's recent review of the town's finances acknowledged the steps taken to begin funding this liability. Town Administration and many members of the Finance Committee believe that favorable action on this Article would be a further demonstration of 'good faith' on the Town's part to address its OPEB liability.

- The Administration expects the OPEB liability to be reduced when the next actuarial review is completed as a result of contractually negotiated shifts in the town's share of future health care costs and the effects of the rate saver health care options.
- Legislative mandates to fund the pension plan and, potentially, the OPEB, have been driven by private sector situations and, although similar circumstances in the public sector are rare, it is highly likely that further mandates will be imposed as a result.
- Committee members noted that this was 'one-time' (i.e., non-recurring) money and would not be appropriately used for recurring operational expenses.

MOTION (majority vote required):

Move that the Town vote to appropriate from Free Cash the sum of $224,217 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 6
Collective Bargaining
(Town Administrator)

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

a) New England Police Benevolent Association, AFL-CIO, Local 182
b) Local 1707 International Association of Firefighters
c) The Deputy Fire Chiefs Association

Or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to provide funding for collective bargaining agreements ratified by the Town and the respective collective bargaining units. This article does not pertain to Town Meeting's approval or ratification of the agreements, nor does it pertain to collective bargaining agreements involving the Natick Public Schools.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 13-0-0 on March 26, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 6.*

During the Finance Committee public hearing, the following information was noted:

- Town Administration reminded the Finance Committee that three of the town's collective bargaining contracts had not been settled by the close of the previous Town Meeting.
- Town Administration further informed the committee that the Police Superior Officers' contract had now been settled. The financial impact of this agreement was reviewed with the committee, and is summarized on the following page.
- The incremental FY 2013 impact of the settlement totals $41,132. This amount will be transferred from the Selectmen's budget, where provision for unsettled contracts was budgeted, to the Police Department budget to fund the remainder of this fiscal year. As the contract was settled prior to the Finance Committee discussion of the FY 2014 Police budget, no additional action is required regarding that budget.
- The contract includes a new provision which allows Police lieutenants to use their town-owned vehicles to commute between home and work.
- An additional longevity step was negotiated for long-term employees in return for elimination of the sick leave buyback provision.

[Additional information regarding the financial impact of this Article appears on the following page, followed by the motion.]

New England Police Benevolent Association, Inc. Local 182				RATIFIED
Members	**Full-Time:**	**15**	**Part-Time:**	**0**
Estimated Costs for the Agreement			**Term:**	07/01/2012-06/30/2015

	Fiscal 2013		Fiscal 2014		Fiscal 2015		Total
	Amount	Cost	Amount	Cost	Amount	Cost	Cost
COLA	1%	$ 13,462	2%	$ 28,934	2%	$ 29,513	**$ 71,909**
Longevity Increases*		$ 4,109		$ 1,062		$ 2,881	**$ 8,052**
Accreditation Stipend		$ 7,500		$ 7,500		$ 22,500	**$ 37,500**
Differential Reduction from 13% to 4%		$ 14,352		$ 34,938		$ 35,637	**$ 84,927**
Overtime Adjustments		$ 1,709		$ 5,163		$ 5,292	**$ 12,164**
Health Care Savings	N/A	$ -	75/75	$ (19,543)	75/75	$ -	**$ (19,543)**
Total Cost (per FY)		**$ 41,132**		**$ 58,054**		**$ 95,823**	**$ 195,008**

Notes:

Contract settles COLA at 5% over 3 years - 1% in FY 2013, 2% in FY 2014 and 2% in FY 2015

Contract reduces Town's share of Health Care premiums beginning in FY 2014; No change for FY 2013. 75/25 remains for both plan types through end of FY 2015. New hires 75% (regardless of individual plan or family plan)

Accreditation Stipend is $500 for every year until Accreditation is achieved; $1500 once Accreditation is achieved. Assumes Accreditation achieved in FY 2015.

Differential is the difference contractually mandated between highest step Patrolmen (NPOA contract) and lowest Step Sergeant (NEPBA, Inc. Local 182). 4% boost is significant reduction in differential compared to current contract (13% differential)

*Sick Leave Buy-Back provision eliminated for all new hires effective 7/1/2012; all others rolled back as shown below. Additional Longevity of 8% is CHOICE; costs will be either sick-leave buy-back in FY 2013 OR longevity payment.

Focus On: Sick-Leave

Goal: To Eliminate Sick-Leave Buy-Back Liability for the Town of Natick

Proposal:

- Employees with 5 or less years to retirement can choose to can keep sick-leave buy-back. Those with more years to retirement have it eliminated.

Effects of Proposal:	Before Contract	After Contract
Existing Liability	$ 121,012	$ 29,185
Recurring cost of longevity payments	$ -	$ 4,109
Total Sick Leave Accrued Liability in Natick Patrol Officers Association as of 07/01/2012	**$ 121,012**	**$ 33,294**

Savings in Liability	**$ 87,718**

MOTION (requires majority vote):
Move that the Town vote to appropriate the sum of $41,132 to implement the Fiscal Year 2013 terms of the agreement reached between the Town of Natick and the New England Police Benevolent Association Local 82, IUPA, said funds to be added to the Fiscal Year 2013 Salaries line item within the Police Department budget approved by vote of the 2012 Spring Annual Town Meeting under Article 14, Motion B; said sum of $41,132 to be transferred from the Selectmen Contract Settlements line as approved by vote of the 2012 Fall Annual Town Meeting under Article 1, Motion B.

ARTICLE 7
Personnel Board Pay Plan
(Town Administrator)

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

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 9-1-1 on March 21, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 7.*

During the Finance Committee public hearing, the following information was noted:

- Finance Committee members were reminded that the Personnel Board was charged with bringing forward a Classification and Pay Plan every spring and that the Pay Plan only established a salary structure. It is the Town Administration who determines the individual salaries of non-union town personnel.
- Data were collected on 32 positions from 17 towns to evaluate the town's pay structure and Natick's ranges were found to be generally competitive within the marketplace.
- No changes are proposed for part-time positions.
- No changes to the existing minimum and maximums are proposed in the grades for full-time staff; however the following changes are recommended:
    - A new grade 6 is proposed for three positions (Deputy Town Administrator/Finance Director, Fire Chief, and Police Chief) which are currently at, or above, the maximum for the market.
    - Two new positions – Facilities Director and Deputy Police Chief – are being added to the grade 5 category.
    - Two positions – Comptroller and IT Director – are being moved from grade 4 to grade 5.
    - Assistant Director of Council on Aging is being moved from grade 2 to grade 3.
    - Three new positions – Communications/Information Officer, Economic Development Planner and Facility Custodial Manager – are being added to grade 3.
    - The Facility Maintenance Manager position was reviewed and re-titled in grade 3.
    - Personnel Coordinator position added to grade 2.
- By state law the only way a grade maximum can be exceeded is if the Selectmen develop a separate contract with an individual.

- The recommendation for the Deputy Police Chief position reflects a blend of data collected from 17 towns including both union and non-union positions.
- Five of the 17 towns surveyed had a position equivalent to the Economic Development Planner.
- The memo on the following pages was provided by the Personnel Board to assist Town Meeting members to identify the changes in the Pay Plan. The motion for Article 7 follows the memo.
- If passed by Town Meeting, both plans will become effective on July 1, 2013.

TO: Town Meeting

FROM: Personnel Board

DATE: April 7, 2013

Re: FY 2014 Classification and Pay Plan Recommendations

The Personnel Board is charged each spring with presenting a Classification and Pay Plan to Town Meeting. Attached you will find the proposed full-time and part-time plans for fiscal year 2014.

These plans cover the general government, non-union employees of the town - roughly 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. Establishing individual employee salaries is the responsibility of the Town Administrator.

The town's Personnel Manager surveyed 17 municipalities in the commonwealth and requested salary structure and compensation data on 32 positions. The Personnel Board then analyze this information and used the market survey as a basis for our recommendations this year. We concluded, in general, that our pay plans remain competitive in the marketplace.

FULL-TIME PAY PLAN

The pay structure for grades 1-5 (minimum, point 1, point 2 and maximum) did not change. We are recommending adding a new grade 6 with a range of:
Minimum 100,000 - Point 1 $115,000 - Point 2 $128,000 - Maximum $145,000.
Market data for both the ranges and actual salaries for the positions of Chief of Police, Fire Chief and Deputy Town Administrator/Director of Finance exceed the maximum of grade 5 and justify a new, separate grade.

Position titles added or modified were:

Grade 6 - New grade added and positions classified into new grade:
- Chief of Police (new)
- Fire Chief (moved from grade 5)
- Deputy Town Administrator / Director of Finance (moved from grade 5)

Grade 5 - Remains unchanged with the exception of those positions noted above and:
- Deputy Chief of Police (new)
- Director of Facilities Management (new)
- Comptroller (moved from grade 4)
- Director of Information Technology (moved from grade 4)

Grade 4 - Remains unchanged with the exception of those positions noted above.

Grade 3 - Remains unchanged with the exception of:

- Assistant Director Council on Aging (moved from grade 2)
- Communications/Information Officer (new)
- Economic Development Planner (new)
- Maintenance Service Manager retitled to Facilities Maintenance Manger
- Facility Custodial Manager (new)

Grade 2 - Remains unchanged with the exceptions noted above and:

- Personnel Coordinator (new)

Grade 1 - Remains unchanged.

PART-TIME PAY PLAN

The part-time pay plan remains competitive in the marketplace and no changes were made to the structure. There was a clerical error corrected in grade R2 where the word "(certified)" was removed after the title of Senior Counselor. The part-time pay plan was formatted differently to, hopefully, enhance readability.

If passed by Town Meeting, both plans will be effective July 1, 2013.

MOTION (requires majority vote):
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 2014
Effective July 1, 2013

Grade	Minimum	Point 1	Point 2	Maximum
6	$ 100,000.00	$ 115,000.00	$ 128,000.00	$ 145,000.00
5	$ 85,000.00	$ 98,333.33	$ 111,666.67	$ 125,000.00
4	$ 70,000.00	$ 81,666.67	$ 93,333.33	$ 105,000.00
3	$ 55,000.00	$ 63,333.33	$ 71,666.67	$ 80,000.00
2	$ 47,000.00	$ 55,000.00	$ 62,500.00	$ 70,000.00
1	$ 37,500.00	$ 44,166.67	$ 50,833.33	$ 57,500.00

GRADE 6

Chief of Police
Fire Chief
Deputy Town Adm./Dir. Of Finance

GRADE 5

Deputy Chief of Police
Director of Community Development
Director of Public Works
Director of Community Services
Director of Facilities Management
Comptroller
Director of Information Technology

GRADE 4

Building Commissioner
Director of Assessing
Treasurer/Collector
Director of Council on Aging & Human Services
Director Morse Library
Director Personnel
Director Public Health
Environmental Compliance Officer
Director of Recreation & Parks
Staff Accountant

GRADE 3

Assistant Director of Council on Aging
Communications/Information Officer
Economic Development Planner
Assistant Assessor (certified)
Assistant Comptroller
Assistant Library Director Morse Library
Assistant Treasurer/Collector
Benefits Manager
Director Bacon Free Library
Environmental Health Agent
Golf Course Manager
Housing/General Planner

GRADE 3 Continued

Information System Network Administrator
Information Systems Data Base Administrator
Local Building Inspector (certified)
Planner/Conservation Agent
Procurement Manager
Public Health Nurse
Senior Environmental Health Specialist
Veterans Agent
Assistant Director Recreation & Parks
Director, Recreation Programs/Special Events
Farm Director
Facility Maintenance Manager
Facility Custodial Manager

GRADE 2

Personnel Coordinator
Payroll Manager
Assistant Assessor (non-certified)
Clinical Social Worker
Assistant Director Bacon Free Library
Assistant Farm Director
Executive Assistant
Office Administrator Farm
Sanitarian
Social Worker
Senior Executive Assistant
Data Analyst
Facilities Management Data Analyst
Special Assistant to Director of Finance
Special Assistant to Director of Facility Maintenance
Golf Course Superintendent

GRADE 1

Animal Control Officer
Golf Professional
Outreach Coordinator
Student Officers
Golf Course Assistant Superintendent

Revised 3/13/13

Town of Natick
Classification and Pay Plan
Fiscal Year 2014
Effective July 1, 2013

Hourly Wage Scale:

Description / Position	Grade / Code	Start	1	2	3	4	5	Maximum
		STEPS						
Laborer I, Town Meeting Page, Custodian	H1	$8.40	$8.80	$9.21	$9.67	$10.09	$10.48	$10.81
Census Taker	H2	$9.21	$9.67	$10.09	$10.48	$10.90	$11.34	$11.65
Clerical Assistant, Laborer II	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 Coordinator I, Laborer III, Program Assistant	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 Operator, Plumbing and Wiring Inspector	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:

Descriptions / Positions		Start	1	2	3	4	5	Maximum
		STEPS						
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:

Hourly Wage Scale:

Descriptions / Positions		Start	1	2	3	4	5	Maximum
		STEPS						
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 I,Senior Counselor, Building Monitor I	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, Laborer II, 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, Building Monitor II	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				

Golf Course

Descriptions / Positions		Start	1	2	3	4	5	Maximum
		STEPS						
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, Equipment Operator	GC4	$12.00	$12.50	$13.00	$13.50	$14.00		
Golf Course Mechanic, Equipment Manager	GC5	$14.00	$15.00	$16.00	$17.00	$18.00		

Session Wage Schedule:

Descriptions / Positions		Start	Maximum
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

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

ARTICLE 8
Elected Officials Salary
(Town Administrator)

To see if the Town will vote to fix the salary and compensation of all elected officers of the Town of Natick for Fiscal Year 2014 (July 1, 2013 through June 30, 2014) 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 AND DISCUSSION:

By a vote of 10-1-0 on March 21, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 8, and that the Town Clerk's annual salary for Fiscal Year 2014 be set at $76,000.*

During the Finance Committee public hearing, the following information was noted:

- Finance Committee members were reminded that the Town Clerk was the town's only elected position. Town Administration and the Personnel Board support the Administration's recommendation of $75,000 for the FY 2014 Town Clerk's salary. The Town Clerk's current salary is $70,000.
- The Planning Board has no official role in setting the salary for this position since the salary is determined by vote of Town Meeting; however, the Board was asked by the Administration to collect market data regarding salaries paid to Town Clerks in other communities and to provide input as to where this position might fit within the town's Pay Plan structure if that were relevant. The market data revealed a widely varying range of salary parameters among towns with both appointed and elected Clerks. Although there were few consistencies among the data collected relating to other municipalities' Town Clerk salaries, in general, the salaries of elected Clerks tended to be lower.
- Based on factors including the observed performance of the incumbent, and years of experience in the position, combined with criteria such as managerial scope, budget size, supervisory span of control, sensitivity of information and impact, used by the Personnel Board to determine grade level of other town positions, the Board characterized this position as equivalent to a grade 4 on the Pay Plan.
- Consistent with changes negotiated with union personnel in collective bargaining agreements, the Administration plans to implement a change in the town-employee health care contribution percentage in FY 2014 to 75%-25%, which is the target cost sharing goal toward which the union contracts are moving through a multi-year phased approach.
- To partially offset the financial impact of this on the non-union employees, a one-time $1,000 amount will be added to the FY 2014 base salary of each of these employees including the Town Clerk. In the case of the Town Clerk, this additional $1,000 means that the recommended salary for the Town Clerk increases by a total of $6,000 for a total FY 2014 salary recommendation of $76,000.
- The funding for the $1,000 payments for non-union personnel is included in the merit performance line item in the Benefits budget.

- The Town Administrator does not conduct a formal performance appraisal of the Town Clerk since the position does not report to the Administration; however, the Clerk and the Town Administrator meet together to develop goals and discuss achievement related to these.
- Finance Committee members debated two motions relating to Article 8:
    - One motion to recommend setting the Town Clerk's salary for FY 2014 at $76,000

      Proponents of this motion preferred to rely on the study and market analysis conducted by the Personnel Board and concurred with their judgment. Proponents of this motion also noted their own experience with job evaluation systems in determining the assessing the appropriate variables for determining performance and salary decisions.
    - A second motion to recommend setting the Town Clerk's salary for FY 2014 at $85,000

      Proponents of this motion tended to feel that the Town Clerk's position was equivalent to a grade 5 in the Pay Plan and warranted the salary associated with the higher grade. Additionally, proponents noted that the Town's voters had the ultimate voice with respect to job performance of the Town Clerk.

MOTION (requires majority vote):

Move that the Town vote to fix the salary and compensation of the following elected officer of the Town for the Fiscal Year July 1, 2013 through June 30, 2014 as provided by Section 108 of Chapter 41 of the Massachusetts General Laws:

Town Clerk.....$76,000

ARTICLE 9
Fiscal 2014 Morse Institute Library
(Town Administrator)

To see what sum of money the Town will vote to raise and appropriate, or otherwise provide, for the maintenance and operation of the Morse Institute Library, for Fiscal Year 2014 (July 1, 2013 through June 30, 2014), 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 2014 (July 1, 2013 – June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 12-1-0 on February 28, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 9, and that the sum of $1,965,777 be appropriated from the Tax Levy.*

During the Finance Committee public hearing, the following information was noted:

- Town Administration had approved a Program Improvement Request to restore the Young Adult librarian position to full-time. The proposed FY 2014 budget contains the additional funding ($29,800) for this position.
- Projected growth in school enrollment is one of the factors considered in requesting additional hours for the Young Adult librarian.
- Several questions related to discrepancies in the presentation of salary data in the Budget Books which were reported to reflect inadvertent transposition of data between the substitutes' and pages' salary line items. Significant variance between FY 2013 and FY 2014 amounts in these categories were reported to be driven by contract negotiations which required reclassification of a large number of positions.
- The alternative of using two part-time positions to provide Young Adult services was rejected because it is believed that this vulnerable population is better served by the continuity of a single individual who is able to relate positively to and establish close connections with these young people. In addition, the need for overlap between two individuals could make a shared model less efficient.
- The additional hours will allow the Young Adult librarian to participate in other forums, activities and committees in the town related to the needs of and programs for the Young Adult population.
- The additional funds for the Young Adult position will assure that the town will meet the state's Municipal Appropriation Requirement thereby continuing to qualify for state library aid.
- The Library's recently acquired "people counter" will help to develop more precise information relating to utilization which, in turn, may lead to revising the Library hours to accommodate peak periods of demand.

[The motion for Article 9 appears on the following page. Detailed budget information regarding the Morse Institute Library appears on the pages following the motion.]

MOTION (requires majority vote):

Move that the Town vote to appropriate the Total Budget Amount shown below to be expended under the direction of the Morse Institute Library Board of Trustees for the operation of the Morse Institute Library, for the Fiscal Year July 1, 2013 through June 30, 2014.

Morse Institute Library

Salaries & Expenses	$1,965,777
Total Morse Institute Library	**$1,965,777**

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

Tax Levy of Fiscal Year 2014	$1,965,777
	$1,965,777

Town of Natick

Home of Champions

Department: Morse Institute Library

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Salaries						
Personnel Services	1,483,786	1,589,561	1,597,683	1,673,870	76,187	4.8%
Total Salaries	**1,483,786**	**1,589,561**	**1,597,683**	**1,673,870**	**76,187**	**4.8%**
Operating Expenses						
Total Expenses	255,345	262,517	287,004	291,907	4,903	1.7%
Total Operating Expenses	**255,345**	**262,517**	**287,004**	**291,907**	**4,903**	**1.7%**
Total Morse Institute Library	**1,739,130**	**1,852,079**	**1,884,687**	**1,965,777**	**81,090**	**4.30%**

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 continues to seek funding to continue offering this important public service. Several years ago 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 continue to look for grant opportunities for this service. The Library continues to add literacy materials to the collection using municipal funds.
Bacon Free Library cooperation: The Morse continues our long 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 as needed. We continue to benefit from counting Bacon's hours as part of the State Aid requirement for minimum hours open.
Accessibility: Over the past several years the Library has acquired a number of adaptive technologies, especially for individuals with visual impairments. We will continue to upgrade services to patrons with special needs by seeking user and expert input and by replacing, upgrading or purchasing new assistive technology hardware and software. Many of the adaptive items are available for checkout by our patrons; this has proven to be a popular service. We need to continue to develop and implement a marketing plan to improve the visibility of the library's assistive technology for patrons with special needs, as well as provide staff training on use of this equipment ,which will promote positive interactions with patrons with disabilities.

Department: Morse Institute Library

Goals: (con't)

Children's Services: Weeding of the picture books has been completed; the next phase of this project is to rearrange them into "collections", based on the Darien model of "glades." This new arrangement will make it easier for children and their caregivers to find subjects of interest on the shelves. Continue to target the 8-11 year old age group with specific programs designed for them. Investigate purchasing furniture more appropriate to the 8-11 year old 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: Our part-time Young Adult (YA) librarian has made great progress in reaching out to the town's youth with innovative programs and activities. Use of the Teen Room continues to increase. The YA librarian designs programs specifically to engage this population; she always has programs scheduled on early release days from school. She has rearranged the Teen Room to be more inviting to the kids, with many displays of new books and authors . Ideally, we would like to see this position restored to its full-time status, as it was in FY09 and had been for many, many years.
Collection Development and Reference Department: The Library's Leadership Team continues to investigate new ways to organize our materials and make them more logical and accessible to the public. We continue to evaluate, update, weed, and shift the collection, especially reference, fiction and large print. As the Reference Department acquires more electronic resources they continue to evaluate and weed the print items. Electronic databases can be updated more rapidly than print and therefore provide more current information. The library will continue our efforts to organize and preserve Natick's historic records, photos, and documents, and to expand local history reference service.
Public Relations: Continue library fund raising activities beyond the Annual Fund Campaign. Continue outreach to local civic groups and organizations, businesses, and individuals. Continue to use our very popular Bookmobile as an effective community outreach tool. Investigate how to improve the 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 Day 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: Continue to identify new policies that are needed for the library's operation, and revise and update existing policies as needed. Continue to work with the Library's Leadership Team to build leadership and management skills. Use the five year Strategic Plan to guide the library into the future.
Technology: The Library continues to upgrade the computer technology in the building for both patrons and staff. An annual technology survey and inventory is conducted by the IT librarian, who then uses this information to plan for and purchase necessary upgrades to hardware and software throughout the building. The IT librarian will continue to serve on the town's Information Systems Advisory Board. Continue to investigate new technologies for the library.
Outreach: Continue with our bi-monthly Bookmobile visits to the US Army Soldier Systems Center, as well as the numerous neighborhood stops and visits to seniors and older adults. Seek additional outreach opportunities 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, consisting of nearly 200,000 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, downloadable, online, video, CD, DVD, book on player, and in multiple languages to provide the greatest range of accessibility. Throughout the year, 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

*As far as we know, the Morse Institute Library Bookmobile is the only bookmobile that visits an active military base.

*In August 2012, in cooperation with the Natick Historical Society, the Library purchased an archival-quality display case. This case gives the Historical Society an opportunity to display some of their holdings in a secure place outside of their building. Since the library is open longer hours and on more days than the Historical Society, this furthers the opportunity for Natick residents to see some of these historical gems.

*The Reference service desk was relocated 18 months ago to make it easier for patrons to find. As a result, patron interaction with Reference staff has increased with this new location by 2,118 interactions from August 2011 to August 2012. Thus visibility of Reference staff has increased and patrons are getting service more readily than when the desk was located near the back of the 2nd floor. This new location has also improved the lines of sight for staff on the second floor, improving security.

*New desktop and laptop computers have been purchased for patron and staff use. Our IT librarian has been busy installing this new equipment throughout the building. This past year also saw the installation of improved wireless computing in the building. After Hurricane Irene it became clear that we did not have enough bandwidth to accommodate everyone who needed to get online after the storm, so the Library upgraded our wireless capability. There are now 21 public access computer for public use. These replace PCs dating back to 2005. The Children's Department received a new b/w printer for public use. Coming soon will be 10 new catalog PCs, again replacing equipment from 2005. There will be 12 new laptops for the portable computer lab, plus one new laptop for the instructor, which doubles our training capacity. There are 4 new self-check machines and 4 new receipt printers. This is an increase of 1 self check PC and replaces machines from 2004. The IT librarian has also installed Office 2010 on all public internet PCs and is in the process of upgrading the staff PCs. She also serves on the town's Information Systems Advisory Board.

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

**The Morse Institute continues to serve as “the town’s living room” -- a true community center where all can meet and enrich their lives.

*Having a Young Adult (YA) librarian on staff has made a huge difference in the types and quality of programs now available to this population. The programs she has hosted offer something for everyone. We are especially pleased to see an increase in the number of boys using the library.

Budget Overview (con't)

*The library's Strategic Plan runs from FY2012 through FY2016. During the planning process, seven goals were identified and serve to guide the Morse institute Library through the remaining years of the Plan. Every December, an annual "Action Plan" is 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. At the Library we offer periodic webinars and online training classes for the nonprofit community, which allows us to aid organizations and individuals in their fundraising efforts.
* 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. With the purchase of an archival quality display case, we continue our cooperation with the Natick Historical Society in offering an appropriate display place for some of their items.
*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 continues to find veterans to interview for this valuable project. She has conducted 39 interviews; 145 interviews have been posted on www.natickvets.org , the Project's website. These interviews are in video and downloadable audio formats. She has begun a Facebook page for the Project, which also serves as a clearing house for veterans events in and around Natick. In November, the Project cosponsored the annual Veterans Breakfast at Kennedy Middle School, which made front page coverage in the MetroWest Daily News.

III. Current Challenges

We continue to see increased demand for Library materials and services, even while operating with a smaller staff than several years ago, making it difficult to meet public needs and expectations. We continue to be open for only 3 hours on Sundays, a decrease in service hours from two years ago.

For the past several years, the Library has depended on funding from outside the Library's municipal budget to stay open on Sundays, with most of that funding coming from Library State Aid. To save money, Sunday hours were cut from 4 to 3 hours open in FY12; these hours held for FY13 as well. The Library reduced holiday weekend hours as another cost saving measure, further limiting patron access to the Library. Sunday hours are very popular with families and we would like to return to being open 4 hours on Sundays.

The town provides approximately 67% 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.

Department: Morse Institute Library

Budget Overview (con't)

IV. Significant Proposed Changes for the Upcoming Year and Fiscal Impact
Our most urgent need is for a fulltime Young Adult (YA) librarian. Currently, our YA librarian works 19 ours per week. She purchases and processes age-appropriate books and magazines for Natick's teens, organizes programs and events, and supervises the use of their room. She always has programs scheduled for school early release days, and has developed a good rapport with the kids. Use of the Teen Room has increased significantly because of her presence. Having a fulltime YA librarian to work with and supervise Natick's teens gives them direction and provides them with a safe place to hang out. For fiscal impact, please see the Program Improvement Request form.

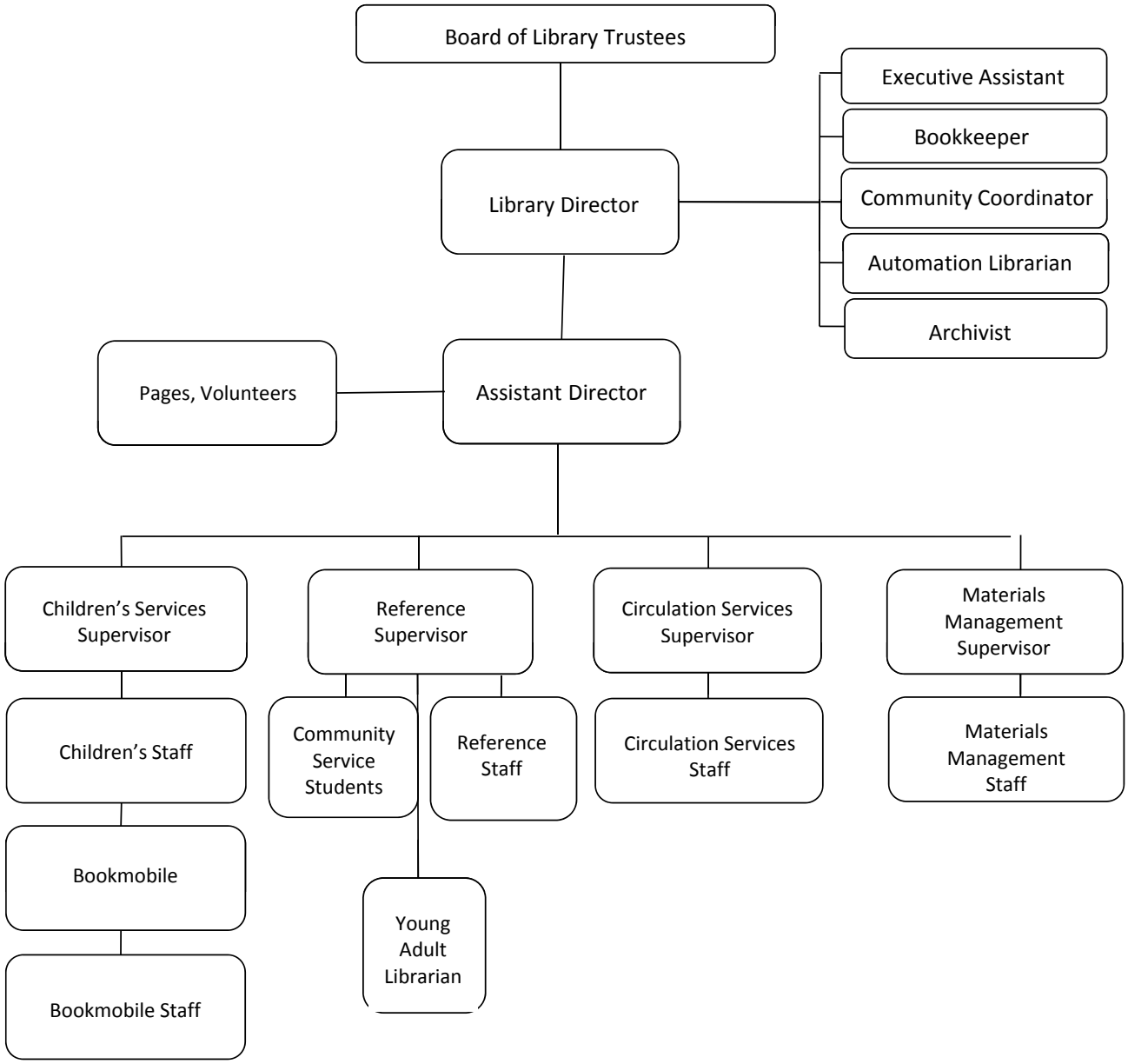
V. On the Horizon --In 2010, the library completed a new strategic plan covering FY2012-2016. This plan will be used to guide the library through the next three years. We continue with evaluating the use of our interior space to make better use of the space we have and to make the library a welcoming and comfortable place.

Staffing	**2010**	**2011**	**2012**	**2013**	**2014**
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	0	0	0.49	0.49	1
Reference Librarian	2.47	2.64	2.65	2.65	3.8
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	1.21	1.20	1.20	0.32
Library Assistant	5.81	5.81	5.81	5.62	6.57
Library Associate	5.34	5.34	5.34	5.61	4.94
Bookkeeper	0.48	0.48	0.48	0.48	0.51
Library Clerk	0.69	0.56	0.69	0.69	0.21
Page	1.55	1.43	1.43	1.63	1.51
Project Worker	0.38	0	0	0	0
Archivist (.47 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	**30.30**	**30.17**	**30.79**	**31.07**	**31.56**
Total FT/PT	**15 FT / 39 PT**	**15 FT / 38 PT**	**15 FT / 38 PT**	**15 FT / 39 PT**	**16 FT / 38 PT**

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

Department: Morse Institute Library

Organizational Chart



Town of Natick

Home of Champions

Department: Morse Institute Library

Performance Indicators (Fiscal Year)	2010	2011	2012	2013	2014
Workload Measures					
Total Circulation	541,460*	567,076	553,221	570,220	584,250
Total Programs offered	867**	624**	649	655	640
Items checked out from Bookmobile	8,992***	9079***	10,028	14,590	14,890
Number of Interlibrary Loans and MLN Transfers	147,803	152,290	152,411	155,450	158,000
Number of Reference Inquiries	35,407	33,206	33,500	33,830	34,000
Number of volunteer hours	4,636	4,676	4,975	4,725	4,725
Number of Local History Inquiries	330	340	357	570	700
Self Checkouts *	N/A	74,492	134,496	150,063	170,100
Total Hours Library Open	2,871	2,881	2,915	2,915	2,915

** Library was open 107 hrs less than FY09*

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

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

	2010*	2011	2012	2013	2014
Efficiency Measures					
Circulation per capita	16.40	16.77	16.76	17.28	17.70
Circulation items/staff	17,870	18,344	17,968	18,353	18,512
% Self Checkout	0	12%	29%	31%	35%

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

	2010	2011	2012	2013	2014
Outcome Measures					
Natick Residents with Library Cards	19,432	19,388	19,595	20,000	20,400
Total Program Participants	10,534	9,584	10,869	11,000	11,220

Town of Natick

Home of Champions

Department: Morse Institute Library

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Salaries Management	79,992	92,314	93,740	93,740	0	0.0%
Salaries Administrative	143,741	162,000	165,742	165,742	0	0.0%
Salaries Part-time Benefited	276,994	291,024	228,015	232,381	4,366	1.9%
Salaries Technical/Professional	673,510	717,775	813,019	862,199	49,180	6.0%
Salaries Part-time Non Benefited	220,763	218,167	218,744	242,684	23,940	10.9%
Salaries Pages	21,271	24,656	22,288	19,025	-3,263	-14.6%
Salaries Substitutes	39,079	37,552	27,955	28,582	627	2.2%
Salaries Longevity	7,017	7,013	6,762	7,028	266	3.9%
Salaries Overtime/Sunday Hrs	21,418	39,061	21,418	22,489	1,071	5.0%
Personnel Services	**1,483,786**	**1,589,561**	**1,597,683**	**1,673,870**	**76,187**	**4.8%**
Maint of Computer System	69,912	64,390	75,850	76,988	1,138	1.5%
Communication Telephone	3,244	2,651	6,500	6,500	0	0.0%
Communication Postage	2,623	2,756	5,500	5,580	80	1.5%
Copy/Mail Center Fees	9,463	6,897	650	650	0	0.0%
Other Supplies & Services	2,223	1,901	4,100	4,162	62	1.5%
Cleaning Allowance - Library Staff	-	0	-	0	0	0.0%
Education	1,635	675	7,500	7,500	0	0.0%
Library Materials	147,367	161,773	163,804	167,080	3,276	2.0%
Library Supplies	18,879	21,475	23,100	23,447	347	1.5%
Total Expenses	**255,345**	**262,517**	**287,004**	**291,907**	**4,903**	**1.71%**
Total Morse Library	**1,739,130**	**1,852,079**	**1,884,687**	**1,965,777**	**81,090**	**4.3%**

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 2010 thru FY 2014

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 2010 (Actuals)	Fiscal Year 2011 (Actual)	Fiscal Year 2012 (Actual)	Fiscal Year 2013 (Budget)	Fiscal Year 2014 (Budget)	Notes
Revolving Funds:						
Meeting Rooms (for lib. Equip. & maint.)	$ 15,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	
Fines & Fees (for materials)	$ 75,000	$ 85,000	$ 85,000	$ 85,000	$ 85,000	
Library State Aid:	$ 34,166	$ 37,825	$ 37,219	$ 30,000	$ 30,000	
Annual Fund:	$ 30,000	$ 30,000	$ 20,000	$ 20,000	$ 20,000	
Investments:	$ 42,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000	
Friends of the Library:	$ 49,000	$ 49,000	$ 40,000	$ 38,000	$ 38,000	
Other Recurring Grants:	$ 15,000	$ 22,500	$ 24,750	$ 30,000	$ 24,000	Veterans Oral History Project grant
Town Meeting Appropriation:	$ 1,729,807	$ 1,738,491	$ 1,852,078	$ 1,884,687	$ 1,965,777	
TOTAL:	$ 1,989,973	$ 2,029,816	$ 2,126,047	$ 2,154,687	$ 2,229,777	

EXPENSES	Fiscal Year 2010 (Actuals)	Fiscal Year 2011 (Actual)	Fiscal Year 2012 (Actual)	Fiscal Year 2013 (Budget)	Fiscal Year 2014 (Budget)	Notes
Salaries	$ 1,427,393	$ 1,483,786	$ 1,589,561	$ 1,597,683	$ 1,673,870	(Town Appropriation)
from Library State Aid:	$ 34,166	$ 37,825	$ 37,219	$ 34,000	$ 34,000	
Materials	$ 159,244	$ 147,367	$ 161,773	$ 163,804	$ 167,080	(Town Appropriation)
from other sources:	$ 124,000	$ 135,000	$ 135,000	$ 150,000	$ 150,000	(revolving fund, Friends, donations)
Purchase of Services	$ 87,194	$ 87,464	$ 78,594	$ 92,600	$ 93,880	(Town Appropriation)
from other sources:	$ 15,000	$ 25,000	$ 15,000	$ 15,000	$ 15,000	(revolving fund)
Other Services Misc.	$ 3,699	$ 1,635	$ 675	$ 7,500	$ 7,500	(Town Appropriation)
Other Supplies	$ 21,627	$ 18,879	$ 21,475	$ 23,100	$ 23,447	(Town Appropriation)
Admin, programs, consultants, staff dev.	$ 72,000	$ 71,000	$ 62,000	$ 65,000	$ 65,000	(from annual fund & other donations)
TOTAL:	$ 1,944,323	$ 2,007,956	$ 2,101,298	$ 2,148,687	$ 2,229,777	

Notes:

Friends money goes to purchase the following:

Museum passes
Speed Reads
Bookmobile
Programs
Other things as needed, i.e. book drops

ARTICLE 10
Fiscal 2014 Bacon Free Library
(Town Administrator)

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 2014 (July 1, 2013 through June 30, 2014), 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 2014 (July 1, 2013 – June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 12-0-0 on February 28, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 10, and that the sum of $139,582 be appropriated from the Tax Levy.*

During the Finance Committee public hearing, the following information was noted:

- The Education & Learning Subcommittee had reviewed this budget with representatives of the Library, and advised Committee members that the proposed budget included additional funding, based on program improvement requests approved by the Town Administration, to increase the hours of the Director ($6,500) and to increase funds for printed materials ($3,000).
- Reduction of the new materials budget over the past four years is believed to be a key factor contributing to flat circulation numbers. It is hoped the increase in this budget approved for FY 2014 will result in increased circulation figures going forward.
- Due to the substantial all-volunteer effort involved, the Bacon Free Library Trustees plan to alternate large ($25,000) and small ($15,000-$20,000) fund raisers from year to year.
- The Board has been contributing between $10,000 and $30,000 per year to supplement town funding for the Bacon Free Library.
- The recent boiler replacement with a new gas fired unit is anticipated to produce significant savings in fuel costs.
- The Director anticipates being able to devote a greater amount of time to seeking grant funds with the additional hours approved for FY 2014.
- Finance Committee members noted the value provided to the Town by the Bacon Free Library.

[The motion for Article 10 appears on the following page. Detailed budget information regarding the Bacon Free Library appears on the pages following the motion.]

MOTION (requires majority vote):

Move that the Town vote to appropriate the Total Budget Amount shown below to be expended under the direction of the Bacon Free Library Committee for the operation of the Bacon Free Library, for the Fiscal Year July 1, 2013 through June 30, 2014.

Bacon Free Library

Salaries & Expenses	$139,582
Total Bacon Free Library	**$139,582**

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

Tax Levy of Fiscal Year 2014	$139,582
	$139,582

Town of Natick

Home of Champions

Department: Bacon Free Library

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Salaries						
Personnel Services	95,829	100,436	114,533	121,033	6,500	5.7%
Operating Expenses						
Supplies	13,877	18,239	15,549	18,549	3,000	19.3%
Total Bacon Free Library	**109,706**	**118,675**	**130,082**	**139,582**	**9,500**	**7.3%**

Mission:

The **Bacon Free Library's mission** is to provide popular materials and learning resources for the enjoyment and use of all Natick area residents, with a special emphasis on supporting the educational needs of the community's 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 adhering to our mission: providing superior customer service and responding to the reading needs and pre-school age reading readiness needs of the community. We will continue to include more of the community in our events via an increasingly dynamic web presence since our new Libguides website was launched in mid FY13. We will remain open to new ideas and welcome suggestions.

We will work even more successfully with The Friends of the Bacon Free Library and the Trustees to raise funds assisting with non-salary costs. The Friends make regular contributions to support library materials and programs; to assist with purchase of needed furniture, equipment and renovations. They will underwrite the cost of having the East-facing window seat cushioned and pillowed to match the West-facing window seat, for example. Characteristically they cover the costs of the popular children's summer reading program and the McNoughton Book Collection which gets multiple copies of in demand items to Natick readers quicker.

The Bacon Free Library, operating on an increased budget in FY13, offered longer hours of operation (Tuesdays 9:30 AM - 8:30 PM; Wednesday, Thursday and Friday 9:30 AM - 5:30 PM, Saturday 9 AM - 1 PM and Monday 2PM - 5:30 and thus ending "hopscotch hours." But the library runs short in many areas. Our endowment, managed by the Trustees, is still tapped uncharacteristically to assist with utilities and building maintenance costs, with cleaning services and with our web presence. Additionally Trustee funds have 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 got a Mathworks grant in FY13 which helped launch the website. They will continue to pursue such funding opportunities and 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 purpose of the department is 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

As we anticipated, Bacon Free Library's year over year circulation declined by 4,874 in FY12, 24,953 in FY12 vs. 29,827 in FY11. There are two reasons for this. In the first half of FY12, we experienced bad weather, loss of a director Diane Wallace and staff sick leave. Full staff was just four part time folks to begin with so these extraordinary situations really took their toll. This was before new director John Brisbin arrived, after a staff member broke a bone and during a bad winter. This accounted for ten FY12 Saturday closings. Secondly, FY 12 was yet another "half book budget year. The FY10 the Book Budget or Printed Materials line was $12,000 but in FY11, FY12 and now in FY13 it's been just $6,000. Happily in FY13, we've put a new director to work, added limited part time staff and have not had sick leave or harsh winter issues. Indeed we've been able to give the public more hours of service. Gone are the hopscotch hours of the past. But we've had less of what people want and need when they get here. If we're going to continue the positive circulation trend of recent years, and it'more than doubled FY05 through FY11, 13,326 to 29,827, then we've also got to have a full book budget. Yes, Trustee support has always filled in behind Town support for books; but it's not realistic to expect that Trustees can ill this additional deficit AND continue building up the endowment over a ten year span as they've promised The Finance Committee they would do. We're in year three of that.

Also if we're going to make the most out of the newly expanded hours we've got to move beyond minimal staffing by giving the Bacon Free Library Assistant Director and Director a few more hours in which to administrate: to supervise, plan, grant write, fund raise, do collection development, network professionally etc. On the good side statistically, we had more adult and children's program attendance in FY12 vs FY 11 (Adult 250 vs 176; children 3667 vs 3009) and more children's programs overall too (158 vs 151). Two recent adult programs and two recent children's programs captured huge public interest. The talk by Wellesley College Environmental Sciences Professor Jay Turner on the 50th anniversary of the publication of "A Silent Spring" and the talk by Plimoth Plantation Associate Director and Mashpee Wampanoag Darius Coombs on "Our Native Heritage and the John Eliot Bible" both necessitated our borrowing folding chairs from two places! Painting faces on pumpkins and the recent visit of Santa Claus to BFL caused a happy riot of little ones. During the summer, with Town and Trustee help, we trimmed trees, manicured grounds, took good care of the flower beds, stripped and stained the entryway, repaired the historical fence which was damaged in an automobile accident and prepared for the changeover to gas heat. We also put enormous life and continual splash into our new website and Facebook presence.

III. Current Challenges *(Continued)*

As mentioned above, current challenges include answering citizens' demands with sufficient and well selected materials from a whole Printed Materials budget. We've been limping along with half a Printed Materials or Books line for three years now. It's caught up with us. People who used to walk out with four or five items now walk out with one or two. Often they return books they've just read and can't find anything new. The other challenge is to move beyond minimal staffing in which two persons answer patron requests 100% of their work time, to a staffing model which allows a few hours of time per week for supervisory staff to supervise, administrate, plan, fundraise, network, pursue some kind of professional development. We're looking forward to cleaner more efficient and affordable gas heating but, at this writing, the changeover is still not complete. We had a very successful South Natick Garden walk in June planned and presented by the Friends of Bacon Free Library and a modestly successful Comedy Night planned and presented by Trustees in early November. We need to b build on that success. We still need to do much more in the way of grantwriting and to inaugurate an annual fund especially as we look at the sad state of our thermal windows (Seals are blown on most of them), poor insulation and other building issues. We want to collaborate much more with The Natick Historic Society Museum downstairs, following up on the very successful "Our Native Heritage and The John Eliot Bible" we did together this fall and especially with the opportunity of working with the Museum's new and very gifted Director Roberto Rodriguez.

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

Two changes are proposed for FY14: restoring the Printed Materials or books line to its FY2010 level of $12,000 so that patrons have what they want when they do use the library more of the time; and giving currently part time senior staff more hours, seven per week more for director 32/wk to 39/wk ($11,375 per yr) and four per week more for assistant director ($5,327) 26/wk to 30/wk so that senior staff can be better utilized for staff development and for the betterment of services overall.

V. On the Horizon

Along with being able to purchase and widely circulate what citizens want, we want to give senior staff the time to develop the entire staff and best utilize them across expanded hours. We want senior staff to truly administrate services and coordinate fundraising efforts instead of being part of the front lines so much of the time and the rest being seat of the pants or unpaid after hours efforts. Assistant Director has much more to bring to parents and teachers in terms of the library's role in reading readiness for pre schoolers. By middle school, an alarming percentage of students nationally and locally have reading difficulty. With library partnership, this could be mitigated and avoided. We also want to keep pumping up website and social media and cable TV presence in order to drive traffic to BFL. Partnering with the Natick Historical Society Museum in our same building has too often been a missed opportunity. We want to change that dramatically especially with a dynamic new director, Roberto Rodriguez, joining the Museum at this time. Partnering with The Morse Institute Library will continue as well, especially in the area of ESL.

Town of Natick

Home of Champions

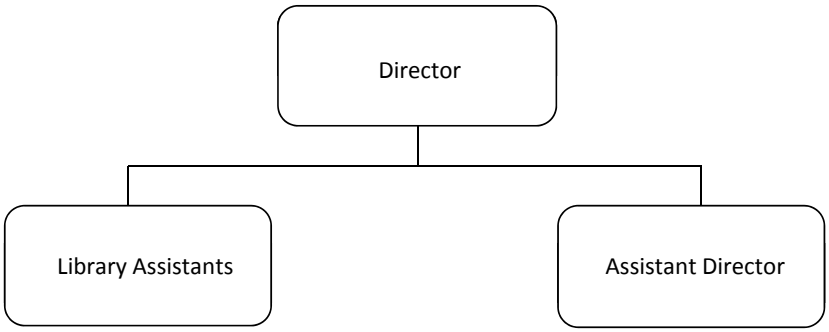
Department: Bacon Free Library

Staffing	2010	2011	2012	2013	2014
Library Director	0.8	0.8	0.8	0.8	0.9
Assistant Library Director	0.65	0.65	0.65	0.65	0.65
Library Assistant	0.4	0.4	0.48	0.81	0.81
Total FTE	**1.85**	**1.85**	**1.93**	**2.26**	**2.36**
Total FT/PT	***1 FT / 3 PT**	***1 FT / 3 PT**	***1 FT / 3 PT**	***1 FT / 5 PT**	***1 FT / 5 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	2010	2011	2012	2013*	2014*
Workload Indicators					
Total Circulation	29,904	31,000	31,000	31,000	31,000
Total Programs offered	199	190	190	190	190
Website hits	500,871	800,000	1,000,000	1,000,000	1,000,000
Weekly Hours Open	34.5	34.5	34.5	35.5	35.5

Performance Indicators	2010	2011	2012	2013*	2014*
Efficiency Indicators					
Total Operating Expenses per capita	$3.60	$3.29	$ 3.39	$ 3.60	$ 3.94

Performance Indicators	2010	2011	2012	2013*	2014*
Outcome Indicators					
Total Program Participants	3,565	3,600	3,300	3,300	3,300

**projected*

Town of Natick

Home of Champions

Department: Bacon Free Library

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Salaries Mngmt & Tech/Prof Staff	95,829	100,436	114,533	121,033	6,500	5.7%
Personnel Services	**95,829**	**100,436**	**114,533**	**121,033**	**6,500**	**5.7%**
Computer Maintenance	2,952	3,829	3,895	3,895	0	0.0%
Utilities: Fuel Oil	6,820	3,908	4,824	4,824	0	0.0%
Repairs & Maintenance	18	0	0	0	0	#DIV/0!
Books & Periodicals	4,086	3,834	6,830	9,830	3,000	43.9%
Library Supplies	0	6,668	0	0	0	#DIV/0!
Other Miscellaneous	0	0	0	0	0	#DIV/0!
Supplies	**13,877**	**18,239**	**15,549**	**18,549**	**3,000**	**19.3%**
Total Town Appropriation	**109,706**	**118,675**	**130,082**	**139,582**	**9,500**	**7.3%**

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 2014 boost director's hours to 36hrs/week.

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. An additional $3,000 of materials is being proposed for funding in FY 2014.

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 supplies are also included.

Miscellaneous: This account covers the cost of additional supplies or unexpected building repairs.

Department: Bacon Free Library

Bacon Free Library Revenues vs. Expenditures - All Sources

Revenues	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Town Appropriation	$ 108,027	$ 109,805	$ 112,003	$ 130,082	$ 139,582
Trustees	$ 18,788	$ 16,901	$ 32,550	$ 30,720	$ 30,720
Friends	$ 3,052	$ 4,000	$ 4,000	$ 4,000	$ 4,000
Total Revenues	**$ 129,867**	**$ 130,706**	**$ 148,553**	**$ 164,802**	**$ 174,302**

Expenditures	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Salaries	$ 93,257	$ 95,829	$ 100,436	$ 114,533	$ 121,033
Purchase of Services (no utilities)	$ 12,465	$ 7,057	$ 7,663	$ 12,895	$ 12,895
Purchase of Services (utilities)	$ 9,952	$ 6,820	$ 10,576	$ 16,374	$ 16,374
Supplies (Books, Materials, Furniture)	$ 18,145	$ 21,000	$ 21,000	$ 21,000	$ 24,000
Total Expenditures	**$ 133,819**	**$ 130,706**	**$ 139,675**	**$ 164,802**	**$ 174,302**

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 FY14 General Fund budget request is $139,582.*** 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 11
Home Rule Petition to Establish Non-Civil Service Deputy Police Chief Position
(Board of Selectmen)

To see if the Town will vote to authorize the Board of Selectmen to petition the General Court to enact legislation in substantially the following form, provided that the General Court may reasonably vary the form and substance of the requested legislation within the scope of the general public objectives of this petition.

AN ACT EXEMPTING THE POSITION OF DEPUTY CHIEF OF POLICE

IN THE TOWN OF NATICK FROM THE CIVIL SERVICE LAW

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same as follows:

SECTION 1. Notwithstanding the provisions of any general or special law to the contrary, the position of Deputy Chief of Police in the Town of Natick shall be exempt from the provisions of Chapter 31 of the General Laws.

SECTION 2. The provisions of section 1 shall not impair the civil service status of any person holding the position of Deputy Chief of Police of the Town of Natick on the effective date of this act.

SECTION 3. This act shall take effect upon its passage.

or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to authorize the Board of Selectmen to petition the State Legislature such that the Town will be able to create a new position outside of the Civil Service for a Deputy Chief within the Police Department.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 11-3-0 on April 2, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 11.*

During the Finance Committee public hearing, the following information was noted:

- There is need for a clearly designated "second-in-command" who is outside the civil service system and who ranks above all other personnel, who can stand in for the Chief during his absence and assist in timely handling of disciplinary and other administrative matters, free of the potentially divided loyalties of union members.
- A Deputy Chief would take over many administrative tasks presently shared by the department's lieutenants, thus freeing those personnel for other duties more appropriate to their role. Examples of these tasks would include assistance with administrative

responsibilities including those related to achieving the goal of accreditation, data collection, analysis and reporting, and a need to update current policies and procedures.

- There is a significant range of administrative responsibilities involved in managing the department, including those related to achieving the goal of accreditation; an urgent need to update current policies and procedures; and an ever growing burden of unfunded mandates promulgated through new state and federal requirements.
- If a current member of the department were to be selected for the new position, that individual would no longer be covered by civil service as Deputy Chief; the individual would, however, retain his/her existing civil service protection should he/she return to the lower ranked role for any reason.
- The department will begin a strategic planning process shortly and the current draft position description is expected to be further refined during, and as a result of that process.
- Most communities of a size similar to Natick have Deputy Chief positions.
- This position will also allow for succession planning for the department.
- Several officers in the department have indicated they would aspire to this position, which the Chief feels is a positive factor.

MOTION (requires majority vote):

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

AN ACT EXEMPTING THE POSITION OF DEPUTY CHIEF OF POLICE

IN THE TOWN OF NATICK FROM THE CIVIL SERVICE LAW

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same as follows:

SECTION 1. Notwithstanding the provisions of any general or special law to the contrary, the position of Deputy Chief of Police in the Town of Natick shall be exempt from the provisions of Chapter 31 of the General Laws.

SECTION 2. The provisions of section 1 shall not impair the civil service status of any person holding the position of Deputy Chief of Police of the Town of Natick on the effective date of this act.

SECTION 3. This act shall take effect upon its passage.

ARTICLE 12
Fiscal 2014 Omnibus Budget Article
(Town Administrator)

To determine what sum or sums of money the Town will appropriate and raise, or transfer from available funds, for the operation of the government of the Town of Natick, including debt and interest during Fiscal Year 2014 (July 1, 2013 to June 30, 2014), and to provide for a reserve fund for Fiscal Year 2014, 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 2014 (July 1, 2013 – June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 12-2-0 on April 2, 2013, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 12 and that the sum of $125,601,821 be appropriated as specified in the individual motions for the purpose of funding the operations of the various Town departments during Fiscal Year 2014.*

Town Meeting members should note that due to an inadvertent calculation error, the "bottom line" total amount recommended for appropriation under Article 12 is misstated. The correct amount is ***$125,752,566*** and not the amount noted in the above recommendation.

It is important to note that each of the individual department operating budgets have been stated and voted properly by the Finance Committee, and that each of the individual motions presented for consideration under Article 12 are also correct.

The Finance Committee will hold a public hearing on April 23, 2013, to reconsider and revote the total amount recommended for appropriation under Article 12.

MOTION:
The motions under Article 12 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 12:
Motion A:
Education & Learning

Natick Public Schools
Keefe Tech

Finance Committee Recommendation

Motions for Section A: Education & Learning

Motion for Section A under Article 12:

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	48,242,672
Total Natick Public Schools	**$ 48,242,672**
Keefe Tech	
Expenses (Assessment)	$ 1,291,338
Total Keefe Tech	**$ 1,291,338**
Motion Total	**$ 49,534,010**

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

Tax Levy of Fiscal Year 2014	$ 49,534,010
	$ 49,534,010

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 14-1-0 on April 2, 2013, the Finance Committee recommends Favorable Action with regard to the Natick Public Schools budget under Article 12, Section A, and that the sum of $48,242,672 be appropriated from the Tax Levy.

During the Finance Committee public hearings, the following information was noted:

- 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 twenty-three 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 during which the NPS Administration provided the Committee with updates on its budget.
- The initial $49,833,125 proposed budget reflected a 7% increase over FY 2013, driven largely by increased enrollment. This figure resulted in an initial deficit, using the town's split methodology for allocating projected available resources, of $2,168,177. A transfer of a $270,556 projected surplus from the General Government side reduced the deficit to $1,897,621.
- Strategies to close the $1.8 million gap included a variety of measures including substantially reducing the number of new hires believed to be needed to maintain and enhance the quality of the instructional programs and keep class size and guidance ratios within a range considered desirable; deferring purchase and replacement of technology, furniture and instructional materials, including outdated textbooks; eliminating various instructional staff development and enrichment activities; level funding athletics programs; as well as adding and/or raising certain fees.
- The revised budget request of $48,242,672 represents a 3.6% increase, or $1,683,958, over FY 2013.

- This budget is effectively a reduced service 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 7.6 full-time equivalents ('FTEs") to the District staff to partially accomplish these goals. All additions proposed to the School Department faculty are directly driven by increased enrollment. The School Department reviews and adjusts staffing each year in accordance with shifting enrollment needs.
- Although not every new position considered to be needed is included in the proposed budget, provision has been made for inclusion of those deemed most critical to maintain what the Administration considers to be reasonable class sizes and to address other pressing needs such as speech and language pathology, high school foreign language and math, ELL at the

Kennedy and Brown schools, a school psychologist at the middle schools and a high school learning center teacher.

- Presently unfunded items which would maintain services equivalent to FY 2013 (total cost: $186,000) include:
  - A Nurse to be shared between the high school and Wilson ($50,000);
  - A half-time learning center teacher ($25,000);
  - An additional teacher at the high school for either English Language Arts or Social Studies ($61,000); and
  - Funding for professional development ($61,000).
- Additional items deemed to be critically needed which would be funded should additional resources become available (total cost: $410,000) include:
  - Elementary math specialist ($50,000);
  - Elementary technology specialist ($50,000);
  - US History on-line resources ($10,000); and
  - Restoration of principals' requests ($300,000).
  -
  - 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.
  - The School Administration prefers to keep the school energy budget within the School's budget rather than move it outside to the consolidated Facilities Department to provide increased flexibility to offset expense overruns in other accounts. The NPS Administration also noted that this is used to motivate and hold accountable the school principals who are charged with administering their individual energy costs.
  - Although technology can, theoretically, allow instructional staff to provide instruction to a larger number of students, it does not necessarily expand a teacher's ability to provide appropriate and adequate feedback and assistance to each individual student.
  - The cost of the school psychologist position being added is expected to be partially offset by savings in outside contract expense associated with the large number of evaluations required. Medicaid collections also pay for some of those costs.
  - Boston College has been assessing the qualitative impact of the 1:1 technology initiative. The Superintendent expects to have a report on this in early April.
  - Out of district (OOD) placements for special needs students represents 7% of the total budget. The number of OOD students was 63 in FY 2011, is 71 in the current year and projected to be 69 in FY 2014. Corresponding tuition costs were $4.9 million in FY 2011 and $5.6 million projected for FY 2014.
  - 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.
  - Principal's budgets are level funded from prior years, meaning that needed technology will not be purchased to support educational needs.
  - There are minimal technology costs specifically related to the 1:1 Laptop program.
- The District is able to save approximately $60,000, due to conversion of boilers from oil to natural gas at the Johnson and Memorial Schools. A similar conversion at Ben-Hem is possible if the newly paved streets are allowed to be excavated in order to install gas lines, which will result in additional energy savings. It was noted that the Board of Selectmen has the authority to waive the restriction on opening up a recently resurfaced roadway which

could allow the fuel conversion to be done at Ben Hem, as well, thereby adding an additional $40,000 savings in energy costs.

- The funds resulting from the energy savings will be used to restore funding for updated Spanish language texts.
- The School Administration continues to be hopeful of receiving additional Chapter 70 funds in foundation funding commensurate with the town's recent and continued growth in enrollment, however, this has not been factored into projected revenues for the town since other components of state aid could decline even if Chapter 70 funding increased.
- In accordance with advice from Natick's Legislative Delegation and Town Administration, the District budget was prepared using the assumption that there would be no increase in Chapter 70 funding from the Commonwealth. However, the District Administration believes that there will be an increase when the General Court presents a final budget. Should there be additional funding, and no substantial decrease in general state aid, the District plans to request that this additional funding be appropriated in support of the District. This plan is in accordance with the "split" methodology agreed to between the School and the Town Administrations and recommended by the Financial Planning Committee. If the state Chapter 70 funding amount is not known by the close of the 2013 Spring Annual Town Meeting, a budget adjustment could be made, if necessary, at 2013 Fall Annual Town Meeting; however, the Schools need to hire new staff before school begins and is currently approaching the optimal hiring season.
    - With that exception, and as in previous years, the NPS School Committee and 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.
    - 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 2011 and 2012 are shown in this presentation. This continues to enhance the transparency of the budget and the amount of information provided to the residents.
    - The Finance Committee debated two motions during its public hearing on April 2, 2013:
        - One motion was to recommend favorable action in the amount of $48,242,672 as recommended by the Town Administrator and voted by the School Committee.
        - A second motion was to recommend favorable action in the amount of $48,438,672, or an increase of $196,000 over the Town Administrator's recommendation and the School Committee's vote.
            - The $196,000 was derived as follows: $50,000 to add an additional 1.0 Nurse at Wilson and the High School; $50,000 to add 1.0 ELA or Social Studies position at the High School, and $25,000 to add 0.5 Learning Center Teacher; $61,000 for Professional Development; and $10,000 for US History online resources.
            - Two of the additional new hires would have also required an additional appropriation of approximately $24,262 in the Fringe Benefits budget to cover the two full-time benefitted positions shown above.
        - All Committee members agreed that there is a demonstrated need for additional resources for the Natick Public Schools.

- Proponents of the higher motion noted the following points:
    - A willingness to accept high a higher spending level due to a significant decrease in school services driven by the increase in enrollment and the corresponding need to maintain level services in terms of class size. The Town's and schools' attractiveness had driven much new development, but this additional capacity didn't generate enough additional tax revenue to pay for the additional services needed, and the town's per-student expenditure had been trending down.
    - A willingness to support the additional hires based on the clear, complete and well-thought out responses to questions asked.
    - Providing the best education for the town's children was one of the most important things the town and its residents could do, and this priority should be reflected in the budget.
- Proponents of the Town Administrator's recommendation and the School Committee's vote noted the following:
    - Concerns about the growth of this budget and the funding sources and the risks of funding ongoing operational expenditures from one-time funding sources.
    - The use of approximately $2.2 million of free cash to support operations was not sustainable, and that anything funded with free cash in the current budget meant that amount would likely need to be supported from the tax levy in future years.
    - The impact on future budgets of additional funding and positions added to the current budget.
    - An additional $400,000 in surplus funding already transferred from the municipal side to the schools to close the budget gap.
    - Agreement with the recommendations supported by the School Committee, the Financial Planning Committee and the Town Administration, all of whom had worked together to come up with the budget being proposed.
    - Reflection of support for the conservative financial principles which allowed the town to borrow at extremely favorable rates and would be advantageous if and when the town needed to seek support for any possible school expansion project.
    - The School Committee's bottom line authority over the NPS budget, ability to prioritize how funding was spent, and the opportunity to request additional funds at future Town Meetings if needed.
    - Optimism of additional Chapter 70 aid expressed by the NPS Administration which would allow the positions to be funded, and the existing mechanism to enable the additional appropriations that would be needed.

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 14-0-0 on April 2, 2013, the Finance Committee recommends Favorable Action with regard to the South Middlesex Regional Vocational Technical High School budget under Article 12, Section A, and that the sum of $1,291,338 be appropriated from the Tax Levy.

During the Finance Committee public hearings, 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 2014 of $1,291,338 represents an $8,551 increase from FY 2013. Reasons for this increase include rising energy costs and health benefits. It was noted that the number of Natick students enrolled has decreased by one (form 64 to 63) while Keefe Tech's overall enrollment is increasing. Keefe Tech's FY 2014 budget of $17,095,220 represents a 6.67% over the FY 2013 of $16,026,528 in the amount of $1,068,672. Revenue offsets reflect preliminary Chapter 70 (School Aid) increase of $891,877 projected by the Governor's projected budget. 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.
- Collective bargaining with the School's three bargaining units is still underway.
- Health insurance options are still being reviewed and the School has made application to join the West Suburban Health Group, the provider and administrator of Natick's health insurance.
- Several questions were raised as to whether the amount of Chapter 70 state aid factored into the preliminary budget, which reflected only a slight reduction of the governor's initial proposal, might be overly optimistic in light of feedback from several state legislative sources. The School is hoping the recent adjustment in the state's calculation of Framingham's foundation budget, as well as several other factors unique to Keefe Tech's profile, such as increased enrollment and a population of which 65% are low income and 49% have special needs, may result in increases in this major revenue component.
- The Siemens energy project continues to produce significant savings in energy costs. A detailed analysis of the project is included in each year's audit.
- An Statement of Interest (SOI) was submitted to the Massachusetts School Building Authority (MSBA) last year related to addressing some of the School's infrastructure and

technology needs, including replacement of the School's 24-year-old roof, but this was declined. The School was encouraged by the Authority to re-submit an application for the roof exclusive of any other items. Keefe Tech will submit a second request to include on the new roof which is in dire need of replacement.

- The School is exploring the possibility of a partnership arrangement with a photovoltaic contractor whereby the contractor would assume the cost of the School's roof replacement in exchange for the opportunity to install its solar panels on the roof. Federal energy credits are available which could make such an arrangement worth the contractor's investment.
- In addition to the roof replacement, other high priority capital needs include replacement of the auditorium seats, and the gymnasium bleachers, both of which are 40 years old; additional lighting and resurfacing of the parking lot; and replacement of several boilers.
- Based on research related to regional employment opportunities and needs, the School has added a new program in computer programming and web development and expanded the medical curriculum.
- 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

I am pleased to submit the FY 14 Budget Request for the Natick School Department. The request represents level educational services to approximately 5,000 students, maintaining existing staff, meeting all mandated educational requirements, providing students with safe and reliable transportation and operating and maintaining eight school buildings as efficiently as possible while creating a safe and welcoming environment. The major factors contributing to the increase of 3.6% from FY 13 budget include contractually obligated salary adjustments with our various bargaining units including negotiated COLAs for all employees, the addition of 7.6 staff positions in order to meet rising enrollments at all grade levels and address mandated student services, the addition of a school bus due to an increase in ridership and higher SPED costs.
While we are appreciative for the increase in our budget over fiscal year 2013, this budget does not address many of the needs of the Natick Public Schools resulting from the significant rise in enrollment over the past 5 years. In that time 479 additional students have enrolled in our schools.
It is a privilege and honor for me to lead such a dedicated, highly motivated and talented staff and we are confident that the students of Natick will continue to receive a superior education.

Sincerely,
Peter Sanchioni, Ph. D.
Superintendent of Schools

Appropriation Summary

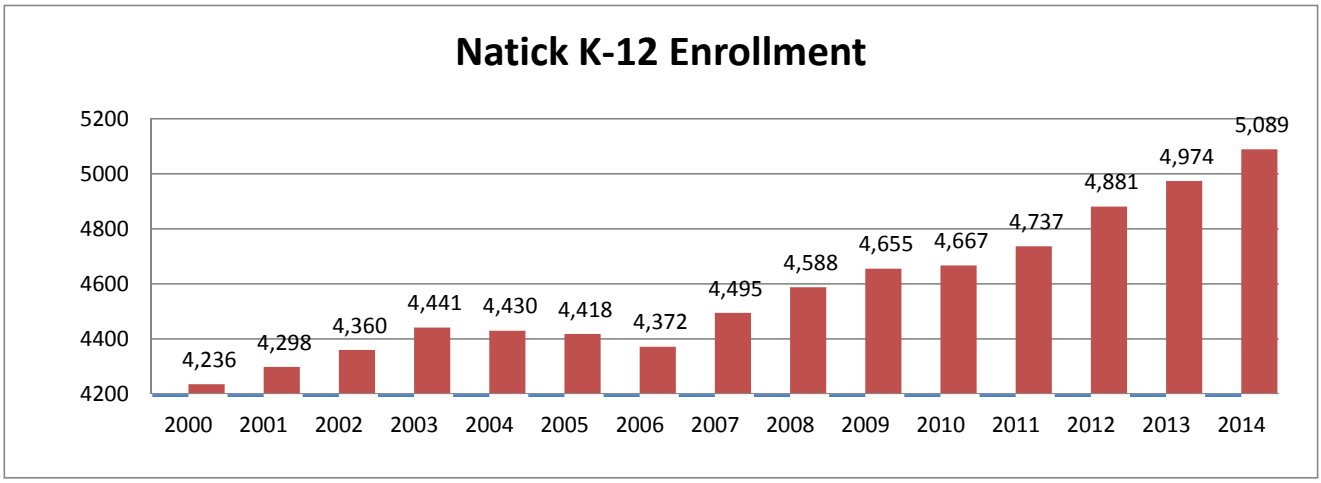
	2011 Actual	2012 Actual	2013 Appropriation	2014 Recommended	2013 vs. 2014 $	%
Personnel Services						
Total Personnel Services	**36,350,100**	**38,257,841**	**37,779,727**	**39,318,687**	**1,538,960**	**4.1%**
Expenses						
Total Other Expenses	**11,849,122**	**13,333,479**	**13,557,892**	**14,064,763**	**506,871**	**3.7%**
less Offsets	***(4,915,997)***	***(4,963,860)***	***(4,778,905)***	***(5,140,778)***	***(361,873)***	***7.6%***
Total Natick Public Schools	**43,283,226**	**46,627,461**	**46,558,714**	**48,242,672**	**1,683,958**	**3.6%**

Town of Natick

Home of Champions

Department: Natick Public Schools

Enrollment Data



Staffing Summary	2010	2011	2012	2013	2014
School Staff (in FTE's)					
Elementary Classroom Teachers	111.1	108.5	109.7	112.6	114.5
Middle School Classroom Teachers	92.4	92.9	94.2	96.8	96.2
High School Classroom Teachers	77.8	78.6	79.2	81.6	85.0
High School Department Heads	4.2	4.2	4.2	4.2	3.6
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	58.9	56.8	56.8	56.8	57.3
Guidance Counselors/Psychologists	20.2	22.4	23.4	23.6	24.8
Nurses	8.8	8.8	9.3	9.3	9.8
Medical & Therapeutics Services	16.5	16.7	16.7	13.6	19.2
Paraprofessionals	72.3	76.4	83.5	87.5	85.8
Custodians / Maintenance Personnel	38.0	37.0	37.0	0.0	0.0
Administrative & Clerical Staff	21.5	22.0	22.5	22.5	23.4
Sub-Total - School Staff	**535.7**	**538.3**	**550.5**	**522.5**	**533.6**
Administrative Staff (in FTE's)					
Principals & Vice Principals	14.0	14.0	14.0	14.0	14.0
District-Wide Administration	5.0	5.0	5.0	5.0	5.0
District - Wide Instruction	4.2	4.2	4.2	4.2	5.2
District-Wide Admin and Finance	12.0	12.0	12.0	12.0	12.0
Information Technology	10.0	9.0	11.0	11.0	11.0
Sub-Total- Administrative Staff	**45.2**	**44.2**	**46.2**	**46.2**	**47.2**
Grand Total	**580.9**	**582.5**	**596.7**	**568.7**	**580.8**

Town of Natick

Home of Champions

Department: Natick Public Schools

Compensation	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
School Committee (1100)	3,033	4,056	4,697	4,830	133	2.8%
Superintendent & Other District Leadership (1200)	994,897	1,038,214	787,554	812,976	25,422	3.2%
Finance and Administrative Services (1400)	571,124	600,017	591,339	611,337	19,998	3.4%
Technology Services (1450)	576,747	697,527	727,489	744,678	17,189	2.4%
Sub-total District. Leader. & Admin.	2,145,801	2,339,814	2,111,079	2,173,821	62,742	3.0%
District Wide Academic Leadership (2100)	425,181	424,654	460,142	579,683	119,541	26.0%
Principal / Building Leadership (2200)	2,699,348	2,812,875	2,866,299	2,983,477	117,178	4.1%
Instruction -Teaching Services (2300)	22,724,832	23,653,288	25,037,926	25,847,201	809,275	3.2%
Medical / Therapeutic Services (2320)	1,060,477	1,131,326	1,195,545	1,316,640	121,095	10.1%
Non-Clerical Paraprofessionals (2330)	1,872,952	2,213,541	2,203,611	2,177,190	(26,421)	-1.2%
Librarians and Media Center Directors (2340)	371,179	394,910	409,605	430,802	21,197	5.2%
Professional Development (2350)	28,000	39,952	28,000	28,000	0	0.0%
Guidance, Counseling and Testing Services (2700)	1,224,548	1,218,333	1,285,403	1,338,142	52,739	4.1%
Psychological Services (2800)	633,220	681,458	708,917	779,390	70,473	9.9%
Sub-total Instructional Services	31,039,737	32,570,336	34,195,448	35,480,525	1,285,077	3.8%
Attendance and Parent Liaison Services (3100)	1,283	831	0		0	
Health Services (3200)	621,396	668,459	730,376	845,699	115,323	15.8%
Transportation Services (3300)	49,458	51,010	51,323	52,346	1,023	2.0%
Athletic Program (3510)	523,863	555,671	535,465	554,742	19,277	3.6%
Other Student Activities (3520)	159,642	173,508	156,036	211,554	55,518	35.6%
Sub-total Student Services	1,355,642	1,449,479	1,473,200	1,664,341	191,141	13.0%
Custodial Services (4110)	1,808,920	1,898,212	0		0	
Sub-total Operations & Maintenance	1,808,920	1,898,212	0	0	0	
Total Personnel Services	**36,350,100**	**38,257,841**	**37,779,727**	**39,318,687**	**1,538,960**	**4.1%**

Town of Natick

Home of Champions

Department: Natick Public Schools

Other Expenses	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
School Committee (1100)	17,171	18,712	17,000	17,250	250	1.5%
Superintendent & Asst. Superintendent (1200)	60,473	95,467	93,870	91,720	(2,150)	-2.3%
Finance and Administrative Services (1400)	187,523	143,039	175,493	156,380	(19,113)	-10.9%
Legal Services (1430)	50,287	36,085	43,003	43,003	0	0.0%
Technology Services (1450)	679,149	455,814	297,138	277,517	(19,621)	-6.6%
Sub-total District. Leader. & Admin.	994,603	749,118	626,504	585,870	(40,634)	-6.5%
District Wide Academic Leadership (2100)	5,304	5,320	5,345	5,345	0	0.0%
Principal / Building Leadership (2200)	47,953	56,439	49,162	48,322	(840)	-1.7%
Medical / Therapeutic Services (2320)	269,919	351,986	266,182	305,017	38,835	14.6%
Librarians and Media Center Directors (2340)	39,262	31,162	87,038	67,362	(19,676)	-22.6%
Professional Development (2350)	301,876	444,200	293,635	340,535	46,900	16.0%
Instructional Materials & Equipment (2400)	992,288	1,042,854	1,108,023	1,264,311	156,288	14.1%
Guidance, Counseling and Testing Services (2700)	51,113	102,084	72,278	72,028	(250)	-0.3%
Psychological Services (2800)	199		0	0	0	
Sub-total Instructional Services	1,707,914	2,034,045	1,881,662	2,102,919	221,257	11.8%
Transportation Services (3300)						
Cost of Regular Education Buses		*1,081,770*	*1,118,114*	*1,211,820*	*93,706*	*8.4%*
Transportation for Homeless Families	*23,883*	*31,863*	*50,000*	*35,000*	*(15,000)*	*-30.0%*
Special Needs -In Town Other	*560,718*	*364,119*	*369,371*	*387,286*	*17,915*	*4.9%*
Special Needs -Out of Town Other	*652,031*	*604,651*	*675,000*	*690,000*	*15,000*	*2.2%*
Sub-total Transportation Services (3300)	1,236,632	2,082,403	2,212,485	2,324,106	111,621	5.0%
Attendance and Parent Liaison Services (3100)	0	0	3,000	3,000	0	0.0%
Health Services (3200)	22,594	24,858	24,147	24,147	0	0.0%
Athletic Program (3510)	125,811	158,452	130,000	130,000	0	0.0%
Other Student Activities (3520)	3,000	36,981	8,729	7,085	(1,644)	-18.8%
Sub-total Student Services	151,405	220,292	165,876	164,232	(1,644)	-1.0%
Custodial Services (4110)	115,991	146,702	115,000	115,000	0	0.0%
Fuel for heating of buildings (4120)	662,516	594,551	445,700	357,072	(88,628)	-19.9%
Electricity (4130)	758,143	838,916	802,928	808,578	5,650	0.7%
Telephone (4140)	80,390	56,726	75,000	60,000	(15,000)	-20.0%
Building Repairs (4220)	508,980	587,350	462,000	462,000	0	0.0%
Vehicle Maintenance Other (4230)	13,616	4,226	8,000	8,000	0	0.0%
Network and Telecommunications (4400)	187,357	199,853	374,998	393,211	18,213	4.9%
Sub-total Operations & Maintenance	2,326,993	2,428,323	2,283,626	2,203,862	(79,764)	-3.5%
Employer Retirement Contributions (5100)	118,635	98,411	116,073	116,073	0	0.0%
Insurance for Active Employees (5200)	37,196	58,759	36,578	36,578	0	0.0%
Community Services (6000)	150,684	295,266	241,851	301,851	60,000	24.8%
Asset Acquisition & Improvement	30,948		0		0	
Sub-total Above 4 Items	337,463	452,436	394,502	454,502	60,000	15.2%
Vocational Education Tuition	57,902	21,936	23,033	23,271	238	1.0%
SPED Out of District Tuitions	5,036,211	5,344,926	5,970,204	6,206,001	235,797	3.9%
Sub-total Programs with Other School Districts	5,094,113	5,366,862	5,993,237	6,229,272	236,035	3.9%
Total Other Expenses	**11,849,122**	**13,333,479**	**13,557,892**	**14,064,763**	**506,871**	**3.7%**

Town of Natick

Home of Champions

Department: Natick Public Schools

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Total Gross School Budget	**48,199,222**	**51,591,320**	**51,337,620**	**53,383,451**	**2,045,831**	**4.0%**
Offsets						
Less: Town Transportation Subsidy	*(320,522)*	*(325,402)*	*(340,041)*	*(350,242)*	*(10,201)*	*3.0%*
Less: Bus Fee Offset	*(274,352)*	*(274,391)*	*(270,000)*	*(285,000)*	*(15,000)*	*5.6%*
Less: Circuit Breaker Offset	*(877,457)*	*(1,385,799)*	*(2,011,528)*	*(2,200,000)*	*(188,472)*	*9.4%*
Less: Edu Jobs Grant		*(518,585)*			*0*	
Less: Federal and State Grants	*(2,124,011)*	*(2,459,683)*	*(2,157,336)*	*(2,305,536)*	*(148,200)*	*6.9%*
Less: ARRA Offset	*(1,319,655)*				*0*	
Total Offsets	(4,915,997)	(4,963,860)	(4,778,905)	(5,140,778)	(361,873)	7.6%
Total NET School Budget Appropriations	**43,283,226**	**46,627,461**	**46,558,714**	**48,242,672**	**1,683,958**	**3.6%**

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.

Narrative

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.

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.

Town of Natick

Home of Champions

Department: South Middlesex Regional Technical School

Appropriation Summary

South Middlesex Regional Technical School

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs, 2014 $	%
Operating Expenses						
Assessment	1,469,598	1,396,865	1,271,613	1,291,338	19,725	1.55%
Total Operating Expenses	**1,469,598**	**1,396,865**	**1,271,613**	**1,291,338**	**19,725**	**1.55%**
Total South Middlesex Regional Tech.	**1,469,598**	**1,396,865**	**1,271,613**	**1,291,338**	**19,725**	**1.55%**

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

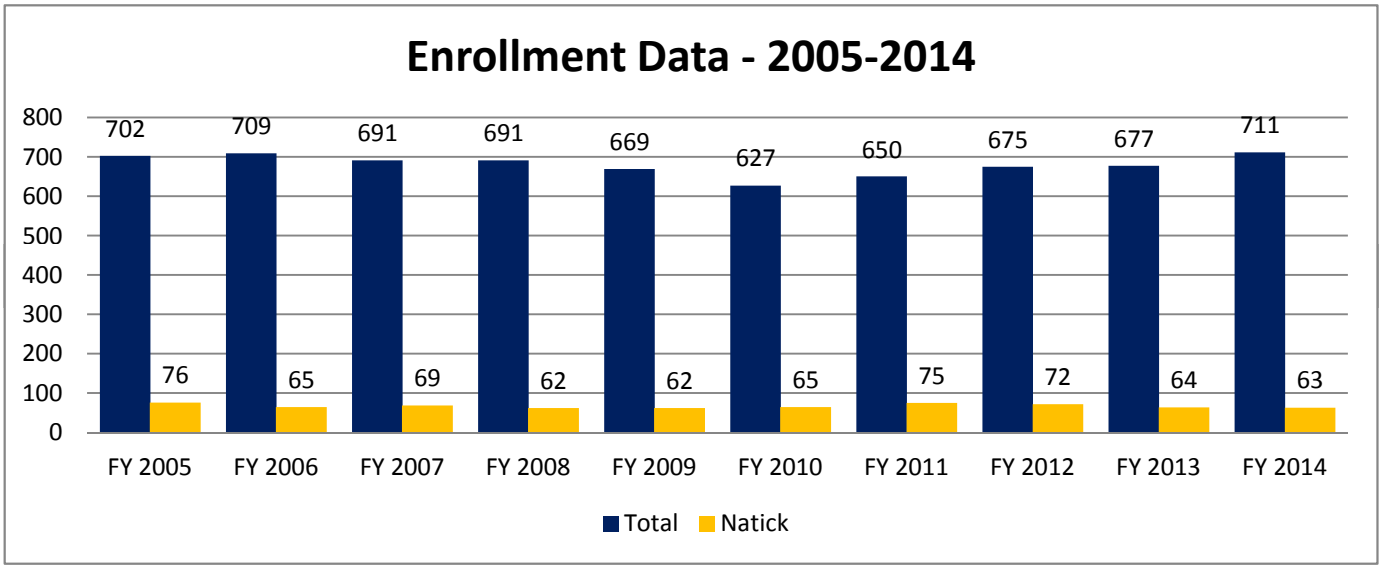
Department: South Middlesex Regional Technical School

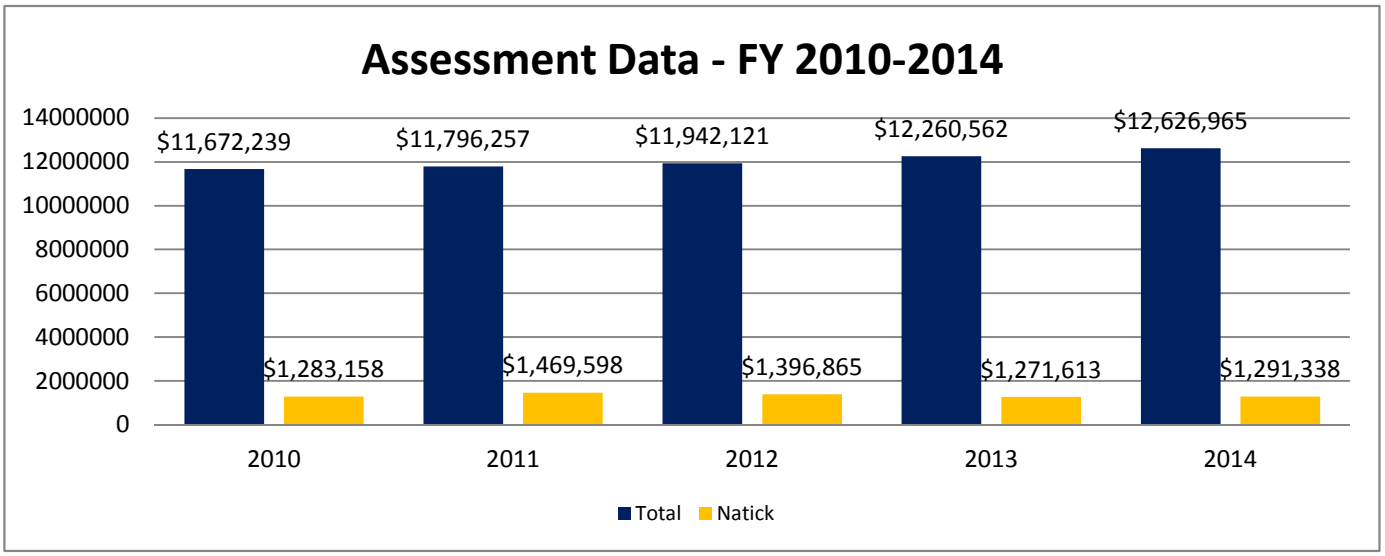
Budget Overview

The preliminary Keefe Tech assessment for FY 2014 is $1,291,338 or an increase of 1.55% over FY 2013. This is reflective of higher overall expenses at Keefe Tech but slightly lower enrollment for Natick. This preliminary assessment number was provided on 2/19/2013.

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Assessment	1,469,598	1,396,865	1,271,613	1,291,338	19,725	1.55%
Expenses	**1,469,598**	**1,396,865**	**1,271,613**	**1,291,338**	**19,725**	**1.55%**
Total Keefe Tech	**1,469,598**	**1,396,865**	**1,271,613**	**1,291,338**	**19,725**	**1.55%**

Historic Data





Article 12:
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 12:

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	$	49,661
Expenses	$	73,000
Total Parking Enforcement	**$**	**122,661**
Police		
Salaries	$	6,154,482
Expenses	$	214,838
Other Chgs. & Expenses	$	7,500
Total Police	**$**	**6,376,820**
Fire		
Salaries	$	7,279,508
Expenses	$	224,650
Total Fire	**$**	**7,504,158**
Motion Total	**$**	**14,039,239**
And that the above Total Budget Amount be raised from the following sources:		
Tax Levy of Fiscal Year 2014	$	13,979,239
Parking Meter Revenues	$	60,000
	$	**14,039,239**

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 13-0-0 on February 12, 2013, the Finance Committee recommends Favorable Action with regard to the Emergency Management Department budget under Article 12, Section B, and that the sum of $35,600 be appropriated as noted in the motion.

During the Finance Committee public hearing, the following information was noted:

- The Emergency Management budget is level funded for FY 2014 with the exception of an addition of $22,300 for the annual maintenance agreement for the town's new Code Red system which represents approximately 63% of the budget total.

- Based on recent data, 19,976 phones are registered for the Code Red system. This includes residents and businesses and, if multiple telephone numbers are registered for the same household, each number is counted in the total. Approximately 5,000 non-residents are also registered, in addition to the above number. Every use of the system generates a significant number of new registrations, with approximately 1,000 adds since the most recent storm.

- Grant funding has been applied for and, if this application is successful, will offset some of the costs associated with training and emergency planning.

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 11-2-0 on February 12, 2013, the Finance Committee recommends Favorable Action with regard to the Parking Enforcement Department budget under Article 12, Section B and that the sum of $122,661 be appropriated as noted in the motion.

During the Finance Committee public hearing, the following information was noted:

- The expense items in this budget are level funded. The increase in proposed salary expenses reflects an increase in total hours related to increased meter enforcement within

Natick Center, as requested by the town, to include enforcement on Saturdays. Committee members were informed that the required 48 hours per week in FY 2014 vs. 32 hours per week in FY 2013 represented a 47% increase in total hours. Anticipated step increases bring the total salary budget increase to 55% over FY 2013.

- Several questions were raised regarding whether the costs, including lease and other maintenance expenses, as well as the personnel costs associated with the parking program were fully offset by the income generated from parking permits and other revenue, such as meter fees and fines. Some members noted that an important objective of the Parking Enforcement function was to regulate parking in the downtown area as directed by the Board of Selectmen in response to requests by residents and business owners.
- Outside contract collection services are used to follow up on fees and other outstanding receivables which the town collector's office is unable to collect. The town's rate of collection of parking fines is estimated to be 99% as the only fines not collected would be any which might be voided, for some reason, by the town's parking clerk. The service provider receives a percentage of whatever they collect.
- A grant-funded study was recently completed related to parking in the downtown area.

Department:	***Police***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Police Department for the Fiscal Year 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 12-0-3 on April 2, 2013, the Finance Committee recommends Favorable Action with regard to the Police Department budget under Article 12, Section B and that the sum of $6,376,820 be appropriated as noted in the motion.

During the Finance Committee public hearing, the following information was noted:

- The FY 2014 budget proposal initially presented to the Finance Committee requested funding for an additional 1.0 FTE for half of the fiscal year compared to FY 2013. This additional position was for a new Deputy Chief position being recommended by the Administration based on a Program Improvement Request (PIR) from the department. The incremental funding totaled $62,500 in additional salary expenses. Funding for the new position was proposed at 0.5 FTE for FY 2014 based on the estimated time required for the recruitment and selection process.
- In a subsequent public hearing, Town Administration informed the Finance Committee that, due to concerns about the length of time needed to obtain authorization from the state legislature to create the position in accordance with the Administration's objectives, the Administration had determined that it would be appropriate to remove the funding for this position from the FY 2014 proposed budget. Additional information on this position may be found under Article 11 (Home Rule Petition to Establish Non-Civil Service Deputy Police Chief Position).
- As a result of recent collective bargaining negotiations, funding for clothing allowance, education incentive and certain stipends for patrol officers have been moved from additional compensation and clothing allowance operational to salaries.

- A $20,000 line item has been added for an Assessment Center related to the recruitment and selection of the new Deputy Chief.
- As the agreement with the Superior Officers' bargaining unit was reached following Town Meeting approval of the FY 2013 budgets, a proposal for supplemental funding to cover the FY 2013 costs of that agreement will be presented at the upcoming Town Meeting. The FY 2014 budget proposal provides for funding in accordance with the terms of that agreement.
- The operational staff additional compensation line item reflects funding for an additional longevity step at 25 years for patrol officers (related to elimination of the sick leave buyback provision) and a new EMD stipend for Dispatchers.
- The transfer of clothing allowance to base salary will have an impact on associated benefit growth, including pension.
- Although funding for two additional patrol officers was approved with the FY 2013 budget, the lengthy hiring process and necessary academy training have delayed implementation of those positions.
- An $80,000 state grant funds approximately 300 dispatcher shifts per year primarily for overtime and outages. The continued availability of these funds is considered to be reasonably secure for some time into the future; however, this funding would have to be added to the budget if the grant funding were no longer available.
- Retirements of 1-2 officers are anticipated during the coming year. The Chief has instituted a "reserve officer" arrangement which may help to speed up the replacement process.
- The quality of data being collected by the department has improved as a result of closer monitoring and analysis; however, time constraints continue to limit the department's ability to follow up on the data and benchmark its performance and key statistics with other communities.

Department:	***Fire***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Fire Department for the Fiscal Year 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 12-1-0 on March 5, 2013, the Finance Committee recommends Favorable Action with regard to the Fire Department budget under Article 12, Section B and that the sum of $7,504,158 be appropriated as noted in the motion.

During the Finance Committee public hearing, the following information was noted:

- Committee members were informed that the Fire Department staffing complement was 88 full time equivalents. The $7,504,158 budget as currently presented reflected an increase of $121,202, or 1.64% over FY 2013. No cost of living adjustments (COLA) are included in the proposed budget as collective bargaining between the town and the firefighters' union are still underway.
- Although five new firefighter positions were approved for this budget in FY 2013, only four have been hired to date, coming on board at the end of November 2012 due to

problems with the state's civil service operation. None of these individuals has yet completed the required academy training. The Chief hopes to recruit a firefighter who has already completed training to fill the fifth new position.

- Three of the new hires will begin academy training in July, and the fourth will start in September. The academy has recently compressed its 12-week training program to 8-weeks in order to address the significant backlog.
- Deployment of all of the new personnel should help to reduce overtime use; however, the delays in filling the new vacancies will compromise that.
- A recent death as well as two retirements will add three new vacancies to be filled.
- A Program Improvement Request (PIR) is included in the proposed budget which adds $37,000 in salary expense and $8,000 in supplies for public safety education directed toward smoke and carbon monoxide detector installation for seniors, fire education for the town's third-graders and CPR defibrillator certification instruction for the Natick high school freshmen and juniors.
- Funds remaining in the department's overtime budget provide for no more than $51,300 per month for the rest of FY 2013.
- The public safety education program was funded in FY 2013 by a combination of grant funding and a $5,000 contribution from the School Committee. The Chief has not looked into whether the School Department would consider funding the public safety education for the school children.
- Although previously the town received reimbursement for a portion of the expense associated with work-related injuries, the insurance through which this reimbursement was provided is no longer available.
- The Town Administration is presently collecting data through the International City Management Association (ICMA) to allow comparative benchmarking of the department's operations and performance. A past article in the Middlesex Daily news presented comparison of various area departments in terms of per capita cost which showed Natick to be second highest. The article did not, however, factor in revenue generated by the ambulance service to offset costs in terms of which Natick would also rank highly.
- In general, town residents are not charged for the balance of ambulance fees not covered by insurance. There was a request for a summary of the total amounts written off through this policy.
- There is no plan to look at alternative staffing models for the department.
- The Chief is interested in exploring opportunities for additional revenue, however there are no plans or actual revenue projections at this time.
- Performance indicators suggest that far more events require EMT (ambulance) type response than fire equipment with an average of only two events per month per station for fires. Given the greater versatility of the fully equipped fire apparatus, however, the Chief believes that continuing to deploy the fully staffed fire apparatus in response to all calls is the best model.
- Committee members urged the Chief to more thoroughly analyze the types of calls to which the Department was responding and to evaluate the department structure to ensure that policies and procedures were appropriately and optimally aligned with community needs.

Town of Natick

Home of Champions

Department: Emergency Management

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Operating Expenses						
Tech/Professional Services	$ 2,020	$ 3,779	$ 35,600	$ 35,600	$ -	0.00%
Total Operating Expenses	**$ 2,020**	**$ 3,779**	**$ 35,600**	**$ 35,600**	**$ -**	**0.00%**
Total Emergency Management	**$ 2,020**	**$ 3,779**	**$ 35,600**	**$ 35,600**	**$ -**	**0.00%**

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.

Goals:

- To identify the proper members for the Local Emergency Planning Committee (LEPC) and engage them in the planning process.
- To bring all members to determined training standards.
- To conduct at least one table top exercise and one functional exercise to practice our preparedness.

Budget Overview:

In FY2013 the budget for Emergency Management was appropriately adjusted to allow the Emergency Management Director and the LEPC to perform the tasks that are required by them by law as well as manage incidents that occur that require their efforts. The Emergency Notification System garnered much attention when added to the budget but its value has been justified when communication with the community is important. This importance is magnified during any incident especially natural incidents or disasters such as hurricanes.

FY2014 will see the continuance of what was started in FY2013. This included training, planning, tabletop exercises and full exercises during the year. Multiple areas of the management plan will be tested at all phases of the exercise scale in order to prepare the town for any incident that may occur.

Staffing	2010	2011	2012	2013	2014
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	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Repairs/Maintenance Equipment	$ -		$ 24,000	$ 24,000	$ -	0.00%
Professional Development	$ -		$ 2,500	$ 2,500	$ -	0.00%
Supplies - Miscellaneous	$ -		$ 5,000	$ 5,000	$ -	0.00%
Technical/Professional Services	$ 2,020	$ 3,779	$ 4,100	$ 4,100	$ -	0.00%
Tech/Professional Services	**$ 2,020**	**$ 3,779**	**$ 35,600**	**$ 35,600**	**$ -**	**0.00%**
Total Emergency Management	**$ 2,020**	**$ 3,779**	**$ 35,600**	**$ 35,600**	**$ -**	**0.00%**

Department: Emergency Management

Line-Item Detail

Tech/Professional Services:

REPAIRS/MAINTENANCE EQUIPMENT : Maintenance Fee for CodeRed Community Notification System ($21,708); Maintenance of radio systems in EOC and technical equipment necessary to maintain operations

PROFESSIONAL DEVELOPMENT : Costs associated with the training of Emergency Operations Managers in Emergency Management as required or recommended by the Department of Homeland Security

SUPPLIES - MISCELLANEOUS : Consists of costs associated with printing, office supplies, software, storage cabinets, laptops and accessories

TECHNICAL/PROFESSIONAL SERVICES : Costs associated with procuring technical assistance in emergency management plan development including updating and certification.

Town of Natick

Home of Champions

Department: Parking Enforcement

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Salaries						
Personnel Services	19,199	25,969	31,950	49,661	17,711	55.43%
Total Operating Expenses	**19,199**	**25,969**	**31,950**	**49,661**	**17,711**	**55.43%**
Operating Expenses						
Expenses	68,624	59,256	73,000	73,000	0	0.00%
Total Operating Expenses	**68,624**	**59,256**	**73,000**	**73,000**	**0**	**0.00%**
Total Parking Enforcement	**87,823**	**85,225**	**104,950**	**122,661**	**17,711**	**16.9%**

Mission:

Enforce parking rules and regulations in the downtown Natick area through monitoring and ticketing as

Goals:

To better allocate resources so as to be able to accomplish the mission of this division of the organization.

To investigate and evaluate new equipment to better assist with efficient parking management and enforcement.

Budget Overview:

FY2013 saw the transfer of all parking enforcement operations to the Police Department. This helped in consolidating the operations (enforcement, repair, etc) with budgeting and planning. Also in FY2013 the Board of Selectmen approved additional hours of enforcement on Saturdays. The past fiscal years the budget was prepared with enforcement occurring only 80% of the time. This will be addressed in the FY2014 budget. Repair and replacement of equipment has also taken place at a faster pace than expected.

The issue of parking in the downtown area continues to be complex and elicit lots of emotions amongst vehicle operators and business owners. There is a need to evaluate the management or parking even minus a parking garage. We will begin to investigate other methods of managing parking and the turnover of vehicles other than parking meters. This will need to be done as part of a comprehensive plan presently being undertaken by the Town of Natick.

Performance Indicators	2010	2011	2012	2013	2014
Workload Measures					
Number of parking tickets issued by Parking Enforcement Officer	3012	3213	3683	4500	4500
Number of meters maintained	350	350	350	350	350

Town of Natick

Home of Champions

Department: Parking Enforcement

Staffing	2010	2011	2012	2013	2014
Parking Clerk	0.05	0	0	0	0
Parking Enforcement Officer^	0.8	0.8	0.8	0.8	1.2
Total FTE	**0.85**	**0.8**	**0.8**	**0.8**	**1.2**
Total FT/PT	**2 PT**	**2 PT**	**3 PT**	**3 PT**	**3 PT**

Notes

The Tax Collector has taken over the duties of Parking Clerk and that position is budgeted under the Collector's Budget. The Natick Police Department has staffed the Parking Enforcement Officer position with multiple individuals working part-time since 2007. Formerly administered by the Finance Director, the Parking Enforcement function is now the responsibility of the Natick Police Department.

Budget Overview

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	2013 vs. 2014 %
Salaries Operational Staff	$ 19,199	$ 25,969	$ 31,950	$ 49,661	$ 17,711	55.43%
Personnel Services	**$ 19,199**	**$ 25,969**	**$ 31,950**	**$ 49,661**	**$ 17,711**	**55.43%**
Repairs/Maintenance Equipment	$ 238	$ 3,559	$ 8,500	$ 8,500	$ -	0.0%
Parking Collection Service	$ 17,446	$ 5,697	$ 11,000	$ 11,000	$ -	0.0%
Lease Payment Church MBTA Lot	$ 50,000	$ 50,000	$ 50,500	$ 50,500	$ -	0.0%
Parking Tickets/Stickers	$ 940	$ -	$ 3,000	$ 3,000	$ -	0.0%
Expenses	**$ 68,624**	**$ 59,256**	**$ 73,000**	**$ 73,000**	**$ -**	**0.0%**
Total Parking Enforcement	**$ 87,823**	**$ 85,225**	**$ 104,950**	**$ 122,661**	**$ 17,711**	**16.9%**

Line-Item Detail

Personnel Services:

SALARIES : Salaries for three (3) Part-Time Meter Enforcement Officers to provide eight (8) hours of enforcement Monday through Saturday

Expenses:

REPAIRS/MAINTENANCE EQUIPMENT : Costs associated with routine repairs to meter mechanisms as preventative maintenance
PARKING COLLECTION SERVICE : Contractual agreement with the Town of Natick's Deputy Collector for collection of delinquent parking tickets, including non-payment notices, warrant for collection, Registry of Motor Vehicles notification, etc.
LEASE PAYMENT CHURCH MBTA LOT : Lease payment for the St. Patrick's Church parking lot utilized for MBTA commuter parking and whose appropriation request of $50,500 is offset by sales of parking permits
PARKING TICKETS/STICKERS : Costs associated with the purchase of parking tickets and other parking related stickers or notices

Town of Natick

Home of Champions

Department: Police

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $ (+/-)	% (+/-)
Salaries						
Personnel Services	4,983,409	5,415,962	5,966,224	6,154,482	188,258	3.16%
Total Salaries	**4,983,409**	**5,415,962**	**5,966,224**	**6,154,482**	**188,258**	**3.16%**
Operating Expenses						
Purchase of Services	76,972	87,588	87,500	107,500	20,000	22.86%
Other Services (Misc.)	52,032	63,975	63,675	32,325	-31,350	-49.23%
Tech/Professional Services	14,131	20,946	31,813	31,813	0	0.00%
Supplies	21,281	22,208	17,000	17,000	0	0.00%
Other Supplies	29,600	37,971	26,200	26,200	0	0.00%
Total Operating Expenses	**194,017**	**232,688**	**226,188**	**214,838**	**-11,350**	**-5.02%**
Other Charges & Expenditures						
Other Charges & Expenditures	2,797	6,090	7,500	7,500	0	0.00%
Total Other Charges & Expend.	**2,797**	**6,090**	**7,500**	**7,500**	**0**	**0.00%**
Total Police	**5,180,223**	**5,654,740**	**6,199,912**	**6,376,820**	**176,908**	**2.85%**

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.

Goals:

Accreditation

To continue the process that began in FY 2013 to updating current policies and procedures and rules & regulations in preparation of onsite assessment by the Massachusetts Police Accreditation Commission

Performance Measurements

To continue the process of evaluating and developing the appropriate guidelines and indicators to best demonstrate the effectiveness of the service provided by the organization

Department: Police

Goals (con't):

Review Townwide Policies & Fees For Police Activity

To evaluate all policies and procedures for services under responsibility of Police to ensure they are current to best practices and updated regulations. This would include but not limited to Taxi Cab License Policy, Dog Licenses, Alcohol License and Towing Policy. As part of review an analysis of current fee schedule will also be conducted.

Budget Overview:

Recent Developments

For FY 13 the department was approved two (2) additional officers out of the three requested. The purposes was to address the needs for additional traffic enforcement, follow-up on domestic violence as well as investigations particularly around narcotics. Although we were approved for two (2) officers the hiring process was drawn out and delayed. As a result, these two officers were not hired until late 2012 and as the year ends they will still be in training.

The department has increased our efforts to partner with surrounding communities on information sharing and crime analysis. We have participated in several applications for grants to enhance our ability to create an informational sharing system. We did not receive one grant but we are awaiting results of new grant application recently filed.

The department has completed its analysis of Regional Dispatching. It was clear that there would be very little benefit to the Town of Natick in the proposed project. Although this idea is now shelved there is now a need to evaluate our current staffing in dispatch. We continue to fund that operation using our $80,000 from grant funding. Although this is a tremendous savings to the Town if this program is lost the Town must then pick up this cost.

Also in FY13 came the culmination of our preparation to provide Emergency Medical Dispatching Protocols for all medical calls received by the Natick Communications Center. Although this is a mandated program through the Commonwealth of Massachusetts the Town of Natick had been preparing to implement this worthwhile program well in advance of the state mandate. FY13 will see all medical calls evaluated to allow for proper response of emergency personnel as well as having trained call-takers to provide pre arrival instructions to callers if needed.

On The Horizon

FY 14 will again find us struggling to introduce our proposed programs due to the delay in the hiring process. Two (2) officers will be retiring late in FY 13 which means that we will not be at full strength and able to implement our proposed plans until December 2013 at the earliest. Also, we still face the major issue of training. The Commonwealth of Massachusetts has again cut training funds for Massachusetts Police Officers and the Municipal Police Training Committee has already informed all police departments that they are solely responsible for doing all 40 (forty) hours of state mandated training. This means an increase in costs for us to conduct this training. We hope to be able to minimize the impact of this cost by redeploying personnel during training periods. We will evaluate the effectiveness of this approach during the FY14 budget season and address any additional needs in the FY15 budget. This is an area we hope that local officials will assist by supporting more funding from the state.

Town of Natick

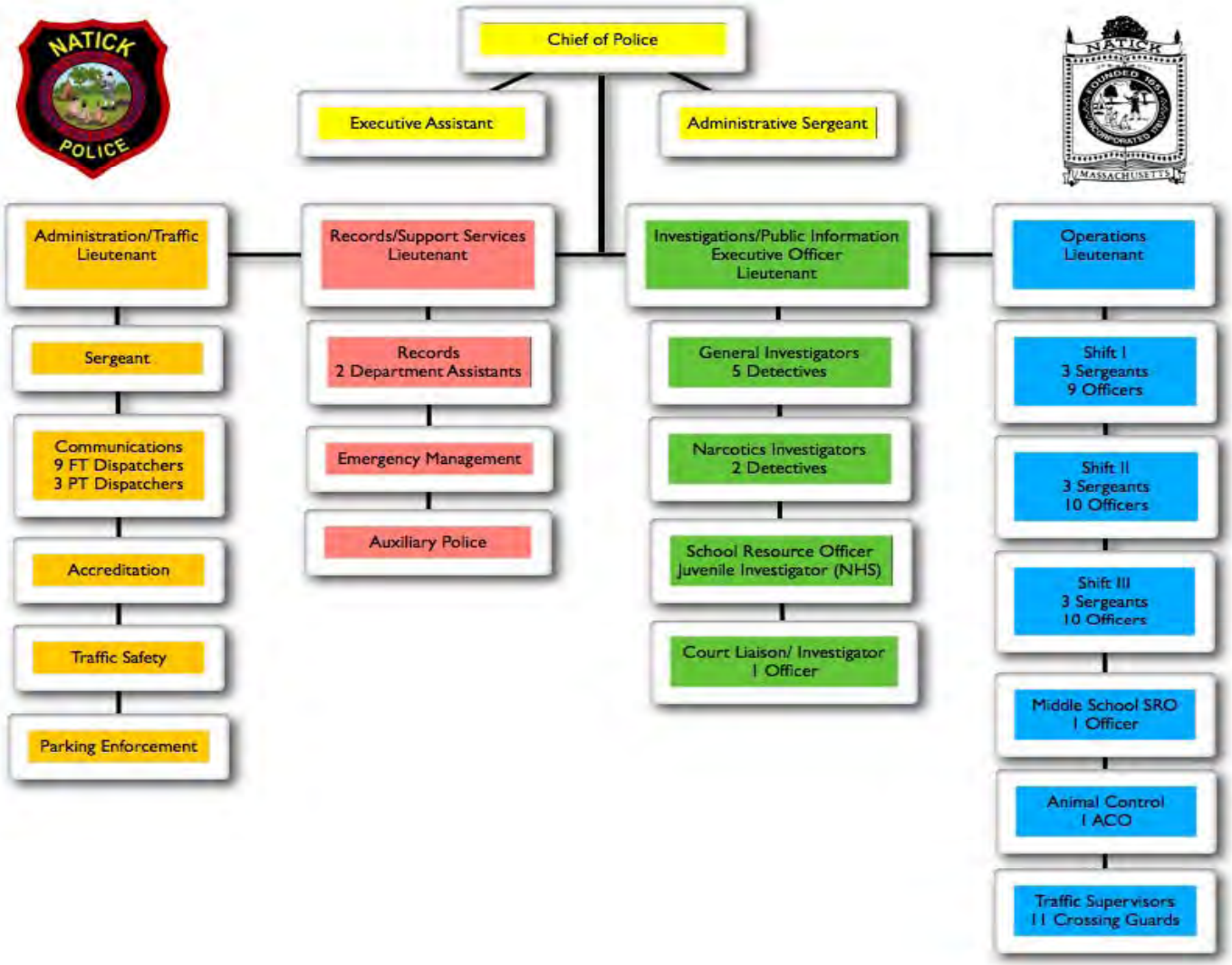
Home of Champions

Department: Police

Staffing	Rank	2010	2011	2012	2013	2014
Chief of Police	Chief	1	0.5	1	1	1
Interim Chief of Police	Lt.	0	0.5	0	0	0
Executive Officer	Lt.	0	0.5	1	0	0
Executive Officer/Inv. Svcs. Commander	Lt.	1	1	0	1	1
Operations (Patrol) Division Commander	Lt.	1	1	0.75	1	1
Investigative Services Division Commander	Lt.	0	0	1	0	0
Info. Serv. & Comm. Division Commander	Lt.	0	0	0	0	0
Operations Commander	Lt.	0	1	1	0	0
Special Operations Commander	Lt.	1	0	0	0	0
Public Information Officer/Report Review	Lt.	1	0	0	0	0
Administration/Traffic Division Commander	Lt.	0	0	0	1	1
Records/Support Svcs Division Commander	Lt.	0	0	0	1	1
Administrative Services	Sgt.	1	1	1	1	1
Administration/Traffic Supervisor	Sgt.	0	0	0	0	1
Report Review	Sgt.	0	1	0	0	0
Planning Supervisor	Sgt.	0	0	0	0	0
Patrol Sergeants	Sgt.	9	9	9.75	10	9
Traffic Safety Officer	Sgt.	0	0	0	0	0
Patrol Officers	Ofc.	29	28	28	31	30
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	1	1	1	1
Court Liaison/Investigator	Det.	0	0	0	0	1
Animal Control Officer	N/A	1	1	1	1	1
School Traffic Supervisors	N/A	1.66	1.88	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	0	0
Executive Assistant	N/A	1	1	1	1	1
Dispatch Supervisor	Disp S.	0	0	0	0	0
Dispatchers	Disp.	9	9	9	9	9
Total FTE Count		**66.5**	**67.2**	**67.2**	**69.7**	**69.7**
Total Actual Personnel		**75.0**	**77.0**	**77.0**	**79.0**	**80.0**

Department: Police

Organizational Chart



Town of Natick

Home of Champions

Department: Police

Performance Indicators *(calendar year)*	2009	2010	2011	2012	2013
Workload Indicators					
Enforcement					
Number of crimes	1526	1655	2071	2393	N/A
Number of individuals processed for criminal activity					
- adults	1248	1051	1153	1273	N/A
- juveniles	216	113	81	77	N/A
Traffic					
Number of Motor Vehicle Citations					
- Civil Infractions	1714	1321	1002	1260	N/A
- Written Warnings	1551	1335	1349	1185	N/A
- Arrests	426	281	155	197	N/A
- Criminal Complaints	572	527	361	420	N/A
- OUI	82	59	67	71	N/A
Crash particulars					
- Total Crashes	825	879	876	823	N/A
- Fatal Injury	2	4	0	0	N/A
- Non-fatal injury	153	191	138	157	N/A
Dispatch					
Number of 911 calls received	6692	6996	6878	N/A	N/A
Number of service calls dispatched					
- police (with crime)	2870	3008	2066	2392	N/A
- police (without crimes)	34224	35571	13142	15847	N/A
- Fire/EMS	4218	4362	4811	4498	N/A
Animal Control					
Number of animal calls responded to					
- Domestic	302	244	216	191	N/A
- Wildlife	177	125	150	198	N/A
High Impact Calls (Time Spent In Hours)					
911 Hang Up	263.1	202.0	165.3	168.2	N/A
Alarm Burglar	521.7	534.5	537.7	522.5	N/A
Alarm Hold-Up	10.1	7.9	4.3	5.7	N/A
Annoying Phone Call	54.3	33.5	26.6	34.5	N/A
Arrest	115.7	90.3	110.1	118.5	N/A
Assault	173.6	225.1	151.1	196.1	N/A
Assist Citizen	511.5	499.2	594.1	617.8	N/A
Assist Other Agency	299.4	385.5	335.9	319.4	N/A
B&E Motor Vehicle	186.5	108.5	50.9	146.9	N/A
Burglary (B&E)	283.3	408.7	195.1	371.5	N/A
Disturbance	771.0	556.0	458.1	524.5	N/A
Domestic	469.1	442.7	518.6	465.8	N/A
Larceny/Forgery/Fraud	901.7	682.7	808.9	842.5	N/A
Lost/Stolen Plate	17.0	10.6	10.6	14.8	N/A
Missing Child	70.3	125.3	128.3	88.6	N/A
Missing Person	75.8	86.6	143.5	132.7	N/A
MV Crash	2154.3	2207.4	2244.5	2064.1	N/A

Town of Natick

Home of Champions

Department: Police

Performance Indicators *(calendar year)*	**2009**	**2010**	**2011**	**2012**	**2013**
MV Crash Private Property	111.8	76.8	82.9	89.5	N/A
MV Crash With Injury	476.7	555.1	395	446.1	N/A
MV Cras w/Injury Rt 9	162.2	263.5	186.5	231.1	N/A
Noise Complaint	12.1	113.9	155.1	227.8	N/A
Remove Unwanted	163.2	163.2	110.7	99.4	N/A
Robbery	49.6	49.6	49.6	21.2	N/A
Serve Warrant	60.3	26.9	127	94.9	N/A
Shoplifting	961.7	723.9	594.4	520.1	N/A
Solicitor	38.8	21.5	6	15.5	N/A
Sudden Death	104.6	76.7	90.6	69.7	N/A
Suspicious Activity	965.8	859.7	931.4	1092	N/A
Vandalism	189.2	137.9	137	156.7	N/A
Violation Of RO	83.5	78.8	74.2	48.7	N/A
OUI	400.0	290.0	335	355	N/A

	2009	**2010**	**2011**	**2012**	**2013**
Efficiency Indicators					
Avg. Response Time (Police)	5.6 min	5.56 min	5.31 min	4.42 min	N/A
Number of 911 calls answered per FTE (Dispatch)	743.56	777.33	764.22	N/A	N/A
Number of service calls per FTE (Patrol)	976.16	1042.68	402.86	444.85	N/A
Number of investigations per FTE (investigator)	N/A - Indicator under development			55.44	

	2009	**2010**	**2011**	**2012**	**2013**
Outcome Indicators					
Reported Crime Rates (Crimes per 1000 citizens)	47.38	50.14	62.75	72.5	N/A
Number of accidents per 1,000 residents					
- Fatal Injury	0.06	0.12	0.00	0	N/A
- Non-fatal injury	4.64	5.79	4.18	4.76	N/A
Percent of assigned crimes cleared Investigations	N/A - Indicator under development				

Town of Natick

Home of Champions

Department: Police

	2011 Actual	2012 Actual	2013 *Amended**	2014 Preliminary	2013 vs. 2014 $ (+/-)	% (+/-)
Salaries Management	$ 395,768	$ 541,037	$ 576,959	$ 588,278	$ 11,319	1.96%
Salaries Supervisory	$ 691,109	$ 842,863	$ 950,703	$ 978,290	$ 27,587	2.90%
Salaries Operational Staff	$ 2,546,867	$ 2,660,290	$ 2,945,972	$ 3,049,293	$ 103,321	3.51%
Salaries Non-Uniform Staff	$ 127,021	$ 131,854	$ 132,591	$ 133,991	$ 1,400	1.06%
Management Additional Comp	$ 80,167	$ 52,871	$ 66,911	$ 68,180	$ 1,269	1.90%
Supervisory Additional Comp	$ 139,232	$ 103,231	$ 127,414	$ 135,218	$ 7,804	6.12%
Operational Staff Additional Comp	$ 594,108	$ 623,143	$ 594,561	$ 611,648	$ 17,087	2.87%
Non-Uniform Staff Additional Comp	$ -	$ 52	$ -	$ 1,750	$ 1,750	100.00%
Court Overtime						
Supervisory Overtime	$ 10,892	$ 17,910	$ 23,680	$ 24,154	$ 474	2.00%
Operational Staff Overtime	$ 43,726	$ 40,569	$ 79,704	$ 82,334	$ 2,630	3.30%
Regular Overtime						
Management Overtime	$ 61,524	$ 66,027	$ 20,182	$ 20,585	$ 403	2.00%
Supervisory Overtime	$ 86,660	$ 79,745	$ 128,837	$ 131,414	$ 2,577	2.00%
Operational Staff Overtime	$ 204,910	$ 253,037	$ 316,253	$ 326,689	$ 10,436	3.30%
Non-Uniform Staff Overtime	$ 1,425	$ 3,332	$ 2,457	$ 2,658	$ 201	8.18%
Personnel Services	**$ 4,983,409**	**$ 5,415,962**	**$ 5,966,224**	**$ 6,154,482**	**$ 188,258**	**3.16%**
Repairs & Maint Equipment	$ 755	$ 2,788	$ 3,000	$ 3,000	$ -	0.00%
In State Travel/Meetings	$ 437	$ 1,098	$ 1,000	$ 1,000	$ -	0.00%
Out of State Travel	$ 1,286	$ 3,104	$ 1,500	$ 1,500	$ -	0.00%
Communication Telephone	$ 19,848	$ 18,423	$ 23,000	$ 23,000	$ -	0.00%
Dues & Subscriptions	$ 7,861	$ 9,146	$ 9,000	$ 9,000	$ -	0.00%
Training & Education	$ 7,006	$ 13,201	$ 25,000	$ 25,000	$ -	0.00%
Assessment Center	$ -	$ -	$ -	$ 20,000	$ 20,000	100.00%
Professional Services Selection	$ 3,434	$ 1,183	$ 2,000	$ 2,000	$ -	0.00%
Communication Postage	$ 1,650	$ 1,874	$ 2,000	$ 2,000	$ -	0.00%
Copy/Mail Center Fees	$ 9,907	$ 8,185	$ -	$ -	$ -	0.00%
Maintenance Contract Radios	$ 21,369	$ 23,995	$ 17,000	$ 17,000	$ -	0.00%
Other Services: Misc.	$ 3,420	$ 4,592	$ 4,000	$ 4,000	$ -	0.00%
Purchase of Services	**$ 76,972**	**$ 87,588**	**$ 87,500**	**$ 107,500**	**$ 20,000**	**22.86%**
Clothing Allowance Management	$ 4,250	$ 3,210	$ 4,300	$ 4,300	$ -	0.00%
Clothing Allowance Supervisory	$ 9,291	$ 10,668	$ 11,825	$ 11,825	$ -	0.00%
Clothing Allowance Operational	$ 31,962	$ 34,147	$ 35,775	$ 4,425	$ (31,350)	-87.63%
Clothing Equipment/Replacement	$ 6,529	$ 15,950	$ 11,775	$ 11,775	$ -	0.00%
Other Services (Misc.)	**$ 52,032**	**$ 63,975**	**$ 63,675**	**$ 32,325**	**$ (31,350)**	**-49.23%**
Communication Photocopying	$ 1,601	$ 1,475	$ 2,000	$ 2,000	$ -	0.00%
Communication Teleprocessing	$ 12,530	$ 19,471	$ 29,813	$ 29,813	$ -	0.00%
Tech/Professional Services	**$ 14,131**	**$ 20,946**	**$ 31,813**	**$ 31,813**	**$ -**	**0.00%**
Office Supplies: Stationery	$ 21,281	$ 22,208	$ 17,000	$ 17,000	$ -	0.00%
Supplies	**$ 21,281**	**$ 22,208**	**$ 17,000**	**$ 17,000**	**$ -**	**0.00%**
Supplies Other	$ 2,383	$ 837	$ 2,500	$ 2,500	$ -	0.00%
Supplies Public Safety	$ 25,925	$ 27,657	$ 20,000	$ 20,000	$ -	0.00%
Supplies Photographic	$ 534	$ 980	$ 1,500	$ 1,500	$ -	0.00%
Supplies Prisoners	$ 545	$ 1,310	$ 1,200	$ 1,200	$ -	0.00%

Town of Natick

Home of Champions

Department: Police

	2011 Actual	2012 Actual	2013 *Amended**	2014 Preliminary	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Supplies Safety Equipment	$ 212	$ 7,186	$ 1,000	$ 1,000	$ -	0.00%
Other Supplies	**$ 29,600**	**$ 37,971**	**$ 26,200**	**$ 26,200**	**$ -**	**0.00%**
Care of Stray Animals	$ 2,227	$ 2,480	$ 5,000	$ 5,000	$ -	0.00%
Motorcycle Repairs/Maint	$ 571	$ 3,610	$ 2,500	$ 2,500	$ -	0.00%
Other Charges & Expenditures	**$ 2,797**	**$ 6,090**	**$ 7,500**	**$ 7,500**	**$ -**	**0.00%**
Total Police	**$ 5,180,223**	**$ 5,654,740**	**$ 6,199,912**	**$ 6,376,820**	**$ 176,908**	**2.85%**

**2013 Amended Column: Inclusive of $41,132 necessary to fund NEPBA Local 82 contract. Amount to be appropriated at 2013 Spring Annual Town Meeting under Article 6. Amount added to 2013 to show apples-to-apples comparison with FY 2014 Budget Recommendation.*

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 39 Patrol Officers (NPPOA), 9 Dispatchers (NEPBA 182), 1 Animal Control Officer (PB) and 11 Crossing Guards
SALARIES NON-UNIFORM STAFF : Contractually obligated salaries for 1 Executive Assistant (PB), 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 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, Holidays, and Community Service Incentives for 39 Patrol Officers; Also includes contractually obligated stipends for Emergency Medical Dispatch (EMD), Longevity, Holidays, and In-Service Incentive for 9 Dispatchers
NON-UNIFORM STAFF ADDITIONAL COMP : Contractually obligated stipends for Longevity and Education 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 39 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 39 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

Police Department

ASSESSMENT CENTER:
PROFESSIONAL SERVICES SELECTION : Includes items such as Outside Range Supervision, Personal History Questionnaire Analysis, and other professional services

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 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 Dispatch Copier/Fax and DSS Recorder Maintenance Agreements
COMMUNICATION TELEPROCESSING : Includes CJIS Computer Equipment Maintenance Agreements, Dictation System Maintenance Agreement, Automated License Plate Reader (ALPR), LiveScan Fingerprint Acquisition System and Online Reporting Maintenance Agreements, 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

Town of Natick

Home of Champions

Department: Fire

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries						
Personnel Services	$ 6,614,962	$ 6,982,138	$ 7,187,556	$ 7,279,508	$ 91,952	1.28%
Total Salaries	**$ 6,614,962**	**$ 6,982,138**	**$ 7,187,556**	**$ 7,279,508**	**$ 91,952**	**1.28%**
Operating Expenses						
Purchase of Services	$ 42,211	$ 48,436	$ 52,300	$ 60,300	$ 8,000	15.30%
Other Services (Misc.)	$ 50,961	$ 54,600	$ 58,600	$ 58,350	$ (250)	-0.43%
Supplies	$ 6,299	$ 5,750	$ 7,000	$ 7,000	$ -	0.00%
Other Supplies	$ 67,798	$ 62,117	$ 77,500	$ 91,000	$ 13,500	17.42%
Public Safety Education	$ -	$ -	$ -	$ 8,000	$ 8,000	100.00%
Total Operating Expenses	**$ 167,269**	**$ 170,902**	**$ 195,400**	**$ 224,650**	**$ 29,250**	**14.97%**
Total Fire	**$ 6,782,230**	**$ 7,153,040**	**$ 7,382,956**	**$ 7,504,158**	**$ 121,202**	**1.64%**

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:

- Continue to monitor recently implemented Emergency Medical Dispatch (EMD).
- Pursue the reorganization and expansion of the administrative offices of the NFD. (The objective is to improve inspectional services, public education, pre-incident planning, 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.
- Explore feasibility of employing technologies to get site information/pre-plans out to mobile apparatus.
- Place mobile data terminal in vehicles and establish a supporting network.
- Implement a CPR/AED training program that will certify all NHS students.
- Develop a Strategic Plan for Natick Fire Department.
- 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.

Town of Natick

Home of Champions

Department: Fire

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

The Fire Department is in the process of hiring 5 Firefighter/Paramedics. This action will improve our deployment capabilities and enable the department to assign Paramedics to our outlying stations. This action should also decrease overtime expenditures going forward.

The Department is in the process of purchasing turn-out gear for 20 personnel. The sixty thousand dollar appropriation approved at the Spring 2012 Town Meeting is the first of four equal installments that will enable the entire department to be outfitted within the next two years.

The Department has recently received a grant from the Metro West Health Care Foundation that will support having Natick Firefighters train Natick High School students in CPR and Cardiac Defibrillation.

Natick Public Safety Dispatchers have now all been trained in Emergency Medical Dispatch. This will enable dispatchers to provide prearrival instruction to callers in need of assistance.

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.

Filling the five (5) vacancies that have been left open since the early retirement incentive of May 1st, 2009 will decrease the Fire Departments overtime and more importantly benefit the long term health of this work force. This action will also allow for the deployment of Paramedic to the outlying Fire Stations.

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 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)	2010	2011	2012	2013	2014
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	51	51	51	56	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	**83**	**83**	**83**	**88**	**88**
Total FT/PT	**83 FT / 0 PT**	**83 FT / 0 PT**	**83 FT / 0 PT**	**88 FT / 0 PT**	**88 FT / 0 PT**

Notes

EMT - Paramedic's - Total 30.
EMT - Intermediate's - Total 14
EMT's - Total 37
All the above totals include all personnel. Deputy's, Captains, Lieutenants, Firefighters.

Performance Indicators (Calendar Year)	2010	2011	2012	2013	2014
Workload Indicators - Calls					
Fire Suppression					
Fire/Explosion	139	96	94	N/A*	N/A*
Overpressure Rupture	5	7	3	N/A*	N/A*
Emergency Medical Response					
Rescue Call	2754	2810	2819	N/A*	N/A*
Hazardous Condition	340	565	336	N/A*	N/A*
Service Call	609	484	412	N/A*	N/A*
Good Intent Call	214	235	243	N/A*	N/A*
False Alarms	560	659	662	N/A*	N/A*
Severe Weather/Natural Disaster	16	28	34	N/A*	N/A*
Special Type/Complaint	22	29	11	N/A*	N/A*
Undetermined	0	10	0	N/A*	N/A*
Total All Calls (w/o Mutual Aid)	***4659***	***4923***	***N/A****	***N/A****	***N/A****
Mutual Aid Calls					
- Calls for Fire & EMS Given	109	121	111	N/A*	N/A*
- Calls for Fire & EMS Received	79	93	51	N/A*	N/A*

Town of Natick

Home of Champions

Department: Fire

Performance Indicators (Calendar Year) con't

	2010	2011	2012	2013	2014
Workload Indicators - All Other					
Prevention					
Number of smoke detector inspections	450	450	602	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*

	2010	2011	2012	2013	2014
Efficiency Indicators					
Percent of Fire Department EMT certified	95%				
Percent of Fire Dept. Paramedic certified	35%				
Avg. Response Time (All Calls)	N/A - Indicator under development				

	2010	2011	2012	2013	2014
Outcome Indicators					
Percent of EMS service recipients rating services as good or better	N/A*	N/A*	95	N/A*	N/A*
Percent of quarterly inspections completed on time	100	100	100	100	100

Notes:

* Not Available at this time. Some information 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

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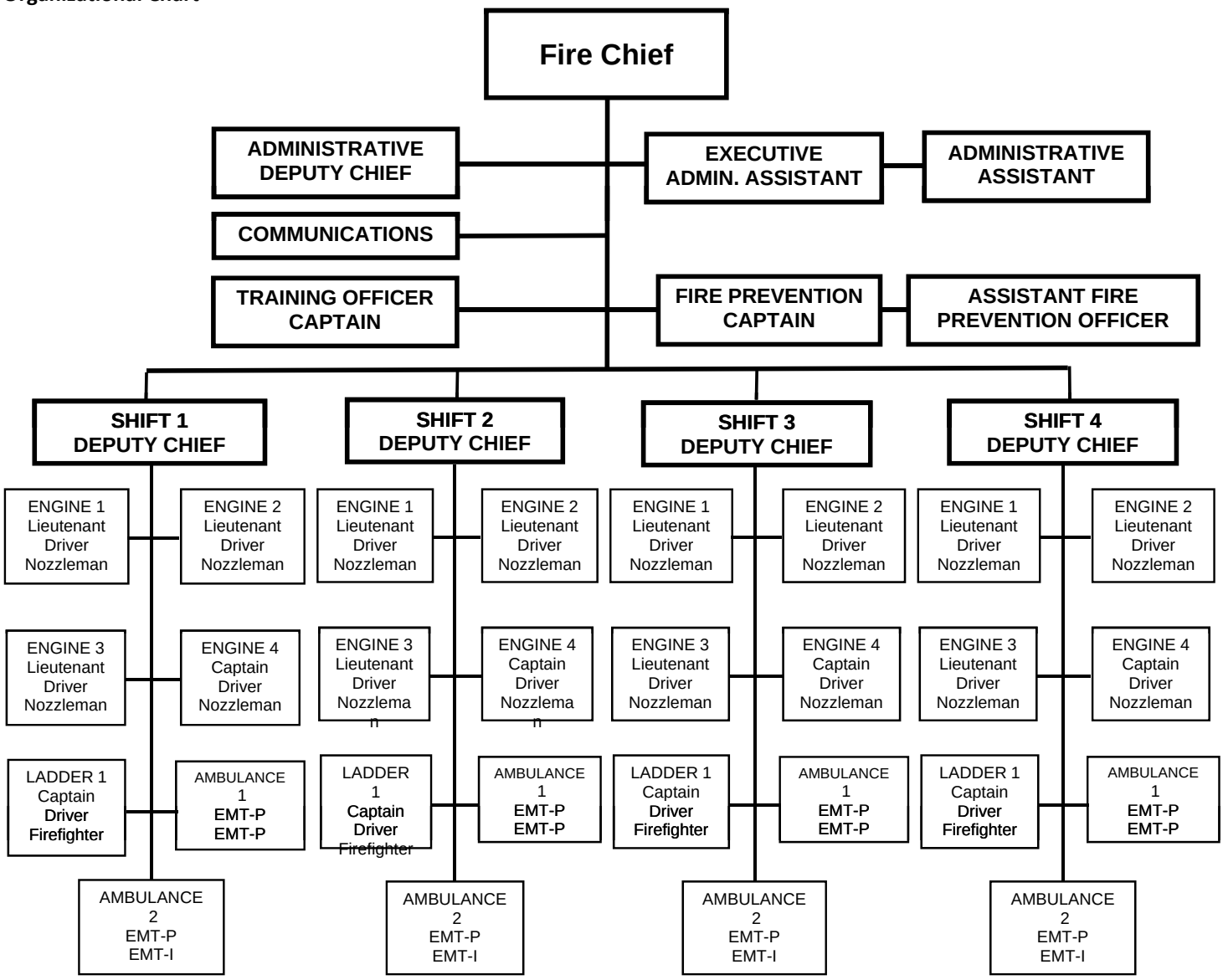
Department: Fire

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 2014 is 17/shift.

Town of Natick

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Department: Fire

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	% (+/-)
Salaries Management	$ 476,210	$ 523,431	$ 527,315	$ 527,315	$ -	0.00%
Salaries Supervisory	$ 1,242,965	$ 1,294,280	$ 1,298,298	$ 1,298,298	$ 0	0.00%
Salaries Operational Staff	$ 2,728,771	$ 2,865,608	$ 3,128,154	$ 3,145,730	$ 17,576	0.56%
Salaries Technical/Professional	$ 245,235	$ 260,134	$ 264,548	$ 264,548	$ -	0.00%
Management Additional Comp	$ 122,794	$ 119,728	$ 118,093	$ 122,190	$ 4,097	3.47%
Supervisory Additional Comp	$ 290,790	$ 305,031	$ 309,421	$ 319,642	$ 10,221	3.30%
Operational Staff Additional Comp	$ 614,921	$ 668,925	$ 758,970	$ 753,960	$ (5,010)	-0.66%
Tech/Prof Additional Comp	$ 68,945	$ 75,496	$ 80,792	$ 81,325	$ 533	0.66%
FLSA Costs	$ 8,809	$ 39,341	$ 42,000	$ 42,000	$ -	0.00%
Sub-total Salaries & Other Comp.	*$ 5,799,440*	*$ 6,151,974*	*$ 6,527,591*	*$ 6,555,008*	$ 27,417	0.42%
Regular Overtime						
Management Overtime	$ 59,264	$ 63,945	$ 82,500	$ 90,000	$ 7,500	9.09%
Supervisory Overtime	$ 234,092	$ 246,068	$ 185,000	$ 190,000	$ 5,000	2.70%
Operational Staff Overtime	$ 391,135	$ 386,543	$ 214,965	$ 220,000	$ 5,035	2.34%
Tech/Prof Overtime	$ 7,459	$ 13,921	$ 45,000	$ 45,000	$ -	0.00%
Sub-total Regular Overtime	*$ 691,950*	*$ 710,476*	*$ 527,465*	*$ 545,000*	*$ 17,535*	*3.32%*
All Other Overtime						
Management Overtime	$ 24,513	$ 12,412	$ 20,000	$ 25,000	$ 5,000	25.00%
Supervisory Overtime	$ 21,962	$ 20,963	$ 25,000	$ 30,000	$ 5,000	20.00%
Operational Staff Overtime	$ 69,448	$ 74,113	$ 72,500	$ 72,500	$ -	0.00%
Tech/Prof Overtime	$ 7,649	$ 12,199	$ 15,000	$ 15,000	$ -	0.00%
Sub-total All Other Overtime	*$ 123,572*	*$ 119,687*	*$ 132,500*	*$ 142,500*	*$ 10,000*	*7.55%*
Total all Overtime	*$ 815,521*	*$ 830,163*	*$ 659,965*	*$ 687,500*	$ 27,535	4.17%
Public Safety Education	$ -	$ -	$ -	$ 41,400	$ 41,400	100.00%
Personnel Services	**$ 6,614,962**	**$ 6,982,138**	**$ 7,187,556**	**$ 7,283,908**	**$ 96,352**	**1.34%**
Consultant Services	$ -	$ -	$ 5,500	$ 5,500	$ -	0.00%
Repairs & Maint. Communications Equip.	$ 4,854	$ 6,615	$ 9,500	$ 12,000	$ 2,500	26.32%
Communication Telephone	$ 12,050	$ 13,458	$ 12,500	$ 14,000	$ 1,500	12.00%
Laundry Service	$ 279	$ -	$ 300	$ 300	$ -	0.00%
Training & Education	$ 5,741	$ 8,406	$ 12,000	$ 12,000	$ -	0.00%
Copy/Mail Center Fees	$ 6,215	$ 4,850	$ -		$ -	#DIV/0!
Dues/Subscriptions	$ 2,378	$ 2,079	$ 3,500	$ 3,500	$ -	0.00%
Fire Apparatus Equipment	$ 4,928	$ 5,795	$ 5,000	$ 6,000	$ 1,000	20.00%
Training Mall Related Expense	$ 3,140		$ -		$ -	#DIV/0!
Other Services Miscellaneous	$ 2,625	$ 7,233	$ 4,000	$ 7,000	$ 3,000	75.00%
Purchase of Services	**$ 42,211**	**$ 48,436**	**$ 52,300**	**$ 60,300**	**$ 8,000**	**15.30%**
Clothing Allowance Mgmt	$ 7,000	$ 7,250	$ 7,250	$ 7,250	$ -	0.00%
Clothing Allowance Supervisory	$ 12,500	$ 13,500	$ 13,500	$ 13,500	$ -	0.00%
Clothing Allowance Oper. Staff	$ 31,461	$ 31,875	$ 35,250	$ 35,000	$ (250)	-0.71%
Clothing Allowance Tech/Prof	$ -	$ 1,975	$ 2,600	$ 2,600	$ -	0.00%
Other Services (Misc.)	**$ 50,961**	**$ 54,600**	**$ 58,600**	**$ 58,350**	**$ (250)**	**-0.43%**
Office Supplies: Stationary	$ 4,500	$ 4,428	$ 5,000	$ 5,000	$ -	0.00%
Supplies Computer	$ 1,800	$ 1,322	$ 2,000	$ 2,000	$ -	0.00%
Supplies	**$ 6,299**	**$ 5,750**	**$ 7,000**	**$ 7,000**	**$ -**	**0.00%**
Supplies Apparatus	$ 21,227	$ 5,136	$ 22,000	$ 22,000	$ -	0.00%
Supplies Ambulance	$ 33,926	$ 40,144	$ 40,000	$ 50,000	$ 10,000	25.00%
Supplies Diving Equipment	$ 3,984	$ 2,881	$ 4,000	$ 4,000	$ -	0.00%
Supplies Personnel	$ 8,661	$ 13,956	$ 11,500	$ 15,000	$ 3,500	30.43%
Other Supplies	**$ 67,798**	**$ 62,117**	**$ 77,500**	**$ 91,000**	**$ 13,500**	**17.42%**
Public Safety Education	$ -	$ -	$ -	$ 3,600	$ 3,600	100.00%
Total Fire Department	**$ 6,782,230**	**$ 7,153,040**	**$ 7,382,956**	**$ 7,504,158**	**$ 121,202**	**1.64%**

Town of Natick

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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).

Article 12:
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 12:

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

Department of Public Works

Salaries	$	3,157,394
Expenses	$	2,274,807
Municpal Energy	$	1,509,448
Snow & ice	$	150,000
Total Department of Public Works	**$**	**7,091,649**

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

Tax Levy of Fiscal Year 2014	$	7,091,649
	$	**7,091,649**

SECTION C: PUBLIC WORKS

Department: DPW Administration

PURPOSE OF BUDGET:
The purpose of this Article is to fund the consolidated operating budget for the Department of Public Works for the Fiscal Year 2014 (July 1, 2013 through June 30, 2014). Beginning for Fiscal Year 2014, the operating budgets for all DPW divisions have been consolidated into a single budget.

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 13-0-0 on March 26, 2013 the Finance Committee recommends Favorable Action with regard to the Department of Public Works budget under Article 12, Section C, and that the sum of $7,091,649 be appropriated from the Tax Levy.

During the Finance Committee public hearings, the following information was noted:

- Beginning for FY 2014, the DPW budget is being presented as a consolidated budget inclusive of all operating divisions. However, each operating division was reviewed separately.

DPW Administration:

- Over the past few years the department has been able to reduce some full-time staffing, including elimination of the business manager position by using several part-time, temporary interns who have brought a high level of skill and productivity to this division.
- Savings achieved by the town in the most recent contract negotiations include elimination of the sick leave buyback provision and an increase in employee contributions to health care costs. An increase in the longevity stipend offsets some of those savings and this contributes to increases in overtime and FLSA expenses.
- The training budget is being increased again this year reflecting the need to supplement the knowledge and skills of new young staff hired to replace long-term employee retirements.
- There are presently no incentives to encourage new hires to pursue additional education and outside training to advance their knowledge and skills, or to retain those individuals once they achieve an advanced skill level through department training and experience. This has been a goal of the Administration for some time, however, this has not yet been achievable through contract negotiations.

DPW Building Maintenance

- With the consolidation of town and School Department building maintenance under the new Facilities Management department there are no longer any personnel costs in this division, as building maintenance employees now report to the Facilities Management Director. The associated operating expenses however, continue to be decentralized and the DPW Director co-signs authorizations for all town related expenses with the Facilities Management Director. A corresponding arrangement exists under which the

Superintendent's office jointly authorizes expense disbursements for school-related expenses.

- The facilities maintenance and repairs budget includes significant expense related to heating, ventilation, and air conditioning (HVAC). It is anticipated that capital replacement of the rooftop units will be proposed in upcoming capital budgets.
- Although the reference of the Town Administration would be to also consolidate and centralize operating expenses budgets associated with this division, the School Department and the School Committee were unwilling to consider that at this time. It was also noted that there was not an expectation of significant cost reductions within the first few years of consolidation, however, it was hoped that cost increases going forward could be moderated through the consolidated approach.
- Committee members were reminded that the earlier vote by Town Meeting and the School Committee to accept the provisions of M.G.L. Chapter 70 Section 37M simply enabled, but did not require, the town to consolidate any town and school departments which they may wish; and that further votes of those two bodies, as well as the Board of Selectmen, are required to consolidate, or subsequently to reverse such a consolidation.

<u>DPW Energy</u>

- Electricity costs are projected to decrease significantly as a result of installation of new LED street lighting. Contractual costs for associated maintenance are also projected to drop with negotiation of a new contract imminent.
- The anticipated NStar incentive for installation of more energy efficient lighting is expected to be greater than previously projected.
- An agreement with Siemens for installation of the LED lights has just been executed.
- Electricity usage at the new Community-Senior Center is running higher than anticipated. These costs are partially offset by the energy generated by the solar panels installed on the Center's roof.
- There is some concern with respect to the adequacy of the budget for fuel oil and natural gas in view of very recent information that a second refinery in New Jersey will be closing. The department will be monitoring this closely and may need to adjust cost estimates for this line item.
- An additional 21,000 gallons of projected diesel fuel use relates to the proposed shift of the curbside recycling operation in-house.
- Both the town and the schools purchase energy under the same contract from the same sources.
- Use of unleaded fuel has increased as the town transitions to more energy efficient vehicles which use this fuel rather than diesel.
- Significant reductions in fuel oil and natural gas expense have been experienced as a result of the installation of high efficiency boilers at Town Hall. These reductions, as well as the reduction in the price of natural gas, were factored into the proposed reduction in this line item. Another factor has been the effective use of digital data control to monitor use and activity among the town's various buildings and individual rooms to allow for thermostats to be lowered when rooms are not occupied.
- There is not expected to be a significant increase in energy use as a result of the expansion of the DPW building since the space being built out has been heated all along and the computers were already in use.

- The increased energy use at the Community-Senior Center may be largely due to the fact that programs and use of the Center has increased dramatically since the new facility opened. There may be an opportunity to offset some of these energy costs through fees and the use of the Revolving fund established for Center programs and rentals.

DPW Engineering

- Although the staffing chart in the budget book reflect one additional full-time equivalent (FTE), this results in no increase in costs since two intern positions are replacing a full-time benefited position.
- The town's engineering division is obligated to complete the work left undone by non-performing developers. This work is typically contracted out and combined with other road work. The only town personnel who will be involved in this will be the Town Engineer who will supervise the completion of this work.
- The 0.7 FTE co-op staffing receive no benefits.

DPW Equipment Maintenance

- The most significant variance in this division was the 45.78% increase proposed in the vehicle tire line item which was being driven by the anticipated addition of the three new recycling packers as well as a dramatic escalation in the tire costs in recent years related to the rising cost of oil and a huge demand for rubber in China.
- 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 26 of this 2013 Spring Annual Town Meeting.]*
- It was suggested that the workload indicators for this division be expanded to better illustrate the tremendous versatility and high degree of competence of this division's personnel in repairing and maintaining all of the town's many vehicles and equipment items. The division is responsible for consistently extending the useful life of these items and vehicles well beyond expectations.

DPW Highway, Sanitation, & Recycling

- There are a significant number of new employees in this division, who are eligible for step increases as well as the 2% cost of living adjustment (COLA) negotiated with the most recent contract settlement.

- The Administration provided Committee members with updates regarding the Town's plans with respect to the recycling program:

    - The proposed budget includes two new positions needed to provide the necessary coverage to bring the curbside recycling operation in-house. The reduction of one position from the three that were originally planned is due to the shift to a bi-weekly schedule, compared to the weekly schedule that was originally envisioned.
    - The Selectmen voted support for the purchase of three diesel-fueled packers with automated arms to facilitate the department's plan to implement in-house recycling on a bi-weekly schedule in FY 2014.
    - Toters will be purchased and provided to all town residences participating in the recycling program. Residents will have the option of a 96-gallon or a 48-gallon toter. Funding for the toters will be requested through Article 13 of this 2013 Spring Annual Town Meeting. Potential grant funding of between $100,000 and $150,000 for purchase of the toters may be available from the Massachusetts Department of Environmental Management.
    - The decision to purchase diesel packers instead of packers fueled with compressed natural gas (CNG) was based on the uncertainty as to when CNG fueling facilities planned in neighboring towns would come on line and the potential delay this would cause in realizing the savings projected from the change from contract to in-house recycling.
    - Although the Fall Annual Town Meeting presentation projected annual savings of approximately $316,000 as a result of bringing recycling in-house, savings are now estimated at approximately $500,000 due to the elimination of the need to add a third new employee.
    - Although it was initially hoped the energy budget could be reduced due to the projected savings in fuel consumption, recent refinery closings in the region have driven up fuel costs significantly and this is anticipated to offset most of the savings in that budget.
    - Consideration of converting to CNG-fueled vehicles may be re-introduced in the future when the packers need to be replaced at which time fueling stations being developed in Framingham and Wayland are expected to be online.
    - Although the earlier analysis raised some questions as to the feasibility of using the automated system on many of the town's narrower streets, recent site visits have demonstrated that improvements in the technology have increased the flexibility and agility of the equipment so it is expected that very few of the town's areas would require continued manual assist in the collection process.
    - A delay in the implementation of in-house recycling would require additional funding to be put back into the proposed FY 2014 DPW budget as some of the projected savings from bringing the operation in-house will be deferred.

- The equipment related to upkeep and maintenance of traffic signs and markers is failing. The department is looking at contracting this work out rather than replacing the equipment. The personnel will be redirected to catching up with minor work which has been deferred due to inadequate personnel resources.

DPW Land, Forestry, & Natural Resources

- The field improvement program is ongoing and relates to proposed increases in materials, contracted services and tools and hardware which fall below the capital threshold
- Questions were raised regarding the status of promised contributions by several athletic groups to upkeep and maintenance of the athletic fields.
- A five-year plan for restoration and improvement of the town's fields is being developed.

Town of Natick

Home of Champions

Department: Public Works

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	2013 vs. 2014 %
Personnel Services	$ 3,002,073	$ 3,030,673	$ 2,989,561	$ 3,157,394	$ 167,833	5.61%
Expenses	$ 2,252,324	$ 2,679,338	$ 2,717,674	$ 2,274,807	$ (442,867)	-16.30%
Energy	$ 1,323,892	$ 1,342,239	$ 1,536,848	$ 1,509,448	$ (27,400)	-1.78%
Snow & Ice	$ 867,663	$ 299,508	$ 150,000	$ 150,000	$ -	0.00%
Total Public Works	$ 7,445,952	$ 7,351,758	$ 7,394,083	$ 7,091,649	$ (302,434)	-4.09%

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 water for fire protection by maintaining and improving 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:

Department wide goals are included within each of the divisions, which can be found in greater detail within Section V: Public Works and section X; Water & Sewer Enterprise Fund.

Town of Natick

Home of Champions

Department: Public Works

Budget Overview:

I. Main Purpose of the Department

The Department of Public Works includes ten divisions. Seven are funded within the General Fund, while three are funded in the Water & Sewer Enterprise Fund.

General Fund
- Administration
- Building Maintenance
- Municipal Energy
- Engineering
- Equipment Maintenance
- Highway & Sanitation
- Land, Facilities & Natural Resources

Water & Sewer Enterprise Fund
- Water
- Sewer
- Utility Billing

II. Recent Developments

Please see individual division budget requests in Sections V and X.

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

Consolidation of all general fund division into four combined lines of appropriation at Town Meeting: Salaries, Expenses, Energy and Snow & Ice. This consolidation of appropriations will result in much greater financial and management flexibility of an already consolidated Department of Public Works. It does not require any additional appropriation to achieve.

Town of Natick

Home of Champions

Department: Public Works

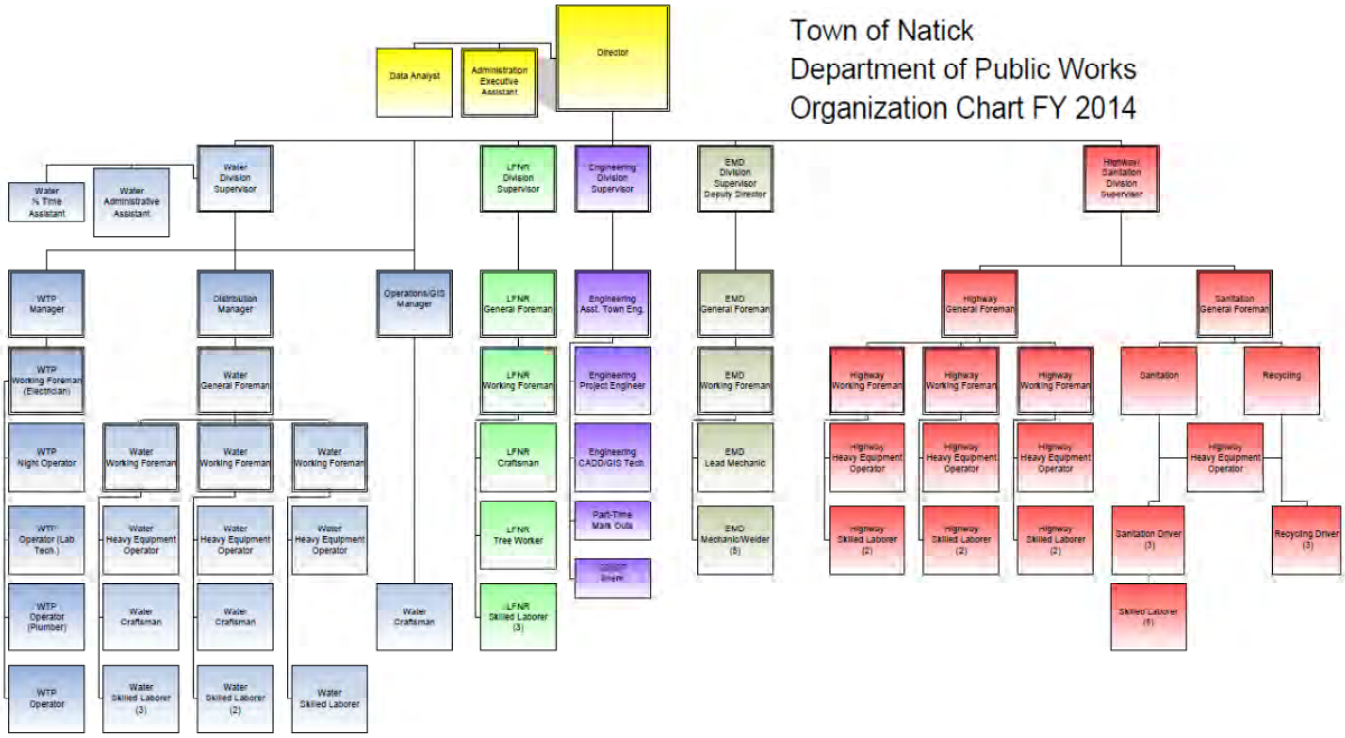
Staffing by Division (General Fund)	2010	2011	2012	2013	2014
Administration	3.5	2.5	3	3	3
Building Maintenance	7	7	7	0	0
Municipal Energy	0	0	0	0	0
Engineering	5	5	4.75	4.75	5.1
Equipment Maintenance	9	9	9	9	9
Highway & Sanitation	23	23	23	24	26
Land, Facilities & Natural Resources	7	7	7	7	7
Total FTE	**54.5**	**53.5**	**53.75**	**47.75**	**50.1**
Total FT/PT	**54 FT/1.5 PT**	**53 FT/1.5 PT**	**53 FT/3 PT**	**47 FT/3 PT**	**49 FT/ 5 PT**

Notes

For Water & Sewer Enterprise Staffing, please see Section X.

Staffing for Municipal Energy is provided through the Administration Division

Organizational Chart



Town of Natick

Home of Champions

Department: Public Works

Budget Detail Summary	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	2013 vs. 2014 %
Personnel Services						
Administration	$ 169,805	$ 228,058	$ 242,286	$ 252,050	$ 9,764	4.03%
Building Maintenance	$ 387,253	$ 291,950	$ -	$ -	$ -	#DIV/0!
Engineering	$ 362,039	$ 367,073	$ 392,853	$ 412,147	$ 19,294	4.91%
Equipment Maintenance	$ 452,740	$ 443,184	$ 515,339	$ 523,699	$ 8,360	1.62%
Highway & Sanitation	$ 1,208,871	$ 1,291,344	$ 1,372,769	$ 1,497,216	$ 124,447	9.07%
Land, Facilities & Natural Resources	$ 421,365	$ 409,064	$ 466,314	$ 472,282	$ 5,968	1.28%
Personnel Services	**$ 3,002,073**	**$ 3,030,673**	**$ 2,989,561**	**$ 3,157,394**	$ 167,833	5.61%
Expenses						
Administration	$ 33,773	$ 39,809	$ 43,490	$ 47,985	$ 4,495	10.34%
Building Maintenance	$ 449,375	$ 382,464	$ 360,150	$ 358,400	$ (1,750)	-0.49%
Engineering	$ 36,425	$ 108,723	$ 100,400	$ 100,550	$ 150	0.15%
Equipment Maintenance	$ 267,014	$ 262,713	$ 269,889	$ 298,042	$ 28,153	10.43%
Surplus Equipment	$ -	$ 4,950	$ 5,000	$ 5,000	$ -	0.00%
Highway & Sanitation	$ 190,468	$ 399,097	$ 388,900	$ 431,300	$ 42,400	10.90%
Other - Charges & Expenditures	$ 1,127,880	$ 1,246,111	$ 1,311,800	$ 774,919	$ (536,881)	-40.93%
Land, Facilities & Natural Resources	$ 147,390	$ 235,471	$ 238,045	$ 258,611	$ 20,566	8.64%
Expenses	**$ 2,252,324**	**$ 2,679,338**	**$ 2,717,674**	**$ 2,274,807**	**$ (442,867)**	**-16.30%**
Energy						
Purchase of Services	$ 1,323,014	$ 1,341,514	$ 1,535,348	$ 1,507,948	$ (27,400)	-1.78%
Other Charges	$ 878	$ 725	$ 1,500	$ 1,500	$ -	0.00%
Municipal Energy	**$ 1,323,892**	**$ 1,342,239**	**$ 1,536,848**	**$ 1,509,448**	$ (27,400)	-1.78%
Snow & Ice						
Snow & Ice Charges	$ 867,663	$ 299,508	$ 150,000	$ 150,000	$ -	0.00%
Snow & Ice	**$ 867,663**	**$ 299,508**	**$ 150,000**	**$ 150,000**	$ -	0.00%
Total Public Works	**$ 7,445,952**	**$ 7,351,758**	**$ 7,394,083**	**$ 7,091,649**	**$ (302,434)**	**-4.09%**

Detailed descriptions of all divisions of the Department of Public Works are found on the remaining pages of Section V: Public Works.

Town of Natick

Home of Champions

Department: Public Works | **Division: Administration**

Appropriation Summary

Salaries	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Personnel Services	$ 169,805	$ 228,058	$ 242,286	$ 252,050	$ 9,764	4.03%
Total Salaries	**$ 169,805**	**$ 228,058**	**$ 242,286**	**$ 252,050**	**$ 9,764**	**4.03%**
Operating Expenses						
Expenses	$ 33,773	$ 39,809	$ 43,490	$ 47,985	$ 4,495	10.34%
Total Operating Expenses	**$ 33,773**	**$ 39,809**	**$ 43,490**	**$ 47,985**	**$ 4,495**	**10.34%**
Total DPW Administration	**$ 203,578**	**$ 267,867**	**$ 285,776**	**$ 300,035**	**$ 14,259**	**4.99%**

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 water for fire protection by maintaining and improving 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:

Improve Information Management
Work with the IT Department and other Departments to improve customer response.

Enhance On-Line Opportunities
Work to allow bulky waste pick-up to be scheduled/paid on-line.

Evaluate Opportunities to improve efficiencies and Service to the residents of the town.
Implement the in-house curbside recycling program.

Miscellaneous
Complete the streetlight conversion to LED.
Maximize Training opportunities that will develop a young workforce.

Town of Natick

Home of Champions

Department: Public Works

Budget Overview:

I. Main Purpose of the Department

The Administration Division provides all of the supervision, administration, administrative support and clerical 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 service. 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

- Facility maintenance Maintenance Consolidation.
- Move to in-house curbside recycling.

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

- Implementation of in-house recycling.
- 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

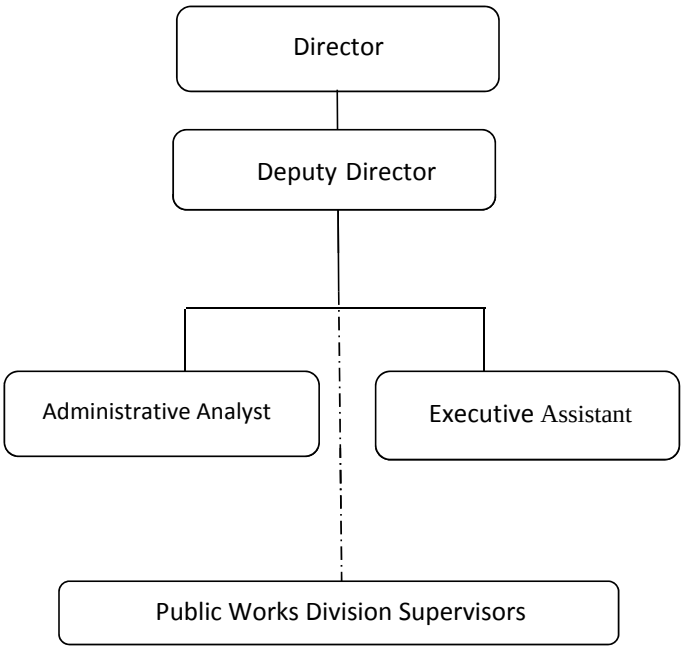
Home of Champions

Department: Public Works

Staffing	2010	2011	2012	2013	2014
Director	1	0	1	1	1
Business Manager	1	1	0	0	0
Executive Assistant	1	1	1	1	1
Administrative Analyst	0	0	1	1	1
Administrative Assistant	0.5	0.5	0	0	0
Temp Clerical Interns	1	1	1	1	2
Total FTE	**3.5**	**2.5**	**3**	**3**	**3**
Total FT/PT	**3FT/1.5 PT**	**2FT/1.5 PT**	**3FT/1 PT**	**3FT/1 PT**	**3FT/2 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

Town of Natick

Home of Champions

Department: Public Works

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries: Management	$ 91,728	$ 116,387	$ 118,720	$ 118,720	$ -	0.00%
Salaries: Supervisory	$ 8,885	$ -			$ -	0.00%
Salaries: Operational Staff	$ 47,990	$ 96,688	$ 103,334	$ 101,657	$ (1,677)	-1.62%
Temporary Operational Staff	$ -	$ 6,475	$ 6,892	$ 12,106	$ 5,214	75.65%
Supervisory Additional Comp	$ 2,900	$ -			$ -	0.00%
Operational Staff Additional Comp	$ 952	$ 996	$ 2,250	$ 2,250	$ -	0.00%
Operational Staff Overtime	$ 16,397	$ 5,429	$ 7,880	$ 9,367	$ 1,487	18.87%
FLSA Salaries	$ 953	$ 2,083	$ 3,210	$ 7,950	$ 4,740	147.66%
Personnel Services	**$ 169,805**	**$ 228,058**	**$ 242,286**	**$ 252,050**	**$ 9,764**	**4.03%**
Licenses	$ 200	$ 100	$ 185	$ 185	$ -	0.00%
Repairs & Maint Equipment	$ 2,201	$ 112	$ 300	$ 300	$ -	0.00%
Communication Telephone	$ 5,465	$ 7,264	$ 6,250	$ 6,430	$ 180	2.88%
Training & Education	$ 1,781	$ 1,167	$ 5,250	$ 6,250	$ 1,000	19.05%
Postage	$ 571	$ 820	$ 1,020	$ 1,020	$ -	0.00%
Purchased Services: Misc.	$ 2,102	$ 893	$ 850	$ 1,050	$ 200	23.53%
Office Supplies	$ 7,087	$ 5,934	$ 8,000	$ 8,000	$ -	0.00%
Communication Print & Advertising	$ 644	$ 1,238	$ 1,000	$ 1,250	$ 250	25.00%
GIS Supplies	$ 7,456	$ 8,339	$ 8,500	$ 8,500	$ -	0.00%
Compliance Inspection & Training	$ 4,764	$ 12,527	$ 9,800	$ 12,500	$ 2,700	27.55%
Supplies Protective Clothing	$ 1,502	$ 1,415	$ 2,335	$ 2,500	$ 165	7.07%
Expenses	**$ 33,773**	**$ 39,809**	**$ 43,490**	**$ 47,985**	**$ 4,495**	**10.34%**
Total DPW Administration	**$ 203,578**	**$ 267,867**	**$ 285,776**	**$ 300,035**	**$ 14,259**	**4.99%**

Town of Natick

Home of Champions

Department: Public Works Division: Administration Line-Item Detail

Narrative:

Personnel Services:

Salaries: Management: Salary to fund the Director of Public Works position.
Salaries: Supervisory: Previously Funded the Business Manager Position. The position was eliminated in FY2012.
Salaries: Operational Staff: Salaries to fund the positions of Executive Assistant and a Data Analyst for Public Works.
Temporary Operational Staff: Salary to fund part time summer interns to cover the staff vacations and peak volume.
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 printers and time clock.
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 retirement of senior staff will require additional training for their replacements. The increase in training for FY 2014 is aimed at assisting Equipment Maintenance in light of recent retirements.
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 the overhead equipment, bucket trucks and the 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 safety clothing including rain gear, safety vests, gloves, jackets, sweatshirts and shirts.

Town of Natick

Home of Champions

Department: Public Works | **Division: Building Maintenance**

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries						
Personnel Services	$ 387,253	$ 374,505	$ -	$ -	$ -	0.00%
Total Salaries	**$ 387,253**	**$ 374,505**	**$ -**	**$ -**	**$ -**	**0.00%**
Operating Expenses						
Purchase of Services	$ 313,523	$ 244,634	$ 316,150	$ 314,400	$ (1,750)	-0.55%
Other Services (Misc.)	$ 2,100	$ 2,100	$ -	$ -	$ -	0.00%
Tech/Professional Services	$ 95,938	$ 87,766	$ -	$ -	$ -	0.00%
Other Supplies	$ 37,814	$ 18,393	$ 44,000	$ 44,000	$ -	0.00%
Total Operating Expenses	**$ 449,375**	**$ 352,893**	**$ 360,150**	**$ 358,400**	**$ (1,750)**	**-0.49%**
Total DPW - Building Maintenance	**$ 836,627**	**$ 727,398**	**$ 360,150**	**$ 358,400**	**$ (1,750)**	**-0.49%**

Mission:

The departments mission is contained on the Facility Maintenance Budget detail.

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.
- 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

• Combination of the School and Town Building Mantenance.
• 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

• 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	2010	2011	2012	2013	2014
Division Supervisor	1	1	1	0	0
General Foreman	1	1	1	0	0
Crew Chief	0	0	0	0	0
Custodian	4	4	4	0	0
Painter	1	1	1	0	0
Total FTE	**7**	**7**	**7**	**0**	**0**
Total FT/PT	**7 FT/0PT**	**7 FT/0PT**	**7 FT/0PT**	**0 FT/0PT**	**0 FT/0PT**

Notes

The personnel services for this division are contained in the Facility maintenance budget

Performance Indicators

**Estimated*	2010	2011	2012	2013	2014
Workload Indicators					
Number of Buildings Maintained	18	18	18	19	19
Gross Square Footage of Municipal Buildings (Gen. Fund)	370,153	370,153	345,821	374,821	374,821
Number of Hours Served					
- Employees	15766	7431.75	7431.75	7432.75	7432.75
- Contractors	8700*	4350*	4350*	4350*	4350*
Number of Requests taken	1236	588	589	590	590
Average Daytime Number of People in Buildings	655	655	655	655	655

	2010	2011	2012	2013	2014
Efficiency Indicators					
G.S.F./Average daily # of people	565	565	528	572	572
People served/Custodian	164	164	164		

Town of Natick

Home of Champions

Department: Public Works

Budget Detail:	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries Supervisory	$ 91,960	$ 53,819	$ -	$ -	$ -	#DIV/0!
Salaries Operational Staff	$ 258,147	$ 270,476	$ -	$ -	$ -	#DIV/0!
Salaries Part-Time Operational	$ -	$ 3,460	$ -	$ -	$ -	#DIV/0!
Supervisory Staff Add'l Comp	$ 8,435	$ 6,500	$ -	$ -	$ -	#DIV/0!
Operational Staff Add. Comp	$ 2,450	$ 7,600	$ -	$ -	$ -	#DIV/0!
Operational Staff Overtime	$ 26,261	$ 32,650	$ -	$ -	$ -	#DIV/0!
Personnel Services	**$ 387,253**	**$ 374,505**	**$ -**	**$ -**	**$ -**	**#DIV/0!**
Repairs & Maint. Facilities	$ 275,973	$ 225,864	$ 270,000	$ 268,000	$ (2,000)	-0.74%
Repairs & Maint. Eliot School	$ 22,268	$ 12,474	$ 22,500	$ 22,750	$ 250	1.11%
Repairs & Maint. Elevator/Chair lift	$ 15,282	$ 6,296	$ 23,650	$ 23,650	$ -	0.00%
Purchase of Services	**$ 313,523**	**$ 244,634**	**$ 316,150**	**$ 314,400**	**$ (1,750)**	**-0.55%**
Clothing Allowance Oper. Staff	$ 2,100	$ 2,100	$ -	$ -	$ -	#DIV/0!
Other Services (Misc.)	**$ 2,100**	**$ 2,100**	**$ -**	**$ -**	**$ -**	**#DIV/0!**
Contractual Svs - Cleaning	$ 95,938	$ 87,766	$ -	$ -	$ -	#DIV/0!
Tech/Professional Services	**$ 95,938**	**$ 87,766**	**$ -**	**$ -**	**$ -**	**#DIV/0!**
Custodial Supplies	$ 37,814	$ 18,393	$ 44,000	$ 44,000	$ -	0.00%
Other Supplies	**$ 37,814**	**$ 18,393**	**$ 44,000**	**$ 44,000**	**$ -**	**0.00%**
Total - Build. Maint. Costs (DPW)	**$ 836,627**	**$ 727,398**	**$ 360,150**	**$ 358,400**	**$ (1,750)**	**-0.49%**

Line-Item Detail

Personnel Services:
Included in the Facility Maintenance Budget.

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 Services (Misc.):
Clothing Allowance/Operational Staff: This fund is for the clothing allowance per union agreement. Included in the Facility maintenance Budget.

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. Included in the Facility maintenance Budget.

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

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Operating Expenses						
Purchase of Services	$ 1,323,014	$ 1,341,514	$ 1,535,348	$ 1,507,948	$ (27,400)	-1.78%
Other Supplies	$ 878	$ 725	$ 1,500	$ 1,500	$ -	0.00%
Total Operating Expenses	**$ 1,323,892**	**$ 1,342,239**	**$ 1,536,848**	**$ 1,509,448**	**$ (27,400)**	**-1.78%**
Total DPW Energy	**$ 1,323,892**	**$ 1,342,239**	**$ 1,536,848**	**$ 1,509,448**	**$ (27,400)**	**-1.78%**

Mission:

Provide affordable energy resources while maximizing conservation.

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

LED Street Light Replacement
Energy cost fluctuations.
Lack of stability makes the budget process very difficult.

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

Performance Indicators

** Estimated*	2011	2012	2013*	2014*
Workload Indicators				
Natural Gas Use (Therms)	121,602	86,901	139,141	126,355
Electrical Use (kW)	2,929,211	2,809,977	3,228,440	3,023,207
Ultra Low Sulfur Diesel Use (Gallons)	78,113	78,500	78,500	90,500
Unleaded Fuel 87 Octane Use (Gallons)	60,007	62,612	65,240	65,000

** Estimated*	2011	2012	2013*	2014*
Efficiency Indicators				
Gross Square Footage of General Fund Munici	370,153	345,821	374,821	374,821
Building Energy Costs/Gross Square Foot	$ 1.83	$ 2.15	$ 1.81	$ 1.67

Budget Detail:	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs 2014 $ (+ / -)	2013 vs 2014 % (+ / -)
Street Lighting						
Street Lighting Expenses	$ 178,703	$ 168,796	$ 217,500	$ 152,400	$ (65,100)	-29.93%
Contractual Services	$ 47,020	$ 61,786	$ 56,700	$ 54,600	$ (2,100)	-3.70%
Buildings						
Bldg Maint - Utilities: Electric	$ 512,571	$ 524,022	$ 608,198	$ 568,610	$ (39,588)	-6.51%
Recreation - Utilities Electric	$ -	$ 515	$ 4,200	$ 4,200	$ -	0.00%
Highway - Utilities Electric	$ -	$ -	$ 7,000	$ 7,000	$ -	0.00%
Bldg Maint - Utilities: Fuel Oil & Nat. Gas	$ 164,027	$ 102,061	$ 173,600	$ 155,391	$ (18,209)	-10.49%
Vehicles						
Eqp Maint - Vehicular Supplies: Gasoline	$ 420,693	$ 484,334	$ 468,150	$ 565,747	$ 97,597	20.85%
Purchase of Services	**$ 1,323,014**	**$ 1,341,514**	**$ 1,535,348**	**$ 1,507,948**	**$ (27,400)**	**-1.78%**
Holiday Lighting	$ 878	$ 725	$ 1,500	$ 1,500	$ -	0.00%
Other Supplies	**$ 878**	**$ 725**	**$ 1,500**	**$ 1,500**	**$ -**	**0.00%**
Total DPW Energy	**$ 1,323,892**	**$ 1,342,239**	**$ 1,536,848**	**$ 1,509,448**	**$ (27,400)**	**-1.78%**

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 cost decrease for electricity due to more efficient light emitting diode (LED) lamps.

Contractual Services - This pays the cost to maintain and repair street, traffic and exterior parking lights throughout the town.

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 | **Division: Engineering**

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries						
Personnel Services	$ 362,039	$ 367,073	$ 392,853	$ 412,147	$ 19,294	4.91%
Total Salaries	**$ 362,039**	**$ 367,073**	**$ 392,853**	**$ 412,147**	**$ 19,294**	**4.91%**
Operating Expenses						
Expenses	$ 36,425	$ 108,723	$ 100,400	$ 100,550	$ 150	0.15%
Total Operating Expenses	**$ 36,425**	**$ 108,723**	**$ 100,400**	**$ 100,550**	**$ 150**	**0.15%**
Total DPW - Engineering	$ 398,464	$ 475,797	$ 493,253	$ 512,697	$ 19,444	3.94%

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 water for fire protection by maintaining and improving 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.
- Working in conjunction with Community Development/Building Inspector create a driveway Curb Cut Policy.

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
- Complete all unfinished work for the Walnut Hill Estates and Waterview Subdivisions due to non-performance of the developer.
- Provide project coordination for town wide sidewalk condition survey.
- 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 FedEx development.
- Prepare and manage the construction contract for Chapter 90 Roadway Improvements for 2012, and completed Roadway & Drainage Improvements Contract for Oak Street.
- Completed street acceptance process for Karen Lane and Katie Path.

III. Current Challenges
- Work with MassDOT to expedite Marion Street bridge replacement, and provide Town project coordination.
- 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.

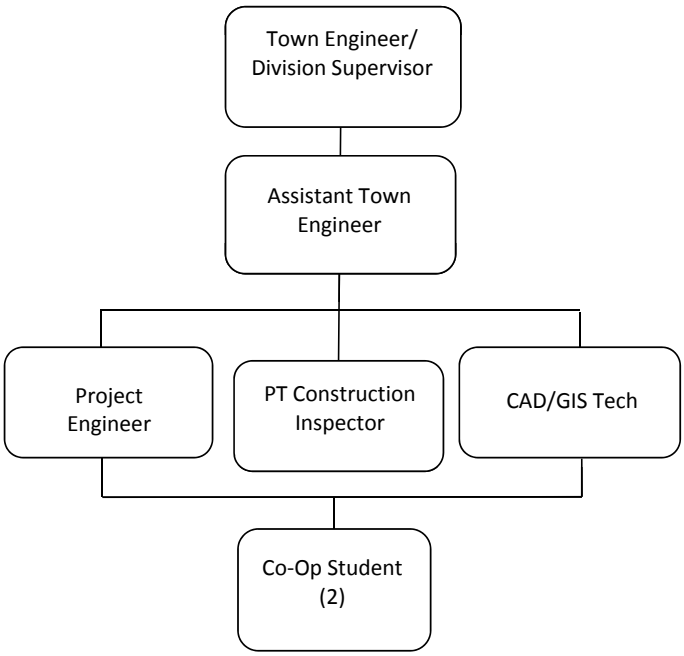
Town of Natick

Home of Champions

Department: Public Works	Division: Engineering

Staffing	2010	2011	2012	2013	2014
Division Supervisor	1	1	1	1	1
Assistant Town Engineer	0	0	1	1	1
Project Engineer	1	1	1	1	1
Records and Permit Engineer	1	1	0	0	0
Engineering Aide II	1	1	0	0	0
Engineering Aide I	1	1	0	0	0
CAD/GIS Technician	0	0	1	1	1
Construction Inspector	0	0	0.4	0.4	0.4
Co-Op Student	0	0	0.35	0.35	0.7
Total FTE	**5**	**5**	**4.75**	**4.75**	**5.1**
Total FT/PT	**5 FT/0 PT**	**5 FT/0 PT**	**4 FT/2 PT**	**4 FT/2 PT**	**4 FT/3 PT**

Organizational Chart



Performance Indicators

	2010	2011	2012	2013	2014
Workload Indicators					
Value of Town Roadway Improvement Projects - Provided Construction Management/Inspection Services	$2,357,106	$950,000	$2,220,000*	$2,524,000*	$3,000,000*
Number of Water and Sewer Service Permits Issued - Provided Inspections and As-built Plan Revisions	88	124	109	120**	120**
Number of Street Opening Permits Issued - Provided Necessary Inspections	104	125	227	230**	230**
Number of Utility Mark-outs Provided for Town Wide Construction Activities	195	188	271	280**	280**

** 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

Budget Detail:

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries Supervisory	$ 242,625	$ 95,370	$ 101,135	$ 101,135	$ -	0.00%
Salaries Operational Staff	$ -	$ 2,761	$ -	$ -	$ -	0.00%
Salaries Technical Professional	$ 93,070	$ 186,643	$ 198,378	$ 217,672	$ 19,294	9.73%
Salaries Part-Time Operational	$ 22,438	$ 55,300	$ 64,540	$ 64,540	$ -	0.00%
Supervisory Additional Comp	$ 250	$ 27,000	$ 28,800	$ 28,800	$ -	0.00%
Operational Staff Additional Comp	$ 3,656	$ -	$ -	$ -	$ -	0.00%
Overtime Operational Staff		$ -	$ -	$ -	$ -	0.00%
Personnel Services	**$ 362,039**	**$ 367,073**	**$ 392,853**	**$ 412,147**	**$ 19,294**	**4.91%**
Licenses, Dues & Training	$ -	$ -	$ 3,500	$ 3,500	$ -	0.00%
Repairs & Maint. Equipment	$ 2,524	$ 2,945	$ 2,750	$ 2,750	$ -	0.00%
Clothing Allowance Operational Staff	$ 700	$ -	$ -	$ -	$ -	0.00%
Consultant Engineering	$ 7,848	$ 6,186	$ 9,500	$ 9,500	$ -	0.00%
Storm Water Master Plan	$ 21,019	$ 91,199	$ 80,000	$ 80,000	$ -	0.00%
Travel	$ -	$ 2,826	$ -	$ -	$ -	0.00%
Engineering Supplies	$ 4,335	$ 5,567	$ 4,650	$ 4,800	$ 150	3.23%
Other Supplies	**$ 36,425**	**$ 108,723**	**$ 100,400**	**$ 100,550**	**$ 150**	**0.15%**
Total DPW Engineering	**$ 398,464**	**$ 475,797**	**$ 493,253**	**$ 512,697**	**$ 19,444**	**3.94%**

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 | **Division: Equipment Maintenance**

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs 2014 $ (+ / -)	2013 vs 2014 % (+ / -)
Salaries						
Personnel Services	$ 452,740	$ 455,057	$ 515,203	$ 523,699	$ 8,496	1.65%
Total Salaries	**$ 452,740**	**$ 455,057**	**$ 515,203**	**$ 523,699**	**$ 8,496**	**1.65%**
Operating Expenses						
Expenses	$ 267,014	$ 258,467	$ 269,889	$ 298,042	$ 28,153	10.43%
Other Capital Outlay	$ -	$ 4,950	$ 5,000	$ 5,000	$ -	0.00%
Total Operating Expenses	**$ 267,014**	**$ 263,417**	**$ 274,889**	**$ 303,042**	**$ 28,153**	**10.24%**
Total DPW - Equip. Maintena	$ 719,755	$ 718,474	$ 790,093	$ 826,741	$ 36,649	4.64%

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 water for fire protection by maintaining and improving 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 iniatives 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.

Town of Natick

Home of Champions

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, Facility Maintenance 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 have created a younger less experienced workforce requiring additional training and supervision. Seventy five percent of the division's eight mechanics have less than 5 years experience. Money has been increased in DPW Administration under training to assist the division in this effort.

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

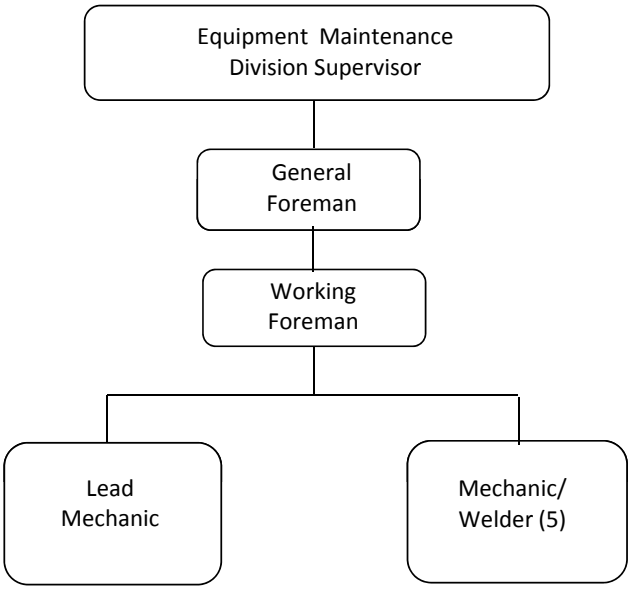
Home of Champions

Department: Public Works

Staffing	2010	2011	2012	2013	2014
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

	2010	2011	2012	2013	2014
Workload Indicators					
Number of pieces of equipment maintained	485	484	484	485	488
Number of pieces repaired outside of DPW yard	11	10	10	11	11

Town of Natick

Home of Champions

Department: Public Works

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs 2014 $ (+/-)	2013 vs 2014 % (+/-)
Salaries Supervisory	$ 86,387	$ 92,003	$ 94,831	$ 96,728	$ 1,897	2.00%
Salaries Operational Staff	$ 324,144	$ 324,144	$ 379,678	$ 384,627	$ 4,949	1.30%
Supervisory Additional Comp	$ 15,191	$ 12,644	$ 13,144	$ 13,144	$ -	0.00%
Operational Staff Additional Comp	$ 3,935	$ 3,601	$ 3,460	$ 4,050	$ 590	17.04%
Operational Overtime	$ 23,083	$ 22,665	$ 24,090	$ 25,150	$ 1,060	4.40%
Personnel Services	**$ 452,740**	**$ 455,057**	**$ 515,203**	**$ 523,699**	**$ 8,496**	**1.65%**
Vehicle Inspection (Stickers)	$ 10,077	$ 10,112	$ 11,874	$ 11,903	$ 29	0.24%
Vehicular Supplies: Oil Lubricants	$ 15,748	$ 15,838	$ 17,250	$ 17,600	$ 350	2.03%
Rental & Leases of Uniforms	$ 2,730	$ 3,050	$ 3,815	$ 3,944	$ 129	3.38%
Repairs & Maint. Radios	$ 5,071	$ 3,992	$ 5,600	$ 5,600	$ -	0.00%
Licenses - CDL & Special	$ 175	$ 558	$ 350	$ 400	$ 50	14.29%
Clothing Allowance Operational Staff	$ 4,020	$ 4,200	$ 4,200	$ 4,200	$ -	0.00%
Shop Supplies	$ 6,615	$ 6,305	$ 6,700	$ 6,700	$ -	0.00%
Vehicular Supplies: Tires	$ 42,510	$ 40,879	$ 45,100	$ 65,745	$ 20,645	45.78%
Vehicular Supplies: Parts	$ 175,318	$ 169,282	$ 170,000	$ 176,950	$ 6,950	4.09%
Body Damage & Repairs	$ 4,750	$ 4,251	$ 5,000	$ 5,000	$ -	0.00%
Supplies	**$ 267,014**	**$ 258,467**	**$ 269,889**	**$ 298,042**	**$ 28,153**	**10.43%**
Surplus Equipment Purchase		$ 4,950	$ 5,000	$ 5,000	$ -	0.00%
Other Capital Outlay	**$ -**	**$ 4,950**	**$ 5,000**	**$ 5,000**	**$ -**	**0.00%**
Total DPW Equipment Maint.	**$ 719,755**	**$ 718,474**	**$ 790,093**	**$ 826,741**	**$ 36,649**	**4.64%**

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 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.

Town of Natick

Home of Champions

Department: Public Works | **Division: Highway, Sanitation & Recycling**

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries						
Personnel Services	$ 1,208,871	$ 1,291,343	$ 1,372,769	$ 1,497,216	$ 124,447	9.07%
Total Salaries	**$ 1,208,871**	**$ 1,291,343**	**$ 1,372,769**	**$ 1,497,216**	**$ 124,447**	**9.07%**
Operating Expenses						
Expenses	$ 287,207	$ 399,097	$ 388,900	$ 431,300	$ 42,400	10.90%
Other Chgs./Expend.	$ 1,995,543	$ 1,545,618	$ 1,461,800	$ 924,919	$ (536,881)	-36.73%
Total Operating Expenses	**$ 2,282,750**	**$ 1,944,716**	**$ 1,850,700**	**$ 1,356,219**	**$ (494,481)**	**-26.72%**
Total DPW - Highway/Sanitation	**$ 3,491,621**	**$ 3,236,058**	**$ 3,223,469**	**$ 2,853,435**	**$ (370,034)**	**-11.48%**

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 . Tracking is difficult because many people take calls as opposed to one central operator. Make the transition from private recycling company to performing the collection in house and making the change smooth for the residents of the town.

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 the recycling center and curbside solid waste and recycling 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 and disposes of all of the Town's recycling.
- collects yard waste each spring and fall
- manages the Town Recycling Center
- Assists Police and Fire Departments with all emergencies and road closers.

Department: Public Works

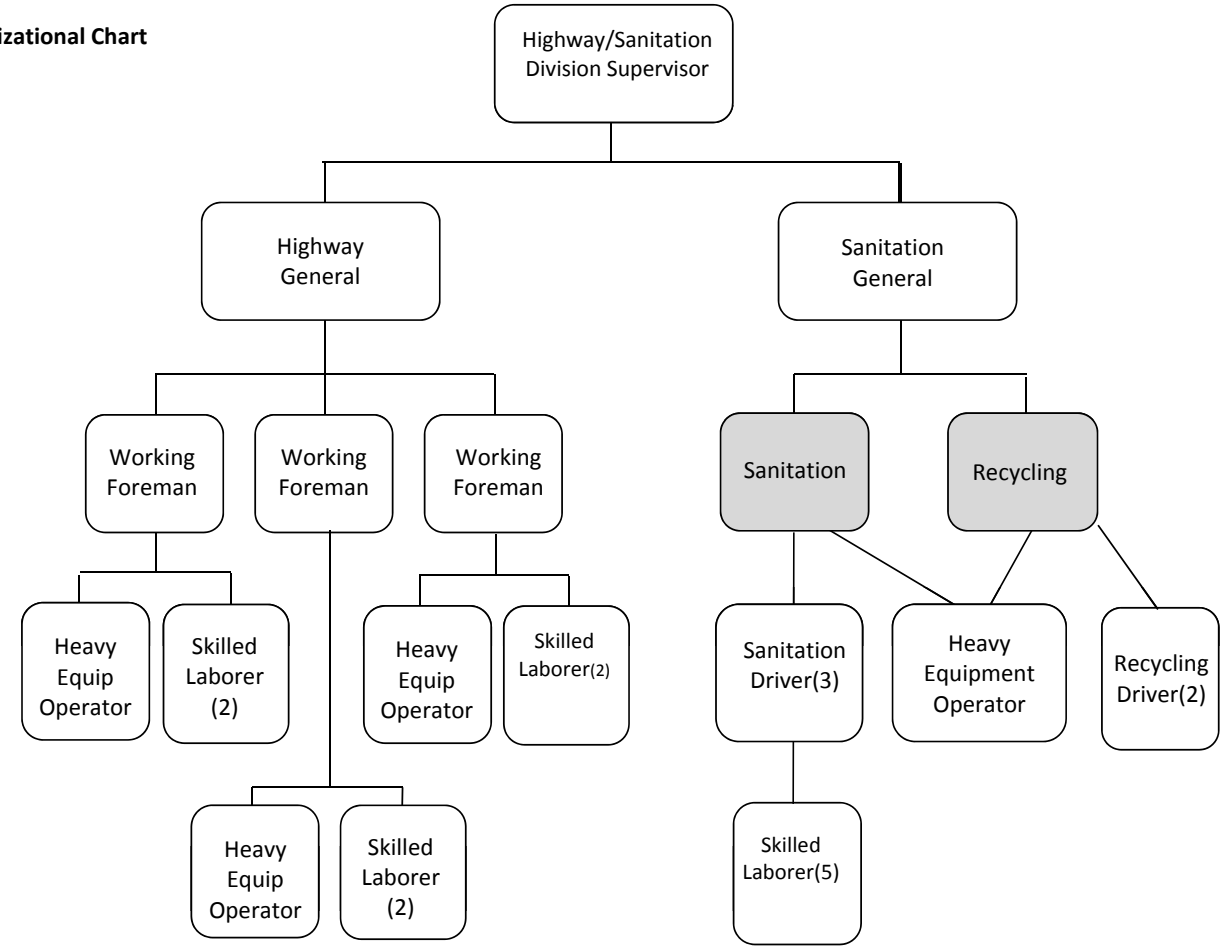
Budget Overview (con't):

II. Recent Developments
Fall Town meeting voted to purchase 3 recycling packer vehicles to perform in house recycling

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
Take over curbside recycling and make a seamless transition from Private to Public

Staffing	2010	2011	2012	2013	2014
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
Sanitation Driver	0	0	0	3	5
Skilled Laborer	13	13	13	11	11
Total FTE	**23**	**23**	**23**	**24**	**26**
Total FT/PT	**23 FT/0 PT**	**23 FT/0 PT**	**23 FT/0 PT**	**24 FT/0 PT**	**26FT/0PT**

Organizational Chart



Town of Natick

Home of Champions

Department: Public Works Division:

Performance Indicators

	CY2010	CY2011	CY2012	CY 2013*	CY 2014*
Workload Indicators					
Highway					
Total Miles of Accepted Roadways Maintained	132	132	132	132	132
Number of Catch Basins Cleaned	1282	1264	1270	1800	1800
Sanitation					
Total Tons of municipal solid waste collected curbside	6099	6327	6400	6200	6200
Total number of households provided with solid	9378	9383	9410	9421	9435
Total tons of recyclables collected					
- curbside	3216	3188	3150	3000	3000
- At Recycling Center	569	540	630	675	675
Total number of yard waste collected at curbside	2600	2650	3300	2800	2800
Number of curbside yardwaste collections	8	8	8	8	8
Total tons of yard waste and brush accepted @	4230	4300	4350	5000	5000
Snow & Ice Removal					
Number of Snow Events					
- Minor Storms	15	12	6	12	12
- Major Storms	7	7	1	8	8
Tons of materials used to treat Natick Streets					
- Salt	2676	4183	2420	3000	3000
- Sand	4050	6211	1180	4500	4500
Sidewalk & Curb Repair					
Asphalt Curbing	4971	5717	780	5000	5000
Asphalt Sidewalks	5784	50	11135	2000	2000
Street Signs					
New	127	76	62	75	75
Repaired & Replaced	184	166	234	150	150
Catch Basin & Manhole Repair					
Manholes	6	8	10	5	5
Catch Basins	57	42	58	50	50
New Structures	6	4	5	5	5
Line Painting					
Crosswalks	271	273	280	265	265
Center & Fog Lines	33	25	35	25	25

** = Estimates*

	CY2010	CY2011	CY2012	CY 2013*	CY 2014*
Efficiency Indicators					
Avg. Cost per Snow Storm	$ 41,391	$45,666	$37,438	$40,000	$40,000
Avg. Cost per Catch Basin Repair		$150-$350	$200 - $400	$200 - $400	$200 - $400
Avg. Disposal Cost/ton of solid waste	69.2	70.87	72.48	74.01	77.34
Avg. Disposal Cost/ton of recyclables	154.2	157.93	157.56	158.00	138.34
Avg. response time to perform routine street maint.	24 to 48 hrs	24	24	24	24

Town of Natick

Home of Champions

Department: Public Works

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	% (+/-)
Salaries Supervisory	$ 86,387	$ 95,133	$ 97,940	$ 99,955	$ 2,015	2.06%
Salaries Operational Staff	$ 942,005	$ 1,010,752	$ 1,104,452	$ 1,209,992	$ 105,540	9.56%
Salaries Temp Operational Staff	$ 35,152	$ 30,578	$ 31,922	$ 31,797	$ (125)	-0.39%
Supervisory Additional Comp	$ 11,827	$ 6,000	$ 6,500	$ 6,500	$ -	0.00%
Operational Staff Additional Comp	$ 14,370	$ 10,198	$ 11,855	$ 15,888	$ 4,033	34.02%
Operational Staff Overtime	$ 119,130	$ 138,682	$ 120,100	$ 133,084	$ 12,984	10.81%
Personnel Services	$ 1,208,871	$ 1,291,343	$ 1,372,769	$ 1,497,216	$ 124,447	9.07%
Clothing Allowance Operational Staff	$ 7,350	$ 8,138	$ 7,700	$ 8,750	$ 1,050	13.64%
Licenses - CDL & Special	$ 630	$ 605	$ 1,050	$ 1,050	$ -	0.00%
Repairs & Maint Supplies	$ 2,875	$ 2,705	$ 2,900	$ 2,900	$ -	0.00%
Traffic Signs & Markers^	$ 35,368	$ 50,306	$ 52,250	$ 95,000	$ 42,750	81.82%
Environmental Monitoring/Engineering	$ 16,017	$ 21,977	$ 27,500	$ 27,500	$ -	0.00%
Yard Waste Brush Grinding	$ 1,731	$ 15,351	$ 7,500	$ 10,000	$ 2,500	33.33%
Test/Disposal Street Sweepings	$ 16,533	$ 9,754	$ 18,000	$ 18,000	$ -	0.00%
Purchased Services: Sand/Gravel	$ 6,225	$ 15,001	$ 11,500	$ 11,500	$ -	0.00%
Purchased Services: Misc.	$ 647	$ 53	$ 1,500	$ 1,500	$ -	0.00%
Landfill Cap Maintenance	$ 4,116	$ 2,475	$ 6,250	$ 5,000	$ (1,250)	-20.00%
Landfill Gas/Flaring Station Maintenance	$ 5,247	$ 7,091	$ 6,800	$ 7,050	$ 250	3.68%
Purchased Services: Crack Sealing			$ 30,000	$ 30,000	$ -	0.00%
Condensate Disposal - Flaring Station		$ 90,000	$ 2,500	$ 2,500	$ -	0.00%
Maintenance Materials	$ 36,836	$ 51,094	$ 45,000	$ 45,000	$ -	0.00%
Off Street Drainage	$ 10,066	$ 10,000	$ 10,250	$ 12,000	$ 1,750	17.07%
Recycling Center Maint & Supplies	$ 1,141	$ 3,019	$ 5,600	$ 5,600	$ -	0.00%
Waste Bags - Pay as you Throw	$ 129,376	$ 99,307	$ 138,000	$ 133,350	$ (4,650)	-3.37%
Compost/Recycling Bins	$ 6,600	$ 5,244	$ 6,600	$ 6,600	$ -	0.00%
Other Supplies: Misc.	$ 6,449	$ 6,976	$ 8,000	$ 8,000	$ -	0.00%
Expenses	**$ 287,207**	**$ 399,097**	**$ 388,900**	**$ 431,300**	**$ 42,400**	**10.90%**
Snow Removal	$ 867,663	$ 299,508	$ 150,000	$ 150,000	$ -	0.00%
Household Hazardous Waste Disposal	$ 3,690	$ 12,222	$ 15,000	$ 15,000	$ -	0.00%
Street & Sidewalk Maintenance	$ 127,677	$ 148,371	$ 142,500	$ 142,500	$ -	0.00%
Tipping Fees Yard Waste	$ 13,888	$ 15,843	$ 17,500	$ 18,500	$ 1,000	5.71%
Tipping Fees - Solid Waste	$ 469,618	$ 510,705	$ 535,000	$ 561,919	$ 26,919	5.03%
Recycling - Curbside	$ 508,202	$ 554,000	$ 595,600	$ 25,000	$ (570,600)	-95.80%
Recycling - Education Materials	$ 1,907	$ 1,907	$ 3,000	$ 6,000	$ 3,000	100.00%
Transportation Hauling Tolls	$ 2,898	$ 3,063	$ 3,200	$ 6,000	$ 2,800	87.50%
Other Chgs./Expend.	**$ 1,995,543**	**$ 1,545,618**	**$ 1,461,800**	**$ 924,919**	**$ (536,881)**	**-36.73%**
Total DPW Highway & Sanitation	**$ 3,491,621**	**$ 3,236,058**	**$ 3,223,469**	**$ 2,853,435**	**$ (370,034)**	**-11.48%**

Town of Natick

Home of Champions

Department: Public Works Division: Highway, Sanitation, Recycling

Personnel Services:

Salaries Supervisory: To fund the position of Supervisor of Highway who oversees this division.
Salaries Operational Staff: To fund twenty-four employees 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.
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 transitioning to in-house curbside.
Recycling- Education Materials: This fund is for additional public education materials in addition to the DEP supplied materials such as the calendar. 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 | **Division: Land, Forestry and Natural Resources**

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries						
Personnel Services	$ 421,365	$ 409,064	$ 466,314	$ 472,282	$ 5,968	1.28%
Total Salaries	**$ 421,365**	**$ 409,064**	**$ 466,314**	**$ 472,282**	**$ 5,968**	**1.28%**
Operating Expenses						
Expenses	$ 147,390	$ 235,471	$ 238,045	$ 258,611	$ 20,566	8.64%
Total Operating Expenses	**$ 147,390**	**$ 235,471**	**$ 238,045**	**$ 258,611**	**$ 20,566**	**8.64%**
Total L, F & NR	**$ 568,755**	**$ 644,535**	**$ 704,359**	**$ 730,893**	**$ 26,534**	**3.77%**

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 or underutilized 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.
- Develop a comprehensive tree management program that effectively and efficiently reduces hazards and improves plant health of desirable species.

Town of Natick

Home of Champions

Department: Public Works

Budget Overview:

Department of Public Works Land Facilities and Natural Resources

Main Purpose of the Division

The Land Facilities and Natural Resources Division is responsible for the maintenance of over sixty sites which comprise more than seventy acres. The site elements range from multiple baseball fields, softball fields, soccer fields, tennis courts, basketball courts, playgrounds, Memorial beach, Town Common, and the new synthetic field at the Natick High School. The Division is responsible for all maintenance including irrigation, aerating, seeding fertilizing, and line marking of all sports. The Division is also responsible for the care and maintenance of all public shade trees, which includes plant health care, stump grinding, brush cutting, tree pruning and hazard tree removal.

Recent Developments

Coolidge Softball and Baseball renovations- In progress
Establishment of field care procedures, including aeration and fertilization
Wilson Baseball renovations- In progress
Completion of Mahan irrigation upgrades
Varsity Soccer and natural surface football improvements
Addition of new core aerator
Establishment of web-based asset management program that includes a tree inventory
Multiple small improvements including rail painting at Dam Park, Town Forest Trail management, and establishment of playground inspection process.

Current Challenges

Renovation and field improvements. This includes being able to adequately feed, water, and perform much needed agronomic practices. Limiting factors include time and funding. Recent equipment purchases have help with this challenge
Hazard tree mitigation. Resent improvements such as inventory process have helped with challenge.
Renovation of items in dis-repair. This includes items such as player benches, basketball hoops, and fence damage.
New High School Softball Fields. These fields will require more attention for than normal to ensure proper establishment. Such attention includes aggressive aeration and topdressing. Topdressing would have the greatest impact on operational expenses.

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

To satisfy the increased demand for improved park and athletic field conditions an increase in funds would be required to purchase additional amounts of fertilizer, grass seed, and contracted tasks such as field laser leveling, and topdressing.

On the Horizon

Continued development of the web-based asset management
Improved tree planting plan and grant investigation
Installation of centralized irrigation control to improve use efficiency and operation
Installation of water purification at Sargent field to improve water quality and improve input efficacy.

Town of Natick

Home of Champions

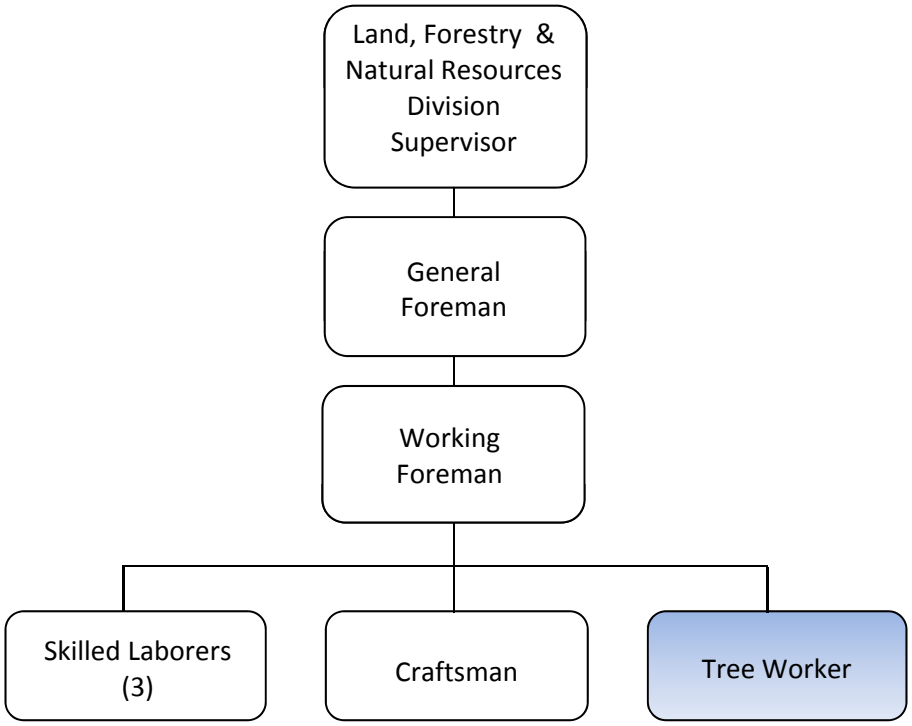
Department: Public Works

Staffing	2010	2011	2012	2013	2014
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	0*	0*	0*	0	0
Skilled Laborers	3	3	3	3	3
Total FTE	**7**	**7**	**7**	**7**	**7**
Total FT/PT	**7 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



Performance Indicators	2010	2011	2012	2013	2014
Workload Indicators					
Land & Facilities					
Number of Fields & Parks Maintained	61	61	61	62	62
Acres Mowed Via Contract	53.5	54.5	54.5	55.5	55.5
Forestry					
Number of hazard trees removed	10	39	40*	40*	40*

**Estimate*

Town of Natick

Home of Champions

Department: Public Works

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries Supervisory	$ 86,387	$ 75,915	$ 92,867	$ 92,225	$ (642)	-0.69%
Salaries Operational Staff	$ 275,643	$ 267,109	$ 305,143	$ 308,977	$ 3,834	1.26%
Salaries Temporary Operational	$ 18,047	$ 25,095	$ 28,234	$ 28,840	$ 606	2.15%
Supervisory Additional Comp	$ 11,138	$ 8,300	$ 8,300	$ 9,300	$ 1,000	12.05%
Operational Staff Additional Comp	$ 4,145	$ 6,594	$ 4,470	$ 4,790	$ 320	7.16%
Operational Staff Overtime	$ 26,004	$ 26,051	$ 27,300	$ 28,150	$ 850	3.11%
Personnel Services	**$ 421,365**	**$ 409,064**	**$ 466,314**	**$ 472,282**	**$ 5,968**	**1.28%**
Purchased Services Misc.	$ 2,005	$ 4,303	$ 4,650	$ 5,150	$ 500	10.75%
Licenses - CDL & Special	$ 160	$ -	$ 300	$ 300	$ -	0.00%
Clothing Allowance Operational Staf	$ 2,100	$ 2,100	$ 2,100	$ 2,100	$ -	0.00%
Tech & Prof. Svs. - Tree Svs	$ 33,241	$ 88,647	$ 61,095	$ 63,300	$ 2,205	3.61%
Tech & Prof. Svs. - Mowing Svs	$ 38,377	$ 51,407	$ 54,900	$ 57,761	$ 2,861	5.21%
Materials Field Maint	$ 56,501	$ 62,256	$ 76,400	$ 86,400	$ 10,000	13.09%
Materials Playground	$ 4,734	$ 11,199	$ 16,000	$ 16,000	$ -	0.00%
Materials Beach Maint	$ 600	$ 600	$ 600	$ 600	$ -	0.00%
Tools & Hardware	$ 1,875	$ 7,322	$ 7,000	$ 12,000	$ 5,000	71.43%
Materials Planting	$ 6,498	$ 1,024	$ 10,000	$ 10,000	$ -	0.00%
Irrigation System	$ 1,299	$ 6,614	$ 5,000	$ 5,000	$ -	0.00%
Expenses	**$ 147,390**	**$ 235,471**	**$ 238,045**	**$ 258,611**	**$ 20,566**	**8.64%**
Total DPW LF & NR	**$ 568,755**	**$ 644,535**	**$ 704,359**	**$ 730,893**	**$26,534**	**3.77%**

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 60 acres of grass by an outside contractor as needed.

Supplies:

Materials Field Maintenance: This funds the purchase of pellet lime, fertilizer, infield conditioner, infield mix, herbicides, pesticides, contractual pesticide and herbicide applications, irrigation supplies, irrigation repairs, 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, 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.
Irrigation System: This fund is used to purchase irrigation parts for repairs, upgrades, and is used to fund irrigation contractor work on an as needed basis.

Section VI:
Health & Community Services

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

Board of Health

Finance Committee Recommendation

Motions for Section D: Health and Community Services

Motion for Section D under Article 12:

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	$	1,182,189
Expenses	$	355,596
Total Community Services	**$**	**1,537,785**
Board of Health		
Salaries	$	395,186
Expenses	$	34,950
Other Changes & Expenditures	$	15,000
Total Board of Health	**$**	**445,136**
Motion Total	**$**	**1,982,921**

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

Tax Levy of Fiscal Year 2014	$	1,982,921
	$	**1,982,921**

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 10-0-1 on February 26, 2013, the Finance Committee recommends Favorable Action with regard to the Community Services Department budget under Article 12, Section D, and that the sum of $1,537,785 be appropriated from the Tax Levy.

During the Finance Committee public hearing, the following information was noted:

Highlights of the presentations included the following:

- Committee members were informed by the Administration that, since the opening of town's new Community-Senior Center in October, the use and demand for the building and its activities had far exceeded expectations. Although there were still some "bugs" to work out, the Administration, including department and division heads, were extremely pleased with the new facility as well as with the consolidation of the three divisions into this new department.
- Total staffing for the consolidated department is proposed to increase by 1.19 FTE as a result of reallocation of a part-time receptionist from the Recreation & Parks division to the Community-Senior Center and a Program Improvement Request (PIR) to add hours to bring the receptionist position up to full-time and add a new position of Special Needs Coordinator in the Recreation and Parks division.
- Committee members were informed that the expansion of the receptionist position at the Community-Senior Center was the result of the increased utilization of the new facility as well as the expanding range of programs, both of which presented new challenges due to the complexity and increased level of activity. Increasing amounts of time are required on the part of managers and other staff to answer questions and provide consistent information to visitors and users of the facility.
- Collaboration among the three divisions continues to produce significant benefits both to the individual division operations and the public served by the department as programs and services have continued to expand to meet growing demand.
- Although an upcoming Reserve fund transfer request by the department is anticipated in the near future, the proposed increases to the Veterans' Services division budgets are intended to be more consistent with projected needs going forward.
- Greater use of social media has enhanced service delivery as communication via these routes can be timely and almost immediate.

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 13-0-0 on January 29, 2013, the Finance Committee recommends Favorable Action with regard to the Board of Health budget under Article 12, Section D, and that the sum of $445,136 be appropriated from the Tax Levy.

During the Finance Committee public hearing, the following information was noted:

- The Committee reviewed key performance indicators and accomplishments of the past year, detailed in the Budget Books, which illustrated the continuing growth of activity under the auspices of this department.
- Total number of inspections completed in 2012 by the Health Department of more than 4,500 represents an all-time high for the department. Facilitating the achievement of this milestone was the addition of the food consultant in July who has contributed significantly to catching up on the backlog of food inspections.
- Other record level statistics include a total of 1,561 permits and licenses issued and a total of $206,293.06 collected in fee revenue in calendar 2012, exclusive of flu vaccination reimbursements from Medicare and Medicaid, which are now deposited in the revolving account authorized last year by Town Meeting. More than 1,700 residents and employees have received the flu vaccine at the Department's flu clinics thus far during the current season.
- A new program to facilitate collection of used sharps and syringes is deemed to be very successful and will not only protect the public and the environment, but also the DPW employees from accidental exposure.
- The consultant food inspector has helped the department significantly to catch up on the required annual inspections of all food establishments in the town and follow up visits to establishments deemed high risk. Since the new position was only available for half the previous calendar year, it is expected the statistics will increase further in 2013 when the full-year impact is felt. The department still believes a full-time sanitarian (at an estimated cost of $60,000-$65,000 with benefits) would be the ideal solution as that would provide greater flexibility to support the full range of areas covered by the department, rather than only food establishments.
- Although only approximately 15% of the town's residences still have septic systems, many of these are old and failing and consume considerable time from the department for multiple follow up inspections when the properties are sold.
- The department is involved in collaborative discussions with surrounding communities relating to possible shared efforts in the areas of tobacco control and public health nursing.
- At the time of the Finance Committee's public hearing on this budget, the department was awaiting regulations from the state Department of Public Health relating to medical marijuana following the recent state vote. *[Note: these regulations have since been released, and will be further discussed under Articles 38 and 39 of this 2013 Spring Annual Town Meeting.]*

Town of Natick

Home of Champions

Department: Community Services

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	% (+/-)
Salaries						
Personnel Services	$ 919,714	$ 890,422	$ 1,121,526	$ 1,182,189	$ 60,663	5.41%
Total Salaries	**$ 919,714**	**$ 890,422**	**$ 1,121,526**	**$ 1,182,189**	**$ 60,663**	**5.41%**
Operating Expenses						
Purchase of Services	$ 48,883	$ 35,581	$ 42,926	$ 46,618	$ 3,692	8.60%
Tech/Professional Services	$ 10,933	$ 10,989	$ 12,078	$ 12,078	$ -	0.00%
Supplies	$ 6,964	$ 7,682	$ 10,813	$ 11,420	$ 607	5.61%
Other Supplies	$ 22,084	$ 23,266	$ 21,550	$ 21,550	$ -	0.00%
Other Charges	$ 194,939	$ 202,388	$ 204,310	$ 263,930	$ 59,620	29.18%
Total Operating Expenses	**$ 283,803**	**$ 279,905**	**$ 291,677**	**$ 355,596**	**$ 63,919**	**21.91%**
Total Community Services	$ 1,203,517	$ 1,170,327	$ 1,413,203	$ 1,537,785	$ 124,582	8.82%

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 also with 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:

- Continue a successful integrated Community Services Department through the following:
- Work closely with management team members of Recreation & Parks, Human Services/COA and Veterans' Services staff to ensure collaboration between all department services and operations.
- Improve and enhance services and programs; evaluate services within each division to determine the best mix of services to meet community needs
- Ensure outstanding customer service to all segments of population when it especially pertains to personal service, building utilization and scheduling.

Town of Natick

Home of Champions

Department: Community Services

Budget Overview:

Recent Developments:
The Community-Senior Center successfully opened on October 9, 2012. During the first two months of operation, the volume of program participation has increased dramatically and the number of facility visitors have quickly tripled compared to the building use numbers of October and November, 2011 at 90 Oak Street. Not only have both Human Services/COA and Veterans' Services have been successfully relocated at 117 East Central Street, but they have started a number of new and exciting program offerings at this new facility. Recreation and Parks Dept. meanwhile has successfully initiated a number of new adult and high school age programs at the Community-Senior Center. Public rentals have also been booked throughout the building in such popular spaces as the Great Room, gymnasium, fitness center, arts and crafts room and conference/meeting rooms.

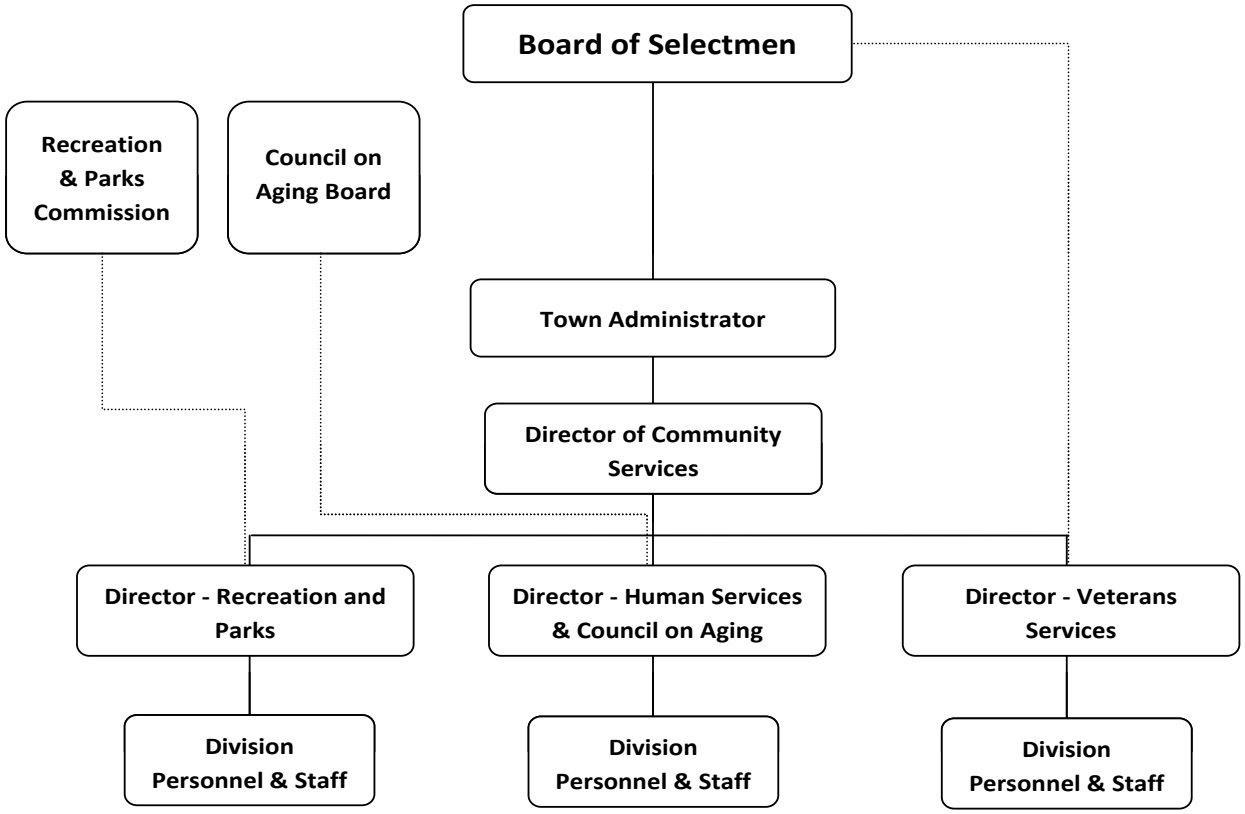
Current Challenges:
The Community Services Department now enters into the next phase of challenges. The Department must examine how customer service is being provided at their main office locations at 117 East Central Street and 179 Boden Lane and work on restructuring and improving of this important issue. New programs and services are also needed to be provided within the means that the Community Services Department. Many of these services will be designed from the input that you have provided us over the past few months through surveys and direct public comments. And finally, a new Community Services Director shall be selected to lead Community Services over the winter of 2013.

Significant Proposed Changes for the Upcoming FY and Budget Impact:
At the time of this submission, the Community Services Department has submitted for Town administration's consideration the restructuring of the Human Services/Council on Aging Department and Veterans' Services Department front office staff . This proposal calls for one full-time clerical position to compliment the one-full-time office supervisor that now oversees a very large number of different volunteers over the course of the week at the front counter of the Community- Senior Center. This proposal would standardize and streamline the customer service and communication that is needed at a busy office operation.
A change in the method of providing service delivery at the Cole Recreation Center is also being proposed in this budget. The Department is proposing changing and modifying its office coverage to have more coverage at 179 Boden lane in the afternoons , while adding one full-time program supervisor to meet the increased programming that the Recreation and Parks Department is now starting to face with the arrival of new facilities at 117 East Central Street. The Recreation and Parks Department administration is proposing the total salary offset for the part-time office position that is being restructured and the partial offset of the proposed full-time program supervisor.

On The Horizon:
This department needs to constantly survey our program users and residents for their input and feedback about needed programs and services. Input and feedback from the Council on Aging and Recreation and Parks Commission is also needed within this process. Community Services Department also needs to review the Community-Senior Center rental policies for FY 14 with the Town Administrator and the Board of Selectmen.

Department: Community Services

Organizational Chart



Town of Natick

Home of Champions

Department: Community Services

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries Management	$ 217,126	$ 137,407	$ 331,712	$ 331,712	$ -	0.00%
Salaries Supervisory	$ 124,821	$ 137,525	$ 142,285	$ 142,285	$ -	0.00%
Salaries Operational Staff	$ 281,951	$ 310,965	$ 316,607	$ 340,988	$ 24,381	7.70%
Salaries Technical & Professional	$ 277,769	$ 290,831	$ 323,975	$ 360,340	$ 36,365	11.22%
Management Additional Comp	$ 5,350	$ 2,675	$ -	$ -	$ -	0.00%
Supervisory Staff Additional Comp	$ 3,200	$ 3,600	$ -	$ -	$ -	0.00%
Operational Staff Additional Comp	$ 2,397	$ 2,613	$ 4,753	$ 4,670	$ (83)	-1.75%
Tech/Prof Additional Comp	$ 4,594	$ 3,704	$ -	$ -	$ -	0.00%
O/T Operational & Supervisory Staff	$ 2,505	$ 1,102	$ 2,194	$ 2,194	$ -	0.00%
Personnel Services	**$ 919,714**	**$ 890,422**	**$ 1,121,526**	**$ 1,182,189**	**$ 60,663**	**5.41%**
Mileage	$ -	$ -	$ -	$ 1,200	$ 1,200	100.00%
Security Monitoring Alarm	$ -	$ -	$ -	$ 480	$ 480	100.00%
Repairs & Maint. Facilities	$ 1,629	$ 2,416	$ 2,021	$ 2,021	$ -	0.00%
Repairs & Maint. Equipment	$ 2,927	$ 2,980	$ 3,500	$ 3,800	$ 300	8.57%
Rental of Veterans Headquarters	$ 1,200	$ 1,200	$ 1,200	$ 1,200	$ -	0.00%
Communication Telephone	$ 7,153	$ 5,920	$ 8,960	$ 8,700	$ (260)	-2.90%
Communication Postage	$ 648	$ 554	$ 1,450	$ 1,450	$ -	0.00%
Dues & Subscriptions	$ 2,015	$ 3,098	$ 2,250	$ 2,840	$ 590	26.22%
Copy/Mail Center Fees	$ 18,957	$ 4,696	$ -	$ -	$ -	0.00%
Training & Education	$ 900	$ -	$ -	$ -	$ -	0.00%
Service Directory Support	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Wellness Programs	$ 4,137	$ 2,572	$ 4,069	$ 4,069	$ -	0.00%
Contract Services: Counseling	$ 824	$ -	$ 5,000	$ 5,000	$ -	0.00%
Care of Veterans Graves	$ 1,100	$ 1,096	$ 1,100	$ 1,000	$ (100)	-9.09%
In/Out of State Travel/Meetings	$ 6,849	$ 10,914	$ 12,726	$ 14,358	$ 1,632	12.82%
Other Services Misc.	$ 545	$ 135	$ 650	$ 500	$ (150)	-23.08%
Purchase of Services	**$ 48,883**	**$ 35,581**	**$ 42,926**	**$ 46,618**	**$ 3,692**	**8.60%**
Clothing Allowance Supervisory	$ 200	$ -	$ -	$ -	$ -	0.00%
Clothing Allowance Tech & Prof.	$ 200	$ 50	$ -	$ -	$ -	0.00%
Other Services Misc.	**$ 400**	**$ 50**	**$ -**	**$ -**	**$ -**	**0.00%**
Communication Photocopying	$ 3,089	$ 3,268	$ 3,978	$ 3,978	$ -	0.00%
School Custodial Charges	$ 1,800	$ 1,796	$ 2,100	$ 2,100	$ -	0.00%
Special Needs Tuition's	$ 5,644	$ 5,874	$ 6,000	$ 6,000	$ -	0.00%
Technical/Professional Serv.	**$ 10,533**	**$ 10,939**	**$ 12,078**	**$ 12,078**	**$ -**	**0.00%**
Office Supplies	$ 5,733	$ 6,009	$ 9,250	$ 9,820	$ 570	6.16%
Supplies Computer	$ 869	$ 1,466	$ 875	$ 1,200	$ 325	37.14%
Supplies Disposable Goods	$ 362	$ 207	$ 400	$ 400	$ -	0.00%
Youth Advisory Council	$ -	$ -	$ 288	$ -	$ (288)	-100.00%
Supplies	**$ 6,964**	**$ 7,682**	**$ 10,813**	**$ 11,420**	**$ 607**	**5.61%**
Dug Pond Treatment & Testing	$ 17,800	$ 17,550	$ 17,550	$ 17,550	$ -	0.00%
Recreation Program Supplies	$ 4,284	$ 5,716	$ 4,000	$ 4,000	$ -	0.00%
Other Supplies	**$ 22,084**	**$ 23,266**	**$ 21,550**	**$ 21,550**	**$ -**	**0.00%**
Transportation Program	$ 10,383	$ 13,174	$ 17,000	$ 17,000	$ -	0.00%
Veteran Benefits: Cash Allowance*	$ 88,259	$ 73,871	$ 99,000	$ 107,100	$ 8,100	8.18%
Veteran Benefits: Medical*	$ 81,267	$ 99,950	$ 68,200	$ 120,400	$ 52,200	76.54%
Veteran Benefits: Food/Clothing/Fuel	$ -	$ -	$ 550	$ -	$ (550)	-100.00%
Veteran Benefits: Nursing Home Trans	$ 258	$ -	$ 330	$ 500	$ 170	51.52%
Veteran Benefits: Miscellaneous	$ 1,430	$ 1,430	$ 1,430	$ 1,430	$ -	0.00%
Memorial Day Program	$ 11,213	$ 11,817	$ 14,500	$ 14,500	$ -	0.00%
Veterans Day Program	$ 2,130	$ 2,145	$ 3,300	$ 3,000	$ (300)	-9.09%
Other Chgs./Expend.	**$ 194,939**	**$ 202,388**	**$ 204,310**	**$ 263,930**	**$ 59,620**	**29.18%**
Total	**$ 1,203,517**	**$ 1,170,327**	**$ 1,413,203**	**$ 1,537,785**	**$ 124,582**	**8.82%**

Town of Natick

Home of Champions

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

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries						
Personnel Services	$ 330,963	$ 371,682	$ 392,558	$ 440,748	$ 48,190	12.28%
Total Salaries	**$ 330,963**	**$ 371,682**	**$ 392,558**	**$ 440,748**	**$ 48,190**	**12.28%**
Operating Expenses						
Expenses	$ 32,463	$ 28,580	$ 40,982	$ 43,907	$ 2,925	7.14%
Total Operating Expenses	**$ 32,463**	**$ 28,580**	**$ 40,982**	**$ 43,907**	**$ 2,925**	**7.14%**
Total COA & HS	**$ 363,426**	**$ 400,262**	**$ 433,540**	**$ 484,655**	**$ 51,115**	**11.79%**

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
- 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

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
-Continue AmeriCorps program in Natick

Goals (con't)

Enhance Community Connections
-Department of Transitional Assistance Advisory Board
-MetroWest Medical Center Patient and Family Advisory Council

Miscellaneous

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 community-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, state, and federal agencies and organizations.

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
- Continued successful partnership with Central Massachusetts Area Health Education Center (Central Mass. AHEC) to remain 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.
- Expanded 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.
-Extended 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 from temporary location at 90 Oak Street to newly completed 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

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 days of operation.
- Ongoing transition to integrated Community Services Department

Staffing	2010	2011	2012	2013	2014
Director	1	1	1	1	1
Assistant Director/Program Coordinator	0.5	1	1	1	1
Program Assistant	0	0	0	0.3	0.3
Volunteer Resources Coordinator	0.8	0.79	0.9	0.9	0.9
Program Development Coordinator	1	0	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
Receptionist	0	0	0	0	1
Outreach Coordinator	0.75	1	1	1	1
Clinical Social Worker	0.375	0.375	0.375	0.375	0.375
Building Monitor	*	*	*	*	*
Total FTE	**7.67**	**7.41**	**7.52**	**7.82**	**8.82**
Total FT/PT	**5 FT/5PT**	**5 FT / 5 PT**	**5 FT / 5 PT**	**5FT / 6PT**	**5FT / 8PT**

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

	2010	2011	2012	2013	2014
Workload Measures					
Units of Recreational Services [1]	14,785	14,133	14,290	21,435	25,008
Units of Supportive Services [1]	21,502	19,087	20,205	30,307	35,359
Number of Seniors who:					
- Have Senior Parking Passes	1,214	984	984	1,106	1,196
Information & Referral Calls	1,136	968	1,080	1,169	1,212
Unduplicated Elders Served [2]	2,685	2,693	2,632	2,915	3,222
Number of Volunteers	321	316	299	345	357
Number of Volunteer Hours Served	14,811	14,779	17,282	18,125	18,345
Efficiency Measures					
Average Hours per Volunteer	46	47	57.8	52	51
Outcome Measures					
Est. Value of Volunteers (annually)	$308,809	$315,679	$376,575	$394,944	$399,738

Town of Natick

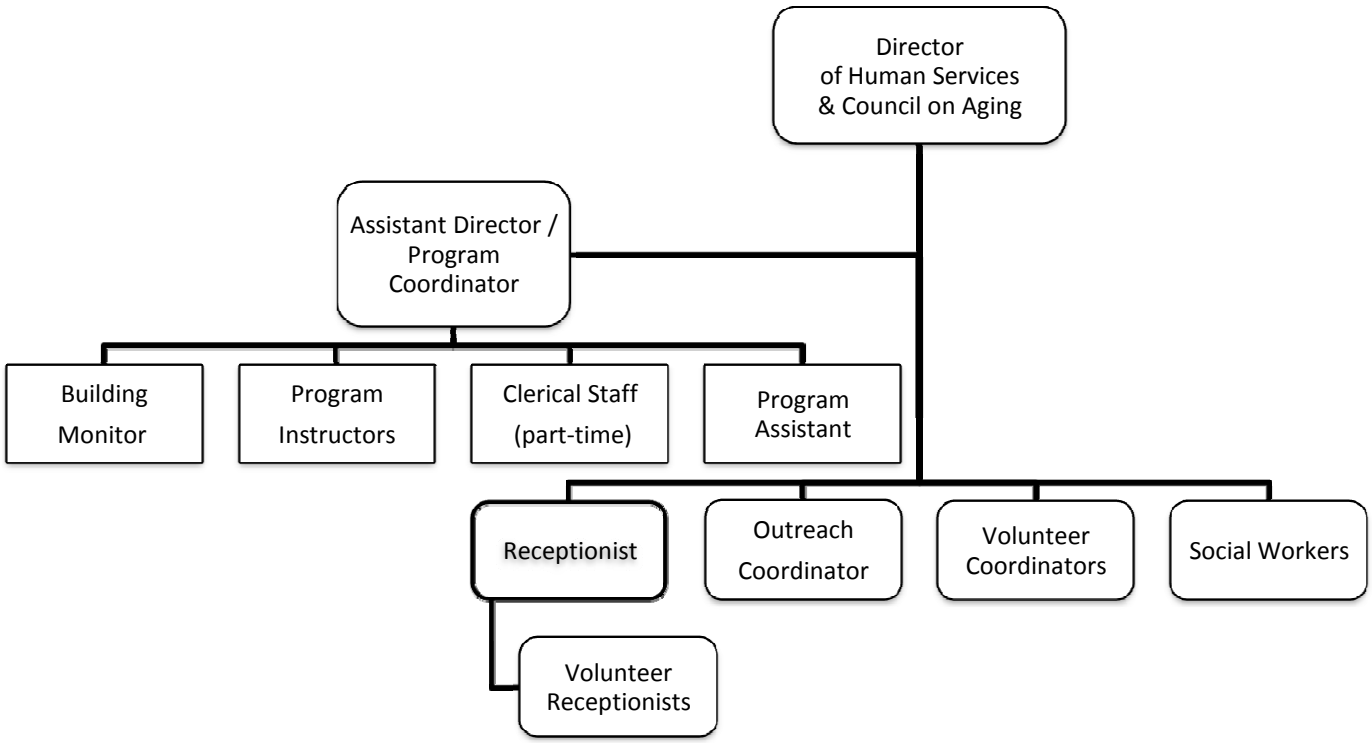
Home of Champions

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

Notes:

[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*

Organizational Chart



Town of Natick

Home of Champions

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

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	% (+/-)
Salaries Management	63,897	74,288	75,064	75,064	0	0.00%
Salaries Operational Staff	119,928	144,015	148,513	193,746	45,233	30.46%
Salaries Tech & Professional	147,138	153,379	168,981	171,938	2,957	1.75%
Personnel Services	**330,963**	**371,682**	**392,558**	**440,748**	**48,190**	**12.28%**
Repairs & Maint Equipment	1,535	1,586	1,600	1,900	300	18.75%
In/Out of State Travel	1,574	2,909	4,400	5,893	1,493	33.93%
Communication Telephone	2,646	2,264	2,600	2,820	220	8.46%
Dues & Subscriptions	1,182	1,355	1,450	1,955	505	34.83%
Communication Postage	367	469	950	950	0	0.00%
Copy/Mail Center Fees	5,613	819	0	0	0	0.00%
Contract Services: Counseling	824	0	5,000	5,000	0	0.00%
Other Services Misc.	545	135	500	500	0	0.00%
Wellness Programs	4,137	2,572	4,069	4,069	0	0.00%
Office Supplies	2,426	1,624	1,850	2,220	370	20.00%
Supplies Computer	869	1,466	875	1,200	325	37.14%
Supplies Disposable Goods	362	207	400	400	0	0.00%
Youth Advisory Council	0	0	288	0	-288	-100.00%
Transportation Program	10,383	13,174	17,000	17,000	0	0.00%
Service Directory Support	0		0	0	0	#DIV/0!
Expenses	**32,463**	**28,580**	**40,982**	**43,907**	**2,925**	**7.14%**
Total Council on Aging	**363,426**	**400,262**	**433,540**	**484,655**	**51,115**	**11.79%**

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, and assists in the multipurpose Community-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 Administrative Assistant, a part time (19.5 hrs/wk) Clerk, a new full-time front-desk receptionist for the Community-Senior Center, and a part-time (12 hrs.wk) Program Assistant. 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 Community-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 Administrative Assistant is responsible for providing administrative support to the Director, 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 supervision of all receptionists. 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 with seniors; acts as relief receptionist; issues, records and reports senior parking tags; and supports other COA staff. The Program Assistant supports the Assistant Director/Program Coordinator with routine tasks regarding communication with program providers, room set-ups, and program supplies.

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; serves as the department's representative on the Natick Together for Youth coalition, 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 Community-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 fot 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.

Narrative:

Purchase of Services (con't)

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 Institute, and MA Gerontology Association Training's.

Other Services Misc.: This fund is used for database maintenance and a fee for the Motion Picture Industry License. This fee is required to show videos and DVDs in the senior center.

Wellness Programs: Includes funds for wellness and exercise programs: The Nature Connection, a program that integrates animals, nature and the arts; Sage Educational Services programs providing didactic series on educational, informational, literary or health issues.

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.

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.

Town of Natick

Home of Champions

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

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	% (+/-)
Salaries						
Personnel Services	$ 106,003	$ 113,052	$ 114,756	$ 115,757	$ 1,002	0.87%
Total Salaries	**$ 106,003**	**$ 113,052**	**$ 114,756**	**$ 115,757**	**$ 1,002**	**0.87%**
Operating Expenses						
Expenses	$ 190,610	$ 195,758	$ 194,885	$ 254,675	$ 59,790	30.68%
Total Operating Expenses	**$ 190,610**	**$ 195,758**	**$ 194,885**	**$ 254,675**	**$ 59,790**	**30.68%**
Total Veterans' Services	**$ 296,613**	**$ 308,810**	**$ 309,641**	**$ 370,432**	**$ 60,792**	**19.63%**

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.
*To make sure the new veteran population (through welcome home bonus notification) are informed of all services available to them. Letters are being sent to each veteran inviting them to my office for information and or assistance.
*To bring an Veteran Outreach Center closer to our community. The outreach centers provide more resources to our veterans and families. The outreach centers provide additional claim service work and groups, both family and for the veteran population. They also provide job search assistance and help with housing issues.
*To get better education on the use of the town website. This is a work in progress and look forward to continue learning more about this process.
*To start a "Total Veteran Wellness Program" this is a process in the workings. With the new Community Center and possible shared space with the Recreation Department this program is looking at a January 2013 starting date.

Town of Natick

Home of Champions

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

Budget Overview:

Recent Developments:
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 24 months we have brought awards of benefits of over $ 800,000 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 due to our population living longer lives and unemployment not getting any better. Ms. Young works closely with the Shine personnel to ensure we get the best deals with the medical insurance reimbursements. I work directly with Career Centers to help find our out of work veterans employment as quickly as possible. 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. We have a group called the "Yellow Ribbon Program" which works out of the old MA Air National Guard Site in Wellesley, right next door. This group does Pre and Post Deployment weekends with both the service member and family members. This group also provides many other services. This office has a close relationship with the Transition Adviser of this program along with other members of this group. The Welcome Home Bonus is our best method of tracking veterans being discharge from the military. Many times veterans come to this office for the application and assistance in the process.
As the President of the North Shore Veteran Service Officers Association the education and resources' will only grow during my two years as President (term began 9/1/2012 and ends 9/1/2014). I will be bringing in the VA, DVS and other groups for education and updates of their services. As seeing the Chapter 115 caseloads of the other 77 cites and towns in this association I can be proud that Natick is meeting the challenge and very high up on our client numbers.
Our new home opens new challenges, a higher volume of traffic is number one. The shared space will fall into place as time goes on. The challenges of working under the Community Service Department is also falling into place. Working with the other Departments, Council on Aging/Human Service and Recreation is also falling into place.
While I cannot promise to save money in the Chapter 115 area of this office. I can guartene that this office will continue to increase other benefits for our veterans and families.

Department: Community Services | **Division: Veteran's 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 FY2014.

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 sizeable 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.

Department: Community Services | **Division: Veteran's 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	**2010**	**2011**	**2012**	**2013**	**2014**
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

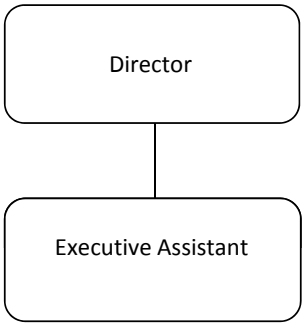
The Department of Veterans of is comprised of two (2) full time positions:

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

	2010	**2011**	**2012**	**2013**	**2014**
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: Community Services | **Division: Veteran's Services**

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	% (+/-)
Salaries Management	57,534	63,118	64,074	64,074	0	0.00%
Salaries Operational Staff	47,996	49,439	49,932	50,933	1,002	2.01%
Operational Staff Other Comp	473	494	750	750	0	0.00%
Personnel Services	**106,003**	**113,052**	**114,756**	**115,757**	**1,002**	**0.87%**
Rental of Veterans Headquarters	1,200	1,200	1,200	1,200	0	0.00%
In State Travel/Meetings	1,629	2,344	2,500	2,640	140	5.60%
Communication Telephone	316	177	400	480	80	20.00%
Communication Postage	281	85	500	500	0	0.00%
Dues & Subscriptions	209	341	225	225	0	0.00%
Copy/Mail Center Fees	214	79	0	0	0	#DIV/0!
Other Services Misc.	0	0	150	0	-150	-100.00%
Care of Veterans Graves	1,100	1,096	1,100	1,000	-100	-9.09%
Office Supplies	1,105	1,222	1,500	1,700	200	13.33%
Veteran Benefits: Cash Allowance*	88,259	73,871	99,000	107,100	8,100	8.18%
Veteran Benefits: Medical*	81,267	99,950	68,200	120,400	52,200	76.54%
Veteran Benefits: Food/Clothing/Fuel	0	0	550	0	-550	-100.00%
Veteran Benefits: Nursing Home Trans	258	0	330	500	170	51.52%
Veteran Benefits: Miscellaneous	1,430	1,430	1,430	1,430	0	0.00%
Memorial Day Program	11,213	11,817	14,500	14,500	0	0.00%
Veterans Day Program	2,130	2,145	3,300	3,000	-300	-9.09%
Expenses	**190,610**	**195,758**	**194,885**	**254,675**	**59,790**	**30.68%**
Total Veterans Services	**296,613**	**308,810**	**309,641**	**370,432**	**60,792**	**19.63%**

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 through the 351 municipal Veterans' Services offices.

Department: Community Services | **Division: Veteran's 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 parade and ceremony. It also supports the activities associated with the Town's annual Pearl Harbor Day Remembrance Ceremony.

Town of Natick

Home of Champions

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

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Salaries						
Personnel Services	482,748	494,510	497,039	508,510	11,471	2.3%
Total Salaries	**482,748**	**494,510**	**497,039**	**508,510**	**11,471**	**2.3%**
Operating Expenses						
Expenses	60,730	55,567	54,830	54,734	-96	-0.2%
Total Operating Expenses	**60,730**	**55,567**	**54,830**	**54,734**	**-96**	**-0.2%**
Total Recreation	**543,478**	**550,077**	**551,869**	**563,244**	**11,375**	**2.06%**

MISSION and GOALS:

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

1) Provide community leisure programming for individuals of all ages and abilities while enhancing the sense of community through *people, parks and programs*.
2) Provide the "best" quality programs and services possible at an affordable price for our customers. This goal is further supported by working closely with the Human Services & Council on Aging and Natick Service Council to aid those residents that are in need.
3) Provide recreational facilities, fields, parks and open space that serve both the active and passive leisure interests of our residents. The enhancement and preservation of the town natural resources is a crucial role within our community. Facilities need the utmost care and maintenance, which requires an effective and efficient town maintenance operation that works closely with the Recreation & Parks Department. Maintenance and timely facility renovation projects that address the ever changing leisure needs of our residents are very important.

We, at Recreation & Parks, see our department improving the quality of life in Natick by providing to our residents:

- Quality community special events (Natick Days, Spooktacular, Summer Concerts, Mini-Triathlon, Etc...).
- Community Facilities (Cole Center, Sassamon Trace, Memorial Beach, Camp Arrowhead, Etc...)
- Quality and Affordable Leisure Services, while working closely with local businesses and service organizations.

Town of Natick

Home of Champions

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

The Recreation and Parks Commission 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 Sunshine Center. Memorial Beach had the highest tag sales in recent years, while swim lessons had over 600 participants. The summer swim team remained steady at almost 90 swimmers as they successfully competed in the Suburban Summer Swim League. Camp Woodtrail once again had over 900 children, employed over 70 summer staff and had over 100 high school volunteers. The program also offered morning and afternoon extended day.

Seasonal programming remained constant. We continued to experience increases in the areas of ski lessons, special need programming, pre-school programming and incread our offerings for both teens and adults. Our recreation basketball program remained constant at over 550 players in grades 4 through 8 and had over 125 volunteer coaches. Natick Drama Workshop had two successful plays that had over 100 youth and was supported by the Friends of Natick Drama Workshop.

Natick Community Organic Farm experienced a good year of participation. The Farm is currently operating under a three year management agreement with the Conservation Commission.

The Recreation and Parks Department also successfully completed facility upgrades at the Cole Recreation Center with new floors, electrical upgrades, a new HVAC system in our Playgroup room and expanded parking lot. We installed new fencing at memorial beach along west street. The department also completed court repairs at Coolidge basketball court and has made some repairs at the East tennis and basketball courts. East will need major court improvements in the near future.

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

1) Continue to develop full time and part time staff. As technology changes we need to be able to change with it. We are looking to move from "paper" to "electronic" in areas of calendars, schedules and information dissemination. It is not just creating our new "electronic" information systems, but training our staff so that they are comfortable navigating this system as well. We have already made significant gains with programming software, and are in the process of transiting our calendars as well.
2) With new programming space at the Community-Senior Center we must create, plan and evaluate programs and services to meet the ever changing needs of the residents of Natick. We have identified a need in teen and adult programming and are working hard to meet this need looking at new and innovative ways to accomplish this.
3) Work closely with the High School Athletic Director, Land Facilities and Natural Resources Supervisor and the various youth sports groups as athletic fields continue to be at a premium. We need to continually manage the use on these fields as we try to accommodate the needs of the community while trying to reduce the overuse at these fields. Currently we have over 25% of our fields exceeding the recommended field use in multiple seasons. This makes the maintenance of the fields even more of a challenge for our Land Facilities and Natural Resources Division.
4) Look to improve the infrastructure at our fields and parks in the community. As playgrounds and structures continue to age we must plan accordingly and address the growing deterioration of these resources.

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

ON THE HORIZON:

The Department is working toward the redevelopment of parks and fields within the community. We are excited about the expansion of the JJ Lane park and are looking forward to the ground breaking and development of this site. In coordinating with the Land facilities and Natural Resources Department we are looking at improving the infrastructure at our fields, courts and parks. We are hopeful to revitalize the Youth Advisory Board and look to have a greater voice from the youth in our community to help us better address the leisure needs of youth in our community.

Town of Natick

Home of Champions

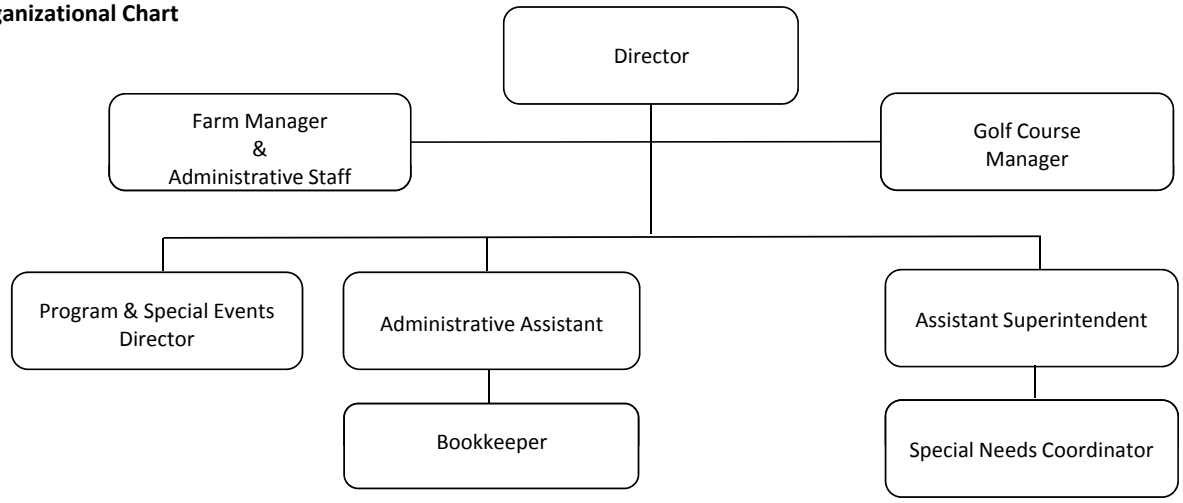
Department: Community Services	**Division: Recreation & Parks**				
Staffing	**2010**	**2011**	**2012**	**2013**	**2014**
Change from Superintendent to Director in 2012	1	1	1	1	1
Assistant Superintendent	1	1	1	1	1
Director of Natick Community Organic Farm*	1	1	1	1	1
Program/Special Events Director	1	1	1	1	1
Asst. Director, NCOF*	1	1	1	1	1
Administrative Assistant, NCOF*	0.8	0.75	0.75	0.75	0.75
Special Needs Coordinator	-	-	-	-	0.8
Administrative Assistant	1	1	1	1	1
Bookkeeper	1	1	1	1	1
Playgroup Director	0.75	0	0	0	0
Receptionist	0.6	0.61	0.61	0.61	0
Total FTE	**9.15**	**8.36**	**8.36**	**8.36**	**8.55**

Total FT/PT	**7ft/4pt**	**7ft/3pt**	**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**	**2010**	**2011***	**2012***	**2013***	**2014***
Workload Measures					
Number of Programs Run					
- General Fund Supported Programs	10	10	10	10	10
- Revolving Fund Supported Programs	110	114	119	125	125
Number of Facilities Operated	28park/facility	28park/facility	29park/facility	29park/facility	29park/facility

	2010	**2011***	**2012***	**2013***	**2014***
Efficiency Measures					
Percentage of Natick Youth Involved in Athletic Programs	28%	28%	28%	31%	31%
Percentage of Natick Youth involved in all Rec. Programs	51%	51%	52%	59%	59%

	2010	**2011***	**2012***	**2013***	**2014***
Outcome Measures					
Number of Participants in all programs					
- General Fund Supported Programs	13,875	13,927	14,120	15,100	15,100
- Revolving Fund Supported Programs	16,500	16,875	17,122	19,000	19,000

Town of Natick

Home of Champions

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

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Salaries Management	95,695	88,821	75,400	75,400	0	0.0%
Salaries Supervisory	124,821	137,525	142,285	142,285	0	0.0%
Salaries Operational Staff	114,027	117,511	118,162	96,309	-21,853	-18.5%
Salaries Technical & Professional	130,631	137,453	154,994	188,402	33,408	21.6%
Management Additional Comp	5,350	2,675	0	0	0	0.0%
Supervisory Staff Additional Comp	3,200	3,600	0	0	0	0.0%
Operational Staff Additional Comp	1,925	2,118	4,003	3,920	-83	-2.1%
Tech/Prof Additional Comp	4,594	3,704	0	0	0	0.0%
O/T Operational & Supervisory Staff	2,505	1,102	2,194	2,194	0	0.0%
Personnel Services	**482,748**	**494,510**	**497,039**	**508,510**	**11,471**	**2.3%**
Clothing Allowance Supervisory	200	0	0	0	0	#DIV/0!
Clothing Allowance Tech & Prof.	200	50	0	0	0	#DIV/0!
Repairs & Maint. Facilities	1,629	2,416	2,021	2,021	0	0.0%
Repairs & Maint. Equipment	1,392	1,395	1,900	1,900	0	0.0%
In/Out of State Travel/Meetings	3,646	5,661	5,826	5,825	-1	0.0%
Communication Telephone	4,190	3,479	4,980	4,800	-180	-3.6%
Dues & Subscriptions	623	1,402	575	660	85	14.8%
Copy/Mail Center Fees	13,130	3,798	0	0	0	#DIV/0!
School Custodial Charges	1,800	1,796	2,100	2,100	0	0.0%
Dug Pond Treatment & Testing	17,800	17,550	17,550	17,550	0	0.0%
Special Needs Tuition's	5,644	5,874	6,000	6,000	0	0.0%
Office Supplies	2,202	3,162	5,900	5,900	0	0.0%
Communication Photocopying	3,089	3,268	3,978	3,978	0	0.0%
Recreation Program Supplies	4,284	5,716	4,000	4,000	0	0.0%
Training & Education	900		0	0	0	#DIV/0!
Expenses	**60,730**	**55,567**	**54,830**	**54,734**	**-96**	**-0.2%**
Total Recreation Budget	**543,478**	**550,077**	**551,869**	**563,244**	**11,375**	**2.1%**

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 $20,000.

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 two 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

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries						
Personnel Services	$ 332,982	$ 367,974	$ 393,185	$ 395,186	$ 2,001	0.51%
Total Salaries	**$ 332,982**	**$ 367,974**	**$ 393,185**	**$ 395,186**	**$ 2,001**	**0.51%**
Operating Expenses						
Expenses	$ 17,127	$ 20,346	$ 34,950	$ 34,950	$ -	0.00%
Other Chgs./Expend.	$ 7,339	$ 11,718	$ 15,000	$ 15,000	$ -	0.00%
Total Operating Expenses	**$ 24,466**	**$ 32,064**	**$ 49,950**	**$ 49,950**	**$ -**	**0.00%**
Total Board of Health	**$ 357,448**	**$ 400,038**	**$ 443,135**	**$ 445,136**	**$ 2,001**	**0.45%**

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

Addressing Challenges
-Be an active presence with the Intradisciplinary Task Force to address the ever increasing difficult case situation.
- Develop Board of Health process and procedures, i.e. contract, to deal with increasing hoarding incidents.
- Offer training programs and develop procedural guidelines for food establishment mandated operating requirements.
- Expand our immunization program utilizing the department's revolving funds to offset reductions in state subsidized vaccinations, especially in the adult population.

Enhance Departmental Communication
- Develop an email data base for food establishments to expedite recall notification and other pertinent information.
- Research whether twitter or Facebook would augment this department's communication capabilities with the public.
- Update our website on a continual basis to inform the public of upcoming public health programs and trends.
- Participate in Community Development-led implementation of MuniCity permitting software.

Enhance Environmental Protection
- Complete data entry into the Septrac program and begin residential septic system maintenance phase .
- Complete departmental integration of the newly hired food consultant to meet state mandated inspection requirements .
- Establish a grant based program to inspect existing residential swimming pools to ensure properly secured enclosures.

Miscellaneous
- Expand the "Get Ticked" subcommittee and offer education and prevention sessions and material for residents regarding tick-borne diseases.
- Collaborate with neighboring local health departments in order to investigate the possible implementation of a regional tobacco control program.

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.

Town of Natick

Home of Champions

Department: Board of Health

Recent Developments

The much anticipated sharps or syringe regulations finally went into effect July 1 after a three year delay. This Department, along with the cooperation of the DPW, set up a collection kiosk in the lobby of the DPW office for drop-off during hours of operation. The drop-off is free for Natick residents with the only caveat being that the residents utilize the specific containers available at either the DPW or Board of Health. The process is when one container is dropped off into the kiosk another free container will be supplied to resident courtesy of the Board of Health. This program was designed to not only protect the public and the environment but also to protect the Sanitation Employees from possible accidental expose.

Again Mother Nature provided the Northeast with yet another pre-Halloween storm, this time Superstorm Sandy. The Town was well prepared in advance for the storm. This Department aided this effort by placing the Medical Reserve Corp. on standby for possible shelter deployment and assisting residents and food establishments with power outage issues.

We added a food consultant and expanded our part time clerk into a full time position. These two positions, approved at spring town meeting, have proven to be valuable assets to the Department. This provides the office more adequate coverage and is allowing us to steadily catch up to the state mandated inspection frequency required of local health departments.

Current Challenges

Natick continues to be a desirable attraction to residents and businesses alike. That attraction has led to more residential construction and proposed food establishments . With the current construction of South Natick Hills, Hunter Hill, Chrysler Road Apartments and the Natick Paperboard site and several other proposed developments ,this Department will see a significant increase in site inspections in 2013. We have also seen a rise in proposed new food establishments or reclamation of closed existing establishments which will add even more to the workload of an already extremely busy department.

Natick is also experiencing an active real estate market. As a result, we have seen a noticeable increase in failed Title 5 inspections on homes that are currently on private systems. This requires much oversight of the Board of Health, especially some older properties which can present a real challenge trying to bring them into compliance with current regulations.

The passing of the medical marijuana ballot question has presented communities with the dilemma of how to address this issue. We will work with other town departments and officials to seek the best solution to protect the interests of Natick. The Department of Public Health is required to draft regulations to govern this initiative and we will wait to see how this may impact this Department and the Town of Natick.

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

At this time the Board of Health is not proposing any changes or increases to our current budget with the exception of mandated union salary raises.

On the Horizon

The Department of Public Health is currently reviewing several regulations which may impact our inspection process and require additional staff training.

We are in conversation with several surrounding communities in an attempt to rectify public health programs that were successful prior to state cutbacks, i.e. tobacco control.

Staffing	2010	2011	2012	2013	2014
Director	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Senior Environmental Health Specialist	1	1	1	1	1
Sanitarian	0	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	1	1
Animal Inspector	*	*	*	*	*
Total FTE	**5.67**	**5.67**	**5.67**	**6**	**6**
Total FT/PT	**5 FT /1 PT**	**5 FT /1 PT**	**5 FT /1 PT**	**6 FT**	**6 FT**

Notes

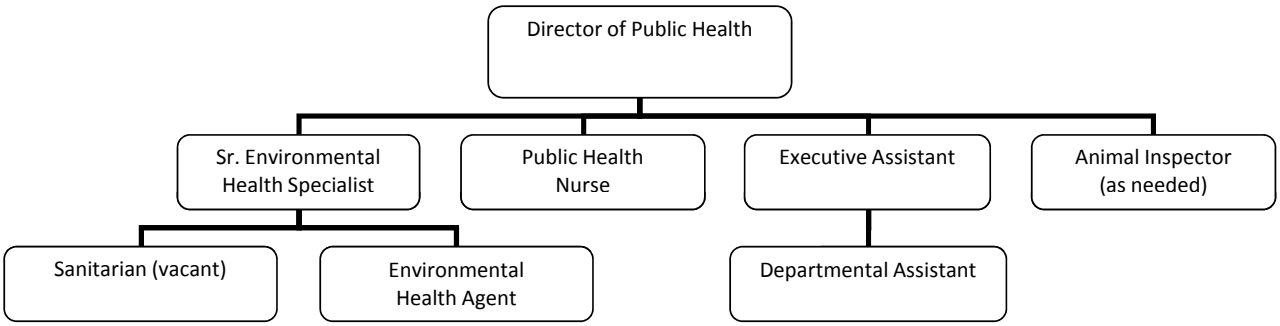
** The Animal Inspector is neither FT nor PT but is paid an annual stipend to perform statutory work as needed. At this time the position is filled by the Animal Control Officer.*

Town of Natick

Home of Champions

Department: Board of Health

Organizational Chart



Performance Indicators (CALENDAR YEAR)	2009	2010	2011	2012	2013**
Workload Measures					
Number of Health Permits Issued	821	891	1124	1261	1400
Number of Food Establishment inspections	968	952	1098	1083	1100
Total Number of Health Inspections	3067	3470	3745	3930	4000
Number of Communicable & Reportable Diseases	194	142	128	165	150
Number of Blood Pressure Clinics Conducted	50	47	44	45	45
Number of Flu Clinics Conducted	11	23	16	23	15
Number of Home Visits	97	47	95	112	100
Title 5 Consultations	319	263	227	267	300
Food Recalls	85	147	112	129	130
Certificate of Occupancy Inspections	311	324	347	244	600
Meetings in and out of Town Hall	316	511	424	518	450
Housing Complaint Based Inspections	120	147	93	132	125

	2009	2010	2011	2012	2013**
Efficiency Measures					
Number of Health Inspections/Inspector	1022	1157	1248	1310	1333

	2009	2010	2011	2012	2013**
Outcome Measures					
Number of Participants - Blood Pressure Clinics	337	266	270	200	225
Number of People Vaccinated via Flu Clinics	2079	2239	1533	1503	1500

***Calendar years 2013 figures are projected estimates.*

The Board of Health issues burial permits for deaths occurring within the Town limits. Burial permits issued in 2012 were 255.

The Board of Health received and responded to 145 various complaints in 2012.

The Board of Health received and reviewed a total of 465 septic pumpouts and Title 5 inspections in 2012.

The Medical Reserve Corp. volunteers total 150 members and the Junior Medical Reserve Corp. has 10 active members.

Town of Natick

Home of Champions

Department: Board of Health

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries Management	$ 81,487	$ 92,372	$ 93,787	$ 93,787	$ -	0.00%
Salaries Operational Staff	$ 76,670	$ 78,896	$ 94,501	$ 96,502	$ 2,001	2.12%
Salaries Technical & Professional	$ 169,805	$ 191,600	$ 197,107	$ 197,107	$ -	0.00%
Salaries Add'l Comp Operational	$ 722	$ 988	$ 1,039	$ 1,039	$ -	0.00%
Salaries Part Time Operational	$ 988	$ 3,378	$ 5,626	$ 5,626	$ -	0.00%
Salaries Temp Tech/Prof Staff	$ 3,311	$ 742	$ 1,125	$ 1,125	$ -	0.00%
Personnel Services	**$ 332,982**	**$ 367,974**	**$ 393,185**	**$ 395,186**	**$ 2,001**	**0.51%**
Food Consultants	$ -	$ -	$ 12,000	$ 12,000	$ -	0.00%
Repairs & Maint. Equipment	$ -	$ 500	$ 700	$ 700	$ -	0.00%
In State Travel/Meetings	$ 1,975	$ 2,697	$ 2,500	$ 2,500	$ -	0.00%
Communication Telephone	$ 621	$ 1,488	$ 2,700	$ 2,700	$ -	0.00%
Dues & Subscriptions	$ 1,014	$ 1,112	$ 1,250	$ 1,250	$ -	0.00%
Copy/Mail Center Fees	$ 2,412	$ 2,857	$ -	$ -	$ -	#DIV/0!
Other Services Misc.	$ -	$ 156	$ 500	$ 500	$ -	0.00%
Office Supplies	$ 3,451	$ 2,391	$ 2,850	$ 2,850	$ -	0.00%
Printing/Advertising	$ -	$ 132	$ 500	$ 500	$ -	0.00%
Professional Services: Clinics	$ 2,905	$ 3,109	$ 4,500	$ 4,500	$ -	0.00%
Communicable Disease Program	$ 382	$ 802	$ 1,250	$ 1,250	$ -	0.00%
Environmental Program Supplies	$ 3,072	$ 4,562	$ 5,000	$ 5,000	$ -	0.00%
Laboratory Supplies	$ 1,295	$ 540	$ 1,200	$ 1,200	$ -	0.00%
Expenses	**$ 17,127**	**$ 20,346**	**$ 34,950**	**$ 34,950**	**$ -**	**0.00%**
Household Hazardous Waste Program	$ 7,339	$ 11,718	$ 15,000	$ 15,000	$ -	0.00%
Other Chgs./Expend.	**$ 7,339**	**$ 11,718**	**$ 15,000**	**$ 15,000**	**$ -**	**0.00%**
Total Board of Health	**$ 357,448**	**$ 400,038**	**$ 443,135**	**$ 445,136**	**$ 2,001**	**0.45%**

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.

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.

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We added a food consultant and expanded our part time clerk into a full time position. These two positions, approved at spring town meeting, have proven to be valuable assets to the Department. This provides the office more adequate coverage and is allowing us to steadily catch up to the state mandated inspection frequency required of local health departments.

Current Challenges

Natick continues to be a desirable attraction to residents and businesses alike. That attraction has led to more residential construction and proposed food establishments . With the current construction of South Natick Hills, Hunter Hill, Chrysler Road Apartments and the Natick Paperboard site and several other proposed developments ,this Department will see a significant increase in site inspections in 2013. We have also seen a rise in proposed new food establishments or reclamation of closed existing establishments which will add even more to the workload of an already extremely busy department.

Natick is also experiencing an active real estate market. As a result, we have seen a noticeable increase in failed Title 5 inspections on homes that are currently on private systems. This requires much oversight of the Board of Health, especially some older properties which can present a real challenge trying to bring them into compliance with current regulations.

The passing of the medical marijuana ballot question has presented communities with the dilemma of how to address this issue. We will work with other town departments and officials to seek the best solution to protect the interests of Natick. The Department of Public Health is required to draft regulations to govern this initiative and we will wait to see how this may impact this Department and the Town of Natick.

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

At this time the Board of Health is not proposing any changes or increases to our current budget with the exception of mandated union salary raises.

On the Horizon

The Department of Public Health is currently reviewing several regulations which may impact our inspection process and require additional staff training.

We are in conversation with several surrounding communities in an attempt to rectify public health programs that were successful prior to state cutbacks, i.e. tobacco control.

We will continue to seek grants, utilize any and every resource available , including interns and MRC volunteers in order to provide the community adequate public health services .

Article 12:
Motion E:
Administrative Support Services

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 12:

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	$	616,264
Expenses	$	247,250
Other Charges & Expenditures	$	18,357
Contract Settlements	$	199,227
Total Board of Selectmen	**$**	**1,081,098**
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	$	270,000
Other Charges & Expenditures	$	10,000
Total Legal Services	**$**	**280,000**
Finance		
Salaries	$	1,083,270
Expenses	$	323,800
Other Charges & Expenditures	$	75,000
Total Finance	**$**	**1,482,070**

Motion continued on next Page --->

Finance Committee Recommendation

Motions for Section E: Administrative Support Services

Information Technology		
Salaries	$	291,950
Expenses	$	394,100
Other Chgs. & Expenditures	$	310,675
Total Information Technology	**$**	**996,725**
Town Clerk		
Salaries	$	223,450
Expenses	$	21,850
Total Town Clerk	**$**	**245,300**
Elections		
Salaries (Registrars)	$	22,230
Expenses (Registrars)	$	38,750
Total Elections	**$**	**60,980**
Sealer of Weights & Measures		
Salaries	$	14,659
Expenses	$	875
Total Sealer Weights/Meas.	**$**	**15,534**
Community Development		
Salaries	$	825,398
Expenses	$	23,811
Total Community Development	**$**	**849,209**
Motion Total	**$**	**5,017,416**
And that the above Total Budget Amount be raised from the following sources:		
Tax Levy of Fiscal Year 2014	$	5,017,416
	$	**5,017,416**

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 13-0-0 on March 26, 2013, the Finance Committee recommends Favorable Action with regard to the Board of Selectmen budget under Article 12, Section E, and that the sum of $1,081,098 be appropriated from the Tax Levy.

During the Finance Committee public hearing, the following information was noted:

- The proposed FY 2014 budget reflects an increase of 8.9% driven by several factors:
  - The proposed addition of a new Benefits/Payroll Administrative Coordinator position, as detailed on page E.23, to provide back up to the Payroll Administrator and the Benefits manager, each of whom was presently a sole provider with total responsibility for both School and Town employees;
  - Additional funds to cover audit requirements related to federal grants in the School Department;
  - Additional support for training and education;
  - Funding to cover potential increases for collective bargaining contracts not yet settled.
- The only bargaining units remaining without settled contracts are the firefighters and the deputy fire chiefs. This budget provides funding for unsettled contracts; when the contracts are settled the funding will be transferred from the Selectmen's budget to the appropriate department budget.
- The audit firm contract was reviewed by the Board of Selectmen approximately two years ago.
- The funding for the proposed new Benefits/Payroll Administrative Coordinator position will be split equally between the Board of Selectmen's and the Finance Department budgets.
- Exploration of the possibility of outsourcing the benefits/payroll administrative functions approximately two years ago indicated this would not likely be cost effective as the intricacies of municipal benefits management, with a many different bargaining units, can be complex.

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 9-0-0 on January 31, 2013, the Finance Committee recommends Favorable Action with regard to the Personnel Board budget under Article 12, Section E, and that the sum of $1,000 be appropriated from the Tax Levy.

During the Finance Committee public hearing, the following information was noted:

- This budget is level-funded compared to FY 2013.
- Funding for the Personnel Board is related to employing a consultant to assist with job descriptions and conducting surveys.

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 9-0-0 on January 31, 2013, the Finance Committee recommends Favorable Action with regard to the Town Report budget under Article 12, Section E, and that the sum of $5,500 be appropriated from the Tax Levy.

During the Finance Committee public hearing, the following information was noted:

- This budget is level funded.
- The town is required by statute to produce a report each year, and the Administration makes an effort each year to enhance the format, employing citizen input this year. The budget covers production of 400 copies, all of which are utilized.

Department:	***Legal***

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for Legal Services for the Fiscal Year 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 9-0-0 on January 31, 2013, the Finance Committee recommends Favorable Action with regard to the Legal Services budget under Article 12, Section E, and that the sum of $280,000 be appropriated from the Tax Levy.

During the Finance Committee public hearing, the following information was noted:

- Members noted that this budget reflected a reduction in total projected expenses. Additionally, this budget had previously required supplement from the Reserve fund which had not been needed recently. As a result, the Administration is confident in presenting the continued expense decline as a trend.
- Although the Selectmen have not recently put this contract out for bid, there has been survey of department managers and key committee chairmen to get feedback on their satisfaction with respect to services provided by the town's Counsel.
- The Administration is conducting a periodic survey on behalf of the Metrowest Managers Group regarding Town Counsel fees and has determined that the fee schedule paid by Natick is near the low end of that scale.
- Funding for Tax Titles relates to the town's use of a member of the firm of Murphy, Hesse, Toomey and Lehane, LLP, to catch up on a backlog of unpaid tax bills.
- The Town had convinced the firm to assign individuals with relevant specific expertise needed for the Town's various requirements rather than general practice attorneys. This practice has enhanced the quality of the services provided.

Department:	***Finance***

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Finance Department for the Fiscal Year 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 11-0-2 on February 12, 2013, the Finance Committee recommends Favorable Action with regard to the Finance Department budget under Article 12, Section E, and that the sum of $1,482,070 be appropriated from the Tax Levy.

During the Finance Committee public hearing, the following information was noted:

- Committee members were reminded that this was the first year these budgets were consolidated within a single department, as voted by Town Meeting members at the 2012 Spring Annual Town Meeting.
- The proposed FY 2014 consolidated budget of $1,482,070 represents an increase of $20,567 or 1.41% over FY 2013 which is primarily driven by the proposal to add a full-time payroll and benefits position for which half the salary will be covered within this department and the balance in the Selectmen's budget.

- The past year was extremely challenging as the treasurer/collector's office functioned with only 2/3 of its budgeted staffing for much of the year due to the untimely death of the previous Treasurer/Collector.
- Both the Comptroller's and Collector's budgets for FY 2013 reflect significant contractual costs for consulting services related to employment of interim personnel to cover vacancies in the Comptroller and Treasurer/Collector positions. Reductions in these budgets for FY 2014 offset corresponding additions to the salary budget.
- Analysis was conducted 2-3 years ago to evaluate the feasibility of contracting out the town's payroll services. This was determined to be more expensive at that time due to the complexity of the town's payroll and the many, and frequently changing, deductions associated with the town's 16 bargaining units. This will be re-evaluated periodically going forward.
- Review of banking and ambulance collections fees will be a priority on the new Treasurer/Collector's agenda. Another high priority item will be the addition of debit/credit card readers and related online billing and collection capabilities.
- Questions were raised regarding the process and policies related to balance billing for ambulance charges not paid by insurers. It was noted that, under Massachusetts General Law, the Fire Chief has the latitude to write off uncollected ambulance charges at his discretion.

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 12-0-0 on January 29, 2013, the Finance Committee recommends Favorable Action with regard to the Information Technology Department budget under Article 12, Section E, and that the sum of $996,725 be appropriated from the Tax Levy.

During the Finance Committee public hearing, the following information was noted:

- This budget proposes to add one employee to the department by creating an Information/Communication Specialist. The roles and responsibilities of the position would include:
    - Website Consistency and Management
    - Social Media Policy Development, Promulgation and Management
    - Management of and trainer for the Town's new Electronic Permitting System, NovusAgenda Meeting and Scheduling Software and proposed Document Management System
    - Creation of and management of Town wide Meeting Room Scheduling System
    - Research, develop and maintain internal communications (e.g. Intranet)
    - Maintenance of Volunteer Requests and Citizen Inquiries

- Addressing other Technical issues as they arise and spearheading implementation of solutions amongst staff and citizenry

- The IT staffing has not increased for 16 years despite the steady growth and expansion of technology and technology applications within the town.
- The current decentralized approach to management of the town's website often leads to inconsistent communications and failure to keep up with the growing demands of the community's residents for timely and convenient access to town services and information.
- Many additional applications are available through the town's MUNIS system, however, the lack of a position focused on implementation, management and training for potential new applications has limited the town's ability to take advantage of these.
- The town has no plan or policies to guide the application and utilization of social media.
- The majority of the town's systems and operations continue to be primarily paper-based, with little to no backup to maintain "institutional memory" as a large portion of the workforce approaches retirement. Automation and electronic documentation of information and processes can begin to address that need as well as speed up information access, increase efficiency and streamline operations.
- The department uses multiple systems and methods for backup of critical information including several software imaging applications, offsite storage and duplication, as well as physical tape backup for certain systems. There is a significant amount of redundancy built into the systems. The planned migration the town's email system to an externally hosted system will further enhance the security of this aspect of the town's operations.
- Committee members expressed support for the new position, noting that the scope of work for which this department was responsible on a daily basis clearly indicated they were doing the work of a much larger, and that additional resources would improve the department's efficiency and ability to meet the town's needs.
- Committee comments also noted the average age of the town's workforce and the probable staff turnover in the next five years, and further noted that new tools and technologies of all types and classes would need to be in place to support the new workforce. As a result, the Administration needed to continue to evaluate the staffing and expectations for this department.

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 11-0-0 on February 28, 2013, the Finance Committee recommends Favorable Action with regard to the Town Clerk's budget under Article 12, Section E, and that the sum of $245,300 be appropriated from the Tax Levy.

During the Finance Committee public hearing, the following information was noted:

- The FY 2014 budget includes funding for two Program Improvement Requests -- one for a color printer which was included in the Information Technology budget, and a second for an additional $3,000 for part time temporary staff to help input data into a planning/zoning database.
- A 7% increase in the salaries management line item reflects potential increase for the Town Clerk which will be the subject of Article 8 on the upcoming Town Meeting Warrant.
- Two employees in the department were raised one grade, with commensurate salary adjustment, following a recommendation by the Town Clerk to the Administration who presented this to the union. This was based on review of job responsibilities and a need to update an outdated classification.

Department:	***Elections***

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Elections Department for the Fiscal Year 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 11-0-0 on February 28, 2013, the Finance Committee recommends Favorable Action with regard to the Elections Department budget under Article 12, Section E, and that the sum of $60,980 be appropriated from the Tax Levy.

During the Finance Committee public hearing, the following information was noted:

- State supplemental funding is expected to offset additional costs related to the anticipated special primary and general elections, however, the timing of this is uncertain and a Reserve fund transfer may be needed if the supplement is not received in time.
- Although only one local election is budgeted for FY 2014, the cost of printing those ballots has increased leading to a significant increase in that line item.

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 13-0-0 on January 24, 2013, the Finance Committee recommends Favorable Action with regard to the Sealer of Weights and Measures budget under Article 12, Section E, and that the sum of $15,534 be appropriated from the Tax Levy.

During the Finance Committee public hearing, the following information was noted:

- The individual with whom the town contracts for this service shares his time with another town; therefore this is an efficient model.
- There are no benefits associated with this 0.4 FTE position.

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 12-2-1 on April 2, 2013, the Finance Committee recommends Favorable Action with regard to the Community Development Department budget under Article 12, Section E, and that the sum of $849,209 be appropriated from the Tax Levy.

During the Finance Committee public hearing, the following information was noted:

- The Administration is proposing to add a full-time Economic Development Planner to the department beginning for FY 2014. The following information was discussed regarding the proposed position:
    - The position will be of critical value to the interests of both the general government and the schools.
    - A principal responsibility of this position will be to maintain and build on the town's commercial/industrial tax base, which presently represents approximately 24%, and has dropped slightly from the previous year.
    - A healthy and growing commercial/industrial sector contributes directly to keeping residential tax rates at a reasonable level. Natick enjoys a relatively modest property tax rate in comparison with neighboring communities due, in large part, to its comparatively large commercial base.
    - Numerous other communities of equal and smaller size already have one or more positions similar to this.
    - There have been some missed opportunities due to the inability of the present staff of the Community Development department to devote the necessary time to cultivate and assist potential new businesses, help maximize opportunities for non-optimized properties and work with existing businesses to focus on helping them meet their goals and grow.
    - Success of this position would be determined, initially, by the number of contacts with the target populations and, subsequently and ultimately, by

growth in the relative proportion of tax revenue generated from commercial/industrial properties. Committee members expressed a desire for more definitive measurement metrics.

- Questions were raised regarding the role of this position vs. that of the Department Director and whether this position should take on more of the work presently being done by the Director to free him to do more outreach and business development.
- There are many factors which contribute to a company's decision to locate in one community vs. another. Tax incentives can be persuasive, but there are many other ways in which the community can foster and assist a business to expand or grow when there is a good understanding of the company's business goals.
- The department believes an experienced individual with a demonstrated track record of success in a similar role is needed. A draft job description is attached for reference on the following page, and the Administration noted that it will continue to be refined.
- One focus of this position would be development of resources, such as a commercial property database, and possible a guide to licensing and permitting in the town to assist potential businesses in navigating through the legal and regulatory hurdles.
- Although some smaller communities in other parts of the state share resources to support a role such as this, there is often competition among towns in the immediate area which would make potential sharing of a position such as this unworkable. In addition, it is believed the town needs someone devoted to these activities on a full-time basis.
- Finance Committee members were generally supportive of this position, noting the importance of retaining and building the business tax base so as to prevent a larger share of the tax burden from shifting to the residents, particularly as residential development would continue to occur due to the attractiveness of the Town and its schools. Some Committee members felt that recent business departures could not have been prevented, and there were existing mechanisms to perform the functions intended by the Administration. Committee members also noted that the proposed salary for the position was at the maximum of the Pay Plan's range for Grade 3 and suggested that a new hire be brought in at a lower amount.

- A consultant has been hired to assist with the first phase of the rezoning project, which is the clarification and codification of the town's zoning by-laws to comply with existing state legal requirements and language. It is expected that a draft will be available shortly for public discussion and will be brought forward at the upcoming Spring Annual Town Meeting. The second phase of the project, which is expected to involve a very participatory and inclusive process, will look at potential changes in the town's zoning map.
- Although the re-zoning project may involve five to ten percent of department management's time, the anticipated savings in the amount of time presently consumed by the lengthy, and sometimes legally costly, process of interpreting the existing by-laws is expected to be well worth the investment.
- A system to convert town-wide documents to digital format is included in the capital plan. This department is expected to be the first to benefit from this when the system is in place.

[Information provided on this page was provided by the Town Administration]

ECONOMIC DEVELOPMENT PLANNER

Primary Purpose:

The primary purpose of the position is to perform complex administrative and professional work in the development and management of economic development programs and activities to facilitate the advancement of vibrant commercial neighborhoods and a thriving business community within the Town of Natick.

Sample Functions:

Maintain contact database of businesses and institutions within the Town.

Maintain database of available commercial and industrial properties within the Town.

Work with commercial property owners, brokers and others to identify business opportunities; assist and guide businesses through the required permitting and licenses processes applicable to their proposal.

Assist residents in communicating needs and concerns regarding the livability and vitality of their neighborhoods to existing or proposed businesses, commercial property owners, and/or new commercial development applicants.

Assist individual businesses and institutions (such as the Natick Soldiers' Systems Center) to become more integrated into the community.

Support downtown revitalization initiatives through collaboration with Natick Center Associates and the Natick Center Cultural District Council.

Assist individual businesses and institutions in their efforts to obtain financial assistance through local, state, federal, and private-sector sources, as appropriate.

Serve as staff liaison and provide support to the Economic Development Committee.

Develop and keep current a 5-Year Economic Development Action Plan in conjunction with the Economic Development Committee, local businesses and the community.

Prepare reports and studies, collect data on various economic development issues, demographics and other data; answer questions from the public by telephone or in person.

Research, apply for and manage grants applicable to Economic Development priorities.

Represent the Town regarding changing regulatory issues that arise from time to time that affect business development.

Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Salaries						
Personnel Services	512,395	564,807	591,168	616,264	25,096	4.25%
Total Personal Services	**512,395**	**564,807**	**591,168**	**616,264**	**25,096**	**4.25%**
Operating Expenses						
Expenses	179,888	202,242	248,750	247,250	-1,500	-0.60%
Other Chgs./Exp.	18,357	18,357	18,357	18,357	0	0.00%
Contract Settlements	0	0	214,451	199,227	-15,224	-7.10%
Total Operating Expenses	**198,245**	**220,599**	**481,558**	**464,834**	**-16,724**	**-3.47%**
Total BOS/TA	**710,640**	**785,407**	**1,072,726**	**1,081,098**	**8,372**	**0.78%**

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 terms of the votes as made by Town Meeting. 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 certain department heads and members of boards and commissions, hold public hearings on important town issues, 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 meets 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 Town employees in setting direction and accomplishing goals as established by the Board of Selectmen.

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 Finance Director and other department heads 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:

The Selectmen have established a set of goals that revolve around several key themes:
- Advance the Town's economic development efforts both Town-wide and in Natick Center specifically, to ensure a vibrant community while building the commercial tax base
- Enhance communication within Town government and to the community at large
- Enhance customer service
- Continue strategic planning efforts with respect to the Town's finances, departmental operations and the development of the community

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.

Department: Board of Selectmen/Town Administrator

Budget Overview (con't):

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 so as to best meet the needs of the community now and into the future. The administration's 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 throughout the recent recession - a notable achievement.

• In FY 2013, two key operational areas were consolidated after thorough study and evaluation. Specifically, general government and school department building maintenance departments were combined into the Department of Facility Management. This department is now fully staffed and operational, and we will continue to monitor its progress and success. In addition, the departments of Council on Aging and Human Services, Recreation and Parks, and Veterans' Services were combined into the Community Services Department, with the establishment of this consolidated department coinciding with the opening of the new Community-Senior Center. As with the Facility Management Department, we will continue to monitor the success of this new department to ensure we are offering the best possible service to Natick residents.

• FY 2013 also saw significant continued progress in the Town's energy conservation efforts. Notably, we have initiated programs aimed at helping homeowners reduce their energy consumption and expenses.

III. Current Challenges

Our greatest challenges over the coming year will continue to be related to the Town's financial situation. We have come through this recession in a very solid financial position and it will be incumbent upon department heads and those involved in the budget process to continue to be financially prudent. The Town has many pressing needs - operational and capital, as well as both short and long term - and we will inevitably debate the merit of these demands throughout this budget review process.

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

In response to priorities established by the Board of Selectmen, additional staff is proposed this year. Specifically, we have proposed funding for a Information/Communication Specialist and a Benefits/Payroll Administrative Coordinator.

V. On the Horizon

Several employees in key leadership positions are scheduled to retire within the next year or two. We strive to develop succession plans in anticipation of these departures but all too often find that it is challenging to identify qualified individuals for specialized municipal positions.

Performance Indicators

	FY 2010	FY 2011	FY 2012	FY 2013*	FY 2014*
Workload Indicators					
Number of Licenses Issued	265	265	265	261	261
Number of Meetings Held	39	38	40	35	35
Number of Selectmen's Office Hours Held	40	24	24	24	24

**Estimated*

Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

Staffing	2010	2011	2012	2013	2014
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
Benefits / Payroll Administrative Coordinator	0	0	0	0	0.5
Department Support	0.45	0.2	0.25	0.25	0.25
Environmental Compliance Officer	0.5	0.5	0.5	0.5	0.5
Total FTE	**6.75**	**6.50**	**6.55**	**6.55**	**7.05**
Total FT/PT	**5 FT / 3 PT**	**5 FT / 3 PT**	**5 FT / 3 PT**	**5 FT / 3 PT**	**6 FT / 3 PT**

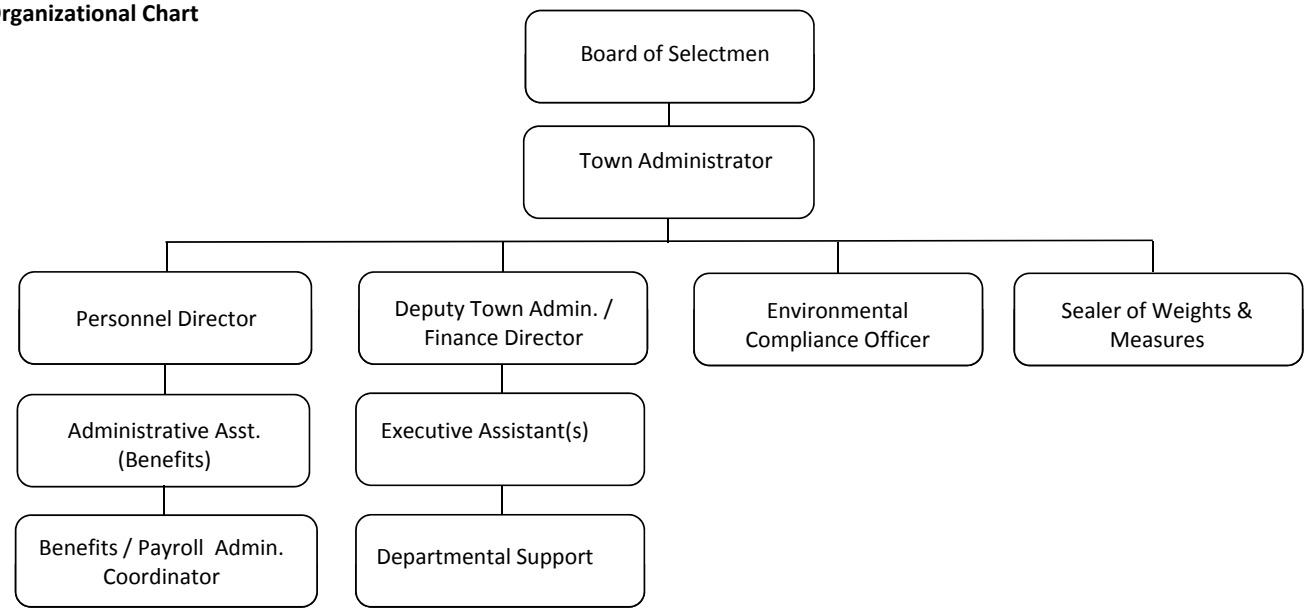
Notes

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).

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.

Organizational Chart



Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Salaries Management	303,797	345,561	365,283	365,283	-	0.0%
Salaries Supervisory	53,391	59,342	60,251	60,251	-	0.0%
Salaries Operational Staff	93,750	102,496	105,934	131,030	25,096	23.7%
Salaries Tech & Professional	46,454	48,327	48,814	48,814	-	0.0%
Salaries Part/Time Operational	10,003	9,082	10,886	10,886	-	0.0%
Management Add'l Comp	5,000	-	-	-	-	0.0%
Personnel Services	**512,395**	**564,807**	**591,168**	**616,264**	**25,096**	**4.2%**
Consultant Assistance	17,768	20,165	3,000	3,000	-	0.0%
Perambulation of Bounds	250	250	250	250	-	0.0%
Oil Tank Remediation	16,861	19,062	20,000	20,000	-	0.0%
Instate Travel/Meetings	37	367	2,000	2,000	-	0.0%
Out of State Travel	-	4,928	10,000	10,000	-	0.0%
Communication Telephone	2,465	2,984	3,000	3,000	-	0.0%
Dues/Subscriptions	12,051	11,015	13,000	13,000	-	0.0%
Training & Education	2,987	11,560	7,000	10,000	3,000	42.9%
Annual Financial Audit	68,650	90,120	80,000	90,000	10,000	12.5%
Copy/Mail Center Fees	7,891	10,206	65,000	65,000	-	0.0%
GASB 34 Updates	6,445	3,950	7,500	7,500	-	0.0%
GASB 45 / OPEB Study & Updates	9,500	-	10,000	-	(10,000)	-100.0%
Office Supplies: Stationary	5,580	10,084	7,500	10,000	2,500	33.3%
Printing & Advertising	6,668	15,178	7,000	10,000	3,000	42.9%
Supplies - Tn Administrator	3,395	2,373	3,500	3,500	-	0.0%
Surveys	-		10,000	-	(10,000)	-100.0%
Police Chief Screening Committee	19,340	-	-	-	-	0.0%
Other Supplies - Personnel	**179,888**	**202,242**	**248,750**	**247,250**	**(1,500)**	**-0.6%**
Natick Center Revitalization	8,000	8,000	8,000	8,000	-	0.0%
Metrowest Regional Collaborative	10,357	10,357	10,357	10,357	-	0.0%
Other Chgs./Exp.	**18,357**	**18,357**	**18,357**	**18,357**	**-**	**0.0%**
Selectmen Contract Settlements	-	-	214,451	199,227	(15,224)	-7.1%
Selectmen Contract Settlements	**-**	**-**	**214,451**	**199,227**	**(15,224)**	**-7.1%**
Total Board of Selectmen	**710,640**	**785,407**	**1,072,726**	**1,081,098**	**8,372**	**0.8%**

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

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	2013 vs. 2014 %
Classification Program	$ -	$ 419	$ 1,000	$ 1,000	$ -	0.0%
Other Chgs./Exp.	**$ -**	**$ 419**	**$ 1,000**	**$ 1,000**	$ -	0.0%
Total Personnel Board	**$ -**	**$ 419**	**$ 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

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	2013 vs. 2014 %
Printing & Advertising	$ 4,374	$ 4,695	$ 5,500	$ 5,500	$ -	0.0%
Professional Services	**$ 4,374**	**$ 4,695**	**$ 5,500**	**$ 5,500**	$ -	0.0%
Total Town Report	**$ 4,374**	**$ 4,695**	**$ 5,500**	**$ 5,500**	**$ -**	**0.0%**

Line-Item Detail:

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

Town of Natick

Home of Champions

Department: Legal

Appropriation Summary

	2011 Actual	2012 Actual	2014 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Operating Expenses						
Technical & Professional Serv.	213,924	195,874	291,980	267,500	-24,480	-8.38%
Supplies	3,071	2,380	2,500	2,500	0	0.00%
Total Operating Expenses	**216,995**	**198,254**	**294,480**	**270,000**	**-24,480**	**-8.31%**
Other Chgs & Expenses						
Sub-total - Other Charges & Expenses	1,576	500	10,000	10,000	0	0.00%
Total Other Chgs. & Expenses	**1,576**	**500**	**10,000**	**10,000**	**0**	**0.00%**
Total Legal Services	**218,571**	**198,754**	**304,480**	**280,000**	**-24,480**	**-8.0%**

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	2010	2011	2012	2013	2014
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

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Legal Services - Appellate Tax	11,850	19,167	16,800	20,000	3,200	19.0%
Legal Services - Labor	48,648	64,729	88,480	64,800	-23,680	-26.8%
Communication Telephone	66	61	500	500	0	0.0%
Legal Services - Retainer	55,000	66,600	67,200	67,200	0	0.0%
Legal Services - Litigation	19,757	11,499	106,400	70,000	-36,400	-34.2%
Legal Services - ZBA Decisions	13,471	16,298	5,600	20,000	14,400	257.1%
Legal Services - Cable	20,030	3,490	5,000	5,000	0	0.0%
Legal Services - Tax Titles	45,103	14,030	2,000	20,000	18,000	900.0%
Technical & Professional Serv.	**213,924**	**195,874**	**291,980**	**267,500**	**-24,480**	**-8.4%**
Law Updates/Books	3,071	2,380	2,500	2,500	0	0.0%
Supplies	**3,071**	**2,380**	**2,500**	**2,500**	**0**	**0.0%**
Sub-total - Operating Expenses	**216,995**	**198,254**	**294,480**	**270,000**	**-24,480**	**-8.3%**
Judgments - Damage Claims	0	0	2,500	2,500	0	0.0%
Judgments - Litigation	1,576	500	7,500	7,500	0	0.0%
Sub-total - Other Charges & Expenses	**1,576**	**500**	**10,000**	**10,000**	**0**	**0.0%**
Total Legal	**218,571**	**198,754**	**304,480**	**280,000**	**-24,480**	**-8.0%**

Line-Item Detail:

Tech & Prof. Services

Legal Services - Retainer	Set Cost of Attorney Fees for John Flynn
Legal Services - Litigation	Legal fees relative to dispute resolution
Legal Services - ZBA Decisions	Legal services relative to defending Zoning Board of Appeals decisions.
Legal Services - Labor	Legal services relating to employment issues
Legal Services - Appellate Tax	Legal services relative to Appellate Tax Board rulings
Legal Services - Cable	Fees relative to cable contract negotiations (Epstein & August, LLC)
Legal Services - Tax Titles	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

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	2013 vs. 2014 %
Personnel Services	867,294	926,893	991,204	1,083,270	92,067	9.29%
Total Personnel Services	**867,294**	**926,893**	**991,204**	**1,083,270**	**92,067**	**9.29%**
Purchase of Services	152,654	165,168	233,800	157,800	-76,000	-32.51%
Supplies	20,581	24,085	22,000	21,500	-500	-2.27%
Tech & Prof. Services	112,304	102,330	139,500	144,500	5,000	3.58%
Total Expenses	**285,540**	**291,583**	**395,300**	**323,800**	**-71,500**	**-18.09%**
Revalue of Real Property	6,792	18,902	75,000	75,000	0	0.00%
Total Other Chgs./Exp.	**6,792**	**18,902**	**75,000**	**75,000**	**0**	**0.00%**
Total Finance Department	**1,159,626**	**1,237,378**	**1,461,504**	**1,482,070**	**20,567**	**1.41%**

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:

- Continue successful development of 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: Finance

Budget Overview:

Recent Developments:
Since approval by the 2012 Spring Annual Town Meeting of the four divisions of Assessor, Comptroller, Collector and Treasurer into the Town's Finance Department, the staff has been working hard to develop a integrated , cohesive and consolidated financial management model for the Town of Natick. Like last year, each division, under their existing Division Head, prepared their own budget and submitted to Town Administration for standard review.

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.

While the Town has recently hired a new Collector/Treasurer, the staff has worked extremely hard to cover vacancies in the Collector/Treasurer's office in light of the passing of the Town's long time Finance Director, Robert Palmer. Bob's guidance and commitment to professionalism has set the standard for the department to follow as it evolves into a cohesive unit, but his loss has been felt by every person and placed an extreme burden on those who remain.

Bringing stability and clear direction to the Finance operation of the Town of Natick is still the greatest challenge we face in FY 2014.

Significant Proposed Changes for the Upcoming FY and Budget Impact:
We are proposing adding a new position split between the payroll and benefits office's. This position will enable the offices to keep up with the never ceasing demand placed up on them. Currently we have one person to process all payroll - deductions, changes, 457 adjustments, etc. - for over 1800 full-time and part-time individuals and one person to process benefits for the same 1800 individuals. We believe that this Program Improvement Request will alleviate this unmanageable workload, improve internal customer service, properly meet all state and federal reporting requirements and provide a fighting chance to staff to meet new requirements as they come along.

Department: Finance

Staffing

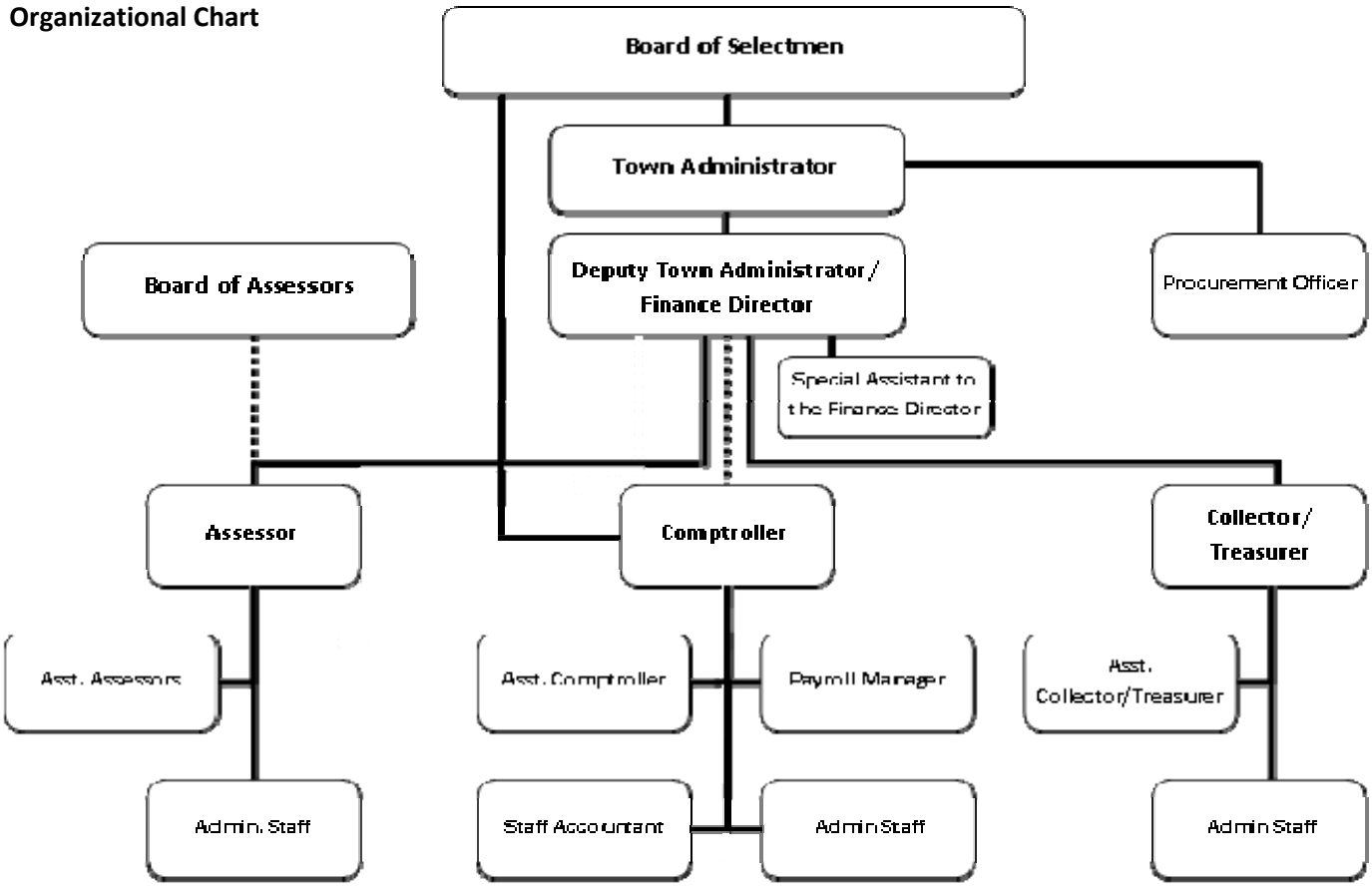
The Finance Department is led by the Deputy Town Administrator/Finance Director. In addition, a Special Assistant to the Finance Director reports directly to the Finance Director and is not allocated to any one division. All other staffing is detailed within the division breakouts.

Staffing Summary Table	FY 2012	FY 2013	FY 2014
Finance Director*	0	0	0
Special Assistant to Finance Director	0	1	1
Assessing	4.63	4.63	4.63
Comptroller	4.49	5.49	5.99
Collector**	2.77	2.77	2.77
Treasurer**	2.63	1.63	1.63
Total Staffing	**14.52**	**15.52**	**16.02**

**Finance Director in 2012 was also Collector/Treasurer. In FY 2013 and 2014 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 **Division: Comptroller**

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Salaries						
Personnel Services	263,479	277,513	334,885	417,981	83,096	24.81%
Total Salaries	**263,479**	**277,513**	**334,885**	**417,981**	**83,096**	**24.81%**
Operating Expenses						
Expenses	39,607	64,450	86,250	28,250	-58,000	-67.25%
Total Operating Expenses	**39,607**	**64,450**	**86,250**	**28,250**	**-58,000**	**-67.25%**
Total Comptroller	**303,086**	**341,963**	**421,135**	**446,231**	**25,096**	**5.96%**

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.
- Acquire and implement MUNIS upgrades to enhance financial monitoring and operational efficiencies.

Personnel Training and Advancement

- Continue Training Staff on Munis and overall Municipal Functions.
-Meet with each staff person weekly to discuss overall progress and operations.
- Purchase orders - ensure all departments, without exception, utilize purchase order system.

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: Finance **Division: 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 in recent years 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.
- Cash and receivable reconciliations are being prepared on a monthly basis.
- Department Heads and Admin. staff have started training on Munis discovering how the new chart affects their departments, as well as now entering their own departmental electronic purchase orders.
-The start of an ongoing effort to document and standard office procedures was initiated
-The tracking of capital assets is now being done in-house rather than using a third party vendor
-A new quarterly reporting procedure was instituted for all 535 non-major funds to improve the checks and balances on transactions posted in these funds and allow departments further insight into their "total" available budgets

III. Challenges for FY13 and beyond

The biggest challenge going into the close of FY13 and the start of FY14 will be incorporating the different payroll 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 roll out, so as not to confuse the end user.

*Continue to integrate and streamline financial operations.
*The FY12 audit must be completed and audit findings corrected.
* Wherever possible, we'll integrate and streamline finance operations .
* Monthly reconciliations will occur as these are the quality control checks on data transactions.
* Improve collaboration between comptroller office staff and work toward improving customer service skills of the office employees

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

* The Comptrollers office would like to look at utilizing our existing functionality to eliminate the printing of direct deposit checks for payroll, decentralizing payroll and allowing online confidential access to 2014 W-2s. The decentralization of payroll will require approximately 3 days of staff training from MUNIS during FY13 at a cost of $1,250/day for a total of $3,750.00. Please see the submitted PIR.

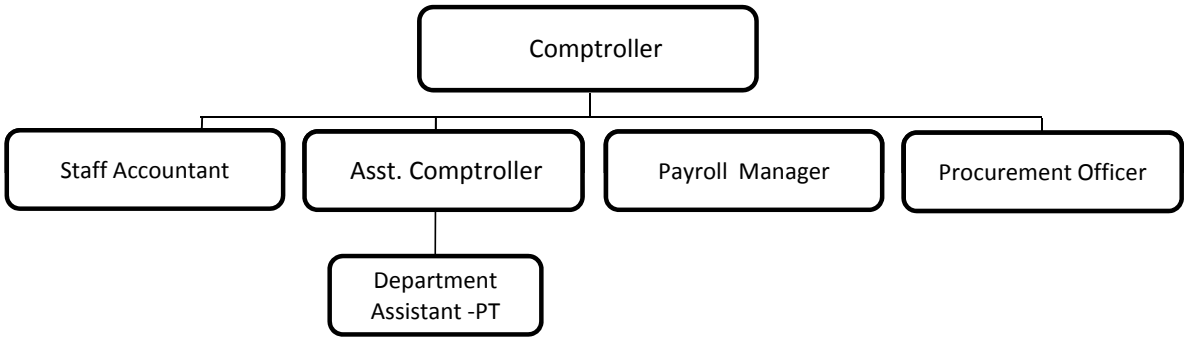
Town of Natick

Home of Champions

Department: Finance | **Division: Comptroller**

Comptroller Staffing	**2010**	**2011**	**2012**	**2013**	**2014**
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	1	1
Administrative Assistant	1	1	1	0	0
Administrative Assistant	0	0	0	0	0
Payroll Manager	0	0	0	1	1
Payroll/Benefits Administrative Coordinator	0	0	0	0	0.5
Clerical Assistant	0	0.07	0	0	0
Department Assistant	0.5	0.42	0.49	0.49	0.49
Total FTE	**4.5**	**4.49**	**4.49**	**5.49**	**5.99**
Total FT/PT	**4 FT / 1 PT**	**4 FT/2 PT**	**4 FT/1 PT**	**5 FT/1 PT**	**5 FT/1 PT**

Organizational Chart^



^ An additional 1.0 FTE is proposed as a Program Improvement Request. .5 FTE of that position will assist the Payroll Office and .5 FTE of that position will assist the Benefits Office. That position will report to the Director of Human Resources and is found within the Selectmen/Town Administrator's Budget.

Performance Indicators	**2010**	**2011**	**2012**	**2013***	**2014***
Workload Measures					
Number of Invoices received (yearly)	23,018	23,018	22,448	24,000	24,000
Number of Payroll checks issued (yearly)	n/a	n/a	41,835	41,835	41,835
Number of Accts. Payable (A/P) checks issued (yearly)	13,568	14,772	12,842	13,000	13,000
Number of Purchase Orders	5,821	5,902	3,500	4,000	4,000
Number of funds supervised	88	88	549	550	550

**Estimates*

Town of Natick

Home of Champions

Department: Finance | **Division: Comptroller**

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Salaries Management	78,709	$ 54,290	42,367	100,367	58,000	136.9%
Salaries Supervisory	61,764	$ 67,705	68,400	68,400	0	0.0%
Salaries Tech/Professional	0	$ 154,508	149,138	149,138	0	0.0%
Salaries Operational Staff	116,239	$ -	72,980	98,076	25,096	34.4%
Operational Staff Overtime	6,316	$ 530	2,000	2,000	0	0.0%
Additional Compensation	450	$ 480	0	0	0	0.0%
Personnel Services	**263,479**	**277,513**	**334,885**	**417,981**	**83,096**	**24.8%**
Consulting Services	31,225	37,824	63,000	5,000	-58,000	-92.1%
In State Travel	106	326	200	200	0	0.0%
Communication Telephone	2,064	1,313	2,000	2,000	0	0.0%
Dues & Subscriptions	395	265	550	550	0	0.0%
Training & Education	136	19,403	16,000	16,000	0	0.0%
Copy/Mail Center Fees	2,413	2,408	0	0	0	0.0%
Bookbinding	0	0	500	500	0	0.0%
Copy Center Supplies	2,790	2,359	2,000	2,000	0	0.0%
Office Supplies	478	553	2,000	2,000	0	0.0%
Supplies	**39,607**	**64,450**	**86,250**	**28,250**	**-58,000**	**-67.2%**
Total Comptroller	**303,086**	**341,963**	**421,135**	**446,231**	**25,096**	**6.0%**

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: (1/2) Benefits/Payroll Administrative Coordinator, (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 Accountants/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: Finance | **Division: Assessor**

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Salaries						
Personnel Services	271,939	306,515	313,544	316,462	2,919	0.93%
Total Salaries	**271,939**	**306,515**	**313,544**	**316,462**	**2,919**	**0.93%**
Operating Expenses						
Expenses	26,604	43,318	37,500	36,000	-1,500	-4.00%
Other Chgs. / Exp.	6,792	18,902	75,000	75,000	0	0.00%
Total Operating Expenses	**33,396**	**62,220**	**112,500**	**111,000**	**-1,500**	**-1.33%**
Total Assessor	**305,335**	**368,735**	**426,044**	**427,462**	**1,419**	**0.33%**

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 support of the Natick Community.

Goals:

Customer Service/Personnel Advancement

-Continued tax bill information by quarters, expansion of material and methods used to educate residents.
- Assist Assistant Assessors with certifications goals.
-Implement a workshop to assist tax exemption applicants with filing an approved exemption application.

Enhance Web and Other Computer Applications

- Continue to explore with DPW the implementation of an android application for the GIS mapping
- Creation of a work station for residents to search the computer for relevant information on their properties. We will provide the access and education.

Policy Issues

- Vigorous review of outstanding ATB cases and work towards resolve, with the least amount of revenue loss.

Miscellaneous

- Continue 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.
- Outreach to homeowners for inspections of their properties that have not been reviewed for several years.

Town of Natick

Home of Champions

Department: Finance **Assessors**

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 – We have just completed a full revaluation of the Town of Natick. We did a complete inspection of all Commercial and Industrial properties. We continued to inspect all residential properties along with personal property accounts. The new tax rate for Fiscal Year 2013 will be $14.34; Natick continues to be the fourth lowest of 18 surrounding towns.

III. Current Challenges – The expansion of South Natick Hills is ongoing. The total additional units to be added to the tax roll is 72. This will consist of two new structures each containing 36 garden style units. Chrysler Road Apartments will add 407 rental units; they are looking to start leasing in March of 2013. The Hunter Hill development has broken ground and is in the process of adding eleven single family homes. Mathworks being one of the top ten taxpayer's continues to expand. Several downtown projects are also in the pipeline and will add to Natick's new growth for fiscal 2014. The continued building and development will task the assessors staff, continued inspections and administrative taxation will keep the entire staff busy. The assessors continue to support the Senior community with assistance in completing their personal exemptions and we look forward to our first "Exemption Filing Workshop". We will continue our information board and will develop additional and creative ways to educate the residents about taxation. The Assessors have received a lot of positive feedback about the information board. The Senior work program continues to provide additional relief for tax obligations and it is a pleasure to assist them with this process. Trash Coupons for qualified Senior's have continued to put smiles on the faces of many elders, we have given out 1,787 sleeves of blue trash bags to date. Revaluation often increases the number of abatement filings and the staff will be available to help all taxpayers with the process. The appraisal staff will inspect each request for abatement and the clerical staff will assist filers with the process.

IV. Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact - The Fiscal Year 2014 will present challenges with the many inspections needed , as the anticipated construction comes into existence. Many appraisal hours and administrative hours will be demanded of the staff. The current staffing consists only of 4.5 people , all staff members will be tasked. Along with the construction mentioned we will continue all other inspections. Cyclical inspections, abatement inspections , and the building permits (typically 1, 000) will continue to demand our attention. In fiscal year 2014 it will important to maintain the requested funding for the Assessors Department so we will be able to complete all tasks and maintain all professional designations. The office will continue in a professional and knowledgeable manner to assist all Natick residents. All demands and challenges the Department of Revenue require will be met and answered timely and will be successfully completed.

Town of Natick

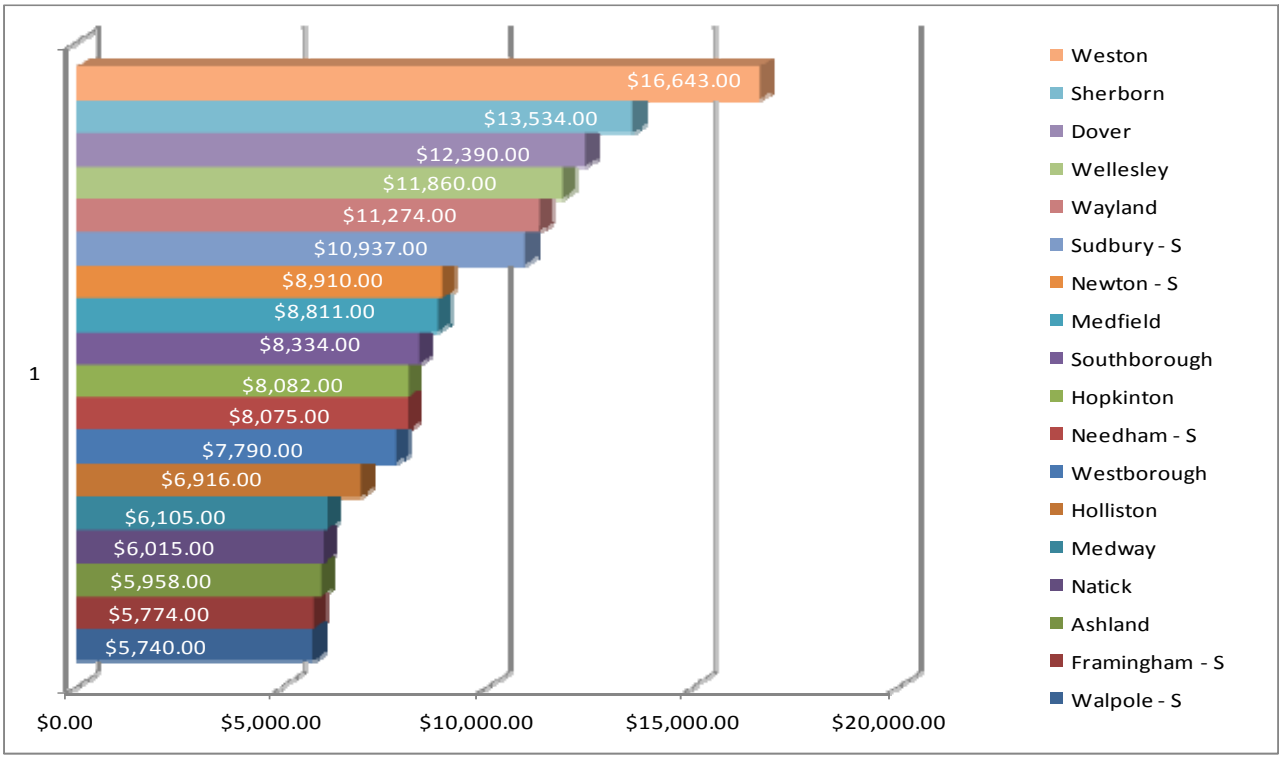
Home of Champions

Department: Finance **Division: Assessors**

Budget Overview:

V. On the Horizon – In Fiscal Year 2014 we will be required to comply with all mandated requirements of the Department of Revenue , although we just completed the 2013 revaluation all statistical requirements must be met. This is an enormous 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 mobile application for GIS mapping program. Continued use of the Smart Board and enhancements will move the Assessors office forward in this technologically advanced society. We anticipate the "Exemption Filing Workshop" will further assist our senior population and hope it will be well attended.

FY2012 Single Family Tax Comparison



S - Designated Communities with a Split Tax Rate

Town of Natick

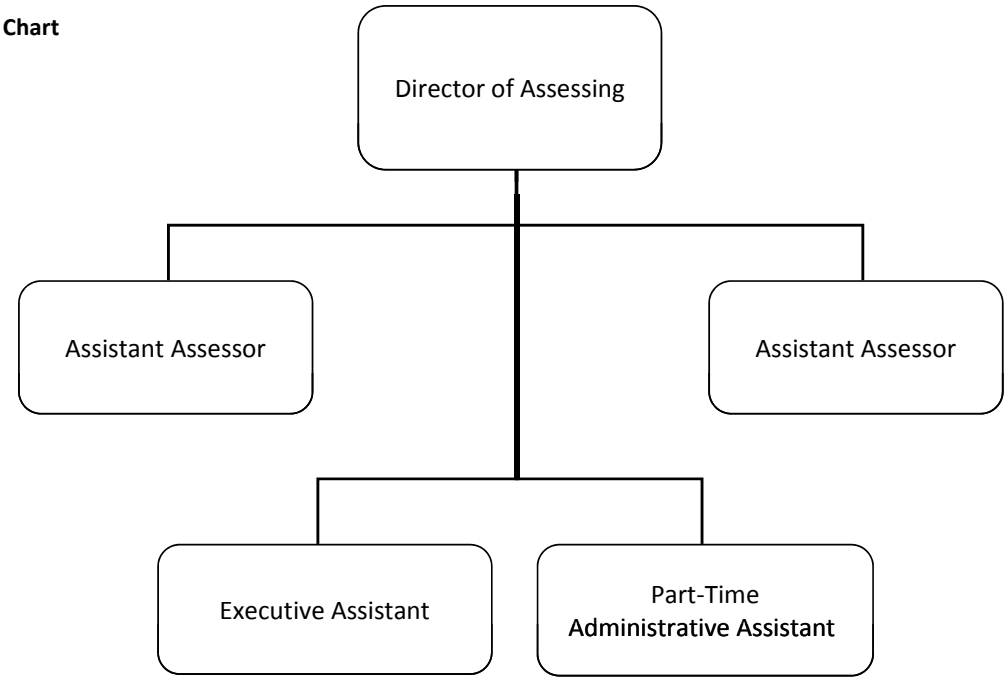
Home of Champions

Department: Finance | **Division: Assessor**

Assessor Staffing	**2010**	**2011**	**2012**	**2013**	**2014**
Director of Assessing	1	1	1	1	1
Assistant Assessor	2	2	2	2	2
Executive Assistant	1	1	1	1	1
Administrative Assistant	0.5	0.5	0.63	0.63	0.63
Total FTE	**4.5**	**4.5**	**4.63**	**4.63**	**4.63**
Total FT/PT	**4 FT / 1 PT**	**4 FT / 1PT**	**4 FT / 1PT**	**4 FT / 1PT**	**4 FT / 1PT**

Notes

Organizational Chart



Performance Indicators	**2010**	**2011**	**2012**	**2013**	**2014**
Workload Measures					
Number of Parcels	13135	13171	13248	13342	13450*
Number of Personal Property Accounts	1789	1744	1639	1549	1579*
Number of Personal Exemptions	350	365	323	340*	340*
Number of Inspections Performed Annually	1800	1782	2400	1950*	1800*
Number of Outstanding ATB Cases	9	15	11	28*	15*

Total Outstanding ATB all years = 46 (2003-2012)

	2010	**2011**	**2012**	**2013**	**2014**
Efficiency Measures					
Number of Inspections/Appraiser(2)	900	851	950	925*	900*
Contract Revaluation 1 additional (total for all 2400)			*500*		

	2010	**2011**	**2012**	**2013**	**2014**
Outcome Measures					
Number of Abatements (Applications/Granted)					
- Real **	608/141	162/61	148/84	TBD	TBD
- Personal Property**	9/4	16/11	13/10	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: Finance | **Division: Assessor**

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 v. 2014 $	2013 v. 2014 %
Salaries Management	79,841	91,984	93,405	93,405	0	0.0%
Salaries Operational Staff	48,156	49,439	49,932	50,932	1,000	2.0%
Salaries Tech & Professional	123,527	135,411	137,140	137,140	0	0.0%
Part Time Operational Staff	19,712	29,186	30,317	31,860	1,543	5.1%
Operational Staff Additional Comp	223	0	750	1,125	375	50.0%
Operational Staff Overtime	480	494	2,000	2,000	0	0.0%
Personnel Services	**271,939**	**306,515**	**313,544**	**316,462**	**2,919**	**0.9%**
Repairs & Maint Equip	129	1,185	2,000	1,500	-500	-25.0%
In State Travel/Meetings	2,129	2,693	3,000	3,000	0	0.0%
Communication Telephone	2,077	2,105	2,000	2,000	0	0.0%
Education & Training	12,472	14,478	2,000	2,000	0	0.0%
Tax Mapping	0	11,689	20,000	20,000	0	0.0%
Dues & Subscriptions	1,005	965	2,000	1,500	-500	-25.0%
Copy/Mail Center Fees	4,087	3,350	0	0	0	0.0%
Communication Postage	2,639	2,812	3,000	3,000	0	0.0%
Office Supplies	2,065	4,041	3,500	3,000	-500	-14.3%
Supplies	**26,604**	**43,318**	**37,500**	**36,000**	**-1,500**	**-4.0%**
Revalue of Real Property	6,792	18,902	75,000	75,000	0	0.0%
Other Chgs. / Exp.	**6,792**	**18,902**	**75,000**	**75,000**	**0**	**0.0%**
Total Assessor	**305,335**	**368,735**	**426,044**	**427,462**	**1,419**	**0.3%**

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
• Assist with ATB setup
• Excise Abatements
• Residential Value Review

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, Real Estate & 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

Town of Natick

Home of Champions

Department: Finance	Division: 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.

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: Finance | **Division: Collector**

Collector Budget	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Salaries						
Personnel Services	186,684	197,789	180,049	186,820	6,771	3.8%
Total Salaries	**186,684**	**197,789**	**180,049**	**186,820**	**6,771**	**3.8%**
Operating Expenses						
Expenses	153,825	120,191	202,250	185,250	-17,000	-8.4%
Total Operating Expenses	**153,825**	**120,191**	**202,250**	**185,250**	**-17,000**	**-8.4%**
Total Collector	**340,510**	**317,980**	**382,299**	**372,070**	**-10,229**	**-2.7%**

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

Provide greater flexibility and ability to respond to evolving staffing needs

Implement improved online payment system and credit/debit readers within each department to improve customer service and streamline payment collection.

Town of Natick

Home of Champions

Department: Finance **Division: Collector**

Budget Overview:

I. Main Purpose of the Department

The Collector's Office is responsible for the billing and collection of all real estate, personal property, motor vehicle excise and boat excise taxes, parking ticket fines, parking meter receipts, Pay as You Throw fees, and a myriad of miscellaneous departmental permit, license, fees, and other receipts. The Department is responsible for the notification and advertisement of delinquent real estate accounts, Registry of Motor Vehicle "flagging" of delinquent accounts, and other collection activities.

II. Recent Developments

The "online" payment capabilities continues to mark our commitment to improvement in the services provided to the residents of Natick. An "online" application for ordering "municipal lien certificate" was added to our online payment capabilities. Software applications for Community Development receipts and Pay as You Throw billing were developed utilizing QuickBooks Pro and joins Police Detail billing in our suite of billing and collection applications.

III. Current Challenges

The Town installed Point Software systems for real estate, personal property, and motor excise billing in FY2002. The conversion of prior receivables information into the Point applications is a high priority for completion. The final conversion of MUNIS applications to the Point Software systems is now completed.

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

Bidding of an improved online payment system and installation of credit/debit readers at all counters and throughout the Town will likely result in higher fees for maintenance and service. This amount will be added as the budget process continues.

V. On the Horizon

Thaddeus Jankowski has been hired effective January 9th, 2013 as the Town's new Treasurer/Collector. As he transitions into the position, new goals and directives will likely result.

Town of Natick

Home of Champions

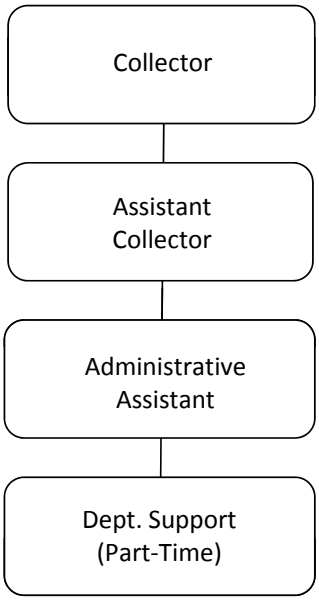
Department: Finance | **Division: Collector**

Collector Staffing	**2010**	**2011**	**2012**	**2013**	**2014**
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	**2010**	**2011**	**2012**	**2013**	**2014**

Please see Treasurer's Budget for these Indicators

Town of Natick

Home of Champions

Department: Finance | **Division: Collector**

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Salaries Management	70,799	78,975	63,822	77,000	13,178	20.6%
Salaries Supervisory	47,278	50,975	45,411	45,508	97	0.2%
Salaries Operational Staff	45,029	46,389	47,545	47,791	246	0.5%
Salaries Temp Operational Staff	21,055	17,992	14,506	14,506	0	0.0%
Operational Staff Additional Comp	672	2,762	1,265	750	-515	-40.7%
Operational Staff Overtime	1,851	696	7,500	1,265	-6,235	-83.1%
Personnel Services	**186,684**	**197,789**	**180,049**	**186,820**	**6,771**	**3.8%**
Consultant Services	0	0	17,000	0	-17,000	-100.0%
Police Detail Billing	6,092	2,150	4,000	4,000	0	0.0%
PAYT Billing	1,000	189	1,000	1,000	0	0.0%
Repair & Maint Equipment	129	0	2,500	2,500	0	0.0%
Ambulance Fee Collections	56,515	54,467	82,500	82,500	0	0.0%
In State Travel/Meetings	0	272	500	500	0	0.0%
Communication Telephone	394	367	750	750	0	0.0%
Training & Education	335	415	1,000	1,000	0	0.0%
Communication Postage	67,221	43,048	70,000	70,000	0	0.0%
Copy/Mail Center Fees	1,720	1,619	0	0	0	0.0%
Collection Activities	7,077	4,497	6,500	6,500	0	0.0%
Office Supplies	2,772	7,601	4,500	4,500	0	0.0%
Motor Vehicle Excise Tax Billing	3,558	3,011	4,000	4,000	0	0.0%
Real Estate Tax Billing	7,013	2,557	8,000	8,000	0	0.0%
Supplies	**153,825**	**120,191**	**202,250**	**185,250**	**-17,000**	**-8.4%**
Total Collector	**340,510**	**317,980**	**382,299**	**372,070**	**-10,229**	**-2.7%**

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.
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. Priority will remain on real estate tax, tax title and other larger receivables.
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 $1,000,000.
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.

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: Finance **Division: Treasurer**

Treasurer Budget	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Salaries						
Personnel Services	145,192	145,077	107,514	106,795	-719	-0.7%
Total Salaries	**145,192**	**145,077**	**107,514**	**106,795**	**-719**	**-0.7%**
Operating Expenses						
Expenses	65,503	68,888	69,300	74,300	5,000	7.2%
Total Operating Expenses	**65,503**	**68,888**	**69,300**	**74,300**	**5,000**	**7.2%**
Total Treasurer	**210,695**	**213,965**	**176,814**	**181,095**	**4,281**	**2.4%**

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

Develop & Implement written investment policy; form internal investment committee

Improve and standardize cash management .

Work with Comptroller to improve time and accessibility of revenue collections for staff and citizens.

Town of Natick

Home of Champions

Department: Finance **Division: 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

With the hiring of a new Collector/Treasurer, the Treasury management function for the Town of Natick will have a fresh set of eyes reviewing the challenges which the Town as a whole faces. There are a series of initiatives - investment management, cash management, bank relations - which have naturally been placed on the back bunder while the department has been understaffed. We sincerely hope that with Mr. Jankowski's seasoned financial skills we can quickly and efficiently get caught up in these areas and be prepared to handle the new challenges as they are uncovered.

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

None.

V. On the Horizon

Thaddeus Jankowski has been hired effective January 9th, 2013 as the Town's new Treasurer/Collector. As he transitions into the position, new goals and directives will likely result.

Town of Natick

Home of Champions

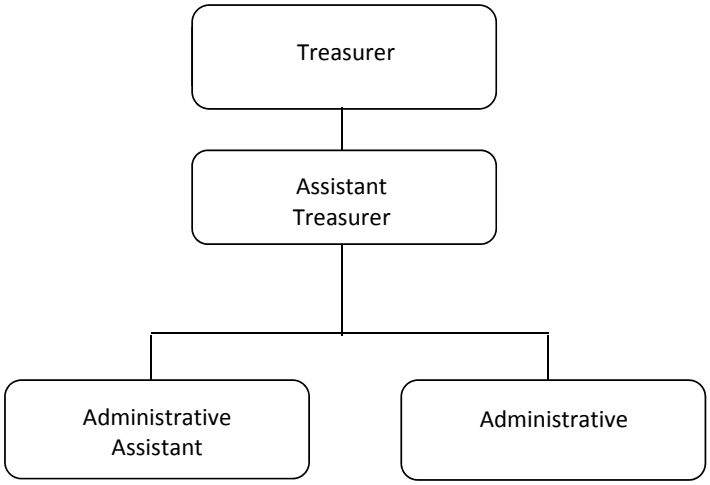
Department: Finance | **Division: Treasurer**

Treasurer Staffing	**2010**	**2011**	**2012**	**2013**	**2014**
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	1	1	1	0	0
Department Support - Part time	0	0	0	0	0
Total FTE	**2.63**	**2.63**	**2.63**	**1.63**	**1.63**
Total FT/PT	**4 FT / 0 PT**	**4 FT / 0 PT**	**4 FT / 0 PT**	**3 FT / 0 PT**	**3 FT / 0 PT**

Notes

Treasurer & Assistant Treasurer are split between Collector & Treasurer budgets.

Organizational Chart



Performance Indicators

	2010	**2011**	**2012***	**2013***	**2014***
Workload Measures					
Number of real estate tax bills issued	52,300	52,300	52,300	52,300	52,300
Number of personal property tax bills issued	8,100	8,100	8,100	8,100	8,100
Number of motor vehicle excise bills issued	32,801	31,747	32,616	33,000	33,000

	2010	**2011**	**2012**	**2013**	**2014**
Efficiency Measures					
Cost of processing bills (mailing and printing)	N/A - Indicator being developed				

	2010	**2011**	**2012**	**2013**	**2014**
Outcome Measures					
Collection Rate (Real and Personal Property Bills)	N/A - Indicator being developed				

Town of Natick

Home of Champions

Department: Finance | **Division: Treasurer**

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Salaries Management	31,300	32,872	33,657	33,000	-657	-2.0%
Salaries Supervisory	23,775	25,645	22,851	22,754	-97	-0.4%
Salaries Operational Staff	85,646	85,946	47,756	47,791	35	0.1%
Other Compensation Oper. Staff	0	0	750	750	0	100.0%
Part Time Operational Staff	0	0	0	0	0	0.0%
Overtime Operational Staff	4,471	615	2,500	2,500	0	0.0%
Personnel Services	**145,192**	**145,077**	**107,514**	**106,795**	**-719**	**-0.7%**
Repair & Maint Equipment	310	310	5,000	5,000	0	0.0%
Tax Title	0	5,265	0	0	0	0.0%
In State Travel/Meetings	50	190	500	500	0	0.0%
Communication Telephone	431	0	800	800	0	0.0%
Training & Education	2,155	1,500	1,000	1,000	0	0.0%
Communication Postage/Envelopes	8,605	7,532	12,000	12,000	0	0.0%
Copy/Mail Center Fees	3,350	4,603	0	0	0	0.0%
Banking Services Fees	38,127	39,957	40,000	45,000	5,000	12.5%
Office Supplies	12,476	9,531	10,000	10,000	0	0.0%
Expenses	**65,503**	**68,888**	**69,300**	**74,300**	**5,000**	**7.2%**
Total Treasurer	**210,695**	**213,965**	**176,814**	**181,095**	**4,281**	**2.4%**

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 FY2013 due to increases in associated fees and processing.

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: Finance

Budget Detail	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	2013 vs. 2014 %
Salaries Management	260,650	258,121	233,251	303,772	70,521	30.23%
Salaries Supervisory	132,816	144,324	136,662	136,662	0	0.00%
Salaries Operational Staff	295,070	181,774	218,213	244,590	26,377	12.09%
Salaries Tech & Professional	123,527	289,920	341,490	341,490	0	0.00%
Part Time Operational Staff	40,767	47,178	44,823	46,367	1,544	3.44%
Operational Staff Additional Comp	1,345	3,242	2,765	2,625	-140	-5.06%
Operational Staff Overtime	13,118	2,335	14,000	7,765	-6,235	-44.54%
Personnel Services	**867,294**	**926,893**	**991,204**	**1,083,270**	**92,067**	**9.29%**
Repairs & Maint Equip	568	1,495	9,500	9,000	-500	-5.26%
In State Travel/Meetings	2,285	3,481	4,200	4,200	0	0.00%
Communication Telephone	4,966	3,784	5,550	5,550	0	0.00%
Education & Training	15,098	35,796	20,000	20,000	0	0.00%
Dues & Subscriptions	1,400	1,230	2,550	2,050	-500	-19.61%
Tax Mapping	0	11,689	20,000	20,000	0	0.00%
Copy/Mail Center Fees	11,571	11,980	0	0	0	#DIV/0!
Communication Postage	78,465	53,392	85,000	85,000	0	0.00%
Collection Activities	7,077	4,497	6,500	6,500	0	0.00%
BookBinding	0	0	500	500	0	0.00%
Consulting Services	31,225	37,824	80,000	5,000	-75,000	-93.75%
Purchase of Services	**152,654**	**165,168**	**233,800**	**157,800**	**-76,000**	**-32.51%**
Copy Center Supplies	2,790	2,359	2,000	2,000	0	0.00%
Office Supplies	17,791	21,726	20,000	19,500	-500	-2.50%
Supplies	**20,581**	**24,085**	**22,000**	**21,500**	**-500**	**-2.27%**
Real Estate Tax Billing	7,013	2,557	8,000	8,000	0	0.00%
Motor Vehicle Excise Tax Billing	3,558	3,011	4,000	4,000	0	0.00%
PAYT Billing	1,000	189	1,000	1,000	0	0.00%
Police Detail Billing	6,092	2,150	4,000	4,000	0	0.00%
Ambulance Fee Collections	56,515	54,467	82,500	82,500	0	0.00%
Banking Services Fees	38,127	39,957	40,000	45,000	5,000	12.50%
#REF!	**112,304**	**102,330**	**139,500**	**144,500**	**5,000**	**3.58%**
Revalue of Real Property	6,792	18,902	75,000	75,000	0	0.00%
Other Chgs. / Exp.	**6,792**	**18,902**	**75,000**	**75,000**	**0**	**0.00%**
Totals	**1,159,626**	**1,237,378**	**1,461,504**	**1,482,070**	**20,567**	**1.41%**

Town of Natick

Home of Champions

Department: Information Technology

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries						
Personnel Services	$ 219,219	$ 238,944	$ 241,759	$ 291,950	$ 50,191	20.76%
Total Salaries	**$ 219,219**	**$ 238,944**	**$ 241,759**	**$ 291,950**	**$ 50,191**	**20.76%**
Operating Expenses						
Expenses	$ 290,053	$ 407,849	$ 374,100	$ 394,100	$ 20,000	5.35%
Other Chgs. & Exps.	$ 233,578	$ 218,791	$ 265,000	$ 310,675	$ 45,675	17.24%
Total Operating Expenses	**$ 523,632**	**$ 626,640**	**$ 639,100**	**$ 704,775**	**$ 65,675**	**10.28%**
Total Information Technology	$ 742,851	$ 865,584	$ 880,859	$ 996,725	$ 115,866	13.15%

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
-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 and implementation of new ShoreTel VOIP phone system in the new Natick High School
-Installation and configuration of new INET drop and data closet in DPW LFNR Shed for School Field House
- Opened new Community Senior Center - installed all IT infrastructure and equipment including installation of new ShoreTel VOIP phone system
- Started trial run of NovusAgenda Meeting and Scheduling software with BOS Clerk and School Admin. Executive
- Started upgrade of Town web site to new Drupal platform
- Substantial completion of EOC upgrade - VOIP phones still need to be installed
-Permitting System selected, contract under review
- Migration of all Assessing software to new VMware virtualized serve complete
- installation of VMware in Police HQ for replacement of older servers and business continuity
- Installation of new Verizon FIOS Internet circuit in Police HQ

III. Current Challenges

- Day to day operations and 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).
- Life Cycle Replacement of all town IT equipment, which includes PCs, printers, UPS,servers, networking equipment, etc....

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

- Salaries Technical & Professional - increased $50,191 to add 1.0FTE Information / Communication Specialist
- Repairs and Equipment Maintenance - increased $20,000 to cover hosted solutions - NovusAgenda and Offsite data storage with eFolder
- Software maintenance - increased $56,175 to cover Munis Support and support for the new permitting system and add two MUNIS Modules - HR Management and Employee Self Service
- Telephone Support - increased $12,000 to cover support costs for new ShoreTel phone system in High School and Community Senior Center. The new High School added 200 handsets and licenses
- Equipment Replacement - increased $27,250 to cover replacement of additional equipment and servers at DPW as well as printers and several Ipads in departments.

Town of Natick

Home of Champions

Department: Information Technology

Budget Overview:

V. On the Horizon

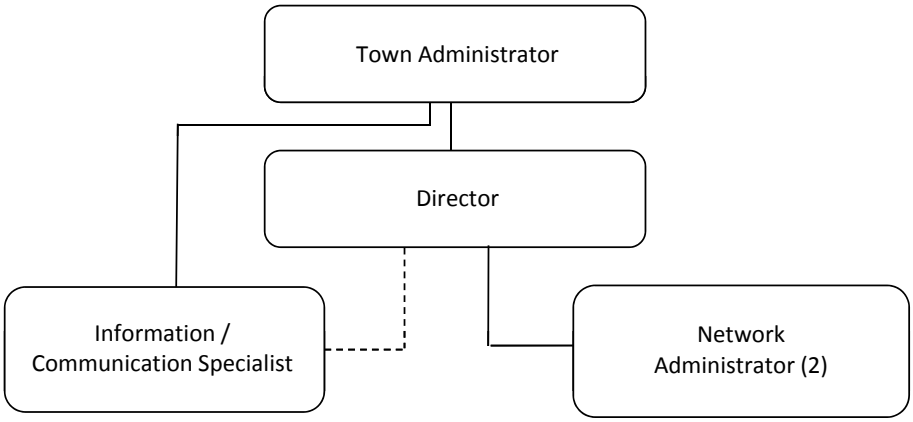
- Implementation of Town Permitting System
- Complete testing and implement Novus Agenda Meeting Agenda and Scheduling software
- Evaluate Enterprise Wide Meeting Room and Scheduling software
- Migrate email from in-house Microsoft Exchange server to hosted Google Gmail
- Evaluate Document Management Systems

Staffing	**2010**	**2011**	**2012**	**2013**	**2014**
Director	1	1	1	1	1
Network Administrator	2	2	2	2	2
Information / Communication Specialist	0	0	0	0	1
Total FTE	**3**	**3**	**3**	**3**	**4**
Total FT/PT	**3 FT / 0 PT**	**3 FT / 0 PT**	**3 FT / 0 PT**	**3 FT / 0 PT**	**4 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



Town of Natick

Home of Champions

Department: Information Technology

Performance Indicators	2010	2011	2012	2013	2014
Workload Measures					
Software Maintenance Cost	$ 251,826	$ 234,448	$ 289,356	$ 280,000	$ 336,175
Estimated number of support calls	N/A - Working on indicator				
Percent. of PC support calls for Viruses and Malware	10%	5%	3%	3%	3%
Number of PC's/Laptops/Tablets Supported	250	250	275	275	325
Staff	3	3	3	3	3

	2010	2011	2012	2013	2014
Efficiency Measures					
Number of PC's Supported/Staff Member	83	83	92	92	108

	2010	2011	2012	2013	2014
Outcome Measures					
Percentage of time:					
- E-mail systems fully operational	N/A	N/A	99%	99%	99%
- Network systems fully operational	N/A	N/A	99%	99%	99%
- Website fully operational	N/A	N/A	99%	99%	99%

Budget Detail

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs 2014 $ (+/-)	2013 vs 2014 % (+/-)
Salaries Management	$ 90,751	$ 97,176	$ 98,166	$ 98,166	$ -	0.00%
Salaries Technical/Professional	$ 128,468	$ 141,768	$ 143,593	$ 193,784	$ 50,191	34.95%
Personnel Services	**$ 219,219**	**$ 238,944**	**$ 241,759**	**$ 291,950**	**$ 50,191**	**20.76%**
Repairs & Maint Equipment	$ 26,450	$ 73,227	$ 52,000	$ 72,000	$ 20,000	38.46%
Maintenance Contracts Software	$ 234,448	$ 289,356	$ 280,000	$ 336,175	$ 56,175	20.06%
Communication Telephone	$ 16,184	$ 18,482	$ 19,600	$ 19,600	$ -	0.00%
Copy/Mail Center Fees	$ 1,751	$ 4,800	$ 1,000	$ 1,000	$ -	0.00%
Training & Education	$ -	$ 1,497	$ 5,000	$ 5,000	$ -	0.00%
Computer Supplies	$ 2,221	$ 11,488	$ 7,500	$ 7,500	$ -	0.00%
Paper Supplies - Municipal	$ 9,000	$ 9,000	$ 9,000	$ 9,000	$ -	0.00%
Expenses	**$ 290,053**	**$ 407,849**	**$ 374,100**	**$ 450,275**	**$ 76,175**	**20.36%**
Telephone System Maintenance	$ 35,193	$ 33,879	$ 48,000	$ 60,000	$ 12,000	25.00%
LAN/WAN Maintenance	$ 74,842	$ 58,078	$ 70,000	$ 70,000	$ -	0.00%
Equipment Replacement Computers	$ 67,283	$ 55,914	$ 75,000	$ 102,500	$ 27,500	36.67%
Software Systems Upgrade & Replace	$ 56,261	$ 70,920	$ 72,000	$ 72,000	$ -	0.00%
Other Chgs. & Exps.	**$ 233,578**	**$ 218,791**	**$ 265,000**	**$ 304,500**	**$ 39,500**	**14.91%**
Total Information Technology	**$ 742,851**	**$ 865,584**	**$ 880,859**	**$ 1,046,725**	**$ 165,866**	**18.83%**

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 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).

Expenses:

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.

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).

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.

Town of Natick

Home of Champions

Department: Town Clerk

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Salaries						
Personnel Services	192,509	202,871	212,219	223,450	11,231	5.3%
Total Salaries	**192,509**	**202,871**	**212,219**	**223,450**	**11,231**	**5.3%**
Operating Expenses						
Expenses	19,901	14,798	21,750	21,850	100	0.5%
Total Operating Expenses	**19,901**	**14,798**	**21,750**	**21,850**	**100**	**0.5%**
Total Town Clerk	**212,410**	**217,669**	**233,969**	**245,300**	**11,331**	**4.8%**

Goals for the Town Clerk and Elections Offices

Personnel Management and Training

Continue to search for professional development opportunities in the areas of computer skills especially excel and access for the Clerical staff. Continue to improve the skills of all staff members across function areas. Identify a staff member to become trained on the web site. A new section of the state-wide vitals program will be coming on-line this year and all staff members will need training. In addition, I would like to continue to work with the Town to digitize and improve access to information for residents. Become more involved with the legislative issues within the Mass Clerk's Assoc. Begin process for becoming a Certified Municipal Clerk.

Website development and maintenance & Technology

Continue to improve the design and access to information on the Town Clerk's website. Provide training for staff on technology. Create an improved method to track Conflict of Interest and Ethics compliance for the Town. Hire part-time temporary help to input historical data for the planning and zoning database (back over 50 years). Continue to seek solutions to tracking elected and appointed volunteers, terms and positions.

Records Retention, Preservation and Cataloguing

Complete the second year of a multi-year records preservation program (funded at 2012 Fall Annual Town Meeting) Work with the Town Administration on implementing a new digital technologies for document storage and cataloguing. Seek funding for a document storage system/shelving in the vault in the Town Clerk's office.

Miscellaneous

Implement the proposed changes for the Town Meeting caucus process. 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 professionally, efficiently and courteously and to assure fair and impartial elections. The Town Clerk's Office is often the first point of contact for our residents and non-residents and it is our responsibility to make sure that they are directed to the appropriate departments.

II. Recent Developments
This past year the office successfully oversaw and supervised the 2012 Presidential election process. This included voter registration, absentee and overseas (UOCAVA) balloting, election day preparation, election day operations and election result reporting. This consumed the majority of staff time for 4-6 months. Several separate training sessions were held for election workers. We worked closely with the several staff members at the high school and used students to work the election. The response was excellent from the community, other election workers and the students. We will continue this practice. The coming year will include a continuation of the maintenance and clean up of the Voter Registration (VRIS) data base. In addition, the State will be providing an updated version of the program as well as equipment for the database. We will be implementing the on-line vitals reporting system for Death Certificates. This is being managed by Vital Records in Boston.

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).

IV. Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact
We will be implementing the second year of the historic document restoration process. Codification of the Charter and By-laws will be complete and will provide much better access for residents and staff to the laws and regulations of the Town.

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. In addition, this will improve access for both staff and residents to public data. The storage capabilities in the vault need to be addressed and improved. The Clerk's office will continue to use technology to improve efficiencies. The office looks forward to implement an on-line credit/debit system for transactions as well as the ability to increase payment options at the counter. I will be working toward attaining certification as Municipal Clerk.

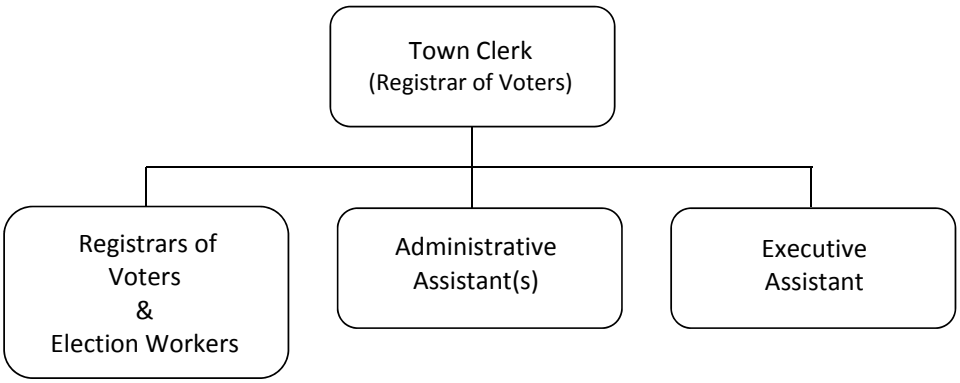
Town of Natick

Home of Champions

Department: Town Clerk

Staffing	2010	2011	2012	2013	2014
Town Clerk	1	1	1	1	1
Assistant Town Clerk	0	0	0	0	0
Department Assistant	1	1	1	0	0
Administrative Assistant	2	2	2	2	2
Executive Assistant	0	0	0	1	1
Total FTE	**4**	**4**	**4**	**4**	**4**

Organizational Chart



Performance Indicators

For statistics on a calendar year basis, please refer to the Town Report.

Town of Natick

Home of Champions

Department: Town Clerk

Budget Detail	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Salaries Management	62,302	68,000	70,268	75,288	5,020	7.1%
Salaries Operation Staff	128,378	133,506	138,751	146,162	7,411	5.3%
Operational Staff Overtime	1,828	1,365	3,200	2,000	-1,200	-37.5%
Personnel Services	**192,509**	**202,871**	**212,219**	**223,450**	**11,231**	**5.3%**
Repairs & Maint Equipment	890	0	500	500	0	0.0%
In State Travel/Meetings	339	1,485	1,400	2,500	1,100	78.6%
Communication Telephone	467	489	750	750	0	0.0%
Dues & Memberships	175	150	200	400	200	100.0%
Copy/Mail Center Fees	4,139	3,433	4,500	4,500	0	0.0%
Binding	7,110	7,200	7,200	7,200	0	0.0%
Office Supplies	2,589	2,041	3,000	3,000	0	0.0%
Communication Print & Advertising	4,193	0	4,200	3,000	-1,200	-28.6%
Supplies	**19,901**	**14,798**	**21,750**	**21,850**	**100**	**0.5%**
Total Town Clerk	**212,410**	**217,669**	**233,969**	**245,300**	**11,331**	**4.8%**

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. We continue to reduce the use of overtime through flexible scheduling. I have requested part-time temporary staff to input data into a planning and zoning database. A senior in the property tax work program works each year helping at election time and in processing the census/street listing after it is returned to our office. Included are also the expenses of the pages for Town Meeting, constables for posting warrants and the Board of Registrars, in addition to election staffing.

Expenses

Repairs and Maintenance of Equipment – Level-funded.

In State Travel /Meetings – This line item increased to allow staff to attend conferences offered through the Mass. Clerk's Association. Additional funding has been included in this line to access outside training for clerical staff in Excel and Word.

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. In this budget I have increased this to cover membership in the International Institute of Municipal Clerks.

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 related mailings, 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 again increasing at least by $.01and possibly more.

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.

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.

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 and the related the books, printing updated versions of the charter and by-laws, confirmation cards and any other election or clerk office printing.

Town of Natick

Home of Champions

Department: Elections

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Salaries						
Personnel Services	45,592	28,457	59,565	22,230	-37,335	-62.7%
Total Salaries	**45,592**	**28,457**	**59,565**	**22,230**	**-37,335**	**-62.7%**
Operating Expenses						
Purchase of Services	35,916	35,923	62,500	38,750	-23,750	-38.0%
Total Operating Expenses	**35,916**	**35,923**	**62,500**	**38,750**	**-23,750**	**-38.0%**
Total Elections/Bd. of Reg.	**81,508**	**64,380**	**122,065**	**60,980**	**-61,085**	**-50.0%**

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 assures compliance with all voting laws and regulations.

II. Recent Developments

During this past year we successfully managed the presidential election. The Town of Natick had 78% turnout and no problems during election day. This office worked extremely hard to assure the most accurate voter lists and that all voters were treated fairly. Voter registration is significantly higher prior to a national election than it is during any other period. We registered new voters, deleted voters who moved, changed addresses and party registrations for voters. We completed and managed over 2,000 absentee ballot applications and ballots. In addition, we fielded many questions via the internet, phone and over the counter. I created a FAQ for voters regarding registration, absentee ballots and other questions. The FAQ was adopted by several other communities. I held 4 training sessions for election workers, clerks and wardens to assure compliance with the laws. There will be changes in the next few years in election laws and most likely in the voter registration process. I hope to work as with the Mass Clerk's Association to address some critical issues prior to the next federal election. It will be critical as we move forward to be proactive in implementing the changes that occur at the State level.

III. Current Challenges

Recruiting and training election personnel is always a challenge. In years that there are fewer elections, it remains important to manage this process and keep fluid and flexible staffing lists for upcoming elections. We will be purging the voter list in the next month in compliance with Massachusetts laws.

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

There are no significant proposed changes to this budget during this year.

Staffing	2010	2011	2012	2013	2014
Board of Registrars	4*	4*	4*	4*	4*
Election Workers	60*	60*	60*	80*	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

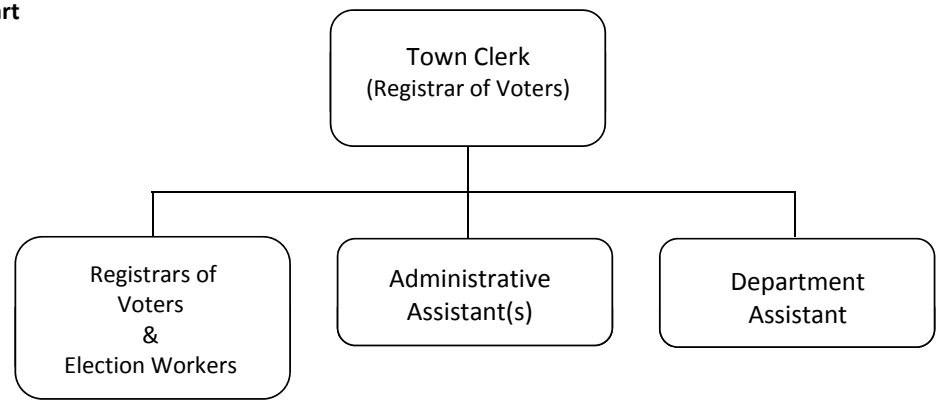
Home of Champions

Department: Elections

Performance Indicators	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Workload Indicators					
Number of Elections	5	3	2	3	1

	2010	2011	2012	2013	2014
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

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Salaries Management	3,244	4,614	4,290	4,290	0	0.0%
Salaries Election Workers	42,348	23,843	52,475	15,140	-37,335	-71.1%
Salaries Misc			2,800	2,800	0	0.0%
Personnel Services	**45,592**	**28,457**	**59,565**	**22,230**	**-37,335**	**-62.7%**
Communication Election Coding	16,819	13,423	30,550	15,000	-15,550	-50.9%
Communication Postage	13,701	11,554	14,250	14,250	0	0.0%
Communication Printing of Ballots	2,732	143	3,000	5,000	2,000	66.7%
Communication Books	1,571	2,666	4,200	2,000	-2,200	-52.4%
Election Supplies	1,092	4,313	8,500	1,500	-7,000	-82.4%
Supplies Food	0	3,825	2,000	1,000	-1,000	-50.0%
Purchase of Services	**35,916**	**35,923**	**62,500**	**38,750**	**-23,750**	**-38.0%**
Total Board of Registrars	**81,508**	**64,380**	**122,065**	**60,980**	**(61,085)**	**-50.0%**

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. This year there will only be a town election in fiscal 2014. We will continue to use students to help with the elections, especially at the end of the night.

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 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 - Each election costs between $1000 and $1500 for supplies required to equip and supply the polling sites. This also includes other office supplies.

Town of Natick

Home of Champions

Department: Sealer of Weights & Measures

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Personnel Services						
Personnel Services	14,317	14,658	14,659	14,659	0	0.00%
Total Operating Expenses	**14,317**	**14,658**	**14,659**	**14,659**	**0**	**0.00%**
Operating Expenses						
Purchase of Services	841	763	850	875	25	2.94%
Total Other Chgs. & Expenses	**841**	**763**	**850**	**875**	**25**	**2.94%**
Total Sealer of Weights & Measures	**15,158**	**15,421**	**15,509**	**15,534**	**25**	**0.16%**

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.

Device statistics presented herein 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.

Staffing	2010	2011	2012	2013	2014
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	2010*	2011*	2012*	2013*	2014*
Workload Measures					
Scales Tested					
- 100lbs-1000lbs	15	12	12	12	12
- 10lbs-100lbs	90	97	90	92	92
- Less than 10lbs	11	11	10	10	10
- Metric & Apothecary Weights	33	30	30	30	30
Liquid Measuring Device					
- Gasoline Meters	136	157	154	154	154
- Vehicle Tank Meters	14	14	12	12	12
- Taxi Meters	27	24	28	28	28

**Estimates. Inspections are performed on a calendar year basis.*

Town of Natick

Home of Champions

Department: Sealer of Weights & Measures

Budget Detail

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Salaries Technical & Professional	14,317	14,658	14,659	14,659	0	0.00%
Personnel Services	**14,317**	**14,658**	**14,659**	**14,659**	**0**	**0.00%**
Repairs & Maint Supplies	498	493	500	500	0	0.00%
Training & Education	145	150	200	200	0	0.00%
Dues & Subscriptions	198	120	150	175	25	16.67%
Purchase of Services	**841**	**763**	**850**	**875**	**25**	**2.94%**
Total Sealer of Weights & Measures	**15,158**	**15,421**	**15,509**	**15,534**	**25**	**0.16%**

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 2014.

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 2014.

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 and costs are anticipated to increase. $175.00 funding is requested for FY 2014.

Town of Natick

Home of Champions

Department: Community Development

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	2013 vs. 2014 %
Salaries						
Personnel Services	$ 662,149	$ 676,671	$ 740,382	$ 825,398	$ 85,016	11.48%
Total Salaries	**$ 662,149**	**$ 676,671**	**$ 740,382**	**$ 825,398**	**$ 85,016**	**11.48%**
Operating Expenses						
Expenses	$ 23,985	$ 22,796	$ 23,811	$ 23,811	$ -	0.00%
Total Operating Expenses	**$ 23,985**	**$ 22,796**	**$ 23,811**	**$ 23,811**	**$ -**	**0.00%**
Total Community Development	**$ 686,134**	**$ 699,467**	**$ 764,193**	**$ 849,209**	**$ 85,016**	**11.12%**

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 built and natural resources by preserving the quality of life for the citizens of Natick. Through our staff , 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:

Support Town Boards and official bodies
- Assist Planning Board , Zoning Board of Appeals, Conservation Commission, Board of Selectmen and other Town bodies with respect to planning, affordable housing, transportation and conservation related functions

Improve Downtown/In-Town Parking
- Advance appropriate recommendations of State sponsored parking study
- Continue to review on-street parking to maximize availability, utilization, economic opportunity
- Advance by-law modifications as appropriate

Participate in Rezoning Process
- Assist in management of process; serve as point of contact to consultant, committee members
- Provide technical review and data in support of process

Department: Community Development

Goals (con't)

Improve Local Traffic Conditions
- Oversee construction of Oak St./Rte 9 intersection on behalf of Town
- Oversee redesign of North Main Street / Route 27
- Participate in remaining redesign of Rte27/Rte9 intersection with State DOT
- Oversee MassWorks Grant to reconstruct Kansas Street
- Serve as Town's key liaison on transportation issues
- Identify and work to address problem traffic areas
- Oversee mitigation projects as part of permitted developments

Advance Proactive Approach to Affordable Housing
- Manage 40B, 40R and HOOP projects ; administer mitigation funds
- Administer HOME funds
- On-going review of Subsidized Housing Inventory (SHI) status
- Management of local affordable units
- Staff serves as Fair Housing Officer for Town
- Assist Affordable Housing Trust Fund Committee and Community Development Advisory Committee

Participate as Member of Cochituate Rail Trail Advisory Committee
- Pursue possible acquisition of right of way
- Advance design work
- Advocate for project inclusion on state "TIP" funding list

Miscellaneous
- Ensure continued compliance on permitted projects
- Serve as Economic Development Director ; participate in Economic Development Committee
- Participate in Safety Committee
- Promote and expand green technologies
- Compile data regarding departmental activities
- Assist in consideration of sale of town owned real property
- Implement new permitting software
- Deal with overdue departmental storage demands
- Member of Problem Property Task Force

Budget Overview:

I. Main Purpose of the Department

The Department works to protect and enhance the quality of life and 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.

Town of Natick

Home of Champions

Department: Community Development

Budget Overview:

II. Recent Developments

The Town continues to manage two significant 40B affordable housing projects. The South Natick Hills 40B project (268 units) is roughly three-quarters completed and the Chrysler Road 40B project (407 units) is anticipated to be finished in mid 2013. The expansion of the MathWork's Apple Hill facility is to be completed in early 2013. The Dept. continues undertaking several major roadway improvement projects including the redesign of North Main Street to the Wayland town line; oversee construction of improvements to the intersection of Oak Street and Route 9 in FY 2013 and FY2014; and, redesign of the intersection of Route 27 with Route 9. Also , the Town received a $2.5ml MassWorks Grant to rebuild Kansas Street based on an application made by this Dept.

III. Current Challenges

- High levels of permitting continue, placing a significant workload on the Department & Boards.
- Addressing major planning concerns such as affordable housing, development management and all forms of transportation while respecting local quality of life.
- On-going review of 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).
- The Department has long since reached a critical point regarding storage of its plans, documents and files.
- Professional participation within economic development efforts advanced by the Town.

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

-South Natick Hills 40B, Chrysler Road 40B, Mathworks, and the Paperboard property redevelopment with 150 units and constant Route 9 projects and others continue to place major demands our small staff. In the event that additional inspector time is necessary to satisfy the major project demands we may ask for additional funds to cover necessary project inspections.

- 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.
- Addressing economic development demands placed upon this Dept. without commensurate resources is a major concern and frequently presents work load and scheduling difficulties.

V. On the Horizon

- Implementation of an automated permit tracking system is necessary and will enhance oversight.
- Pursue applicable state and federal grants.
- Pursue design and state funding for the reconstruction of North Main Street, and major Rt. 9 intersections.
- Pursue scanning and electronic filing of 48 years of plans to address plan/document storage problems.
- Pursue linking to Town's electronic real property data system which Dept. currently cannot do.
- Maintaining appropriate staffing levels to address departmental and Town responsibilities while addressing the constant demand for assistance to committees and groups.
- Natick has attained a level of near build-out where easily developed sites have been built upon; the remaining sites are difficult to permit and build upon due to public pressure, site impediments or ownership impediments. All of which impose significant demands upon this department.

Town of Natick

Home of Champions

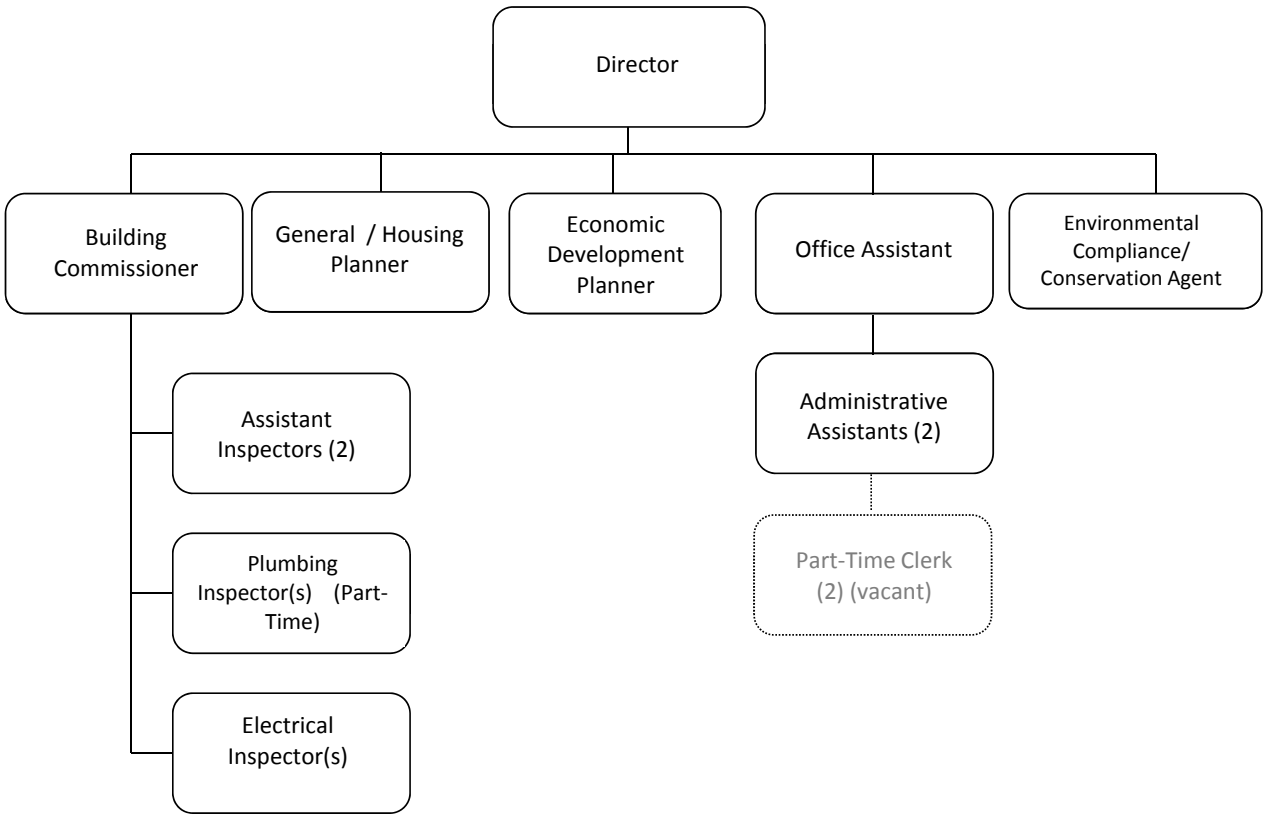
Department: Community Development

Staffing	2010	2011	2012	2013	2014
Director	1	1	1	1	1
Building Commissioner	1	1	1	1	1
Assistant Inspector	2	2	2	2	2
General/Housing Planner	1	1	1	1	1
Economic Development Planner	0	0	0	0	1
Executive Assistant	1	1	1	1	1
Administrative Assistant	2	2	2	2	2
Part-Time Clerk	0	0	0	0	0
Environmental Compliance/Conservation Agent	0.5	0.5	0.5	0.5	0.5
Part-Time Inspectors	1.85	1.02	1.02	2.60	2.60
Total FTE	**10.35**	**9.52**	**9.52**	**11.10**	**12.10**
Total FT/PT	**9 FT / 5 PT**	**9 FT / 4 PT**	**9 FT / 4 PT**	**9 FT / 6 PT**	**10 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 (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

Budget Detail	**2011 Actual**	**2012 Actual**	**2013 Appropriated**	**2014 Recommended**	**2012 vs. 2013 $ (+/-)**	**2012 vs. 2013 % (+/-)**
Salaries Management	$ 174,577	$ 190,759	$ 193,228	$ 193,228	$ -	0.00%
Salaries Supervisory	$ 47,989	$ 49,439	$ 53,189	$ 55,865	$ 2,676	5.03%
Salaries Operational Staff	$ 90,058	$ 93,015	$ 93,703	$ 95,581	$ 1,878	2.00%
Salaries Technical & Professional	$ 234,132	$ 212,659	$ 252,611	$ 332,611	$ 80,000	31.67%
Salaries Tech & Prof Inspector's	$ 96,962	$ 108,413	$ 127,113	$ 127,113	$ -	0.00%
Salaries Temp Operational Staff	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Add'l Comp Supervisory Staff	$ 952	$ 996	$ 2,538	$ 3,000	$ 462	18.20%
Add'l Comp Operational Staff	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Salaries Operation Staff Overtime	$ 17,480	$ 21,388	$ 18,000	$ 18,000	$ -	0.00%
Personnel Services	$ 662,149	**$ 676,671**	**$ 740,382**	**$ 825,398**	**$ 85,016**	**11.48%**
In State Travel/Meetings	$ 1,434	$ 605	$ 2,400	$ 2,400	$ -	0.00%
Communication Telephone	$ 1,892	$ 1,631	$ 2,875	$ 2,875	$ -	0.00%
Dues & Subscriptions	$ 520	$ 480	$ 800	$ 800	$ -	0.00%
Training & Education	$ 2,010	$ 1,455	$ 2,000	$ 2,000	$ -	0.00%
Communication Postage	$ 2,891	$ 2,270	$ 2,730	$ 2,730	$ -	0.00%
Copy/Mail Center Fees	$ 2,562	$ 4,015	$ -	$ -	$ -	0.00%
Consultant Services	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Communication Print & Advertising	$ 7,902	$ 5,256	$ 7,756	$ 7,756	$ -	0.00%
Communication Books & Publications	$ 411	$ -	$ 750	$ 750	$ -	0.00%
Professional Services - Other	$ -	$ 3,520	$ -	$ -	$ -	0.00%
Office Supplies	$ 4,363	$ 3,565	$ 4,500	$ 4,500	$ -	0.00%
Expenses	**$ 23,985**	**$ 22,796**	**$ 23,811**	**$ 23,811**	**$ -**	**0.00%**
Total Community Development	**$ 686,134**	**$ 699,467**	**$ 764,193**	**$ 849,209**	**$ 85,016**	**11.12%**

Line-Item Detail

Salaries Technical & Professional Inspectors - For 2014, level-funding is being requested.
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 – For 2014 we propose maintaining the FY2013 level of Operation Staff Overtime at $18,000 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 FY2014 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 FY2014 budget will cover rudimentary needs. 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. It will hopefully 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 FY2013 budget. Should costs of paper and other office supplies inc

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Supplies – The proposed budget is $4,500 consistent with the FY2013 budget. Should costs of paper and other office supplies increase this number may need to be increased.

Article 12:
Motion F:
Committees & Commissions

Committees & Commissions Summary

- 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 12:

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	$	550
Total Historic District Commission	**$**	**550**
Motion Total	**$**	**26,060**

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

Tax Levy of Fiscal Year 2014	$	26,060
	$	**26,060**

Town of Natick

Home of Champions

Department: Commissions & Committees

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Operating Expenses						
Total Finance Committee	21,979	15,203	22,000	22,000	0	0.00%
Total Commission on Disability	168	202	1,810	1,810	0	0.00%
Total Natick Cultural Council	570	382	700	700	0	0.00%
Total Historical Commission	198	858	1,000	1,000	0	0.00%
Total Historic District Commission	363	535	500	550	50	10.00%
Total Committees & Commissions	23,278	17,180	26,010	26,060	50	0.19%

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.

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 13-0-0 on January 24 2013, the Finance Committee recommends Favorable Action with regard to the Finance Committee budget under Article 12, Section F, and that the sum of $22,000 be appropriated from the Tax Levy.

During the Finance Committee public hearing, the following information was noted:

- This budget is level-funded compared to FY 2013.
- Secretarial support to prepare the Finance Committee meeting Minutes continued to be provided through contracted services. The hourly rate paid for administrative support has not changed for several years.
- Variables driving the costs in this budget include the number and length of meetings held, which directly correlate with the cost of secretarial support and the size of the Committee's Town Meeting Recommendation Book.
- Alternatives to reduce or eliminate the cost of secretarial support for the Finance Committee include having a member of the Committee take the Minutes, asking a volunteer from the town to assume this responsibility or paying a non-exempt town employee, at an overtime rate, to take the Minutes. None of these options were considered viable to meet the needs of the Finance Committee and the Town as a whole.
- It was noted that the level of detail of the information included in the Town Meeting Recommendation Book was facilitated by use of the meeting Minutes in developing that narrative.
- Members noted that none other of the town's committees which dealt with issues as significant and complex as those of the Finance Committee prepared their own Minutes, including the Board of Selectmen, the Planning Board, the High School Building Committee, and the Community-Senior Center Building Committee, and that the quality of the Minutes provided by the current arrangement was a major asset to facilitate the review of historical Minutes to refresh the recall of previous issues and discussion.

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 13-0-0 on January 24, 2013, the Finance Committee recommends Favorable Action with regard to the Commission on Disability budget under Article 12, Section F, and that the sum of $1,810 be appropriated from the Tax Levy.

During the Finance Committee public hearing, the following information was noted:

- This budget is level-funded compared to FY 2013.
- Although there were minimal expenditures from this budget in FY 2012, 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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 13-0-0 on January 24, 2013, the Finance Committee recommends Favorable Action with regard to the Natick Cultural Council budget under Article 12, Section F, and that the sum of $700 be appropriated from the Tax Levy.

During the Finance Committee public hearing, the following information was noted:

- This budget is level-funded compared to FY 2013.
- A listing of grant disbursements made by the Council can be found at http://massculture.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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 13-0-0 on January 24, 2013, the Finance Committee recommends Favorable Action with regard to the Historical Commission budget under Article 12, Section F, and that the sum of $1,000 be appropriated from the Tax Levy.

During the Finance Committee public hearing, the following information was noted:

- This budget is level-funded compared to FY 2013.
- Expenditures from the Historic 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.
- The Historical Commission and the Historic District Commission may not be combined as they were created in accordance with two distinct statutes.

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 13-0-0 on January 24, 2013, the Finance Committee recommends Favorable Action with regard to the Historic District Commission budget under Article 12, Section F, and that the sum of $550 be appropriated from the Tax Levy.

During the Finance Committee public hearing, the following information was noted:

- This proposed budget is being increased slightly due to the actual expenditures in FY 2012.
- It was noted there is presently no overlap in the membership of the Historical and the Historic District Commissions.
- This Commission does not own or manage any property within the town's two historic districts.
- The Commission's purview applies to exterior construction or remodeling only.

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:	**2010**	**2011**	**2012**	**2013**	**2014**
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:

	2011 Actual	**2012 Actual**	**2013 Appropriated**	**2014 Recommended**	**2013 vs. 2014 $**	**% **
Secretarial Staff	8,224	8,705	9,000	9,000	0	0.00%
Personnel Services	**8,224**	**8,705**	**9,000**	**9,000**	**0**	**0.00%**
Communication Postage	0	1,320	0		0	0.00%
Purchase of Services	**0**	**1,320**	**0**	**0**	**0**	**0.00%**
Copy/Mail Center Fees	12,699	5,178	12,000	12,000	0	0.00%
Tech/Prof Services	**12,699**	**5,178**	**12,000**	**12,000**	**0**	**0.00%**
Office Supplies	1,056		1,000	1,000	0	0.00%
Supplies	**1,056**	**0**	**1,000**	**1,000**	**0**	**0.00%**
Total Finance Committee	**21,979**	**15,203**	**22,000**	**22,000**	**0**	**0.00%**

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.

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:	2010	2011	2012	2013	2014
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:

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
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	0		500	500	0	0.00%
Operating Expense	168	202	835	835	0	0.00%
Supplies	**168**	**202**	**1,335**	**1,335**	**0**	**0.00%**
Total Commission on Disability	**168**	**202**	**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:	2010	2011	2012	2011	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

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Operating Expense	570	382	700	700	0	0.00%
Supplies	**570**	**382**	**700**	**700**	**0**	**0.00%**
Total Natick Cultural Council	**570**	**382**	**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. Established under Articles 4 and 5 by Special Town Meeting through acceptance of M.G.L. Ch. 40, Section 8D, on March 30, 1967, the commission's charge is to preserve, protect and develop the historical or archeological assets of the town. They are also charged to "conduct researches for places of historic or archeological value, shall cooperate with the state archeologist in conducting such researches or other surveys, and shall seek to coordinate the activities of unofficial bodies organized for similar purposes, and may advertise, prepare, print and distribute books, maps, charts, plans and pamphlets which it deems necessary for its work. " Recommendations are made to the Selectmen and the Massachusetts Historical Commission, for any place to be certified as an historical or archeological landmark.

Staffing:	**2010**	**2011**	**2012**	**2013**	**2014**
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

	2011 Actual	**2012 Actual**	**2013 Appropriated**	**2014 Recommended**	**2013 vs. 2014 $**	**% **
Operating Expense	198	858	1,000	1,000	0	0.00%
Supplies	**198**	**858**	**1,000**	**1,000**	**0**	**0.00%**
Total Historical Commission	**198**	**858**	**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.

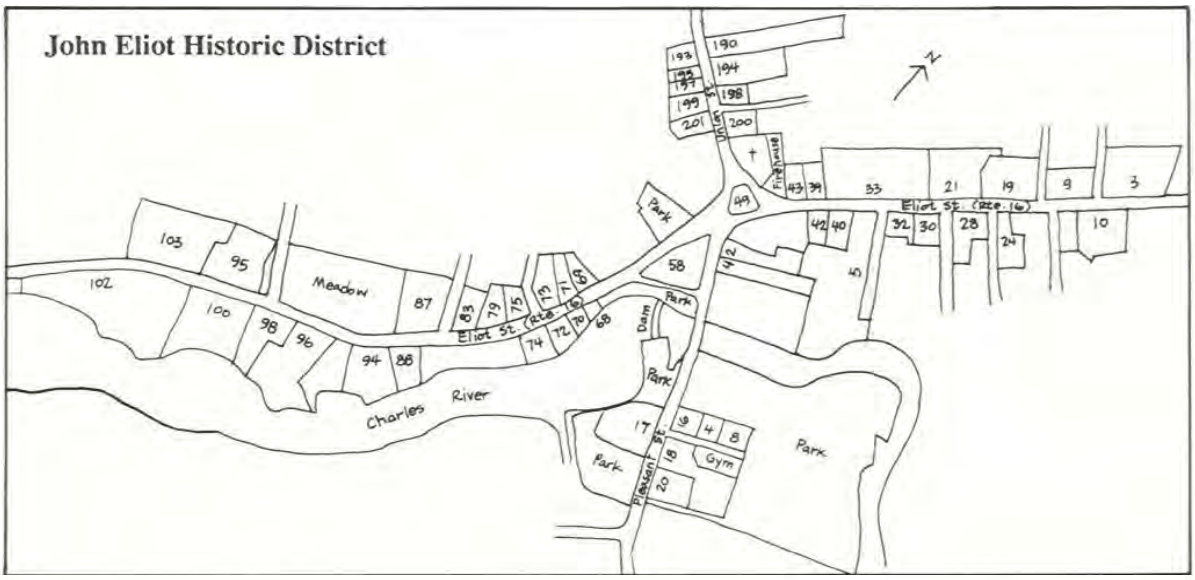
Staffing:	**2010**	**2011**	**2012**	**2013**	**2014**
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

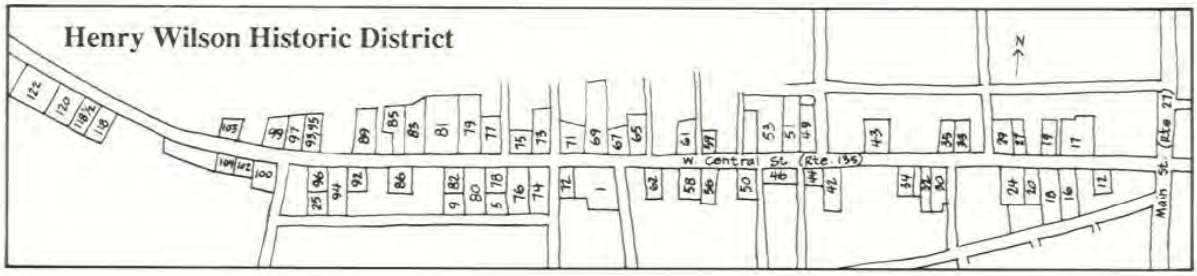
Budget Detail

	2011 Actual	**2012 Actual**	**2013 Appropriated**	**2014 Recommended**	**2013 vs. 2014 $**	**%**
Operating Expense	363	535	500	550	50	10.00%
Supplies	**363**	**535**	**500**	**550**	**50**	**10.00%**
Total Historic District Commission	**363**	**535**	**500**	**550**	**50**	**10.00%**

Line-Item Detail:

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





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Article 12:
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 12:

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	$	15,174,843
Other Personnel Services - Merit / Performance	$	150,000
Total Employee Fringe	**$**	**15,324,843**
Property & Liability Insurance		
Purchased Services	$	588,175
Total Prop. & Liab. Insurance	**$**	**588,175**
Contributory Retirement		
Pension Assessment	$	6,567,165
Total Contributory Retirement	**$**	**6,567,165**
Non-Contributory Retirement		
Pensions	$	42,903
Total Non-Contributory Retire.	**$**	**42,903**
Debt Service		
Leased Equipment	$	82,000
Principal	$	7,901,367
Interest	$	2,604,164
Total Debt Service	**$**	**10,587,531**
Reserve Fund		
Other Charges	$	300,000
Total Reserve Fund	**$**	**300,000**
Facilities Management		
Salaries	$	2,465,397
Expenses	$	124,984
Total Facilities Management	**$**	**2,590,381**
Motion Total	**$**	**36,000,999**

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

Tax Levy of Fiscal Year 2014	$	30,024,563
Free Cash	$	2,200,000
Overlay Surplus	$	500,000
Title V Septic	$	7,684
Water-Sewer User Fees	$	2,323,579
Golf User Fees	$	32,246
Capital Stabilization Fund	$	699,079
Premiums	$	90,681
School Building Assistance	$	123,167
	$	**36,000,999**

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 11-3-0 on April 2, 2013, the Finance Committee recommends Favorable Action with regard to the Employee Fringe Benefits budget under Article 12, Section G, and that the sum of $15,324,843 be appropriated as noted in the motion.

During the Finance Committee public hearing, the following information was noted:

- Employee Fringe is the second largest budget in the town with health care expense accounting for $12,915,664 or 84% of the total Employee Fringe budget. The Employee Fringe budget includes health care for all active employees and retirees, as well as unemployment insurance costs, workers compensation costs for both public safety and town employees, LIUNA pension contributions, retirement buy-outs, and funding of the performance pay plan.
- Health care includes the Town's share of funding for 793 active and 729 retired employees. The Town is obligated under law to provide benefits for employees working more than 20 hours per week.
- The preliminary budget assumed an 8% increase in the rate saver health care rates, however, the actual increase will be only 4% for Rate Saver plans. Non-rate saver plans (PPOs) are projected to increase 6% and 10% depending on the plan.
- The town's health care contribution percentages will shift from 90% to 82.5 for individual plans and from 80% to 77.5% for family plans in FY 2014, moving toward the goal of 75%.
- Benefits are included for 14 potential new hires (six Municipal, seven NPS, and one Shared Services) that are included in the proposed budget. The Administration has adjusted the number of new positions included in the benefits budget since January 2013 as the number of potential new positions has been reduced as part of the effort to close the budget gap which existed in January.
- Twenty extra plans (ten individual and ten family) have been budgeted in the Insurance Group Health & Life categories to accommodate employees who currently do not opt to take benefits but who experience a qualifying life change and become eligible to come into the Town's plan.
- Any amounts budgeted for plans that are not used will flow into Free Cash at the end of the fiscal year.
- According to the methodology used to allocate revenues and deficit amounts between the school and municipal budgets, benefit cost additions or reductions are allocated 100% to the side in which the corresponding positions are located for the year in which the additions or reductions occur, and thereafter they are incorporated into the Shared Expense category.
- Workers' compensation pays medical costs associated with injuries while on duty.

- The FY 2014 proposed budget maintains but reduces the safety nets for active employees.
- The $150,000 line item for Merit/Performance Raises reflects all funding for salary adjustments being budgeted in FY 2014 for non-union employees, including:
    - $50,000 for one-time payments to non-union employees for health care concessions, each eligible employee to receive $1,000 to offset the additional employee costs as a result of the concessions, which will be added to their base salary;
    - $55,000 for performance-based raises for non-union employees not at their salary range maximum;
    - $20,000 for potential market-based adjustments to maintain Pay Plan ranges at competitive levels and/or to recruit for key position vacancies; and
    - $25,000 for potential one-time merit payments for extraordinary performance; the aggregate total salaries for employees eligible this adjustment are estimated to be between $3.1 million and $3.3 million.
- The Merit/Performance Raises line item is the only source of funds for any adjustments to the salaries of non-union personnel. Merit adjustments in FY 2013 totaled approximately $30,000 for management staff and approximately $36,000 for mid-level and professional staff.

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 12-0-1 on March 5, 2013, the Finance Committee recommends Favorable Action with regard to the Property and Liability Insurance budget under Article 12, Section G, and that the sum of $588,175 be appropriated as noted in the motion.

During the Finance Committee public hearing, the following information was noted:

- Committee members were informed that this budget reflected an increase over the previous year because the aggregate value of the town's buildings had increased with the addition of the new high school and Community-Senior Center. The Administration will evaluate the actual claims to determine if this budget can be reduced.
- Although the new buildings include updated fire prevention equipment and materials, the higher premium relates to the higher replacement cost of the buildings and contents, and therefore increased risk to the town.
- Competitive bids for these policies are solicited annually by the town.
- The town has never needed to pay out the budgeted amounts for deductibles but they are included in the budget in case they are required.

Department:	***Contributory Retirement***

PURPOSE OF BUDGET:
The purpose of this Article is to fund the Contributory Retirement operating budget for the Fiscal Year 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 13-0-0 on March 28, 2013, the Finance Committee recommends Favorable Action with regard to the Contributory Retirement budget under Article 12, Section G, and that the sum of $6,567,165 be appropriated as noted in the motion.

During the Finance Committee public hearing, the following information was noted:

- The required FY 2014 funding amount from the General Fund, based on the January 2011 valuation, is $6,567,165.
- Natick's total assessment for FY 2014 is $6,567,165, of which $10,718 is allocated to the Natick Housing Authority, $10,466 is allocated and appropriated through the Golf Course Enterprise Fund, and $215,955 is allocated and appropriated through the Water and Sewer Enterprise Fund.
- The funding schedule is based on a goal of being fully funded by 2030. Accelerating that date would significantly increase the funding amounts. The latest date by which the town would be permitted to defer its full funding to would be 2040 which would cost the town approximately $50 million additional due to reduced investment returns.
- A new valuation is currently underway. Projected contribution amounts could be revised based on the results of the new valuation.
- The funding schedule is based on a projected 8% return on investments. Since the market was virtually flat in 2011, this required an increase in the contribution requirement. Market returns in 2012 were approximately 13% and the current year is doing quite well.
- Based on preliminary data regarding the new valuation, together with other factors such as lower salary increases and increasing longevity, it is not expected that projected appropriations will change significantly as a result of the upcoming valuation.
- Finance Committee members were informed that the Fund outperformed the State program by approximately one percent annually for the last five years.
- The total value of the town's assets in the system was over $92 million as of February 28, 2013.
- During the 1980s Natick took advantage of an option to make no contribution to the system for some years which had the effect of increasing current contribution amounts.

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 12-0-0 on March 28, 2013, the Finance Committee recommends Favorable Action with regard to the Non-Contributory Retirement budget under Article 12, Section G, and that the sum of $42,903 be appropriated as noted in the motion.

During the Finance Committee public hearing, the following information was noted:

- This system covers employees hired prior to 1939 or their surviving spouses, and presently consists of one retiree from the fire department and two from the schools, as well as one individual the town shares with the Commonwealth of Massachusetts.
- This budget has declined by 36.2% from FY 2013 due to deaths of previous pensioners.

Department:	***Debt Service***

PURPOSE OF BUDGET:
The purpose of this Article is to fund the Debt Service operating budget for the Fiscal Year 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 13-0-0 on March 5, 2013, the Finance Committee recommends Favorable Action with regard to the Debt Service budget under Article 12, Section G, and that the sum of $10,587,531 be appropriated as noted in the motion.

During the Finance Committee public hearing the following information was noted:

- The Debt Service budget is the third-largest budget in the town.
- Committee members were informed by Town Administration that the May 2012 report from Standard & Poor's had reaffirmed Natick's AAA stable credit rating which had been at that level for the past two years and is the highest possible rating.
- Both within-levy and excluded debt are included in the debt budget.
- Current authorized debt of $95,287,419 is well below the town's total debt limit as defined by M.G.L. Ch. 44, Sec. 10 of $311,448,553.
- The town plans to go out to market on May 22nd to issue approximately $5 million of new debt – approximately $2.8 of general fund expense, including $900,000 for the packers which will be used for the in-house recycling program, and approximately $2.2 of Enterprise funding. Refunding of the town's April 15, 2002 general obligation bonds for the golf course and sewer is also planned at this time to achieve an estimated savings to the town of approximately $200,000 over the remaining life of the bonds due to the current low interest rates.
- Although interest rates have been low for some time, the town has waited for the 20-year bonds to reach the 10-year maturity date in order to avoid fees assessed if bonds are called before this point. After this issuance the next significant opportunity would be to refinance the bonds for the Wilson School which is callable in 2014. This would have a direct impact on Natick taxpayers as this is excluded debt.

Department:	***Reserve Fund***

PURPOSE OF BUDGET:
The purpose of this Article is to fund the Reserve Fund operating budget for the Fiscal Year 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 12-1-0 on January 24, 2013, the Finance Committee recommends Favorable Action with regard to the Reserve Fund budget under Article 12, Section G, and that the sum of $300,000 be appropriated as noted in the motion.

During the Finance Committee public hearing, the following information was noted:

- This budget was increased by $100,000 several years ago on the rationale that the aging high school structure could necessitate some unforeseen emergency expenditures. With the new high school now in operation some members felt this budget could be reduced.
- The five-year average amount of transfers out of the Reserve Fund was approximately $244,000, with an average yearend balance of $151,000. In the past three fiscal years (FY 2010, 2011, and 2012), the average amount of transfers out of the Reserve Fund was approximately $199,000, with the greatest amount in FY 2011 of $213,518.

Department:	***Facilities Management***

PURPOSE OF BUDGET:
The purpose of this Article is to fund the Facilities Management operating budget for the Fiscal Year 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 12-0-0 on March 19, 2013, the Finance Committee recommends Favorable Action with regard to the Facilities Management budget under Article 12, Section G, and that the sum of $2,590,381 be appropriated as noted in the motion.

During the Finance Committee public hearing, the following information was noted:

- A new position for an electrician is proposed which is expected to save money by allowing a considerable amount of work presently contracted out in house.
- Changes in the additional compensation line item relate to the elimination of the sick leave buyback benefit and a corresponding increase in longevity pay associated with the Administration's successful negotiations with the town's bargaining units.
- An amount of $65,577 was noted to be erroneously included in the line item related to Substitutes and Additional Work.

- The Facilities Director is comfortable with the organizational structure including the decentralized supplies budget as he appreciates the historical perspective and guidance he is receiving from the management of the DPW and the School Department.
- An area where additional in-house expertise could be helpful is that of HVAC. Considerable work on these systems in the schools is underway and planned for upcoming months.
- An amount of $50,000 has been reduced from the School's equipment maintenance budget related to anticipated savings from the addition of an in-house electrician.
- Plans are in place to convert the Ben-Hem, Johnson and Memorial schools from oil heat to gas. Funding requests for these projects are included in Articles 13 and 14 of this 2013 Spring Annual Town Meeting.
- A thorough assessment of roofs and windows on the town's 15 buildings has been conducted and a plan for replacement has been initiated.
- Custodial (contract) services at the Public Safety building have been ramped up with positive results in these areas. There is currently no plan to expand contract service to the School Department as there is a close and very positive working relationship between the school principals and the custodial staff assigned to those buildings.

Town of Natick

Home of Champions

Department: Employee Fringe

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Other Personnel Services						
Worker's Compensation	456,741	444,314	530,000	505,000	-25,000	-4.72%
Unemployment	187,467	201,375	215,000	240,000	25,000	11.63%
FICA (All)	727,919	824,854	750,500	850,000	99,500	13.26%
Drug & Alcohol testing	4,199	2,900	4,500	5,000	500	11.11%
Medical Insurance (s)	12,425,155	12,149,914	12,947,459	12,927,795	-19,664	-0.15%
Public Safety Medical (111F)	116,927	182,770	200,000	217,500	17,500	8.75%
LIUNA	177,279	178,444	187,550	196,548	8,998	4.80%
Benefits Reserve	0	17,024	50,000	50,000	0	0.00%
Long-Term Disability	0	0	0	18,000	18,000	100.00%
Retirement Buy-Out Program	97,294	125,031	200,000	165,000	-35,000	-17.50%
Total Other Personnel Services	**14,192,982**	**14,126,627**	**15,085,009**	**15,174,844**	**89,835**	**0.60%**
Merit/Performance Raises*	18,750	31,750	24,007	150,000	125,993	524.82%
Total Performance Plan	**18,750**	**31,750**	**24,007**	**150,000**	**125,993**	**524.82%**

**Please see next page for explanation*

Total Employee Fringe	**14,211,732**	**14,158,377**	**15,109,016**	**15,324,844**	**215,828**	**1.43%**

Budget Overview:

This budget covers all fringe benefits, insurances, testing's and non-retirement system related pension contributions for all employees of the Town of Natick funded through the General Fund. It includes the following budget allocations:

- Unemployment - Worker's Compensation - FICA (payroll taxes) - Health Insurance - Life Insurance - LIUNA Pension Contributions - Retirement Buy-Outs - Drug & Alcohol Testing

Major Points for Health Care/Benefits for FY 2014:

- Higher Health Care Rates: Health care rates will increase 4% from FY 2013 rates to FY 2014 for the Rate Saver plans. Non-rate saver plans (PPO's) are projected to increase 6.2% and 10% dependent upon the plan. A detailed summary of each HMO option is attached to this budget. Rates have been voted by the West suburban Health Group on February 19th, 2013.
- Cushion for mid-year plan changes: It is possible (and experience shows likely) 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 15 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:

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Worker's Compensation	456,741	444,314	530,000	505,000	-25,000	-4.72%
Insurance Unemployment	187,467	201,375	215,000	240,000	25,000	11.63%
FICA {Medicare}	727,919	824,854	750,000	850,000	100,000	13.33%
FICA {Social Security}	0	0	500	500	0	0.00%
DOT Testing	4,199	2,900	4,500	4,500	0	0.00%
Insurance Group Health & Life	12,425,155	12,149,914	12,947,459	12,927,795	-19,664	-0.15%
Public Safety C41 S111F Medical	116,927	182,770	200,000	217,500	17,500	8.75%
LIUNA Pension	177,279	178,444	187,550	196,548	8,998	4.80%
Employee Benefits Reserve	0	17,024	50,000	50,000	0	0.00%
Long-Term Disability	0	0	0	18,000	18,000	100.00%
-- Retirement Buy-out Program ---						
Fire Department	17,409	11,740	75,000	75,000	0	0.00%
Police Department	58,326	46,337	50,000	40,000	-10,000	-20.00%
Public Works Department	10,780	66,954	75,000	50,000	-25,000	-33.33%
Salaries Sick/Vacation Buy-Back	0	9,579	0	0	0	0.00%
Other Personnel Services	**14,192,982**	**14,136,206**	**15,085,009**	**15,174,843**	**89,834**	**0.60%**
Merit/Performance Raises*	18,750	31,750	24,007	150,000	125,993	524.82%
Performance Plan	**18,750**	**31,750**	**24,007**	**150,000**	**125,993**	**524.82%**
Total Employee Fringe	**14,211,732**	**14,167,956**	**15,109,016**	**15,324,843**	**215,827**	**1.43%**

**Actual FY 2013 Appropriated amount is $90,000. To date, $65,993 has been dispersed in performance raises to Personnel Board employees, and is reflected in revised FY 2013 Appropriated amounts in each departmental budget. For more detail on the FY 2014 Preliminary request, please see detail on ensuing pages. For more detail on spend down patterns FY 2011-2013, please see below.*

***Merit/Performance Raises**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**Diff ($)**	**Diff. (%)**
Appropriated	$ 18,750	$ 37,500	$ 90,000	$ 150,000	$ 60,000	66.67%
Expended (to-date)	$ 18,750	$ 31,750	$ 65,993			
Remaining (or closed out)	**$ -**	**$ 5,750**	**$ 24,007**			

New Municipal Plan Adds	**7**
DPW Recycling Laborers	2
Information/Communication Specialist	1
Special Needs Coordinator	1
Young Adult Librarian	1
Benefits / Payroll Assistant	1
Economic Development Planner	1

New Shared Adds (Maint. Tech. IV) **1**

New School Plan Adds	**7**
English Language Learner (Ken. & Br.)	1
Kindergarten Teacher (Ben-Hem)	1
Learning Center (NHS)	1
School Psychologist	1
High School Foreign Language	1
6th Grade Teacher (Kennedy)	1
Math Teacher (NHS)	1
Total New Employee Benefit Adds	**15**

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 2014 is higher than FY 2013; more is requested. *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 82.5% depending on the coverage selected by the employee. Charts are included in this section to provide greater understanding. Estimates for FY 2014 are based upon February 2013 enrollment counts accounting for voted 4% rate increases over 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. 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).

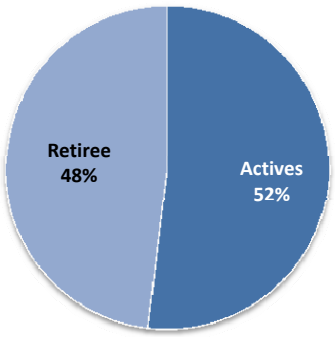
The contribution rate is set by the collective bargaining agreement or other agreement between the Employer and the Union. The rate must fall within the range of rates accepted by the Pension Fund. The rate may be cents, or dollars-and-cents, for each hour for which a covered employee is paid, or a fixed daily, weekly or monthly amount for each covered employee. The rate ranges. 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.

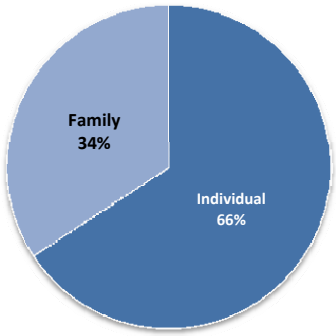
Employee Health Benefits Summary

	FY 2012	FY 2013	FY 2014
Active			
- Traditional HMO's	$ 65,292	$ 16,551	$ -
- Rate Saver HMO's	$ 8,922,313	$ 8,713,223	$ 9,037,975
Tier #1 Safety Net	$ 101,317	$ 123,000	$ 60,000
Tier #2 Safety Net	$ 100,000	$ 100,000	$ 100,000
Tier #3 Safety Net	$ 250,000	$ 150,000	$ 150,000
Sentinel Benefits Administration Fee	$ 39,960	$ 41,094	$ 42,822
Reserves: Individual Plan Adds (Mid-Year)		$ 63,288	$ 58,405
Reserves: Family Plan Adds (Mid-Year)		$ 146,784	$ 152,640
New Position Adds (Town: 7 / School: 7 / Shared: 1)		$ 213,016	$ 181,485
Retiree			
- Retiree Health Plans	$ 3,355,789	$ 3,162,242	$ 3,019,593
Life Insurance ($4.25/mo. x Total Benefited Employees)	$ 39,882	$ 38,862	$ 40,475
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	$ 20,000
Total Employee Health Benefits	**$ 12,931,233**	**$ 12,847,459**	**$ 12,927,795**

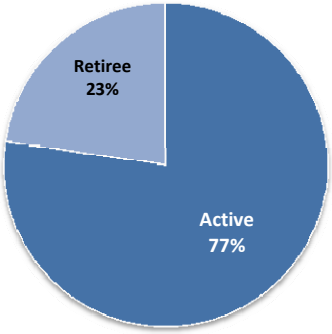
Participants - Actives vs. Retirees



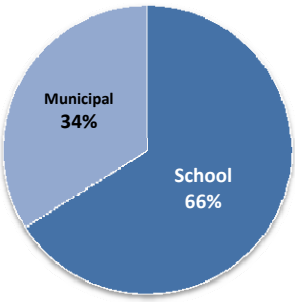
Participants - Individuals vs. Family



Cost - Actives vs. Retirees



Actives: School vs. Town Employees



Comparative Plan Usage	FY 2012	FY 2013	FY 2014
Actives			
Traditional			
- Single	1	0	0
- Family	3	0	0
Rate Savers			
- Single	319	315	324
- Family	439	446	469
Retirees			
Rate Savers/PPO			
- Single*	117	109	103
- Family	63	60	51
Retiree - Medicare Eligible	556	557	575
Total	**1498**	**1487**	**1522**

*Remaining Traditional HMO participants are retirees; participants counted under retiree health counts

All counts revised as of February 2013 Invoice from West Suburban Health Group

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)	628.00	90.00%	565.20	1,685.00	80.00%	1,348.00	
Participants			0			0	
Monthly Rates (Regular Members)	628.00	82.50%	518.10	1,685.00	77.50%	1,305.88	
Participants			36			65	
Monthly Rates (Regular Members)	628.00	80.00%	502.40	1,685.00	75.00%	1,263.75	
Participants			7			5	
Annual Total			**$266,021**			**$1,094,408**	**$ 1,360,428**
Fallon Group Direct Care							
Monthly Rates (Regular Members)	505.00	90.00%	454.50	1,357.00	80.00%	1,085.60	
Participants			0			0	
Monthly Rates (Regular Members)	505.00	82.50%	416.63	1,357.00	77.50%	1,051.68	
Participants			0			2	
Monthly Rates (Regular Members)	505.00	80.00%	404.00				
Participants			0				
Annual Total			**$0**			**$25,240**	**$ 25,240**
Fallon Group Select Care							
Monthly Rates (Regular Members)	542.00	90.00%	487.80	1,460.00	80.00%	1,168.00	
Participants			0			0	
Monthly Rates (Regular Members)	542.00	82.50%	447.15	1,460.00	77.50%	1,131.50	
Participants			27			31	
Monthly Rates (Regular Members)	542.00	80.00%	433.60	1,460.00	75.00%	1,095.00	
Participants			1			2	
Annual Total			**$150,080**			**$447,198**	**$ 597,278**
Harvard/Pilgrim							
Monthly Rates (Regular Members)	610.00	90.00%	549.00	1,590.00	80.00%	1,272.00	
Participants			0			0	
Monthly Rates (Regular Members)	610.00	82.50%	503.25	1,590.00	77.50%	1,232.25	
Participants			128			197	
Monthly Rates (Regular Members)	610.00	80.00%	488.00	1,590.00	75.00%	1,192.50	
Participants			10			14	
Monthly Rates (Regular Members)	610.00	75.00%	457.50				
Participants			16				
Annual Total			**$919,392**			**$3,113,379**	**$ 4,032,771**
Tufts Rate Saver							
Monthly Rates (Regular Members)	645.00	90.00%	580.50	1,688.00	80.00%	1,350.40	
Participants			0			0	
Monthly Rates (Regular Members)	645.00	82.50%	532.13	1,688.00	77.50%	1,308.20	
Participants			85			142	
Monthly Rates (Regular Members)	645.00	80.00%	516.00	1,688.00	75.00%	1,266.00	
Participants			5			11	
Monthly Rates (Regular Members)	645.00	75.00%	483.75				
Participants			9				
Annual Total			**$625,973**			**$2,396,285**	**$ 3,022,257**

Premium Cost Summary	**Enrollments**	**Single**	**324**	**Family**	**469**	
Active Health Plans						**$ 9,037,975**
Tier #1 Safety Net						**$ 60,000**
Tier #2 Safety Net						**$ 100,000**
Tier #3 Safety Net						**$ 150,000**
Sentinel FSA Costs						**$ 42,822**
Individual Plan Reserve	*(Total Count)*	*10*				**$ 58,405**
Family Plan Reserve	*(Total Count)*	*10*				**$ 152,640**
Additional Plans (School/Town Position Ad	***(Total)***	***15***				***$ 181,485***
Total Appropriation Needed						**$ 9,783,327**

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)	628.00	82.50%	518.10	1,685.00	77.50%	1,305.88	
			5			7	
Annual Total			**$31,086**			**$109,694**	**$ 140,780**
Fallon Group Select Care							
Monthly Rates (Regular Members)	542.00	82.50%	447.15	1,460.00	77.50%	1,131.50	
Participants			2			1	
Annual Total			**$10,732**			**$13,578**	**$ 24,310**
Harvard / Pilgrim							
Monthly Rates (Regular Members)	610.00	82.50%	503.25	1,590.00	77.50%	1,232.25	
Participants			47			31	
Annual Total			**$283,833**			**$458,397**	**$ 742,230**
Tufts Navigator							
Monthly Rates (Regular Members)	645.00	82.50%	532.13	1,688.00	77.50%	1,308.20	
Participants			41			9	
Annual Total			**$261,806**			**$141,286**	**$ 403,091**
Harvard / Pilgrim PPO							
Rates (Regular Members)	1,750.00	50.00%	875.00	3,886.00	50.00%	1,943.00	
Participants			7			3	
Annual Total			**$73,500**			**$69,948**	**$ 143,448**
Tufts POS							
Monthly Rates (Regular Members)	1,750.00	50.00%	875.00	3,886.00	50.00%	1,943.00	
Participants			1			0	
Annual Total			**$10,500**			**$0**	**$ 10,500**

Premium Cost Summary	Enrollments		
	Single	Family	
Active Health Plans	103	51	**$ 1,464,358**
Total Appropriation Needed			**$ 1,464,358**

Retirees - Medicare Eligible

Senior Plans:	Individual				Individual		
HEALTH PLANS:	Total	Town Share		**HEALTH PLANS:**	Total	Town Share	
	$	%	$		$	%	$
HPHC Medicare Enhancement				**Medex III**			
Monthly Rates (Jul-Dec)	378.00	62.75%	237.20	Monthly Rates (Jul-Dec)	424.00	61.37%	260.21
Monthly Rates (Jan-Jun)	415.80	62.75%	260.91	Monthly Rates (Jan-Jun)	466.40	61.37%	286.23
Participants			183	Participants			203
Total			**$546,924**	**Total**			**$665,562**
Fallon Senior Plan				**Tufts Medicare Plus**			
Monthly Rates (Jul-Dec)	279.00	68.05%	189.86	Monthly Rates (Jul-Dec)	332.00	65.20%	216.46
Monthly Rates (Jan-Jun)	293.70	68.05%	199.86	Monthly Rates (Jan-Jun)	365.20	65.20%	238.11
Participants			3	Participants			90
Total			**$7,015**	**Total**			**$116,891**
Tufts Medicare Preferred HMO				**BCBS Managed Blue for Seniors**			
Monthly Rates (Jul-Dec)	240.00	71.32%	171.17	Monthly Rates (Jul-Dec)	402.00	61.99%	249.20
Monthly Rates (Jan-Jun)	264.00	71.32%	188.28	Monthly Rates (Jan-Jun)	442.20	61.99%	274.12
Participants			84	Participants			12
			$181,164	**Total**			**$37,679**

Medicare Eligible Retirees	Enrollments		
	Single	Family	
	575	0	
Total Medicare Eligible Employees (Senior Plans)			**$1,555,235**

Total Retiree Health Care	**$3,019,593**

Town of Natick

Home of Champions

Medicare Analysis/LIUNA Details

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**		

FY 2012 Actuals

Appropriated Budget	**$**	**750,000.00**		
Month		**Medicare**	**Monthly**	**Cumulative**
July	$	18,027	2.37%	2.37%
August	$	45,665	6.01%	8.39%
September	$	60,259	7.93%	16.32%
October	$	62,574	8.24%	24.56%
November	$	83,048	10.93%	35.49%
December	$	64,376	8.48%	43.97%
January	$	76,082	10.02%	53.99%
February	$	65,196	8.58%	62.57%
March	$	61,754	8.13%	70.70%
April	$	64,202	8.45%	79.15%
May	$	83,257	10.96%	90.12%
June	$	140,414	18.49%	108.60%
Total	**$**	**824,854**	108.60%	
Budget Balance @ year-end	**$**	**(74,854)**		

Town of Natick

Home of Champions

Medicare Analysis/LIUNA Details

FY 2012 Y-T-D & Forecast		
(1) Appropriated Budget	**$**	**750,000**
Through December 15	***$***	***331,236***
(2) Forecast	**$**	**770,438**
(1-2) Surplus / (Deficit) @ year-end (*estimated*)	**$**	**(20,438)**
Budget Request for FY 2014	**$**	**850,000**

LIUNA Contribution for Fiscal Year 2014 Budget

	General Fund			
	#Employees	Total Hrs	Rate	Amount
Laborers	**36**	74,880	0.81	60,652.80
Clerical	**24**	46,800	0.71	33,228.00
Supervisors/Adm	**8**	16,640	0.81	13,478.40
Facilities	**42**	87,360	0.81	70,761.60
Morse Library	**21**	40,950	0.45	18,427.50
			Total	$196,548.30

	Water & Sewer Enterprise			
Laborers	**19**	39,520	0.81	32,011.20
Clerical	**2**	3,900	0.71	2,769.00
Supervisors/Adm	**4**	8,320	0.81	6,739.20
			Total	$41,519.40

Merit/Performance Set-Aside

revised 3/20/2013

Lump-Sum Payment for Health Care Concession	**$**	**50,000**
Performance Adjustment	**$**	**55,000**
Market Adjustment	**$**	**20,000**
One-time Merit Payments	**$**	**25,000**
Total Merit/Performance	**$**	**150,000**

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 2013 Unemployment		
Original Appropriation	**$**	**215,000**
Amount Spent through December 2012	*$*	*110,915*
Balance	**$**	**104,085**
Average Weekly Expenses	$	4,621
Amount Needed through end of year assuming same rate of expense	$	129,401
Estimated Balance @ end of year	**$**	**(25,316)**

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 2014

At this time, we are proposing a lump-sum of $240,000 be budgeted for unemployment benefits for FY 2014. We believe the increase is necessary to handle the increased cost of salaries due to contract settlements and seasonal unemployment costs.

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

	FY09	FY10	FY11	FY12	FY13 (5 mos.)	FY14 Budget
CLAIMS	$ 48,320	$ 4,376	$ 8,941	$ 14,421	$ 15,580	$ 25,000
PREMIUMS	$ 52,949	$ 79,514	$ 107,986	$ 168,349	$ 134,778	$ 192,500
TOTAL	$ 101,269	$ 83,890	$ 116,927	$ 182,770	$ 150,358	$ 217,500

Worker's Compensation

	FY09	FY10	FY11	FY12	FY13 (5 mos.)	FY14 Budget
CLAIMS ADMIN	$ 6,000	$ 4,000	$ 4,000	$ 3,000	$ 1,000	$ 4,000
ON SITE NURSE	$ 19,344	$ 19,344	$ 4,914	$ -	$ -	$ -
PREMIUMS	$ 356,642	$ 320,586	$ 381,481	$ 397,341	$ 127,669	$ 400,000
CLAIMS	$ 137,527	$ 76,404	$ 66,346	$ 43,973	$ 16,511	$ 101,000
TOTAL	$ 519,513	$ 420,334	$ 456,741	$ 444,314	$ 145,180	$ 505,000

Town of Natick

Home of Champions

Department: Property & Liability Insurance

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Operating Expenses						
Purchase of Services	451,853	471,865	553,175	588,175	35,000	6.33%
Total Operating Expenses	**451,853**	**471,865**	**553,175**	**588,175**	**35,000**	**6.33%**
Total Property & Liability Insurance	**451,853**	**471,865**	**553,175**	**588,175**	**35,000**	**6.33%**

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 6.3% requested in FY2014.

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:

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Package Policy Property/Liability	297,989	310,682	350,000	385,000	35,000	10.0%
Motor Vehicle	135,445	137,308	157,500	157,500	0	0.0%
Boiler {Steam Vessels}	18,419	17,909	19,425	19,425	0	0.0%
Insurance Deductibles	0	5,966	26,250	26,250	0	0.0%
Purchased Services	**451,853**	**471,865**	**553,175**	**588,175**	**35,000**	**6.3%**
Total Property & Liability Ins.	**451,853**	**471,865**	**553,175**	**588,175**	**35,000**	**6.3%**

Town of Natick

Home of Champions

Department: Non - Contributory Retirement

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Other Personnel Services						
Pensions - Non-Contributory	91,373	75,012	67,209	42,903	-24,306	-36.2%
Total Other Personnel Services	**91,373**	**75,012**	**67,209**	**42,903**	**-24,306**	**-36.2%**
Total Non-Contributory Retirement	**91,373**	**75,012**	**67,209**	**42,903**	**-24,306**	**-36.2%**

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:

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Pensions Police	4,618	0	4,757	4,900	143	3.0%
Pensions Fire	52,404	40,182	40,902	15,733	-25,169	-61.5%
Pensions School	34,350	34,830	21,550	22,270	720	3.3%
Other Personnel Services	**91,373**	**75,012**	**67,209**	**42,903**	**-24,306**	**-36.2%**
Total Non-Contributory Retirement	**91,373**	**75,012**	**67,209**	**42,903**	**-24,306**	**-36.2%**

Line-Item Detail:

Other Personnel Services:

Pensions - Fire: Pays for 1 pension 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: Contributory Retirement

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Operating Expenses						
Funding Schedule - Completion 2030	5,384,366	5,626,663	6,082,991	6,567,165	484,174	8.0%
Total Operating Expenses	**5,384,366**	**5,626,663**	**6,082,991**	**6,567,165**	**484,174**	**8.0%**
Total Contributory Retirement	**5,384,366**	**5,626,663**	**6,082,991**	**6,567,165**	**484,174**	**8.0%**

Budget Overview:

I. Main Purpose of the Department

The Natick Retirement System provides pension benefits for many retired employees of the Town of Natick . Established under M.G.L. Chapter 32, the Natick Retirement System is funded via an annual appropriation at Town Meeting. As of 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 who became members prior to April 1, 2012 are eligible to apply for a pension benefit when they have completed either ten years of creditable service and have reached the age of 55, or have 20 years of creditable service regardless of your age. Employees who became members on or after April 1, 2012 are eligible to apply for a benefit when they have reached age 60 with ten or more years of creditable service or have 20 years of service at any age. Recipients receive a defined benefit plan. The pension allowance is calculated using an employees years of creditable service, their age at retirement and their highest average salary for 36 consecutive months.

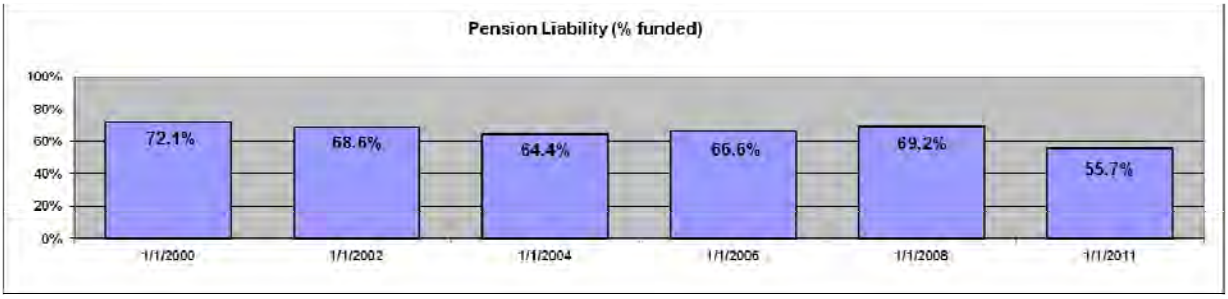
Employees are required by M.G.L. Ch. 32 to contribute a set percentage of their salary and an additional 2% on any salary over $30,000.00 by regular payroll deductions. The rate of contribution is determined by the date on which an employee first became eligible for membership in a Massachusetts Contributory 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 2014 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:

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Funding Schedule - Completion 2030	5,384,366	5,626,663	6,082,991	6,567,165	484,174	8.0%
Personnel Services	**5,384,366**	**5,626,663**	**6,082,991**	**6,567,165**	**484,174**	**8.0%**
Total Contributory Retirement	**5,384,366**	**5,626,663**	**6,082,991**	**6,567,165**	**484,174**	**8.0%**

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 2014	$ 6,901,304
less NHA Assessment	$ (107,718)
less Golf Course Assessment	$ (10,466)
less Water/Sewer Assessment	$ (215,955)
Net Retirement Assessment (General Fund)	**$ 6,567,165**

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

MEMORANDUM

TO: Natick Retirement Board

FROM: Joseph E. Connarton, Executive Director

RE: Appropriation for Fiscal Year 2014

DATE: October 16, 2012

Required Fiscal Year 2014 Appropriation: **$6,901,304**

This Commission is hereby furnishing you with the amount to be appropriated for your retirement system for Fiscal Year 2014 which commences July 1, 2013.

Attached please find summary information based on the present funding schedule for your system and the portion of the Fiscal Year 2014 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.

If your System has a valuation currently in progress, you may submit a revised funding schedule to PERAC upon its completion. 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.

RECEIVED
2012 OCT 22 PM 12:58
TOWN CLERK-NATICK

JEC/jrl
Attachments

cc: Board of Selectmen
Town Meeting
c/o Town Clerk

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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 2014 - July 1, 2013 to June 30, 2014

Aggregate amount of appropriation: **$6,901,304**

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 2014	$7,733,277	$6,901,304	$0	$6,901,304	$6,901,304	$0	$831,973
FY 2015	$7,887,435	$7,453,409	$0	$7,453,409	$7,453,409	$0	$434,026
FY 2016	$8,044,676	$8,049,681	$0	$8,049,681	$8,044,676	$5,005	$0
FY 2017	$8,205,063	$8,693,656	$0	$8,693,656	$8,205,063	$488,593	$0
FY 2018	$8,368,657	$9,389,148	$0	$9,389,148	$8,368,657	$1,020,491	$0

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: Debt Service

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Operating Expenses						
Leased Equipment	38,066	68,590	82,000	82,000	0	0.00%
Principal	4,685,812	7,575,385	7,511,321	7,901,367	390,046	5.19%
Interest	2,063,373	3,412,016	2,615,110	2,604,164	-10,945	-0.42%
Total Operating Expenses	**6,787,251**	**11,055,991**	**10,208,431**	**10,587,531**	**379,101**	**3.71%**
Total Debt Service	**6,787,251**	**11,055,991**	**10,208,431**	**10,587,531**	**379,101**	**3.71%**

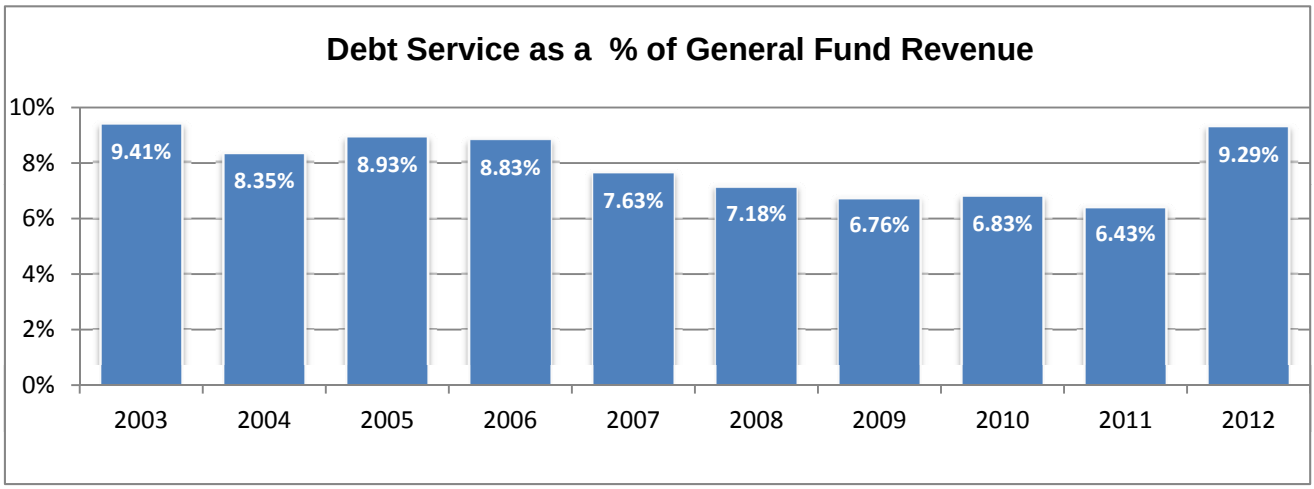
Budget Overview:

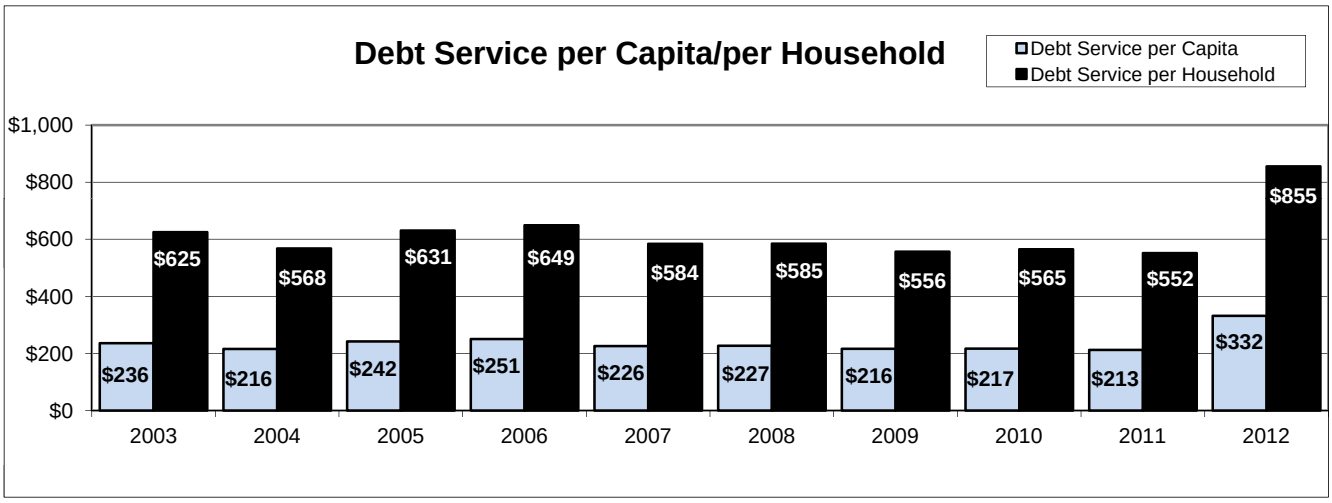
The Town assumes debt to finance many capital projects. Natick's debt is funded through bond issues. State statutes permit maximum terms of bond issues to vary from 5 to 20 years, depending on the purpose of the issue. The Town can only issue new debt with the approval of two-thirds of Town Meeting.

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.



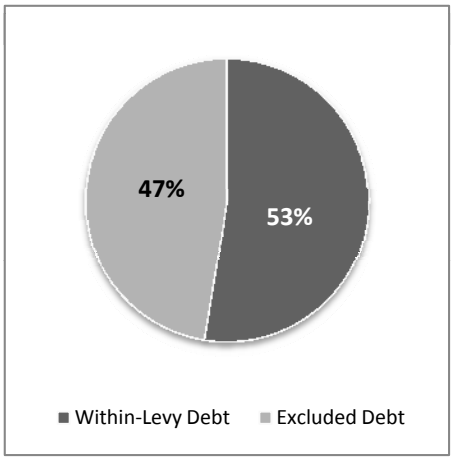


Positively for Natick, the community fares well on this indicator. Not only has debt service per capita remained well within recommended levels at between 8%-10.5% - debt service of 20% of operating revenues is considered a problem and 10% is considered acceptable - but decreased from FY 2006 until last year. 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	$ 4,776,367	$ 744,906	$ 5,521,273
Excluded Debt	$ 3,125,000	$ 1,859,259	$ 4,984,259
Total	**$ 7,901,367**	**$ 2,604,164**	**$ 10,505,531**



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	**$**	**6,228,971,060**
Current Debt Limit	**$**	**311,448,553**
Current Authorized Debt	**$**	**95,287,419**

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 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	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	$ 130,000	$ -	$ -		$ -	$ 285,000
2001	Septic Title V (MWPAT) T5-97-1026	$ 145,813	$ 7,735	$ 7,735	$ 7,735	$ 7,597	$ 7,597	$ 7,597	$ 15,194	$ 53,455
2002	Storm Water (MWPAT)	$ 287,297	$ 31,441	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2003	Land Acquisition *Refunded	$ 812,000	$ 81,200	$ 72,500	$ -	$ -	$ -	$ -	$ -	$ 72,500
2003	Fuel Storage (Residential) *Refunded	$ 490,000	$ 49,000	$ 43,750	$ -	$ -	$ -	$ -	$ -	$ 43,750
2003	Fuel Storage (Municipal) *Refunded	$ 98,000	$ 9,800	$ 8,750	$ -	$ -	$ -	$ -	$ -	$ 8,750
2004	Septic Title V (MWPAT) T5-97-1026-1	$ 92,122	$ 4,975	$ 5,102	$ 5,102	$ 5,102	$ 5,102	$ 5,102	$ 25,748	$ 51,258
2008	Landfill Capping *Refunded	$ 90,370	$ 10,000	$ 10,000	$ 10,000	$ 5,000	$ -	$ -	$ -	$ 25,000
2008	Oil Tank Removal / Remediation *Refunded	$ 306,254	$ 45,000	$ 40,000	$ 40,000	$ -	$ -	$ -	$ -	$ 80,000
2008	Morse Institute Library *Refunded	$ 1,511,188	$ 210,000	$ 205,000	$ 200,000	$ -	$ -	$ -	$ -	$ 405,000
2008	Municipal Complex (Town Hall / Safety) *Re	$ 341,398	$ 50,000	$ 45,000	$ 35,000	$ -	$ -	$ -	$ -	$ 80,000
2009	Glen Street Drainage	$ 1,065,000	$ 110,000	$ 105,000	$ 105,000	$ 105,000	$ 105,000	$ 80,000	$ -	$ 500,000
2009	Glen Street Sidewalk	$ 355,000	$ 70,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2009	Municipal Bldg Improvements	$ 158,000	$ 15,917	$ 15,917	$ 15,917	$ 15,917	$ 15,080	$ 15,080	$ -	$ 77,911
2009	Capital Equipment - Fire Pumper	$ 400,000	$ 45,000	$ 45,000	$ 45,000	$ 45,000	$ 40,000	$ -	$ -	$ 175,000
2009	Capital Equipment - Trash Packers	$ 525,000	$ 85,000	$ 85,000	$ -	$ -	$ -	$ -	$ -	$ 85,000
2009	Capital Equipment - Catch Basin Cleaner	$ 190,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 15,000	$ 15,000	$ -	$ 90,000
2009	Septic (MWPAT)	$ 150,000	$ 7,500	$ 7,500	$ 7,500	$ 7,500	$ 7,500	$ 7,500	$ 82,500	$ 120,000
2010	Trash Packer	$ 150,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ -	$ -	$ 100,000
2010	Municipal Complex HVAC	$ 410,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 80,000	$ 280,000
2010	Sidewalk Tractor	$ 117,000	$ 15,000	$ 15,000	$ 15,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 70,000
2011	Community Senior Center	$ 8,850,000	$ 445,000	$ 445,000	$ 445,000	$ 445,000	$ 445,000	$ 445,000	$ 5,735,000	$ 7,960,000
2011	Roads - Oak St	$ 2,000,000	$ 135,000	$ 135,000	$ 135,000	$ 135,000	$ 135,000	$ 135,000	$ 1,055,000	$ 1,730,000
2011	Roads - Pave Rt27	$ 120,000	$ 25,000	$ 25,000	$ 25,000	$ 20,000	$ -	$ -	$ -	$ 70,000
2011	Storage Bldg - Oak St Gravel Pit	$ 100,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 30,000	$ 80,000
2011	Ambulance	$ 130,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ -	$ -	$ -	$ 75,000
2011	Fire - Radio Equipment	$ 150,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	$ -	$ -	$ 90,000
2011	Fire - Engine Replacement	$ 400,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 120,000	$ 320,000
2011	Dept Equip - Fire C2 / DPW H52	$ 100,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ -	$ -	$ -	$ 60,000
2011	Bldg Remodel - Police Dispatch	$ 150,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 45,000	$ 120,000
2011	Replace DPW Dump Truck H-44	$ 180,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 15,000	$ 45,000	$ 140,000
2011	Replace DPW Dump Truck H-53	$ 180,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 15,000	$ 45,000	$ 140,000
2012	Community Senior Center	$ 1,150,000	$ 90,000	$ 90,000	$ 95,000	$ 95,000	$ 95,000	$ 95,000	$ 590,000	$ 1,060,000
2012	Voting Machines	$ 58,000	$ 18,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ -	$ -	$ 40,000
2012	DPW Equip - Dump Truck H-45	$ 190,000	$ 30,000	$ 30,000	$ 30,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 160,000
2012	DPW Equip - Sidewalk Plow	$ 142,000	$ 22,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 120,000
2012	DPW Equip - Backhoe H-59	$ 125,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 15,000	$ 15,000	$ 15,000	$ 105,000
2012	DPW Equip - Heavy Duty Truck - H-40	$ 60,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 5,000	$ 5,000	$ 50,000
2012	DPW Equip - Dump Truck LF-6	$ 130,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 15,000	$ 15,000	$ 110,000
2012	DPW Equip - Tractors - LF-14 & LF-15	$ 70,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 60,000
2012	Senior Center Generator	$ 120,000	$ 20,000	$ 20,000	$ 20,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 100,000
2012	Recreation Bus #2	$ 70,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 60,000
2012	DPW Garage Roof	$ 99,000	$ 19,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 10,000	$ 10,000	$ 80,000
2012	DPW Security Upgrades	$ 66,000	$ -	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 5,000	$ 55,000
2012	Eliot & South Street Repairs	$ 105,000	$ 25,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ -	$ -	$ 80,000
2012	Cole Center Repairs	$ 155,000	$ 25,000	$ 25,000	$ 25,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 130,000

Town of Natick

Home of Champions

Department: General Fund Debt Service - Principal

			Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Issue	Total Outstanding
Year of Issue	Project	Amount Issued	Principal	Principal	Principal	Principal	Principal	Principal	Balance	Principal
2012	Cole Center Fields	$ 80,000	$ 20,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ -	$ -	$ 60,000
2012	DPW - 75 West Street Expansion	$ 791,000	$ 81,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 310,000	$ 710,000
2012	Landfill Capping *Refunded	$ 2,500,000	$ 158,000	$ 146,000	$ 142,000	$ 139,000	$ 139,000	$ 120,000	$ -	$ 686,000
2012	Morse Institute Library *Refunded	$ 2,250,000	$ 133,000	$ 124,000	$ 120,000	$ 118,000	$ 116,000	$ -	$ -	$ 478,000
2012	Municipal Complex (Town Hall / Safety) *Re	$ 9,000,000	$ 530,000	$ 496,000	$ 481,000	$ 470,000	$ 464,000	$ -	$ -	$ 1,911,000
2012	Municipal Complex (Town Hall / Safety) *Re	$ 9,020,000	$ 543,000	$ 498,000	$ 480,000	$ 461,000	$ 460,000	$ 453,000	$ -	$ 2,352,000
2012	Landfill Capping (Net of Surplus to G.C.) *Re	$ 2,456,916	$ 125,670	$ 108,630	$ 107,210	$ 106,500	$ 104,370	$ 103,660	$ 179,630	$ 710,000
2013	(Est.) Police - Building Security	$ 85,000	$ -	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ -	$ 85,000
2013	(Est.) DPW - Redesign Cottage Street	$ 250,000	$ -	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ -	$ 250,000
2013	(Est.) DPW - Redesign Pine street	$ 250,000	$ -	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ -	$ 250,000
2013	(Est.) DPW Equip. - SnowMelter	$ 232,000	$ -	$ 33,143	$ 33,143	$ 33,143	$ 33,143	$ 33,143	$ 66,286	$ 232,000
2013	(Est.) DPW Equip. - Replace H-55	$ 170,000	$ -	$ 24,286	$ 24,286	$ 24,286	$ 24,286	$ 24,286	$ 48,571	$ 170,000
2013	(Est.) DPW Equip. - Replace H-42	$ 110,000	$ -	$ 15,714	$ 15,714	$ 15,714	$ 15,714	$ 15,714	$ 31,429	$ 110,000
2013	(Est.) DPW Equip. - Recycling Packers	$ 900,000	$ -	$ 128,571	$ 128,571	$ 128,571	$ 128,571	$ 128,571	$ 257,143	$ 900,000
2013	(Est.) DPW Equip - Log Loader	$ 62,000	$ -	$ 12,400	$ 12,400	$ 12,400	$ 12,400	$ 12,400	$ -	$ 62,000
2013	(Est.) DPW Equip - LF-3	$ 62,000	$ -	$ 8,857	$ 8,857	$ 8,857	$ 8,857	$ 8,857	$ 17,714	$ 62,000
2013	(Est.) Comm. Serv. - Cole North Field	$ 450,000	$ -	$ 45,000	$ 45,000	$ 45,000	$ 45,000	$ 45,000	$ 225,000	$ 450,000
Sub-Total (Gen'l Gov)			**$ 3,782,238**	**$ 3,898,856**	**$ 3,611,436**	**$ 3,140,587**	**$ 3,013,620**	**$ 2,246,910**	**$ 9,164,215**	**$ 25,075,624**

Town of Natick

Home of Champions

Department: General Fund Debt Service - Principal

			Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Issue	Total Outstanding
Year of Issue	Project	Amount Issued	Principal	Principal	Principal	Principal	Principal	Principal	Balance	Principal
2004	Wilson Middle School	$ 9,850,000	$ 495,000	$ 495,000	$ 490,000	$ 490,000	$ 490,000	$ 490,000	$ 2,940,000	$ 5,395,000
2004	Wilson Middle School	$ 1,300,000	$ 65,000	$ 65,000	$ 65,000	$ 65,000	$ 65,000	$ 65,000	$ 390,000	$ 715,000
2004	Kennedy Middle School	$ 1,000,000	$ 100,000	$ 100,000	$ -	$ -	$ -	$ -	$ -	$ 100,000
2008	Lilja School *Refunded	$ 135,555	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 5,000	$ -	$ -	$ 50,000
2008	Brown School *Refunded	$ 469,310	$ 55,000	$ 45,000	$ 40,000	$ -	$ -	$ -	$ -	$ 85,000
2009	School Bldg Improvements	$ 785,000	$ 79,083	$ 79,083	$ 79,083	$ 79,083	$ 74,920	$ 74,920	$ -	$ 387,088
2010	Kennedy Renovations	$ 1,200,000	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ 240,000	$ 840,000
2010	Memorial Renovations	$ 1,670,000	$ 170,000	$ 170,000	$ 165,000	$ 165,000	$ 165,000	$ 165,000	$ 330,000	$ 1,160,000
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	$ 25,025,000	$ 34,650,000
2011	High School - Plans	$ 947,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 595,000	$ 845,000
2011	High School - Design	$ 520,000	$ 30,000	$ 30,000	$ 30,000	$ 25,000	$ 25,000	$ 25,000	$ 325,000	$ 460,000
2011	High School - Feasibility Study	$ 118,000	$ 25,000	$ 25,000	$ 20,000	$ 20,000	$ -	$ -	$ -	$ 65,000
2011	Johnson Boilers	$ 247,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 70,000	$ 195,000
2011	Memorial Fire Alarm System	$ 275,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 25,000	$ 25,000	$ 75,000	$ 215,000
2011	Johnson Exterior Windows	$ 110,000	$ 15,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 30,000	$ 80,000
2012	Johnson Repairs	$ 203,000	$ 33,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 25,000	$ 25,000	$ 170,000
2012	Johnson Repairs	$ 90,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 10,000	$ 10,000	$ 10,000	$ 75,000
2012	Kennedy School Equipment	$ 220,000	$ 35,000	$ 35,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 185,000
2012	Johnson School Paving	$ 75,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ -	$ -	$ 60,000
2012	Lilja School *Refunded	$ 7,490,000	$ 163,000	$ 141,000	$ 123,000	$ 106,000	$ 89,000	$ 72,000	$ -	$ 531,000
2012	Bennett-Hemenway School *Refunded	$ 13,200,000	$ 269,000	$ 231,000	$ 203,000	$ 174,000	$ 145,000	$ 116,000	$ 178,000	$ 1,047,000
2013	(Est.) Kennedy - 6 Modular Classrooms	$ 600,000	$ -	$ 300,000	$ 300,000	$ -	$ -	$ -	$ -	$ 600,000
2013	(Est.) Kennedy - Replace HVAC Units	$ 300,000	$ -	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 150,000	$ 300,000
2013	(Est.) Kennedy - Replace Electrical Serv.	$ 150,000	$ -	$ 21,429	$ 21,429	$ 21,429	$ 21,429	$ 21,429	$ 42,857	$ 150,000
Estimated	High School - Construction	$ 2,500,000	$ -	$ -	$ -	$ -	$ -		$ 2,500,000	$ 2,500,000
Sub-Total (Schools)			**$ 3,729,083**	**$ 4,002,511**	**$ 3,831,511**	**$ 3,440,512**	**$ 3,350,349**	**$ 3,279,349**	**$ 32,955,857**	**$ 50,860,088**
General Fund Total			**$ 7,511,321**	**$ 7,901,367**	**$ 7,442,947**	**$ 6,581,099**	**$ 6,363,969**	**$ 5,526,259**	**$ 42,120,072**	**$ 75,935,713**
Total Amount Remaining				**$ 75,935,713**	**$ 68,034,346**	**$ 60,591,399**	**$ 54,010,300**	**$ 47,646,331**	**$ 42,120,072**	**$ -**

Town of Natick

Home of Champions

Department: General Fund Debt Service - Interest

			Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Issue	Total Outstanding
Year of Issue	Project	Amount Issued	Interest	Interest	Interest	Interest	Interest	Interest	Balance	Interest
1996	Morse Institute Library	$ 2,814,028	$ 20,300	$ 11,620	$ 3,640	$ -	$ -	$ -	$ -	$ 15,260
2001	Septic Title V (MWPAT) T5-97-1026	$ 145,813	$ 3,191	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2002	Storm Water (MWPAT)	$ 287,297	$ 786	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2003	Land Acquisition *Refunded	$ 812,000	$ 4,524	$ 1,450	$ -	$ -	$ -	$ -	$ -	$ 1,450
2003	Fuel Storage (Residential) *Refunded	$ 490,000	$ 2,730	$ 875	$ -	$ -	$ -	$ -	$ -	$ 875
2003	Fuel Storage (Municipal) *Refunded	$ 98,000	$ 546	$ 175	$ -	$ -	$ -	$ -	$ -	$ 175
2004	Septic Title V (MWPAT) T5-97-1026-1	$ 92,122	$ 2,713	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2008	Landfill Capping *Refunded	$ 90,370	$ 1,175	$ 850	$ 525	$ 175	$ -	$ -	$ -	$ 1,550
2008	Oil Tank Removal / Remediation *Refunded	$ 306,254	$ 4,163	$ 2,700	$ 1,400	$ -	$ -	$ -	$ -	$ 4,100
2008	Morse Institute Library *Refunded	$ 1,511,188	$ 20,488	$ 13,663	$ 7,000	$ -	$ -	$ -	$ -	$ 20,663
2008	Municipal Complex (Town Hall / Safety) *Re	$ 341,398	$ 4,313	$ 2,688	$ 1,225	$ -	$ -	$ -	$ -	$ 3,913
2009	Glen Street Drainage	$ 1,065,000	$ 22,400	$ 18,688	$ 15,013	$ 11,206	$ 7,269	$ 3,200	$ -	$ 55,375
2009	Glen Street Sidewalk	$ 355,000	$ 2,363	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2009	Municipal Bldg Improvements	$ 158,000	$ 3,456	$ 2,919	$ 2,361	$ 1,784	$ 1,188	$ 603	$ -	$ 8,855
2009	Capital Equipment - Fire Pumper	$ 400,000	$ 7,963	$ 6,444	$ 4,869	$ 3,238	$ 1,550	$ -	$ -	$ 16,100
2009	Capital Equipment - Trash Packers	$ 525,000	$ 5,844	$ 2,975	$ -	$ -	$ -	$ -	$ -	$ 2,975
2009	Capital Equipment - Catch Basin Cleaner	$ 190,000	$ 4,031	$ 3,356	$ 2,656	$ 1,931	$ 1,181	$ 600	$ -	$ 9,725
2009	Septic (MWPAT)	$ 150,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2010	Trash Packer	$ 150,000	$ 2,500	$ 1,938	$ 1,313	$ 688	$ -	$ -	$ -	$ 3,938
2010	Municipal Complex HVAC	$ 410,000	$ 9,000	$ 8,100	$ 7,100	$ 6,100	$ 5,000	$ 3,800	$ 3,900	$ 34,000
2010	Sidewalk Tractor	$ 117,000	$ 2,288	$ 1,950	$ 1,575	$ 1,200	$ 925	$ 625	$ 325	$ 6,600
2011	Community Senior Center	$ 8,850,000	$ 293,000	$ 279,650	$ 266,300	$ 252,950	$ 230,700	$ 217,350	$ 1,185,100	$ 2,432,050
2011	Roads - Oak St	$ 2,000,000	$ 61,625	$ 57,575	$ 53,525	$ 49,475	$ 42,725	$ 38,675	$ 127,050	$ 369,025
2011	Roads - Pave Rt27	$ 120,000	$ 3,250	$ 2,500	$ 1,750	$ 1,000	$ -	$ -	$ -	$ 5,250
2011	Storage Bldg - Oak St Gravel Pit	$ 100,000	$ 3,000	$ 2,700	$ 2,400	$ 2,100	$ 1,600	$ 1,300	$ 1,900	$ 12,000
2011	Ambulance	$ 130,000	$ 3,500	$ 2,750	$ 2,000	$ 1,250	$ -	$ -	$ -	$ 6,000
2011	Fire - Radio Equipment	$ 150,000	$ 4,200	$ 3,300	$ 2,400	$ 1,500	$ -	$ -	$ -	$ 7,200
2011	Fire - Engine Replacement	$ 400,000	$ 12,000	$ 10,800	$ 9,600	$ 8,400	$ 6,400	$ 5,200	$ 7,600	$ 48,000
2011	Dept Equip - Fire C2 / DPW H52	$ 100,000	$ 2,800	$ 2,200	$ 1,600	$ 1,000	$ -	$ -	$ -	$ 4,800
2011	Bldg Remodel - Police Dispatch	$ 150,000	$ 4,500	$ 4,050	$ 3,600	$ 3,150	$ 2,400	$ 1,950	$ 2,850	$ 18,000
2011	Replace DPW Dump Truck H-44	$ 180,000	$ 5,350	$ 4,750	$ 4,150	$ 3,550	$ 2,550	$ 1,950	$ 2,850	$ 19,800
2011	Replace DPW Dump Truck H-53	$ 180,000	$ 5,350	$ 4,750	$ 4,150	$ 3,550	$ 2,550	$ 1,950	$ 2,850	$ 19,800
2012	Community Senior Center	$ 1,150,000	$ 33,525	$ 31,365	$ 29,025	$ 26,175	$ 23,325	$ 19,525	$ 48,150	$ 177,565
2012	Voting Machines	$ 58,000	$ 1,660	$ 1,300	$ 1,000	$ 700	$ 400	$ -	$ -	$ 3,400
2012	DPW Equip - Dump Truck H-45	$ 190,000	$ 6,150	$ 5,550	$ 4,650	$ 3,750	$ 3,000	$ 2,000	$ 1,000	$ 19,950
2012	DPW Equip - Sidewalk Plow	$ 142,000	$ 4,640	$ 4,200	$ 3,600	$ 3,000	$ 2,400	$ 1,600	$ 800	$ 15,600
2012	DPW Equip - Backhoe H-59	$ 125,000	$ 4,000	$ 3,600	$ 3,000	$ 2,400	$ 1,800	$ 1,200	$ 600	$ 12,600
2012	DPW Equip - Heavy Duty Truck - H-40	$ 60,000	$ 1,900	$ 1,700	$ 1,400	$ 1,100	$ 800	$ 400	$ 200	$ 5,600
2012	DPW Equip - Dump Truck LF-6	$ 130,000	$ 4,200	$ 3,800	$ 3,200	$ 2,600	$ 2,000	$ 1,200	$ 600	$ 13,400
2012	DPW Equip - Tractors - LF-14 & LF-15	$ 70,000	$ 2,300	$ 2,100	$ 1,800	$ 1,500	$ 1,200	$ 800	$ 400	$ 7,800
2012	Senior Center Generator	$ 120,000	$ 3,850	$ 3,450	$ 2,850	$ 2,250	$ 1,800	$ 1,200	$ 600	$ 12,150
2012	Recreation Bus #2	$ 70,000	$ 2,300	$ 2,100	$ 1,800	$ 1,500	$ 1,200	$ 800	$ 400	$ 7,800
2012	DPW Garage Roof	$ 99,000	$ 3,130	$ 2,750	$ 2,300	$ 1,850	$ 1,400	$ 800	$ 400	$ 9,500
2012	DPW Security Upgrades	$ 66,000	$ -	$ 1,900	$ 1,600	$ 1,300	$ 1,000	$ 600	$ 200	$ 6,600
2012	Eliot & South Street Repairs	$ 105,000	$ 3,100	$ 2,600	$ 2,000	$ 1,400	$ 800	$ -	$ -	$ 6,800
2012	Cole Center Repairs	$ 155,000	$ 5,000	$ 4,500	$ 3,750	$ 3,000	$ 2,400	$ 1,600	$ 800	$ 16,050

Town of Natick

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Department: General Fund Debt Service - Interest

			Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Issue	Total Outstanding
Year of Issue	Project	Amount Issued	Interest	Interest	Interest	Interest	Interest	Interest	Balance	Interest
2012	Cole Center Fields	$ 80,000	$ 2,350	$ 1,950	$ 1,500	$ 1,050	$ 600	$ -	$ -	$ 5,100
2012	DPW - 75 West Street	$ 791,000	$ 24,620	$ 23,000	$ 20,600	$ 18,200	$ 15,800	$ 12,600	$ 20,100	$ 110,300
2012	Landfill Capping *Refunded	$ 2,500,000	$ 14,717	$ 20,220	$ 17,340	$ 13,140	$ 7,580	$ 2,400	$ -	$ 60,680
2012	Morse Institute Library *Refunded	$ 2,250,000	$ 9,715	$ 13,000	$ 10,560	$ 7,000	$ 2,320	$ -	$ -	$ 32,880
2012	Municipal Complex (Town Hall / Safety) *Re	$ 9,000,000	$ 38,817	$ 51,940	$ 42,170	$ 27,960	$ 9,280	$ -	$ -	$ 131,350
2012	Municipal Complex (Town Hall / Safety) *Re	$ 9,020,000	$ 50,585	$ 69,540	$ 59,760	$ 45,740	$ 27,320	$ 9,060	$ -	$ 211,420
2012	Landfill Capping (Net of Surplus to G.C.) *Re	$ 2,456,916	$ 16,265	$ 22,997	$ 20,839	$ 17,636	$ 13,419	$ 9,258	$ 5,382	$ 89,531
2013	(Est.) Police - Building Security	$ 85,000	$ -	$ 2,550	$ 2,040	$ 1,530	$ 1,020	$ 510	$ -	$ 7,650
2013	(Est.) DPW - Redesign Cottage Street	$ 250,000	$ -	$ 7,500	$ 6,000	$ 4,500	$ 3,000	$ 1,500	$ -	$ 22,500
2013	(Est.) DPW - Redesign Pine street	$ 250,000	$ -	$ 7,500	$ 6,000	$ 4,500	$ 3,000	$ 1,500	$ -	$ 22,500
2013	(Est.) DPW Equip. - SnowMelter	$ 232,000	$ -	$ 6,960	$ 5,966	$ 4,971	$ 3,977	$ 2,983	$ 2,983	$ 27,840
2013	(Est.) DPW Equip. - Replace H-55	$ 170,000	$ -	$ 5,100	$ 4,371	$ 3,643	$ 2,914	$ 2,186	$ 2,186	$ 20,400
2013	(Est.) DPW Equip. - Replace H-42	$ 110,000	$ -	$ 3,300	$ 2,829	$ 2,357	$ 1,886	$ 1,414	$ 1,414	$ 13,200
2013	(Est.) DPW Equip. - Recycling Packers	$ 900,000	$ -	$ 27,000	$ 23,143	$ 19,286	$ 15,429	$ 11,571	$ 11,571	$ 108,000
2013	(Est.) DPW Equip - Log Loader	$ 62,000	$ -	$ 1,860	$ 1,488	$ 1,116	$ 744	$ 372	$ -	$ 5,580
2013	(Est.) DPW Equip - LF-3	$ 62,000	$ -	$ 1,860	$ 1,594	$ 1,329	$ 1,063	$ 797	$ 797	$ 7,440
2013	(Est.) Comm. Serv. - Cole North Field	$ 450,000	$ -	$ 13,500	$ 12,150	$ 10,800	$ 9,450	$ 8,100	$ 13,500	$ 67,500
	BANs and Issue Costs	$ -	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ -	$ 360,000
	Bond Refunding (2)	$ -	$ -	$ 30,000	$ -	$ -	$ -	$ -	$ -	$ 30,000
Sub-Total (Gen'l Gov)			**$ 816,169**	**$ 896,105**	**$ 760,476**	**$ 651,530**	**$ 528,364**	**$ 433,180**	**$ 1,446,508**	**$ 4,776,164**

Town of Natick

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Department: General Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2013 Interest	Fiscal Year 2014 Interest	Fiscal Year 2015 Interest	Fiscal Year 2016 Interest	Fiscal Year 2017 Interest	Fiscal Year 2018 Interest	Issue Balance	Total Outstanding Interest
2004	Wilson Middle School	$ 9,850,000	$ 269,288	$ 249,488	$ 229,688	$ 205,188	$ 180,688	$ 156,188	$ 456,925	$ 1,478,163
2004	Wilson Middle School	$ 1,300,000	$ 35,669	$ 33,069	$ 30,469	$ 27,219	$ 23,969	$ 20,719	$ 57,685	$ 193,128
2004	Kennedy Middle School	$ 1,000,000	$ 8,000	$ 4,000	$ -	$ -	$ -	$ -	$ -	$ 4,000
2008	Lilja School *Refunded	$ 135,555	$ 2,213	$ 1,725	$ 1,238	$ 713	$ 188	$ -	$ -	$ 3,863
2008	Brown School *Refunded	$ 469,310	$ 4,650	$ 2,863	$ 1,400	$ -	$ -	$ -	$ -	$ 4,263
2009	School Bldg Improvements	$ 785,000	$ 17,169	$ 14,500	$ 11,732	$ 8,866	$ 5,900	$ 2,997	$ -	$ 43,995
2010	Kennedy Renovations	$ 1,200,000	$ 27,000	$ 24,300	$ 21,300	$ 18,300	$ 15,000	$ 11,400	$ 11,700	$ 102,000
2010	Memorial Renovations	$ 1,670,000	$ 37,363	$ 33,538	$ 29,288	$ 25,163	$ 20,625	$ 15,675	$ 16,088	$ 140,375
2011	High School - Construction	$ 38,500,000	$ 1,275,313	$ 1,217,563	$ 1,159,813	$ 1,102,063	$ 1,005,813	$ 948,063	$ 6,506,500	$ 11,939,813
2011	High School - Plans	$ 947,000	$ 31,163	$ 29,663	$ 28,163	$ 26,663	$ 24,163	$ 22,663	$ 152,600	$ 283,913
2011	High School - Design	$ 520,000	$ 17,013	$ 16,113	$ 15,213	$ 14,313	$ 13,063	$ 12,313	$ 84,500	$ 155,513
2011	High School - Feasibility Study	$ 118,000	$ 3,100	$ 2,350	$ 1,600	$ 1,000	$ -	$ -	$ -	$ 4,950
2011	Johnson Boilers	$ 247,000	$ 7,350	$ 6,600	$ 5,850	$ 5,100	$ 3,850	$ 3,100	$ 4,300	$ 28,800
2011	Memorial Fire Alarm System	$ 275,000	$ 8,200	$ 7,300	$ 6,400	$ 5,500	$ 4,000	$ 3,250	$ 4,750	$ 31,200
2011	Johnson Exterior Windows	$ 110,000	$ 3,150	$ 2,700	$ 2,400	$ 2,100	$ 1,600	$ 1,300	$ 1,900	$ 12,000
2012	Johnson Repairs	$ 203,000	$ 6,560	$ 5,900	$ 5,000	$ 4,100	$ 3,200	$ 2,000	$ 1,000	$ 21,200
2012	Johnson Repairs	$ 90,000	$ 2,850	$ 2,550	$ 2,100	$ 1,650	$ 1,200	$ 800	$ 400	$ 8,700
2012	Kennedy School Equipment	$ 220,000	$ 7,150	$ 6,450	$ 5,400	$ 4,500	$ 1,800	$ 2,400	$ 1,200	$ 21,750
2012	Johnson School Paving	$ 75,000	$ 2,250	$ 1,950	$ 1,500	$ 1,050	$ 600	$ -	$ -	$ 5,100
2012	Lilja School *Refunded	$ 7,490,000	$ 10,912	$ 14,550	$ 11,910	$ 8,560	$ 4,660	$ 1,440	$ -	$ 41,120
2012	Bennett-Hemenway School *Refunded	$ 13,200,000	$ 22,582	$ 30,890	$ 26,550	$ 21,040	$ 14,660	$ 9,440	$ 9,120	$ 111,700
2013	(Est.) Kennedy - 6 Modular Classrooms	$ 600,000	$ -	$ 18,000	$ 9,000	$ -	$ -	$ -	$ -	$ 27,000
2013	(Est.) Kennedy - Replace HVAC Units	$ 300,000	$ -	$ 9,000	$ 8,100	$ 7,200	$ 6,300	$ 5,400	$ 13,500	$ 49,500
2013	(Est.) Kennedy - Replace Electrical Serv.	$ 150,000	$ -	$ 4,500	$ 3,857	$ 3,214	$ 2,571	$ 1,928	$ 1,929	$ 18,000
Estimated	High School - Construction	$ 2,500,000	$ -	$ 87,500	$ -	$ -	$ -	$ -	$ -	$ 87,500
Sub-Total (Schools)			**$ 1,798,941**	**$ 1,708,059**	**$ 1,597,011**	**$ 1,483,084**	**$ 1,324,976**	**$ 1,213,746**	**$ 7,308,667**	**$ 14,635,543**
General Fund Total			**$ 2,615,110**	**$ 2,604,164**	**$ 2,357,487**	**$ 2,134,614**	**$ 1,853,340**	**$ 1,646,926**	**$ 8,755,175**	**$ 19,351,707**
Total Amount Remaining				**$ 19,351,707**	**$ 16,747,542**	**$ 14,390,055**	**$ 12,255,441**	**$ 10,402,101**	**$ 8,755,175**	$ -

Summary of Debt - General Fund

	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Issue	Total
General Fund Principal	$ 7,511,321	$ 7,901,367	$ 7,442,947	$ 6,581,099	$ 6,363,969	$ 5,526,259	$ 42,120,072	$ 75,935,713
General Fund Interest	$ 2,615,110	$ 2,604,164	$ 2,357,487	$ 2,134,614	$ 1,853,340	$ 1,646,926	$ 8,755,175	$ 19,351,707
Total Annual Debt Service	**$ 10,126,431**	**$ 10,505,531**	**$ 9,800,434**	**$ 8,715,713**	**$ 8,217,309**	**$ 7,173,185**	**$ 50,875,247**	**$ 95,287,419**
Total Amount Remaining	**$ 105,413,850**	**$ 95,287,419**	**$ 84,781,888**	**$ 74,981,454**	**$ 66,265,741**	**$ 58,048,432**	**$ 50,875,247**	**$ -**

Town of Natick

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Department: Debt Service

Leased Equipment

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	2013 vs. 2014 %
Police Motorcycles	$ 14,220	$ 14,985	$ 15,000	$ 15,000	0	0.00%
Motor Vehicle Excise Tax	$ -	$ -	$ 750	$ 750	0	0.00%
Mailing Equipment	$ 23,846	$ 23,605	$ 24,250	$ 24,250	0	0.00%
Copiers	$ -	$ 30,000	$ 42,000	$ 42,000	0	0.00%
Purchased Services	**$ 38,066**	**$ 68,590**	**$ 82,000**	**$ 82,000**	**0**	**0.00%**
Total Leased Equipment	**$ 38,066**	**$ 68,590**	**$ 82,000**	**$ 82,000**	**0**	**0.00%**

Department: Debt Service Line-Item Detail

Narrative:

Principal Payments:
The requested budget amount of **$7,901,737** represents repayment of principal for multiple land acquisition, building projects, and capital improvements.

Interest Payments:
The requested budget amount of **$2,604,164** represents the respective interest payments associated with general obligation bonds issued for the projects referenced above.

Bond Anticipation Notes:
The requested budget amount of $**90,000** 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

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Department: Reserve Fund

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Other Charges						
Reserve for Appropriation	0	0	400,000	300,000	-100,000	-25.00%
Total Operating Expenses	**0**	**0**	**400,000**	**300,000**	**-100,000**	**-25.00%**
Total Reserve Fund	**0**	**0**	**400,000**	**300,000**	**-100,000**	**-25.00%**

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 2006 through 2012

	2007	2008	2009	2010	2011	2012
Appropriations						
Spring Town Meeting	$ 250,000	$ 300,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000
Fall Town Meeting	$ 63,500		$ 76,000	$ -	$ -	$ -
Total Appropriation	**$ 313,500**	**$ 300,000**	**$ 476,000**	**$ 400,000**	**$ 400,000**	**$ 400,000**
Total Transfers	**$ (225,408)**	**$ (220,912)**	**$ (402,153)**	**$ (208,774)**	**$ (213,518)**	**$ (174,119)**
Ending Balance	**$ 88,092**	**$ 79,088**	**$ 73,847**	**$ 191,226**	**$ 186,482**	**$ 225,881**

A detailed description of individual transfers is on the following page.

Town of Natick

Home of Champions

Department: Reserve Fund

Budget Detail:

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	2013 vs. 2014 %
Reserve for Appropriation	$ -	$ -	$ 400,000	$ 300,000	$ (100,000)	-25.00%
Other Charges	**$ -**	**$ -**	**$ 400,000**	**$ 300,000**	**$ -**	**0.00%**
Total Reserve Fund	**$ -**	**$ -**	**$ 400,000**	**$ 300,000**	**$ -**	**0.00%**

Reserve Fund History

This sheet shows the Reserve Fund transfers for FY 2008-FY 2012.

	2008	2009	2010	2011	2012
Original Appropriation	$ 300,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000
Revised Appropriation	$ 300,000	$ 476,000	$ 400,000	$ 400,000	$ 400,000
Clerk - Salaries			$ (13,500)		
Clerk - Election Coding	$ (2,700)				
Comptroller - Audit (W-2)				$ (30,000)	
Comptroller - Audit (School Activity)				$ (32,000)	
DPW - Facility Repairs/Maintenance	$ (134,000)	$ (45,793)		$ (2,518)	
DPW - Hurricane Irene					$ (53,844)
DPW - Engineering - Pleasant Street		$ (50,000)			
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 - Hurricane Irene					$ (9,108)
Fire - Radios	$ (6,559)				
Fire - Settlement (Labor)	$ (16,181)				
Legal - FLSA Accounting Services	$ (3,500)				
Morse Institute - Summer Cooling Hours					$ (3,260)
Police - Dispatch Reconfiguration					$ (65,000)
Police - Hurricane Irene					$ (5,036)
School Department - HS Emergency Repairs		$ (87,130)			
Selectmen - Home Condemnation and Arbitration					$ (2,870)
Veterans - Financial Assistance	$ (55,272)	$ (96,230)	$ (45,000)	$ (29,000)	$ (35,000)
Year-End Balance	**$ 79,088.10**	**$ 73,847.22**	**$ 191,225.66**	**$ 186,482.00**	**$ 225,881.48**

Town of Natick

Home of Champions

Department: Facilities Management

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries						
Personnel Services	$ -	$ -	$ 2,354,646	$ 2,465,397	$ 110,751	4.70%
Total Salaries	**$ -**	**$ -**	**$ 2,354,646**	**$ 2,465,397**	**$ 110,751**	**4.70%**
Operating Expenses						
Other Services (Misc.)	$ -	$ -	$ 14,350	$ 14,350	$ -	0.00%
Tech/Professional Services	$ -	$ -	$ 110,634	$ 110,634	$ -	0.00%
Total Operating Expenses	**$ -**	**$ -**	**$ 124,984**	**$ 124,984**	**$ -**	**0.00%**
Total Facilities Management	$ -	$ -	$ 2,479,630	$ 2,590,381	$ 110,751	4.47%

Purpose:

The Department of Facilities Management (DFM) is 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 coordinates 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 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 became 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
Paul Comerford was hired to be the Facilities Management Director in late spring 2012. He has taken on the task of the consolidation, learned about the buildings and put in place a management team to assist him in running the varied and various facilities within the Town of Natick. Significant effort was expended to clean municipal and school facilities during the fall, ensure schools were ready to open on-time and most significantly, assist employees and users in bringing on-line the new Natick High School and Community-Senior Center.

III. Current Challenges
The department continues to evolve into a cohesive combination of to separate operations - one municipal and one school. Achieving a cohesive and efficient consolidated Department of Facilities Management continues to be a challenge for the new Director. In addition, the coming on line of the new Natick High School and the Community/Senior Center with state-of-the-art building systems continues to provide a challenge for the department.

IV. Significant Proposed Changes for the Upcoming Fiscal Year and the Budget Impact
The proposed Program Improvement Request to add a Maintenance IV worker with specialty in electrical work is crucial to bring expensive contracting in house, boost our Trades division and aid in our ability to take care of our community facilities. It is requested at $50,000.

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 development of Service Level Agreements for each facility.

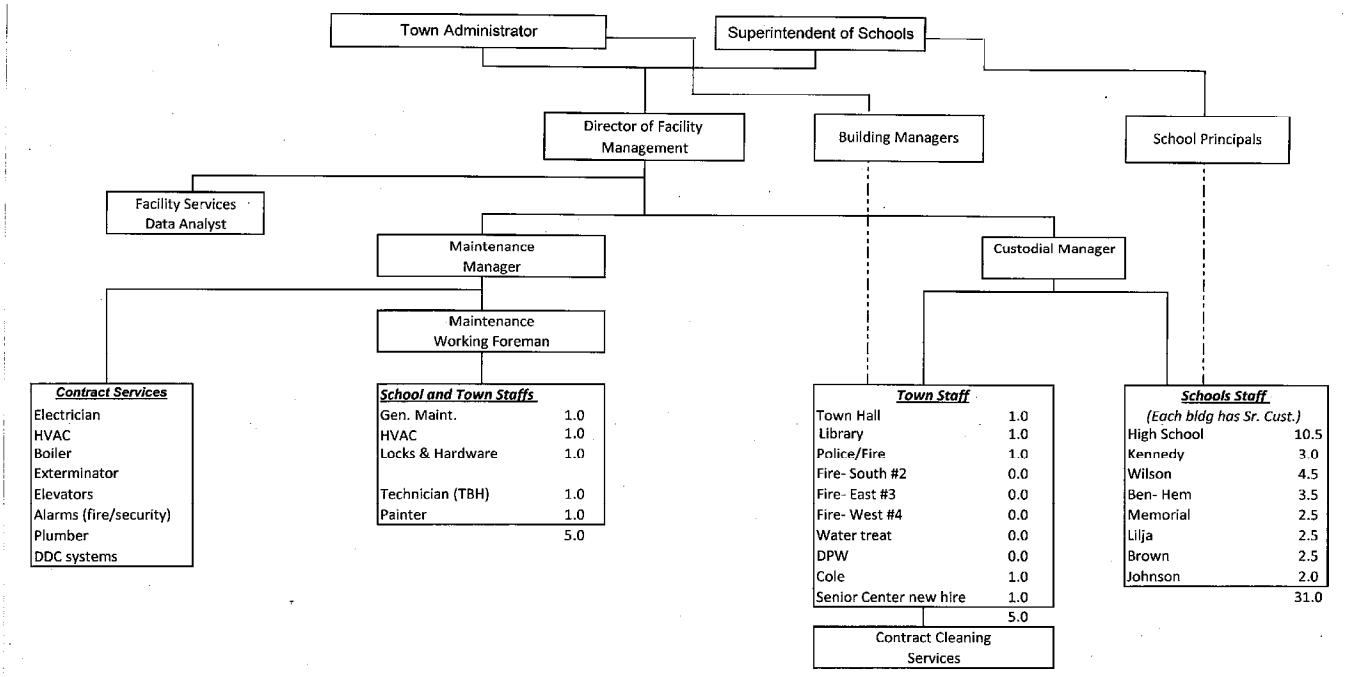
Town of Natick

Home of Champions

Department: Facilities Management

Staffing	2013	2014
Director of Facility Maintenance	1	1
Custodial Manager	1	1
Maintenance Manager	1	1
Assistant / Analyst	1	1
Assistant Senior Custodian	1	1
Senior Custodian III	1	1
Senior Custodian II	1	1
Senior Custodian I	6	6
Junior Custodian II	7	7
Junior Custodian I	15	15
Plumber	1	1
Maintenance Foreman	1	1
Maintenance IV	1	2
Maintenance III	2	2
General Foreman	1	1
Custodian	4	4
Painter	1	1
Total FTE	**46**	**47**
Total FT/PT	**46 FT/0PT**	**47 FT/0PT**

Organizational Chart



Roles and responsibilities of each position:

Director of Facility Management:

Capital Planning
Project Management
Purchasing
Bids, Specs & Quotes
AHERA Coordinator

Facility Services Data Analyst:

Data Analysis
Work Order System
Accounting (invoices, PO's)
Payroll/ Vacation schedules
Rental of facilities

Maintenance Manager:

Building Systems Operations & Repair
Personnel Scheduling
Contractor Scheduling
New Building Systems and Training
(High School & Senior Center)

Custodial Manager:

Manage Cleaning & Moving Services
Personnel Scheduling
Contractor Scheduling
IPM Coordinator
Supplies & Equipment

Town of Natick

Home of Champions

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	6	18%
Gas	21	62%
None	5	15%
Other	2	6%
- Air Conditioning		
Central	16	47%
Unit	9	26%
None	9	26%
- Digital Controls (DDC) (Y/N)	16	47%
Electric		
Single Phase	12	35%
Three-Phase	13	38%
Unknown	9	26%
Solar Systems (# of buildings which <u>have</u> systems)	6	18%
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:	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2012 vs. 2013 $ (+/-)	2012 vs. 2013 % (+/-)
Salaries Supervisory	$ -	$ -	$ 255,600	$ 243,000	$ (12,600)	-4.93%
Salaries Technical & Professional	$ -	$ -	$ 48,000	$ 53,000	$ 5,000	10.42%
Salaries Operational Staff	$ -	$ -	$ 1,848,919	$ 1,955,899	$ 106,980	5.79%
Salaries Part-Time Operational	$ -	$ -	$ 35,015	$ 31,421	$ (3,594)	-10.26%
Operational Staff Add. Comp	$ -	$ -	$ 41,370	$ 53,820	$ 12,450	30.09%
Operational Staff Overtime	$ -	$ -	$ 125,742	$ 128,257	$ 2,515	2.00%
Personnel Services	**$ -**	**$ -**	**$ 2,354,646**	**$ 2,465,397**	**$ 110,751**	**4.70%**
Clothing Allowance Oper. Staff	$ -	$ -	$ 14,350	$ 14,350	$ -	0.00%
Other Services (Misc.)	**$ -**	**$ -**	**$ 14,350**	**$ 14,350**	**$ -**	**0.00%**
Contractual Svs - Cleaning	$ -	$ -	$ 110,634	$ 110,634	$ -	0.00%
Tech/Professional Services	**$ -**	**$ -**	**$ 110,634**	**$ 110,634**	**$ -**	**0.00%**
Total - Facilities Management	**$ -**	**$ -**	**$ 2,479,630**	**$ 2,590,381**	**$ 110,751**	**4.47%**

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-three (43) 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 2014 Budget request for Facilities Management.

Comparative Budget Detail:	**2011 Actual**	**2012 Actual**	**2013 Appropriated**	**2014 Recommended**	**2013 vs. 2014 $ (+/-)**	**% (+/-)**
Salaries Supervisory	$ 259,682	$ 209,754	$ 255,600	$ 243,000	$ (12,600)	-4.93%
Salaries Technical & Professional	$ -		$ 48,000	$ 53,000	$ 5,000	10.42%
Salaries Operational Staff	$ 1,777,151	$ 1,821,381	$ 1,848,919	$ 1,955,899	$ 106,980	5.79%
Salaries Part-Time Operational	$ -		$ 35,015	$ 31,421	$ (3,594)	-10.26%
Supervisory Staff Add'l Comp	$ 8,435		$ -	$ -	$ -	0.00%
Operational Staff Add. Comp	$ 2,450	$ 7,187	$ 41,370	$ 53,820	$ 12,450	30.09%
Operational Staff Overtime	$ 148,455	$ 139,590	$ 125,742	$ 128,257	$ 2,515	2.00%
Personnel Services	**$ 2,196,173**	**$ 2,177,912**	**$ 2,354,646**	**$ 2,465,397**	**$ 110,751**	**4.70%**
Clothing Allowance Oper. Staff	$ 2,100	$ 14,350	$ 14,350	$ 14,350	$ -	0.00%
Other Services (Misc.)	**$ 2,100**	**$ 14,350**	**$ 14,350**	**$ 14,350**	**$ -**	**0.00%**
Contractual Svs - Cleaning	$ 95,938	$ 91,829	$ 110,634	$ 110,634	$ -	0.00%
Tech/Professional Services	**$ 95,938**	**$ 91,829**	**$ 110,634**	**$ 110,634**	**$ -**	**0.00%**
Total - Facilities Management	**$ 2,294,211**	**$ 2,284,091**	**$ 2,479,630**	**$ 2,590,381**	**$ 110,751**	**4.47%**

Article 12:
Motions H1 & H2:
Water/Sewer Enterprise Fund

Water & Sewer Enterprise Fund

- Sanitary Sewer Collection & Disposal
- Water Supply & Distribution
- Utility Billing
- Fringe Benefits
- Debt Service
- Budgetary Reserves
- Indirects
- Projections & Initial Rate

Finance Committee Recommendation

Motions for Section H: Water/Sewer Enterprise

Motion 1 for Water/Sewer Enterprise Fund - Section H under Article 12:

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	$	1,721,525
Expenses	$	6,250,421
Total Sanitary Sewer	**$**	**7,971,946**
Utility Billing		
Salaries	$	107,433
Expenses	$	129,950
Total Utility Billing	**$**	**237,383**
Fringe Benefits		
Other Personal Services	$	466,879
Other - Chgs. & Expenditures	$	215,955
Total Benefits	**$**	**682,834**
Water & Sewer Debt Service		
Principal	$	1,609,869
Interest	$	472,269
Total Debt Service	**$**	**2,082,138**
Water & Sewer Reserve Fund		
Expenses	$	200,000
Total W & S Reserve Fund	**$**	**200,000**
Motion Total	**$**	**11,174,301**

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

Water-Sewer User Fees	$	11,174,301
	$	**11,174,301**

Finance Committee Recommendation

Motions for Section H: Water/Sewer Enterprise

Water/Sewer Indirect Cost Allocations - Motion 2 under Section H Article 12:

Move that the Town vote to approve the following indirect cost allocations raised in the General Fund:

PERCENTAGE ALLOCATIONS		TOTAL
DPW ADMINISTRATION	$	129,823
BUILDING MAINTENANCE		45,019
ENGINEERING SERVICES		330,631
GIS SERVICES		(66,936)
EQUIPMENT MAINTENANCE		336,939
HIGHWAY MAINTENANCE		381,054
PUBLIC SAFETY	$	292,725
FINANCIAL / ADMINISTRATIVE		546,157
PROPERTY INSURANCE		221,270
ENERGY		106,897
SUBTOTAL - GENERAL FUND		**2,323,579**

And that the Sum of $2,323,579 appropriated in the General Fund be raised from the following source:

Water-Sewer User Fees	$	2,323,579
(See Motion for Section G, Article 14: Shared Expenses (Unclassified))	**$**	**2,323,579**

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 10-0-0 on February 7, 2013, the Finance Committee recommends Favorable Action with regard to the Water and Sewer Operations budget under Article 12, Section H, and that the sum of $7,971,945 be appropriated from Water and Sewer User Fees.

During the Finance Committee public hearing, the following information was noted:

- Several aberrations in the comparison of the FY 2014 to the FY 2013 budget relate to the consolidation of the water operations and sanitary sewer operations operating budgets. Because this will now permit consolidation of two previously separate electricity budgets, the total budget requirement can be reduced. This will cut approximately $50,000 from the department expense budget with no impact on services.
- Operational staff overtime and additional compensation costs are increased due to the contractual increase in longevity pay.
- No estimate of the MWRA assessment has been received to date; however, discussions with representatives of that agency indicate their costs are projected to increase by approximately 5%. Since the actual assessment for FY 2013 again came in below the budgeted figure, an increase of 3% to that budgeted number is being proposed as this is equivalent to a 5% increase in the actual FY 2013 assessment.
- Members noted that the MWRA assessment was the only component of this budget which was increasing significantly and the town had little control over that. With respect to the MWRA assessment, members also noted that the town had previously enjoyed the benefit of its early attention to Inflow & Infiltration (I&I); but, as other communities began to address this issue, leading to declines in their proportionate share of the expense, Natick's proportionate share would continue to grow, regardless of what I&I measures were taken locally.
- The department has a new program to monitor illegal dumping into the storm drain system. This continues to be a significant problem which is costly to the town.
- A significant portion ($1.171 million) of the Water & Sewer Enterprise retained earnings balance of $2,386,297 certified in July 2011 was used for capital expenditures approved at the 2012 Spring Annual Town Meeting. The current fiscal year reflects a July 2012 certified balance of only $849,404, although year-to-date collections appear to be consistent with earlier years.
- The Administration has identified a revenue shortfall (compared to forecasts) for FY 2012, and has determined after extensive research that the shortfall is due to (a) lower utilization as a result of the water ban and subsequent arrival of Hurricane Irene; (b) greater conservation efforts by several large accounts, and (c) the effect of averaging condominiums and apartment buildings which lowered the collections from complexes that were previously generating high revenues.

- The recently retired supervisor of the Water & Sewer operation will be sorely missed as he was with the town for 41 years. Efforts are being made to support several strong individuals within the operation with additional training and other support; however, it is recognized that there is no way to replace the extensive "institutional memory" lost when long-term dedicated employees leave the organization.

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 10-0-0 on February 7, 2013, the Finance Committee recommends Favorable Action with regard to the Water and Sewer Utility Billing budget under Article 12, Section H, and that the sum of $237,383 be appropriated from Water and Sewer User Fees.

During the Finance Committee public hearing, the following information was noted:

- The only significant increase in this budget related to contractual salary adjustment.
- The recently hired Treasurer/Collector is reviewing opportunities for efficiencies in this area, following up on the initiatives planned by his predecessor.
- Goals include improving the online bill payment process, reducing the amount of paper and checks used, and setting up procedures to facilitate debit and credit card payments.

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 13-0-0 on March 5, 2013, the Finance Committee recommends Favorable Action with regard to the Water and Sewer Employee Fringe Benefits budget under Article 12, Section H, and that the sum of $682,834 be appropriated from Water and Sewer User Fees.

During the Finance Committee public hearing, the following information was noted:

- Committee members had a comprehensive discussion of the Town's Employee Fringe Benefits. Town Meeting members are referred to the Finance Committee discussion of that budget in Article 12 Section G of this Recommendation Book.

- 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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 10-0-0 on February 7, 2013, the Finance Committee recommends Favorable Action with regard to the Water and Sewer Debt Service budget under Article 12, Section H, and that the sum of $ 2,082,138 be appropriated from Water and Sewer User Fees.

During the Finance Committee public hearing, the following information was noted:

- The proposed FY 2014 budget shows a decline of just under one percent from the budget for FY 2013.
- In general, payoff amounts are structured to decline in equal annual payments; however, occasionally this is varied based on the advice of the town's financial advisor.
- Occasionally it may be advantageous to pay of small balances early.
- Use of retained earnings to pay off debt is not generally desirable; however, if the retained earnings balance is sufficient, this may be used for capital purchases instead of borrowing. In such cases, it may be necessary to go back to Town Meeting to rescind a prior borrowing authorization and authorize the use of retained earnings instead.

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 10-0-0 on February 7, 2013, the Finance Committee recommends Favorable Action with regard to the Water and Sewer Reserve Fund budget under Article 12, Section H, and that the sum of $200,000 be appropriated from the Water and Sewer User Fees.

During the Finance Committee public hearing, the following information was noted:

- Town Administration noted that that this fund provides for contingencies including settlement of claims for accidents and emergencies such as sewer backups. As such, this is the only readily available source of funds for emergencies related to the town's water and sewer operations and critical infrastructure, since town funds may not be used for Enterprise expenses.

- Town Administration further 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 provides an important safety net which avoids need for subsidy of this enterprise operation by the town. The budget of this account has remained at the same level for some time.
- Any unspent funds in this account at the end of the fiscal year fall to retained earnings.

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 8-1-0 on February 26, 2013, the Finance Committee recommends Approval of the allocation of Water and Sewer Indirect Costs under Article 12, Section H.

During the Finance Committee public hearing, the following information was noted:

- Based on recent analysis by the Administration, the amounts of certain indirect cost categories, including public safety, building maintenance, financial/administrative and debt service, that are charged to the Water and Sewer Enterprise Fund will be reduced over the next three years as the past allocation rates have been determined to be overly aggressive and not justified.
- Specifically, the Administration noted that there was a plan to reduce indirect charges to the Water & Sewer Enterprise Fund by $500,000 over a three-year period and said particular scrutiny would be focused on the allocations for public safety and community development. The Administration pointed out that as the indirect costs charged to the enterprise are decreased there will be a corresponding increase in the town's share of those costs.
- Indirect cost allocations are based on actual appropriated amounts from the previous fiscal year.
- Natick Public School expenses are not typically included in enterprise funds.

Town of Natick

Home of Champions

Department: Water & Sewer | Enterprise Fund

Appropriation Summary

Water & Sewer Operations

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Total Salaries	**1,438,875**	**1,493,268**	**1,688,524**	**1,721,525**	**33,001**	**2.0%**
Total Operating Expenses	**5,539,348**	**5,612,540**	**6,109,600**	**6,250,421**	**140,821**	**2.3%**
Total Water & Sewer Operations	**6,978,223**	**7,105,808**	**7,798,124**	**7,971,946**	**173,822**	**2.23%**

Utility Billing Operations

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+ / -)	% (+ / -)
Total Salaries	**98,349**	**101,777**	**103,619**	**107,433**	**3,814**	**3.7%**
Total Operating Expenses	**82,344**	**106,594**	**129,950**	**129,950**	**0**	**0.0%**
Total Utility Billing Operations	**180,693**	**208,371**	**233,569**	**237,383**	**3,814**	**1.63%**

Employee Benefits

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+ / -)	% (+ / -)
Total Employee Benefits	**627,467**	**630,025**	**652,593**	**682,834**	**30,241**	**4.6%**
Total Employee Benefits	**627,467**	**630,025**	**652,593**	**682,834**	**30,241**	**4.6%**

Debt Service

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+ / -)	% (+ / -)
Debt Service						
Principal	1,745,640	1,827,139	1,602,757	1,609,869	7,112	0.4%
Interest	541,589	501,804	493,946	472,269	-21,677	-4.4%
Total Debt Service	**2,287,229**	**2,328,943**	**2,096,702**	**2,082,138**	**-14,564**	**-0.7%**
Total Debt Service	**2,287,229**	**2,328,943**	**2,096,702**	**2,082,138**	**-14,564**	**-0.7%**

Reserves

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $ (+ / -)	% (+ / -)
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	**10,073,612**	**10,273,145**	**10,980,987**	**11,174,301**	**193,313**	**1.76%**
Indirects	**2,449,758**	**2,535,883**	**2,581,514**	**2,323,579**	**-257,935**	**-10.00%**

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 and Evergreen #1.
-Repair Roof at Town Forest Reservoir.
-H&T Filter Controls Upgrade
-Pine Oaks Well MCC replacement
-Elm Bank VFD installation

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
- 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
• Upgrade to the 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
• Continual maintenance of an aging infrastructure

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.(168 services Rockland st.-14, Eisenhower -18, Irving Rd -21, Halsey Way -12, Liberty St - 20, Marshall Rd -18, Pamela Rd - 6, Terrane Ave - 11, Wethersfield Rd -31, Other streets -17)

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 & Evergreen Well #1
• 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

• Continue the improvement and efficiency of the water system

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

None.

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 will be implemented in late FY2013. This format will at a minimum include usage history, comprehensive explanation of bill calculation, and other informational materials. The budget request for FY2014 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	2010	2011	2012	2013	2014
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
Working Foreman	4	4	4	4	4
Heavy Equipment Operator	3	3	3	3	3
Skilled Laborer	5	5	5	5	5
Craftsman	3	3	3	3	3
Water Distribution Assistant Supervisor	1	1	1	1	1
Water Operations/ GIS Manager	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
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	**28.1**	**28.1**	**28.1**	**28.1**	**28.1**
Total FT/PT	**28 FT / 1 PT**	**28 FT / 1 PT**	**28 FT / 1 PT**	**28 FT / 1 PT**	**28 FT / 1 PT**

Notes

Utility Billing Notes:

Departmental Support person:
works 960 hours total
720 hours allocated to collections
240 hours allocated to utility billing

Performance Indicators	2010	2011	2012	2013*	2014*
Workload Indicators					
Water & Sewer Operations					
Number of Water Leaks/Repairs (CY)	28	40	32	30	35
# of Sewer Backups		7	8	14	14
Total Number of Hydrants Replaced (CY)	7	15	12	15	15
Total Mileage of Water & Sewer Pipes	196.7/147.3	200/150	200/150	200/151	200/150
Number of Sewer Main lines Lined (in feet) (CY)	2,553	3000	0	3000	3000
Water Pumped (in Millions of Gallons)	1,148	1,179	1250*	1251*	1251*

	2010	2011	2012	2013*	2014*
Outcome Indicators					
Water & Sewer Operations					
# of Sewer Backups causing Insurance Claims(CY)	6	4	2	5	5

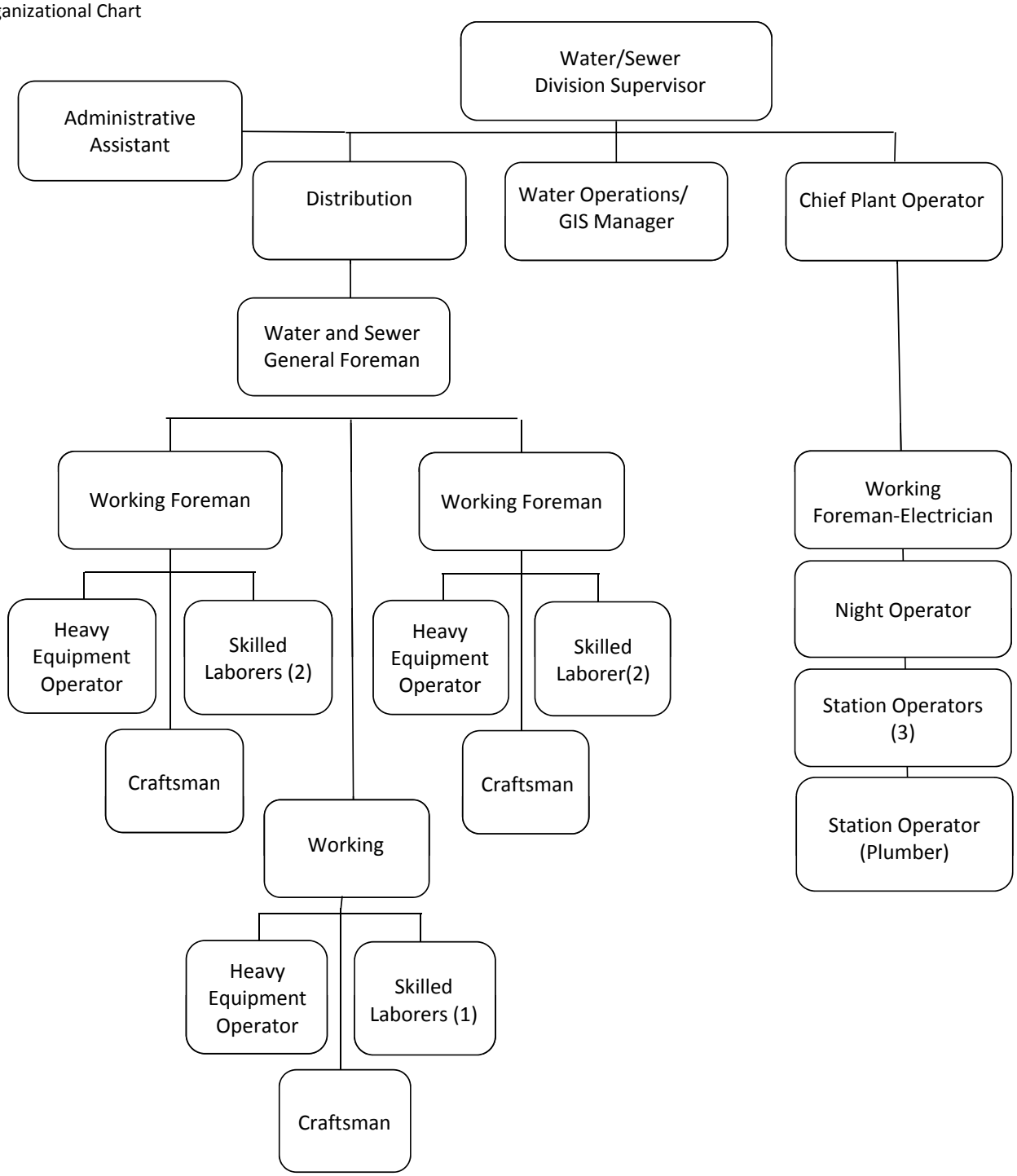
Utility Billing
See Treasurer's Budget (Section VII) for performance indicators related to utility billing.

Town of Natick

Home of Champions

Department: Water & Sewer Operations | Enterprise Fund

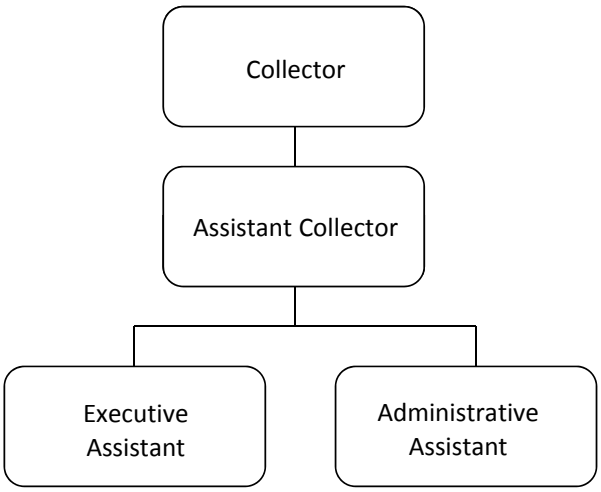
Organizational Chart



Note: Water & Sewer Divisions under the management of the Director of Public Works

Department: Water & Sewer Operations | Enterprise Fund

Organizational Chart: Utility Billing Operations



Note: Utility Billing Division is under the management of the Finance Director / Treasurer / Collector

Department: Water & Sewer | Enterprise Fund

Sewer Operations

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	2013 vs. 2014 %
Salaries Supervisory	$ 124,903	$ 133,775	$ 144,604	$ 162,587	$ 17,983	12.4%
Salaries Operational Staff	$ 393,609	$ 346,244	$ 464,598	$ 463,282	$ (1,316)	-0.3%
Salaries Temp Oper. - Police Details	$ 6,605	$ -	$ 8,624	$ 28,641	$ 20,017	232.1%
Supervisory Additional Comp	$ 11,965	$ 8,550	$ 57,850	$ 16,600	$ (41,250)	-71.3%
Operational Staff Additional Comp	$ 19,935	$ 17,381	$ 12,450	$ 18,050	$ 5,600	45.0%
Operational Staff Overtime	$ 58,522	$ 44,344	$ 23,150	$ 57,850	$ 34,700	149.9%
Personnel Services	**$ 615,540**	**$ 550,294**	**$ 711,276**	**$ 747,010**	**$ 35,734**	**5.0%**
Repairs & Maint. Equipment	$ 2,394	$ 2,401	$ 3,000	$ 3,000	$ -	0.0%
Repairs & Maint. Other	$ 2,955	$ 2,895	$ 3,000	$ 3,000	$ -	0.0%
Utilities Electric	$ 125,669	$ 87,337	$ 144,400	$ 128,600	$ (15,800)	-10.9%
Purchase of Services	**$ 131,018**	**$ 92,633**	**$ 150,400**	**$ 134,600**	**$ (15,800)**	**-10.5%**
Licenses - CDL & Special	$ 180	$ 793	$ 2,000	$ 2,000	$ -	0.0%
Clothing Allowance Operational Staff	$ 3,150	$ 2,800	$ 3,150	$ 3,150	$ -	0.0%
Other Services Inc.	**$ 3,330**	**$ 3,593**	**$ 5,150**	**$ 5,150**	**$ -**	**0.0%**
Tech & Prof Svs & MWRA Sulfide Testing	$ 12,986	$ 11,503	$ 15,000	$ 15,000	$ -	0.0%
Tech/ Prof. Services	**$ 12,986**	**$ 11,503**	**$ 15,000**	**$ 15,000**	**$ -**	**0.0%**
Repairs & Maint. Misc. Constr.	$ 3,128	$ 3,649	$ 4,000	$ 4,000	$ -	0.0%
Supplies	**$ 3,128**	**$ 3,649**	**$ 4,000**	**$ 4,000**	**$ -**	**0.0%**
Sewer Pump Station/Line Maintenance	$ 44,610	$ 96,942	$ 100,000	$ 100,000	$ -	0.0%
MWRA Sewer Assessment	$ 4,346,280	$ 4,460,551	$ 4,683,550	$ 4,866,121	$ 182,571	3.9%
Water/Sewer Damage Claims	$ 35,000	$ 11,824	$ 5,000	$ 15,000	$ 10,000	200.0%
Other Chgs. / Exp.	**$ 4,425,890**	**$ 4,569,317**	**$ 4,788,550**	**$ 4,981,121**	**$ 192,571**	**4.0%**
Total Operating Expenses	**$ 5,191,891**	**$ 5,230,989**	**$ 5,674,376**	**$ 5,886,881**	**$ 212,505**	**3.7%**

Water Operations

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	2013 vs. 2014 %
Salaries Supervisory	$ 215,968	$ 227,706	$ 227,870	$ 193,378	$ (34,492)	-15.1%
Salaries Operational Staff	$ 470,855	$ 580,110	$ 623,361	$ 660,670	$ 37,309	6.0%
Salaries Temp Operational	$ 23,192	$ 4,071	$ 26,157	$ 25,957	$ (200)	-0.8%
Supervisory Additional Comp	$ 27,861	$ 23,350	$ 22,250	$ 18,100	$ (4,150)	-18.7%
Operational Staff Additional Comp	$ 27,602	$ 32,008	$ 29,210	$ 25,310	$ (3,900)	-13.4%
Operational Staff Overtime	$ 57,856	$ 75,729	$ 48,400	$ 51,100	$ 2,700	5.6%
Personnel Services	**$ 823,335**	**$ 942,974**	**$ 977,248**	**$ 974,515**	**$ (2,733)**	**-0.3%**
Repairs & Maint. Software	$ 14,811	$ 5,323	$ 15,000	$ 15,000	$ -	0.0%
Utilities	$ 416,349	$ 450,689	$ 527,300	$ 492,500	$ (34,800)	-6.6%
GIS Software & Training	$ 13,117	$ 26,190	$ 25,500	$ 25,500	$ -	0.0%
Copy/Mail Center Fees	$ 11,813	$ 2,220	$ 18,000	$ 18,000	$ -	0.0%
Purchased Services: Miscellaneous	$ 6,680	$ 10,325	$ 12,000	$ 12,000	$ -	0.0%
Purchase of Services	**$ 462,770**	**$ 494,747**	**$ 597,800**	**$ 563,000**	**$ (34,800)**	**-5.8%**
Licenses - CDL & Special	$ 3,885	$ 5,830	$ 10,000	$ 8,500	$ (1,500)	-15.0%
Environmental Management - ISO 14001 Certification	$ 1,876	$ 8,457	$ 10,000	$ 10,000	$ -	0.0%
Clothing Allowance Operational Staff	$ 3,500	$ 4,200	$ 4,200	$ 4,550	$ 350	8.3%
Other Services Inc.	**$ 9,261**	**$ 18,487**	**$ 24,200**	**$ 23,050**	**$ (1,150)**	**-4.8%**
Implement SDWA Amendment	$ 19,238	$ 20,002	$ 30,000	$ 30,000	$ -	0.0%
Water Testing	$ 24,710	$ 21,593	$ 25,000	$ 25,000	$ -	0.0%
Tech./Prof. Services	**$ 43,948**	**$ 41,595**	**$ 55,000**	**$ 55,000**	**$ -**	**0.0%**
Repairs & Maint - Equipment	$ 2,768	$ 2,745	$ 3,000	$ 3,000	$ -	0.0%

Department: Water & Sewer	Enterprise Fund					
Repairs & Maint - Facilities	$ 2,000	$ 355	$ 2,000	$ 2,000	$ -	0.0%
Repairs & Maint - Hydrants	$ 10,000	$ 10,363	$ 10,000	$ 10,000	$ -	0.0%
Repairs & Maint - Misc. Repairs	$ 18,282	$ 6,620	$ 18,000	$ 18,000	$ -	0.0%
Repairs & Maint - Misc. Constr	$ 17,997	$ 14,192	$ 18,000	$ 18,000	$ -	0.0%
Supplies	**$ 51,047**	**$ 34,275**	**$ 51,000**	**$ 51,000**	**$ -**	**0.0%**
Chemical Supplies	$ 177,504	$ 143,902	$ 177,500	$ 177,500	$ -	0.0%
Obsolete Meters	$ 28,338	$ 7,034	$ 30,000	$ 30,000	$ -	0.0%
Service Connections	$ 14,889	$ 12,282	$ 18,000	$ 18,000	$ -	0.0%
Other Supplies	**$ 220,731**	**$ 163,218**	**$ 225,500**	**$ 225,500**	**$ -**	**0.0%**
Water Well/Water Line Maint.	$ 139,637	$ 145,478	$ 150,000	$ 150,000	$ -	0.0%
New Hydrant Installation	$ 9,924	$ 9,125	$ 10,000	$ 10,000	$ -	0.0%
Asphalt Crushing	$ 11,899	$ 12,714	$ 15,000	$ 15,000	$ -	0.0%
DEP Assessment	$ 10,704	$ 9,840	$ 14,000	$ 14,000	$ -	0.0%
MWRA Discharge Permit	$ 3,076	$ 2,366	$ 4,000	$ 4,000	$ -	0.0%
Other Charges/Expenditures	**$ 175,240**	**$ 179,523**	**$ 193,000**	**$ 193,000**	**$ -**	**0.0%**
Total Operating Expenses	**$ 1,786,332**	**$ 1,874,819**	**$ 2,123,748**	**$ 2,085,065**	**$ (38,683)**	**-1.8%**

Utility Billing

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	2013 vs. 2014 %
Salaries Operational Staff	$ 93,451	$ 90,595	$ 95,829	$ 98,723	$ 2,894	3.0%
Part-Time Operational Staff	$ 3,766	$ 9,605	$ 4,835	$ 4,835	$ -	0.0%
Operational Staff - Additional Comp	$ 934	$ 757	$ 955	$ 1,875	$ 920	96.3%
Operational Staff Overtime	$ 199	$ 820	$ 2,000	$ 2,000	$ -	0.0%
Personnel Services	**$ 98,349**	**$ 101,777**	**$ 103,619**	**$ 107,433**	**$ 3,814**	**3.7%**
Repair & Maint Equipment	$ -	$ 4,622	$ 4,000	$ 4,000	$ -	0.0%
Utility Billing Software	$ -	$ 6,900	$ 15,000	$ 15,000	$ -	0.0%
Utility Billing Printing	$ 7,951	$ 15,000	$ 30,200	$ 30,200	$ -	0.0%
In State Travel/Meetings	$ -	$ 17,470	$ 750	$ 750	$ -	0.0%
Communication Telephone	$ 861	$ -	$ 1,500	$ 1,500	$ -	0.0%
Training & Education	$ -	$ 1,105	$ 2,500	$ 2,500	$ -	0.0%
Communication Postage	$ 18,902	$ 3,750	$ 22,000	$ 22,000	$ -	0.0%
Copy/Mail Center Fees	$ 39,948	$ 23,934	$ 40,000	$ 40,000	$ -	0.0%
Collection Activities	$ 9,429	$ 27,683	$ 10,000	$ 10,000	$ -	0.0%
Office Supplies	$ 5,254	$ 2,856	$ 4,000	$ 4,000	$ -	0.0%
Supplies	**$ 82,344**	**$ 106,594**	**$ 129,950**	**$ 129,950**	**$ -**	**0.0%**
Total Utility Billing	**$ 180,693**	**$ 208,371**	**$ 233,569**	**$ 237,383**	**$ 3,814**	**1.6%**

Employee Benefits

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	2013 vs. 2014 %
FICA {Medicare}	$ 17,306	$ 20,100	$ 25,170	$ 26,520	$ 1,350	5.4%
Insurance Group Health & Life	$ 395,891	$ 380,795	$ 387,484	$ 398,839	$ 11,355	2.9%
LIUNA Pension	$ 34,817	$ 41,604	$ 39,980	$ 41,519	$ 1,539	3.9%
Other Personnel Services	**$ 448,014**	**$ 442,499**	**$ 452,634**	**$ 466,879**	**$ 14,245**	**3.1%**
Funding Schedule (22 Year) (W&S)	$ 179,453	$ 187,526	$ 199,959	$ 215,955	$ 15,996	8.0%
Other Charges & Expenditures	**$ 179,453**	**$ 187,526**	**$ 199,959**	**$ 215,955**	**$ 15,996**	**8.0%**
Total Employee Benefits	**$ 627,467**	**$ 630,025**	**$ 652,593**	**$ 682,834**	**$ 30,241**	**4.6%**

Department: Water & Sewer | Enterprise Fund

Water & Sewer Debt Service

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	2013 vs. 2014 %
Water Principal Sub-Totals	$ 1,233,640	$ 1,479,662	$ 1,184,911	$ 1,089,023	$ (95,888)	-8.1%
Sewer Principal Sub-Totals	$ 512,000	$ 347,477	$ 417,846	$ 520,846	$ 103,000	24.7%
Principal Totals	**$ 1,745,640**	**$ 1,827,139**	**$ 1,602,757**	**$ 1,609,869**	**$ 7,112**	**0.4%**
Interest on Debt Water Sub-Totals	$ 319,203	$ 329,529	$ 352,363	$ 268,462	$ (83,901)	-23.8%
Interest on Debt Sewer Sub-Totals	$ 200,574	$ 147,275	$ 116,583	$ 173,807	$ 57,224	49.1%
Bond Anticipation Notes	$ 21,812	$ 25,000	$ 25,000	$ 30,000	$ 5,000	20.0%
Interest Totals	**$ 541,589**	**$ 501,804**	**$ 493,946**	**$ 472,269**	**$ (21,677)**	**-4.4%**
Total Water & Service Debt Service	**$ 2,287,229**	**$ 2,328,943**	**$ 2,096,702**	**$ 2,082,138**	**$ (14,564)**	**-0.7%**

Reserve Fund

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	2013 vs. 2014 %
Reserve Fund	$ -	$ -	$ 200,000	$ 200,000	$ -	0.0%
Total Reserve Fund	**$ -**	**$ -**	**$ 200,000**	**$ 200,000**	**$ -**	**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.

Narrative:

Water Operations (con't)

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
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.

Narrative:

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.
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.
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.
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).

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 $1,609,869 represents repayment of principal for multiple water and sewer capital improvement projects.
Interest Payments:
The requested budget amount of $466,109 represents the respective interest payments associated with general obligation bonds issued for water and sewer projects. Of that amount, $30,000 represents the estimated amount for Bond Anticipation Notes & issue costs (bond counsel, financial advisor, rating agency fees, etc.) for authorized borrowings.

Reserve Fund
Covers $200,000 for emergencies & unforeseen contingencies within the fund.

Water & Sewer Employee Health Benefits Summary

Active		
- Rate Saver HMO's	$	344,948
Tier #1 Safety Net	$	11,200
Tier #2 Safety Net	$	-
Tier #3 Safety Net	$	-
Sentinel Benefits Administration Fee	$	1,620
Retiree		
- Retiree Health Plans	$	39,541
Life Insurance ($4.25/mo. x Total Benefited Employees)	$	1,530
Total Employee Health Benefits	**$**	**398,839**

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)	628.00	90.00%	565.20	1,685.00	80.00%	1,348.00	
Participants			0			0	
Monthly Rates (Regular Members)	628.00	82.50%	518.10	1,685.00	77.50%	1,305.88	
Participants			1			1	
Monthly Rates (Regular Members)	628.00	80.00%	502.40				
Participants			0				
Annual Total			**$6,217**			**$15,671**	**$ 21,888**
Fallon Group Direct Care							
Monthly Rates (Regular Members)	505.00	90.00%	454.50	1,357.00	80.00%	1,085.60	
Participants			0			0	
Monthly Rates (Regular Members)	505.00	82.50%	416.63	1,357.00	77.50%	1,051.68	
Participants			0			1	
Monthly Rates (Regular Members)	505.00	80.00%	404.00				
Participants			0				
Annual Total			**$0**			**$12,620**	**$ 12,620**
Fallon Group Select Care							
Monthly Rates (Regular Members)	542.00	90.00%	487.80	1,460.00	80.00%	1,168.00	
Participants			0			0	
Monthly Rates (Regular Members)	542.00	82.50%	447.15	1,460.00	77.50%	1,131.50	
Participants			0			0	
Monthly Rates (Regular Members)	542.00	80.00%	433.60				
Participants			0				
Annual Total			**$0**			**$0**	**$ -**
Harvard / Pilgrim							
Monthly Rates (Regular Members)	610.00	90.00%	549.00	1,590.00	80.00%	1,272.00	
Participants			0			0	
Monthly Rates (Regular Members)	610.00	82.50%	503.25	1,590.00	77.50%	1,232.25	
Participants			8			9	
Monthly Rates (Regular Members)	610.00	80.00%	488.00	1,590.00	75.00%	1,192.50	
Participants			0			0	
Monthly Rates (Regular Members)	610.00	75.00%	457.50				
Participants			0				
Annual Total			**$48,312**			**$133,083**	**$ 181,395**
Tufts Rate Saver							
Monthly Rates (Regular Members)	645.00	90.00%	580.50	1,688.00	80.00%	1,350.40	
Participants			0			0	
Monthly Rates (Regular Members)	645.00	82.50%	532.13	1,688.00	77.50%	1,308.20	
Participants			3			7	
Monthly Rates (Regular Members)	645.00	80.00%	516.00				
Participants			0				
Annual Total			**$19,157**			**$109,889**	**$ 129,045**

Premium Cost Summary	**Enrollments**	**Single**	**12**	**Family**	**18**	
Active Health Plans						**$ 344,948**
Tier #1 Safety Net						**$ 11,200**
Tier #2 Safety Net						**$ -**
Tier #3 Safety Net						**$ -**
Sentinel FSA Costs						**$ 1,620**
Total Appropriation Needed						**$ 357,768**

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)	628.00	82.50%	518.10	1,685.00	77.50%	1,305.88	
			0			0	
Annual Total			**$0**			**$0**	**$ -**
Fallon Group Select Care							
Monthly Rates (Regular Members)	542.00	82.50%	447.15	1,460.00	77.50%	1,131.50	
Participants			0			0	
Annual Total			**$0**			**$0**	**$ -**
Harvard / Pilgrim							
Monthly Rates (Regular Members)	610.00	82.50%	503.25	1,590.00	77.50%	1,232.25	
Participants			0			0	
Annual Total			**$0**			**$0**	**$ -**
Tufts Navigator							
Monthly Rates (Regular Members)	645.00	82.50%	532.13	1,688.00	77.50%	1,308.20	
Participants			0			0	
Annual Total			**$0**			**$0**	**$ -**
Harvard / Pilgrim PPO							
Rates (Regular Members)	1,750.00	50.00%	875.00	3,886.00	50.00%	1,943.00	
Participants			1			0	
Annual Total			**$10,500**			**$0**	**$ 10,500**
Tufts POS							
Monthly Rates (Regular Members)	1,750.00	50.00%	875.00	3,886.00	50.00%	1,943.00	
Participants			0			0	
Annual Total			**$0**			**$0**	**$ -**

Premium Cost Summary	Enrollments		
	Single	Family	
Active Health Plans	1	0	$ 10,500
Total Appropriation Needed			**$ 10,500**

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)	279.00	68.05%	189.86	Monthly Rates (Senior Care)	332.00	65.20%	216.46
Monthly Rates (Senior Care)	293.70	68.05%	199.86	Monthly Rates (Senior Care)	365.20	65.20%	238.11
Participants			0	Participants			6
Total			**$0**	**Total**			**$7,793**
Tufts Medicare Preferred HMO				**BCBS Managed Blue for Seniors**			
Monthly Rates (Senior Care)	240.00	71.32%	171.17	Monthly Rates (Senior Care)	402.00	61.99%	249.20
Monthly Rates (Senior Care)	264.00	71.32%	188.28	Monthly Rates (Senior Care)	442.20	61.99%	274.12
Participants			1	Participants			0
			$2,157	**Total**			**$0**

Medicare Eligible Retirees	Enrollments		
	Single	Family	
	13	0	
Total Medicare Eligible Employees (Senior Plans)			**$29,041**

Total Retiree Health Care	**$39,541**

Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2013 Principal	Fiscal Year 2014 Principal	Fiscal Year 2015 Principal	Fiscal Year 2016 Principal	Fiscal Year 2017 Principal	Fiscal Year 2018 Principal	Issue Balance	Total Principal
1998	Water Treatment Plant	$ 1,175,000	$ 81,000	$ 74,000	$ 65,000	$ 64,000	$ 64,000	$ 60,000	$ -	$ 327,000
1998	Sewer (Pleasant, Rockwood,etc.)	$ 285,000	$ 15,000	$ 14,000	$ 14,000	$ 13,000	$ 13,000	$ 13,000	$ -	$ 67,000
1999	Sewer (Pleasant, Eliot, Union, etc.)	$ 750,000	$ 39,000	$ 38,000	$ 38,000	$ 38,000	$ 35,000	$ 35,000	$ 42,000	$ 226,000
1999	Sewer (Union St)	$ 615,000	$ 34,000	$ 33,000	$ 33,000	$ 29,000	$ 26,000	$ 25,000	$ 25,000	$ 171,000
1999	Water (Lakeshore Dr)	$ 500,000	$ 29,000	$ 28,000	$ 28,000	$ 27,000	$ 27,000	$ 26,000	$ 25,000	$ 161,000
2000	Water (Lakeshore Dr)	$ 540,000	$ 27,000	$ 24,000	$ 24,000	$ 24,000	$ 23,000	$ 23,000	$ 66,000	$ 184,000
2000	Sewer (Boden Ln & Water, Lincoln, etc.)	$ 1,335,000	$ 44,000	$ 40,000	$ 38,000	$ 38,000	$ 37,000	$ 36,000	$ 106,000	$ 295,000
2002	Sewer (Lakeshore Rd)	$ 430,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 80,000	$ 180,000
2002	Sewer (Leach Ln)	$ 210,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 40,000	$ 90,000
2003	Water Elm Bank *Refunded	$ 1,375,000	$ 135,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2004	Water Meters	$ 350,000	$ 35,000	$ 35,000	$ -	$ -	$ -	$ -	$ -	$ 35,000
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	$ 233,911	$ 243,023	$ 250,438	$ 258,294	$ 268,041	$ 277,787	$ 2,553,695	$ 3,851,277
2008	Water Treatment Plant *Refunded	$ 225,925	$ 30,000	$ 25,000	$ 20,000	$ 15,000	$ 15,000	$ -	$ -	$ 75,000
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	$ -	$ -	$ 40,000
2010	Water Relining	$ 600,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 120,000	$ 420,000
2010	Springvale Well	$ 250,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 50,000	$ 175,000
2010	Reservoir Refurbishment	$ 500,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 100,000	$ 350,000
2010	Sewer Pump Station 5	$ 300,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 60,000	$ 210,000
2010	Sewer Jet Truck	$ 250,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 50,000	$ 175,000
2010	Sewer I&I (MWRA)	$ 77,385	$ 15,477	$ 15,477	$ 15,477	$ -	$ -		$ -	$ 30,954
2011	Final Phase V	$ 800,000	$ 55,000	$ 55,000	$ 55,000	$ 55,000	$ 55,000	$ 55,000	$ 365,000	$ 640,000
2012	Radio Meter Transmitters	$ 150,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	$ -	$ 120,000
2012	Ground Water Wells	$ 300,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 120,000	$ 270,000
2012	Variable Frequency Drives	$ 260,000	$ 30,000	$ 30,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 100,000	$ 230,000
2012	DPW Headquarters Renovations	$ 504,000	$ 54,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 200,000	$ 450,000
2012	MWRA I&I	$ 196,845	$ 39,369	$ 39,369	$ 39,369	$ 39,369	$ 39,369	$ -	$ -	$ 157,476
2012	DPW Vehicle Garage Roof	$ 66,000	$ 11,000	$ 11,000	$ 11,000	$ 11,000	$ 11,000	$ 11,000		$ 55,000
2013	(Est.) Force Main Bradford / Pamela - Rt 9	$ 1,650,000		$ 110,000	$ 110,000	$ 110,000	$ 110,000	$ 110,000	$ 1,100,000	$ 1,650,000
2013	(Est.) Replace Ground Water Wells	$ 300,000		$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 150,000	$ 300,000
2013	(Est.) Filter Modification @ Springvale WTP	$ 200,000		$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 100,000	$ 200,000
Water and Sewer Enterprise Principal			**$ 1,602,757**	**$ 1,609,869**	**$ 1,561,284**	**$ 1,541,663**	**$ 1,543,410**	**$ 1,451,787**	**$ 6,802,695**	**$ 14,510,707**
Total Amount Remaining			**$ -**	**$ 14,510,707**	**$ 12,900,838**	**$ 11,339,555**	**$ 9,797,892**	**$ 8,254,482**	**$ 6,802,695**	**$ -**

Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2013 Interest	Fiscal Year 2014 Interest	Fiscal Year 2015 Interest	Fiscal Year 2016 Interest	Fiscal Year 2017 Interest	Fiscal Year 2018 Interest	Issue Balance	Total Interest
1998	Water Treatment Plant	$ 1,175,000	$ 7,002	$ 9,560	$ 8,170	$ 6,240	$ 3,680	$ 1,200	$ -	$ 28,850
1998	Sewer (Pleasant, Rockwood,etc.)	$ 285,000	$ 1,438	$ 1,980	$ 1,700	$ 1,300	$ 780	$ 260	$ -	$ 6,020
1999	Sewer (Pleasant, Eliot, Union, etc.)	$ 750,000	$ 5,078	$ 7,140	$ 6,380	$ 5,240	$ 3,680	$ 2,380	$ 1,640	$ 26,460
1999	Sewer (Union St)	$ 615,000	$ 3,737	$ 5,190	$ 4,530	$ 3,620	$ 780	$ 1,500	$ 980	$ 16,600
1999	Water (Lakeshore Dr)	$ 500,000	$ 3,595	$ 5,040	$ 4,480	$ 3,660	$ 3,780	$ 1,520	$ 980	$ 19,460
2000	Water (Lakeshore Dr)	$ 540,000	$ 4,312	$ 6,160	$ 5,680	$ 4,960	$ 2,520	$ 3,100	$ 3,960	$ 26,380
2000	Sewer (Boden Ln & Water, Lincoln, etc.)	$ 1,335,000	$ 6,873	$ 9,800	$ 9,020	$ 7,900	$ 6,420	$ 6,960	$ 6,320	$ 46,420
2002	Sewer (Lakeshore Rd)	$ 430,000	$ 9,920	$ 9,000	$ 8,040	$ 7,040	$ 6,040	$ 5,040	$ 10,140	$ 45,300
2002	Sewer (Leach Ln)	$ 210,000	$ 4,960	$ 4,500	$ 4,020	$ 3,520	$ 3,020	$ 2,520	$ 5,070	$ 22,650
2003	Water Elm Bank *Refunded	$ 1,375,000	$ 2,700	$ -	$ -	$ -	$ -		$ -	$ -
2004	Water Meters	$ 350,000	$ 2,800	$ 1,400	$ -	$ -	$ -		$ -	$ 1,400
2006	Sewer (Speen St, Park Ave	$ 2,100,000	$ 62,081	$ 58,144	$ 54,206	$ 50,138	$ 45,938	$ 41,213	$ 175,219	$ 424,856
2007	Water Treatment (MWPAT) *Refunded	$ 4,884,838	$ 175,811	$ 91,065	$ 83,651	$ 75,936	$ 123,775	$ 102,445	$ 208,822	$ 685,694
2008	Water Treatment Plant *Refunded	$ 225,925	$ 3,575	$ 2,600	$ 1,788	$ 1,088	$ 563	$ -	$ -	$ 6,038
2009	Water Relining	$ 3,000,000	$ 66,375	$ 56,250	$ 45,750	$ 34,875	$ 23,625	$ 12,000	$ -	$ 172,500
2009	Equipment W-9 Backhoe	$ 90,000	$ 1,814	$ 1,475	$ 1,125	$ 763	$ 388	$ -	$ -	$ 3,750
2010	Water Relining	$ 600,000	$ 13,500	$ 12,150	$ 10,650	$ 9,150	$ 7,500	$ 5,700	$ 5,850	$ 51,000
2010	Springvale Well	$ 250,000	$ 5,625	$ 5,063	$ 4,438	$ 3,813	$ 3,125	$ 4,750	$ 4,875	$ 26,063
2010	Reservoir Refurbishment	$ 500,000	$ 11,250	$ 10,125	$ 8,875	$ 7,625	$ 6,250	$ 2,850	$ 2,925	$ 38,650
2010	Sewer Pump Station 5	$ 300,000	$ 6,750	$ 6,075	$ 5,325	$ 4,575	$ 3,750	$ 2,375	$ 2,438	$ 24,538
2010	Sewer Jet Truck	$ 250,000	$ 5,625	$ 5,063	$ 4,438	$ 3,813	$ 3,125	$ 2,375	$ 2,438	$ 21,250
2011	Phase V	$ 800,000	$ 24,625	$ 22,975	$ 21,325	$ 19,675	$ 16,925	$ 15,275	$ 59,950	$ 156,125
2012	Radio Meter Transmitters	$ 150,000	$ 4,500	$ 3,900	$ 3,000	$ 2,100	$ 1,200	$ -		$ 10,200
2012	Ground Water Wells	$ 300,000	$ 9,300	$ 8,700	$ 7,800	$ 6,900	$ 6,000	$ 4,800	$ 7,800	$ 42,000
2012	Variable Frequency Drives	$ 260,000	$ 8,000	$ 7,400	$ 6,500	$ 5,750	$ 5,000	$ 4,000	$ 6,500	$ 35,150
2012	DPW Headquarters Renovations	$ 504,000	$ 15,580	$ 14,500	$ 13,000	$ 11,500	$ 10,000	$ 8,000	$ 13,000	$ 70,000
2012	MWRA I&I	$ 196,845	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2012	DPW Vehicle Garage Roof	$ 66,000	$ 2,120	$ 1,766	$ 1,412	$ 1,059	$ 706	$ 353	$ -	$ 5,297
2013	(Est.) Force Main Bradford / Pamela - Rt 9	$ 1,650,000		$ 57,750	$ 53,900	$ 50,050	$ 46,200	$ 42,350	$ 211,750	$ 462,000
2013	(Est.) Replace Ground Water Wells	$ 300,000		$ 10,500	$ 9,450	$ 8,400	$ 7,350	$ 6,300	$ 15,750	$ 57,750
2013	(Est.) Filter Modification @ Springvale WTP	$ 200,000		$ 7,000	$ 6,300	$ 5,600	$ 4,900	$ 4,200	$ 10,500	$ 38,500
	BANs and Issue Costs	$ -	$ 25,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	$ 150,000
Water and Sewer Enterprise Interest			**$ 493,945**	**$ 472,269**	**$ 424,952**	**$ 376,288**	**$ 377,019**	**$ 313,465**	**$ 756,906**	**$ 2,720,899**

Total Amount Remaining		**$ 2,720,899**	**$ 2,248,630**	**$ 1,823,678**	**$ 1,447,390**	**$ 1,070,371**	**$ 756,906**	**$ -**	
		$ 6,160							

Summary of Debt - Water & Sewer Enterprise Fund

	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Issue	Total
Water & Sewer Enterprise Fund Principal	$ 1,602,757	$ 1,609,869	$ 1,561,284	$ 1,541,663	$ 1,543,410	$ 1,451,787	$ 6,802,695	$ 14,510,707
Water & Sewer Enterprise Fund Interest	$ 493,945	$ 472,269	$ 424,952	$ 376,288	$ 377,019	$ 313,465	$ 756,906	$ 2,720,899
Total Annual Debt Service	**$ 2,096,701**	**$ 2,082,138**	**$ 1,986,236**	**$ 1,917,951**	**$ 1,920,428**	**$ 1,765,252**	**$ 7,559,601**	**$ 17,231,607**
Total Amount Remaining	**$ -**	**$ 17,231,607**	**$ 15,149,469**	**$ 13,163,233**	**$ 11,245,282**	**$ 9,324,853**	**$ 7,559,601**	**$ -**

Town of Natick

Home of Champions

Department: Water & Sewer Operations — **Indirect Cost Allocations**

PERCENTAGE ALLOCATIONS	PERSONNEL	FRINGE	EXPENSES	TOTAL
DPW ADMINISTRATION	$ 83,201	$ 32,122	$ 14,500	$ 129,823
BUILDING MAINTENANCE	$ -	$ -	$ 45,019	$ 45,019
ENGINEERING SERVICES	$ 202,320	$ 78,111	$ 50,200	$ 330,631
GIS SERVICES	$ (48,292)	$ (18,644)	$ -	$ (66,936)
EQUIPMENT MAINTENANCE	$ 176,968	$ 68,323	$ 91,648	$ 336,939
HIGHWAY MAINTENANCE	$ 141,395	$ 54,589	$ 185,070	$ 381,054
PUBLIC SAFETY	202,590	78,215	11,920	$ 292,725
FINANCIAL / ADMINISTRATIVE	267,414	103,242	175,501	$ 546,157
PROPERTY INSURANCE	-	-	221,270	$ 221,270
ENERGY	-	-	106,897	$ 106,897
SUBTOTAL - GENERAL FUND	1,025,597	395,958	902,025	$ 2,323,579

Notes:

Indirect Costs are based upon the Previous Fiscal Year's (FY 2013) 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 2014

Water/Sewer Enterprise Fund Projection - FY 2014 - FY 2016

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 2014 should see an increase of 3.5% in most rates (See below). Later years, however, rates will likely be between 4-7% increases annually, driven mainly by anticipated 12.5% increases in the MWRA assessment annually and full funding of capital requests.

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2015 Estimate	2016 Estimate
Revenues						
User Charges	$ 12,353,351	$ 11,127,657	$ 12,143,096	$ 12,307,879	$ 13,163,221	$ 13,798,352
Connection Fees	$ 104,470	$ 71,064	$ 114,290	$ 70,000	$ 70,000	$ 70,000
Other Departmental Income	$ 758,698	$ 1,100,812	$ 1,120,000	$ 1,100,000	$ 1,100,000	$ 1,100,000
Investment Income	$ 66,356	$ 19,980	$ 25,000	$ 20,000	$ 20,000	$ 20,000
Capital Article Closeouts/Trans.	$ 150,000	$ -	39,369	$ -	$ -	$ -
Retained Earnings	$ -	$ 410,000	$ 1,291,746	$ 147,000	$ 90,000	$ 21,000
Total Revenues	**$ 13,432,875**	**$ 12,729,513**	**$ 14,733,501**	**$ 13,644,879**	**$ 14,443,221**	**$ 15,009,352**
Expenses						
Sewer	$ 5,191,891	$ 5,230,989	$ 5,674,376	$ 5,886,881	$ 6,505,004	$ 7,188,029
Water	$ 2,081,463	$ 1,874,819	$ 2,123,748	$ 2,085,065	$ 2,147,617	$ 2,212,045
Utility Billing	$ 180,693	$ 208,371	$ 233,569	$ 237,383	$ 244,504	$ 251,840
Fringe Benefits	$ 627,467	$ 630,025	$ 652,593	$ 682,834	$ 737,460	$ 796,457
Debt Service	$ 2,287,229	$ 2,328,943	$ 2,096,702	$ 2,082,138	$ 2,311,236	$ 2,242,951
Reserve Fund	$ -	$ -	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Indirects (included in G/F)	$ 2,449,757	$ 2,535,883	$ 2,851,514	$ 2,323,579	$ 2,207,400	$ 2,097,030
Capital	$ 312,000	$ 410,000	$ 1,171,000	$ 147,000	$ 90,000	$ 21,000
Total Expenses	**13,130,501**	**13,219,029**	**15,003,500**	**13,644,879**	**14,443,221**	**15,009,352**

Preliminary Proposed Single-Family Water & Sewer Rates for FY 2014

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 2014 rate setting, which will begin in April 2013. 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 increase around 3.5%, or $36.10 annually.

Rate Options for the average Single-Family House (26.57 HCF/quarter)

2013	**Tier**	**Combined Rate**	**Consumption**	**Qtr. Cost**	**Annual Cost**	3.50%
Bills	0-10	$ 5.70	10	$ 57.00	$ 228.00	
	011-20	$ 9.76	10	$ 97.60	$ 390.40	
	021-40	$ 15.72	6.57	$ 103.28	$ 413.12	
			26.57	**$ 257.88**	**$ 1,031.52**	

2014 (draft)	**Tier**	**Combined Rate**	**Consumption**	**Qtr. Cost**	**Annual Cost**
Bills	0-10	$ 5.90	10	$ 59.00	$ 235.98
	011-20	$ 10.10	10	$ 101.02	$ 404.06
	021-40	$ 16.27	6.57	$ 106.90	$ 427.58
			26.57		**$ 1,067.62**

Cost increase/year over FY 2014	**$ 36.10**
Cost increase/quarter over FY 2014	**$ 9.03**

Article 12:
Motions I1 & I2:
Sassamon Trace Golf Course
Enterprise Fund

Summary
Operations
Debt Service
Fringe Benefits
Indirects
Three-Year Projection

Finance Committee Recommendation

Motions for Section I: Sassamon Trace Enterprise Fund

Motion 1 for Sassamon Trace Enterprise Fund - Section I under Article 12:

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	$	265,450
Expenses	$	283,031
Total GC Operations	**$**	**548,481**
Sassamon Trace Fringe Benefits		
Other Personal Services	$	40,227
Other - Chgs. & Expenditures	$	10,466
Total GC Fringe Benefits	**$**	**50,693**
Sassamon Trace Debt Service		
Principal	$	217,580
Interest	$	69,217
Total GC Debt Service	**$**	**286,797**
Motion Total	**$**	**885,971**
And that the above Total Budget Amount be raised from the following sources:		
Tax Levy of Fiscal Year 2014	$	332,246
Golf User Fees	$	518,554
Golf Retained Earnings	$	35,171
	$	**885,971**

Finance Committee Recommendation

Motions for Section I: Sassamon Trace Enterprise Fund

Motion 2 for Sassamon Trace Enterprise Fund - Section I under Article 12:

Move that the Town vote to approve the following indirect cost allocations raised in the General Fund:

PERCENTAGE ALLOCATIONS		TOTAL
LF & NR	$	7,130
RECREATION	$	11,717
TOWN ADMINISTRATOR	$	3,069
FINANCE	$	5,168
PROPERTY INSURANCE	$	4,767
DEDUCTIBLES	$	395
SUBTOTAL - GENERAL FUND		32,246

And that the Sum of $32,246 appropriated in the General Fund be raised from the following source:

Golf User Fees	$	32,246
(See Motion for Section G, Article 14: Shared Expenses (Unclassified))	**$**	**32,246**

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 10-0-0 on February 26, 2013, the Finance Committee recommends Favorable Action with regard to the Sassamon Trace Operations budget under Article 12, Section I, and that the sum of $548,481 be appropriated as noted in the motion.

During the Finance Committee public hearing, the following information was noted:

- Last year's revenue reflects the fact that the course remained open all year due to the limited snowfall. Revenue increase projected for FY 2014 is very conservative.
- Bringing the course maintenance in-house is expected to result in improved course condition at lower cost due to rising contract costs from fewer potential contractors and the ability to share equipment with the town's LFNR division.
- The course fee structure is regularly compared with the competitive market. Given the recent economic downturn, no increases have been recommended. Marketing continues to focus on increasing utilization and broadening the user base.
- Although the Selectmen this year did not request analysis of the comparative cost to the town of continuing to operate the course vs. closing it, the Administration reported that their recent review of that question indicated that, without factoring in potentially significant costs involved in terminating the current golf course leases, approximately $10,000 to $15,000 more would be required to subsidize the total recurring costs associated with course-related retirement, debt, and environmental monitoring expenses.
- On average, approximately 50% of the retained earnings balance is used, annually, to subsidize operating costs of this enterprise.
- The town is working with the town of Sherborn to determine whether the annual environmental monitoring can be reduced going forward.
- No imminent threat is anticipated to the recently developed irrigation arrangement with an abutting property owner.

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 13-0-0 on March 5, 2013, the Finance Committee recommends Favorable Action with regard to the Sassamon Trace Employee Fringe Benefits budget under Article 12, Section I, and that the sum of $50,693 be appropriated as noted in the motion.

During the Finance Committee public hearing, the following information was noted:

- Hiring was underway for the golf course but no additional information was available at this time. The amounts currently proposed for golf employee benefits are to be considered an estimate. This budget can be expected to come back for adjustment at the 2013 Fall Annual Town Meeting.

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 8-0-0 on February 26, 2013, the Finance Committee recommends Favorable Action with regard to the Sassamon Trace Debt Service budget under Article 12, Section I, and that the sum of $286,797 be appropriated as noted in the motion.

During the Finance Committee public hearing, the following information was noted:

- Committee members were informed that the bonds for the golf course would be re-issued in May 2013 with the expectation of achieving a lower interest rate. The Administration reported that the debt service interest line item had been reduced by $10,000 in anticipation of this savings and he expected that further reduction would be forthcoming once the actual refinancing occurred.

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 2014 (July 1, 2013 through June 30, 2014).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 9-0-0 on February 26, 2013, the Finance Committee recommends Approval of the allocation of Water and Sewer Indirect Costs under Article 12, Section I.

During the Finance Committee public hearing, the following information was noted:

- The town's Enterprise funds provide a mechanism for isolating and accounting for all costs associated with the the activities of that Enterprise fund – in this case, the Sassamon Trace Golf Course -- and to recover these costs, including direct, indirect and capital, through user fees.
- The plan to begin charging indirect costs to the golf course enterprise will provide a more accurate picture of the real costs, even though this could be perceived as increasing the amount of the town's subsidy of that operation.

Town of Natick

Home of Champions

Department: Sassamon Trace	Enterprise Fund

Appropriation Summary

Sassamon Trace Golf Course Enterprise Fund

Operations

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	2013 vs. 2014 %
Salaries						
Personnel Services	129,238	149,153	195,689	265,450	69,761	35.6%
Total Salaries	**129,238**	**149,153**	**195,689**	**265,450**	**69,761**	**35.6%**
Operating Expenses						
Club House Expense	360,639	364,310	253,752	108,645	-145,107	-57.2%
Supplies - Club House	28,135	25,668	21,500	22,500	1,000	4.7%
Other Facility Expense	1,335	2,237	2,000	2,000	0	0.0%
Golf Cart Expense	22,626	22,265	5,000	5,000	0	0.0%
Course Maintenance Expense	34,379	23,468	76,500	144,886	68,386	89.4%
Total Operating Expenses	**447,113**	**437,948**	**358,752**	**283,031**	**-75,721**	**-21.1%**
Total Operations	**576,351**	**587,101**	**554,441**	**548,481**	**-5,960**	**-1.07%**

Employee Benefits

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	2013 vs. 2014 %
Employee Benefits						
Other Personal Services	10,532	6,863	34,918	40,227	5,309	15.2%
Other Charges & Expenditures	11,799	12,331	9,691	10,466	775	8.0%
Total Employee Benefits	**22,331**	**19,194**	**44,609**	**50,693**	**6,084**	**13.6%**
Total Employee Benefits	**22,331**	**19,194**	**44,609**	**50,693**	**6,084**	**13.6%**

Debt Service

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	2013 vs. 2014 %
Debt Service						
Principal	191,482	195,931	201,330	217,580	16,250	8.1%
Interest	103,775	99,402	81,814	69,217	-12,597	-15.4%
Total Debt Service	**295,257**	**295,333**	**283,144**	**286,797**	**3,653**	**1.3%**
Total Debt Service	**295,257**	**295,333**	**283,144**	**286,797**	**3,653**	**1.3%**

Golf Course Operations	**893,940**	**901,627**	**882,194**	**885,971**	**3,777**	**0.4%**
Indirects	**-**	**-**	**-**	***32,246***	**32,246**	**100%**
Golf Course - All Expenses	**893,940**	**901,627**	**882,194**	**918,217**	**36,023**	**4.08%**

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
To work with the Supporters of Sassamon Trace to raise revenue for course improvements

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

Sassamon Trace is just coming of a robust golf season. Golf is a sensitive receptor to the economy and with over 30,000 rounds played for the 2012 season, it appears that the economy is improving. Weather is often a scapegoat for poor performance, however, just the opposite for 2012. The unprecedented mild winter provided golf opportunities in January and February. The early jump start to the season fueled a 15% increase in green fee revenue over 2011.

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 these uncertain economic times, it is difficult to justify fee increases to keep pace with expenses. It is a competitive market place and golf courses keep offering discounts to get people to their course. It is a buyers market and savvy golfers have abandoned loyalty and will travel to the course with the best deal. Sassamon Trace is unique in the market place in that it is not a regulation length course. With standard pricing already in the bottom tier, Sassamon Trace is an attractive alternative to the higher priced courses.

Budget Overview:

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

1. The most significant change in the FY14 budget compared to prior years is the restructuring of the maintenance contract for turf services. The maintenance contract with Sterling Golf Management has ended and the town will assume the turf maintenance for the golf course beginning in the Spring of 2013. The funds that were appropriated for the maintenance contract will be redistributed to cover such cost as salaries, wages, equipment, tools, materials and supplies. The end result is that there will be no added expense over and above what was appropriated for the maintenance contract.

2. Personnel Services (salaries and wages) will increase by 36% over FY13. This increase will provide for two new full time positions, specifically, the golf course superintendent and the assistant superintendent.

3. Indirect costs will be assessed for the first time in FY14. Town administration will assess the enterprise fund $32,426 in indirect costs to offset resources provided by the town to the course. this will be offset by an increase to the Tax Levy Subsidy. This measure is being instituted in order to more properly account for the total expense of the Golf Course as an Enterprise Fund, similar to how it is done in the Water & Sewer Enterprise Fund. This does not impact the bottom line of the golf course finances.

4. Finally, in early 2013 we will refinance the bonds attributable to the course itself. We anticipate potentially significant savings - which will be used to lower the tax levy subsidy.

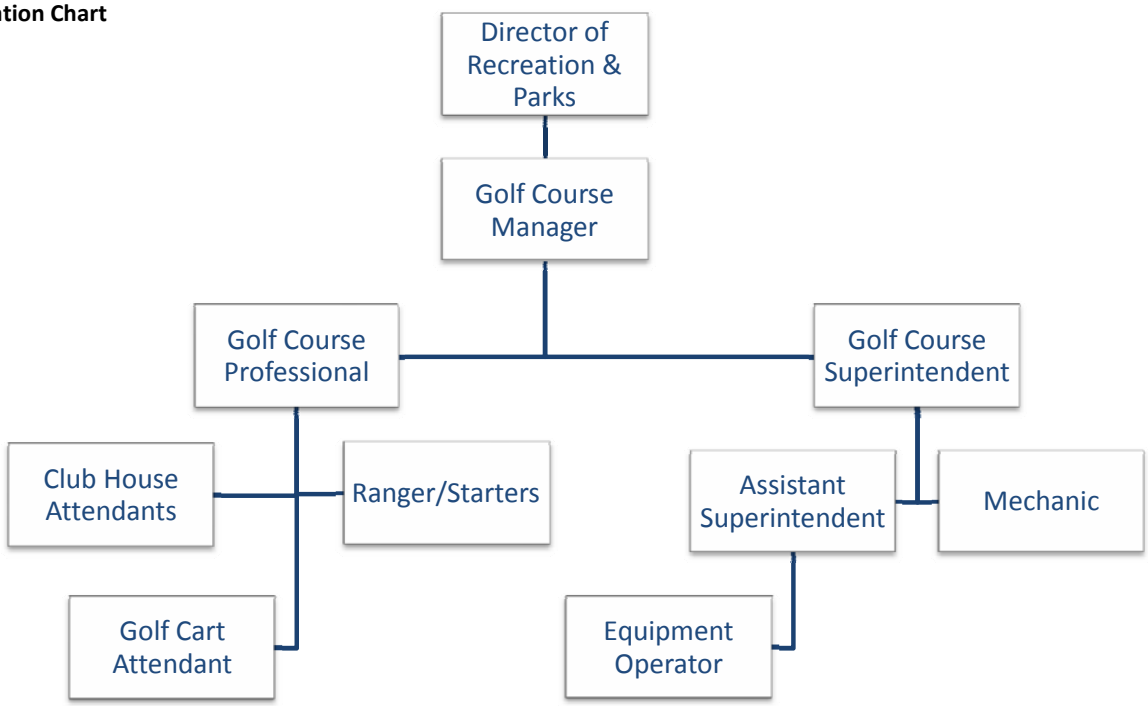
V. On the Horizon

1. Now that the town is assuming the maintenance of the golf course the first step will be to identify a qualified Superintendent. A committee consisting of the Recreation and Parks Director, Land Facilities & Natural Resource Supervisor, Golf Committee Chairman and the Golf Course Manager will interview candidates for this position. This person will be critical to the success of the golf operation. He/ She must assemble a maintenance staff, maintain equipment, identify and treat disease and maintain grooming standards all while working within budget.

2. Attracting new business and retaining current customers has always been a priority, particularly in the recent economic downturn. The addition of the new assistant manager at the golf course in the spring of 2013 will allow the golf course manager to focus on a concerted effort to bring in new business and foster current customers. The newly redesigned website and a scheduled marketing plan using tools such as Constant Contact will enable us to better communicate our message. Facebook and Twitter are additional marketing brands we will employ that are commonly used by forward thinking enterprises.

Department: Sassamon Trace		Enterprise Fund			
Staffing	**2010**	**2011**	**2012**	**2013**	**2014**
Golf Course Manager	1	1	1	1	1
Assistant Golf Course Manager	0	0	0	0.6	0.6
Maintenance Superintendent	0	0	0	1	1
Maintenance Foreman	0	0	0	1	1
Mechanic	0	0	0	0.28	0.28
Part-time/Seasonal Maintenance Staff	0	0	0	0.93	0.93
Seasonal Golf Shop Supervisor	0.06	0.06	0.06	0	0
Golf Shop Attendants	2.24	2.24	2.24	1.8	1.8
Rangers/starters/cart attendants	1.0	1.0	1.0	1.0	1.0
Total FTE	**4.3**	**4.3**	**4.3**	**7.6**	**7.6**
Total FT/PT	**1FT/17PT**	**1FT/17PT**	**1FT/22PT**	**3FT/22PT**	**3FT/22PT**

Organization Chart



Performance Indicators	**2010**	**2011**	**2012**	**2013**	**2014**
Workload Indicators					
Number of Rounds Played	30,548	28,441	26,961	28,000	28,711
Green Fee Revenue	$ 364,693	$ 356,257	$ 312,600	$ 332,893	$ 339,956
Cart Fee Revenue	$ 64,182	$ 65,184	$ 61,609	$ 61,003	$ 63,927
Season Ticket Revenue	$ 78,568	$ 78,193	$ 87,080	$ 82,786	$ 83,343
Golf Instruction Revenue	$ 8,422	$ 9,417	$ 8,665	$ 9,275	$ 9,119

	2010	**2011**	**2012**	**2013**	**2014**
Efficiency Indicators					
Revenue Per Round	$18.39	$17.99	$19.24	$18.93	$18.98

	2010	**2011**	**2012**	**2013**	**2014**
Outcome Indicators					
Number of Season Pass Holders	163	162	191	185	180
Number of Senior Pass Holders	77	75	69	75	73
Number of Junior Pass Holders	25	25	42	40	41

Town of Natick

Home of Champions

Department: Sassamon Trace | Enterprise Fund

Operations

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
Salaries Management	62,000	67,705	68,739	68,739	0	0.0%
Salaries Operational Staff	0	0	62,158	110,100	47,942	77.1%
Salaries Part-time Operational	29,758	34,085	39,436	36,556	-2,880	-7.3%
Salaries Golf Support	37,481	47,363	25,356	50,055	24,699	97.4%
Personnel Services	**129,238**	**149,153**	**195,689**	**265,450**	**69,761**	**35.6%**
Utilities - Electric	22,021	22,537	18,300	18,300	0	0.0%
Building Lease/Repairs	31,120	19,923	5,485	2,485	-3,000	-54.7%
Lease Payment Land	59,987	61,847	63,959	65,750	1,791	2.8%
Management Contract Grounds	231,404	238,799	145,548	0	-145,548	-100.0%
Communication Telephone	2,577	3,097	3,360	3,360	0	0.0%
Dues/Subscriptions	0	1,411	1,000	1,250	250	25.0%
Advertising/Promotion	2,112	3,036	4,200	4,200	0	0.0%
Bank & Credit Card Fees	10,183	12,932	10,600	12,000	1,400	13.2%
Software Maintenance	1,234	728	1,300	1,300	0	0.0%
Club House Expense	**360,639**	**364,310**	**253,752**	**108,645**	**-145,107**	**-57.2%**
Supplies - Club House	2,971	3,555	2,000	2,000	0	0.0%
Merchandise Pro Shop	24,548	21,782	18,500	19,500	1,000	5.4%
Custodial Supplies	616	331	1,000	1,000	0	0.0%
Supplies - Club House	**28,135**	**25,668**	**21,500**	**22,500**	**1,000**	**4.7%**
Facility Upgrades	1,335	2,237	2,000	2,000	0	0.0%
Other Facility Expense	**1,335**	**2,237**	**2,000**	**2,000**	**0**	**0.0%**
Golf Cart Lease	17,423	17,431	0	0	0	#DIV/0!
Golf Use Sales Tax (ALL)	5,203	4,834	5,000	5,000	0	0.0%
Golf Cart Expense	**22,626**	**22,265**	**5,000**	**5,000**	**0**	**0.0%**
Utilities - Water	22,314	9,243	13,000	13,000	0	0.0%
Environmental Monitoring	8,986	9,215	14,000	8,500	-5,500	-39.3%
Irrigation Electricity			7,600	7,600	0	0.0%
Phragmites Control	2,700	2,700	2,700	2,700	0	0.0%
Top Soil, Sand&Gravel, Fertilizer, etc.	0		6,500	25,000	18,500	284.6%
Course Supplies	378	2,309	4,300	3,500	-800	-18.6%
Fuel	0		1,000	2,500	1,500	150.0%
Irrigation R& M	0		3,000	10,500	7,500	250.0%
Tools	0		2,500	9,500	7,000	280.0%
Mechanic Tool Stipend	0		200	450	250	125.0%
Equipment R & M	0		1,500	6,000	4,500	300.0%
Equipment Lease	0		19,000	53,136	34,136	179.7%
Education/Professinal Fees/Licenses	0		1,200	2,500	1,300	108.3%
Course Maintenance Expense	**$ 34,379**	**$ 23,468**	**$ 76,500**	**$ 144,886**	**68,386**	**89.4%**
Total Operating Expenses	**$ 576,351**	**$ 587,101**	**$ 554,441**	**$ 548,481**	**-5,960**	**-1.1%**

Town of Natick

Home of Champions

Department: Sassamon Trace | Enterprise Fund

Employee Benefits

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
FICA Medicare	1,871	120	2,156	3,849	1,693	78.5%
Group Insurance Health	7,262	6,743	24,007	30,378	6,371	26.5%
Unemployment	1,400	0	8,755	6,000	-2,755	-31.5%
Other Personal Services	**10,532**	**6,863**	**34,918**	**40,227**	**5,309**	**15.2%**
Retirement	11,799	12,331	9,691	10,466	775	8.0%
Other Charges & Expenditures	**11,799**	**12,331**	**9,691**	**10,466**	**775**	**8.0%**
Total Employee Benefits	**22,331**	**19,194**	**44,609**	**50,693**	**6,084**	**13.6%**

Debt Service

	2011 Actual	2012 Actual	2013 Appropriated	2014 Recommended	2013 vs. 2014 $	%
2002 Golf Course	150,000	150,000	150,000	150,000	0	0.0%
2002 Golf Course (Landfill Portion)	36,528	36,528	41,927	34,968	-6,959	-16.6%
2007 Golf Course (Landfill Portion)	4,954	9,403	9,403	9,403	0	0.0%
2013 Golf Carts	0	0	0	23,209	23,209	#DIV/0!
Principal	**191,482**	**195,931**	**201,330**	**217,580**	**16,250**	**8.1%**
2002 Golf Course	86,490	79,890	73,140	56,240	-16,900	-23.1%
2002 Golf Course (Landfill Portion)	17,285	15,518	3,113	6,149	3,035	97.5%
2007 Golf Course (Landfill Portion)	0	3,994	3,530	3,166	-364	-10.3%
2013 Golf Carts	0	0	2,031	3,662	1,631	80.3%
Interest	**103,775**	**99,402**	**81,814**	**69,217**	**-12,597**	**-15.4%**
Total Debt Service	**295,257**	**295,333**	**283,144**	**286,797**	**3,653**	**1.3%**
Total All Sassamon Trace	**893,940**	**901,627**	**882,194**	**885,971**	**3,777**	**0.4%**

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 Maintenance 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 Expense:
Utilities - Electricity - This account provides funds for the electrical operation of the clubhouse, golf carts and maintenance building.
Building Lease/ Repairs -
Lease Payment Land-This line item represents the current lease payment to Dowse Orchards for the rental of land that holes #4 through #8 are located on. By agreement, we are responsible for the taxes of this property.
Management Contract Grounds - The grounds management contract has been eliminated in FY14 as the town will assume the maintenance of the golf course.
Communications and Telephone- Account covers the phone system, internet and cable service for both the clubhouse and maintenance facility. 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 covers educational seminars. Provides for mileage reimbursement to manager for use of personal vehicle for golf operations related use.
Advertisement/Promotion - This fund covers golf course promotional expenses related to direct mail print media. All legal notices, printed materials and postage costs are covered under this account. It also covers expenses related to website hosting and the media contact provider.
Bank & Credit Card fees - RBS Worldpay is the current provider for merchant services. This line item covers all expenses related to processing debit and credit cards.
Software Maintenance - This account provides funds for computer software, hardware, security and license fees.

Supplies - Club House:
Supplies - Club House - This represents the cost for golf pencils, gift certificates, postage, general office supplies and equipment supplies.
Merchandise Pro-Shop - This account represents the cost of merchandise, food & beverage and services for resale in the golf shop.
Custodial Supplies- Provides for all expenses related to the maintenance of the clubhouse .

Other Facility Expense :
Insurance- general liability insurance assessed to the course by the town
Facility upgrades - improvements or purchases to clubhouse and grounds such as deck furniture , signage, tents etc.

Golf Cart Expense :
Golf car lease - This expense was eliminated in FY13. The golf car expense will be realized under debt in FY14.
Golf use sales tax- This represents the Massachusetts 6.25% sales tax on all eligible food, beverage and merchandise sales. It also includes the use tax for all rental equipment (golf cars, pull carts and rental clubs)

Department: Sassamon Trace	Line-Item Detail	Enterprise Fund

Narrative:

Course Maintenance Expenses:
Utilities water - This is the fee charged to the course by the town for irrigation water.
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.
Irrigation/Electricity - This represents the electrical cost for the operation of the irrigation system.
Phragmites Control - This line item represents the second year of a two-year agreement of the Contract with Lycotte Environmental.
Top soil, Sand, Gravel, Fertilizer, Pesticides - This iare the expenses to purchase materials and chemicals for golf course maintenance. This expense previously provided for under maintenance contract.
Course Supplies - This represents various items that are needed on the course for the convenience of the golfers. such as benches, water coolers. Replacement netting for the golf practice net is also included in this section.
Fuel - Diesel , gasoline and lubricants for all golf course equipment.
Irrigation R&M- PVC pipe, glue, irrigation heads, HDPE repair services, decoders, pump winterization, irrigation control services , service contracts and any cost related to the maintenance of the irrigation system.
Tools - rakes, shovels, back pack blowers, pruning shears, chainsaws, string trimmers and any maintenance tools related to the maintenance of the course.
Mechanic Tool Stipend - The mechanic owns his own tools and this expense will allow for depreciation and upgrade of his personal property.
Equipment R & M - This line item will cover the cost of parts and labor for the repair of the golf course equipment. I t will also pay for services such as sharpening of reels and blades .
Equipment Lease - This is the annual finance cost for the purchase of the specialized golf equipment to maintain the course.
Education/Professional Fees/Licenses - Will cover expenses related to professional licenses, dues, education and all expenses for the golf course superintendent and his assistant.

Reserve Fund- This is an unfunded account

Employee Benefits - Pays for the health care and retirement assessment costs for benefitted employees. Funds are 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. Also provides for the annual finance charge for the purchase of the golf car fleet.

Town of Natick

Home of Champions

Department: Sassamon Trace | Enterprise Fund

COMPLETE ALLOCATIONS	PERSONNEL	FRINGE	EXPENSES	TOTAL
SASSAMON TRACE	$ 265,450	$ -	$ 283,031	$ 548,481
RETIREMENT COSTS	-	10,466	-	10,466
HEALTH, MEDICARE, LIFE, INS.	-	40,227	-	40,227
DEBT	-	-	286,797	286,797
SUBTOTAL - DIRECT	265,450	50,693	569,828	885,971

PERCENTAGE ALLOCATIONS	PERSONNEL	FRINGE	EXPENSES	TOTAL
DPW ADMINISTRATION	$ -	$ -	$ -	$ -
LF & NR	$ 4,803	$ 128	$ 2,200	$ 7,130
EQUIP. MAINTENANCE	$ -	$ -	$ -	$ -
RECREATION	$ 11,590	$ 128	$ -	$ 11,717
TOWN ADMINISTRATOR	$ 3,006	$ 64	$ -	$ 3,069
FINANCE	$ 5,105	$ 64	$ -	$ 5,168
PROPERTY INSURANCE	$ -	$ -	$ 4,767	$ 4,767
DEDUCTIBLES	$ -	$ -	$ 395	$ 395
SUBTOTAL - GENERAL FUND	24,503	383	7,362	32,246
TOTAL OPERATING COSTS	289,953	51,076	577,190	918,217

ARTICLE 13
Capital Equipment
(Town Administrator)

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 the Town's capital needs. This is a recurring article, included on every Spring Annual Town Meeting warrant.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 13-0-0 on March 28, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 13 and that the sum of $1,620,840 be appropriated as specified in the motions..*

During the Finance Committee public hearing, the following information was noted:

- The Chair of the Capital Subcommittee reported that the subcommittee had met with a number of managers from the Public Works, Facilities, Recreation, Fire and Police departments on March 5, 2013 to review the items being requested under Article 13 and had voted unanimously to recommend approval of the full list.
- The Capital Subcommittee also commended the Town Administration and departments for the quality of the information provided to support these requests saying the descriptions were more complete this year and clear in delineating why the items were needed. In addition, those in attendance were able to provide additional information and to answer questions raised by members citing potential savings to be achieved with the new equipment, such as the recycling program in DPW and the conversion from oil to gas burners in the schools.
- Both 96-gallon and 48-gallon toters will be purchased in conjunction with the new recycling program. Town residents will have the choice of which size they prefer. Delivery of the toters is expected to take place approximately one month following the close of Town Meeting.
- Cost/benefit comparisons were conducted for some of the items proposed for purchase, such as the stump grinder which will avoid escalating costs for corresponding contract services now running approximately $12,000 annually.
- Maintenance expense related to the defibrillators for the first three years is included in the equipment cost; thereafter, the maintenance cost is estimated to be approximately $1,200 per unit per year.
- The equipment to maintain the synthetic field is expected to extend the useful life of the field and can also be used on other fields.

The motions for Article 13 appear after the project descriptions that appear on the following pages.

Article 13
Capital Equipment
2013 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
1	**Public Schools**		
	Replace NSD-86 (Delivery Van)	$ 26,000	**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 replace a 1997 van used for deliveries between schools. It has 67,000 miles on it. At 16 years old, the vehicle has worn body parts and is showing signs of rot. A newer, more efficient vehicle will lower repair costs.		
2	**Police Department**		
	Replace Police Cruisers	$ 75,560	**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 2014 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.		
3	**Police Department**		
	Replace Crusier Laptops	$ 10,000	**Capital Stab. Fund**
	Priority Area E: Improvement of productivity/efficiency		
	This request is to replace the laptops used in Police cruisers. The laptops will be 5 years old in FY 2014 and past their effective lifetime. Laptops provide crucial information timely and directly to the officer in the field and allow the officer to be more efficient in completing reports in the field without having to return to the station. The current machine were purchased in FY 2009.		
4	**Fire Department**		
	Replace Turn Out Gear / Firefighter Protective Clothing	$ 60,000	**Capital Stab. Fund**
	Priority Area A: Imminent threat to the health and safety of citizens or property		
	This request is the second of four requests to replace front-line turn-out gear for the Natick Fire Department. Planned to be done over a two year time-span, we are proposing that another $60,000 be spent on approximately 20 sets of turnout gear this Spring Annual Town Meeting. Each set of turn-out gear costs approximately $3,000 and is the gear which firefighters use to respond to active incidents. The NFPA recommends that turn-out gear be replaced every 6-7 years. All sets of turn-out gear for the Natick Fire Department were last replaced approximately 7 years ago via a federal grant. 85 sets need to be replaced and funds were appropriated at the 2012 Fall Annual Town Meeting to replace approximately 20 sets.		

Article 13
Capital Equipment
2013 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
5	**Fire Department**		
	Defibrillators/Autopulse CPR	$ 96,000	**Capital Stab. Fund**
	Priority Area A: Imminent threat to the health and safety of citizens or property		
	This request is to replace all three (3) sets of defibrillators and auto pulse CPR machines in the Town's Ambulances. We are beginning to experience faults with these critical pieces of equipment and their batteries. The Town is required to update these technologies to comply with new hypothermic cardiac resuscitation protocols. They have many features that our older models do not have. This will also standardize all three debrillators and auto pulse CPR machines which will make training on and operating of the machines easier on personnel.		
6	**Public Works - Equipment Maintenance**		
	Fuel Management System	$ 80,000	**Capital Stab. Fund**
	Priority Area E: Improvement of productivity/efficiency		
	This request will replace the Town's Fuel management/monitoring system at 75 West Street. This is needed to ensure the proper monitoring of fuel usage and comply with applicable local/state/federal reporting and compliance regulations regarding gasoline usage and storage. The current supplier has discontinued production of our current system and replacement parts are no longer available.		
7	**Public Works - Equipment Maintenance**		
	Replace M-4 (Truck)	$ 52,000	**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 a 1986 GMC 1-ton service truck with a welding unit and service body. It has approximately 41,500 miles and 4,512 hours on it. This vehicle is used to respond to frozen water pipes, fuels vehicles and equipment and transports and performs any welding/cutting work necessary for road operations. The truck is showing its age through metal fatigue in its frame. Considerable wear and tear over the years is bringing this vehicle to end of its useful life.		
8	**Public Works - Equipment Maintenance**		
	Replace Utility Trailers	$ 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 would replace older trailers used for equipment transportation. We currently have 2 trailers that do not meet the new regulations for trailers and we need to replace them.		

Article 13
Capital Equipment
2013 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
9	**Public Works - Highway**		
	Recycling Toters	$ 570,000	**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 toters to be used by residents for recycling as we move to an in-house serice as opposed to a contractor. The new toters will replace the existing bins and allow the town to move to automated pickup of the recyclables. The toters come with a ten year warranty. Toter costs have been factored into the overall analysis of curbside recycling costs.		
10	**Public Works - Highway**		
	Replace H-51 (Hooklift/Chassis)	$ 230,000	**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 hook lift unit made of a recycled 1998 packer chassis. This unit has over 22,000 engine hours on it. The vehicle is used for hauling large dumpsters and equipment and to sand streets for snow operations. There are no remaining spare parts with this to 'make' a similar vehicle. This vehicle has had major suspension and frame issues. A newer and more efficient vehicle designed for the task will be safer and cheaper to operate.		
11	**Public Works - Highway**		
	Replace H-48 (Dump Truck/Sander/Plow)	$ 190,000	**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 dump truck/sander/plow. The current vehicle has over 119,000 miles and over 10,500 engine hours on it. The current vehicle is rusted, rotted and at the end of its lifecycle. A new truck will come with a stainless steel dual function body.		
12	**Public Works - Highway**		
	Replace H-41 (Dump Truck w/Plow)	$ 65,000	**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 a 2002 Ford F-450 dump truck/plow with over 87,000 miles and over 9,100 engine hours on it. It is used to transport materials which are used to repair the town's roadways and responds to storm related incidents.		
13	**Public Works - Highway**		
	Recycling Dumpsters	$ 32,000	**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 dumpsters used for recycling at the schools and municipal buildings. Currently the dumpsters are supplied by the contractor. The new dumpsters will replace the existing dumpsters and allow the us to continue the service uninterrupted as we move to an in-house recycling collection program.		

Article 13
Capital Equipment
2013 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
14	**Public Works - Land, Facilities & Natural Resources**		
	Replace LF-12 (Stump Grinder)	$ 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 a 1984 Tree Stump grinder used to grind tree stumps on sidewalks and roadways level to the surface. The equipment has a failed engine and is no longer operational. Repairs are no longer feasible due to the parts availability.		
15	**Public Works - Land, Facilities & Natural Resources**		
	Synthetic Maintenance Equipment	$ 13,000	**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 purchase equipment necessary to properly groom synthetic fields and increase their life expectancy. This will provide the best possible playing surface for the new field and provide safer playing conditions.		
16	**Facilities Management**		
	Ben-Hem - Replace Rooftop Exhaust Fans	$ 45,000	**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 replace 15-year old exhaust fans at the Bennett-Hemenway school. It will provide proper ventilation and improve air quality. This is a routine, but necessary replacement of equipment.		
17	**Facilities Management**		
	Ben-Hem - Power Flame Burner	$ 19,280	**Capital Stab. Fund**
	Priority Area E: Improvement of productivity/efficiency		
	This request is to install a burner to convert the furnace from oil to gas heat. This will save $43,000/annually by converting the school from oil to natural gas.		
18	**Facilities Management**		
	School Freezers and Cooler Monitoring	$ 12,000	**Capital Stab. Fund**
	Priority Area E: Improvement of productivity/efficiency		
	This request is to install a DDC controller and panel to connect to the existing network to cover Kennedy, Memorial, Wilson and the high School. This will protect the schools against losing food due to power failure or equipment malfunction.		
	Total	**$ 1,620,840**	

Funding Sources		
Capital Stabilization Fund	$	630,840
Tax Levy Borrowing	$	990,000
Total Funding for Appropriations under Article 13	**$**	**1,620,840**

Article 13 - Capital Equipment - 2013 Spring Annual Town Meeting

MOTION A: (Two-thirds vote required)

Move that the Town vote to appropriate the sum of $630,840 to be expended under the direction of the Natick Public Schools for the purpose of replacing a delivery van (NSD-86), under the direction of the Police Department for the purpose of replacing two (2) police cruisers and cruiser laptop computers, under the direction of the Fire Department for the purpose of replacing a turnout gear/firefighter protective clothing and defibrillators/autopulse CPR machines, under the direction of the Department of Public Works for the purpose of replacing a fuel management system, a truck (M-4), utility trailers, a dump truck with plow (H-41), purchasing recycling dumpsters, replacing a stump grinder (LF-12) and purchasing synthetic maintenance equipment, and under the direction of the Facilities Management Department for the purpose of replacing rooftop exhaust fans and installing a power flame burner at the Bennett-Hemenway School and purchasing monitoring devices for school freezer and coolers, individually shown as items 1, 2, 3, 4, 5, 6, 7, 8, 12, 13, 14, 15, 16, 17 and 18 in Table A below, and that to meet this appropriation the sum of $630,840 be raised from the Capital Stabilization Fund.

Article 13, Motion A, Table 13 - Capital Equipment - 2013 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
1	Public Schools	Replace NSD-86 (Delivery Van)	Capital Stab. Fund	$	26,000
2	Police	Replace Police Cruisers	Capital Stab. Fund	$	75,560
3	Police	Replace Crusier Laptops	Capital Stab. Fund	$	10,000
4	Fire	Replace Turn Out Gear / Firefighter Protective Clo	Capital Stab. Fund	$	60,000
5	Fire	Defibrillators/Autopulse CPR	Capital Stab. Fund	$	96,000
6	Public Works	Fuel Management System	Capital Stab. Fund	$	80,000
7	Public Works	Replace M-4 (Truck)	Capital Stab. Fund	$	52,000
8	Public Works	Replace Utility Trailers	Capital Stab. Fund	$	10,000
12	Public Works	Replace H-41 (Dump Truck w/Plow)	Capital Stab. Fund	$	65,000
13	Public Works	Recycling Dumpsters	Capital Stab. Fund	$	32,000
14	Public Works	Replace LF-12 (Stump Grinder)	Capital Stab. Fund	$	35,000
15	Public Works	Synthetic Maintenance Equipment	Capital Stab. Fund	$	13,000
16	Facilities	Ben-Hem - Replace Rooftop Exhaust Fans	Capital Stab. Fund	$	45,000
17	Facilities	Ben-Hem - Power Flame Burner	Capital Stab. Fund	$	19,280
18	Facilities	School Freezers and Cooler Monitoring	Capital Stab. Fund	$	12,000
Appropriation under Article 13: MOTION A				**$**	**630,840**

MOTION B: (two-thirds vote required)

Move that the Town vote to appropriate the sum of $990,000 to be expended under the direction of the Department of Public Works for the purpose of purchasing recycling toters, replacing a hooklift and chassis (H-51), and replacing a dump truck/sander/plow (H-48), individually shown as items 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 $990,000 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 $990,000 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.

Article 13, Motion B, Table B - Capital Equipment - 2013 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
9	Public Works	Recycling Toters	Tax Levy Borrowing	$	570,000
10	Public Works	Replace H-51 (Hooklift/Chassis)	Tax Levy Borrowing	$	230,000
11	Public Works	Replace H-48 (Dump Truck/Sander/Plow)	Tax Levy Borrowing	$	190,000
Appropriation under Article 13: MOTION B				**$**	**990,000**

ARTICLE 14
Capital Improvement
(Town Administrator)

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 the Town's capital needs. This is a recurring article, included on every Spring Annual Town Meeting warrant.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 13-0-0 on March 28, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 14 and that the sum of $4,912,750 be appropriated as specified in the motions.*

During the Finance Committee public hearing, the following information was noted:

- The Vice Chair of the Capital Subcommittee reported that the subcommittee had met with a number of managers from the Public Works, Facilities, Recreation, Fire and Police departments on March 14, 2013 to review the items being requested under Article 14 and had voted unanimously to recommend approval of the full list. The Vice Chair also noted the high quality and quantity of information provided relating to the projects for which funding is being requested.
- Town Administration and the Town Engineer described an extensive project being proposed to replace a retaining wall at the intersection of Pond and Cemetery Streets. The work associated with replacement of the retaining wall will involve significant work some of which will be on adjacent private property, requiring the authorization of the property owner. Some tree removal and replacement could be involved.
- It was confirmed that a playground was part of the initial plan for development of the J.J. Lane Park.
- Replacement of the Memorial School boilers is planned to be completed before next winter. If a decision is made to replace that facility the new boilers can be redeployed elsewhere in town as they are smaller and easier to move than older equipment.
- Questions were raised regarding the timing of the lighting replacement at Memorial School given that there continues to be a drainage problem which prevents use of that field during daytime hours. Some work has been done to improve the drainage and this will continue to be evaluated. The age and technology advances warrant replacement of the lighting at this time.
- Although the amount of new debt to be undertaken with this plan is somewhat higher than recent years, use of capital stabilization funding for approximately half of these appropriations is intended to keep the impact on the town's debt service relatively steady since this new debt will be offset by retiring debt.

- Although the proposed use of $10,000 from golf course retained earnings will reduce the balance of that account to $27,000, the Administration expects higher than budgeted revenues will replenish that fund sufficiently to be able to support operations as needed.
- Committee members inquired if the anticipated savings from the conversion of oil burners to gas burners at several school buildings had been taken into account within the NPS energy budget. Town Administration agreed to forward this question to the NPS Administration for follow up.

The motions for Article 14 appear after the project descriptions that appear on the following pages.

Article 14
Capital Improvements
2013 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
1	**Natick Public Schools**		
	Ben-Hem - Enlarge Kindergarten Playground	$ 175,000	**Tax Levy Borrowing**
	Priority Area D: Improvement of infrastructure		
	This request would install playground equipment large enough for Kindergarten-3rd grade use. The existing equipment is pre-school oriented/sized and with the addition of 4 Kindergarten classes, more appropriately sized equipment is needed. Purchase of this equipment would ensure that educational requirements for outside play will be met and satisfied.		
2	**Police Department**		
	Reconfigure Dispatch Center	$ 230,000	**Tax Levy Borrowing**
	Priority Area C: Requirements of State/Federal Law or Regulation		
	The current dispatch center was designed in 1998. Since its inception, required upgrades of equipment for enhanced 911, Emergency Medical Dispatch and mobile data transfers as well as increasing population and growth within the community have increased the complexity and volume of data and information which dispatchers must process. A redesign of the existing space is necessary to ensure that dispatchers can maintain efficiency and accommodate further service demands. Add-ons to the existing configuration have resulted in adding equipment in the area that is not enclosed within consoles and sits on the floor adjacent to the rear of the consoles. This creates hazards within the center. Multiple computer displays have created non-ergonomic work environments which are difficult for personnel to use day-in and day-out without causing strain. The current configurations also increase glare unnecessarily. Dispatchers regularly complain of poor conditions within the dispatch center. Finally, some of the equipment is failing - instant call recorders do not work and are no longer supported by the original manufacturer. Replacement of existing furniture/consoles with single-person workstations will enhance accuracy in dispatching operations, will be ergonomically superior, and will create a work environment which will enhance productivity for public safety communications personnel.		

Article 14
Capital Improvements
2013 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
3	**Public Works - Engineering**		
	Roads (Collector/Arterial)	$ 300,000	**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 use $300,000 to maintain major/minor collector & arterial roadways. It would be an amount on top of the existing state funding for roadway maintenance (Chapter 90 funds) Chapter 90 funds would be targeted for residential roads. Roadways and sidewalks needing improvement will be selected based upon need and engineering judgment. The Pavement Management Program will be used as the chief guide in determining where roadway/sidewalk improvement will occur and when.		
4	**Public Works - Highway**		
	Retaining Wall - Pond & Cemetary	$ 455,000	**Tax Levy Borrowing**
	Priority Area A: Imminent threat to the health and safety of citizens or property		
	This request would replace the retaining wall at the intersection of Pond & Cemetery Streets. The retaining wall has been in an advanced state of disrepair for many years now and is in need of being reconstructed completely. This price includes reconstruction of the wall, a moment slab, guardrail, sidewalk, curb, support of excavation, partial reconstruction of road, mill and overlay remainder of road, relocation of portion of water line, surface restoration of private property and traffic management items. This price does not include relocation of utility pole and overhead wires, relocation of any private underground utilities, if required, or any Right-of-Way as it is assumed that Right-of-Way will be handled by Town through Right of Entry. Pictures are attached.		
5	**Public Works - Land, Facilities and Natural Resources**		
	Field Renovations	$ 65,000	**Capital Stab. Fund**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This is the first of four years worth of requests to renovate various fields in the Town of Natick. Funds will be used to renovate the infields of the Wilson and Coolidge Baseball and Softball fields. The project will renovate infields, player bench areas, improve drainage as needed and improve the net system and backstops. Improvements to the fields will improve playability to the fields, decrease maintenance time and improve player safety.		

Article 14
Capital Improvements
2013 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
6	**Community Services**		
	Field Fence Work - Murphy & Coolidge	$ 140,750	**Tax Levy Borrowing**
	Priority Area D: Improvement of infrastructure		
	This request would replace the entire fences at both Coolidge Field and Murphy Field. We would be looking to replace all vertical posts as well as all fence fabric. These fences have lasted for 50 years, and there are a number of areas along the fences in severe need of repair. Most fence material is rusted, many posts are broken, hardware needs to be replaced and there are number of curled areas with the fence fabric. The replacement fences are expected to last another 50 years.		
7	**Community Services**		
	Memorial School Lighting	$ 125,000	**Tax Levy Borrowing**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This request will replace the 35 year old lighting system that surrounds the Memorial School softball fields. The improved lighting service to this set of fields will help reduce the demand of additional fields in Natick (especially for Men's slo-pitch softball). The current lighting system is inefficient and does not properly light the fields.		
8	**Community Services**		
	J.J. Lane Park	$ 110,000	**Tax Levy Borrowing**
	Priority Area D: Improvement of infrastructure		
	This request will renovate the present J.J. Lane Park and national guard property together so as to create a new 7-acre park. The park would have both an active and passive section. This $110,000 would be for playground equipment that is not eligible for funding under the Natick Conservation Fund. The playground equipment will provide elements for kids ages 2-5 as well as kids 5-12.		
9	**Facilities Management**		
	Memorial - School Boiler Replacement	$ 400,000	**Tax Levy Borrowing**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This request will replace the 45 year old boilers in Memorial school with more energy efficient, gas-fired boilers which can pass state inspection. This boiler replacement is necessary regardless of building replacement discussions.		
10	**Facilities Management**		
	Police - Replace Rooftop HVAC Units	$ 180,000	**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 roof top units 1, 2, 4 and 5. Unit 3 was replaced in Spring 2012. The new units are 30% more energy efficient and it is expected that energy costs will decrease.		

Article 14
Capital Improvements
2013 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
11	**Facilities Management**		
	Fire Station #1 - Replace Rooftop HVAC Units	$ 75,000	**Capital Stab. Fund**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This will replace rooftop units 6, 7 and 8. It includes sufficient funds to disconnect the existing units, remove them via crane, install and reconnect the new units. Over $4,000 was spent on repairs to the units last year alone. We anticipate savings upwards of 15% on energy costs with replacement units. The A/C does not function in the lower administration offices anymore; we are obligated to keep temperatures in the 70's. Without the A/C being fixed, office temperatures will rise into the 80's.		
12	**Facilities Management**		
	Fire Station #1 - Replace Overhead Doors	$ 75,000	**Capital Stab. Fund**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This will replace the overhead doors on East Central Street (Fire HQ/Station #1). Doors have gotten stuck on emergency call outs, hindering first responders ability to timely leave and return to the station. Over $4,200 was spent on repairs last year.		
13	**Facilities Management**		
	Brown - Replace School Intercom System	$ 50,000	**Capital Stab. Fund**
	Priority Area D: Improvement of infrastructure		
	This request would upgrade the intercom system at the Brown school. Current communication between the classrooms and the main office is very limited. The system is original to the building and needs to be improved.		
14	**Facilities Management**		
	Brown - Flooring Replacement	$ 30,000	**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 low quality construction grade corridor floor tile with a high quality floor covering. Cracking and failing cement has caused tripping hazards. Cafeteria and some hallway flooring was replaced in previous years. This request and another in FY 2015 should replace all flooring in the school.		

Article 14
Capital Improvements
2013 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
15	**Water/Sewer Enterprise**		
	MWRA Inflow & Infiltration Improvements	$ 1,374,000	W/S Borrowing
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This is 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) 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.		
16	**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 fifth-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 14
Capital Improvements
2013 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
17	**Water/Sewer Enterprise**		
	Town Forest Reservoir Roof Coating & Mixing System	$ 220,000	**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 put a two coat paint system on the Town Forest reservoir roof and install a mixing system inside the reservoir. The current concrete roof structure on the Town Forest reservoir is showing signs of wear and aging. The roof is in it's original installation state from 1965. By applying a two coat paint system to the roof we hope to extend the life of the roof by many years. The mixing system is a series of pipes and valves installed in the bottom of the reservoir to direct the water coming in and redirect the water leaving the reservoir. This would help eliminate stratification of the 5 million gallons of water inside the reservoir.		
18	**Water/Sewer Enterprise**		
	Sewer Main Relining	$ 150,000	**I & I Fund**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	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.		
19	**Water/Sewer Enterprise**		
	Prime Park Pump Station Wall Repair	$ 150,000	**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 repair the underground retaining wall at the Prime Park Pump Station. The Prime Park sewer pump station is a multi-level, walk-in, forty foot under ground pump station located on Superior Drive. Currently, underground, water is penetrating through cracks in the concrete and eating away at the steel reinforcing bar which could lead to failure of the retaining wall system. To prevent this we propose digging down, exposing the wall structure and coating the exterior walls to prevent water penetration.		

Article 14
Capital Improvements
2013 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
20	**Water/Sewer Enterprise**		
	Energy Efficiency Upgrades - Springvale WTP	**$ 150,000**	**W/S Borrowing**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	An energy audit was conducted for the Springvale Water Treatment Facility and related operations in October 2012 by an outside contractor. Based upon the survey there are several areas within the operation of the plant where system upgrades will improve energy conservation and lower the treatment plant's energy usage. Some of those areas include lighting, new motors, variable frequency drives, and temperature controls through SCADA. Total project cost $150,000. NStar Gas & NStar Electric reimbursement amounts up to 30% of the project cost.		
21	**Water/Sewer Enterprise**		
	Replace Control Valves & Tonka Filters - Springvale WTP	**$ 100,000**	**W/S Borrowing**
	Priority Area E: Improvement of productivity/efficiency		
	This request would replace automated control valves at the Tonka pressure filters. Currently there are 84 automated water valves that control the Tonka pressure filters at the Springvale Water Treatment Plant. Within the past 18 months multiple valves have failed. If certain valves fail it could cause extensive flooding, costly repairs, and unscheduled down time. This request would replace certain valves, install SCADA monitoring equipment and programming to prevent future flooding and unscheduled down time.		
22	**Water/Sewer Enterprise**		
	Sewer Line Replacement - Chrysler Road	**$ 48,000**	**W/S Borrowing**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This request replace an existing six-inch cast-iron sewer pipe prone to leaks from Cochituate State Park to near Speen Street along Chrysler Road. This project, originally estimated to cost $210,000, can be performed by DPW employees during May and June and severely reduce the costs to just materials, traffic loop repairs and police details. This work would is necessary to occur now in advance of final paving of Chrysler Road scheduled for later this summer.		

Article 14
Capital Improvements
2013 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
23	**Sassamon Trace Golf Course Enterprise**		
	Paving Golf Course Paths	**$ 10,000**	**G/C Retained Earnings**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This request would pave cart paths throughout the golf course. It is the first of a 4-year plan to repave all of the cart paths. Current cart paths are original to the course and beginning to show wear, while many paths are dirt or mud and need to be paved to enhance playability of the course.		

Total	**$**	**4,912,750**

Funding Sources		
Capital Stabilization Fund	$	295,000
Tax Levy Borrowing	$	2,115,750
Water & Sewer Borrowing	$	2,342,000
Inflow & Infiltration Fund	$	150,000
Golf Course Retained Earnings	$	10,000
Total Funding for Appropriations under Article 14	**$**	**4,912,750**

Article 14 - Capital Improvement - 2013 Spring Annual Town Meeting

MOTION A: (Two-thirds vote required)

Move that the Town vote to appropriate the sum of $295,000 to be expended under the direction of the Department of Public Works for the purpose of renovating fields and under the direction of the Facilities Management Department for replacing rooftop HVAC units and overhead doors at Fire Station #1 and replacing the intercom system and flooring at the Brown School, individually shown as items 5, 11, 12, 13, and 14 in the Table A below, and that to meet this appropriation the sum of $295,000 be raised from the Capital Stabilization Fund.

Article 14, Motion A, Table A - Capital Improvement - 2013 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
5	Public Works	Field Renovations	Capital Stab. Fund	$	65,000
11	Facilities	Fire Station #1 - Replace Rooftop HVAC Units	Capital Stab. Fund	$	75,000
12	Facilities	Fire Station #1 - Replace Overhead Doors	Capital Stab. Fund	$	75,000
13	Facilities	Brown - Replace School Intercom System	Capital Stab. Fund	$	50,000
14	Facilities	Brown - Flooring Replacement	Capital Stab. Fund	$	30,000
Appropriation under Article 14: MOTION A				**$**	**295,000**

MOTION B: (two-thirds vote required)

Move that the Town vote to appropriate the sum of $2,115,750 to be expended under the direction of the Natick Public Schools for the purpose of enlarging the kindergarten playground at the Bennett-Hemenway School, under the direction of the Police Department for the purpose of reconfiguring the dispatch center, under the direction of the Department of Public Works for the improvement of roadways and reconstruction of the retaining wall at the intersection of Pond & Cemetery streets, under the direction of the Department of Community Services for replacement of fences at Murphy and Coolidge Fields, replacement of lighting at Memorial School and installation of active recreation equipment at J.J. Lane Park, and under the direction of the Facilities Maintenance Department for the purpose of replacing the boilers at the Memorial School and replacing rooftop HVAC units at the Police Station, individually shown as items 1, 2, 3 4, 6, 7, 8, 9 and 10 in Table B below, and that to meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow $2,115,750 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 $2,115,750 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.

Article 14, Motion B, Table B - Capital Improvement - 2013 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
1	Public Schools	Ben-Hem - Enlarge Kindergarten Playground	Tax Levy Borrowing	$	175,000
2	Police	Reconfigure Dispatch Center	Tax Levy Borrowing	$	230,000
3	Public Works	Roads (Collector/Arterial)	Tax Levy Borrowing	$	300,000
4	Public Works	Retaining Wall - Pond & Cemetary	Tax Levy Borrowing	$	455,000
6	Comm. Serv.	Field Fence Work - Murphy & Coolidge	Tax Levy Borrowing	$	140,750
7	Comm. Serv.	Memorial School Lighting	Tax Levy Borrowing	$	125,000
8	Comm. Serv.	J.J. Lane Park	Tax Levy Borrowing	$	110,000
9	Facilities	Memorial - School Boiler Replacement	Tax Levy Borrowing	$	400,000
10	Facilities	Police - Replace Rooftop HVAC Units	Tax Levy Borrowing	$	180,000
Appropriation under Article 14: MOTION B				**$**	**2,115,750**

Article 14 - Capital Improvement - 2013 Spring Annual Town Meeting

MOTION C: (two-thirds vote required)

Move that the Town vote to appropriate the sum of $968,000 to be expended under the direction of the Department of Public Works for the purpose of replacing ground water wells, replacing the Town Forest reservoir roof coating & mixing system, repairing the Prime Park pump station wall, installing energy efficiency upgrades and replacing the control valves and Tonka filters at the Springvale Water Treatment Plant and replacing the sewer line along Chrysler Road, individually shown as items 16, 17, 19, 20, 21 and 22 in Table C below, and that to meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow $968,000 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 $968,000 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.

Article 14, Motion C, Table C - Capital Improvement - 2013 Spring Annual Town Meeting

16	Water/Sewer	Replace Ground Water Wells	W/S Borrowing	$	300,000
17	Water/Sewer	Town Forest Reservoir Roof Coating & Mixing System	W/S Borrowing	$	220,000
19	Water/Sewer	Prime Park Pump Station Wall Repair	W/S Borrowing	$	150,000
20	Water/Sewer	Energy Efficiency Upgrades - Springvale WTP	W/S Borrowing	$	150,000
21	Water/Sewer	Replace Control Valves & Tonka Filters - Springvale WTP	W/S Borrowing	$	100,000
22	Water/Sewer	Sewer Line Replacement - Chrysler Road	W/S Borrowing	$	48,000
Appropriation under Article 14: MOTION C				**$**	**968,000**

MOTION D: (majority vote required)

Move that the Town vote to appropriate the sum of $150,000 to be expended under the direction of the Department of Public Works for the purpose of relining sewer mains, individually shown as item 18 in the Table D below, and that to meet this appropriation the sum of $150,000 be raised from Water & Sewer Inflow & Infiltration Fund.

Article 14, Motion D, Table D - Capital Improvement - 2013 Spring Annual Town Meeting

18	Water/Sewer	Sewer Main Relining	I & I Fund	$	150,000
Appropriation under Article 14: MOTION D				**$**	**150,000**

MOTION E: (two-thirds vote required)

Move that the Town vote to appropriate the sum of $1,374,000 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 $1,374,000 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 $1,374,000 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.

MOTION F: (majority vote required)

Move that the Town vote to appropriate the sum of $10,000 to be expended under the direction of the Sassamon Trace Golf Course for the purpose of paving Golf Course Paths, individually shown as item 23 in the Table F below, and that to meet this appropriation the sum of $10,000 be raised from Sassamon Trace Golf Course Retained Earnings.

Article 14, Motion F, Table F - Capital Improvement - 2013 Spring Annual Town Meeting

23	Sassamon Trace	Paving Golf Course Paths	G/C Retained Earnings	$	10,000
Appropriation under Article 14: MOTION F				**$**	**10,000**

ARTICLE 15
School Bus Transportation Subsidy Article
(Superintendent of Schools)

To see if the Town will vote to appropriate and raise, or transfer from available funds, a sum of money for the purpose of operation and administration of the school bus transportation system, and to reduce or offset fees charged for students who elect to use the school bus transportation system for transportation to and from school; 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. Funds appropriated under this article supplement the Town's appropriation in the Omnibus Budget and can only be used for this purpose.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 13-0-0 on March 19, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 15, and that the sum of $350,243 be appropriated from the Tax Levy.*

During the Finance Committee public hearing, the following information was noted:

- The FY 2014 request under this annual Article, which subsidized School transportation costs, was $350,243, which represented a 3% increase over FY 2013.
- Committee members were informed that the School Department uses three sources of funds for regular education transportation purposes – the town appropriation, user fees, and funds appropriated by this transportation subsidy article.
- Funds appropriated by the transportation subsidy article are the last category of funds used by the School Department to cover transportation expenses and any amount from the subsidy that was not expended was returned to the town. Turn backs from this account totaled $4,765 in FY 2012 and $30,507 in FY 2011.
- School Administration noted that the Selectmen had voted in favor of this Article at their meeting the previous evening.
- There was discussion regarding the relative merits of keeping this as a separate, annual Article vs. rolling this amount into the School Department's budget. It was understood that keeping the funding separate assured that the bus fees would be kept at a more affordable level as the funds could not be diverted to some other purpose in the school budget.

MOTION (requires majority vote):

Move that the Town vote to appropriate the sum of $350,243 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 16
Feasibility Study of the Kennedy Middle School
(Superintendent of Schools

To see if the Town of Natick will vote to appropriate, borrow or transfer from available funds, an amount of money to be expended under the direction of the School Committee for a feasibility study of the Kennedy Middle School, 165 Mill Street, Natick, MA, for which feasibility study the Town may be eligible for a grant from the Massachusetts School Building Authority. The MSBA's grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any costs the Town incurs in connection with the feasibility study in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the Town.

PURPOSE OF ARTICLE:

The purpose of this Article is to appropriate funds for a feasibility study of the Kennedy Middle School.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 13-0-0 on March 19, 2013, the Finance Committee recommends ***Referral to the School Committee and the Natick Public Schools Administration*** *with regard to the subject of Article 16.*

During the Finance Committee public hearing, the following information was noted:

- The Finance Committee was informed that all that was needed at this time was a Statement of Interest from the Board of Selectmen to the Massachusetts School Building Authority (MSBA). There is no funding requested at this time.
- If the MSBA acts favorably on the town's request a request for funding would follow, as the town would be required to fund any study up front before MSBA grant funding would be provided. The NPS Administration informed Committee members that this funding request could come at the 2013 Fall Annual Town Meeting and be in the range of $750,000
- The Article as originally written was for the Kennedy School but the School Committee has completed a comprehensive Master Study, and a more comprehensive report may be available regarding the town's future needs.
- The School Committee is presently receiving some pro bono assistance regarding a potential feasibility study.
- The MSBA submission deadline is April 10, 2013 and responses are expected in August 2013.
- The town received a 52.63% MSBA reimbursement rate for the high school project but this rate may not be relevant to a project at the Middle School.
- The School Committee has voted to support referral of this Article to the Superintendent.

MOTION (requires majority vote):

Move that the subject matter of Article 16 be referred to the School Committee and the Natick Public Schools Administration.

ARTICLE 17
Appropriation for Natick Center Cultural District
(Steve Levinsky, et al)

To see if the Town will vote to appropriate and raise, or otherwise provide, a sum of money for the purpose of supporting the initiatives of the Natick Center Cultural District or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to see if the Town will appropriate funds to support the initiatives of the Natick Center Cultural District.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:
T*he Finance Committee has **No Recommendation** with regard to the subject of Article 17.*

During the Finance Committee public hearing, the following information was noted:

- As a result of a joint application by the town and Natick Center Associates (NCA) the town received designation in August 2012 as one of 14 cultural districts named by the Massachusetts Cultural Council.
- As presented to the Finance Committee, Article 17 seeks funding in the amount of $178,500 from FY 2014 hotel and meals excise tax receipts for investment in developing the Natick Center Cultural District (NCCD).
- The funds, which incorporate an assumption of $5,000 revenue from events, festivals, and promotions, are proposed to be used as follows:

Description	Amount ($)
Development of an Information Center	45,000
Branding and Marketing	56,000
Catalyst Investment	22,500
Executive Director (paid through NCA)	60,000

- The FY 2014 – 2016 financial projections that follow this discussion were provided by the Article sponsor.
- A Natick Center Cultural District Council has been formed consisting of thirteen members, including representation from the local business community, the Board of Selectmen, the Directors of the Recreation and Parks Department and Morse Institute Library, and others. The council would act in concert with Natick Center Associates, and would provide governance functions.
- Financial checks and balances were also outlined by the Article sponsors.
- This proposal follows up on initiatives envisioned in the Natick 360 Strategic Planning process.

- This initiative would consolidate the efforts of town planning and development with the individual marketing and development efforts of the town's local businesses and NCA.
- Although the plan proposes three years of funding for this initiative, the success of the first year's efforts will determine whether subsequent years' funding should be appropriated.
- Concerns were expressed that additional traffic in the downtown area would exacerbate parking problems, but the proponents believe the success of this initiative could stimulate outside development which could lead to additional parking capacity.
- The funding requested is scaled down from a larger initial request. The Administration believes this investment will produce significant return to the town's benefit in terms of economic development and additional commercial tax revenue.
- It was noted that local hotel and restaurant owners who testified during the public hearings several years ago on the adoption of local option meals and hotel tax increases expressed a preference for use of some of those receipts to market and promote the town and its businesses. This initiative would represent a response to that request.
- The Administration believes the new economic development position being proposed in the Community Development department would complement, rather than overlap with this effort since the focus of that new position would be on attracting large employers to the town rather than marketing and promoting the businesses and attractions already in place.
- The Finance Committee debated motions for favorable action with $178,500 to be appropriated by the local option meals and hotel excise taxes; referral to the Sponsor and Town Administrator; and Indefinite Postponement.
    - Those supporting Favorable Action noted the following points:
        - Municipal entities were generally ill-equipped to perform sales and marketing activities, some citing the success of TCAN as an example of the superiority of private initiatives of this nature.
        - Proponents noted the concept of return on investment in term of "lift" from marketing dollars spent in a catalyzing fashion as is envisioned by this proposal
        - The Town has many distinguishing features of the town which proponents believed would entice people to come to Natick if they were better marketed as suggested by the Article sponsors. In this respect, the focus of the initiative was on creating a structure for more effective outreach and to facilitate greater use of the Town as a whole and not just Natick Center.
        - Proponents also noted the temptation to engage in further discussion but that they believed this proposal warranted moving forward within the context of an overarching strategy which presented the opportunity to 'fine-tune' the execution of the strategy based on actual events.
        - Proponents had been initially concerned about the possibility of inadequate coordination with the Town and inadequate governance and financial oversight structures but had been reassured by the checks and balances and other information presented by the Article's sponsors.
        - Proponents considered this an appropriate use of the local option taxes, noting that they did not see this as very different from investing in the town's infrastructure.

- Those supporting Referral or Indefinite Postponement noted the following points:
    - Proponents of this motion questioned whether this initiative was needed, pointing to the Schools' enrollment growth to illustrate the attractiveness of the Town and noting that a great deal had already been invested in the downtown infrastructure.
    - Proponents also noted that they did not think the parking issue had been satisfactorily addressed and saw this proposal as only exacerbating the current parking problems.
    - Proponents also said that they believed that local option tax receipts should be directed toward reducing the taxpayers' cost of the two debt exclusion projects.
    - Supporters of referral were in favor of the idea of public/private partnership but wanted private financial investment as well as public investment.

- As none of the motions achieved the eight-vote minimum needed for a recommendation, the Finance Committee does not have a recommendation on this Article.

Note: Subsequent to the Finance Committee's public hearing on Article 17, the Board of Selectmen voted to support Favorable Action on this Article, with $178,500 in funding from Free Cash. The Finance Committee has neither discussed nor taken a position on the Selectmen's action.

MOTION (Article 17)
No recommendation.

[The information on the following page was provided by the Article sponsors.]

NATICK CENTER CULTURAL DISTRICT

FY 2014 - 2016 Projections

	FY 2014	FY 2015	FY 2016	Comments / assumptions
Information Center	$ 45,000	$ 36,000	$ 19,000	Initial equipment and fixtures 2014. Operation in 2015. Locate in Town owned building in 2016.
Branding & Marketing	$ 56,000	$ 35,000	$ 35,000	Creation & development in 2014, execution in 2015 & 2016
Catalyst	$ 22,500	$ 22,500	$ 10,000	Jump-start & create in 2014 & 2015, on-going support in 2016
Executive Director	$ 60,000	$ 61,200	$ 62,424	Normal salary increases
Total Expenses	$ 183,500	$ 154,700	$ 126,424	
Funding sources				
Hotel & Meals taxes	$ 178,500	$ 114,700	$ 71,424	
Grants		$ 15,000	$ 20,000	Federal, State and Foundations
Corporate & Businesses		$ 15,000	$ 20,000	Sponsorships and donations
Revenue	$ 5,000	$ 10,000	$ 15,000	Revenue from events, festivals, promotions
Percentage of Hotel & Meals taxes invested in NCCD	14%	9%	5%	Based on FY 2014 estimate of $1,300,000
Percentage of overall budget invested in NCCD	0.14%	0.09%	0.06%	Based on FY 2014 estimate of $123,429,358

ARTICLE 18
Unpaid Bills
(Town Administrator)

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:
This is a recurring article, included on every Spring Annual Town Meeting warrant, in the event that there are bills from prior fiscal years that need to be paid.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 12-0-0 on March 14, 2013, the Finance Committee recommends ***No Action*** *with regard to the subject of Article 18.*

During the Finance Committee public hearing, the following information was noted:

- The Town Administrator informed Finance Committee members that the Administration was requesting no action on Article 18 as there were no unpaid bills from the previous year.

MOTION (requires majority vote):
No Action.

ARTICLE 19
Amend By-Laws Article 24: Town Employees and Personnel Board
(Town Administrator)

To see if the Town will vote to amend the Town of Natick By-Laws Article 24, specifically Sections 7.3.2A, 7.3.3, 7.3.3A and 7.3.4, said Sections pertaining to the accumulation and utilization of sick leave, or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to amend Article 24 of the Town's By-Laws regarding utilization of sick leave.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 9-2-0 on March 21, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 19.*

During the Finance Committee public hearing, the following information was noted:

- Finance Committee members were informed that the objective of this Article was to update the town's By-laws to reflect the elimination of the sick leave buy-back program which has been negotiated in all collective bargaining contracts settled to date, and is being implemented for all non-union employees in FY 2014.
- A primary goal of the Town is to maintain equity between the union and non-union employees.
- In recognition of the fact that many long-term employees may have a significant amount of accumulated sick leave, the following transitional provisions are included:
    - Employees within five years of retirement who have accumulated enough sick time to be eligible, and who indicate they plan to retire within five years, will be "grandfathered" allowing them to retain their sick leave buy-back option according to the terms of the existing program for which they are eligible;
    - Employees who have accumulated enough sick time to be eligible, but who do not plan to retire within five years, will be paid 75% of the amount for which they would otherwise have been eligible;
    - The town plans to provide a town-funded long-term disability program for all non-union employees except those approaching retirement who are grandfathered in the old system;
- The maximum number of unused sick days which may be accumulated, going forward, is capped at 100, which is a reduction from 224 for employees hired before July 1 1996 and 120 for employees hired after July 1, 1996.
- The total annual cost of the long-term disability policy is estimated to be approximately $18,000.
- Consideration is not being given to introduction of a short-term disability benefit at this time due both to the higher cost as well as the fact that this would require extensive changes in the sick leave program.

- This change is expected to save the town significant costs in future years by reducing large payouts when long-term employees with substantial amounts of accumulated sick leave retire. One recent retiree received a payout of approximately $50,000 for accumulated sick and vacation time at the time of retirement.

MOTION (requires majority vote):
Move that the Town vote to amend the Town of Natick By-Laws Article 24, by deleting Sections 7.3.2, 7.3.2A, 7.3.3, 7.3.3A and 7.3.4 in their entirety, said Sections pertaining to the accumulation and utilization of sick leave, and replacing said sections with the following:

7.3.2 **Non-Work-Related Sick Leave**

Regular full-time employees will accrue sick leave at the rate of one (1) day per month of employment (not to exceed twelve (12) days in any year). Such sick leave may not be used during the "Probationary Period" (up to one (1) year as established by the Town Administrator). Employees may accumulate unused sick leave to a total of one hundred (100) days. Notwithstanding the terms of Paragraphs 7.3.3B and 7.3.3C below, employees' sick leave accumulation in excess of one hundred (100) days shall be eliminated such that accumulations shall not exceed one hundred (100) days.

The granting of non-work -related sick leave and payment of compensation shall be subject to the following provisions:

a. An employing Department Head, without prior approval, may grant sick leave with pay to any employee of his/her Department for a maximum of six (6) days in any one time.

b. For any period in excess of three (3) consecutive days or in excess of six (6) days in any calendar year, the employing Department Head or designated representative, after investigation shall submit a report to the Personnel Director, which shall be considered along with written medical evidence submitted by the employee and a determination shall be made by the Personnel Director of the employees rights set forth in paragraph 7.3.2 of this section.

c. No sick leave benefits shall be granted to seasonal part-time or temporary employees. Regular part-time employees shall be entitled to the amount of sick leave in the same ratio as their part-time employment bears to full-time employment.

7.3.3 Sick Leave Buy Back

7.3.3A Effective July 1, 2013, the previously existing Sick Leave Buy Back Program shall be eliminated. Instead, the Town shall fully fund a long-term disability program for benefit-eligible employees.

7.3.3B Employees who, as of July 1, 2013 (1) have accumulated more than one hundred (100) days of sick leave, and (2) have submitted a statement of intent to retire from the Town of

Natick prior to July 1, 2018 shall be eligible for the previously existing Sick Leave Buy Back Program.

(a) Said employees hired prior to July 1, 1996 shall accrue sick leave at the rate of one and one quarter (1 1/4) days per month, not to exceed fifteen (15) days per year. At the time of retirement, said employees shall be compensated one (1) day's pay for each three (3) days of accumulated sick leave in excess of one-hundred (100) days.

(b) Said employees hired July 1, 1996 or after shall accrue sick leave at the rate of one (1) day per month, not to exceed twelve (12) days per year. At the time of retirement, said employees shall be compensated one (1) day's pay for each two (2) days of accumulated sick leave in excess of fifty (50) days.

(c) Said employees shall not be eligible for the Town-funded long-term disability program but may participate in said program at his/her sole expense.

7.3.3C Employees who, as of July 1, 2013 have accumulated more than one hundred (100) days of sick leave, but who have NOT submitted a statement of intent to retire from the Town of Natick prior to July 1, 2018, shall be paid for their sick leave accumulated as of July 1, 2013 in accordance with the following paragraphs; said payment shall be made as soon as practicable after July 1, 2013.

(a) Employees hired prior to July 1, 1996 shall be compensated in an amount equal to seventy-five (75) percent of one (1) day's pay for each three (3) days of accumulated sick leave in excess of one-hundred (100) days.

(b) Employees hired July 1, 1996 or after shall be compensated in an amount equal to seventy-five (75) percent of one (1) day's pay for each two (2) days of accumulated sick leave in excess of fifty (50) days.

(c) Said employees' sick leave balance shall reflect an accumulation of one hundred (100) days after the payments described in paragraphs (a) and (b) above.

(d) Subsequent to the employee being paid in accordance with the terms of paragraphs 7.3.3C (a) or (b) as applicable, said employees' sick leave balance shall reflect an accumulation of one hundred (100) days.

(e) Said employees shall be eligible for the Town-funded long-term disability program.

ARTICLE 20
Rescind Authorized, Unused Debt
(Town Administrator)

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 AND DISCUSSION:

By a vote of 13-0-0 on March 26, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 20.*

During the Finance Committee public hearing, the following information was noted:

- Town Administration reviewed the data relating to this Article detailed on the following pages and explained that this represented financial "housekeeping" to clear up borrowing authorizations previously vote by Town Meeting which were not expected to be required going forward.
- The town plans to issue new debt in late May 2013 which will include any additional borrowing needed to cover final costs on each of the two debt exclusion projects.
- The Administration originally planned to rescind an amount related to the high school project but the town's financial advisor cautioned against doing that until the final review and audit of that project by the Massachusetts School Building Authority (MSBA) was completed. The Finance Committee was also informed that the amount of authorized but unissued debt related to the high school project has been automatically reduced with the corresponding receipt of reimbursement payments from the MSBA.
- An amount of $250,000 is being retained for the Community-Senior Center project to cover anticipated costs to address some outstanding issues relating to noise from the chiller and emergency generator, as well as fencing at the edge of the property adjoining an abutting owner's property.

Motion (requires majority vote):
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
$750,000	Article 1, February 2, 2010	Community-Senior Center

Article 20 Rescind Authorized, Unissued Debt

Article 20 is an annual request to evaluate if the Town has authorized borrowing for capital projects but no longer needs the full balance of the authorization because the projects are complete, significantly complete, or no longer necessary. Over the last several years the Town has carefully reviewed our Statement of Indebtedness (SOI) which we have to annually submit to the Department of Revenue to determine what authorizations can be rescinded. This exercise is not required under law, but it is a sound accounting practice and provides an opportunity to demonstrate to Town Meeting and taxpayers a snapshot of where we stand with respect to borrowing authorizations.

The list of all authorized but unissued debt is shown below. Most of the outstanding unissued debt as of 12/31/2012 (Column F) will be issued in May when the Town next goes out to market, or has already been automatically rescinded* (see next page).

The recommendation is to rescind $750,000 for the Community-Senior Center Project. The motion is provided below.

A	B	C	D	E	F *(D-E)*	G	H	I	J *(F-G-H-I)*
Purpose	**Date of Vote**	**Article Number**	**Amount Authorized**	**= - Issued - Retired - Rescinded**	**= Unissued 12/31/2012**	**Amount Automatically Rescinded**	**To be Issued 5/2013**	**To be Rescinded 4/2013**	**= Unissued 6/30/2013**
Parking Garage - Demolition & Arch Plans	5/4/2006	Article 14	$ 710,000	$ 170,000	$ 540,000	$ -	$ -	$ -	$ 540,000
Charles River Dam Renovations	4/15/2008	Article 10	$ 187,000	$ 100,000	$ 87,000	$ -	$ -	$ -	$ 87,000
High School Construction*	2/4/2010	Article 6	$ 85,640,000	$ 38,500,000	$ 47,140,000	$ 31,941,953	$ 5,500,000	$ -	$ 9,698,047
Community Senior Center	2/2/2010	Article 1	$ 11,000,000	$ 10,000,000	$ 1,000,000	$ -	$ 250,000	$ 750,000	$ -
Sewer I&I	4/17/2008	Article 14	$ 514,250	$ 77,385	$ 436,865	$ -	$ -	$ -	$ 436,865
Modular Classrooms	4/12/2012	Article 16	$ 600,000	$ -	$ 600,000	$ -	$ 600,000	$ -	$ -
Security Cameras-Police	4/12/2012	Article 16	$ 85,000	$ -	$ 85,000	$ -	$ 85,000	$ -	$ -
Sewer I&I	4/24/2012	Article 16	$ 357,900	$ 196,845	$ 161,055	$ -	$ -	$ -	$ 161,055
Force Main Bradford/Pamela-Sewer	4/12/2012	Article 16C	$ 1,650,000	$ -	$ 1,650,000	$ -	$ 1,650,000	$ -	$ -
Springvale Plant Modification-Water	4/12/2012	Article 16C	$ 200,000	$ -	$ 200,000	$ -	$ 200,000	$ -	$ -
Ground Water Well Replace-Water	4/12/2012	Article 16C	$ 300,000	$ -	$ 300,000	$ -	$ 300,000	$ -	$ -
Recycling Packers	10/16/2012	Article 5B	$ 900,000	$ -	$ 900,000	$ -	$ 900,000	$ -	$ -
Kennedy Replace Electrical Service	10/16/2012	Article 6B	$ 150,000	$ -	$ 150,000	$ -	$ 150,000	$ -	$ -
Cottage Street Roadway Design	10/16/2012	Article 6B	$ 250,000	$ -	$ 250,000	$ -	$ 250,000	$ -	$ -
Pine Street Roadway Design	10/16/2012	Article 6B	$ 250,000	$ -	$ 250,000	$ -	$ 250,000	$ -	$ -
Totals			**$ 102,794,150**	**$ 49,044,230**	**$ 53,749,920**	**$ 31,941,953**	**$ 10,135,000**	**$ 750,000**	**$ 10,922,967**

Article 20 Rescind Authorized, Unissued Debt

Focus On: High School Construction Project

The largest portion of authorized but unissued debt in the Town of Natick is the $47,140,000 balance which was authorized by Town Meeting for construction of the new Natick High School. When evaluating the amount of unissued debt to rescind, logically attention is drawn to that amount and efforts to reduce it now that the building is open and the project is well on its way to being complete.

It is important to remember, however, that the Town Meeting approval under Article 6, 2010 Special Town Meeting #1 on February 4, 2010 provided for the ***automatic*** rescission of authorized debt upon receipt of reimbursement payments from the Massachusetts School Building Authority (MSBA):

Article 6
Natick High School Project: Construction, Furnishing and Equipping a New High School
(School Committee)

MOTION: (Requires 2/3 vote)

Move that the Town of Natick vote to appropriate the sum of Eighty eight million, nine hundred ninety thousand dollars ($88,990,000) to construct, furnish and equip a new Natick High School located at 15 West Street, Natick, Massachusetts, and related facilities, buildings, appurtenant structures, and grounds, including without limitation the Memorial Field Complex, which school facility shall have an anticipated useful life as an educational facility for the instruction of school children for at least 50 years said sum to be expended under the direction of the School Building Committee, and to meet said appropriation the Treasurer with the approval of the Board of Selectmen, is authorized to borrow said sum under M.G.L. Chapter 44, or any other enabling authority; that the Town of Natick acknowledges that the Massachusetts School Building Authority's ("MSBA") grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any project costs the Town of Natick incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the Town of Natick; provided further that any grant that Town of Natick may receive from the MSBA for the Project shall not exceed the lesser of (1) 52.63 percent (%) of eligible, approved project costs, as determined by the MSBA, or (2) the total maximum grant amount determined by the MSBA; provided that any appropriation hereunder shall be subject to and contingent upon an affirmative vote of the Town to exempt the amounts required for the payment of interest and principal on said borrowing from the limitations on taxes imposed by M.G.L. 59, Section 21C (Proposition 2½); ***and that the amount of borrowing authorized pursuant to this vote shall be reduced by any grant amount set forth in the Project Funding Agreement that may be executed between the Town of Natick and the MSBA.***

Thus, the amount of authorized and unissued debt has been steadily and automatically reduced with the receipt of payments from the MSBA, The effect is shown below:

Authorized but Unissued Debt:	$ 47,140,000
Amount of MSBA Reimbursement Received through 3/20/2013:	$ (31,941,953)
Balance of Authorized but Unissued Debt:	**$ 15,198,047**

In addition, the Town needs to borrow additional funds to cover incurred and anticipated project costs. (This is true of the Community-Senior Center project as well). The Town did not borrow all of the anticipated project needs all at once because we did not want to borrow too much money and face potential arbitrage concerns.

Balance of Authorized but Unissued Debt:	$ 15,198,047
Amount to be issued in May 2013	$ (5,500,000)
Balance of Authorized but Unissued Debt After Issuance:	**$ 9,698,047**

The Town's Financial Adviser recommends that further rescinding is not advised until the final project audit is complete; this is anticipated sometime in the next 12-24 months. A reconciliation of the High School project revenues and expenses is provided on the following page.

Article 20 Rescind Authorized, Unissued Debt

Focus On: High School Construction Project

Revenues	A Amount	B MSBA	C *(A+B)* Raised to Date (Total)	D To be Borrowed	E *(C+D)* Anticipated Balance as of 6/30/2013
Fund 5028					
Article 12 of 2008 Spring ATM	$ 250,000	$ -	$ 250,000	$ -	$ 250,000
Article 33 of 2009 Spring ATM	$ 2,000,000	$ -	$ 2,000,000	$ -	$ 2,000,000
Fund 5031					
Article 6 of 2010 Special TM #1	$ 37,400,000	$ 31,941,953	$ 69,341,953	$ 5,500,000	$ 74,841,953
Article 7 of 2010 Special TM #1	$ 1,100,000	$ -	$ 1,100,000	$ -	$ 1,100,000
Article 13 of 2012 Fall ATM	$ 15,898	$ -	$ 15,898	$ -	$ 15,898
Total	**$ 40,765,898**	**$ 31,941,953**	**$ 72,707,851**	**$ 5,500,000**	**$ 78,207,851**

Expenses	A Expended to Date	B To be Spent by 6/30/2013	C *(A+B)* Anticipated Balance as of 6/30/2013
Fund 5028			
Article 12 of 2008 Spring ATM	$ 250,000	$ -	$ 250,000
Article 33 of 2009 Spring ATM	$ 1,951,560	$ -	$ 1,951,560
Fund 5031			
Article 6 of 2010 Special TM #1	$ 73,755,864	$ 507,263	$ 74,263,127
Article 7 of 2010 Special TM #1	$ 1,100,000	$ -	$ 1,100,000
Article 13 of 2012 Fall ATM	$ 15,898	$ -	$ 15,898
Total	**$ 77,073,322**	**$ 507,263**	**$ 77,580,585**

Anticipated Project Balance as of 6/30/2013	**$ 627,266**

ARTICLE 21
Rescind Authorized Water & Sewer Enterprise Capital Projects
(Town Administrator)

To see if the Town will vote to rescind the authorization for capital projects of the Water & Sewer Enterprise Fund approved under Articles 15 and 16 of the 2012 Spring Annual Town Meeting, or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to rescind authorized Water & Sewer Enterprise Capital Projects.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 13-0-0 on March 28, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 21.*

During the Finance Committee public hearing, the following information was noted:

- Although the need remains for the projects for which funding authorizations are proposed for rescission, this recommendation is driven by the need to maintain sufficient reserves in water & sewer retained earnings at all times.
- Analysis to determine why water & sewer revenues fell short revealed that several factors in FY 2012 contributed to the shortfall including a water ban, extraordinary weather events, steps taken by several historically large water consumers to increase conservation and the effect of averaging condominium and apartment building water usage and billing.
- Revenue as well as expenses are trending higher in the current year than previous years.
- The methodology for determining charges for condominiums and apartments will be revised to build in provisions for vacancies going forward.
- The information on the following pages detail the Administration's analysis of the Water & Sewer Enterprise Fund Retained Earnings, the revenue shortfall, and details on the projects proposed for rescission.

MOTION (requires majority vote):
Move that the Town vote to rescind the authorization for capital projects of the Water & Sewer Enterprise Fund approved under Articles 15 of the 2012 Spring Annual Town Meeting for the following purposes:

Amount Rescinded	Date of Vote	Purpose
$180,000	Article 15, April 12, 2012, Motion C, Item #13	Replace W-22 (Dump Truck)
$135,000	Article 15, April 12, 2012, Motion C, Item #14	Replace W-14 (Backhoe)
$60,000	Article 15, April 12, 2012, Motion C, Item #15	Springvale Fluoride Upgrades

Article 21 Rescind Authorized Water & Sewer Enterprise Capital Projects

Article 21 is a request to rescind authorized Water & Sewer Enterprise Capital Projects approved for funding at the 2012 Spring Annual Town Meeting and funded with Retained Earnings. This is an unusual request as it comes a year after the projects were approved and the need for capital investment in Water & Sewer infrastructure remains as acute as it did when the request was approved by Town Meeting. But the request is necessary to maintain the fiscal health of the fund.

According to the adopted Water & Sewer Enterprise Fund Financial Policies, it is the goal of the fund to maintain a 10% reserve in retained earnings at any time. The Town believed that we were adhering to that principle when the 2012 Spring Annual Town Meeting approved $1,171,000 in Capital Equipment and Infrastructure. Given the growth in Retained Earnings in the Water & Sewer Enterprise Fund over the prior three years with nominal rate increases (3%, 1% and 0%, respectively), appropriating the $1.17M in capital from retained earnings should have maintained a healthy balance. The problem is it didn't. Revenue growth which the fund had witnessed in year-end fund balance did not materialize in Fiscal Year 2012, creating a situation where retained earnings were well short of anticipated and recommended levels. The table below illustrates actual vs. recommended retained earnings balances.

Fiscal Year	**2010**	**2011**	**2012**	**2013**
Effective Date of Certification	7/1/2009	7/1/2010	7/1/2011	7/1/2012
Certified Retained Earnings	**$ 1,390,829**	**$ 1,980,622**	**$ 2,386,297**	**$ 849,404**
10% Target Previous year's Revenues	*$ 1,421,291*	*$ 1,302,175*	*$ 1,343,288*	*$ 1,272,951*
Difference - Actual to Recommended	**$ (30,462)**	**$ 678,448**	**$ 1,043,010**	**$ (423,547)**

Finance and Public works Department staff set out months ago to determine why exactly anticipated revenues did not meet targets. What we found was a mixed result: On the one hand, revenues in Fiscal 2012 were significantly lower than budgeted estimates. although it is not unusual for revenues to not meet targets in the Water/Sewer Enterprise fund, the degree and severity of the FY 2012 Revenue shortfall was alarming. Expenses were lower than budgeted estimates as well, which is in keeping with the performance of the fund and allowed the revenue shortfall to be mitigated somewhat.

	2010	**2011**	**2012**
Budget	$ 13,530,366	$ 13,549,497	$ 13,724,776
Actual	$ 13,021,745	$ 13,432,875	$ 12,729,513
Difference - Budget to Actual	**$ (508,621)**	**$ (116,622)**	**$ (995,263)**

The reasons for the revenue shortfall were numerous: 1) A combination of the water ban when rain was scarce and then a subsequent arrival of Hurricane Irene lowered overall usage by over 5% from the prior fiscal year and the lowest usage total for the last 6 years. 2) Several large accounts which had consumed large amounts of water in previous years took steps to promote water conservation and thus did not consume and pay for water in FY 2012 like they had in previous years. 3) Finally, the affect of averaging condominiums and apartment buildings was fully implemented in FY 2012, causing lower than anticipated collections from those previously high-revenue generation complexes. The net effect was a revenue deficit of nearly a million dollars. Clearly in a fund of $13,000,000, this is not sustainable and a cause for concern.

The good news: the fund is recovering in FY 2013. Revenues for the last four years through 8 months are shown below:

	2010	**2011**	**2012**	**2013**
Budgeted Revenues	$ 13,530,366	$ 13,549,497	$ 13,404,776	$ 13,402,386
Revenues through 2/28	**$ 8,822,242**	**$ 9,173,972**	**$ 8,395,513**	**$ 9,364,149**
Target through 2/28	66.67%	66.67%	66.67%	66.67%
Amount Collected through 2/28	**65.20%**	**67.71%**	**62.63%**	**69.87%**

Article 21 Rescind Authorized Water & Sewer Enterprise Capital Projects

This increase is the result of increased usage and a less restrictive period of time in which a water ban was in effect. The down side is expenses are trending higher - still within budget - but likely to not produce as high a surplus to offset any revenue shortfall.

The most prudent solution to ensure that year-end retained earnings and consequently fund balance remains positive is to rescind those capital projects which can be rescinded from last spring. Staff carefully evaluate the 10 projects which were funded with retained earnings in FY 2012, and have come up with three which can be either partially or fully rescinded:

1) Replace W-22 (Dump Truck) **Amount to Rescind** **$ 180,000**

Rationale: the Water & Sewer Division continues to operate W-22, although it continues to show wear and tear. This appropriation can be rescinded in Spring, but will be added in Fall for funding again. It does not need to be replaced at this moment.

2) Replace W-14 (Backhoe) **Amount to Rescind** **$ 135,000**

Rationale: The Department of Public Works continues to evaluate the needs of its entire fleet of vehicles and equipment to ensure that the equipment the Town has - regardless of fund it is paid out of - is absolutely necessary. An evaluation continues regarding this particular back hoe - it may be returned for funding in the fall or it may be pulled entirely.

3) Springvale Fluoride Upgrades **Amount to Rescind** **$ 60,000**

Rationale: Originally funded at $100,000, most of the labor for the upgrades have been performed in house by the expertise and labor of the division. $60,000 can be returned to rescinded because it is not necessary to finish the project.

Total amount to rescind and return to the Water & Sewer Enterprise Fund **$ 375,000**

ARTICLE 22
Appropriation of Mitigation Funds – Chrysler Road
(Board of Selectmen)

To see if the Town will vote to appropriate a sum of money from mitigation funds from the Chrysler Road project to fund a northbound turning lane at Route 135 and Speen Street, for bike route design and development, and for improvements to the Prime Parkway Sewerage Pump Station, or take other action relative thereto.

PURPOSE OF ARTICLE:

The purpose of this Article is to authorize the use of mitigation funds to plan/design/construct mitigation projects to address impacts and existing conditions as was voted upon by the Natick Zoning Board of Appeals during the permitting process for the Chrysler Road 40B project.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 13-0-0 on March 28, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 22.*

During the Finance Committee public hearing, the following information was noted:

- This Article proposes to fund three improvement projects with an estimated cost of $516,200 with mitigation funds associated with the Chrysler Road housing development.
- Town Administration informed Finance Committee members that the proposed improvement projects were determined by the Zoning Board of Appeals (ZBA) as appropriate offsets to mitigate the impact of that development on the neighboring area. Additional projects are expected to be brought forward at the 2013 Fall Annual Town Meeting.
- The land required for creation of the northbound turning lane from West Central onto Speen Street was designated at the time the adjacent business expansion was approved by the ZBA in 1996.
- The intersection of Speen and Route 30, which is in the town of Framingham, is being looked at by the State transportation staff.

MOTION (requires majority vote):

Move that the Town vote to appropriate the sum $516,200 from mitigation funds from the Chrysler Road 40B project to fund the following projects:

Project	Amount
Northbound turning lane from West Central Street onto Speen Street	$400,000
Bike Route Design and Development	$25,000
Improvements to the Prime Parkway Sewerage Pump Station	$91,200

ARTICLE 23
Appropriation of Mitigation Funds – MathWorks
(Board of Selectmen)

To see if the Town will vote to appropriate a sum of money from mitigation funds from the MathWorks project to fund various road improvement and affordable housing projects, or take other action relative thereto.

PURPOSE OF ARTICLE:
To authorize the use of mitigation funds to plan/design/construct mitigation projects to address impacts and existing conditions as was voted upon by the Natick Planning Board during the permitting process for the MathWorks Expansion Project (Apple Hill).

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 12-1-0 on March 28, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 23.*

During the Finance Committee public hearing, the following information was noted:

- This Article proposes to fund eight improvement projects with an estimated cost of $1,127,000 with mitigation funds associated with the MathWorks Expansion Project.
- Town Administration also noted that a $980,000 project to create sidewalk on the south side of Route 9 had already been funded from this source in 2011. Noting that MathWorks was a great company and neighbor which made many valuable contribution to the community, Town Administration said the Planning Board had identified a number of necessary projects, including roadway improvements extending in all directions, to mitigate the demands created by the expansion of that company's facilities.
- A number of questions were raised regarding the affordable housing project which Town Administration described as relocation and rebuilding of the historic Felch House located at the intersection of North Main Street (Route 27) and Bacon Street. This house is presently sited so close to the sidewalk and intersection as to obstruct the necessary work required to improve the adjacent intersection. Work on this house would be done with a goal of creating two affordable housing units to be maintained as affordable through deed restrictions which would be associated with that property in perpetuity.
- Additional projects will be presented in the fall for use of MathWorks mitigation funds, including other intersection improvements and additional funding for the Felch affordable housing project.

[The motion appears on the following page.]

MOTION (requires majority vote):
Move that the Town vote to appropriate the sum $1,127,000 from mitigation funds from the MathWorks project to fund the following projects:

Location	Project	Amount
Walnut Street/ Bacon Street	Intersection Safety Improvements & curbing	$59,000
Route 27/Bacon Street	Upgrade signal + add southbound left turn lane (excluding controller and opticomm in 8b) *	$380,000
Route 27/Bacon Street	Emergency Pre-emption - including upgraded signal controller assembly	$68,000
Wethersfield Road	Granite Curbing at 6 locations	$208,000
Park Street	Traffic Calming, 2 dynamic speed signs	$45,000
Walnut Street neighborhood	Traffic Calming, 3 dynamic speed signs, striping	$74,000
Bacon Street neighborhood	Traffic Calming, 2 dynamic speed signs, striping	$53,000
165 North Main Street	Balance of FAR bonus payment – Affordable Housing Redevelopment	$240,000
Total Requests – 2013 Spring Annual Town Meeting		**$1,127,000**

ARTICLE 24
Board of Assessors: Increase Personal Property Exemptions
(Board of Assessors)

To see if the Town will vote to increase the Personal Exemption Amounts by 42.5% under the provisions of Chapter 73 of the Acts of 1986 as amended by Chapter 126 of the Acts of 1988 which provides for "Optional Additional Property Tax Exemptions" allowing an annually determined, uniform increase in the amount of exemption in General Laws, Chapter 59 Section 5 Clauses 17D, 22, 22A, 22B, 22C, 22E, 37A, and 41C (elderly person, disabled veteran, or blind person).

PURPOSE OF 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 AND DISCUSSION:

By a vote of 13-0-0 on March 14, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 24.*

During the Finance Committee public hearing, the following information was noted:

- This is the 17th consecutive year that the Town had put forth an Article to raise the amount of the personal exemption granted by the town to qualified residents, as allowed under Chapter 59 Section 5 of the Massachusetts General Laws (MGL).
- The proposed increase will bring the total exemption allowed to 42.5%.
- The actual cost of the exemption to the town in FY 2013 was $59,940. The estimated additional cost for FY 2014 is $2,496 which will bring the total FY 2014 cost to $62,436.
- Finance Committee members were also reminded that that the cost of these exemptions was funded through the Town's overlay account.
- If this Article is not acted on favorably at Town Meeting, the exemption will return to the statutory rate.

MOTION (requires majority vote):

Move that the Town vote to increase the Personal Exemption Amounts by 42.5% under the provisions of Chapter 73 of the Acts of 1986 as amended by Chapter 126 of the Acts of 1988 which provides for "Optional Additional Property Tax Exemptions" allowing an annually determined, uniform increase in the amount of exemption in Massachusetts General Laws, Chapter 59 Section 5 Clauses 17D, 22, 22A, 22B, 22C, 22E, 37A, and 41C (elderly person, disabled veteran, or blind person).

ARTICLE 25
Establish a Fee for Food Trucks
(Board of Selectmen)

To see what fees the Town will establish for the operation of food trucks, or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to set the annual fee for food trucks.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 8-0-0 on April 4, 2013, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 25.*

During the Finance Committee public hearing, the following information was noted:

- Massachusetts General Law (MGL) stipulates that the annual fee for the operation of food trucks in towns be set by Town Meeting rather than the Board of Selectman as is normally done. MGL further stipulates that the maximum annual fee that may be set is $100.

- The Board of Selectmen will still have the authority to waive the annual fee, and may consider doing so for trucks operated by restaurants with a Natick Common Victualer's license.

- This Article has no impact to any Natick By-Law.

- Currently, the Town does not have a Food Truck Policy, and the Board of Selectmen is in the process of developing one.

MOTION (requires majority vote):
Move that the Town vote, pursuant to M.G.L. Chapter 140, section 49, to establish a $100 annual fee for the operation of food trucks, and further to authorize the Board of Selectmen to waive said fee for food trucks operated by businesses possessing a current Common Victualer's license within the Town of Natick.

ARTICLE 26
Re-authorization of Revolving Funds
(Town Administrator)

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, 2013; 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 AND DISCUSSION:

By seven separate votes on March 14, 2013, the Finance Committee recommends Favorable Action with regard to the subject of Article 26. The recommendations for each of the revolving funds pursuant to this Article are located below.

During the Finance Committee public hearing, 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 funds would drop to Free Cash at the end of the fiscal year. Programs associated with revolving funds that were not re-authorized would need to be funded in a method that could be more cumbersome and less transparent.

- Committee members noted that the Conservation Commission revolving fund has not been used for several years. Upon research by the Administration, members were informed that both Planning Board and Conservation Commission peer reviews have been tracked as “agency funds” for many years. The receipt and disbursement of funds for each project are separately tracked. The Administration, including the Comptroller, further informed the Finance Committee that this is an appropriate mechanism to track funds of this nature. Accordingly, the Administration proposes not to reauthorize this fund and to let the balance drop to Free Cash at the end of the fiscal year. Town Meeting members will note that there is no motion for this fund under Article 26.

Motion	Revolving Fund	Authorization FY 2013	Recommended Authorization FY 2014	Starting Balance 7/1/2012	Revenues	Expenditures	Balance 3/1/2013
A	Council on Aging Transportation	$15,000	$15,000	$6,525	$0	$0	$6,525
B	DPW Surplus Vehicle/Purchase Acct.	$35,000	$40,000	$40,126	$36,220	$28,960	$47,386
C	Morse Institute Library Materials	$85,000	$85,000	$660	$34,524	$23,021	$12,163
D	Morse Institute Library Equipment & Maintenance	$25,000	$25,000	$3,899	$6,955	$8,057	$2,798
E	Community - Senior Center Equipment & Maintenance	$75,000	$75,000	$15,708	$17,973	$8,116	$25,564
F	Board of Health Immunization	$40,000	$40,000	$37,388	$8,874	$9,969	$36,292
G	Community-Senior Center Programs	$35,000	$95,000	$0	$3,814	$1,200	$2,614

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 2013, this fund was authorized for expenditures up to $15,000; the same amount is proposed for FY 2014.

Finance Committee members raised questions regarding the absence of any expenditures from this account for the fiscal year to date, however, the Director of the Council on Aging was on vacation and the Town Administrator was unable to provide additional information.

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 12-1-0 on March 14, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 26, 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, 2013 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:	***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 equipment for any department of the Town. For FY 2013 this fund was authorized for expenditures up to $35,000; this amount is proposed to increase to $40,000 for FY 2014.

Although a higher number was initially proposed by the department, the Administration is proposing to increase this spending cap incrementally over the next 2-3 years.

Given the success in generating receipts to this account from sale of surplus equipment, the Administration believes that generating revenue of approximately $90,000 per year is sustainable.

The only mechanism to move funds out of a Revolving account is to not reauthorize the account; however, proceeds which exceed a reasonable balance need not be credited to this account but could instead simply be deposited to the General Fund.

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 13-0-0 on March 14, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 26, Motion B.*

MOTION B (Majority vote required):
Move that the Town vote to authorize the Department of Public Works to expend up to and including $40,000 during the fiscal year beginning July 1, 2013 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:	***Morse Institute 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. For FY 2013, this fund was authorized for expenditures up to $85,000; the same amount is proposed for FY 2014.

Although year-to-date expenditures are low, the Library tends to expend the full limit of this fund to supplement the town's appropriation for library materials.

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 13-0-0 on March 14, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 26, Motion C.*

MOTION C (Majority vote required):
Move that the Town vote, pursuant to Chapter 44, Section 53E½ of the Massachusetts General Laws, to authorize the Morse Institute Library Director, under the supervision of the Library Trustees, to expend up to and including $85,000 for the fiscal year beginning July 1, 2013, 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, from the revolving fund established by vote of the 2006 Spring Annual Town Meeting under Article 19.

Revolving Account:	***Morse Institute 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. For FY 2013, this fund was authorized for expenditures up to $25,000; the same amount is proposed for FY 2014.

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 13-0-0 on March 14, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 26, Motion D.*

MOTION D (Majority vote required):
Move that the Town vote, pursuant to Chapter 44, Section 53E½ of the Massachusetts General Laws, to authorize the Morse Institute Library Director, under the supervision of the Library Trustees, to expend up to and including $25,000 for the fiscal year beginning July 1, 2013, in order to utilize revenues collected 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, from the revolving fund established by vote of the 2006 Spring Annual Town Meeting under Article 20.

Revolving Account:	***Community-Senior Center Equipment & Maintenance***

This revolving fund utilizes the fees received from building rental fees at the Community-Senior Center for the purpose of maintenance at the Center. For FY 2013, this fund was authorized for expenditures up to $75,000; the same amount is proposed for FY 2014.

Expenditures from this account were previously authorized by the Council on Aging Director. However, Finance Committee members were informed that the language of the motion will specify that the Community Services Director will authorize expenditures going forward.

The purpose of this fund is not to cover routine day-to-day expenses.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-0-0 on March 14, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 26, Motion E.*

MOTION E (Majority vote required):

Move that the Town vote, pursuant to Chapter 44, Section 53E½ of the Massachusetts General Laws, to authorize the Community Services Director, under the supervision of the Town Administrator, to expend up to and including $75,000 for the fiscal year beginning July 1, 2013, in order to utilize money received from building rental fees and donations for the purpose of funding maintenance of the Community-Senior Center and improvement projects for such building, from the revolving fund established by vote of the 2008 Spring Annual Town Meeting under Article 28.

Revolving Account:	***Board of Health Immunization***

This revolving fund utilizes 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. For FY 2013, this fund was authorized for expenditures up to $40,000; the same amount is proposed for FY 2014.

The large balance in this account relates, in part, to the resourcefulness of the town's public health nurse who has organized several well-attended flu clinics which have generated substantial reimbursements from participants' health insurance.

The fund's balance has built up over the four years since this fund was established.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-0-0 on March 14, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 26, 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 the Director of Public Health, under the supervision of the Board of Health, to extend up to and including $40,000 during the fiscal year beginning July 1, 2013, in order to utilize money received from Medicare, Medicaid and health insurance reimbursements from the Board of Health's annual flu clinics for the purpose of providing subsidized funding for future flu clinics, children and adult immunization programs, pandemic and emergency preparedness, from the revolving fund established by vote of the 2011 Spring Annual Town Meeting under Article 20.

Revolving Account:	***Community-Senior Center Programs***

This revolving fund was created at the 2012 Fall Annual Town Meeting. The fund utilizes money received from participants in programs and activities for the purpose of funding said programs and activities at the Community-Senior Center. For FY 2013, this fund was authorized for expenditures of up to $35,000 (which was for half a year as the fund was created mid-year); the Administration is proposing to increase the fund for expenditures up to $95,000 in FY 2014.

Committee members were told that the proposal to increase the maximum annual spending limit of this fund was based on the tremendous growth in programs and participation since the opening of the new Community-Senior Center in October of 2013. The Administration plans to develop and document program-specific revenue and expense data for these programs similar to the spreadsheet maintained by the Recreation Department.

The principal sources of funding for these programs are fees and other sources outside the tax levy. Fees paid for use of the fitness room are credited to this account.

Since the proposed expenditure cap increase is a "best guess" based on recent activity growth, it is anticipated that this amount could be modified at 2013 Fall Town Meeting if necessary.

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 12-0-0 on March 14, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 26, 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 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 $95,000 during the fiscal year beginning July 1, 2013, in order to utilize money received from participants in programs and activities for the purpose of funding said programs and activities at the Community-Senior Center, from the revolving fund established by vote of the 2012 Fall Annual Town Meeting under Article 15.

ARTICLE 27
Adoption of Statute: Veterans Tax Work-Off Program
(Board of Selectmen)

To see if the Town will vote to accept the provisions of Section 5N of Chapter 59 of the Massachusetts General Laws authorizing the Board of Selectmen to establish a program to allow Veterans, as defined in Clause 43 of Section 7 of Chapter 4 of the Massachusetts General Laws, to volunteer to provide services to the Town which shall allow the Town to reduce real property tax obligations of that veteran on the veteran's tax bills, in addition to any exemption or abatement to which that person is otherwise entitled, and further to see if the Town will vote (1) to adjust the exemption by allowing an approved representative for persons physically unable to provide such services to the Town, and (2) to allow the maximum reduction of the real property tax bill to be based on 125 volunteer service hours in a given tax year, rather than $1,000;

or otherwise act thereon

PURPOSE OF ARTICLE:

To provide an opportunity for veterans to reduce their property taxes by up to $1000 by working for the town, similar to a program in place for income-qualified seniors.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 12-0-0 on March 14, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 27.*

During the Finance Committee public hearing, the following information was noted:

- Town Administration informed the Finance Committee that state legislation passed in 2012 added veterans to those eligible to take advantage of the property tax work-off program currently in place for income-qualified seniors. The objective of Article 27 was to adopt the enabling statute.
- Under the work-off program, veterans will be able to work a maximum of 125 hours in a given tax year. Eligible veterans will also be eligible for the proxy program adopted at 2012 Annual Spring Town Meeting whereby another individual may perform the work on behalf of someone who is unable to do the work.
- A veteran who is also a senior would be required to choose between these two categories and would only be eligible once for this benefit.
- The town's Veterans' Services agent is in full support of these provisions.
- The enabling statue is part of a larger legislative package (the VALOR Act) passed in 2012.

MOTION (requires majority vote):

Move that the Town vote to accept the provisions of Section 5N of Chapter 59 of the Massachusetts General Laws authorizing the Board of Selectmen to establish a program to allow Veterans, as defined in Clause 43 of Section 7 of Chapter 4 of the Massachusetts General Laws, to volunteer to provide services to the Town which shall allow the Town to reduce real property tax obligations of that veteran on the veteran's tax bills, in addition to any exemption or abatement to which that person is otherwise entitled; and further to provide that an approved representative(s) may provide such services to the Town on behalf of veterans who are otherwise qualified but are physically unable to provide such services; and further to provide that the maximum reduction of the real property tax bill shall be based on 125 volunteer service hours in a given tax year.

ARTICLE 28
By-Law Amendment Regarding Participants in Veterans' Property Tax Work Program
(Board of Selectmen)

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 deleting the final sentence and replacing it with the following: "Part-time employees whose additional compensation is through the Veterans' or 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 Veterans' Property Tax Work Program.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 12-0-0 on March 14, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 28.*

During the Finance Committee public hearing, the following information was noted:

- Town Administration informed members of the Finance Committee that Article 28 was predicated on the assumption that Town Meeting acted favorably on Article 27.
- Article 28 would extend to any eligible veterans who might be town employees the exclusion from the requirement to seek permission to hold a second position, such permission to be sought from the Board of Selectmen during a public meeting. A similar provision applicable to seniors was previously adopted by Town Meeting.
- Several comments related to the distinction between full- and part-time employees and it was suggested that, if allowed by the Moderator, the motion should be worded to remove any reference or distinction between full- and part-time individuals.

MOTION (requires majority vote):

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 deleting the final sentence and replacing it with the following: "Employees whose additional compensation is through the Veterans' or Senior Property Tax Work Program shall be exempt from this requirement."

ARTICLE 29
Revoke Adoption of Strong Chief Status for Position of Fire Chief
(Board of Selectmen)

To see if the Town will vote to revoke the provisions of Chapter 48, Section 42, 43 and 44 of the Massachusetts General Laws, providing for the establishment of a fire department under the control of an officer to be known as the Chief of the Fire Department, which acceptance was voted by the April, 1924 Natick Annual Town Meeting under Article 13, or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to revoke the Town's acceptance of the provisions of Massachusetts General Law which provide for the establishment of a Fire Department under the control of the Fire Chief.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

*The Finance Committee has **No Recommendation** with regard to the subject of Article 29.*

During the Finance Committee public hearing, the following information was noted:

- The revocation of the Strong Chief Status, which was adopted by vote of Town Meeting in 1924, and subsequent acceptance of the provisions of Massachusetts General Law (MGL) Chapter 48, Section 42A would place the Fire Department under the direction of the Board of Selectmen, in a structure similar to that of other town departments, including the Police Department, rather than under the exclusive control of the Fire Chief, whose complete bottom line budget authority under the Strong Chief model corresponds to that of the School Committee with respect to the School budget.
- Considerable discussion focused on the differences between the existing (strong chief) structure and the reasons for the proposed change:
    - With all other town departments, personnel actions, such as new hiring and promotions, are recommended for approval by the Selectmen, whereas the Fire Chief is authorized to make all personnel decisions without further oversight by the Town Administrator or the Selectmen.
    - The current structure of the Fire Department limits the Town Administrator's ability to fulfill the responsibilities of that position defined in the town charter as these relate to the Fire Department.
    - Giving the Selectmen and Town Administration greater authority over the Fire Department could facilitate a more holistic approach to problem solving and strategic planning.
- Following initial discussion of these Articles a majority of the Selectmen concluded that further study and data collection on this issue were needed before putting this forward to Town Meeting. As a result, the Board of Selectmen have voted to support the referral of this Article to themselves.
- Finance Committee members debated one motion for referral to the Board of Selectmen. However, that motion did not achieve the minimum eight votes necessary to provide a recommendation.

MOTION

No recommendation.

ARTICLE 30
Acceptance of Statute for Operation of Fire Department
(Board of Selectmen)

To see if the Town will vote to accept the provisions of Chapter 48, Section 42A of the Massachusetts General Laws, providing for the establishment of a fire department under the direction of the Board of Selectmen, or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to see if the Town will vote to accept the provisions of Massachusetts General Law providing for the establishment of a Fire Department under the direction of the Board of Selectmen.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:
*The Finance Committee has **No Recommendation** with regard to the subject of Article 30.*

During the Finance Committee public hearing, the following information was noted:

- This is a companion to Article 29. If a positive main motion under Article 29 is approved by Town Meeting, it would be necessary for Town Meeting to also approve a positive main motion under Article 30, as one governing structure or the other must be in place.
- Similar to Article 29, a majority of the Selectmen concluded that further study and data collection on this issue were needed before putting this forward to Town Meeting. As a result, the Board of Selectmen have voted to support the referral of this Article to themselves.
- Finance Committee members debated one motion for referral to the Board of Selectmen. However, that motion did not achieve the minimum eight votes necessary to provide a recommendation, and as a result the Finance Committee does not have a recommendation on Article 30.

MOTION:
No recommendation.

ARTICLE 31
Authorization for Board of Selectmen to Accept, Obtain, Abandon and Relocate Utility Easements
(Board of Selectmen)

To see if the Town will vote to authorize the Board of Selectmen, during Fiscal Year 2014, 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; and to abandon or relocate easements acquired for any of the foregoing purposes;
or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to authorize the Board of Selectmen to accept, obtain, abandon, and relocate easements from private property owners. This is an annual article.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:
By a vote of 12-0-0 on March 14, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 31.*

During the Finance Committee public hearing, the following information was noted:

- Town Administration advised the Finance Committee that, in accordance with an Article approved at 2011 Fall Annual Town Meeting, this is an annual Article that is put forward each spring to reauthorize the Selectmen to accept utility easements which may be required within the year.
- Under this article, the Administration proposes to expand the now-standard article authorizing the Board of Selectmen to accept and obtain easements to include authorization for the Board to also abandon and relocate easements. The Town is not seeking authorization for the Selectmen to grant easements.
- Town Administration has found that on rare occasion such grants of easements involve the relocation of an existing easement, which also requires the abandonment of the old easement.
- As has been the case under prior authorizations, such grants of easement would be at no cost to the Town. Additionally, granting easements on any town-owned land remains the purview of Town Meeting.
- The provision addresses situations where timing may be critical and insufficient to obtain Town Meeting authorization.

MOTION (requires majority vote):
Move that the Town vote to authorize the Board of Selectmen, during Fiscal Year 2014, 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; and to abandon or relocate easements acquired for any of the foregoing purposes.

ARTICLE 32
Acceptance of New Utility Easement and Abandonment of Old One for Property on Strathmore Road
(Board of Selectmen)

To see if the Town will vote to authorize the Board of Selectmen to abandon the existing 20 foot wide drain easement on the parcel at 9-11 Strathmore Road (also identified as Map 24 Lot 90HB) or take other action relative thereto.

PURPOSE OF ARTICLE:
The purpose of this Article is to authorize the Board of Selectmen to abandon an easement located at 9-11 Strathmore Road in the event that such action is needed prior to any such authorization being granted by a favorable vote on Article 31.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:
By a vote of 12-0-0 on March 14, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 32.*

During the Finance Committee public hearing, the following information was noted:

- This article is being put forward to better position the property at 9-11 Strathmore Road for expanded development opportunity. Article 32 provides for the necessary authorization in the event that this is needed prior to the effective date of Article 31 (July 1, 2013).

- The development of the property in question is constricted by the location of the drain line and associated easement. A recent prospective purchaser/developer found that this restriction was a deterrent to their utilization and development of their project. While this may not have been the only reason this prospect was lost, it is prudent to be proactive and relocate the drain line so as to facilitate building expansion.

- The Community Development Director, Town Engineer and property owner have been working together to develop a plan to relocate the drain line and associated easement such that the necessary drainage function is still provided, but in a location that is less restrictive to further site development. The design, construction, and all costs associated with preparing and recording the necessary easement plans will be entirely at the expense of the property owner.

- The article only authorizes the Selectmen to abandon the easement, since the authorization to accept the new location already exists.

MOTION (requires 2/3 vote):
Move that the Town will vote to authorize the Board of Selectmen to abandon the existing 20 foot wide drain easement on the parcel at 9-11 Strathmore Road (also identified as Map 24 Lot 90HB.

ARTICLE 33
Long-Term Lease & Management Contract: Natick Community Organic Farm (Conservation Commission)

To see if the Town will vote to authorize the Conservation Commission to lease the property owned by the Town of Natick containing approximately twenty-seven (27) acres, on which is located the Natick Community Organic Farm; to determine the maximum term of such lease; and to authorize the Conservation Commission to negotiate the other conditions of any such lease, including without limitation the appropriate rent or other compensation for such tenancy,

or otherwise act thereon.

PURPOSE OF ARTICLE:

To authorize the Conservation Commission to enter into a lease not to exceed thirty (30) years of the Conservation Commission's property that is presently occupied and managed by the Natick Community Organic Farm, as well as a 30 year management contract for organic farming operations.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 10-3-0 on March 26, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 33.*

During the Finance Committee public hearing, the following information was noted:

- Finance Committee members were informed that the rationale for this Article was intended to better position those managing the Natick Community Organic Farm (NCOF) to obtain grants and other funds in order to become more self-sufficient.
- Both the Selectmen and the Planning Board had both voted to recommend favorable action on this Article.
- Several questions related to details of the RFP which would be developed to solicit proposals to operate the Farm and the RFP which had been developed relating to the current management arrangement. Concerns were expressed that this be a fair opportunity for competitive bids.
- It was noted that state procurement law prescribes guidelines for developing, issuing and evaluating proposal requests of this nature.
- As the current management contract is due to expire in March some extension arrangement will be needed. Although the contract includes no specific contract extension provision, extensions can generally be negotiated with the consent of both parties if no language prohibiting this appears in the contract.
- Under the current arrangement, the town pays for three employees through the Recreation Department's Revolving fund, for which reimbursement is received from the NCOF, and the Conservation Commission provides $100,000 per year to the Farm in support of their agricultural activities. The goal is to enable the Farm to increase their fund raising ability such that the annual support from the Conservation Commission would no longer be needed.

- The majority of the Conservation Commission's funds are restricted for the purpose of land acquisition. Only the interest generated from those funds can be used for purposes such as this.
- If approved, this Article will authorize the Conservation Commission to negotiate the terms of any lease up to the maximum length specified. Any further input from the public relating to specific provisions to be included would need to be communicated in the forum of public meetings of the Conservation Commission on this matter.
- Finance Committee members were generally supportive of the proposal, though some were concerned that a thirty-year lease was too long but would vote in favor due to the "not to exceed" language in the motion.

MOTION (requires majority vote):

Move that the Town vote to authorize the Conservation Commission to lease the property owned by the Town of Natick containing approximately twenty-seven (27) acres, on which is located the Natick Community Organic Farm, for a period not to exceed thirty (30) years; and to authorize the Conservation Commission to negotiate the other conditions of any such lease, including without limitation the appropriate rent or other compensation for such tenancy.

ARTICLE 34
Home Rule Petition: Alcohol License for the Center for Arts in Natick
(Richard Jennett, et al)

To see if the Town will vote to authorize the Selectmen to petition the Legislature to enable legislation to grant an on-premises alcohol license to the Center for Arts in Natick at 14 Summer Street, or otherwise act thereon.

PURPOSE OF ARTICLE:

To see if the Town will vote to authorize the Selectmen to petition the Legislature to enable legislation to grant an on-premises alcohol license to the Center for Arts in Natick at 14 Summer Street.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 11-0-0 on March 21, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 34.*

During the Finance Committee public hearing, the following information was noted:

- None of the types of alcohol licenses which the Selectmen are currently authorized to issue is applicable to an establishment such as the Center for Arts in Natick (TCAN). Petition to the state legislature is required to seek permission to grant a different license type to meet these unique needs.
- TCAN's past practice has been to apply for multiple one-day licenses which is both time-consuming and also potentially limits the number and types of events which TCAN can sponsor (maximum of thirty events per year in which TCAN may serve alcohol).
- The specific procedures and plans for how this potential license will be used and administered will be further developed by the organization in consultation with the Selectmen, as licensing authority, before the license is implemented.
- There have been no incidents or negative issues related to the dispensing of alcoholic beverages by TCAN in the seven years since it opened.
- The plan is that this license will be specific to the address of TCAN and, although another owner of these premises might be eligible to apply for this license, it could not be moved to any other location by a licensee.
- The Selectmen had voted to support the Article.
- The Chair of the Board of Selectmen noted the potential economic benefit that could result from this, pointing out the importance of a viable downtown area with consumption options. He further noted that this could be an amenity as well as a potential revenue source which would enable the organization to expand and fund things for which they otherwise might have required donations.
- Member questions and discussion included several questions relating to policies and procedures governing how the license would be used, administered and controlled. Members also noted the quality and professionalism of the TCAN organization as well as the potential benefits of positive action on this Article.

MOTION (provided by the Article Sponsor -- requires majority vote):
Move to authorize the Selectmen to petition the Legislature to enable legislation to grant an on-premises alcohol license to the Center for Arts in Natick at 14 Summer Street, provided, that the Legislature may reasonably vary the form and substance of the requested legislation within the scope of the general public objectives of this petition.

Section 1. Notwithstanding sections 12 and 17 of chapter 138 of the General Laws, or any other general law or special law to the contrary, the local licensing authority of the town of Natick may grant an additional license for the sale of all alcoholic beverages to be drunk on the premises pursuant to section 12 of chapter 138 of the General Laws to The Center For Arts in Natick, located at 14 Summer Street, Natick, or such other location as may be approved by the local licensing authority and the Alcohol Beverages Control Commission of Massachusetts, upon approval of and under conditions set by the local licensing authority of the said town. A license granted under this section shall be subject to all of said chapter 138 except section 17.

Section 2. Once issued, the local licensing authority of said town shall not approve the transfer of the license issued under this act to any other location except as set forth herein but it may grant the license to a new applicant at the premises of 14 Summer Street, Natick, Massachusetts upon approval of and under conditions set by the local licensing authority of the said town, and subject to the requirements of chapter 138 and the Department of Revenue and the ABCC.

Section 3. If the license granted under this act is cancelled, revoked or no longer in use, it shall be returned physically, with all of the legal rights, privileges and restrictions pertaining thereto, to said local licensing authority which may then grant the license to a new applicant at the same location under the same conditions as specified in this section.

Section 4. This act shall take effect upon its passage.

ARTICLE 35
Organization of Natick By-Laws
(Board of Selectmen)

To see if the Town will vote to approve the proposed Table of Contents for codification of the Town of Natick By-Laws, which would organize the articles of the By-Laws into chapters, organized by subject matter, a copy of which Table of Contents is on file in the office of the Natick Town Clerk;

or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to present a Table of Contents and organizational structure for the By-laws as the first step in the codification process.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:
By a vote of 13-0-0 on March 26, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 35.*

During the Finance Committee public hearing, the following information was noted:

- Funding for codification of the town's by-laws was approved by Town Meeting in the spring of 2011.
- Codification will facilitate ongoing updates and documentation as well as online access to the by-laws document.
- There are no changes to any of the by-laws associated with this Article. The determination of an organizational structure and table of contents is a necessary first step.
- Once the project is completed, this structure will replace the existing format and the codified charter and by-laws will be referred to as the town code.
- The Police Chief is a member of the working committee because of the large number and pervasiveness of by-law related to police matters and regulations.
- It is the intention to have Town Meeting's approval prior to moving to the next phase of the project.

MOTION (requires majority vote):
Move that the Town vote to approve the proposed Table of Contents for codification of the Town of Natick By-Laws, which would organize the articles of the By-Laws into chapters, organized by subject matter, as follows:

[Motion is continued on the following pages.]

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PROPOSED TABLE OF CONTENTS

BY-LAWS

Part I Administrative By-Laws

New Ch. No.	Title	Source
1	General Provisions	
	Art. I Availablity of Regulations	Art. 41 § 12
	Art. II Penalties and Enforcements	Art. 90 and 92
	Boards, Commissions and Committees	
	Art. I General Provisions	Art. 41 § 11
	Art. II Aging, Council on	Art 25
	Art. III Appeals, Board of	Art 29
	Art. IV Audit Committee	Art. 23 A
	Art. V Conservation Commission	Art 30
	Art. VI Historic District Commission	Art. 2 § 1
	Art. VII Finance Committee	Art. 23
	Art. VIII Information Systems Advisory Board	Art. 27
	Art. IX Open Space Advisory Committee	Art. 32
	Art. X Personnel Board	Art. 24 §§ 1 and 2
	Art. XI Registrars of Voters	Art 28
	Art. XII Selectmen, Board of	Art. 10
X	Collective Bargaining	
	Art. I Collective Bargaining	Art. 91
X	Financial Affairs	
	Art. I Contracts and Purchasing	Art. 41 §§ 1 to 3
	Art. II General Regulations	Art. 41 §§ 4, 5, 6, 8, 9 ,10
X	Legal Affairs	
	Art. I Conflicts Between Town Agencies	Art 44
	Art.II Town Counsel	Art 22
X	Officers and Employees	
	Art I Town Administrator	Art. 20
	Art II Building Commissioner	Art. 21 B
	Art III Town Clerk	Art. 11

New Ch. No.	Title	Source
	Art IV Collector of Taxes	Art. 12
	Art V Community Development Director	Art. 21
	Art VI Fire Chief	Art. 24 § 15
	Art. VII Police Chief	Art. 24 § 14
X	Personnel	
	Art. I Non-Union Personnel	Art 24 §§ 3 through 13
X	Reports and Records	
	Art. I Reports and Records	Art. 40
X	Town Meeting and Annual Town Elections	
	Art. I Town Meeting Guidelines	Art. 1
	Art. II Election of Town Meeting Members	Art 2
	Art. III Procedures at Town Meeting	Art 3
X	Town Vehicles	
	Art. I Town Vehicles	Art. 41 § 7

PROPOSED TABLE OF CONTENTS

BY-LAWS

Part II Regulatory By-Laws

New Ch. No.	Title	Source
179	Alarm Systems	
	Art. I Alarm Systems	Art. 51
183	Alcoholic Beverages	
	Art. I Public Consumption	Art. 50 § 14a
191	Animals	
	Art. I Dogs	Art. 50 § 16
207	Boating	
	Art. I Boating	Art. 50 § 19
213	Building Construction	
	Art. I Building Regulations	Art. 72
	Art. II Construction Hours	Art. 50 § 24
	Art. III Stretch Energy Code	Art. 72 B
228	Chemical Storage Tanks and Systems	
	Art. I Chemical Storage Tanks and Systems	Art. 81
250	Firearms and Weapons	
	Art. I Firearms and Weapons	Art. 50 § 15
254	Fire Regulations and Prevention	
	Art. I Fire and Life Safety Regulations	Art. 60
	Art. II Storage of Flammable Fluids	Art. 42 § 1
286	Garbage, Rubbish and Refuse	
	Art. I Garbage, Rubbish and Refuse	Art. 50 §§ 11 and 20
281	Historic Preservation	
	Art. I Historic District Commission	Art 26 §§ 2 through 6
	Art. II Regualtions regarding Historic Structures	Art . 76

New Ch. No.	Title	Source
298	Junk Collectors and Dealers	
	Art. I Junk Collectors	Art. 73
	Art. II Junk Dealers	Art. 74
312	Licenses and Permits	
	Art. I Delinquent Taxpayers	Art. 43
	Art. II Transient Vendors	Art. 42 § 2
334	Newsracks	
	Art. I Newsracks	Art. 72 A
345	Nuisances	
	Art. I Remedy of Public Nuisances	Art 75
356	Peace and Good Order	
	Art. I Peace and Good Order	Art 50 §§ 12 through 14
368	Poles and Wires	
	Art. I Removal of Overhead Wires	Art. 78
	Art. II Removal of Utility Poles	Art. 78 A
374	Public Works	
	Art. I Public Works Regulations	Art. 70
387	Recreational Conveyances	
	Art. I General Rules and Regulations	Art. 53
	Art. II Off Road Vehicles	Art. 50 §21
405	Sex Offenders	
	Art. I Sex Offenders	Art. 54
X	Smoking and Smoking Products	
	Art. I Cigaretter Lighters and Matches	Art 61
	Art. II Public Consumption or use of Marihuana	Art. 50 § 14 b
	Art. III Smoking	Art. 83
420	Solicitors and Canvassers	
	Art. I Solicitors and Canvassers	Art. 52

New Ch. No.	Title	Source
432	Stormwater Management and Erosion Control	
	Art. I Management and Erosion Control	Art. 79 A
	Art. II Connections, Discharges and Obstructions	Art. 84
439	Streets and Sidewalks	
	Art. I Streets and Sidewalks	Art. 50 §§ 1 to 10, 18 and 23
477	Vehicles and Traffic	
	Art. I Unregistred Vehicles and Trailers	Art. 50 § 17
	Art. II Parking for Disabled Persons	Art. 50 § 22
488	Water and Sewers	
	Art. I Sewer Assessment	Art. 71
	Art. II Water and Sewere Rate Discount Program	Art. 77
	Art. III Water Supply Protection	Art. 80
	Art. IV Water Conservation	Art. 82
494	Wetlands Protection	
	Art. 1 Wetlands Protection	Art. 79

ARTICLE 36
Typographical Changes to the Natick Charter
(Board of Selectmen)

To see if the Town will vote to amend the Natick Home Rule Charter (the Charter) as follows:

1. By including in the text the original adoption date of the Charter.
2. By moving historical information from the appendices into the text of the Charter, with the text of the applicable provisions.
3. By amending Article 3, Section 3-3 b) to change the subsection references from (i) and (ii) to (1) and (2).
4. By amending Article 4, Section 4-2 to change the subsection references from (1) through (19) to (a) through (s).
5. By amending Article 5, Section 5-4 to change the heading of the subsections from bullet points to (a) through (i).
6. By amending Article 6, Section 6-4 to change the heading of the second subsection from (a) to (b).
7. By identifying all references to numbers in the text, other than references to dates, by words and by numerals in parentheses, e.g. "five (5)".
8. By standardizing capitalization of terms and by correction of typographical errors.

or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to amend the Charter as the first phase of the Codification process.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 13-0-0 on March 26, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 36.*

During the Finance Committee public hearing, the following information was noted:

- The internal committee working on the Codification is recommending the following changes:
  - The beginning of the Charter will include a history statement indicating when the Charter was adopted and when it went into effect
  - Currently, all amendments and changes that have been made to the Charter are listed in Appendices A and B at the end of the document. The committee is recommending that this information be included in each article rather than the end of the document. For example: Section 2-1 Representative Town Meeting would include the following information (Amended 4-12-1988, ATM, Article 37, approved 3-27-1989). This will facilitate the ability to determine when and how often changes were made and the ability to research the changes.
  - In Section 3-3 (b) there are subsections (i) and (ii)—those are recommended to change those to (1) and (2). This will follow the same numbering pattern which exists in other parts of the Charter.

- In Section 4-2, change the bullet points from numbers to letters. The bullet points will be labeled (a) through (s).
- Correct Section 6-4 which has a typo in that there are two subsections (a). The second section will be changed to (b).
- Standardize the presentation of numbers. All numbers will be spelled out and presented in numerical format (five members would appear as five (5) members). The exception to this will be dates.
- General Code will present a list of spelling errors for action on at a later date.

- No reorganization of the charter is anticipated and any further changes would relate to items which appear to be typographical errors but have been determined to be part of earlier Town Meeting votes and therefore would require explicit vote by Town Meeting to correct.
- A question was raised as to whether multiple separate actions by the voters would be necessary for approval of the final codification if the final document were the result of multiple votes by Town Meeting and if it would therefore make sense to bring all of the changes to Town Meeting at one time. The working committee will explore this with Town Counsel (who is a member of the working committee).
- Once the town code is approved by the voters it will go to the Attorney General's office for final approval.
- Copies of Articles 3 4, and 6 with the proposed changes, provided by the Town Clerk, are on the pages immediately following the motion.

MOTION (requires 2/3 majority):

Move that the Town vote to amend the Natick Home Rule Charter (the Charter) as follows:

1. By including in the text the original date of adoption of the Charter.
2. By moving historical information from the appendices into the text of the Charter, with the text of the applicable provisions.
3. By amending Article 3, Section 3-3 b) to change the subsection references from (i) and (ii) to (1) and (2).
4. By amending Article 4, Section 4-2 to change the subsection references from (1) through (19) to (a) through (s).
5. By amending Article 5, Section 5-4 to change the heading of the subsections from bullet points to (a) through (i).
6. By amending Article 6, Section 6-4 to change the heading of the second subsection from (a) to (b).
7. By identifying all references to numbers in the text, other than references to dates, by words and by numerals in parentheses, e.g. "five (5)".
8. By standardizing capitalization of terms and by correction of typographical errors.

ARTICLE 3

ELECTED OFFICERS

Section 3-1 In General

(a) **Elective Offices** - The offices to be filled by the voters shall be a board of selectmen, a school committee, a board of assessors, a town clerk, constables, a board of health, Trustees of the Morse Institute, a town moderator, a planning board, and a recreation and parks commission. In addition, members of a housing authority and representatives to such other regional authorities or districts as may be established by law or interlocal agreement may also be filled by the voters.

(b) **Eligibility** - Any voter shall be eligible to hold any elective town office, provided, however, no person shall simultaneously hold more than one elected town office as defined in this section.

(c) **Town Election** - The annual election of town officers and for the determination of all questions to be referred to the voters, shall be held on such date as may from time to time be provided by by-law.

(d) **Preliminary Elections**

(1) **Candidates** - Any person who is qualified to vote in the town of Natick may be a candidate for an elective town office therein and shall be entitled to have his name as such candidate printed on the official ballot to be used at a preliminary election; provided that he shall file nomination papers provided by the town clerk containing twenty-five signatures certified as voters of the town.

(2) **Date of Preliminary Election** - The preliminary election shall be held twenty-eight days preceding every regular or special town election.

(3) **Elections to be Nonpartisan** - No primary or caucus for the nomination of town officers shall be held. No ballot used at any preliminary, regular or special election in said town shall have printed thereon any party or political designation or mark, and there shall not be appended to the name of any candidate any such political designation or mark.

(4) **Filing of Nomination Papers** - Nomination papers must be filed with the town clerk not later than five o'clock in the afternoon of the thirty-fifth day preceding the preliminary election. Every nomination paper shall be submitted to the registrars of voters for certification of the names thereon on or before five o'clock in the afternoon of the fourteenth day preceding the day on which it must be filed with the clerk.

(5) **Determination of the Candidates for Election -** The election officers shall immediately upon the closing of the polls at the preliminary election count the ballots and ascertain the number of votes cast in the several voting places for each candidate, and forthwith make return thereof upon blanks to be furnished, as in regular elections, to the town clerk who shall canvass said returns and shall forthwith determine the result thereof, and post the same in five conspicuous places in the town.

(6) **Number of Candidates to be Chosen -** The two persons receiving at a preliminary election the highest number of votes for nomination for an office shall be the sole candidates for that office whose names may be printed on the official ballot to be used at the regular or special election at which such office is to be filled, and no acceptance of a nomination at a preliminary election shall be necessary to its validity.

If two or more persons are to be elected to the same office at such regular or special election, the several persons in number equal to twice the number so to be elected receiving at such preliminary election the highest number of votes for nomination for that office shall be the sole candidates for that office whose names may be printed on the official ballot.

If the preliminary election results in a tie vote among candidates for nomination receiving the lowest number of votes, which, but for said tie vote, would entitle a person receiving the same to have his name printed upon the official ballot for the election, all candidates participating in said tie vote shall have their names printed upon the official ballot, although in consequence there be printed thereon names of candidates to a number exceeding twice the number to be elected.

(7) **Conditions Making Preliminary Election Unnecessary -** If at the expiration of the time for filing nomination papers of candidates to be voted for at any preliminary election not more than twice as many such papers have been filed with the town clerk for an office as there are persons to be elected to such office, the candidates whose nomination papers have thus been filed shall be deemed to have been nominated to said office, and their names shall be voted on for such office at the succeeding regular or special election, as the case may be, and the town clerk shall not print said names upon the ballot to be used at said preliminary election and no other nomination to said office shall be made. If in consequence it shall appear that no names are to be printed upon the official ballot to be used at any preliminary election in the town, no preliminary election shall be held.

(8) **Application of State Laws -** Except as otherwise provided in this charter, the laws of the commonwealth governing town elections, special elections of town officers and special elections in towns shall, so far as applicable, govern such elections in the town of Natick.

(e) **Compensation -** Elected town officers shall receive such compensation for their services as may be appropriated, annually, for such purpose.

(f) **Coordination -** Notwithstanding their election by the voters, the town officers named in this section shall be subject to the call of the board of selectmen or the town administrator, at all reasonable times, for consultation, conference and discussion on any matter relating to their respective offices.

(g) **Filling of Vacancies**

(1) **Town Officer -** If there is a failure to elect, or if a vacancy occurs in any town office, the selectmen shall, in writing, appoint a person to fill such vacancy until the next town election.

If there is a failure to elect or if a vacancy occurs in the office of town moderator, the representative town meeting members, at the next session of any town meeting following such vacancy, by a majority vote of those present and voting on a motion to elect a particular person as town moderator, shall fill such vacancy until the next town election. Until town meeting fills such vacancy the town clerk shall serve as temporary presiding officer of such body.

(2) **Multiple Member Body -** If there is a vacancy in a board consisting of two or more members, other than the board of selectmen and unless under the terms of a will or other trust some other provision is made, the remaining members shall give written notice of the existence of any such vacancy to the board of selectmen, who, with the remaining members or member of such board shall, after one week's notice, fill such vacancy by ballot.

(3) **Board of Selectmen -** If there is a failure to elect or if a vacancy occurs in the office of selectman, the remaining selectmen may call a special election to fill the vacancy and shall call such special election upon the request, in writing, of two hundred registered voters of the town.

(h) **Recall**

(1) **Application -** With the exception of town meeting members and trustees of the Morse Institute, any person who holds an elected town office, with more than six months remaining of the term of office, may be recalled from office by the voters, in the manner provided in this section.

(2) **Recall Petitions -** One hundred and fifty or more voters may file with the town clerk an affidavit containing the name of the officer whose recall is sought and a statement of the grounds for recall. The signatures on such petitions shall contain the names of at least ten voters in each of the precincts into which the town is divided for the purpose of electing town meeting members.

If the said petition is found to be valid, the town clerk shall thereupon deliver to the ten persons first named on such petitions, petition blanks demanding said recall, printed forms of which he shall keep available. The blanks may be completed by printing or typewriting; they shall be addressed to the board of selectmen; they shall contain the names of the ten persons to whom they are issued and the grounds for recall as stated in the affidavit; they shall demand the election of a successor to the office; they shall be dated and signed by the town clerk. The recall petitions shall be returned to the office of the town clerk within twenty days following the date they are issued, signed by at least fifteen per cent of the total number of persons registered to vote as of the date of the most recent town election.

The town clerk shall, within twenty-four hours following such filing with him, submit the petitions to the board of registrars of voters which shall, within five days thereafter, certify thereon the number of signatures which are the names of voters.

(3) **Recall Elections -** If the petitions shall be certified by the registrars of voters to be sufficient, the town clerk shall forthwith submit the same with his certificate to the board of selectmen. Upon its receipt of the certified petition, the board of selectmen shall forthwith give notice, in writing, of said petition to the officer whose recall is sought. If said officer does not resign his office within five days following delivery of the said notice, the board of selectmen shall order a special election to be held not less than thirty-five nor more than sixty days after the date of certification of the town clerk that the petition is sufficient. If a vacancy occurs in the office after a recall election has been ordered, the election shall nevertheless proceed as provided in this section, but only the ballots for candidates need be counted.

(4) **Nomination of Candidates -** An officer whose recall is sought may not be a candidate to succeed himself in the event the vote on the question of recall is in the affirmative. The number of signatures of voters required to place the name of a candidate on the official ballot for use at a recall election shall be not less than fifty; no preliminary election shall be held. The publication of the warrant for the recall election and the conduct of the recall election shall be in accordance with the general laws regulating elections.

(5) **Propositions on the Ballot -** Ballots used at the recall election shall state the proposition in the order indicated:

For the recall of
(Name of officer)
Against the recall of
(Name of officer)

Adjacent to each proposition shall be a place to vote for either of said propositions. After the said proposition shall appear the word "candidates" and the names of candidates arranged alphabetically. If a majority of the votes cast on the proposition is against the recall, the votes for candidates need not be counted. If a majority of the votes cast is in favor of the recall, and provided at least twenty per cent of the total

number of voters as of the date of the most recent town election have participated at such recall election, the officer shall be deemed to be recalled and the ballots for candidates shall then be counted and the candidate receiving the highest number of votes shall be declared elected.

(6) **Officeholder -** The incumbent shall continue to hold his office and to perform his duties until the recall election. If he is not then recalled, he shall continue in office for the remainder of his unexpired term, subject to recall as provided in section (7) below.

(7) **Repeat of Recall Petition -** No recall shall be filed against an officer within six months after he takes office, or in the case of an officer subjected to a recall election and not recalled thereby, until at least six months after the election at which his recall was submitted to the voters.

Section 3-2 Board of Selectmen

(a) **Composition, Term of Office -** There shall be a board of selectmen consisting of five members elected for terms of three years each, so arranged that the terms of as nearly an equal number of members as is possible shall expire each year.

(b) **Powers and Duties -** The executive powers of the town shall be vested in the board of selectmen which shall be deemed to be the chief executive office in the town. The board of selectmen shall have all of the executive powers it is possible for a board of selectmen to have and to exercise. The board of selectmen shall serve as the chief policy making agency of the town. It shall be responsible for the issuance of policy directives and guidelines to be followed by all town agencies serving under it and, in conjunction with other elected town officers, to develop and to promulgate policy guidelines designed to bring all agencies of the town into harmony. Provided, however, nothing in this section shall be construed to authorize any member of the board of selectmen, nor a majority of them, to become involved in the day-to-day administration of any town agency. It is the intention of this provision that the board of selectmen shall act only through the adoption of broad policy guidelines which are to be implemented by officers and employees appointed by or under its authority.

The board of selectmen shall cause a record of all its official acts to be kept. To aid it to perform its duties, the board of selectmen shall appoint a town administrator as provided in Article 4.

(c) **Appointment Powers -** Subject to the provisions of Article 6, the board of selectmen shall appoint a town administrator for a term of not less than three nor more than five years; a town comptroller for a term of three years; three registrars of voters for terms of three years each, so arranged that one such term of office shall expire each year; a board of appeals to consist of five members appointed for terms of three years each, so arranged that as nearly an equal number of such terms as is possible shall expire each year, and three associate members appointed for terms of three years each, so arranged that one such term of office

shall expire each year; a conservation commission to consist of seven members appointed for terms of three years each, so arranged that as nearly an equal number of such terms as is possible shall expire each year; a town counsel for a term of one year; a director of veterans' services; a police chief, in accordance with the civil service laws and rules; a fire chief, in accordance with the civil service laws and rules.

The board of selectmen shall also appoint such other members of multiple member bodies as may be provided by town meeting vote or by their own vote for the purpose of conducting various studies.

(d) **Licensing Authority -** The board of selectmen shall be a licensing board for the town and shall have a power to issue licenses as otherwise authorized by law, to make all necessary rules and regulations regarding the issuance of such licenses and to attach conditions and to impose restrictions on any such license as it may issue as it deems to be in the public interest, and to enforce all laws relating to all such businesses for which it issues any licenses.

Section 3-3 School Committee

(a) **Composition, Term of Office -** There shall be a school committee consisting of seven members elected for terms of three years each, so arranged that the terms of as nearly an equal number of members as is possible shall expire each year.

(b) **Powers and Duties -** The school committee shall have all of the powers and duties which are given to school committees by general laws and it shall have such additional powers and duties as may be authorized by the charter, by by-law, or by other town meeting vote. The powers of the school committee shall include, but are not intended to be limited to the following:

~~(i)~~ (1) to appoint a superintendent of the schools and all other personnel permitted by law connected with the schools, to fix their compensation and to define their duties, make rules concerning their tenure of office and to discharge them.

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~~(ii)~~ (2) to make all reasonable rules and regulations consistent with law for the administration and management of the public school system and for the conduct of its own business and affairs.

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Section 3-4 Board of Assessors

(a) **Composition, Term of Office -** There shall be a board of assessors consisting of three members elected for terms of three years each, so arranged that the term of one member shall expire each year.

(b) **Powers and Duties -** The board of assessors shall annually make a fair valuation of all property, both real and personal, within the town. It shall determine, based on such valuation and such sums as may be authorized to be expended by vote of the town meeting, and

consideration of other income and expenses of the town, annually the rate of taxation to apply to property within the town. The board of assessors shall have all of the powers and duties which are given to boards of assessors by general laws and it shall have such additional powers and duties as may be provided by charter, by by-law or by other town meeting vote.

Section 3-5 Town Clerk

(a) **Term of Office -** There shall be a town clerk elected for a term of three years.

(b) **Powers and Duties -** The town clerk shall be the keeper of vital statistics for the town, the custodian of the town seal, shall administer the oath of office to any person, elected or appointed, who shall apply to him for such purpose, shall issue such licenses and permits as are required by general laws to be issued by town clerks, supervise and manage the conduct of all elections and matters relating to elections, be the clerk of the representative town meeting, keep its records and, in the absence of the moderator, serve as a temporary presiding officer of such body. The town clerk shall have all other powers and duties which are given to town clerks by general laws and he shall have such additional powers and duties as are provided by charter, by by-law or by other town meeting vote.

Section 3-6 Constables

(a) **Number, Term of Office -** There shall be six constables elected for terms of three years each.

(b) **Powers and Duties -** Constables may serve such civil writs and processes as are authorized by law. They shall have the powers of sheriffs to require aid in the execution of their duties. They shall take due notice of and prosecute all violations of law respecting profane swearing and gaming. They shall serve all warrants and other processes directed to them by the selectmen of the town for notifying town meetings, or for other purposes.

Section 3-7 Board of Health

(a) **Composition, Term of Office -** There shall be a board of health consisting of three members elected for terms of three years each, so arranged that the term of one member shall expire each year.

(b) **Powers and Duties -** The board of health shall be responsible for the formulation and enforcement of rules and regulations affecting the environment and the public health and for the enforcement of state laws and the state sanitary code in matters affecting the public health. The board of health shall have all of the powers and duties which are given to boards of health by general laws, and such additional powers and duties as may be provided by charter, by by-law or by other town meeting vote.

Section 3-8 is deleted.

Section 3-9 Trustees, Morse Institute

(a) **Composition, Term of Office -** There shall be a board of trustees of the Morse Institute consisting of five members elected for terms of five years each, so arranged that all of the terms of office of members shall expire at the same time.

(b) **Vacancies -** In case a vacancy shall happen in said board by reason of the resignation or death of any of its members, or of their removal from the town, it shall be filled at the next annual town election, and until such vacancy is filled, the remaining members shall have and exercise all the powers of the full board.

(c) **Powers and Duties -** The board of trustees of the Morse Institute shall have exclusive control of the said Institute. The trustees shall have all of the other powers and duties as are provided to them under the will of Mary Ann Morse, who died July 1, 1862.

Section 3-10 Town Moderator

(a) **Term of Office -** There shall be a town moderator elected for a term of three years.

(b) **Powers and Duties -** The town moderator shall be the presiding officer of the representative town meeting, as provided in Section 2-8, regulate its proceedings and perform such other duties as may be provided by general law, by charter, by by-law or by other town meeting vote.

Section 3-11 Planning Board

(a) **Composition, Term of Office -** There shall be a planning board consisting of five members elected for terms of five years each, so arranged that the term of one member shall expire each year. There shall be one associate member of the planning board elected for a term of five years and having such duties and powers as permitted by general laws, special laws, the charter or the by-laws.

(b) **Powers and Duties -** The planning board shall make careful studies of the resources, possibilities and needs of the town and shall make plans for the development of the town. The board shall have the power to make a comprehensive or master plan, setting forth in graphic and textual form policies to govern the future growth and development of the entire town. The planning board shall have all of the other powers and duties planning boards are given by general laws, special laws, the charter or the zoning by-laws.

The planning board shall make recommendations to the representative town meeting on all matters affecting land use and development and estimates of their costs. The planning board shall have all of the other powers and duties planning boards are given by general laws.

Section 3-12 Recreation and Parks Commission

(a) **Composition, Term of Office -** There shall be a recreation and parks commission consisting of nine members: 5 members, elected at large and 4 members appointed by the Board of Selectmen. Elected members shall serve a three-year term so arranged so that over a three-year period the terms of two members shall expire in the first year, the terms of two other members shall expire in the second year and the term of the fifth member shall expire in the third year. Appointed members shall serve a two-year term so arranged so that an equal number of terms shall expire each year.

(b) **Powers and Duties -** The recreation and parks commission shall advise the town administrator and the responsible department heads on all matters relating to recreational programs conducted by the recreation and parks department and on the maintenance of recreational facilities where those programs are conducted. The commission shall assure that programs are devised and conducted to meet the leisure time needs of all segments of the population. Whenever the position of superintendent of the recreation and parks department shall become vacant, the commission shall serve as a screening committee for the filling of such vacancy and shall submit two or more names to the town administrator from whom the appointment shall be made.

Section 3-13 deleted.

Section 3-14 Natick Housing Authority

(a) **Composition, Term of Office -** There shall be a Housing Authority which shall consist of five members serving for terms of five years each so arranged that the term of one member shall expire each year. Four of these members shall be elected by the voters and the fifth member shall be appointed by the Secretary of Communities and Development of the Commonwealth (or as may otherwise be provided by law).

(b) **Powers and Duties -** The Housing Authority shall make studies of the housing needs of the community and shall provide programs to make available housing for families of low income and for elderly persons of low income. The Housing Authority shall have such other powers and duties as are assigned to housing authorities by general law.

Sections deleted.

ARTICLE 4

TOWN ADMINISTRATOR

Section 4-1 Appointment, Review, Other Activities

(a) **Appointment, Term of Office -** The board of selectmen shall appoint a town administrator to serve for a term of not less than three nor more than five years, provided, however, that the first six months of any individual's first appointment to the office shall be considered a probationary period. The board of selectmen shall make the appointment of a town administrator from a list prepared by a screening committee in accordance with procedures and qualifications established by by-law. The town administrator shall be appointed solely on the basis of his executive and administrative qualifications. He shall be a person especially fitted by education, training and previous experience in business or public administration to perform the duties of the office of town administrator.

(b) **Review of Performance -** The board of selectmen shall annually provide for a review of the job performance of the town administrator which shall, at least in summary form, be a public record.

(c) **Restriction on Other Activities -** The town administrator shall devote his full time to the duties of his office and shall not hold any other public office, elective or appointive, nor shall he engage in any other business, occupation or profession during his term unless such action is approved, in advance, in writing, by the board of selectmen.

Section 4-2 Powers and Duties

The town administrator shall be the chief administrative officer of the town and shall be responsible to the board of selectmen for the proper administration of all town affairs placed under his charge by or under the charter and by-laws. The powers and duties of the town administrator shall include, but are not intended to be limited to, the following:

Comment [dp1]: All these bullet points will be changed from numbers to letters. So 1-19 will be a-s.

1) He shall supervise, direct and be responsible for the efficient administration of all functions placed under his control by the charter, by by-law, by town meeting vote, by vote of the board of selectmen, or otherwise, including all officers appointed by him and their respective department.

2) He shall coordinate the activities of all town agencies under his control with those under the control of officers and multiple member bodies who are elected directly by the voters of Natick.

3) He shall appoint, and may remove, subject to the civil service law and any collective bargaining agreements as may be applicable, all department heads, all officers, subordinates and employees for whom no other method of selection is provided by the charter or by-laws, except persons serving under officers and multiple member bodies directly elected by the voters of Natick. Copies of all proposed appointments of the town

administrator shall be posted forthwith on the town bulletin board. Appointments made by the town administrator shall become effective on the fifteenth day following the day on which notice of the proposed appointment is filed with the board of selectmen, unless the board of selectmen shall within such period by majority vote of the full board vote to reject such appointment or has sooner voted to affirm it.

4) He shall, in conjunction with a personnel board established by by-law, be entrusted with the administration of a town personnel system, including, but not limited to personnel policies and practices, rules and regulations, including provisions for an annual employee performance review, personnel by-law and all collective bargaining agreements entered into on behalf of the town. He shall, in conjunction with the personnel board prepare, maintain and keep current a plan establishing the personnel staffing requirements of each town agency, except those under the jurisdiction of the school committee.

5) He shall attend all regular and special meetings of the board of selectmen, unless excused at his own request, and shall have a voice, but no vote, in all of its proceedings.

6) He shall attend all sessions of the representative town meeting and shall answer all questions addressed to him related to warrant articles and which are related to matters under his general supervision.

7) He shall assure that all provisions of state laws, the charter, the by-laws and other votes of the town meeting, votes of the board of selectmen and of other town agencies which require enforcement by him or by officers or employees subject to his general supervision and direction, are faithfully carried out, performed and enforced.

8) He shall prepare and submit, in the manner provided in Article 5, the fiscal documents pertaining to the annual operating budget and proposed capital outlay program for the town.

9) He shall keep the board of selectmen fully informed as to the fiscal condition and needs of the town, and shall make such recommendations to the board of selectmen and to other elected and appointive officers as he may deem to be necessary or desirable.

10) He shall assure that full and complete records of the financial and administrative activities of the town are kept and shall render full reports to the board of selectmen at the end of each fiscal year and at such other periods as it may reasonably require.

11) He shall have full jurisdiction over the rental and use of all town facilities except those under the jurisdiction of the school committee. He shall be responsible for the maintenance and repair of all town facilities, including, if authorized by a town meeting vote, those under the jurisdiction of the school committee.

12) He may at any time inquire into the conduct of office or performance of duty of any town officer, town employee or town agency under his general supervision.

13) He shall assure that a full and complete inventory of all town-owned property, both real and personal, is kept consistent with Generally Accepted Accounting Principles, including all property under the jurisdiction of the school committee and other elected town officers or multiple member bodies.

14) He shall be responsible for the negotiation of all contracts with town employees over wages, hours, and other terms and conditions of employment, except those under the jurisdiction of the school committee.

15) He shall be responsible for the purchase of all supplies, materials and equipment, and shall award all contracts for supplies, materials and equipment for all departments and activities of the town, except for the school department. He shall examine and inspect, or cause to be examined and inspected, the quality and the condition of all supplies, materials and equipment delivered to or received by any town department, except the school department. He shall, in addition, be responsible for the disposal of all surplus supplies, materials and equipment for all departments and activities of the town, except for the school department.

16) He may in the manner provided in Article 6 reorganize, consolidate or abolish town agencies serving under his general supervision in whole or in part, provide for new town agencies and when incident to any such organization, with the approval of the finance committee, transfer all or a portion of the appropriation made for one town agency to another.

17) He shall be in charge of all machines and software other than machines and software used for educational or classroom purposes, and shall allocate the use thereof among the several town agencies.

18) He may authorize any subordinate officer or employee to exercise any power of duty which he is authorized to perform, however, that all acts which are performed under any such delegation shall be deemed to be his acts.

19) He shall perform such other duties as may be required by the charter, by by-law, by town meeting vote, by vote of the board of selectmen, or otherwise.

Section 4-3 Acting Town Administrator

(a) **Temporary Absence -** The town administrator shall, by letter filed with the board of selectmen and a copy filed with the town clerk, designate a qualified town officer or employee to exercise the powers and perform the duties of his office during his temporary absence. During the temporary absence of the town administrator, the board of selectmen may not revoke such designation until at least ten working days have elapsed, whereupon it may designate another qualified town officer or employee to serve as acting town administrator until the town administrator shall return and assume his duties.

(b) **Vacancy -** Any vacancy in the office of town administrator shall be filled as soon as possible by the board of selectmen but pending such appointment the board of selectmen shall designate a qualified town officer or employee or other qualified individual to perform the duties of the town administrator on an acting basis. The appointment of an acting town administrator shall be for a term not to exceed three months, provided, however, a renewal, not to exceed an additional three months may be provided.

(c) **Powers and Duties -** The powers of a temporary or acting town administrator, under (a) or (b) above, shall be limited to matters not admitting of delay and shall include authority to make appointments or designations to town office or employment, except that, for positions reporting directly to the town administrator, only an acting appointment or designation may be made.

Section 4-4 Removal and Suspension

The board of selectmen, by a two-thirds vote taken with the full board present, may terminate the town administrator from his office in accordance with the following procedure:

(a) During probationary period: notice in writing of termination.

(b) After probationary period: The town administrator shall not be dismissed except for inefficiency, incapacity, conduct unbecoming the office, insubordination or other good cause, nor unless at least thirty days prior to the meeting at which the vote is to be taken, he shall have been notified of such intended vote; nor unless, if he so requests in writing, he shall have been furnished by the board of selectmen with a written statement of the charge or charges or the cause or causes for which his dismissal is proposed; nor unless, if he so requests in writing, he has been given a hearing before the board of selectmen which may be either public or private at the option of the town administrator, and at which he may be represented by counsel, present evidence, and call witnesses to testify in his behalf and examine them.

(c) Anything contained in this provision to the contrary notwithstanding, the non-renewal of the term of appointment of the town administrator shall not be considered to be a dismissal and the provisions of this Section, 4-4 (a) and (b), shall not apply.

(d) The town administrator may be suspended from office by a procedure following the same steps outlined above for a removal.

(e) The town administrator shall continue to receive his full salary until thirty days following the date a final vote of removal has become effective.

ARTICLE 6

ADMINISTRATIVE ORGANIZATION

Section 6-1 Organization of Town Agencies

The organization of the town into operating agencies for the provision of services and the administration of the government may be accomplished through either of the methods provided in this section.

(a) **By-Laws -** Subject only to an express prohibition in a general law or this charter, the representative town meeting may, by by-law, reorganize, consolidate or abolish, create, merge or divide, alter the term of office, the manner of selection, or, if a multiple member body, the number of members of any town agency, in whole or in part, establish new town agencies and may prescribe the functions, powers, duties and responsibilities of any such town agency.

(b) **Administrative Code -** The town administrator, after consultation with the board of selectmen, may from time to time, prepare and submit to the representative town meeting plans of organization, or reorganization of town agencies, as provided in Section 4-2 (16).

Whenever the town administrator prepares such a plan he shall, in conjunction with the board of selectmen, hold one or more public hearings on such proposal, giving notice by publication in a local newspaper of the date, time and place of the public hearing and the scope of the proposal.

The town administrator shall, following such hearing provide for the submission of the proposed organizational plan, which may be amended or revised as a result of information developed at the public hearing, to be submitted to the next session of the representative town meeting. The authority of the representative town meeting concerning the proposed organizational plan shall be limited to the approval or the rejection of it; the representative town meeting shall not vote to amend or to alter the proposed plan.

Section 6-2 Table of Organization

The town administrator shall prepare, maintain and keep current a plan establishing the personnel staffing requirements for each town agency, except those under the jurisdiction of the school committee.

Section 6-3 Office of the Comptroller

(a) **Appointment; Qualifications; Term of Office -** There shall be a comptroller, appointed by the board of selectmen. The comptroller shall be a person especially fitted by education, training and experience, including not less than three years' prior full time accounting experience, to perform the duties of the office. The town may, by by-law, from time to time,

establish such additional qualifications for the office as seem necessary or desirable; provided, however, no change in such by-law shall apply to the incumbent of the office at the time such by-law is adopted. The comptroller shall devote his entire time to the performance of his duties and the supervision of the employees of his department. The comptroller shall be appointed in June of every third year for a three-year term to run from the first day of the following July until the qualification of his successor. The comptroller may be removed by the board of selectmen for cause and the vacancy filled by it, in the same manner as an original appointment, for the remainder of the unexpired term.

(b) **Powers and Duties -** The comptroller shall have, in addition to the powers and duties conferred and imposed upon town accountants by general laws, the following powers and duties:

(1) He shall prescribe the methods of installation and exercise supervision of all accounting records of the several town officers and agencies; provided, however, that any change in the system of accounts shall first be discussed with the town administrator, board of selectmen and the town agencies affected.

(2) He shall establish standard practices relating to all accounting matters and procedures and the coordination of systems throughout the town, including clerical and office methods, records, reports and procedures as they relate to accounting matters. He shall, after discussion with the town administrator prepare and submit rules, regulations and instructions relating thereto that, when approved by the board of selectmen, shall be binding upon all town agencies and employees.

(3) He shall draw all warrants upon the town treasurer for the payment of bills, drafts and orders chargeable to the several appropriations and other accounts.

(4) Prior to submitting any warrant to the board of selectmen he shall examine and approve as not being fraudulent, unlawful or excessive, all bills, drafts and orders covered thereby. In connection with any such examination, he may make inspection as to the quality, quantity and condition of any materials, supplies or equipment delivered to or received by any town officer or agency. If, upon examination, it appears to the comptroller that any such bill, draft or order is fraudulent, unlawful or excessive, he shall immediately file with the board of selectmen and town treasurer a written report of the reasons for his findings.

(5) He shall be responsible for a continuous audit of all accounts and records of the town wherever located.

(c) **Vacancy -** If the comptroller is unable to perform his duties because of disability or absence, or if the office is vacant because of resignation or death, the board of selectmen may appoint a temporary comptroller to hold such office and exercise the powers and perform the duties until the comptroller who was disabled or absent resumes his duties, or until another comptroller is duly appointed. Said temporary appointment shall be in writing, signed by a majority of the board of selectmen and filed in the office of the town clerk.

(d) **Assistant Comptroller** - The comptroller with the approval of a majority of the board of selectmen, may appoint, in writing, an assistant. Unless a temporary comptroller is appointed, the assistant may, in the absence of the comptroller, perform the duties of the comptroller and when performing such duties shall have the same power and be subject to the same requirements and penalties as the comptroller.

Section 6-4 Town Treasurer - Collector

(a) **Appointment; Qualifications; Term of Office** - There shall be a town treasurer-collector appointed by the Town Administrator subject to confirmation of the Board of Selectmen for a term of three (3) years. Such appointment shall be based upon qualifications in the field of municipal finance. Minimum qualifications include a Bachelor's Degree in Finance or equivalent and five (5) years experience in finance administration or equivalent.

~~(a)~~(b) Powers and Duties

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Treasurer:

(1) The treasurer receives all money belonging to the town, and expends and accounts for it according to the order of the town or its authorized officers.

(2) The treasurer is the custodian of all funds of the town including other funds such as the stabilization fund, trust funds and tax titles.

(3) The treasurer is responsible to make provisions for adequate funds to cover current obligations. This includes management of the funds so that obligations such as payroll, bills, payment on bonds, and other remittances are paid in a timely manner.

(4) The treasurer must know the municipality's cash position on a daily basis. This is accomplished by depositing all cash received on a daily basis and requires reconciliation of all bank accounts.

(5) The treasurer is required to possess knowledge of the provisions of various sections of Massachusetts General Laws Chapter 60 regarding tax titles and tax foreclosures.

(6) The treasurer is responsible for all borrowing and arrangement of the terms of borrowing. All borrowing requires the approval of the Board of Selectmen.

(7) The treasurer must give a bond annually for the faithful performance of required duties.

(8) All duties and responsibilities for the Treasurer set forth in the Massachusetts General Laws.

Collector:

(1) The Massachusetts General Laws, including without limitation Chapters 41, 44, 58, 59, 60, 60A and 80, authorize the means by which the collector is to collect and enforce the collection of taxes. The collector shall attempt to compel payment by all available legal means of the taxes as levied or assessed by the proper authority. Regardless of from whom the taxes are due, the taxes are to be collected and accounted for in the manner decreed by law. The collector must avail himself of any statutory remedies to enforce the collection.

(2) A collector must enforce collection under the powers conferred upon him or provided under the statutes.

(3) The collector is responsible for the collection and accounting of all unpaid fees and charges imposed by the Town that are reported to the Collector by the applicable Board, Department, or Officer.

(4) Before performing any duties of the office, a collector must furnish a fidelity bond with a surety (guarantee against default) from a surety company authorized to transact business for this purpose in the Commonwealth. The premium must be paid by the town.

(c) **Vacancy -** If the treasurer-collector is unable to perform his duties because of disability or absence, or if the office is vacant because of resignation, death, or otherwise, the Town Administrator may appoint a temporary treasurer-collector to hold such office and exercise the powers and perform the duties of the treasurer-collector until the treasurer-collector who is disabled or absent resumes his duties, or until another treasurer-collector is duly appointed. Said temporary appointment shall be in writing, signed by the Town Administrator and filed with the Board of Selectmen and the office of the Town Clerk.

(d) **Assistant Treasurer-Collector -** The treasurer-collector with the approval of the Town Administrator, may appoint, in writing, an assistant. Unless a temporary treasurer-collector is appointed, the assistant may, in the absence of the treasurer-collector, perform the duties of the treasurer-collector, and when performing such duties shall have the same power and be subject to the same requirements and penalties as the treasurer-collector.

ARTICLE 37
Reorganization of Zoning By-Laws
(Board of Selectmen)

To see if the Town will vote to amend and recodify the Zoning Bylaw as follows:

1. Delete, in their entireties, the following provisions of the existing Zoning By-Law:
   - Section I: General
   - Section II: Use Districts
   - Section III: Use Regulations
   - Section IV: Intensity Regulations
   - Section V: Special Requirements
   - Section VI: Administration

2. Substitute the following provisions in the document entitled "Zoning By-Law, on file in the office of the Town Clerk and the Planning Board:

   - Section 1.0 Purpose and Authority
   - Section 2.0 Districts
   - Section 3.0 Use Regulations
   - Section 4.0 Dimensional Controls
   - Section 5.0 Nonconforming Uses and Structures
   - Section 6.0 General Regulations
   - Section 7.0 Special Regulations
   - Section 8.0 Special Residential Regulations
   - Section 9.0 Special District Regulations
   - Section 10.0 Highway Districts
   - Section 11.0 Administration and Procedures
   - Section 12.0 Definitions

Or take any other action relative thereto.

PURPOSE OF ARTICLE:
The purpose of this Article is to amend and recodify the Zoning By-Laws.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:
By a vote of 15-0-0 on April 2, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 37.*

During the Finance Committee public hearing, the following information was noted:

- The amendments to the Zoning By-Laws that are being presented under this Article are Phase 1 of the complete re-write of this important document. Phase 1 is not intended to make any substantive changes to the Zoning By-Law but instead involves reorganization of the By-Law and remedying its many inconsistencies and conflicts.

- Phase 2 of this project will involve more substantive changes and is planned to be brought forward for approval at the 2013 Fall Annual Town Meeting.
- The Town has hired a consultant to assist with the recodification process.
- The Finance Committee was informed that the complete By-Law was approximately 137 pages in length. A summary of the proposed changes was provided to the Committee for its review and is included in this Recommendation Book on the following pages.
- A prior Town Meeting appropriated $100,000 to revise the town's zoning by-law.
- Although the narrative district amendments have been deleted pending completion of a new map, those amendments remain on the physical map (circa 1960) currently being used. Research consultants are presently compiling a full record of all changes to the map since 1960 and this is expected to be available for the fall presentation.
- The town's zoning by-law is one by-law in contrast to the multiple by-laws currently being codified under the direction of the Town Clerk's office.
- The goals of this effort are to make changes necessary to comply with case law and statute, harmonize internal inconsistencies and fix serious omissions. Few omissions were identified with the exception of some definitions needed to improve clarity, but a number of changes are proposed to resolve issues of internal inconsistency and/or incompatibility with case law and statute.
- If a by-law is governed by state statute and appears to conflict, the language of the state statute would be used.
- Once this revised by-law is approved by Town Meeting no further vote by town residents will be necessary.

[A summary of changes proposed under this Article appears on the following two pages, and the motion for this Article follows the summary.]

CHANGES TO THE NATICK ZONING BY-LAW

[Major changes in CAPS]

Section 1.0 Purpose and Authority

1.1, 1.2 and 1.3: Added to clarify purpose, authority, and scope. No substantive changes.

Section 2.0 Zoning Districts

2.1: Deletes the Subsidized Housing District, which is not used. Deletes the purposes for existing districts, as the rules are set forth in the Use and Dimensional Tables.

2.3: Research for a new Zoning Map is underway. The recodified by-law deletes narrative district amendments awaiting the new map. Otherwise, no boundaries changed for any existing district.

2.4: New. Adds rules for lots split by district or municipal boundaries.

Section 3.0 Use Regulations

3.1.3: Use Table amended to indicate "special permit" for uses in specific districts formerly regulated by "site plan review." See comments for Section 11.***.

Section 4.0 Dimensional Requirements

4.1.1: Local grandfathering provision deleted in favor of G.L. c. 40A, s. 6, para. 4.

Section 5.0 Nonconformities

OLD BY-LAW PROVISIONS DELETED IN THE ENTIRETY IN ORDER TO BRING THESE RULES INTO CONFORMANCE WITH CASE LAW SINCE 1990. SIMPLIFIED PROCEDURES FOR MINOR ADDITIONS TO SINGLE AND TWO-FAMILY DWELLINGS.

Section 6.0 General Regulations

6.1.21 Special permit added to give relief from some parking requirements.

6.2.11 Special permit added to give relief from some sign requirements.

6.3.6 Special permit added to give relief from some outdoor lighting requirements.

6.4.15 Special permit added to give relief from some landscaping requirements.

6.5.15 Special permit added to give relief from some performance standards.

Section 7.0 Special Regulations

Renumbered only – no changes.

Section 8.0 Special Residential Regulations

Renumbered only – no changes.

Section 9.0 Special District Regulations

Renumbered only – no changes.

Section 10.0 Highway Districts

Renumbered only – no changes except:

10.5.13: New preamble added to Adult Use regulations to conform with precedent.

Section 11.0 Administration and Procedures

11.2.2: Deleted list of permits as now governed by State Building Code.

11.4: Deleted procedures from section governing Board of Appeals in favor of state law.

11.5: New. Adds Planning Board section to match ZBA section.

11.6: CLARIFIES THAT USES IN THE DISTRICTS SET FORTH IN 11.6.1 ARE ACTUALLY GOVERNED BY SPECIAL PERMIT, NOT SITE PLAN REVIEW. THE EXISTING SITE PLAN REVIEW RULES NOW FUNCTIONALLY REQUIRE A SPECIAL PERMIT DECISION.

11.7: ADDS USES EXEMPT UNDER G.L. c. 40A, s. 6 TO THOSE SUBJECT TO SITE PLAN REVIEW. Adds an appeal provision directly to court.

12.0 Definitions

All definitions consolidated in one location. New definitions added for:

Adult day care
Agricultural uses
Child care center
Club or lodge
Educational use
Essential services
Family day care
Lot depth
Medical clinic
Motor vehicle light service

MOTION (requires 2/3 majority):
Move that the Town vote to amend and recodify the Zoning Bylaw by deleting the existing Zoning Bylaw in its entirety and replacing it with a new document entitled "Town of Natick, MA Zoning By-Law," which By-Law shall be organized into Sections as follows:

- Section 1.0 Purpose and Authority
- Section 2.0 Districts
- Section 3.0 Use Regulations
- Section 4.0 Dimensional Controls
- Section 5.0 Nonconforming Uses and Structures
- Section 6.0 General Regulations
- Section 7.0 Special Regulations
- Section 8.0 Special Residential Regulations
- Section 9.0 Special District Regulations
- Section 10.0 Highway Districts
- Section 11.0 Administration and Procedures
- Section 12.0 Definitions

And further, that the purpose of these amendments and recodification is to reorganize the Bylaw and remedy its many inconsistencies and conflicts; and further a summary of the amendments is as follows:

Section 1.0 Purpose and Authority

1.1, 1.2 and 1.3: New sections added to clarify purpose, authority, and scope.

Section 2.0 Zoning Districts

2.1: Deleted the Subsidized Housing District, which is not used. Deleted the purposes for existing districts, as the rules are set forth in the Use and Dimensional Tables.

2.3: Deleted narrative descriptions of zoning districts; no boundaries changed for any zoning district.

2.4: New section to add rules for lots split by district or municipal boundaries.

Section 3.0 Use Regulations

3.1.3: Use Table amended to indicate "special permit" for uses in specific districts formerly regulated by "site plan review." See comments for Section 11.

Section 4.0 Dimensional Requirements

4.1.1: Local grandfathering provision deleted in favor of MGL Chapter 40A, section 6, paragraph 4.

Section 5.0 Nonconformities

Old Bylaw provisions deleted and updated to bring these rules into conformance with guiding case law from 1990; simplified procedures for minor additions to single and two-family dwellings.

Section 6.0 General Regulations

6.1.21 Special permit added to give relief from some parking requirements.

6.2.11 Special permit added to give relief from some sign requirements.

6.3.6 Special permit added to give relief from some outdoor lighting requirements.

6.4.15 Special permit added to give relief from some landscaping requirements.

6.5.15 Special permit added to give relief from some performance standards.

Section 7.0 Special Regulations

Renumbered only – no changes.

Section 8.0 Special Residential Regulations

Renumbered only – no changes.

Section 9.0 Special District Regulations

Renumbered only – no changes.

Section 10.0 Highway Districts

Renumbered only – no changes except:

10.5.13: New preamble added to Adult Use regulations to conform with guiding legal precedent.

Section 11.0 Administration and Procedures

11.2.2: Deleted list of permits as now governed by State Building Code.

11.4: Deleted procedures from section governing Board of Appeals in favor of state law.

11.5: New section to add Planning Board section to match ZBA section.

11.6: Amended to clarify that uses in the Zoning Districts set forth in Section 11.6.1 are governed by Special Permit, not Site Plan Review.

11.7: Added uses exempt under MGL Chapter 40A, Section 6 to those subject to site plan review. Added an appeal provision directly to court.

12.0 Definitions

All definitions consolidated in one location. New definitions added for:

Adult day care
Agricultural uses
Child care center
Club or lodge
Educational use
Essential services
Family day care
Lot depth
Medical clinic
Motor vehicle light service;

And further, copies of the Zoning By-Law are on file in the office of the Town Clerk, the Community Development Office and available on the Town's website www.natickma.gov

ARTICLE 38
Amend By-Laws: Medical Marijuana Moratorium
(Board of Selectmen)

TEMPORARY MORATORIUM, MEDICAL MARIJUANA TREATMENT CENTERS

To see if the Town will vote to amend the By-Laws as follows:
by adding a new Article 85, Temporary Moratorium, Medical Marijuana Treatment Centers as follows:

Section 1. Medical Marijuana Treatment Center
A medical marijuana treatment center is defined as a not-for-profit entity (as defined by Massachusetts law only), that acquires, cultivates, possesses, processes (including development of related products such as food, tinctures, aerosols, oils, or ointments), transfers, transports, sells, distributes, dispenses, or administers marijuana, products containing marijuana, related supplies, or educational materials to qualifying patients or their personal caregivers, which is properly registered by the Massachusetts Department of Public Health pursuant to all applicable state laws and regulations.

Section 2. Purpose
This moratorium is intended to provide restrictions that will allow the Town of Natick ("the Town") adequate time to consider whether to allow facilities associated with the medical use of marijuana (including Medical Marijuana Treatment Centers as defined herein), to the extent that such facilities are permitted under state laws and regulations, and, if so, where and under what conditions. Given that a law permitting the cultivation, distribution, possession and use of marijuana for medical purposes in the Commonwealth of Massachusetts was approved by vote at the state election on November 6, 2012 and has become effective on January 1, 2013, and that the Massachusetts Department of Public Health has yet to promulgate the regulations by which facilities that produce or dispense medical marijuana shall be registered and administered, a restriction on the establishment of such facilities and other uses related to the regulation of medical marijuana in the Town shall provide the opportunity: to study and consider the potential impacts of such facilities and other related uses on adjacent uses and on general public health, safety and welfare; to study and consider the related novel and complex legal and planning issues; and to develop zoning and other applicable regulations that appropriately address these considerations consistent with statewide regulations and permitting procedures.

Section 3. Exclusion of Other Marijuana Uses
Any establishment that acquires, cultivates, possesses, processes (including development of related products such as food, tinctures, aerosols, oils, or ointments), transfers, transports, sells, distributes, dispenses, or administers marijuana, products containing marijuana, related supplies, or educational materials to qualifying patients or their personal caregivers shall not be permitted if such establishment has not been properly registered and licensed in accordance with applicable state and local laws and

regulations, or is not operated as a not-for-profit entity, or otherwise fails to meet the definition of a Medical Marijuana Treatment Center.

Section 4. Exclusion of Accessory Uses
In no case shall the acquisition, cultivation, possession, processing, transference, transportation, sale, distribution, dispensing, or administration of marijuana, products containing or derived from marijuana, or related products be considered accessory to any use.

Section 5. Temporary Moratorium
Medical Marijuana Treatment Centers and related uses shall not be permitted in the Town so long as this Moratorium is effective, as set forth in subsection 5 below and notwithstanding any provision in the By-Laws of the Town to the contrary. During this Moratorium, the Town shall undertake a planning process consistent with the purposes set forth herein.

Section 6. Expiration
This Moratorium shall be effective until May 1, 2014, which is one (1) year from the deadline for the Massachusetts Department of Public Health to promulgate regulations pursuant to the Medical Use of Marijuana Law voted at the state election on November 6, 2012, or until such future time that the Natick Town Meeting votes otherwise;
or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to amend the By-Laws to enact a temporary moratorium relating to the establishment of Medical Marijuana Treatment Centers in Natick.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:
By a vote of 9-0-0 on April 4, 2013, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 38.*

During the Finance Committee public hearing, the following information was noted:

- The Finance Committee heard testimony and discussed Articles 38 and 39 concurrently due to the similar nature of the Articles. Recommendations for each of the Articles were motioned, debated and voted separately.

- This Article proposes to enact a temporary moratorium on the establishment of Medical Marijuana Treatment Centers until June 30, 2014. The purpose of the moratorium is to allow Town Administration to thoroughly evaluate regulations issued by the Department of Public Health (DPH) on April 1, 2013 and to develop corresponding By-Laws, policies, and/or procedures relating to the establishment of such facilities in Natick.

- The Town believes it is prudent to enact a temporary moratorium in both the General and the Zoning By-Laws due to the outstanding questions stemming from both the law

concerning Medical Marijuana and the DPH regulations pertaining to Medical Marijuana Treatment Centers.

- The Attorney General's office has issued decisions that Towns are not permitted to enact a total ban on Medical Marijuana Treatment Centers but are able to adopt zoning by-laws to regulate such treatment centers and to enact temporary moratoriums on the development of the centers.

- The Administration's intent is to use the time provided by the temporary moratorium to review the DPH regulations, recommend amendments to the Zoning and/or general By-Laws potentially in time for the 2013 Fall Annual Town Meeting, and to have those By-Law(s) acted upon by the Attorney General's office.

- The purpose of such a Zoning By-Law amendment would be to provide the Town with the ability to control the siting of a Medical Marijuana Treatment Center. In the absence of a zoning By-Law, the Town would not be able to control the location of such a facility.

- A temporary moratorium would not prevent an applicant from initiating the local application process prior to the end of the moratorium. Town Meeting would also have the ability to shorten the moratorium period at a future Town Meeting should circumstances warrant, i.e., if the Town's generals and/or Zoning By-Laws are amended such that the Town has the capability to appropriately respond to an application to establish a Medical Marijuana Treatment Center.

- The Town has established a working group consisting of the Deputy Town Administrator, the Police Chief, the Director of the Board of Health, the Community Development Director, and Town Counsel to evaluate the Town's options and develop an appropriate community response.

MOTION (requires majority vote):
Move that the Town vote to amend the Town of Natick By-Laws by adding a new Article 55, Temporary Moratorium on Medical Marijuana Treatment Centers, as follows.

"ARTICLE 55 TEMPORARY MORATORIUM ON MEDICAL MARIJUANA TREATMENT CENTERS

1. PURPOSE

By vote at the State election on November 6, 2012, the voters of the Commonwealth approved a law regulating the cultivation, distribution, possession and use of marijuana for medical purposes. The law became effective on January 1, 2013 and the Massachusetts Department of Public Health is required to issue regulations regarding implementation within 120 days of the law's effective date. Currently under the By-Laws, a medical marijuana treatment center is not defined and any regulations promulgated by the Massachusetts Department of Public Health are expected to provide guidance to the Town in regulating medical marijuana, including medical marijuana treatment centers. The regulation of medical marijuana raises novel and complex legal, planning, public safety and public health issues. The Town needs time to study and to

consider the regulation of medical marijuana treatment centers and address such novel and complex issues, as well as to address the potential impact of the State regulations on the Town and to undertake a planning process to consider amending the General By-Laws regarding regulation of medical marijuana treatment centers and other uses related to the regulation of medical marijuana. A temporary moratorium on the use of land and structures in the Town for medical marijuana treatment centers will allow sufficient time for the Town to conduct a comprehensive planning process to address various issues related to this use and to enact by-laws and regulations in a manner consistent with sound land use planning goals and objectives.

2. DEFINITION

"Medical marijuana treatment center" shall mean a "not-for-profit entity, as defined by Massachusetts law only, registered by the Massachusetts Department of Public Health, that acquires, cultivates, possesses, processes (including development of related products such as food, tinctures, aerosols, oils or ointments), transfers, transports, sells distributes, dispenses, or administers marijuana, products containing marijuana, related supplies, or educational materials to qualifying patients or their personal caregivers".

3. TEMPORARY MORATORIUM

For the reasons set forth above and notwithstanding any other provision of the By-Laws to the contrary, the Town hereby adopts a temporary moratorium on the use of land or structures for a medical marijuana treatment center. The moratorium shall be in effect through June 30, 2014. During the moratorium period, the Town shall undertake a planning process to address the potential impacts of medical marijuana and of medical marijuana treatment facilities in the Town, shall consider the Massachusetts Department of Public Health regulations regarding medical marijuana treatment centers and related uses, and shall consider adopting new by-laws to address the impact and operation of medical marijuana treatment centers and related uses."

ARTICLE 39
Amend Zoning By-Laws: Medical Marijuana Moratorium
(Board of Selectmen)

TEMPORARY MORATORIUM, MEDICAL MARIJUANA TREATMENT CENTERS

To see if the Town will vote to amend the Zoning By-Laws as follows:

1. by amending Section 200, Definitions, by adding a definition for medical marijuana treatment centers, as follows:
   Medical Marijuana Treatment Center
   A not-for-profit entity (as defined by Massachusetts law only), that acquires, cultivates, possesses, processes (including development of related products such as food, tinctures, aerosols, oils, or ointments), transfers, transports, sells, distributes, dispenses, or administers marijuana, products containing marijuana, related supplies, or educational materials to qualifying patients or their personal caregivers, which is properly registered by the Massachusetts Department of Public Health pursuant to all applicable state laws and regulations.

2. and by adding a new Section III-J, Temporary Moratorium - Medical Marijuana Treatment Centers at the end of Section III, Use Regulations, as follows:
   Temporary Moratorium - Medical Marijuana Treatment Centers
   1. Purpose. This moratorium is intended to provide restrictions that will allow the Town of Natick ("the Town") adequate time to consider whether to allow facilities associated with the medical use of marijuana (including Medical Marijuana Treatment Centers as defined herein), to the extent that such facilities are permitted under state laws and regulations, and, if so, where and under what conditions. Given that a law permitting the cultivation, distribution, possession and use of marijuana for medical purposes in the Commonwealth of Massachusetts was approved by vote at the state election on November 6, 2012 and has become effective on January 1, 2013, and that the Massachusetts Department of Public Health has yet to promulgate the regulations by which facilities that produce or dispense medical marijuana shall be registered and administered, a restriction on the establishment of such facilities and other uses related to the regulation of medical marijuana in the Town shall provide the opportunity: to study and consider the potential impacts of such facilities and other related uses on adjacent uses and on general public health, safety and welfare; to study and consider the related novel and complex legal and planning issues; and to develop zoning and other applicable regulations that appropriately address these considerations consistent with statewide regulations and permitting procedures.

   2. Exclusion of Other Marijuana Uses. Any establishment that acquires, cultivates, possesses, processes (including development of related products such as food, tinctures, aerosols, oils, or ointments), transfers, transports, sells, distributes, dispenses, or administers marijuana, products containing marijuana, related supplies, or educational materials to qualifying patients or their personal

caregivers shall not be permitted if such establishment has not been properly registered and licensed in accordance with applicable state and local laws and regulations, or is not operated as a not-for-profit entity, or otherwise fails to meet the definition of a Medical Marijuana Treatment Center.

3. Exclusion of Accessory Uses. In no case shall the acquisition, cultivation, possession, processing, transference, transportation, sale, distribution, dispensing, or administration of marijuana, products containing or derived from marijuana, or related products be considered accessory to any use.

4. Temporary Moratorium. The use of land and/or structures for Medical Marijuana Treatment Centers and related uses shall not be permitted in any zoning district in the Town so long as this Moratorium is effective, as set forth in subsection 5 below and notwithstanding any provision in the Zoning Bylaws of the Town to the contrary. Use variances shall be strictly prohibited. During this Moratorium, the Town shall undertake a planning process consistent with the purposes set forth herein.

5. Expiration. This Moratorium shall be effective until May 1, 2014, which is one (1) year from the deadline for the Massachusetts Department of Public Health to promulgate regulations pursuant to the Medical Use of Marijuana Law voted at the state election on November 6, 2012, or until such future time that the Natick Town Meeting enacts superseding zoning bylaw(s) that set forth the allowed locations, dimensional, parking and other requirements applicable to medical marijuana uses (including Medical Marijuana Treatment Centers);

or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to amend the Zoning By-Laws to enact a temporary moratorium relating to the establishment of Medical Marijuana Treatment Centers in Natick.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 9-0-0 on April 4, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 39.*

During the Finance Committee public hearing, the following information was noted:

- Please refer to the discussion of Article 38 for information on this Article.

[The motion for this Article begins on the following page.]

MOTION (requires 2/3 majority):
Move that the Town vote to amend the Zoning By-Laws by adding a new Section III-J. Temporary Moratorium on Medical Marijuana Treatment Centers, as follows.

"SECTION III-J TEMPORARY MORATORIUM ON MEDICAL MARIJUANA TREATMENT CENTERS

1. PURPOSE

By vote at the State election on November 6, 2012, the voters of the Commonwealth approved a law regulating the cultivation, distribution, possession and use of marijuana for medical purposes. The law became effective on January 1, 2013 and the Massachusetts Department of Public Health is required to issue regulations regarding implementation within 120 days of the law's effective date. Currently under the Zoning By-Laws, a medical marijuana treatment center is not defined and is not a permitted use in the Town. Any regulations promulgated by the Massachusetts Department of Public Health are expected to provide guidance to the Town in regulating medical marijuana, including medical marijuana treatment centers. The regulation of medical marijuana raises novel and complex legal, planning, public safety and public health issues. The Town needs time to study and consider the regulation of medical marijuana treatment centers and to address such novel and complex issues, as well as to address the potential impact of the State regulations on local zoning and to undertake a planning process to consider amending the Zoning Bylaws regarding regulation of medical marijuana treatment centers and other uses related to the regulation of medical marijuana. A temporary moratorium on the use of land and structures in the Town for medical marijuana treatment centers will allow sufficient time for the Town to conduct a comprehensive planning process to address zoning issues related to this use and to enact bylaws in a manner consistent with sound land use planning goals and objectives.

2. DEFINITION

"Medical marijuana treatment center" shall mean a "not-for-profit entity, as defined by Massachusetts law only, registered by the Massachusetts Department of Public Health, that acquires, cultivates, possesses, processes (including development of related products such as food, tinctures, aerosols, oils or ointments), transfers, transports, sells distributes, dispenses, or administers marijuana, products containing marijuana, related supplies, or educational materials to qualifying patients or their personal caregivers."

3. TEMPORARY MORATORIUM

For the reasons set forth above and notwithstanding any other provision of the Zoning By-Laws to the contrary, the Town hereby adopts a temporary moratorium on the use of land or structures for a medical marijuana treatment center. The moratorium shall be in effect through June 30, 2014. During the moratorium period, the Town shall undertake a planning process to address the potential impacts of medical marijuana and of medical marijuana treatment facilities in the Town, shall consider the Massachusetts Department of Public Health regulations regarding medical marijuana treatment centers and related uses, and shall consider adopting new zoning by-laws to address the impact and operation of medical marijuana treatment centers and related uses."

ARTICLE 40
Amend By-Laws: Civil Fingerprinting
(Board of Selectmen)

To see if the Town will vote to amend Article 50 of the Town of Natick By-Laws by adding a new Section at the end thereof to create a by-law enabling the Police Department to conduct State and Federal Fingerprint Based Criminal History checks for individuals applying for or in possession of certain licenses including but not limited to those listed below, as authorized by Chapter 256 of the Acts of 2010, and incorporated into the Massachusetts General Laws as Chapter 6, Section 172 B ½

- Hawking and Peddling or other Door-to- Door Salespeople,
- Manager of Alcoholic Beverage License
- Owner or Operator of Public Conveyance
- Dealer of Second-hand Articles
- Pawn Dealers,
- Hackney Drivers, and,
- Ice Cream Truck Vendors

And to adopt appropriate policies and procedures to effectuate the purposes of this by-law, or take any other action relative thereto.

PURPOSE OF ARTICLE:
The purpose of this Article is to amend the Town's By-Laws to allow for the use of fingerprint data for checking the criminal background of certain licensees issued by the Town of Natick.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:
By a vote of 14-0-0 on April 2, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 40.*

During the Finance Committee public hearing, the following information was noted:

- If acted upon favorably by Town Meeting, this By-Law would allow the Police Department to obtain fingerprints from applicants of certain licenses in order to perform more thorough criminal background checks. Those applying for a license for taxicab, alcohol servers, door to door salesperson, ice cream truck vendors, pawn dealers and second hand dealers will be subject to this by-law.
- Currently Town officials can only use a computer data system to check on the history of these applicants. Although this system will yield any criminal history it is only as good as the information entered by individual courts or departments. As a result some information, especially out of state information is missed.

- Town Administration informed Finance Committee members that fingerprint data is the most accurate as law requires anyone arrested or charged for a crime must be fingerprinted and submitted to a central database. A new law in the Commonwealth now enables Towns that accept the law to use fingerprint data to issue licenses in certain cases.
- Town officials, including the Police Chief, believe that this By-Law will benefit the Town by allowing a more thorough background check on those licensees that impact the quality of service to Natick patrons as well as insure that those individuals that are trusted to have access to the community are thoroughly vetted prior to being allowed to operate in the neighborhoods.
- The new statute allows a fee up to $100 to be charged for this service with a portion going to the state.
- In response to member questions, Town officials informed the committee that individuals would have the right to appeal anything which came up as a result of this process and stressed that these fingerprints would not be retained by the Police Department but would be used only for this purpose and discarded following the criminal background check.
- The by-law will apply to all relevant license renewals and new applications going forward, and will not be applied retroactively.
- Only the managers and assistant managers of establishments dispensing alcohol will be required to be fingerprinted.
- The department will, on request, fingerprint town residents who may require this for some purpose at no charge as a courtesy; however, there is no processing involved in such requests. By contrast, the fees associated with this proposal reflect the additional work involved in processing the fingerprints.
- Food trucks are not presently licensed and a policy must be in place before those individuals would be subject to this by-law. The Selectmen are currently working on developing a policy to license food trucks.
- Ice cream truck vendors are included among those subject to this policy as a result of a recent state law mandating licensing of ice cream truck vendors.

MOTION (requires majority vote):
Move that the Town vote to amend the Town of Natick By-Laws by inserting a new Article 54, which reads:

"CIVIL FINGERPRINTING

Section 1. Purpose and Authorization.

In order to protect the health, safety, and welfare of the inhabitants of the Town of Natick (the Town), and as authorized by Chapter 6, Section 172B½ of the Massachusetts General Laws, this Article 54 shall require (a) applicants for a license for an occupation listed in Section 2 below to submit to fingerprinting by the Natick Police Department (the Police Department), (b) the Police Department to arrange for the conduct of fingerprint-based criminal record background checks,

and (c) the Town to consider the results of such background checks in determining whether or not to grant such a license.

The Massachusetts State Police, the Massachusetts Department of Criminal Justice Information Systems (DCJIS), and the Federal Bureau of Investigation (FBI), and their successor entities, as may be applicable, are hereby authorized to conduct on behalf of the Town and the Police Department fingerprint-based state and national criminal history records checks, including of FBI records, consistent with this Article 54. The Town authorizes its Police Department to receive and utilize records of the Massachusetts State Police, the DCJIS, and the FBI in connection with such criminal history records checks, consistent with this Article 54. The Town shall not disseminate criminal history record information received from the Massachusetts State Police, the DCJIS and the FBI to unauthorized persons or entities.

Section 2. Licenses Subject to Fingerprinting.

Any applicant for a license to engage in any of the following occupational activities within the Town shall have a full set of fingerprints taken by the Police Department, within seven (7) days of the date of the application for such license, for the purpose of conducting a state and national fingerprint-based criminal history records check to determine the suitability of the applicant for the license:

Manager of Alcoholic Beverage License Holder
Hawkers, Peddlers, and Solicitors
Ice Cream Truck Vendor
Junk Dealers
Owner or Operator of a Public Conveyance
Dealer of Second-Hand Articles
Pawn dealers
Hackney Drivers

At the time of fingerprinting, the Police Department shall notify each individual who is fingerprinted that his or her fingerprints will be used to check such individual's FBI and state criminal history records.

Section 3. Police Department Procedure.

The Police Department will forward the full set of fingerprints obtained pursuant to Section 2 of this Article 54 either electronically or manually to the State Identification Section of the Massachusetts State Police, the DCJIS and/or the FBI (or their successors) as may be necessary for the purpose of conducting fingerprint-based state and national criminal records background checks of license applicants specified in said Section 2.

The Police Department will provide the applicant with a copy of the results of his or her fingerprint-based state and national criminal history records check and supply the applicant with an opportunity to challenge the accuracy or completeness of the information contained in it, including the FBI Identification Record. Any applicant that wishes to challenge the accuracy or completeness of the record shall be advised that the procedures to change, correct, or update the record are set forth in Title 28 CFR 16.34 (as may be amended from time to time). In no event

shall the Police Department render a suitability evaluation pursuant to the paragraph below until it has taken the steps detailed in this paragraph and otherwise complied with any other procedures required by any Town policy applicable to licensing-related criminal record background checks.

The Police Department will communicate the results of fingerprint-based criminal history records check to the Board of Selectmen. The Police Department will in addition render to the Board of Selectmen its evaluation of the applicant's suitability for the proposed occupational activity based on the results of the criminal records background check and any other relevant information known to it. In rendering its evaluation, the Police Department shall consider all applicable laws, regulations and Town policies bearing on an applicant's suitability and shall indicate whether the applicant has been convicted of, or is under pending indictment for, a crime that bears upon his or her suitability for the proposed occupational activity, or any felony or misdemeanor that involved force or threat of force, controlled substances, or a sex-related offense.

Section 4. Reliance by Licensing Authority on Results of Fingerprint-Based Criminal Records Background Checks.

The Board of Selectmen may utilize the results of any fingerprint-based criminal records background check performed pursuant to Sections 2 and 3 of this Article 54 for the sole purpose of determining the applicant's suitability for the proposed occupational activity. The Board of Selectmen may deny an application for any license specified herein, including renewals and transfers thereof, if it determines that the results of the fingerprint-based criminal records background check render the applicant unsuitable for the proposed occupational activity. The Board of Selectmen shall consider all applicable laws, regulations and Town policies bearing on an applicant's suitability in making this determination.

No application shall be denied on the basis of information contained in a criminal record until the applicant has been afforded a reasonable time, as determined by the Board of Selectmen, to correct or complete the information, or, after being afforded the opportunity has declined to do so.

Section-5. Town Policy.

The Police Department, subject to the approval of the Board of Selectmen, shall develop and maintain written policies and procedures for its licensing-related criminal record background check system.

Section-6. Fees.

Each applicant for a license listed in Section 2 above shall pay a fee of $100.00, of which $30.00 shall be deposited into the Firearms Fingerprint Identity Verification Trust Fund, as specified by Chapter 6, Section 172B1/2 of the Massachusetts General Laws."

ARTICLE 41
Street Acceptance: Main Street
(Town Administrator)

To see if the Town will vote to accept Main Street 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 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 Main Street, and any appurtenant drainage, utility or other easements related to said Main Street, 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 the portion of Main Street that was never accepted as a public way (generally, from its intersection with Route 135 northerly to the railroad bridge).

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 12-0-1 on March 28, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 41.*

During the Finance Committee public hearing, the following information was noted:

- Finance Committee members were reminded that the 2012 Fall Annual Town Meeting voted to accept Main Street (from its intersection with Route 135 northerly to approximately the railroad bridge). However, the wording of the motion was revised on Town Meeting floor to remove the "taking" language and it was subsequently learned that the "taking" language which was the subject of the amendment is a required component of the street acceptance process.
- If the wording of the Article as initially presented to 2012 Fall Town Meeting had not been revised on Town Meeting floor, the final steps of the street acceptance process could have been completed by the Board of Selectmen in accordance with Massachusetts General Law; but the wording change prevented the Selectmen from clearing the title associated with the right-of-way being accepted.
- For this reason, Town Administration is once again putting forth an article for the acceptance of Main Street in an effort to gain approval for the full acceptance authorization, including the "taking" language.
- The Administration continues to negotiate in good faith with owners of property adjoining the portion of Main Street in question for easements related to the roadway and sidewalk sections which are currently on private property.
- The Administration emphasized to the Finance Committee that the "taking" language applies only to the portion of Main Street that the Town already owns – i.e., the area proposed for acceptance, and explicitly and specifically does not authorize the taking of any portion of the street and sidewalk that the Town does not own.

[The motion for this Article appears on the following page.]

MOTION (requires majority vote):

Move that the Town vote to accept Main Street 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 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 Main Street, and any appurtenant drainage, utility or other easements related to said Main Street, 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.

ARTICLE 42
Rescission of Fees for Senior Citizens to Use the Fitness Room at the Community-Senior Center
(Jerry Pierce, et al)

To see if the Town will vote to direct the Board of Selectmen to reconsider the policy of charging Senior Citizens a fee to use the Fitness Room at the new Community-Senior Center. This fee is tantamount to another tax on a population of many Natick residents who are already in need of financial assistance in order to stay in their homes. When members of the Natick community advocated town-wide for passage of the debt-exclusion override to build a new Community-Senior Center, there was no mention of fees to use the new Center. The intent of this Article is to provide financial relief for the Senior Citizens of Natick; to direct the Board of Selectmen to consider what was promulgated during the campaign for the new Community-Senior Center; or to take any action relative thereto.

PURPOSE OF ARTICLE:

The purpose of this Article is to see if the Town will direct the Board of Selectmen to reconsider the policy of charging senior citizens for the use of the Fitness Room at the Community-Senior Center.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

*The Finance Committee has **No Recommendation** with regard to the subject of Article 42, as none of the motions debated and voted achieved the requisite eight voted needed to provide such recommendation.*

During the Finance Committee public hearing on March 14, 2013, the following information was noted:

- The following information was provided by the Article sponsor:
  - A number of seniors in town have complained that there was no mention of having to pay fees to use the new Community-Senior Center when the campaign supporting the debt exclusion override was underway.
  - There are many seniors in town living on fixed incomes who may find the $25 fee for six months' use of the fitness center to be a hardship.
  - A request was presented to the Selectmen in January to waive this fee for seniors but no response was received.
  - Although the rationale for the fee is to cover costs for maintenance and repair of the fitness equipment, that doesn't seem reasonable since the equipment is brand new.
  - Although a mechanism exists for waiver of fees in cases of hardship, many seniors are too proud to request such assistance.
  - The fitness room appears to be well utilized limited only by the amount of equipment available and the times when appropriate supervision is available.
- Finance Committee members were also informed of the following information:
  - The current fees for a six month period are $25 for seniors and $40 for all others.

- Although the Community-Senior Center was marketed as an amenity for the town, the intent is that programs should be self-supporting rather than to have the taxpayers subsidize program costs. Even though the equipment is new, its heavy use necessitates ongoing maintenance and repair to assure it continues to operate properly.
- The Administration believes the fees charged are reasonable and that a suitable mechanism exists to help anyone unable to afford the fees and therefore does not support favorable action on this Article.
- The Selectmen voted to refer this Article to the Council on Aging

- Some committee members and members of the community in attendance noted that fee exemptions should not be provided simply on the basis of age, pointing out that there were many seniors in town who were well able to afford the fee, and at the same time there were younger individuals and families in the town who were struggling financially. Members further noted that there is already a mechanism to provide a need-based fee exemption.
- Finance Committee members debated three motions pertaining to this Article:
  - Favorable Action

    Proponents of this motion noted that while they understood the need for programs fees in many cases, the use of the high school track, fields, the town forest, and other community amenities were all free. Proponents further noted that seniors should not be singled out and that referring this to the Council on Aging might not be an appropriate solution given that the Community-Senior Center was intended to serve the entire community and not only the seniors.
  - Referral to the Council on Aging

    Proponents of this motion noted their support for assistance to seniors and others in need, and felt that ways needed to be found to make it easier for people to seek assistance. These proponents felt that the Council on Aging was best positioned to fully evaluate this proposal and develop some policy guidelines for consideration by the Board of Selectmen. One proponent also noted that an across-the-board elimination of the fees for seniors might be viewed as discriminatory.
  - Referral to the Sponsor

    Proponents of this motion also noted their support for the idea of assisting people in need, and felt that the Article sponsors should have an opportunity to further refine their idea. Proponents further noted the need for fees as a funding source to provide for the necessary maintenance and upkeep of the fitness equipment, within the context of providing assistance for those unable to pay the fees.

- None of the motions achieved the requisite eight votes needed for a recommendation to Town Meeting, and consequently the Finance Committee does not have a recommendation on Article 42.

MOTION:
No recommendation.

ARTICLE 43
Committee Article
(Board of Selectmen)

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 provide various Town Committees an opportunity to inform Town Meeting of recent developments and/or updates with respect to those Committees.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 11-0-0 on March 14, 2013, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 43.*

During the Finance Committee public hearing, the following information was noted:

- Town Administration informed the Finance Committee that the Administration was requesting favorable action on this Article to permit any Committees which might so wish to present reports at the upcoming Town Meeting.
- Town Administration is not aware of any such reports at this time.
- The Finance Committee recommendation of Favorable Action is not intended to convey support or agreement with any such reports that may be made to Town Meeting, but rather only that Town Meeting vote to hear any such reports.

MOTION (requires majority vote):
Move that the Town vote to hear the reports of the several Town officers and reports of committees authorized by vote of any further Town Meeting.

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Appendices

Financial Information
- Consolidated Staffing History
- FY 2014 Capital Budget & FY 2014-2018 Capital Improvement Plan
- Financial Indicators
- Statement of Reserves
- Snow & Ice Summary

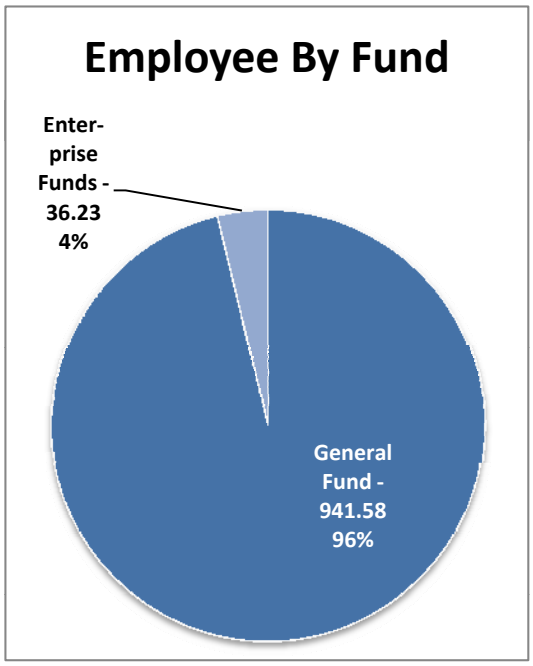
Legal & Policy Information
- Charter & By-Laws RE: Budget
- Financial Policies

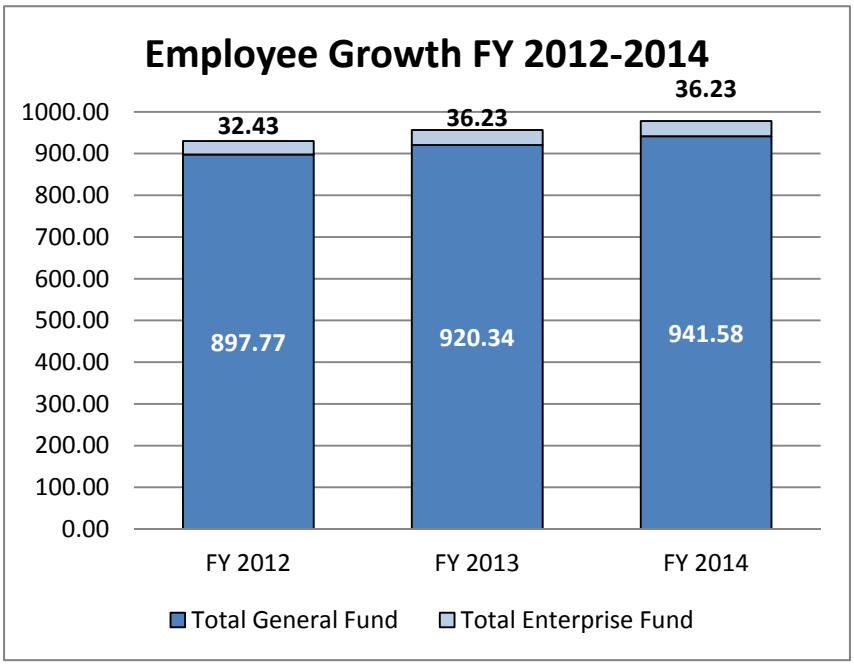
Glossary

Demographics & Information

Consolidated Staffing History

	FY 2012		FY 2013		FY 2014	
	FTE	Appropriated Compensation	FTE	Appropriated Compensation	FTE	Recommended
Natick Public Schools	596.70	$ 38,123,038	568.70	$ 37,422,067	580.80	$ 39,318,687
Morse Institute	30.79	$ 1,570,198	31.07	$ 1,597,683	31.56	$ 1,673,870
Bacon Free Library	1.93	$ 105,173	2.26	$ 114,533	2.36	$ 121,033
Parking Enforcement	0.80	$ 31,909	0.80	$ 31,950	1.20	$ 49,661
Police Department	67.23	$ 5,634,841	69.73	$ 5,966,524	69.73	$ 6,154,482
Fire Department	83.00	$ 6,982,577	88.00	$ 7,187,556	88.00	$ 7,279,508
Public Works	53.75	$ 3,226,409	47.75	$ 2,989,561	50.10	$ 3,157,394
Community Services	18.38	$ 1,041,723	18.88	$ 1,121,526	20.68	$ 1,182,189
Board of Health	5.67	$ 372,846	6.00	$ 393,185	6.00	$ 395,186
Selectmen	6.55	$ 573,329	6.55	$ 591,168	7.05	$ 616,264
Finance	14.52	$ 970,735	15.55	$ 991,204	16.05	$ 1,083,270
Information Tech.	3.00	$ 238,945	3.00	$ 241,759	4.00	$ 291,950
Town Clerk & Elections	4.00	$ 241,410	4.00	$ 271,784	4.00	$ 245,680
Sealer	0.40	$ 14,659	0.40	$ 14,659	0.40	$ 14,659
Community Development	11.05	$ 703,350	11.65	$ 740,382	12.65	$ 745,398
Facilities Management	0.00	$ -	46.00	$ 2,354,606	47.00	$ 2,465,397
Total General Fund	**897.77**	**$ 59,831,142**	**920.34**	**$ 62,030,147**	**941.58**	**$ 64,794,628**
Water & Sewer Enterprise Fund	28.13	$ 1,719,571	28.62	$ 1,792,142	28.62	$ 1,828,958
Sassamon Trace Golf Course	4.30	$ 144,707	7.61	$ 195,689	7.61	$ 265,450
Total Enterprise Fund	**32.43**	**$ 1,864,278**	**36.23**	**$ 1,987,831**	**36.23**	**$ 2,094,408**
Total All Funds	**930.20**	**$ 61,695,420**	**956.57**	**$ 64,017,978**	**977.81**	**$ 66,889,036**





Town of Natick

FY 2014-2018 Capital Plan Summary

FY 2014 Capital Improvement Budget

Department/Division	Description	2014	Spring Town Meeting		Fall Town Meeting		Funding Source	
General Fund			**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
Natick Public Schools		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
NATICK PUBLIC SCHOOLS	BEN-HEM ENLARGE KINDERGARTEN PLAYGROUND	175000		175000			0	175000
NATICK PUBLIC SCHOOLS	FEASIBILITY STUDY FOR MEMORIAL FIELD IMPROVEMENTS	50000				50000	50000	
NATICK PUBLIC SCHOOLS	REPLACE NSD-86 (DELIVERY VAN)	26000	26000				26000	
Total Natick Public Schools		**251000**	**26000**	**175000**	**0**	**50000**	**76000**	**175000**
Morse Institute Library		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
MORSE INSTITUTE LIBRARY	STACK LIGHTING FOR CHILDREN'S ROOM MAIN SHELVES	16000				16000	16000	
MORSE INSTITUTE LIBRARY	PICTURE BOOK SHELF LIGHTING	10000				10000	10000	
Total Morse Institute Library		**26000**	**0**	**0**	**0**	**26000**	**26000**	**0**
Police Department		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
POLICE DEPARTMENT	RECONFIGURE DISPATCH CENTER	230000		230000				230000
POLICE DEPARTMENT	CRUISER REPLACEMENT	188900	75560		113340		188900	
POLICE DEPARTMENT	VIDEO LAB UPGRADE	14000			14000		14000	
POLICE DEPARTMENT	CRUISER LAPTOP REPLACEMENT	10000	10000				10000	
Total Police Department		**442900**	**85560**	**230000**	**127340**	**0**	**212900**	**230000**
Fire Department		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
FIRE DEPARTMENT	REPLACE ENGINE 5 (1995)	500000			500000			500000
FIRE DEPARTMENT	TURN OUT GEAR/ FIREFIGHTER PROTECTIVE CLOTHING	120000	60000		60000		120000	
FIRE DEPARTMENT	CARDIAC DEFIBRILLATORS AND AUTO PULSE/AUTOMATED CPR BOARDS	96000	96000				96000	
Total Fire Department		**716000**	**156000**	**0**	**560000**	**0**	**216000**	**500000**
DPW Engineering		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
PUBLIC WORKS ENGINEERING	ROADWAY IMPROVEMENTS PINE STREET	1750000				1750000		1750000
PUBLIC WORKS ENGINEERING	ROADWAY IMPROVEMENTS COTTAGE STREET	1750000				1750000		1750000
PUBLIC WORKS ENGINEERING	ROADS (COLLECTOR/ARTERIAL)	300000		300000				300000
PUBLIC WORKS ENGINEERING	FEASIBILITY STUDY - STORMWATER UTILITY	50000				50000	50000	
Total DPW Engineering		**3850000**	**0**	**300000**	**0**	**3550000**	**50000**	**3800000**
DPW Equipment Maintenance		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
PUBLIC WORKS EQUIPMENT MAINT	FUEL MANAGEMENT SYSTEM	80000	80000				80000	
PUBLIC WORKS EQUIPMENT MAINT	REPLACE M-4 (TRUCK)	52000	52000				52000	
PUBLIC WORKS EQUIPMENT MAINT	REPLACE UTILITY TRAILERS	10000	10000				10000	
Total DPW Equipment Maintenance		**142000**	**142000**	**0**	**0**	**0**	**142000**	**0**

Town of Natick

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FY 2014 Capital Improvement Budget

Department/Division	Description	2014	Spring Town Meeting		Fall Town Meeting		Funding Source	
DPW Highway		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
PUBLIC WORKS HIGHWAY	RECYCLING TOTERS	570000	570000					570000
PUBLIC WORKS HIGHWAY	RETAINING WALL - POND & CEMETARY	455000		455000				455000
PUBLIC WORKS HIGHWAY	REPLACE S-35 (TRASH PACKER)	275000			275000			275000
PUBLIC WORKS HIGHWAY	REPLACE H-51 (HOOKLIFT/CHASSIS)	230000	230000					230000
PUBLIC WORKS HIGHWAY	REPLACE H-48 (DUMP TRUCK/SANDER/PLOW)	190000	190000					190000
PUBLIC WORKS HIGHWAY	REPLACE H-62 (STREET SWEEPER)	185000			185000			185000
PUBLIC WORKS HIGHWAY	STREET LIGHT REPLACEMENT	80000			80000		80000	
PUBLIC WORKS HIGHWAY	REPLACE H-41 (DUMP TRUCK W/PLOW)	65000	65000				65000	
PUBLIC WORKS HIGHWAY	RECYCLING DUMPSTERS	32000	32000				32000	
PUBLIC WORKS HIGHWAY	GUARDRAIL (VARIOUS LOCATIONS)	10000			10000		10000	
PUBLIC WORKS HIGHWAY	REPLACE DUMPSTERS	10000			10000		10000	
Total DPW Highway		**2102000**	**1087000**	**455000**	**560000**	**0**	**197000**	**1905000**
DPW Land, Facilities & Natural Resources		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
PUBLIC WORKS LND FAC/NAT RES	FIELD RENOVATIONS	65000		65000			65000	
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-12 (STUMP GRINDER)	35000	35000				35000	
PUBLIC WORKS LND FAC/NAT RES	SYNTHETIC MAINTENANCE EQUIPMENT	13000	13000				13000	
Total DPW L, F & NR		**113000**	**48000**	**65000**	**0**	**0**	**113000**	**0**
Community Services		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
PARKS & RECREATION	COLE NORTH FIELD RENOVATIONS	1300000				1300000		1300000
PARKS & RECREATION	FIELD FENCE WORK - MURPHY & COOLIDGE	140750		140750				140750
PARKS & RECREATION	MEMORIAL SCHOOL LIGHTING	125000		125000				125000
PARKS & RECREATION	J. J. LANE PARK	110000		110000				110000
PARKS & RECREATION	REPLACE REC BUS #1	70000			70000		70000	
PARKS & RECREATION	NAVY YARD DESIGN SERVICES	35000				35000	35000	
PARKS & RECREATION	TOWN GAZEBO ROOF	20000				20000	20000	
PARKS & RECREATION	HISTORICAL MONUMENT RESTORATION	15000				15000	15000	
Total Community Services		**1815750**	**0**	**375750**	**70000**	**1370000**	**140000**	**1675750**
Town Administrator/Selectmen/Moderator		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
Town Administrator/Moderator	ELECTRONIC VOTING DEVICES FOR TOWN MEETING	50000			50000		50000	
Total Town Administrator/Selectmen/Moderator		**50000**	**0**	**0**	**50000**	**0**	**50000**	**0**
Information Technology		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
INFORMATION TECHNOLOGY	DOCUMENT ARCHIVING	250000		0		250000		250000

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Department/Division	Description	2014	Spring Town Meeting		Fall Town Meeting		Funding Source	
Total Information Technology		**250000**	**0**	**0**	**0**	**250000**	**0**	**250000**

Town Clerk		2014	Equipment	Improvement	Equipment	Improvement	Cash	Debt
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**

Facilities Management		2014	Equipment	Improvement	Equipment	Improvement	Cash	Debt
NATICK PUBLIC SCHOOLS	MEMORIAL SCHOOL BOILER REPLACEMENT	400000		400000				400000
MUNICIPAL GOVERNMENT	RENOVATION OF FINANCE OFFICES	250000				250000		250000
MUNICIPAL GOVERNMENT	REPLACE ROOF TOP UNITS AT THE POLICE STATION	180000		180000				180000
NATICK PUBLIC SCHOOLS	BEN-HEM - REPLACE DDC TEMPERATURE CONTROLS	150000				150000		150000
MUNICIPAL GOVERNMENT	AIR HANDLER UNITS (COLE)	100000			100000		100000	
NATICK PUBLIC SCHOOLS	WILSON-REPLACE A/C COMPRESSORS	100000				100000	100000	
MUNICIPAL GOVERNMENT	REPLACE ROOF TOP UNITS AT THE MAIN FIRE STATION	75000		75000			75000	
MUNICIPAL GOVERNMENT	REPLACE FIVE OVERHEAD DOORS TO FIRE STATION 1	75000		75000			75000	
NATICK PUBLIC SCHOOLS	BROWN SCHOOL INTERCOM SYSTEM	50000		50000			50000	
MUNICIPAL GOVERNMENT	BOILER REMOVAL (COLE)	45000			45000		45000	
NATICK PUBLIC SCHOOLS	BEN-HEM - REPLACE ROOFTOP EXHAUST FANS	45000	45000				45000	
NATICK PUBLIC SCHOOLS	BROWN- FLOORING REPLACEMENT	30000		30000			30000	
MUNICIPAL GOVERNMENT	DPW MAINT GARAGE HEATER REPLACEMENT	30000			30000		30000	
NATICK PUBLIC SCHOOLS	POWER FLAME BURNER FOR BENNETT-HEMENWAY SCHOOL	19280	19280				19280	
NATICK PUBLIC SCHOOLS	SCHOOL FREEZERS AND COOLERS MONITORING	12000	12000				12000	
Total Facilities Management		**1561280**	**76280**	**810000**	**175000**	**500000**	**581280**	**980000**

Total General Fund	**11449930**	**1620840**	**2410750**	**1542340**	**5876000**	**1934180**	**9515750**
less grants, subsidies, mititgation funds, etc…	-850000		-850000				-850000
Net General Fund	**10599930**	**1620840**	**1560750**	**1542340**	**5876000**	**1934180**	**8665750**

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/partially funded through project specific mitigation funds

[6] Funded through Conservation Commission

Funding Summary		
G.F. Debt	**$**	**8,665,750**
2013 Spring ATM	**$**	**925,840**
2013 Fall ATM	**$**	**1,008,340**
Total Capital S.F. Allocation	**$**	**1,934,180**
Receipts Reserved, Mitigation Funds	**$**	**850,000**
Total General Fund Funding - FY 2014	**$**	**11,449,930**

Town of Natick

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FY 2014 Capital Improvement Budget

Department/Division	Description	2014	Spring Town Meeting		Fall Town Meeting		Funding Source	
Enterprise Funds								
Water-Sewer Enterprise		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
WATER SEWER ENTERPRISE	I/I MWRA GRANT	1374000		1374000				1374000
WATER SEWER ENTERPRISE	REPLACE GROUND WATER WELLS	300000		300000				300000
WATER SEWER ENTERPRISE	TOWN FOREST RESERVOIR ROOF COATING &MIXING SYSTEM	220000		220000				220000
WATER SEWER ENTERPRISE	SEWER MAIN RELINING	150000		150000				150000
WATER SEWER ENTERPRISE	PRIME PARK PUMP STATION WALL REPAIR	150000		150000				150000
WATER SEWER ENTERPRISE	ENERGY EFFICIENCY UPGRADES - SPRINGVALE WTP	150000		150000				150000
WATER SEWER ENTERPRISE	REPLACE CONTROL VALVES AND TONKA FILTERS	100000		100000				100000
WATER SEWER ENTERPRISE	SEWER LINE REPLACEMENT - CHRYSLER ROAD	48000		48000				48000
WATER SEWER ENTERPRISE	REPLACE W-28 (TRUCK W/PLOW)	47000			47000		47000	
WATER SEWER ENTERPRISE	REPLACE W-21 (1 TON WORK TRUCK)	40000			40000		40000	
WATER SEWER ENTERPRISE	REPLACE W-1 (VEHICLE)	30000			30000		30000	
WATER SEWER ENTERPRISE	REPLACE W-12 (AIR COMPRESSOR)	30000			30000		30000	
Total Water-Sewer		**2639000**	**0**	**2492000**	**147000**	**0**	**147000**	**2492000**
Less grants, subsides, etc.		*-1524000*	*0*	*-1524000*	*0*	*0*	*0*	*-1524000*
Net Water/Sewer (dependent upon rates)		**1115000**	**0**	**968000**	**147000**	**0**	**147000**	**968000**

Funding Summary		
Water/Sewer Debt	**$**	**968,000**
Grants, Subsidies	**$**	**1,524,000**
Retained Earnings	**$**	**147,000**
Total Water/Sewer Enterprise Funding	**$**	**2,639,000**

Sassamon Trace Enterprise		2014	Equipment	Improvement	Equipment	Improvement	Cash	Debt
SASSAMON TRACE GOLF COURSE	PAVING OF GOLF COURSE CART PATHS	10000		10000			10000	
Total Sassamon Trace Enterprise		**10000**	**0**	**10000**	**0**	**0**	**10000**	**0**

Funding Summary		
Retained Earnings	**$**	**10,000**
Total Golf Course Debt	**$**	**10,000**

Town of Natick

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FY 2014-2018 Capital Improvement Plan

Department/Division	Description	2014	2015	2016	2017	2018	Total
General Fund							
Natick Public Schools		**2014**	**2015**	**2016**	**2017**	**2018**	**Total**
NATICK PUBLIC SCHOOLS	BEN-HEM ENLARGE KINDERGARTEN PLAYGROUND	175000	0	0	0	0	175000
NATICK PUBLIC SCHOOLS	FEASIBILITY STUDY FOR MEMORIAL FIELD IMPROVEMENTS	50000	0	0	0	0	50000
NATICK PUBLIC SCHOOLS	REPLACE NSD-86 (DELIVERY VAN)	26000	0	0	0	0	26000
NATICK PUBLIC SCHOOLS	MEMORIAL PLAYGROUND	0	60000	0	0	0	60000
NATICK PUBLIC SCHOOLS	REPLACE NSD-84 (PICK-UP TRUCK)	0	42000	0	0	0	42000
NATICK PUBLIC SCHOOLS	REPLACE NSD-80 (DELIVERY TRUCK)	0	0	0	41000	0	41000
Total Natick Public Schools		**251000**	**102000**	**0**	**41000**	**0**	**394000**
Morse Institute Library		**2014**	**2015**	**2016**	**2017**	**2018**	**Total**
MORSE INSTITUTE LIBRARY	STACK LIGHTING FOR CHILDREN'S ROOM MAIN SHELVES	16000	0	0	0	0	16000
MORSE INSTITUTE LIBRARY	PICTURE BOOK SHELF LIGHTING	10000	0	0	0	0	10000
MORSE INSTITUTE LIBRARY	RFID TAGGING OF LIBRARY'S BOOKS & MATERIALS	0	20000	0	0	0	20000
MORSE INSTITUTE LIBRARY	R.F.I.D. PROJECT /SECURITY SYSTEM	0	0	52000	0	0	52000
MORSE INSTITUTE LIBRARY	AUTOMATED MATERIALS HANDLER	0	0	0	138000	0	138000
Total Morse Institute Library		**26000**	**20000**	**52000**	**138000**	**0**	**236000**
Police Department		**2014**	**2015**	**2016**	**2017**	**2018**	**Total**
POLICE DEPARTMENT	RECONFIGURE DISPATCH CENTER	230000	0	0	0	0	230000
POLICE DEPARTMENT	CRUISER REPLACEMENT	188900	193900	198900	203900	208900	994500
POLICE DEPARTMENT	VIDEO LAB UPGRADE	14000	0	0	0	0	14000
POLICE DEPARTMENT	CRUISER LAPTOP REPLACEMENT	10000	0	0	0	0	10000
POLICE DEPARTMENT	DICTATION SYSTEM REPLACEMENT	0	30000	0	0	0	30000
Total Police Department		**442900**	**223900**	**198900**	**203900**	**208900**	**1278500**
Fire Department		**2014**	**2015**	**2016**	**2017**	**2018**	**Total**
FIRE DEPARTMENT	REPLACE ENGINE 5 (1995)	500000	0	0	0	0	500000
FIRE DEPARTMENT	TURN OUT GEAR/ FIREFIGHTER PROTECTIVE CLOTHING	120000	60000	0	0	0	180000
FIRE DEPARTMENT	CARDIAC DEFIBRILLATORS AND AUTO PULSE/AUTOMATED CPR BOARDS	96000	0	0	0	0	96000
FIRE DEPARTMENT	FIRE STATION 4/ WEST NATICK , REPLACEMENT [5]	0	7000000	0	0	0	7000000
FIRE DEPARTMENT	CONSTRUCTION OF TRAINING FACILITY	0	750000	0	0	0	750000
FIRE DEPARTMENT	INCIDENT SUPPORT VEHICLE/BOX TRUCK	0	90000	0	0	0	90000
FIRE DEPARTMENT	MOBILE DATA TERMINALS/ COMPUTERS ON APPARATUS	0	70000	0	0	0	70000

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Department/Division	Description	2014	2015	2016	2017	2018	Total
FIRE DEPARTMENT	REPLACE FIRE PICKUP 3/PLOW	0	70000	0	0	0	70000
FIRE DEPARTMENT	REPLACE NFD CAR-1	0	28500	0	0	0	28500
FIRE DEPARTMENT	PURCHASE ADDITIONAL AUTOMATED STRETCHER	0	14000	0	0	0	14000
FIRE DEPARTMENT	REPLACE LADDER / PLATFORM	0	0	1200000	0	0	1200000
FIRE DEPARTMENT	REPLACE 2001 FIRE PUMPER	0	0	500000	0	0	500000
FIRE DEPARTMENT	REPLACE AMBULANCE	0	0	200000	0	0	200000
Total Fire Department		**716000**	**8082500**	**1900000**	**0**	**0**	**10698500**

DPW Engineering		2014	2015	2016	2017	2018	Total
PUBLIC WORKS ENGINEERING	ROADWAY IMPROVEMENTS PINE STREET	1750000	0	0	0	0	1750000
PUBLIC WORKS ENGINEERING	ROADWAY IMPROVEMENTS COTTAGE STREET	1750000	0	0	0	0	1750000
PUBLIC WORKS ENGINEERING	CH90 ROAD IMPROVEMENTS [1]	1008000	1008000	1008000	1008000	1008000	5040000
PUBLIC WORKS ENGINEERING	ROADS (COLLECTOR/ARTERIAL)	300000	1500000	1500000	1500000	1500000	6300000
PUBLIC WORKS ENGINEERING	FEASIBILITY STUDY - STORMWATER UTILITY	50000	0	0	0	0	50000
PUBLIC WORKS ENGINEERING	ENGINEERING & REPAIRS TO THE CHARLES RIVER DAM	0	500000	690000	0	0	1190000
PUBLIC WORKS ENGINEERING	REHAB. - CHARLES RIVER BRIDGE	0	500000	0	0	0	500000
PUBLIC WORKS ENGINEERING	WILLOW ST. DRAINAGE IMPROVEMENTS	0	300000	500000	0	0	800000
PUBLIC WORKS ENGINEERING	MIDDLE ST. DRAINAGE IMPROVEMENTS	0	250000	1000000	0	0	1250000
PUBLIC WORKS ENGINEERING	REHAB. - JENNINGS POND DAM	0	0	0	125000	0	125000
Total DPW Engineering		**4858000**	**4058000**	**4698000**	**2633000**	**2508000**	**18755000**

DPW Equipment Maintenance		2014	2015	2016	2017	2018	Total
PUBLIC WORKS EQUIPMENT MAINT	FUEL MANAGEMENT SYSTEM	80000	0	0	0	0	80000
PUBLIC WORKS EQUIPMENT MAINT	REPLACE M-4 (TRUCK)	52000	0	0	0	0	52000
PUBLIC WORKS EQUIPMENT MAINT	REPLACE UTILITY TRAILERS	10000	0	0	0	0	10000
PUBLIC WORKS EQUIPMENT MAINT	REPLACE M-2 (TRUCK)	0	75000	0	0	0	75000
PUBLIC WORKS EQUIPMENT MAINT	REPLACE M-1 (VEHICLE)	0	28000	0	0	0	28000
PUBLIC WORKS EQUIPMENT MAINT	FORK LIFT	0	20000	0	0	0	20000
PUBLIC WORKS EQUIPMENT MAINT	REPLACE PORTABLE LIFTS	0	0	0	50000	0	50000
Total DPW Equipment Maintenance		**142000**	**123000**	**0**	**50000**	**0**	**315000**

DPW Highway		2014	2015	2016	2017	2018	Total
PUBLIC WORKS HIGHWAY	RECYCLING TOTERS	570000	0	0	0	0	570000
PUBLIC WORKS HIGHWAY	RETAINING WALL - POND & CEMETARY	455000	0	0	0	0	455000
PUBLIC WORKS HIGHWAY	REPLACE S-35 (TRASH PACKER)	275000	0	0	0	0	275000
PUBLIC WORKS HIGHWAY	REPLACE H-51 (HOOKLIFT/CHASSIS)	230000	0	0	0	0	230000

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Department/Division	Description	2014	2015	2016	2017	2018	Total
PUBLIC WORKS HIGHWAY	REPLACE H-48 (DUMP TRUCK/SANDER/PLOW)	190000	0	0	0	0	190000
PUBLIC WORKS HIGHWAY	REPLACE H-62 (STREET SWEEPER)	185000	0	0	0	0	185000
PUBLIC WORKS HIGHWAY	STREET LIGHT REPLACEMENT	80000	80000	80000	80000	80000	400000
PUBLIC WORKS HIGHWAY	REPLACE H-41 (DUMP TRUCK W/PLOW)	65000	0	0	0	0	65000
PUBLIC WORKS HIGHWAY	RECYCLING DUMPSTERS	32000	0	0	0	0	32000
PUBLIC WORKS HIGHWAY	GUARDRAIL (VARIOUS LOCATIONS)	10000	10000	10000	10000	10000	50000
PUBLIC WORKS HIGHWAY	REPLACE DUMPSTERS	10000	10000	10000	10000	10000	50000
PUBLIC WORKS HIGHWAY	REPLACE S-37 (CHASSIS AND HOOKLIFT)	0	230000	0	0	0	230000
PUBLIC WORKS HIGHWAY	IMPLEMENTATION OF GRAVEL PIT MASTER PLAN	0	100000	0	0	0	100000
PUBLIC WORKS HIGHWAY	REPLACE H-57 (FRONT END LOADER/PLOW)	0	0	175000	0	0	175000
PUBLIC WORKS HIGHWAY	REPLACE H-61 (SIDEWALK MACHINE)	0	0	142000	0	0	142000
PUBLIC WORKS HIGHWAY	REPLACE S-31 (TRASH PACKER)	0	0	0	280000	0	280000
PUBLIC WORKS HIGHWAY	REPLACE H-63 (STREET SWEEPER)	0	0	0	190000	0	190000
PUBLIC WORKS HIGHWAY	REPLACE H-58 (FRONT END LOADER)	0	0	0	185000	0	185000
PUBLIC WORKS HIGHWAY	REPLACE H-50 (DUMP TRUCK)	0	0	0	135000	0	135000
PUBLIC WORKS HIGHWAY	REPLACE S-38 (SMALL MULTI-BODY TRUCK)	0	0	0	130000	0	130000
PUBLIC WORKS HIGHWAY	REPLACE H-68 (1 TON ASPHALT ROLLER)	0	0	0	11000	0	11000
PUBLIC WORKS HIGHWAY	REPLACE S-32 (TRASH PACKER)	0	0	0	0	290000	290000
PUBLIC WORKS HIGHWAY	REPLACE H-73 (2 TON ASPHALT ROLLER)	0	0	0	0	18000	18000
Total DPW Highway		**2102000**	**430000**	**417000**	**1031000**	**408000**	**4388000**

DPW Land, Facilities & Natural Resources		2014	2015	2016	2017	2018	Total
PUBLIC WORKS LND FAC/NAT RES	FIELD RENOVATIONS	65000	66000	75000	146000	0	352000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-12 (STUMP GRINDER)	35000	0	0	0	0	35000
PUBLIC WORKS LND FAC/NAT RES	SYNTHETIC MAINTENANCE EQUIPMENT	13000	0	0	0	0	13000
PUBLIC WORKS LND FAC/NAT RES	TREE REPLACEMENT	0	30000	30000	30000	30000	120000
PUBLIC WORKS LND FAC/NAT RES	REPLACE FIELD UTILITY TRACTOR	0	20000	0	0	0	20000
PUBLIC WORKS LND FAC/NAT RES	ADDITIONAL EQUIPMENT ATTACHMENTS	0	16000	0	0	0	16000
PUBLIC WORKS LND FAC/NAT RES	SEEDING EQUIPMENT	0	14000	0	0	0	14000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-9 (BUCKET TRUCK)	0	0	200000	0	0	200000
PUBLIC WORKS LND FAC/NAT RES	REPLACE 1999 WOOD CHIPPER	0	0	90000	0	0	90000
PUBLIC WORKS LND FAC/NAT RES	REPLACE FIELD UTILITY TRACTOR	0	0	20000	0	0	20000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-11 (LAWN MOWER)	0	0	12500	0	0	12500
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-17 (LAWN MOWER)	0	0	10000	0	0	10000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-20 MOWER	0	0	0	12500	0	12500

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Department/Division	Description	2014	2015	2016	2017	2018	Total
Total DPW L, F & NR		**113000**	**146000**	**437500**	**188500**	**30000**	**915000**

Community Services		2014	2015	2016	2017	2018	Total
PARKS & RECREATION	COLE NORTH FIELD RENOVATIONS [5]	1300000	0	0	0	0	1300000
PARKS & RECREATION	FIELD FENCE WORK - MURPHY & COOLIDGE	140750	0	0	0	0	140750
PARKS & RECREATION	MEMORIAL SCHOOL LIGHTING	125000	0	0	0	0	125000
PARKS & RECREATION	J. J. LANE PARK	110000	0	0	0	0	110000
PARKS & RECREATION	REPLACE REC BUS #1	70000	0	0	0	0	70000
PARKS & RECREATION	NAVY YARD DESIGN SERVICES	35000	0	0	0	0	35000
PARKS & RECREATION	TOWN GAZEBO ROOF	20000	0	0	0	0	20000
PARKS & RECREATION	HISTORICAL MONUMENT RESTORATION	15000	15000	15000	0	0	45000
PARKS & RECREATION	DUG POND PIER [3]	5000	5000	5000	5000	5000	25000
PARKS & RECREATION	SOUTH NATICK PARK SYSTEM	0	1000000	0	0	0	1000000
PARKS & RECREATION	EAST TENNIS/BASKETBALL COURTS	0	100000	0	0	0	100000
PARKS & RECREATION	JOHNSON SCH CT/BASKETBALL & HOCKEY RINK	0	75000	0	0	0	75000
PARKS & RECREATION	MEMORIAL BEACH WATER PLAY UNIT	0	75000	0	0	0	75000
COUNCIL ON AGING	BUS [2]	0	65000	0	0	0	65000
PARKS & RECREATION	COLE CENTER PLAYGROUND	0	50000	0	0	0	50000
PARKS & RECREATION	TENNIS/BASKETBALL COURT RENOVATIONS	0	15000	0	0	0	15000
PARKS & RECREATION	BASKETBALL COURT RENOVATIONS	0	0	100000	0	0	100000
PARKS & RECREATION	BACKSTOP/FENCE RENOVATION WORK	0	0	25000	25000	0	50000
PARKS & RECREATION	PEGAN COVE PARK	0	0	0	30000	0	30000
Total Community Services		**1820750**	**1400000**	**145000**	**60000**	**5000**	**3430750**

Town Administrator/Selectmen/Moderator		2014	2015	2016	2017	2018	Total
Town Administrator/Moderator	ELECTRONIC VOTING DEVICES FOR TOWN MEETING	50000	0	0	0	0	50000
Total Town Administrator/Selectmen/Moderator		**50000**	**0**	**0**	**0**	**0**	**50000**

Information Technology		2014	2015	2016	2017	2018	Total
INFORMATION TECHNOLOGY	DOCUMENT ARCHIVING	250000	250000	250000	0	0	750000
Total Information Technology		**250000**	**250000**	**250000**	**0**	**0**	**750000**

Town Clerk		2014	2015	2016	2017	2018	Total
TOWN CLERK	PRESERVATION OF HISTORICAL RECORDS	100000	100000	100000	100000	100000	500000
TOWN CLERK	TOWN VAULT STORAGE	30000	0	0	0	0	30000

Town of Natick

FY 2014-2018 Capital Plan Summary

FY 2014-2018 Capital Improvement Plan

Department/Division	Description	2014	2015	2016	2017	2018	Total
Total Town Clerk		**130000**	**100000**	**100000**	**100000**	**100000**	**530000**

Community Development		2014	2015	2016	2017	2018	Total
COMMUNITY DEVELOPMENT	KANSAS STREET RECONSTRUCTION [4]	2500000	0	0	0	0	2500000
COMMUNITY DEVELOPMENT	N. MAIN & BACON INT. IMP. - (MATHWORKS MITIGATION) [5]	620000	0	0	0	0	620000
COMMUNITY DEVELOPMENT	SPEEN STREET AND RELATED FEDEX TRAFFIC MITIGATION [5]	590000	0	0	0	0	590000
COMMUNITY DEVELOPMENT	WETHERSFIELD NEIGHBORHOOD TRAFFIC IMPROVEMENTS [5]	208000	0	0	0	0	208000
COMMUNITY DEVELOPMENT	SPEEN STREET TRAFFIC IMPROVEMENTS [5]	200000	0	0	0	0	200000
COMMUNITY DEVELOPMENT	PARK, BACON & WALNUT ST NEIGHBOR. TRAFFIC IMP. [5]	172000	0	0	0	0	172000
COMMUNITY DEVELOPMENT	COCHITUATE AQUADUCT IMPROVEMENTS [6]	50000	0	0	0	0	50000
COMMUNITY DEVELOPMENT	ROUTE 27 IMPROVEMENTS - CONSTRUCTION [45]	0	11000000	0	0	0	11000000
COMMUNITY DEVELOPMENT	DOWNTOWN PARKING GARAGE	0	7000000	0	0	0	7000000
Total Community Development		**4340000**	**18000000**	**0**	**0**	**0**	**22340000**

Facilities Management		2014	2015	2016	2017	2018	Total
NATICK PUBLIC SCHOOLS	MEMORIAL SCHOOL BOILER REPLACEMENT	400000	0	0	0	0	400000
MUNICIPAL GOVERNMENT	RENOVATION OF FINANCE OFFICES	250000	0	0	0	0	250000
MUNICIPAL GOVERNMENT	REPLACE ROOF TOP UNITS AT THE POLICE STATION	180000	0	0	0	0	180000
NATICK PUBLIC SCHOOLS	BEN-HEM - REPLACE DDC TEMPERATURE CONTROLS	150000	0	0	0	0	150000
MUNICIPAL GOVERNMENT	AIR HANDLER UNITS (COLE)	100000	0	0	0	0	100000
NATICK PUBLIC SCHOOLS	WILSON-REPLACE A/C COMPRESSORS	100000	0	0	0	0	100000
MUNICIPAL GOVERNMENT	REPLACE ROOF TOP UNITS AT THE MAIN FIRE STATION	75000	0	0	0	0	75000
MUNICIPAL GOVERNMENT	REPLACE FIVE OVERHEAD DOORS TO FIRE STATION 1	75000	0	0	0	0	75000
NATICK PUBLIC SCHOOLS	BROWN SCHOOL INTERCOM SYSTEM	50000	0	0	0	0	50000
MUNICIPAL GOVERNMENT	BOILER REMOVAL (COLE)	45000	0	0	0	0	45000
NATICK PUBLIC SCHOOLS	BEN-HEM - REPLACE ROOFTOP EXHAUST FANS	45000	0	0	0	0	45000
NATICK PUBLIC SCHOOLS	BROWN - FLOORING REPLACEMENT	30000	90000	0	0	0	120000
MUNICIPAL GOVERNMENT	DPW MAINT GARAGE HEATER REPLACEMENT	30000	0	0	0	0	30000
NATICK PUBLIC SCHOOLS	POWER FLAME BURNER FOR BENNETH HEMENWAY SCHOOL	19280	0	0	0	0	19280
NATICK PUBLIC SCHOOLS	SCHOOL FREEZERS AND COOLERS MONITORING	12000	0	0	0	0	12000
NATICK PUBLIC SCHOOLS	LILJA- ROOF REPLACEMENT	0	550000	0	0	0	550000
NATICK PUBLIC SCHOOLS	BROWN- ROOF REPLACEMENT	0	550000	0	0	0	550000
NATICK PUBLIC SCHOOLS	MEMORIAL-REPLACE EXTERIOR WINDOWS	0	500000	0	0	0	500000
NATICK PUBLIC SCHOOLS	KENNEDY-REPLACE LARGE HVAC UNITS	0	300000	300000	0	0	600000
NATICK PUBLIC SCHOOLS	KENNEDY- REPLACE VAT FLOOR TILE	0	300000	300000	0	0	600000

Town of Natick

FY 2014-2018 Capital Plan Summary

FY 2014-2018 Capital Improvement Plan

Department/Division	Description	2014	2015	2016	2017	2018	Total
NATICK PUBLIC SCHOOLS	KENNEDY-REPLACE CLASSROOM UNIVENTS + DDC	0	200000	0	0	0	200000
MUNICIPAL GOVERNMENT	ROOF (90 OAK STREET)	0	135000	0	0	0	135000
NATICK PUBLIC SCHOOLS	KENNEDY- REPLACE EXTERIOR DOORS	0	120000	0	0	0	120000
NATICK PUBLIC SCHOOLS	JOHNSON-REMOVE VAT	0	120000	0	0	0	120000
NATICK PUBLIC SCHOOLS	JOHNSON-REFURBISH HALL CEILINGS	0	100000	0	0	0	100000
MUNICIPAL GOVERNMENT	TOWN HALL HVAC	0	80000	80000	0	0	160000
MUNICIPAL GOVERNMENT	REPLACE B-2 (VAN)	0	35000	0	0	0	35000
MUNICIPAL GOVERNMENT	EXTERIOR PAINTING (90 OAK ST)	0	30000	0	0	0	30000
MUNICIPAL GOVERNMENT	CARPET REPLACEMENT - TOWN HALL	0	15000	15000	15000	0	45000
NATICK PUBLIC SCHOOLS	KENNEDY-REPLACE EXTERIOR WINDOWS	0	0	650000	0	0	650000
NATICK PUBLIC SCHOOLS	BROWN- REPLACE UNIT VENTILATORS IN CLASSROOMS	0	0	170000	0	0	170000
NATICK PUBLIC SCHOOLS	MEMORIAL- REPAVE PARKING AREAS	0	0	150000	0	0	150000
NATICK PUBLIC SCHOOLS	BEN-HEM - REPLACE LIBRARY AND OFFICE CARPETS	0	0	25000	25000	0	50000
NATICK PUBLIC SCHOOLS	WILSON-REPLACE DOMESTIC WATER HEATERS	0	0	10000	0	0	10000
NATICK PUBLIC SCHOOLS	KENNEDY-INSTALL FIRE SPRINKLER SYSTEM	0	0	0	800000	0	800000
NATICK PUBLIC SCHOOLS	MEMORIAL-INSTALL FIRE SPRINKLER SYSTEM	0	0	0	500000	0	500000
NATICK PUBLIC SCHOOLS	WILSON-REPLACE AUDITORIUM A/C COMPRESSORS	0	0	0	50000	0	50000
Total Facilities Management		**1561280**	**3125000**	**1700000**	**1390000**	**0**	**7776280**

Total General Fund	**16802930**	**36060400**	**9898400**	**5835400**	**3259900**	**71857030**
less grants, subsidies, mititgation funds, etc…	-6203000	-12078000	-1013000	-1013000	-1013000	-20470000
Net General Fund	**10599930**	**23982400**	**8885400**	**4822400**	**2246900**	**51387030**

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/partially funded through project specific mitigation funds

[6] Funded through Conservation Commission

Town of Natick

FY 2014-2018 Capital Plan Summary

FY 2014-2018 Capital Improvement Plan

Department/Division	Description	2014	2015	2016	2017	2018	Total
Enterprise Funds							
Water-Sewer Enterprise		**2014**	**2015**	**2016**	**2017**	**2018**	**Total**
WATER SEWER ENTERPRISE	I/I MWRA GRANT	1374000	0	0	0	0	1374000
WATER SEWER ENTERPRISE	REPLACE GROUND WATER WELLS	300000	300000	0	0	0	600000
WATER SEWER ENTERPRISE	TOWN FOREST RESERVOIR ROOF COATING &MIXING SYSTEM	220000	0	0	0	0	220000
WATER SEWER ENTERPRISE	SEWER MAIN RELINING	150000	150000	150000	150000	150000	750000
WATER SEWER ENTERPRISE	PRIME PARK PUMP STATION WALL REPAIR	150000	0	0	0	0	150000
WATER SEWER ENTERPRISE	ENERGY EFFICIENCY UPGRADES - SPRINGVALE WTP	150000	0	0	0	0	150000
WATER SEWER ENTERPRISE	REPLACE CONTROL VALVES AND TONKA FILTERS	100000	0	0	0	0	100000
WATER SEWER ENTERPRISE	SEWER LINE REPLACEMENT - CHRYSLER ROAD	48000	0	0	0	0	48000
WATER SEWER ENTERPRISE	REPLACE W-28 (TRUCK W/PLOW)	47000	0	0	0	0	47000
WATER SEWER ENTERPRISE	REPLACE W-21 (1 TON WORK TRUCK)	40000	0	0	0	0	40000
WATER SEWER ENTERPRISE	REPLACE W-1 (VEHICLE)	30000	0	0	0	0	30000
WATER SEWER ENTERPRISE	REPLACE W-12 (AIR COMPRESSOR)	30000	0	0	0	0	30000
WATER SEWER ENTERPRISE	SEWER STATION GENERATORS	0	250000	0	0	0	250000
WATER SEWER ENTERPRISE	WATER METER RADIO TRANSMITTERS	0	200000	200000	0	0	400000
WATER SEWER ENTERPRISE	VFD INSTALLS & CONTROLS	0	180000	150000	0	0	330000
WATER SEWER ENTERPRISE	REPLACE W-16 (BACKHOE)	0	125000	0	0	0	125000
WATER SEWER ENTERPRISE	INSTALL SEWER GRINDER PUMP	0	90000	0	0	0	90000
WATER SEWER ENTERPRISE	BOOSTER PUMP - GLENRIDGE	0	0	250000	0	0	250000
WATER SEWER ENTERPRISE	REPLACE W-23 (DUMP TRUCK)	0	0	160000	0	0	160000
WATER SEWER ENTERPRISE	REPLACE W-4 RANGER (TRUCK)	0	0	21000	0	0	21000
WATER SEWER ENTERPRISE	RUNNING BROOK/VESTA RD PUMP STATION	0	0	0	500000	0	500000
WATER SEWER ENTERPRISE	GENERATOR BRADFORD RD	0	0	0	0	125000	125000
WATER SEWER ENTERPRISE	CAPT TOM'S BOOSTER PUMP	0	0	0	0	65000	65000
WATER SEWER ENTERPRISE	REPLACE W-10 (1 TON WORK TRUCK)	0	0	0	0	50000	50000
WATER SEWER ENTERPRISE	REPLACE W-8 (GENERATOR)	0	0	0	0	45000	45000
WATER SEWER ENTERPRISE	REPLACE W-11 (AIR COMPRESSOR)	0	0	0	0	30000	30000
WATER SEWER ENTERPRISE	WATER MAIN RELINING PHASE 6	0	0	0	0	0	0
WATER SEWER ENTERPRISE	CHLORINE UPGRADE ELM BANK/PINE OAKS/MORSE POND	0	0	0	0	0	0
WATER SEWER ENTERPRISE	ROUTE 30 WATER MAIN LOOP	0	0	0	0	0	0
WATER SEWER ENTERPRISE	SPRINGVALE TONKA FILTER MEDIA REPLACEMENT	0	0	0	0	0	0
Total Water-Sewer		**2639000**	**1295000**	**931000**	**650000**	**465000**	**5980000**
Less grants, subsides, etc.		*-1524000*	*-150000*	*-150000*	*-150000*	*-150000*	*-2124000*
Net Water/Sewer (dependent upon rates)		**1115000**	**1145000**	**781000**	**500000**	**315000**	**3856000**

Town of Natick

FY 2014-2018 Capital Plan Summary

FY 2014-2018 Capital Improvement Plan

Department/Division	Description	2014	2015	2016	2017	2018	Total
Sassamon Trace Enterprise		**2014**	**2015**	**2016**	**2017**	**2018**	**Total**
SASSAMON TRACE GOLF COURSE	PAVING OF GOLF COURSE CART PATHS	10000	10000	10000	10000	0	40000
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
Total Sassamon Trace Enterprise		**10000**	**105000**	**10000**	**10000**	**0**	**135000**

Total All Funds						
General Fund	**16802930**	**36060400**	**9898400**	**5835400**	**3259900**	**71857030**
Water/Sewer Enterprise	**2639000**	**1295000**	**931000**	**650000**	**465000**	**5980000**
Sassamon Trace	**10000**	**105000**	**10000**	**10000**	**0**	**135000**
Gross Capital Requests	**19451930**	**37460400**	**10839400**	**6495400**	**3724900**	**77972030**
less subsidies/offsets	*-7727000*	*-12228000*	*-1163000*	*-1163000*	*-1163000*	*-22594000*
Net Capital Requests	**11724930**	**25232400**	**9676400**	**5332400**	**2561900**	**55378030**

Financial Indicators

Indicator Analysis, Fiscal Years 2003-2012
Projections & Estimates, Fiscal Year 2013-2015

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 2014 Budget Process & Issues

This material is intended to provide policymakers with an informed snapshot of where Natick stands financially heading into the FY 2014 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,

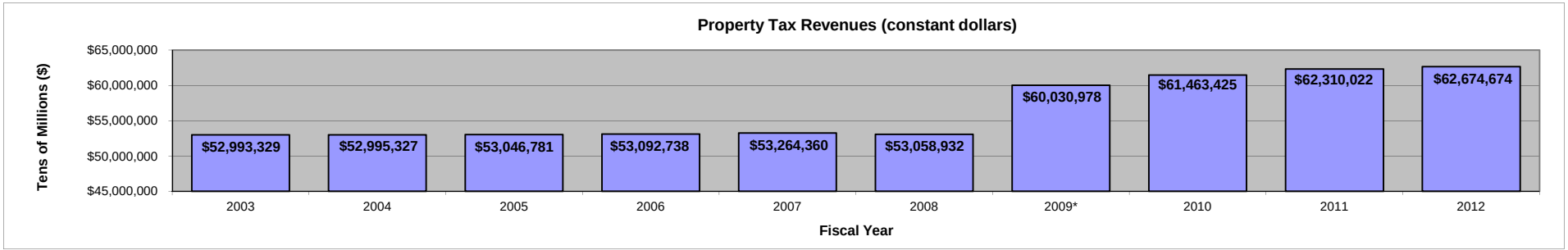
- Natick has favorable property tax collections, personnel costs, debt service levels (both as a percentage of operating revenues and per capita) and reserve levels.
- Natick has marginal and uncertain levels of State Aid, revenues related to economic growth, benefit expenditures, amounts of capital investment, reserve levels, and reliance upon one-time revenues.
- Natick has unfavorable expenditures per household 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	2003	2004	2005	2006	2007	2008	2009*	2010	2011	2012
Property Tax Levy Collections**	$ 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	$ 85,587,087
Less: debt exclusions**	$ (639,000)	$ (317,000)	$ (1,313,405)	$ (1,540,676)	$ (1,031,410)	$ (960,274)	$ (937,705)	$ (918,361)	$ (894,180)	$ (5,057,862)
Net Property Tax Revenues	$ 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	$ 80,529,225
CPI-U, 2002 base year***	192.2	198.6	205.3	213.8	218.7	227.9	227.6	233.2	239.3	244.8
CPI-U, adjustment for constant dollars	99.1%	95.9%	92.8%	89.1%	87.1%	83.6%	83.7%	81.7%	79.6%	77.8%
Property Tax Revenues (constant dollars)	**$ 52,993,329**	**$ 52,995,327**	**$ 53,046,781**	**$ 53,092,738**	**$ 53,264,360**	**$ 53,058,932**	**$ 60,030,978**	**$ 61,463,425**	**$ 62,310,022**	**$ 62,674,674**
Percent increase over prior year (constant dollars)	**1.0%**	**0.0%**	**0.1%**	**0.1%**	**0.3%**	**-0.4%**	**13.1%**	**2.4%**	**1.4%**	**0.6%**

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 2012 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:

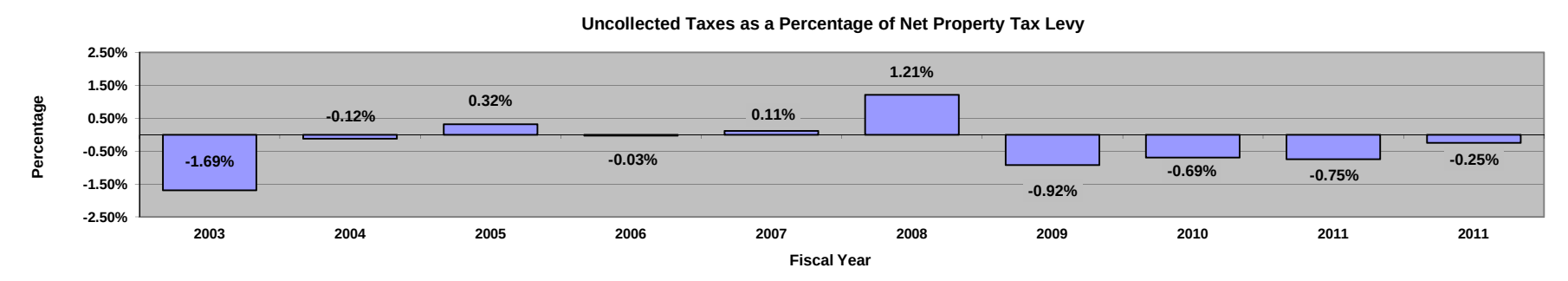
Property tax revenues are analyzed separately because they are the Town's primary revenue source for both operating and capital spending. Increases due to operating overrides, while enhancing the Town's ability to deliver services, must be weighed against their impact on taxpayers ability to pay.

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	2003	2004	2005	2006	2007	2008	2009	2010	2011	2011
Property Tax Levy Limit	$ 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	$ 86,502,701
Reserved for Abatements & Exemptions	$ 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	$ 1,128,592
Net Property Tax Levy	$ 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	$ 85,374,109
Uncollected Taxes as of June 30	$ (898,130)	$ (64,749)	$ 183,006	$ (15,470)	$ 68,333	$ 774,703	$ (660,851)	$ (522,259)	$ (587,348)	$ (212,978)
Uncollected Taxes as a Percentage of Net Property Tax Levy	**-1.69%**	**-0.12%**	**0.32%**	**-0.03%**	**0.11%**	**1.21%**	**-0.92%**	**-0.69%**	**-0.75%**	**-0.25%**

Source: Town of Natick Operating Statements, 2002-2011, Tax Rate Recapitulation Worksheets for Fiscal 2012, Massachusetts Department of Revenue

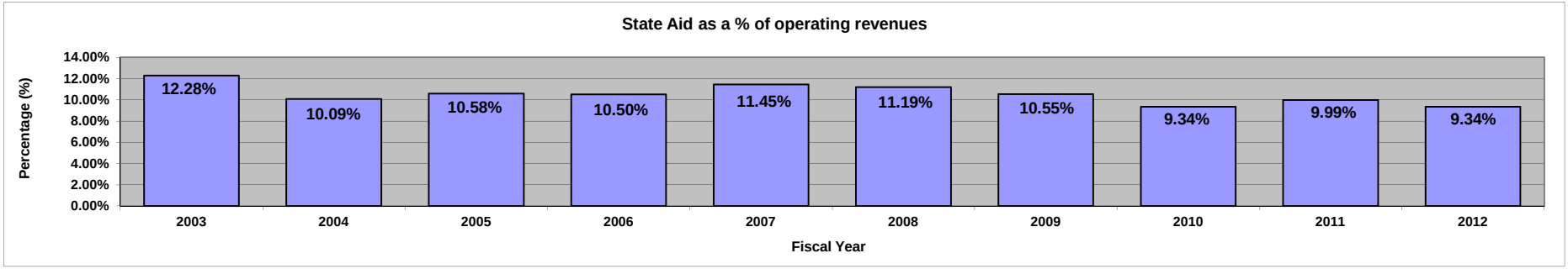
Natick Trend	
favorable	x
marginal	
unfavorable	
uncertain	

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	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Net Operating Revenues	$ 80,358,614	$ 82,728,409	$ 85,275,469	$ 88,981,117	$ 93,515,538	$99,994,725	$ 101,084,164	$ 103,919,727	$ 108,155,927	$ 112,768,437
State Aid Revenues	$ 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	$ 11,449,436
Less: School Building Reimbursements	$ 1,475,035	$ 1,461,337	$ 1,369,707	$ 1,369,707	$ 1,369,707	$ 3,659,335	$ 916,839	$ 916,839	$ 916,839	$ 916,839
Net State Aid Revenues	$ 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	$ 10,532,597
State Aid as a % of operating revenues	**12.28%**	**10.09%**	**10.58%**	**10.50%**	**11.45%**	**11.19%**	**10.55%**	**9.34%**	**9.99%**	**9.34%**

Notes:

Source(s): State Aid "Cherry Sheets", FY 2003-2012
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

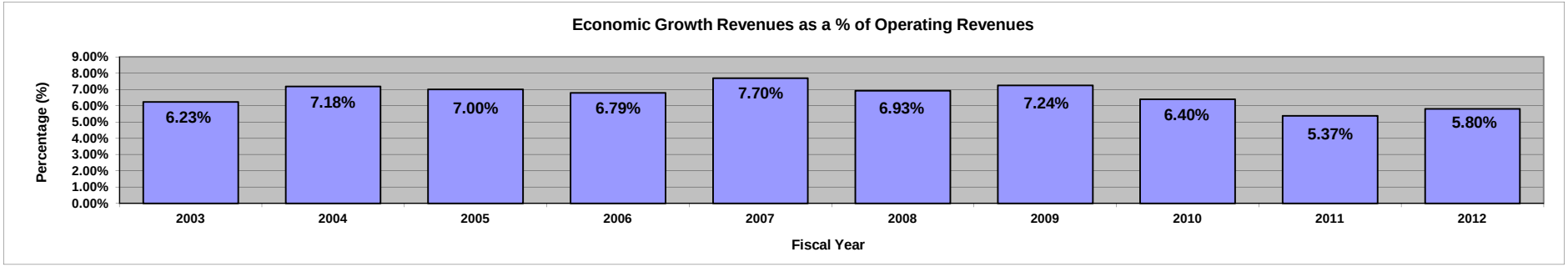
State Aid:

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	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Net (non-exempt) operating revenues	$ 80,358,614	$ 82,728,409	$ 85,275,469	$ 88,981,117	$ 93,515,538	$ 99,994,725	$ 101,084,164	$ 103,919,727	$ 108,155,927	$ 112,768,437
Building Related Fees & Permits	$ 742,483	$ 736,731	$ 929,897	$ 1,273,145	$ 2,614,468	$ 1,869,533	$ 740,772	$ 761,862	$ 1,125,848	$ 1,615,473
Motor Vehicle Excise	$ 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	$ 4,082,872
Levy Growth	$ 585,454	$ 756,915	$ 578,202	$ 657,677	$ 646,694	$ 883,280	$ 2,395,360	$ 2,147,515	$ 752,536	$ 846,384
Total: Economic Growth Revenues	$ 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	$ 6,544,729
Economic Growth Revenues as a % of Operating Revenues	**6.23%**	**7.18%**	**7.00%**	**6.79%**	**7.70%**	**6.93%**	**7.24%**	**6.40%**	**5.37%**	**5.80%**

Sources: Building Related Fees & Permits, FY 2003-2012, Town of Natick, Town Reports, 2002-2011.
Tax Recapitulation Worksheets, FY 2003-2012.

Natick Trend	
favorable	
marginal	x
unfavorable	
uncertain	x

Notes:
Building Related Fees & Permits inclusive of all Alterations, Building, Wiring, Gas & Plumbing permits, FY 2003-2012.

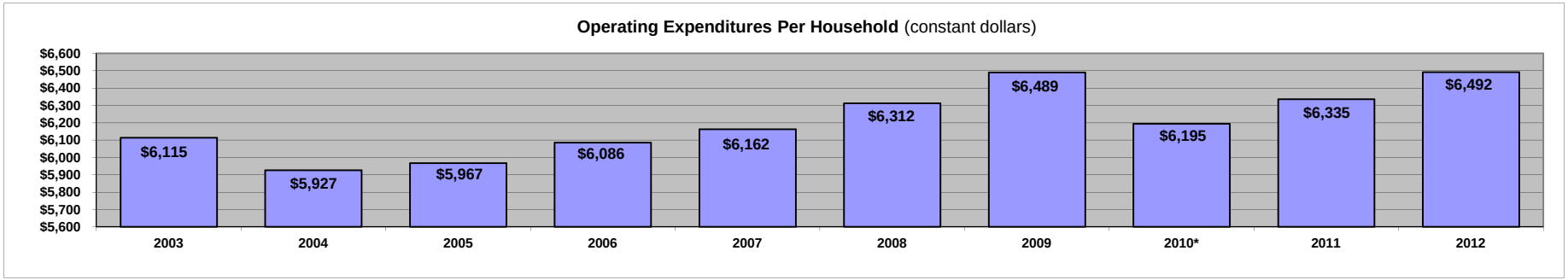
Revenues Related to Economic Growth:

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. Fortunately, the three most recent fiscal years indicate a mixed picture - that overall revenues attributible to economic growth have decreased since 2009, but may have bottomed out in FY 2011 and begun a rebound in FY 2012. Lower revenues attributible to economic growth could foreshadow lower tax levy growth in the future fiscal years. The mixed results of the last three years are why this idicator is trending marginal.

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	2003	2004	2005	2006	2007	2008	2009	2010*	2011	2012
Education	$ 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	$ 46,629,721
Municipal	$ 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	$ 27,465,028
Shared Expenses (Benefits, Debt)	$ 21,035,568	$ 20,366,034	$ 21,585,211	$ 24,224,319	$ 25,183,676	$ 26,579,006	$ 25,891,004	$ 27,784,481	$ 28,536,051	$ 32,704,942
Total Operating Expenses	$ 75,262,996	$ 75,460,081	$ 78,822,891	$ 84,096,215	$ 87,411,581	$ 93,570,665	$ 96,078,565	$ 96,096,543	$ 101,198,551	$ 106,799,691
CPI-U, 2000 base year	192.2	198.6	205.3	213.8	218.745	227.889	227.568	233.241	239.279	244.769
CPI-U, adjustment for constant dollar	99.1%	95.9%	92.8%	89.1%	87.1%	83.6%	83.7%	81.7%	79.6%	77.8%
Operating Expenses (cons. doll.)	$ 74,597,298	$ 72,382,404	$ 73,140,578	$ 74,931,380	$ 76,124,739	$ 78,218,833	$ 80,428,560	$ 78,487,022	$ 80,568,391	$ 83,120,580
Households	12,200	12,213	12,258	12,313	12,354	12,393	12,394	12,670	12,718	12,804
Oper. Exp. Per Household	**$ 6,115**	**$ 5,927**	**$ 5,967**	**$ 6,086**	**$ 6,162**	**$ 6,312**	**$ 6,489**	**$ 6,195**	**$ 6,335**	**$ 6,492**

Source: Town of Natick, Town Reports, 2002-2011 & Comptroller's FY 2012 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	
unfavorable	x
uncertain	

Expenditures per Household:

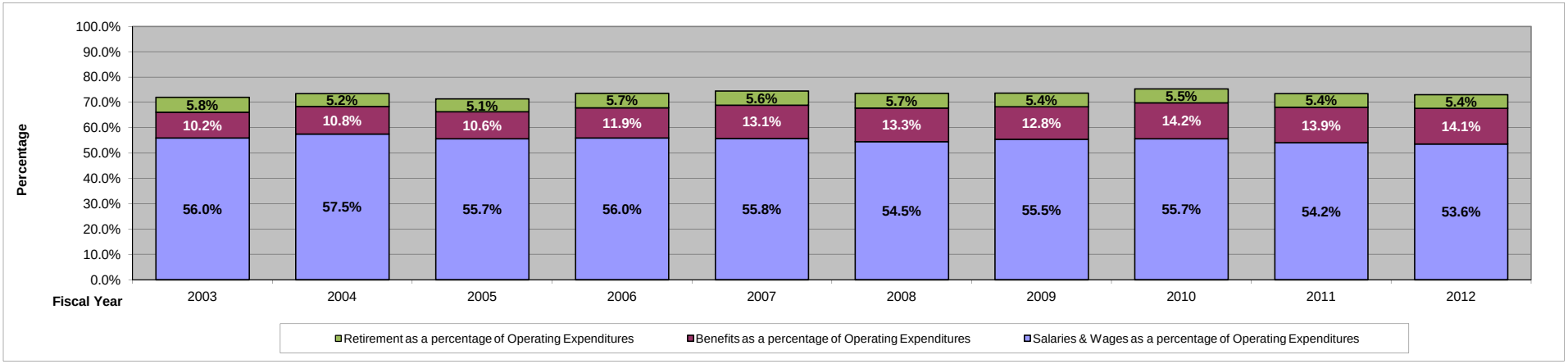
Increasing operating expenditures per household can indicate that the cost of providing services is outstripping taxpayer's ability to pay, especially if spending is increasing faster than household income. Increasing expenditures may also indicate that the demographics of the Town are changing, requiring increased spending in related services.

This indicator tells a mixed but unfavorable 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 6.16% since 2003, 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. It is important to note that FY 2012 expenditures per household (in constant dollars) are just $3.00 more than in FY 2009.

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	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Operating Expenditures	$ 75,262,996	$ 75,460,081	$ 78,822,891	$ 84,096,215	$ 87,411,581	$ 93,570,665	$ 96,078,565	$ 96,096,543	$ 101,198,551	$ 106,799,691
Municipal Wages	$ 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	$ 21,210,380
School Wages	$ 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	$ 36,030,524
Benefits	$ 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	$ 15,076,350
Pensions	$ 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	$ 5,717,032
Total Wage & Benefit Costs	$ 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	$ 78,034,286
Salaries & Wages as a percentage of Operating Expenditures	**56.0%**	**57.5%**	**55.7%**	**56.0%**	**55.8%**	**54.5%**	**55.5%**	**55.7%**	**54.2%**	**53.6%**
Benefits as a percentage of Operating Expenditures	**10.2%**	**10.8%**	**10.6%**	**11.9%**	**13.1%**	**13.3%**	**12.8%**	**14.2%**	**13.9%**	**14.1%**
Retirement as a percentage of Operating Expenditures	**5.8%**	**5.2%**	**5.1%**	**5.7%**	**5.6%**	**5.7%**	**5.4%**	**5.5%**	**5.4%**	**5.4%**
Total Wage & Benefit Costs as a percentage of Operating Expenditures	**72.0%**	**73.6%**	**71.4%**	**73.6%**	**74.6%**	**73.6%**	**73.7%**	**75.4%**	**73.5%**	**73.1%**

Source: Town of Natick, Town Reports, FY 2002-2010 & Comptroller's FY 2011 4th Qtr GF Expenditure Reports.

Personnel Costs:

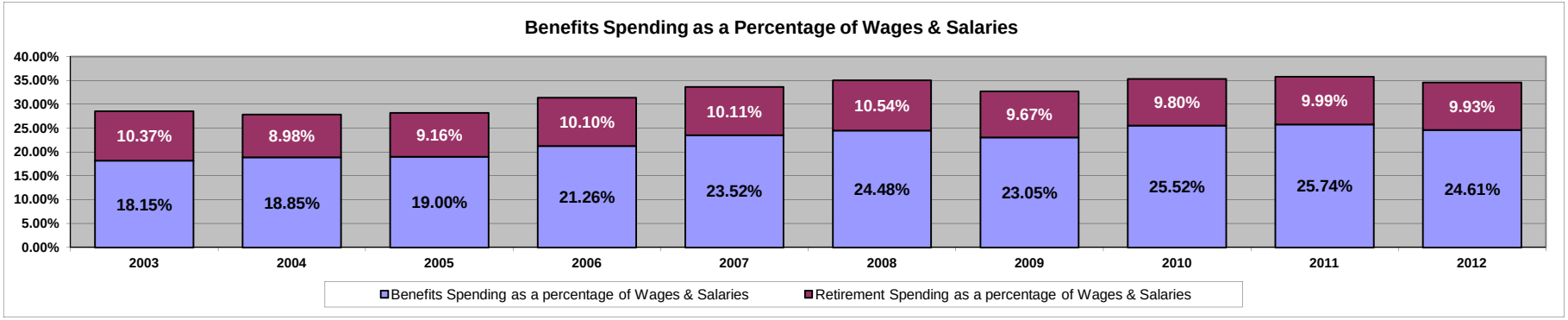
Increasing salaries and wages as a percent of operating expenditures may be an indicator of two trends: 1) First, it may point to future pension and health insurance costs since both of these items are related to the number and compensation level of employees. 2) Second, if salaries and wages as a percent 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 2003 by 1.1%, and the rate and level of increase has remained relatively constant. This is good for the Town as such a slow rate of increase is manageable and has allowed policymakers to adjust budgeting and goal setting with a limited impact to services. The increase over that time was in the cost of benefits. The combination of health care concessions in the last and in some current labor contracts and and overall slowing in health care cost increases in FY 2012 and FY 2013 has resulted in a drop in overall personnel costs over the last three fiscal years.

Natick Trend	
favorable	x
marginal	
unfavorable	
uncertain	

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	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Medical Benefits	$ 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	$ 14,128,376
Retirement Benefits	$ 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	$ 5,701,675
Wages & Salaries - Municipal	$ 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	$ 21,343,166
Wages & Salaries - Schools	$ 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	$ 36,057,866
Total Wages & Salaries	$ 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	$ 57,401,032
Benefits Spending as a percentage of Wages & Salaries	**18.15%**	**18.85%**	**19.00%**	**21.26%**	**23.52%**	**24.48%**	**23.05%**	**25.52%**	**25.74%**	**24.61%**
Retirement Spending as a percentage of Wages & Salaries	**10.37%**	**8.98%**	**9.16%**	**10.10%**	**10.11%**	**10.54%**	**9.67%**	**9.80%**	**9.99%**	**9.93%**
Total Benefits Spending as % of Wages & Salaries	**28.51%**	**27.83%**	**28.16%**	**31.36%**	**33.62%**	**35.02%**	**32.72%**	**35.32%**	**35.73%**	**34.55%**

Source: Town of Natick, Town Reports, 2002-2011 & Comptroller's FY 2012 4th Qtr GF Expenditure Reports.

Natick Trend	
favorable	
marginal	x
unfavorable	
uncertain	x

Employee Benefits:

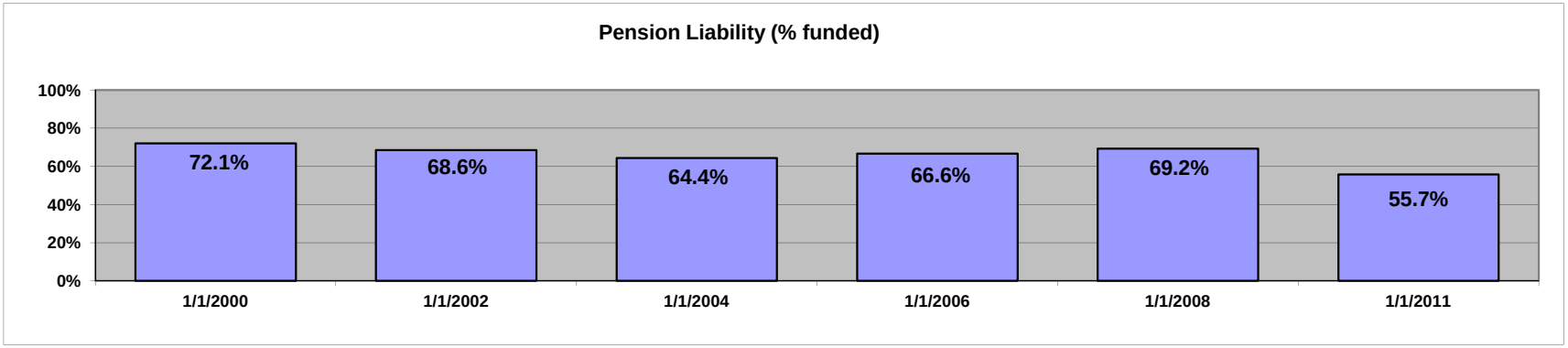
Fringe benefits represent a significant and increasing share of the Town's operating costs. Further, this analysis may understate certain fringe benefits such as sick leave buy-back liabilities and vacation accruals.

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 nearly 85% in the last 10 years and its share as part of an employees' compensation package has increased by over 33% - from comprising 18.15% in 2003 to over 24.61% in 2012. 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.

Efforts were taken for FY 2011 to slow the pace of this increase, and FY 2012 is the first year of demonstrable data that modifications to the health care provisions of labor contracts are beginning to move in a positive direction. There is too little data, however, as of FY 2012 to project a permament improvement in this indicator.

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	$ 147,904,433
Pension Assets	$ 64,669,153	$ 68,985,592	$ 70,246,877	$ 79,234,306	$ 90,885,080	$ 82,431,048
Pension Liability (unfunded)	$ 25,019,207	$ 31,586,923	$ 38,777,359	$ 39,668,980	$ 40,383,234	$ 65,473,385
Percent Funded	**72.1%**	**68.6%**	**64.4%**	**66.6%**	**69.2%**	**55.7%**

Source: Town of Natick Retirement System Actuarial Studies, 2000-2011.

Natick Trend	
favorable	
marginal	
unfavorable	x
uncertain	

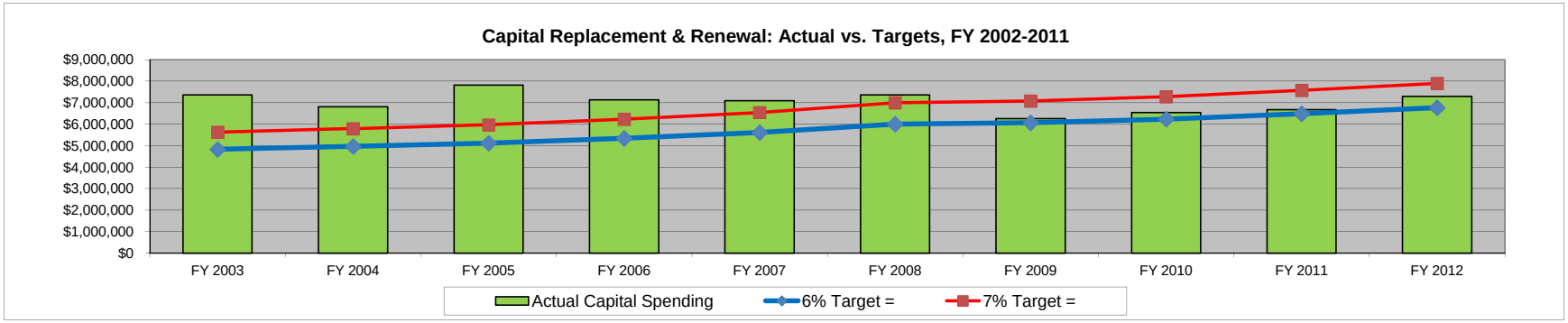
Pension Liability:

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 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Net Revenues	**$ 80,358,614**	**$ 82,728,409**	**$ 85,275,469**	**$ 88,981,117**	**$ 93,515,538**	**$ 99,994,725**	**$ 101,084,164**	**$ 103,919,727**	**$ 108,155,927**	**$ 112,768,437**
Within-Levy Target (low)	6%	6%	6%	6%	6%	6%	6%	6%	6%	6%
6% Target =	**$4,821,517**	**$4,963,705**	**$5,116,528**	**$5,338,867**	**$5,610,932**	**$5,999,683**	**$6,065,050**	**$6,235,184**	**$6,489,356**	**$6,766,106**
Within-Levy Target (high)	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%
7% Target =	**$5,625,103**	**$5,790,989**	**$5,969,283**	**$6,228,678**	**$6,546,088**	**$6,999,631**	**$7,075,891**	**$7,274,381**	**$7,570,915**	**$7,893,791**
Actual Capital Spending										
Cash	$ 374,300	$ 195,800	$ 1,401,500	$ 680,847	$ 906,128	$ 1,077,378	$ 293,900	$ 300,940	$ 547,620	$ 1,401,900
Within-Levy Debt Service	$ 6,982,375	$ 6,619,472	$ 6,418,807	$ 6,452,762	$ 6,182,248	$ 6,283,504	$ 5,958,287	$ 6,240,367	$ 6,123,139	$ 5,891,683
Total Cap. Spending As %	9.15%	8.24%	9.17%	8.02%	7.58%	7.36%	6.19%	6.29%	6.17%	6.47%
Actual Capital Spending	**$7,356,675**	**$6,815,272**	**$7,820,307**	**$7,133,609**	**$7,088,376**	**$7,360,882**	**$6,252,187**	**$6,541,307**	**$6,670,759**	**$7,293,583**

Source: Appropriations from Annual Town Meetings, Town of Natick, Town Reports 2002-2011.

Natick Trend	
favorable	
marginal	x
unfavorable	
uncertain	

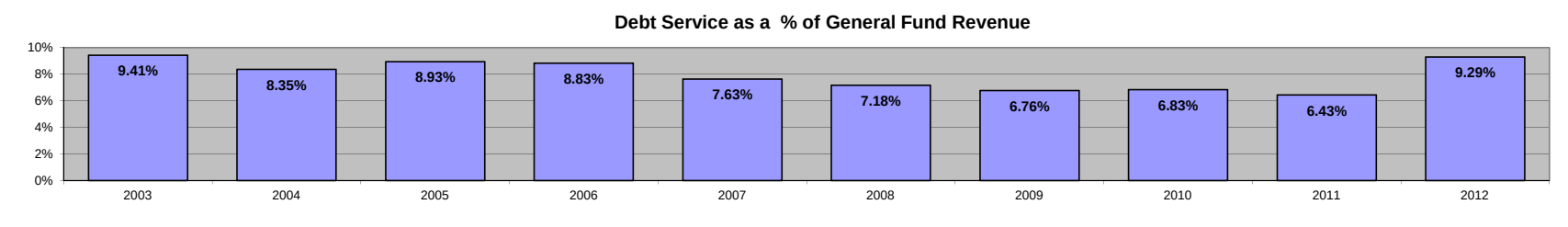
Capital Asset & Renewal:

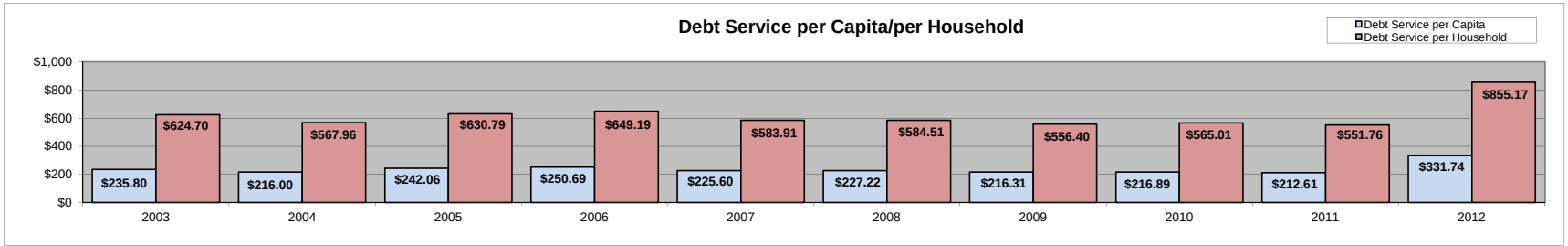
Companies of any size must maintain, renew and replace their infrastructure in a timely and cost effective manner. Municipalities are no different, and often have the daunting task of having to renew capital equipment and infrastructure with numerous other competing needs. Timely replacement of capital 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 equation, a new picture develops which shows the Town has spent a recommended amount of between 6-7% of net revenues annually on capital and debt service. This amount has proven sufficient to "catch-up" on deferred capital projects, and in FY 2012 that goal was achieved. A significant reason to be positive moving forward 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	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Exempt Debt Service	$ 639,000	$ 317,000	$ 1,313,405	$ 1,540,676	$ 1,031,410	$ 960,274	$ 937,705	$ 918,361	$ 894,180	$ 5,057,862
Within Levy Debt Service	$ 6,982,375	$ 6,619,472	$ 6,418,807	$ 6,452,762	$ 6,182,248	$ 6,283,504	$ 5,958,287	$ 6,240,367	$ 6,123,139	$ 5,891,683
Total Debt Service	**$ 7,621,375**	**$ 6,936,472**	**$ 7,732,212**	**$ 7,993,438**	**$ 7,213,658**	**$ 7,243,778**	**$ 6,895,992**	**$ 7,158,728**	**$ 7,017,319**	**$ 10,949,545**
Gross Operating Revenue	$ 80,997,614	$ 83,045,409	$ 86,588,874	$ 90,521,793	$ 94,546,948	$ 100,954,999	$ 102,021,869	$ 104,838,088	$ 109,050,107	$ 117,826,299
Population	32321	32113	31943	31886	31,975	31,880	31,880	33,006	33,006	33,006
Households	12,200	12,213	12,258	12,313	12,354	12,393	12,394	12,670	12,718	12,804
Debt Service as a % of General Fund Revenue	**9.41%**	**8.35%**	**8.93%**	**8.83%**	**7.63%**	**7.18%**	**6.76%**	**6.83%**	**6.43%**	**9.29%**
Debt Service per Capita	**$ 235.80**	**$ 216.00**	**$ 242.06**	**$ 250.69**	**$ 225.60**	**$ 227.22**	**$ 216.31**	**$ 216.89**	**$ 212.61**	**$ 331.74**
Debt Service per Household	**$ 624.70**	**$ 567.96**	**$ 630.79**	**$ 649.19**	**$ 583.91**	**$ 584.51**	**$ 556.40**	**$ 565.01**	**$ 551.76**	**$ 855.17**

Source: Town of Natick, Town Reports 2002-2011, Massachusetts Dept. of Revenue DLS Gateway Reports, Town of Natick Tax Recapitulation Worksheet - LA-4 - FY 2003-2012.

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.

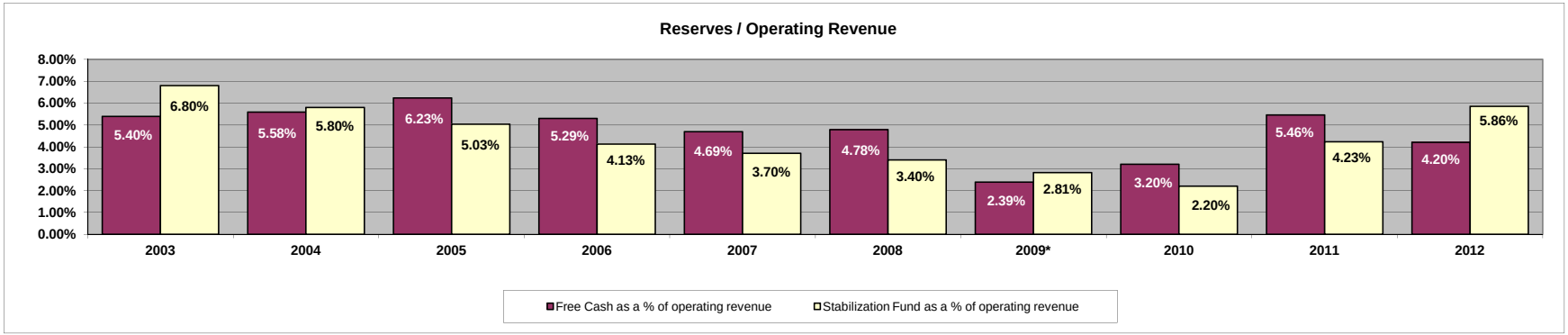
Positively for Natick, the community fares well on this indicator. Not only has debt service per capita remained well within recommended levels at between 6.5%-9.5% - debt service of 20% of operating revenues is considered a problem and 10% is considered acceptable - but decreased from FY 2006 through FY 2011. 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 grew signficantly beginning in 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 was 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	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**2009***	**2010**	**2011**	**2012**
Certified Free Cash	$ 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	$ 4,737,528
Stabilization Fund	$ 5,464,106	$ 4,798,985	$ 4,292,834	$ 3,671,373	$ 3,458,312	$ 3,401,290	$ 2,844,860	$ 2,288,392	$ 4,268,560	$ 4,271,457
Capital Stabilization Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 307,913	$ 1,478,084
Operating Stabilization Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 856,478
Net Operating Revenues	$ 80,358,614	$ 82,728,409	$ 85,275,469	$ 88,981,117	$ 93,515,538	$ 99,994,725	$ 101,084,164	$ 103,919,727	$ 108,155,927	$ 112,768,437
Free Cash as a % of operating revenue	5.40%	5.58%	6.23%	5.29%	4.69%	4.78%	2.39%	3.20%	5.46%	4.20%
Stabilization Fund as a % of operating	6.80%	5.80%	5.03%	4.13%	3.70%	3.40%	2.81%	2.20%	4.23%	5.86%
Net Reserves as a % of Operating Revenue	**12.20%**	**11.39%**	**11.27%**	**9.42%**	**8.39%**	**8.19%**	**5.20%**	**5.40%**	**9.69%**	**10.06%**

Source(s): Certified Free Cash letters from the Department of Revenue, FY 2002-2011 & Town of Natick Town Reports, 2002-2011

Notes:

*Denotes Fiscal Year where Proposition 2 1/2 Override was approved by voters.

Natick Trend	
favorable	x
marginal	
unfavorable	
uncertain	x

Reserves & Fund Balance:

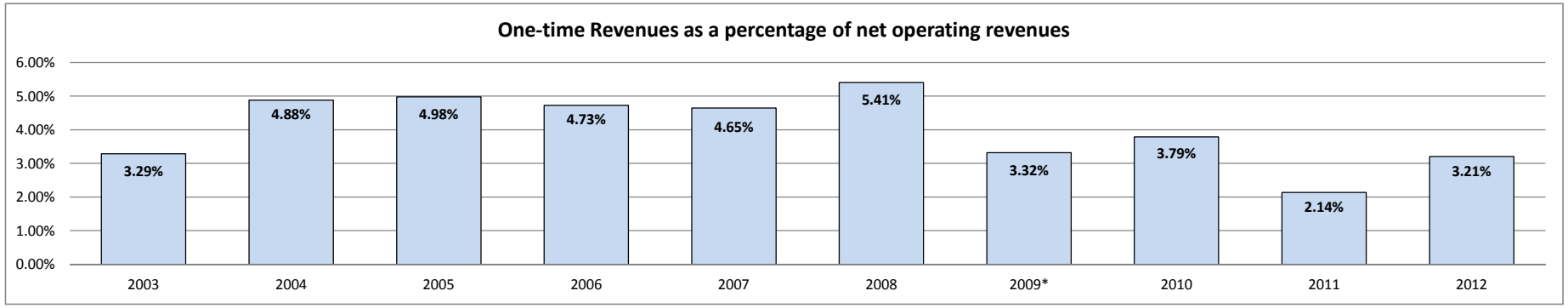
Reserves can be used by municipalities for many different purposes. Primarily, reserves are used to buffer against the need for severe reductions in service due to economic downturns, major emergencies which the community must respond to and as a sinking fund for major capital projects. Communities which 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 was the marked and steady decline of reserves over the last decade. Regardless of how the economy performed from FY 2003-2012, the Town's overall reserve position declined from FY 2003 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 and maintained that stride in FY 2012. 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

	2003	2004	2005	2006	2007	2008	2009*	2010	2011	2012
One-Time Revenues										
Free-Cash	$ 1,852,644	$ 2,290,405	$ 2,494,794	$ 2,857,608	$ 3,445,080	$ 4,035,895	$ 2,757,971	$ 1,990,000	$ 2,214,303	$ 2,616,244
Stabilization Fund	$ 594,668	$ 750,000	$ 750,000	$ 675,000	$ 400,000	$ 256,102	$ 600,000	$ 950,751	$ 98,550	$ -
Overlay Surplus	$ 195,000	$ 1,000,000	$ 1,000,000	$ 675,000	$ 500,000	$ 1,116,024	$ -	$ 1,000,000	$ -	$ 1,000,000
One-Time Revenues	$ 2,642,312	$ 4,040,405	$ 4,244,794	$ 4,207,608	$ 4,345,080	$ 5,408,020	$ 3,357,971	$ 3,940,751	$ 2,312,853	$ 3,616,244
Net Operating Revenues	$ 80,358,614	$ 82,728,409	$ 85,275,469	$ 88,981,117	$ 93,515,538	$ 99,994,725	$ 101,084,164	$ 103,919,727	$ 108,155,927	$ 112,768,437
One-time Revenues as a percentage of net operating revenues	**3.29%**	**4.88%**	**4.98%**	**4.73%**	**4.65%**	**5.41%**	**3.32%**	**3.79%**	**2.14%**	**3.21%**

Source: FY 2003-2012 Tax Recapitulation Forms, Page B-2 & Town of Natick Town Reports, 2002-2011.

Notes:
*Denotes Fiscal Year where Proposition 2 1/2 Override was approved by voters.

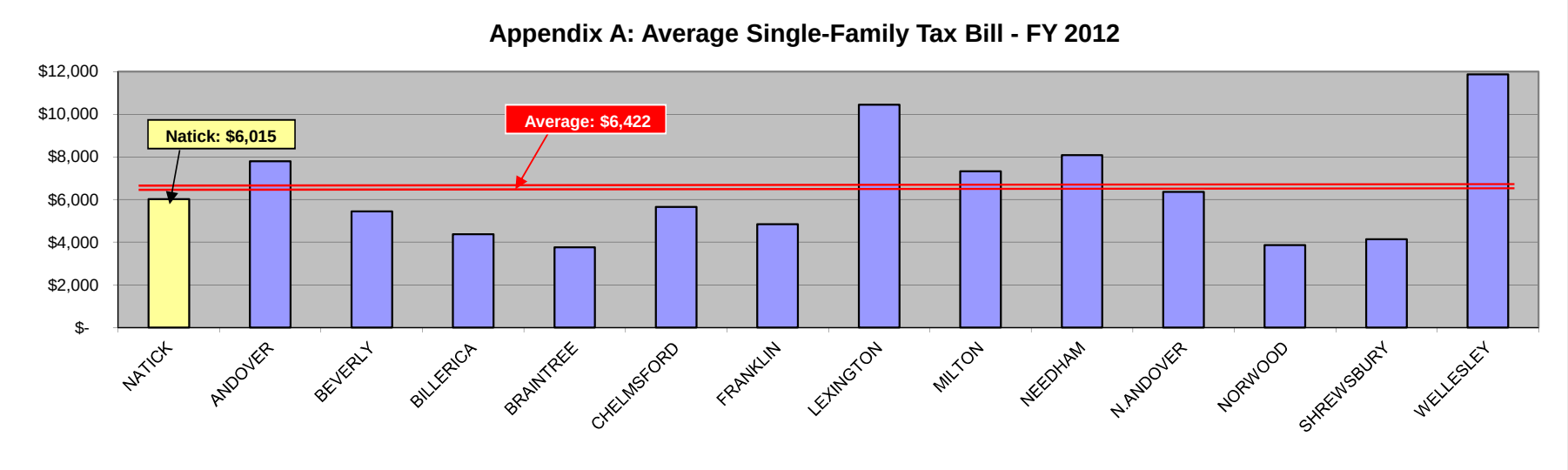
Natick Trend	
favorable	
marginal	x
unfavorable	
uncertain	

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.

The Town of Natick 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. Efforts have been made to reduce that reliance, and the total amount of one-time revenues utilized for recurring purposes has been substantially lower over the course of the last four fiscal years. 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. unless carefully planned and used for limited purposes (i.e. servicing debt).

Appendix A: Average Tax Bill



Municipality	Assessed Value	Parcels	Average Value	Tax Rate	Single Family Tax Bill	Split Tax Rate?
NATICK	$ 3,665,889,700	8,478	$ 432,400	$ 13.91	$ 6,015	No
ANDOVER	$ 4,677,413,100	8,501	$ 550,219	$ 14.15	$ 7,786	Yes
BEVERLY	$ 3,518,744,100	8,397	$ 419,051	$ 12.97	$ 5,435	Yes
BILLERICA	$ 3,369,255,000	10,742	$ 313,652	$ 13.92	$ 4,366	Yes
BRAINTREE	$ 3,241,506,800	9,012	$ 359,688	$ 10.45	$ 3,759	Yes
CHELMSFORD	$ 2,914,600,475	9,017	$ 323,234	$ 17.49	$ 5,653	No
FRANKLIN	$ 2,682,632,300	7,607	$ 352,653	$ 13.73	$ 4,842	No
LEXINGTON	$ 6,251,243,000	8,963	$ 697,450	$ 14.97	$ 10,441	Yes
MILTON	$ 3,634,448,600	7,124	$ 510,170	$ 14.35	$ 7,321	Yes
NEEDHAM	$ 6,158,330,400	8,351	$ 737,436	$ 10.95	$ 8,075	Yes
N.ANDOVER	$ 2,827,604,000	6,198	$ 456,212	$ 13.92	$ 6,350	Yes
NORWOOD	$ 2,124,006,700	5,818	$ 365,075	$ 10.58	$ 3,862	Yes
SHREWSBURY	$ 3,389,541,500	9,098	$ 372,559	$ 11.11	$ 4,139	No
WELLESLEY	$ 7,523,162,000	7,282	$ 1,033,118	$ 11.48	$ 11,860	No
AVERAGE	**$ 3,998,455,548**	**8,185**	**$ 494,494**	**$ 13.14**	**$ 6,422**	

Average Tax Bill:

This table shows the average single-family tax bill for comparable communities to Natick for FY 2012. Only single-family homes are shown as part of this comparison. As of FY 2012, Natick finds itself below average compared to the other 12 comparable communities in average tax bills.

Natick's average single family tax bill increased $454 from FY 2011 to FY 2012. The sizeable increase is due in large part ot the excluded debt costs of the new Community-Senior Center and Natick High School. The average single family tax bill for the comparable communities increased $268 from FY 2011 to FY 2012.

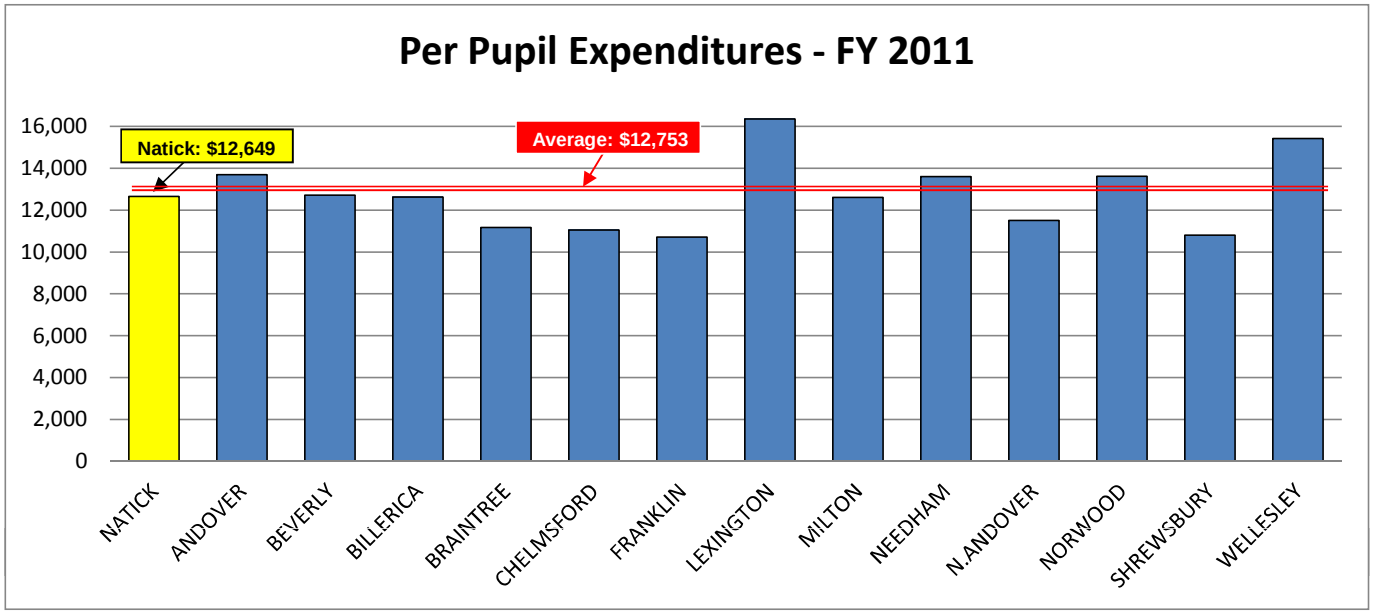
Source: Mass. Dept. of Revenue, Div. Of Local Services.

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 and lower average spending per pupil.



District	FY 2011 Total Pupils	FY 2011 Total Expenditure
NATICK	4,957	12,649
ANDOVER	6,356	13,697
BEVERLY	4,512	12,719
BILLERICA	6,084	12,628
BRAINTREE	5,654	11,176
CHELMSFORD	5,652	11,049
FRANKLIN	6,539	10,708

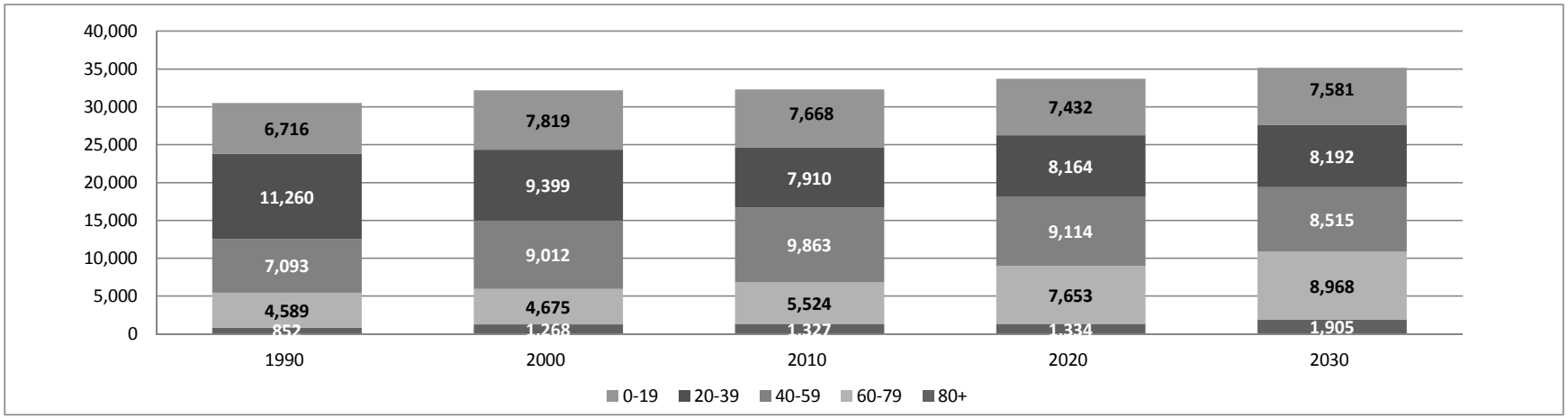
District	FY 2011 Total Pupils	FY 2011 Total Expenditure
LEXINGTON	6,420	16,358
MILTON	3,985	12,613
NEEDHAM	5,450	13,602
N.ANDOVER	4,757	11,503
NORWOOD	3,499	13,616
SHREWSBURY	6,291	10,804
WELLESLEY	4,979	15,421

Averages:	
Enrollment	5,367
Per Pupil Expenditure	$ 12,753

Notes:
Source: http://finance1.doe.mass.edu/statistics/ppx11.html . 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

Population Projections: 1990-2035, Town of Natick



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.

It is also important to note that these populations projections are one method of calculating. The Natick Public Schools also has its own internal forecasting, and as has been shown with growth in the district this Fiscal Year, trends are defiantely NOT trending downward for the 0-19 cohort in Natick, at least not today.

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 allowing the Board of Selectmen Meeting to create the trust and $221,608 was appropriated into it by the 2012 Spring Annual Town Meeting. 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.

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.

Status of Municipal Reserves

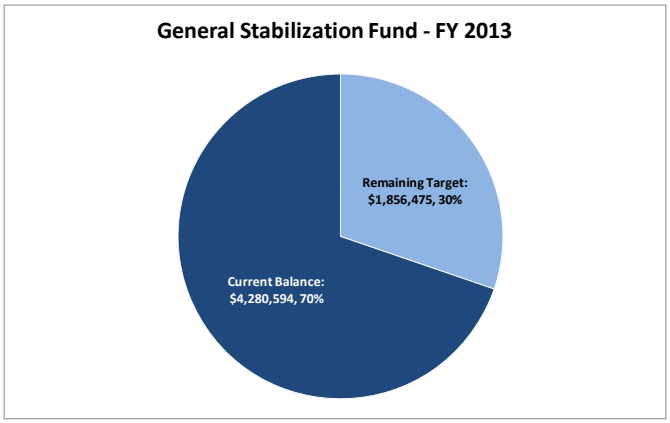
Overlay Surplus:

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. $500,000 is proposed for use in FY 2014.

Stabilization Funds:

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.

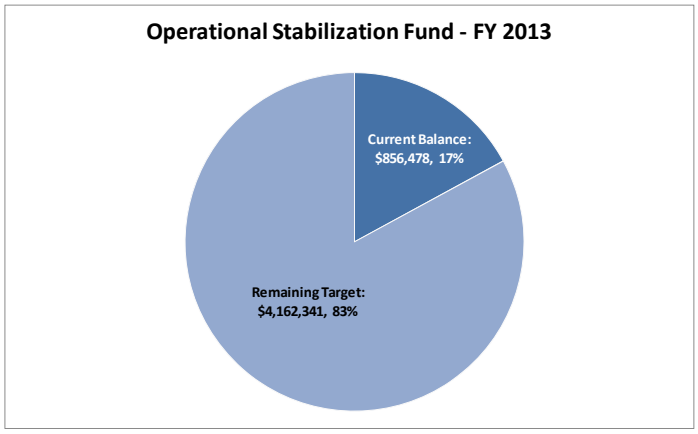
The Town maintains three Stabilization Funds:



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 $6.1 million.

	Current Balance	FY 2013 G.F. Revenues	Target	Target	Balance to target	% Raised
			2%	5%		
General Stabilization Fund	**$4,280,594**	**$ 122,741,389**	**$2,454,828**	**$ 6,137,069**	**$1,856,475**	**69.75%**

Operational: An Operational Stabilization Fund should be maintained for the purpose of augmenting operations in case of sustained economic downturn and associated loss of revenues in support of operations. Sustained economic downturn will be any situation whereby State Aid and/or local receipts are significantly reduced from one-year to the next. ("Significantly" being defined as more than 5% of the total for the respective revenue category.) The target amount of money in the Operational Stabilization Fund should be sufficient to sustain operations through a three-year period of economic downturn. This shall be equivalent to 10% of State Aid Revenues and 5% of Estimated Receipts cumulative for a three-year period.



	Current Balance	Target - 5% of Local Receipts for last 3 years	Target - 10% of State Aid for last 3 years	Total Target	Remaining Target	Percentage of Target
Operational Stabilization Fund	**$ 856,478**	**$1,521,434**	**$3,497,386**	**$5,018,819**	**$4,162,341**	**17.07%**

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**
Use @ 2011 FATM (Articles 9 and 10)	$ (689,340)
Amount Appropriated from Free Cash under Article 7	$ 1,240,314
Balance After 2011 Fall ATM	**$ 1,546,327**
Use @ 2012 Spring ATM	$ (369,532)
Balance After 2012 Spring ATM	**$ 1,176,795**
Use @ 2012 Fall ATM	$ (584,340)
Amount Town Administration Recommends to be Appropriated from Free Cash (local option taxes)	$ 1,275,551
Amount Town Administration Recommends to be Appropriated from Free Cash (additional funds)	$ 2,000,000
Balance After 2012 Fall ATM	**$ 3,868,006**

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:

Free Cash Balances

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Effective Date	7/1/2007	7/1/2008	7/1/2009	7/1/2010	7/1/2011	7/1/2012
General Fund (Free Cash)	$4,784,709	$2,415,060	$3,327,659	$5,899,906	$4,737,528	**$ 6,791,984**
Water/Sewer Enterprise	$ 682,304	$ 656,440	$1,390,829	$1,980,622	$2,386,297	**$ 849,404**
Golf Course Enterprise	$ 103,010	$ 97,364	$ 83,126	$ 111,897	$ 71,576	**$ 72,642**

Finally, this table shows the planned usage of the $6,791,984 Certified Free Cash amount.

Free Cash Spenddown Proposal

revised 4/1/2013

Item	Amount	Rationale
Certified Free Cash as of 7/1/2012	$ 6,791,984	Certified by DOR on 9/19/2012
.5% of G/F Revenue Set-Aside	$ (614,213)	As per Financial Policies
2013 Spring Town Meeting		
Article 5: OPEB Stabilization Fund	$ (224,217)	Amount received from WSHG for 2008 Medicare Part D Reimbursement
Article 17: Appropriation for Natick Center Cultural District	$ (178,500)	Fund FY 2014 Budget for the Natick Center Cultural District
FY 2014 Budget		
FY 2014 Starting Operating Budget	$ (1,500,000)	Standard from Free Cash for next years Operating Budget
FY 2014 Subsidy for HS & C-SC Projects	$ (250,000)	Increased to lower taxpayer cost of projects in FY 14
FY 2013 Snow & Ice Deficit	$ (450,000)	Current Snow Overdraft $800K - $350K already built into FY 2014 budget.
2012 Fall Town Meeting		
Article 3: Transfer of FY 2012 Local Option Taxes to CSF	$ (1,275,551)	As per Financial Policies
Article 3: Additional Capital SF Contribution	$ (2,000,000)	To accommodate future Capital Needs
Article 12: Community Senior Center Project	$ (22,216)	Redistribution of contributions to the project
Article 13: High School Project	$ (15,858)	Redistribution of contributions to the project
Article 17: Transfer of Funds to Conservation Fund for Trails Construction and Improvement	$ (50,065)	Transfer of funds receive from citations issued to development by the Planning Board to use for trails construction and improvements.
Remaining Unallocated Balance	**$ 211,364**	

Snow & Ice Removal Costs - FY 1998-FY 2012

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**	**299,508**

	3 Year Average	5 Year Average	10 Year Average	5 Year Low	5 Year High
Total Expenses	**$ 666,454**	**$ 709,719**	**$ 629,201**	**$ 299,508**	**$ 899,655**

FY 2013 Expenses To Date (April 1): $737,804

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 initial date, time and place, not less than seven nor more than fourteen days following such publication, when the first of one or more public hearings will be held by the finance committee on the preliminary budget.

(b) **Review** - The finance committee shall consider, in open public meetings, the detailed expenditures proposed by each town agency and may confer with representatives of any town agency in connection with its review and consideration. The finance committee may require the town administrator, or any other town agency, to furnish it with such additional information as it

may deem necessary to assist it in its review of any submitted budget.

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

Section 5-7 Capital Improvement Program

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

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

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

TOWN BY-LAWS

ARTICLE 20: TOWN ADMINISTRATOR

Section 2 Dates of Submission of Fiscal Documents

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

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

ARTICLE 23: THE FINANCE COMMITTEE

Section 4 Report, Recommendations

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

Section 5 Audits

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

Town of Natick - Financial Management Principles

PART 1: GENERAL

To protect the town's financial stability, to ensure the availability of adequate financial resources in times of emergency, to capitalize on high bond ratings (and thus low interest rates), it is essential that policies regarding the town's financial management be adopted and adhered to in the preparation and implementation of the town's operating and capital budgets.

PART 2: PRINCIPLES

Reserves: Use and Recommended Balances

- Reserves and one-time revenues should be used only for capital or other non-recurring expenses, except as noted below.
- The Town will strive to maintain unappropriated free cash at a minimum of 1% of revenues, and unappropriated free cash should never be less than ½ % of revenues.
- The Town will maintain a diversified series of permanent reserves in the form of stabilization funds. These stabilization funds will consist of three types:
    - 1. A General Stabilization Fund should be maintained for the purpose of unforeseen and catastrophic emergencies. It should, at a minimum, be at a level equal to 2% of revenues, with the target being 5% of revenues.
    - 2. An Operational Stabilization Fund should be maintained for the purpose of augmenting operations in case of sustained economic downturn and associated loss of revenues in support of operations. Sustained economic downturn will be any situation whereby State Aid and/or local receipts are significantly reduced from one-year to the next. ("Significantly" being defined as more than 5% of the total for the respective revenue category.) The target amount of money in the Operational Stabilization Fund should be sufficient to sustain operations through a three-year period of economic downturn. This shall be equivalent to 10% of State Aid Revenues and 5% of Estimated Receipts cumulative for a three-year period.
    - 3. A Capital Stabilization Fund should be maintained for the purpose of funding any capital related project, or pieces of capital equipment, or debt-service payment related thereto. It shall be funded through local option taxes
- Existing reserves should be enhanced whenever possible.

Capital Planning and Budgeting

- A 5-Year capital plan should be developed and updated annually, per Section 5-7 of the Town's Charter.
- Whenever practical, capital funding should be done in the fall after free cash has been certified.
- A minimum of 6-7% of net general fund revenues (i.e within –levy) should be set aside annually to fund capital needs, inclusive of cash appropriations and the subject year's debt budget. Not included in this target are those capital improvements and equipment purchases funded through Debt Exclusions, Enterprise Funds, Intergovernmental Funds, Grants Mitigation Funds, Chapter 90 Funds, etc. This goal should be revisited regularly to ensure that the Town is investing adequately in its capital needs.

Debt Issuance and Management

- Capital projects should be carefully scheduled and monitored to minimize borrowing costs while optimizing investment opportunities.
- Large capital project, generally costing over $1 million and having a useful life of ten years or more, are typically funded with debt to spread the cost out over many years. In order to prevent such projects from absorbing significant capacity within the levy, careful consideration should always be given to excluding these projects from the limits of Proposition 2 ½ through debt exclusion question to the voters.
- Whenever practical, the issuance of expensive short-term Bond Anticipation Notes should be avoided.

Town of Natick - Financial Management Principles

Financial Planning and Forecasting

- Revenue estimates should be realistic, yet conservative, to minimize the potential of shortfalls in the subsequent year's operating budgets and corresponding impacts on free cash.
- Three year revenue and expenditure forecasts should be updated annually.

Cash Management

- Balances in prior Town Meeting funding articles shall be reviewed annually and excess balances shall be closed out to free cash.
- Fees and charges will be reviewed regularly to ensure that – where appropriate – they cover direct and indirect costs associated with the related service.

Originally adopted by the Board of Selectmen, March 2011
Last Revised by Board of Selectmen, February 6, 2012

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 Population: 33,006 *(U.S. Census)*

2011 Labor Force: 18,654 *(Mass Dept. of Revenue)*

Per Capita Income: (2007-2011 5 year ACS Estimate): 49,012 *(U.S. Census)*

2010 Population Per Square Mile: 2,055.2

2009 Housing Units Per Square Mile: 886.47 *(Mass Dept. of Revenue)*

2009 Road Miles: 155.88 *(Mass Dept. of Revenue)*

Principal Employers **(1)**
Other than the Town itself, the following are the principal employers located in the Town:

Company	**Nature of Business**	**Current Employees**
MathWorks, Inc.	Software Dev/Sales	1,900
U.S. Army Natick Research, Development & Engineering Ctr.	Government/Food Research	1,300
Natick Mall	Retail	1,200
Metro West Medical Center Leonard Morse Campus	General Medical & Surgical Hospital	600
Boston Scientific	Medical Instrumentation/Administration	500
Klockner-Moeller	Motor Controls & Switchgear Equipment	200
Cognex	Manufacturers of Vision Instrumentation/Administration	180
Whitney Place	Assisted Living	170
Crowne Plaza Hotel	Hotel	150
Middlesex Savings Bank	Bank	100
Vision Sciences	Medical Instrumentation	80
Stop & Shop	Supermarket	70

Government & Elections Information

School Structure: K-12

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

Registered Voters: (as of December 21, 2012) 22,455

Partisan Affiliation:

Democrat: 7,516	Republican: 2,685	Unenrolled: 12,145
Libertarian: 64	Green Rainbow:25	Reform:2
We The People: 1	Constitution Party: 1	Socialist:1
American Independent Party: 6	Inter 3rd Party: 7	MA Independent Party: 2

Town Offices: Town Hall, 13 East Central Street

US Senators: John F. Kerry & Elizabeth Warren

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 1-10

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, Monday –Wednesday from 8:00 a.m. to 5:00 p.m; Thursday from 8:00 a.m.-8:00 p.m.; Friday from 8:00a.m-12:30 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 360

Honoring Our Past. Planning Our Future.

Final Recommendations to Sponsoring Boards from the Strategic Planning Oversight Committee

"Some communities allow the future to happen to them. Successful communities recognize the future is something they can create. These communities take the time to produce a vision of the future they desire and employ a process that helps them achieve their goals." *- National Civic League, 2000*

Place Strategic Planning Action Items on your Agenda

The strategic plan contains value and vision statements and more than 200 action items. Many of these action items have been broadly defined and leave many options open for implementation.

Suggested Approach: As you add items to your agendas and record items in your minutes that relate to specific Natick 360 action items, consider placing a text marker such as "<<Natick 360>>" next to each action item. This will flag the item as playing a role in moving toward a strategic goal in the plan.

Review Progress Toward Goals Quarterly

Time passes very quickly and five years will only seem like a long time looking forward. To keep measuring and monitoring progress against the strategic plan, try to schedule a quarterly review.

Suggested Approach: Consider creating a grid of your strategic plan action items from the Strategic Plan Appendix and update each action item with a status code quarterly. Codes may include "A – accomplished", "D – Defer", "P - In Progress", "R – Removed"

Collaborate with Other Boards at least Annually

Many boards have taken on action items to work toward common strategic goals. It will be very beneficial to get together once per year to review progress and identify areas for continued collaboration.

Suggested Approach: Have the Board of Selectmen host a joint meeting annually (perhaps after Spring Town Meeting) of various Boards to review progress against the Strategic Plan and to identify areas for collaboration over the next year. Consider using professional facilitation at these meetings.

Continue to Engage the Public

Public engagement has been an essential component of this planning process. Continued public engagement is one of the strategic goals in the Natick 360 plan.

Suggested Approach: Consider creating periodic public forums to inform and further engage the public in this process.

Make it happen

The Natick 360 Strategic Plan reflects 2 years of excellent work by hundreds of volunteers and contributions of visions, values, and ideas by almost 2,000 people (more than 10% of Natick households) in the process.

The process has yielded a common vision for the future of our community and an integrated plan with 12 strategic goals.

Individual sponsoring boards and committees have identified more than 200 different individual actions that can be taken over the next 5 years to move the community closer to its long-range vision.

This document lists some suggestions for keeping the strategic plan "alive" as a vital and integral part of Natick's governance.

We invite each Board and Committee to adopt these suggestions, or other procedures as they see fit, to leverage Natick's investment in this planning process.

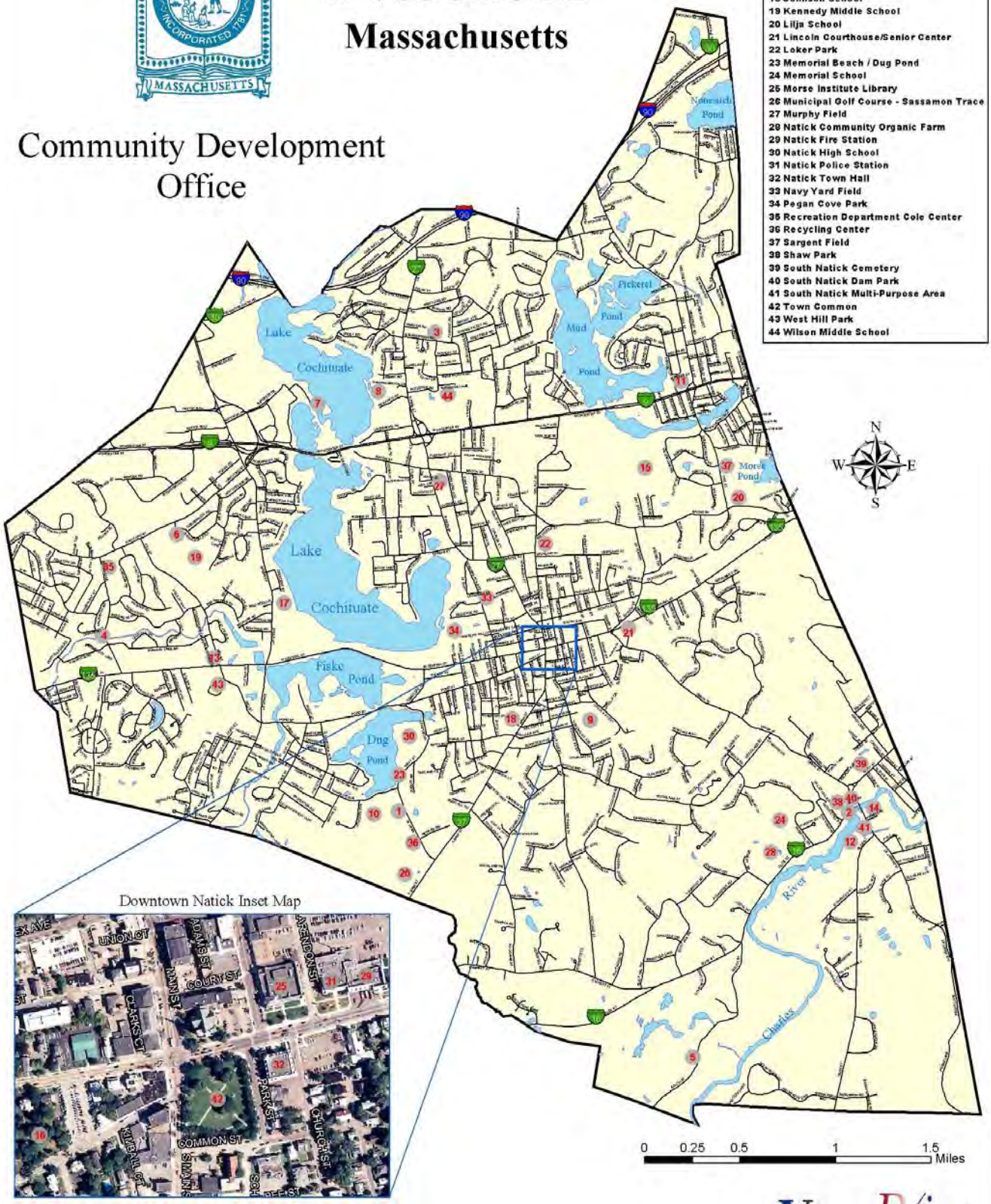
Areas of Interest

Town of
Natick
Massachusetts

Community Development Office

Key to Areas of Interest

1 Track around NHS Football Field
2 Bacon Free Library
3 Bennet Hemenway School
4 Boden Lane Cemetery
5 Broadmoor Sanctuary
6 Brown School
7 Camp Arrowhead
8 Camp Mary Bunker
9 Coolidge Field/Woods
10 Department of Public Works
11 East Natick School
12 Grove Park
13 Henry Wilson Memorial
14 Hunnewell Fields
15 Hunnewell Town Forest
16 Indian Burial Ground
17 John J. Lane Park
18 Johnson School
19 Kennedy Middle School
20 Lilja School
21 Lincoln Courthouse/Senior Center
22 Loker Park
23 Memorial Beach / Dug Pond
24 Memorial School
25 Morse Institute Library
26 Municipal Golf Course - Sassamon Trace
27 Murphy Field
28 Natick Community Organic Farm
29 Natick Fire Station
30 Natick High School
31 Natick Police Station
32 Natick Town Hall
33 Navy Yard Field
34 Pegan Cove Park
35 Recreation Department Cole Center
36 Recycling Center
37 Sargent Field
38 Shaw Park
39 South Natick Cemetery
40 South Natick Dam Park
41 South Natick Multi-Purpose Area
42 Town Common
43 West Hill Park
44 Wilson Middle School



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IMPORTANT TOWN BUSINESS