

Town of Natick

FY 2016 Town Administrator's Preliminary Budget

Martha White, Town Administrator
January 5, 2015



Town of Natick

FY 2016 Preliminary Budget

Budget changes tracking page:

- | | |
|--|------------------|
| 1. Morse Institute Library (Inserted Pages III.12-17) | January 15, 2015 |
| 2. Bacon Free Library (Page numbers changed due to #1 above) | January 15, 2015 |
| 3. Reserve Fund (Inserted Pages IX.36-37) | January 15, 2015 |
| 4. Corrected – Page II.4 and Page II.5 (FY 16 column was missing) | January 21, 2015 |
| 5. Information Technology Staffing Sheet (Inserted Appendix F) | January 22, 2015 |
| 6. Town Clerk/Elections Staffing Sheet (Inserted Appendix F) | January 22, 2015 |
| 7. Community Services (Formula fix/staffing chart fix/Org chart fix) | February 3, 2015 |
| 8. Community Services (One payroll increase – Human Services) | February 3, 2015 |
| 9. Appendix F – All staffing sheets included | February 3, 2015 |
| 10. Sassamon Trace Golf Course (Indirect Cost page was missing) | February 3, 2015 |
| 11. Police and Fire Department (Performance indicators updated) | February 5, 2015 |
| 12. Department of Public Works (Admin Asst PIR added) | March 23, 2015 |
| 13. Board of Health (Sanitarian PIR added) | March 23, 2015 |
| 14. Legal (Amended – tax title appropriation eliminated) | March 23, 2015 |
| 15. Employee Fringe Benefits (final numbers) | March 23, 2015 |
| 16. General Fund Revenues/Expenditures Summary | March 23, 2015 |
| 17. General Fund Appropriation Summary | March 23, 2015 |
| 18. Three Year Projections | March 23, 2015 |
| 19. Facilities (Eliminated funding for Custodial Manager) | March 23, 2015 |
| 20. Revenue (Showing increases in State Aid and Free Cash) | March 23, 2015 |
| 21. Reserve Fund (Reduced by \$50,000) | March 23, 2015 |
| 22. Fire Department (Added \$11,000 for radio purchases PIR) | March 23, 2015 |



Town of Natick

FY 2016 Preliminary Budget

Table of Contents

Budget Message	Message.3
Section I: Budget Overview	
Budget Process	I.2
Summary of General Fund Revenue/Expenditures	I.4
General Fund Appropriation Summaries	I.6
Three-Year Projection	I.10
Deficit Reduction Plan	Reduction.3
Section II: Revenues	
Revenue Summary	II.3
Tax Levy	II.6
State Aid	II.7
Estimated (Local) Receipts	II.8
Available Funds	II.27
Indirects	II.29
Section III: Education & Learning	
Natick Public Schools	III.3
Keefe Tech	III.4
Morse Institute Library	III.8
Bacon Free Library	III.19
Section IV: Public Safety	
Emergency Management	IV.3
Parking Enforcement	IV.5
Police	IV.8
Fire	IV.18



Town of Natick

FY 2016 Preliminary Budget

Section V: Public Works

DPW Administration	V.7
DPW Energy	V.12
DPW Engineering	V.14
DPW Equipment Maintenance	V.18
DPW Highway/Sanitation	V.23
DPW Land Facilities & Natural Resources	V.28

Section VI: Health & Community Services

Community Services	VI.3
Board of Health	VI.33

Section VII: Administrative Support Services (General Government)

Board of Selectmen	VII.3
Personnel Board	VII.10
Town Report	VII.12
Legal	VII.13
Finance	VII.15
Administration	VII.19
Comptroller	VII.20
Assessor	VII.25
Collector	VII.31
Treasurer	VII.36
Information Systems	VII.42
Town Clerk	VII.49
Elections	VII.53
Sealer of Weights & Measures	VII.57
Community Development	VII.60

Section VIII: Committees & Commissions

Finance Committee	VIII.4
Commission on Disability	VIII.5
Cultural Council	VIII.6
Historical Commission	VIII.7
Historic District Commission	VIII.8



Town of Natick

FY 2016 Preliminary Budget

Section IX: Shared Expenses

Benefits

Employee Fringe Benefits & Insurance	IX.3
Property & Liability Insurance	IX.13
Contributory Retirement	IX.14
Non-Contributory Retirement	IX.16

Debt Service	IX.18
--------------	-------

Facilities Management	IX.30
-----------------------	-------

Reserve Fund	IX.36
--------------	-------

Section X: Water & Sewer Enterprise Fund

X.3

Sanitary Sewer Collection & Disposal	X.10
--------------------------------------	------

Water Supply & Distribution	X.10
-----------------------------	------

Utility Billing	X.11
-----------------	------

Fringe Benefits	X.17
-----------------	------

Debt Service	X.20
--------------	------

Indirects	X.23
-----------	------

Section XI: Sassamon Trace Enterprise Fund

Summary	XI.3
---------	------

Operations	XI.7
------------	------

Debt Service	XI.11
--------------	-------

Fringe Benefits	XI.12
-----------------	-------

Ten-Year Projection	XI.14
---------------------	-------

Indirects	XI.15
-----------	-------

Section XII: Capital

Capital Overview	XII.3
------------------	-------

FY 2016 Capital Budget	XII.11
------------------------	--------

FY 2016-2020 Capital Improvement Plan	XII.14
---------------------------------------	--------



Town of Natick

FY 2016 Preliminary Budget

Section XIII: Appendices

A – Financial Information

Financial Policies	A.3
Snow & Ice History	A.6
Statement on Reserves	A.7
FY 2015 Recap	A.12
FY 2014 End-Of-Year Encumbrances	A.32
FY 2016 Budget Instructions	A.99

B – Legal Information

B.3

C – Glossary & Basis of Budgeting & Accounting

Glossary	C.3
Basis of Budgeting & Accounting	C.10

D – Town Information

History	D.3
Demographic & Geographic Information	D.3
Government & Election Information	D.4

E – Program Improvement Requests

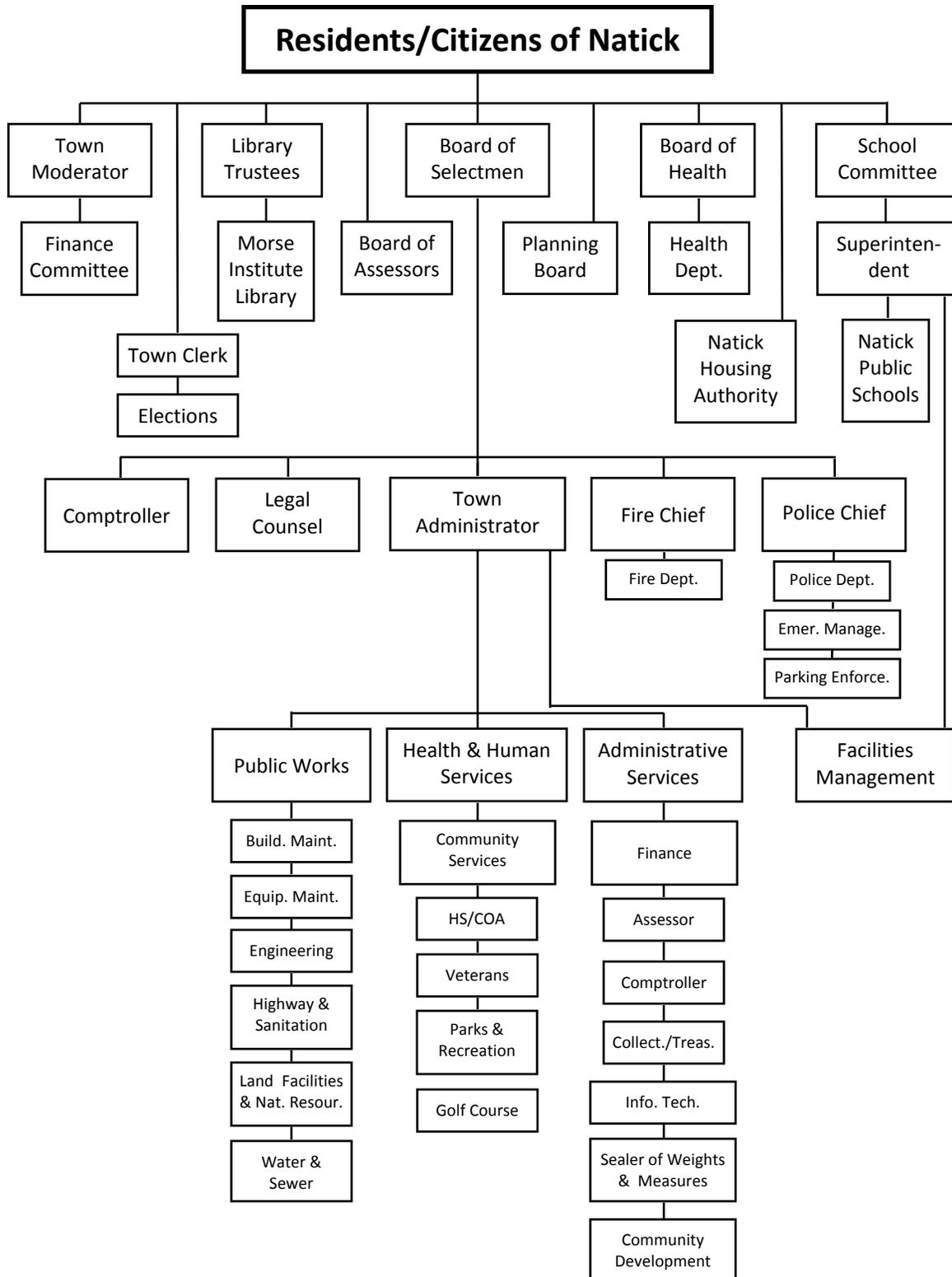
E.3

F – Staffing Salary Sheets

F.1



Town of Natick - Organizational Chart



Note: Organizational Chart is for information purposes only. Some appointed committees and positions are not shown above for simplification.



Town of Natick

FY 2016 Preliminary Budget

Town Administrator's Budget Message



Town of Natick

FY 2016 Preliminary Budget

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TOWN ADMINISTRATOR
FISCAL YEAR 2016 BUDGET MESSAGE

January 5, 2015

To the Honorable Board of Selectmen, Finance Committee and residents of Natick, it is my pleasure to submit the Town Administrator's Preliminary Budget for Fiscal Year 2016. This budget and supporting materials represent the culmination of weeks of effort across all levels of the general government and school administrations. Within this Budget Message, highlights of the FY 2016 Preliminary Budget will be discussed, along with the challenges and opportunities we face in the coming fiscal year. The Budget Message and accompanying materials also provides an opportunity to review innovations and cost-saving measures that have been incorporated into programs and operations, and outline our forecast for future fiscal years.

Over the past several years Natick's sound and stable financial condition has allowed the General Government and School Administrations to respond to evolving community needs, restore programs and personnel that were affected by the recession, and address significant growth in student enrollment in the Natick Public Schools.

Recent growth in student population has been substantial; notably, between FY 2012 – 2015, enrollment has grown by 408 students, and in the last decade almost 850 students have been added to the system. To maintain appropriate class sizes, respond to evolving educational mandates and further advance the district's academic successes, additional teaching and other positions have been essential. Specifically, (and excluding school personnel that transferred to the Facilities Management Department), between FY 2012 – 2015, the School Department has added 57 positions. The School Department's Preliminary Budget for FY 2016 reflects a 7.5% (\$3.8 million) increase driven largely by a request to add 26.6 full-time-equivalent (FTE) personnel.

In recent years, with Town Meeting's support, the General Government has expanded our focus on the community's economic development needs and enhanced our ability to further develop our internal and external technology communications. We have restored most of the positions lost during the recession – primarily in the police, fire and DPW departments – and consolidated departments to enhance collaboration and service delivery. Overall, (and excluding general government personnel that transferred to the Facilities Management Department), between FY 2012 – 2015, 32 positions have been added across the General Government departments, including Enterprise Fund operations. It should be noted that several of these new positions are associated with programs that create substantial savings, even accounting for salary and benefit costs (notably in-house curbside recycling and in-house maintenance of Sassamon Trace Golf Course).

The General Government's Preliminary Budget for FY 2016 reflects a 1.50% (\$471,987) increase. While no new personnel are proposed in this budget, several positions or additional man-hours have been requested through Program Improvement Requests (PIRs). These requests will be discussed later in this Budget Message.

Based on the current projections for FY 2016 revenues and expenditures, a preliminary deficit of \$3,511,144 results; this is a fairly typical position at this early stage in the budget process. Based on the so called “split” methodology that has been utilized for several years to determine the allocation of revenues to the general government and school department, the school department is facing a \$3.475 million deficit while general government’s preliminary deficit is \$34,147. It is important to recognize however, that the split methodology is a mathematical formula that does not incorporate community priorities, changing needs and other subjective values that must be taken into consideration as we discuss and debate the overall budget deficit over the coming weeks and bring the budget into balance.

Throughout my tenure, this Administration has been keenly focused on and committed to providing a wide range of quality, cost-effective services; not only essential services such as public safety and infrastructure maintenance but also the services that enhance residents’ quality of life and make Natick such a great community in which to live, raise a family, do business and retire.

It is a delicate balance to respond to community needs, comply with increasingly complex and often costly state and federal mandates, absorb cost increases beyond our control and cultivate a positive work environment for employees, all while controlling escalating budgets and the associated impact on taxpayers.

Accordingly, we must continuously seek out opportunities to reduce costs without reducing service levels. Toward this end, we consistently evaluate and, where appropriate, implement cost-saving measures and service enhancement initiatives, including:

- Replacing all streetlights throughout the community with longer-lasting, energy efficient LED bulbs resulting in annual energy savings of over \$90,000 and reduced maintenance costs
- Evaluating operations to assess alternative delivery methods:
 - Pursuant to an in-depth analysis, the curbside recycling collection program, which had historically been performed by a private contractor, was established as an in-house program; anticipated net savings is over \$100,000 annually
 - Pursuant to an analysis of course maintenance at the Sassamon Trace Golf Course (which had historically been performed by a private contractor), an in-house maintenance program was established resulting in annual savings of approximately \$10,000 and, by all accounts, substantially enhancing the course’s appearance
 - An evaluation of the Fire Department’s delivery of Emergency Medical Services concluded that the best form of medical response for the community is the service provided by the Natick Fire Department
- Aggressively pursuing cost-saving energy-efficiency initiatives:
 - Natick has received over \$790,000 in grants and incentives from the Department of Energy Resources and state utilities in support of energy

reduction initiatives expected to save the Town over \$240,000 annually. Future projects and grant applications are planned.

- Natick was recently recognized as one of only 7 communities in the state to achieve a 20% energy reduction over a 5 year period
- Evaluating opportunities to partner with neighboring communities in the delivery of services, including public safety dispatch (determined to not be cost-effective) and animal control (study is currently underway)
- Evaluating opportunities to consolidate departments, where it has been determined that doing so would promote collaboration and enhance service delivery
 - The Offices of Assessor, Comptroller and Treasurer/Collector were consolidated into a Finance Department
 - The Council on Aging, Veterans' Services, Human Services and Recreation & Parks Departments were consolidated into a Community Services Department
 - The two Building Maintenance Departments operated separately by the School Department and the General Government were consolidated into a Facilities Management Department that is responsible for all municipally-owned buildings

Perhaps most importantly, with Town Meeting's support of the Administration's recommendations, year-after-year we have enhanced and protected the community's fiscal condition. We have significantly improved our reserve position and reduced our reliance on one-time revenues for recurring expenses. We have also enhanced our commitment to and financing of our capital needs. We have adopted and adhered to Financial Management Principles for our various funds and improved our credit rating to the highest possible level. We have carefully evaluated evolving community needs and the associated expansion of programs, services and personnel; such decisions are not made lightly and only after weighing the operational benefits against the short and long range costs.

As noted earlier, those involved with budget decision-making face the difficult balance of inevitable cost increases with the associated impact on taxpayers. In recent years, voters have approved an operational override as well as debt exclusions for the High School and the Community Senior Center, adding to the tax burden. While Natick has the 4th lowest average residential tax bill of 18 area communities, and our substantial commercial and industrial tax base reduces the burden on homeowners, the Administration is mindful that many residents face financial challenges and worry about being able to remain in their homes and the community they love.

In response to such concerns, several programs have been established to assist qualified property owners. 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. We also administer successful Tax Work-Off Programs for Seniors and Veterans, as well as an Elderly and Disabled Taxation Fund to assist qualified property owners; this program is funded through donations from Natick residents.

Obviously, operating expenses make up the other side of the equation leading to the projected FY 2016 deficit. As noted earlier, the General Government is requesting a 1.50% (\$471,987) budget increase, and the School Department is requesting a 7.5% (\$3.8 million) increase. The Shared Services budget, which includes the aforementioned Health Insurance and Pension budgets, is scheduled to increase 5.92% (\$2,261,473), virtually all of which reflects uncontrollable cost increases.

While we anticipate that revenue projections will increase over the coming months, it is unrealistic to expect that we will be able to fund all program enhancements and personnel requests submitted by the General Government and School Departments. Through the budget review process and as the revenue picture is refined, these requests can be prioritized and, hopefully, we will be able to fund the highest priorities.

As mentioned earlier, none of the ten Program Improvement Requests submitted by the General Government departments have been included in the Preliminary Budget, although they all have merit. Requests have been submitted by the DPW, Bacon Free Library, Morse Institute Library, Community Services Department, Fire Department, Health Department and Assessor's Office. Most, but not all, involve creating a new position or adding hours to existing part-time personnel. Specifically, The DPW and Health Department are each proposing to add a full-time position, and the Community Services Department is proposing a part-time position. Additional staff hours are requested at the Bacon Free Library, Morse Institute and Assessor's Office. An increase in the Fire Department budget is proposed to fund the recurring cost of replacing radios, and additional funding for materials is requested by the Bacon Free Library. The total cost of the 10 requests is \$338,673; this includes a request to increase the snow and ice budget by \$150,000.

As noted, each of these requests has merit, some could be viewed as essential. However, given our preliminary deficit position, it did not seem prudent to include any costs beyond a level service budget. It will be essential to evaluate these requests during the budget review process and fund the highest priorities as our revenue picture brightens. All Program Improvement Requests are included in the Appendix.

Within this budget message we have repeatedly referred to the challenges associated with providing quality and diverse services and programs to the community while maintaining affordability for taxpayers. Over the last several years, the Administration has skillfully guided the community through one of the most difficult recessions in decades, emerging in a position that allowed us to restore services and personnel while creatively responding to evolving community needs.

We must continue to identify and implement cost-saving measures where possible, but we must also be realistic in our expectations regarding budget growth, particularly growth driven by adding new personnel. When considering budget increases, we must be prudent and conservative, and realistically evaluate our ability to support these costs in future years. We must resolve to continue the disciplined approach and long-range financial planning that enabled us to strengthen Natick's fiscal condition in recent years.

By law, these programs are restricted to eligible seniors, veterans and disabled property owners, but we have also provided tax relief to all property owners. Our positive Free Cash position in recent years has enabled us to appropriate, in FY 2013 – FY 2015, \$1,375,000 toward the excluded debt budget, thus reducing this impact on taxpayers. In FY 2016, an additional \$635,414 is proposed for appropriation from the Capital Stabilization Fund to mitigate taxpayer impact associated with excluded debt.

Natick's fiscal strength and stability helps ensure a stable tax rate, minimizes within-levy tax increases, enhances the community's bond rating and associated borrowing interest rates, stabilizes the delivery of programs and services and supports the enhancement of valued community characteristics and the quality of life for Natick's residents. The Administration is proud of our role in bringing fiscal strength and stability to this fine community.

Yet, we are facing significant financial challenges in Fiscal Year 2016. Due to skyrocketing prescription drug costs, health insurance rates are projected to increase 12-15% – a substantial impact on this more than \$9 million line item. And, as in recent years, and pursuant to a mandate from the state Public Employee Retirement Administration Commission – which oversees local retirement programs such as Natick's – we face an 8% increase to the \$6.6 million Pension budget. These uncontrollable cost increases will consume a substantial portion of projected revenue increases – in fact, virtually all of the projected Proposition 2 ½ revenue increase – and are major contributors to our preliminary FY 2016 budgeted deficit.

Certainly the pension budget increase and perhaps also substantial increases in health care costs will continue for several fiscal years. We also face potential sizable impacts on the operating budget associated with our Other Post-Employment Benefits (OPEB) as well as the so-called "Cadillac tax" associated with the Affordable Care Act. This tax is scheduled to be imposed in 2018 on employers who offer health care plans over a certain dollar value; under current regulations 3 of our 4 plans qualify as "Cadillac." We also face substantial capital needs, most notably school facilities. Clearly the budgetary challenges we face in FY 2016 are unlikely to be short-lived.

It is important to note, however, that at this early stage in the budget process, most revenue sources are very difficult to forecast. Accordingly, the current revenue projections are very conservative, making a balanced budget difficult – at best – to achieve. Pursuant to Section 5-5 of the Town of Natick Home Rule Charter, the Town Administrator's Preliminary Budget need not be in balance, but it must, in conjunction with this Budget Message, provide a complete financial plan of all town funds, clearly identify any variances between the total recommended appropriations and projected available revenues and identify one or more scenarios for addressing such variances.

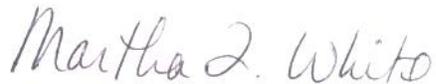
Over the coming months more reliable revenue information will become available and, in response, the forecasts will be adjusted – and inevitably increased. Current overall revenue projections for FY 2016 are \$131,170,446, \$1,118,721 lower than FY 2015 budgeted revenues.

We are facing a difficult budget year driven largely by cost increases beyond our control. These and other challenges will certainly continue for many years to come. We must continue our conservative financial practices with a keen eye on the many needs and challenges that lie ahead. Discretion and good sense must be our guide as we evaluate our opportunities.

This Administration is committed to a budget process that is open and informative; it is our conviction that a well-informed and engaged citizenry facilitates dialogue and debate that leads to collaborative and creative problem-solving. To this end, we have continuously improved the clarity and depth of information provided in the Town Administrator's Preliminary Budget. Together with the extensive material accompanying this budget message, we provide a comprehensive overview of the town's financial position, as required by Article 5 of the Charter of the Town of Natick.

The budget process benefits from the commitment and talent of our Department Heads, whose dedication to this community and ability to continuously do more with less enables us to provide high-quality cost-effective services across all operations. In particular, Deputy Town Administrator/ Finance Director Jeffrey Towne has done extraordinary work in preparing this budget and is a true pleasure to work with. Thank you Jeff!

Sincerely,

A handwritten signature in cursive script that reads "Martha L. White".

Martha L. White
Town Administrator



Town of Natick

FY 2016 Preliminary Budget

Section I: Budget Overview

Budget Process	I.2
Summary of General Fund Revenue/Expenditures	I.4
General Fund Appropriation Summaries	I.6
Three-Year Projection	I.10



Town of Natick

FY 2016 Preliminary Budget

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FY 2016 Budget Schedule & Process

	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June
External												
Votes									<input checked="" type="checkbox"/>			
Town Meeting				Town Meeting							Town Meeting	
BOS					Review of Budget Goals & Challenges		Selectmen Review of Budget					
SC								Hearing on Budget				
FinComm			Warrant Hearings				FinCom Hearings on Budget & Warrant					
Internal												
Municipal		Capital Develop.		Operating Budget Development & Refinement								
School		Capital Develop.		Operating Budget Development & Refinement					3/19 All Budget Decisions Final - Book produced 2 weeks ahead of TM			



Significant Dates

August 2014

Capital Development (Internal - Schools & Municipal)

September 2014

Capital Update Submitted

September 1st

October 2014

Operating Budget Development (Internal)
2014 Fall Town Meeting

Mid-to- Late October
Begins October 21st

November 2014

Operating Budget Development (Internal)
BOS - Review of Budget Goals & Objectives

All November
November Meetings

December 2014

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

All December
December Meetings
Early December
Early December

January 2015

Submittal of FY 2016 Administrator's Proposed Budget to BOS & FC
Finance Committee Public Hearings on Budget
BOS - Review of Budget

January 5th
All January

February 2015

BOS - Review of Budget
SC- Public Hearings on Budget
Finance Committee Public Hearings on Budget

February
February
All February

March 2015

Finance Committee Public Hearings on Budget
Preparation of Materials for Town Meeting
 Municipal Election

to March 15
March 16-31
March 31st

April - May 2015

Town Meeting

Commences April 14th

July 2015

Start of FY 2016

July 1

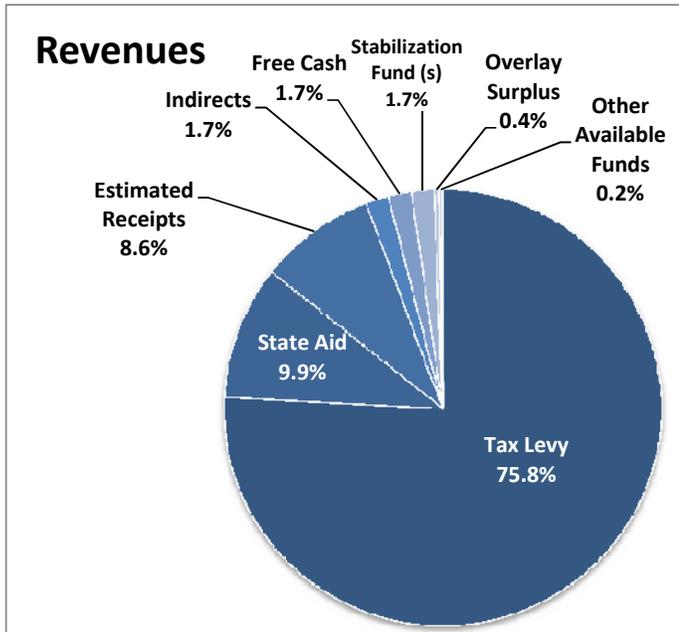
General Fund Revenue/Expenditure Summary - Updated 3-23-15

	2013	2014	2015	2016	2015 vs. 2016	
General Fund Revenues	Actual	Appropriated	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Tax Levy	\$ 89,134,618	\$ 93,436,666	\$ 96,530,612	\$ 99,828,622	3,298,010	3.42%
State Aid	\$ 11,440,476	\$ 12,363,740	\$ 12,852,023	\$ 13,000,140	148,117	1.15%
Estimated Receipts	\$ 13,311,827	\$ 10,591,750	\$ 11,120,563	\$ 11,335,542	214,979	1.93%
Local Option Taxes	\$ 1,334,123	\$ -	\$ -	\$ -	-	#DIV/0!
Other Local Receipts						
Indirects	\$ 2,581,514	\$ 2,355,825	\$ 2,241,487	\$ 2,241,487	-	0.00%
Free Cash	\$ 6,343,030	\$ 6,313,951	\$ 5,668,115	\$ 2,270,597	(3,397,518)	-59.94%
Stabilization Fund (s)	\$ 1,062,152	\$ 2,424,229	\$ 3,058,758	\$ 2,179,874	(878,884)	-28.73%
Overlay Surplus	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	-	0.00%
Other Available Funds	\$ 460,407	\$ 307,234	\$ 317,609	\$ 317,609	-	0.00%
Total General Fund Revenues	125,668,147	128,293,395	132,289,167	131,673,871	(615,296)	-0.47%
General Fund Expenses						
Education & Learning						
Natick Public Schools	\$ 47,192,931	\$ 48,588,672	\$ 51,494,817	\$ 53,817,355	2,322,538	4.51%
Keefe Tech	\$ 1,260,906	\$ 1,270,852	\$ 1,091,902	\$ 1,247,313	155,411	14.23%
Morse Institute Library	\$ 1,866,266	\$ 1,974,507	\$ 2,094,950	\$ 2,090,345	(4,605)	-0.22%
Bacon Free Library	\$ 130,005	\$ 142,581	\$ 152,446	\$ 153,968	1,522	1.00%
Public Safety	\$ 13,282,849	\$ 14,063,637	\$ 14,692,086	\$ 14,871,840	179,754	1.22%
Public Works	\$ 7,797,786	\$ 7,097,767	\$ 6,855,187	\$ 6,899,573	44,386	0.65%
Health & Human Services	\$ 1,880,399	\$ 2,026,237	\$ 2,131,142	\$ 2,186,956	55,814	2.62%
Administrative Support Services	\$ 4,638,867	\$ 5,200,016	\$ 5,520,559	\$ 5,771,811	251,252	4.55%
Committees	\$ 14,652	\$ 26,060	\$ 29,360	\$ 23,550	(5,810)	-19.79%
Shared Expenses						
Fringe Benefits	\$ 14,404,196	\$ 15,216,772	\$ 15,824,970	\$ 17,382,449	1,557,479	9.84%
Prop & Liab. Insurance	\$ 553,175	\$ 588,175	\$ 615,300	\$ 644,300	29,000	4.71%
Retirement	\$ 6,153,526	\$ 6,610,068	\$ 7,121,267	\$ 7,688,521	567,254	7.97%
Debt Services	\$ 10,121,409	\$ 10,961,043	\$ 11,316,959	\$ 10,717,600	(599,359)	-5.30%
Reserve Fund	\$ -	\$ 300,000	\$ 300,000	\$ 250,000	(50,000)	-16.67%
Facilities Management	\$ 2,428,819	\$ 2,602,201	\$ 3,019,898	\$ 2,931,718	(88,180)	-2.92%
General Fund Oper. Expenses	\$ 111,725,786	\$ 116,668,588	\$ 122,260,843	\$ 126,677,299	\$ 4,416,456	3.61%
Capital Improvements	\$ 1,282,777	\$ 1,725,150	\$ 2,003,250	\$ 1,544,460	(458,790)	-22.90%
School Bus Transportation	\$ 340,041	\$ 350,243	\$ 360,750	\$ 371,573	10,823	3.00%
State & County Assessments	\$ 1,421,445	\$ 1,526,142	\$ 1,539,095	\$ 1,536,590	(2,505)	-0.16%
Cherry Sheet Offsets	\$ 239,005	\$ 257,572	\$ 300,641	\$ 263,949	(36,692)	-12.20%
Tax Title	\$ -	\$ 25,000	\$ -	\$ -	-	#DIV/0!
Snow Removal Supplement	\$ 102,008	\$ 712,115	\$ 892,022	\$ -	(892,022)	-100.00%
Overlay	\$ 1,463,310	\$ 1,349,903	\$ 1,160,387	\$ 1,000,000	(160,387)	-13.82%
Golf Course Deficit	\$ 310,000	\$ 312,246	\$ 309,087	\$ 280,000	(29,087)	-9.41%
General Stabilization Fund	\$ -	\$ -	\$ 150,000	\$ -	(150,000)	-100.00%
Operational Stabilization Fund	\$ -	\$ 856,633	\$ 625,000	\$ -	(625,000)	-100.00%
Capital Stabilization Fund	\$ 3,275,551	\$ 4,240,207	\$ 2,005,092	\$ -	(2,005,092)	-100.00%
One-to-One Technology Stab Fund		\$ -	\$ 100,000		(100,000)	
OPEB Trust Fund		\$ -	\$ 250,000		(250,000)	
Misc. Articles	\$ 312,977	\$ 269,596	\$ 333,000	\$ -	(333,000)	-100.00%
Total General Fund Expenses	\$ 120,472,900	\$ 128,293,395	\$ 132,289,167	\$ 131,673,871	(615,296)	-0.47%
Net Excess / (Deficit)	5,195,248	-	-	-	-	#DIV/0!

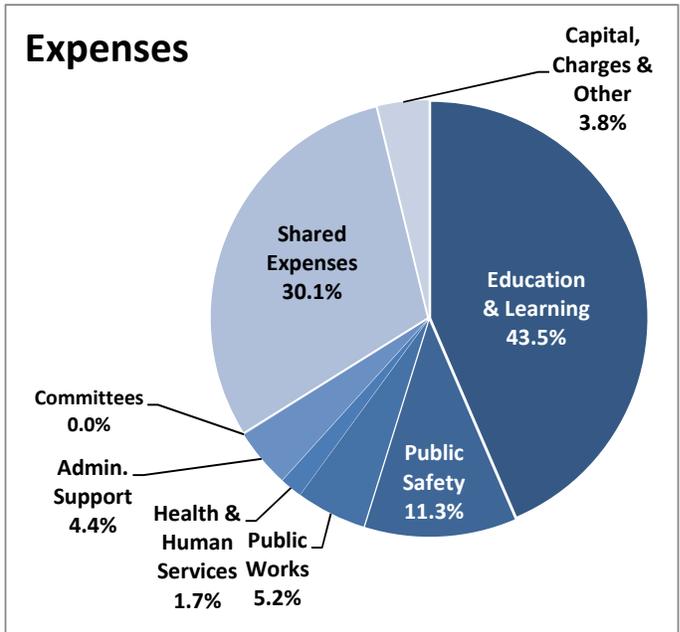
General Fund Revenue/Expenditure Summary

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

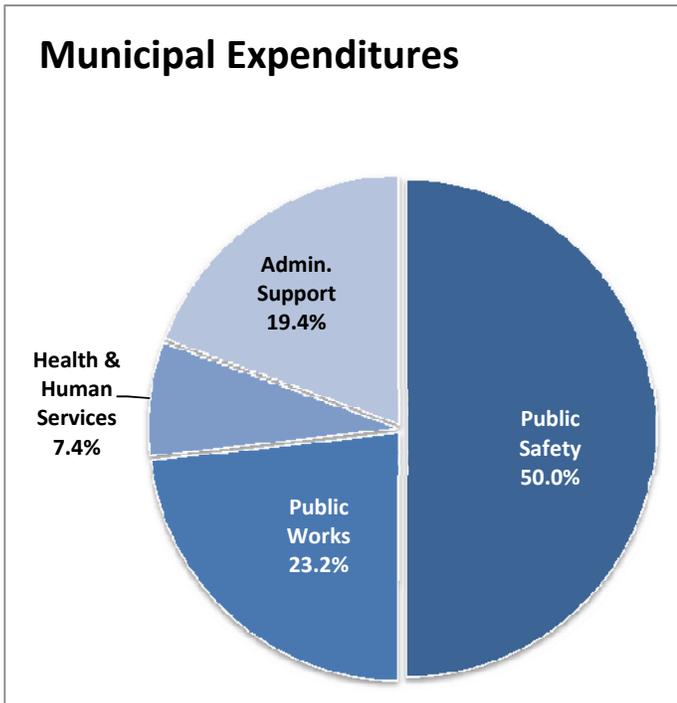
General Fund Revenues - FY 2016



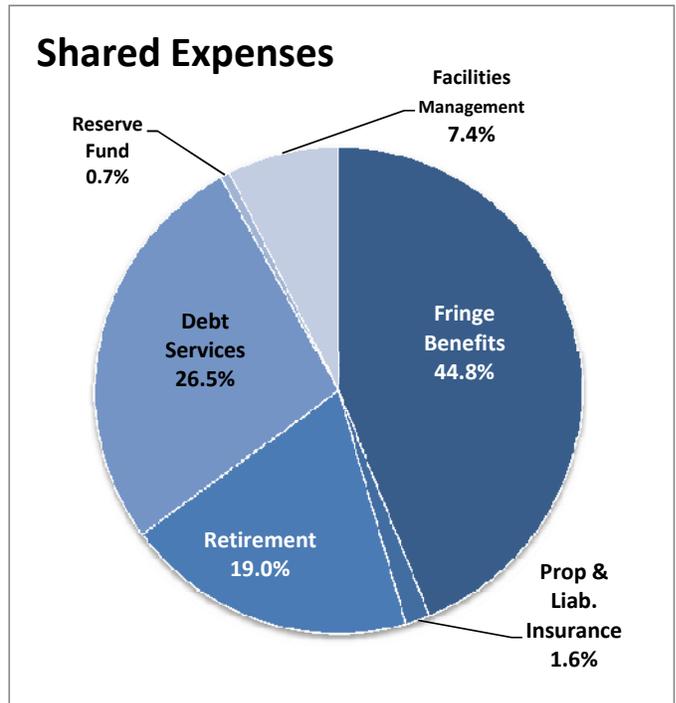
General Fund Expenditures - FY 2016



Municipal Expenditures - FY 2016



Shared Expenditures - FY 2016



General Fund Appropriation Summary

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

	2015 Fall ATM	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Education & Learning				
Section III - Education & Learning				
Natick Public Schools				
Total Natick Public Schools	\$ 51,494,817	\$ 53,817,355	\$ 2,322,538	4.51%
Keefe Tech				
Expenses (Assessment)	\$ 1,091,902	\$ 1,247,313	\$ 155,411	14.23%
Total Keefe Tech	\$ 1,091,902	\$ 1,247,313	\$ 155,411	-14.08%
Morse Institute Library				
Salaries & Expenses	\$ 2,094,950	\$ 2,090,345	\$ (4,605)	5.71%
Total Morse Institute Library	\$ 2,094,950	\$ 2,090,345	\$ 98,080	5.71%
Bacon Free Library				
Salaries & Expenses	152,446	153,968	\$ 9,865	6.92%
Total Bacon Free Library	\$ 152,446	\$ 153,968	\$ 9,865	6.92%
Total Education & Learning	\$ 54,834,115	\$ 57,308,981	\$ 2,474,866	4.51%

Public Safety

Section IV - Public Safety

Emergency Management				
Salaries	0	\$ 3,000	\$ 3,000	#DIV/0!
Expenses	\$ 35,600	\$ 32,600	\$ (3,000)	-8.43%
Total Emergency Management	\$ 35,600	\$ 35,600	\$ -	0.00%
Parking Enforcement				
Salaries	\$ 51,114	\$ 52,844	\$ 1,730	3.38%
Expenses	\$ 77,040	\$ 79,560	\$ 2,520	3.27%
Total Parking Enforcement	\$ 128,154	\$ 132,404	\$ 4,250	3.32%
Police				
Salaries	\$ 6,393,317	\$ 6,365,202	\$ (28,115)	-0.44%
Expenses	\$ 208,838	\$ 251,513	\$ 42,675	20.43%
Other Chgs. & Expenses	\$ 7,500	\$ 7,500	\$ -	0.00%
Total Police	\$ 6,609,655	\$ 6,624,215	\$ 14,560	0.22%
Fire				
Salaries	\$ 7,698,327	\$ 7,848,621	\$ 150,294	1.95%
Expenses	\$ 220,350	\$ 231,000	\$ 10,650	4.83%
Total Fire	\$ 7,918,677	\$ 8,079,621	\$ 160,944	2.03%
Total Public Safety	14,692,086	14,871,840	179,754	1.22%

Public Works

Section V - Public Works

Salaries	\$ 3,369,994	\$ 3,461,165	\$ 91,171	2.71%
Expenses	\$ 1,881,769	\$ 1,861,301	\$ (20,468)	-1.09%
Municipal Energy	\$ 1,453,424	\$ 1,427,107	\$ (26,317)	-1.81%
Snow & Ice	\$ 150,000	\$ 150,000	\$ -	0.00%

General Fund Appropriation Summary

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

	2015 Fall ATM	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Total Public Works	\$ 6,855,187	\$ 6,899,573	44,386	0.65%
Health & Human Services				
Section VI - Health & Human Services				
Community Services				
Salaries	\$ 1,233,237	\$ 1,245,967	\$ 12,730	1.03%
Expenses	\$ 430,457	\$ 456,745	\$ 26,288	6.11%
Total Community Services	\$ 1,663,694	\$ 1,702,712	\$ 39,018	2.35%
Board of Health				
Salaries	\$ 417,498	\$ 433,994	\$ 16,496	3.95%
Expenses	\$ 34,950	\$ 35,250	\$ 300	0.86%
Other Changes & Expenditures	\$ 15,000	\$ 15,000	\$ -	0.00%
Total Board of Health	\$ 467,448	\$ 484,244	\$ 16,796	3.59%
Total Health & Human Services	\$ 2,131,142	\$ 2,186,956	\$ 55,814	2.62%
Administrative Support Services				
Section VII - Administrative Support Services				
Board of Selectmen				
Salaries	\$ 888,503	\$ 956,270	\$ 67,767	7.63%
Expenses	\$ 317,250	\$ 252,450	\$ (64,800)	-20.43%
Other Charges & Expenditures	\$ 18,357	\$ 21,000	\$ 2,643	14.40%
Contract Settlements	\$ -	\$ 450,000	\$ 450,000	#DIV/0!
Zoning By-Law Re-write - Second Review	\$ -	\$ -	\$ -	#DIV/0!
Recruitment	\$ -	\$ -	\$ -	#DIV/0!
Total Board of Selectmen	\$ 1,224,110	\$ 1,679,720	\$ 455,610	37.22%
Personnel Board				
Other Charges & Expenditures	\$ 1,000	\$ 1,000	\$ -	0.00%
Total Personnel Board	\$ 1,000	\$ 1,000	\$ -	0.00%
Town Report				
Professional Services	\$ 5,500	\$ 4,100	\$ (1,400)	-25.45%
Total Town Report	\$ 5,500	\$ 4,100	\$ (1,400)	-25.45%
Legal				
Expenses	\$ 302,800	\$ 278,400	\$ (24,400)	-8.06%
Other Charges & Expenditures	\$ 10,000	\$ 10,000	\$ -	0.00%
Total Legal Services	\$ 312,800	\$ 288,400	\$ (24,400)	-7.80%
Finance				
Salaries	\$ 1,184,440	\$ 1,079,438	\$ (105,002)	-8.87%
Expenses	\$ 364,800	\$ 356,400	\$ (8,400)	-2.30%
Other Charges & Expenditures	\$ 75,000	\$ 75,000	\$ -	0.00%
Total Finance	\$ 1,624,240	\$ 1,510,838	\$ (113,402)	-6.98%
Information Technology				
Salaries	\$ 322,129	\$ 323,364	\$ 1,235	0.38%
Expenses	\$ 441,800	\$ 469,100	\$ 27,300	6.18%
Other Chgs. & Expenditures	\$ 357,000	\$ 286,400	\$ (70,600)	-19.78%
Total Information Technology	\$ 1,120,929	\$ 1,078,864	\$ (42,065)	-3.75%
Town Clerk				
Salaries	\$ 232,443	\$ 232,766	\$ 323	0.14%
Expenses	\$ 22,150	\$ 22,050	\$ (100)	-0.45%
Total Town Clerk	\$ 254,593	\$ 254,816	\$ 223	0.09%

General Fund Appropriation Summary

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

	2015 Fall ATM	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Administrative Support Services (con't)				
Elections				
Salaries (Registrars)	\$ 50,570	\$ 37,306	\$ (13,264)	-26.23%
Expenses (Registrars)	\$ 48,600	\$ 34,400	\$ (14,200)	-29.22%
Total Elections	\$ 99,170	\$ 71,706	\$ (27,464)	-27.69%
Sealer of Weights & Measures				
Salaries	\$ 14,659	\$ 14,715	\$ 56	0.38%
Expenses	\$ 875	\$ 875	\$ -	0.00%
Total Sealer Weights/Meas.	\$ 15,534	\$ 15,590	\$ 56	0.36%
Community Development				
Salaries	\$ 818,872	\$ 839,977	\$ 21,105	2.58%
Expenses	\$ 43,811	\$ 26,800	\$ (17,011)	-38.83%
Total Community Development	\$ 862,683	\$ 866,777	\$ 4,094	0.47%
Total Admin. Support Services	\$ 5,520,559	\$ 5,771,811	\$ 251,252	4.55%

Commissions & Committees

Section VIII - Commissions & Committees

Finance Committee				
Expenses	\$ 25,300	\$ 20,800	\$ (4,500)	-17.79%
Total Finance Committee	\$ 25,300	\$ 20,800	\$ (4,500)	-17.79%
Commission on Disability				
Expenses	\$ 1,810	\$ 750	\$ (1,060)	-58.56%
Total Commission on Disability	\$ 1,810	\$ 750	\$ (1,060)	-58.56%
Natick Cultural Council				
Expenses	\$ 700	\$ 700	\$ -	0.00%
Total Natick Cultural Council	\$ 700	\$ 700	\$ -	0.00%
Historical Commission				
Expenses	\$ 1,000	\$ 750	\$ (250)	-25.00%
Total Historical Commission	\$ 1,000	\$ 750	\$ (250)	-25.00%
Historic District Commission				
Expenses	\$ 550	\$ 550	\$ -	0.00%
Total Historic District Comm.	\$ 550	\$ 550	\$ -	0.00%
Total Section VIII: Comm.	\$ 29,360	\$ 23,550	\$ (5,810)	-19.79%

Shared Expenses (Unclassified)

Section IX - Shared Expenses

Employee Fringe				
Other Personnel Services	\$ 15,777,574	\$ 17,246,599	\$ 1,469,025	9.31%
Other Personnel Services	\$ 47,405	\$ 135,850	\$ 88,445	186.57%
Total Employee Fringe	\$ 15,824,979	\$ 17,382,449	\$ 1,557,470	9.84%
Property & Liability Insurance				
Purchased Services	\$ 615,300	\$ 644,300	\$ 29,000	4.71%
Total Prop. & Liab. Insurance	\$ 615,300	\$ 644,300	\$ 29,000	4.71%

General Fund Appropriation Summary

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

	2015 Fall ATM	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Shared Expenses (Unclassified) (con't)				
Contributory Retirement				
Pension Assessment	\$ 7,079,771	\$ 7,646,153	\$ 566,382	8.00%
Total Contributory Retirement	\$ 7,079,771	\$ 7,646,153	\$ 566,382	8.00%
Non-Contributory Retirement				
Pensions	\$ 41,496	\$ 42,368	\$ 872	2.10%
Total Non-Contributory Retire.	\$ 41,496	\$ 42,368	\$ 872	2.10%
Debt Service				
Leased Equipment	\$ 82,000	\$ 150,371	\$ 68,371	83.38%
Principal	\$ 8,491,268	\$ 7,860,855	\$ (630,413)	-7.42%
Interest	\$ 2,743,691	\$ 2,706,374	\$ (37,317)	-1.36%
Total Debt Service	\$ 11,316,959	\$ 10,717,600	\$ (599,359)	-5.30%
Reserve Fund				
Other Charges	\$ 300,000	\$ 250,000	\$ (50,000)	-16.67%
Total Reserve Fund	\$ 300,000	\$ 250,000	\$ (50,000)	-16.67%
Facilities Management				
Salaries	\$ 2,518,514	\$ 2,427,068	\$ (91,446)	-3.63%
Expenses	\$ 501,384	\$ 504,650	\$ 3,266	0.65%
Total Facilities Management	3,019,898	2,931,718	\$ (88,180)	-2.92%
Total Shared Expenses	38,198,403	39,614,588	1,416,185	3.71%
Total General Fund Operations	122,260,852	126,677,299	4,416,456	3.61%
Reconciliation				
Total General Fund Operations	\$ 122,260,852	\$ 126,677,299	\$ 6,704,240	3.61%
Other General Fund Appropriations				
FLSA Labor Settlements			\$ -	#DIV/0!
Capital Equipment and Improvements	2,003,250	1,544,460	\$ (458,790)	-22.90%
School Bus Subsidy	360,750	371,573	\$ 10,823	3.00%
Misc. Articles	333,000	-	\$ (333,000)	-100.00%
Golf Course Deficit	309,087	280,000	\$ (29,087)	-9.41%
General Stabilization Fund	150,000	-	\$ (150,000)	-100.00%
Capital Stabilization Fund	2,005,092	-	\$ (2,005,092)	-100.00%
Operational Stabilization Fund	625,000	-	\$ (625,000)	-100.00%
One-to-One Tech StabilizationFund	100,000	-	\$ (100,000)	-100.00%
OPEB Trust Fund	250,000	-	\$ (250,000)	-100.00%
Total Other G/F Appropriations	6,136,179	2,196,033	(3,940,146)	-64.21%
Other General Fund Expenses (Not appropriated by Town Meeting)				
State & County Assessments	1,539,095	1,536,590	\$ (2,505)	-0.16%
Cherry Sheet Offsets	300,641	263,949	\$ (36,692)	-12.20%
Tax Title	-	-	\$ -	#DIV/0!
Snow Removal Supplement	892,022	-	\$ (892,022)	-100.00%
Overlay	1,160,387	1,000,000	\$ (160,387)	-13.82%
Total Other G/F Expenses	3,892,145	2,800,539	\$ (1,091,606)	-28.05%
Total General Fund	132,289,176	131,673,871	1,672,488	-0.47%

Three-Year Projection

METHODOLOGY

The table on the next pages shows projections of total expenditure requirements and revenues for the next three years, FY 2016-FY 2018. 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 increased by 3.4% in FY16 in Chapter 70 and Unrestricted General Government Aid revenue was stable. Local receipts are projected to increase moderately over the period of FY 2016-FY 2018. Other Available Funds are level at FY 2016 levels. Indirects are proposed to remain the same or decrease slightly for the three year period. \$2.7M 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. However, the use of free cash will be incrementally decreased each year until the reliance on it to support operations is eliminated. Finally, the Capital Stabilization Fund, using revenues generated from local option taxes, will support new cash capital projects and provide tax relief for a portion of the debt service attributable to the High School and Community Senior Center projects.

Expenses

In the operating budget, wage projections are estimated at 2.0% increases. On the whole, we have calculated a 4.5% increase in total expenses for the Natick Public Schools, a 5% increase for the Keefe Tech Assessment and a 2.0% 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 and pension costs are expected to rise at least 10% annually (14% in FY 2016).

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 FY 2017, the budget gap is estimated to be \$4.2M and in FY 2018 approaches a deficit of over \$6.4M. Though just a forecast, and with the realization that the community must produce a balanced budget, these forecasts demonstrate one clear reality: The Town of Natick continues to have a sizeable structural budget imbalance. This can no longer be filled with one-time resources. It simply is 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. Increased student enrollment, if it does not level off, will outpace the revenue that is obtained through new development in Town. Strong consideration would have to be given to an additional operational over-ride if student enrollment growth keeps increasing as it has for the past 5 years.

Three-Year Projection

	2015 Appropriated	2016 Projection	2017 Projection	2018 Projection	Comments
General Fund Revenues					
1 Tax Levy	96,530,612	99,828,622	102,968,957	106,187,801	2.5% allowable; \$750K for growth + Excluded Debt Service (Net)
2 State Aid	12,852,023	13,000,140	13,145,140	13,290,140	Assumes slight increase from FY 2015 State Aid each year forward
3 Estimated Receipts	11,120,563	11,335,542	11,562,253	11,793,498	Assumes 2% growth annually
4 Other Local Receipts					
5 Indirects	2,241,487	2,241,487	2,241,487	2,241,487	Dependent Upon General Fund Operating Budget
6 Free Cash	5,668,115	2,270,597	1,900,000	1,650,000	\$650K each year to cover S&I Deficit & \$2.27M for operating support FY2016 then less each year until reliance is eliminated
7 Stabilization Fund	3,058,758	2,179,874	1,822,114	1,709,714	CSF funds spent on cash capital and C/SC & HS debt exemption
8 Overlay Surplus	500,000	500,000	500,000	500,000	Can change based upon final settlement of outstanding ATB cases
9 Other Available Funds	317,609	317,609	317,609	317,609	Parking Meter Receipts, Other State Remb., Bond Premiums- HS/CSC
Total General Fund Revenues	132,289,167	131,673,871	134,457,560	137,690,249	
General Fund Expenses					
Education & Learning					
11 Natick Public Schools	51,494,817	53,817,355	56,239,136	58,769,897	4.5% increase
12 Keefe Tech	1,091,902	1,247,313	1,309,679	1,375,163	5% Increase: Assumes increase of Natick students & lower total pop.
13 Morse Institute Library	2,094,950	2,090,345	2,132,152	2,174,795	Assumes 2% increase
14 Bacon Free Library	152,446	153,968	157,047	160,188	Assumes 2% increase
15 Public Safety	14,692,086	14,871,840	15,169,277	15,472,662	Assumes 2% increase
16 Public Works	6,855,187	6,899,573	7,037,564	7,178,316	Assumes 2% increase
17 Health & Human Services	2,131,142	2,186,956	2,230,695	2,275,309	Assumes 2% increase
18 Administrative Support Services	5,520,559	5,771,811	5,887,247	6,004,992	Assumes 2% increase
19 Committees	29,360	23,550	24,021	24,501	Assumes 2% increase
20 Shared Expenses					
21 Fringe Benefits	15,824,970	17,382,449	18,773,045	20,274,889	15% increase in health premiums; 8% rate increase in FY 2017 & 2018
22 Prop & Liab. Insurance	615,300	644,300	676,515	710,341	Assumes higher rates in FY 2016 & 2017 (5% annually)
23 Retirement	7,121,267	7,688,521	8,303,603	8,967,891	Assumes 8% increase annually
24 Debt Services	11,316,959	10,717,600	11,800,000	11,800,000	Includes existing and proposed W/L and Excluded debt
25 Reserve Fund	300,000	250,000	250,000	300,000	Level-Funded
26 Facilities Management	3,019,898	2,931,718	2,990,352	3,050,159	Assumes 1% increase
General Fund Oper. Expenses	122,260,843	126,677,299	132,980,333	138,539,103	
26 Capital Improvements	2,003,250	1,544,460	1,300,000	1,300,000	Capital Stab. Fund provides cash funding moving forward.
27 School Bus Transportation	360,750	371,573	382,720	394,202	3% annual increase
28 State & County Assessments	1,539,095	1,536,590	1,590,371	1,646,034	Assumes 3.5% increase from FY 2015 Cherry Sheet figures
29 Cherry Sheet Offsets	300,641	263,949	273,187	282,749	Assumes 3.5% increase from FY 2015 Cherry Sheet figures
30 Tax Title	-	-	-	50,000	
31 Snow Removal Supplement	892,022	-	650,000	650,000	Assumes total expenditure of \$800K/year for Snow & Ice
32 Overlay	1,160,387	1,000,000	1,200,000	1,000,000	
33 Golf Course Deficit	309,087	280,000	265,000	250,000	Includes offset for indirects started in FY 2014
34 General Stabilization Fund	150,000	-	-	-	
35 Operational Stabilization Fund	625,000	-	-	-	
36 Capital Stabilization Fund	2,005,092	-	-	-	
37 One-to-One Stab Fund	100,000	-	-	-	
38 OPEB Trust Fund	250,000	-	-	-	
39 FLSA Settlement	-	-	-	-	
40 Misc. Articles	333,000	-	-	-	
Total General Fund Expenses	132,289,167	131,673,871	138,641,612	144,112,087	
Net Excess / (Deficit)	(0)	-	(4,184,052)	(6,421,839)	



Town of Natick

FY 2016 Preliminary Budget

Deficit Reduction Plan & Scenarios



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

Home of Champions

FY 2016 Budget Development

Budget Balancing Plan - January 5th (Version 1.0)

Budget Summary: Current vs. Balanced	Current	Balanced
Revenues	\$ 131,170,446	\$ 131,170,446
Expenses		
Education	\$ 55,362,217	\$ 51,885,220
Municipal (includes Libraries)	\$ 31,941,907	\$ 31,907,760
Shared (Includes Keefe Tech Assessment)	\$ 41,660,959	\$ 41,660,959
Capital	\$ 2,192,608	\$ 2,192,608
Other/Reserves	\$ 3,523,899	\$ 3,523,899
Expenses (Total)	\$ 134,681,590	\$ 131,170,446
Balance (Deficit)	\$ (3,511,144)	\$ -

Budget Deficit as of 1/5/2015

Education Deficit	\$ (3,476,997)
Municipal Deficit	\$ (34,147)
Total Budget Deficit as of 1/5/2015	\$ (3,511,144)

Balancing Options as of 1/5/2015

Municipal Budget Balancing	Amount	Reduction as %	Current Request (16')	Education Budget Balancing	Amount	Reduction as %	Current Request (16')
Deficit	\$ (34,147)	0.1%	\$ 31,941,907	Deficit	\$ (3,476,997)	6.3%	\$ 55,362,217
Shared Expense Revisions	TBD			Shared Expense Revisions	TBD		
Revenue Enhancements	TBD			Revenue Enhancements	TBD		
Program and Staff Reductions	\$ 34,147	0.1%		Program and Staff Reductions	\$ 3,476,997	6.3%	
Balance	\$ -			Balance	\$ -		

Potential Budget Reduction Options

Option 1: Shared Expense Revisions

The FY 2016 Preliminary Budget was built with a series of assumptions, especially in the area of Shared Expenses. Final Health Care Premium numbers from the West Suburban Health Group have not been voted as of January 5, 2015. We have forecast an 15% rate increase on all active rate saver plans. Actual rate increases could be higher or lower dependent upon final votes of the WSHG.

Option 2: Revenue Enhancement

Revenues for the FY 2016 are detailed in Section II of the Preliminary Budget. The Governor will announce his FY 2016 local aid proposal as part of his "House 1" recommended budget recommendation in March. As a new Governor he is granted additional time by statute. We are a slight decrease in aid, although the possibility certainly exists - like with health care rates - that actual state aid could be higher. We do not anticipate, with the improving economic conditions in the Commonwealth and nation, that State Aid levels will be lower than projected. No recommendations are being put forward at this time for fee increases locally. However, ambulance fees have not been adjusted for at least five years. We will be looking at those fees before the budget is finalized.

It is possible that local receipts maybe re-examined once mid-year actual revenue data is available from FY 2015. In addition, over \$800,000 in Free Cash is left unallocated at this time; however: in NO case should it be designated solely for on-going operations. It is reserved at this time to cover any snow and ice deficit from the FY 2015 winter.



Budget Balancing Plan - January 5th (Version 1.0)

Option #3: Program and Staff Reductions

Inevitably, although the budgets put forward represent level-service requests with a modicum of program improvements, the requested budgets will likely not be able to be funded due to a lack of available funds. Program and Staff Reductions may have to be considered, including but not limited to not funding recommended Program Improvement Requests, new positions within the Natick Public Schools, replacement of existing positions and reduction of service to existing programs.

Given the degree of what is unknown, we expect to be able to report back to the Board of Selectmen, School Committee and Finance Committee by mid-to-late February as to the impact of Options 1-2 and produce the final reduction recommendations at that time.

Options Not Considered

No Option #1: Utilization of Town's Reserves

The Town has weathered the Great Recession well over the last several years. We have successfully been able to rebuild critical reserves and begin to create a portfolio of diversified reserves to properly support the Town's financial operations. One option not considered and strongly not recommended to be utilized to close the budget gap in FY 2016 is to use the Town's reserves in the General or Operational Stabilization Funds*.

* See Appendix A for the *Statement of Municipal Reserves as of June 30, 2014*.

There is also no recommended use of those funds at this time as per the Town's Financial Management Principles. The principles state the following for each fund:

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.

The forecast budget deficit is an annual occurrence, and is not an unforeseen and catastrophic emergency - therefore it does not meet the definition for using the General Stabilization Fund.

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.

The forecast budget deficit is a result of forecasting revenues and expenses. The revenue estimates assume level-funded amounts of State Aid and Local Receipts. Since no reduction in state aid and local receipts are forecast in FY 2015, the budget deficit does not meet the definition for using the Operational Stabilization Fund.

Utilization of the Town's Stabilization's Funds for FY 2016 is limited to the Capital Stabilization Fund, whereby nearly \$2.83 Million is being proposed to support cash capital expenditures and reduce the burden of the High School and Community/Senior Center on Natick's taxpayers.



Town of Natick

Home of Champions

FY 2016 Budget Development

Budget Balancing Plan - January 5, 2014 (Version 1)

Purpose: To divide revenues according to current expense allocation

Step 1: Reconciliation

Total FY 2016 Preliminary General Fund Revenue	\$	131,170,446
Less FY 2015 Education	\$ 51,494,817	
Less FY 2015 Municipal*	\$ 31,475,730	
Less FY 2016 Shared**	\$ 41,344,555	
Less FY 2016 Capital	\$ 2,192,608	
Less FY 2016 Other/Reserves	\$ 3,523,899	

Incremental Revenue	\$	1,138,837
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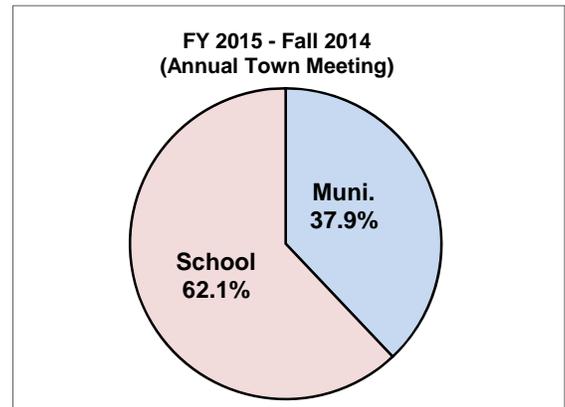
* Includes Morse Institute Library and Bacon Free Library

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

Step 2: Split

FY 2015 (Fall 2014 Annual Town Meeting)

Municipal	\$ 31,475,730	37.9%
School	\$ 51,494,817	62.1%
Total	\$ 82,970,547	100.0%



Incremental Revenue	\$ 1,138,837
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Municipal Split (37.9%)	\$ 432,030
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School Split (62.2%)	\$ 706,807
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Municipal Revenues for 2016	\$ 432,030
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School Revenues for 2016	\$ 706,807
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Step 3: Deficit Determination

Municipal Request Increment	\$ (466,177)
Add Municipal Added Position Benefit	\$ -
Less Incremental Revenues	\$ 432,030

School Request Increment	\$ (3,867,400)
Add School Added Position Benefits	\$ (316,404)
Less Incremental Revenues	\$ 706,807

Municipal Surplus / (Deficit)	\$ (34,147)
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Education Surplus / (Deficit)	\$ (3,476,997)
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Balance as of 1/5/15
\$ (3,511,144)



Town of Natick

Home of Champions

FY 2016 Budget Development

FY 2016 Revenue Split

Since FY 2010, the distribution of revenues and the division of budget deficits has been governed in Natick through the use of the following "Split" methodology.

Methodology:

Step 1: Revenue & Expenses Reconciliation

The first of three steps in this model is to determine the amount of incremental revenue available to all

1. The allocation model starts by taking the total general fund revenues as projected by the Town Administrator as of January 1, 2015.
2. Next, the allocation model uses the FY2015 General Government and Education budgets as adopted at the Fall 2014 Annual Town Meeting.
3. Finally, the incremental revenue is determined by the following formula:

Start: Total projected FY2016 General Fund Revenue

- Less:**
- a) FY2015 School budget as approved by the Fall ATM
 - b) FY2015 General Government budget as approved by the Fall ATM
 - c) FY2016 Shared Expenses
 - d) FY2016 Capital
 - e) FY2016 Budget for other fixed costs/assessments/etc.

Equals: Balance allocated to the General Government and

Step 2: Split

As stated above, the allocation model uses the FY2015 General Government and Education budgets as adopted at the Fall 2014 Annual Town Meeting. That split, 62.1% to the schools and 37.9% to the municipal departments, is then applied to the incremental revenue. This year, that results in an apportionment of the incremental deficit, as detailed on the last page.

Step 3: Final Deficit Determination

The final step in the splitting process is to add to the incremental revenues to each respective sides requested budgetary increase over the previous fiscal year.



Ground Rules: How each side agrees to close their respective gaps

In addition to the model shown on the last page, these ground rules were agreed to by the Financial Planning Committee last year. These are subject to change and will be reviewed by policymakers in early 2015 should changes be necessary.

1. Changes to revenues will be made to Step 1: Reconciliation as more information becomes available. This will result in either a positive or negative effect – which will be split by both sides as per the allocation model methodology.
2. If there are budget reductions made to the Shared Expense budget, these “savings” will be split according to the methodology between the General Government and Education components except under the following situation:
 - Any benefit savings resulting from personnel reductions will remain with Shared Expenses for the purpose of paying said personnel’s unemployment costs.
3. For any net new positions added in FY2016, the cost of benefits (health insurance, Medicare, workers compensation) is the responsibility of the proposing agency.
4. Any reductions in capital or other expenses will be split according to the methodology on the same prorated basis that revenues are shared.
5. If the Board of Selectmen or School Committee increases a specific fee-for-service in FY2016 that is greater than the fee or charge in FY2015, with the exception of fees for trash bags, those revenues will remain with the respective General Government or Education budget and reduce any budget shortfall on a dollar-for-dollar basis.
6. Changes in Chapter 70 or Unrestricted General Government Aid (UGGA): If Chapter 70 Aid and Unrestricted General Government Aid (UGGA) are both increased over the prior year, 100% of the increase in Chapter 70 Aid will be allocated to the Schools, and 100% of the increase in UGGA will be allocated to the General Government for the fiscal year. If one is increased but the other is decreased, the deficit will be made up by the increase and any remaining increase will be allocated to the side that was increased. If both remain the same or are decreased from the prior year, no changes will be made. For subsequent fiscal years, all State Aid from prior years will be considered part of total revenues. This rule applies only to Chapter 70 Aid and UGGA.
7. This Revenue Split procedure is a starting point for budgeting purposes, and is not required to be the end point for any specific budget year.



Town of Natick

FY 2016 Preliminary Budget

Section II: Revenues

Revenue Summary	II.3
Tax Levy	II.6
State Aid	II.7
Estimated (Local) Receipts	II.8
Available Funds	II.27
Indirects	II.29



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

Revenue Model

Revenue Summary

The summary below presents all general fund revenues for use in FY 2016. The projection is based on the most current data available. Overall, General Fund operating revenues are proposed to **increase \$3,661,106 or 2.98%** over the prior fiscal year. Available Funds (Free Cash) used in previous years for capital and reserve building is not currently available. This should not raise alarm, however, as the Available Funds are a one-time occurrence and means that the Town will not be depositing money into reserve accounts at this time of the year, but operations should not be affected. Fall Annual Town Meeting typically acts upon free cash to fund those reserves and capital items.

General Fund Revenue Summary	FY 2013		FY 2014		FY 2015		FY 2016		2015 vs. 2016	
	Actual		Actual		Appropriated		Projection		\$ (+/-)	% (+/-)
Property Tax Levy	\$ 89,134,618	\$	\$ 93,436,666	\$	\$ 96,530,612	\$	\$ 99,828,622	\$	\$ 3,298,010	3.42%
State Aid	\$ 11,440,476	\$	\$ 12,363,740	\$	\$ 12,852,023	\$	\$ 13,000,140	\$	\$ 148,117	1.15%
Local Receipts	\$ 14,646,420	\$	\$ 14,022,824	\$	\$ 11,120,563	\$	\$ 11,335,542	\$	\$ 214,979	1.93%
Indirects	\$ 2,581,514	\$	\$ 2,355,825	\$	\$ 2,241,487	\$	\$ 2,241,487	\$	\$ -	0.00%
Sub-total GF Operating Revenues	\$ 117,803,028	\$	\$ 122,179,055	\$	\$ 122,744,685	\$	\$ 126,405,791	\$	\$ 3,661,106	2.98%
Available Funds	\$ 7,865,589	\$	\$ 9,545,414	\$	\$ 9,544,482	\$	\$ 5,268,080	\$	\$ (4,276,402)	-44.80%
Gross General Fund Revenues	\$ 125,668,617	\$	\$ 131,724,469	\$	\$ 132,289,167	\$	\$ 131,673,871	\$	\$ (615,296)	-0.47%

Detailed Description:

Property Tax Levy: Property tax revenues are projected to increase in FY 2016. The increase shown, 3.42% includes the statutory increase in the tax levy allowed under Proposition 2 1/2, an amount for estimated new growth (new construction) net of the excess levy capacity that was not fully raised in FY 2015. This amount includes all excluded debt necessary to support the new Natick High School and Community/Senior Center projects. The debt excluded amount is intentionally being reduced by \$635,414 to provide continued support to taxpayers in paying the costs of those new projects. The \$635,414 will be funded from the Capital Stabilization

State Aid: State Aid is very unpredictable for FY 2016. The Massachusetts Municipal Association posted a news story on December 22, 2014 stating that the State could have a budget deficit in FY 2015 anywhere between \$329 Million and \$1 Billion. Governor Baker's estimates for the Cherry Sheet have been presented. Governor Baker has estimated an increase in Chapter 70 in the amount of \$20 per student over the FY15 level. The Governor has also increased Unrestricted General Government Aid slightly.

Local Receipts: Local receipts are projected to increase by \$214,979 or 1.93%. Motor vehicle excise tax has been trending upward and revenue projections have supported increasing this source. 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. The local options tax estimation is **not** included in this section for budgetary purposes. That estimate of \$1,300,000 is expected to be realized in FY 2016 and will close to free cash at the end of the year as has been the practice.

Available Funds: Available Funds are projected to decrease \$4,276,402. This category of revenue is typically associated with funding one-time items. This category includes the parking meter receipts, Free Cash (used to support operations and transfers to Trust and Stabilization Funds), Overlay Surplus and the amount anticipated from the Capital Stabilization Fund for the purpose of funding the Capital Budget for those expenses categorized as being paid for in cash. The largest portion of this decrease is attributable to using far less free cash. This will most likely change as the budget cycle unfolds and new free cash certification is achieved in September 2015. Typically additional appropriations are made at the Fall Annual Town Meeting to increase funding for the General Stabilization Fund, the Operating/Rainy Day Stabilization Fund, the Capital Stabilization Fund and the Other Post Employment Benefits Trust Fund. There will not be as much free cash available as has been in previous years because of the increases that have been made to estimated local

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 2016 amount represents funds received from the Water & Sewer Enterprise and the Sassamon Trace Golf Course Funds.



Town of Natick

Revenue Model

Revenue Summary

Table 1: Property Tax Levy

	FY 2011 Recap	FY 2012 Recap	FY 2013 Recap	FY 2014 Recap	FY 2015 Recap	FY 2016 Preliminary
Tax Levy	\$ 76,106,387	\$ 78,763,162	\$ 81,600,345	\$ 84,573,555	\$ 89,191,083	\$ 92,549,664
Prop. 2.5%	\$ 1,902,698	\$ 1,969,079	\$ 2,040,009	\$ 2,114,339	\$ 2,229,777	\$ 2,313,742
New Growth	\$ 754,077	\$ 846,384	\$ 933,201	\$ 2,503,189	\$ 1,128,804	\$ 750,000
Override	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total	\$ 78,763,162	\$ 81,578,625	\$ 84,573,555	\$ 89,191,083	\$ 92,549,664	\$ 95,613,406
Excluded Debt	\$ 921,017	\$ 4,924,076	\$ 4,768,302	\$ 4,276,702	\$ 4,215,216	\$ 4,215,216
Subtotal	\$ 79,684,179	\$ 86,502,701	\$ 89,341,857	\$ 93,467,785	\$ 96,764,880	\$ 99,828,622
Actual Tax Levy Capacity	\$ 79,684,179	\$ 86,502,701	\$ 89,341,857	\$ 93,436,666	\$ 96,530,612	\$ 99,828,622

Table 2: State Aid

	FY 2011 Cherry Sheet	FY 2012 Cherry Sheet	FY 2013 Cherry Sheet	FY 2014 Cherry Sheet	FY 2015 Recap	FY 2016 Preliminary
Ch 70, Charter Tuition, School Offsets	\$ 7,168,756	\$ 7,245,287	\$ 8,053,067	\$ 8,659,358	\$ 9,066,512	\$ 9,075,052
Lottery, Beano, Charity Games	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Additional Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unrestricted Local Aid	\$ 3,223,110	\$ 2,990,066	\$ 3,223,110	\$ 3,299,298	\$ 3,390,794	\$ 3,512,863
Police Career Incentive	\$ 20,558	\$ -	\$ -	\$ -	\$ -	\$ -
Veterans' Benefits & Exemptions	\$ 238,443	\$ 209,682	\$ 234,781	\$ 256,268	\$ 260,853	\$ 279,028
State Owned Land & Mitigation	\$ 106,348	\$ 110,151	\$ 110,187	\$ 112,366	\$ 88,023	\$ 88,023
Offsets (Library)	\$ 37,825	\$ 37,402	\$ 36,807	\$ 36,450	\$ 45,841	\$ 45,174
sub-Total (Cherry Sheet)	\$ 10,795,040	\$ 10,592,588	\$ 11,657,952	\$ 12,363,740	\$ 12,852,023	\$ 13,000,140
School Construction (MSBA)	\$ 916,840	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 11,711,880	\$ 10,592,588	\$ 11,657,952	\$ 12,363,740	\$ 12,852,023	\$ 13,000,140

Table 3: Local Receipts

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Recap	FY 2016 Preliminary
Motor Vehicle	\$ 3,931,401	\$ 4,082,872	\$ 4,338,121	\$ 4,938,973	\$ 4,458,000	\$ 4,596,250
Other Excise	\$ 1,941,878	\$ 2,143,965	\$ 2,153,684	\$ 2,211,290	\$ 700,000	\$ 803,150
Penalties & Interest Taxes/Excise	\$ 529,162	\$ 415,195	\$ 379,195	\$ 473,270	\$ 508,000	\$ 485,500
Payment in Lieu of Taxes	\$ 28,866	\$ 47,583	\$ 35,301	\$ 35,150	\$ 37,000	\$ 35,000
Trash Fee	\$ 1,015,159	\$ 942,223	\$ 1,019,244	\$ 987,795	\$ 950,000	\$ 950,000
Police Special Duty Service Charges	\$ 40,788	\$ 51,548	\$ 27,051	\$ 74,818	\$ 40,000	\$ 55,000



Town of Natick

Revenue Model

Revenue Summary

Ambulance Fees - Other Charges	\$ 1,425,262	\$ 1,469,941	\$ 1,492,335	\$ 1,551,134	\$ 1,460,000	\$ 1,500,000
Rentals	\$ 90,060	\$ 52,324	\$ 49,780	\$ 43,616	\$ 50,000	\$ 46,324
Recreation	\$ 154,000	\$ 175,305	\$ 184,073	\$ 183,081	\$ 186,750	\$ 98,048
Other Departmental Revenue	\$ 683,352	\$ 985,538	\$ 819,959	\$ 770,054	\$ 720,000	\$ 681,350
License/Permits	\$ 1,612,750	\$ 2,254,443	\$ 2,011,091	\$ 1,646,503	\$ 1,500,000	\$ 1,580,000
Special Assessments	\$ 28,093	\$ 13,660	\$ 13,130	\$ 11,532	\$ 13,000	\$ 4,920
Fines/Forfeits	\$ 151,893	\$ 187,866	\$ 190,361	\$ 229,075	\$ 200,000	\$ 200,000
Investment Income	\$ 102,227	\$ 157,159	\$ 89,485	\$ 104,083	\$ 190,245	\$ 150,000
Miscellaneous Recurring	\$ 193,486	\$ 194,624	\$ 671,948	\$ 224,068	\$ 107,568	\$ 150,000
Miscellaneous Non-Recurring	\$ 1,126,130	\$ 1,213,343	\$ 1,171,662	\$ 538,382	\$ -	\$ -
Subtotal	\$ 13,054,507	\$ 14,387,588	\$ 14,646,420	\$ 14,022,824	\$ 11,120,563	\$ 11,335,542

Table 4: Available Funds

	FY 2011 Appropriated	FY 2012 Appropriated	FY 2013 Appropriated	FY 2014 Appropriated	FY 2015 Recap	FY 2016 Preliminary
Free Cash	\$ 3,425,336	\$ 5,466,393	\$ 6,343,030	\$ 6,313,951	\$ 5,668,115	\$ 2,270,597
Overlay Surplus	\$ -	\$ 1,000,000	\$ -	\$ 500,000	\$ 500,000	\$ 500,000
General Stabilization Fund	\$ 98,550	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Stabilization Fund	\$ -	\$ 689,340	\$ 1,062,152	\$ 2,424,229	\$ 3,058,758	\$ 2,179,874
Title V	\$ 7,684	\$ 7,684	\$ 7,684	\$ 7,684	\$ 7,684	\$ 7,684
Parking Meter Revenue	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 80,000	\$ 80,000
School Building Assistance	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167
Premiums (For 2010 Debt Exclusions)	\$ -	\$ 90,681	\$ 90,681	\$ 106,758	\$ 106,758	\$ 106,758
Receipts Reserved	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -
Insurance Proceeds < \$20,000	\$ -	\$ -	\$ 28,875	\$ 9,625	\$ -	\$ -
Subtotal	\$ 3,714,737	\$ 7,437,265	\$ 7,865,589	\$ 9,545,414	\$ 9,544,482	\$ 5,268,080

Table 5: Enterprise Receipts

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Recap	FY 2016 Preliminary
Water & Sewer Indirects	\$ 2,449,757	\$ 2,535,883	\$ 2,581,514	\$ 2,323,579	\$ 2,207,400	\$ 2,207,400
Sassamon Trace Indirects	\$ -	\$ -	\$ -	\$ 32,246	\$ 34,087	\$ 34,087
Subtotal	\$ 2,449,757	\$ 2,535,883	\$ 2,581,514	\$ 2,355,825	\$ 2,241,487	\$ 2,241,487

Total - G/F Available for Appr.	\$ 110,615,061	\$ 121,397,259	\$ 125,668,617	\$ 131,724,469	\$ 132,289,167	\$ 131,673,871
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Town of Natick

Revenue Model

1-A Tax Levy Summary

Components	Fiscal Year	Fiscal Year	2015 vs. 2016					
	2011 Levy Recap	2012 Levy Recap	2013 Levy Recap	2014 Levy Recap	2015 Levy Recap	2016 Levy Preliminary	Change	% (+/-) Change
Prior Year Levy Limit	76,106,387	78,763,162	81,600,345	84,573,555	89,191,083	92,549,664	\$ 3,358,581	3.77%
Proposition 2 1/2% Levy Increase	1,902,698	1,969,079	2,040,009	2,114,339	2,229,777	2,313,742	\$ 83,965	3.77%
New Construction Growth	754,077	846,384	933,201	2,503,189	1,128,804	750,000	\$ (378,804)	-33.56%
Net Levy Increase	2,656,775	2,837,183	2,973,210	4,617,528	3,358,581	3,063,742	\$ (294,839)	-8.78%
Levy Limit	78,763,162	81,600,345	84,573,555	89,191,083	92,549,664	95,613,406	\$ 3,063,742	3.31%
Debt Exclusion Levy*	921,017	4,924,076	4,768,302	4,276,702	4,215,216	4,215,216	\$ -	0.00%
Total Tax Levy	79,684,179	86,524,421	89,341,857	93,467,785	96,764,880	99,828,622	\$ 3,063,742	3.17%
Actual Levy				93,436,666	96,530,612			

Note:

*Amount shown for excluded debt is NET subsidies & application of funds from the capital stabilization fund. Gross estimated debt service for FY 2016 is \$5,080,575. Less School Building Assistance payments for the Wilson Middle School Project of \$123,187, application of premiums from the High School/C-SC projects of \$106,758, and \$635,414 from the Capital Stabilization Fund results in net figure shown above.

Z-A State Aid Summary

State Aid	Cherry Sheet FY 2010	Cherry Sheet FY 2011	Cherry Sheet FY 2012	Cherry Sheet FY 2013	Cherry Sheet FY 2014	Cherry Sheet FY 2015 (as of 12/5/14)	Preliminary FY 2016	2015 vs. 2016 \$ (+/-) Change	% (+/-) Change
A. EDUCATION									
Chapter 70	\$ 5,727,110	\$ 7,024,303	\$ 7,062,013	\$ 7,640,286	\$ 8,312,752	\$ 8,681,240	\$ 8,789,580	\$ 108,340	1.25%
School Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Charter School Tuition Reimbursement	\$ 110,372	\$ 47,329	\$ 65,378	\$ 210,583	\$ 125,484	\$ 130,472	\$ 66,697	\$ (63,775)	-48.88%
Off-Set: School Choice Receiving Tuition	\$ 19,186	\$ 81,529	\$ 98,864	\$ 181,996	\$ 200,233	\$ 233,152	\$ 218,775	\$ (14,377)	-6.17%
Off-Set: School Lunch	\$ -	\$ 15,595	\$ 19,032	\$ 20,202	\$ 20,889	\$ 21,648	\$ -	\$ (21,648)	-100.00%
Sub-Total, All Education Items	\$ 5,856,668	\$ 7,168,756	\$ 7,245,287	\$ 8,053,067	\$ 8,659,358	\$ 9,066,512	\$ 9,075,052	\$ 8,540	0.09%
B. GENERAL GOVERNMENT									
Unrestricted General Government Aid	\$ 3,357,406	\$ 3,223,110	\$ 2,990,066	\$ 3,223,110	\$ 3,299,298	\$ 3,390,794	\$ 3,512,863	\$ 122,069	3.60%
Police Career Incentive	\$ 40,692	\$ 20,558	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Veterans Benefits	\$ 103,355	\$ 116,685	\$ 98,032	\$ 124,841	\$ 147,113	\$ 160,215	\$ 175,891	\$ 15,676	9.78%
Exemptions: Vets, Blind & Surviving Spouse	\$ 113,028	\$ 121,758	\$ 111,650	\$ 109,940	\$ 109,155	\$ 100,638	\$ 103,137	\$ 2,499	2.48%
State Owned Land	\$ 194,742	\$ 106,348	\$ 110,151	\$ 110,187	\$ 112,366	\$ 88,023	\$ 88,023	\$ -	0.00%
Off-Set: Public Libraries	\$ 37,183	\$ 37,825	\$ 37,402	\$ 36,807	\$ 36,450	\$ 45,841	\$ 45,174	\$ (667)	-1.46%
Sub-Total, All General Government	\$ 3,846,406	\$ 3,626,284	\$ 3,347,301	\$ 3,604,885	\$ 3,704,382	\$ 3,785,511	\$ 3,925,088	\$ 139,577	3.69%
C. TOTAL ESTIMATED RECEIPTS FOR FISCAL YEAR	\$ 9,703,074	\$ 10,795,040	\$ 10,592,588	\$ 11,657,952	\$ 12,363,740	\$ 12,852,023	\$ 13,000,140	\$ 148,117	1.15%
Dollar Change From Previous Year	\$ (1,721,094)	\$ 1,091,966	\$ (202,452)	\$ 1,065,364	\$ 1,568,700	\$ 488,283	\$ 148,117	\$ 148,117	1.15%
Percentage Change	-15.07%	10.03%	-1.88%	10.06%	14.53%	3.95%	1.15%		
D. SBA Reimbursements	\$ 916,839	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Total State Aid	\$ 10,619,913	\$ 10,795,040	\$ 10,592,588	\$ 11,657,952	\$ 12,363,740	\$ 12,852,023	\$ 13,000,140	\$ 148,117	1.15%



Town of Natick

Revenue Model

3-A Local Receipts summary

Receipt	FY 2010 - FY 2014					Recap FY 2015	Preliminary FY 2016	Averages	
	FY2010	FY2011	FY 2012	FY 2013	FY 2014			3-year \$ 14,352,277	5-year \$ 13,376,617
Local Receipts									
Motor Vehicle	\$ 3,739,367	\$ 3,931,401	\$ 4,082,872	\$ 4,338,121	\$ 4,938,973	\$ 4,458,000	\$ 4,596,250		
Other Excise	\$ 986,324	\$ 1,941,878	\$ 2,143,965	\$ 2,153,684	\$ 2,211,290	\$ 700,000	\$ 803,150		
Penalties & Interest Taxes/Excise	\$ 359,326	\$ 529,162	\$ 415,195	\$ 379,195	\$ 473,270	\$ 508,000	\$ 485,500		
Payment in Lieu of Taxes	\$ 28,292	\$ 28,866	\$ 47,583	\$ 35,301	\$ 35,150	\$ 37,000	\$ 35,000		
Trash Fee	\$ 1,002,485	\$ 1,015,159	\$ 942,223	\$ 1,019,244	\$ 987,795	\$ 950,000	\$ 950,000		
Other Charges for Services									
Police Special Duty Service Charges	\$ 37,532	\$ 40,788	\$ 51,548	\$ 27,051	\$ 74,818	\$ 40,000	\$ 55,000		
Ambulance Fees - Other Charges	\$ 998,333	\$ 1,425,262	\$ 1,469,941	\$ 1,492,335	\$ 1,551,134	\$ 1,460,000	\$ 1,500,000		
Rentals	\$ 298,103	\$ 90,060	\$ 52,324	\$ 49,780	\$ 43,616	\$ 50,000	\$ 46,324		
Recreation	\$ 267,830	\$ 154,000	\$ 175,305	\$ 184,073	\$ 183,081	\$ 186,750	\$ 98,048		
Other Departmental Revenue									
Other Departmental Revenue	\$ 769,578	\$ 683,352	\$ 985,538	\$ 819,959	\$ 770,054	\$ 720,000	\$ 681,350		
License/Permits	\$ 1,260,987	\$ 1,612,750	\$ 2,254,443	\$ 2,011,091	\$ 1,646,503	\$ 1,500,000	\$ 1,580,000		
Special Assessments	\$ 22,221	\$ 28,093	\$ 13,660	\$ 13,130	\$ 11,532	\$ 13,000	\$ 4,920		
Fines/Forfeits	\$ 167,066	\$ 151,893	\$ 187,866	\$ 190,361	\$ 229,075	\$ 200,000	\$ 200,000		
Investment Income	\$ 686,279	\$ 102,227	\$ 157,159	\$ 89,485	\$ 104,083	\$ 190,245	\$ 150,000		
Miscellaneous Recurring									
Tax Per Chap 59 Sec D (% Occup.)	\$ 102,566	\$ 193,486	\$ 194,624	\$ 671,948	\$ 224,068	\$ 107,568	\$ 150,000		
Miscellaneous Non-Recurring									
Tailings	\$ 45,458	\$ (701)	\$ -	\$ -	\$ -	\$ -	\$ -		
Tax Title	\$ -	\$ 858,670	\$ 517,430	\$ 129,504	\$ 67,100	\$ -	\$ -		
Premiums on Bonds/BANS	\$ -	\$ -	\$ -	\$ 482,092	\$ 407,561	\$ -	\$ -		
Other	\$ -	\$ 268,161	\$ 695,913	\$ 560,066	\$ 63,721	\$ -	\$ -		
Total Estimated Receipts	\$ 10,771,748	\$ 13,054,506	\$ 14,387,588	\$ 14,646,420	\$ 14,022,824	\$ 11,120,563	\$ 11,335,542		



Town of Natick

Revenue Model

3-B Motor Vehicle Excise Taxes

Item	Recap										Averages	
	FY2010	FY2011	FY 2012	FY 2013	FY 2014	FY 2015	Preliminary FY 2016	3-year	5-year	10-year	15-year	
00146150-415006 MOTOR VEHICLE 2006	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,453,322				
00146150-415007 MOTOR VEHICLE 2007	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 4,206,147			
00146150-415008 MOTOR VEHICLE TAX 2008	\$ 20,587	\$ 3,922	\$ 3,093	\$ 3,080	\$ 180							
00146150-415009 MOTOR VEHICLE TAX 2009	\$ 540,193	\$ 31,273	\$ 6,268	\$ 1,843	\$ 1,599		\$ 150					
00146150-415010 MOTOR VEHICLE TAX 2010	\$ 3,160,895	\$ 538,835	\$ 36,669	\$ 5,491	\$ 2,220		\$ 1,600					
00146150-415011 MOTOR VEHICLE TAX 2011	\$ -	\$ 3,348,730	\$ 565,005	\$ 33,769	\$ 7,893		\$ 2,000			\$ 4,190,398		
00146150-415012 MOTOR VEHICLE TAX 2012	\$ -	\$ -	\$ 3,467,329	\$ 604,331	\$ 38,542		\$ 7,500					
00146150-415013 MOTOR VEHICLE TAX 2013	\$ -	\$ -	\$ -	\$ 3,679,888	\$ 751,327		\$ 35,000					
00146150-415014 MOTOR VEHICLE TAX 2014	\$ -	\$ -	\$ -	\$ -	\$ 4,136,499		\$ 650,000					
00146150-415015 MOTOR VEHICLE TAX 2015	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 3,900,000					
00146160-415999 MOTOR VEHICLE PRIOR YRS	\$ 17,129	\$ 6,928	\$ 2,744	\$ 6,702	\$ -		\$ -					
00146162-416200 RECOVERY EXERCISE	\$ 563	\$ 1,713	\$ 1,765	\$ 3,017	\$ 713		\$ -					
Total Motor Vehicle Taxes	\$ 3,739,367	\$ 3,931,401	\$ 4,082,872	\$ 4,338,121	\$ 4,938,973	\$ 4,458,000	\$ 4,596,250					



Town of Natick

Revenue Model

3-C Other Excise

Item	Recap										Averages	
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	3-year	5-year	10-year		
00146190-419100 OTHER TAXES HOTEL/MOTEL	\$ 748,707	\$ 1,151,127	\$ 1,297,423	\$ 1,224,470	\$ 1,355,092	\$ 1,224,470	\$ -	\$ 2,169,646	\$ -	\$ -	\$ -	\$ -
00146190-467500 LOCAL OPTION MEALS	\$ 237,617	\$ 787,167	\$ 843,077	\$ 925,997	\$ 852,879	\$ 925,997	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -
00146160-416003 BOAT EXCISE 2003	\$ -	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
00146160-416011 BOAT EXCISE 2011	\$ -	\$ 3,579	\$ 76	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
00146160-416012 BOAT EXCISE 2012	\$ -	\$ -	\$ 3,388	\$ 210	\$ -	\$ 210	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
00146160-416013 BOAT EXCISE 2013	\$ -	\$ -	\$ -	\$ 3,008	\$ 150	\$ 3,008	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
00146160-416014 BOAT EXCISE 2014	\$ -	\$ -	\$ -	\$ -	\$ 3,169	\$ -	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -
00146160-416015 BOAT EXCISE 2015	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
00146160-416016 BOAT EXCISE 2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Other Excise	\$ 986,324	\$ 1,941,878	\$ 2,143,965	\$ 2,153,684	\$ 2,211,290	\$ 2,153,684	\$ 803,150	\$ 1,339,072	\$ -	\$ -	\$ -	\$ -

Breakout:	FY 2010		FY 2011		FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
	Actual	Projection												
Local Option Taxes	\$ 678,411	\$ 700,000	\$ 767,418	\$ 700,000	\$ 864,949	\$ 700,000	\$ 816,313	\$ 700,000	\$ 816,313	\$ 700,000	\$ 700,000	\$ 700,000	\$ 750,000	\$ 750,000
Hotel Motel Taxes - State Portion (4%)	\$ 70,296	\$ 400,000	\$ 383,709	\$ 400,000	\$ 432,474	\$ 400,000	\$ 408,157	\$ 400,000	\$ 408,157	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Hotel Motel Taxes - Town Portion (2%)*	\$ 237,617	\$ 900,000	\$ 787,167	\$ 900,000	\$ 843,077	\$ 900,000	\$ 925,997	\$ 900,000	\$ 925,997	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000
Local Option Meals Taxes - Town Portion (.75%)**	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:

* FY 2010 Actual collected for only one quarter - April-June 2010

** FY 2010 Actual collected for two quarters - January-June 2010



Town of Natick

Revenue Model

3-D Penalties and Interest on Taxes and Excise

Item	Recap						Averages	
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Preliminary FY 2016	3-year \$ 422,553
00146170-417000 PENALTIES ON TAXES & EXCISE	\$ 63,446	\$ 78,728	\$ 69,296	\$ 78,631	\$ 66,221		\$ 60,000	
00146170-417100 INTEREST ON TAXES	\$ 186,942	\$ 196,693	\$ 184,479	\$ 213,142	\$ 346,062		\$ 250,000	
00146170-417200 INTEREST ON MOTOR VEHICLE	\$ 27,480	\$ 26,367	\$ 24,220	\$ 32,166	\$ 28,262		\$ 25,000	5-year \$ 431,230
00146170-417300 INTEREST TAX TITLES	\$ 72,581	\$ 226,842	\$ 134,579	\$ 52,893	\$ 30,373		\$ 150,000	
00146170-417400 INTEREST ON BETTERRMENTS	\$ 153	\$ 533	\$ 2,609	\$ 2,335	\$ 1,829		\$ 500	10-year \$ 373,385
00146170-417600 INTEREST BOAT EXCISE	\$ -	\$ -	\$ 12	\$ 27	\$ 523		\$ -	
00146170-417500 INTEREST CHAPTER 41A	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
00146170-417800 INTEREST POLICE DETAILS	\$ 1,011	\$ -	\$ -	\$ -	\$ -		\$ -	
010 4180 TAX TITLE FEES	\$ 7,715	\$ -	\$ -	\$ -	\$ -		\$ -	
Total Penalties and Interest	\$ 359,326	\$ 529,162	\$ 415,195	\$ 379,195	\$ 473,270	\$ 508,000	\$ 485,500	

Assumption:

FY 2016 revenues in this section will change between sub-categories. Remaining FY12-FY14 tax receivables will be placed in tax title in FY15 and the FY15 taxes will be placed in tax title in FY16 and therefore will be producing interest (interest tax titles) in FY 2016.

Notes:

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



Town of Natick

Revenue Model

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

Item	Recap					Averages				
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	3-year	5-year	10-year
00146180-418100 IN LIEU TAX MA MORSE HLTHCARE	\$ 13,170	\$ 13,557	\$ 31,878	\$ 19,473	\$ 19,256		\$ 19,500	\$ 39,345		
00146180-418200 IN LIEU TAX HOUSING AUTHORITY	\$ 12,172	\$ 12,225	\$ 12,300	\$ 12,325	\$ 12,315		\$ 12,000		\$ 35,039	
00146180-418400 IN LIEU TAX TCAN NATICK ARTS	\$ 2,950	\$ 3,084	\$ 3,405	\$ 3,503	\$ 3,579		\$ 3,500			
Total PILOT's	\$ 28,292	\$ 28,866	\$ 47,583	\$ 35,301	\$ 35,150	\$ 37,000	\$ 35,000			\$ 29,657

Assumption:

FY16 Revenues will be similar to FY15 estimated revenue estimates and are based upon a 5 year average.



Town of Natick

Revenue Model

3-G Other Charges

Item	Recap						Averages	
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	3-year
00220320-432017 AMBULANCE SERVICE FEES	\$ 998,333	\$ 1,425,262	\$ 1,469,941	\$ 1,492,335	\$ 1,551,134	\$ 1,440,000	\$ 1,500,000	\$ 1,555,609
00210370-437105 POLICE SPECIAL DUTY S/CHGS	\$ 37,532	\$ 40,788	\$ 51,548	\$ 27,051	\$ 74,818	\$ 60,000	\$ 55,000	
Total Other Charges	\$ 1,035,865	\$ 1,466,050	\$ 1,521,489	\$ 1,519,385	\$ 1,625,952	\$ 1,500,000	\$ 1,555,000	\$ 1,433,748
								10-year
								\$ 1,186,453

Assumption:

FY 2016 Projection based 100% of three year average FY 2012-2014.

Ambulance service fees could be negatively impacted by federal laws regarding healthcare in the future. This revenue source will need to be closely monitored.



Town of Natick

Revenue Model

3-H Rentals

Item	Recap										Averages	
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	3-year	5-year	10-year		
00146360-436000 NATICK DISTRICT COURT REN	\$ 51,511	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
00146360-436001 ELIOT SCHOOL LEASE	\$ 60,000	\$ 26,363	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
00146360-436002 EAST SCHOOL RENTAL	\$ 133,768	\$ 11,912	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
00146360-436003 COLE CENTER RENTAL	\$ 13,824	\$ 10,368	\$ 13,824	\$ 17,280	\$ 13,824	\$ 17,500	\$ 13,824	\$ 13,824	\$ 106,777	\$ 13,824	\$ 13,824	\$ 13,824
00146360-436515 RIVERBEND SCHOOL	\$ -	\$ 5,417	\$ 32,500	\$ 32,500	\$ 29,792	\$ 32,500	\$ 32,500	\$ 32,500	\$ 196,677	\$ 32,500	\$ 32,500	\$ 32,500
00146360-436510 11 MECHANIC STREET LEASE	\$ 39,000	\$ 36,000	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Rentals	\$ 298,103	\$ 90,060	\$ 52,324	\$ 49,780	\$ 43,616	\$ 50,000	\$ 46,324	\$ 48,573	\$ 106,777	\$ 196,677	\$ 48,573	\$ 106,777

Assumption:

FY 2016 Projection is based upon current rental agreements.



Town of Natick

Revenue Model

3-I Recreation Dept. Revenue

Item	Recap						Averages	
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Preliminary FY 2016	3-year
00134320-432071 FARM SALARY	\$ 190,170	\$ 137,000	\$ 155,055	\$ 163,998	\$ 159,081	\$ 162,750	\$ 74,048	\$ 180,820
010XXX- 424200 PRE-SCHOOL PROGRAMS	\$ 36,425	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -	
00134320-432066 REGISTRATION FEES- REC PRGRM	\$ 41,235	\$ 13,000	\$ 20,250	\$ 20,075	\$ 24,000	\$ 24,000	\$ 24,000	\$ 192,858
00134840-484600 RECREATION PROGRAM OFFSET	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Dept. Revenue - Recreation	\$ 267,830	\$ 154,000	\$ 175,305	\$ 184,073	\$ 183,081	\$ 186,750	\$ 98,048	10-year
								\$ 125,544

Assumption:

Note:

In FY 2016, only the Farm Director's salary will be reimbursed to the general fund.



Town of Natick

Revenue Model

3-J Other Departmental Revenue

Item	Recap										Preliminary	Averages			
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016						3-year	5-year	10-year
00123320-432013 CABLE FRANCHISE FEES	\$ 3,341	\$ 3,245	\$ 2,890	\$ 2,615	\$ 2,571	\$ 2,615	\$ 2,571	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 858,517		
00141320-432001 ASSESSOR COPIES OF RECORDS	\$ 1,341	\$ 1,369	\$ 1,321	\$ 1,447	\$ 2,011	\$ 1,447	\$ 2,011	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000			
00145320-432015 RETURN CHECK FEES	\$ 275	\$ 445	\$ 386	\$ 675	\$ 650	\$ 675	\$ 650	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350			
00145320-432050 SAFETY NATIONAL W/COMP REIMB	\$ 50,938	\$ 33,260	\$ 21,672	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
00145320-432052 REINS POLICE/FIRE THE HARTFORD	\$ 75,483	\$ 65,920	\$ 26,737	\$ 41,856	\$ -	\$ 41,856	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
00145320-432074 GENERAL REINSURANCE W/COMP	\$ 41,571	\$ 20,987	\$ 18,518	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
00146170-437110 CH38D INVENTORY FILING PENALTY	\$ -	\$ -	\$ -	\$ -	\$ 22,325	\$ -	\$ 22,325	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000			
00146320-432016 DEPUTY COLLECTOR CLEARING FEES	\$ -	\$ -	\$ 264	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
00146320-432065 SENTINEL BENEFIT FORFEITURES	\$ -	\$ 2,283	\$ 2,067	\$ 4,835	\$ 1,545	\$ 4,835	\$ 1,545	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000			
00146370-437100 MUNICIPAL LIEN CERTIFICATES	\$ 115,545	\$ 129,765	\$ 129,685	\$ 150,505	\$ 104,855	\$ 150,505	\$ 104,855	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000			
00146370-437144 DEMAND RESPONSE	\$ 3,229	\$ 867	\$ 3,323	\$ 4,393	\$ 656	\$ 4,393	\$ 656	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000			
00146450-445000 SENIOR CITIZEN PARKING PERMITS	\$ 1,567	\$ 1,979	\$ 1,765	\$ 3,699	\$ 2,032	\$ 3,699	\$ 2,032	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500			
00146692-431300 TOWN DEPTS MISC INCOME	\$ 4,175	\$ -	\$ 2,913	\$ 5,283	\$ 405	\$ 5,283	\$ 405	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000			
00146692-484005 PENSIONS REIMBURSEMENT COLA	\$ -	\$ 6,763	\$ 16,708	\$ 8,507	\$ 4,990	\$ 8,507	\$ 4,990	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000			
00146840-484000 COLLECTOR MISCELLANEOUS INCOM	\$ 3,456	\$ 5,389	\$ 133,478	\$ 4,921	\$ 2,167	\$ 4,921	\$ 2,167	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000			
00161320-432002 TN CLERK DOG LICENSE FEES	\$ 40,180	\$ 32,429	\$ 33,451	\$ 34,596	\$ 36,745	\$ 34,596	\$ 36,745	\$ 33,000	\$ 33,000	\$ 33,000	\$ 33,000	\$ 33,000			
00161320-432003 TN CLERK ANIMAL BYLAW VIOLATION	\$ -	\$ -	\$ -	\$ -	\$ 25	\$ -	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -			
00161450-445001 TN CLERK POLICE FINES	\$ -	\$ 355	\$ 1,025	\$ 800	\$ 600	\$ 800	\$ 600	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500			
00161770-477000 TN CLERK FINES	\$ 350	\$ 740	\$ -	\$ 250	\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
00161810-481001 TN CLERK SALE RESIDENT BOOKS	\$ 1,399	\$ 1,302	\$ 1,176	\$ 785	\$ 1,050	\$ 785	\$ 1,050	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000			
00180320-432014 PLANNING BOARD FEES	\$ 34,236	\$ 33,222	\$ 39,770	\$ 17,350	\$ 26,250	\$ 17,350	\$ 26,250	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000			
00180320-432025 COMM DEV COMMUTER PARKING	\$ 50,779	\$ 50,977	\$ 52,734	\$ 63,347	\$ 70,240	\$ 63,347	\$ 70,240	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000			
00180370-437000 COMM DEV ANR PLANS	\$ 2,600	\$ 2,000	\$ 2,200	\$ 3,200	\$ 1,800	\$ 3,200	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800			
00180370-437001 COMM DEV BOOKS/MAPS/BYLAWS	\$ 542	\$ 444	\$ 171	\$ 460	\$ 290	\$ 460	\$ 290	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200			
00180370-437002 COMM DEV DEFINITIVE PLAN FILE	\$ 4,400	\$ -	\$ 2,400	\$ 7,400	\$ -	\$ 7,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
00180370-437003 COMM DEV PARKING STICKERS	\$ 88,424	\$ 93,858	\$ 91,431	\$ 84,179	\$ 95,897	\$ 84,179	\$ 95,897	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000			
00180370-437004 COMM DEV PERMIT RESEARCH	\$ 325	\$ 598	\$ 156	\$ 613	\$ 391	\$ 613	\$ 391	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100			
00180370-437005 COMM DEV DESIGN REVIEW BD	\$ 600	\$ -	\$ 150	\$ 150	\$ 300	\$ 150	\$ 300	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100			
00210320-432010 POLICE REPORT FEES	\$ 4,039	\$ 2,728	\$ 4,492	\$ 5,720	\$ 5,666	\$ 5,720	\$ 5,666	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000			
00210320-432012 POLICE SOLICITOR FEES	\$ 180	\$ 100	\$ 205	\$ 220	\$ 290	\$ 220	\$ 290	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200			
00210320-432038 POLICE FINGERPRINTS	\$ 35	\$ 75	\$ 10	\$ 5	\$ -	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
00210320-432039 POLICE SUBPOENAS	\$ 75	\$ 31	\$ 185	\$ 29	\$ -	\$ 29	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
00210320-432070 RMV FEES	\$ 21,380	\$ 21,700	\$ 12,840	\$ 21,507	\$ 19,440	\$ 21,507	\$ 19,440	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000			



Town of Natick

Revenue Model

3-J Other Departmental Revenue

Item	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Recap FY 2015	Preliminary FY 2016	Averages
00210370-437142 POLICE RECOVERED DETAILS	\$ 822	\$ 3,974	\$ 7,243	\$ -	\$ -		\$ -	
00210840-484000 POLICE MISCELLANEOUS INCOME	\$ 2,420	\$ 1,352	\$ 4,823	\$ 760	\$ 430		\$ 400	
00220320-432033 FIRE MASS PIKE ASSISTANCE	\$ 4,600	\$ 13,200	\$ 1,400	\$ 11,950	\$ 3,000		\$ 1,000	
00220320-432034 FIRE REPORT COPIES	\$ -	\$ 373	\$ 282	\$ 166	\$ 227		\$ 150	
00220320-432035 FIRE SPECIAL DUTY S/CHARGES	\$ 820	\$ 3,670	\$ 7,505	\$ 7,355	\$ 7,450		\$ 7,000	
00220370-437006 FIRE SYSRICT 14 HAZ MAT REIMB	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
00220840-484000 FIRE MISCELLANEOUS REVENUE	\$ -	\$ -	\$ 12	\$ -	\$ -		\$ -	
00300320-432063 SCHOOL HLTH REIMBURSEMENTS	\$ 135,784	\$ -	\$ 150,536	\$ 139,097	\$ 129,130		\$ 130,000	
00300320-432064 SCHOOL MEDICARE REIMBURSEMENT	\$ 34,655	\$ 1,482	\$ 44,088	\$ 48,159	\$ 48,640		\$ 48,000	
00420320-432040 PUB WKS MAPS	\$ 180	\$ 117	\$ 55	\$ 70	\$ 104		\$ 100	
00420320-432041 PUB WKS RECYCLING BINS	\$ 1,461	\$ 1,531	\$ 1,140	\$ 1,048	\$ 12,466		\$ 1,200	
00420320-432042 PUB WKS RECYCLED GLASS	\$ 670	\$ 163	\$ -	\$ -	\$ -		\$ -	
00420320-432044 PUB WKS RECYCLED METAL	\$ 19,483	\$ 24,996	\$ 39,312	\$ 33,397	\$ 34,740		\$ 30,000	
00420320-432045 PUB WKS RECYCLED PAPER	\$ 780	\$ 4,139	\$ 5,955	\$ 6,174	\$ 25,163		\$ 4,000	
00420320-432060 RECYCLED PLASTICS	\$ -	\$ 802	\$ -	\$ -	\$ -		\$ -	
00420320-432061 RECYCLE OIL PRODUCTS	\$ 104	\$ 146	\$ 213	\$ 666	\$ 810		\$ 250	
00420320-484000 PUB WKS MISCELLANEOUS INCOME	\$ -	\$ 105	\$ 242	\$ -	\$ 290		\$ -	
00512320-432007 BD HLTH CLINIC FEES	\$ 11,361	\$ 11,836	\$ -	\$ -	\$ -		\$ -	
00512320-432009 BD HLTH LATE FEES	\$ -	\$ -	\$ -	\$ -	\$ 415		\$ -	
00512370-477010 RECYCLED MERCURY PRODUCTS	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
00512840-484000 BD HLTH MISCELLANEOUS COPIES	\$ 38	\$ 18	\$ -	\$ -	\$ -		\$ -	
00512370-477010 TN CLERK BD HEALTH FINES	\$ -	\$ -	\$ 1,425	\$ 1,725	\$ 1,350		\$ 1,000	
00630370-437150 RECREATION LIGHTS REIMB	\$ -	\$ -	\$ -	\$ -	\$ 1,483		\$ -	
010 4274 TN CLERK MISCELLANEOUS FEES	\$ 576	\$ -	\$ -	\$ -	\$ -		\$ -	
00180320-432006 COMM DEV SUBDIVISION FILE FEE	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
010 4311 SCHOOL MISCELLANEOUS INCOME	\$ 2	\$ -	\$ -	\$ -	\$ -		\$ -	
433600 GOLF COURSE HLTH/MEDICARE SHRE	\$ 5,360	\$ 2,619	\$ -	\$ -	\$ -		\$ -	
00800660-468010 MUNICIPAL MEDICAID REIMBURSEM	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000		\$ 100,000	
00800660-468098 ABANDONED PROPERTY STATE	\$ -	\$ -	\$ 17,184	\$ 46	\$ 1,165		\$ -	
Total Dept. Revenue - Other	\$ 769,578	\$ 683,352	\$ 985,538	\$ 819,959	\$ 770,054	\$ 720,000	\$ 681,350	

Assumption:

FY 2016 Projection based at 95% of 5-year collection average, FY 2010-2014.

January 5, 2015



Town of Natick

Revenue Model

3-K Licenses and Permits

Item	Recap										Averages	
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Preliminary FY 2016			3-year	5-year	10-year
00123320-432022 SELECT MISC FEES	\$ -	\$ -	\$ 4,965	\$ 1,380	\$ 178		\$ 150			\$ -	\$ 1,970,679	
00123320-432024 SELECT GRANT OF LOCATION FEE	\$ -	\$ 20	\$ -	\$ -			\$ -			\$ 900		
00123450-445012 SELECT CLASS I LICENSE	\$ 600	\$ 900	\$ 900	\$ 950	\$ 1,000		\$ 2,000			\$ 2,000		
00123450-445013 SELECT CLASS II LICENSE	\$ 2,200	\$ 1,900	\$ 2,100	\$ 2,000	\$ 2,050		\$ 200			\$ 200		
00123450-445014 SELECT CLASS III LICENSE	\$ 200	\$ 200	\$ 2,300	\$ 200	\$ 300		\$ 6,000			\$ 800		
00123450-445015 SELECT COMMON VICTUALLER LIC	\$ 9,500	\$ 7,550	\$ 4,650	\$ 6,400	\$ 6,900		\$ 800			\$ 1,250		
00123450-445016 SELECT DAILY ENTERTAINMENT LIC	\$ 925	\$ 800	\$ 350	\$ 1,000	\$ 825		\$ 10			\$ -		
00123450-445017 SELECT SUNDAY ENTERTAINMENT LIC	\$ 850	\$ 750	\$ 850	\$ 1,250	\$ 1,000		\$ 525			\$ 400		
00123450-445018 SELECT HAWKERS/PEDDLARS LIC	\$ 27	\$ -	\$ -	\$ 10	\$ -		\$ 200			\$ 150		
00123450-445019 SELECT JUNK COLLECTOR LICENSE	\$ 550	\$ 275	\$ 625	\$ 525	\$ 400		\$ 540			\$ -		
00123450-445020 SELECT INN HOLDERS LICENSE	\$ 50	\$ 200	\$ 150	\$ 200	\$ 150		\$ -			\$ -		
00123450-445021 SELECT TAXI CAB LICENSE	\$ 515	\$ 555	\$ 650	\$ 540	\$ 520		\$ -			\$ -		
00123450-445022 SELECT BOWLING LICENSE	\$ 256	\$ -	\$ -	\$ -	\$ -		\$ 80			\$ -		
00123450-445011 SELECT BILLARD LICENSE	\$ 120	\$ 80	\$ -	\$ -	\$ 40		\$ 101,300			\$ 100,000		
00123450-445026 ALCOHOLIC BEVERAGE LICENSE	\$ 93,275	\$ 99,750	\$ 104,450	\$ 101,300	\$ 108,875		\$ 3,675			\$ 3,000		
00123450-445027 SELECT AUTOMATIC AMUSEMENT LIC	\$ 3,815	\$ 3,815	\$ 3,710	\$ 3,675	\$ 3,290		\$ -			\$ -		
00123450-445028 SELECT CABLE LICENSE CHANGE	\$ 200	\$ -	\$ -	\$ -	\$ -		\$ 67			\$ 50		
00123450-445029 SELECT MISCELLANEOUS LICENSE	\$ -	\$ 302	\$ 212	\$ 67	\$ 52		\$ 115			\$ 100		
00161320-432018 TN CLERK HISTORIC DISTRICT FEE	\$ 115	\$ 205	\$ 220	\$ 115	\$ 280		\$ 12,555			\$ 12,500		
00161320-432019 TN CLERK ZBA FILING FEES	\$ 16,481	\$ 13,135	\$ 12,593	\$ 12,555	\$ 13,445		\$ 4,050			\$ 4,000		
00161370-437035 TN CLERK MARRIAGE INTENTIONS	\$ 3,600	\$ 4,550	\$ 3,925	\$ 4,050	\$ 4,825		\$ 14,900			\$ 13,000		
00161370-437010 TN CLERK BUSINESS CERTIFICATE	\$ 13,865	\$ 15,005	\$ 16,435	\$ 14,900	\$ 13,160		\$ 16,206			\$ 15,000		
00161370-437020 TN CLERK BIRTH CERTIFICATE	\$ 16,660	\$ 16,696	\$ 16,185	\$ 16,206	\$ 14,841		\$ 15,580			\$ 16,000		
00161370-437025 TN CLERK DEATH CERTIFICATE	\$ 15,630	\$ 17,200	\$ 16,410	\$ 15,580	\$ 17,860		\$ 5,775			\$ 5,000		
00161450-445003 TN CLERK MARRIAGE LICENSE	\$ 2,950	\$ 5,320	\$ 5,055	\$ 5,775	\$ 5,610		\$ 525			\$ 300		
00161450-445704 TN CLERK BAZZAR PERMIT	\$ 290	\$ 375	\$ -	\$ 525	\$ 375		\$ 890			\$ 800		
00161450-445705 TN CLERK GASOLINE STORAGE PERM	\$ 890	\$ 860	\$ 935	\$ 890	\$ 935		\$ -			\$ -		
00161450-445025 TN CLERK RAFFLE PERMITS	\$ -	\$ -	\$ 400	\$ -	\$ 900		\$ 770			\$ 700		
00161770-477010 TN CLERK BD HEALTH FINES	\$ 1,400	\$ 1,050	\$ 450	\$ 770	\$ 900		\$ 5,914			\$ 5,750		
00180320-432023 SEALER WEIGHTS MEASURER FEES	\$ 4,793	\$ 6,299	\$ 6,780	\$ 5,914	\$ 6,479		\$ -			\$ -		



Town of Natick

Revenue Model

3-K Licenses and Permits

Item	Recap										Preliminary	Averages
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016					
00180370-437007 BLDG DEPT ALTERATIONS	\$ 445,143	\$ 482,133	\$ 838,420	\$ 647,350	\$ 580,493		\$ 510,000					
00180370-437008 BLDG DEPT NEW BUILDINGS	\$ 192,136	\$ 448,815	\$ 472,370	\$ 456,105	\$ 200,880		\$ 300,000					
00180370-437009 BLDG DEPT CERT OF INSPECTION	\$ 8,695	\$ 5,376	\$ 11,300	\$ 6,411	\$ 3,965		\$ 3,500					
00180370-437011 BLDG DEPT REINSPECTIONS	\$ 30	\$ -	\$ -	\$ 730	\$ 440		\$ -					
00180457-445701 BLDG DEPT ELECTRICAL PERMIT	\$ 71,624	\$ 132,340	\$ 243,493	\$ 196,407	\$ 156,582		\$ 152,000					
00180457-445702 BLDG DEPT GAS PERMIT	\$ 18,801	\$ 21,180	\$ 20,105	\$ 27,141	\$ 22,972		\$ 20,000					
00180457-445703 BLDG DEPT PLUMBING PERMIT	\$ 34,158	\$ 41,380	\$ 38,035	\$ 63,209	\$ 40,614		\$ 40,000					
00180457-445723 BLDG DEPT CERT OF OCCUPANCY	\$ 4,480	\$ 2,580	\$ 3,050	\$ 4,344	\$ 3,188		\$ 3,000					
00180770-477001 BLDG DEPT ELECTRICAL FINE	\$ -	\$ -	\$ 46,038	\$ -	\$ -		\$ -					
00180840-484000 BLDG DEPT MISCELLANEOUS INCOME	\$ -	\$ -	\$ -	\$ 80	\$ 26		\$ -					
00210360-436070 POLICE ALARM VIOLATION	\$ 5,400	\$ -	\$ -	\$ -	\$ 7,100		\$ -					
00210370-437056 POLICE FIREARM ID'S	\$ 2,938	\$ 4,863	\$ 6,063	\$ 9,488	\$ 6,962		\$ 5,000					
00210450-445010 POLICE TAXI LICENSE	\$ -	\$ -	\$ 5	\$ -	\$ -		\$ -					
00210450-445719 POLICE WORK PERMITS	\$ 90	\$ 70	\$ 20	\$ -	\$ 40		\$ -					
00210450-445730 POLICE SUNDAY/HOLIDAY PERMITS	\$ -	\$ -	\$ 40	\$ 20	\$ -		\$ -					
00220320-432020 FIRE ALARM BOX ANNUAL FEE	\$ 63,600	\$ 62,000	\$ 62,800	\$ 64,000	\$ 61,600		\$ 61,000					
00220450-445706 FIRE VARIOUS PERMITS	\$ 56,089	\$ 50,505	\$ 45,965	\$ 55,010	\$ 54,500		\$ 51,000					
00420450-445732 PUBLIC WORKS HYDRANT USE PERMIT	\$ 200	\$ -	\$ -	\$ -	\$ 1,937		\$ -					
00420450-445733 PUB WKS SEWER PERMITS	\$ -	\$ -	\$ 12,650	\$ 12,325	\$ 15,200		\$ 12,000					
00420450-445734 PUB WKS STREET OPENING PERMIT	\$ -	\$ -	\$ 44,573	\$ 47,155	\$ 61,005		\$ 42,000					
00420450-445735 PUB WKS WATER METER PERMIT	\$ -	\$ -	\$ 3,325	\$ 1,425	\$ 2,000		\$ 2,000					
00420450-445736 PUB WKS WATER PERMITS	\$ -	\$ -	\$ 3,800	\$ 7,000	\$ 8,675		\$ 6,000					
00512370-437015 BD HLTH UNDERGRND TNK REGISTRY	\$ 2,850	\$ 2,850	\$ 2,350	\$ 2,600	\$ 2,450		\$ 2,000					
00512370-437016 BD HLTH UNDERGRND TANK INSPCTN	\$ -	\$ -	\$ -	\$ 350	\$ 900		\$ 350					
00512370-437055 BD HLTH UNDERGRND TANK REMOVA	\$ 150	\$ 300	\$ 300	\$ 800	\$ 250		\$ 300					
00512370-437060 BD HLTH HOUSEHLD HAZARDOUS WS	\$ 1,220	\$ 985	\$ 830	\$ 950	\$ 900		\$ 900					
00512370-437065 BD HLTH PERC TEST/APPLICATION	\$ 2,500	\$ 1,100	\$ 5,000	\$ 5,700	\$ 4,200		\$ 4,000					
00512370-437080 BD HLTH PLAN REVIEW	\$ 4,625	\$ 2,700	\$ 4,150	\$ 5,156	\$ 2,500		\$ 2,500					
00512370-437090 BD HLTH SWIMMING POOL INSTALLEF	\$ 1,625	\$ 1,950	\$ 2,275	\$ 2,300	\$ 9,300		\$ 2,000					
00512370-437120 BD HLTH PROPERTY CLEAN UP	\$ 1,450	\$ 850	\$ -	\$ -	\$ -		\$ -					



Town of Natick

Revenue Model

3-K Licenses and Permits

Item	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Recap FY 2015	Preliminary FY 2016	Averages
00512370-437130 BD HEALTH RUBBISH CONTRACTORS	\$ 50	\$ 200	\$ 1,500	\$ 1,150	\$ 1,400		\$ 1,000	
00512450-445004 BD HLTH DAY CAMP LICENSE	\$ 330	\$ 130	\$ 50	\$ 793	\$ 50		\$ 50	
00512450-445005 BD HLTH FROZEN DESERT LICENSE	\$ 750	\$ 550	\$ 750	\$ 650	\$ 850		\$ 600	
00512450-445006 BD HLTH FUNERAL DIRECTR LICENSE	\$ -	\$ 400	\$ 400	\$ 300	\$ -		\$ 300	
00512450-445007 BD HLTH MILK/CREAM LICENSE	\$ 1,500	\$ 570	\$ 1,806	\$ 1,796	\$ 1,760		\$ 1,700	
00512450-445008 BD HLTH MOTEL LICENSE	\$ 100	\$ 150	\$ 370	\$ 850	\$ 550		\$ 350	
00512450-445009 BD HLTH TANNING LICENSE	\$ 1,625	\$ 600	\$ 1,575	\$ 300	\$ 900		\$ 500	
00512450-445707 BD HLTH BAKERY PERMIT	\$ 2,500	\$ 2,125	\$ 2,125	\$ 2,600	\$ 2,100		\$ 3,100	
00512450-445708 BD HLTH BEE PERMIT	\$ -	\$ -	\$ 40	\$ 160	\$ 240		\$ 150	
00512450-445710 BD HLTH CAMP PERMIT	\$ 1,000	\$ 200	\$ 1,150	\$ 200	\$ 850		\$ 200	
00512450-445711 BD HLTH CATERING PERMIT	\$ -	\$ -	\$ -	\$ 2,450	\$ 2,400		\$ 2,400	
00512450-445712 BD HLTH CHEMICAL TOILET PERMIT	\$ 175	\$ 100	\$ 120	\$ 225	\$ 150		\$ 100	
00512450-445713 BD HLTH FOOD ESTABLISHMNT PERM	\$ 87,290	\$ 92,018	\$ 100,084	\$ 103,973	\$ 108,834		\$ 102,000	
00512450-445714 BD HLTH FOOD CERTIFICATES	\$ 10,643	\$ 3,645	\$ 1,110	\$ -	\$ -		\$ -	
00512450-445715 BD HLTH FOOD SERVICE PLAN	\$ -	\$ -	\$ -	\$ -	\$ 950		\$ 950	
00512450-445716 BD HLTH FOOD ESTABLISHMNT S/C	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
00512450-445719 BD HLTH LIVE STOCK PERMIT	\$ 1,120	\$ 1,290	\$ 2,000	\$ 1,730	\$ 1,900		\$ 1,200	
00512450-445720 BD HLTH MASSAGE PERMIT	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
00512450-445721 BD HLTH METHYL ALCOHOL PERMIT	\$ 175	\$ 185	\$ 180	\$ 180	\$ 180		\$ 180	
00512450-445722 BD HLTH MOBILE FOOD SERVER	\$ -	\$ -	\$ -	\$ 120	\$ 260		\$ 120	
00512450-445723 BD HLTH OCCUPANCY INSPECTION	\$ 20,370	\$ 26,693	\$ 31,290	\$ 45,170	\$ 41,685		\$ 30,000	
00512450-445724 BD HLTH SEPTAGE HAULER PERMIT	\$ 5,250	\$ 7,475	\$ 8,775	\$ 7,800	\$ 7,475		\$ 7,000	
00512450-445725 BD HLTH SEPTIC INSTALLER PERM	\$ 4,000	\$ 2,800	\$ 4,550	\$ 2,750	\$ 4,550		\$ 4,000	
00512450-445726 BD HLTH SEPTIC SYSTEM PERMIT	\$ 4,725	\$ 3,975	\$ 10,350	\$ 9,550	\$ 8,550		\$ 8,000	
00512450-445727 BD HLTH SWIMMING POOL PERMIT	\$ 8,825	\$ 7,775	\$ 10,713	\$ 12,131	\$ 5,500		\$ 6,000	
00512450-445728 BD HLTH TOBACCO PERMIT	\$ 2,500	\$ 2,100	\$ 2,500	\$ 2,400	\$ 2,400		\$ 2,400	
00512450-445737 BD HLTH CIDER MILL PERMIT	\$ 200	\$ -	\$ -	\$ -	\$ -		\$ -	
00512450-445747 BD HLTH WELL PERMIT	\$ 300	\$ -	\$ 750	\$ 900	\$ -		\$ -	
Total	\$ 1,260,987	\$ 1,612,750	\$ 2,254,443	\$ 2,011,091	\$ 1,646,503	\$ 1,500,000	\$ 1,580,000	



Town of Natick

Revenue Model

3-L Special Assessments

Item	Recap										Averages	
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	3-year	5-year	10-year		
00146190-419500 CURB/ST/SWLK BTMT A/T	\$ 5,069	\$ 4,614	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00146170-417405 C/S/S BETTERMENT COMM INTEREST	\$ 15,102	\$ 12,831	\$ 8,990	\$ 8,324	\$ 6,884	\$ -	\$ 1,517	\$ -	\$ -	\$ -	\$ 17,727	
00146190-419550 UNAPP CURB/ST/SWLK BETTERMINT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00146190-419560 APPORT CURB/ST/SWLK BETTERMINT	\$ 2,050	\$ 10,648	\$ 4,671	\$ 4,807	\$ 4,648	\$ -	\$ 3,403	\$ -	\$ -	\$ -	\$ 41,822	
Total Special Assessments	\$ 22,221	\$ 28,093	\$ 13,660	\$ 13,130	\$ 11,532	\$ 13,000	\$ 4,920	\$ 12,774	\$ 17,727	\$ 41,822		

Assumption:

FY 2016 Projection based on current betterments.



Town of Natick

Revenue Model

3-M Fines and Forfeits

Item	Recap						Preliminary			Averages	
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016		3-year		
00146770-477003 DISTRICT COURT FINES	\$ 106,269	\$ 106,478	\$ 134,524	\$ 111,557	\$ 101,867		\$ 100,000		\$ 202,434		
00146770-477004 PARKING FINES	\$ 46,290	\$ 31,216	\$ 41,499	\$ 68,181	\$ 112,199		\$ 88,000				
00146370-437141 POLICE RESTITUTION	\$ -	\$ 2,240	\$ -	\$ -	\$ 150		\$ -		\$ 185,252		
00146770-477005 AUTO LEASE SURCHARGE	\$ 14,507	\$ 11,959	\$ 11,843	\$ 10,622	\$ 14,859		\$ 12,000				
Total Fines and Forfeits	\$ 167,066	\$ 151,893	\$ 187,866	\$ 190,361	\$ 229,075	\$ 200,000	\$ 200,000	\$ 216,057			

Assumption:

FY 2016 Projection based trending of revenues and anticipation of continued reliability.



Town of Natick

Revenue Model

3-N Investment Income

Item	Recap						Averages	
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Preliminary FY 2016	3-year \$ 116,909
00145820-482000 INTEREST EARNED INVESTMENTS	\$ 618,904	\$ 36,336	\$ 98,917	\$ 45,757	\$ 39,930		\$ -	
00145820-482200 INTEREST EARNED	\$ 67,376	\$ 65,891	\$ 56,453	\$ 43,729	\$ 64,153		\$ 150,000	
010 4823 INTEREST PREMIUM BAN'S	\$ -	\$ -	\$ 1,789	\$ -			\$ -	5-year \$ 227,847
Total Investment Income	\$ 686,279	\$ 102,227	\$ 157,159	\$ 89,485	\$ 104,083	\$ 190,245	\$ 150,000	10-year \$ 556,849

Assumption:

FY 2016 Projection based on recurring investment income and current interest rates.

Note:

FY16 Premium - Bond Insurance revenue was moved to Miscellaneous Non-Recurring revenue category to record category properly.
 FY16 All interest earned on investments will be posted to one account.



Town of Natick

Revenue Model

3-O Miscellaneous Recurring

Item	Recap						Preliminary		Averages		
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	3-year	5-year	10-year	
00146220-422000 TX PER CH59 SEC D OCCUPANCY PER	\$ 102,566	\$ 193,486	\$ 194,624	\$ 671,948	\$ 224,068	\$ 107,568	\$ 150,000	\$ 353,353	\$ 452,796	\$ 427,753	
Total Miscellaneous Recurring	\$ 102,566	\$ 193,486	\$ 194,624	\$ 671,948	\$ 224,068	\$ 107,568	\$ 150,000				

Assumption:

FY 2016 Projection based on expected building activity.



Town of Natick

Revenue Model

3-O Miscellaneous Non-Recurring

Item	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Recap	Preliminary	Averages
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2015	FY 2016	3-year
00145840-484010 TAILINGS MISC.	\$ 45,458	\$ (701)	\$ -	\$ -	\$ -	\$ -	\$ -		-	\$ 974,462
00145820-482300 INTEREST PREMIUM	\$ -	\$ 121,485	\$ 326,920	\$ -	\$ -	\$ -	\$ -		-	
00146140-414200 TAX TITLES	\$ -	\$ 858,670	\$ 517,430	\$ 129,504	\$ 67,100	\$ -	\$ -		-	
00146800-480000 MISC. NON-RECURRING	\$ -	\$ 146,676	\$ 135,949	\$ 560,066	\$ 63,721	\$ -	\$ -		-	
00146930-493000 PREMIUM BOND ISSUE	\$ -	\$ -	\$ -	\$ 482,092	\$ 407,561	\$ -	\$ -		-	
00800660-466010 2012 ONE TIME STATE AID	\$ -	\$ -	\$ 233,044	\$ -	\$ -	\$ -	\$ -		-	
Total Misc. Non-Recurring	\$ 45,458	\$ 1,126,130	\$ 1,213,343	\$ 1,171,662	\$ 538,382	\$ -	\$ -	\$ -	\$ -	

Assumption:

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



Town of Natick

Revenue Model

4-A Available Funds

Item	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Preliminary FY 2016	Averages	
								3-year	5-year
Overlay Surplus	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ 500,000	\$ 500,000	\$ 500,000		
General Stabilization Fund	\$ 950,751	\$ 98,550	\$ -	\$ -	\$ -	\$ -	\$ -		
Capital Stabilization Fund	\$ -	\$ -	\$ 689,340	\$ 1,062,152	\$ 2,424,229	\$ 3,058,758	\$ 2,179,874		
Title V	\$ 7,684	\$ 7,684	\$ 7,684	\$ 7,684	\$ 7,684	\$ 7,684	\$ 7,684		
Parking Meter Revenue	\$ 80,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 80,000	\$ 80,000		
School Building Assistance	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167		
Premium (Debt Excl. HS/COA)	\$ -	\$ -	\$ 90,681	\$ 90,681	\$ 106,758	\$ 106,758	\$ 106,758		
Receipts Reserved			\$ 150,000	\$ 150,000	\$ 9,625	\$ -	\$ -		
Insurance Proceeds < \$20,000			\$ -	\$ 28,875	\$ -	\$ -	\$ -		
Total Available Funds	\$ 2,161,602	\$ 289,401	\$ 1,970,872	\$ 1,522,559	\$ 3,231,463	\$ 3,876,367	\$ 2,997,483		\$ 2,241,631
									\$ 1,835,179

Assumptions

1. Projected use of Available Funds in FY 2016 is based upon current balances and historic usage of the funds listed above.
2. The Capital Stabilization Fund is only used in support of capital and debt service related costs. Figure for FY 2016 includes \$1,544,460 in direct support of 2015 SATM and 2015 FATM capital projects being paid for in cash and an additional \$635,414 for offsetting taxpayer costs of High School & Community/Senior Center project costs.



Town of Natick

Revenue Model

4-B Free Cash

Item	Recap					Projected FY 2016	Averages 3-year \$ 6,108,365
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015		
Free Cash	\$ 3,425,336	\$ 5,466,393	\$ 6,343,030	\$ 6,313,951	\$ 5,668,115	\$ 2,270,597	5-year \$ 5,443,365
Total Free Cash	\$ 3,425,336	\$ 5,466,393	\$ 6,343,030	\$ 6,313,951	\$ 5,668,115	\$ 2,270,597	

Assumptions:

At least \$1,500,000 is set aside to fund ongoing (recurring) operations annually. FY 2016 proposal includes \$2.27M for operations.



Town of Natick

Revenue Model

5-A Indirects

Item	Recap						Projection		Averages	
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	3-year	5-year	
Indirects (W/S Enterprise Fund)	\$ 2,506,416	\$ 2,449,757	\$ 2,535,883	\$ 2,581,514	\$ 2,323,579	\$ 2,207,400	\$ 2,207,400	\$ 2,480,325		
Indirects (Sassamon Trace Enterprise Fund)	\$ -	\$ -	\$ -	\$ -	\$ 32,246	\$ 34,087	\$ 34,087			
Total Indirects	\$ 2,506,416	\$ 2,449,757	\$ 2,535,883	\$ 2,581,514	\$ 2,355,825	\$ 2,241,487	\$ 2,241,487		\$ 2,490,582	



Town of Natick

FY 2016 Preliminary Budget

Section III: Education & Learning

Natick Public Schools	III.3
Keefe Tech	III.4
Morse Institute Library	III.8
Bacon Free Library	III.19



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick
Home of Champions

Department: Natick Public Schools

I am pleased to submit the FY 16 Budget Request for the Natick School Department.

The budget will allow us to meet all mandated and fixed costs due to contractual obligations; maintain all staff positions; add additional staffing positions needed to provide level service at all levels and programs by keeping class sizes and support systems consistent; add additional staff needed for mandated Special Education services across the District; meet all mandated costs associated with Special Education and educate the approximately 5,400 students we serve daily to superior levels of achievement through high-quality instruction

The major factors contributing to the increase of 4.5% from the FY 15 budget include contractually obligated salary adjustments with our various bargaining units including negotiated COLA's for all employees, the addition of 10.1 new FTE staff positions (of which 1.20 FTE are not in the budget) in order to meet rising enrollments at all grade levels and address mandated student services, as well as increases in the areas of curriculum and technology and operating costs. Please note, 7 existing KEIPS were added to the budget as the Governor's budget plans to eliminate the funding of the Full Day Kindergarten Grant, which Natick was expecting to receive \$200,000 in FY16. These KEIP positions are non-benefit eligible positions.

This budget also maximizes all revenue sources including offsetting the appropriated budget with \$446,442 including the use of Circuit Breaker reimbursement funds, Preschool tuition funds, ASAP funds, new fee revenue and other revolving accounts.

Student population continues to rise. Since 2006, enrollment has increased 894 students and the trend is expected to continue in the next five years.

We recognize that the citizens of Natick take exceptional pride in their public school system. We are appreciative of the efforts of the town officials and its citizens to protect and build upon that resource with intelligent decision-making. We are particularly appreciative of the leadership efforts by the School Committee, Selectmen, Finance Committee, Financial Planning Committee, and Town Administrator Ms. Martha White, who have enabled us to fulfill our obligation to educate the children of Natick to the greatest extent possible.

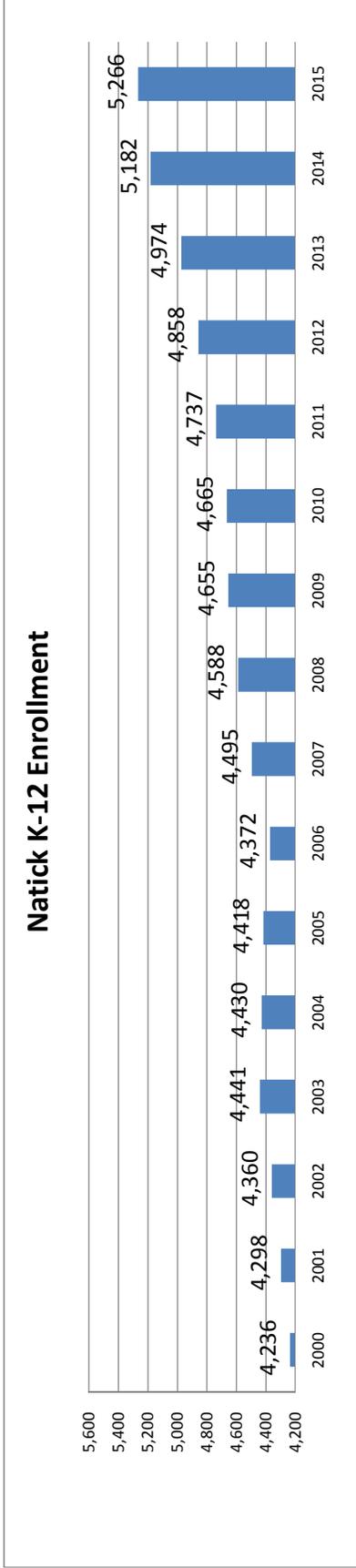
Sincerely,
Dr. Peter Sanchioni, Ph. D.
Superintendent of Schools

Appropriation Summary

	2012	2013	2014	2015	2016	2016	2016	2015 vs. 2016
	Actual	Actual	Actual	Appropriated	Preliminary	Superintendent Recommendation Cuts/Addis	Superintendent Recommendation	\$ %
Personnel Services								
Total Personnel Services	38,257,841	37,877,462	39,860,341	41,382,120	44,341,187	(739,441)	43,601,746	2,219,625 5.4%
Expenses								
Total Other Expenses	13,333,479	13,606,834	13,988,940	15,183,596	15,692,603	(651,759)	15,040,844	-142,752 -0.9%
less Offsets	(4,963,860)	(4,933,882)	(5,294,034)	(5,070,899)	(4,671,573)	(153,662)	(4,825,235)	245,665 -4.8%
Total Natick Public Schools	46,627,461	46,550,414	48,555,247	51,494,817	55,362,217	-1,544,862	53,817,355	2,322,538 4.5%



Enrollment Data



Appropriated Budget Staffing Summary

	2011	2012	2013	2014	2015	2015	2015	2016	2016
School Staff (in FTE's)									
Elementary Classroom Teachers	108.5	108.5	112.6	114.7	116.5	118.5	Actual	118.5	Superintendent Recommendation*
Middle School Classroom Teachers	92.9	93.4	96.8	99.2	99.2	98.9		98.9	101.4
High School Classroom Teachers	78.6	78.6	81.6	83.2	84.8	85.6		85.6	88.0
High School Department Heads	4.2	4.2	4.2	3.6	3.6	3.6		3.6	3.6
Middle School Department Heads	2.0	2.0	2.0	2.0	2.0	2.0		2.0	2.0
Librarians & Assistants	12.0	12.0	12.0	11.8	11.8	11.8		11.8	11.8
Special Education Teachers	56.8	56.8	56.8	56.5	59.5	59.3		59.3	60.3
Guidance Counselors/Psychologists	22.4	22.4	23.6	24.4	24.4	25.0		25.0	26.0
Nurses	8.8	8.8	9.3	10.9	10.9	10.9		10.9	11.9
Medical & Therapeutics Services	16.7	16.7	13.6	21.2	21.2	25.4		25.4	24.9
Paraprofessionals *	76.4	76.4	87.5	97.8	98.8	99.7		99.7	106.7
Custodians / Maintenance Personnel	37.0	37.0	0.0	0.0	0.0	0.0		0.0	0.0
Administrative & Clerical Staff	22.0	22.0	22.5	23.9	23.9	26.6		26.6	26.6
Sub-Total - School Staff	538.3	538.8	522.5	549.2	556.6	567.2		567.2	581.6
Administrative Staff (in FTE's)									
Principals & Vice Principals	14.0	14.0	14.0	15.0	15.0	15.0		15.0	16.0
District-Wide Administration	5.0	5.0	5.0	6.0	6.0	6.0		6.0	6.0
District - Wide Instruction	4.2	4.2	4.2	5.2	5.2	5.2		5.2	5.2
District-Wide Admin and Finance	12.0	12.0	12.0	12.0	12.0	12.0		12.0	12.0
Information Technology	9.0	11.0	11.0	11.0	11.0	12.0		12.0	12.0
Sub-Total - Administrative Staff	44.2	46.2	46.2	49.2	49.2	50.2		50.2	51.2
Grand Total	582.5	585.0	568.7	598.4	605.8	617.4		617.4	632.8

* This includes moving existing 7.0 FTE NON BENEFIT ELIGIBLE KEIPS into the budget due to the loss of the Full Day Kindergarten Grant in FY16



Town of Natick
Home of Champions

Department: Natick Public Schools

Compensation

	2012	2013	2014	2015	2016	2016	2016	2016	2016	2016	2015 vs. 2016
	Actual	Actual	Actual	Appropriated	Preliminary	Level Service Cuts/Adds	Level Service Request	Superintendent Recommendation Cuts/Adds	Superintendent Recommendation	\$	%
School Committee (1100)	4,056	3,792	4,347	4,920	5,010		5,010		5,010	90	1.8%
Superintendent & Other District Leadership (1200)	1,175,032	1,022,352	807,853	827,155	850,316		850,316		850,316	23,161	2.8%
Finance and Administrative Services (1400)	600,017	599,501	620,530	631,872	653,699		653,699		653,699	21,827	3.5%
Technology Services (1450)	697,527	732,399	768,062	792,367	873,147		873,147	(12,050)	861,097	68,730	8.7%
Sub-total District. Leader. & Admin.	2,476,633	2,358,045	2,200,792	2,256,314	2,382,172	0	2,382,172	(12,050)	2,370,122	113,808	5.0%
District Wide Academic Leadership (2100)	424,654	563,432	579,699	577,924	590,372		590,372		590,372	12,448	2.2%
Principal / Building Leadership (2200)	2,805,706	2,961,609	3,035,698	3,111,396	3,274,273		3,274,273		3,274,273	162,877	5.2%
Instruction -Teaching Services (2300)	23,399,063	24,423,810	25,863,916	27,094,968	27,970,787		27,970,787	12,164	27,982,951	887,983	3.3%
Medical /Therapeutic Services (2320)	1,135,998	1,214,612	1,258,550	1,315,136	1,384,015		1,384,015	(42,780)	1,341,235	26,099	2.0%
Non-Clerical Paraprofessionals (2330)	2,233,005	2,292,241	2,674,174	2,541,655	2,598,403		2,598,403	201,084	2,799,487	257,832	10.1%
Librarians and Media Center Directors (2340)	393,255	423,603	440,082	444,129	482,299		482,299		482,299	38,170	8.6%
Professional Development (2350)	39,952	53,763	26,885	120,153	122,356		122,356		122,356	2,203	1.8%
Guidance, Counseling and Testing Services (2700)	1,218,333	1,273,226	1,291,927	1,364,654	1,497,642		1,497,642		1,497,642	132,988	9.7%
Psychological Services (2800)	681,458	695,587	758,128	808,592	779,038		779,038		779,038	(29,554)	-3.7%
Sub-total Instructional Services	32,331,424	33,901,881	35,929,059	37,378,608	38,699,186	0	38,699,186	170,468	38,869,654	1,491,046	3.99%
Attendance and Parent Liaison Services (3100)	831	688		0	0		0		0	0	0
Health Services (3200)	668,459	757,468	887,059	890,772	910,785		910,785		910,785	20,013	2.2%
Transportation Services (3300)	51,010	52,199	48,266	46,277	48,988		48,988		48,988	2,711	5.9%
Athletic Program (3510)	555,671	567,675	587,230	582,715	591,485		591,485		591,485	8,770	1.5%
Other Student Activities (3520)	173,508	206,794	207,935	227,435	233,120		233,120		233,120	5,685	2.5%
Sub-total Student Services	1,449,479	1,584,824	1,730,490	1,747,199	1,784,378	0	1,784,378		1,784,378	37,179	2.1%
Custodial Services (4110)	1,881,052	32,713	0	0	0		0		0	0	0
Sub-total Operations & Maintenance	1,881,052	32,713	0	0	0		0		0	0	0
NEW 9.9 FTE BUDGET REQUEST					1,475,451	(694,803)	780,648	(178,056)	602,592	(25,000)	
LESS NON REP SALARY POOL REDUCTION											
Budget is offset with New 1.0 FTE Brown Teacher to Medicaid(see offset below), 0.2 Mandarin to Foreign Tuition					26.1 NEW FTE	Cut 13.0 FTE	13.1 NEW FTE	10.1 NEW FTE + 7.0 KEEP TUTORS			
Total Personnel Services	38,138,587	37,877,462	39,860,341	41,382,120	44,341,187	(694,803)	43,646,384	(44,638)	43,601,746	2,219,625	5.4%



Town of Natick

Home of Champions

Department: Natick Public Schools

Other Expenses

	2012	2013	2014	2015	2016	2016	2016	2016	2016	2016	2015 vs. 2016
	Actual	Actual	Actual	Appropriated	Preliminary	Level Service Cuts/Add	Level Service Request	Superintendent Recommendation Cuts/Add	Superintendent Recommendation	\$	%
School Committee (1100)	18,681	8,888	12,143	17,250	8,935		8,935		8,935	(8,315)	-48.2%
Superintendent & Asst. Superintendent (1200)	83,541	102,185	82,304	88,770	92,815	(15,000)	77,815		77,815	(10,955)	-12.3%
Finance and Administrative Services (1400)	119,492	163,874	109,735	152,084	162,844		162,844		162,844	10,760	7.1%
Legal Services (1430)	33,907	103,315	100,688	43,003	92,000		92,000		92,000	48,997	113.9%
Technology Services (1450)	161,981	396,910	286,011	277,517	441,406	(149,000)	292,406		292,406	14,889	5.4%
Sub-total District, Leader, & Admin.	417,622	775,171	590,881	578,624	798,000	(164,000)	634,000	0	634,000	55,376	9.6%
District Wide Academic Leadership (2100)	6,229	4,842	3,969	5,345	5,345		5,345		5,345	0	0.0%
Principal / Building Leadership (2200)	56,439	86,341	45,198	45,198	54,615		54,615		54,615	9,417	20.8%
Medical / Therapeutic Services (2320)	393,138	262,964	294,877	305,017	427,935		427,935		427,935	122,918	40.3%
Librarians and Media Center Directors (2340)	30,302	57,734	65,489	69,623	44,175		44,175		44,175	(25,448)	-36.6%
Professional Development (2350)	439,007	337,818	314,176	403,713	613,114	(93,000)	520,114	(50,000)	470,114	66,401	16.4%
Instructional Materials & Equipment (2400)	1,203,573	1,112,925	1,417,038	1,300,888	1,476,603	(60,355)	1,416,248	(16,404)	1,399,844	98,956	7.6%
Guidance, Counseling and Testing Services (2700)	99,596	99,202	104,828	143,498	78,736		78,736		78,736	(64,762)	-45.1%
Psychological Services (2800)	0	0	0	0							
Sub-total Instructional Services	2,228,284	1,961,826	2,229,948	2,273,281	2,700,522	(153,355)	2,547,167	(66,404)	2,480,763	207,482	9.1%
Transportation Services (3300)											
Cost of Regular Education Buses	1,081,870	1,111,472	1,201,972	1,243,669	1,253,836		1,253,836		1,253,836	10,167	0.8%
Transportation for Homeless Families	30,150	26,224	230,014	65,000	145,000		145,000		145,000	80,000	123.1%
Special Needs - In Town Other	364,119	373,508	377,703	399,476	413,000		413,000		413,000	13,524	3.4%
Special Needs - Out of Town Other	602,534	650,683	602,423	680,325	714,000		714,000		714,000	33,675	4.9%
Sub-total Transportation Services (3300)	2,078,672	2,161,887	2,412,112	2,388,470	2,525,836	0	2,525,836	0	2,525,836	137,366	5.8%
Attendance and Parent Liaison Services (3100)	0	0	558	3,000	3,000		3,000		3,000	0	0.0%
Health Services (3200)	22,799	27,898	15,953	24,148	24,147		24,147		24,147	(1)	0.0%
Athletic Program (3510)	158,452	130,459	141,735	133,497	133,497		133,497	(100,000)	33,497	(100,000)	-74.9%
Other Student Activities (3520)	36,981	61,367	1,976	7,085	16,385		16,385		16,385	9,300	131.3%
Sub-total Student Services	218,233	219,724	160,222	167,730	177,029	0	177,029	(100,000)	77,029	(90,701)	-54.1%
Custodial Services (4110)	159,223	118,070	124,152	115,000	130,000	(10,000)	120,000		120,000	5,000	4.3%
Fuel for heating of buildings (4120)	592,773	316,670	266,961	287,925	287,925		287,925		287,925	0	0.0%
Electricity (4130)	779,777	839,987	885,315	873,245	873,245		873,245	(125,000)	748,245	(125,000)	-14.3%
Telephone (4140)	55,280	48,281	35,399	60,000	60,000		60,000		60,000	0	0.0%
Building Repairs (4220)	545,539	685,246	374,071	405,041	390,000		390,000	(33,000)	357,000	(48,041)	-11.9%
Vehicle Maintenance Other (4230)	4,226	4,812	3,253	8,000	8,000		8,000		8,000	0	0.0%
Network and Telecommunications (4400)	323,359	262,730	375,057	468,132	609,698		609,698		609,698	141,566	30.2%
Sub-total Operations & Maintenance	2,460,177	2,275,796	2,064,208	2,217,343	2,358,868	(10,000)	2,348,868	(158,000)	2,190,868	(26,475)	-1.2%
Employer Retirement Contributions (5100)	171,286	97,525	106,449	121,210	95,000		95,000		95,000	(26,210)	-21.6%
Insurance for Active Employees (5200)	58,759	39,288	38,729	36,587	30,000		30,000		30,000	(6,587)	-18.0%
Community Services (6000)	295,266	211,310	215,138	310,000	215,138		215,138		215,138	(94,862)	-30.6%
Asset Acquisition & Improvement											
Sub-total Above 4 Items	525,311	348,122	360,316	467,797	340,138	0	340,138	0	340,138	(127,659)	-27.3%
Vocational Education Tuition	21,936	22,594	22,594	42,188	72,782		72,782		72,782	30,594	72.5%
SPED Out of District Tuitions	5,338,655	5,841,713	6,148,659	7,048,162	6,719,427		6,719,427		6,719,427	(328,735)	-4.7%
Sub-total Programs with Other School Districts	5,360,591	5,864,307	6,171,253	7,090,350	6,792,209	0	6,792,209	0	6,792,209	(298,141)	-4.2%
Total Other Expenses	13,288,870	13,606,834	13,988,940	15,183,596	15,692,603	-327,355	15,365,248	-324,404	15,040,844	-142,752	-0.9%



Town of Natick

Home of Champions

Department: Natick Public Schools

	2012	2013	2014	2015	2016	2016	2016	2016	2016	2015 vs. 2016	
	Actual	Actual	Actual	Appropriated	Preliminary	Level Service Cuts/Adds	Level Service Request	Superintendent Recommendation Cuts/Adds	Superintendent Recommendation	\$	%
Total Gross School Budget	51,427,457	51,484,296	53,849,281	56,565,716	60,033,789	(1,022,158)	59,011,631	(369,042)	58,642,589	3,468,073	3.7%
Offsets											
Less: Town Transportation Subsidy *	(325,402)	(311,175)	(561,646)	(360,750)	(371,573)		(371,573)		(371,573)	(10,823)	3.0%
Less: Bus Fee Offset	(274,391)	(288,107)	(282,631)	(300,000)	(300,000)		(300,000)		(300,000)	0	0.0%
Less: Circuit Breaker Offset	(1,385,799)	(1,931,992)	(2,254,878)	(2,200,000)	(1,900,000)		(1,900,000)	(100,000)	(2,000,000)	200,000	-9.1%
Less: Federal and State Grants	(2,459,683)	(2,402,608)	(2,194,879)	(2,210,149)	(2,100,000)		(2,100,000)		(2,100,000)	110,149	-5.0%
Less: Additional Medicaid Funding Offset								(53,662)	(53,662)		
Total Offsets	(4,963,860)	(4,933,882)	(5,294,034)	(5,070,899)	(4,671,573)		(4,671,573)	(153,662)	(4,825,235)	245,665	-4.8%

*FY14 Transportation subsidy also includes \$195,015 spent for McKinney Vento Homeless Transportation voted at Spring Town Meeting and State M-K Reimbursement of \$23,868. ** Included Savings of Health Insurance for New Benefit eligible staff

Total NET School Budget Appropriations	46,463,597	46,550,414	48,555,247	51,494,817	55,362,217	(1,022,158)	54,340,059	(522,704)	53,817,355	2,322,538	4.5%
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Town of Natick

Home of Champions

Department: Natick Public Schools

Line-Item Detail

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.



Town of Natick

Home of Champions

Department: Natick Public Schools

Line-Item Detail

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

Appropriation Summary

South Middlesex Regional Technical School

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Operating Expenses						
Assessment	1,260,906	1,270,852	1,091,902	1,247,313	155,411	14.23%
Total Operating Expenses	1,260,906	1,270,852	1,091,902	1,247,313	155,411	14.23%

Total South Middlesex Regional Tec	1,260,906	1,270,852	1,091,902	1,247,313	(178,950)	14.23%
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Mission:

Our mission is to challenge students to demonstrate the academic, technical, and interpersonal skills necessary for successful lifelong learning.

Established in 1972, Joseph P. Keefe Technical School is a coeducational, four-year high school, accredited by the New England Association of Schools and Colleges. Keefe Tech serves students from Ashland, Framingham, Holliston, Hopkinton, and Natick. With a student body of approximately 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



Town of Natick

Home of Champions

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

Philosophy (con't):

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

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

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

Goals:

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



Town of Natick

Home of Champions

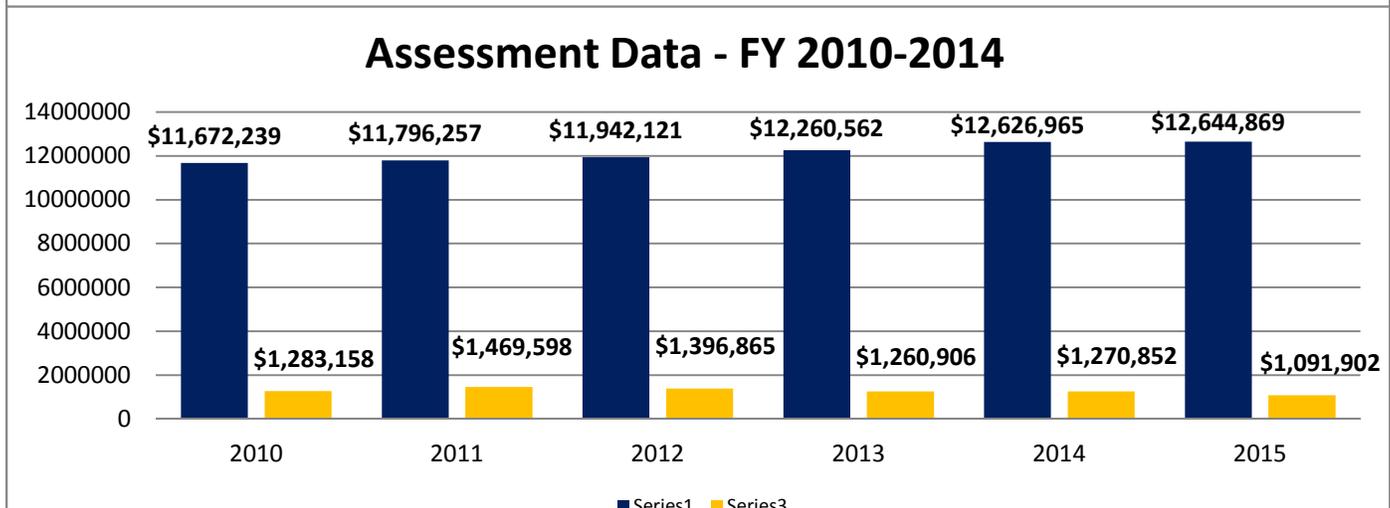
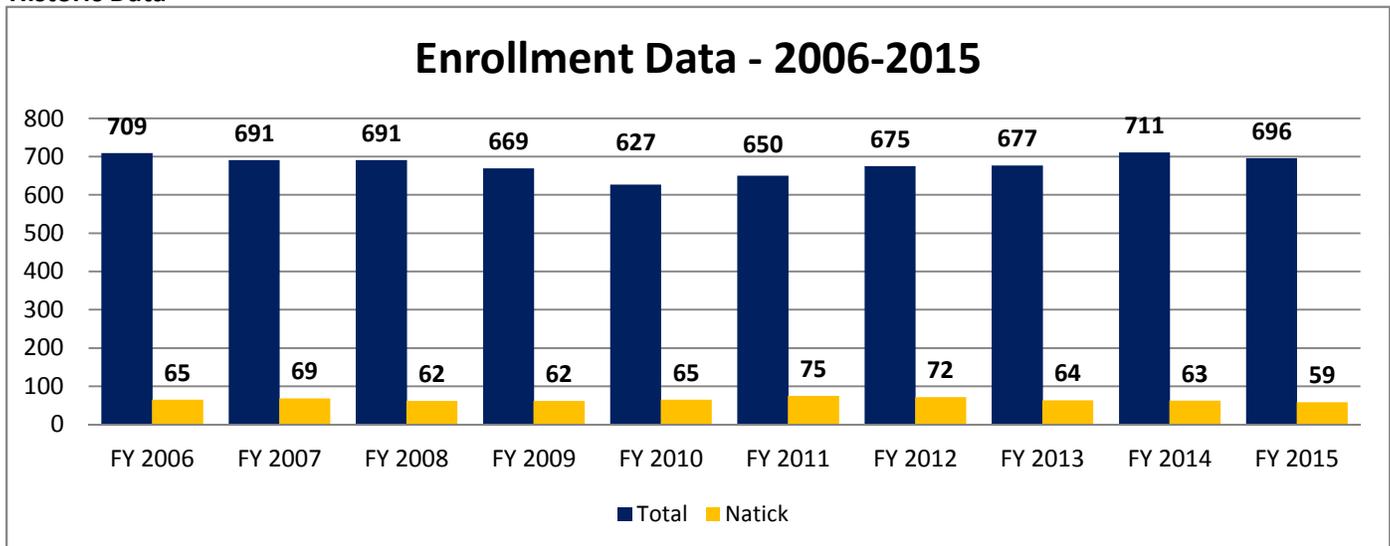
Department: (Joseph P. Keefe) South Middlesex Regional Technical School

Budget Overview

The Keefe Tech assessment is as shown below. As a result of an estimated increase of 3.76% for Keefe Tech's budget and 6 more students from Natick, the anticipated revised budget for the Keefe Tech assessment represents an increase from the FY15 appropriated budget of \$155,411.

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016	
					\$ (+/-)	% (+/-)
Assessment	1,260,906	1,270,852	1,091,902	1,247,313	155,411	14.23%
Expenses	1,260,906	1,270,852	1,091,902	1,247,313	155,411	14.23%
Total Keefe Tech	1,260,906	1,270,852	1,091,902	1,247,313	155,411	14.23%

Historic Data





Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

Home of Champions

Department: Morse Institute Library

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$1,592,416	\$ 1,672,830	\$ 1,772,022	\$1,761,463	\$ (10,559)	-0.6%
Total Salaries	\$1,592,416	\$ 1,672,830	\$ 1,772,022	\$1,761,463	\$ (10,559)	-0.6%
Operating Expenses						
Total Expenses	\$ 273,849	\$ 267,926	\$ 322,928	\$ 328,882	\$ 5,954	1.8%
Total Operating Expenses	\$ 273,849	\$ 267,926	\$ 322,928	\$ 328,882	\$ 5,954	1.8%

Total Morse Institute Library	\$1,866,266	\$ 1,940,756	\$ 2,094,950	\$2,090,345	\$ (4,605)	-0.22%
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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: : In collaboration with Framingham Literacy Unlimited, the library will continue to offer 5-6 weekly classes and conversation circles in English for speakers of other languages, as well as tutor training and supporting materials. One priority is to obtain additional , permanent funding to help maintain and expand this important program.

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, a town-wide reading program. We will continue to offer mutual professional and technical assistance as needed.

Natick Historical Society (NHS) cooperation: The library works with the Natick Historical Society by providing an archival quality display case in the library for NHS displays and meeting space for NHS programs. The Library and NHS alternate displays here throughout the year. We also host the Society's local history kiosk.



Town of Natick

Home of Champions

Department: Morse Institute Library

Goals: (con't)

Accessibility: The library continues its commitment to serving people with disabilities. Over the past several years the Library has acquired a number of adaptive technologies, especially for individuals with visual impairments. Our goal is to continue to upgrade services to patrons with special needs by replacing, upgrading or purchasing new assistive technology hardware and software. Many of the adaptive items are available for checkout by our patrons. We now need to develop and implement a marketing plan to promote the library's assistive technology tools, as well as provide staff training on use of this equipment. Social media may be a good platform for this.

Children's Services: With completion of the picture book weeding project, staff is now tackling the weeding of the nonfiction collection. They are looking to add a number of tablets (iPads and Play-Always) for use in the room and also for check out. Though we are short staffed, we continue to find ways to bring Saturday programming most weekends to Natick residents. We will continue to target the 8-11 year old age group with specific programs designed for them. Another goal is to install lighting in the stack area this year. Many areas in the children's book stacks are poorly lit, and we want to address this. A study is underway to research and design new lighting for the Children's Room.

Young Adult Services: Last summer the library hired a new Young Adult (YA) librarian. She brings experience in creating Maker Spaces. We will use her talents to build and promote a Teen MakerLAB program and offer our teens a rich STEAM experience. Goals for the coming year include: create a Teen Maker Space; bring Minecraft to the library & offer monthly programming; provide more YA programs on school early release days; increase collaboration with the schools; purchase several iPads; and add new furniture to the space. We will continue to update the YA collection; recruit new volunteers (including teens) to support teen programming; and provide afterschool gaming three times a week in the YA room.

Collection Development, Reference Department & Internal Use of Space: The Library's Leadership Team continues to investigate innovative ways to organize our materials, making them more logical and accessible to the public. Our goal is to evaluate, update, weed, and shift the fiction, nonfiction, new books, and reference areas. We are increasing the number of "speed reads" and "speed views" available for checkout, and the number of eBooks, streaming video, online magazines, music, and movies. We have created new study and reading spaces in the building, and will continue to investigate ways to increase the number of study rooms available. We continue in our efforts to organize and preserve Natick's historic records, photos, and documents, and to expand local history reference service. We continue to digitize many of our historical documents through the Boston Public Library and as part of the Digital Commonwealth project. The goal is to provide easy online access to historical information.

Community & Public Relations: Our goal is to continue library fund raising activities beyond the Annual Fund Campaign. The funds raised during our annual Fund Drive are critical in helping us meet our book budget. We will continue outreach to local civic groups and organizations, businesses, and individuals. Continue to use our Bookmobile as an effective community outreach tool, especially for off-site library card sign-up events.

Staff Development: Continue to develop and support a strong staff development program, including training, team building, and opportunities for staff growth. Continue to build on the success of the annual all-day Staff Development Day program held every Fall. Seek appropriate training opportunities to keep staff up-to-date on new technologies and for the chance to meet their counterparts at other libraries.



Town of Natick

Home of Champions

Department: Morse Institute Library

Budget Overview

Library Administration: In cooperation with the Natick Police Department, Library Administration is working to develop safety training for library staff to prepare for any threats that may occur in the building. We are also working with the Fire Department on fire safety. Continue to identify new policies and procedures that are needed for the library's operation, and revise and update existing policies/procedures as needed. Continue to work with the Library's Leadership Team to enhance leadership and management skills . Continue to use the five year Strategic Plan to guide the library forward. A new strategic plan will be needed for FY17, and Library Administration will begin the planning process inFY16.

Technology: The Library continues to upgrade our computer technology for both patrons and staff. Our goal is to continue with our annual technology survey and inventory, conducted by the IT librarian, who then uses this information to plan for and purchase upgrades to hardware and software throughout the building. The IT librarian will continue to serve on the town's Information Systems Advisory Board. The library is investigating new technologies for the library, such as 3D printing, Maker Spaces, iPads or other tablets, on an on-going basis. A new SCANNX machine , which allows faxing and copying, was installed in the Reference Department for public and staff use.

Outreach: Continue with our bi-monthly Bookmobile visits to the US Army Soldier Systems Center, as well as the numerous neighborhood stops, visits to seniors and older adults, and remote library card sign-up events. Seek additional outreach opportunities in the community. Annually evaluate the Bookmobile's stops to identify the most effective use of this important resource. Continue to build on our award-winning service.

I. Main Purpose of the Department

* The Morse Institute Library develops and organizes an up-to-date collection of materials, consisting of over 202,000 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, eBooks, audio, 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

*We continue to refine our new website , launched in Jan. 2014, for content and ease of use. In the coming year, we may pursue a re-design of the website to keep up with changing technology and patron demand.

*The library continues to be a member of the Foundation Center Funding Information Network . This is an invaluable source of funding for area nonprofits. We offer numerous workshops and training s on the use of this material for area residents and non-profits.

*In August 2012, in cooperation with the Natick Historical Society (NHS), the Library purchased an archival-quality display case. We continue to work cooperatively with the Historical Society to use this case to display some of their holdings in a secure place outside of their building. In collaboration with the NHS, we have established a schedule for alternating displays between the Society and the Library.



Town of Natick

Home of Champions

Department: Morse Institute Library

Budget Overview (con't)

*We continue to upgrade desktop and laptop computers for patron and staff use. Our IT librarian has been busy installing this new equipment throughout the building, and will continue doing so into next year. There are now 21 new public access computers for public use. We added a self-checkout computer to the second floor in the Reference area, which has contributed to the increase in the number of items that are self-checked out by patrons.

*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 full-time Young Adult (YA) librarian on staff, with experience in MakerSpaces and STEAM programs, has made a tremendous difference in the quantity and quality of programs available to this population. Her innovative programs offer something for everyone. We are especially pleased to see an increase in the number of boys using the library.

*The Library continues to collect oral histories through the Natick Veterans Oral History Project. We also host the annual Veterans Breakfast at Kennedy Middle School, in cooperation with the town's Veterans Agent, as well as the annual Pearl Harbor Day ceremony.

*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. This coming year we will embark on writing a new 5 year strategic plan for the library. A Plan is required by the MA Board of Library Commissioners as a requirement to receive grants.

*We will be purchasing furniture for the Young Adult Room more appropriate for that age group.

*The Young Adult Room will continue with its reorganization of that space to make it more appealing to teens and more accommodating to their needs.

*The Project Coordinator for the Natick Veterans Oral History Project continues to recruit veterans to interview for this valuable project. Veteran interviews have been posted on www.natickvets.org, the Project's website, with 240 DVDs in the collection and 257 interviews on the website. These interviews are in video and downloadable audio formats. The Project Coordinator now has a Facebook page for the Project, which also serves as a clearing house for veterans events in and around Natick. In November, the Project cosponsors the annual Veterans Breakfast at Kennedy Middle School.

III. Current Challenges

*We continue to be open only 3 hours on Sundays (instead of 4). 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. During the town's budget crunch, Sunday hours were cut from 4 to 3 hours open in FY11. The Library reduced holiday weekend hours as another cost saving measure, further limiting patron access and negatively impacting circulation of library materials. Sunday hours are very popular, especially with families, and we are seeking funds to return to being open 4 hours on Sundays.

*Full funding for Sunday hours, and restoring our Sunday service to four hours instead of three, is a priority.



Town of Natick

Home of Champions

Department: Morse Institute Library

Performance Indicators (Fiscal Year)	2012	2013	2014	2015	2016
Workload Measures					
Total Circulation	553,221	518,858	522,311	558,000	564,000
Total Programs offered	649	695	642	650	660
Items checked out from Bookmobile	10,028	14,590	10,667*	15,300	15,500
Number of Interlibrary Loans and MLN Transfers	152,411	155,450	137,237	132,050	135,000
Number of Reference Inquiries	24,769	25,678	23,585	24,000	24,500
Number of volunteer hours	4,975	4,725	4,662	4,700	4,750
Number of Local History Inquiries	357	404	446	400	415
Self Checkouts *	134,496	150,063	159,706	162,000	163,500
Total Hours Library Open	2,915	2,915	2,898	2,915	2,946

FY15 & FY16 are estimates

* Bookmobile driver out for one month due to injury

	2012	2013	2014	2015	2016
Efficiency Measures					
Circulation per capita	16.76	15.72	16.28	17.39	17.58
Circulation items/staff	17,968	16,700	16,550	16,888	17,781
% Self Checkout	29%	31%	31%	32%	34%

FY15 & FY16 are estimates

	2012	2013	2014	2015	2016
Outcome Measures					
Natick Residents with Library Cards	19,388	19,595	19,788	19,985	20,150
Total Program Participants	10,869	11,000	11,491	12,000	12,250
Total Summer Reading Participants	421	470	498	530	550

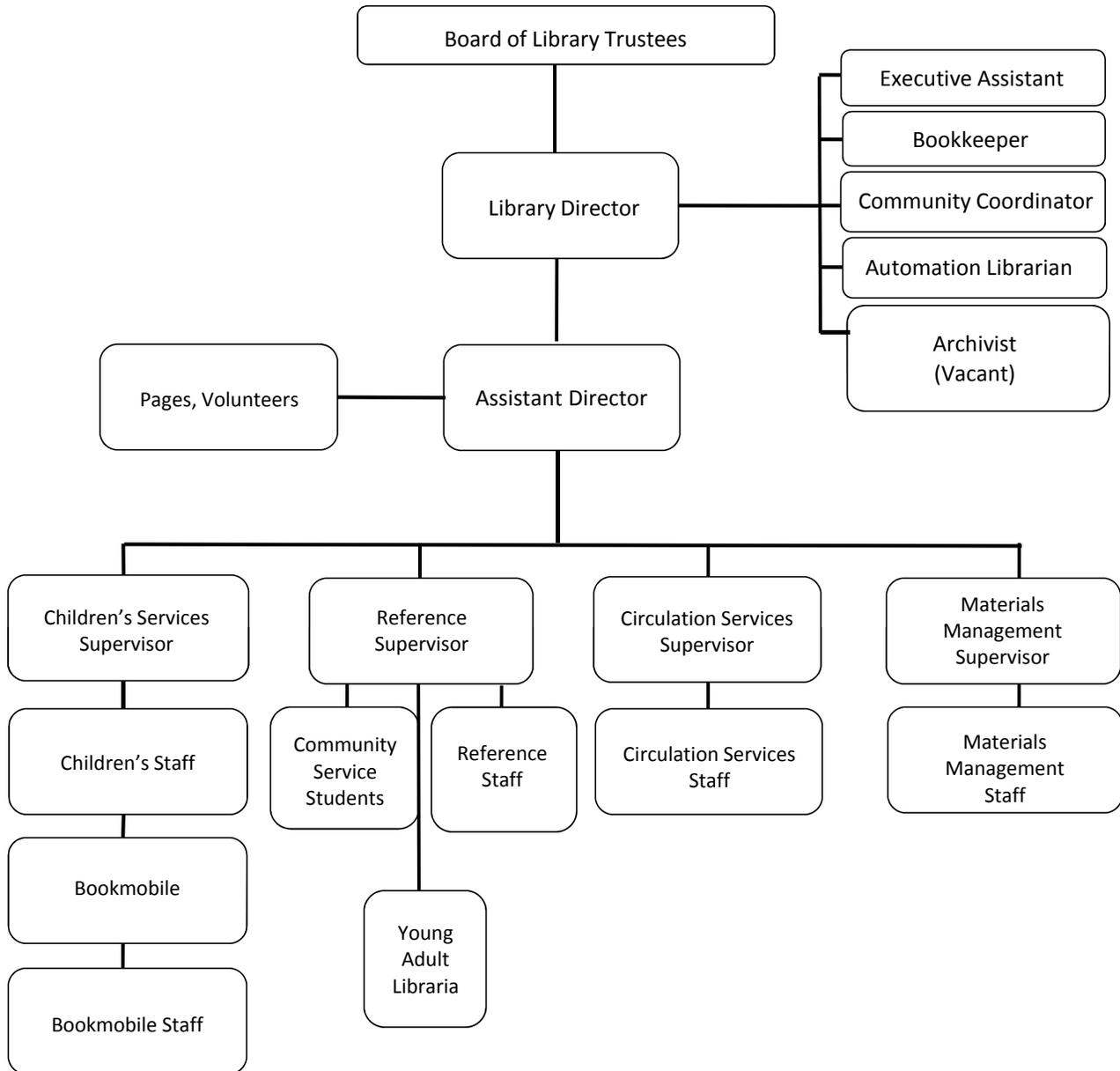
FY15 & FY16 are estimates

% of Natick Residents with Library Cards	62%	62.50%	62.80%	62%	63%
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Department: Morse Institute Library

Organizational Chart





Town of Natick

Home of Champions

Department: Morse Institute Library

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries Management	\$ 93,740	\$ 97,982	\$ 100,407	\$ 100,791	\$ 384	0.4%
Salaries Administrative	\$ 165,310	\$ 169,771	\$ 175,491	\$ 176,164	\$ 673	0.4%
Salaries Part-time Benefited	\$ 254,145	\$ 250,989	\$ 251,137	\$ 271,261	\$ 20,124	8.0%
Salaries Technical/Professional	\$ 762,824	\$ 812,338	\$ 866,886	\$ 829,713	\$ (37,173)	-4.3%
Salaries Part-time Non Benefited	\$ 240,979	\$ 260,812	\$ 295,385	\$ 307,655	\$ 12,270	4.2%
Salaries Pages	\$ 21,266	\$ 20,863	\$ 29,259	\$ 28,357	\$ (902)	-3.1%
Salaries Substitutes	\$ 25,141	\$ 19,778	\$ 12,200	\$ 5,196	\$ (7,004)	-57.4%
Salaries Longevity	\$ 7,593	\$ 9,341	\$ 11,257	\$ 12,326	\$ 1,069	9.5%
Salaries Sunday/Pay Differential	\$ 21,418	\$ 30,956	\$ 30,000	\$ 30,000	\$ -	0.0%
Personnel Services	\$ 1,592,416	\$ 1,672,830	\$ 1,772,022	\$ 1,761,463	\$ (10,559)	-0.6%
Maint of Computer System	\$ 75,781	\$ 69,501	\$ 78,258	\$ 78,000	\$ (258)	-0.3%
Communication Telephone	\$ 3,289	\$ 2,354	\$ 6,630	\$ 6,630	\$ -	0.0%
Communication Postage	\$ 2,436	\$ 2,143	\$ 5,636	\$ 5,636	\$ -	0.0%
Copy/Mail Center Fees	\$ -	\$ -	\$ 663	\$ 663	\$ -	0.0%
Cleaning Allowance - Library Staff	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Education	\$ -	\$ -	\$ 7,500	\$ 7,500	\$ -	0.0%
Purchase of Services	\$ 81,505	\$ 73,998	\$ 98,687	\$ 98,429	\$ (258)	-0.3%
Library Materials	\$ 165,018	\$ 167,089	\$ 195,810	\$ 201,684	\$ 5,874	3.0%
Library Supplies	\$ 23,099	\$ 23,342	\$ 24,186	\$ 24,424	\$ 238	1.0%
Supplies	\$ 188,117	\$ 190,431	\$ 219,996	\$ 226,108	\$ 6,112	2.8%
Other Supplies & Services	\$ 4,227	\$ 3,496	\$ 4,245	\$ 4,345	\$ 100	2.4%
Other charges/expenses	\$ 4,227	\$ 3,496	\$ 4,245	\$ 4,345	\$ 100	2.4%
Total Expenses	\$ 273,849	\$ 267,925	\$ 322,928	\$ 328,882	\$ 5,954	1.8%
Total Morse Library	\$ 1,866,266	\$ 1,940,755	\$ 2,094,950	\$ 2,090,345	\$ (4,605)	-0.2%



Town of Natick

Home of Champions

Department: Morse Institute Library

Line-Item Detail

Narrative:

Salaries:

Salaries Management: Library Director.

Salaries Administrative: Assistant Director, Executive Assistant, and the Community Relations Coordinator.

Salaries Part-time Benefited: Permanent part-time reference staff and library assistants who work 20 hours or more per week and receive pro-rated benefits.

Salaries Technical/Professional: Full-time, benefited, technical and professional staff. Includes 4 department heads, the children's programmer, bookmobile coordinator, technology associate and other librarians and library associates.

Salaries Part-time Non-Benefited: Part-time non-benefited reference staff, and library associates.

Salaries Pages: Library pages who perform essential work shelving and organizing materials.

Salaries Substitutes: Reference staff and library associates who work some regular hours but may also be called in to cover absences.

Salaries Longevity: Longevity for all eligible staff as outlined in the union contract.

Salaries Sunday / Pay Differential: Sunday hours, summer Saturday hours, and holidays.

Purchase of Services:

Maintenance Computer System: Library's internal computer network, hardware, software, computer supplies, and the Minuteman Library Network annual contract costs. Minuteman contract costs include membership in the 43 member library network, over 60,000 items borrowed from other library's for Natick residents in FY14. 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: Telecommunication costs including phones, fax, and Bookmobile air card.

Communication Postage: Mailing and postage costs.

Copy/Mail Center Fees: Copy service and publishing costs, as well as office copies, flyers and newsletters.

Supplies:

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

Library Supplies: Office processing supplies - includes basic office items as well as bar code labels, book and DVD covers and local history supplies.

Other charges/expenses: 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.

Revenue/Expenditure Summary - All Sources - Morse Institute Library - FY 2012 thru FY 2016

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 2012	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Notes
	(Actual)	(Actual)	(Actual)	(Budget)	(Budget)	
Revolving Funds:						
Meeting Rooms (for lib. Equip. & maint.)	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	
Fines & Fees (for materials)	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	
Library State Aid:	\$ 37,219	\$ 30,000	\$ 37,202	\$ 35,000	\$ 40,000	* See note below
Annual Fund:	\$ 20,000	\$ 20,000	\$ 37,931	\$ 20,000	\$ 22,000	
Investments:	\$ 42,000	\$ 42,000	\$ 47,460	\$ 42,000	\$ 40,000	
Friends of the Library:	\$ 40,000	\$ 38,000	\$ 46,431	\$ 38,000	\$ 34,000	
Other Recurring Grants:	\$ 24,750	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	Veterans Oral History Project grant
Town Meeting Appropriation:	\$ 1,852,078	\$ 1,884,687	\$ 1,974,507	\$ 2,094,950	\$ 2,090,345	
TOTAL:	\$ 2,126,047	\$ 2,154,687	\$ 2,283,531	\$ 2,369,950	\$ 2,366,345	
<hr/>						
EXPENSES	Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Notes
	(Actual)	(Actual)	(Actual)	(Budget)	(Budget)	
Salaries	\$ 1,589,561	\$ 1,592,416	\$ 1,672,830	\$ 1,772,022	\$ 1,761,463	(Town Appropriation)
from Library State Aid:	\$ 37,219	\$ 34,000	\$ 37,000	\$ 45,000	\$ 34,000	(State Aid)
Materials	\$ 161,773	\$ 165,018	\$ 167,089	\$ 195,810	\$ 201,684	(Town Appropriation)
from other sources:	\$ 107,717	\$ 150,000	\$ 160,709	\$ 150,000	\$ 150,000	(Revolving fund, Friends, donations)
Purchase of Services	\$ 78,594	\$ 81,505	\$ 77,494	\$ 95,432	\$ 95,274	(Town Appropriation)
from other sources:	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	(Revolving fund)
Other Services Misc.	\$ 675	\$ -	\$ -	\$ 7,500	\$ 7,500	(Town Appropriation)
Other Supplies	\$ 21,475	\$ 23,099	\$ 23,343	\$ 24,186	\$ 24,424	(Town Appropriation)
Admin, programs, consultants, staff dev.	\$ 74,739	\$ 65,000	\$ 65,000	\$ 65,000	\$ 77,000	(From annual fund & other donations)
TOTAL:	\$ 2,086,754	\$ 2,126,039	\$ 2,218,465	\$ 2,369,950	\$ 2,366,345	

Notes:

Friends money goes to purchase the following: Museum passes, Speed Reds, Bookmobile, Programs and other items as needed, i.e. book drops

* 5% of Library State Aid is given to the Bacon Free Library



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

Home of Champions

Department: Bacon Free Library

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 112,535	\$ 123,532	\$ 134,301	\$ 135,823	\$ 1,522	1.1%
Operating Expenses						
Purchase of Services	\$ 11,352	\$ 5,926	\$ 8,315	\$ 8,315	\$ -	0.0%
Supplies	\$ 6,117	\$ 12,236	\$ 9,830	\$ 9,830	\$ -	0.0%
Total Expenses	\$ 17,469	\$ 18,162	\$ 18,145	\$ 18,145	\$ -	0.0%
Total Bacon Free Library	\$ 130,004	\$ 141,694	\$ 152,446	\$ 153,968	\$ 1,522	1.0%

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.



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.

II. Goals for FY16:

Our goals for FY16 are to increase our visibility in the community, to partner with local organizations and town departments for the express purpose of bringing more information and opportunities to our patrons and to provide meaningful programs to the wide range of individuals who use the Bacon Free Library. In addition, we will continue our upward trend in circulation and program numbers.

Programming: With being fully staffed, we will bring increased original and in-demand programs to the library which will reach out to every interest group in Natick and beyond. We will continue with our excellent children's program and revitalize our adult programs.

Collaboration: The Director will strengthen partnerships with local organizations, town departments (such as the Morse Library, the Council on Aging, the Fire and Police Departments, etc.) and virtual entities to pool resources and bring superior information and opportunities to community members. This will, in turn, enhance the BFL profile in the community and make the library a "destination" for the town. In addition, the BFL staff will increase its profile with the MBLC, Mass Library System, Minuteman and the library community – as resources are available here for the betterment of the Bacon Free Library community.

Technology: The staff will utilize current and upcoming technological resources to meet our goals, provide our patrons the latest information on their digital choices both through Minuteman and the larger library community.

Books and Periodicals: Our goal in FY16 is to have our materials budget fully funded from \$9,000 to \$12,000 a year. As noted above, our circulation and patron counts have increased yearly while our materials budget has not managed to stay abreast of the demand. We hope that the town will bring us up to pre-recessionary levels so we can continue to provide the best, most current and wide range of literary and educational resources to our patrons and the library community at large.



Town of Natick

Home of Champions

Department: Bacon Free Library

Budget Overview (Continued):

III. Current Challenges

Staffing and Hours: We had some staffing changes in FY14 which impacted our work in the community. Our Director left in April and was not replaced during the same fiscal. The BFL went on to great success due to the dedication and creativity of the remaining staff. The community did not experience a gap in service although this time period did put a great strain on library resources.

Any time there is this kind of change, it takes time for the new “administration” to create its own place in the community., We hope to minimize this and expect that our loyal patrons will continue to support the library during this time. The challenge will be to bring in new library users by creating innovative and interesting programs, having the most demanded materials and keeping current with what the Natick community wants.

Collaboration: During this transition time, the staff did an impressive job of maintaining library functions but were not able to do more of these “outward facing” tasks. It will be a challenge in FY16 to reinvigorate these relationships which benefit both the library and the community.

Books, Periodicals and Online Resources: When the library materials budget is not fully funded, the community is adversely affected. The Library is limited in collection development and using online tools to enhance our services. We hope that the town will agree to increase our materials budget so we can further meet the needs of our patrons.

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

We will be submitting 3 PIR's –

1. \$3,200 for four (4) hours of library assistant time. Because of our staff changeover in FY14, we were able to hire a library assistant for 8-12 hours which rounded out all of our coverage issues. For FY 16, this drops down to 8 hours. The additional \$3200 for the year will help us stay fully staffed for our current hours open.
2. \$3,000 to bring our materials budget up to pre-recessionary levels to best serve our patrons.. If our book budget is returned to pre-recessionary levels, we do not anticipate asking for funds for materials again in the near future...
3. \$5,100 to increase our hours open to include an additional evening as programming is difficult and circumscribed by only being open one evening a week..

The total of \$11,300 seems like a relatively small sum to bring joy to the many children, tweens, teens, adults and seniors who use the Bacon Free Library, to show the town's understanding of the importance of libraries, and to allow the Bacon Free Library to shine amongst its' peer libraries.



Town of Natick

Home of Champions

Department: Bacon Free Library

Budget Overview (Continued):

V. On the Horizon

One of the biggest areas of change in the library is building improvement. We will be working on securing grants to change the windows and exploring ways to make the library more accessible. These will be big projects which we expect to take several years but will greatly improve the patron experience at the BFL. We hope to collaborate with town departments as we go along the process to make sure we meet all of the requirements for our beautiful, historic building.

We will also be working on our Long Range Plan for the MBLC this year. This will make the BFL eligible for state grants and services. When this LRP is complete, the BFL will be able to apply for grants on literacy programs, digital and media literacy, outreach, preservation & digitization and staff development.

As noted above, our other significant objective is to increase our ability to be the kind of library which is accessible to every portion of the population. This could mean partnering with unique entities in the area, bringing beloved characters to the library for our large children's population, having current authors visit, bringing reading devices to our most vulnerable community members or having reading materials for every interest level. We want to be "that" library which people talk about in impressed tones, which in turn, shines a light on the entire town.



Town of Natick

Home of Champions

Department: Bacon Free Library

Staffing	2012	2013	2014	2015	2016
Library Director *	0.8	0.8	0.9	0.9	0.9
Assistant Library Director **	0.65	0.65	0.65	0.71	0.73
Library Assistant ***	0.48	0.81	0.81	1.03	1.16
Total FTE	1.93	2.26	2.36	2.64	2.79

Total FT/PT	*1 FT / 3 PT	*1 FT / 5 PT			
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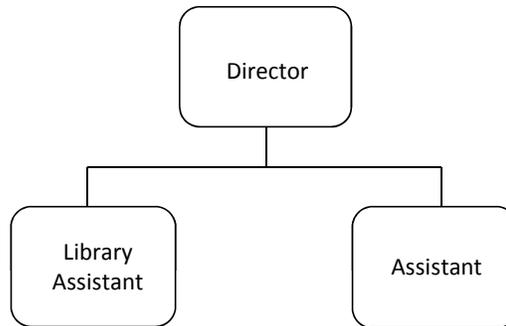
Notes

*Library Director works 36 hours per week.

** Assistant Director works 29 hours per week.

*** 2 Library Assistants work 19 hours per week each. One additional Library Assistant works 8 hours per week.

Organizational Chart



Performance Indicators	2012	2013	2014	2015*	2016*
Workload Indicators					
Total Circulation	31,000	29,953	31,132	31,443	31,400
Total Programs offered	190	198	265	265	265
Weekly Hours Open	34.5	35.5	35.5	35.5	35.5

Performance Indicators	2012	2013	2014	2015*	2016*
Efficiency Indicators					
Total Operating Expenses per capita	\$ 3.39	\$ 3.94	\$ 4.29	\$ 4.66	\$ 4.66

Performance Indicators	2012	2013	2014*	2015*	2016*
Outcome Indicators					
Total Program Participants	3,300	3,050	4,412	4,400	4,400

*Projected



Town of Natick

Home of Champions

Department: Bacon Free Library

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries Management	\$ 52,000	\$ 53,560	\$ 59,689	\$ 59,917	\$ 228	0.4%
Salaries Operational Staff	\$ 60,535	\$ 69,972	\$ 74,612	\$ 75,906	\$ 1,294	#DIV/0!
Personnel Services	\$ 112,535	\$ 123,532	\$ 134,301	\$ 135,823	\$ 1,522	1.1%
Minutemen Library Network Member	\$ 6,522	\$ 3,700	\$ 4,179	\$ 4,179	\$ -	0.0%
Utilities	\$ 4,830	\$ 2,226	\$ 4,136	\$ 4,136	\$ -	0.0%
Purchase of Services	\$ 11,352	\$ 5,926	\$ 8,315	\$ 8,315	\$ -	0.0%
Books & periodicals	\$ 5,636	\$ 12,236	\$ 9,000	\$ 9,000	\$ -	0.0%
Library supplies	\$ 481	\$ -	\$ 830	\$ 830	\$ -	0.0%
Supplies	\$ 6,117	\$ 12,236	\$ 9,830	\$ 9,830	\$ -	0.0%
Total Expenses	\$ 17,469	\$ 18,162	\$ 18,145	\$ 18,145	\$ -	0.0%
Total Town Appropriation	\$ 130,004	\$ 141,694	\$ 152,446	\$ 153,968	\$ 1,522	1.0%

Line-Item Detail

Personal Services:

Salaries - Management: Compensation for the position of Library Director

Salaries - Operational Staff: One Assistant Director/Children's Librarian and three part-time Library Assistants.

Purchase of Services:

Maintenance Computer System: Library's internal computer network, staff and public computers, fees for the Minuteman Library Network, hardware, software, ink and other computer supplies.

Utilities: As this is our first full year of having our gas furnace, we are asking for the same budget for utilities as last year and will modify next year once we have an accurate usage assessment.

Supplies:

Books and Periodicals: The current amount shown is for a level service request. Our goal in FY16 is to have our materials budget fully funded from \$9,000 to \$12,000 a year. Our circulation and patron counts have increased yearly while our materials budget has not managed to stay abreast of the demand. We hope that the town will bring us up to pre-recessionary levels so we can continue to provide the best, most current and wide range of literary and educational resources to our patrons and the library community at large.

Library Supplies: 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.



Town of Natick

Home of Champions

Department: Bacon Free Library

Bacon Free Library Revenues vs. Expenditures - All Sources

Revenues	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2016 Preliminary
Town Appropriation	\$ 118,827	\$ 130,004	\$ 141,694	\$ 152,446	\$ 153,969
Trustees	\$ 15,000	\$ 15,000	\$ 8,250	\$ 30,720	\$ 12,000
Friends	\$ 6,094	\$ 6,459	\$ 11,600	\$ 4,000	\$ 9,000
Total Revenues	\$ 139,921	\$ 151,463	\$ 161,544	\$ 187,166	\$ 174,969

Expenditures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2016 Preliminary
Salaries	\$ 100,436	\$ 114,533	\$ 124,032	\$ 134,301	\$ 135,824
Purchase of Services (no utilities)	\$ 7,909	\$ 15,307	\$ 12,236	\$ 12,895	\$ 13,000
Purchase of Services (utilities)	\$ 10,576	\$ 5,311	\$ 2,988	\$ 8,250	\$ 7,145
Supplies (Books, Materials, Furniture)	\$ 21,000	\$ 16,312	\$ 22,288	\$ 31,720	\$ 19,000
Total Expenditures	\$ 139,921	\$ 151,463	\$ 161,544	\$ 187,166	\$ 174,969

Summary:

The Town of Natick funds a large portion of the operating costs of the Bacon Free Library. Books, salaries, 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 FY16 General Fund budget request is \$153,968.**

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 most 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 constrained financially at this time, but the demand for library services continues to grow.



Town of Natick

FY 2016 Preliminary Budget

Section IV: Public Safety

Emergency Management	IV.3
Parking Enforcement	IV.5
Police	IV.8
Fire	IV.18



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

Home of Champions

Department: Emergency Management

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Salaries Operational Staff	-	-	-	\$ 3,000	\$ 3,000	#DIV/0!
Personnel Services	-	-	-	3,000	\$ 3,000	#DIV/0!
Operating Expenses						
Total Operating Expenses	\$ 35,122	\$ 24,333	\$ 35,600	\$ 32,600	\$ (3,000)	-8.43%
Total Operating Expenses	\$ 35,122	\$ 24,333	\$ 35,600	\$ 32,600	\$ (3,000)	-8.43%
Total Emergency Management	\$ 35,122	\$ 24,333	\$ 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:

We fell short of accomplishing our goals last year and due to their importance we are listing them again for FY2016

- To continue to identify key members of the community that need to play a role in the Local Emergency Planning Committee (LEPC). In addition, ensure they become active participants
- To conduct tabletop training exercises to drill on the many aspects of emergency management response
- To continue to plan for an extensive functional exercise for 2016

Budget Overview:

With some reorganization of the Local Emergency Planning Committee's Management as well as the addition of a few more volunteers to the Emergency Management Team in FY2015 we are better positioned to accomplish our lofty goals as stated. We are committed to provide the Town of Natick with the best possible planning and preparation for any emergency that we may encounter. Emergency Management is complex as you have to prepare for anything however, the support the town has provided through budgeting will allow us to do the best for the community.

Staffing	2012	2013	2014	2015	2016
None	0	0	0	0	0
Total FTE	0	0	0	0	0
Total FT/PT	0 FT / 0 PT				

Notes

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

Budget Detail	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Salaries Operational Staff	-	-	-	3,000	3,000	#DIV/0!
Total Personnel Services	-	-	-	3,000	3,000	#DIV/0!
Operating Expenses						
Repairs/Maintenance Equipment	\$ 22,308	\$ 21,708	\$ 24,000	\$ 21,000	\$ (3,000)	-12.50%
Professional Development	\$ -	\$ -	\$ 2,500	\$ 2,500	\$ -	0.00%
Supplies - Miscellaneous	\$ 9,100	\$ -	\$ 5,000	\$ 5,000	\$ -	0.00%
Technical/Professional Services	\$ 3,714	\$ 2,625	\$ 4,100	\$ 4,100	\$ -	0.00%
Total Operating Expenses	\$ 35,122	\$ 24,333	\$ 35,600	\$ 32,600	\$ (3,000)	-8.43%
Total Emergency Management	\$ 35,122	\$ 24,333	\$ 35,600	\$ 35,600	\$ -	0.00%



Town of Natick

Home of Champions

Department: Emergency Management

Line-Item Detail

Salaries:

Salaries Operational Staff: Employees performing Emergency Management functions outside of their regular work day

Tech/Professional Services:

Repairs/maintenance equipment: Maintenance Fee for CodeRed Community Notification System (\$10,000); 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 fees: 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

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	24,992	33,352	51,114	52,844	1,730	3.38%
Total Salaries	24,992	33,352	51,114	52,844	1,730	3.38%
Operating Expenses						
Expenses	60,529	82,896	77,040	79,560	2,520	3.27%
Total Operating Expenses	60,529	82,896	77,040	79,560	2,520	3.27%
Total Parking Enforcement	85,521	116,248	128,154	132,404	4,250	3.32%

Mission:

Enforce parking rules and regulations in Natick Center through monitoring and ticketing as applicable.

Goals:

- To continue to work with the leaders of the town to develop a comprehensive parking management program.
- To implement the first phase of parking meter replacement program as recommended by the Parking Advisory Committee and the Board of Selectmen and approved at the 2014 Fall Annual Town Meeting.

Budget Overview:

FY2016 will be a year of reflection and action. During FY2015 much planning and discussion took place around parking in the downtown area. Many ideas and proposal were brought forward as a result of the input to the Parking Advisory Committee. The resulting recommendations will begin to be implemented towards the end of FY2015 leaving FY2016 as the time where most of the heavy work will need to be done and completed. In addition to completion of this work the important evaluation of these actions must be undertaken. This evaluation and assessment will lead to future needs and objectives of this task for the town. There still remains three elements of this budget that are not in the purview of the managers of the police department that are included in this budget and those are: Parking Collection Services, Lease Payment to Saint Patrick's and cost of Parking Passes.

Performance Indicators	2012	2013	2014	2015*	2016*
Workload Measures					
Number of parking tickets issued by Parking Enforcement Officer	4,240	3,486	5173	4,500	4,500
Number of meters maintained	350	350	350	350	350

* Estimation



Town of Natick

Home of Champions

Department: Parking Enforcement

Staffing	2012	2013	2014	2015	2016
Parking Clerk	0	0	0	0	0
Parking Enforcement Officer	0.8	0.8	1.2	1.2	1.2
Total FTE	0.8	0.8	1.2	1.2	1.2
Total FT/PT	3 PT				

Notes

The Tax Collector, in FY2015, has taken over the duties of Parking Clerk. The Natick Police Department has staffed the Parking Enforcement Officer position with multiple individuals working part-time since 2007.

Budget Overview

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries Operational Staff	\$ 24,992	\$ 33,352	\$ 51,114	\$ 52,844	\$ 1,730	3.38%
Personnel Services	\$ 24,992	\$ 33,352	\$ 51,114	\$ 52,844	\$ 1,730	3.38%
Repairs/Maintenance Equipment	\$ 1,249	\$ 18,506	\$ 8,500	\$ 11,000	\$ 2,500	29.41%
Parking Collection Service	\$ 4,640	\$ 6,956	\$ 11,000	\$ 11,000	\$ -	0.00%
Lease Payment Church MBTA Lot	\$ 51,000	\$ 52,020	\$ 54,540	\$ 53,060	\$ (1,480)	-2.71%
Parking Tickets/Stickers	\$ 3,640	\$ 5,414	\$ 3,000	\$ 4,500	\$ 1,500	50.00%
Expenses	\$ 60,529	\$ 82,896	\$ 77,040	\$ 79,560	\$ 2,520	3.27%
Total Parking Enforcement	\$ 85,521	\$ 116,248	\$ 128,154	\$ 132,404	\$ 4,250	3.32%

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. The parking kiosks that will be installed for the first time in FY2015 will most likely come with a one-year maintenance agreement that will cover parts replacement. The one-year maintenance agreement probably will not include the labor necessary to make any repairs to the kiosks. The budget is increased as a result of anticipated maintenance that may be necessary.

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 \$53,060 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. This line item is increased in FY2016 due to supplies that will be necessary for parking kiosk paper/stickers.



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

Home of Champions

Department: Police

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	5,650,272	5,831,933	6,393,317	6,365,202	(28,115)	-0.44%
Total Salaries	5,650,272	5,831,933	6,393,317	6,365,202	(28,115)	-0.44%
Operating Expenses						
Purchase of Services	76,987	85,467	101,500	138,500	37,000	36.45%
Other Services (Miscellaneous)	68,314	35,895	32,325	36,000	3,675	11.37%
Tech/Professional Services	20,646	19,145	31,813	31,313	(500)	-1.57%
Supplies	18,128	17,225	17,000	20,000	3,000	17.65%
Other Supplies	42,539	49,072	26,200	25,700	(500)	-1.91%
Total Operating Expenses	226,614	206,804	208,838	251,513	42,675	20.43%
Other Charges & Expenditures						
Other Charges & Expenditures	5,401	4,123	7,500	7,500	-	0.00%
Total Other Charges & Expend.	5,401	4,123	7,500	7,500	-	0.00%
Total Police	5,882,287	6,042,860	6,609,655	6,624,215	14,560	0.22%

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.

Goals:

Strategic Plan Implementation

We will complete the development of the Natick Police Strategic Plan late in FY2015. There are several elements of the plan that we can act on immediately and we hope to do so. Priority in the plan is outreach to the community to survey the needs and wants of the community.

Accreditation

Continues to be a priority for the organization although difficult to attain. We will continue to update policies, procedures, rules and regulations based on national and state standards for police



Town of Natick

Home of Champions

Department: Police

Staffing	Rank	2012	2013	2014	2015	2016
Chief of Police	Chief	1	1	1	1	1
Executive Officer	Lieutenant	1	0	0	0	0
Executive Officer/Inv. Svcs. Commander	Lieutenant	0	1	1	1	1
Operations (Patrol) Division Commander	Lieutenant	0.75	1	1	1	1
Investigative Services Division Commander	Lieutenant	1	0	0	0	0
Operations Commander	Lieutenant	1	0	0	0	0
Administration/Traffic Division Commander	Lieutenant	0	1	1	1	1
Records/Support Svcs Division Commander	Lieutenant	0	1	1	1	1
Administrative Services	Sergeant	1	1	1	1	1
Administration/Traffic Supervisor	Sergeant	0	0	1	1	1
Patrol Sergeants	Sergeant	9.75	10	9	9	9
Patrol Officers	Officer	28	31	30	31	31
General Investigators	Detective	4	4	4	4	4
Narcotics Investigators	Detective	2	2	2	2	2
Youth Services Investigator	Detective	1	1	1	1	1
Middle School Resource Officer	Officer	1	1	1	1	1
Court Liaison/Investigator	Detective	0	0	1	1	1
Animal Control Officer	N/A	1	1	1	1	1
School Traffic Supervisors	N/A	1.88	1.88	1.88	1.88	1.88
Records Unit Department Assistant	N/A	1.85	1.85	1.85	1.85	1.85
Court Liaison Officer	Officer	1	0	0	0	0
Executive Assistant	N/A	1	1	1	1	1
Dispatchers	Dispatcher	9	9	9	10	10
Total FTE Count		67.23	69.73	69.73	71.73	71.73
Total Actual Personnel		77.0	79.0	79.0	81.0	81.0

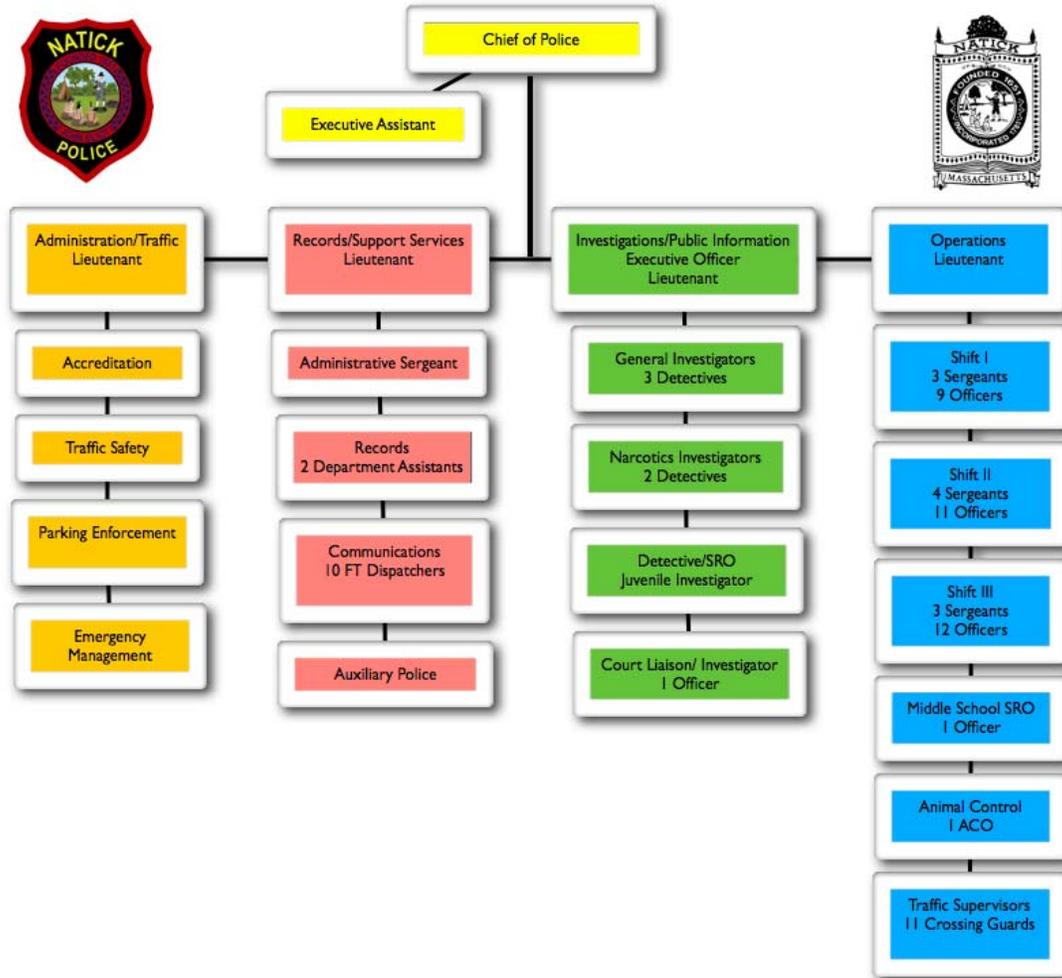


Town of Natick

Home of Champions

Department: Police

Organizational Chart





Town of Natick

Home of Champions

Department: Police

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries Management	\$ 576,959	\$ 572,796	\$ 602,655	\$ 608,209	\$ 5,554	0.92%
Salaries Supervisory	\$ 945,877	\$ 930,647	\$ 995,800	\$ 1,000,496	\$ 4,696	0.47%
Salaries Operational Staff	\$ 2,860,379	\$ 2,987,493	\$ 3,213,025	\$ 3,205,648	\$ (7,377)	-0.23%
Salaries Non-Uniform Staff	\$ 144,091	\$ 141,189	\$ 135,839	\$ 138,259	\$ 2,420	1.78%
Management Additional Comp	\$ 55,593	\$ 60,093	\$ 63,228	\$ 65,960	\$ 2,732	4.32%
Supervisory Additional Comp	\$ 122,496	\$ 120,297	\$ 134,731	\$ 140,717	\$ 5,986	4.44%
Operational Staff Additional Comp	\$ 561,593	\$ 585,155	\$ 646,759	\$ 605,633	\$ (41,126)	-6.36%
Non-Uniform Staff Additional Comp	\$ 1,000	\$ 1,098	\$ 1,750	\$ 750	\$ (1,000)	-57.14%
<u>Court Overtime</u>						
Supervisory Overtime	\$ 13,807	\$ 13,015	\$ 24,637	\$ 24,637	\$ -	0.00%
Operational Staff Overtime	\$ 37,628	\$ 35,457	\$ 83,968	\$ 83,968	\$ -	0.00%
<u>Regular Overtime</u>						
Management Overtime	\$ 38,230	\$ 34,395	\$ 20,997	\$ 20,997	\$ -	0.00%
Supervisory Overtime	\$ 84,692	\$ 68,278	\$ 134,043	\$ 134,043	\$ -	0.00%
Operational Staff Overtime	\$ 205,398	\$ 278,232	\$ 333,174	\$ 333,174	\$ -	0.00%
Non-Uniform Staff Overtime	\$ 2,530	\$ 3,788	\$ 2,711	\$ 2,711	\$ -	0.00%
Personnel Services	\$ 5,650,272	\$ 5,831,933	\$ 6,393,317	\$ 6,365,202	\$ (28,115)	-0.44%
Repairs & maintenance equipment	\$ 999	\$ 1,028	\$ 3,000	\$ 2,000	\$ (1,000)	-33.33%
In-State travel/meetings	\$ 1,194	\$ 1,274	\$ 1,000	\$ 1,000	\$ -	0.00%
Out-of-State travel	\$ 403	\$ 2,680	\$ 1,500	\$ 2,500	\$ 1,000	66.67%
Communication telephone	\$ 17,547	\$ 16,732	\$ 23,000	\$ 23,000	\$ -	0.00%
Dues & subscriptions	\$ 10,793	\$ 9,184	\$ 9,000	\$ 9,000	\$ -	0.00%
Training & education	\$ 16,133	\$ 13,537	\$ 25,000	\$ 25,000	\$ -	0.00%
Assessment center	\$ -	\$ 6,300	\$ -	\$ 36,000	\$ 36,000	#DIV/0!
Professional services selection	\$ 6,066	\$ 12,487	\$ 2,000	\$ 3,000	\$ 1,000	50.00%
Communication postage	\$ 1,447	\$ 2,122	\$ 2,000	\$ 2,000	\$ -	0.00%
Maintenance contract radios	\$ 18,341	\$ 17,922	\$ 19,000	\$ 19,000	\$ -	0.00%
Accreditation consultant	\$ -	\$ -	\$ 12,000	\$ 12,000	\$ -	0.00%
Other services: Miscellaneous	\$ 4,065	\$ 2,201	\$ 4,000	\$ 4,000	\$ -	0.00%
Purchase of Services	\$ 76,987	\$ 85,467	\$ 101,500	\$ 138,500	\$ 37,000	36.45%
Clothing allowance management	\$ 4,290	\$ 4,221	\$ 4,300	\$ 4,300	\$ -	0.00%
Clothing allowance supervisory	\$ 12,069	\$ 11,661	\$ 11,825	\$ 11,825	\$ -	0.00%
Clothing allowance operational	\$ 33,169	\$ 4,239	\$ 4,425	\$ 4,875	\$ 450	10.17%
Clothing equipment/replacement	\$ 18,785	\$ 15,774	\$ 11,775	\$ 15,000	\$ 3,225	27.39%
Other Services (Miscellaneous)	\$ 68,314	\$ 35,895	\$ 32,325	\$ 36,000	\$ 3,675	11.37%
Communication photocopying	\$ 408	\$ 410	\$ 2,000	\$ 1,500	\$ (500)	-25.00%
Communication teleprocessing	\$ 20,239	\$ 18,735	\$ 29,813	\$ 29,813	\$ -	0.00%
Tech/Professional Services	\$ 20,646	\$ 19,145	\$ 31,813	\$ 31,313	\$ (500)	-1.57%
Office supplies	\$ 18,128	\$ 17,225	\$ 17,000	\$ 20,000	\$ 3,000	17.65%
Supplies	\$ 18,128	\$ 17,225	\$ 17,000	\$ 20,000	\$ 3,000	17.65%
Supplies other	\$ 1,218	\$ 750	\$ 2,500	\$ 2,000	\$ (500)	-20.00%
Supplies public safety	\$ 37,507	\$ 24,935	\$ 20,000	\$ 20,000	\$ -	0.00%
Supplies photographic	\$ 1,654	\$ 244	\$ 1,500	\$ 1,500	\$ -	0.00%



Town of Natick

Home of Champions

Department: Police

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Supplies prisoners	\$ 975	\$ 1,441	\$ 1,200	\$ 1,200	\$ -	0.00%
Supplies safety equipment	\$ 1,185	\$ 21,702	\$ 1,000	\$ 1,000	\$ -	0.00%
Other Supplies	\$ 42,539	\$ 49,072	\$ 26,200	\$ 25,700	\$ (500)	-1.91%
Total Operating Expenses	\$ 226,614	\$ 206,804	\$ 208,838	\$ 251,513	\$ 42,675	20.43%
Care of stray animals	\$ 4,173	\$ 1,623	\$ 5,000	\$ 5,000	\$ -	0.00%
Motorcycle repairs/maintenance	\$ 1,228	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.00%
Other Charges & Expenditures	\$ 5,401	\$ 4,123	\$ 7,500	\$ 7,500	\$ -	0.00%
Total Police	\$ 5,882,287	\$ 6,042,860	\$ 6,609,655	\$ 6,624,215	\$ 14,560	0.22%

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 40 Patrol Officers (NPPOA), 10 Dispatchers (NEPBA 182), 1 Animal Control Officer (PB) and 11 Crossing Guards.

Salaries Non-Uniformed Staff: Contractually obligated salaries for 1 Executive Assistant (PB), 1 FT Administrative Assistant (1116) and 1 PT Department Assistant (1116).

Management Additional Comp: Contractually obligated stipends for longevity, holidays, accreditation and in-service incentive for 4 Lieutenants.

Supervisory Additional Comp: Contractually obligated stipends for Longevity, Holidays, Accreditation 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 40 Patrol Officers. Also includes contractually obligated stipends for Emergency Medical Dispatch (EMD), longevity, holidays, and in-service incentive for 10 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 40 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 40 Patrol Officers and 10 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 and maintenance equipment: Consists of repairs to RADARs, LIDARs, and other equipment

In-State travel meetings: Consists of costs associated with the Department vehicles' E-Z Pass 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 and 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 and education: Consists of contractually obligated college incentive and assignment of Department members to assorted seminars/trainings based on applicability and aptitude.

Assessment center: The town has added an additional component to the promotional process for both Lieutenants and Sergeants using an assessment component that includes practical exercises. This expense is a recurring expense every two (2) years.



Town of Natick

Home of Champions

Department: Police

Police Department

Professional services selection: Includes items such as outside range supervision, personal history questionnaire analysis, and other professional services.

Communication postage: Consists mainly of Federal Express deliveries ranging from grant delivery to equipment repairs and IKON postage charges.

Maintenance contract radios: Consists of the Motorola maintenance agreement and non-contracted repairs & replacements.

Accreditation consultant: Contractor hired to assist with the complicated process to attain statewide accreditation. The consultant will guide us to insure policies are correctly written and adhere to standards as established.

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 10 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 maintenance agreement.

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: 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 and 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: Police

Performance Indicators
(Calendar Year)

	2011	2012	2013	2014	2015
Enforcement					
Number of crimes	2071	2393	1906	1710	N/A
Number of individuals processed for criminal activity					
- Adults	1153	1273	1064	1114	N/A
- Juveniles	81	77	61	89	N/A
Traffic					
Number of Motor Vehicle Citations					
- Civil Infractions	1002	1260	813	1074	N/A
- Written Warnings	1349	1185	1389	2218	N/A
- Arrests	155	197	162	144	N/A
- Criminal Complaints	361	420	390	478	N/A
- OUI	67	71	54	50	N/A
Crash particulars					
- Total Crashes	876	823	890	857	N/A
- Fatal Injury	0	0	0	1	N/A
- Non-fatal injury	138	157	175	152	N/A
Dispatch					
Number of 911 calls received	6878	7073	7002	7351	N/A
Number of service calls dispatched					
- Police (with crime)	2066	2392	1643	1710	N/A
- Police (without crimes)	13142	15847	16560	17286	N/A
- Fire/EMS	4811	4498	4644	4773	N/A
Animal Control					
Number of animal calls responded to					
- Domestic	216	191	236	258	N/A
- Wildlife	150	198	129	77	N/A
High Impact Calls (Time Spent In Hours)					
911 Hang Up	165.3	168.2	162.8	168.7	N/A
Alarm Burglar	537.7	522.5	514.5	517.7	N/A
Alarm Hold-Up	4.3	5.7	9.7	10.1	N/A
Annoying Phone Call	26.6	34.5	33.5	19.7	N/A
Arrest	110.1	118.5	64.9	45.2	N/A
Assault	151.1	196.1	122.2	170.4	N/A
Assist Other Agency	335.9	319.4	344.2	366.6	N/A
B&E Motor Vehicle	50.9	146.9	41.8	72.3	N/A
Burglary (B&E)	195.1	371.5	311.2	218.3	N/A
Disturbance	458.1	524.5	419.6	402.1	N/A
Domestic	518.6	465.8	650.8	594.6	N/A
Larceny/Forgery/Fraud	808.9	842.5	866.1	874	N/A
Lost/Stolen Plate	10.6	14.8	25.5	17	N/A
Missing Child	128.3	88.6	177.2	210.8	N/A
Missing Person	143.5	132.7	119.1	124.5	N/A
MV Crash	2244.5	2064.1	1923.5	1989.8	N/A



Town of Natick

Home of Champions

Performance Indicators (Calendar year)

	2011	2012	2013	2014	2015
MV Crash Private Property	82.9	89.5	71	65.2	N/A
MV Crash With Injury	395	446.1	599.3	514.2	N/A
MV Crash w/Injury Rt 9	186.5	231.1	178.4	125.7	N/A
Noise Complaint	155.1	227.8	208.4	196.3	N/A
Remove Unwanted	110.7	99.4	172.5	180	N/A
Robbery	49.6	21.2	14.2	0	N/A
Serve Warrant	127	94.9	106.4	161.6	N/A
Shoplifting	594.4	520.1	369.4	320.6	N/A
Solicitor	6	15.5	18.9	18.9	N/A
Sudden Death	90.6	69.7	160.4	139.4	N/A
Suspicious Activity	931.4	1092	1018.4	944.8	N/A
Vandalism	137	156.7	106.4	123.2	N/A
Violation Of Restraining Order	74.2	48.7	60.3	39.4	N/A
OUI	335	355	270	250	N/A

	2011	2012	2013	2014	2015
Average Response Time (Police)	5.31 min	4.42 min	4.52 min	N/A	N/A
Number of 911 calls answered per FTE (Dispatch)	764.22	785.89	778.00	N/A	N/A
Number of service calls per FTE (Patrol)	402.86	444.85	466.74	N/A	N/A
Number of investigations per FTE (investigator)		55.44			

	2011	2012	2013	2014	2015
Reported Crime Rates (Crimes per 1000 citizens)	62.75	72.50	57.75	51.81	N/A
Number of accidents per 1,000 residents					
- Fatal Injury	0	0	0	0.03	N/A
- Non-fatal injury	4.18	4.76	5.30	4.61	N/A
Percent of assigned crimes cleared Investigations	N/A - Indicator under development				



Town of Natick

Home of Champions

Department: Police

Goals (con't):

Organizational Overview

As a result of internal input as well as the changing needs of the community we will undergo a departmental overview and analysis. This process, also contained in the Strategic Plan, will allow us to review all aspects of departmental operations as part of a thorough and critical insight.

Budget Overview:

Recent Developments

FY2015 was a year where we have seen many new faces added to the organization. Lieutenant Paul Thompson retired after more than 40 years of service to the Town of Natick and the Natick Police Department. In addition Natick Town Meeting and the residents approved a new position in our public safety dispatch operations to assist with scheduling and increased training. They also approved the addition of one officer so that we could address the ongoing epidemic with increased drug use specifically heroin. With a slight increase in overdoses and one death from this terrible problem the organization wanted to concentrate more of our efforts on narcotics investigation. In late FY2015, we will see the retirements of two additional long serving members of the department (Officer William Geissler and Officer Diane Morrill). With the anticipated openings for FY2015, we worked to create a solid core of reserve officers to fill these positions efficiently in order to reduce the negative impact of multiple openings in staffing given the extended period of time from hire to active worker (1 year) when employing police officers. This forward planning has allowed us to begin 4 officers in the police academy and the ability to hire an additional officer as a lateral transfer. This early hiring for anticipated openings will allow us to be at full complement when FY2016 begins and will put us in great shape to begin implementing our goals and objectives.

On The Horizon

In FY2015, the organization would have completed the strategic planning process in order to assist in determining the needs of both the department and the community. Through this process we have identified several areas of priorities that will guide our focus and direction as we move forward. As stated earlier, we will be at optimal staffing level to increase our focus on the increased heroin epidemic that all communities are facing in America. We will do this, not only with increased enforcement, but also through support of local advocacy and family organizations that are working to reduce this issue in our community.

With our staffing at a more optimal level we can also evaluate the way we provide police services to the community. Of highest priority in the Strategic Plan is to engage the community to evaluate how they want their police department to operate. Continuing with community partnerships will be an important theme to our operations as we move forward.

It is important to restate that the population changes in the town have already caused the department to evaluate the method we use to staff our patrol shifts. The addition of sizeable multi-family dwelling units in the same area of town where the motels are now housing transitional families placed by the state has already started to strain our ability to respond in a coordinated manner.



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

Home of Champions

Department: Fire

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 7,091,627	\$ 7,798,772	\$ 7,698,327	\$ 7,848,621	\$ 150,294	1.95%
Total Salaries	\$ 7,091,627	\$ 7,798,772	\$ 7,698,327	\$ 7,848,621	\$ 150,294	1.95%
Operating Expenses						
Purchase of Services	\$ 52,139	\$ 44,592	\$ 56,000	\$ 56,000	\$ -	0.00%
Other Services (Miscellan	\$ 55,225	\$ 55,334	\$ 58,350	\$ 58,000	\$ (350)	-0.60%
Supplies	\$ 6,062	\$ 6,766	\$ 7,000	\$ 7,000	\$ -	0.00%
Other Supplies	\$ 74,867	\$ 96,146	\$ 91,000	\$ 102,000	\$ 11,000	12.09%
Public Safety Education	\$ -	\$ 1,916	\$ 8,000	\$ 8,000	\$ -	0.00%
Total Operating Expenses	\$ 188,293	\$ 204,754	\$ 220,350	\$ 231,000	\$ 10,650	4.83%
Total Fire	\$ 7,279,920	\$ 8,003,526	\$ 7,918,677	\$ 8,079,621	\$ 160,944	2.03%

Mission:

The mission of the Natick Fire Department is to provide and deliver a wide variety of public safety services. These shall include, but are not limited to Fire Suppression, Fire Prevention, Emergency Medical Care 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 and improve Emergency Medical Dispatch (EMD).
- Pursue the reorganization and expansion of the administrative offices of the NFD.
- Research the possibility of an Assistant Chief's position with the priority focusing on successor training.
- Continue to improve EMS delivery.
- Continue work on S.O.P.'s for Fire Department and Dispatch Operations.
- Review the Towns I.S.O. rating and attempt to make improvements.
- Continue to assist the Police Chief in efforts to improve the Towns Emergency Management capabilities.
- Place mobile data terminals in vehicles and explore/develop a supporting network.
- Explore feasibility of employing technologies to get site information/pre-plans out to mobile apparatus.
- 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 Department has purchased a new E-One Fire Engine (Pumper) that is stationed in South Natick.

Natick Firefighters have trained 98% of the Natick High School student body (all four grades) and some teachers in CPR as of February 2014. This was supported by a grant from the Metro West Health Care Foundation. We will continue to train the freshmen and junior classes this year with the final year of the grant. The school department has asked us to train the middle school students also, we will look into this as a possible extension of the program next year.

Current Challenges

The building boom continues in Natick, the question is what will these buildings and complexes require from the fire department in terms of service and emergency response as they are completed? The need to deliver these services in spite of the financial constraints that may be facing the Town will have to be addressed.

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

The Fire Department is in the process of hiring two firefighters and will hire one more in early 2015.

On the Horizon

The West Natick Fire Station (Speen Street) will need to be addressed in the near future, the decision to be made is whether to renovate the existing station or replace it with a new station. The Department will continue to evaluate alternative staffing plans. The Town should also look in the future to fund a training facility to help facilitate firefighting skill maintenance.

The Dive Team is up and running with 8 Divers on the Team. The Department would like to increase the Dive Team by four, whether it's one a year for the next four years, all at once or any factor there of to accomplish this.



Town of Natick

Home of Champions

Department: Fire

Staffing (Fiscal Year)	2012	2013	2014	2015	2016
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	56	56	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
Superintendent of Communications	1	1	1	1	1
Total FTE	83	88	88	88	88
Total FT/PT	83 FT / 0 PT	88 FT / 0 PT			

Notes

EMT - Paramedics - Total 34

EMT - Intermediates - Total 13

EMTs - Total 33

All the above totals include all personnel. Deputy's, Captains, Lieutenants, Firefighters.

Performance Indicators (Calendar Year)	2012	2013	2014	2015	2016
Workload Indicators - Calls					
Fire Suppression					
Fire/Explosion	94	109	103	N/A*	N/A*
Overpressure Rupture	3	3	3	N/A*	N/A*
Emergency Medical Response					
Rescue Call	2819	2860	3076	N/A*	N/A*
Hazardous Condition	336	311	272	N/A*	N/A*
Service Call	412	438	453	N/A*	N/A*
Good Intent Call	243	250	247	N/A*	N/A*
False Alarms	662	732	706	N/A*	N/A*
Severe Weather/Natural Disaster	34	10	22	N/A*	N/A*
Special Type/Complaint	11	13	19	N/A*	N/A*
Undetermined	0	0	0	N/A*	N/A*
Total All Calls (w/o Mutual Aid)	N/A*				
Mutual Aid Calls					
- Calls for Fire & EMS Given	111	133	114	N/A*	N/A*
- Calls for Fire & EMS Received	51	54	69	N/A*	N/A*



Town of Natick

Home of Champions

Department: Fire

Performance Indicators (Calendar Year) con't

	2012	2013	2014	2015	2016
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Workload Indicators - All Other

Prevention

Number of smoke detector inspections	602	530	551	N/A*	N/A*
Number of quarterly inspections	36	68	68	N/A*	N/A*
Visits to schools	100	100	100	N/A*	N/A*

Training - Departmental

Number of training sessions for fire	70	82	78	N/A*	N/A*
Number of training sessions for EMS	65	66	72	N/A*	N/A*

	2012	2013	2014	2015	2016
--	------	------	------	------	------

Efficiency Indicators

Percent of Fire Department EMT certified	99%				
Percent of Fire Dept. Paramedic certified	42%				
Average Response Time (All Calls)	N/A - Indicator under development				

	2012	2013	2014	2015*	2016*
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Outcome Indicators

Percent of EMS service recipients rating services as good or better	95	98	98	N/A*	N/A*
Percent of quarterly inspections completed on time	100	100	100	100	100

* Estimated Projections

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.

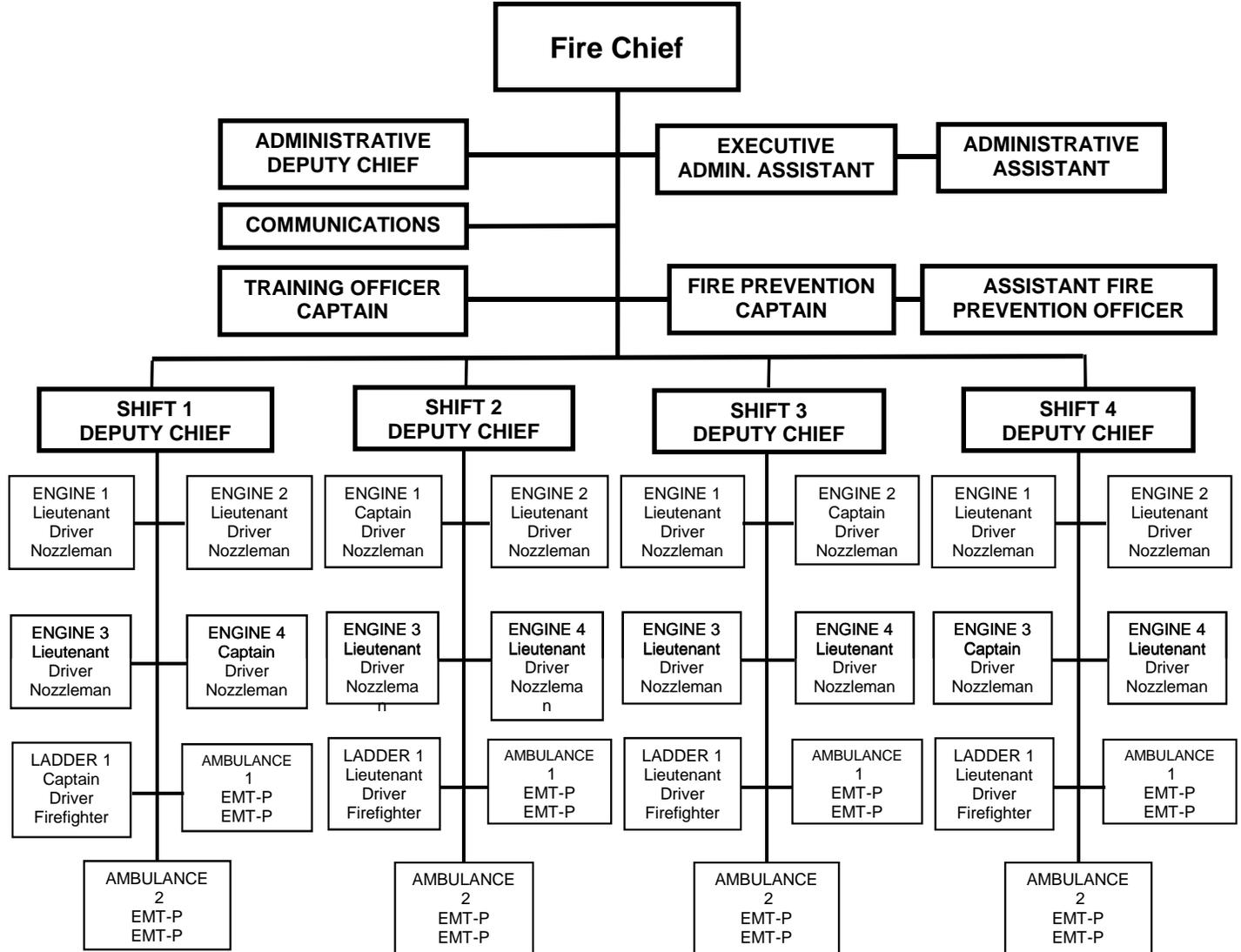


Town of Natick

Home of Champions

Department: Fire

Organizational Chart



Notes:

Not all compliments are fully staffed at levels shown above. Budget accounts for staffing of 20 personnel/shift. Minimum manning level as of FY 2015 is 17/shift.



Town of Natick
Home of Champions

Department: Fire						
Salaries	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries Management	\$ 521,018	\$ 629,855	\$ 563,306	\$ 578,363	\$ 15,057	2.67%
Salaries Supervisory	\$ 1,335,780	\$ 1,376,000	\$ 1,379,899	\$ 1,376,933	\$ (2,966)	-0.21%
Salaries Operational Staff	\$ 2,883,578	\$ 3,126,010	\$ 3,354,861	\$ 3,371,837	\$ 16,976	0.51%
Salaries Technical/Professional	\$ 263,534	\$ 297,837	\$ 282,092	\$ 284,641	\$ 2,549	0.90%
Management Additional Comp	\$ 118,591	\$ 148,111	\$ 125,189	\$ 124,599	\$ (590)	-0.47%
Supervisory Additional Comp	\$ 319,489	\$ 382,358	\$ 335,043	\$ 370,371	\$ 35,328	10.54%
Operational Staff Additional Comp	\$ 674,503	\$ 825,314	\$ 776,897	\$ 854,177	\$ 77,280	9.95%
Technical/Professional Additional Comp	\$ 77,223	\$ 102,890	\$ 94,112	\$ 98,772	\$ 4,660	4.95%
FLSA Costs	\$ 42,261	\$ 42,668	\$ 43,000	\$ 45,000	\$ 2,000	4.65%
Sub-total Salaries & Other Comp.	\$ 6,235,978	\$ 6,931,043	\$ 6,954,399	\$ 7,104,693	\$ 150,294	2.16%
Regular Overtime						
Management Overtime	\$ 54,930	\$ 78,548	\$ 90,000	\$ 90,000	\$ -	0.00%
Supervisory Overtime	\$ 233,379	\$ 252,240	\$ 190,000	\$ 190,000	\$ -	0.00%
Operational Staff Overtime	\$ 442,233	\$ 382,968	\$ 220,000	\$ 220,000	\$ -	0.00%
Technical/Professional Overtime	\$ 11,611	\$ 13,404	\$ 45,000	\$ 45,000	\$ -	0.00%
Sub-total Regular Overtime	\$ 742,153	\$ 727,160	\$ 545,000	\$ 545,000	\$ -	0.00%
All Other Overtime						
Management Overtime	\$ 12,597	\$ 18,339	\$ 25,000	\$ 25,000	\$ -	0.00%
Supervisory Overtime	\$ 20,970	\$ 32,396	\$ 39,828	\$ 39,828	\$ -	0.00%
Operational Staff Overtime	\$ 64,780	\$ 67,492	\$ 82,100	\$ 82,100	\$ -	0.00%
Technical/Professional Overtime	\$ 15,148	\$ 12,188	\$ 15,000	\$ 15,000	\$ -	0.00%
Sub-total All Other Overtime	\$ 113,496	\$ 130,415	\$ 161,928	\$ 161,928	\$ -	0.00%
Total all Overtime	\$ 855,648	\$ 857,575	\$ 706,928	\$ 706,928	\$ -	0.00%
Public Safety Education	\$ -	\$ 10,154	\$ 37,000	\$ 37,000	\$ -	0.00%
Personnel Services	\$ 7,091,627	\$ 7,798,772	\$ 7,698,327	\$ 7,848,621	\$ 150,294	1.95%
Repairs & Maint. (Communications Equip.	\$ 7,768	\$ 13,300	\$ 12,000	\$ 12,000	\$ -	0.00%
Communication Telephone	\$ 16,173	\$ 14,834	\$ 14,000	\$ 14,000	\$ -	0.00%
Laundry Service	\$ -	\$ -	\$ 300	\$ 300	\$ -	0.00%
Training & Education	\$ 10,959	\$ 2,877	\$ 12,000	\$ 12,000	\$ -	0.00%
Dues/Subscriptions	\$ 2,459	\$ 1,905	\$ 4,700	\$ 4,700	\$ -	0.00%
Fire Apparatus Equipment	\$ 7,201	\$ 4,086	\$ 6,000	\$ 6,000	\$ -	0.00%
Other Services Miscellaneous	\$ 7,579	\$ 7,590	\$ 7,000	\$ 7,000	\$ -	0.00%
Purchase of Services	\$ 52,139	\$ 44,592	\$ 56,000	\$ 56,000	\$ -	0.00%
Clothing Allowance Mgmt	\$ 7,250	\$ 7,250	\$ 7,250	\$ 6,900	\$ (350)	-4.83%
Clothing Allowance Supervisory	\$ 19,800	\$ 13,500	\$ 13,500	\$ 13,500	\$ -	0.00%
Clothing Allowance Operational Staff	\$ 26,875	\$ 31,875	\$ 35,000	\$ 35,000	\$ -	0.00%
Clothing Allowance Tech/Prof	\$ 1,300	\$ 2,709	\$ 2,600	\$ 2,600	\$ -	0.00%
Other Services (Miscellaneous)	\$ 55,225	\$ 55,334	\$ 58,350	\$ 58,000	\$ (350)	-0.60%
Office Supplies	\$ 4,759	\$ 6,149	\$ 5,000	\$ 5,000	\$ -	0.00%
Supplies Computer	\$ 1,303	\$ 617	\$ 2,000	\$ 2,000	\$ -	0.00%
Supplies	\$ 6,062	\$ 6,766	\$ 7,000	\$ 7,000	\$ -	0.00%
Supplies Apparatus	\$ 19,436	\$ 22,174	\$ 22,000	\$ 22,000	\$ -	0.00%
Supplies Ambulance	\$ 41,136	\$ 55,732	\$ 50,000	\$ 50,000	\$ -	0.00%
Supplies Diving Equipment	\$ 2,102	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	0.00%
Supplies Personnel	\$ 12,193	\$ 14,240	\$ 15,000	\$ 26,000	\$ 11,000	73.33%
Other Supplies	\$ 74,867	\$ 96,146	\$ 91,000	\$ 102,000	\$ 11,000	12.09%
Public Safety Education	\$ -	\$ 1,916	\$ 8,000	\$ 8,000	\$ -	0.00%
Public Safety Education	\$ -	\$ 1,916	\$ 8,000	\$ 8,000	\$ -	0.00%
Total Fire Department	\$ 7,279,920	\$ 8,003,526	\$ 7,918,677	\$ 8,079,621	\$ 160,944	2.03%



Town of Natick

Home of Champions

Department: Fire

Line-Item Detail

Personnel Services:

Salaries Management - Salaries for (1) Chief and (5) Deputy Chiefs

Salaries Supervisory - Salaries for (5) Captains and (15) Lieutenants

Salaries Operational - Salaries for (56) Firefighters and (2) Administrative Personnel.

Salaries Tech/Professional - Salaries for (1) Training Officer, (2) Fire Prevention personnel and (1) Superintendent of Communications

Additional Compensation - This line includes longevity pay, EMS, educational, and Holiday Pay.

Regular Overtime - Full Overtime shifts either Ten (10) hour days or Fourteen (14) hour nights. This Overtime is used to maintain daily staffing requirements. Generally this overtime is used to fill vacancies created by vacation, sick leave, personnel days or Firefighters injured in the line of duty.

All Other Overtime - Working out of grade. Deferred Vacations, Storms, Fire Investigation, Partial Shift (held over, called in). M&M Rounds, Dive Training, Technical Rescue Training, Emergency Management, Command Staff Meetings and Miscellaneous Training.

Purchase of Services:

Repair & Maintain Communications Equipment - Purchase and maintain mobile and portable radios and fire alarm Equipment and electrical purchases, etc.

Communication Telephone - Land lines and Nextel

Laundry - Annual cleaning of blankets and bedspreads.

Training and Education - Covers mandatory CPR Recertification, Audio Visual Equipment, Courses brought into Natick, vehicle for stabilization training. P.A.T. testing for new hires.

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).



Town of Natick

FY 2016 Preliminary Budget

Section V: Public Works

DPW Administration	V.7
DPW Energy	V.12
DPW Engineering	V.14
DPW Equipment Maintenance	V.18
DPW Highway/Sanitation	V.23
DPW Land Facilities & Natural Resources	V.28



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

Home of Champions

Department: Public Works

Appropriation Summary

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Personnel Services	\$ 2,835,672	\$ 3,082,618	\$ 3,369,994	\$ 3,461,165	\$ 91,171	2.71%
Expenses	\$ 2,290,192	\$ 1,783,716	\$ 1,881,769	\$ 1,861,301	\$ (20,468)	-1.09%
Energy	\$ 1,454,673	\$ 1,491,898	\$ 1,453,424	\$ 1,427,107	\$ (26,317)	-1.81%
Snow & Ice	\$ 862,115	\$ 1,042,022	\$ 150,000	\$ 150,000	\$ -	0.00%
Total Public Works	\$ 7,442,653	\$ 7,400,254	\$ 6,855,187	\$ 6,899,573	\$ 44,386	0.65%

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 nine divisions. Six are funded within the General Fund, while three are funded in the Water & Sewer Enterprise Fund.

General Fund

- Administration
- Municipal Energy
- Engineering
- Equipment Maintenance
- Highway, Sanitation, & Recycling
- 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

- Research and implement new improved instructional/educational techniques in the face of ever rising costs.
- Perpetuate superior customer service and ensure its extended to all citizens.
- Refine daily productivity utilizing the latest techniques and technology.

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

See individual departments for comments



Town of Natick

Home of Champions

Department: Public Works

All Divisions

Staffing by Division (General Fund)

	2012	2013	2014	2015	2016
Administration	3	3	3	3	4
Building Maintenance	7	0	0	0	0
Municipal Energy	0	0	0	0	0
Engineering	4.75	4.75	5.1	5.49	5.49
Equipment Maintenance	9	9	9	9	9
Highway & Sanitation	23	24	26	27	27
Land Facilities & Natural Resources	7	7	7	8.5	8.5
Total FTE	53.75	47.75	50.1	52.99	53.99

Total FT/PT

53 FT/3 PT

47 FT/3 PT

49 FT/ 5 PT

52 FT / 5 PT

53 FT/ 5 PT

Notes

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

Staffing for Municipal Energy is provided through the Administration Division

Organizational Charts are contained in each Division section.



Town of Natick

Home of Champions

Department: Public Works - All Divisions

Budget Detail Summary	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Personnel Services						
Administration	\$ 233,938	\$ 193,817	\$ 258,627	\$ 296,612	\$ 37,985	14.69%
Engineering	\$ 379,328	\$ 399,534	\$ 424,451	\$ 432,393	\$ 7,942	1.87%
Equipment Maintenance	\$ 453,199	\$ 484,184	\$ 544,522	\$ 554,626	\$ 10,104	1.86%
Highway & Sanitation	\$ 1,348,732	\$ 1,538,781	\$ 1,595,002	\$ 1,626,695	\$ 31,693	1.99%
Land Facilities & Natural Resources	\$ 420,474	\$ 466,302	\$ 547,392	\$ 550,839	\$ 3,447	0.63%
Personnel Services	\$ 2,835,672	\$ 3,082,618	\$ 3,369,994	\$ 3,461,165	\$ 91,171	2.71%
Expenses						
Administration	\$ 32,430	\$ 35,447	\$ 49,435	\$ 54,180	\$ 4,745	9.60%
Building Maintenance	\$ 375,688	\$ 358,400	\$ -	\$ -	\$ -	#DIV/0!
Engineering	\$ 64,120	\$ 63,124	\$ 101,150	\$ 101,650	\$ 500	0.49%
Equipment Maintenance	\$ 33,589	\$ 34,797	\$ 301,850	\$ 317,527	\$ 15,677	5.19%
Surplus Equipment	\$ 5,000	\$ 4,815	\$ 5,000	\$ 5,000	\$ -	0.00%
Highway & Sanitation	\$ 258,939	\$ 292,201	\$ 434,200	\$ 450,400	\$ 16,200	3.73%
Other - Charges & Expenditures	\$ 1,278,462	\$ 708,364	\$ 730,550	\$ 664,362	\$ (66,188)	-9.06%
Land Facilities & Natural Resources	\$ 241,963	\$ 286,568	\$ 259,584	\$ 268,182	\$ 8,598	3.31%
Expenses	\$ 2,290,192	\$ 1,783,716	\$ 1,881,769	\$ 1,861,301	\$ (20,468)	-1.09%
Energy						
Purchase of Services	\$ 1,453,746	\$ 1,490,906	\$ 1,451,924	\$ 1,425,607	\$ (26,317)	-1.81%
Other Charges	\$ 927	\$ 992	\$ 1,500	\$ 1,500	\$ -	0.00%
Municipal Energy	\$ 1,454,673	\$ 1,491,898	\$ 1,453,424	\$ 1,427,107	\$ (26,317)	-1.81%
Snow & Ice						
Snow & Ice Charges	\$ 862,115	\$ 1,042,022	\$ 150,000	\$ 150,000	\$ -	0.00%
Snow & Ice	\$ 862,115	\$ 1,042,022	\$ 150,000	\$ 150,000	\$ -	0.00%
Total Public Works	\$ 7,442,653	\$ 7,400,254	\$ 6,855,187	\$ 6,899,573	\$ 44,386	0.65%

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

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries						
Personnel Services	\$ 233,938	\$ 193,817	\$ 258,627	\$ 296,612	\$ 37,985	14.69%
Total Salaries	\$ 233,938	\$ 193,817	\$ 258,627	\$ 296,612	\$ 37,985	14.69%
Operating Expenses						
Purchased Services	\$ 8,943	\$ 6,816	\$ 11,120	\$ 11,245	\$ 125	1.12%
Technical & Professional Serv.	\$ 8,756	\$ 8,119	\$ 18,935	\$ 22,935	\$ 4,000	21.12%
Supplies	\$ 14,374	\$ 15,683	\$ 16,500	\$ 16,500	\$ -	0.00%
Other Supplies	\$ 358	\$ 4,829	\$ 2,880	\$ 3,500	\$ 620	21.53%
Total Operating Expenses	\$ 32,430	\$ 35,447	\$ 49,435	\$ 54,180	\$ 4,745	9.60%
Total DPW Administration	\$ 266,369	\$ 229,264	\$ 308,062	\$ 350,792	\$ 78,798	13.87%

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:

Enhance On-Line Opportunities

Residents may soon have the option of making payments using a credit card.

Work towards scheduling bulky waste pick-up/payment on-line.

Continue to discover and implement more streamlined ways to serve the citizens of Natick

Work with the Recycling Committee to complete a cost benefit analysis of expanding the in-house curbside recycling program.

Other

Maximize Training opportunities that will develop a young workforce.



Town of Natick

Home of Champions

Department: Public Works | Division: Administration

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 3,000 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

- Conversion to in-house curbside recycling.

III. Current Challenges

- Research and implement new and improved instructional/educational techniques in the face of ever-rising costs.
- Perpetuate superior customer service and ensure it's extended to all citizens.
- Refine daily productivity utilizing the latest accessible technology.



Town of Natick

Home of Champions

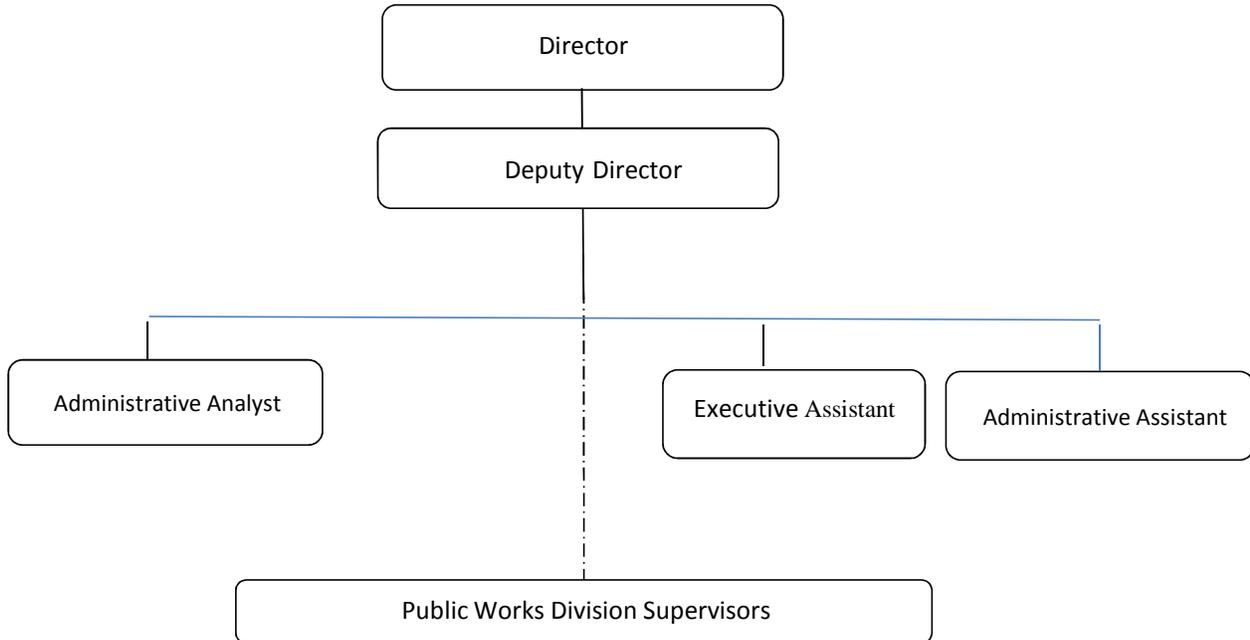
Department: Public Works Division: Administration

Staffing	2012	2013	2014	2015	2016
Director	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Administrative Analyst	1	1	1	1	1
Administrative Assistant	0	0	0	0	1
Temp Clerical Interns	1	1	2	2	2
Total FTE	3	3	3	3	4

Total FT/PT	3 FT / 1 PT	3 FT / 1 PT	3 FT / 2 PT	3 FT / 2 PT	4 FT / 2 PT
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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 Division: Administration

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries Management	\$ 118,274	\$ 79,601	\$ 122,726	\$ 120,923	\$ (1,803)	-1.47%
Salaries Operational Staff	\$ 100,092	\$ 103,850	\$ 106,108	\$ 145,798	\$ 39,690	37.41%
Temporary Operational Staff	\$ -	\$ -	\$ 12,152	\$ 12,200	\$ 48	0.39%
Operational Staff Additional Comp	\$ 2,250	\$ 2,250	\$ 2,250	\$ 2,500	\$ 250	11.11%
Operational Staff Overtime	\$ 11,261	\$ 5,994	\$ 10,191	\$ 10,191	\$ -	0.00%
FLSA Salaries	\$ 2,062	\$ 2,122	\$ 5,200	\$ 5,000	\$ (200)	-3.85%
Personnel Services	\$ 233,938	\$ 193,817	\$ 258,627	\$ 296,612	\$ 37,985	14.69%
Repairs & Maint Equipment	\$ -	\$ -	\$ 300	\$ 300	\$ -	0.00%
Communication Telephone	\$ 7,246	\$ 5,170	\$ 7,275	\$ 7,275	\$ -	0.00%
Postage	\$ 565	\$ 403	\$ 1,020	\$ 1,020	\$ -	0.00%
Purchased Services: Miscellaneous	\$ 1,132	\$ 1,243	\$ 1,275	\$ 1,400	\$ 125	9.80%
Communication Print & Advertising	\$ -	\$ -	\$ 1,250	\$ 1,250	\$ -	0.00%
Purchased Services	\$ 8,943	\$ 6,816	\$ 11,120	\$ 11,245	\$ 125	1.12%
Training & Education	\$ 2,710	\$ 1,525	\$ 6,250	\$ 10,000	\$ 3,750	60.00%
Compliance Inspection & Training	\$ 6,046	\$ 6,594	\$ 12,500	\$ 12,750	\$ 250	2.00%
Licenses	\$ -	\$ -	\$ 185	\$ 185	\$ -	0.00%
Technical & Professional Services	\$ 8,756	\$ 8,119	\$ 18,935	\$ 22,935	\$ 4,000	21.12%
Office Supplies	\$ 6,567	\$ 7,407	\$ 8,000	\$ 8,000	\$ -	0.00%
GIS Supplies	\$ 7,807	\$ 8,276	\$ 8,500	\$ 8,500	\$ -	0.00%
Supplies	\$ 14,374	\$ 15,683	\$ 16,500	\$ 16,500	\$ -	0.00%
Supplies Protective Clothing	\$ 358	\$ 4,829	\$ 2,880	\$ 3,500	\$ 620	21.53%
Other Supplies	\$ 358	\$ 4,829	\$ 2,880	\$ 3,500	\$ 620	21.53%
Expenses	\$ 32,430	\$ 35,447	\$ 49,435	\$ 54,180	\$ 4,745	9.60%
Total DPW Administration	\$ 266,369	\$ 229,264	\$ 308,062	\$ 350,792	\$ 42,730	13.87%



Town of Natick

Home of Champions

Department: Public Works

Division: Administration

Personnel Services:

Salaries Management: Salary for the Director of Public Works position.

Salaries Operational Staff: Salaries for the positions of Executive Assistant, Administrative Assistant and Data Analyst.

Temporary Operational Staff: Salaries for part-time summer interns to cover the staff vacations and peak volume.

Operational Staff Additional Compensation: Longevity stipends per union contract.

Operational Staff Overtime: To pay overtime to operational staff for work performed beyond the scheduled shifts.

Fair Labor Standards Act (FLSA) Salaries: Additional compensation for overtime to employees who have applicable stipends.

Purchase of Services:

Repairs/Maintenance Equipment: Repairs and/or replacement of office equipment, including specialty printers and time clock.

Communications Telephone: Department pagers, cellular telephones and the public works portion of the Town telephone system.

Postage: Postage for departmental notifications, mailings, etc.

Purchased Service Miscellaneous: Professional memberships to various organizations (primarily the APWA).

Communication Print and Advertising: Newspaper advertisements for bid specifications, legal and public notices.

Technical & Professional Services:

Training and Education: Training for employees - seminars and conferences. The increase is primarily caused by changes to the continuing education requirements for licenses.

Compliance Inspection & Training: To pay for 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: The cost of license renewals required to operate department equipment (CDL, Hoisting, etc).

Supplies:

Office Supplies and Stationery: Office supplies, paper, purchase orders, time cards, etc. for all DPW Divisions.

GIS Supplies: Cost of providing GIS services to other Town Departments including training, office supplies, computer hardware/software, consultants and software licenses.

Other Supplies:

Supplies Protective Clothing: Seasonal safety clothing including rain gear, safety vests, gloves, jackets, sweatshirts and shirts.



Town of Natick

Home of Champions

Department: Public Works Division: Municipal Energy

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Operating Expenses						
Purchase of Services	\$ 1,453,746	\$ 1,490,906	\$ 1,451,924	\$ 1,425,607	\$ (26,317)	-1.81%
Other Supplies	\$ 927	\$ 992	\$ 1,500	\$ 1,500	\$ -	0.00%
Total Operating Expenses	\$ 1,454,673	\$ 1,491,898	\$ 1,453,424	\$ 1,427,107	\$ (26,317)	-1.81%
Total DPW Energy	\$ 1,454,673	\$ 1,491,898	\$ 1,453,424	\$ 1,427,107	\$ (26,317)	-1.81%

Mission:

To 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 division was created to monitor the energy costs 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

- Completed the conversion of our streetlights to LED.
- Upgrading the Fuel System Controls.

III. Current Challenges

- 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

- Completing the cost benefit analysis for alternative fuel vehicles.

V. On the Horizon

- Continue to search for alternative energy sources and vehicles.
- Coordinate with the Metrowest RTA regarding availability of CNG fuel.



Town of Natick

Home of Champions

Department: Public Works Division: Municipal Energy

Performance Indicators

* Estimated

	2012	2013	2014	2015*	2016*
Workload Indicators					
Natural Gas Use (Therms)	86,901	97,521	113,327	108,551	115,000
Electrical Use (kW)	2,809,977	2,953,523	2,828,822	3,023,200	2,960,000
Ultra Low Sulfur Diesel Use (Gallons)	76,929	88,330	98,507	100,500	98,500
Unleaded Fuel 87 Octane Use (Gallons)	62,912	77,622	85,534	65,500	77,500

* Estimated

	2012	2013	2014	2015	2016*
Efficiency Indicators					
Gross S.F. of General Fund Municipal Bldgs	345,821	374,821	374,821	374,821	374,821
Building Energy Costs/Gross Square Foot	\$ 1.81	\$ 1.82	\$ 1.71	\$ 1.99	\$ 2.00

Budget Detail:	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016	
					\$ (+/-)	% (+/-)

Street Lighting

Street Lighting Expenses	\$ 184,743	\$ 148,254	\$ 106,191	\$ 92,100	\$ (14,091)	-13.27%
Contractual Services	\$ 91,930	\$ 65,796	\$ 54,600	\$ 56,250	\$ 1,650	3.02%

Buildings

Bldg Maint - Utilities: Electric	\$ 571,894	\$ 511,400	\$ 589,204	\$ 595,866	\$ 6,662	1.13%
Recreation - Utilities Electric	\$ -	\$ 654	\$ 4,200	\$ 4,200	\$ -	0.00%
Highway - Utilities Electric	\$ -	\$ -	\$ 7,200	\$ 7,200	\$ -	0.00%
Bldg Maint - Utilities: Fuel Oil & Nat. Gas	\$ 109,246	\$ 127,534	\$ 144,519	\$ 143,291	\$ (1,228)	-0.85%

Vehicles

Equip Maint - Vehicular Supplies: Gasoline	\$ 495,933	\$ 637,268	\$ 546,010	\$ 526,700	\$ (19,310)	-3.54%
Purchase of Services	\$ 1,453,746	\$ 1,490,906	\$ 1,451,924	\$ 1,425,607	\$ (26,317)	-1.81%

Holiday Lighting	\$ 927	\$ 992	\$ 1,500	\$ 1,500	\$ -	0.00%
Other Supplies	\$ 927	\$ 992	\$ 1,500	\$ 1,500	\$ -	0.00%

Total DPW Energy	\$ 1,454,673	\$ 1,491,898	\$ 1,453,424	\$ 1,427,107	\$ (26,317)	-1.81%
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Line-Item Detail:

Purchase of Services:

Street Lighting Expenses - 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 - Cost to maintain and repair street, traffic and exterior parking lights throughout the town.

Building Maintenance - Utilities - Cost of electricity at town owned buildings except those detailed below. This item is adjusted for the savings produced by the solar array on the Community Senior Center.

Recreation - Utilities - Cost of electricity for the fields at the Cole Recreation Center.

Highway - Utilities - Cost of electricity for the buildings at the recycling center and the Oak Street storage facility.

Building Maintenance - Utilities: Fuel Oil & Natural Gas - Cost for natural gas or fuel oil for hot water and heat at town buildings. Current natural gas prices remain stable.

Equipment Maintenance - Vehicular Supplies: Gasoline - Cost of all fuel used in town vehicles. This includes unleaded fuel 87 octane, ultra low sulfur diesel, and propane gas.

Other Supplies:

Holiday Lighting - Costs associated with holiday lighting.



Town of Natick

Home of Champions

Department: Public Works Division: Engineering

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 379,328	\$ 399,534	\$ 424,451	\$ 432,393	\$ 7,942	1.87%
Total Salaries	\$ 379,328	\$ 399,534	\$ 424,451	\$ 432,393	\$ 7,942	1.87%
Operating Expenses						
Purchased Services	\$ 4,144	\$ 5,443	\$ 6,350	\$ 6,850	\$ 500	7.87%
Technical & Professional Services	\$ 54,608	\$ 52,981	\$ 89,600	\$ 89,600	\$ -	0.00%
Other Supplies	\$ 5,368	\$ 4,700	\$ 5,200	\$ 5,200	\$ -	0.00%
Total Operating Expenses	\$ 64,120	\$ 63,124	\$ 101,150	\$ 101,650	\$ 500	0.49%
Total DPW - Engineering	\$ 443,448	\$ 462,658	\$ 525,601	\$ 534,043	\$ 8,442	1.61%

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:

- Integrate DPW Issued permits into Municipality Permit Program.
- Create Drain Layers License requirements for DPW, and submit to the Board of Selectmen for approval.
- Complete updating and publish the DPW construction standards and specifications . Make available on-line.
- Continue to work with all Town Departments to improve the coordination and mitigation of the impacts to Town services for all current and future development projects.
- Create a driveway Curb Cut Policy to work in conjunction with Community Development/Building Inspector .



Town of Natick

Home of Champions

Department: Public Works

Budget Overview:

Main Purpose of the Department

The Engineering Division responds to all inquiries by the public, and provides support to other divisions in Public Works and other departments through the Town. This Division:

- Reviews subdivision/site plans for the Planning Board.
- Reviews development and aquifer protection plans for the Zoning Board of Appeals, and as requested by the Conservation Commission.
- Inspects developer's work to assure compliance with the approved plans.
- Recommends bond amounts to protect the Town should a developer not complete their obligations.
- Updates various Town maps and all Town as-built utility plans/records.
- Prepares easement plans and documents for Town utility easements.
- Prepares construction plans, specifications, documents, and provides construction management for various Town construction projects.
- Conducts field surveys to determine locations of all water, sewer, and drain lines.
- Manages the Town's Street Opening Policy, and issuance of all sewer & water permits.
- Ensures trench permits are issued for DPW related trench excavations.
- Work with the Building Department regarding the issuance of Certificates of Occupancy.
- Manages Storm Water Management Plan.
- Manages Town Pavement Management Plan/Roadway Improvement Plan.
- Ensures Town compliance with DCR's Office of Dam Safety requirements for the Charles River Dam and Jennings Pond Dam.
- The Division utilizes computers, GPS and traditional surveying equipment, data collectors, plotters, scanners, Civil 3D design and drafting software, GIS software, and various other software packages to perform these functions.

Recent Developments

- Provide construction management/inspection services for the Pond Street Wall Replacement project, and the Kansas Street Roadway Improvements project.
- Completed the re-rating of all the road conditions in the Pavement Management Plan, and updated the 5-Year Roadway Improvements Plan.
- Continue to provide DPW coordination for the State reconstruction project for the Marion Street Bridge Replacement, 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, FedEx development, and Natick Paperboard Site development.
- Prepared and managed the construction contract for Chapter 90 Roadway Improvements for 2014.
- Completed street acceptance process for Walnut Hill Drive, and a portion of Highland Street.

III. Current Challenges

- Work with MassDOT to expedite Marion Street bridge replacement, and provide Town project coordination.
- Design and permit roadway & drainage improvements for Cottage Street, and the sidewalk & guardrail/retaining wall replacement project for a portion of Pond Street.
- Bid & construct the Willow Street drainage improvements project.
- Bid & construct the Pine Street roadway & drainage improvements project.
- 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 Storm water Management Program with an increased effort in illicit discharge detection; water quality monitoring; and requirements to implement low impact development standards.
- Design/bid/construct the roadway improvements at various locations contract for 2015.



Town of Natick

Home of Champions

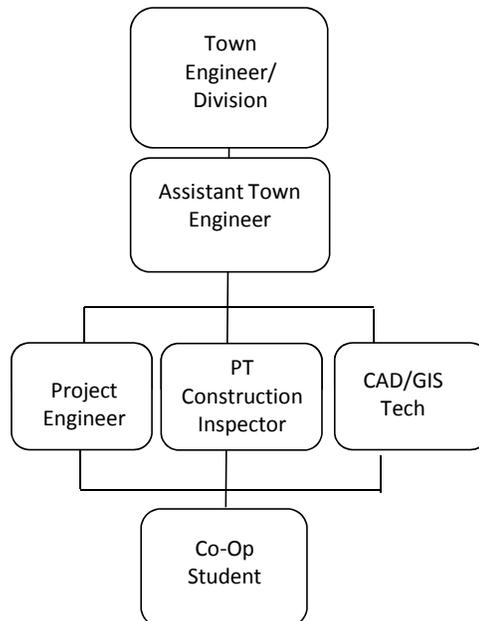
Department: Public Works

Division: Engineering

Staffing

	2012	2013	2014	2015	2016
Division Supervisor	1	1	1	1	1
Assistant Town Engineer	1	1	1	1	1
Project Engineer	1	1	1	1	1
CAD/GIS Technician	1	1	1	1	1
Construction Inspector (Part-time)	0.49	0.49	0.49	0.49	0.49
Co-Op Student (Part-time)	1	1	1	1	1
Total FTE	4	4	4	4	4
Total FT/PT	4 FT / 2 PT				

Organizational Chart



Performance Indicators

	2012	2013	2014	2015*	2016*
Workload Indicators					
Value of Town Roadway Improvement & various utility Projects - Provided Construction Management & Inspection Services	\$2,220,000	\$2,500,000	\$3,800,000	\$4,000,000	\$4,000,000
Number of Water and Sewer Service Permits Issued - Provided Inspections and As-built Plan Revisions	109	128	135	140	140
Number of Street Opening Permits Issued - Provided Necessary Inspections	227	250	252	250	250
Number of Utility Mark-outs Provided for Town Wide Construction Activities	271	286	293	300	300

* Estimated figures.



Town of Natick

Home of Champions

Department: Public Works Division: Engineering

Budget Detail:

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries Supervisory	\$ 97,596	\$ 101,067	\$ 103,156	\$ 103,446	\$ 290	0.28%
Salaries Operational Staff	\$ 5,432	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Salaries Technical Professional	\$ 194,321	\$ 217,750	\$ 228,086	\$ 235,067	\$ 6,981	3.06%
Salaries Part-Time Operational	\$ 54,979	\$ 53,717	\$ 64,409	\$ 64,780	\$ 371	0.58%
Supervisory Additional Comp	\$ 27,000	\$ 27,000	\$ 28,800	\$ 29,100	\$ 300	1.04%
Personnel Services	\$ 379,328	\$ 399,534	\$ 424,451	\$ 432,393	\$ 7,942	1.87%
Licenses, Dues & Training	\$ 1,324	\$ 2,293	\$ 3,500	\$ 4,000	\$ 500	14.29%
Repairs & Maint. Equipment	\$ 2,820	\$ 3,150	\$ 2,850	\$ 2,850	\$ -	0.00%
Purchased Services	\$ 4,144	\$ 5,443	\$ 6,350	\$ 6,850	\$ 500	7.87%
Consultant Engineering	\$ 9,124	\$ 9,948	\$ 9,600	\$ 9,600	\$ -	0.00%
Storm Water Master Plan	\$ 45,262	\$ 43,033	\$ 80,000	\$ 80,000	\$ -	0.00%
Travel	\$ 222	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Technical & Professional Services	\$ 54,608	\$ 52,981	\$ 89,600	\$ 89,600	\$ -	0.00%
Engineering Supplies	\$ 5,368	\$ 4,700	\$ 5,200	\$ 5,200	\$ -	0.00%
Other Supplies	\$ 5,368	\$ 4,700	\$ 5,200	\$ 5,200	\$ -	0.00%
Total Operating Expenses	\$ 64,120	\$ 63,124	\$ 101,150	\$ 101,650	\$ 500	0.49%
Total DPW Engineering	\$ 443,448	\$ 462,658	\$ 525,601	\$ 534,043	\$ 8,442	1.61%

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.

Purchased Services:

Licenses, Dues & Training: Massachusetts Professional Engineers fee, yearly dues and memberships to various engineering organizations, and costs for miscellaneous seminars and employee training.

Repairs & Maintenance Equipment: Repair and yearly service contract costs for engineering plotters, copy machines, survey equipment, and miscellaneous office equipment.

Technical & Professional Services:

Consulting Engineering: Costs for outside survey services in connection with preparing easement plans, and miscellaneous 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 and complete stated goals for the Stormwater Management Plan. EPA unfunded mandate.

Other Supplies:

Engineering Supplies: Miscellaneous costs for 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

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries						
Personnel Services	\$ 453,199	\$ 484,184	\$ 544,522	\$ 554,626	\$ 10,104	1.86%
Total Salaries	\$ 453,199	\$ 484,184	\$ 544,522	\$ 554,626	\$ 10,104	1.86%
Operating Expenses						
Purchased Services	\$ 33,589	\$ 34,797	\$ 40,555	\$ 42,682	\$ 2,127	5.24%
Supplies	\$ 237,965	\$ 250,686	\$ 261,295	\$ 274,845	\$ 13,550	5.19%
Other Capital Outlay	\$ 5,000	\$ 4,815	\$ 5,000	\$ 5,000	\$ -	0.00%
Total Operating Expenses	\$ 276,555	\$ 290,298	\$ 306,850	\$ 322,527	\$ 15,677	5.11%
Total DPW - Equip. Maintenance	\$ 729,754	\$ 774,482	\$ 851,372	\$ 877,153	\$ 25,781	3.03%

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 and equipment that reduce fuel consumption and emissions.
- Work on training initiatives to upgrade staff proficiency with both new and existing technology.
- Continue to retrofit, reuse and recycle vehicles and equipment within the town to maximize the useful life of all equipment.
- Continue the fuel and equipment idling conservation program to reduce fuel consumption on an ongoing basis.
- Expand the training/safety programs with the Towns insurance companies.



Town of Natick

Home of Champions

Department: Public Works

Division: Equipment Maintenance

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, Town Hall, Schools, Facility Management, Community Farm and all Public Works Divisions. The fleet consist of cars, cruisers, fire trucks, loaders, sanders, rubbish packers, plows, dump trucks, recycle 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 tires and lubricants.
Locating parts for equipment at an affordable cost.
Dealing with the instability of gas and diesel prices.

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. Sixty-two percent (5) of the division's eight (8) mechanics have less than 5 years experience.

V. On the Horizon

Continue training to maintain proficiency as we upgrade equipment and replace staff. Finding and retaining well-trained staff. The Division is reviewing an incentive program that would help encourage staff to complete Emergency Vehicle Technician (EVT) and Automotive Service Excellence (ASE) certifications.



Town of Natick

Home of Champions

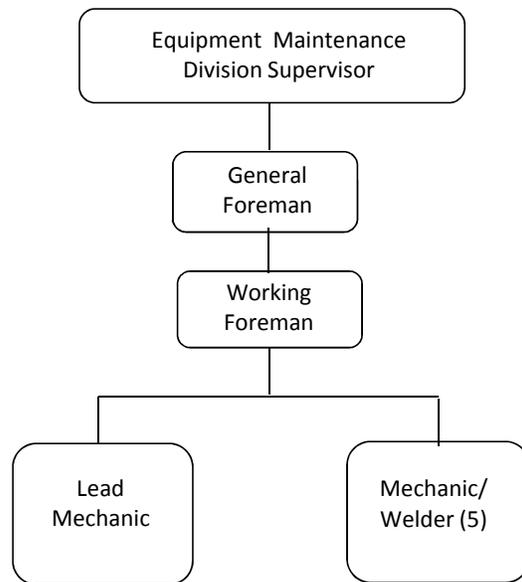
Department: Public Works Division: **Equipment Maintenance 4**

Staffing	2012	2013	2014	2015	2016
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

Notes

Organizational Chart



Performance Indicators

	2012	2013	2014	2015	2016
Workload Indicators					
Number of pieces of equipment maintained	484	485	488	490	491
Number of pieces repaired outside of DPW yard	10	11	11	11	11



Town of Natick

Home of Champions

Department: Public Works Division: Equipment Maintenance

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries Supervisory	\$ 94,468	\$ 101,018	\$ 98,474	\$ 99,041	\$ 567	0.58%
Salaries Operational Staff	\$ 326,722	\$ 343,891	\$ 402,654	\$ 412,461	\$ 9,807	2.44%
Supervisory Additional Comp	\$ 12,828	\$ 12,980	\$ 13,084	\$ 13,084	\$ -	0.00%
Operational Staff Additional Comp	\$ 3,057	\$ 2,309	\$ 4,010	\$ 3,110	\$ (900)	-22.44%
Operational Overtime	\$ 16,123	\$ 23,986	\$ 26,300	\$ 26,930	\$ 630	2.40%
Personnel Services	\$ 453,199	\$ 484,184	\$ 544,522	\$ 554,626	\$ 10,104	1.86%

Vehicle inspection (stickers)	\$ 9,079	\$ 9,925	\$ 11,961	\$ 13,970	\$ 2,009	16.80%
Vehicular supplies: Oil lubricants	\$ 17,518	\$ 17,086	\$ 19,050	\$ 19,050	\$ -	0.00%
Rental and leases of uniforms	\$ 3,080	\$ 3,345	\$ 3,944	\$ 4,062	\$ 118	2.99%
Repairs and maintenance - radios	\$ 3,912	\$ 4,441	\$ 5,600	\$ 5,600	\$ -	0.00%
Purchased Services	\$ 33,589	\$ 34,797	\$ 40,555	\$ 42,682	\$ 2,127	5.24%
Licenses - CDL & special	\$ 130	\$ 345	\$ 400	\$ 400	\$ -	0.00%
Clothing allowance Operational Staff	\$ 3,210	\$ 3,920	\$ 4,200	\$ 4,200	\$ -	0.00%
Shop supplies	\$ 5,210	\$ 6,422	\$ 7,000	\$ 7,000	\$ -	0.00%
Vehicular supplies: Tires	\$ 44,762	\$ 48,371	\$ 65,745	\$ 65,745	\$ -	0.00%
Vehicular supplies: Parts	\$ 179,703	\$ 188,883	\$ 178,950	\$ 190,000	\$ 11,050	6.17%
Body damage and repairs	\$ 4,951	\$ 2,745	\$ 5,000	\$ 7,500	\$ 2,500	50.00%
Supplies	\$ 237,965	\$ 250,686	\$ 261,295	\$ 274,845	\$ 13,550	5.19%
Surplus equipment purchase	\$ 5,000	\$ 4,815	\$ 5,000	\$ 5,000	\$ -	0.00%
Other Capital Outlay	\$ 5,000	\$ 4,815	\$ 5,000	\$ 5,000	\$ -	0.00%
Total Operating Expenses	\$ 276,555	\$ 290,298	\$ 306,850	\$ 322,527	\$ 15,677	5.11%

Total DPW Equipment Maint. \$ 729,754 \$ 774,482 \$ 851,372 \$ 877,153 \$ 25,781 3.03%



Town of Natick

Home of Champions

Department: Public Works

Division:

Equipment Maintenance

Narrative:

Personnel Services:

Salaries: Supervisory: Supervisor for Equipment Maintenance who oversees this division.

Salaries: Operational Staff: 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: Educational incentive stipends, service award and Deputy Director stipend.

Operational Staff Additional Compensation: Longevity and temporary upgrades.

Operational Overtime: Emergencies, callbacks and repairs after normal operating hours.

Purchase of Services:

Vehicle Inspection Stickers: Annual safety/emissions, Registry of Motor Vehicles stickers for all town registered motorized vehicles. Commercial vehicle inspection stickers have a fee of \$145.00.

Vehicle Supplies – Oil Lubricants: Engine, transmission and hydraulic fluids, grease, etc. for all the equipment.

Rental and Leases of Uniforms: Mechanics/welders' uniforms and cleaning service per union contract.

Repairs and Maintenance Radios: Repairs and maintenance of all public works two-way radios.

Supplies:

License/CDL and Special: Reimbursement to the employees for license renewals, CDL, Hoisting, etc.

Clothing Allowance Operational Staff: Tool allowance, winter jackets and safety boots per union contract.

Shop Supplies: Shop tools, rags, small equipment and meeting registrations.

Vehicle Supplies/Tires: Tires, wheels and tubes for the town-owned equipment.

Vehicle Supplies/Parts: 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: Accident damage and small body repairs that is not recovered by insurance.

Other Capital Outlay:

Surplus Equipment Purchase: 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

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries						
Personnel Services	\$ 1,348,732	\$ 1,538,781	\$ 1,595,002	\$ 1,626,695	\$ 31,693	1.99%
Total Salaries	\$ 1,348,732	\$ 1,538,781	\$ 1,595,002	\$ 1,626,695	\$ 31,693	1.99%

Operating Expenses

Purchased Services	\$ 117,168	\$ 110,438	\$ 116,650	\$ 123,250	\$ 6,600	5.66%
Supplies	\$ 258,939	\$ 292,201	\$ 317,550	\$ 327,150	\$ 9,600	3.02%
Other Charges/Expenses	\$ 2,140,576	\$ 1,750,386	\$ 880,550	\$ 814,362	\$ (66,188)	-7.52%
Total Operating Expenses	\$ 2,516,684	\$ 2,153,025	\$ 1,314,750	\$ 1,264,762	\$ (49,988)	-3.80%

Total DPW - Highway/Sanitation \$ 3,865,416 \$ 3,691,806 \$ 2,909,752 \$ 2,891,457 \$ (18,295) -0.63%

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 computerize all work orders and have the foreman enter information into a system for better tracking. Work with sustainability coordinator to look into a food composting program. Provide adequate support for the outdoor recyclable materials collection program. Revamp the recycling center to make it easier for residents to use. Work to complete more neighborhood sidewalk repair.

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 156 miles of road in town. The Division:

- Performs paving (small hot top jobs, potholes, hot top curbing, some sidewalk paving).
- Paints all crosswalks, stop bars and stop stencils.
- Oversees contract pavement marking (center and edge lines).
- Makes all street signs and letters all municipal vehicles.
- Sweeps streets and cleans and repairs all 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 and municipal lots and designated sidewalks and manages contracted plow services.
- Conducts all road sanding and salting; removes snow from downtown and High School parking lot 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 closures.



Town of Natick

Home of Champions

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

Budget Overview (can't):

II. Recent Developments

Conversion to in-house recycling

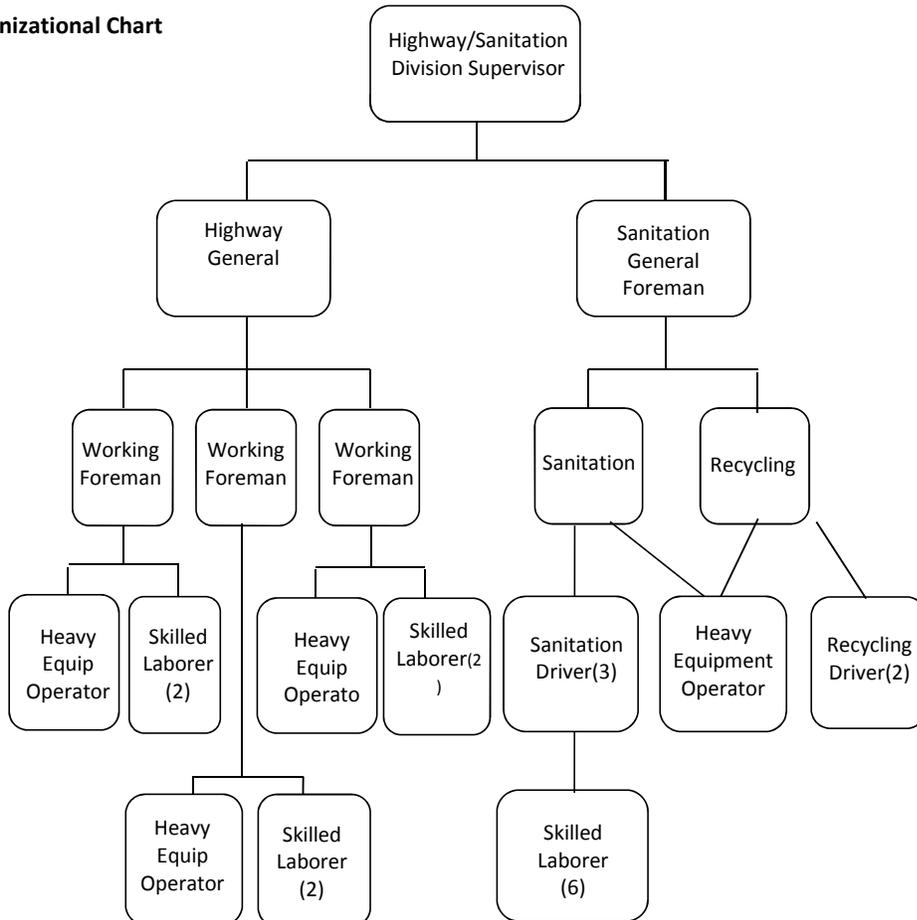
III. Current Challenges

Budget concerns are 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

Staffing	2012	2013	2014	2015	2016
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	3	5	5	5
Skilled Laborer	13	11	11	12	12
Total FTE	23	24	26	27	27
Total FT/PT	23 FT/0 PT	24 FT/0 PT	26FT/0PT	27 FT / 0 PT	27FT/OPT

Organizational Chart





Town of Natick

Home of Champions

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

Performance Indicators

Calendar year

	CY2012	CY 2013	CY 2014	CY 2015*	CY 2016*
Workload Indicators					
Highway					
Total miles of accepted roadways maintained	132	132	132	132	132
Number of catch basins cleaned	1270	1285	1300	1800	1800
Sanitation					
Total tons of municipal solid waste collected curbside	6400	5963	5780	6200	6200
Total number of households provided with solid	9410	9421	9435	9435	9435
Total tons of recyclables collected					
- Curbside	3150	3220	3487	3400	3400
- At Recycling Center	630	705	600	675	675
Total number of yard waste collected at curbside	3300	3100	3000	2800	2800
Number of curbside yard waste collections	8	8	8	8	8
Total tons of yard waste and brush accepted at recycling center	4350	4700	4400	5000	5000
Snow & Ice Removal					
Number of snow events					
- Minor storms	6	20	24	12	12
- Major storms	1	5	7	8	8
Tons of materials used to treat Natick Streets					
- Salt	2420	5000	4508	3000	3000
- Sand	1180	4200	5322	3000	3000
Sidewalk & Curb Repair					
Asphalt curbing	780	2800	3545	5000	5000
Asphalt sidewalks	11135	200	0	2000	2000
Street Signs					
New	62	90	82	75	75
Repaired & replaced	234	245	248	150	150
Catch Basin & Manhole Repair					
Manholes	10	10	9	5	5
Catch basins	58	45	56	50	50
New structures	5	4	5	5	5
Line Painting					
Crosswalks	280	285	288	265	265
Center & fog Lines	35	35	35	25	25

* Estimates

	CY2012	CY 2013	CY 2014	CY 2015*	CY 2016*
Efficiency Indicators					
Average cost per snow storm	\$37,438	\$48,500	\$66,948	\$65,000	\$65,000
Average cost per catch basin repair	\$200 - \$400	\$300 - \$500	\$200 - \$400	\$200 - \$400	\$200 - \$400
Average disposal cost/ton of solid waste	\$72.48	\$74.81	\$75.66	\$65.00	\$67.00
Average disposal cost/ton of recyclables	\$160.95	\$147.64	\$99.74	\$105.00	\$105.00
Average response time to perform routine street maint.	24	24	24	24	24



Town of Natick

Home of Champions

Department: Public Works Division: Highway, Sanitation & Recycling

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries Supervisory	\$ 97,994	\$ 99,991	\$ 101,759	\$ 102,345	\$ 586	0.58%
Salaries Operational Staff	\$ 1,041,031	\$ 1,180,153	\$ 1,287,251	\$ 1,314,709	\$ 27,458	2.13%
Salaries Temp Operational Staff	\$ 44,473	\$ 50,710	\$ 35,731	\$ 35,731	\$ -	0.00%
Supervisory Additional Comp	\$ 6,000	\$ 6,000	\$ 6,500	\$ 6,500	\$ -	0.00%
Operational Staff Additional Comp	\$ 14,355	\$ 17,030	\$ 17,760	\$ 17,760	\$ -	0.00%
Operational Staff Overtime	\$ 144,879	\$ 184,897	\$ 146,001	\$ 149,650	\$ 3,649	2.50%
Personnel Services	\$ 1,348,732	\$ 1,538,781	\$ 1,595,002	\$ 1,626,695	\$ 31,693	1.99%
Communication telephone	\$ 3,101	\$ 3,418	\$ 3,100	\$ 3,250	\$ 150	4.84%
Test/disposal street sweepings	\$ 6,208	\$ 14,247	\$ 18,000	\$ 18,000	\$ -	0.00%
Purchased Services: Crack sealing	\$ 63,500	\$ 59,166	\$ 30,000	\$ 30,000	\$ -	0.00%
Purchased Services: Sand/gravel	\$ 11,944	\$ 10,921	\$ 11,500	\$ 12,000	\$ 500	4.35%
Landfill cap maintenance	\$ 1,163	\$ 4,967	\$ 5,000	\$ 6,500	\$ 1,500	30.00%
Condensate disposal - flaring station	\$ -	\$ -	\$ 2,500	\$ 2,500	\$ -	0.00%
Landfill gas/flaring station maintenance	\$ 7,532	\$ 11,074	\$ 7,550	\$ 10,000	\$ 2,450	32.45%
Landfill environmental testing	\$ 18,627	\$ 5,445	\$ 27,500	\$ 30,000	\$ 2,500	9.09%
Yard waste brush grinding	\$ 4,615	\$ 1,200	\$ 10,000	\$ 9,500	\$ (500)	-5.00%
Purchased Services: Miscellaneous	\$ 477	\$ -	\$ 1,500	\$ 1,500	\$ -	0.00%
Purchased Services	\$ 117,168	\$ 110,438	\$ 116,650	\$ 123,250	\$ 6,600	5.66%
Licenses - CDL and special	\$ 761	\$ 585	\$ 1,050	\$ 1,050	\$ -	0.00%
Clothing allowance Operational Staff	\$ 8,050	\$ 8,050	\$ 9,100	\$ 9,100	\$ -	0.00%
Maintenance materials	\$ 51,280	\$ 45,741	\$ 51,500	\$ 52,500	\$ 1,000	1.94%
Off-street drainage	\$ 10,121	\$ 3,643	\$ 12,000	\$ 12,000	\$ -	0.00%
Recycling Center maintenance & supplies	\$ 3,413	\$ 4,996	\$ 5,000	\$ 5,000	\$ -	0.00%
Traffic markings and signs	\$ 59,950	\$ 79,578	\$ 95,000	\$ 95,000	\$ -	0.00%
Waste bags: Pay-as-you-throw	\$ 119,551	\$ 124,763	\$ 128,100	\$ 132,000	\$ 3,900	3.04%
Compost/recycling bins	\$ 4,092	\$ 19,578	\$ 7,800	\$ 12,500	\$ 4,700	60.26%
Other supplies: Miscellaneous	\$ 1,720	\$ 5,267	\$ 8,000	\$ 8,000	\$ -	0.00%
Supplies	\$ 258,939	\$ 292,201	\$ 317,550	\$ 327,150	\$ 9,600	3.02%
Snow removal	\$ 862,115	\$ 1,042,022	\$ 150,000	\$ 150,000	\$ -	0.00%
Household hazardous waste disposal	\$ 13,178	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	0.00%
Street & sidewalk maintenance	\$ 150,470	\$ 113,802	\$ 142,500	\$ 145,000	\$ 2,500	1.75%
Tipping fees - yard waste	\$ 15,201	\$ 11,351	\$ 18,500	\$ 19,500	\$ 1,000	5.41%
Tipping fees - solid waste	\$ 528,848	\$ 493,159	\$ 539,550	\$ 472,862	\$ (66,688)	-12.36%
Recycling - curbside	\$ 566,712	\$ 70,677	\$ 5,000	\$ 5,000	\$ -	0.00%
Recycling - education materials	\$ 932	\$ 1,738	\$ 6,000	\$ 3,000	\$ (3,000)	-50.00%
Transportation - hauling tolls	\$ 3,121	\$ 2,637	\$ 4,000	\$ 4,000	\$ -	0.00%
Other Charges/Expenses	\$ 2,140,576	\$ 1,750,386	\$ 880,550	\$ 814,362	\$ (66,188)	-7.52%
Total Expenses	\$ 2,516,684	\$ 2,153,025	\$ 1,314,750	\$ 1,264,762	\$ (49,988)	-3.80%

Total DPW Highway, Sanitation & Recycl \$ 3,865,416 \$ 3,691,806 \$ 2,909,752 \$ 2,891,457 \$ (18,295) -0.63%



Town of Natick

Home of Champions

Department: Public Works

Division: Highway, Sanitation, Recycling

Personnel Services:

Salaries Supervisory: Supervisor of highway who oversees this division.

Salaries Operational Staff: Twenty-six employee positions who maintain and repair the roadways in the town, collect trash and recycling and operate the recycling center.

Salaries Temporary Operational Staff: Police details for work done in the roadways and for summer employees also.

Supervisory Additional Compensation: Education incentive stipends and service award.

Operational Staff Additional Compensation: Longevity, differential pay and temporary upgrades per union contract.

Operational Staff Overtime: Emergencies and callbacks after normal operating hours.

Purchase of Services:

Communication telephone: Telephone, cable, cellular phone service.

Test/disposal of street sweepings: To utilize an outside contractor to test and dispose street sweepings and catch basin material.

Purchase services - crack Sealing: Sealing certain roads to prolong their use and to minimize pothole repair.

Purchase services - sand and gravel: Purchase sand, gravel and stone from an outside vendor since the gravel pit operation has ceased.

Landfill cap maintenance: Repairs and maintenance of the 34 acre landfill in accordance with all State and Federal regulations.

Condensate disposal flaring station: Testing and disposal of liquid condensate from the operation of the Flaring Station.

Landfill gas flaring station maintenance: Maintenance and operational expense for the gas Flaring Station.

Yard waste brush grinding: Operation and maintenance of the brush grinder used at the Recycling Center.

Purchased services miscellaneous: Membership dues, cellular phone and pagers.

Supplies:

License - CDL and special: Reimbursement to the employees for license renewals, CDL, Hoisting, etc.

Clothing allowance operational staff: Tool allowance and winter jackets per union contract.

Maintenance materials: Tools (saws, blowers, rollers and wheel barrels), safety equipment, cold patch and other equipment.

Off-street drainage: Basin repair materials (block, brick, catch basins, manholes and pipe) and other equipment for drain work.

Recycling center maintenance and supplies: 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: 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: Miscellaneous: 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.

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 is for the cost of disposal for goods that are not recyclable.

Recycling - education materials: This fund is for additional public education materials in addition to the DEP supplied materials such as the calendar.

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 Facilities and Natural Resources

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 420,474	\$ 466,302	\$ 547,392	\$ 550,839	\$ 3,447	0.63%
Total Salaries	\$ 420,474	\$ 466,302	\$ 547,392	\$ 550,839	\$ 3,447	0.63%
Operating Expenses						
Supplies	\$ 110,284	\$ 147,933	\$ 132,750	\$ 135,342	\$ 2,592	1.95%
Purchased Services	\$ 3,503	\$ 5,181	\$ 5,150	\$ 5,150	\$ -	0.00%
Technical & Professional Services	\$ 128,176	\$ 133,454	\$ 121,684	\$ 127,690	\$ 6,006	4.94%
Total Operating Expenses	\$ 241,963	\$ 286,568	\$ 259,584	\$ 268,182	\$ 8,598	3.31%
Total LF & NR	\$ 662,437	\$ 752,870	\$ 806,976	\$ 819,021	\$ 12,045	1.49%

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:

- Provide safe, clean, parks, playgrounds and athletic fields for the residents and visitors of Natick.
- Complete and follow Town wide ten year capital plan.
- Reduce and better monitor well water use.
- Continue to follow a Comprehensive Shade Tree Management Plan to reduce risk and promote preservation.
- Continue to improve recreation and athletic field space.
- Develop a system to better track labor and costs associated with maintenance.
- Continue to improve Tree Inventory.



Town of Natick

Home of Champions

Department: Public Works

Budget Overview:

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 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

Continuous improvement of athletic field conditions and management techniques.

Award of Park and Field Study and project start.

RFQ created to seek bids for centralized irrigation.

RFQ created to seek bids for tree planting.

JJ Lane Park completion, establishment of procedures and expectations.

Establishment of synthetic field procedures and GMAX testing frequencies.

Establishment of Champion Tree Inventory and preservation strategies.

Preliminary acceptance of Tree City USA application.

Current Challenges

Time- The Department's greatest challenge is time. Time to perform needed tasks associated with field care and tree work. The Department continually searches for new innovations and modifies procedures to find efficiency improvements.

Intense Use- The Department is constantly challenged with the high use model for the athletic fields. Fields are used everyday by user groups including the general public, youth groups, physical education classes, and high school events.

Dogs on Athletic Fields The Department Supervisor and Staff constantly asks dog owners to follow the bylaw of the town to please leash their pet and pick up after the pet. Dog feces is common on some athletic space and dogs also urinate on field equipment.

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

None

On the Horizon

Improvements to asset tracking costs and labor costs.

Completion of Field and Park study.

Tree City USA.

Significant tree plantings.

Significant improvements to tree inventory.

Improvements in operational excellence.



Town of Natick

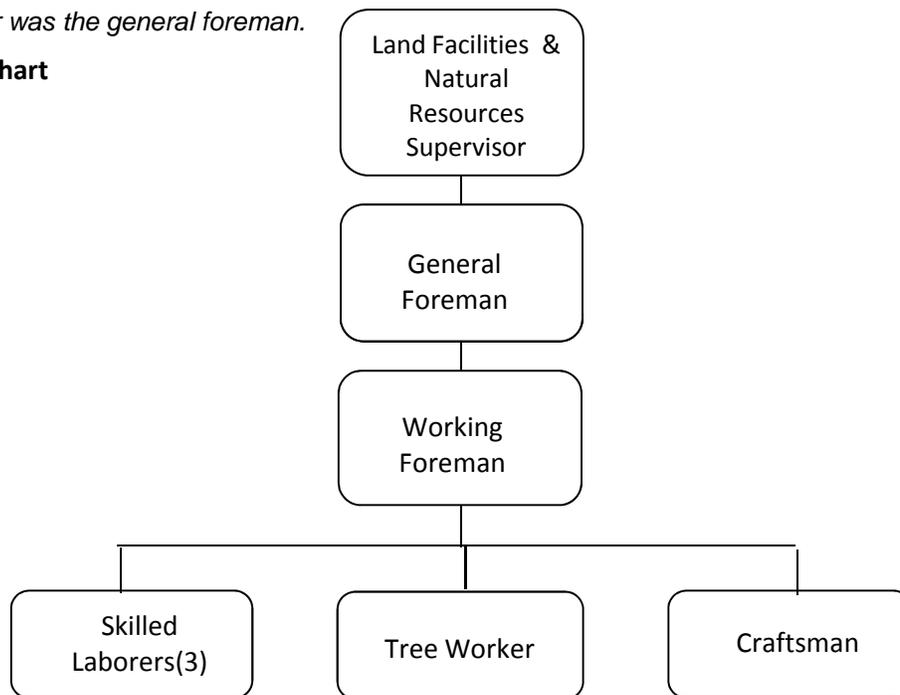
Home of Champions

Department: Public Works		Division: Land Facilities & Natural Resources			
Staffing	2012	2013	2014	2015	2016
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	1
Skilled Laborers	3	3	3	4	3
Total FTE	7	7	7	8	8
Total FT/PT	7 FT / 0 PT	7 FT / 0 PT	7 FT / 0 PT	8 FT / 0 PT	8 FT / 0 PT

Notes

* The tree worker was the general foreman.

Organizational Chart



Performance Indicators

	2012	2013	2014	2015*	2016*
Workload Indicators					
Land Facilities					
Number of fields & parks maintained	61	62	62	62	62
Acres Mowed Via Contract	54.5	60	60	60	60
Forestry					
Number of hazard trees removed	40	50	30	54	50

*Estimation



Town of Natick

Home of Champions

Department: Public Works Division: Land Facilities & Natural Resources

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries Supervisory	\$ 82,242	\$ 92,013	\$ 98,474	\$ 99,041	\$ 567	0.58%
Salaries Operational Staff	\$ 278,297	\$ 309,873	\$ 369,079	\$ 370,160	\$ 1,081	0.29%
Salaries Temporary Operational	\$ 32,436	\$ 28,040	\$ 36,649	\$ 38,298	\$ 1,649	4.50%
Supervisory Additional Comp	\$ 7,000	\$ 9,300	\$ 9,300	\$ 9,300	\$ -	0.00%
Operational Staff Additional Comp	\$ 4,197	\$ 4,883	\$ 5,740	\$ 5,740	\$ -	0.00%
Operational Staff Overtime	\$ 16,302	\$ 22,193	\$ 28,150	\$ 28,300	\$ 150	0.53%
Personnel Services	\$ 420,474	\$ 466,302	\$ 547,392	\$ 550,839	\$ 3,447	0.63%

Licenses - CDL & special	\$ 455	\$ 195	\$ 300	\$ 300	\$ -	0.00%
Clothing allowance operational staff	\$ 1,750	\$ 1,750	\$ 2,450	\$ 2,450	\$ -	0.00%
Materials field maintenance	\$ 85,712	\$ 90,590	\$ 86,400	\$ 88,992	\$ 2,592	3.00%
Materials playground	\$ 5,195	\$ 25,017	\$ 16,000	\$ 16,000	\$ -	0.00%
Materials beach maintenance	\$ -	\$ 572	\$ 600	\$ 600	\$ -	0.00%
Tools & hardware	\$ 6,776	\$ 11,659	\$ 12,000	\$ 12,000	\$ -	0.00%
Materials planting	\$ 6,003	\$ 13,850	\$ 10,000	\$ 10,000	\$ -	0.00%
Irrigation system	\$ 4,394	\$ 4,300	\$ 5,000	\$ 5,000	\$ -	0.00%
Supplies	\$ 110,284	\$ 147,933	\$ 132,750	\$ 135,342	\$ 2,592	1.95%
Purchased Services: miscellaneous	\$ 3,503	\$ 5,181	\$ 5,150	\$ 5,150	\$ -	0.00%
Purchased Services	\$ 3,503	\$ 5,181	\$ 5,150	\$ 5,150	\$ -	0.00%
Tree services	\$ 74,174	\$ 74,052	\$ 62,180	\$ 62,180	\$ -	0.00%
Mowing services	\$ 54,002	\$ 59,402	\$ 59,504	\$ 65,510	\$ 6,006	10.09%
Technical & Professional Services	\$ 128,176	\$ 133,454	\$ 121,684	\$ 127,690	\$ 6,006	4.94%
Total Expenses	\$ 241,963	\$ 286,568	\$ 259,584	\$ 268,182	\$ 8,598	3.31%

Total DPW LF & NR \$ 662,437 \$ 752,870 \$ 806,976 \$ 819,021 \$ 12,045 1.49%



Town of Natick

Home of Champions

Department: Public Works

Division: Land Facilities & Natural Resources

Personnel Services:

Salary Supervisory: Supervisor who also serves as Tree Warden.

Salaries Operational Staff: Salaries to fund the 8 staff employees.

Salaries Temporary Operational: Police details for tree removals/pruning and miscellaneous roadside work when necessary, part-time employees to maintain flower gardens and part-time summer help.

Supervisory Additional Compensation: Contractual obligations for continuing education, degree stipend, and performance evaluation.

Operational Staff Additional Compensation: Union contractual obligations for working out of classification.

Operational Staff Overtime: Union contractual obligations for work performed outside normal hours of operation.

Supplies:

Licenses-CDL and special: Reimbursement of employees for license renewals (CDL, hoisting, etc.) per contract agreement.

Clothing allowance operational staff: Clothing allowance for employees per contract agreement.

Materials field maintenance: 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.

Materials playgrounds: Purchase of playground resilient materials and parts needed to make repairs.

Materials beach maintenance: Purchase of beach sand, turn boards, fence repairs, and repairs to the piers and playground equipment.

Tools and hardware: Purchase of misc. tools and hardware, flags for the buildings and parks, plastic bags for trash receptacles, padlocks, keys, 2-cycle 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.

Materials planting: Purchase of a limited number of trees, various plants in the landscape that are in need of replacement, and flowers for the gardens.

Irrigation system: Purchase irrigation parts for repairs, upgrades, and is used to fund irrigation contractor work on an as needed basis.

Purchase of Services:

Purchased Services - miscellaneous: Purchase of miscellaneous supplies, association dues, pesticide license renewals, conference fees.

Technical & Professional Services:

Tree service: Pruning and removal work done by outside contractors, poison ivy control in the parks and on school grounds, Hemlock Woolly 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: Mowing of 16 sites, which cover 60 acres of grass, by an outside contractor, as needed.



Town of Natick

FY 2016 Preliminary Budget

Section VI: Health & Community Services

Community Services	VI.3
Administration	VI.7
Council on Aging	VI.8
Human Services	VI.14
Veterans Services	VI.18
Recreation & Parks	VI.24
Natick Community Organic Farm	VI.31
Board of Health	VI.33



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

Home of Champions

Department: Community Services All Divisions

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 1,101,657	\$ 1,178,161	\$ 1,233,237	\$ 1,245,967	\$ 12,730	1.03%
Total Salaries	\$ 1,101,657	\$ 1,178,161	\$ 1,233,237	\$ 1,245,967	\$ 12,730	1.03%
Operating Expenses						
Purchase of Services	\$ 37,654	\$ 40,223	\$ 69,674	\$ 71,469	\$ 1,795	2.58%
Tech/Professional Services	\$ 11,317	\$ 9,402	\$ 35,728	\$ 36,410	\$ 682	1.91%
Supplies	\$ 10,785	\$ 10,904	\$ 14,950	\$ 15,100	\$ 150	1.00%
Other Supplies	\$ 20,744	\$ 15,875	\$ 22,075	\$ 20,510	\$ (1,565)	-7.09%
Other Charges/Expenses	\$ 265,739	\$ 260,642	\$ 288,030	\$ 313,256	\$ 25,226	8.76%
Total Operating Expenses	\$ 346,238	\$ 337,046	\$ 430,457	\$ 456,745	\$ 26,288	6.11%
Total Community Services	\$ 1,447,895	\$ 1,515,207	\$ 1,663,694	\$ 1,702,712	\$ 39,018	2.35%

Main Purpose of Department

Comprised of Recreation and Parks, Council on Aging, Human Services, Veteran's Services, and the Natick Community Organic Farm, the Community Services Department is charged with responding to the needs, interests and quality of life issues of all who call Natick home. Together, we seek to elicit the priority needs and interests of residents and respond to those priorities through well conceived program development, efficient service delivery and thoughtful trusteeship of our array of public facilities and resources.

Goals:

The following goals describe departmental priorities for FY 16:

1. Optimize departmental operations, particularly those that impact public access by:
 - Adoption of department-wide practices and policies
 - Roll-out of new, department-wide software management program
 - Maximizing efficiencies through cooperative approaches to service delivery
2. Continued commitment to enhancing public communications for all residents
3. Spearhead the development of enhanced accessible public transportation in partnership with our local service provider.
4. Continue to serve as a leader in encouraging community capacity building by bringing stakeholders together in the spirit of collaboration
5. In cooperation with all down departments, oversee the successful roll-out of Natick's Citizen Leadership Academy



Town of Natick

Home of Champions

Department: Community Services

Budget Overview:

Recent Developments

The Community Services Department is undeniably in growth mode. The new Community-Senior Center continues to significantly increase the scope of departmental services and responsibilities. Conservative estimates reveal in excess of 500 people of all ages are utilizing the facility each day. The completion of JJ Lane Park and current enhancement of the Cole North field are but a few examples of community wide recreational resources that have or will expand the responsibilities of our Recreation and Parks team. The development of the sought-after community garden opportunities throughout town will continue to expand the role of the Natick Community Organic Farm, while hundreds of individual renters seek out one of the department's indoor or outdoor resources for one-time or on-going after hours use.

In response to articulated community priorities, the department identifies the following priorities in FY 16:

- Access to information through enhanced print and on-line communications
- Enhanced, accessible transportation services to area residents in partnership with our regional transit provider
- Educational / cultural / learning opportunities for working adults at night and on the weekends
- Continued enhancement of our outdoor recreational areas and green spaces

Current Challenges:

Managing significant growth and demand

Significant Proposed Changes for the Upcoming FY and Budget Impact:

None

FY 16 Budget Additions Community Services FTEs Community Services Department

Division	FTE FY 15	FTE FY 16	Change +/-
Administration	2	3*	1
Council On Aging	5.87	5.62**	(.25)
Human Services	2	2	--
Veteran's Services	2	2	--
Recreation and Parks	6.2	5.7***	(.5)
Natick Community Organic Farm	3	3	--
Totals	21.04	21.28	.25

* Bookkeeper position, formerly in the Recreation and Parks Division, has been moved to the Community Services Department's Administration budget

** 2 part-time .49 Volunteer Coordinator positions transitioned to one FTE, Program Assistant hours increased from .40 to .62. The cost for these additional hours is absorbed in the existing budget.

*** 1 FTE Bookkeeper moved to Administrative Services, Addition of .49 Receptionist position. The funding for this part-time position is achieved through an unfilled vacancy in the Council on Aging.



Town of Natick

Home of Champions

Department: Community Services

Budget Overview:

On the Horizon

The department will oversee several new initiatives in FY 16:

Oversight and management of new handicapped accessible transportation services to Natick residents

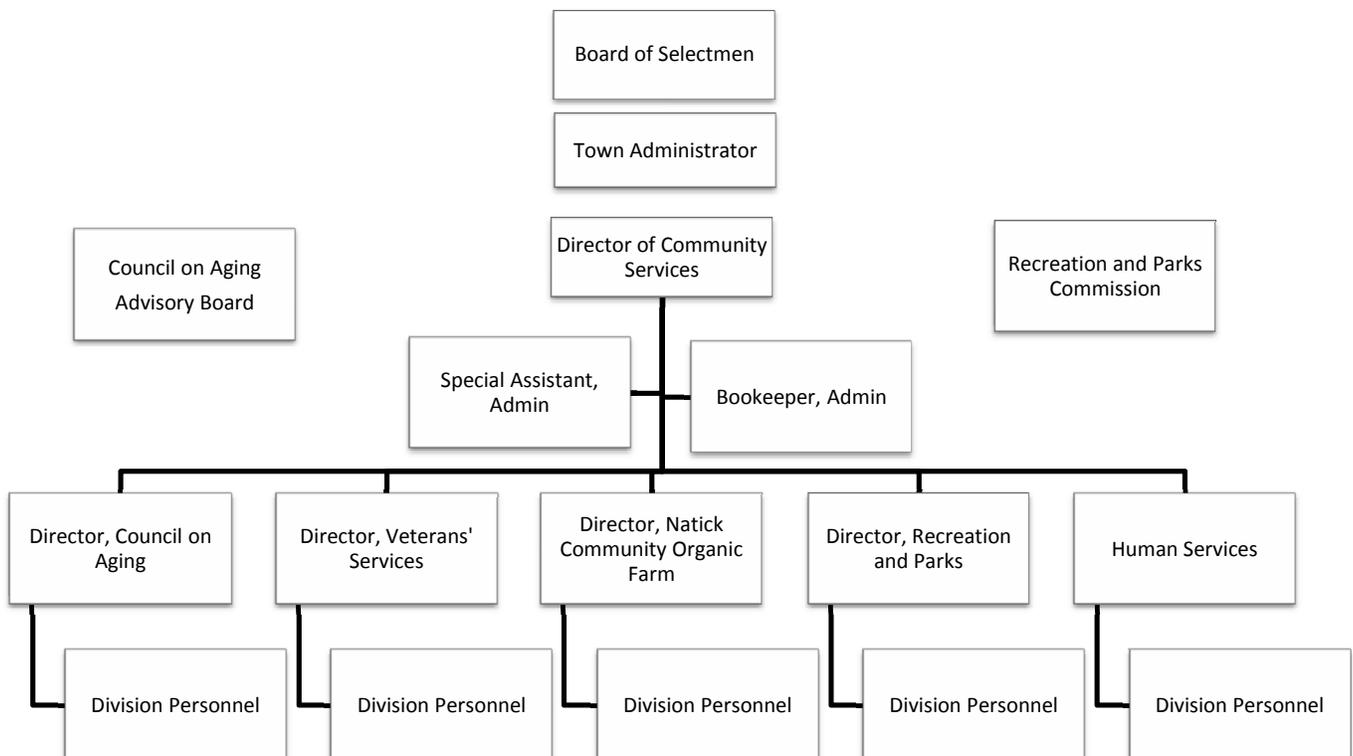
Roll out of the Natick Citizen's Leadership Academy

Completion of a comprehensive park and field study

Expanded services and offerings at night and on the weekends for working adults

Department-wide roll-out of a streamlined software/registration and reservation system

We anticipate continued expansion of services and offerings to all who call Natick home and will actively seek partnerships with community groups and organizations who can help us in this mission.





Town of Natick

Home of Champions

Department: Community Services

	2013 Actual	2014 Actual	2015 Appropriation	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Salaries Management	\$ 323,871	\$ 321,285	\$ 327,326	\$ 324,735	\$ (2,591)	-0.79%
Salaries Supervisory	\$ 142,285	\$ 146,712	\$ 150,381	\$ 150,957	\$ 576	0.38%
Salaries Operational Staff	\$ 311,917	\$ 342,871	\$ 416,667	\$ 452,763	\$ 36,096	8.66%
Salaries Technical & Professional	\$ 316,329	\$ 360,626	\$ 332,113	\$ 312,637	\$ (19,476)	-5.86%
Operational Staff Additional Comp	\$ 3,908	\$ 3,750	\$ 4,500	\$ 2,625	\$ (1,875)	-41.67%
O/T Operational & Supervisory Staff	\$ 3,348	\$ 2,917	\$ 2,250	\$ 2,250	\$ -	0.00%
Personnel Services	\$ 1,101,657	\$ 1,178,161	\$ 1,233,237	\$ 1,245,967	\$ 12,730	1.03%
Mileage	\$ -	\$ 1,325	\$ 1,200	\$ 1,200	\$ -	0.00%
Security Monitoring Alarm	\$ -	\$ 240	\$ 500	\$ 500	\$ -	0.00%
Repairs & Maint. Facilities	\$ 1,967	\$ 5,917	\$ 5,021	\$ 5,021	\$ -	0.00%
Repairs & Maint. Equipment	\$ 3,994	\$ 3,053	\$ 6,200	\$ 6,200	\$ -	0.00%
Rental of Veterans Headquarters	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	0.00%
Communication Telephone	\$ 10,799	\$ 8,434	\$ 9,300	\$ 9,300	\$ -	0.00%
Communication Postage	\$ 627	\$ 719	\$ 10,050	\$ 10,050	\$ -	0.00%
Dues & Subscriptions	\$ 2,019	\$ 3,133	\$ 2,920	\$ 3,315	\$ 395	13.53%
Copy/Mail Center Fees	\$ -	\$ 203	\$ 2,000	\$ 3,200	\$ 1,200	60.00%
Citizen Leadership Academy	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ -	0.00%
Training & Education	\$ -	\$ -	\$ 2,500	\$ 2,500	\$ -	0.00%
Wellness Programs	\$ 3,505	\$ 3,974	\$ 4,500	\$ 4,500	\$ -	0.00%
Contract Services: Counseling	\$ -	\$ 1,300	\$ 5,000	\$ 5,000	\$ -	0.00%
Care of Veterans Graves	\$ 1,100	\$ 1,000	\$ 1,200	\$ 1,400	\$ 200	16.67%
In/Out of State Travel/Meetings	\$ 12,053	\$ 9,000	\$ 12,358	\$ 12,358	\$ -	0.00%
Other Services Misc.	\$ 389	\$ 725	\$ 725	\$ 725	\$ -	0.00%
Purchase of Services	\$ 37,654	\$ 40,223	\$ 69,674	\$ 71,469	\$ 1,795	2.58%
Communication Photocopying	\$ 3,312	\$ 2,213	\$ 27,478	\$ 27,750	\$ 272	0.99%
School Custodial Charges	\$ 2,005	\$ 2,100	\$ 2,250	\$ 2,660	\$ 410	18.22%
Special Needs Tuition	\$ 6,000	\$ 5,089	\$ 6,000	\$ 6,000	\$ -	0.00%
Technical/Professional Services	\$ 11,317	\$ 9,402	\$ 35,728	\$ 36,410	\$ 682	1.91%
Office Supplies	\$ 9,352	\$ 9,332	\$ 12,500	\$ 12,500	\$ -	0.00%
Supplies Computer	\$ 1,120	\$ 1,200	\$ 1,850	\$ 1,600	\$ (250)	-13.51%
Supplies Disposable Goods	\$ 313	\$ 372	\$ 600	\$ 1,000	\$ 400	66.67%
Supplies	\$ 10,785	\$ 10,904	\$ 14,950	\$ 15,100	\$ 150	1.00%
Dug Pond Treatment & Testing	\$ 17,550	\$ 11,480	\$ 18,075	\$ 16,310	\$ (1,765)	-9.76%
Recreation Program Supplies	\$ 3,194	\$ 4,395	\$ 4,000	\$ 4,200	\$ 200	5.00%
Other Supplies	\$ 20,744	\$ 15,875	\$ 22,075	\$ 20,510	\$ (1,565)	-7.09%
Transportation Program	\$ 14,080	\$ 14,201	\$ 17,000	\$ 17,000	\$ -	0.00%
Veteran Benefits: Cash Allowance*	\$ 108,574	\$ 100,747	\$ 117,810	\$ 129,591	\$ 11,781	10.00%
Veteran Benefits: Medical*	\$ 127,801	\$ 129,539	\$ 132,440	\$ 145,685	\$ 13,245	10.00%
Veteran Benefits: Food/Clothing/Fuel	\$ 550	\$ -	\$ 550	\$ 550	\$ -	0.00%
Veteran Benefits: Nursing Home Trans	\$ -	\$ -	\$ 500	\$ 500	\$ -	0.00%
Veteran Benefits: Miscellaneous	\$ 1,430	\$ 1,430	\$ 1,430	\$ 1,430	\$ -	0.00%
Memorial Day Program	\$ 11,724	\$ 12,550	\$ 15,000	\$ 15,000	\$ -	0.00%
Veterans' Day Program	\$ 1,581	\$ 2,175	\$ 3,300	\$ 3,500	\$ 200	6.06%
Other Charges/Expenses	\$ 265,739	\$ 260,642	\$ 288,030	\$ 313,256	\$ 25,226	8.76%
Total Operating Expenses	\$ 346,238	\$ 337,046	\$ 430,457	\$ 456,745	\$ 26,288	6.11%
Total	\$ 1,447,895	\$ 1,515,207	\$ 1,663,694	\$ 1,702,712	\$ 39,018	2.35%

* 75% reimbursed by the Commonwealth of Massachusetts
February 3, 2015



Town of Natick

Home of Champions

Department: Community Services Division: Administration 1

Summary

The Department of Community Services is comprised of five divisions: Recreation and Parks, Council on Aging, Veteran's Services, Human Services, and the Natick Community Organic Farm. From a budgetary perspective, the department also maintains an administrative budget for those costs associated with department-wide activities.

Budget Detail

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries Management	\$ 109,388	\$ 100,385	\$ 103,397	\$ 103,792	\$ 395	0.38%
Salaries Operational Staff ¹	\$ -	\$ -	\$ 55,212	\$ 102,029	\$ 46,817	84.79%
Operational Staff Other Compensation	\$ -	\$ -	\$ -	\$ 2,500	\$ 2,500	#DIV/0!
Personnel Services	\$ 109,388	\$ 100,385	\$ 158,609	\$ 208,321	\$ 49,712	31.34%
Mileage	\$ -	\$ 1,325	\$ 1,200	\$ 1,200	\$ -	0.00%
Security Monitoring Alarm	\$ -	\$ 240	\$ 500	\$ 500	\$ -	0.00%
Repairs & Maintenance Facilities	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ -	0.00%
Repairs & Maintenance Equipment	\$ -	\$ -	\$ 1,500	\$ 1,500	\$ -	0.00%
Communication Telephone	\$ -	\$ 562	\$ 600	\$ 600	\$ -	0.00%
Communication Postage	\$ -	\$ -	\$ 8,600	\$ 8,600	\$ -	0.00%
Copy/Mail Center Fees	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ -	0.00%
Citizen Leadership Academy	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ -	0.00%
Training & Education	\$ -	\$ -	\$ 500	\$ 500	\$ -	0.00%
Purchase of Services	\$ -	\$ 2,127	\$ 22,900	\$ 22,900	\$ -	0.00%
Communication Photocopying	\$ -	\$ -	\$ 23,500	\$ 23,500	\$ -	0.00%
Technical/Professional Services	\$ -	\$ -	\$ 23,500	\$ 23,500	\$ -	0.00%
Office Supplies	\$ -	\$ -	\$ 300	\$ 300	\$ -	0.00%
Supplies Computer	\$ -	\$ -	\$ 250	\$ 250	\$ -	0.00%
Supplies	\$ -	\$ -	\$ 550	\$ 550	\$ -	0.00%
Total Operating Expenses	\$ -	\$ 2,127	\$ 46,950	\$ 46,950	\$ -	0.00%
Total	\$ 109,388	\$ 102,512	\$ 205,559	\$ 255,271	\$ 49,712	24.18%

Line-Item Detail

Salaries Management - Salary of the Director of the Community Services Department

Salaries Operational Staff - The positions represented in this line item include the following: *Special Assistant to the Director of Community Services* who manages departmental publications, communications, special projects and, as well, coordinates our robust after hours rental program. ¹ *Bookkeeper* - As a result of a departmental realignment, bookkeeping/accounting functions for all of the department's divisions have been combined. That position is now accounted for under the Community Services Administrative budget. The funds for this position have been reallocated within the department.

Purchase of Services:

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

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

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

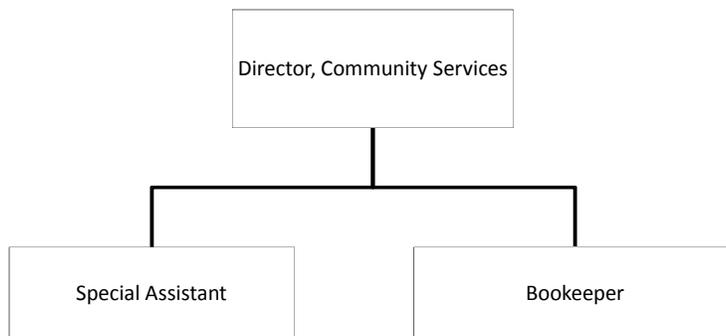
Copy/Mail Center Fees - Funds in this line item help to support misc. departmental publications and mailings.

Technical/Professional Services:

Communication Photocopying - Funds in this line item support the costs associated with producing the department's quarterly publication, the Natick Common Guide.

Supplies:

Supplies: As discussed above, the department requires funds to support the significant array of meetings, events and gatherings now





Town of Natick

Home of Champions

Department: Community Services

Division: Council on Aging

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 381,448	\$ 441,934	\$ 426,230	\$ 299,942	\$ (126,288)	-29.63%
Total Salaries	\$ 381,448	\$ 441,934	\$ 426,230	\$ 299,942	\$ (126,288)	-29.63%
Operating Expenses						
Total Operating Expenses	\$ 31,733	\$ 32,739	\$ 48,298	\$ 43,993	\$ (4,305)	-8.91%
Total Operating Expenses	\$ 31,733	\$ 32,739	\$ 48,298	\$ 43,993	\$ (4,305)	-8.91%
Total COA & HS	\$ 413,181	\$ 474,673	\$ 474,528	\$ 343,935	\$ (130,593)	-27.52%

Mission:

The mission of the Council on Aging Division is to advocate for and provide support systems that improve quality of life, promote independence and prepare our aging residents for life changes.

Goals:

Enhance educational and wellness programming at CSC in order to reach a more diverse audience.

Monitor and track the effectiveness of transportation resources available to Natick senior citizens.

Continue interdepartmental collaboration with Recreation & Parks, Veterans' Services, Natick Community Organic Farm and other town departments.

Review housing needs and options for elders to remain in their own homes and/or in the community.



Town of Natick

Home of Champions

Department: Community Services

Division: Council on Aging

Main Purpose of the Department

The COA provides a myriad of activities and support services to meet the educational, social, health and wellness needs for elders, families, and individuals with disabilities living in the community. Alone and in partnership with community partners the COA focuses 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

- In partnership with the MWRTA the Council on Aging will begin providing door to door transportation services for Natick residents 60 years of age or older and individuals with disabilities by the end of the FY15.
- Presented a Housing Information Fair for elders and caregivers that featured over 30 local exhibitors and educational sessions on downsizing, home modifications & safety, financial planning and falls prevention.
- Olin College renewed its commitment of pairing engineering students with Natick elders to create innovations to improve their lives.
- Offered Evidenced Based and Emerging Evidenced Based Programs (Powerful Tools for Caregivers; Aging Mastery Program) this fiscal year.

Current Challenges

- Keeping seniors unable to reach the Community-Senior Center due to health, mobility, language or transportation limitations connected with the community.
- Providing a range of programming that meets the varying needs of elders age 60 - 100.
- Managing increasing demand for services within existing resources.



Town of Natick

Home of Champions

Department: Community Services **Division: Council on Aging**

Budget Overview (con't)

Staffing	2012	2013	2014	2015	2016
Director	1	1	1	1	1
Assistant Director/Program Coordinator	1	1	1	1	1
Program Assistant	0	0.3	0.3	0.3	0.62
Volunteer Resources Coordinator	0.9	0.9	0.9	0.9	1
Case Management**	1.75	1.75	1.75	1	0
Program Instructors	varies	varies	varies	varies	varies
Clerical Staff	1.49	1.49	1.49	2.49	2
Outreach Coordinator**	1	1	1	1	0
Clinical Social Worker***	0.375	0.375	0.375	0.375	0
Building Monitor	*	*	*	*	*
Total FTE	7.52	7.82	7.82	8.06	5.62

Total FT/PT **5FT / 5PT** **5FT / 6PT** **5FT / 6PT** **6FT / 5PT** **5FT/5PT**

Notes

- * Building Monitor position paid for out of the CSC Revolving Fund. One part-time receptionist funded through grant.
- ** Case Manager and Outreach Coordinator positions moved to Human Services Division
- *** Position eliminated in FY16 and replaced by a PT receptionist in the Parks & Recreation Division

Performance Indicators

	2012	2013	2014	2015*	2016*
Workload Measures					
Units of Programs, Services, Activities ¹					50,304
Number of Seniors who:					
- Have Senior Parking Passes	984	1,106	1,196	1,159	1,274
Number of Volunteers	299	345	357	481	521
Unduplicated Elders Served	2632	2915	3155	3505	3855
Number of Volunteer Hours Served	17,282	15,634	15,985	16,038	17,980
Efficiency Measures					
Average Hours per Volunteer	57.8	58.8	58.6	57.1	58
Outcome Measures					
Est. Value of Volunteers (annually)	\$382,623	\$346,137	\$353,908	\$355,081	\$398,077

¹ Professional Services, Advocacy, Wellness/Cultural/Education Activities * Estimated



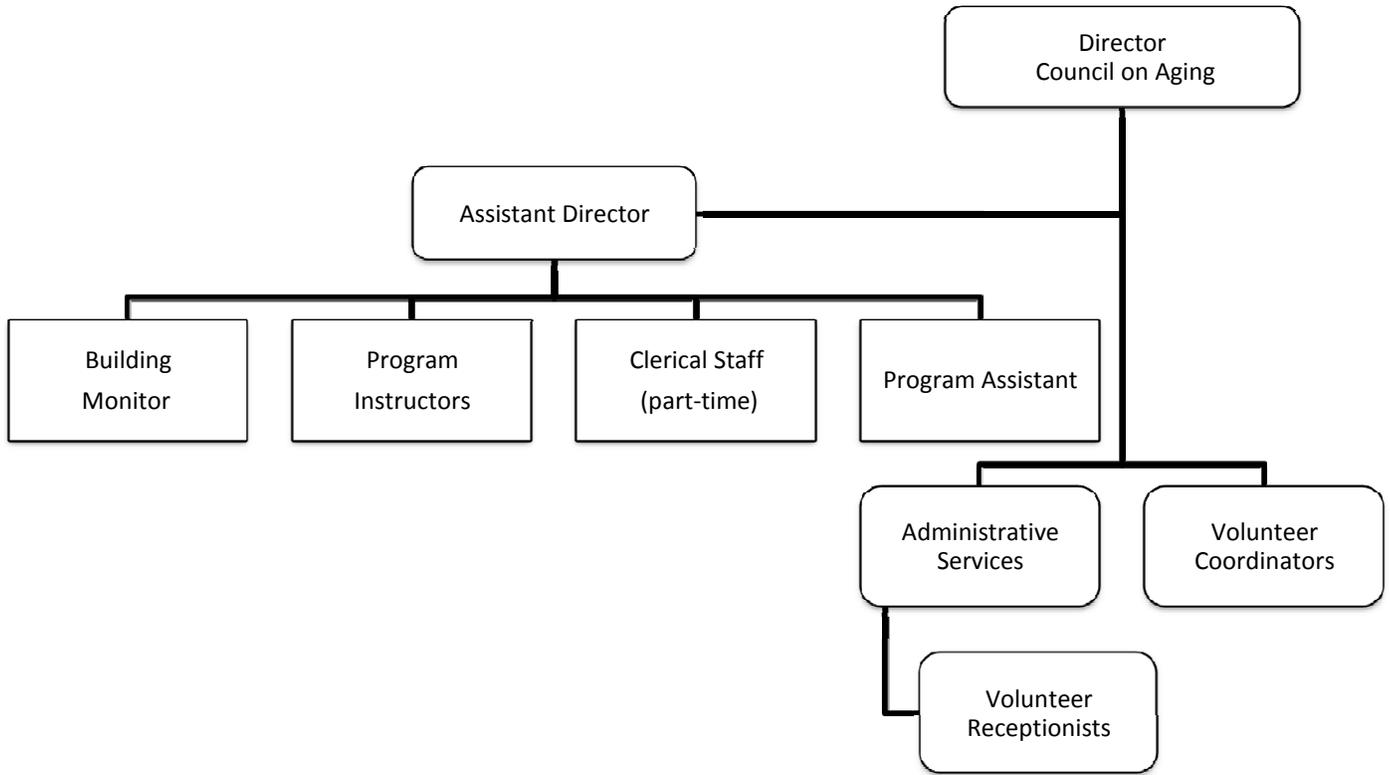
Town of Natick

Home of Champions

Department: Community Services

Division: Council on Aging

Organizational Chart





Town of Natick

Home of Champions

Department: Community Services		Division: Council on Aging					
	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)		
Salaries Management	\$ 75,064	\$ 77,664	\$ 76,106	\$ 72,554	\$ (3,552)	-4.67%	
Salaries Operational Staff	\$ 144,142	\$ 198,630	\$ 214,329	\$ 226,638	\$ 12,309	5.74%	
Salaries Tech & Professional	\$ 162,242	\$ 165,640	\$ 135,795	\$ -	\$ (135,795)	-100.00%	
Operational Staff Other Compensation	\$ -	\$ -	\$ -	\$ 750	\$ 750	#DIV/0!	
Personnel Services	\$ 381,448	\$ 441,934	\$ 426,230	\$ 299,942	\$ (126,288)	-29.63%	
Repairs & Maintenance Equipment	\$ 2,128	\$ 1,974	\$ 2,800	\$ 2,800	\$ -	0.00%	
In/Out of State Travel	\$ 3,079	\$ 2,616	\$ 5,893	\$ 4,893	\$ (1,000)	-16.97%	
Communication Telephone	\$ 3,412	\$ 1,874	\$ 2,900	\$ 2,900	\$ -	0.00%	
Dues & Subscriptions	\$ 1,345	\$ 1,880	\$ 1,955	\$ 2,050	\$ 95	4.86%	
Communication Postage	\$ 542	\$ 634	\$ 950	\$ 950	\$ -	0.00%	
Copy/Mail Center Fees	\$ -	\$ -	\$ -	\$ 1,200	\$ 1,200	#DIV/0!	
Contract Services: Counseling	\$ -	\$ 1,300	\$ 5,000	\$ -	\$ (5,000)	-100.00%	
Other Services Miscellaneous	\$ 335	\$ 500	\$ 500	\$ 500	\$ -	0.00%	
Wellness Programs	\$ 3,505	\$ 3,974	\$ 4,500	\$ 4,500	\$ -	0.00%	
Purchase of Services	\$ 14,345	\$ 14,752	\$ 24,498	\$ 19,793	\$ (4,705)	-19.21%	
Office Supplies	\$ 1,875	\$ 2,214	\$ 4,600	\$ 4,600	\$ -	0.00%	
Supplies Computer	\$ 1,120	\$ 1,200	\$ 1,600	\$ 1,600	\$ -	0.00%	
Supplies Disposable Goods	\$ 313	\$ 372	\$ 600	\$ 1,000	\$ 400	66.67%	
Supplies	\$ 3,308	\$ 3,786	\$ 6,800	\$ 7,200	\$ 400	5.88%	
Transportation Program	\$ 14,080	\$ 14,201	\$ 17,000	\$ 17,000	\$ -	0.00%	
Other Charges/Expenses	\$ 14,080	\$ 14,201	\$ 17,000	\$ 17,000	\$ -	0.00%	
Total Operating Expenses	\$ 31,733	\$ 32,739	\$ 48,298	\$ 43,993	\$ (4,305)	-8.91%	
Total Council on Aging	\$ 413,181	\$ 474,673	\$ 474,528	\$ 343,935	\$ (130,593)	-27.52%	

Personnel Services:

Salaries Management: Salary for the full time Director who provides the management functions of Council on Aging and assists with the operation of the multi-purpose Community-Senior Center.

Salaries Operational Staff: Salaries for a full-time Assistant Director, a full-time Volunteer Coordinator, a full-time Senior Clerk, a full-time Department Assistant and a part time Program Assistant (25 hrs/wk).

Salaries Technical/Professional: Two full-time positions previously reported under this division have been moved to the Human Services Division. See notes under that division for more information. The part-time position, Social Worker, previously reported under this line item in prior years has been eliminated. The .37 FTE associated with this position has been reallocated to the Recreation & Parks Division for a part-time receptionist position.

Copy/Mail Center Fees: Reflects the costs associated with production of the Division's monthly newsletter which is mailed to some 6,000 elder households in town.

Supplies/Disposable Goods: provides for the expenses associated with the sponsorship of a multitude of classes, events and meetings held at the Center.

Transportation Assistance Program: Provides taxi vouchers to elders whose transportation needs cannot be met through existing options, and provides mileage reimbursement for volunteer drivers who assist in meeting that transportation need for Natick seniors, including trips to Boston for medical appointments.



Town of Natick

Home of Champions

Department: Community Services

Division: Council on Aging

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, kitchen equipment, assistive listening devices, sound equipment, chairs, tables, TV's, VCR's, projectors, and other misc. equipment. Office equipment is obtained and maintained by the Human Services & COA Division for its own use and for the use of the Veterans' Services Division. Equipment is used more often and by more people because of the increased level of activity in the building.

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. In FY16, Line reduced by \$1,000 to reflect establishment, for budgeting purposes, of the Human Services Division.

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 and for the elder nutrition program are also included. One iphone is 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 their 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.

Staff & Board Development/Trainings: These include workshops to keep abreast of elder issues and beneficial programs; First Aid, CPR, entitlement benefit training updates, Massachusetts Councils on Aging Training Institute, and MA Gerontology Association Trainings.

Other Services Miscellaneous: For database maintenance and a fee for the Motion Picture Industry License. This fee is required to show videos and DVDs at the community-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. We are increasing our program offerings.

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. Our department is busier and has more staff members with increased task demands and a need for more office supplies.

Supplies Computer: For the purchase of general office equipment toners and ink, cd's, labels for our monthly newsletter, etc. We have an increased number of staff and an increased number of computers and other office equipment use.

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: Human Services

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ -	\$ -	\$ -	\$ 115,567	\$ 115,567	#DIV/0!
Total Salaries	\$ -	\$ -	\$ -	\$ 115,567	\$ 115,567	#DIV/0!
Operating Expenses						
Total Operating Expenses	\$ -	\$ -	\$ -	\$ 6,000	\$ 6,000	#DIV/0!
Total Operating Expenses	\$ -	\$ -	\$ -	\$ 6,000	\$ 6,000	#DIV/0!
Total Human Services	\$ -	\$ -	\$ -	\$ 121,567	\$ 121,567	#DIV/0!

Mission:

To provide a safety net for families and individuals in the community in need of supportive case management services , information and referral and/or advocacy.

Goals:

Ensure families or individuals at risk receive the assistance they need to remain safely and comfortably in their homes.

To work collaboratively with other town departments and community organizations in the best interest of Natick residents.

Continue to participate in local and regional coalitions whose missions compliment those of the Human Services Division.

Notes:

This division, formerly part of the Council on Aging division, was created to more clearly articulate costs associated with service delivery.



Town of Natick

Home of Champions

Department: Community Services

Division: Human Services

Budget Overview:

Recent Developments:

Human Services has recently become a stand-alone division in the department, recognizing that the breadth and scope of services our residents require spans all cohorts in the community.

Current Challenges:

- Facilitating the resolution of hoarding cases.
- Identification of affordable housing for families and individuals in need.
- Lack of financial assistance over and above existing benefit programs.
- Meeting the needs of individuals who are ineligible for most services.
- Resolving issues of clients at risk who refuse help.

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

None.

On the Horizon:

The division will work closely with the community to identify unmet support needs and to creatively meet those needs in collaboration with others.



Town of Natick

Home of Champions

Department: Community Services **Division: Human Services**

Staffing	2012	2013	2014	2015	2016
Social Worker Coordinator	0	0	0	0	1
Outreach Coordinator	0	0	0	0	1
Total FTE	0	0	0	0	2

Total FT/PT **N/A** **N/A** **N/A** **N/A** **2 FT /0 PT**

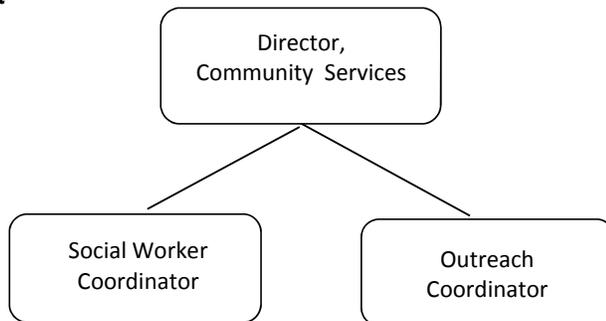
Notes

Salary to fund the full-time positions of the Social Worker Coordinator and the Outreach Coordinator.

Social Worker Coordinator receives and either assigns or refers new cases, ensures for the timely closure of cases and assists with the maintenance of statistics. Position carries a full case load and participates in multi-disciplinary case conferencing.

Outreach coordinator manages a full caseload, provides outreach and community education, maintains statistics and case notes and participates in multi-disciplinary case conferencing.

Organizational Chart



Performance Indicators

	2014	2015*	2016*
Workload Measures			
Information and Referral Calls	1,212	1,332	1,462
Financial Assistance/Tax Credit	71,503	72,114	72,814
Unduplicated Client Count	501	553	603

* Estimated Projections



Town of Natick

Home of Champions

Department: Community Services Division: Human Services

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries Tech/Professional Staff	\$ -	\$ -	\$ -	\$ 115,567	\$ 115,567	#DIV/0!
Personnel Services	\$ -	\$ -	\$ -	\$ 115,567	\$ 115,567	#DIV/0!
In State Travel/Meetings	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	#DIV/0!
Contractual Services - Counseling	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	#DIV/0!
Purchase of Services	\$ -	\$ -	\$ -	\$ 6,000	\$ 6,000	#DIV/0!
Total Operating Expenses	\$ -	\$ -	\$ -	\$ 6,000	\$ 6,000	#DIV/0!
Total Human Services	\$ -	\$ -	\$ -	\$ 121,567	\$ 121,567	#DIV/0!

Personnel Services:

Salaries Tech/Professional Staff: Salary to fund the full-time positions of the Social Worker Coordinator and the Outreach Coordinator. Social Worker Coordinator receives and either assigns or refers new cases, ensures for the timely closure of cases and assists with the maintenance of statistics. Position carries a full case load and participates in multi-disciplinary case conferencing. Outreach coordinator manages a full caseload, provides outreach and community education, maintains statistics and case notes and participates in multi-disciplinary case conferencing.

Purchase of Services:

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

Contractual Services - Counseling: Funds in this line item are used to contract out for clinical social work sessions for those in need of short-term crisis services for which no other resources for payment exists. Funds are also used to hire support group facilitators as needed.



Town of Natick

Home of Champions

Department: Community Services

Division: Veterans' Services

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 114,566	\$ 116,032	\$ 119,948	\$ 120,780	\$ 832	0.69%
Total Salaries	\$ 114,566	\$ 116,032	\$ 119,948	\$ 120,780	\$ 832	0.69%
Operating Expenses						
Purchase of Services	\$ 5,597	\$ 4,927	\$ 5,790	\$ 7,040	\$ 1,250	21.59%
Supplies	\$ 2,507	\$ 2,165	\$ 2,900	\$ 3,100	\$ 200	6.90%
Other Charges / Expenses	\$ 251,659	\$ 246,441	\$ 271,030	\$ 296,256	\$ 25,226	9.31%
Total Operating Expenses	\$ 259,763	\$ 253,533	\$ 279,720	\$ 306,396	\$ 26,676	9.54%
Total Veterans' Services	\$ 374,329	\$ 369,565	\$ 399,668	\$ 427,176	\$ 27,508	6.88%

Mission:

The mission of the Veterans Services Division is to assist all veterans, eligible dependents and others in realizing the maximum potential of their Veterans benefits and entitlement programs. Further, we strive to assist the families and friends of indigent veterans with funeral and burial expenses; decorate graves on denoted holidays, 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 focus on enhancing services to Veterans:

Increase awareness of services available to Veterans and eligible dependents, with a focus on reaching seniors, widows, and widowers.

Assist family members with ongoing needs and provide a casual exposure to the Veterans benefits system.

Continue to monitor and track the effectiveness of Natick Veterans Services' ability to reach out and provide proper, thorough service to all consumers.



Town of Natick

Home of Champions

Department: Community Services

Division: Veterans' Services

Budget Overview:

Recent Developments:

This office has seen a large increase in VA benefits awarded, totaling some \$550,000 this year. Our chapter 115 case load, state and local benefits have also seen an increase of approximately 10% this past year.

Current Challenges:

Ensuring that adequate resources exist to meet the needs of eligible Veterans and their dependents.

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

We can expect an increase in the funds that must be allocated for Veterans Benefits: Cash (and) Veterans Benefits: Medical and have estimated those increases to mirror last year's activity.



Town of Natick

Home of Champions

Department: Community Services **Division: Veterans' Services**

Staffing	2012	2013	2014	2015	2016
Veterans' Agent	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Total FTE	2	2	2	2	2

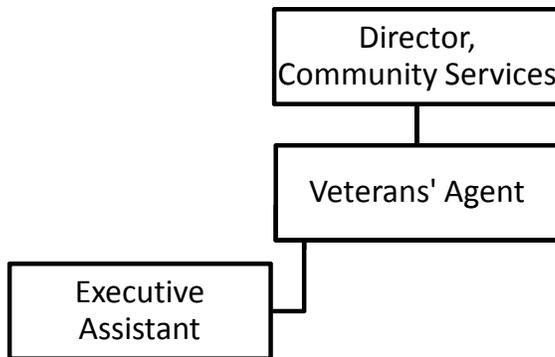
Total FT/PT 2 FT /0 PT 2 FT /0 PT 2 FT /0 PT 2 FT /0 PT 2 FT /0 PT

Notes

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

- 1) Veterans' Agent
- 2) Executive Assistant

Organizational Chart



Performance Indicators

	2014	2015*	2016*
Workload Measures			
Number of Veterans Served	83	89	95
Number of Veterans seeking Assistance for First Time	8	10	10

* Estimated Projections



Town of Natick

Home of Champions

Department: Community Services Division: Veterans' Services

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries Management	\$ 64,074	\$ 64,350	\$ 67,247	\$ 67,505	\$ 258	0.38%
Salaries Operational Staff	\$ 49,742	\$ 50,932	\$ 51,951	\$ 52,150	\$ 199	0.38%
Operational Staff Other Comp	\$ 750	\$ 750	\$ 750	\$ 1,125	\$ 375	50.00%
Personnel Services	\$ 114,566	\$ 116,032	\$ 119,948	\$ 120,780	\$ 832	0.69%

Rental of Veterans' headquarters	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	0.00%
In-State travel/meetings	\$ 2,511	\$ 1,969	\$ 2,640	\$ 2,640	\$ -	0.00%
Communication telephone	\$ 1,407	\$ 1,135	\$ 1,000	\$ 1,000	\$ -	0.00%
Dues & subscriptions	\$ 85	\$ 85	\$ 500	\$ 500	\$ -	0.00%
Education/training	\$ -	\$ -	\$ -	\$ 1,250	\$ 1,250	100.00%
Communication Postage	\$ 339	\$ 313	\$ 225	\$ 225	\$ -	0.00%
Other services miscellaneous	\$ 55	\$ 225	\$ 225	\$ 225	\$ -	0.00%
Purchase of Services	\$ 5,597	\$ 4,927	\$ 5,790	\$ 7,040	\$ 1,250	21.59%
Care of Veterans' graves	\$ 1,100	\$ 1,000	\$ 1,200	\$ 1,400	\$ 200	16.67%
Office supplies	\$ 1,407	\$ 1,165	\$ 1,700	\$ 1,700	\$ -	0.00%
Supplies	\$ 2,507	\$ 2,165	\$ 2,900	\$ 3,100	\$ 200	6.90%
Veteran benefits: Cash allowance*	\$ 108,574	\$ 100,747	\$ 117,810	\$ 129,591	\$ 11,781	10.00%
Veteran benefits: Medical*	\$ 127,801	\$ 129,539	\$ 132,440	\$ 145,685	\$ 13,245	10.00%
Veteran benefits: Food/clothing/fuel	\$ 550	\$ -	\$ 550	\$ 550	\$ -	0.00%
Veteran benefits: Transportation	\$ -	\$ -	\$ 500	\$ 500	\$ -	0.00%
Veteran benefits: Miscellaneous	\$ 1,430	\$ 1,430	\$ 1,430	\$ 1,430	\$ -	0.00%
Memorial Day Program	\$ 11,724	\$ 12,550	\$ 15,000	\$ 15,000	\$ -	0.00%
Veterans' Day Program	\$ 1,581	\$ 2,175	\$ 3,300	\$ 3,500	\$ 200	6.06%
Other Charges/Expenses	\$ 251,659	\$ 246,441	\$ 271,030	\$ 296,256	\$ 25,226	9.31%
Total Operating Expenses	\$ 259,763	\$ 253,533	\$ 279,720	\$ 306,396	\$ 26,676	9.54%

Total Veterans' Services	\$ 374,329	\$ 369,565	\$ 399,668	\$ 427,176	\$ 27,508	6.88%
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* 75% reimbursed by the Commonwealth of Massachusetts



Town of Natick

Home of Champions

Department: Community Services

Division: Veterans' Services

Personnel Services:

Salaries Management: Salary to fund the full-time position of Director of Veterans Services.

Salaries Operational Staff: Salary to fund the full-time position of Executive Assistant.

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 VFW 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

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 Benefits: Cash Allowance: 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.

Education/Training: This new line item expense for the Division is the result of new certification requirements for veterans services staff.

Chapter 115 Benefits: Both line items are projected to increase by 10% in FY 16.

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



Town of Natick

Home of Champions

Department: Community Services

Division: Veteran's Services

Veterans Benefits: Miscellaneous: 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 expense is not reimbursed by the Commonwealth.

Other Charges:

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

Veterans Day Program: 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

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 333,543	\$ 360,771	\$ 364,864	\$ 340,395	\$ (24,469)	-6.71%
Total Salaries	\$ 333,543	\$ 360,771	\$ 364,864	\$ 340,395	\$ (24,469)	-6.71%
Operating Expenses						
Purchase of Services	\$ 16,612	\$ 17,417	\$ 15,286	\$ 15,586	\$ 300	1.96%
Technical & Professional	\$ 28,867	\$ 20,882	\$ 30,303	\$ 29,220	\$ (1,083)	-3.57%
Supplies	\$ 6,070	\$ 5,953	\$ 5,900	\$ 5,900	\$ -	0.00%
Other Supplies	\$ 3,194	\$ 4,395	\$ 4,000	\$ 4,200	\$ 200	5.00%
Total Operating Expenses	\$ 54,742	\$ 48,647	\$ 55,489	\$ 54,906	\$ (583)	-1.05%
Total Recreation	\$ 388,285	\$ 409,418	\$ 420,353	\$ 395,301	\$ (25,052)	-5.96%

Mission:

To provide recreational opportunities for residents of all ages and abilities. To enhance the fabric of Natick's Community through People, Parks and Programs.

Goals:

The Natick Recreation & Parks Division and Recreation & Parks Commission looks to meet the needs of Natick's residents through the following goals:

1. Provide quality programs and facilities for both active and passive recreation. We look to provide these opportunities to residents of all abilities that reflect a balance between cost and value.
2. Preserve and enhance the town's natural resources, open space, parks, fields and recreation facilities for residents of today and tomorrow.
3. Provide guidance for the recruitment and retention of top staff within the department.
4. Develop future leaders through department's employment and volunteer opportunities.
5. Enhance a sense of community in Natick through Department leisure programs and special events (Natick Days, Concerts on the Common, Mini-Triathlon, Spooktacular Event and more).
6. Provide citizens a voice in the decision making process, especially in the planning and development of new programs and facilities.
7. Coordinate with various boards, committees and departments within town to enhance the fabric of Natick's Community.



Town of Natick

Home of Champions

Department: Community Services

Division: Recreation & Parks

Budget Overview:

Main Purpose of the Department:

The Recreation & Parks Division is responsible for developing and managing a wide range of year round leisure and cultural programming for people of all ages. With a particular focus on youth, the Division oversees activities for those not yet of school age, those with special needs, as well as afterschool and summer programming for Natick's youth and young adults. We work with businesses, nonprofit groups and fellow departments to offer a number of high profile community events which enrich and strengthen our collective sense of community and are, as well, stewards of the many parks and fields Natick is fortunate to have.

Recent Developments:

The Division has had another busy year. We have had 4 successful seasons of programming and participant numbers continue to be steady. We have made adjustments to programming with the input we have received from residents and commissioners. Below is a chart of programs offered by season over the last 4 years.

The Division has worked closely with the Planning Board and key stakeholders to redesign the Cole North Field. This area will not only be a multipurpose athletic field, but will also include a paved walking path. There will be added parking to the south side of the Cole Building to add an additional 16 parking spots. The town received a substantial donation from the Natick Soccer Club in the sum of \$350,000 and the club will contribute additional monies to help with the funding of this project. The work began this fall and our goal is to complete the project by the end of May 2015.

The Division has added to the JJ Lane Park project adding 10 natural seating benches thanks to the efforts of local scouts. We will be completing a final phase in the park in spring when we add fitness equipment to the back south portion of the park. This will once again be completed with the help of the local scouts.

The Division will be working with Weston and Sampson to provide a comprehensive field and park study. For this study we will be working with key stakeholders and residents to address the current and future needs of these wonderful assets. Once the study is complete, we will present key findings to the public and work to address the deficiencies that are identified in the study.

Classes Offered	FY 11	FY 12	FY 13	FY 14
Adult	25	24	73	50
Preschool	57	63	64	62
Special Needs	41	46	58	83
Youth	169	161	164	167
Total	292	294	359	362



Town of Natick

Home of Champions

Department: Community Services

Division: Recreation & Parks

Current Challenges:

We continue to look to meet the needs of our residents by providing an easier experience when registering or when looking to book out a facility. We are looking forward to utilizing new software for the community services department has a whole.

We are working on new ways to reach out to the community and let them know what our division is doing. We will be providing a monthly newsletter discussing the programs, projects and fun facts about our staff and facilities. We hope this will become a great tool to better educate residents on the services we provide the residents.

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

We continue to look at ways to reduce costs to participants. With wage increases taking place it will impact the cost to run the many services and programs we provide. We will be working closely with the Human Resources Department to make sure we are making the appropriate adjustments to the part-time pay plan so we can provide the appropriate wages for staff, while at the same time making sure we aren't greatly increasing the costs of our programs.

On the Horizon:

The department is working to identify opportunities for youth in the community that do not fall in the program or special event category. We are looking at opportunities for more evening access at both the Cole Building and East Street facilities.

There is a good amount of capital work that is needed at parks and fields within the community. Our field and park study will help us identify and prioritize the work to be done.



Town of Natick

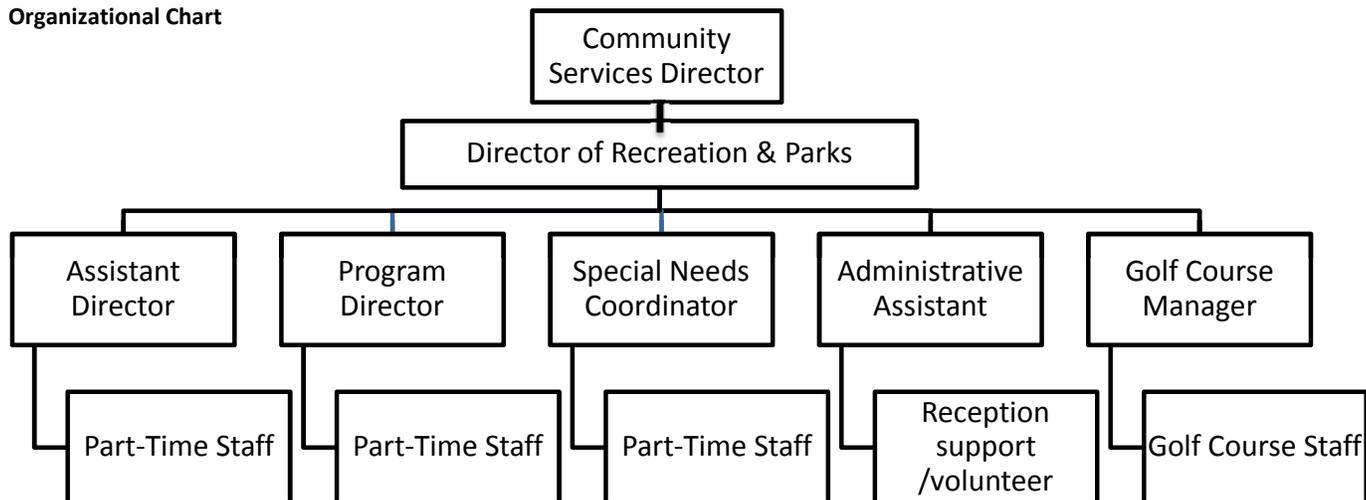
Home of Champions

Department: Community Services	Division: Recreation & Parks				
Staffing	2012	2013	2014	2015	2016
Director	1	1	1	1	1
Assistant Director	1	1	1	1	1
Program and Special Events Director *	1	1	1	1	1
Special Needs Coordinator *	-	-	0.8	0.8	0.8
Administrative Assistant	1	1	1	1	1
Bookkeeper	1	1	1	1	0
Playgroup Director	0	0	0	0	0
Receptionist**	0.61	0.61	0.4	0.4	0.37
Total FTE	5.61	5.61	6.2	6.2	5.17
Part-time Receptionist **					0.37
Part Time Program Staff**	21.8	22.8	23	23	23
Total FT/PT	5FT/192PT	5FT/202PT	5FT/204PT	5FT/204PT	4FT/204 PT

Notes

* Positions are partially offset by revolving fund receipts. ** Positions are fully funded through user fees.

Organizational Chart



Performance Indicators

	2012	2013	2014	2015*	2016*
Workload Measures					
Program Offerings	294	359	362	365	368
Number of Facilities	29park/facility	29park/facility	29park/facility	29 park/facility	29 park/facility
Efficiency Measures					
Number of Year Round Volunteers	613	652	664	665	665
Number of Volunteer Hours	27,366	28,239	28,311	28,350	28,350
Outcome Measures					
Number of Participants for Registered Programs	8,143	8,680	9,483	9,500	9,525
Number of Participants (Unduplicated)	3,621	3,741	3,807	3,825	3,840
Number of Community Events Run	23	23	21	20	20

* Estimated projections



Town of Natick

Home of Champions

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

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries Management	\$ 75,345	\$ 78,886	\$ 80,576	\$ 80,884	\$ 308	0.38%
Salaries Supervisory	\$ 73,000	\$ 74,746	\$ 76,615	\$ 76,909	\$ 294	0.38%
Salaries Operational Staff	\$ 118,033	\$ 93,309	\$ 95,175	\$ 71,946	\$ (23,229)	-24.41%
Salaries Technical & Professional	\$ 60,660	\$ 107,913	\$ 106,498	\$ 106,906	\$ 408	0.38%
Operational Staff Additional Compensation	\$ 3,158	\$ 3,000	\$ 3,750	\$ 1,500	\$ (2,250)	-60.00%
O/T Operational Staff	\$ 3,348	\$ 2,917	\$ 2,250	\$ 2,250	\$ -	0.00%
Personnel Services	\$ 333,543	\$ 360,771	\$ 364,864	\$ 340,395	\$ (24,469)	-6.71%

Repairs & Maintenance Of Facilities	\$ 1,967	\$ 5,917	\$ 2,021	\$ 2,021	\$ -	0.00%
Repairs & Maintenance Of Equipment	\$ 1,867	\$ 1,079	\$ 1,900	\$ 1,900	\$ -	0.00%
In/Out of State Travel/Meetings	\$ 6,463	\$ 4,415	\$ 3,825	\$ 3,825	\$ -	0.00%
Communication Telephone	\$ 5,980	\$ 4,863	\$ 4,800	\$ 4,800	\$ -	0.00%
Training & Education	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ -	0.00%
Dues & Subscriptions	\$ 335	\$ 940	\$ 740	\$ 1,040	\$ 300	40.54%
Copy/Mail Center Fees	\$ -	\$ 203	\$ -	\$ -	\$ -	#DIV/0!
Purchase of Services	\$ 16,612	\$ 17,417	\$ 15,286	\$ 15,586	\$ 300	1.96%
Communication/Photocopying	\$ 3,312	\$ 2,213	\$ 3,978	\$ 4,250	\$ 272	6.84%
School Custodian Charges	\$ 2,005	\$ 2,100	\$ 2,250	\$ 2,660	\$ 410	18.22%
Dug Pond Treatment & Testing	\$ 17,550	\$ 11,480	\$ 18,075	\$ 16,310	\$ (1,765)	-9.76%
Special Needs Tuition	\$ 6,000	\$ 5,089	\$ 6,000	\$ 6,000	\$ -	0.00%
Technical/Professional Services	\$ 28,867	\$ 20,882	\$ 30,303	\$ 29,220	\$ (1,083)	-3.57%
Office Supplies	\$ 6,070	\$ 5,953	\$ 5,900	\$ 5,900	\$ -	0.00%
Supplies	\$ 6,070	\$ 5,953	\$ 5,900	\$ 5,900	\$ -	0.00%
Program Supplies	\$ 3,194	\$ 4,395	\$ 4,000	\$ 4,200	\$ 200	5.00%
Other Supplies	\$ 3,194	\$ 4,395	\$ 4,000	\$ 4,200	\$ 200	5.00%
Total Operating Expenses	\$ 54,742	\$ 48,647	\$ 55,489	\$ 54,906	\$ (583)	-1.05%

Total Recreation & Parks Budget	\$ 388,285	\$ 409,418	\$ 420,353	\$ 395,301	\$ (25,052)	-5.96%
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Note:

1. In FY16, the salary of the Bookkeeper was moved to the Community Services Administration budget. Therefore, the Salaries Operational Staff line was decreased accordingly. A part-time receptionist, .37 FTE position, was added to this line item in FY16. The .37 FTE position was formerly in the COA division as a part-time social worker.
2. In FY16, the part-time Social Worker's position, formerly in the COA Division, has been replaced by a part-time receptionist in the Parks & Recreation Division. This part-time receptionist's position is part of the Salaries - Operational Staff line item above.



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

Salaries Supervisory - This line item contains a full-time Assistant Director.

Salaries Operational Staff - This line item contains a full-time Office Administrator and part-time receptionist hours.

Salaries Technical & Professional - This line item includes a full-time Program Director, and a part-time Special Needs Coordinator. Please note that 25% of the cost of these salary amounts will be turned back to the town in local receipts.

Operational Staff Additional Comp - This account represents longevity compensation for the operational staff.

O/T Operational - This line item contains overtime for union positions.

Purchase of Services

Repairs & Maintenance of Facilities - This fund is used to pay for minor repairs at the parks in town. 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 department's office and building equipment.

In/Out of State Travel/Meetings - This fund is used to cover travel reimbursement for Recreation & Parks Department Staff using their own vehicles on Town Business. This account also covers funds for state meeting and annual conference.

Communication/Telephone - This Fund covers the phone system at the Cole Center, Beach, Camp Marybunker & Camp Arrowhead. The Department's cell phones and tablets are also included in this account.

Training & Education - This line item will ensure staff receives the technical upgrades necessary to perform their jobs efficiently and effectively.

Dues & Subscriptions - This account covers state and national membership dues for the Department.

Technical / Professional Services

Communication/Photocopying - This line pays for the operation of the Department's copy machine at the Cole Center, covers the cost of postage and paper.

School Custodian Charges - This account pays for a portion of the custodial costs incurred for the "rehearsal week hours" for the two Natick Drama Workshop Productions.

Dug Pond Treatment & Testing - This account funds the annual testing and treatment of Dug Pond with an alum treatment that is provided by an annual contract. The annual testing at Pegan Brook inlet to Dug Pond as requested by Natick DPW is also included in this line item.

Special Needs Tuition - This fund helps to cover the cost of the agreement between the Town of Natick and the Amputee Veteran's Association for camper weeks to be paid by the Town as a rental fee for using their camp grounds. Also included in this account is the Commonwealth of Mass (DCR) Annual Fee.

Supplies

Office Supplies - This fund covers all other office operational costs for the Department.

Other Supplies

Program Supplies - This fund covers the cost to provide training for year-round and summer staff, specialized first aid supplies and uniforms for staff.



Town of Natick

Home of Champions

Department: Community Services

Division: Natick Community Organic Farm

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 162,712	\$ 159,039	\$ 163,586	\$ 164,212	\$ 626	0.38%
Total Personnel Services	\$ 162,712	\$ 159,039	\$ 163,586	\$ 164,212	\$ 626	0.38%
Total NCOF	\$ 162,712	\$ 159,039	\$ 163,586	\$ 164,212	\$ 626	0.38%

Mission:

Founded in 1975, The Natick Community Organic Farm is a nonprofit, certified-organic farm providing productive open space, farm products, and hands-on education for all ages, year-round.

Committed to farming methods that are ecologically healthy and sustainable, the Farm places special emphasis on service to youth through year-round classes, work-experience programs and volunteer opportunities for working the land.

Main Purpose of the Department:

To connect people of all ages and abilities, including those with special abilities, in a hands-on, purposeful manner, to where healthy food comes from through the act of meaningful work. By doing so, we will maintain 30 acres of Natick's productive open space.

Recent Developments:

- Secured 30-year lease from the Town of Natick.
- Repainted workshop interior and floors; upgraded workshop windows.
- Upgraded Farm educational programs to meet MA State curriculum standards; standardized fees.
- Instructed every fourth grader in Natick in NCOF's sugaring programs.
- Graduated Mentoring Teen through Agriculture program from pilot program by securing funding for and refining its protocols and goals. Five teens participated in this program in 2014.
- Initiated a member CSA (community supported agriculture program).
- Supported Conservation Commission's community garden initiatives.

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

Funding for the NCOF salaries has been reimbursed 100% prior to FY16. In FY16, the Director's salary will be part of the overall general fund budget without reimbursement. The Assistant Director and Office Administrator's wages will be reimbursed 100% in FY16 as well.

On the Horizon:

- Implement new online registration system.
- Increase number of CSA shares and business flower shares.
- Repair barn roof.
- Increase summer program registrations for youth ages 10 and up.
- Solicit corporate sponsorships.
- Create forest management plan.



Town of Natick

Home of Champions

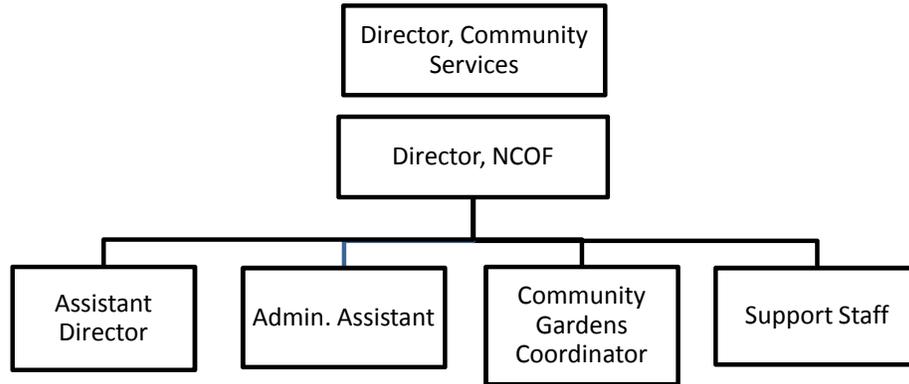
Department: Community Services	Division: Natick Community Organic Farm				
Staffing	2012	2013	2014	2015	2016
Director of Natick Community Organic Farm	1	1	1	1	1
Assistant Director, NCOF*	1	1	1	1	1
Administrative Assistant, NCOF*	0.75	0.75	0.75	0.75	0.75
Total FTE	2.75	2.75	2.75	2.75	2.75

Total FT/PT	2 FT / 1PT				
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Notes

*Positions are fully offset by revenues.

Organizational Chart



Performance Indicators

	2012	2013	2014	2015*	2016*
Workload Measures					
Number of programs offered	Not available		1,092	1097	1102
Efficiency Measures					
Number of volunteers	Not available		250	332	362
Outcome Measures					
Number of participants	Not available		4,126	4231	4431

* Estimates

Budget Detail	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries Supervisory	\$ 68,000	\$ 71,966	\$ 73,766	\$ 74,048	\$ 282	0.38%
Salaries Technical & Professional	\$ 91,986	\$ 87,073	\$ 89,820	\$ 90,164	\$ 344	0.38%
Personnel Services	\$ 159,986	\$ 159,039	\$ 163,586	\$ 164,212	\$ 626	0.38%
Total NCOF	\$ 159,986	\$ 159,039	\$ 163,586	\$ 164,212	\$ 626	0.38%

Line-Item Detail

Personnel Services

Salaries Supervisory - This line item contains a full-time Farm Director.

Salaries Technical & Professional - This line item includes a full-time Assistant Farm Director and a part-time Administrative Assistant.



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

Home of Champions

Department: Board of Health

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 388,086	\$ 390,566	\$ 417,498	\$ 433,994	\$ 16,496	3.95%
Total Salaries	\$ 388,086	\$ 390,566	\$ 417,498	\$ 433,994	\$ 16,496	3.95%
Operating Expenses						
Expenses	\$ 27,368	\$ 27,226	\$ 34,950	\$ 35,250	\$ 300	0.86%
Other Chgs./Expend.	\$ 14,311	\$ 7,514	\$ 15,000	\$ 15,000	\$ -	0.00%
Total Operating Expenses	\$ 41,679	\$ 34,740	\$ 49,950	\$ 50,250	\$ 300	0.60%
Total Board of Health	\$ 429,765	\$ 425,306	\$ 467,448	\$ 484,244	\$ 16,796	3.59%

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
- Emergency Preparedness
- Public and Environmental Health compliance
- Housing/Sanitary code compliance monitoring
- Federal, state and local regulatory code enforcement

Addressing Challenges

- Having staff well trained in the most recent and rapidly changing public health regulations, policies and procedures.
- The Director willing to take on some inspectional responsibilities to assist the overburdened environmental staff.
- Expanding our immunization program funded by a revolving account to offer much needed vaccines, such as adult Tdap and shingles, to under insured residents.

Enhance Departmental Communication

- Continue holding bi-weekly staff meetings so department information is disseminated in a clear and uniformed manner.
- Provide constant updates on the new Town website so the public has timely access to public health services.
- Research the effectiveness of social media in local public health to possibly reach a broader and younger audience.

Enhance Environmental Protection

- Continue and expand training and education opportunities for various permit holders to ensure a higher rate of compliance.
- Begin a networking program with surrounding local health departments to exchange and/or enhance "best practices".
- Seek to re-instate the Sanitarian position that has been unfunded and vacant since 2009.

Miscellaneous

- Update antiquated local tobacco control regulations to reflect current trends and research.
- Explore options to expand our Household Hazardous Waste collection to include disposal of old, used tires.

Main Purpose of the Department

The ultimate purpose of public health, whether at the federal, state or local level is prevention. The Natick Board of Health is empowered by state statute with protecting the health, safety and well-being of our residents and visitors. This is accomplished by several means through inspectional services, code enforcement, clinical wellness and immunization programs, communicable disease investigations, education and public awareness campaigns. We will continue to explore every avenue possible to provide our citizens with the highest quality of essential public health services.



Town of Natick

Home of Champions

Department: Board of Health

Recent Developments

The Natick Mews has begun construction at the old Paperboard site. The site requires extensive drainage improvements, construction of a semi-public swimming pool and installation of a sewer ejector pump, all of which requiring Board of Health oversight. Town policy predicates that the Board of Health is part of the occupancy inspection process, therefore the department will be performing inspections throughout the development of this project.

Natick is part of the 33 town Region 4A Public Health Emergency Coalition. The CDC and Massachusetts Department of Public Health has begun the process of converting the 16 state Coalitions into 6 regional Health and Medical Coordinating Coalitions (HMCC). This dramatically changes how public health emergency response has functioned in this state since 9/11 and the formation of the Coalitions. This conversion has required many additional meetings and planning as to the exact role and authority public health will have in a real emergency scenerio. How this will truly effect public health remains unclear until the process is complete and implemented over the next few years.

Current Challenges

The state rolled out a new online electronic death certificate/burial permit process this past August. Prior to implementation, the new system required much training time for our staff and the staff of the Town Clerk. The system still has flaws that are in need of working out.

We are in the process of phase two of the Septrak program. This is a maintenance program including notification to property owners that have not pumped out their septic system within a two year period. The challenge is getting cooperation from the pumping companies to send in the required pumpout information in a timely manner. In addition, many of the older existing septic systems have recently begun to show signs of failure at higher rate than in past years requiring replacement.

There has been a slow, steady increase in the number of difficult cases, such as housing and hoarding, partly due to the state temporary housing program and the success of the Intra-Disciplinary Task Force. A large share of the workload dealing with these cases seems to fall onto this department. These cases can require considerable time, detail and attention which is extremely difficult to assess; no two cases are similar.

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

We are requesting to re-instate the Sanitarian position, as of January 1, 2016, that has been frozen and non-funded for the past five years.

The position is full time, therefore, will include benefits.

On the Horizon

We have begun the process of revising our local tobacco regulations to coincide with neighboring communities within the 9 town tobacco coalition. Our current regulations are outdated and do not represent preventative efforts required today.

During staff meetings, we internally discuss how public health services are being delivered and areas where we may be able

Staffing	2012	2013	2014	2015	2016
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	1
Environmental Health Agent	1	1	1	1	1
Public Health Nurse	1	1	1	1	1
Departmental Assistant	0.67	1	1	1	1
Animal Inspector	*	*	*	*	*
Total FTE	5.67	6	6	6	7
Total FT/PT	5 FT /1 PT	6 FT	6 FT	6 FT	7 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.

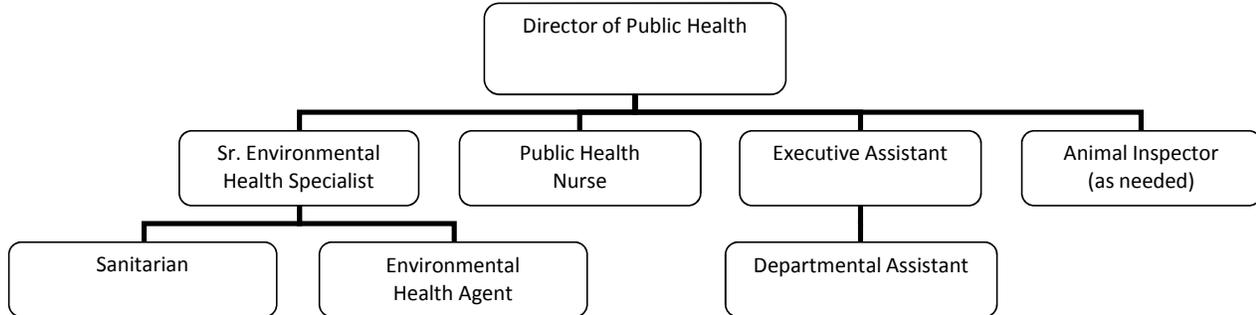


Town of Natick

Home of Champions

Department: Board of Health

Organizational Chart



Performance Indicators (CALENDAR YEAR)	2012	2013	2014*	2015**	2016**
Workload Measures					
Number of Health Permits Issued	1261	1968	1310	1200	1250
Number of Food Establishment inspections	1195	1368	1001	1400	1100
Total Number of Health Inspections	4112	4233	3807	4200	4000
Number of Communicable & Reportable Diseases	165	221	*237*	200	200
Number of Blood Pressure Clinics Conducted	45	45	45	45	45
Number of Flu Clinics Conducted	23	17	15	15	15
Number of Home Visits	112	183	227	125	150
Title 5 Consultations	267	197	215	250	200
Food Recalls	129	105	95	125	125
Certificate of Occupancy Inspections	244	*653*	260	300	250
Meetings in and out of Town Hall	518	*548*	468	500	500
Complaint Based Inspections	132	240	264	225	250

	2012	2013	2014*	2015**	2016**
Efficiency Measures					
Number of Health Inspections/Inspector	1310	1440	1301	1300	1350

	2012	2013	2014*	2015**	2016**
Outcome Measures					
Number of Participants - Blood Pressure Clinics	208	175	189	230	200
Number of People Vaccinated via Flu Clinics	1611	1402	1312	1400	1400

Calendar year 2014 figures are totalled only through 11/30/14; final totals will be included in the Board of Health annual report.

Calendar years 2015 and 2016** figures are projected numbers based and estimated on current trends.

The Board of Health reviewed a total of 412 septic pump outs & Title 5 inspection reports in 2014

Food Code and Environmental Based Consultations in 2014 total 638 to date

The Department has issued 287 burial to date in 2014

The Public Health Nurse administered an additional 162 various vaccinations in 2014, including 42 shingle vaccines.

The Board of Health coordinated training sessions for foodservice choke savers certification and Christian's Law for pool and be



Town of Natick

Home of Champions

Department: Board of Health

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries Management	\$ 93,787	\$ 98,530	\$ 101,389	\$ 101,777	\$ 388	0.38%
Salaries Operational Staff	\$ 94,075	\$ 85,410	\$ 98,431	\$ 93,919	\$ (4,512)	-4.58%
Salaries Technical & Professional	\$ 194,535	\$ 202,261	\$ 209,888	\$ 231,611	\$ 21,723	10.35%
Salaries Add'l Comp Operational	\$ 988	\$ -	\$ 1,039	\$ -	\$ (1,039)	-100.00%
Salaries Temp Tech/Prof Staff	\$ 3,452	\$ 3,377	\$ 5,626	\$ 5,648	\$ 22	0.39%
Salaries Part Time Operational	\$ 1,248	\$ 988	\$ 1,125	\$ 1,039	\$ (86)	-7.64%
Personnel Services	\$ 388,086	\$ 390,566	\$ 417,498	\$ 433,994	\$ 16,496	3.95%
Food Consultants	\$ 11,255	\$ 10,555	\$ 12,000	\$ 12,000	\$ -	0.00%
Repairs & Maint. Equipment	\$ 500	\$ -	\$ 700	\$ 700	\$ -	0.00%
In State Travel/Meetings	\$ 2,078	\$ 2,026	\$ 2,500	\$ 2,500	\$ -	0.00%
Communication Telephone	\$ 1,992	\$ 321	\$ 2,700	\$ 3,000	\$ 300	11.11%
Dues & Subscriptions	\$ 1,248	\$ 932	\$ 1,250	\$ 1,250	\$ -	0.00%
Copy/Mail Center Fees	\$ -	\$ -	\$ -		\$ -	#DIV/0!
Other Services Misc.	\$ -	\$ -	\$ 500	\$ 500	\$ -	0.00%
Office Supplies	\$ 1,749	\$ 3,397	\$ 2,850	\$ 2,850	\$ -	0.00%
Printing/Advertising	\$ 82	\$ -	\$ 500	\$ 500	\$ -	0.00%
Professional Services: Clinics	\$ 2,848	\$ 4,185	\$ 4,500	\$ 4,500	\$ -	0.00%
Communicable Disease Program	\$ 788	\$ 308	\$ 1,250	\$ 1,250	\$ -	0.00%
Environmental Program Supplies	\$ 4,078	\$ 4,567	\$ 5,000	\$ 5,000	\$ -	0.00%
Laboratory Supplies	\$ 750	\$ 935	\$ 1,200	\$ 1,200	\$ -	0.00%
Expenses	\$ 27,368	\$ 27,226	\$ 34,950	\$ 35,250	\$ 300	0.86%
Household Hazardous Waste Program	\$ 14,311	\$ 7,514	\$ 15,000	\$ 15,000	\$ -	0.00%
Other Chgs./Expend.	\$ 14,311	\$ 7,514	\$ 15,000	\$ 15,000	\$ -	0.00%
Total Board of Health	\$ 429,765	\$ 425,306	\$ 467,448	\$ 484,244	\$ 16,796	3.59%



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 Health Agent
- 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
- 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, Samsung tablet for Building Dept related inspections.
- 4 iPhone cell phones (Line item assumes grant for 4 iPhone 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:

Food Consultant

- To assist mandated food inspection program.

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



Town of Natick

Home of Champions

Department: Board of Health

Narrative:

Other Supplies:

Professional Services: Consultants

- Food Consultant to assist with food establishment inspections

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.
Mandated Syringe/sharps collection program



Town of Natick

FY 2016 Preliminary Budget

Section VII: Administrative Support Services

Board of Selectmen	VII.3
Personnel Board	VII.10
Town Report	VII.12
Legal	VII.13
Finance	VII.15
Administration	VII.19
Comptroller	VII.20
Assessor	VII.25
Collector	VII.31
Treasurer	VII.36
Information Systems	VII.42
Town Clerk	VII.49
Elections	VII.53
Sealer of Weights & Measures	VII.57
Community Development	VII.60



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

Appropriation Summary

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries						
Personnel Services	\$ 583,197	\$ 701,123	\$ 888,503	\$ 956,270	\$ 67,767	7.6%
Total Personal Services	\$583,197	\$701,123	\$ 888,503	\$ 956,270	\$ 67,767	7.6%
Operating Expenses						
Purchase of Services	\$ 102,547	\$ 84,974	\$ 108,000	\$ 110,700	\$ 2,700	2.5%
Technical & Professional	\$ 124,898	\$ 98,089	\$ 190,750	\$ 121,750	\$ (69,000)	-36.2%
Supplies	\$ 8,271	\$ 10,267	\$ 15,000	\$ 15,000	\$ -	0.0%
Other Supplies	\$ 2,443	\$ 2,457	\$ 3,500	\$ 5,000	\$ 1,500	42.9%
Other Charges/expenses	\$ 18,357	\$ 18,357	\$ 18,357	\$ 21,000	\$ 2,643	14.4%
Selectment Contract Settlements	\$ 3,500	\$ -	\$ -	\$ 450,000	\$ 450,000	#DIV/0!
Zoning By-Law Re-Write	\$ -	\$ 2,490	\$ -	\$ -	\$ -	#DIV/0!
Total Operating Expenses	\$260,016	\$216,634	\$ 335,607	\$ 723,450	\$ 387,843	115.6%
Total BOS/TA	\$ 843,214	\$ 917,757	\$ 1,224,110	\$ 1,679,720	\$ 455,610	37.2%

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 meet every other Monday evening at 7:00 p.m. in the Edward H. Dlott Meeting Room of Town Hall. The sessions are broadcast live by Pegasus, Inc. The Selectmen's meeting schedule is posted in Town Hall and on www.natickma.gov



Town of Natick

Home of Champions

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:

- To develop a budget strategy that seeks to preserve town services while minimizing the need for an operational override, and provide affordability for taxpayers on limited means.
- 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
- Evaluate opportunities to improve the Town's transportation infrastructure, including sidewalks and parking in Natick Center.

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.



Town of Natick

Home of Champions

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.
- The Town is really starting to benefit from the implementation of the two Deputy Town Administrator positions that began during FY14. Greater focus on the operational aspects of all departments is underway.
- The Town has recently hired a number of key personnel : Fire Chief Rick White, DPW Director Jeremy Marsette, Sustainability Coordinator Jillian Wilson-Martin, Council on Aging Director Susan Ramsey and Bacon Free Library Director Meena Jain. We all wish them great success here in Natick.

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

All union contracts expire at the end of FY15. The Board of Selectmen and the Town Administrator have met to discuss parameters for the upcoming collective bargaining meetings with all union officials (Town). The impact of the collective bargaining is not known at the time of printing this year's preliminary budget for FY16. An estimated amount has been included in the BOS/TA budget line item - Selectmen Contract Settlements.

The Town was notified by West Suburban Health Group that an increase to the Town's health insurance plans may range between 12-15% for FY16. That increase will have a dramatic affect on the operating budget for the Town and School Department. This increase has been estimated to be in the \$1.3-\$1.5 Million range for next fiscal year alone.

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 2012	FY 2013	FY2014	FY 2015*	FY 2016*
Workload Indicators						
Number of Licenses Issued		265	268	170	170	170
Number of Meetings Held		40	36	37	41	41
Number of Selectmen's Office Hours Held		24	24	24	24	24

*Estimated



Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

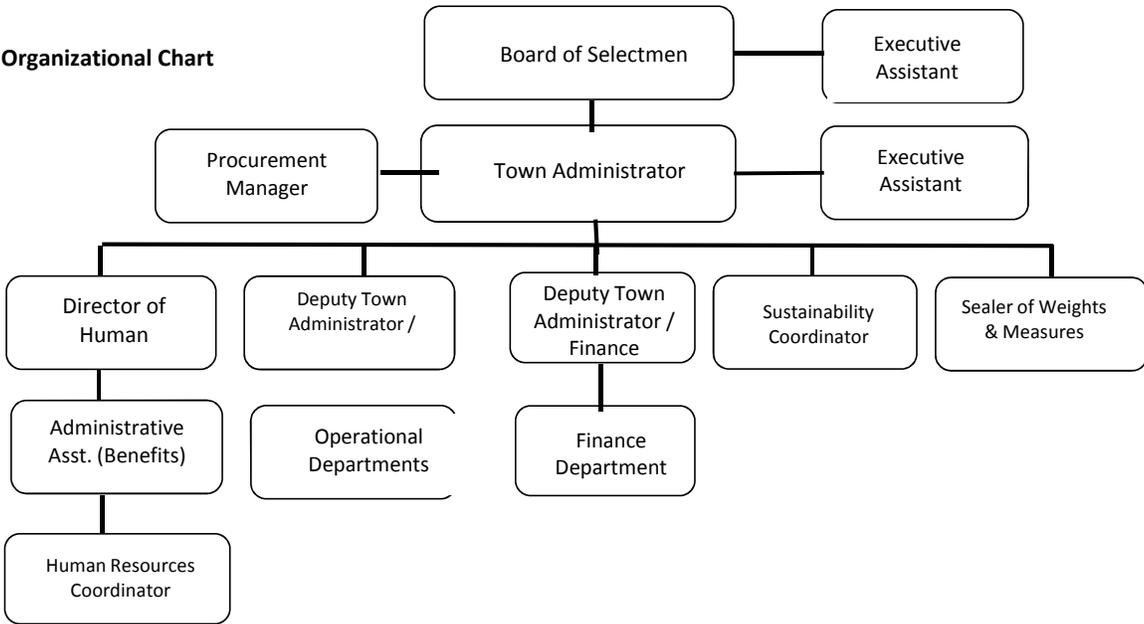
Staffing	2013	2014	2015	2016
Town Administrator	1	1	1	1
Deputy Town Administrator/Finance Director	1	1	1	1
Deputy Town Administrator/Operations	0	1	1	1
Director of Human Resources	1	1	1	1
Executive Assistants *	1.8	1.8	2.8	2
Administrative Assistant (Benefits)	1	1	1	1
Human Resources Coordinator ***	0	0.5	0.5	1
Department Support	0.25	0.25	0.25	0.25
Sustainability Coordinator	0	0	1	1
Procurement Manager **	0	0	0	1
Environmental Compliance Officer	0.5	0.5	0	0
Total FTE	6.55	8.05	9.55	10.25

Total FT/PT	5 FT / 3 PT	6 FT / 3 PT	8 FT / 3 PT	10 FT / 1 PT
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Notes

- * In FY15, as anticipated, Donna Challis, an Executive Assistant (.8 FTE) retired. The FY16 budget has 2 FTE's as Executive Assistants as was discussed during the budget hearings last fiscal year.
- ** In FY16, the Procurement Manager (1 FTE) has been moved out of the Comptroller's Division, within the Finance Department, into this budget. This position reports directly to the Town Administrator so it is more appropriately shown under this budget.
- *** In FY15, the Human Resources Coordinator was split .5FTE in the BOS/TA budget and .5FTE in the Comptroller's Division within the Finance Department budget. In FY16, this position will reside 100% (1.0 FTE) in the BOS/TA budget. This position reports to the Director of Human Resources.

Organizational Chart





Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries Management	\$ 361,334	\$ 471,677	\$ 556,937	\$ 557,055	\$ 118	0.0%
Salaries Supervisory	\$ 60,251	\$ 62,716	\$ 64,605	\$ 64,853	\$ 248	0.4%
Salaries Operational Staff	\$ 105,047	\$ 124,457	\$ 195,196	\$ 169,522	\$ (25,674)	-13.2%
Salaries Tech & Professional	\$ 48,814	\$ 33,943	\$ 60,232	\$ 154,840	\$ 94,608	157.1%
Salaries Part/Time Operational	\$ 7,752	\$ 8,330	\$ 11,533	\$ 10,000	\$ (1,533)	-13.3%
Personnel Services	\$ 583,197	\$ 701,123	\$ 888,503	\$ 956,270	\$ 67,767	7.6%
In-State travel/meetings	\$ 430	\$ 2,911	\$ 2,000	\$ 3,200	\$ 1,200	60.0%
Out of State travel	\$ 15,128	\$ 4,056	\$ 10,000	\$ 10,000	\$ -	0.0%
Communication telephone	\$ 3,699	\$ 3,855	\$ 3,000	\$ 4,500	\$ 1,500	50.0%
Dues/subscriptions	\$ 10,689	\$ 11,074	\$ 13,000	\$ 13,000	\$ -	0.0%
Copy/mail center fees	\$ 66,263	\$ 47,750	\$ 70,000	\$ 68,000	\$ (2,000)	-2.9%
Training & education	\$ 6,338	\$ 15,328	\$ 10,000	\$ 12,000	\$ 2,000	20.0%
Purchase of Services	\$ 102,547	\$ 84,974	\$ 108,000	\$ 110,700	\$ 2,700	2.5%
Annual financial audit	\$ 86,600	\$ 81,600	\$ 110,000	\$ 87,000	\$ (23,000)	-20.9%
GASB 45 / OPEB study & updates	\$ 9,500	\$ -	\$ 9,500	\$ -	\$ (9,500)	-100.0%
Consultant assistance	\$ 2,045	\$ -	\$ 3,000	\$ 3,000	\$ -	0.0%
Surveys	\$ -	\$ -	\$ 25,000	\$ 2,500	\$ (22,500)	-90.0%
Perambulation of Bounds	\$ 250	\$ 250	\$ 250	\$ 250	\$ -	0.0%
Oil tank remediation	\$ 19,334	\$ 9,325	\$ 28,000	\$ 20,000	\$ (8,000)	-28.6%
Printing & advertising	\$ 7,169	\$ 6,914	\$ 15,000	\$ 9,000	\$ (6,000)	-40.0%
Technical & Professional	\$ 124,898	\$ 98,089	\$ 190,750	\$ 121,750	\$ (69,000)	-36.2%
Office supplies: Furniture	\$ -	\$ 1,180	\$ 5,000	\$ 5,000	\$ -	0.0%
Office supplies: Stationery	\$ 8,271	\$ 9,087	\$ 10,000	\$ 10,000	\$ -	0.0%
Supplies	\$ 8,271	\$ 10,267	\$ 15,000	\$ 15,000	\$ -	0.0%
Supplies - Town Administrator	\$ 2,443	\$ 2,457	\$ 3,500	\$ 5,000	\$ 1,500	42.9%
Other Supplies	\$ 2,443	\$ 2,457	\$ 3,500	\$ 5,000	\$ 1,500	42.9%
Natick Center revitalization	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ -	0.0%
Metrowest Regional Collaborative	\$ 10,357	\$ 10,357	\$ 10,357	\$ 13,000	\$ 2,643	25.5%
Other Charges/Expenses	\$ 18,357	\$ 18,357	\$ 18,357	\$ 21,000	\$ 2,643	14.4%
Selectmen contract settlements	\$ 3,500	\$ -	\$ -	\$ 450,000	\$ 450,000	#DIV/0!
Selectmen Contract Settlements	\$ 3,500	\$ -	\$ -	\$ 450,000	\$ 450,000	#DIV/0!
Zoning By-Law re-write	\$ -	\$ 2,490	\$ -	\$ -	\$ -	#DIV/0!
Total Expenses	260,016	216,634	335,607	723,450	387,843	115.6%
Total Board of Selectmen	\$ 843,214	\$ 917,757	\$ 1,224,110	\$ 1,679,720	\$ 455,610	37.2%



Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator Line-Item Detail

Narrative:

Personnel Services:

Salaries - Management: Town Administrator, Deputy Town Administrator/Operations, Deputy Town Administrator/Finance Director, Director of Human Resources.

Salaries - Supervisory: Senior Executive Administrator to the Town Administrator.

Salaries - Operational Staff: Senior Executive Administrator to the Board of Selectmen, Administrative Assistant - Benefits, and the Human Resources Coordinator.

Salaries - Technical / Professional: Procurement Manager and the Sustainability Coordinator.

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 Telephone: 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:

Annual Financial Audit: Provides the required annual financial audit of the Town's transactions and accounts.

GASB 45/OPEB Study & Updates: This account is used to fund updates to the OPEB actuarial under GASB standard #45. These updates are only needed every other year.

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 would allow for full or partial contracting of citizen and customer surveys for the Town of Natick. Ideally we would do this every two years, hence why funding is requested for FY 2015.

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: Provides for a variety of office supplies to support the Board of Selectmen's Office. Includes forms for licenses.

Office Supplies: Furniture: Increasingly as offices age new chairs and desks are required. We were able to obtain approximately \$23,000 of used furniture in excellent condition in FY15 expending only \$7,000.

Other Supplies:

Supplies – Town Administrator: Provides for a variety of office supplies to support the Town Administrator function.

Other Charges:

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. This amount increased in FY15 and is expected to remain stable in FY16.



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

Home of Champions

Department: Personnel Board

Appropriation Summary

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Classification Program	-	-	1,000	1,000	-	0%
Other Charges/Expenses	-	-	1,000	1,000	-	0%
Total Personnel Board	-	-	1,000	1,000	-	0%

Line-Item Detail:

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



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

Home of Champions

Department: Town Report

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016	
					\$ (+/-)	% (+/-)
Printing & Advertising	\$ 4,178	\$ 3,711	\$ 5,500	\$ 4,100	\$ (1,400)	-25.5%
Professional Services	\$ 4,178	\$ 3,711	\$ 5,500	\$ 4,100	\$ (1,400)	-25.5%
Total Town Report	\$ 4,178	\$ 3,711	\$ 5,500	\$ 4,100	\$ (1,400)	-25.5%

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

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Operating Expenses						
Technical & Professional Serv.	198,804	417,765	300,300	275,100	(25,200)	-8.39%
Supplies	2,840	2,757	2,500	3,300	800	32.00%
Total Operating Expenses	201,644	420,522	302,800	278,400	(24,400)	-8.06%

Other Chgs & Expenses

Sub-total - Other Charges & Expenses	2,500	6,749	10,000	10,000	-	0.00%
Total Other Chgs. & Expenses	2,500	6,749	10,000	10,000	-	0.00%

Total Legal Services	204,144	427,271	312,800	288,400	(24,400)	-7.80%
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Budget Overview:

I. Main Purpose of the Department

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

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

II. Recent Developments

Town Counsel services were primarily required for Selectmen, Town Administrator, building, zoning, Planning Board, liquor licenses, contracts (a broad scope including sewer projects, water projects, DPW projects, tree services, consultant services, and numerous other subjects), easements, leases, preparation of Town Meeting warrant articles and motions, and participation at Town Meeting. Notable Town Meeting action involving legal work include authorizing the Selectmen to petition the General Court to exempt from civil service the Deputy Police Chief position, accepting a statute which allows veterans to participate in the real estate tax work off program, adjusting the real estate tax reduction in the senior tax work off program to be based on hours worked rather than money earned; authorizing the Conservation Commission to lease Natick Community Organic Farm property for not less than thirty (30) years; and amending the Zoning By-Laws to provide a temporary moratorium on medical marijuana treatment centers through June 30, 2014. The Natick Affordable Housing Trust provides down payment assistance to allow eligible applicants to purchase a home. Town Counsel assisted with the eight (8) closings that have been completed so far this year.

Labor Counsel services include various personnel matters, collective bargaining and grievances and arbitrations related to contract issues and related to employment issues.

III. Current Challenges

None

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

None

V. On the Horizon

None



Town of Natick

Home of Champions

Department: Legal

Staffing	2012	2013	2014	2015	2016
None	0	0	0	0	0
Total FTE	0	0	0	0	0

Total FT/PT	0 FT / 0 PT				
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Notes

Legal Counsel is contracted with the firm of Murphy, Hesse, Toomey and Lehane, LLP; no Town Employees are retained for the purpose of legal services.

Budget Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Legal Services - Appellate Tax	6,560	7,032	20,000	15,000	(5,000)	-25.0%
Legal Services - Labor	76,599	210,939	64,800	75,000	10,200	15.7%
Communication Telephone	55	40	500	100	(400)	-80.0%
Legal Services - Retainer	72,800	67,200	100,000	100,000	-	0.0%
Legal Services - Litigation	16,239	83,217	70,000	60,000	(10,000)	-14.3%
Legal Services - ZBA Decisions	13,770	25,737	20,000	20,000	-	0.0%
Legal Services - Cable	-	-	5,000	5,000	-	0.0%
Legal Services - Affordable Housing	-	5,435	-	-	-	#DIV/0!
Legal Services - Tax Titles	12,781	18,165	20,000	-	(20,000)	-100.0%
Technical & Professional Serv.	198,804	417,765	300,300	275,100	(25,200)	-8.4%
Law Updates/Books	2,840	2,757	2,500	3,300	800	32.0%
Supplies	2,840	2,757	2,500	3,300	800	32.0%
Sub-total - Operating Expenses	201,644	420,522	302,800	278,400	(24,400)	-8.1%
Judgments - Damage Claims	2,500	1,849	2,500	2,500	-	0.0%
Judgments - Litigation	-	4,900	7,500	7,500	-	0.0%
Sub-total - Other Charges & Expenses	2,500	6,749	10,000	10,000	-	0.0%
Total Legal	204,144	427,271	312,800	288,400	(24,400)	-7.8%

Line-Item Detail:

Tech & Prof. Services

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

Supplies

- Law Updates/Books MGL updates and books

Other Charges & Expenditures

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



Town of Natick

Home of Champions

Department: Finance

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Personnel Services	896,042	1,044,959	1,184,902	1,079,438	(105,464)	-8.90%
Total Personnel Services	896,042	1,044,959	1,184,902	1,079,438	(105,464)	-8.90%

Purchase of Services	243,581	191,579	198,800	198,250	(550)	-0.28%
Supplies	21,074	13,331	21,500	21,150	(350)	-1.63%
Technical & Professional Services	92,900	97,626	144,500	137,000	(7,500)	-5.19%
Total Expenses	357,555	302,536	364,800	356,400	(8,400)	-2.30%

Revalue of real property	361,857	10,808	75,000	75,000	-	0.00%
Total Other Charges/Expenses	361,857	10,808	75,000	75,000	-	0.00%

Total Finance Department	1,615,456	1,358,303	1,624,702	1,510,838	(113,864)	-7.01%
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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 Administration, Assessors, Comptroller and Collector/Treasurer.
- Please see the goals section under each division for additional information.

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 it to the Deputy Town Administrator/Finance Director for review.



Town of Natick

Home of Champions

Department: Finance

Budget Overview:

Current Challenges:

The Finance Department is responsible for managing all daily, weekly, monthly and annual financial transactions, investments, reconciliations, and accounting for the over 630 funds and well over \$130 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.

Responding to the requests from our constituents for more technology driven options for delivery of service (tax billing and collection, debit/credit card payment options, electronic submissions for requests for information, etc) our staff has to continue to be forward thinking when processing the business of our department as a whole.

Effective communication is essential for any consolidated department. The sheer volume of the transactions that are handled by all four divisions is astounding at times. With volume comes requests for additional options on how to process / conduct business.

Federal and State regulations are also very important to monitor and comply with. Providing existing staff, again lower in numbers than 5 years ago, with the time to stay abreast of changes to regulatory requirements is very important. Oftentimes changes to regulatory matters require software changes to be made and testing of new data to make sure it meets those regulations. This all takes a concentrated effort and energy.

The Town is well served by the nucleus of Finance Department staff it currently has. The professionalism and dedication brought by the individuals in the office not only should make taxpayers feel confident their investment is being taken care of, but proud of their community. A new Treasurer/Collector was hired during FY2015, Stephen Price, and he has the task of modernizing the business processes and techniques of banking, service delivery all while serving the residents and business owners of the Town of Natick. The Deputy Town Administrator/Finance Director and the Comptroller both started half way through FY14 and have already brought about significant change to the Finance Department as a whole. The Director of Assessing is beginning the process of succession planning for her department and also for the revaluation next year of all properties within the Town of Natick.

Significant Changes to the Upcoming Fiscal Year and Budget Impact

Each division has outlined this information as it pertains to their individual departments. A significant challenge to the Department as a whole relates to the creation and presentation of the annual budget. Significant time is devoted to developing the budget with the Town Administrator in a very short window of time. More time is spent on presenting and defending the budget to the Board of Selectmen, the Finance Committee and the two Annual Town Meetings than is spent on creating the operating and capital budget. In future years a better balance has to be developed which provides for more time to thoughtfully and carefully develop a budget of this importance and magnitude. More time for the School Department and the Town Administration is needed to develop the vision for future years and the financial impacts for the community as a whole.



Town of Natick

Home of Champions

Department: Finance

Staffing

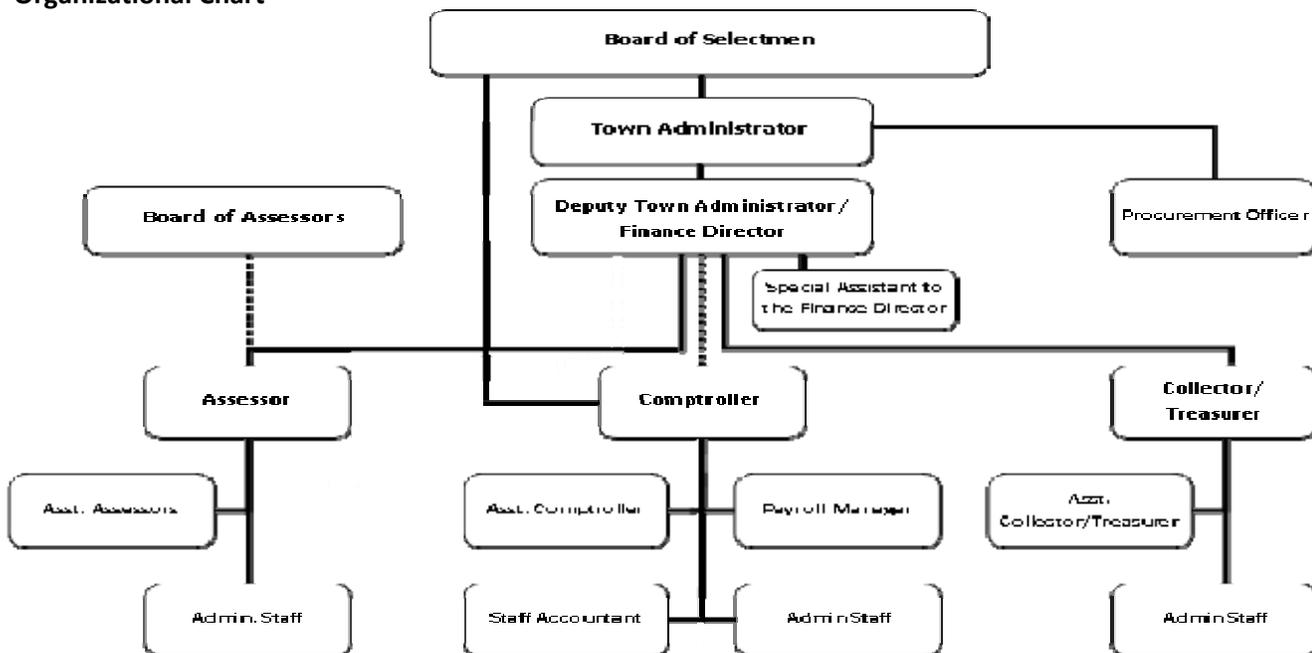
The Finance Department is led by the Deputy Town Administrator/Finance Director. In addition, a Special Assistant to the Finance Director reports directly to the Finance Director and is not allocated to any one division. All other staffing is detailed within the division breakouts.

Staffing Summary Table	FY 2012	FY 2013	FY 2014	FY 2015	2016
Finance Director*	0	0	0	0	0
Special Assistant to Finance Director	0	1	1	1	1
Comptroller	4.49	5.49	5.99	5.69	5
Assessing	4.63	4.63	4.63	4.94	4.94
Collector**	2.77	2.77	2.77	3.77	2.80
Treasurer**	2.63	1.63	1.63	1.63	1.60
Total Staffing	14.52	15.52	16.02	17.03	15.34

*Finance Director in 2012 was also Collector/Treasurer. In FY 2013 and going forward is 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

All Divisions

Budget Detail	2013	2014	2015	2016	2014 vs. 2015	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries Management	145,376	281,845	339,903	336,591	(3,312)	-0.97%
Salaries Supervisory	128,400	94,859	132,844	141,250	8,406	6.33%
Salaries Operational Staff	275,044	265,158	280,542	319,892	39,350	14.03%
Salaries Tech & Professional	285,476	339,320	360,903	208,924	(151,979)	-42.11%
Part Time Operational Staff	54,231	56,494	60,320	60,531	211	0.35%
Operational Staff Additional Comp	2,139	750	2,625	750	(1,875)	-71.43%
Operational Staff Overtime	5,377	6,534	7,765	11,500	3,735	48.10%
Personnel Services	896,042	1,044,959	1,184,902	1,079,438	(105,464)	-8.90%
Repairs & maintenance equipment	657	7,889	8,300	8,500	200	2.41%
Tax title	-	11,607	50,000	50,000	-	0.00%
In-state travel/meetings	2,499	3,482	4,200	5,000	800	19.05%
Communication telephone	2,367	3,741	5,050	5,150	100	1.98%
Training & education	8,232	7,615	21,000	22,150	1,150	5.48%
Dues & subscriptions	980	995	1,750	1,950	200	11.43%
Tax mapping	33,206	3,000	10,000	10,000	-	0.00%
Communication postage	82,005	79,024	86,500	88,500	2,000	2.31%
Collection activities	160	118	6,500	2,000	(4,500)	-69.23%
Book binding	310	-	500	-	(500)	-100.00%
Consulting services	113,165	74,108	5,000	5,000	-	0.00%
Purchase of Services	243,581	191,579	198,800	198,250	(550)	-0.28%
Copy center supplies	3,940	2,457	2,000	2,800	800	40.00%
Office supplies	17,135	10,874	19,500	18,350	(1,150)	-5.90%
Supplies	21,074	13,331	21,500	21,150	(350)	-1.63%
Real estate tax billing	1,136	5,723	8,000	8,000	-	0.00%
Motor vehicle excise tax billing	113	117	4,000	4,000	-	0.00%
PAYT billing	-	-	1,000	-	(1,000)	-100.00%
Police detail billing	-	-	4,000	-	(4,000)	-100.00%
Ambulance fee collections	67,976	61,149	82,500	75,000	(7,500)	-9.09%
Banking service fees	23,675	30,637	45,000	50,000	5,000	11.11%
Technical & Professional Services	92,900	97,626	144,500	137,000	(7,500)	-5.19%
Revalue of real property	361,857	10,808	75,000	75,000	-	0.00%
Other Charges / Expenses	361,857	10,808	75,000	75,000	-	0.00%
Total Expenses	719,412	313,344	439,800	431,400	(8,400)	
Totals	1,615,455	1,358,303	1,624,702	1,510,838	(113,864)	-7.01%



Town of Natick

Home of Champions

Department: Finance Division: Administration

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries Tech/Professional *	55,000	57,621	59,289	61,973	2,684	4.5%
Personnel Services	55,000	57,621	59,289	61,973	2,684	4.5%
In-state travel	-	-	-	300	300	#DIV/0!
Dues & subscriptions	-	-	-	400	400	#DIV/0!
Training & education	-	-	-	650	650	#DIV/0!
Purchase of Services	-	-	-	1,350	1,350	#DIV/0!
Office supplies	-	-	-	350	350	#DIV/0!
Supplies	-	-	-	350	350	#DIV/0!
Total Expenses	-	-	-	1,700	1,700	#DIV/0!

Total Administration 55,000 57,621 59,289 63,673 4,384 7.4%

* Special Assistant to the Finance Director has not been broken out before. The Personnel Services had been added to the Consolidated Budget in prior years and not shown individually in any division.

Line item details:

Personnel Services

Salaries: Special Assistant to the Finance Director. This is not a new position in FY2016.

Purchase of Services

In State Travel: Annual conference for the Accountants/Auditors which is held at the University of Massachusetts.

Dues & Subscriptions: For professional association dues and subscriptions to enhance professional development.

Training & Education: Continuing education opportunities to enhance professional development.

Supplies:

Office Supplies: General office supplies including binders, toner, pens, pencils, etc.



Town of Natick

Home of Champions

Department: Finance Division: Comptroller

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	262,278	334,660	442,833	376,484	(66,349)	-14.98%
Total Salaries	262,278	334,660	442,833	376,484	(66,349)	-14.98%
Operating Expenses						
Expenses	108,902	84,152	28,250	27,450	(800)	-2.83%
Total Operating Expenses	108,902	84,152	28,250	27,450	(800)	-2.83%
Total Comptroller	371,180	418,812	471,083	403,934	(67,149)	-14.25%

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:

- Close the books and submit Free Cash request to the Department of Revenue by early September each year
- Meet other external reporting deadlines as needed during the fiscal year
- Ensure that external audit requirements are met annually

Munis Enhancements:

- Implement MUNIS upgrades as needed
- Determine if improved utilization of existing software modules will benefit the Town and implement those portions that will enhance productivity without loss of internal controls
- Determine if MUNIS can integrate with other software used in the finance department to enable more timely, efficient data processing
- Continue to investigate opportunities for the electronic processing of payments via payroll or accounts payable

Personnel Training and Advancement:

- Fill any staff vacancies with succession planning in mind
- Continue to look for opportunities in training staff on Munis software and overall financial functions
- Advance the skills of staff to be capable of growing within the Town to maintain continuity of service
- Meet with staff regularly to discuss overall progress and operations and communicate ideas
- Ensure people are cross-trained in priority functions so there is back-up for unexpected emergencies

Miscellaneous:

- Provide departments with adequate financial reporting to help them better monitor their budgets
- Assist departments as needed in processing new fund requests or making payroll & vendor changes. This will allow departmental transactions to be processed timely and properly.



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 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 payroll and accounts payable functions. The Comptroller serves on the Natick Contributory Retirement Board in an ex-officio capacity.

II. Recent Developments

The Department has instituted procedural changes in recent years designed to streamline finance operations and maintain internal controls. Specifically:

- An ongoing effort to document and standardize office procedures continues to be a priority
- A quarterly reporting procedure was instituted for all 600 plus non-major funds to allow departments further insight into their "total" available budgets and provide further checks on financial transactions
- Employees are now able to opt to receive their paychecks and W-2s electronically
- Where possible, payroll withholdings are paid electronically; others are currently being tested
- Efforts are being made to better track and record the balances of performance bonds and peer reviews
- Currently the electronic feature of the accounts payable software is being tested for possibility of future use
- The department has become more involved in the use of the Treasury/Collections software in order to better utilize reports for reconciliation of receivable accounts

III. Current Challenges

- * To establish a successful succession plan which would create a smooth transition when current employees retire or leave the Town's employ.
- * Finding opportunities for existing qualified staff to grow within the organization.
- * The FY14 audit must be completed and audit findings corrected.
- * Monthly reconciliations and reporting are a challenge due to staff turnover and absences. The ability to process transactions on an accurate and timely basis is directly impacted by this factor.
- * In general, departments need to better understand their responsibility for reviewing their budgets, and activity in their grant and special revenue accounts. Additional training and greater communication is required.
- * Implementation of the requirements of the Affordable Care Act for both the 2014 and 2015 calendar years.

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

- * The Comptroller needs to address staffing issues with the appropriate people in order to plan for future staffing needs and associated budget impacts.
- * The Comptroller's office would like to continue to look at software enhancements that would allow for more productive, timely processing of various types of transactions. This is dependent on adequate staffing.
- * In FY 2016 budget software enhancements will require training in the functionality of the various software systems/modules and thus increase training costs.



Town of Natick

Home of Champions

Department: Finance Division: Comptroller

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries Management	-	47,615	124,552	125,029	477	0.4%
Salaries Supervisory	68,400	70,167	71,409	79,579	8,170	11.4%
Salaries Operational Staff	100,443	77,758	89,647	169,876	80,229	89.5%
Salaries Tech/Professional	93,435	139,120	155,225	-	(155,225)	-100.0%
Operational Staff Overtime	-	-	2,000	2,000	-	0.0%
Personnel Services	262,278	334,660	442,833	376,484	(66,349)	-15.0%
Consulting services	96,365	74,108	5,000	5,000	-	0.0%
In-State travel	253	261	200	500	300	150.0%
Training & education	5,191	4,498	16,000	15,000	(1,000)	-6.3%
Dues & subscriptions	210	215	550	550	-	0.0%
Communication telephone	1,118	1,429	2,000	1,600	(400)	-20.0%
Bookbinding	310	-	500	-	(500)	-100.0%
Purchase of Services	103,447	80,511	24,250	22,650	(1,600)	-6.6%
Copy center supplies	3,940	2,457	2,000	2,800	800	40.0%
Office supplies	1,515	1,184	2,000	2,000	-	0.0%
Supplies	5,455	3,641	4,000	4,800	800	20.0%
Total Expenses	108,902	84,152	28,250	27,450	(800)	-2.8%

Total Comptroller 371,180 418,812 471,083 403,934 (67,149) -14.3%



Town of Natick

Home of Champions

Department: Finance

Division:

Comptroller

Narrative:

Personnel Services

Salaries Management: Town Comptroller.

Salaries Supervisory: Assistant Comptroller.

Salaries Technical/Professional: Prior to FY16, positions of (1) Staff Accountant and (1) Procurement Officer. See notes on Comptroller staffing page for more information regarding transfers of positions.

Salaries Operational Staff: Compensation for the positions of: (1) Payroll Manager and (1) Administrative Assistant.

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

Consulting Services: To hire consultant, as needed, to assist with chart of accounts, implementation of new software, etc.

In State Travel: Annual conference for the Accountants/Auditors which is held at the University of Massachusetts.

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 associations: Massachusetts Accountants/Auditors, Government Finance Officers Association, American Payroll Association - local chapter, dues and related materials.

Communication Telephone: Office telephones and fax machine.

Bookbinding: Permanent books and supplies for historical documents which are mandated by the Division of Public Records.

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

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	313,476	338,678	352,630	352,852	222	0.06%
Total Salaries	313,476	338,678	352,630	352,852	222	0.06%
Operating Expenses						
Expenses	46,154	13,545	27,000	26,700	(300)	-1.11%
Other Chgs. / Exp.	361,857	10,808	75,000	75,000	-	0.00%
Total Operating Expenses	408,011	24,353	102,000	101,700	(300)	-0.29%
Total Assessor	721,487	363,031	454,630	454,552	(78)	-0.02%

Mission:

The Assessors Office is 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

- Extend the use of computers and GIS information by welcoming taxpayer's to come into the office and use our assessment tools.

- Enter into a new version of Patriot Properties "Assess Pro" which will enable us to implement newer methods of filing Personal Property Declarations, with the advancement of technological improvements.

- Continue to allow all staff members to attend classroom study and advancement towards certification standards. We will continue to move current employees along with the certification process with eyes to succession planning.

Web and Other Computer Applications

- Continue to improve the use of our information board with a process to transfer to a technically assisted presentation.

Policy Issues

- Work with affordable housing planner to regulate and oversee Affordable Housing Applicants and policies

Miscellaneous

- Communicate with all Town Departments with the use of "Municipity", our new permitting software, which allows us to see all inspections from all departments in Town.



Town of Natick

Home of Champions

Department: Finance

Assessor

Budget Overview:

I. Main Purpose of the Department – The Assessors Office serves as an advisory department to the Board of Assessors. The department is responsible for the assessment of all taxable property within the community. This includes; residential real estate, commercial and industrial real estate, motor vehicle excise, personal property, and boat excise tax. The department also manages betterment assessments, personal exemptions, abatements and tax appeals. The Assessors are also required to update Assessors' maps annually.

II. Recent Developments – Efforts to visit and inspect all recent sales and completed building permits continue and are ongoing. In tandem, a town-wide street review of all residential properties has been completed. To date, approximately 658 streets have been visited and reviewed in an effort to ensure the standards of grading and quality are consistent. The Assessor's staff completed this review in-house, along with the subsequent data entry; a project that took many man hours, over many weeks. "New Growth" value for the Town of Natick, for Real and Personal Property, totals Seventy-nine million six-hundred and five thousand four hundred thirty-four dollars(\$79,605,434).

The major contributing projects include 98 new condominium units, 41 apartment units, and 27 new single-family homes with the Assessor's Office completing all measurements, sketches and creation of property record cards for each of the new parcels. The office continues to reach out to the community. Last May, the department hosted a well attended New Homeowner's Workshop at the Morse Institute and continue to offer regular exemption filing workshops along with individual meetings when necessary. The Trash Discount Coupon program continues its success, providing thousands of sleeves to qualifying seniors.

III. Current Challenges – The long anticipated Paperboard project is underway and we expect many inspections and valuation analysis to be conducted. The project is expected to have several different components and will be a lengthy process to properly assess. The building permit numbers continue to climb, to date we have over 1,200. in past years the volume of building permits was less. The constant increase to building permit numbers take a toll on our staff, Assistant Assessor's are stretched thin. We are fortunate to have an Administrative Assistant that has decided to pursue a career in assessing to help relieve some of the burden. The recent street review I anticipate will increase the number of abatements filed. Along with abatement filings come lots of inspections and analysis. This will consume a great deal of the staff's time. We look forward to a smooth process.



Town of Natick

Home of Champions

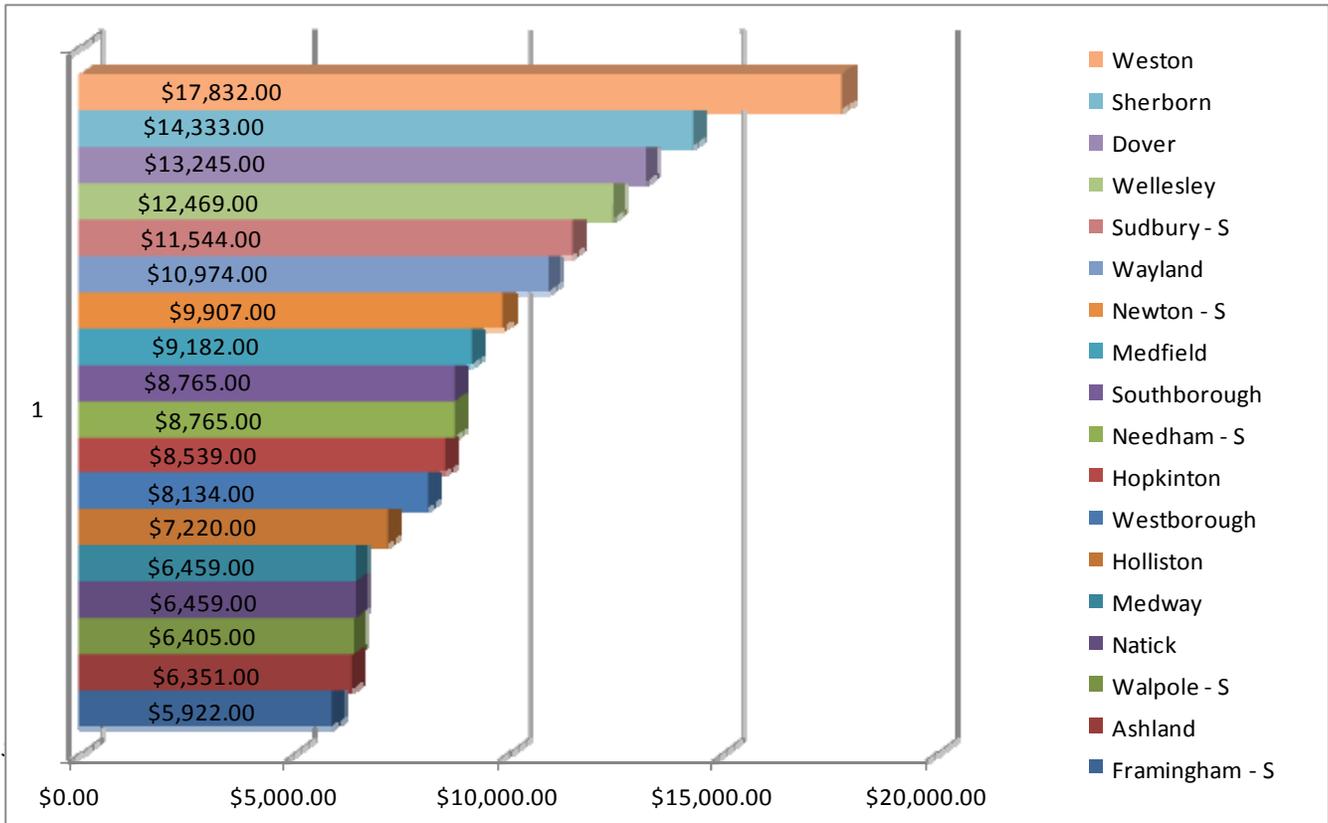
Department: Finance Assessor

Budget Overview:

In Fiscal Year 2015, the main project will be completing the revaluation. Many staff hours and multiple demands will be placed on all staff members. A complete analysis must be conducted to receive certification. Although the revaluation will consume everyone's complete attention and time, we will be moving forward to a software conversion. These two projects will take not only staff hours and attention but it will draw on our revaluation budget line item. The conversion of the CAMA software will help begin the transition well towards the projected retirements the Assessors Office will undergo in the not so distant

V. On the Horizon – Fiscal Year 2016 will be our triennial certification and we will work closely with the Department of Revenue. Many staff hours will be used analyzing all statistics. All class types of property will be reviewed to assure fair and equitable assessment practices. Inspections, new growth, and all sales will be scrutinized and approved by the Department of Revenue. When the revaluation process is completed, we will begin the update to a newer version of the Cama software. The entire staff will need to be trained again on the new software. We will be up to speed in a short time with the help of a consultant that is knowledgeable and proficient with the upgrade.

FY2014 Single Family Tax Comparison





Town of Natick

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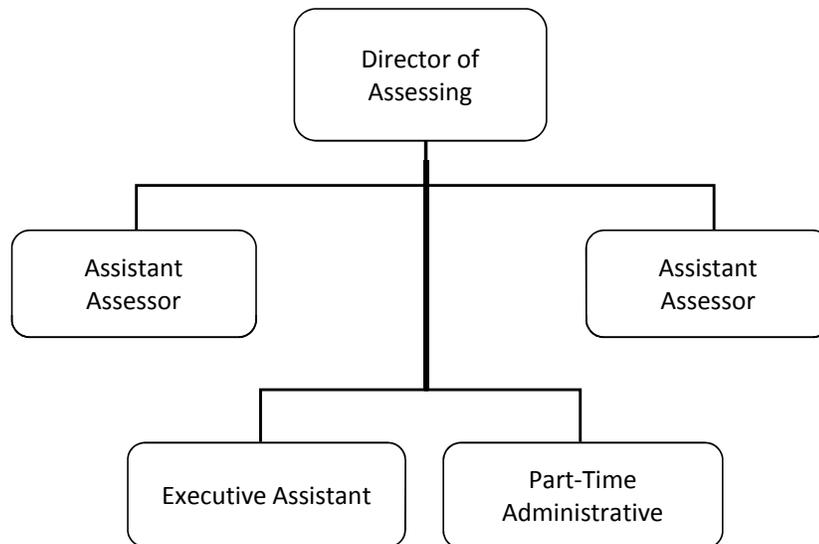
Department: Finance **Division: Assessor**

Assessor Staffing	2012	2013	2014	2015	2016
Director of Assessing	1	1	1	1	1
Assistant Assessor	2	2	2	2	2
Executive Assistant	1	1	1	1	1
Administrative Assistant	0.63	0.63	0.63	0.94	0.94
Total FTE	4.63	4.63	4.63	4.94	4.94

Total FT/PT 4 FT / 1PT 4 FT / 1PT 4 FT / 1PT 4 FT / 1PT 4 FT / 1PT

Notes

Organizational Chart



Performance Indicators	2012	2013	2014	2015	2016
Workload Measures					
Number of Parcels	13248	13342	13392	13496	13555*
Number of Personal Property Accounts	1639	1549	1555	1661	1700*
Number of Personal Exemptions	323	334	302	320*	320*
Number of Inspections Performed Annually	2400	2480	2500	2600*	2700*
Number of Outstanding ATB Cases	11	10	15	15*	15*

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

	2012	2013	2014	2015	2016
Efficiency Measures					
Number of Inspections/Appraiser(2)	950	1240	860	1300*	1400*

Street review total of 8,237 (completed by staff in addition to regular inspections)

	2012	2013	2014	2015	2016
Outcome Measures					
Number of Abatements (Applications/Granted)					
- Real **	148/84	97/46	85/31	TBD	TBD
- Personal Property**	13/10	7/3	8/6	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

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 v. 2016 \$ (+/-) % (+/-)	
Salaries Management	93,338	99,620	105,351	105,754	403	0.4%
Salaries Operational Staff	49,734	51,303	51,951	52,150	199	0.4%
Salaries Tech & Professional	137,041	142,579	146,389	146,951	562	0.4%
Part Time Operational Staff	31,874	44,630	45,814	45,997	183	0.4%
Operational Staff Additional Comp	1,049	-	1,125	-	(1,125)	-100.0%
Operational Staff Overtime	440	546	2,000	2,000	-	0.0%
Personnel Services	313,476	338,678	352,630	352,852	222	0.1%
Repairs & Maint Equip	-	185	800	500	(300)	-37.5%
In State Travel/Meetings	2,159	2,995	3,000	3,200	200	6.7%
Communication Telephone	800	972	1,500	1,500	-	0.0%
Education & Training	1,990	1,899	3,000	3,000	-	0.0%
Tax Mapping	33,206	3,000	10,000	10,000	-	0.0%
Dues & Subscriptions	770	780	1,200	1,000	(200)	-16.7%
Communication Postage	4,953	2,224	4,500	4,500	-	0.0%
Purchase of Services	43,878	12,055	24,000	23,700	(300)	-1.3%
Office Supplies	2,276	1,490	3,000	3,000	-	0.0%
Supplies	2,276	1,490	3,000	3,000	-	0.0%
Revalue of Real Property	361,857	10,808	75,000	75,000	-	0.0%
Other Chgs. / Exp.	361,857	10,808	75,000	75,000	-	0.0%
Total Expenses	408,011	24,353	102,000	101,700	(300)	-0.3%
Total Assessor	721,487	363,031	454,630	454,552	(78)	0.0%



Town of Natick

Home of Champions

Department: Finance

Division: Assessor

Narrative:

Salaries:

Salaries Management: Salary for the Director of Assessing.

Salaries Operational Staff: Salaries for two Assistants, one full-time Executive Assistant and one part-time Administrative Assistant.

Salaries Technical & Professional: Salaries for two full-time Assistant Assessors.

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.

Supplies:

Repairs & Maintenance Equipment: This line item is used to repair and /or replace existing equipment (time clock - used to date stamp official documents) and other miscellaneous equipment.

Travel/Meetings: Travel to attend training and professional meetings. Also mileage reimbursements for inspections conducted in private vehicles.

Training & 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 formal courses. Continued professional education is a key to maintaining a knowledgeable staff.

Communication Telephone: Telephone systems, cellular telephone.

Tax Mapping: Professional services related to tax mapping. The town must update tax maps to receive certification from the Department of Revenue to tax property. We rely on increased utilization of the Town's GIS capabilities. Additionally, the department will work with "Municipity", new permitting software program, and add to our current maps making detailed mapping requests.

Dues & Subscriptions, (Memberships): 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.

Communication Postage: Communication, mailings and information requests from taxpayers.

Office Supplies: Miscellaneous office supplies - paper, binders, folders, pens, pencils, etc.

Other Charges/Expenses:

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. After the conclusion of the 2016 Revaluation, we intend to update our "CAMA" software. The planned update will be time consuming and will require additional support and licensing.



Town of Natick

Home of Champions

Department: Finance Division: Collector

Collector Budget	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	171,256	214,440	224,676	185,702	(38,974)	-17.3%
Total Salaries	171,256	214,440	224,676	185,702	(38,974)	-17.3%
Operating Expenses						
Expenses	69,224	66,988	99,500	87,000	(12,500)	-12.6%
Total Operating Expenses	69,224	66,988	99,500	87,000	(12,500)	-12.6%
Total Collector	240,480	281,428	324,176	272,702	(51,474)	-15.9%

Mission:

The Collector's office is responsible for the billing and collecting 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 trash bag billing and collection, police outside duty billing and collection, Federal and State reimbursements and grants, as well as a myriad of miscellaneous departmental permits, license and fees.

The Collector's office offers in person, online and soon another payment options through a lock-box payment system.

Goals:

To effectively and efficiently bill and collect all revenue statutorily required of our office.

Provide greater flexibility and ability to respond to evolving staffing needs.

Provide great customer service through a personable office environment that is here to lend assistance and to inform and educate the public as to the requirements of Massachusetts General Laws regarding the duties and responsibilities of our office.

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

To implement, in addition to our current payment options, a lock-box process which will speed up the processing of payment posting and depositing of funds.



Town of Natick

Home of Champions

Department: Finance

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. We have implemented Invoice Cloud to allow for the payment both online and via credit and debt card options for real estate and personal property bills. In FY 2014, this system was extended to include utility bills and Motor Vehicle Excise taxes.

III. Current Challenges

The Town installed Point Software systems for real estate, personal property, and motor excise billing in FY2002. Although this has served us well in the past, we have experienced decreasing functionality of maintaining two separate systems - one for accounts receivable and one for the general ledger. The Comptroller has investigated alternatives and we are considering shifting our receivables software into a unified package via a Capital Improvement Request for FY 2016. We will be implementing a conversion of our accounts receivable processing to the software company that we current use for our accounting system.

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

The office continues to maintain a very high workload. The Finance Department as a whole will be re-engineered for the future transition that is going to occur with retirements coming soon in a number of divisions. Our goal will be to have a succession plan established and implemented to assure a smooth transition. When long-standing and dedicated employees retire it typically leaves a hole in the operation due to lack of foresight and planning. We will lose "institutional knowledge" but our desire is to minimize interruptions to our departmental operations.

V. On the Horizon

Although Real Estate and Personnel property accounts can be paid via Invoice Cloud, the division is next working to transfer all online payments to the Invoice Cloud system. Currently we are running two systems concurrently for customers. We had hoped to convert completely all of our receivables to invoice cloud by the end of calendar year 2014 but with a number of health related staffing issues in the past 12 months it has been difficult to implement all of the envisioned changes. We continue to work on them and plan on



Town of Natick

Home of Champions

Department: Finance **Division: Collector**

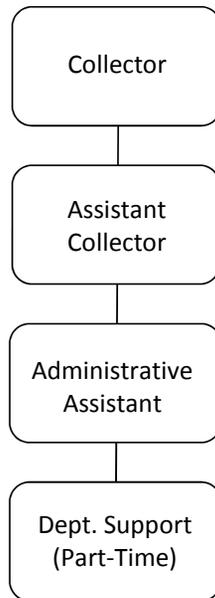
Collector Staffing	2012	2013	2014	2015	2016
Collector	0.7	0.7	0.7	0.7	0.7
Assistant Collector	0.7	0.7	0.7	0.7	0.7
Administrative Assistant	1	1	1	2	1
Department Support	0.4	0.4	0.4	0.4	0.4
Total FTE	2.8	2.8	2.8	3.8	2.8

Total FT/PT **3 FT / 1 PT** **3 FT / 1 PT** **3 FT / 1 PT** **4 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	2012	2013	2014	2015	2016
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Please see Treasurer's Budget for these Indicators



Town of Natick

Home of Champions

Department: Finance Division: Collector

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries Management	36,744	94,905	77,000	74,066	(2,934)	-3.8%
Salaries Supervisory	39,918	16,428	40,957	43,170	2,213	5.4%
Salaries Operational Staff	68,308	88,057	90,198	48,933	(41,265)	-45.7%
Salaries Part-Time Operational Staff	22,358	11,864	14,506	14,534	28	0.2%
Operational Staff Additional Comp	1,090	-	750	-	(750)	-100.0%
Operational Staff Overtime	2,838	3,186	1,265	5,000	3,735	295.3%
Personnel Services	171,256	214,440	224,676	185,702	(38,974)	-17.3%
Consultant Services	16,800	-	-	-	-	#DIV/0!
Repair & Maint Equipment	295	135	2,500	3,000	500	20.0%
In State Travel/Meetings	-	226	500	500	-	0.0%
Communication Telephone	450	1,090	750	1,250	500	66.7%
Training & Education	601	285	1,000	2,000	1,000	100.0%
Communication Postage	68,741	65,288	70,000	72,000	2,000	2.9%
Collection Activities	160	118	6,500	2,000	(4,500)	-69.2%
Purchase of Services	87,047	67,142	81,250	80,750	(500)	-0.6%
Office Supplies	2,705	3,010	4,500	5,000	500	11.1%
Supplies	2,705	3,010	4,500	5,000	500	11.1%
Real Estate Tax Billing	1,136	5,723	8,000	8,000	-	0.0%
Motor Vehicle Excise Tax Billing	113	117	4,000	4,000	-	0.0%
Police Detail Billing	-	-	4,000	-	(4,000)	-100.0%
PAYT Billing	-	-	1,000	-	(1,000)	-100.0%
Ambulance Fee Collections	67,976	61,149	82,500	75,000	(7,500)	-9.1%
Technical & Professional Services	69,224	66,988	99,500	87,000	(12,501)	-12.6%
Total Expenses	158,976	137,140	185,250	172,750	(12,501)	-6.7%
Total Collector	330,232	351,580	409,926	358,452	(51,474)	-12.6%



Town of Natick

Home of Champions

Department: Finance

Division:

Collector

Narrative:

Personnel Services

Salaries Management: Pro-rated portion of the Finance Director/Treasurer's salary in the capacity as Town Collector (70% of total salary).

Salaries Supervisory: Pro-rated portion of the Assistant Treasurer / Assistant Collector's salary in the capacity as the Town's Assistant Collector (70% 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.

Part Time Operational: 720 hours of part-time operational staff. This position will provide administrative / clerical support to the Finance Director and Collector's office and will be available during peak tax receipt periods to supplement the full time Collector's staff.

Overtime Operational: 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 during the peak times (January - March).

Purchase of Services

Repairs and Maintenance: Maintenance and repair of business equipment such as date stamp, check signer, endorser, bar code readers, specialized printer, etc.

In State Travel/Meetings: Limited funding for in-state professional meetings & travel.

Training and Education: The costs related POINT Software training, attendance for staff at the Treasurer/Collector association conference, PC-specialized training seminars, etc.

Communication Telephone: Proportional costs assigned to the Collector's Office for telephone service.

Communication Postage: Cost associated with the mailings from the Collector's Office.

Collection Activities: Additional mailings of unpaid / delinquent tax, excise, police detail, tax title, betterment, and other accounts receivable.

Copy/Mail Center Fees: 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. The cost of producing and mailing (non-postage) the motor vehicle excise tax bills for multiple annual commitments.

PAYT Billing: This line item expense is being eliminated in FY16. All billing is done in-house by the Finance Director.

Police Detail Billing: This line item expense is being eliminated in FY16. All billing is done in-house by the Finance Director.

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.



Town of Natick

Home of Champions

Department: Finance **Division: Treasurer**

Treasurer Budget	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries						
Personnel Services	94,033	99,560	105,474	102,427	(3,047)	-2.9%
Total Salaries	94,033	99,560	105,474	102,427	(3,047)	-2.9%
Operating Expenses						
Expenses	43,522	67,698	124,300	127,800	3,500	2.8%
Total Operating Expenses	43,522	67,698	124,300	127,800	3,500	2.8%
Total Treasurer	137,555	167,258	229,774	230,227	453	0.2%

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:

Provide leadership/guidance for development of integrated Finance Department.

Develop & implement written investment policy.

Maximize return on investment with safety and liquidity in mind.

Improve and standardize cash management .

Work with the Town's Comptroller to improve timeliness and accessibility of revenue collections for staff and citizens.

Continue to monitor property tax delinquencies, perfect the tax title lien in a timely manner, and dispose of tax possession properties by public auction to maximize tax title revenue.

Convert manual cash book system to "Zobrio Treasury Cash Management" software.



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 delinquent property taxes. The Treasurer's Office is also responsible for the issuance of all authorized debt for short and long-term borrowing.

II. Recent Developments

As the investment market has been slow to recover from the Great Recession, the Town continues to investigate our investment strategy for Town funds to maximize investment income. In FY 2015, a greater emphasis on the types of investments was undertaken. Stabilization funds and OPEB Trust Funds, funds that have the ability to invest in longer-term products have been structured to maximize revenue while still maintaining a moderate risk tolerance. Weekly monitoring of cash and investment balances is performed and funds are invested, mainly in money market funds (short-term) to maximize interest with no risk of loss. We have already seen significant improvements to the amount of interest earned. We will continue to strategize the investment possibilities in order to be good fiscal stewards with the funds provided by taxpayers.

We have recently implemented the use of "remote deposit capture" of most checks that are paid to the Town by taxpayers. The Deputy Town Administrator/Finance Director was able to secure three scanning devices at no cost to the Town (about a \$7,000 savings to the community). This scanning process is similar to what one would see today at a local bank branch office. We scan the checks and upload the file to our bank through a secured/encrypted file in order to deposit the funds into our local bank. We no longer have to take checks to the banks. It sped up our banking process 10 fold and has saved staff time that is now being devoted to providing additional service to the department.

III. Current Challenges

The Deputy Town Administrator/Finance Director and the Treasurer have developed a strategy to bring the tax title process up-to-date. It is always a challenge to collect property taxes especially from taxpayers who are in arrears. We work with everyone to explain how Massachusetts General Laws require the process that we follow, including charging statutory rates of interest and the tax title process that is required for the Town to "perfect" a lien against property that is in arrears. In December 2014, we met with the Natick Services Council to explain the tax title process and also the abatement and elderly/veterans' tax workoff program. We serve the same constituency so it makes sense for us to work together.

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

None.

V. On the Horizon

This office plans on continuing the use of technology to improve processing of transactions. We plan on converting our electronic cashbook system using Microsoft Excel to a software program called "Zobrio



Town of Natick

Home of Champions

Department: Finance **Division: Treasurer**

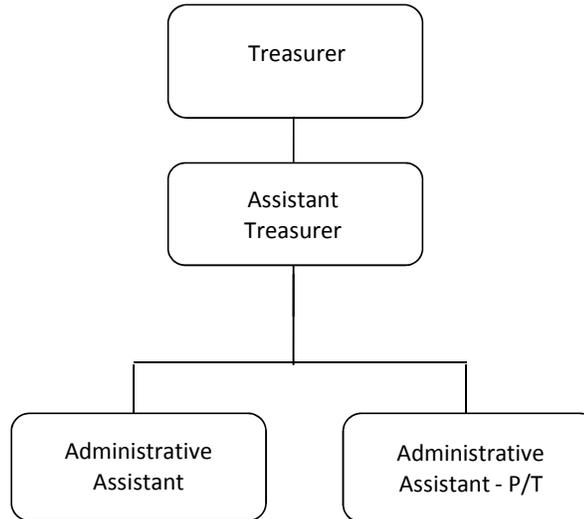
Treasurer Staffing	2012	2013	2014	2015	2016
Treasurer	0.29	0.29	0.29	0.29	0.30
Assistant Treasurer	0.33	0.33	0.33	0.33	0.30
Administrative Assistant	1	1	1	1	1
Payroll Coordinator	1	0	0	0	0
Department Support - Part time	0	0	0	0	0
Total FTE	2.63	1.63	1.63	1.63	1.60

Total FT/PT **4 FT / 0 PT** **3 FT / 0 PT**

Notes

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

Organizational Chart



Performance Indicators

	2012	2013	2014	2015*	2016*
Workload Measures					
Number of real estate tax bills issued	52,992	53,368	53,420	53,800	53,800
Number of personal property tax bills issued	6,556	6,196	6,200	6,220	6,220
Number of motor vehicle excise bills issued	29,672	30,948	34,196	34,000	34,000
Efficiency Measures					
Number of On-line payments	12,049	12,409	21,900	21,900	25,000
Outcome Measures					
Collection Rate - Personal Property Tax Bills	98.40%	98.80%	98.80%	98.80%	98.80%
Collection Rate - Real Estate Tax Bills	97.90%	98.30%	98.30%	98.30%	98.30%

*Estimates**



Town of Natick

Home of Champions

Department: Finance Division: Treasurer

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs 2016 \$ (+/-) % (+/-)	
Salaries Management	15,294	39,704	33,000	31,742	(1,258)	-3.8%
Salaries Supervisory	20,082	8,264	20,478	18,501	(1,977)	-9.7%
Salaries Operational Staff	56,558	48,040	48,746	48,933	187	0.4%
Other Compensation Oper. Staff	-	750	750	750	-	0.0%
Overtime Operational Staff	2,099	2,802	2,500	2,500	-	0.0%
Personnel Services	94,033	99,560	105,474	102,427	(3,047)	-2.9%
Repair & Maint Equipment	362	7,569	5,000	5,000	-	0.0%
Tax Title	-	11,607	50,000	50,000	-	0.0%
In State Travel/Meetings	87	-	500	500	-	0.0%
Communication Telephone	-	250	800	800	-	0.0%
Training & Education	450	933	1,000	1,500	500	50.0%
Communication Postage/Envelopes	8,310	11,512	12,000	12,000	-	0.0%
Purchase of Services	9,209	31,871	69,300	69,800	500	0.7%
Office Supplies	10,639	5,190	10,000	8,000	(2,000)	-20.0%
Supplies	10,639	5,190	10,000	8,000	(2,000)	-20.0%
Banking Services Fees	23,675	30,637	45,000	50,000	5,000	11.1%
Technical & Professional	23,675	30,637	45,000	50,000	5,000	11.1%
Total Expenses	43,522	67,698	124,300	127,800	3,500	2.8%
Total Treasurer	137,555	167,258	229,774	230,227	453	0.2%



Town of Natick

Home of Champions

Department: Finance

Division: Treasurer

Line-Item Detail

Narrative:

Personnel Services

Salaries Management: Pro-rated portion of the Finance Director/Treasurer's salary in the capacity as Town Treasurer (30% of total salary).

Salaries Supervisory: Prorated portion of the Assistant Treasurer / Assistant Collector's salary in the capacity as the Town's Assistant Treasurer (30% of total salary).

Salaries Operational Staff: Administrative Assistant (1).

Overtime Operational: Overtime for the operational staff member. Overtime in peak demand times only.

Purchase of Services

Repairs and Maintenance: Maintenance and repair of business equipment such as date stamp, check signer, endorser, bar code readers, specialized printer, etc.

In State Travel/Meetings: Travel to and from meetings, conference, seminar or professional association meetings.

Training and Education: POINT on Invoice Cloud software training, PC specialized training seminars, etc.

Communication Telephone: Costs assigned to the Treasurer's Office for telephone service.

Communication Postage: Cost associated with the mailings from the Treasurer's Office.

Supplies

Office Supplies: General office supplies.

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 and lockbox banks, paying agent fees for debt service, etc.



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

Home of Champions

Department: Information Technology

Appropriation Summary

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries						
Personnel Services	\$ 241,259	\$ 296,364	\$ 322,129	\$ 323,364	\$ 1,235	0.38%
Total Salaries	\$ 241,259	\$ 296,364	\$ 322,129	\$ 323,364	\$ 1,235	0.38%
Operating Expenses						
Purchase of Services	\$ 390,273	\$ 370,995	\$ 441,800	\$ 469,100	\$ 27,300	6.18%
Other Charges & Expenses	\$ 230,562	\$ 310,415	\$ 357,000	\$ 286,400	\$ (70,600)	-19.78%
Total Operating Expenses	\$ 620,834	\$ 681,410	\$ 798,800	\$ 755,500	\$ (43,300)	-5.42%
Total Information Technology	\$ 862,094	\$ 977,774	\$ 1,120,929	\$ 1,078,864	\$ (42,065)	-3.75%

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.
- Implement Town Network Assessment Recommendations, re-design the Town LAN topology
- Upgrade PBX System to Shoretel VOIP phone system
- Complete Installation of Town wide permitting system
- Work with Public Safety to evaluate and implement the rapidly changing field of public safety technology
- Identify and implement new technologies that will that help manage and protect an ever growing IT infrastructure.
- Communicate and collaborate with School IT Department and other municipalities' IT Department's.

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, cloud based solutions vs. on-premise solutions, 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 service to the general government and voice services to the general government and schools employment, 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

- Completion of the Public Safety Dispatch Center
- Migration to new CivicPlus web site
- Installation of new Municipality permitting system in Community Development and Town Clerk
- Network Assessment substantially complete, acceptance and installation to be completed calendar 2015
- ShoreTel VOIP Capital request approved
- DPW data/voice and video network design completed, cabling vendor to be selected

III. Current Challenges

- Day to day operations and ensuring integrity of data backups and data mirrors.
- Network monitoring and troubleshooting.
- Providing PBX and VOIP telephone 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

- Repairs and Equipment Maintenance - increased \$7,300 to cover additional Google Apps and Spanning.com licenses
- Software maintenance - increased \$15,000 to cover increase in Munis Support and support for the new Community Development cloud based SERVTracker and Community Pass applications
- Telephone Support - decreased \$20,000, the existing ShoreTel VOIP system support is covered for three (3) years by the Telephone Upgrade Capital request passed by Town Meeting in the Fall of 2014
- LAN/WAN Maintenance - decrease of \$35,000. FY15 increase was for the purchase of two (2) new Sonicwall Firewalls, which have been purchased and installed.
- Equipment Replacement - decreased \$22,000, increase in FY2015 was to purchase two new servers. Would have liked to decrease it more but we've seen a substantial increase in requests for laptops and tablets and our annual PC lifecycle replacement has increased from 50 to 60 PC's .



Town of Natick

Home of Champions

Department: Information Technology

Budget Overview:

V. On the Horizon

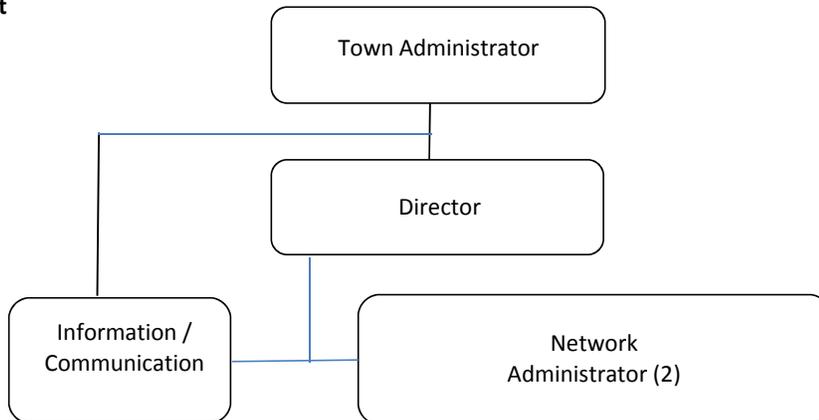
- Complete implementation of Town Permitting System in Spring 2014
- Town/School Network Assessment
- Evaluate Enterprise Wide Meeting Room and Scheduling software
- Migrate email from in-house Microsoft Exchange server to hosted Google Apps
- Evaluate Document Management Systems
- Police Dispatch Upgrade

Staffing	2012	2013	2014	2015	2016
Director	1	1	1	1	1
Network Administrator	2	2	2	2	2
Information / Communication Specialist	0	0	1	1	1
Total FTE	3	3	4	4	4

Total FT/PT	3 FT / 0 PT	3 FT / 0 PT	4 FT / 0 PT	4 FT / 0 PT	4 FT / 0 PT
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Notes

Organizational Chart





Town of Natick

Home of Champions

Department: Information Technology

Performance Indicators	2013	2014	2015*	2016*
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Workload Measures

Software Maintenance Cost	\$ 297,936	\$ 297,354	\$ 325,000	\$ 340,000
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Estimated number of support calls	N/A - Working on indicator			
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% of PC support calls for Viruses and Malware	3%	3%	3%	2%
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Number of PC's/Laptops/Tablets Supported	275	325	325	350
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Staff	3	3	3	3
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	2012	2014	2015*	2016*
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Efficiency Measures

Number of PC's Supported/Staff Member	92	108	108	117
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	2012	2014	2015*	2016*
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Outcome Measures

Percentage of time:				
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- E-mail systems fully operational	99%	99%	99%	99%
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- Network systems fully operational	99%	99%	99%	99%
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- Website fully operational	99%	99%	99%	99%
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* Estimated Projection



Town of Natick

Home of Champions

Department: Information Technology

Budget Detail

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016	
					\$ (+/-)	% (+/-)
Salaries Management	\$ 96,166	\$ 101,538	\$ 104,077	\$ 104,476	\$ 399	0.38%
Salaries Technical/Professional	\$ 145,093	\$ 194,826	\$ 218,052	\$ 218,888	\$ 836	0.38%
Personnel Services	\$ 241,259	\$ 296,364	\$ 322,129	\$ 323,364	\$ 1,235	0.38%
Repairs & maintenance equipment	\$ 48,333	\$ 40,954	\$ 74,700	\$ 87,000	\$ 12,300	16.47%
Maintenance contracts software	\$ 297,936	\$ 297,354	\$ 325,000	\$ 340,000	\$ 15,000	4.62%
Communication telephone	\$ 18,085	\$ 16,734	\$ 19,600	\$ 19,600	\$ -	0.00%
Copy/mail center fees	\$ 181	\$ 41	\$ 1,000	\$ 1,000	\$ -	0.00%
Training & education	\$ 4,820	\$ 2,050	\$ 5,000	\$ 5,000	\$ -	0.00%
Computer supplies	\$ 11,918	\$ 4,862	\$ 7,500	\$ 7,500	\$ -	0.00%
Paper supplies - municipal	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ -	0.00%
Purchase of Services	\$ 390,273	\$ 370,995	\$ 441,800	\$ 469,100	\$ 27,300	6.18%
Telephone system maintenance	\$ 45,425	\$ 59,005	\$ 60,000	\$ 40,000	\$ (20,000)	-33.33%
LAN/WAN maintenance	\$ 62,943	\$ 68,894	\$ 85,000	\$ 50,000	\$ (35,000)	-41.18%
Equipment replacement computers	\$ 63,691	\$ 92,022	\$ 137,000	\$ 115,000	\$ (22,000)	-16.06%
Software systems upgrade & replace	\$ 58,503	\$ 90,494	\$ 75,000	\$ 81,400	\$ 6,400	8.53%
Other Charges & Expenses	\$ 230,562	\$ 310,415	\$ 357,000	\$ 286,400	\$ (70,600)	-19.78%
Total Operating Expenses	\$ 620,834	\$ 681,410	\$ 798,800	\$ 755,500	\$ (43,300)	-5.42%
Total Information Technology	\$ 862,094	\$ 977,774	\$ 1,120,929	\$ 1,078,864	\$ (42,065)	-3.75%



Town of Natick

Home of Champions

Department: Information Technology

Line-Item Detail

Personnel Services:

Salaries Management – Information Technology Director.

Salaries Technical/Professional – Salaries for three positions (1) Information/Communication Specialist and (2) Network Administrators.

Purchase of Services:

Repairs and Maintenance Equipment – Cost of repairing, maintaining and if offered by the vendor, extending hardware maintenance on all existing equipment attached to the Town network. Includes, but is not limited to, personal computers, network printers and all network servers - Authentication, email, file, print, application, database and web servers. The Town will also purchase tablets for additional committees in Town.

Maintenance Contracts Software – Cost of replacing, maintaining and licensing of Town software applications. Includes, but is not limited to, 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 (Pervasive SQL, Microsoft SQL Server).

Communication Telephone – Cost for local and long distance phone service and mobile telephones, the town web site hosting services at CivicPlus and town internet access.

Copy/Mail Center Fees – Cost for services provided by copy and mail center.

Training Education – Cost of providing 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 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, computer paper and tax forms (W2, 1099).

Other Charges & Expenses:

Telephone System/INET Voice Maintenance – Cost of maintenance for town PBX and VOIP ShoreTel telephone system, T1 fiber optic emulators, voice mail system and call accounting system.

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.

Equipment Replacement Computers – Cost of cyclical replacement of personal computers, networked printers, network servers, storage arrays 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 7 and 8.1 and any associated client access licenses, cloud based software systems, disaster recovery and security applications, virtual server software, file system, ClickFixIt software and email archiving software and high-availability software.



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

Home of Champions

Department: Town Clerk

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 211,956	\$ 223,377	\$ 232,443	\$ 232,766	\$ 323	0.1%
Total Salaries	\$ 211,956	\$ 223,377	\$ 232,443	\$ 232,766	\$ 323	0.1%

Operating Expenses

Expenses	\$ 6,622	\$ 8,804	\$ 22,150	\$ 22,050	\$ (100)	-0.5%
Total Operating Expenses	\$ 6,622	\$ 8,804	\$ 22,150	\$ 22,050	\$ (100)	-0.5%

Total Town Clerk	\$ 218,578	\$ 232,181	\$ 254,593	\$ 254,816	\$ 223	0.1%
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Goals for the Town Clerk and Elections Offices

1. Complete staff evaluations in order to identify strengths and weaknesses of each staff member. Although this is not required as part of the union contract, it will help identify clear training needs as the work flow becomes increasingly more technologically focused.
2. Complete the codification of the charter and by-laws. The process has begun and must be completed during the upcoming year. As a longer range part of this, I would like to create templates for both internal (staff) and external (citizens) to use as new by-laws are created and older ones amended.
3. Complete the installation of the new shelving system in the vault. This will increase the available space in the vault, freeing up space in the basement for non-permanent records. This is a two-part project. The first part is just the shelving and the second part--(which may take more time) is to create file folders for older permanent documents--(AG approvals and planning and zoning decisions) allowing for easier and improved access.
4. Work closely with the Massachusetts Clerk's Association as they work with the Secretary of the Commonwealth (SOC) to draft regulations for the new election law that will be in effect for FY 17. There are likely to be budget implications with the new law. Natick's Town Clerk is currently the vice-chair of the MTCA Legislative Committee.
5. Continue to improve accessibility and availability of information on the Town website. Work with the Town Administration and the Board of Selectmen's office to seek solutions for tracking appointed volunteers, their terms and positions.
6. Continue the process for preserving historical documents (this program is funded by Town Meeting appropriation). As part of a long-term solution for access to documents, begin to research the best options for scanning and cataloging vital records.



Town of Natick

Home of Champions

Department: Town Clerk and Board of Registrars

Budget Overview for the Clerk' Office and the Board of Registrars:

I. Main Purpose of the Department

The Town Clerk is the chief election officer responsible for overseeing and managing all elections, assuring that they are fair and and impartial. The Town Clerk's office provides residents and non-residents access to vital records (births, deaths and marriages), issues dog licenses, maintains permanent records of planning and zoning decisions, issues Doing Business As (DBA) licenses and maintains historical records. The Clerk is also responsible for mailing and compiling the data from the Annual Street Listing (census). In addition, the Town Clerk serves as the Clerk of Town Meeting publishing and maintaining all Town Meeting records and submitting all the necessary documents to the Attorney General's office . We aim to provide all services professionally, efficiently and courteously.

II. Recent Developments

During FY 2015, the office will have managed 3 elections. During this year, the electronic death registration segment of the Vitals program (managed and controlled by the State) went live after several years of testing. All members of the staff were trained and we are successfully using the program. There have been several glitches and the office is working very closely with all the funeral directors to assure that the information is correct and records are able to be registered in a timely manner. During FY14 a volunteer helped finish inputting data into the zoning and planning database. During the year, the Town switched platforms for the website and all the staff was retrained. This will continue as the Town is switching to a new website provider. During FY 15 the State Legislature passed comprehensive changes to election laws. Regulations will be written in the upcoming year and the changes will be implemented in November 2016 during the presidential election.

III. Current Challenges

The biggest challenge the office faces is the continued transition to a more technology based workflow. Beginning in January 2015, we will have changed to a new dog licensing program that is part of Municipity. During FY 2016 we will begin getting ready for the Presidential primary (March 2016) and the Presidential election (Nov 2016-- FY17). This will include developing internal procedures for the changes in the law (regulations have not yet been written), training and implementing the law in Natick. One of the major challenges that the department continues to face is providing appropriate training for current employees as the emphasis is on electronic tools.

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

This budget does not include any significant changes rather a continuation and improvement on the systems that are currently in place. It is not clear what costs will be associated with the implementation of the election law. The law includes early voting for the presidential election, however the regulations for the law have not yet been written.

V. On the Horizon

The biggest issue on the horizon will be implementing the new election law. The law will go into effect in FY17. Much of the planning will take place during FY 16. I am working closely with the Mass Clerk's Assoc and the SOC as regulations are drafted for the law. The Clerk's office will continue to use technology to improve efficiency and access to information. The office continues to look forward to implementing an on-line credit/debit system for transactions as well as the ability to increase payment options at the counter and on-line.



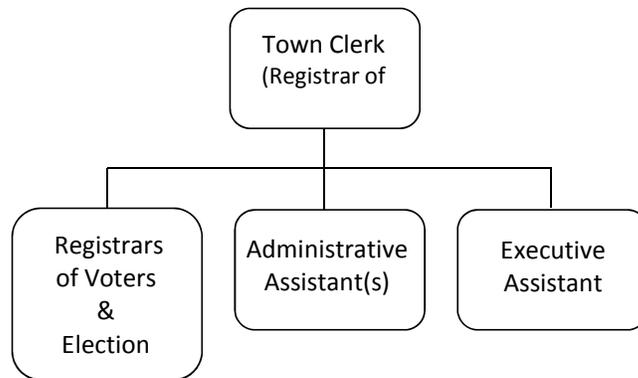
Town of Natick

Home of Champions

Department: Town Clerk

Staffing	2012	2013	2014	2015	2016
Town Clerk	1	1	1	1	1
Assistant Town Clerk	0	0	0	0	0
Department Assistant	1	0	0	0	0
Administrative Assistant	2	2	2	2	2
Executive Assistant	0	1	1	1	1
Total FTE	4	4	4	4	4

Organizational Chart



Performance Indicators:

The Town Clerk's office uses calendar year numbers rather than the fiscal year ones when we look at registered records, requests for records, dog licenses, business licenses and voter registration and census numbers, some of the potential performance indicators. It is very difficult to correlate numbers of records with staff efficiency. One example is that last year we registered 3,195 dogs, the largest number we have ever done. However, close to 60% (1,900) are done within the first three months of the year.

Another excellent example is the minimum amount of preparation for any and all elections is the same, regardless of expected turnout. In elections in which voter turnout is expected to be high (State elections, presidential primary, presidential election) the office is busier, processing larger number of voter registrations, absentee ballots, overseas voters thereby increasing the quantity of time and work for that election.



Town of Natick

Home of Champions

Department: Town Clerk

Budget Detail	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries Management	\$ 70,000	\$ 75,932	\$ 80,000	\$ 80,000	\$ -	0.0%
Salaries Operational Staff	\$ 135,827	\$ 144,969	\$ 149,443	\$ 150,016	\$ 573	0.4%
Additional Comp Operational Staff	\$ -	\$ -	\$ -	\$ 750	\$ 750	#DIV/0!
Operational Staff Overtime	\$ 6,129	\$ 2,476	\$ 3,000	\$ 2,000	\$ (1,000)	-33.3%
Personnel Services	\$ 211,956	\$ 223,377	\$ 232,443	\$ 232,766	\$ 323	0.1%
Repairs & maintenance equipment	\$ 132	\$ 383	\$ 500	\$ 500	\$ -	0.0%
In-State travel/meetings	\$ 483	\$ 1,465	\$ 2,500	\$ 2,500	\$ -	0.0%
Communication telephone	\$ 431	\$ 321	\$ 750	\$ 600	\$ (150)	-20.0%
Dues & memberships	\$ 200	\$ 435	\$ 500	\$ 500	\$ -	0.0%
Copy/mail center fees	\$ 3,530	\$ 2,827	\$ 4,500	\$ 4,500	\$ -	0.0%
Binding	\$ -	\$ -	\$ 7,200	\$ 7,200	\$ -	0.0%
Office supplies	\$ 1,797	\$ 3,326	\$ 4,200	\$ 4,200	\$ -	0.0%
Communication print & advertising	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ -	0.0%
Other services miscellaneous	\$ 48	\$ 47	\$ -	\$ 50	\$ 50	#DIV/0!
Supplies	\$ 6,622	\$ 8,804	\$ 22,150	\$ 22,050	\$ (100)	-0.5%
Total Town Clerk	\$ 218,578	\$ 232,181	\$ 254,593	\$ 254,816	\$ 223	0.1%

Line-Item Detail

Personnel Services

Salaries Management: Town Clerk.

Salaries Operational Staff: Executive Assistant (1) and Administrative Assistants (2).

Operational Staff Overtime: Overtime associated with elections and Town Meeting. A participant in the property tax work program works each year helping to get ready for elections and to process the census/street listing after it is returned to our office. Overtime is increased slightly to cover the cost related to the increased traffic which is likely to result as part of the March 2016 presidential primary.

Expenses

Repairs and maintenance of equipment – Cost associated with repairing equipment operated by the department.

In-State travel/meetings – In-state travel to meetings and reimbursement of travel for use of private vehicles.

Communication/telephone – Telephone expenses for the department.

Dues & membership – Dues for Mass Town Clerk’s Association, Middlesex County Clerk’s Association, New England Clerk’s Association and the International Institute of Municipal Clerks. This account is also used to pay for conference registration fees .

Copy/mail center fees in the Clerks' and Registrars' budgets – These departments work jointly in one office. Copy and mail center fees include all voter related mailings, the annual street listing, absentee ballots, overseas ballots, confirmation cards (including pre-paid return postage), dog license information, election materials to candidates and current office holders 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.

Binding - This budget is level funded and includes the continuation of a process to make sure that all vital records are appropriately stored. This process is on-going until all materials are appropriately stored in vitals binders in the vault.

Office supplies – Materials needed for the day-to-day operation of the Town Clerks' Office.

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 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

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2014 vs. 2015 \$ %	
Salaries						
Personnel Services	\$ 67,167	\$ 21,338	\$ 50,570	\$ 37,306	\$ (13,264)	-26.2%
Total Salaries	\$ 67,167	\$ 21,338	\$ 50,570	\$ 37,306	\$ (13,264)	-26.2%
Operating Expenses						
Purchase of Services	\$ 38,155	\$ 25,869	\$ 48,600	\$ 34,400	\$ (14,200)	-29.2%
Total Operating Expenses	\$ 38,155	\$ 25,869	\$ 48,600	\$ 34,400	\$ (14,200)	-29.2%
Total Elections/Bd. of Reg.	\$ 105,322	\$ 47,207	\$ 99,170	\$ 71,706	\$ (27,464)	110.1%

Budget Overview:

I. Main Purpose of the Department

The Elections department is responsible for assuring fair and impartial elections. It is important to note that the same amount of preparation and work are necessary for an election that ultimately has only 10% turnout as there is for an election with 70% turnout.

II. Recent Developments

In FY 2015, the budget included three elections. The FY 2016 budget includes only two elections, however one of them is the presidential primary. There is a very good chance that the polls will be busy that day and the budget includes extra poll workers. The State legislature passed an election bill last year which has provisions for early voting. This law will go into effect in FY 2017.

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 continue to assure that all the work is completed allowing us to inactivate and delete voters who no longer live in Natick. We continue to monitor our polling locations to make sure they are accessible.

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

There are no significant proposed changes for this fiscal year.

Staffing	2012	2013	2014	2015	2016
Board of Registrars	4*	4*	4*	4*	4*
Election Workers	60*	80*	80*	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

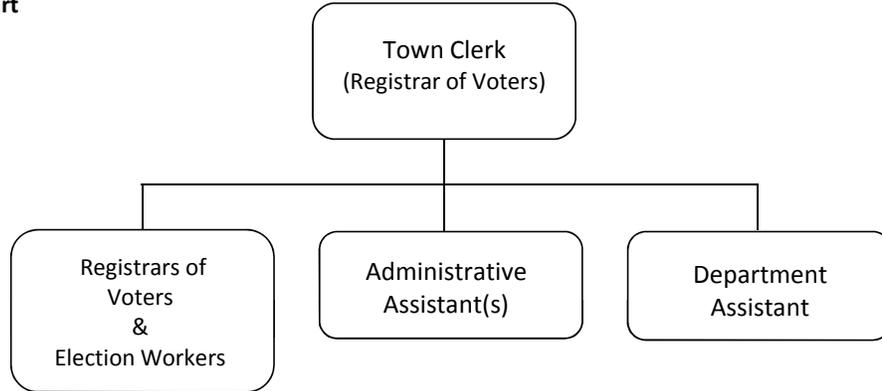
Home of Champions

Department: Elections

Performance Indicators	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Workload Indicators					
Number of Elections	2	3	1	3	2

	2012	2013	2014	2015	2016
Outcome Indicators					
Voter Turnout					
- Municipal	Indicator under development				
- State					
- Federal					

Organizational Chart



Budget Detail

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries Management	\$ 4,903	\$ 5,832	\$ 4,290	\$ 4,306	\$ 16	0.4%
Salaries Election Workers	\$ 60,219	\$ 14,906	\$ 43,680	\$ 30,900	\$ (12,780)	-29.3%
Salaries Miscellaneous	\$ 2,045	\$ 600	\$ 2,600	\$ 2,100	\$ (500)	-19.2%
Personnel Services	\$ 67,167	\$ 21,338	\$ 50,570	\$ 37,306	\$ (13,264)	-26.2%
Communication election coding	\$ 12,008	\$ 868	\$ 15,000	\$ 10,000	\$ (5,000)	-33.3%
Communication postage	\$ 14,119	\$ 14,584	\$ 15,000	\$ 13,000	\$ (2,000)	-13.3%
Communication printing of ballots	\$ 6,338	\$ 8,066	\$ 5,000	\$ 5,000	\$ -	0.0%
Communication books	\$ 192	\$ -	\$ 2,000	\$ 1,300	\$ (700)	-35.0%
Election supplies	\$ 2,454	\$ 1,633	\$ 9,500	\$ 3,000	\$ (6,500)	-68.4%
Supplies food	\$ 3,044	\$ 718	\$ 2,100	\$ 2,100	\$ -	0.0%
Purchase of Services	\$ 38,155	\$ 25,869	\$ 48,600	\$ 34,400	\$ (14,200)	-29.2%
Total Board of Registrars	\$ 105,322	\$ 47,207	\$ 99,170	\$ 71,706	\$ (27,464)	-27.7%



Town of Natick

Home of Champions

Department: Elections

Line-Item Detail:

Personnel Services

This includes stipends for the registrars. Three of the registrars are appointed by the Board of Selectmen (2 Republicans and 1 Democrat) and the Town Clerk is the fourth member (Democrat). The two political parties must be equally represented. This also includes the stipends for the poll workers and the special duty police officers for each election. At a minimum, each precinct must have 1 Warden, 1 Clerk, and 4 poll workers (checkers) and each polling location must have a special duty police officer. This budget includes extra staff for the presidential primary (extra poll workers).

In addition, this budget includes the cost of pages for Town Meeting and the expenses for posting Town Meeting warrants, election warrants and AG approvals of by-laws.

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.

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

FY 2016 Preliminary Budget

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Town of Natick

Home of Champions

Department: Sealer of Weights & Measures

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Personnel Services						
Personnel Services	14,658	14,658	14,659	14,715	56	0.38%
Total Operating Expenses	14,658	14,658	14,659	14,715	56	0.38%

Operating Expenses

Purchase of Services	755	726	875	875	-	0.00%
Total Other Charges & Expenses	755	726	875	875	-	0.00%

Total Sealer of Weights & Measures	15,412	15,384	15,534	15,590	56	0.98%
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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	2012	2013	2014	2015	2016
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 / 1PT	0 FT / 1 PT
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Performance Indicators	2012	2013	2014*	2015*	2016*
Workload Measures					
Scales Tested					
- Over 10,000lbs	1	1	1	1	1
- 100lbs-1000lbs	12	11	8	8	8
- 10lbs-100lbs	90	84	88	88	88
- Less than 10lbs	10	11	10	10	10
- Metric & Apothecary Weights	30	29	29	29	29
Liquid Measuring Device					
- Gasoline Meters	154	172	154	154	154
- Vehicle Tank Meters	12	12	16	16	16
- Taxi Meters	28	30	28	28	28



Town of Natick

Home of Champions

Department: Sealer of Weights & Measures

Budget Detail

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries Technical & Professional	\$ 14,658	\$ 14,658	\$ 14,659	\$ 14,715	\$ 56	0.38%
Personnel Services	\$ 14,658	\$ 14,658	\$ 14,659	\$ 14,715	\$ 56	0.38%
Repairs & Maint Supplies	\$ 500	\$ 491	\$ 500	\$ 500	\$ -	0.00%
Dues & Subscriptions	\$ 255	\$ 145	\$ 175	\$ 175	\$ -	0.00%
Training & Education	\$ -	\$ 90	\$ 200	\$ 200	\$ -	0.00%
Purchase of Services	\$ 755	\$ 726	\$ 875	\$ 875	\$ -	0.00%
Total Sealer of Weights & Measures	\$ 15,412	\$ 15,384	\$ 15,534	\$ 15,590	\$ 56	0.36%

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.

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.

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.



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

Home of Champions

Department: Community Development

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 748,844	\$ 748,980	\$ 818,872	\$ 839,977	\$ 21,105	2.58%
Total Salaries	\$ 748,844	\$ 748,980	\$ 818,872	\$ 839,977	\$ 21,105	2.58%
Operating Expenses						
Expenses	\$ 21,629	\$ 24,853	\$ 43,811	\$ 26,800	\$ (17,011)	-38.83%
Total Operating Expenses	\$ 21,629	\$ 24,853	\$ 43,811	\$ 26,800	\$ (17,011)	-38.83%
Total Community Development	\$ 770,473	\$ 773,833	\$ 862,683	\$ 866,777	\$ 4,094	0.47%

Mission:

We are dedicated to making Natick a better and safer place to live and work

A place where people want to raise a family, go to work and invest in the community. The Department works to protect and enhance our built and natural resources by preserving the quality of life for the citizens of Natick. We work toward preserving and enhancing the long-term interests of our community, and to delivering the highest quality of service.

Goals:

- Administer and enforce all applicable regulations
- Support Town Boards and official bodies
- Improve Downtown/In-Town parking
- Advance Revision of Zoning Bylaw and Map
- Promote Local Access / Address local traffic issues
- Advance / Manage affordable housing resources
- Promote economic development and commercial vitality
- Develop a mechanism to track conditions associated with approved projects



Town of Natick

Home of Champions

Budget Overview:

I. Main Purpose of the Department

The Department works to protect the quality of life and environment through administration and enforcement of numerous 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 town by laws, state regulations and federal requirements.

II. Recent Developments

The Town works to oversee the closeout of two significant 40B projects at South Natick Hills 40B project (268 units) and the Chrysler Road 40B project (407 units). Both are near completion of ordinary construction but some mitigation items remain. The Dept. continues involvement in several major roadway improvement projects including the redesign of North Main Street to the Wayland town line; local oversight of construction of improvements to the intersection of Oak Street and Route 9 in 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. The Dept. has recently added a staff person to undertake economic development activities on behalf of the town.

III. Current Challenges

- Aggressive levels of permitting continue, placing a significant workload on the Department and Boards.
- Appropriate application of growth management best practices 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, Parking Committee, Economic Development Committee, Problem Property Task Force, Zoning Bylaw Review Committee, Metro West Growth Council, MBTA Station Redesign Comm, Cochituate Rail Trail Comm., and many other groups).
- The Department has long since reached a critical point regarding storage of its plans, documents and files.

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

- 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.
- A more directed approach to economic development will occur in 2015 with a new Director of Community and Economic Development.

V. On the Horizon

- Implementation of an automated permit tracking system is necessary and will commence in 2014.
- Advance design and state funding for the reconstruction of major roadways, CRT and other projects.
- Pursue scanning and electronic filing of 48 years of plans, specs, permits.
- Pursue linking to Town's electronic real property data system which Dept. currently cannot do.
- Pursue downtown parking solutions.
- Pursue multiple economic development related activities.
- Advance revision of zoning bylaw and zoning map.
- Enhance support for initiatives to enhance, expand and promote use of our trail system.



Town of Natick

Home of Champions

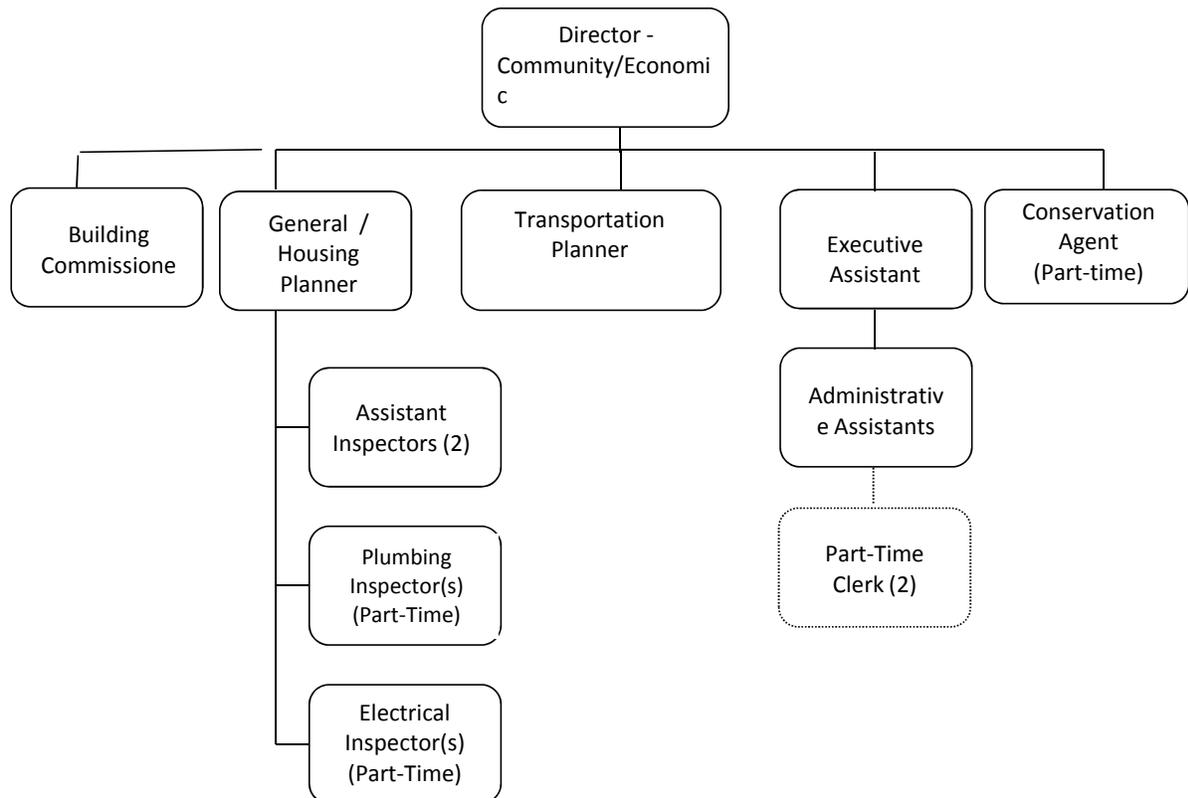
Department: Community Development

Staffing	2012	2013	2014	2015	2016
Director - Community/Economic Development	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	1	1	0
Transportation 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/Cons Agent	0.5	0.5	0.5	0	0
Conservation Agent	0	0	0	0.4	0.4
Part-Time Inspectors	2.55	3.15	2.60	3.35	3.35
Total FTE	11.05	11.65	12.10	12.75	12.75

Total FT/PT	9 FT / 6 PT	9 FT / 6 PT	10 FT / 6 PT	10 FT / 6 PT	10 FT / 6 PT
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Notes

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 St. Redesign
6	Pursuit of roadway projects construction funding (Oak/9, 9/27, Rt 27).
7	Updating of Departmental website information
8	Address document/data storage (hopefully)
9	Public outreach efforts regarding need to revise zoning bylaw and map
10	Institute monthly staff meetings for project review coordination purposes
11	Pursuit of Cochituate Rail Trail project – further design, ROW acquisition and funding
12	Assist/participate in Economic Development Advisory Committee
13	Participate in Natick Center Associates
14	Review 2010 census data
15	Manage and administer wetland protection program for Con Comm
16	Manage and administer energy programs for general government
17	Manage and administer environmental compliance programs for general government
18	Manage and administer HOME program for Town
19	Manage and administer Fair Housing requirements
20	Assist Community Development Advisory Committee and Affordable Housing Trust Fund Committee
21	Manage affordable housing stock (review transactions, file reporting, take actions as necessary)
22	Prepare Commonwealth Capital Submission
23	Undertake research regarding state proposed zoning reform
24	Assist Planning Board in preparation of zoning bylaw modifications



Town of Natick

Home of Champions

Department: Community Development

Budget Detail	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries Management	\$ 193,228	\$ 107,872	\$ 200,927	\$ 214,336	\$ 13,409	6.67%
Salaries Supervisory	\$ 51,086	\$ 55,631	\$ 56,398	\$ 56,614	\$ 216	0.38%
Salaries Operational Staff	\$ 93,731	\$ 90,475	\$ 96,896	\$ 97,866	\$ 970	1.00%
Salaries Technical & Professional	\$ 252,599	\$ 372,169	\$ 308,244	\$ 309,437	\$ 1,193	0.39%
Salaries Tech & Prof Inspector's	\$ 134,087	\$ 97,658	\$ 135,157	\$ 135,474	\$ 317	0.23%
Add'l Comp Supervisory Staff	\$ 753	\$ 2,250	\$ 2,500	\$ 2,500	\$ -	0.00%
Add'l Comp Operational Staff	\$ 1,881	\$ 750	\$ 750	\$ 750	\$ -	0.00%
Salaries Operation Staff Overtime	\$ 21,480	\$ 22,175	\$ 18,000	\$ 23,000	\$ 5,000	27.78%
Personnel Services	\$ 748,844	\$ 748,980	\$ 818,872	\$ 839,977	\$ 21,105	2.58%
In State Travel/Meetings	\$ 873	\$ 2,204	\$ 2,400	\$ 2,000	\$ (400)	-16.67%
Communication Telephone	\$ 1,935	\$ 2,658	\$ 2,875	\$ 2,500	\$ (375)	-13.04%
Dues & Subscriptions	\$ 470	\$ 630	\$ 800	\$ 800	\$ -	0.00%
Training & Education	\$ 2,588	\$ 3,097	\$ 2,000	\$ 2,500	\$ 500	25.00%
Communication Postage	\$ 2,833	\$ 3,593	\$ 2,730	\$ 3,500	\$ 770	28.21%
Communication Print & Advertising	\$ 4,847	\$ 8,075	\$ 7,756	\$ 8,000	\$ 244	3.15%
Communication Books & Publications	\$ -	\$ -	\$ 750	\$ -	\$ (750)	-100.00%
Professional Services - Other	\$ 5,428	\$ 760	\$ -	\$ 3,500	\$ 3,500	#DIV/0!
Office Supplies	\$ 2,655	\$ 3,836	\$ 4,500	\$ 4,000	\$ (500)	-11.11%
Zoning By-Law Rewrite	\$ -	\$ -	\$ 20,000	\$ -	\$ (20,000)	-100.00%
Expenses	\$ 21,629	\$ 24,853	\$ 43,811	\$ 26,800	\$ (17,011)	-38.83%
Total Community Development	\$ 770,473	\$ 773,833	\$ 862,683	\$ 866,777	\$ 4,094	0.47%

Line-Item Detail

Personnel Services:

Salaries - Management: In FY16, the Administration proposes to combine the positions of Community Development Director and the Economic Development Planner. Also in FY16, a new position, Transportation Planner has been budgeted. These changes have been made to address the needs of the community.

Salaries - Supervisory: Salary for the Executive Assistant.

Salaries - Operational Staff: Salaries for the Administrative Assistants (2).

Salaries - Technical/Professional: Salaries for the Assistant Inspectors (2), the Housing / General Planner (1) and the Transportation Planner (1).

Salaries - Technical/Professional - Part-time Inspectors : Salaries for the Part-time Plumbing and Wiring Inspectors.

Additional Compensation - To fund longevity payments for Executive Assistant and one Administrative Assistant for various lengths of services achieved.

Salaries - Operational Staff Overtime: To provide overtime wages 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



Town of Natick

Home of Champions

Department: Community Development

Line-Item Detail

Narrative:

Purchase of Services:

In State Travel/Meetings: Provides funding for mileage reimbursement for employees who utilize their own vehicles for Town business and for travel costs associated with meetings/educational opportunities.

Communication Telephone: Office and cell phones for staff.

Dues/Subscriptions: Dues for professional associations in order to stay abreast of current issues, trends and regulatory matters.

Training and Education: To pay for course, seminar, association educational opportunities for professional staff. This budgetary line is especially important to make sure that our professional staff is able to maintain knowledge of regulatory matters, building codes, etc.

Communication Postage: Postage for departmental required mailings for abutter notification, departmental communications, etc.

Communication Print/Advertising: Advertising expenses associated with departmental and board/committee requirements such as legal notices, etc.

Professional Services - Other: To provide basic funding for outside technical help that the department may need on specific topics such as 40B regulations, traffic related matters and/or other technical reviews that are not paid for by developers.

Office Supplies: To cover the cost of paper, office supplies, materials needed to perform the essential functions of the department.



Town of Natick

FY 2016 Preliminary Budget

Section VIII: Committees & Commissions

Committees & Commissions Summary

Finance Committee	VIII.4
Commission on Disability	VIII.5
Cultural Council	VIII.6
Historical Commission	VIII.7
Historic District Commission	VIII.8



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

Home of Champions

Department: Commissions & Committees

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Operating Expenses						
Total Finance Committee	\$ 13,008	\$ 12,537	\$ 25,300	\$ 20,800	\$ (4,500)	-17.79%
Total Commission on Disability	\$ 246	\$ 351	\$ 1,810	\$ 750	\$ (1,060)	-58.56%
Total Natick Cultural Council	\$ 278	\$ 408	\$ 700	\$ 700	\$ -	0.00%
Total Historical Commission	\$ 714	\$ -	\$ 1,000	\$ 750	\$ (250)	-25.00%
Total Historic District Commission	\$ 406	\$ 463	\$ 550	\$ 550	\$ -	0.00%
Total Committees & Commissions	14,652	13,759	29,360	23,550	(5,810)	-19.79%

Budget Overview:

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



Town of Natick

Home of Champions

Department: Finance Committee

Budget Overview:

As established under Article 23 of the By-laws of the Town of Natick, the Finance Committee holds public hearings on and conducts a detailed review of the proposed budget. The Finance Committee provides reports and recommendations to the representative Town Meeting and the Town. The Finance Committee can make recommendations about what to cut if an override is not approved by the voters.

It also is statutory responsible for the administration of and disbursement for the Reserve Fund as set for under M.G.L. Ch. 40, Sec. 6. Please see Section IX: Shared Expenses: Reserve Fund for more information.

Staffing:	2012	2013	2014	2015	2016
None	0	0	0	0	0
Total FTE	0	0	0	0	0
Total FT/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:

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Secretarial Staff	\$ 6,936	\$ 7,290	\$ 10,800	\$ 9,800	\$ (1,000)	-9.26%
Personnel Services	\$ 6,936	\$ 7,290	\$ 10,800	\$ 9,800	\$ (1,000)	-9.26%
Communication Postage	\$ 932	\$ 964	\$ 1,000	\$ 1,000	\$ -	0.00%
Purchase of Services	\$ 932	\$ 964	\$ 1,000	\$ 1,000	\$ 36	0.00%
Dues & Subscriptions	\$ -	\$ 333	\$ -	\$ 500	\$ 500	#DIV/0!
Consultant	\$ -	\$ -	\$ 1,500	\$ -	\$ (1,500)	-100.00%
Copy/Mail Center Fees	\$ 4,624	\$ 3,950	\$ 11,000	\$ 9,000	\$ (2,000)	-18.18%
Tech/Prof Services	\$ 4,624	\$ 4,283	\$ 12,500	\$ 9,500	\$ (3,000)	-24.00%
Office Supplies	\$ 516	\$ -	\$ 1,000	\$ 500	\$ (500)	-50.00%
Supplies	\$ 516	\$ -	\$ 1,000	\$ 500	\$ (500)	-50.00%
Total Finance Committee	13,008	12,537	25,300	20,800	(4,500)	-17.79%

Line-Item Detail:

Secretarial Staff: Amount covers the costs of the Executive Secretary to the Finance Committee. There is no anticipated increase in rates for FY16.

Communication/Postage: Covers the cost of mailing Finance Committee Reports to Town Meeting members.

Copy/Mail Center Fees: Covers the cost of printing Finance Committee Reports for Town Meeting. FY 2016 request covers productions of 220 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 miscellaneous costs of supplies for the executive secretary and the committee.



Town of Natick

Home of Champions

Department: Commission on Disability

Budget Overview:

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

Staffing:	2012	2013	2014	2015	2016
None	0	0	0	0	0
Total FTE	0	0	0	0	0
Total FT/PT	0 FT / 0 PT				

Notes

Budget Detail:

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
ADA Expenses:						
Communication Telephone	\$ -	\$ -	\$ 100	\$ -	\$ (100)	-100.00%
In State Travel	\$ -	\$ -	\$ 200	\$ 50	\$ (150)	-75.00%
Dues & Subscriptions	\$ -	\$ -	\$ 100	\$ -	\$ (100)	-100.00%
Copy/Mail Center Fees	\$ -	\$ -	\$ 575	\$ 75	\$ (500)	-86.96%
Tech/Professional Services	\$ -	\$ -	\$ 975	\$ 125	\$ 975	-87.18%
Operating Expense	\$ 246	\$ 351	\$ 835	\$ 625	\$ (210)	-25.15%
Supplies	\$ 246	\$ 351	\$ 835	\$ 625	\$ 484	-25.15%
Total Commission on Disability	\$ 246	\$ 351	\$ 1,810	\$ 750	\$ (1,060)	-58.56%

Line-Item Detail:

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

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

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



Town of Natick

Home of Champions

Department: Natick Cultural Council

Budget Overview:

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

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



Staffing:	2012	2013	2014	2015	2016
None	0	0	0	0	0
Total FTE	0	0	0	0	0
Total FT/PT	0 FT / 0 PT				

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016	
					\$ (+/-)	% (+/-)
Operating Expense	\$ 278	\$ 408	\$ 700	\$ 700	\$ -	0.00%
Supplies	\$ 278	\$ 408	\$ 700	\$ 700	\$ -	0.00%
Total Natick Cultural Council	\$ 278	\$ 408	\$ 700	\$ 700	\$ -	0.00%

Line-Item Detail:

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



Town of Natick

Home of Champions

Department: Historical Commission

Budget Overview:

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

Staffing:	2012	2013	2014	2015	2016
None	0	0	0	0	0
Total FTE	0	0	0	0	0
Total FT/PT	0 FT / 0 PT				

Notes

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Operating Expense	714	-	1,000	750	(250)	-25.00%
Supplies	714	-	1,000	750	(250)	-25.00%
Total Historical Commission	714	-	1,000	750	(250)	-25.00%

Line-Item Detail:

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



Town of Natick

FY 2016 Preliminary Budget

Section IX: Shared Expenses

Benefits

Employee Fringe Benefits & Insurance	IX.1
Property & Liability Insurance	IX.13
Contributory Retirement	IX.14
Non-Contributory Retirement	IX.16
Debt Service	IX.18
Facilities Management	IX.30
Reserve Fund	IX.36



Town of Natick

Home of Champions

Department: Employee Fringe

Appropriation Summary

2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
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Other Personnel Services

Worker's Compensation	427,835	411,639	505,000	568,800	63,800	12.63%
Unemployment	186,997	67,227	150,000	150,000	-	0.00%
Medicare (All)	881,066	922,196	925,500	1,025,911	100,411	10.85%
Drug & Alcohol testing	5,730	9,475	7,500	7,500	-	0.00%
Medical Insurance (s)	12,342,984	12,247,066	13,548,874	14,829,677	1,280,803	9.45%
Public Safety Medical (111F)	179,548	171,292	205,000	205,000	-	0.00%
LIUNA/Mass Laborers' Pension	184,342	204,831	202,700	226,711	24,011	11.85%
Benefits Reserve	2,000	14,036	50,000	50,000	-	0.00%
Long-Term Disability	4,268	12,935	18,000	18,000	-	0.00%
Retirement Buy-Out Program	172,667	155,524	165,000	165,000	-	0.00%
Total Other Personnel Services	14,387,437	14,216,221	15,777,574	17,246,599	1,469,025	9.31%

Merit/Performance Raises*	29,000	6,500	47,396	135,850	See next page	
Total Performance Plan	29,000	6,500	47,396	135,850	See next page	

*Please see next page for explanation

Total Employee Fringe	14,416,437	14,222,721	15,824,970	17,382,449	1,557,479	9.84%
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Budget Overview:

This budget covers all fringe benefits, insurances, testing's and non-retirement system related pension contributions for all employees of the Town of Natick funded through the General Fund. It includes the following budget allocations:

- Unemployment - Worker's Compensation - Medicare (payroll taxes) - Health Insurance - Life Insurance - LIUNA/Massachusetts's Laborers' Pension Contributions - Retirement Buy-Outs - Drug & Alcohol Testing

Major Points for Health Care/Benefits for FY 2016:

- Higher Health Care Rates: Health care rates are increasing on average 14% for the plans that have a majority of our insured in FY16 for the Rate Saver plans.
- 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 16 extra plans in the Insurance Group Health & Life categories to handle this increase.
- New Employee Hires: The School Department is adding 7 new plans on top of the budget increases and plan changes and differentials for new employees to ensure that their benefits are accounted for. Any amount appropriated and unspent returns to Free Cash at year's end.



Town of Natick

Home of Champions

Department: Employee Fringe

Budget Detail:

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016	
					\$ (+/-)	% (+/-)
Worker's Compensation	\$ 417,835	\$ 411,639	\$ 505,000	\$ 568,800	\$ 63,800	12.63%
Unemployment Insurance	\$ 185,517	\$ 67,227	\$ 150,000	\$ 150,000	\$ -	0.00%
Medicare (Payroll)	\$ 881,066	\$ 922,196	\$ 925,500	\$ 1,025,911	\$ 100,411	10.85%
DOT Testing	\$ 4,970	\$ 9,475	\$ 7,500	\$ 7,500	\$ -	0.00%
Insurance Group Health & Life	\$ 12,342,984	\$ 12,247,066	\$ 13,548,874	\$ 14,829,677	\$ 1,280,803	9.45%
Public Safety C41 S111F Medical	\$ 179,548	\$ 171,292	\$ 205,000	\$ 205,000	\$ -	0.00%
LIUNA/Mass Laborers' Pension	\$ 184,342	\$ 204,831	\$ 202,700	\$ 226,711	\$ 24,011	11.85%
Employee Benefits Reserve	\$ 2,000	\$ 14,036	\$ 50,000	\$ 50,000	\$ -	0.00%
Long-Term Disability	\$ 4,268	\$ 12,935	\$ 18,000	\$ 18,000	\$ -	0.00%
-- Retirement Buy-out Program ---						
Salaries Sick/Vacation Buy-Back	\$ 172,667	\$ 155,524	\$ 165,000	\$ 165,000	\$ -	0.00%
Other Personnel Services	\$ 14,375,197	\$ 14,216,221	\$ 15,777,574	\$ 17,246,598	\$ 1,469,024	9.31%
Merit/Performance Raises*	\$ 29,000	\$ 6,500	\$ 47,396	\$ 135,850	See Below	
Performance Plan	\$ 29,000	\$ 6,500	\$ 47,396	\$ 135,850	See Below	
Total Employee Fringe	\$ 14,404,197	\$ 14,222,721	\$ 15,824,970	\$ 17,382,448	\$ 1,557,478	9.84%

*Actual FY 2015 Appropriated amount is \$157,500. To date, \$110,104 has been dispersed in three ways to Personnel Board employees: 1) \$16,019 in Market adjustments and 2) \$94,085 in performance raises for 48 employees. These amounts are now reflected in revised FY 2015 Appropriated amounts in each departmental budget. For more detail on the FY 2016 Preliminary request, please see detail on ensuing pages. For more detail on spend down patterns FY 2013-2015, please see below.

*Merit/Performance Raises	FY 2013	FY 2014	FY 2015	FY 2016	Diff \$ (+/-)	Diff % (+/-)
Appropriated	\$ 90,000	\$ 150,000	\$ 157,500	\$ 135,850	\$ (21,650)	-13.75%
Expended (to-date)	\$ 88,203	\$ 144,464	110,104			
Remaining (or closed out)	\$ 1,797	\$ 5,536	\$ 47,396	\$ 135,850		



Town of Natick

Home of Champions

Department: Employee Fringe

Line-Item Detail

Workers Compensation:

Line item contains the amount based on a premium assessed by our carrier MEGA as well as a portion for employees who are currently on long term disability due to an injury during the performance of their job. This line item is anticipating a substantial increase in FY2016. Based upon preliminary quotes, the workers compensation insurance will increase in FY2016 by 20.46%.

Unemployment Insurance:

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

Medicare (Payroll):

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

DOT Testing:

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

Insurance Group Health & Life:

Coverage for all town employees both currently employed and retirees of the town both school and municipal departments who work greater than 20 hours on a regular basis. Percentages paid by the town vary from plan to plan from a low of 50% to a high of 80.0% depending on the coverage selected by the employee. Charts are included in this section to provide greater understanding. Estimates for FY 2016 are based upon December 2014 enrollment counts accounting for voted 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. *Please see the following pages for more detail.*

LIUNA/Mass. Laborers' Pensions:

Laborers' International Union of North America National (Industrial) Pension Fund., a pension provided to the following units of the Town of Natick's workforce:

- Laborers Local 1116
- Clerical Workers
- Supervisors & Administrators (Public Works)
- School Custodial
- Librarian's of the Morse Library (Massachusetts Laborers Benefits).

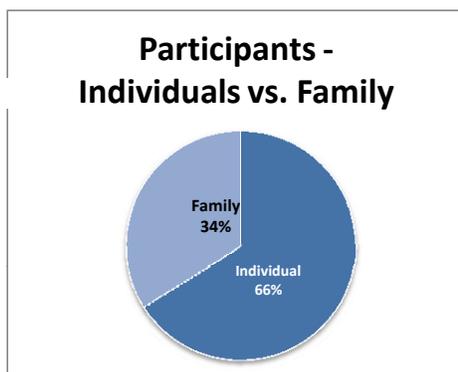
The contribution rate is set by the collective bargaining agreement or other agreement between the Employer and the Union. The rate must fall within the range of rates accepted by the Pension Fund. The rate may be cents, or dollars-and-cents, for each hour for which a covered employee is paid, or a fixed daily, weekly or monthly amount for each covered employee. The rate ranges. This provides these workers with an additional pension or annuity upon retirement. *Please see the following pages for more detail.*

Retirement Buyout:

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

Employee Health Benefits Summary

	FY 2013	FY 2014	FY 2015	FY 2016
Active				
- Traditional PPO	\$ -	\$ -	\$ -	\$ 14,876
- Traditional HMO's	\$ 16,551	\$ -	\$ -	
- Rate Saver HMO's	\$ 8,713,223	\$ 9,037,975	\$ 9,684,604	\$ 10,542,861
Safety Nets	\$ 373,000	\$ 310,000	\$ 210,000	\$ 100,000
Sentinel Benefits Administration Fee	\$ 41,094	\$ 42,822	\$ 42,768	\$ 42,876
Reserves: Individual Plan Adds (Mid-Year)	\$ 63,288	\$ 58,405	\$ 50,575	\$ 26,479
Reserves: Family Plan Adds (Mid-Year)	\$ 146,784	\$ 152,640	\$ 121,104	\$ 69,049
New Position Adds (FY16 School: 7 / Municipal 0)	\$ 213,016	\$ 217,879	\$ 134,566	\$ 123,480
Retiree				
- Retiree Health Plans	\$ 3,162,242	\$ 3,019,593	\$ 3,180,433	\$ 3,767,996
Life Insurance (\$4.25/mo. x Total Benefited Employees)	\$ 38,862	\$ 40,475	\$ 40,424	\$ 47,000
Flu Shots	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
Occupational Health Nurse	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Sentinel Benefits (\$65/MO)	\$ 780	\$ 780	\$ 780	\$ 780
Cook & Co - Consultants (\$1,500/QTR)	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Medicare Penalty Re: Section 18 (FY 2015 - \$2,760/mo. Vs. FY 2016 - \$2,815/MO)	\$ 30,120	\$ 30,120	\$ 30,120	\$ 33,780
All other Miscellaneous Items: (Wellness Programming, Luncheon Seminars, Health Fair, etc.)	\$ 15,000	\$ 20,000	\$ 20,000	\$ 27,000
Total Employee Health Benefits	\$ 12,847,459	\$ 12,964,188	\$ 13,548,874	\$ 14,829,677



Comparative Plan Usage	FY 2013	FY 2014	FY 2015	FY 2016
Actives				
Traditional				
- Single	0	0	0	0
- Family	0	0	0	1
Rate Savers				
- Single	315	324	335	336
- Family	446	469	457	458
Retirees				
Rate Savers/PPO				
- Single*	109	103	110	116
- Family	60	51	66	70
Retiree - Medicare Eligible	557	575	577	574
Total	1487	1522	1545	1555

Town - Active Employees - Rate Saver HMO's (Amended 3-23-15)

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)	843.15	90.00%	758.84	2,260.54	80.00%	1,808.43	
Participants			0			3	
Monthly Rates (Regular Members)	843.15	80.00%	674.52	2,260.54	76.67%	1,733.16	
Participants			0			0	
Monthly Rates (Regular Members)	843.15	75.00%	632.36	2,260.54	75.00%	1,695.41	
Participants			12			18	
Annual Total			\$91,060			\$431,311	\$ 522,371
Fallon Group Direct Care							
Monthly Rates (Regular Members)	570.00	90.00%	513.00	1,531.20	80.00%	1,224.96	
Participants			0			0	
Monthly Rates (Regular Members)	570.00	80.00%	456.00	1,531.20	76.67%	1,173.97	
Participants			0			0	
Monthly Rates (Regular Members)	570.00	75.00%	427.50	1,531.20	75.00%	1,148.40	
Participants			0			0	
Annual Total			\$0			\$0	\$ -
Fallon Group Select Care							
Monthly Rates (Regular Members)	610.67	90.00%	549.60	1,646.62	80.00%	1,317.30	
Participants			0			0	
Monthly Rates (Regular Members)	610.67	80.00%	488.54	1,646.62	76.67%	1,262.46	
Participants			0			0	
Monthly Rates (Regular Members)	610.67	75.00%	458.00	1,646.62	75.00%	1,234.97	
Participants			7			7	
Annual Total			\$38,472			\$103,737	\$ 142,209
Harvard/Pilgrim							
Monthly Rates (Regular Members)	735.53	90.00%	661.98	1,918.02	80.00%	1,534.42	
Participants			0			18	
Monthly Rates (Regular Members)	735.53	80.00%	588.42	1,918.02	76.67%	1,470.55	
Participants			5			0	
Monthly Rates (Regular Members)	735.53	75.00%	551.65	1,918.02	75.00%	1,438.52	
Participants			54			86	
Annual Total			\$392,773			\$1,815,981	\$ 2,208,754
Tufts Rate Saver							
Monthly Rates (Regular Members)	797.21	90.00%	717.49	2,087.69	80.00%	1,670.15	
Participants			0			10	
Monthly Rates (Regular Members)	797.21	80.00%	637.77	2,087.69	76.67%	1,600.63	
Participants			4			0	
Monthly Rates (Regular Members)	797.21	75.00%	597.91	2,087.69	75.00%	1,565.77	
Participants			32			53	
Annual Total			\$260,209			\$1,196,246	\$ 1,456,456
Premium Cost Summary							
			Enrollments	Single	114	Family	195
Active Health Plans							\$ 4,329,791
Safety Nets							\$ 50,000
Sentinel FSA Costs							\$ 16,686
Individual Plan Reserve			(Total Count) 2				\$ 13,240
Family Plan Reserve			(Total Count) 2				\$ 34,524
Additional Plans (Town Position Adds)			(Total 1.5)				\$ 25,394
Total Appropriation Needed							\$ 4,469,634

Enrollments as of 12/2014

School Department - Active Employees - Rate Saver HMO's (Amended 3-23-15)

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)	843.15	75.00%	632.36	2,260.54	75.00%	1,695.41	
Participants			27			40	
Annual Total			\$204,885			\$813,794	\$ 1,018,680
Fallon Group Direct Care							
Monthly Rates (Regular Members)	570.00	75.00%	427.50	1,531.20	75.00%	1,148.40	
Participants			3			1	
Annual Total			\$15,390			\$13,781	\$ 29,171
Fallon Group Select Care							
Monthly Rates (Regular Members)	610.67	75.00%	458.00	1,646.62	75.00%	1,234.97	
Participants			22	27.00		27	
Annual Total			\$120,913			\$400,129	\$ 521,041
Harvard/Pilgrim							
Monthly Rates (Regular Members)	735.53	75.00%	551.65	1,918.02	75.00%	1,438.52	
Participants			104			119	
Annual Total			\$688,456			\$2,054,199	\$ 2,742,656
Tufts Rate Saver							
Monthly Rates (Regular Members)	797.21	75.00%	597.91	2,087.69	75.00%	1,565.77	
Participants			66			76	
Annual Total			\$473,543			\$1,427,980	\$ 1,901,523

Premium Cost Summary	Enrollments	Single	222	Family	263	
Active Health Plans						\$ 6,213,070
Safety Nets						\$ 50,000
Sentinel FSA Costs						\$ 26,190
Individual Plan Reserve		(Total Count)	2			\$ 13,240
Family Plan Reserve		(Total Count)	2			\$ 34,524
Additional Plans (School Position Adds)		(Total)	7			\$ 98,086
Total Appropriation Needed						\$ 6,435,110

Enrollments as of 12/2014

Retiree Health Care

Retirees - Non Medicare Eligible

Active Employees Plans: HEALTH PLANS:	Individual			Family			Total Cost
	Total	Town Share		Total	Town Share		
	\$	%	\$	\$	%	\$	\$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	843.15	75.00%	632.36	2,260.54	75.00%	1,695.41	
			2			3	
Annual Total			\$15,177			\$61,035	\$ 76,211
Fallon Group Select Care							
Monthly Rates (Regular Members)	610.67	75.00%	458.00	1,646.62	75.00%	1,234.97	
Participants			1			0	
Annual Total			\$5,496			\$0	\$ 5,496
Harvard/Pilgrim							
Monthly Rates (Regular Members)	735.53	75.00%	551.65	1,918.02	75.00%	1,438.52	
Participants			18			27	
Annual Total			\$119,156			\$466,079	\$ 585,235
Tufts Navigator							
Monthly Rates (Regular Members)	797.21	75.00%	597.91	2,087.69	75.00%	1,565.77	
Participants			19			10	
Annual Total			\$136,323			\$187,892	\$ 324,215
Harvard/Pilgrim PPO							
Rates (Regular Members)	2,155.17	50.00%	1,077.59	4,785.84	50.00%	2,392.92	
Participants			1			0	
Annual Total			\$12,931			\$0	\$ 12,931

Premium Cost Summary	Enrollments		
	Single	Family	
Active Health Plans	41	40	\$ 1,004,088
Total Appropriation Needed			\$ 1,004,088

Retirees - Medicare Eligible

Senior Plans: HEALTH PLANS:	Individual			HEALTH PLANS:	Individual		
	Total	Town Share			Total	Town Share	
	\$	%	\$	\$	%	\$	
HPHC Medicare Enhancement				BCBS Medex Enhanced			
Monthly Rates (Jul-Dec)	328.33	65.98%	216.63	Monthly Rates (Jul-Dec)	340.00	65.43%	222.46
Monthly Rates (Jan-Jun)	361.16	65.98%	238.30	Monthly Rates (Jan-Jun)	374.00	65.43%	244.71
Participants			60	Participants			71
Total			\$163,774	Total			\$199,015
Fallon Senior Plan				Tufts Medicare Plus			
Monthly Rates (Jul-Dec)	299.00	67.55%	201.97	Monthly Rates (Jul-Dec)	330.00	65.90%	217.47
Monthly Rates (Jan-Jun)	328.90	67.55%	222.17	Monthly Rates (Jan-Jun)	363.00	65.90%	239.22
Participants			2	Participants			46
Total			\$5,090	Total			\$126,046
Tufts Medicare Preferred HMO				BCBS Managed Blue for Seniors			
Monthly Rates (Jul-Dec)	262.00	70.02%	183.45	Monthly Rates (Jul-Dec)	295.63	67.74%	200.26
Monthly Rates (Jan-Jun)	288.20	70.02%	201.80	Monthly Rates (Jan-Jun)	325.19	67.74%	220.29
Participants			35	Participants			0
			\$80,903	Total			\$0
Medicare Eligible Retirees							
				Enrollments			
				Single	Family		
				214	0		
Total Medicare Eligible Employees (Senior Plans)							\$574,826

Total Retiree Health Care	\$1,578,914
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School Department - Retiree Health Care

Retirees - Non Medicare Eligible

Active Employees Plans: HEALTH PLANS:	Individual			Family			Total Cost
	Total	Town Share		Total	Town Share		
	\$	%	\$	\$	%	\$	\$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	843.15	90.00%	758.84	2,260.54	80.00%	1,808.43	
			5			5	
Annual Total			\$45,530			\$108,506	\$ 154,036
Fallon Group Select Care							
Monthly Rates (Regular Members)	610.67	90.00%	549.60	1,646.62	80.00%	1,317.30	
Participants			0			2	
Annual Total			\$0			\$31,615	\$ 31,615
Harvard/Pilgrim							
Monthly Rates (Regular Members)	735.53	90.00%	661.98	1,918.02	80.00%	1,534.42	
Participants			43			17	
Annual Total			\$341,580			\$313,021	\$ 654,601
Tufts Navigator							
Monthly Rates (Regular Members)	797.21	90.00%	717.49	2,087.69	80.00%	1,670.15	
Participants			23			6	
Annual Total			\$198,027			\$120,251	\$ 318,278
Harvard/Pilgrim PPO							
Rates (Regular Members)	2,155.17	50.00%	1,077.59	4,785.84	50.00%	2,392.92	
Participants			4			0	
Annual Total			\$51,724			\$0	\$ 51,724
Tufts POS							
Monthly Rates (Regular Members)	1,890.00	50.00%	945.00	4,197.00	50.00%	2,098.50	
Participants			0			0	
Annual Total			\$0			\$0	\$ -

Premium Cost Summary	Enrollments		
	Single	Family	
Active Health Plans	75	30	\$ 1,210,254
Total Appropriation Needed			\$ 1,210,254

Retirees - Medicare Eligible

Senior Plans: HEALTH PLANS:	Individual			Individual		
	Total	Town Share		Total	Town Share	
	\$	%	\$	\$	%	\$
HPHC Medicare Enhancement						
Monthly Rates (Jul-Dec)	328.33	65.98%	216.63	BCBS Medex Enhanced		
Monthly Rates (Jan-Jun)	361.16	65.98%	238.30	Monthly Rates (Jul-Dec)	340.00	66.83%
Participants			141	Monthly Rates (Jan-Jun)	374.00	66.83%
Total			\$384,869	Participants		106
				Total		\$303,478
Fallon Senior Plan						
Monthly Rates (Jul-Dec)	299.00	68.87%	205.92	Tufts Medicare Preferred		
Monthly Rates (Jan-Jun)	328.90	68.87%	226.51	Monthly Rates (Jul-Dec)	330.00	66.39%
Participants			1	Monthly Rates (Jan-Jun)	363.00	66.39%
Total			\$2,595	Participants		55
				Total		\$151,827
Tufts Medicare Preferred						
Monthly Rates (Jul-Dec)	262.00	70.81%	185.52	BCBS Managed Blue for Seniors		
Monthly Rates (Jan-Jun)	288.20	70.81%	204.07	Monthly Rates (Jul-Dec)	295.63	69.63%
Participants			46	Monthly Rates (Jan-Jun)	325.19	69.63%
Total			\$107,529	Participants		11
				Total		\$28,530

Medicare Eligible Retirees	Enrollments		
	Single	Family	
	360	0	
Total Medicare Eligible Employees (Senior Plans)			\$978,827

Total Retiree Health Care	\$2,189,081
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*Rates Change on 1/1



Town of Natick

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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 2015 is detailed below.

Fiscal Year 2015 Unemployment			
Original Appropriation			\$ 150,000
<i>Amount Spent through October 2014</i>			<i>\$ 100,428</i>
Balance			\$ 49,572
School Department expenses through October 2014	\$	70,001	
Town expenses through October 2014	\$	30,427	
Average Monthly Expenses			\$ 25,107
Amount Needed through end of year based upon case load			\$ 100,000
Estimated Balance @ end of year			\$ (50,428)

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

Estimate for FY 2016

At this time, we are proposing that \$150,000 be budgeted for unemployment benefits for FY 2016. Based upon claims analysis for FY15 through the end of October 2014 and projected claims for the next fiscal year this expense account will not exceed the FY15 appropriated amount of \$150,000.

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

	FY13 Actual	FY14 Actual	FY15 Appropriated	FY16 Preliminary
CLAIMS	\$ 580	\$ 17,802	\$ 20,000	\$ 20,000
PREMIUMS & ADMIN	\$ 178,968	\$ 153,490	\$ 185,000	\$ 185,000
TOTAL	\$ 179,548	\$ 171,292	\$ 205,000	\$ 205,000

Worker's Compensation

	FY13 Actual	FY14 Actual	FY15 Appropriated	FY16 Preliminary
CLAIMS ADMIN	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,200
PREMIUMS	\$ 372,883	\$ 366,565	\$ 431,000	\$ 515,000
CLAIMS	\$ 50,952	\$ 41,074	\$ 70,000	\$ 89,100
TOTAL	\$ 427,835	\$ 411,639	\$ 505,000	\$ 608,300



Town of Natick

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Medicare Analysis/LIUNA Details

FY 2013 Actuals

Appropriated Budget \$ 750,000

Month	Medicare	Monthly	Cumulative
July	\$ 30,862	4.06%	4.06%
August	\$ 33,472	4.41%	8.47%
September	\$ 64,378	8.48%	16.95%
October	\$ 86,177	11.35%	28.29%
November	\$ 69,496	9.15%	37.44%
December	\$ 81,225	10.69%	48.14%
January	\$ 66,932	8.81%	56.95%
February	\$ 69,376	9.13%	66.09%
March	\$ 67,631	8.90%	74.99%
April	\$ 87,690	11.55%	86.54%
May	\$ 70,054	9.22%	95.76%
June	\$ 153,773	20.25%	116.01%
Total	\$ 881,066	116.01%	

Budget Balance @ year-end \$ (131,066)

FY2014 Actuals

Appropriated Budget \$ 850,000

Month	Medicare	Monthly	Cumulative
July	30,371	3.57%	3.57%
August	36,488	4.29%	7.87%
September	68,750	8.09%	15.95%
October	94,967	11.17%	27.13%
November	72,175	8.49%	35.62%
December	88,895	10.46%	46.08%
January	71,617	8.43%	54.50%
February	72,849	8.57%	63.07%
March	73,080	8.60%	71.67%
April	93,891	11.05%	82.72%
May	71,797	8.45%	91.16%
June	147,318	17.33%	108.49%
Total	\$ 922,198	108.49%	

Budget Balance @ year-end \$ (72,198)



Town of Natick

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Medicare Analysis/LIUNA Details

FY 2015 Y-T-D & Forecast

(1) Appropriated Budget	\$ 925,500
<i>Through December 9, 2014</i>	\$ 357,091
(2) Forecast	\$ 968,308
(1-2) Surplus / (Deficit) @ year-end (estimated)	\$ (42,808)
<hr/>	
Budget Request for FY 2016	\$ 1,025,911

LIUNA/MASS Laborers' Benefits Fund Contribution for Fiscal Year 2016 Budget

	<u>General Fund</u>			
	<u>#Employees</u>	<u>Total Hrs</u>	<u>Rate</u>	<u>Amount</u>
Laborers **	43	89,440	\$ 0.91	\$ 81,390
Clerical **	22	42,900	\$ 0.79	\$ 33,891
Supervisors/Adm **	7	14,560	\$ 0.91	\$ 13,250
Facilities **	43	89,440	\$ 0.91	\$ 81,390
Morse Library *	21	40,950	\$ 0.41	\$ 16,790
Total				\$226,711

<u>Water & Sewer Enterprise</u>				
	<u>#Employees</u>	<u>Total Hrs</u>	<u>Rate</u>	<u>Amount</u>
Laborers **	20	41,600	\$ 0.91	\$ 37,856
Clerical **	3	5,850	\$ 0.79	\$ 4,622
Supervisors/Adm **	4	8,320	\$ 0.91	\$ 7,571
Total				\$ 50,049

* Massachusetts Laborers' Benefit Fund			
** LIUNA Pension Fund			

Merit/Performance Set-Aside

Performance Adjustment	\$ 90,850
Market Adjustment	\$ 20,000
One-time Merit Payments	\$ 25,000
Total Merit/Performance	\$ 135,850



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

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Department: Property & Liability Insurance

Appropriation Summary

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Operating Expenses						
Purchase of Services	489,955	495,234	615,300	644,300	29,000	4.71%
Total Operating Expenses	489,955	495,234	615,300	644,300	29,000	4.71%
Total Property & Liability Insurance	489,955	495,234	615,300	644,300	29,000	4.71%

Budget Overview:

I. Main Purpose of the Department

To provide property insurance on approximately \$303 million dollars of buildings and contents. Provide \$3 million in general liability coverage plus an additional \$5 million in an excess liability policy. Provide commercial fleet auto insurance including collision, comprehensive, and liability coverage. The Town is insured for boiler & machinery for \$100 million. There are also separate specialty liability policies for public officials liability, school board legal liability, social workers, and law enforcement coverage.

II. Recent Developments

The Town has initiated new loss prevention and safety program that will help to mitigate accidents and injuries.

III. Current Challenges

Forecasting the cost of insurance is difficult under current conditions.

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

The Town's insurance rating is increasing as a result of accidents. This will be a challenge that we will monitor closely over the next fiscal year.

V. On the Horizon

New buildings or portable classrooms will need to be included in our future insurance forecasts.

Budget Detail:

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Package Policy Property/Liability	334,813	345,240	404,250	424,500	20,250	5.01%
Motor Vehicle	152,939	144,871	165,375	173,650	8,275	5.00%
Boiler {Steam Vessels}	-	-	19,425	19,900	475	2.45%
Insurance Deductibles	2,203	5,123	26,250	26,250	-	0.00%
Purchased Services	489,955	495,234	615,300	644,300	29,000	4.71%
Total Property & Liability Ins.	489,955	495,234	615,300	644,300	29,000	4.71%



Town of Natick

Home of Champions

Department: Contributory Retirement

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Operating Expenses						
Funding Schedule - Completion 203	\$ 6,082,991	\$ 6,567,165	\$ 7,079,771	\$ 7,646,153	\$ 566,382	8.0%
Total Operating Expenses	\$ 6,082,991	\$ 6,567,165	\$ 7,079,771	\$ 7,646,153	\$ 566,382	8.0%
Total Contributory Retirement	\$ 6,082,991	\$ 6,567,165	\$ 7,079,771	\$ 7,646,153	\$ 566,382	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 2013, there were 1056 participants in the Natick Retirement System - 591 active, 90 inactive and 375 retired participants and beneficiaries. Eligibility in the system is determined upon your employment status with the Town. If an employee is employed on a permanent basis and works 20 or more hours a week, then that employee is eligible. Enrollment is mandatory for all employees who qualify.

Employees who became members prior to April 1, 2012 are eligible to apply for a pension benefit when they have completed either ten years of creditable service and have reached the age of 55, or have 20 years of creditable service regardless of your age. Employees who became members on or after April 1, 2012 are eligible to apply for a benefit when they have reached age 60 with ten or more years of creditable service or have 20 years of service at any age. Recipients receive a defined benefit plan. The pension allowance is calculated using an employee's years of creditable service, their age at retirement and their highest average salary for either 36 or 60 consecutive months, depending upon their date of hire. Employees are required by M.G.L. Ch. 32 to contribute a set percentage of their salary and an additional 2% on any salary over \$30,000 by regular payroll deductions. The rate of contribution is determined by the date on which an employee first became eligible for membership in a Massachusetts Contributory Retirement System and maintained their funds on deposit.

Before January 1, 1975 - 5%

January 1, 1975 - December 31, 1983 - 7%

January 1, 1984 - June 30, 1996 - 8%

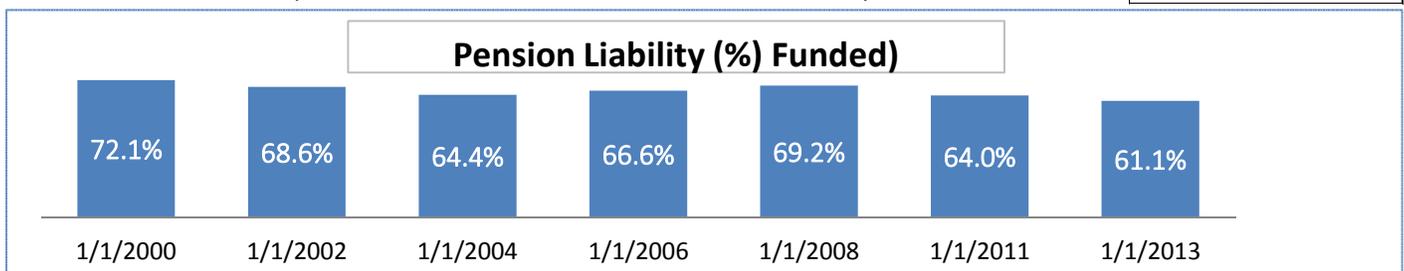
July 1, 1996 - or after - 9%

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

The chart below shows the percent funded amounts for the Natick Retirement System since 2000.

Indicator 8





Department: Contributory Retirement

Budget Overview: (continued)

II. Recent Developments

The latest actuarial report, conducted by The Segal Group effective January 1, 2013, found that the Natick Retirement System was funded at a ratio of 61.13%, with actuarial value of assets totaling \$103,200,251 while the actuarial accrued liability totaled \$168,828,777. This is a decrease from the last actuarial, dated January 1, 2011 where the system was 64.03% 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, 2015 and should likely be available sometime later in 2015.

III. Current Challenges

The funding schedule for FY2016 has been approved by the Public Employee Retirement Administration Commission (PERAC). The *Actuarial Valuation and Review as of January 1, 2013* of the Town of Natick Contributory Retirement System shows, the unfunded liability has increased from \$53.2 Million as of January 1, 2011 to \$65.6 Million as of January 1, 2013. The increase is "primarily due to the investment loss on an actuarial basis, demographic losses due to salaries increasing more than expected and changes to the actuarial assumptions." ⁽¹⁾

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:

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Funding Schedule - Completion 2030	\$ 6,082,991	\$ 6,567,165	\$ 7,079,771	\$ 7,646,153	\$ 566,382	8.0%
Personnel Services	\$ 6,082,991	\$ 6,567,165	\$ 7,079,771	\$ 7,646,153	\$ 566,382	8.0%
Total Contributory Retirement	\$ 6,082,991	\$ 6,567,165	\$ 7,079,771	\$ 7,646,153	\$ 566,382	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 ESTIMATED Assessment for FY 2016	\$ 8,049,682
less Natick Housing Authority Assessment	\$ (117,609)
less Golf Course Assessment	\$ (5,201)
less Water/Sewer Assessment	\$ (280,719)
Net Retirement Assessment (General Fund)	\$ 7,646,153

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 Golf Course and Water/Sewer Enterprise Funds and the Natick Housing Authority.

(1) The *Actuarial Valuation and Review as of January 1, 2013* of the Town of Natick Contributory Retirement System - Page iv.



Town of Natick

Home of Champions

Department: Non - Contributory Retirement

Appropriation Summary

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Other Personnel Services						
Pensions - Non-Contributory	70,535	41,836	41,496	42,368	872	2.1%
Total Other Personnel Services	70,535	41,836	41,496	42,368	872	2.1%

Total Non-Contributory Retirement	70,535	41,836	41,496	42,368	872	2.1%
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Budget Overview:

Nearly all employees who have worked for the Town of Natick are part of the Natick Retirement System and have been required to contribute part of their earnings towards the pension system. However a few past employees and their beneficiaries were not required to contribute, specifically those who were employed by the Town prior to January 1, 1939. This budget provides for the pensions for those employees/beneficiaries.

Budget Detail:

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Pensions Police	9,237	4,618	5,047	5,198	151	3.0%
Pensions Fire	27,073	16,388	16,093	16,453	360	2.2%
Pensions School	34,224	20,830	20,357	20,717	360	1.8%
Other Personnel Services	70,535	41,836	41,496	42,368	872	2.1%
Total Non-Contributory Retirement	70,535	41,836	41,496	42,368	872	2.1%

Line-Item Detail:

Other Personnel Services:

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

Pensions - Schools: Pays for 1 pension of a retired school employee.

Pensions - Police: Shares the pension of one retiree with the Commonwealth of Massachusetts.



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

Home of Champions

Department: Debt Service

Appropriation Summary

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Operating Expenses						
Leased Equipment	\$ -	\$ 66,880	\$ 82,000	\$ 150,371	\$ 68,371	83.38%
Principal	\$ 7,502,879	\$ 8,125,967	\$ 8,491,268	\$ 7,860,855	\$ (630,413)	-7.42%
Interest	\$ 2,548,421	\$ 2,753,076	\$ 2,743,691	\$ 2,706,374	\$ (37,317)	-1.36%
Total Expense	\$ 10,051,300	\$10,945,923	\$11,316,959	\$ 10,717,600	\$ (599,359)	-5.30%
Total Debt Service	\$ 10,051,300	\$10,945,923	\$ 11,316,959	\$ 10,717,600	\$ (599,359)	-5.30%

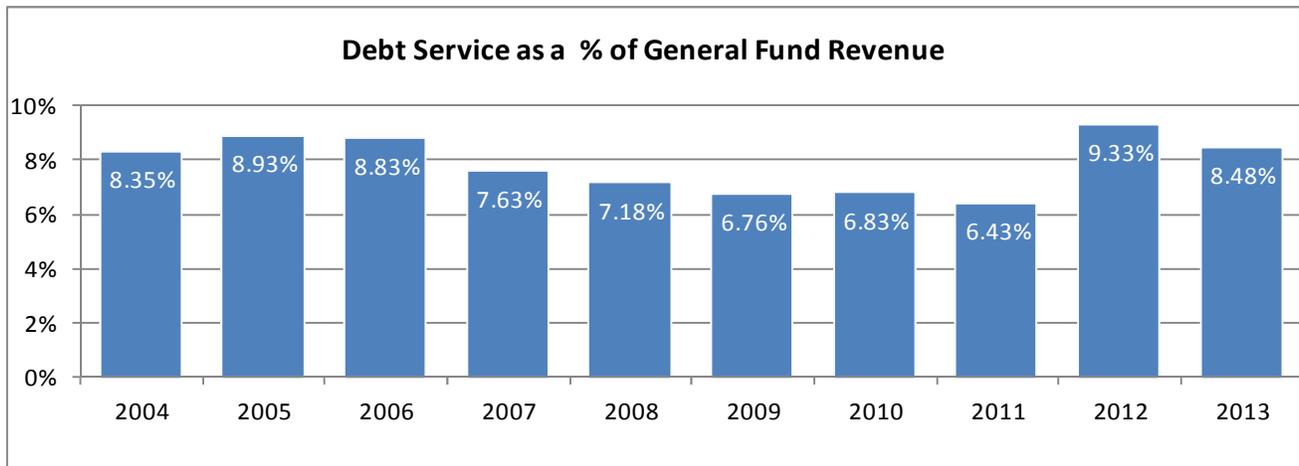
Budget Overview:

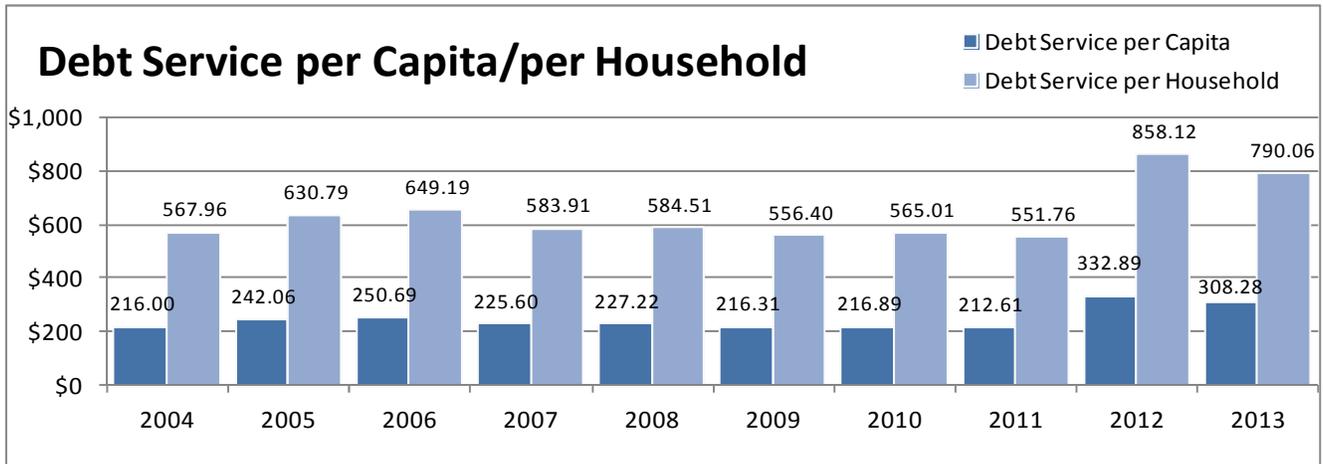
The Town assumes debt to finance many capital projects. Natick's debt is funded through bond issues. State statutes permit maximum terms of bond issues to vary from 5 to 20 years, depending on the purpose of the issue. The Town can only issue new debt with the approval of two-thirds of Town Meeting.

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.



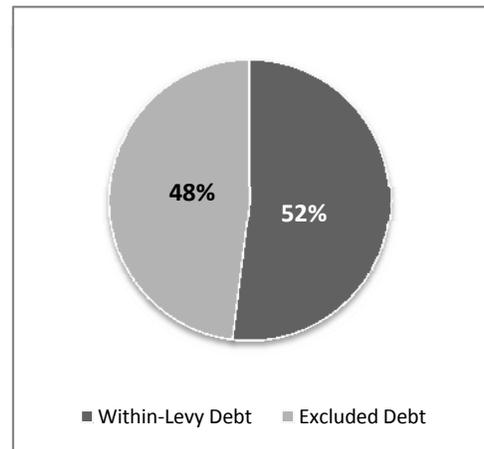


Positively for Natick, the community fares well on this indicator. Not only has debt service per capita remained well within recommended levels at between 8%-10.5% - debt service of 20% of operating revenues is considered a problem and 10% is considered acceptable - but decreased from FY 2006 until last 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

	FY 2016		
	Principal	Interest	Total
Within-Levy Debt	\$ 4,535,855	\$ 950,799	\$ 5,486,654
Excluded Debt	\$ 3,325,000	\$ 1,755,575	\$ 5,080,575
Total	\$ 7,860,855	\$ 2,706,374	\$ 10,567,229



Debt Limit

As per M.G.L. Ch. 44, Current Equalized Value	\$ 6,589,327,610
Sec. 10, the Town of Current Debt Limit	\$ 329,466,381
Natick can authorize Current Authorized Debt	\$ 101,595,710

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

Year of Issue	Project	Amount Issued	Fiscal Year 2015		Fiscal Year 2016		Fiscal Year 2017		Fiscal Year 2018		Fiscal Year 2019		Fiscal Year 2020		Issue		Total Outstanding		
			Principal	Actual	Principal	Principal	Principal	Principal	Principal	Principal	Principal	Principal	Principal	Balance	Principal	Balance	Principal	Principal	
1996	Morse Institute Library	\$ 2,814,028	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130,000	\$ 130,000	
2001	Septic Title V (MWPAT) T5-97-1026	\$ 145,813	\$ 7,735	\$ 7,597	\$ 7,597	\$ 7,597	\$ 7,597	\$ 7,597	\$ 7,597	\$ 7,597	\$ 7,597	\$ 7,597	\$ 7,597	\$ 7,597	\$ -	\$ -	\$ 45,720	\$ 45,720	
2004	Septic Title V (MWPAT) T5-97-1026-1	\$ 92,122	\$ 5,102	\$ 5,102	\$ 5,102	\$ 5,102	\$ 5,102	\$ 5,102	\$ 5,102	\$ 5,102	\$ 5,102	\$ 5,102	\$ 5,102	\$ 5,102	\$ -	\$ -	\$ 46,156	\$ 46,156	
2008	Landfill Capping *Refunded	\$ 90,370	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
2008	Oil Tank Removal / Remediation *Refunded	\$ 306,254	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
2008	Morse Institute Library *Refunded	\$ 1,511,188	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
2008	Municipal Complex (Town Hall / Safety) *Re	\$ 341,398	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
2009	Glen Street Drainage	\$ 1,065,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ -	\$ -	\$ 395,000	\$ 395,000	
2009	Municipal Bldg Improvements	\$ 158,000	\$ 15,917	\$ 15,917	\$ 15,917	\$ 15,917	\$ 15,917	\$ 15,917	\$ 15,917	\$ 15,917	\$ 15,917	\$ 15,917	\$ 15,917	\$ 15,917	\$ -	\$ -	\$ 61,994	\$ 61,994	
2009	Capital Equipment - Fire Pumper	\$ 400,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ 130,000	\$ 130,000	
2009	Capital Equipment - Catch Basin Cleaner	\$ 190,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 70,000	\$ 70,000	
2009	Septic (MWPAT)	\$ 150,000	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 67,500	\$ 67,500	\$ 112,500	\$ 112,500	
2010	Trash Packer	\$ 150,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ 50,000	\$ 50,000	
2010	Municipal Complex HVAC	\$ 410,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ 240,000	\$ 240,000	
2010	Sidewalk Tractor	\$ 117,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ 55,000	\$ 55,000	
2011	Community Senior Center	\$ 8,850,000	\$ 445,000	\$ 445,000	\$ 445,000	\$ 445,000	\$ 445,000	\$ 445,000	\$ 445,000	\$ 445,000	\$ 445,000	\$ 445,000	\$ 445,000	\$ 445,000	\$ 4,845,000	\$ 4,845,000	\$ 7,515,000	\$ 7,515,000	
2011	Roads - Oak St	\$ 2,000,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 785,000	\$ 785,000	\$ 1,595,000	\$ 1,595,000	
2011	Roads - Pave Rt27	\$ 120,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ 45,000	\$ 45,000	
2011	Storage Bldg - Oak St Gravel Pit	\$ 100,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 70,000	\$ 70,000	
2011	Ambulance	\$ 130,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ 50,000	\$ 50,000	
2011	Fire - Radio Equipment	\$ 150,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ 60,000	\$ 60,000	
2011	Fire - Engine Replacement	\$ 400,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ 280,000	\$ 280,000
2011	Dept Equip - Fire C2 / DPW H52	\$ 100,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 40,000	\$ 40,000	
2011	Bldg Remodel - Police Dispatch	\$ 150,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 105,000	\$ 105,000	
2011	Replace DPW Dump Truck H-44	\$ 180,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 15,000	\$ 15,000	\$ 120,000	\$ 120,000	
2011	Replace DPW Dump Truck H-53	\$ 180,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 15,000	\$ 15,000	\$ 120,000	\$ 120,000	
2012	Community Senior Center	\$ 1,150,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 400,000	\$ 400,000	\$ 970,000	\$ 970,000	
2012	Voting Machines	\$ 58,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 30,000	\$ 30,000	
2012	DPW Equip - Dump Truck H-45	\$ 190,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ 130,000	\$ 130,000	
2012	DPW Equip - Sidewalk Plow	\$ 142,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 100,000	\$ 100,000	
2012	DPW Equip - Backhoe H-59	\$ 125,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 85,000	\$ 85,000	
2012	DPW Equip - Heavy Duty Truck - H-40	\$ 60,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 40,000	\$ 40,000	
2012	DPW Equip - Dump Truck LF-6	\$ 130,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 90,000	\$ 90,000	
2012	DPW Equip - Tractors - LF-14 & LF-15	\$ 70,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 50,000	\$ 50,000	
2012	Senior Center Generator	\$ 120,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 80,000	\$ 80,000	
2012	Recreation Bus #2	\$ 70,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 50,000	\$ 50,000	
2012	DPW Garage Roof	\$ 99,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ 65,000	\$ 65,000	
2012	DPW Security Upgrades	\$ 66,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 45,000	\$ 45,000	
2012	Eliot & South Street Repairs	\$ 105,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 60,000	\$ 60,000	
2012	Cole Center Repairs	\$ 155,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ 105,000	\$ 105,000	
2012	Cole Center Fields	\$ 80,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ 45,000	\$ 45,000	
2012	DPW - 75 West Street Expansion	\$ 791,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 150,000	\$ 150,000	\$ 630,000	\$ 630,000	
2012	Landfill Capping *Refunded	\$ 2,500,000	\$ 142,000	\$ 142,000	\$ 142,000	\$ 142,000	\$ 142,000	\$ 142,000	\$ 142,000	\$ 142,000	\$ 142,000	\$ 142,000	\$ 142,000	\$ 142,000	\$ -	\$ -	\$ 540,000	\$ 540,000	
2012	Morse Institute Library *Refunded	\$ 2,250,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ 354,000	\$ 354,000	
2012	Municipal Complex (Town Hall / Safety) *Re	\$ 9,000,000	\$ 481,000	\$ 481,000	\$ 481,000	\$ 481,000	\$ 481,000	\$ 481,000	\$ 481,000	\$ 481,000	\$ 481,000	\$ 481,000	\$ 481,000	\$ 481,000	\$ -	\$ -	\$ 1,415,000	\$ 1,415,000	
2012	Municipal Complex (Town Hall / Safety) *Re	\$ 9,020,000	\$ 480,000	\$ 480,000	\$ 480,000	\$ 480,000	\$ 480,000	\$ 480,000	\$ 480,000	\$ 480,000	\$ 480,000	\$ 480,000	\$ 480,000	\$ 480,000	\$ -	\$ -	\$ 1,854,000	\$ 1,854,000	



Department: General Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2015		Fiscal Year 2016		Fiscal Year 2017		Fiscal Year 2018		Fiscal Year 2019		Fiscal Year 2020		Total Outstanding	
			Principal	- Actual	Principal		Balance	Principal								
2012	Landfill Capping (Net of Surplus to G.C.) *Re	\$ 2,456,916	\$ 107,210	\$	\$ 106,500	\$	\$ 104,370	\$	\$ 103,660	\$	\$ 90,170	\$	\$ 89,460	\$	\$ 601,370	
2013	Police - Building Security	\$ 85,000	\$ 20,000	\$	\$ 15,000	\$	\$ 15,000	\$	\$ 15,000	\$	\$	\$	\$	\$	\$ 65,000	
2013	DPW - Redesign Cottage Street	\$ 250,000	\$ 25,000	\$	\$ 25,000	\$	\$ 25,000	\$	\$ 25,000	\$	\$ 25,000	\$	\$ 25,000	\$	\$ 225,000	
2013	DPW - Redesign Pine Street	\$ 250,000	\$ 25,000	\$	\$ 25,000	\$	\$ 25,000	\$	\$ 25,000	\$	\$ 25,000	\$	\$ 25,000	\$	\$ 225,000	
2013	DPW Equip. - SnowMelter	\$ 232,000	\$ 45,000	\$	\$ 45,000	\$	\$ 45,000	\$	\$ 45,000	\$	\$	\$	\$	\$	\$ 180,000	
2013	DPW Equip. - Replace H-55	\$ 170,000	\$ 35,000	\$	\$ 35,000	\$	\$ 35,000	\$	\$ 30,000	\$	\$	\$	\$	\$	\$ 135,000	
2013	DPW Equip. - Replace H-42	\$ 110,000	\$ 25,000	\$	\$ 20,000	\$	\$ 20,000	\$	\$ 20,000	\$	\$	\$	\$	\$	\$ 85,000	
2013	DPW Equip. - Recycling Packers	\$ 900,000	\$ 130,000	\$	\$ 130,000	\$	\$ 130,000	\$	\$ 130,000	\$	\$ 125,000	\$	\$ 125,000	\$	\$ 770,000	
2013	DPW Equip - Log Loader	\$ 62,000	\$ 15,000	\$	\$ 10,000	\$	\$ 10,000	\$	\$ 10,000	\$	\$	\$	\$	\$	\$ 45,000	
2013	DPW Equip - LF-3	\$ 62,000	\$ 15,000	\$	\$ 10,000	\$	\$ 10,000	\$	\$ 10,000	\$	\$	\$	\$	\$	\$ 45,000	
2013	Community Senior Center	\$ 250,000	\$ 25,000	\$	\$ 25,000	\$	\$ 25,000	\$	\$ 25,000	\$	\$ 25,000	\$	\$ 25,000	\$	\$ 225,000	
2014	DPW Equip. - Replace Dump Truck H-48	\$ 190,000	\$ 30,000	\$	\$ 30,000	\$	\$ 30,000	\$	\$ 25,000	\$	\$ 25,000	\$	\$ 25,000	\$	\$ 190,000	
2014	DPW Equip. - Replace Hooklift H-51	\$ 230,000	\$ 35,000	\$	\$ 35,000	\$	\$ 35,000	\$	\$ 35,000	\$	\$ 30,000	\$	\$ 30,000	\$	\$ 230,000	
2014	DPW Equip. - Recycling Toters	\$ 428,000	\$ 88,000	\$	\$ 85,000	\$	\$ 85,000	\$	\$ 85,000	\$	\$ 85,000	\$	\$	\$	\$ 428,000	
2014	Police - Replace Rooftop HVAC	\$ 125,000	\$ 15,000	\$	\$ 15,000	\$	\$ 15,000	\$	\$ 15,000	\$	\$ 15,000	\$	\$ 10,000	\$	\$ 125,000	
2014	JJ Lane Park	\$ 110,000	\$ 15,000	\$	\$ 15,000	\$	\$ 10,000	\$	\$ 10,000	\$	\$ 10,000	\$	\$ 10,000	\$	\$ 110,000	
2014	Field Fence Work	\$ 140,750	\$ 15,750	\$	\$ 15,000	\$	\$ 15,000	\$	\$ 15,000	\$	\$ 15,000	\$	\$ 15,000	\$	\$ 140,750	
2014	Retaining Wall - Pond & Cemetery	\$ 455,000	\$ 35,000	\$	\$ 30,000	\$	\$ 30,000	\$	\$ 30,000	\$	\$ 30,000	\$	\$ 30,000	\$	\$ 455,000	
2014	Roads (Collector/Arterial)	\$ 300,000	\$ 20,000	\$	\$ 20,000	\$	\$ 20,000	\$	\$ 20,000	\$	\$ 20,000	\$	\$ 20,000	\$	\$ 300,000	
2014	Police - Dispatch Center	\$ 230,000	\$ 20,000	\$	\$ 20,000	\$	\$ 15,000	\$	\$ 15,000	\$	\$ 15,000	\$	\$ 15,000	\$	\$ 230,000	
2014	Fire - Engine Replacement (#5)	\$ 520,000	\$ 70,000	\$	\$ 75,000	\$	\$ 75,000	\$	\$ 75,000	\$	\$ 75,000	\$	\$ 75,000	\$	\$ 520,000	
2014	DPW Equip. - Replace S-35 (Packer)	\$ 275,000	\$ 40,000	\$	\$ 40,000	\$	\$ 40,000	\$	\$ 40,000	\$	\$ 40,000	\$	\$ 40,000	\$	\$ 275,000	
2014	DPW Equip. - Replace H-62 (Sweeper)	\$ 185,000	\$ 40,000	\$	\$ 40,000	\$	\$ 35,000	\$	\$ 35,000	\$	\$ 35,000	\$	\$	\$	\$ 185,000	
2014	Cole North Field Improvements	\$ 400,000	\$ 40,000	\$	\$ 40,000	\$	\$ 40,000	\$	\$ 40,000	\$	\$ 40,000	\$	\$ 40,000	\$	\$ 400,000	
est. 2015	Drainage Improvements - Willow St.	\$ 350,000	\$	\$	\$ 35,000	\$	\$ 35,000	\$	\$ 35,000	\$	\$ 35,000	\$	\$ 35,000	\$	\$ 350,000	
est. 2015	Cole North Field Improvements	\$ 400,000	\$	\$	\$ 40,000	\$	\$ 40,000	\$	\$ 40,000	\$	\$ 40,000	\$	\$ 40,000	\$	\$ 400,000	
est. 2015	Police - Replace Rooftop HVAC	\$ 55,000	\$	\$	\$ 5,500	\$	\$ 5,500	\$	\$ 5,500	\$	\$ 5,500	\$	\$ 5,500	\$	\$ 55,000	
est. 2015	Fire - Ambulance #3	\$ 205,000	\$	\$	\$ 45,000	\$	\$ 40,000	\$	\$ 40,000	\$	\$ 40,000	\$	\$ 40,000	\$	\$ 205,000	
est. 2015	DPW Equip. - Replace Hooklift & Chassis S-37	\$ 230,000	\$	\$	\$ 23,000	\$	\$ 23,000	\$	\$ 23,000	\$	\$ 23,000	\$	\$ 23,000	\$	\$ 230,000	
est. 2015	DPW Equip. - Replace Truck S-38	\$ 130,000	\$	\$	\$ 13,000	\$	\$ 13,000	\$	\$ 13,000	\$	\$ 13,000	\$	\$ 13,000	\$	\$ 130,000	
est. 2015	Town Hall HVAC Rooftop Units	\$ 110,000	\$	\$	\$ 11,000	\$	\$ 11,000	\$	\$ 11,000	\$	\$ 11,000	\$	\$ 11,000	\$	\$ 110,000	
est. 2015	Roads - Pine Street	\$ 2,000,000	\$	\$	\$ 100,000	\$	\$ 100,000	\$	\$ 100,000	\$	\$ 100,000	\$	\$ 100,000	\$	\$ 2,000,000	
est. 2015	Pond Street Sidewalk & Guardrail Replace	\$ 285,000	\$	\$	\$ 28,500	\$	\$ 28,500	\$	\$ 28,500	\$	\$ 28,500	\$	\$ 28,500	\$	\$ 285,000	
est. 2015	DPW - Public Works Bldg Expansion	\$ 248,500	\$	\$	\$ 24,850	\$	\$ 24,850	\$	\$ 24,850	\$	\$ 24,850	\$	\$ 24,850	\$	\$ 248,500	
est. 2015	Parking Meter Upgrade	\$ 170,200	\$	\$	\$ 17,020	\$	\$ 17,020	\$	\$ 17,020	\$	\$ 17,020	\$	\$ 17,020	\$	\$ 170,200	
est. 2015	DPW - Replace M-2 (Truck)	\$ 100,000	\$	\$	\$ 14,286	\$	\$ 14,286	\$	\$ 14,286	\$	\$ 14,286	\$	\$ 14,286	\$	\$ 100,000	
est. 2015	IT - Telephone System Upgrade	\$ 750,000	\$	\$	\$ 75,000	\$	\$ 75,000	\$	\$ 75,000	\$	\$ 75,000	\$	\$ 75,000	\$	\$ 750,000	
est. 2015	DPW - Roads & Sidewalks	\$ 350,000	\$	\$	\$ 17,500	\$	\$ 17,500	\$	\$ 17,500	\$	\$ 17,500	\$	\$ 17,500	\$	\$ 350,000	
est. 2015	Comm. Serv. - Replace Dug Pond Pier	\$ 120,000	\$	\$	\$ 12,000	\$	\$ 12,000	\$	\$ 12,000	\$	\$ 12,000	\$	\$ 12,000	\$	\$ 120,000	
est. 2015	Comm. Dev. - Main Street Improvements	\$ 280,000	\$	\$	\$ 14,000	\$	\$ 14,000	\$	\$ 14,000	\$	\$ 14,000	\$	\$ 14,000	\$	\$ 280,000	
est. 2015	Facilities - Air Handler (Cole Center)	\$ 100,000	\$	\$	\$ 10,000	\$	\$ 10,000	\$	\$ 10,000	\$	\$ 10,000	\$	\$ 10,000	\$	\$ 100,000	
Sub-Total (Gen'l Gov)			\$ 4,050,214	\$	\$ 4,036,272	\$	\$ 3,869,305	\$	\$ 3,117,595	\$	\$ 2,276,025	\$	\$ 1,990,315	\$	\$ 11,098,464	\$ 30,438,190



Town of Natick
Home of Champions

Department: General Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Issue	Total Outstanding
			Interest	Interest	Interest	Interest	Interest	Interest	Balance	Interest
1996	Morse Institute Library	\$ 2,814,028	\$ 3,640	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,640
2008	Landfill Capping *Refunded	\$ 90,370	\$ 525	\$ 175	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700
2008	Oil Tank Removal / Remediation *Refunded	\$ 306,254	\$ 1,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,400
2008	Morse Institute Library *Refunded	\$ 1,511,188	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000
2008	Municipal Complex (Town Hall / Safety) *Re	\$ 341,398	\$ 1,225	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,225
2009	Glen Street Drainage	\$ 1,065,000	\$ 15,013	\$ 11,207	\$ 7,269	\$ 3,200	\$ -	\$ -	\$ -	\$ 36,688
2009	Municipal Bldg Improvements	\$ 158,000	\$ 2,361	\$ 1,784	\$ 1,188	\$ 603	\$ -	\$ -	\$ -	\$ 5,937
2009	Capital Equipment - Fire Pumper	\$ 400,000	\$ 4,869	\$ 3,238	\$ 1,550	\$ -	\$ -	\$ -	\$ -	\$ 9,656
2009	Capital Equipment - Catch Basin Cleaner	\$ 190,000	\$ 2,656	\$ 1,932	\$ 1,182	\$ 600	\$ -	\$ -	\$ -	\$ 6,370
2010	Trash Packer	\$ 150,000	\$ 1,313	\$ 688	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
2010	Municipal Complex HVAC	\$ 410,000	\$ 7,100	\$ 6,100	\$ 5,000	\$ 3,800	\$ 2,600	\$ 1,300	\$ -	\$ 25,900
2010	Sidewalk Tractor	\$ 117,000	\$ 1,575	\$ 1,200	\$ 925	\$ 625	\$ 325	\$ -	\$ -	\$ 4,650
2011	Community Senior Center	\$ 8,850,000	\$ 266,300	\$ 252,950	\$ 230,700	\$ 217,350	\$ 204,000	\$ 186,200	\$ 1,097,950	\$ 2,455,450
2011	Roads - Oak St	\$ 2,000,000	\$ 53,525	\$ 49,475	\$ 42,725	\$ 38,675	\$ 34,625	\$ 29,225	\$ 90,500	\$ 338,750
2011	Roads - Pave Rt27	\$ 120,000	\$ 1,750	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,750
2011	Storage Bldg - Oak St Gravel Pit	\$ 100,000	\$ 2,400	\$ 2,100	\$ 1,600	\$ 1,300	\$ 1,000	\$ 600	\$ 300	\$ 9,300
2011	Ambulance	\$ 130,000	\$ 2,000	\$ 1,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,250
2011	Fire - Radio Equipment	\$ 150,000	\$ 2,400	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,900
2011	Fire - Engine Replacement	\$ 400,000	\$ 9,600	\$ 8,400	\$ 6,400	\$ 5,200	\$ 4,000	\$ 2,400	\$ 1,200	\$ 37,200
2011	Dept Equip - Fire C2 / DPW H52	\$ 100,000	\$ 1,600	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,600
2011	Bldg Remodel - Police Dispatch	\$ 150,000	\$ 3,600	\$ 3,150	\$ 2,400	\$ 1,950	\$ 1,500	\$ 900	\$ 450	\$ 13,950
2011	Replace DPW Dump Truck H-44	\$ 180,000	\$ 4,150	\$ 3,550	\$ 2,550	\$ 1,950	\$ 1,500	\$ 900	\$ 450	\$ 15,050
2011	Replace DPW Dump Truck H-53	\$ 180,000	\$ 4,150	\$ 3,550	\$ 2,550	\$ 1,950	\$ 1,500	\$ 900	\$ 450	\$ 15,050
2012	Community Senior Center	\$ 1,150,000	\$ 29,025	\$ 26,175	\$ 23,325	\$ 19,525	\$ 15,725	\$ 11,925	\$ 20,500	\$ 146,200
2012	Voting Machines	\$ 58,000	\$ 1,000	\$ 700	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ 2,100
2012	DPW Equip - Dump Truck H-45	\$ 190,000	\$ 4,650	\$ 3,750	\$ 3,000	\$ 2,000	\$ 1,000	\$ -	\$ -	\$ 14,400
2012	DPW Equip - Sidewalk Plow	\$ 142,000	\$ 3,600	\$ 3,000	\$ 2,400	\$ 1,600	\$ 800	\$ -	\$ -	\$ 11,400
2012	DPW Equip - Backhoe H-59	\$ 125,000	\$ 3,000	\$ 2,400	\$ 1,800	\$ 1,200	\$ 600	\$ -	\$ -	\$ 9,000
2012	DPW Equip - Heavy Duty Truck - H-40	\$ 60,000	\$ 1,400	\$ 1,100	\$ 800	\$ 400	\$ 200	\$ -	\$ -	\$ 3,900
2012	DPW Equip - Dump Truck LF-6	\$ 130,000	\$ 3,200	\$ 2,600	\$ 2,000	\$ 1,200	\$ 600	\$ -	\$ -	\$ 9,600
2012	DPW Equip - Tractors - LF-14 & LF-15	\$ 70,000	\$ 1,800	\$ 1,500	\$ 1,200	\$ 800	\$ 400	\$ -	\$ -	\$ 5,700
2012	Senior Center Generator	\$ 120,000	\$ 2,850	\$ 2,250	\$ 1,800	\$ 1,200	\$ 600	\$ -	\$ -	\$ 8,700
2012	Recreation Bus #2	\$ 70,000	\$ 1,800	\$ 1,500	\$ 1,200	\$ 800	\$ 400	\$ -	\$ -	\$ 5,700
2012	DPW Garage Roof	\$ 99,000	\$ 2,300	\$ 1,850	\$ 1,400	\$ 800	\$ 400	\$ -	\$ -	\$ 6,750
2012	DPW Security Upgrades	\$ 66,000	\$ 1,600	\$ 1,300	\$ 1,000	\$ 600	\$ 200	\$ -	\$ -	\$ 4,700
2012	Eliot & South Street Repairs	\$ 105,000	\$ 2,000	\$ 1,400	\$ 800	\$ -	\$ -	\$ -	\$ -	\$ 4,200
2012	Cole Center Repairs	\$ 155,000	\$ 3,750	\$ 3,000	\$ 2,400	\$ 1,600	\$ 800	\$ -	\$ -	\$ 11,550
2012	Cole Center Fields	\$ 80,000	\$ 1,500	\$ 1,050	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ 3,150
2012	DPW - 75 West Street	\$ 791,000	\$ 20,600	\$ 18,200	\$ 15,800	\$ 12,600	\$ 9,400	\$ 6,200	\$ 4,500	\$ 87,300
2012	Landfill Capping *Refunded	\$ 2,500,000	\$ 17,340	\$ 13,140	\$ 7,580	\$ 2,400	\$ -	\$ -	\$ -	\$ 40,460
2012	Morse Institute Library *Refunded	\$ 2,250,000	\$ 10,560	\$ 7,000	\$ 2,320	\$ -	\$ -	\$ -	\$ -	\$ 19,880
2012	Municipal Complex (Town Hall / Safety) *Re	\$ 9,000,000	\$ 42,170	\$ 27,960	\$ 9,280	\$ -	\$ -	\$ -	\$ -	\$ 79,410
2012	Municipal Complex (Town Hall / Safety) *Re	\$ 9,020,000	\$ 59,760	\$ 45,740	\$ 27,320	\$ 9,060	\$ -	\$ -	\$ -	\$ 141,880
2012	Landfill Capping (Net of Surplus to G.C.) *Re	\$ 2,456,916	\$ 20,839	\$ 17,637	\$ 13,419	\$ 9,258	\$ 5,382	\$ 1,819	\$ -	\$ 68,354
2013	Police - Building Security	\$ 85,000	\$ 2,050	\$ 1,650	\$ 1,200	\$ 600	\$ -	\$ -	\$ -	\$ 5,500



Town of Natick
Home of Champions

Department: General Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Issue	Total Outstanding
			Interest	Interest	Interest	Interest	Interest	Interest	Balance	Interest
2013	DPW - Redesign Cottage Street	\$ 250,000	\$ 7,750	\$ 7,250	\$ 6,500	\$ 5,500	\$ 4,500	\$ 3,500	\$ 4,500	\$ 39,500
2013	DPW - Redesign Pine street	\$ 250,000	\$ 7,750	\$ 7,250	\$ 6,500	\$ 5,500	\$ 4,500	\$ 3,500	\$ 4,500	\$ 39,500
2013	DPW Equip. - SnowMelter	\$ 232,000	\$ 5,850	\$ 4,950	\$ 3,600	\$ 1,800	\$ -	\$ -	\$ -	\$ 16,200
2013	DPW Equip. - Replace H-55	\$ 170,000	\$ 4,350	\$ 3,650	\$ 2,600	\$ 1,200	\$ -	\$ -	\$ -	\$ 11,800
2013	DPW Equip. - Replace H-42	\$ 110,000	\$ 2,700	\$ 2,200	\$ 1,600	\$ 800	\$ -	\$ -	\$ -	\$ 7,300
2013	DPW Equip. - Recycling Packers	\$ 900,000	\$ 26,900	\$ 24,300	\$ 20,400	\$ 15,200	\$ 10,000	\$ 5,000	\$ -	\$ 101,800
2013	DPW Equip - Log Loader	\$ 62,000	\$ 1,400	\$ 1,100	\$ 800	\$ 400	\$ -	\$ -	\$ -	\$ 3,700
2013	DPW Equip - LF-3	\$ 62,000	\$ 1,400	\$ 1,100	\$ 800	\$ 400	\$ -	\$ -	\$ -	\$ 3,700
2013	Community Senior Center	\$ 250,000	\$ 7,750	\$ 7,250	\$ 6,500	\$ 5,500	\$ 4,500	\$ 3,500	\$ 4,500	\$ 39,500
2014	DPW Equip. - Replace Dump Truck H-48	\$ 190,000	\$ 7,685	\$ 7,250	\$ 5,750	\$ 4,250	\$ 3,000	\$ 2,000	\$ 1,000	\$ 30,935
2014	DPW Equip. - Replace Hooklift H-51	\$ 230,000	\$ 9,354	\$ 8,850	\$ 7,100	\$ 5,350	\$ 3,600	\$ 2,400	\$ 1,200	\$ 37,854
2014	DPW Equip. - Recycling Toters	\$ 428,000	\$ 17,468	\$ 16,150	\$ 11,900	\$ 7,650	\$ 3,400	\$ -	\$ -	\$ 56,568
2014	Police - Replace Rooftop HVAC	\$ 125,000	\$ 4,784	\$ 4,575	\$ 3,825	\$ 3,075	\$ 2,325	\$ 1,725	\$ 3,000	\$ 23,309
2014	JJ Lane Park	\$ 110,000	\$ 4,090	\$ 3,875	\$ 3,125	\$ 2,625	\$ 2,125	\$ 1,725	\$ 3,000	\$ 20,565
2014	Field Fence Work	\$ 140,750	\$ 5,392	\$ 5,176	\$ 4,425	\$ 3,675	\$ 2,925	\$ 2,325	\$ 3,600	\$ 27,518
2014	Retaining Wall - Pond & Cemetery	\$ 455,000	\$ 15,490	\$ 15,038	\$ 13,538	\$ 12,038	\$ 10,538	\$ 9,338	\$ 38,556	\$ 114,536
2014	Roads (Collector/Arterial)	\$ 300,000	\$ 10,271	\$ 10,026	\$ 9,025	\$ 8,025	\$ 7,025	\$ 6,225	\$ 25,700	\$ 76,297
2014	Police - Dispatch Center	\$ 230,000	\$ 7,786	\$ 7,520	\$ 6,770	\$ 6,020	\$ 5,270	\$ 4,670	\$ 19,284	\$ 57,320
2014	Fire - Engine Replacement (#5)	\$ 520,000	\$ 21,236	\$ 20,250	\$ 16,500	\$ 12,750	\$ 9,000	\$ 6,000	\$ 3,000	\$ 88,736
2014	DPW Equip. - Replace S-35 (Packer)	\$ 275,000	\$ 11,172	\$ 10,600	\$ 8,600	\$ 6,600	\$ 4,600	\$ 3,000	\$ 1,400	\$ 45,972
2014	DPW Equip. - Replace H-62 (Sweeper)	\$ 185,000	\$ 7,502	\$ 6,900	\$ 4,900	\$ 3,150	\$ 1,400	\$ -	\$ -	\$ 23,852
2014	Cole North Field Improvements	\$ 400,000	\$ 15,040	\$ 14,500	\$ 12,500	\$ 10,500	\$ 8,500	\$ 6,900	\$ 12,000	\$ 79,940
est. 2015	Drainage Improvements - Willow St.	\$ 350,000	\$ -	\$ 14,000	\$ 12,600	\$ 11,200	\$ 9,800	\$ 8,400	\$ 15,750	\$ 71,750
est. 2015	Cole North Field Improvements	\$ 400,000	\$ -	\$ 15,040	\$ 14,500	\$ 12,500	\$ 10,500	\$ 8,500	\$ 18,900	\$ 79,940
est. 2015	Police - Replace Rooftop HVAC	\$ 55,000	\$ -	\$ 2,200	\$ 1,980	\$ 1,760	\$ 1,540	\$ 1,320	\$ 2,640	\$ 11,440
est. 2015	Fire - Ambulance #3	\$ 205,000	\$ -	\$ 8,200	\$ 6,560	\$ 4,920	\$ 3,280	\$ 1,640	\$ -	\$ 24,600
est. 2015	DPW Equip.-Replace Hooklift & Chassis S-37	\$ 230,000	\$ -	\$ 9,200	\$ 8,280	\$ 7,360	\$ 6,440	\$ 5,520	\$ 13,800	\$ 50,600
est. 2015	DPW Equip. - Replace Truck S-38	\$ 130,000	\$ -	\$ 5,200	\$ 4,680	\$ 4,160	\$ 3,640	\$ 3,120	\$ 7,800	\$ 28,600
est. 2015	Town Hall HVAC Rooftop Units	\$ 110,000	\$ -	\$ 4,400	\$ 3,960	\$ 3,520	\$ 3,080	\$ 2,640	\$ 6,600	\$ 24,200
est. 2015	Roads - Pine Street	\$ 2,000,000	\$ -	\$ 80,000	\$ 76,000	\$ 72,000	\$ 68,000	\$ 64,000	\$ 288,000	\$ 648,000
est. 2015	Pond Street Sidewalk & Guardrail Replace	\$ 285,000	\$ -	\$ 11,400	\$ 10,260	\$ 9,120	\$ 7,980	\$ 6,840	\$ 17,100	\$ 62,700
est. 2015	DPW - Public Works Bldg Expansion	\$ 248,500	\$ -	\$ 9,940	\$ 8,946	\$ 7,952	\$ 6,958	\$ 5,964	\$ 14,910	\$ 54,670
est. 2015	Parking Meter Upgrade	\$ 170,200	\$ -	\$ 6,808	\$ 6,127	\$ 5,446	\$ 4,766	\$ 4,085	\$ 10,212	\$ 37,444
est. 2015	DPW - Replace M-2 (Truck)	\$ 100,000	\$ -	\$ 4,000	\$ 3,429	\$ 2,857	\$ 2,286	\$ 1,714	\$ 1,714	\$ 16,000
est. 2015	IT - Telephone System Upgrade	\$ 750,000	\$ -	\$ 30,000	\$ 27,000	\$ 24,000	\$ 21,000	\$ 18,000	\$ 45,000	\$ 165,000
est. 2015	DPW - Roads & Sidewalks	\$ 350,000	\$ -	\$ 14,000	\$ 13,300	\$ 12,600	\$ 11,900	\$ 11,200	\$ 50,400	\$ 113,400
est. 2015	Comm. Serv. - Replace Dug Pond Pier	\$ 120,000	\$ -	\$ 4,800	\$ 4,320	\$ 3,840	\$ 3,360	\$ 2,880	\$ 7,200	\$ 26,400
est. 2015	Comm. Dev. - Main Street Improvements	\$ 280,000	\$ -	\$ 11,200	\$ 10,640	\$ 10,080	\$ 9,520	\$ 8,960	\$ 40,320	\$ 90,720
est. 2015	Facilities - Air Handler (Cole Center)	\$ 100,000	\$ -	\$ 4,000	\$ 3,600	\$ 3,200	\$ 2,800	\$ 2,400	\$ 6,000	\$ 22,000
	BANs and Issue Costs	\$ -	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000
	Bond Refunding (2)	\$ -	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000
Sub-Total (Gen'l Gov)		\$ -	\$ 930,065	\$ 1,053,299	\$ 800,522	\$ 661,370	\$ 551,614	\$ 461,360	\$ 1,887,886	\$ 6,346,117



Town of Natick
Home of Champions

Department: General Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Issue	Total Outstanding
			Interest	Interest	Interest	Interest	Interest	Interest	Balance	Interest
2004	Wilson Middle School (Refunded 2014)	\$ 9,850,000	\$ 172,966	\$ 166,350	\$ 143,100	\$ 119,850	\$ 96,600	\$ 78,000	\$ 134,300	\$ 911,166
2004	Wilson Middle School (Refunded 2014)	\$ 1,300,000	\$ 23,138	\$ 22,250	\$ 19,000	\$ 15,750	\$ 12,750	\$ 10,350	\$ 18,000	\$ 121,238
2004	Kennedy Middle School	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2008	Lilja School *Refunded	\$ 135,555	\$ 1,238	\$ 714	\$ 188	\$ -	\$ -	\$ -	\$ -	\$ 2,139
2008	Brown School *Refunded	\$ 469,310	\$ 1,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,400
2009	School Bldg Improvements	\$ 785,000	\$ 11,732	\$ 8,866	\$ 5,900	\$ 2,997	\$ -	\$ -	\$ -	\$ 29,495
2010	Kennedy Renovations	\$ 1,200,000	\$ 21,300	\$ 18,300	\$ 15,000	\$ 11,400	\$ 7,800	\$ 3,900	\$ -	\$ 77,700
2010	Memorial Renovations	\$ 1,670,000	\$ 29,288	\$ 25,163	\$ 20,625	\$ 15,675	\$ 10,725	\$ 5,363	\$ -	\$ 106,838
2011	High School - Construction	\$ 38,500,000	\$ 1,159,813	\$ 1,102,063	\$ 1,005,813	\$ 948,063	\$ 890,313	\$ 813,313	\$ 4,802,875	\$ 10,722,250
2011	High School - Plans	\$ 947,000	\$ 28,163	\$ 26,663	\$ 24,163	\$ 22,663	\$ 21,163	\$ 19,163	\$ 112,275	\$ 254,250
2011	High School - Design	\$ 520,000	\$ 15,213	\$ 14,313	\$ 13,063	\$ 12,313	\$ 11,563	\$ 10,563	\$ 62,375	\$ 139,400
2011	High School - Feasibility Study	\$ 118,000	\$ 1,600	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,600
2011	Johnson Boilers	\$ 247,000	\$ 5,850	\$ 5,100	\$ 3,850	\$ 3,100	\$ 2,350	\$ 1,350	\$ 600	\$ 22,200
2011	Memorial Fire Alarm System	\$ 275,000	\$ 6,400	\$ 5,500	\$ 4,000	\$ 3,250	\$ 2,500	\$ 1,500	\$ 750	\$ 23,900
2011	Johnson Exterior Windows	\$ 110,000	\$ 2,400	\$ 2,100	\$ 1,600	\$ 1,300	\$ 1,000	\$ 600	\$ 300	\$ 9,300
2012	Johnson Repairs	\$ 203,000	\$ 5,000	\$ 4,100	\$ 3,200	\$ 2,000	\$ 1,000	\$ -	\$ -	\$ 15,300
2012	Johnson Repairs	\$ 90,000	\$ 2,100	\$ 1,650	\$ 1,200	\$ 800	\$ 400	\$ -	\$ -	\$ 6,150
2012	Kennedy School Equipment	\$ 220,000	\$ 5,400	\$ 4,500	\$ 1,800	\$ 2,400	\$ 1,200	\$ -	\$ -	\$ 15,300
2012	Johnson School Paving	\$ 75,000	\$ 1,500	\$ 1,050	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ 3,150
2012	Lilja School *Refunded	\$ 7,490,000	\$ 11,910	\$ 8,560	\$ 4,660	\$ 1,440	\$ -	\$ -	\$ -	\$ 26,570
2012	Bennett-Hemenway School *Refunded	\$ 13,200,000	\$ 26,550	\$ 21,040	\$ 14,660	\$ 9,440	\$ 5,480	\$ 2,780	\$ 860	\$ 80,810
2013	Kennedy - 6 Modular Classrooms	\$ 600,000	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000
2013	Kennedy - Replace Electrical Serv.	\$ 150,000	\$ 4,650	\$ 4,350	\$ 3,900	\$ 3,300	\$ 2,700	\$ 2,100	\$ 2,700	\$ 23,700
2013	High School - Construction	\$ 5,500,000	\$ 164,313	\$ 158,813	\$ 150,563	\$ 139,563	\$ 128,563	\$ 117,563	\$ 741,125	\$ 1,600,500
2014	Ben-Hem - School Playground	\$ 175,000	\$ 6,665	\$ 6,388	\$ 5,388	\$ 4,388	\$ 3,388	\$ 2,588	\$ 4,502	\$ 33,307
2014	Memorial - Boiler Replacement	\$ 400,000	\$ 13,980	\$ 13,682	\$ 12,182	\$ 10,682	\$ 9,182	\$ 7,982	\$ 32,130	\$ 99,820
2014	Memorial - School Lighting	\$ 125,000	\$ 4,784	\$ 4,575	\$ 3,825	\$ 3,075	\$ 2,325	\$ 1,725	\$ 3,000	\$ 23,309
2014	Replace Windows - Johnson	\$ 175,000	\$ 6,664	\$ 6,388	\$ 5,388	\$ 4,388	\$ 3,388	\$ 2,588	\$ 4,502	\$ 33,306
est. 2015	Ben-Hem - Replace DDC Controls	\$ 150,000	\$ -	\$ 6,000	\$ 4,800	\$ 3,600	\$ 2,400	\$ 1,200	\$ -	\$ 18,000
est. 2015	Replace Windows - Johnson	\$ 125,000	\$ -	\$ 5,000	\$ 4,500	\$ 4,000	\$ 3,500	\$ 3,000	\$ 7,500	\$ 27,500
est. 2015	Kennedy Middle School Portable Classrooms	\$ 215,000	\$ -	\$ 8,600	\$ 6,880	\$ 5,160	\$ 3,440	\$ 1,720	\$ -	\$ 25,800
Sub-Total (Schools)			\$ 1,740,015	\$ 1,653,075	\$ 1,479,845	\$ 1,350,595	\$ 1,223,728	\$ 1,087,346	\$ 5,927,794	\$ 14,462,398
General Fund Total			\$ 2,670,080	\$ 2,706,374	\$ 2,280,368	\$ 2,011,965	\$ 1,775,342	\$ 1,548,706	\$ 7,815,680	\$ 20,808,515
Total Amount Remaining			\$ 20,808,515	\$ 18,138,435	\$ 15,432,061	\$ 13,151,694	\$ 11,139,729	\$ 9,364,387	\$ 7,815,680	\$ -

Summary of Debt - General Fund

January 5, 2015



Town of Natick

Home of Champions

Department: Debt Service

Leased Equipment

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Police Motorcycles	14,985	12,744	15,000	15,000	-	0.00%
Motor Vehicle Excise Tax	-	1,737	750	1,800	1,050	140.00%
Municipal Street Lights	-	-	-	73,503	73,503	#DIV/0!
Mailing Equipment	20,392	17,594	24,250	20,068	(4,182)	-17.24%
Copiers	34,732	34,805	42,000	40,000	(2,000)	-4.76%
Purchased Services	70,109	66,880	82,000	150,371	68,371	83.38%
Total Leased Equipment	70,109	66,880	82,000	150,371	68,371	83.38%



Town of Natick

Home of Champions

Department: Debt Service

Line-Item Detail

Narrative:

Principal Payments:

The requested budget amount of \$7,860,855 represents repayment of principal for multiple land acquisition, building projects, and capital improvements.

Interest Payments:

The requested budget amount of \$2,616,374 represents the respective interest payments associated with general obligation bonds issued for the projects referenced above. Within that amount includes \$90,000 for bond anticipation and 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 \$1,800, leased postage / mail room equipment \$20,068, copier equipment for the copy center \$40,000. As authorized by Article 8 of the 2012 Fall Annual Town Meeting, the Town has entered into a 10-year lease for LED streetlights. The lease will be fully paid off on April 30, 2023. The annual amount of the LED street light lease is \$73,073. Total leased equipment budget \$150,371.



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

Home of Champions

Department: Facilities Management

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016	
					\$ (+/-)	% (+/-)
Salaries						
Personnel Services	\$ 2,320,994	\$ 2,402,236	\$ 2,518,514	\$ 2,427,068	\$ (91,446)	-3.63%
Total Salaries	\$ 2,320,994	\$ 2,402,236	\$ 2,518,514	\$ 2,427,068	\$ (91,446)	-3.63%
Operating Expenses						
Purchase of Services	\$ -	\$ -	\$ 331,900	\$ 331,900	\$ -	0.00%
Other Services (Misc.)	\$ 13,706	\$ 10,366	\$ 14,350	\$ 12,250	\$ (2,100)	-14.63%
Tech/Professional Services	\$ 94,119	\$ 110,634	\$ 110,634	\$ 116,000	\$ 5,366	4.85%
Other Supplies	\$ -	\$ -	\$ 44,500	\$ 44,500	\$ -	0.00%
Total Operating Expenses	\$ 107,825	\$ 121,000	\$ 501,384	\$ 504,650	\$ 3,266	0.65%
Total Facilities Management	\$ 2,428,819	\$ 2,523,236	\$ 3,019,898	\$ 2,931,718	\$ (88,180)	-2.92%

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 approximately 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.



Town of Natick

Home of Champions

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 the operating and capital budgets. The FMB sets the goals and direction for the DFM.

II. Recent Developments

31 capital projects were completed since the establishment of the new department in June, 2012, including new windows at the Johnson School, new boilers at the Memorial and Johnson school. New paving was completed at the Johnson School. 3 schools were converted from oil to gas heat. The fire dept overhead doors are receiving a major overhaul. The Cole Recreation building is receiving a new furnace and control system. The police and fire dept received new roof top air conditioners. The Police 911 Dispatch Center was renovated to improve ergonomics, air conditioning and a number of computer related improvements. The DPW garage roof was refurbished in October 2014. The Wilson School parking lot had design improvements for public safety. Phase II of the Johnson School windows was completed as well.

III. Current Challenges

The department continues to evolve into a cohesive combination of 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 Natick High School and the Community/Senior Center with state-of-the-art building systems continues to provide a challenge for the department as they will now require more attention than the buildings they replaced.

IV. 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. 10 new capital projects are underway. There are a number of large capital projects including roof rehabilitation and replacement projects, additional modular classrooms, etc. This department is getting more involved with energy conservation measures and we look forward to becoming as efficient as possible.



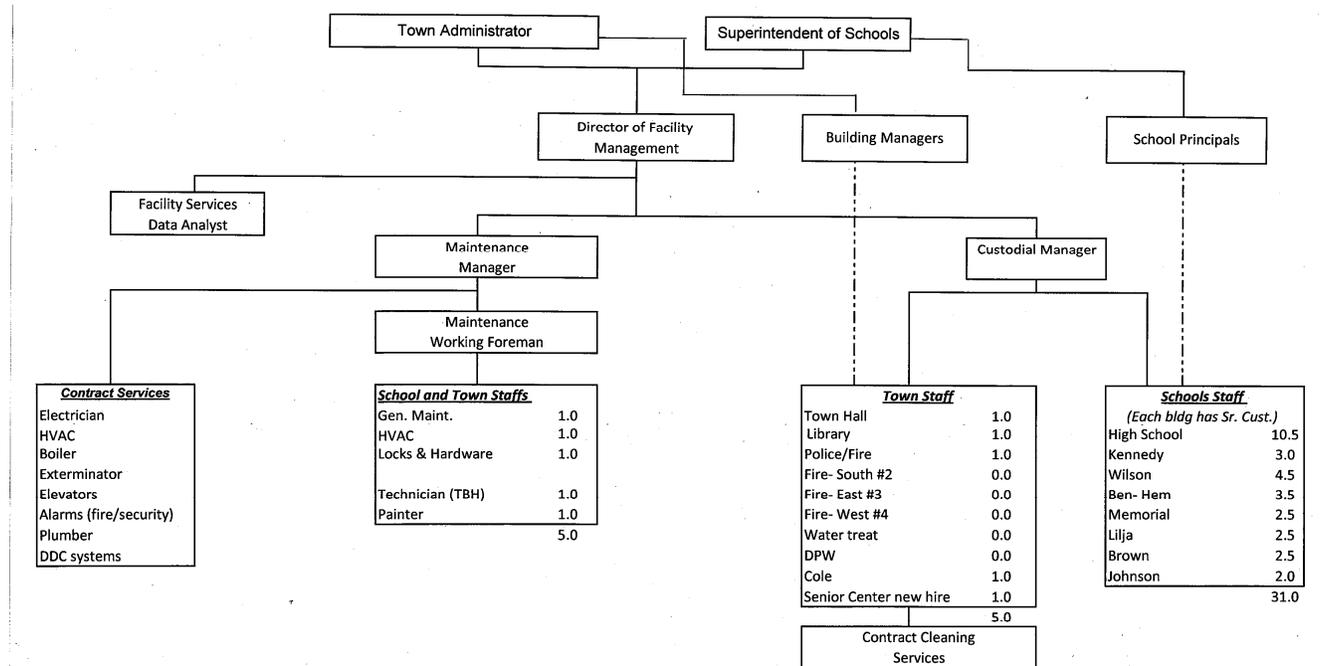
Town of Natick

Home of Champions

Department: Facilities Management

Staffing	2013	2014	2015	2016
Director of Facility Maintenance	1	1	1	1
Custodial Manager	1	1	1	0
Maintenance Manager	1	1	1	1
Assistant / Analyst	1	1	1	1
Assistant Senior Custodian	1	1	1	1
Senior Custodian III	1	1	1	1
Senior Custodian II	1	1	1	1
Senior Custodian I	6	6	6	6
Junior Custodian II	7	7	7	7
Junior Custodian I	15	15	15	15
Plumber	1	1	1	1
Maintenance Foreman	1	1	1	1
Maintenance IV	1	2	2	2
Maintenance III	2	2	2	2
General Foreman	1	1	1	1
Custodian	4	4	4	4
Painter	1	1	1	1
Total FTE	46	47	47	46
Total FT/PT	46 FT/OPT	47 FT/OPT	47 FT/OPT	46 FT/OPT

Organizational Chart



Roles and responsibilities of each position:

Director of Facility Management:

- Capital Planning
- Project Management
- Purchasing
- Bids, Specs & Quotes
- AMERA 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)	7,898,714	
- Natural Gas (therms)	412,077	
- Heating Oil (gallons)	9,925	
- Water* (HCF) *(partial - Municipal only)	4,916	
Building Systems		
Climate		
- Heat		
Oil	3	9%
Gas	24	71%
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)	21	62%
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)	5,973	
Average Hours of Operation (schools) (daily)	12.5	



Town of Natick

Home of Champions

Department: Facilities Management

Budget Detail:	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries Supervisory	\$ 251,960	\$ 253,006	\$ 254,161	\$ 187,296	\$ (66,865)	-26.31%
Salaries Technical & Professional	\$ 46,885	\$ 55,813	\$ 56,953	\$ 57,170	\$ 217	0.38%
Salaries Operational Staff	\$ 1,825,590	\$ 1,901,344	\$ 1,994,022	\$ 1,985,081	\$ (8,941)	-0.45%
Salaries Part-Time Operational	\$ 34,405	\$ 31,421	\$ 31,421	\$ 31,421	\$ -	0.00%
Operational Staff Add. Comp	\$ 24,500	\$ 23,300	\$ 53,700	\$ 28,100	\$ (25,600)	-47.67%
Operational Staff Overtime	\$ 137,655	\$ 137,352	\$ 128,257	\$ 138,000	\$ 9,743	7.60%
Personnel Services	\$ 2,320,994	\$ 2,402,236	\$ 2,518,514	\$ 2,427,068	\$ (91,446)	-3.63%
Repairs & Maint. Facilities	\$ -	\$ -	\$ 282,250	\$ 282,250	\$ -	0.00%
Repairs & Maint. (5 Auburn Street)	\$ -	\$ -	\$ 26,000	\$ 26,000	\$ -	0.00%
Repairs & Maint. Elevator/Chair lift	\$ -	\$ -	\$ 23,650	\$ 23,650	\$ -	0.00%
Purchase of Services	\$ -	\$ -	\$ 331,900	\$ 331,900	\$ -	0.00%
Clothing Allowance Oper. Staff	\$ 13,706	\$ 10,366	\$ 14,350	\$ 12,250	\$ (2,100)	-14.63%
Other Services (Misc.)	\$ 13,706	\$ 10,366	\$ 14,350	\$ 12,250	\$ (2,100)	-14.63%
Contractual Svs - Cleaning	\$ 94,119	\$ 110,634	\$ 110,634	\$ 116,000	\$ 5,366	4.85%
Tech/Professional Services	\$ 94,119	\$ 110,634	\$ 110,634	\$ 116,000	\$ 5,366	4.85%
Custodial Supplies	\$ -	\$ -	\$ 44,500	\$ 44,500	\$ -	0.00%
Other Supplies	\$ -	\$ -	\$ 44,500	\$ 44,500	\$ -	0.00%
Total - Facilities Management	\$ 2,428,819	\$ 2,523,236	\$ 3,019,898	\$ 2,931,718	\$ (88,180)	-2.92%

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.

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 (5 Auburn Street): 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.

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



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 2015 Budget request for Facilities Management.

Comparative Budget Detail:	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries Supervisory	\$ 251,960	\$ 253,006	\$ 254,161	\$ 187,296	\$ (66,865)	-26.31%
Salaries Technical & Professional	\$ 46,885	\$ 55,813	\$ 56,953	\$ 57,170	\$ 217	0.38%
Salaries Operational Staff	\$ 1,825,590	\$ 1,901,344	\$ 1,994,022	\$ 1,985,081	\$ (8,941)	-0.45%
Salaries Part-Time Operational	\$ 34,405	\$ 31,421	\$ 31,421	\$ 31,421	\$ -	0.00%
Supervisory Staff Add'l Comp	\$ -	\$ -	\$ -		\$ -	#DIV/0!
Operational Staff Add. Comp	\$ 24,500	\$ 23,300	\$ 53,700	\$ 26,900	\$ (26,800)	-49.91%
Operational Staff Overtime	\$ 137,655	\$ 137,352	\$ 128,257	\$ 138,000	\$ 9,743	7.60%
Personnel Services	\$ 2,320,994	\$ 2,402,236	\$ 2,518,514	\$ 2,425,868	\$ (92,646)	-3.68%
Repairs & Maint. Facilities	\$ 259,438	\$ 262,529	\$ 282,250	\$ 282,250	\$ -	0.00%
Repairs & Maint. Eliot School	\$ 25,994	\$ 12,142	\$ 26,000	\$ 26,000	\$ -	0.00%
Repairs & Maint. Elevator/Chair lift	\$ 13,406	\$ 33,917	\$ 23,650	\$ 23,650	\$ -	0.00%
Purchase of Services	\$ 298,838	\$ 308,588	\$ 331,900	\$ 331,900	\$ -	0.00%
Clothing Allowance Oper. Staff	\$ 13,706	\$ 10,366	\$ 14,350	\$ 12,250	\$ (2,100)	-14.63%
Other Services (Misc.)	\$ 13,739	\$ 10,366	\$ 14,350	\$ 12,250	\$ (2,100)	-14.63%
Contractual Svs - Cleaning	\$ 94,119	\$ 110,634	\$ 110,634	\$ 116,000	\$ 5,366	4.85%
Tech/Professional Services	\$ 94,119	\$ 110,634	\$ 110,634	\$ 116,000	\$ 5,366	4.85%
Custodial Supplies	\$ 36,959	\$ 47,991	\$ 44,500	\$ 44,500	\$ -	0.00%
Other Supplies	\$ 36,959	\$ 47,991	\$ 44,500	\$ 44,500	\$ -	0.00%
Total - Facilities Management	\$ 2,764,649	\$ 2,879,815	\$ 3,019,898	\$ 2,930,518	\$ (89,380)	-2.96%



Town of Natick

Home of Champions

Department: Reserve Fund

Appropriation Summary

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Proposed	\$ (+/-)	% (+/-)
Other Charges						
Reserve for Appropriation	-	-	300,000	250,000	(50,000)	-16.67%
Total Operating Expenses	-	-	300,000	250,000	(50,000)	-16.67%

Total Reserve Fund	-	-	300,000	250,000	(50,000)	-16.67%
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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 requested by department heads and/or the Town Administrator or Superintendent. They can be dispersed with the approval of the Finance Committee for use in any operating or capital budget, so long the expenditure meets the criterion set forth under M.G.L. Ch. 40, Section 6.

Reserve Fund History Summary - FY 2011 through 2016

	2011	2012	2013	2014	2015	2016
Appropriations						
Spring Town Meeting	\$ 400,000	\$ 400,000	\$ 400,000	\$ 300,000	\$ 300,000	\$ 300,000
Fall Town Meeting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Appropriation	\$ 400,000	\$ 400,000	\$ 400,000	\$ 300,000	\$ 300,000	\$ 300,000
Total Transfers	\$ (213,518)	\$ (174,119)	\$ (86,000)	\$ (258,000)		
Year-end Balance	\$ 186,482	\$ 225,881	\$ 314,000	\$ 42,000		

A detailed description of individual transfers is on the following page.



Town of Natick

Home of Champions

Department: Reserve Fund

Budget Detail:

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Reserve for Appropriation	-	-	300,000	250,000	(50,000)	-16.67%
Other Charges	-	-	300,000	250,000	(50,000)	-16.67%
Total Reserve Fund	-	-	300,000	250,000	(50,000)	-16.67%

Reserve Fund History

This sheet shows the Reserve Fund transfers for FY 2011 - FY 2016.

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Original Appropriation	\$ 400,000	\$ 400,000	\$ 400,000	\$ 300,000	\$ 300,000	\$ 250,000
Revised Appropriation	\$ 400,000	\$ 400,000	\$ 400,000	\$ 300,000	\$ 300,000	\$ 300,000
Clerk - Elections			\$ (18,000)			
Comptroller - Audit (W-2)	\$ (30,000)					
Comptroller - Audit (School Activity)	\$ (32,000)					
DPW - Facility Repairs/Maintenance	\$ (2,518)					
DPW - Hurricane Irene		\$ (53,844)				
Fire - Overtime	\$ (120,000)					
Fire - Hurricane Irene		\$ (9,108)				
Morse Institute - Summer Cooling Hours		\$ (3,260)				
Police - Dispatch Reconfiguration		\$ (65,000)				
Police - Hurricane Irene		\$ (5,036)				
Pond Street Retaining Wall				(258,000)		
BOS - Home Condemned and Arbitration		\$ (2,870)				
Veterans - Financial Assistance	\$ (29,000)	\$ (35,000)	\$ (68,000)			
Year-End Balance	\$ 186,482	\$ 225,881	\$ 314,000	\$ 42,000	\$ 300,000	



Town of Natick

FY 2016 Preliminary Budget

Section X: Water/Sewer Enterprise Fund

Water & Sewer Enterprise Fund	X.3
Sanitary Sewer Collection & Disposal	X.10
Water Supply & Distribution	X.10
Utility Billing	X.11
Fringe Benefits	X.17
Debt Service	X.20



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

Home of Champions

Department: Water & Sewer

Enterprise Fund

Appropriation Summary

Water & Sewer Operations

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Total Salaries	1,556,602	1,574,537	1,837,255	1,857,696	20,441	1.11%
Total Operating Expenses	5,825,525	6,111,897	6,491,188	6,932,896	441,708	6.80%
Total Water & Sewer Operations	7,382,127	7,686,434	8,328,443	8,790,592	462,149	5.55%

Utility Billing Operations

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Total Salaries	59,087	81,134	99,090	104,550	5,460	5.51%
Total Operating Expenses	58,997	37,992	129,950	83,000	(46,950)	-36.13%
Total Utility Billing Operations	118,084	119,126	229,040	187,550	(41,490)	-18.11%

Employee Benefits

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Total Employee Benefits	632,803	650,033	762,812	791,486	28,673	3.76%
Total Employee Benefits	632,803	650,033	762,812	791,486	28,673	3.76%

Debt Service

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Debt Service						
Principal	1,602,757	1,613,869	1,884,424	1,998,403	113,979	6.05%
Interest	493,946	431,571	472,383	464,325	(8,058)	-1.71%
Total Debt Service	2,096,702	2,045,440	2,356,806	2,462,728	105,922	4.49%
Total Debt Service	2,096,702	2,045,440	2,356,806	2,462,728	105,922	4.49%

Reserves

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Total Reserve Fund	-	-	200,000	200,000	-	0.00%
Total Reserve Fund	-	-	200,000	200,000	-	0.00%

Total Water & Sewer Enterprise Fund	10,229,717	10,501,033	11,877,101	12,432,355	555,254	4.67%
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Indirects	2,581,514	2,323,579	2,207,400	2,207,400	0	0.00%
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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 facilities of the town's water and sewer system 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 sanitary sewer collection service 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.*
- *Continue to replace outdated water meter transmitters.*
- *Install a generator and upgrade the Travis Road Sewer Pump Station*
- *Continue the relocation of Evergreen #1 and Morses Pond Wells.*
- *Replace the Eliot Hill Sewer Pump Station*
- *Intergrate work order management software*
- *Update SCADA equipment*

Utility Billing Operations:

Personnel Advancement

- *Continue to work 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/accounts receivable systems.*
- *Institute a lock box system that will enhance the posting of deposits.*



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 and repair 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.
- Changing rates of utility costs

V. On the Horizon

- Continual maintenance of an aging infrastructure
- Installation of new Bradford Road sewer force main
- Rehabilitation of Travis Road and Eliot Hill Sewer Pump Stations

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 13,000 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, the repair of water leaks, maintain compliance with state and federal drinking water requirements, and maintain sufficient supply for fire protection. 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

- 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.(80 services : Oak Knoll Rd (12), Hammond Rd (19), Lake St (6), Travis Rd (20), Other streets -57)

III. Current Challenges

- Continue to update the ISO 14001 Certification of the Springvale Water Treatment Plant
- Update the SCADA equipment
- Replacement of Evergreen Well #1 & Morses Pond Well
- 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
- Implement new state and federal requirements
- Implement new No Lead Brass requirements



Town of Natick

Home of Champions

Department: Water & Sewer

Enterprise Fund

Budget Overview:

Department of Public Works Water Division (con't)

V. On the Horizon

- Continue the improvement and efficiency of the water system
- Update outdated automation equipment

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

The budget request for FY2016 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

Along with general fund bills, the transitioning of payment for Water & Sewer bills to Invoice Cloud is expected to make payment of utility bills easier for Natick ratepayers.



Town of Natick

Home of Champions

Department: Water & Sewer Operations Enterprise Fund

Staffing	2012	2013	2014	2015	2016
Water & Sewer Operations					
Water & Sewer Division Supervisor	1	1	1	1	1
Water & Sewer General Foreman	1	1	1	1	1
ISO Coordinator	0	0	0	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
Utility Billing					
Executive Assistant	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Department Support	0.1	0.1	0.1	0.1	0.1
Total FTE	28.1	28.1	28.1	29.1	29.1

Total FT/PT 28 FT / 1 PT 28 FT / 1 PT 28 FT / 1 PT 29 FT / 1PT 29 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	2012	2013	2014	2015*	2016*
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Workload Indicators

Water & Sewer Operations					
Number of Water Leaks/Repairs (CY)	32	28	25	25	25
# of Sewer Backups	8	11	9	9	9
Total Number of Hydrants Replaced/ Repaired (CY)	12	4	15	15	15
Total Mileage of Water & Sewer Pipes	200/150	200/150	200/150	200/150	200/150
Number of Sewer Main lines Lined (in feet) (CY)	0	0	2000	2000	2000
Water Pumped (in Millions of Gallons)	1,132	1,155	1,180	1,180	1,180
	2012	2013	2014	2015*	2016*

Outcome Indicators

Water & Sewer Operations					
# of Sewer Backups causing Insurance Claims(CY)	2	2	4	4	4

*Estimated

Utility Billing

See Treasurer's Budget (Section VII) for performance indicators related to utility billing.



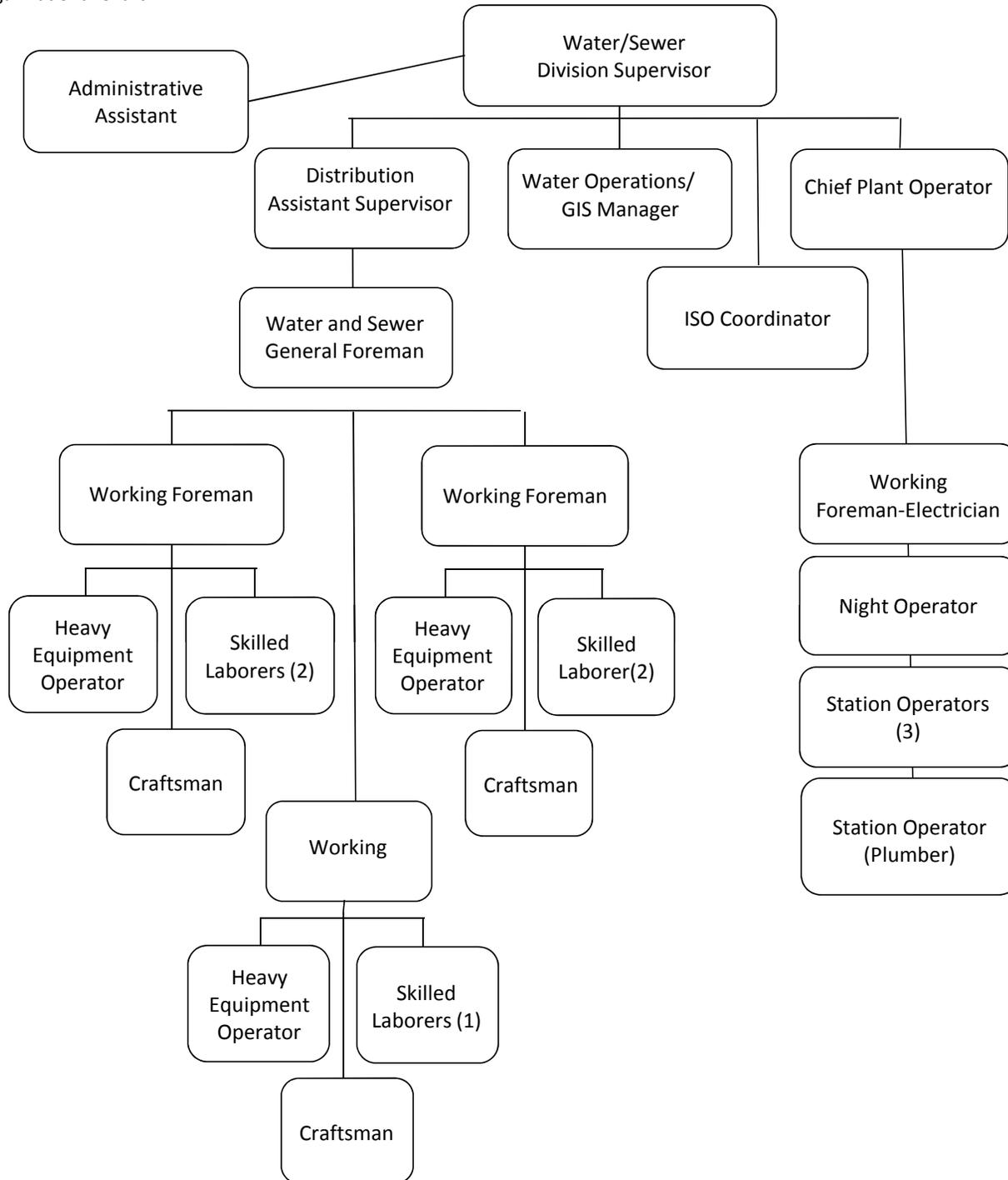
Town of Natick

Home of Champions

Department: Water & Sewer Operations

Enterprise Fund

Organizational Chart



Note: Water & Sewer Divisions under the management

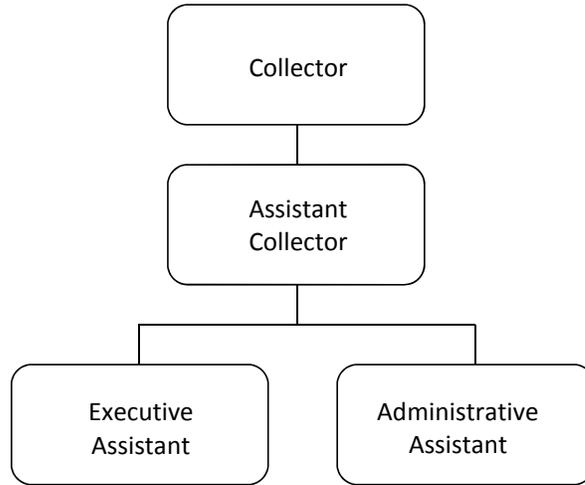


Town of Natick
Home of Champions

Department: Water & Sewer Operations

Enterprise Fund

Organizational Chart: Utility Billing Operations



Note: Utility Billing Division is under the management of the Treasurer/Collector.



Town of Natick

Home of Champions

Department: Water & Sewer

Enterprise Fund

Sewer Operations

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries Supervisory	\$ 126,859	\$ 91,507	\$ 171,208	\$ 175,805	\$ 4,597	2.69%
Salaries Operational Staff	\$ 316,516	\$ 350,704	\$ 461,047	\$ 457,532	\$ (3,515)	-0.76%
Salaries Part-time Operational/Police Details	\$ 1,512	\$ 7,512	\$ 30,816	\$ 30,150	\$ (666)	-2.16%
Supervisory Additional Comp	\$ 7,800	\$ 7,800	\$ 16,600	\$ 16,600	\$ -	0.00%
Operational Staff Additional Comp	\$ 12,472	\$ 15,938	\$ 18,450	\$ 17,030	\$ (1,420)	-7.70%
Operational Staff Overtime	\$ 53,847	\$ 60,536	\$ 57,850	\$ 57,850	\$ -	0.00%
Personnel Services	\$ 519,005	\$ 533,997	\$ 755,971	\$ 754,967	\$ (1,004)	-0.13%
Repairs & Maint. Equipment	\$ 2,904	\$ 2,923	\$ 3,000	\$ 3,000	\$ -	0.00%
Repairs & Maint. Other	\$ 2,400	\$ 2,882	\$ 3,000	\$ 3,000	\$ -	0.00%
Utilities Electric	\$ 80,591	\$ 86,659	\$ 100,100	\$ 90,850	\$ (9,250)	-9.24%
Purchase of Services	\$ 85,895	\$ 92,464	\$ 106,100	\$ 96,850	\$ (9,250)	-8.72%
Licenses - CDL & Special	\$ 562	\$ 747	\$ 2,000	\$ 2,000	\$ -	0.00%
Clothing Allowance Operational Staff	\$ 2,100	\$ 2,450	\$ 3,150	\$ 3,150	\$ -	0.00%
Other Services Inc.	\$ 2,662	\$ 3,197	\$ 5,150	\$ 5,150	\$ -	0.00%
Tech & Prof Svs & MWRA Sulfide Testing	\$ 13,275	\$ 4,939	\$ 15,000	\$ 15,000	\$ -	0.00%
Tech/ Prof. Services	\$ 13,275	\$ 4,939	\$ 15,000	\$ 15,000	\$ -	0.00%
Repairs & Maint. Misc. Constr.	\$ 2,967	\$ 4,549	\$ 4,000	\$ 4,000	\$ -	0.00%
Supplies	\$ 2,967	\$ 4,549	\$ 4,000	\$ 4,000	\$ -	0.00%
Sewer Pump Station/Line Maintenance	\$ 71,587	\$ 102,849	\$ 100,000	\$ 100,000	\$ -	0.00%
MWRA Sewer Assessment	\$ 4,634,401	\$ 4,903,457	\$ 5,149,488	\$ 5,597,246	\$ 447,758	8.70%
Water/Sewer Damage Claims	\$ 47,881	\$ -	\$ 15,000	\$ 15,000	\$ -	0.00%
Other Chgs. / Exp.	\$ 4,753,870	\$ 5,006,306	\$ 5,264,488	\$ 5,712,246	\$ 447,758	8.51%
Total Operating Expenses	\$ 5,377,674	\$ 5,645,452	\$ 6,150,709	\$ 6,588,213	\$ 437,504	7.11%

Water Operations

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries Supervisory	\$ 245,946	\$ 267,230	\$ 196,947	\$ 198,081	\$ 1,134	0.58%
Salaries Operational Staff	\$ 626,382	\$ 602,039	\$ 742,020	\$ 763,511	\$ 21,491	2.90%
Salaries Temp Operational	\$ 15,793	\$ 16,502	\$ 25,957	\$ 25,957	\$ -	0.00%
Supervisory Additional Comp	\$ 30,400	\$ 25,775	\$ 18,100	\$ 18,100	\$ -	0.00%
Operational Staff Additional Comp	\$ 29,055	\$ 27,516	\$ 25,760	\$ 24,580	\$ (1,180)	-4.58%
Operational Staff Overtime	\$ 90,021	\$ 101,478	\$ 72,500	\$ 72,500	\$ -	0.00%
Personnel Services	\$ 1,037,597	\$ 1,040,540	\$ 1,081,284	\$ 1,102,729	\$ 21,445	1.98%
Repairs & Maint. Software	\$ 14,961	\$ 19,929	\$ 15,000	\$ 15,000	\$ -	0.00%
Utilities	\$ 450,625	\$ 470,397	\$ 478,400	\$ 494,600	\$ 16,200	3.39%
GIS Software & Training	\$ 19,693	\$ 22,832	\$ 25,500	\$ 25,500	\$ -	0.00%
Copy/Mail Center Fees	\$ 9,843	\$ 9,391	\$ 18,000	\$ 11,000	\$ (7,000)	-38.89%
Purchased Services: Miscellaneous	\$ 12,817	\$ 11,969	\$ 12,000	\$ 12,000	\$ -	0.00%
Purchase of Services	\$ 507,939	\$ 534,518	\$ 548,900	\$ 558,100	\$ 9,200	1.68%
Licenses - CDL & Special	\$ 7,527	\$ 7,570	\$ 8,500	\$ 8,500	\$ -	0.00%
Environmental Management - ISO 14001 Certification	\$ 2,610	\$ 4,056	\$ 10,000	\$ 4,000	\$ (6,000)	-60.00%
Clothing Allowance Operational Staff	\$ 4,200	\$ 3,850	\$ 4,550	\$ 4,550	\$ -	0.00%
Other Services Inc.	\$ 14,338	\$ 15,476	\$ 23,050	\$ 17,050	\$ (6,000)	-26.03%
Implement SDWA Amendment	\$ 23,321	\$ 27,318	\$ 30,000	\$ 30,000	\$ -	0.00%
Water Testing	\$ 25,055	\$ 24,729	\$ 25,000	\$ 25,000	\$ -	0.00%
Tech./Prof. Services	\$ 48,375	\$ 52,047	\$ 55,000	\$ 55,000	\$ -	0.00%
Repairs & Maint - Equipment	\$ 2,940	\$ 2,942	\$ 3,000	\$ 3,000	\$ -	0.00%



Town of Natick

Home of Champions

Department: Water & Sewer		Enterprise Fund				
Repairs & Maint - Facilities	\$ 1,924	\$ 1,945	\$ 2,000	\$ 2,000	\$ -	0.00%
Repairs & Maint - Hydrants	\$ 10,000	\$ 8,207	\$ 10,000	\$ 10,000	\$ -	0.00%
Repairs & Maint - Misc. Repairs	\$ 15,388	\$ 17,529	\$ 18,000	\$ 18,000	\$ -	0.00%
Repairs & Maint - Misc. Constr	\$ 17,963	\$ 19,631	\$ 18,000	\$ 18,000	\$ -	0.00%
Supplies	\$ 48,215	\$ 50,254	\$ 51,000	\$ 51,000	\$ -	0.00%
Chemical Supplies	\$ 149,768	\$ 111,309	\$ 177,500	\$ 177,500	\$ -	0.00%
Obsolete Meters	\$ 27,261	\$ 36,918	\$ 30,000	\$ 30,000	\$ -	0.00%
Service Connections	\$ 18,505	\$ 18,713	\$ 18,000	\$ 18,000	\$ -	0.00%
Other Supplies	\$ 195,533	\$ 166,940	\$ 225,500	\$ 225,500	\$ -	0.00%
Water Well/Water Line Maint.	\$ 121,541	\$ 144,632	\$ 150,000	\$ 150,000	\$ -	0.00%
New Hydrant Installation	\$ 9,262	\$ 11,101	\$ 10,000	\$ 10,000	\$ -	0.00%
Asphalt Crushing	\$ 9,689	\$ 13,770	\$ 15,000	\$ 15,000	\$ -	0.00%
DEP Assessment	\$ 10,183	\$ 9,922	\$ 14,000	\$ 14,000	\$ -	0.00%
MWRA Discharge Permit	\$ 1,782	\$ 1,782	\$ 4,000	\$ 4,000	\$ -	0.00%
Other Charges/Expenditures	\$ 152,457	\$ 181,207	\$ 193,000	\$ 193,000	\$ -	0.00%
Total Operating Expenses	\$ 2,004,454	\$ 2,040,982	\$ 2,177,734	\$ 2,202,379	\$ 24,645	1.13%

Utility Billing

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries Operational Staff	\$ 57,103	\$ 77,759	\$ 91,505	\$ 96,965	\$ 5,460	5.97%
Part-Time Operational Staff	\$ 721	\$ 721	\$ 4,835	\$ 4,835	\$ -	0.00%
Operational Staff - Additional Comp	\$ 1,191	\$ 1,500	\$ 750	\$ 750	\$ -	0.00%
Operational Staff Overtime	\$ 72	\$ 1,154	\$ 2,000	\$ 2,000	\$ -	0.00%
Personnel Services	\$ 59,087	\$ 81,134	\$ 99,090	\$ 104,550	\$ 5,460	5.51%
Repair, Maint, Replace Equipment	\$ -	\$ -	\$ 4,000	\$ 500	\$ (3,500)	-87.50%
Utility Billing Software	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ -	0.00%
Utility Billing Printing	\$ 10,467	\$ 3,923	\$ 30,200	\$ 12,000	\$ (18,200)	-60.26%
In State Travel/Meetings	\$ -	\$ -	\$ 750	\$ 500	\$ (250)	-33.33%
Communication Telephone	\$ -	\$ -	\$ 1,500	\$ 1,500	\$ -	0.00%
Training & Education	\$ 438	\$ 60	\$ 2,500	\$ 4,000	\$ 1,500	60.00%
Communication Postage	\$ 21,800	\$ 22,745	\$ 22,000	\$ 23,000	\$ 1,000	4.55%
Copy/Mail Center Fees	\$ 23,004	\$ 10,935	\$ 40,000	\$ 25,000	\$ (15,000)	-37.50%
Collection Activities	\$ -	\$ -	\$ 10,000	\$ 500	\$ (9,500)	-95.00%
Office Supplies	\$ 3,289	\$ 329	\$ 4,000	\$ 1,000	\$ (3,000)	-75.00%
Supplies	\$ 58,997	\$ 37,992	\$ 129,950	\$ 83,000	\$ (46,950)	-36.13%
Total Utility Billing	\$ 118,084	\$ 119,126	\$ 229,040	\$ 187,550	\$ (41,490)	-18.11%

Employee Benefits

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
FICA {Medicare}	\$ -	\$ 22,969	\$ 28,077	\$ 28,453	\$ 376	1.34%
Insurance Group Health & Life	\$ 391,616	\$ 370,021	\$ 432,255	\$ 432,255	\$ -	0.00%
LIUNA Pension	\$ 41,228	\$ 41,088	\$ 42,554	\$ 50,059	\$ 7,505	17.64%
Other Personnel Services	\$ 432,844	\$ 434,078	\$ 502,887	\$ 510,767	\$ 7,879	1.57%
Funding Schedule	\$ 199,959	\$ 215,955	\$ 259,925	\$ 280,719	\$ 20,794	8.00%
Other Charges & Expenditures	\$ 199,959	\$ 215,955	\$ 259,925	\$ 280,719	\$ 20,794	8.00%
Total Employee Benefits	\$ 632,803	\$ 650,033	\$ 762,812	\$ 791,486	\$ 28,673	3.76%



Town of Natick

Home of Champions

Department: Water & Sewer

Enterprise Fund

Water & Sewer Debt Service

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Water Principal Sub-Totals	\$ 1,184,911	\$ 1,089,023	\$ 1,172,438	\$ 1,203,444	\$ 31,006	2.64%
Sewer Principal Sub-Totals	\$ 417,846	\$ 524,846	\$ 711,986	\$ 794,959	\$ 82,973	11.65%
Principal Totals	\$ 1,602,757	\$ 1,613,869	\$ 1,884,424	\$ 1,998,403	\$ 113,979	6.05%
Interest on Debt Water Sub-Totals	\$ 352,363	\$ 265,171	\$ 276,818	\$ 258,702	\$ (18,117)	-6.54%
Interest on Debt Sewer Sub-Totals	\$ 116,583	\$ 154,487	\$ 165,565	\$ 175,624	\$ 10,059	6.08%
Bond Anticipation Notes	\$ 25,000	\$ 11,913	\$ 30,000	\$ 30,000	\$ -	0.00%
Interest Totals	\$ 493,946	\$ 431,571	\$ 472,383	\$ 464,325	\$ (8,058)	-1.71%
Total Water & Service Debt Service	\$ 2,096,702	\$ 2,045,440	\$ 2,356,806	\$ 2,462,728	\$ 105,922	4.49%

Reserve Fund

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Reserve Fund	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	0.00%
Total Reserve Fund	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	0.00%



Town of Natick

Home of Champions

Department: Water & Sewer Operations

Enterprise Fund

Narrative:

Sanitary Sewer Operations

Personnel Services

Salaries Supervisory: To fund the positions of Distribution Manager and Chief Plant Operator.

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 as 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 Coordinator/Water Information Management, Compliance Coordinator, and Supervisor of Water and Sewer, who oversees this division.

Salaries Operational Staff: To fund fourteen 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.



Town of Natick

Home of Champions

Department: Water & Sewer Operations Line-Item Detail

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/Service: 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.



Town of Natick

Home of Champions

Department: Water & Sewer Operations Line-Item Detail

Narrative:

Utility Billing Operations

Personnel Services

Salaries Operational Staff Salaries: Two full-time staff positions are funded in this line item. These 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.

Part Time Operational: This funds 240 hours of part-time operational staff. This position provides administrative / clerical support to the Treasurer/ 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: These costs related to POINT Software training, Neptune meter reading and inventory systems, Invoice Cloud software, and PC specialized training seminars, etc.

Communication Telephone: Costs assigned to the Utility Billing for telephone service.

Communication Postage: 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: Printing and mailing notices of unpaid/delinquent charges, and demand bills, and other accounts receivable.

Copy/Mail Center Fees: 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.

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.



Town of Natick

Home of Champions

Department: Water & Sewer Operations Line-Item Detail

Employee Benefits

Pays for benefits for Water & Sewer Benefit eligible employees.

Debt Service

Principal Payments:

Principal on debt service for multiple water and sewer capital improvement projects.

Interest Payments:

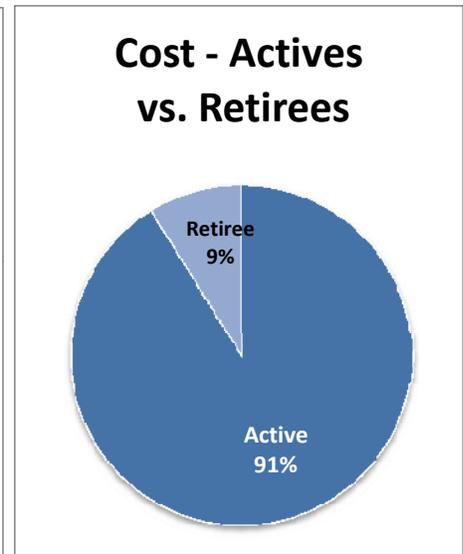
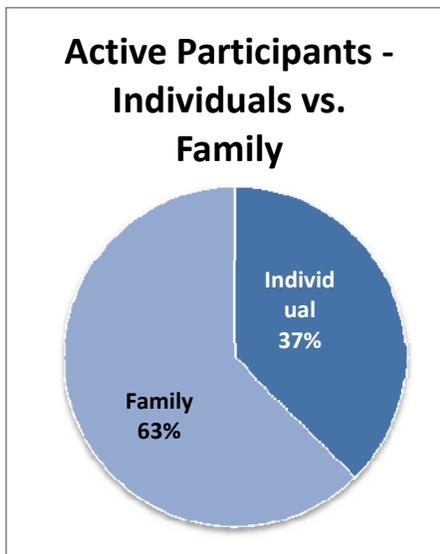
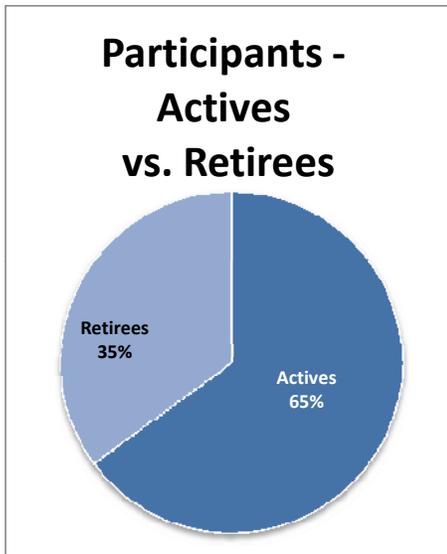
Interest on debt service associated with general obligation bonds issued for water and sewer projects. Of that amount, \$30,000 represents the estimated amount for Bond Anticipation Notes & issue costs (bond counsel, financial advisor, rating agency fees, etc.) for authorized borrowings.

Reserve Fund

Covers \$200,000 for emergencies & unforeseen contingencies within the fund.

Water & Sewer Employee Health Benefits Summary

Active	
- Traditional HMO's	\$ -
- Rate Saver HMO's	\$ 314,319
Tier #1 Safety Net	\$ 10,190
Tier #2 Safety Net	\$ -
Tier #3 Safety Net	\$ -
Sentinel Benefits Administration Fee	\$ 1,188
Additional Plans	\$ 58,902
Retiree	
- Retiree Health Plans	\$ 37,534
Life Insurance (\$4.25/mo. x Total Benefited Employees)	\$ 1,122
Hepatitis Shots	\$ 7,500
All other Miscellaneous Items: (Health Fair/Legal Issues, etc.)	\$ 1,500
Total Employee Health Benefits	\$ 432,255



Water & Sewer Enterprise - Active Employees - Rate Saver HMO's

Active Employees

Active Employees Plans:	Individual			Family			Total Cost
HEALTH PLANS:	Total	Town Share	Total	Town Share	Total	Town Share	Total Cost
	\$	%	\$	\$	%	\$	\$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	851.00	90.00%	765.90	2,281.60	80.00%	1,825.28	
Participants			0			0	
Monthly Rates (Regular Members)	851.00	82.50%	702.08	2,281.60	77.50%	1,768.24	
Participants			0			0	
Monthly Rates (Regular Members)	851.00	80.00%	680.80	2,281.60	75.00%	1,711.20	
Participants			0			1	
Monthly Rates (Regular Members)	851.00	75.00%	638.25				
Participants			3				
Annual Total			\$22,977			\$20,534	\$ 43,511
Fallon Group Direct Care							
Monthly Rates (Regular Members)	589.95	90.00%	530.96	1,584.70	80.00%	1,267.76	
Participants			0			0	
Monthly Rates (Regular Members)	589.95	82.50%	486.71	1,584.70	77.50%	1,228.14	
Participants			0			0	
Monthly Rates (Regular Members)	589.95	80.00%	471.96	1,584.70	75.00%	1,188.53	
Participants			0			1	
Annual Total			\$0			\$14,262	\$ 14,262
Harvard/Pilgrim							
Monthly Rates (Regular Members)	741.75	90.00%	667.58	1,934.30	80.00%	1,547.44	
Participants			0			0	
Monthly Rates (Regular Members)	741.75	82.50%	611.94	1,934.30	77.50%	1,499.08	
Participants			0			0	
Monthly Rates (Regular Members)	741.75	80.00%	593.40	1,934.30	75.00%	1,450.73	
Participants			0			7	
Monthly Rates (Regular Members)	741.75	75.00%	556.31				
Participants			3				
Annual Total			\$20,027			\$121,861	\$ 141,888
Tufts Rate Saver							
Monthly Rates (Regular Members)	844.10	90.00%	759.69	2,210.30	80.00%	1,768.24	
Participants			0			0	
Monthly Rates (Regular Members)	844.10	82.50%	696.38	2,210.30	77.50%	1,712.98	
Participants			0			0	
Monthly Rates (Regular Members)	844.10	80.00%	675.28	2,210.30	75.00%	1,657.73	
Participants			0			5	
Monthly Rates (Regular Members)	844.10	75.00%	633.08				
Participants			2				
Annual Total			\$15,194			\$99,464	\$ 114,657

Premium Cost Summary	Enrollments	Single	8	Family	14	
Active Health Plans						\$ 314,319
Tier #1 Safety Net						\$ 10,190
Tier #2 Safety Net						\$ -
Tier #3 Safety Net						\$ -
Sentinel FSA Costs						\$ 1,188
Vacant Positions (2)						\$ 34,817
Individual Plan Reserve (1)						\$ 6,676
Family Plan Reserve (1)						\$ 17,409
Total Appropriation Needed						\$ 360,515

Enrollments as of 12/2014

Retiree Health Care

Retirees - Non Medicare Eligible

Active Employees Plans: HEALTH PLANS:	Individual			Family			Total Cost
	Total	Town Share		Total	Town Share		
	\$	%	\$	\$	%	\$	\$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	851.00	75.00%	\$ 518.10	2,281.60	75.00%	\$ 1,390.13	
			0			0	
Annual Total			\$0			\$0	\$ -
Fallon Group Direct Care							
Monthly Rates (Regular Members)	589.95	75.00%	\$ 442.46	1,584.70	75.00%	\$ 1,188.53	
Participants			0			0	
Annual Total			\$0			\$0	\$ -
Harvard/Pilgrim							
Monthly Rates (Regular Members)	741.75	75.00%	\$ 503.25	1,934.30	75.00%	\$ 1,311.75	
Participants			0			0	
Annual Total			\$0			\$0	\$ -
Tufts Navigator							
Monthly Rates (Regular Members)	844.10	75.00%	\$ 532.13	2,210.30	75.00%	\$ 1,392.60	
Participants			0			0	
Annual Total			\$0			\$0	\$ -
Harvard/Pilgrim PPO							
Rates (Regular Members)	2,173.50	50.00%	\$ 1,086.75	4,826.41	50.00%	\$ 2,413.21	
Participants			1			0	
Annual Total			\$13,041			\$0	\$ 13,041
Tufts POS							
Monthly Rates (Regular Members)	2,173.50	50.00%	\$ 1,086.75	4,826.41	50.00%	\$ 2,413.21	
Participants			0			0	
Annual Total			\$0			\$0	\$ -

Premium Cost Summary	Enrollments			
	Single	Family		
Active Health Plans	1	0	\$	13,041
Total Appropriation Needed			\$	13,041

Retirees - Medicare Eligible

Senior Plans: HEALTH PLANS:	Individual			HEALTH PLANS:	Individual		
	Total	Town Share			Total	Town Share	
	\$	%	\$	\$	%	\$	
HPHC Medicare Enhancement							
Monthly Rates (Jul-Dec)	328.33	65.98%	216.63	BCBS Medex Enhanced			
Monthly Rates (Jan-June)	361.16	65.98%	238.30	Monthly Rates (Jul-Dec)	340.00	66.83%	227.22
Participants			1	Monthly Rates (Jan-June)	374.00	66.83%	249.94
Total			\$2,730	Participants			1
Fallon Senior Plan							
Monthly Rates (Jul-Dec)	299.00	68.87%	205.92	Tufts Medicare Prime			
Monthly Rates (Jan-June)	328.90	68.87%	226.51	Monthly Rates (Jul-Dec)	330.00	66.39%	219.09
Participants			0	Monthly Rates (Jan-June)	363.00	66.39%	241.00
Total			\$0	Participants			6
Tufts Medicare Preferred HMO							
Monthly Rates (Jul-Dec)	262.00	70.81%	185.52	BCBS Managed Blue for Seniors			
Monthly Rates (Jan-June)	288.20	70.81%	204.07	Monthly Rates (Jul-Dec)	295.63	69.63%	205.85
Participants			1	Monthly Rates (Jan-June)	325.19	69.63%	226.43
				Participants			0
			\$2,338	Total			\$0

Medicare Eligible Retirees	Enrollments		
	Single	Family	
	9	0	
Total Medicare Eligible Employees (Senior Plans)			\$24,493

Total Retiree Health Care	\$37,534
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Town of Natick
Home of Champions

Department: Enterprise Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2015		Fiscal Year 2016		Fiscal Year 2017		Fiscal Year 2018		Fiscal Year 2019		Fiscal Year 2020		Issue Balance	Principal
			Principal		Principal		Principal		Principal		Principal		Principal			
1998	Water Treatment Plant *Refunded 2012	\$ 1,175,000	\$ 65,000	\$ 64,000	\$ 64,000	\$ 64,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 253,000
1998	Sewer (Pleasant, Rockwood etc.) *Refunded 2012	\$ 285,000	\$ 14,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 53,000
1999	Sewer (Pleasant, Eliot, Union, etc.) *Refunded 2012	\$ 750,000	\$ 38,000	\$ 38,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 188,000
1999	Sewer (Union St) *Refunded 2012	\$ 615,000	\$ 33,000	\$ 29,000	\$ 26,000	\$ 26,000	\$ 25,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 12,000	\$ 12,000	\$ -	\$ -	\$ 138,000
1999	Water (Lakeshore Dr) *Refunded 2012	\$ 500,000	\$ 28,000	\$ 27,000	\$ 27,000	\$ 27,000	\$ 26,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 12,000	\$ 12,000	\$ -	\$ -	\$ 133,000
2000	Water (Lakeshore Dr) *Refunded 2012	\$ 540,000	\$ 24,000	\$ 24,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 160,000
2000	Sewer (Boden Ln & Water, Lincoln, etc.) *Refunded 2012	\$ 1,335,000	\$ 38,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 254,000
2002	Sewer (Lakeshore Rd) *Refunded 2013	\$ 430,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 150,000
2002	Sewer (Leach Ln) *Refunded 2013	\$ 210,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 20,000	\$ 80,000
2004	Water Meters	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2006	Sewer (Speen St, Park Ave)	\$ 2,100,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 735,000	\$ 1,365,000	
2007	Water Treatment (MWPAI) *Refunded (Net amount)	\$ 4,884,838	\$ 250,438	\$ 258,294	\$ 268,041	\$ 277,787	\$ 277,787	\$ 292,408	\$ 292,408	\$ 292,408	\$ 292,408	\$ 302,155	\$ 302,155	\$ 1,624,295	\$ 3,273,417	
2008	Water Treatment Plant *Refunded	\$ 225,925	\$ 20,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
2009	Water Relining	\$ 3,000,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,200,000	
2009	Equipment W-9 Backhoe	\$ 90,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 30,000	
2010	Water Relining	\$ 600,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 360,000	
2010	Springvale Well	\$ 250,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 150,000	
2010	Reservoir Refurbishment	\$ 500,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000	
2010	Sewer Pump Station 5	\$ 300,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 180,000	
2010	Sewer Jet Truck	\$ 250,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 150,000	
2010	Sewer I&I (MWRA)	\$ 77,385	\$ 15,477	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,477
2011	Final Phase V	\$ 800,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 305,000	\$ 635,000	
2012	Radio Meter Transmitters	\$ 150,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 60,000	\$ 90,000	
2012	Ground Water Wells	\$ 300,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 60,000	\$ 240,000	
2012	Variable Frequency Drives	\$ 260,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 50,000	\$ 200,000	
2012	DPW Headquarters Renovations	\$ 504,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 100,000	\$ 400,000	
2012	IMWRA I&I	\$ 196,845	\$ 39,369	\$ 39,369	\$ 39,369	\$ 39,369	\$ 39,369	\$ 39,369	\$ 39,369	\$ 39,369	\$ 39,369	\$ 39,369	\$ 39,369	\$ 39,369	\$ 118,107	
2012	DPW Vehicle Garage Roof	\$ 66,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 45,000	
2013	Force Main Bradford / Pamela - Rt 9	\$ 1,650,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 880,000	\$ 1,540,000	
2013	Replace Ground Water Wells	\$ 300,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 90,000	\$ 270,000	
2013	Filter Modification @ Springvale WTP	\$ 200,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 60,000	\$ 180,000	
2014	Replace Ground Water Wells	\$ 300,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 180,000	\$ 300,000	
2014	Town Forest Reservoir Roof	\$ 220,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 130,000	\$ 220,000	
2014	Prime Park Pump Station Wall	\$ 150,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 60,000	\$ 150,000	
2014	Energy Efficiency Upgrades - Springvale WTP	\$ 150,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 60,000	\$ 150,000	
2014	Tonka Valves & Filters - Springvale WTP	\$ 100,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 40,000	\$ 100,000	
2014	Chrysler Road Sewer Line Replacement	\$ 48,000	\$ 13,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 4,000	\$ 48,000	
2014	IMWRA I&I	\$ 755,700	\$ 151,140	\$ 151,140	\$ 151,140	\$ 151,140	\$ 151,140	\$ 151,140	\$ 151,140	\$ 151,140	\$ 151,140	\$ 151,140	\$ 151,140	\$ 151,140	\$ 755,700	
2014	W-22 (Dump Truck w/Plow)	\$ 220,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 35,000	\$ 220,000	
2014	W-14 (Backhoe w/Plow)	\$ 135,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 35,000	\$ 135,000	
2014	Speen Street Sewer Work	\$ 180,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 60,000	\$ 180,000	
Est. 2015	Sewer Station and Generator Upgrades (Travis Road)	\$ 360,000	\$ -	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 180,000	\$ 360,000	
Est. 2015	Sewer Pump Station Replacement (Eliot Hill)	\$ 230,000	\$ -	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 115,000	\$ 230,000	
Est. 2015	Public Works Expansion	\$ 101,500	\$ -	\$ 10,150	\$ 10,150	\$ 10,150	\$ 10,150	\$ 10,150	\$ 10,150	\$ 10,150	\$ 10,150	\$ 10,150	\$ 10,150	\$ 50,750	\$ 101,500	
Est. 2015	Ground Water Wells	\$ 300,000	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 200,000	\$ 300,000	
Est. 2015	IMWRA I&I - Sewer Main Relining	\$ 242,250	\$ -	\$ 48,450	\$ 48,450	\$ 48,450	\$ 48,450	\$ 48,450	\$ 48,450	\$ 48,450	\$ 48,450	\$ 48,450	\$ 48,450	\$ -	\$ 242,250	



Department: Enterprise Fund Debt Service - Interest

Year of Issue	Project	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Issue	Total
		Amount Issued	Interest	Interest	Interest	Interest	Interest	Balance	Interest
1998	Water Treatment Plant *Refunded 2012	\$ 1,175,000	\$ 8,170	\$ 6,240	\$ 3,680	\$ 1,200	\$ -	\$ -	\$ 19,290
1998	Sewer (Pleasant, Rockwood, etc.) *Refunded 2012	\$ 285,000	\$ 1,700	\$ 1,300	\$ 780	\$ 260	\$ -	\$ -	\$ 4,040
1999	Sewer (Pleasant, Eliot, Union, etc.) *Refunded 2012	\$ 750,000	\$ 6,380	\$ 5,240	\$ 3,680	\$ 2,380	\$ 400	\$ -	\$ 19,320
1999	Sewer (Union St) *Refunded 2012	\$ 615,000	\$ 4,530	\$ 3,620	\$ 2,520	\$ 1,500	\$ 240	\$ -	\$ 13,150
1999	Water (Lakeshore Dr) *Refunded 2012	\$ 500,000	\$ 4,480	\$ 3,660	\$ 2,580	\$ 1,520	\$ 740	\$ -	\$ 13,220
2000	Water (Lakeshore Dr) *Refunded 2012	\$ 540,000	\$ 5,680	\$ 4,420	\$ 3,100	\$ 2,000	\$ 1,320	\$ 440	\$ 21,720
2000	Sewer (Boden Ln & Water, Lincoln, etc.) *Refunded 2012	\$ 1,335,000	\$ 9,020	\$ 7,900	\$ 6,420	\$ 4,960	\$ 3,520	\$ 700	\$ 34,620
2002	Sewer (Lakeshore Rd) *Refunded 2013	\$ 430,000	\$ 5,400	\$ 5,000	\$ 4,400	\$ 3,600	\$ 2,800	\$ 1,800	\$ 25,000
2002	Sewer (Leach Ln) *Refunded 2013	\$ 210,000	\$ 2,900	\$ 2,400	\$ 2,000	\$ 1,600	\$ 1,200	\$ 1,200	\$ 14,000
2006	Sewer (Speen St, Park Ave)	\$ 2,100,000	\$ 54,207	\$ 50,138	\$ 45,938	\$ 41,213	\$ 36,488	\$ 106,448	\$ 366,720
2007	Water Treatment (MWPAAT) *Refunded (Net amount)	\$ 4,884,838	\$ 83,651	\$ 75,937	\$ 61,931	\$ 51,225	\$ 40,439	\$ 34,309	\$ 377,159
2008	Water Treatment Plant *Refunded	\$ 225,925	\$ 1,788	\$ 1,088	\$ 563	\$ -	\$ -	\$ -	\$ 3,438
2009	Water Refining	\$ 3,000,000	\$ 45,750	\$ 34,875	\$ 23,625	\$ 12,000	\$ -	\$ -	\$ 116,250
2009	Equipment W-9 Backhoe	\$ 90,000	\$ 1,125	\$ 763	\$ 388	\$ -	\$ -	\$ -	\$ 2,275
2010	Water Refining	\$ 600,000	\$ 10,650	\$ 9,150	\$ 7,500	\$ 5,700	\$ 3,900	\$ 1,950	\$ 38,850
2010	Springvale Well	\$ 250,000	\$ 4,438	\$ 3,813	\$ 3,125	\$ 2,375	\$ 1,625	\$ 813	\$ 16,188
2010	Reservoir Refurbishment	\$ 500,000	\$ 8,875	\$ 7,625	\$ 6,250	\$ 4,750	\$ 3,250	\$ 1,625	\$ 32,375
2010	Sewer Pump Station 5	\$ 300,000	\$ 5,325	\$ 4,575	\$ 3,750	\$ 2,850	\$ 1,950	\$ 975	\$ 19,425
2010	Sewer Jet Truck	\$ 250,000	\$ 4,438	\$ 3,813	\$ 3,125	\$ 2,375	\$ 1,625	\$ 813	\$ 17,001
2011	Phase V	\$ 800,000	\$ 21,325	\$ 19,675	\$ 16,925	\$ 15,275	\$ 13,625	\$ 11,425	\$ 133,150
2012	Radio Meter Transmitters	\$ 150,000	\$ 3,000	\$ 2,100	\$ 1,200	\$ -	\$ -	\$ -	\$ 6,300
2012	Ground Water Wells	\$ 300,000	\$ 7,800	\$ 6,900	\$ 6,000	\$ 4,800	\$ 3,600	\$ 1,800	\$ 33,300
2012	Variable Frequency Drives	\$ 260,000	\$ 6,500	\$ 5,750	\$ 5,000	\$ 4,000	\$ 3,000	\$ 2,000	\$ 27,750
2012	DPW Headquarters Renovations	\$ 504,000	\$ 13,000	\$ 11,500	\$ 10,000	\$ 8,000	\$ 6,000	\$ 4,000	\$ 55,500
2012	MWRA I&I (0% interest loan)	\$ 196,845	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2012	DPW Vehicle Garage Roof	\$ 66,000	\$ 1,600	\$ 1,300	\$ 1,000	\$ 600	\$ 200	\$ -	\$ 4,700
2013	Force Main Bradford / Pamela - Rt 9	\$ 1,650,000	\$ 48,950	\$ 46,750	\$ 43,450	\$ 39,050	\$ 34,650	\$ 111,513	\$ 354,613
2013	Replace Ground Water Wells	\$ 300,000	\$ 9,300	\$ 8,700	\$ 7,800	\$ 6,600	\$ 5,400	\$ 4,200	\$ 47,400
2013	Filter Modification @ Springvale WTP	\$ 200,000	\$ 6,200	\$ 5,800	\$ 5,200	\$ 4,400	\$ 3,600	\$ 2,800	\$ 31,600
2014	Replace Ground Water Wells	\$ 300,000	\$ 10,271	\$ 10,025	\$ 9,025	\$ 8,025	\$ 7,025	\$ 6,225	\$ 25,700
2014	Town Forest Reservoir Roof	\$ 220,000	\$ 7,555	\$ 7,369	\$ 6,619	\$ 5,869	\$ 5,119	\$ 4,519	\$ 54,976
2014	Prime Park Pump Station Wall	\$ 150,000	\$ 5,640	\$ 5,438	\$ 4,688	\$ 3,938	\$ 3,188	\$ 2,588	\$ 29,982
2014	Energy Efficiency Upgrades - Springvale WTP	\$ 150,000	\$ 5,640	\$ 5,438	\$ 4,688	\$ 3,938	\$ 3,188	\$ 2,588	\$ 29,982
2014	Tonka Valves & Filters - Springvale WTP	\$ 100,000	\$ 3,760	\$ 3,625	\$ 3,125	\$ 2,625	\$ 2,125	\$ 1,725	\$ 19,985
2014	Chrysler Road Sewer Line Replacement	\$ 48,000	\$ 1,901	\$ 1,700	\$ 1,200	\$ 700	\$ 200	\$ -	\$ 5,701
2014	MWRA I&I (0% interest loan)	\$ 755,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2014	IV-22 (Dump Truck w/Plow)	\$ 220,000	\$ 8,891	\$ 8,300	\$ 6,300	\$ 4,550	\$ 2,800	\$ 1,400	\$ 32,241
2014	IV-14 (Backhoe w/Plow)	\$ 135,000	\$ 5,470	\$ 5,100	\$ 3,850	\$ 2,600	\$ 1,600	\$ 800	\$ 19,420
2014	Speen Street Sewer Work	\$ 220,000	\$ 7,074	\$ 6,800	\$ 5,800	\$ 4,800	\$ 3,800	\$ 3,000	\$ 35,474
Est. 2015	Sewer Station and Generator Upgrades (Travis Road)	\$ 360,000	\$ -	\$ 14,400	\$ 12,960	\$ 11,520	\$ 10,080	\$ 8,640	\$ 79,200
Est. 2015	Sewer Pump Station Replacement (Eliot Hill)	\$ 230,000	\$ -	\$ 9,200	\$ 8,280	\$ 7,360	\$ 6,440	\$ 5,520	\$ 50,600
Est. 2015	Public Works Expansion	\$ 101,500	\$ -	\$ 4,060	\$ 3,654	\$ 3,248	\$ 2,842	\$ 2,436	\$ 22,330
Est. 2015	Ground Water Wells	\$ 300,000	\$ -	\$ 12,000	\$ 11,200	\$ 10,400	\$ 9,600	\$ 8,800	\$ 96,000
Est. 2015	MWRA I&I - Sewer Main Relining	\$ 242,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44,000	\$ -
	BAN interest, Admin Fees and Issue Costs	\$ -	\$ 30,000	\$ 30,000	\$ 295,306	\$ 230,199	\$ 180,947	\$ 452,743	\$ 2,460,540
	Water and Sewer Enterprise Interest	\$ -	\$ 472,383	\$ 464,325	\$ 364,638	\$ 295,306	\$ 180,947	\$ 452,743	\$ 2,460,540
	Total Amount Remaining	\$ 2,460,540	\$ 1,988,157	\$ 1,523,832	\$ 1,159,194	\$ 863,888	\$ 633,689	\$ 452,743	\$ -

Summary of Debt - Water & Sewer Enterprise Fund

Water & Sewer Enterprise Fund Principal	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Issue	Total
\$ 1,884,424	\$ 1,998,403	\$ 1,996,150	\$ 1,899,527	\$ 1,492,148	\$ 1,335,755	\$ 5,087,045	\$ 15,693,451	
\$ 472,383	\$ 464,325	\$ 364,638	\$ 295,306	\$ 230,199	\$ 180,947	\$ 452,743	\$ 2,460,540	
\$ 2,356,806	\$ 2,462,728	\$ 2,360,788	\$ 2,194,833	\$ 1,722,347	\$ 1,516,702	\$ 5,539,788	\$ 18,153,991	
\$ 18,153,991	\$ 15,797,185	\$ 13,334,457	\$ 10,973,669	\$ 8,778,836	\$ 7,056,489	\$ 5,539,788	\$ -	



Town of Natick

Home of Champions

Department: Water & Sewer Operations Indirect Cost Allocations

PERCENTAGE ALLOCATIONS	PERSONNEL	FRINGE	EXPENSES	TOTAL
DPW ADMINISTRATION	\$ 88,367	\$ 34,116	\$ 18,064	\$ 140,547
BUILDING MAINTENANCE	\$ -	\$ -	\$ 41,488	\$ 41,488
ENGINEERING SERVICES	\$ 222,683	\$ 85,973	\$ 50,825	\$ 359,481
GIS SERVICES	\$ (54,590)	\$ (21,076)	\$ -	\$ (75,666)
EQUIPMENT MAINTENANCE	\$ 190,459	\$ 73,532	\$ 107,531	\$ 371,522
HIGHWAY MAINTENANCE	\$ 134,040	\$ 51,750	\$ 101,435	\$ 287,225
PUBLIC SAFETY	89,591	34,589	6,010	130,190
ASSESSING	3,635	1,403	1,017	\$ 6,055
TOWN ADMINISTRATOR	98,496	37,983	27,345	\$ 163,824
COMMUNITY DEVELOPMENT	86,518	33,403	2,680	\$ 122,601
INFORMATION SYSTEMS	33,306	12,859	75,550	\$ 121,715
TREASURER	6,301	2,432	15,975	\$ 24,708
TREASURER	18,113	6,993	-	\$ 25,106
COLLECTOR	(39,655)	(15,310)	-	\$ (54,965)
COLLECTOR	42,264	16,317	-	\$ 58,581
COMPTROLLER	48,473	18,714	3,431	\$ 70,618
ANNUAL REPORT	-	-	205	\$ 205
LEGAL SERVICES	-	-	38,550	\$ 38,550
FINANCIAL / ADMINISTRATIVE	297,450	114,794	164,753	\$ 576,997
PROPERTY INSURANCE	-	-	257,720	\$ 257,720
ENERGY	-	-	117,897	\$ 117,897
SUBTOTAL - GENERAL FUND	968,000	373,678	865,723	\$ 2,207,400

Notes:

Indirect Costs are based upon the Previous Fiscal Year's (FY 2015) 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.



Town of Natick

FY 2016 Preliminary Budget

Section XI: Sassamon Trace Golf Course Enterprise Fund

Summary	XI.3
Operations	XI.7
Debt Service	XI.11
Fringe Benefits	XI.12
Ten-Year Projection	XI.14



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

Home of Champions

Department: Sassamon Trace

Enterprise Fund

Appropriation Summary

Sassamon Trace Golf Course Enterprise Fund

Operations

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 192,701	\$ 265,108	\$ 279,013	\$ 287,028	\$ 8,015	2.87%
Total Salaries	\$ 192,701	\$ 265,108	\$ 279,013	\$ 287,028	\$ 8,015	2.87%
Operating Expenses						
Club House Expense	\$ 266,866	\$ 110,030	\$ 111,338	\$ 113,897	\$ 2,559	2.30%
Supplies - Club House	\$ 23,281	\$ 29,199	\$ 24,500	\$ 30,000	\$ 5,500	22.45%
Other Facility Expense	\$ 2,000	\$ 117	\$ -	\$ -	\$ -	#DIV/0!
Sales Tax	\$ 5,311	\$ 6,268	\$ 5,100	\$ 7,500	\$ 2,400	47.06%
Course Maintenance Expense	\$ 49,807	\$ 128,002	\$ 145,673	\$ 147,502	\$ 1,829	1.26%
Total Operating Expenses	\$ 347,266	\$ 273,616	\$ 286,611	\$ 298,899	\$ 12,288	4.29%
Total Operations	\$ 539,967	\$ 538,724	\$ 565,623	\$ 585,927	\$ 20,304	3.59%

Employee Benefits

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Employee Benefits						
Other Personal Services	\$ 10,131	\$ 19,773	\$ 47,755	\$ 58,828	\$ 11,073	23.19%
Other Charges & Expenditures	\$ 9,691	\$ 10,466	\$ 4,816	\$ 5,201	\$ 385	7.99%
Total Employee Benefits	\$ 19,822	\$ 30,239	\$ 52,571	\$ 64,029	\$ 11,458	21.80%
Total Employee Benefits	19,822	30,239	52,571	64,029	11,458	21.80%

Debt Service

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Debt Service						
Principal	\$ 201,330	\$ 199,370	\$ 220,790	\$ 213,500	\$ (7,290)	-3.30%
Interest	\$ 79,784	\$ 45,577	\$ 51,155	\$ 46,454	\$ (4,701)	-9.19%
Total Debt Service	\$ 281,114	\$ 244,947	\$ 271,945	\$ 259,954	\$ (11,991)	-4.41%
Total Debt Service	\$ 281,114	\$ 244,947	\$ 271,945	\$ 259,954	\$ (11,991)	-4.41%

Golf Course Operations	\$ 840,903	\$ 813,910	\$ 890,139	\$ 909,910	\$ 19,771	2.22%
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Indirects	\$ -	\$ 32,246	\$ 34,087	\$ 34,087	\$ 0	0.00%
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Golf Course - All Expenses	\$ 840,903	\$ 846,156	\$ 924,226	\$ 943,997	\$ 19,771	2.14%
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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



Goals:

- To position Sassamon Trace as the best golf value in the MetroWest area
- To increase rounds 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 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 department is to operate, maintain and promote the 9 hole Sassamon Trace Golf Course. The golf course is situated on a 72 acre parcel of land in Natick and 50 acres of leased land in Sherborn. There is a small clubhouse and maintenance facility with two full time employees and approximately 27 part time employees. The typical golf season runs from March through November.

II. Recent Developments

The 2014 golf season was very favorable weather wise. Rounds played showed a 2% gain vs. 2013 while total revenue was up 8%. Contributing factors for this increase include a hike in user fees, a disproportionate increase in rental cart revenue and a 21% spike in the number of people that purchased Season Tickets. Nationally, play at public courses is down 2.2% compared to 2013 while the Eastern Massachusetts market is up 1.9%.

III. Current Challenges

The general consensus on the state of the golf industry is that it is in decline. According to the National Golf Foundation, player participation is down 25% from the industry peak in 2007. Only 5% of active golfers are under the age of 30 while 61% of active golfers are over 50. Surprisingly, only 22% of active golfers are female. Time, expense and difficulty are all factors contributing to golf's contraction. Having said that, we are excited about the future of Sassamon Trace and the steps we are taking to capitalize on the trending marketplace. Sassamon Trace is a unique alternative to the 5 hour round of golf. Prime location, excellent playing conditions and value pricing position Sassamon Trace to succeed. We have significantly upgraded our digital presence to include social media and web based reservations to attract the millennials. By design we are very attractive to new golfers, women, seniors and juniors and focus on programming designed to get them into the game. Lastly, the construction of a new on site teaching facility will aid us in cultivating the next generation of lifelong golfers.



Town of Natick

Home of Champions

Department: Sassamon Trace

Enterprise Fund

Budget Overview:

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

The long term plan for the Golf Course Enterprise Fund to eliminate the subsidy. This requires annual increases in user fees. For FY16, we will propose a greens fee increase of \$1 across the fee structure. There will also be a 5% increase in 14 of the 18 Season Ticket categories. Targeted increases in user fees are necessary to offset rising expenses and are made based on market comparisons.

We hope to begin construction in FY16 on the new 15,000s.f. outdoor golf instruction facility. The proposed area located at the end of the parking lot will allow the instructional staff to offer more individual and group lessons. Conservative estimates project the golf operation will realize an additional \$6,000 per year in revenue. Currently, the first hole of the golf course is used to provide instruction. The first hole must be closed twice a day which is not only an inconvenience but carries a negative financial impact. Relocating the instructional program to the new facility will improve the guest experience and provide an additional revenue stream.

V. On The Horizon

Since bringing the turf maintenance in house in FY13, the playing conditions have significantly improved. Since the golf course is partially located in the town of Sherborn, the Superintendent must use a different set of guidelines for the maintenance of this part of the course. Strict adherence to what products may be used and where they may be applied hinder his ability to maximize turf health. Golf course management has proposed significant changes in the management plan. The Sherborn Conservation Commission will contract with a consultant to review past maintenance practices and make recommendations on the proposed maintenance plan. The ultimate goal will be to have one maintenance plan for the entire golf course, that will maximize turf health and while using industry turf management practices.



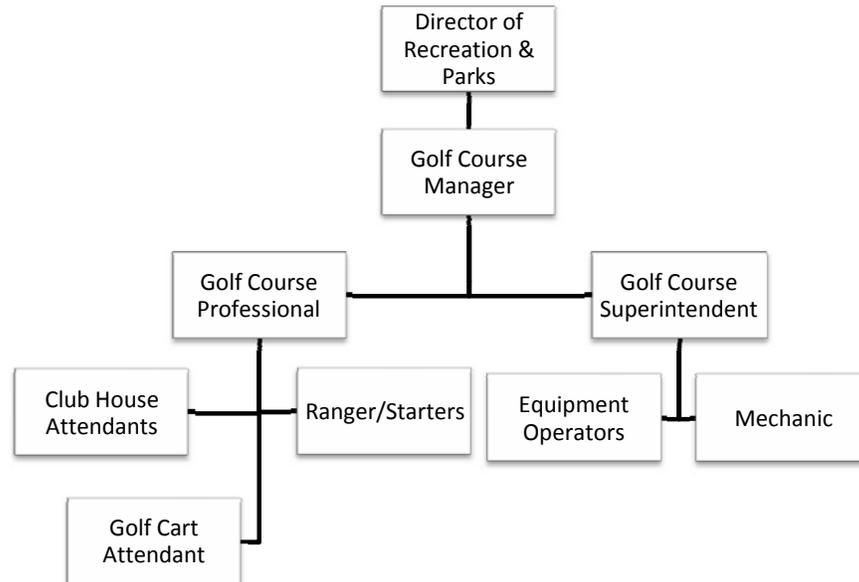
Town of Natick

Home of Champions

Department: Sassamon Trace	Enterprise Fund				
Staffing	2012	2013	2014	2015	2016
Golf Course Manager	1	1	1	1	1
Assistant Golf Course Manager	0	0.8	0.8	0.8	0.8
Maintenance Superintendent	0	1	1	1	1
Maintenance Foreman	0	1	1	1	0 *
Mechanic	0	0.28	0.28	0.28	0.28
Part-time/Seasonal Maintenance Staff	0	0.93	0.93	0.93	1.93
Seasonal Golf Shop Supervisor	0.06	0	0	0	0
Golf Shop Attendants	2.24	1.8	1.8	1.8	1.8
Rangers/starters/cart attendants	1.0	1.0	1.0	1.0	1.0
Total FTE	4.3	7.8	7.8	7.8	7.8
Total FT/PT	1FT/25PT	3FT/25PT	3FT/25PT	3FT/25PT	3FT/26PT

Notes: * In FY16, one FT position has been eliminated.

Organization Chart



Performance Indicators	2012	2013	2014	2015*	2016*
Workload Indicators					
Number of Rounds Played	30,312	28,179	29,541	28,035	28,500
Green Fee Revenue	\$ 354,354	\$ 341,407	\$ 366,738	\$ 341,151	\$ 394,525
Cart Fee Revenue	\$ 68,816	\$ 71,157	\$ 73,722	\$ 75,075	\$ 71,113
Season Ticket Revenue	\$ 91,040	\$ 97,970	\$ 120,304	\$ 107,728	\$ 123,778
Golf Instruction Revenue	\$ 9,385	\$ 8,615	\$ 7,376	\$ 10,334	\$ 8,240
Efficiency Indicators					
Revenue Per Round	\$18.94	\$19.83	\$20.97	\$19.15	\$22.77
Outcome Indicators					
Number of Season Pass Holders	194	211	254	186	205
Number of Senior Pass Holders	76	85	45	73	48
Number of Junior Pass Holders	36	51	55	40	51

* Projected Numbers



Town of Natick

Home of Champions

Department: Sassamon Trace

Enterprise Fund

Operations

	2013	2014	2015	2016	2015 vs. 2016	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries Management	\$ 68,739	\$ 70,658	\$ 98,625	\$ 100,896	\$ 2,271	2.30%
Salaries Operational Staff	\$ 41,651	\$ 109,141	\$ 83,450	\$ 62,981	\$ (20,469)	-24.53%
Salaries Golf Support	\$ 40,404	\$ 49,844	\$ 32,619	\$ 37,542	\$ 4,923	15.09%
Salaries Part-time Operational	\$ 41,907	\$ 35,465	\$ 24,233	\$ 28,016	\$ 3,783	15.61%
Salaries Maintenance Support	\$ -	\$ -	\$ 35,586	\$ 52,703	\$ 17,117	48.10%
Merit/Performance	\$ -	\$ -	\$ 4,500	\$ 4,890	\$ 390	8.67%
Personnel Services	\$ 192,701	\$ 265,108	\$ 279,013	\$ 287,028	\$ 8,015	2.87%
Utilities - electricity	\$ 22,540	\$ 22,582	\$ 16,022	\$ 16,502	\$ 480	3.00%
Building lease/repairs	\$ 5,931	\$ 2,016	\$ 4,500	\$ 4,500	\$ -	0.00%
Lease payment land	\$ 63,857	\$ 66,050	\$ 68,216	\$ 70,945	\$ 2,729	4.00%
Management contract grounds	\$ 145,548	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Communication telephone	\$ 2,979	\$ 3,851	\$ 3,900	\$ 3,900	\$ -	0.00%
Dues/subscriptions	\$ 2,965	\$ 1,557	\$ 1,250	\$ 1,250	\$ -	0.00%
Advertising/promotion	\$ 1,877	\$ 1,545	\$ 3,000	\$ 2,500	\$ (500)	-16.67%
Bank & credit card fees	\$ 20,375	\$ 10,807	\$ 13,150	\$ 13,000	\$ (150)	-1.14%
Software maintenance	\$ 794	\$ 1,622	\$ 1,300	\$ 1,300	\$ -	0.00%
Club House Expense	\$ 266,866	\$ 110,030	\$ 111,338	\$ 113,897	\$ 2,559	2.30%
Supplies - club house	\$ 808	\$ 2,090	\$ 2,000	\$ 2,000	\$ -	0.00%
Merchandise pro shop	\$ 21,175	\$ 26,892	\$ 21,500	\$ 27,000	\$ 5,500	25.58%
Custodial supplies	\$ 1,298	\$ 217	\$ 1,000	\$ 1,000	\$ -	0.00%
Supplies - Club House	\$ 23,281	\$ 29,199	\$ 24,500	\$ 30,000	\$ 5,500	22.45%
Facility upgrades	\$ 2,000	\$ 117	\$ -	\$ -	\$ -	#DIV/0!
Other Facility Expense	\$ 2,000	\$ 117	\$ -	\$ -	\$ -	#DIV/0!
Golf use sales tax (All)	\$ 5,311	\$ 6,268	\$ 5,100	\$ 7,500	\$ 2,400	47.06%
Sales Tax	\$ 5,311	\$ 6,268	\$ 5,100	\$ 7,500	\$ 2,400	47.06%
Utilities - water	\$ 4,126	\$ 6,373	\$ 8,500	\$ 9,000	\$ 500	5.88%
Environmental monitoring	\$ 20	\$ -	\$ 9,215	\$ 9,215	\$ -	0.00%
Irrigation electricity	\$ -	\$ -	\$ 7,800	\$ 8,034	\$ 234	3.00%
Phragmites control	\$ 2,700	\$ 2,700	\$ 2,800	\$ 2,800	\$ -	0.00%
Top soil, sand & gravel, fertilizer	\$ -	\$ 36,236	\$ -	\$ -	\$ -	#DIV/0!
Course materials	\$ -	\$ -	\$ 6,000	\$ 6,180	\$ 180	3.00%
Course chemicals/fertilizers	\$ -	\$ -	\$ 22,500	\$ 23,175	\$ 675	3.00%
Course seed/sod	\$ -	\$ -	\$ 7,500	\$ 7,500	\$ -	0.00%
Course supplies	\$ 2,066	\$ 3,253	\$ 4,500	\$ 4,500	\$ -	0.00%
Irrigation repairs and maintenance	\$ -	\$ 6,629	\$ 10,000	\$ 10,000	\$ -	0.00%
Tools	\$ -	\$ 11,827	\$ 3,500	\$ 3,500	\$ -	0.00%
Mechanic tool stipend	\$ -	\$ -	\$ 450	\$ 450	\$ -	0.00%
Equipment repairs and maintenance	\$ -	\$ 4,935	\$ 8,000	\$ 8,240	\$ 240	3.00%
Equipment lease	\$ -	\$ 52,908	\$ 52,908	\$ 52,908	\$ -	0.00%
Shop maintenance	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%



Town of Natick

Home of Champions

Department: Sassamon Trace	Enterprise Fund					
Other maintenance	\$ 40,895	\$ 1,263	\$ -	\$ -	\$ -	#DIV/0!
Education/professional fees/licenses	\$ -	\$ 1,878	\$ 1,000	\$ 1,000	\$ -	0.00%
Course Maintenance Expense	\$ 49,807	\$ 128,002	\$ 145,673	\$ 147,502	\$ 1,829	1.26%
Total Operating Expenses	\$ 539,967	\$ 538,724	\$ 565,623	\$ 585,927	\$ 20,304	3.59%

Employee Benefits						
	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
Medicare	\$ -	\$ 3,844	\$ 4,046	\$ 4,162	\$ 116	2.87%
Health, life insurance	\$ 10,131	\$ 11,659	\$ 37,709	\$ 48,666	\$ 10,957	29.06%
Unemployment	\$ -	\$ 4,270	\$ 6,000	\$ 6,000	\$ -	0.00%
Other Personal Services	\$ 10,131	\$ 19,773	\$ 47,755	\$ 58,828	\$ 11,073	23.19%
Retirement	\$ 9,691	\$ 10,466	\$ 4,816	\$ 5,201	\$ 385	7.99%
Other Charges & Expenditures	\$ 9,691	\$ 10,466	\$ 4,816	\$ 5,201	\$ 385	7.99%
Total Employee Benefits	\$ 19,822	\$ 30,239	\$ 52,571	\$ 64,029	\$ 11,458	21.80%

Debt Service						
	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 \$ (+/-) % (+/-)	
2002 Golf course (Refunded 2013)	150,000	155,000	145,000	140,000	(5,000)	-3.4%
2002 Golf course (Landfill Portion)	40,710	35,190	34,388	34,098	(290)	-0.8%
2007 Golf course (Landfill Portion)	10,620	9,180	9,402	9,402	-	0.0%
2013 Golf carts	-	-	32,000	30,000	(2,000)	-6.3%
Principal	201,330	199,370	220,790	213,500	(7,290)	-3.3%
2002 Golf course (Refunded 2013)	73,140	35,306	37,900	35,000	(2,900)	-7.7%
2002 Golf course (Landfill Portion)	5,269	7,450	5,821	4,996	(825)	-14.2%
2007 Golf course (Landfill Portion)	1,375	1,943	2,690	2,207	(483)	-18.0%
2013 Golf carts	-	-	4,743	4,250	(493)	-10.4%
BAN's & issuance costs	-	878	-	-	-	#DIV/0!
Interest	79,784	45,577	51,155	46,454	(4,701)	-9.2%
Total Debt Service	281,114	244,947	271,945	259,954	(11,991)	-4.4%

Total All Sassamon Trace	840,903	813,910	890,139	909,910	19,771	2.2%
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Town of Natick

Home of Champions

Department: Sassamon Trace

Line-Item Detail

Enterprise Fund

Narrative:

Operational Expenses

Personnel Services:

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

Salaries Operational Staff: Golf Course Superintendent .

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

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

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

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

Club House Expense:

Utilities - Electricity: Electric service for the clubhouse, golf carts and maintenance building.

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

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

Communications and Telephone: Phone system, internet and cable service for both the clubhouse and maintenance facility. Cell phones for the Course Manager and Superintendent also.

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

Advertisement/Promotion: Golf course promotional expenses related to direct mail print media. All legal notices, printed materials and postage costs are covered under this account.

Bank & Credit Card Fees: Expenses related to processing debit and credit cards.

Software Maintenance: Computer software, hardware, security and license fees.

Supplies - Club House:

Supplies - Club House: Golf pencils, gift certificates, postage, general office supplies and equipment supplies.

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

Custodial Supplies: Expenses related to the maintenance of the clubhouse .

Other Facility Expense :

Facility upgrades: Eliminated for FY2015 and rolled into building lease and repairs.

Golf Cart Expense :

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



Town of Natick

Home of Champions

Department: Sassamon Trace

Line-Item Detail

Enterprise Fund

Narrative:

Course Maintenance Expenses:

Utilities water: Town charge for irrigation water.

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

Irrigation/Electricity: Electrical cost for the operation of the irrigation system.

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

Course Materials: The purchase of sand, gravel and bit concrete.

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

Seed/Sod: Grass seed and sod.

Course Supplies: Signage, markers, flags, cups and water coolers.

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

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

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

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

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

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

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

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

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



Department: Enterprise Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2015		Fiscal Year 2016		Fiscal Year 2017		Fiscal Year 2018		Fiscal Year 2019		Fiscal Year 2020		Issue		Total		
			Principal	Interest	Balance	Principal	Interest												
2002	2002 Golf Course (Refinanced 2013)	\$ 2,975,000	\$ 145,000	\$ 140,000	\$ 135,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 125,000	\$ 125,000	\$ 250,000	\$ 910,000			\$ 910,000
2004	2002 Golf Course (Landfill Portion)	\$ 576,453	\$ 34,388	\$ 34,098	\$ 33,228	\$ 32,938	\$ 32,938	\$ 32,938	\$ 32,938	\$ 32,938	\$ 32,938	\$ 32,938	\$ 27,138	\$ 27,138	\$ -	\$ 154,830			\$ 154,830
2006	2007 Golf Course (Landfill Portion)	\$ 131,631	\$ 9,402	\$ 9,402	\$ 9,402	\$ 9,402	\$ 9,402	\$ 9,402	\$ 9,402	\$ 9,402	\$ 9,402	\$ 9,402	\$ 9,402	\$ 9,402	\$ -	\$ 47,010			\$ 47,010
2014	2013 Golf Carts	\$ 117,000	\$ 32,000	\$ 30,000	\$ 30,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 85,000			\$ 85,000
Golf Course Enterprise Principal		\$ 3,800,084	\$ 220,790	\$ 213,500	\$ 207,630	\$ 197,340	\$ 166,830	\$ 166,830	\$ 161,540	\$ 161,540	\$ 250,000	\$ 1,196,840			\$ 1,196,840				
Total Amount Remaining		\$ 1,196,840		\$ 983,340		\$ 775,710	\$ 578,370	\$ 411,540	\$ 250,000	\$ -									

Department: Enterprise Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2015		Fiscal Year 2016		Fiscal Year 2017		Fiscal Year 2018		Fiscal Year 2019		Fiscal Year 2020		Issue		Total		
			Principal	Interest	Principal	Interest	Balance	Interest	Principal										
2002	2002 Golf Course (Refinanced 2013)	\$ 2,975,000	\$ 37,900	\$ 35,000	\$ 30,800	\$ 25,400	\$ 20,200	\$ 20,200	\$ 25,400	\$ 20,200	\$ 20,200	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 141,400			\$ 141,400
2004	2002 Golf Course (Landfill Portion)	\$ 576,453	\$ 5,821	\$ 4,996	\$ 3,760	\$ 2,550	\$ 1,458	\$ 1,458	\$ 2,550	\$ 1,458	\$ 1,458	\$ 454	\$ 454	\$ -	\$ 13,219			\$ 13,219	
2006	2007 Golf Course (Landfill Portion)	\$ 131,631	\$ 2,690	\$ 2,207	\$ 1,721	\$ 1,232	\$ 740	\$ 740	\$ 1,232	\$ 740	\$ 740	\$ 247	\$ 247	\$ -	\$ 6,147			\$ 6,147	
2014	2013 Golf Carts	\$ 117,000	\$ 4,743	\$ 4,250	\$ 2,750	\$ 1,250	\$ -	\$ -	\$ 1,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,250			\$ 8,250	
Golf Course Enterprise Interest		3,800,084	51,154	46,454	39,031	30,432	22,398	22,398	30,432	22,398	22,398	15,701	15,701	15,000	\$ 169,015			\$ 169,015	
Total Amount Remaining		169,015		122,562		83,531	53,099	30,701	15,000	0									

Summary of Debt - Golf Course Enterprise Fund

Year of Issue	Project	Amount Issued	Fiscal Year 2015		Fiscal Year 2016		Fiscal Year 2017		Fiscal Year 2018		Fiscal Year 2019		Fiscal Year 2020		Issue Balance		Total P&I	
			Principal	Interest	Principal	Interest	Balance	Interest										
Golf Course Enterprise Fund Principal			\$ 220,790	\$ 213,500	\$ 207,630	\$ 197,340	\$ 197,340	\$ 197,340	\$ 197,340	\$ 166,830	\$ 166,830	\$ 161,540	\$ 161,540	\$ 250,000	\$ 1,196,840			\$ 1,196,840
Golf Course Enterprise Fund Interest			\$ 51,154	\$ 46,454	\$ 39,031	\$ 30,432	\$ 30,432	\$ 30,432	\$ 22,398	\$ 22,398	\$ 15,701	\$ 15,701	\$ 15,000	\$ 15,000	\$ 169,015			\$ 169,015
Total Annual Debt Service			\$ 271,944	\$ 259,954	\$ 246,661	\$ 227,772	\$ 227,772	\$ 189,228	\$ 189,228	\$ 177,241	\$ 177,241	\$ 265,000	\$ 265,000	\$ 1,365,855			\$ 1,365,855	
Total Amount Remaining			\$ 1,365,855	\$ 1,105,902	\$ 859,241	\$ 631,469	\$ 442,241	\$ 265,000	\$ -									

The following spreadsheet demonstrates the latest ten-year forecast for the Sassamon Trace Golf Course. Should there be regular increases in revenues, the taxpayer subsidy will be reduced to under \$50,000 once the debt to building and capping of the course is paid off in FY2022. Should there be favorable years and higher than anticipated revenue growth, this may be eliminated entirely once the debt is retired. We look to keep a minimum of 10% of our annual expenses in retained earnings.

	FY 13 Actual	FY 14 Actual	FY 15 Requested	FY 16 Proposed	FY 17 Forecasted	FY 18 Forecasted	FY 19 Forecasted	FY 20 Forecasted	FY 21 Forecasted	FY 22 Forecasted	FY 23 Forecasted	FY 24 Forecasted	FY 25 Forecasted
Starting Balance Retained Earnings		See Below	\$ 201,094	\$ 174,461	\$ 115,560	\$ 89,766	\$ 44,184	\$ 54,382	\$ 47,935	\$ 35,040	\$ 51,178	\$ 52,828	\$ 43,280
Revenue													
Golf Course Revenue	\$ 560,802		\$ 107,728	\$ 123,778	\$ 128,910	\$ 134,043	\$ 139,176	\$ 151,524	\$ 149,441	\$ 154,574	\$ 159,707	\$ 164,840	\$ 169,972
Season Passes		\$ 366,738	\$ 341,151	\$ 394,525	\$ 398,722	\$ 415,973	\$ 432,693	\$ 436,933	\$ 453,652	\$ 470,372	\$ 475,569	\$ 492,289	\$ 509,008
Greens Fees		\$ 79,744	\$ 82,310	\$ 77,135	\$ 86,402	\$ 86,402	\$ 86,402	\$ 95,669	\$ 95,669	\$ 100,302	\$ 109,569	\$ 118,836	\$ 118,836
Rental		\$ 7,376	\$ 10,334	\$ 8,240	\$ 8,487	\$ 14,700	\$ 15,141	\$ 15,595	\$ 16,063	\$ 16,545	\$ 17,041	\$ 17,553	\$ 18,079
Instruction		\$ 45,311	\$ 46,984	\$ 45,419	\$ 46,554	\$ 47,718	\$ 48,911	\$ 50,134	\$ 51,387	\$ 52,672	\$ 53,989	\$ 55,338	\$ 56,722
F&B, Merc, Tax													
Total Golf Course Revenue	\$ 560,802	\$ 619,473	\$ 588,507	\$ 649,096	\$ 669,075	\$ 698,836	\$ 722,323	\$ 749,854	\$ 766,213	\$ 794,465	\$ 815,875	\$ 848,855	\$ 872,618
Retained Earnings*	\$ 36,361	\$ 35,171	\$ 35,000	\$ 34,939	\$ 35,813	\$ 36,708	\$ 37,626	\$ 38,566	\$ 39,530	\$ 40,519	\$ 41,532	\$ 42,570	\$ 43,634
Appropriated Subsidy	\$ 310,000	\$ 312,249	\$ 309,087	\$ 280,000	\$ 280,000	\$ 275,000	\$ 265,000	\$ 260,000	\$ 210,000	\$ 200,000	\$ 210,000	\$ 210,000	\$ 210,000
Total Revenue	\$ 907,163	\$ 966,893	\$ 932,594	\$ 964,035	\$ 984,888	\$ 1,010,544	\$ 1,024,948	\$ 1,048,421	\$ 1,015,743	\$ 1,034,984	\$ 898,939	\$ 933,995	\$ 959,886
Salaries	\$192,701	265,108	279,013	287,028	295,506	289,853	297,099	304,527	312,140	319,944	327,942	336,141	344,544
Operating Expenses	\$347,266	273,616	286,611	298,899	306,988	306,530	271,081	280,011	289,242	298,782	308,643	318,836	329,372
Employee Benefits	\$19,822	30,239	52,571	64,029	62,941	68,470	74,518	81,134	88,372	96,294	104,965	114,458	124,854
Indirects	\$0	32,246	34,087	34,087	35,813	36,708	37,626	38,566	39,530	40,519	41,532	42,570	43,634
Debt	\$281,114	244,947	271,945	259,954	246,661	227,772	189,228	177,241	135,000	130,000	0	0	0
Capital				44,000	26,960	90,085	107,573	134,823	124,823	92,788	72,676	88,968	94,243
Total Expenses	\$ 840,903	\$ 846,156	\$ 924,227	\$ 987,997	\$ 974,869	\$ 1,019,418	\$ 977,124	\$ 1,016,302	\$ 989,107	\$ 978,326	\$ 855,768	\$ 900,973	\$ 936,647
Year-End Balance	\$ 66,261	\$ 120,737	\$ 8,367	\$ (23,962)	\$ 10,019	\$ (8,874)	\$ 47,824	\$ 32,119	\$ 26,635	\$ 56,857	\$ 43,181	\$ 33,023	\$ 23,239
Ending Balance Retained Earnings		201,094	174,461	115,560	89,766	44,184	54,382	47,935	35,040	51,178	52,828	43,280	22,886



Town of Natick

Home of Champions

Department: Sassamon Trace

Enterprise Fund

COMPLETE ALLOCATIONS	Personnel	Fringe	Expenses	Total
Sassamon Trace operations	\$ 265,108	\$ -	\$ 273,616	\$ 538,724
Retirement	-	10,466	-	10,466
Health, medicare, life, etc.	-	19,773	-	19,773
Debt	-	-	244,947	244,947
Sub-total direct costs	265,108	30,239	518,563	813,910

Percentage Allocations	Personnel	Fringe	Expenses	Total
DPW Administration	\$ -	\$ -	\$ -	-
LF & NR	\$ 5,638	\$ 128	\$ 2,596	\$ 8,362
Equipment Maintenance	\$ -	\$ -	\$ -	-
Recreation & Parks	\$ 8,088	\$ 1,275	\$ -	\$ 9,363
Town Administrator	\$ 4,781	\$ 64	\$ -	\$ 4,845
Finance	\$ 5,826	\$ 64	\$ -	\$ 5,890
Property Insurance	\$ -	\$ -	\$ 2,993	\$ 2,993
Gasoline/Diesel	\$ -	\$ -	\$ 2,635	\$ 2,635
Sub-total General Fund costs	24,333	1,530	8,224	34,087

Total Operating Costs	289,441	31,769	526,787	847,997
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Notes:

Indirect Costs are based upon the Previous Fiscal Year's (FY 2015) 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.



Town of Natick

FY 2016 Preliminary Budget

Section XII: Capital



Town of Natick

FY 2016 Preliminary Budget

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Town of Natick

FY 2016 Preliminary Budget

Section I: Executive Summary

The Town of Natick is required under Section 5-7 of the Charter of the Town of Natick and Article 20, Section 2 of the By-Laws of the Town of Natick to issue a Capital Improvement Program thirty days prior to the date required for submission of the operating budget annually. That program must contain the following elements:

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

This document is that submission for FY 2016.

INTRODUCTION

Everything the Town does, from providing services to its residents and citizens, to equipping employees to effectively perform their jobs, requires the existence of certain basic physical assets. These assets include streets, water mains, parks, buildings, large equipment and technology. They must be purchased, maintained and replaced on a timely basis or their usefulness in providing public services will diminish. The Town's five-year Capital Improvement Program and annual Capital Budget are developed to ensure adequate capital investment in the Town's assets.

FIVE-YEAR CAPITAL PROGRAM

A five-year capital improvement program is an important part of any organization's overall budgeting process. Multi-year planning allows proper staging and sequencing of capital projects to even out spikes and make funding needs more predictable. Capital investment requirements can be uneven, sometimes involving unique large projects such as a new fire engine or a new school building. Other capital investment needs are recurring. We will continue to refine the five-year planning process to identify – and hopefully fund - an appropriate annual level of capital investment.

Natick has recently invested a lot of money in our capital needs. The new Natick High School, the new Community-Senior Center, and a new fire engine #2 have come in on-time and either within budget (in the case of the Community-Senior Center) or under budget (in the case of the new Natick High School and fire engine). We have also created the financial mechanisms – though the creation of a Capital Stabilization Fund and the funding of it annually with the Town's Local Option Meals and Hotel/Motel taxes – to ensure the Town's continued ability to adequately fund its capital needs.



Town of Natick

FY 2016 Preliminary Budget

To monitor this on an ongoing basis, for the last several years we have developed and utilized recommended targets for capital spending as part of our overall financial policies. For within-levy spending (exclusive of any debt excluded projects), that target recommends that 6% of General Fund Revenues be used to fund each year’s “cash capital” plus debt budget. As shown below, we have done well over the last five years in meeting this 6% target.

Recommended Capital Spending - Financial Management Principles					Within Levy Dollars ONLY
	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
Total Revenues	\$103,904,157	\$107,472,425	\$116,594,383	\$122,741,389	\$129,593,395
<i>Les Debt Exclusion Taxes</i>	\$918,361	\$921,017	\$5,057,862	\$4,768,302	\$4,276,702
Net Revenues	\$102,985,796	\$106,551,408	\$111,536,521	\$117,973,087	\$125,316,693
Target:	6%	6%	6%	6%	6%
6% (minimum) Target =	\$6,179,148	\$6,393,084	\$6,692,191	\$7,078,385	\$7,519,002
Actual Capital Spending					
Cash	\$300,940	\$543,120	\$1,401,900	\$1,282,777	\$1,925,150
Debt Service	\$6,240,397	\$6,096,302	\$5,892,283	\$5,440,219	\$5,521,273
Total Capital Spending	\$6,541,337	\$6,639,422	\$7,294,183	\$6,722,996	\$7,446,423
Spending as a %	6.35%	6.23%	6.54%	5.70%	5.94%

Note: All columns reflect Town Meeting appropriations and borrowing authorizations. Some projects were subsequently deferred.

Town of Natick’s Financial Indicator #9 – Capital Asset and Renewal – states that the warning sign for the community is when a three or more year decline in capital spending occurs. As the above charts show, although capital funds were restricted during the previous years of the recession, at no time did overall capital spending decline for three years in a row. Through the community’s willingness to support the debt related projects and sound financial management by policymakers and officials, the Town has found itself in recent years able to meet its capital needs on a recurring basis; this was not always the case in years past.

FINANCING METHODS

Traditionally, there are four potential methods for financing the Town’s capital investments:

- **Available Funds (Free Cash)** – The town regularly appropriates monies from the general fund and the enterprise funds to finance short-term, small capital investment projects. Examples of available funds are free cash and enterprise fund retained earnings. No Free Cash was spent for capital items at the 2014 Fall Annual Town Meeting. \$245,000 of Water/Sewer Enterprise Retained Earnings was spent at the 2014



Town of Natick

FY 2016 Preliminary Budget

Spring Annual Town Meeting, \$350,500 of Water/Sewer Enterprise Retained Earnings was spent at the 2014 Fall Annual Town Meeting. No golf course retained earnings was spent.

- **General Stabilization Fund** – Appropriations out of the stabilization fund can be used for any purpose, but do require a higher (2/3) quantum vote of Town Meeting to be used as a funding source. Although used as a capital reserve in the past, the Town has not used General Stabilization Funds in support of capital needs since the creation of the Capital Stabilization Fund (discussed below). It is the Administration’s recommendation that the General Stabilization Fund serve as a reserve only for true emergencies and extraordinary needs. No capital needs were funded from the General Stabilization Fund during the past year.

- **Capital Stabilization Fund** – Established at the 2010 Fall Annual Town Meeting, appropriations out of this stabilization fund can be used to fund capital equipment and improvements as well as debt-service payment related to capital purchases. Funding for the capital stabilization fund comes primarily from the Town’s share of recently approved local option taxes. The 2012 Fall Annual Town Meeting appropriated \$3,271,551 into this fund to provide the community with a substantial reserve from which to spend on future capital projects. This will continue to be a major source of capital financing moving forward. Additional funds (totaling \$2,005,092) including the FY 2014 Local Option Sales Tax collections were added to the fund at the 2014 Fall Annual Town Meeting as per the Town’s Financial Management Principles. The history of appropriations and current balance of the fund are shown below.

Capital Stabilization Fund History

FY 2015

FY2010

2010 FATM - Initial Balance (Article 3)	\$ 307,913
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\$ 307,913

FY2011

2011 SATM - Appropriated from Free Cash (Article 3)	\$ 687,440
---	------------

\$ 995,353

FY2012

2011 FATM - Capital Equipment & Improvement (Articles 9 and 10)	\$ (689,340)
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2011 FATM - Appropriated from Free Cash (Article 7)	\$ 1,172,071
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\$ 1,478,084

FY2013

2012 SATM - Capital Equipment & Improvement (Articles 15 and 16)	\$ (477,812)
--	--------------

2012 FATM - Appropriated for use (Articles 5 and 6)	\$ (584,340)
---	--------------

2012 FATM - Appropriated from Local Option Taxes (Free Cash Article 4)	\$ 1,275,551
--	--------------

2012 FATM - Additional Appropriation from Free Cash (Article 4)	\$ 2,000,000
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\$ 3,691,483



Town of Natick

FY 2106 Preliminary Budget

FY2014

2013 SATM - Capital Equipment & Improvement (Articles 13 and 14)	\$ (925,840)
2013 SATM - Debt Service	\$ (449,079)
2013 SATM - Excluded Debt Service - Tax Reduction	\$ (250,000)
2013 SATM - Appropriated from Free Cash (Article 3)	\$ 211,364
2013 SATM - Appropriated from Tax Levy (Article 3)	\$ 254,211
2013 FATM - Appropriated for use (Articles 18 and 19)	\$ (799,310)
2013 FATM - Appropriated from Local Option Taxes (Free Cash Article 16)	\$ 1,334,123
2013 FATM - Additional Appropriation from Free Cash (Article 16)	\$ 1,000,000
2013 FATM - Additional Appropriation from Tax Levy (Article 16)	\$ 1,440,509
Interest Earned	\$ 19,703

\$ 5,527,164

FY2015

Interest Earned (YTD End of 1st Qtr)	\$ 10,000
2014 SATM - Capital Equipment & Improvement (Articles 13 and 14)	\$ (1,353,100)
2014 SATM - Reduce the Tax Impact	\$ (1,055,508)
2014 FATM - Appropriated for use (Articles 32 and 33)	\$ (650,150)
2014 FATM - Appropriated (Free Cash Article 27)	\$ 2,005,092

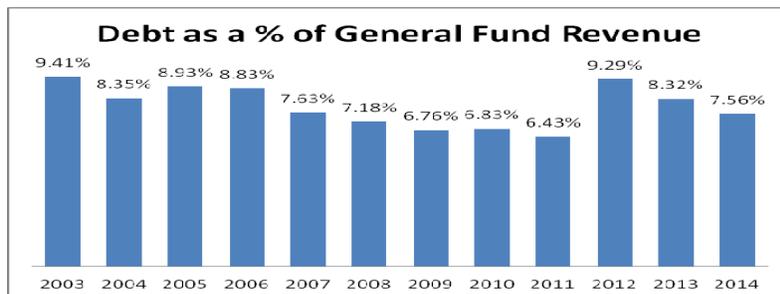
\$ 4,483,499

- **Debt Service** – The Town has traditionally financed large capital projects or purchases through borrowing. The resulting debt obligations are appropriated under the General Fund Tax Levy (either within the levy limit or from a voter approved debt exclusion) or from Enterprise Funds.

Over the last 10 years, the Town’s General Fund Debt service has ranged significantly as a percentage of general fund

Indicator 10

revenue. As found in Indicator 10 of the Town’s Financial Indicators, the chart below shows the wide range of debt service as a percentage of General Fund Revenue, from a high of 9.41% in 2003 to a low of 6.43% in FY 2011.





Town of Natick

FY 2016 Preliminary Budget

As shown above, the amount of general fund resources spent on capital-related items spiked in FY 2012 due to the addition of sizeable amounts of debt service related to the new Natick High School and Community Senior Center.

It is important to monitor how much debt the community has at any one point in time and determine what impact the amount of debt service has on the operating budget and the taxpayers. Credit rating agencies monitor the amount of debt a community has just like they monitor individual credit. A variety of factors, including the level of debt service/annual revenues and level of debt service/capita and per household are evaluated by credit rating agencies. We are proud that the Town of Natick holds a AAA/Stable bond rating from Standard & Poor's – the best possible credit rating.

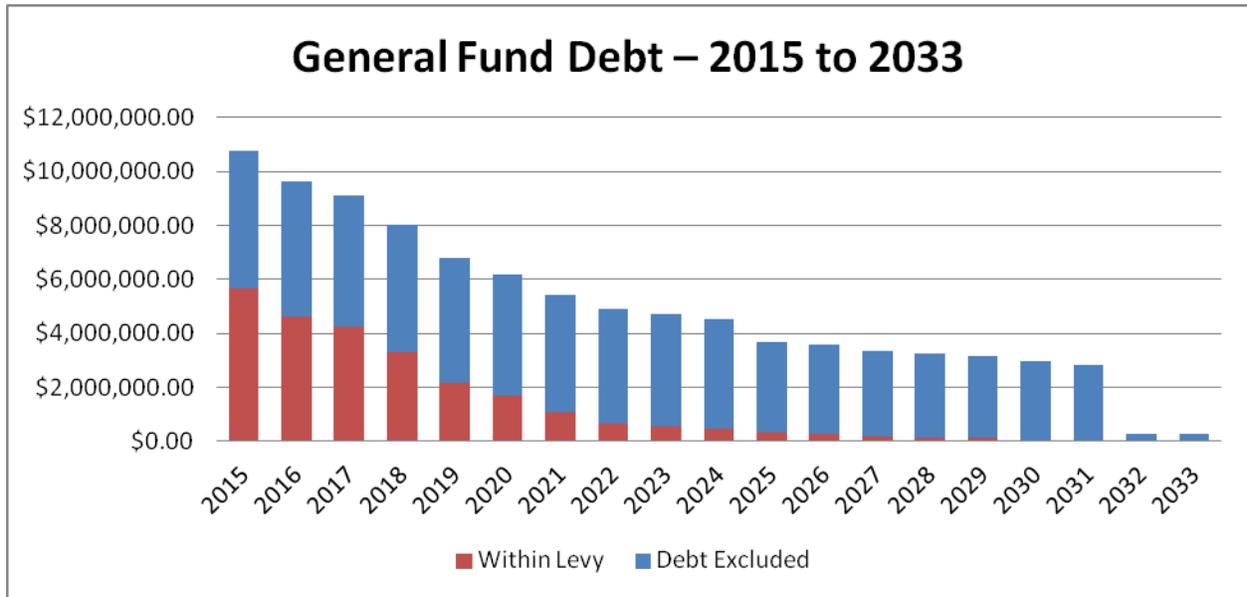
Not only has Natick's debt service per capita remained well within recommended levels at between 8%-10.5% (debt service of 20% of operating revenues is considered a problem and 10% is considered acceptable) but has been decreasing in recent years. Future issuance of debt should be timed so as to minimize fluctuations and their resulting impact upon the operating budget. This can be achieved by timing new issuances with retirement of current debt service and following the Town Administrator's Recommended Financial Policies on issuing large debt projects (over \$1,000,000) outside of the tax levy.

The charts on the next page show the Town's projected debt spending for the next ten to twenty years by fund. General Fund Debt steadily decreases every year going forward. This, of course, will change as new projects are funded through the use of debt. Analysis of this chart allows the Administration to selectively time when and how much new debt to issue annually in support of capital renewal and replacement so as to not increase the debt burden on the overall budget.

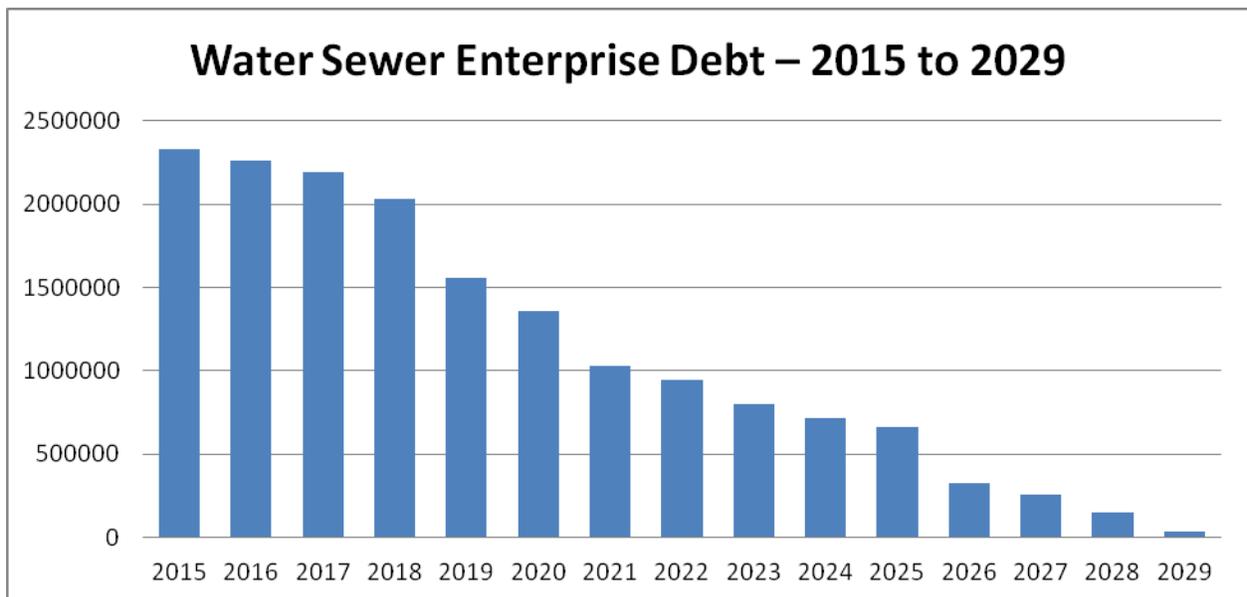


Town of Natick

FY 2016 Preliminary Budget



Water/Sewer Enterprise debt also declines annually from FY 2015-2028, though the rate of decline is different than the General Fund.

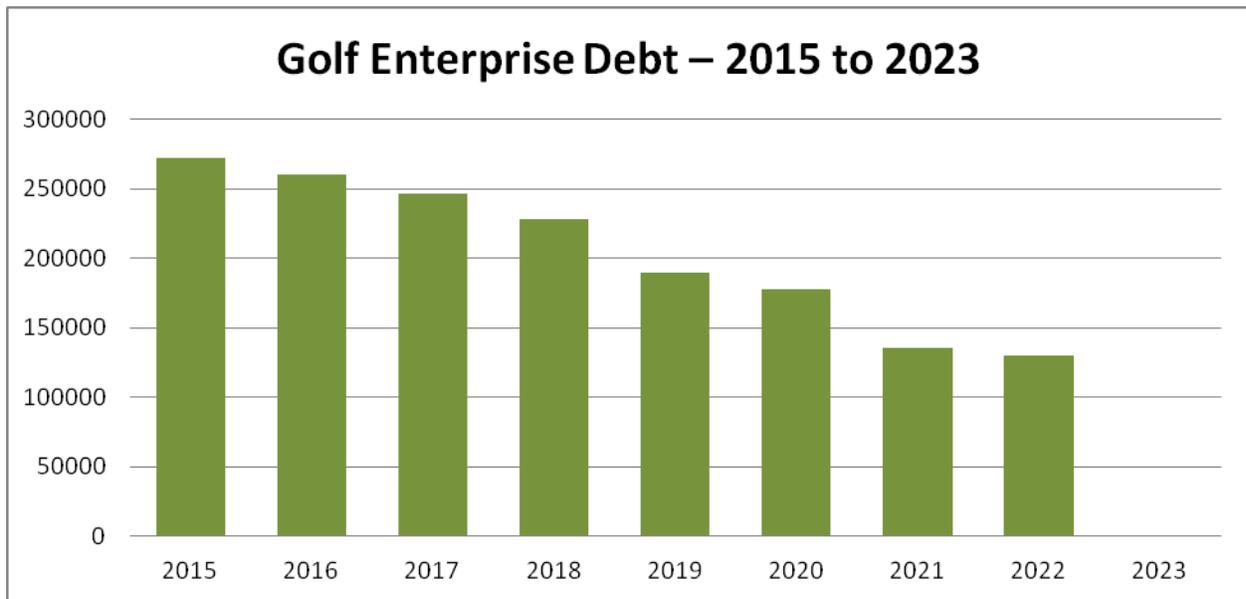


Finally, the Debt Service for Sassamon Trace steadily declines as interest payments decline until FY 2020, until it is paid off entirely in FY 2022. The debt will be paid down quicker than previously anticipated thanks to refinancing of the bonds in June 2013.



Town of Natick

FY 2016 Preliminary Budget



- **Other Sources** – The Town uses dedicated state aid, mitigation funds, receipts reserved, grant funding, and even re-appropriation of unspent capital funds to finance capital investment when these funds are available.

FY 2016-2020 CAPITAL IMPROVEMENT PROGRAM & PHILOSOPHY: (a.k.a. what gets funded and why)

The FY 2016-2020 Capital Improvement Program is provided herein; first in summary form and then by program area of the budget in project-by-project detail. All told, there are requests for more than \$71,000,000 of capital improvements, equipment and infrastructure. This amount of money is necessary to maintain the hundreds of millions of dollars the Town has invested in its properties, equipment and operations.

All capital projects have been and will continue to be evaluated according to the following criteria, listed in their order of priority. The priority areas which administration assigns capital projects are as follows:

- Imminent threat to the health and safety of citizens or property
- Timely improvement/replacement of a capital asses to avoid inevitable additional future costs incurred through deferment
- Requirements of state or federal law or regulation
- Improvement of infrastructure
- Improvement of productivity/efficiency

In past years, we had to defer a vast number of capital needs; this issue has been a recurring cautionary theme in recent budget messages – that our failure to adequately fund our capital needs, while a reasonable short-term response to fiscal challenges, is not a sustainable pattern. However, the



Town of Natick

FY 2016 Preliminary Budget

administration's commitment – and achievements – in working toward adequately funding these needs appears to have been successful as we anticipate funding all approved requests for capital projects within the 2016 fiscal year. This would be the fifth consecutive year of being able to achieve this. The draft FY 2016 Capital Improvement Budget is found in Section II.

Closing

We are pleased to present a comprehensive Capital Improvement Plan to the citizens of Natick. The community has made great strides in recent years to adequately fund and improve the Town's many capital assets. This will ensure that our public servants have the right tools they need to continue providing quality services to the citizens of Natick. We will continue to work to improve our planning, seek out innovative tools and search for efficiencies to grow and sustain Natick.



Town of Natick
 FY 2016-2020 Capital Plan Summary
 FY 2016 Capital Budget

Department/Division	Description	2015 Spring Town Meeting			2015 Fall Town Meeting			Funding Source	
		2016	Equipment	Improvement	2016	Equipment	Improvement	Cash	Debt
General Fund									
Natick Public Schools									
		2016	Equipment	Improvement	2016	Equipment	Improvement	Cash	Debt
		1,097,800	162,000	1,097,800					1,097,800
	INSTALL MODULAR CLASSROOMS								
	NATICK PUBLIC SCHOOLS	1,097,800							
	NATICK PUBLIC SCHOOLS	162,000	162,000					162,000	
	NATICK PUBLIC SCHOOLS	65,000	65,000					65,000	
	PURCHASE PORTABLE RADIOS AND BUILDING EQUIPMENT								
	PURCHASE VAN FOR TRANSPORTING ATHLETES								
	Natick Public Schools Total	1,324,800	227,000	1,097,800	0	0	0	227,000	1,097,800
Police Department									
		2016	Equipment	Improvement	2016	Equipment	Improvement	Cash	Debt
		200,000	80,000			120,000		200,000	
	POLICE DEPARTMENT	200,000							
	POLICE DEPARTMENT	78,608				78,608		78,608	
	POLICE DEPARTMENT	23,000	23,000					23,000	
	REPLACE ELECTRONIC CONTROL DEVICES								
	Police Department Totals	301,608	103,000	0	198,608	0	0	301,608	0
Fire Department									
		2016	Equipment	Improvement	2016	Equipment	Improvement	Cash	Debt
		70,000				70,000		70,000	
	FIRE DEPARTMENT	70,000							
	FIRE DEPARTMENT	48,000	48,000					48,000	
	FIRE DEPARTMENT	28,500	28,500					28,500	
	REPLACE NFD CAR-2								
	REPLACE NFD CAR-1								
	Fire Department Total	146,500	76,500	0	70,000	0	0	146,500	0
DPW Engineering									
		2016	Equipment	Improvement	2016	Equipment	Improvement	Cash	Debt
		2,000,000					2,000,000		2,000,000
	PUBLIC WORKS ENGINEERING	2,000,000							
	PUBLIC WORKS ENGINEERING	500,000		500,000					500,000
	PUBLIC WORKS ENGINEERING	300,000				300,000			300,000
	PUBLIC WORKS ENGINEERING	50,000		50,000				50,000	
	ROADWAY IMPROVEMENTS COTTAGE STREET								
	WILLOW ST. DRAINAGE IMPROVEMENTS								
	ROADS & SIDEWALKS (COLLECTOR/ARTERIAL)								
	STORMWATER MANAGEMENT REGULATION IMPACT STUDY								
	DPW Engineering Total	2,850,000	0	550,000	0	2,300,000	0	50,000	2,800,000
DPW Highway Sanitation Recycling									
		2016	Equipment	Improvement	2016	Equipment	Improvement	Cash	Debt
		280,000	280,000						280,000
	PUBLIC WORKS HIGHWAY	280,000							
	PUBLIC WORKS HIGHWAY	275,000	275,000						275,000
	PUBLIC WORKS HIGHWAY	185,000				185,000			185,000
	PUBLIC WORKS HIGHWAY	142,000						142,000	
	PUBLIC WORKS HIGHWAY	12,500				12,500			12,500
	PUBLIC WORKS HIGHWAY	10,000					10,000		10,000
	REPLACE S-31 (TRASH PACKER)								
	PURCHASE ONE NEW RECYCLING SIDE ARM PACKER								
	REPLACE H-57 (FRONT-END LOADER)								
	REPLACE H-61 (SIDEWALK MACHINE)								
	REPLACE DUMPSTERS								
	GUARDRAIL (VARIOUS LOCATIONS)								
	DPW Highway Sanitation Recycling Total	624,500	417,000	0	197,500	10,000	0	349,500	275,000
DPW Land Facilities and Natural Resources									
		2016	Equipment	Improvement	2016	Equipment	Improvement	Cash	Debt
		200,000	200,000					200,000	
	PUBLIC WORKS LND FAC/NAT RES	200,000							
	PUBLIC WORKS LND FAC/NAT RES	75,000				75,000			75,000
	PUBLIC WORKS LND FAC/NAT RES	70,000				70,000			70,000
	PUBLIC WORKS LND FAC/NAT RES	30,000		30,000				30,000	
	REPLACE 1999 WOOD CHIPPER								
	TREE REPLACEMENT								
	DPW Land Facilities and Natural Resources Total	375,000	200,000	30,000	70,000	75,000	0	375,000	0
Community Services									
		2016	Equipment	Improvement	2016	Equipment	Improvement	Cash	Debt
		15,000		15,000				15,000	
	PARKS & RECREATION	15,000							
	HISTORICAL MONUMENT RESTORATION								
	Community Services Total	15,000	0	15,000	0	0	0	15,000	0



Town of Natick
 FY 2016-2020 Capital Plan Summary
 FY 2016 Capital Budget

Department/Division	Description	2016	2015 Spring Town Meeting	2015 Fall Town Meeting	Funding Source
Community Development					
COMMUNITY DEVELOPMENT	DOWNTOWN PARKING GARAGE	7,000,000		7,000,000	7,000,000
Community Development		7,000,000	0	7,000,000	0 7,000,000
Facilities Management					
FACILITIES MANAGEMENT	MEMORIAL- REPAVE PARKING AREAS	300,000	300,000		300,000
FACILITIES MANAGEMENT	BROWN- REPLACE UNIT VENTILATORS IN CLASSROOMS	170,000		170,000	170,000
FACILITIES MANAGEMENT	REPLACE ROTTED PLUMBING AT JOHNSON SCHOOL	100,000	100,000		100,000
FACILITIES MANAGEMENT	RENOVATION OF TOWN HALL OFFICES	100,000		100,000	100,000
FACILITIES MANAGEMENT	PARTIAL ROOF REPLACEMENT, DPW 75 WEST ST	85,000	85,000		85,000
FACILITIES MANAGEMENT	CARPET REPLACEMENT - TOWN HALL	30,000	30,000		30,000
FACILITIES MANAGEMENT	WILSON CARPETING REPLACEMENT	20,000	20,000		20,000
FACILITIES MANAGEMENT	REPLACE CARPETING AT BEN HEM LIBRARY	20,000	20,000		20,000
FACILITIES MANAGEMENT	CARPET REPLACEMENT, WILSON ADMINISTRATION AREA	20,000	20,000		20,000
FACILITIES MANAGEMENT	RESTORE HVAC UNITS AT BENNETT HEMENWAY SCHOOL	13,000	13,000		13,000
FACILITIES MANAGEMENT	REPLACE DOMESTIC HOT WATER HEATER WILSON	10,000	10,000		10,000
FACILITIES MANAGEMENT	REPAIR WILSON ROOF	10,000	10,000		10,000
Facilities Management Total		878,000	23,000	170,000	578,000
			585,000	100,000	300,000
Information Technology					
INFORMATION TECHNOLOGY	DOCUMENT ARCHIVING	250,000	250,000		250,000
INFORMATION TECHNOLOGY	TOWN LAN CORE ROUTER	50,000	50,000		50,000
Information Technology		300,000	300,000	0	50,000
					250,000
Town Clerk					
TOWN CLERK	PRESERVATION OF HISTORICAL RECORDS	100,000		100,000	100,000
Town Clerk Total		100,000	0	100,000	100,000
Total General Fund		13,915,408	1,346,500	806,108	2,192,608
			2,277,800	9,485,000	11,722,800

Funding Summary	
G.f. Debt	11,722,800
Capital S.F.	2,192,608
Total	13,915,408



Town of Natick
 FY 2016-2020 Capital Plan Summary
 FY 2016 Capital Budget

Department/Division	Description	2016	2015 Spring Town Meeting	2015 Fall Town Meeting	Funding Source
Water Sewer Enterprise		2016			
WATER SEWER ENTERPRISE	REPLACE W-19 VACTOR	410,000		410,000	410,000
WATER SEWER ENTERPRISE	WATER DISTRIBUTION SYSTEM ENHANCEMENTS	250,000		250,000	250,000
WATER SEWER ENTERPRISE	REPLACE W-23 (DUMP TRUCK)	225,000	225,000		225,000
WATER SEWER ENTERPRISE	VFD INSTALLS & CONTROLS	180,000	180,000		180,000
WATER SEWER ENTERPRISE	SEWER MAIN RELINING	150,000		150,000	150,000
WATER SEWER ENTERPRISE	REPLACE SCADA PLC/CPU EQUIPMENT	125,000	125,000		125,000
WATER SEWER ENTERPRISE	REPLACE WS#6 GENERATOR	47,000	47,000		47,000
WATER SEWER ENTERPRISE	REPLACE W-27	45,000	45,000		45,000
WATER SEWER ENTERPRISE	REPLACE W-2 (VEHICLE)	28,000		28,000	28,000
Water Sewer Enterprise		1,460,000	622,000	438,000	1,050,000
Total Water & Sewer Enterprise		1,460,000	622,000	438,000	1,050,000
<i>Less grants, subsidies, etc:</i>		-150,000	0	0	-150,000
Net Water/Sewer (dependent upon rates)		1,310,000	622,000	438,000	900,000

Golf Course Enterprise		2016			
SASSAMON TRACE GOLF COURSE	GREENS AERATOR	28,000	28,000		28,000
SASSAMON TRACE GOLF COURSE	PARKING LOT EXTENSION	20,000	20,000		20,000
SASSAMON TRACE GOLF COURSE	PAVING OF GOLF COURSE CART PATHS	10,000	10,000		10,000
SASSAMON TRACE GOLF COURSE	CONSTRUCTION OF INSTRUCTION FACILITY	10,000	10,000		10,000
SASSAMON TRACE GOLF COURSE	REPAIR OF LANDFILL ACCESS ROAD	6,000	6,000		6,000
Golf Course Enterprise Total		74,000	74,000	0	26,000



Town of Natick

FY 2016-2020 Capital Plan Summary
 FY 2016-2020 Capital Improvement Plan

Department/Division	Description	2016	2017	2018	2019	2020	Total
General Fund							
Natick Public Schools							
NATICK PUBLIC SCHOOLS	INSTALL MODULAR CLASSROOMS	1,097,800	0	0	0	0	1,097,800
NATICK PUBLIC SCHOOLS	PURCHASE PORTABLE RADIOS AND BUILDING EQUIPMENT	162,000	0	0	0	0	162,000
NATICK PUBLIC SCHOOLS	PURCHASE VAN FOR TRANSPORTING ATHLETES	65,000	0	0	0	0	65,000
NATICK PUBLIC SCHOOLS	REPLACE NSD-80 (DELIVERY TRUCK)	0	41,000	0	0	0	41,000
Natick Public Schools Total		1,324,800	41,000	0	0	0	1,365,800
Morse Institute Library							
MORSE INSTITUTE LIBRARY	STACK LIGHTING FOR CHILDREN'S ROOM MAIN SHELVES	0	16,000	0	0	0	16,000
MORSE INSTITUTE LIBRARY	PICTURE BOOK SHELF LIGHTING	0	10,000	0	0	0	10,000
Morse Institute Library Total		0	26,000	0	0	0	26,000
Police Department							
POLICE DEPARTMENT	CRUISER REPLACEMENT	200,000	205,000	207,500	210,000	212,500	1,035,000
POLICE DEPARTMENT	PARKING METER REPLACEMENT	78,608	0	0	0	0	78,608
POLICE DEPARTMENT	REPLACE ELECTRONIC CONTROL DEVICES	23,000	0	0	0	0	23,000
POLICE DEPARTMENT	REPLACE AUTOMATIC EXTERNAL DEFIBRILLATORS	0	35,200	0	0	0	35,200
POLICE DEPARTMENT	REPLACE SHOTGUNS	0	0	10,500	0	0	10,500
POLICE DEPARTMENT	REPLACE BULLET PROOF VESTS	0	0	0	50,000	0	50,000
Police Department Totals		301,608	240,200	218,000	260,000	212,500	1,232,308
Fire Department							
FIRE DEPARTMENT	MOBILE DATA TERMINALS/COMPUTERS ON APPARATUS	70,000	0	0	0	0	70,000
FIRE DEPARTMENT	REPLACE NFD CAR- 2	48,000	0	0	0	0	48,000
FIRE DEPARTMENT	REPLACE NFD CAR-1	28,500	0	0	0	0	28,500
FIRE DEPARTMENT	REPLACE FIRE STATION 4 (WEST NATICK)	0	7,000,000	0	0	0	7,000,000
FIRE DEPARTMENT	CONSTRUCTION OF TRAINING FACILITY	0	750,000	0	0	0	750,000
FIRE DEPARTMENT	REPLACE 2001 FIRE PUMPER	0	535,000	0	0	0	535,000
FIRE DEPARTMENT	REPLACE AMBULANCE	0	210,000	0	0	0	210,000
FIRE DEPARTMENT	INCIDENT SUPPORT VEHICLE/BOX TRUCK	0	90,000	0	0	0	90,000
FIRE DEPARTMENT	DEFIBRILATOR PURCHASE	0	30,000	0	0	0	30,000
FIRE DEPARTMENT	PURCHASE ADDITIONAL AUTO PULSE/ AUTOMATED CPR	0	13,000	0	0	0	13,000
FIRE DEPARTMENT	REPLACEMENT OF SCBA EQUIPMENT	0	100,000	100,000	100,000	0	300,000
FIRE DEPARTMENT	REPLACE L-1 WITH A PLATFORM/LADDER	0	0	0	1,250,000	0	1,250,000
Fire Department Total		146,500	8,728,000	100,000	1,350,000	0	10,324,500
DPW Engineering							
PUBLIC WORKS ENGINEERING	ROADWAY IMPROVEMENTS COTTAGE STREET	2,000,000	0	0	0	0	2,000,000
PUBLIC WORKS ENGINEERING	CH90 ROAD IMPROVEMENTS ¹	1,001,013	1,001,013	1,001,013	1,001,013	1,001,013	5,005,065
PUBLIC WORKS ENGINEERING	WILLOW ST. DRAINAGE IMPROVEMENTS	500,000	0	0	0	0	500,000
PUBLIC WORKS ENGINEERING	ROADS & SIDEWALKS (COLLECTOR/ARTERIAL)	300,000	1,500,000	1,500,000	1,500,000	1,500,000	6,300,000



Town of Natick

FY 2016-2020 Capital Plan Summary
 FY 2016-2020 Capital Improvement Plan

Department/Division	Description	2016	2017	2018	2019	2020	Total
PUBLIC WORKS ENGINEERING	STORMWATER MANAGEMENT REGULATIONS IMPACT STUDY	50,000	0	0	0	0	50,000
PUBLIC WORKS ENGINEERING	ENGINEERING & REPAIRS TO THE CHARLES RIVER DAM	0	580,000	875,000	0	0	1,455,000
PUBLIC WORKS ENGINEERING	REHAB. - CHARLES RIVER BRIDGE	0	500,000	0	0	0	500,000
PUBLIC WORKS ENGINEERING	MIDDLE ST. DRAINAGE IMPROVEMENTS	0	250,000	1,000,000	0	0	1,250,000
PUBLIC WORKS ENGINEERING	RESURFACE PUBLIC WORKS FACILITY	0	100,000	0	0	0	100,000
PUBLIC WORKS ENGINEERING	REHAB. - JENNINGS POND DAM	0	0	125,000	0	0	125,000
PUBLIC WORKS ENGINEERING	REPLACE E-3	0	0	28,000	0	0	28,000
DPW Engineering Total		3,851,013	3,931,013	4,529,013	2,501,013	2,501,013	17,313,065
DPW Equipment Maintenance		2016	2017	2018	2019	2020	Total
PUBLIC WORKS EQUIPMENT MAINT	REPLACE PORTABLE LIFTS	0	50,000	0	0	0	50,000
DPW Equipment Maintenance Total		0	50,000	0	0	0	50,000
DPW Highway Sanitation Recycling		2016	2017	2018	2019	2020	Total
PUBLIC WORKS HIGHWAY	REPLACE S-31 (TRASH PACKER)	280,000	0	0	0	0	280,000
PUBLIC WORKS HIGHWAY	PURCHASE ONE NEW RECYCLING SIDE ARM PACKER	275,000	0	0	0	0	275,000
PUBLIC WORKS HIGHWAY	REPLACE H-61 (SIDEWALK MACHINE)	142,000	0	0	0	0	142,000
PUBLIC WORKS HIGHWAY	REPLACE DUMPSTERS	12,500	12,500	12,500	12,500	12,500	62,500
PUBLIC WORKS HIGHWAY	GUARDRAIL (VARIOUS LOCATIONS)	10,000	10,000	10,000	10,000	10,000	50,000
PUBLIC WORKS HIGHWAY	REPLACE H-63 (STREET SWEEPER)	0	190,000	0	0	0	190,000
PUBLIC WORKS HIGHWAY	REPLACE H-58 (FRONT END LOADER)	0	185,000	0	0	0	185,000
PUBLIC WORKS HIGHWAY	REPLACE H-50 (DUMP TRUCK)	0	135,000	0	0	0	135,000
PUBLIC WORKS HIGHWAY	IMPLEMENTATION OF GRAVEL PIT MASTER PLAN	0	100,000	0	0	0	100,000
PUBLIC WORKS HIGHWAY	REPLACE S-32 (TRASH PACKER)	0	0	290,000	0	0	290,000
PUBLIC WORKS HIGHWAY	REPLACE H-72 SIDE WALK BOMBARDIER	0	0	200,000	0	0	200,000
PUBLIC WORKS HIGHWAY	REPLACE H-54 TRUCK/PLOW	0	0	50,000	0	0	50,000
PUBLIC WORKS HIGHWAY	REPLACE H-73 (2 TON ASPHALT ROLLER)	0	0	23,000	0	0	23,000
PUBLIC WORKS HIGHWAY	REPLACING S-34 TRASH PACKER	0	0	0	295,000	0	295,000
PUBLIC WORKS HIGHWAY	REPLACE S-33	0	0	0	295,000	0	295,000
PUBLIC WORKS HIGHWAY	REPLACE H-43 TRUCK/SANDER	0	0	0	200,000	0	200,000
PUBLIC WORKS HIGHWAY	AUTOMATED LOADER SCALE	0	0	0	10,000	0	10,000
PUBLIC WORKS HIGHWAY	REPLACE H-56	0	0	0	0	225,000	225,000
DPW Highway Sanitation Recycling Total		624,500	632,500	585,500	822,500	247,500	2,912,500
DPW Land Facilities and Natural Resources		2016	2017	2018	2019	2020	Total
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-9 (BUCKET TRUCK)	200,000	0	0	0	0	200,000
PUBLIC WORKS LND FAC/NAT RES	FIELD RENOVATIONS	75,000	0	0	0	0	75,000
PUBLIC WORKS LND FAC/NAT RES	REPLACE 1999 WOOD CHIPPER	70,000	0	0	0	0	70,000
PUBLIC WORKS LND FAC/NAT RES	TREE REPLACEMENT	30,000	30,000	30,000	30,000	30,000	150,000
PUBLIC WORKS LND FAC/NAT RES	ATHLETIC FIELD MOWER LF-16	0	80,000	0	0	0	80,000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-1	0	28,500	0	0	0	28,500
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-19 HUSTLER Z MOWER	0	18,000	0	0	0	18,000
PUBLIC WORKS LND FAC/NAT RES	ADDITIONAL EQUIPMENT ATTACHMENTS	0	16,000	0	0	0	16,000



Town of Natick

FY 2016-2020 Capital Plan Summary
 FY 2016-2020 Capital Improvement Plan

Department/Division	Description	2016	2017	2018	2019	2020	Total
PUBLIC WORKS LND FAC/NAT RES	FIELD RENOVATIONS	0	0	146,000	0	0	146,000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-11 (LAWN MOWER)	0	0	15,000	0	0	15,000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-17 (LAWN MOWER)	0	0	15,000	0	0	15,000
DPW Land Facilities and Natural Resources Total		375,000	172,500	206,000	30,000	30,000	813,500
Town Administrator/Selectmen/Moderator		2016	2017	2018	2019	2020	Total
ADMINISTRATION	ELECTRONIC VOTING DEVICES FOR TOWN MEETING	0	50,000	0	0	0	50,000
Town Administrator/Selectmen/Moderator Total		0	50,000	0	0	0	50,000
Community Services		2016	2017	2018	2019	2020	Total
PARKS & RECREATION	HISTORICAL MONUMENT RESTORATION	15,000	15,000	0	0	0	30,000
PARKS & RECREATION	DUG POND PIER ³	5,000	5,000	5,000	5,000	5,000	25,000
Community Services Total		20,000	20,000	5,000	5,000	5,000	55,000
Community Development		2016	2017	2018	2019	2020	Total
COMMUNITY DEVELOPMENT	DOWNTOWN PARKING GARAGE	7,000,000	0	0	0	0	7,000,000
COMMUNITY DEVELOPMENT	N. MAIN & BACON INT. IMP. - (MATHWORKS MITIGATION) ⁵	0	620,000	0	0	0	620,000
COMMUNITY DEVELOPMENT	WETHERSFIELD NEIGHBORHOOD TRAFFIC IMPROVEMENTS	0	208,000	0	0	0	208,000
COMMUNITY DEVELOPMENT	SPEEN STREET TRAFFIC IMPROVEMENTS	0	200,000	0	0	0	200,000
COMMUNITY DEVELOPMENT	PARK, BACON & WALNUT ST NEIGHBOR. TRAFFIC IMP.	0	172,000	0	0	0	172,000
COMMUNITY DEVELOPMENT	COCHITUATE AQUADUCT IMPROVEMENTS	0	50,000	0	0	0	50,000
COMMUNITY DEVELOPMENT	ROUTE 27 IMPROVEMENTS - CONSTRUCTION ⁴	11,000,000	0	0	0	0	11,000,000
Community Development		7,000,000	12,250,000	0	0	0	19,250,000
Facilities Management		2016	2017	2018	2019	2020	Total
FACILITIES MANAGEMENT	REPLACE RTU'S AT MORSE LIBRARY	0	0	0	0	0	0
FACILITIES MANAGEMENT	MEMORIAL- REPAVE PARKING AREAS	300,000	0	0	0	0	300,000
FACILITIES MANAGEMENT	BROWN- REPLACE UNIT VENTILATORS IN CLASSROOMS	170,000	0	0	0	0	170,000
FACILITIES MANAGEMENT	REPLACE ROTTED PLUMBING AT JOHNSON SCHOOL	100,000	0	0	0	0	100,000
FACILITIES MANAGEMENT	RENOVATION OF TOWN HALL OFFICES	100,000	0	0	0	0	100,000
FACILITIES MANAGEMENT	PARTIAL ROOF REPLACEMENT, DPW 75 WEST ST	85,000	0	0	0	0	85,000
FACILITIES MANAGEMENT	CARPET REPLACEMENT - TOWN HALL	30,000	30,000	0	0	0	60,000
FACILITIES MANAGEMENT	WILSON CARPETING REPLACEMENT	20,000	0	0	0	0	20,000
FACILITIES MANAGEMENT	REPLACE CARPETING AT BEN HEM LIBRARY	20,000	0	0	0	0	20,000
FACILITIES MANAGEMENT	CARPET REPLACEMENT, WILSON ADMINISTRATION AREA	20,000	0	0	0	0	20,000
FACILITIES MANAGEMENT	RESTORE HVAC UNITS AT BENNETT HEMENWAY SCHOOL	13,000	0	0	0	0	13,000
FACILITIES MANAGEMENT	REPLACE DOMESTIC HOT WATER HEATER WILSON	10,000	0	0	0	0	10,000
FACILITIES MANAGEMENT	REPAIR WILSON ROOF	10,000	0	0	0	0	10,000
FACILITIES MANAGEMENT	MEMORIAL-REPLACE EXTERIOR WINDOWS	0	1,000,000	0	0	0	1,000,000
FACILITIES MANAGEMENT	KENNEDY-REPLACE EXTERIOR WINDOWS	0	850,000	0	0	0	850,000
FACILITIES MANAGEMENT	LILJA- ROOF REPLACEMENT	0	550,000	0	0	0	550,000
FACILITIES MANAGEMENT	KENNEDY-REPLACE LARGE HVAC UNITS	0	300,000	300,000	0	0	Page XII. 1600,000



Town of Natick

FY 2016-2020 Capital Plan Summary
 FY 2016-2020 Capital Improvement Plan

Department/Division	Description	2016	2017	2018	2019	2020	Total
FACILITIES MANAGEMENT	KENNEDY-REPLACE CLASSROOM UNIVENTS + DDC	0	200,000	0	0	0	200,000
FACILITIES MANAGEMENT	KENNEDY- REPLACE EXTERIOR DOORS	0	140,000	0	0	0	140,000
FACILITIES MANAGEMENT	REPLACE RHODE ISLAND AVE FIRE STATION ROOF	0	65,000	0	0	0	65,000
FACILITIES MANAGEMENT	WILSON-REPLACE AUDITORIUM A/C COMPRESSORS	0	50,000	0	0	0	50,000
FACILITIES MANAGEMENT	REPLACE B-2 (VAN)	0	35,000	0	0	0	35,000
FACILITIES MANAGEMENT	BEN-HEM - REPLACE LIBRARY CARPET	0	25,000	0	0	0	25,000
FACILITIES MANAGEMENT	MEMORIAL-INSTALL FIRE SPRINKLER SYSTEM	0	0	550,000	0	0	550,000
FACILITIES MANAGEMENT	BROWN- ROOF REPLACEMENT	0	0	550,000	0	0	550,000
FACILITIES MANAGEMENT	KENNEDY- REPLACE VAT FLOOR TILE	0	0	300,000	300,000	0	600,000
FACILITIES MANAGEMENT	REPLACE AIR HANDLING UNITS AT BROWN SCHOOL	0	0	100,000	0	0	100,000
FACILITIES MANAGEMENT	KENNEDY-INSTALL FIRE SPRINKLER SYSTEM	0	0	0	850,000	0	850,000
FACILITIES MANAGEMENT	REPLACE COLE ROOF	0	0	0	275,000	0	275,000
FACILITIES MANAGEMENT	ROOF (90 OAK STREET)	0	0	0	160,000	0	160,000
FACILITIES MANAGEMENT	REPLACE CARPETING AT MORSE LIBRARY	0	0	0	150,000	0	150,000
FACILITIES MANAGEMENT	REPLACE CARPETING AT POLICE AND FIRE STATION	0	0	0	25,000	0	25,000
FACILITIES MANAGEMENT	RESTORE 90 OAK STREET ROOF	0	0	0	0	190,000	190,000
FACILITIES MANAGEMENT	REPLACE BOILER AT 90 OAK ST	0	0	0	0	120,000	120,000
FACILITIES MANAGEMENT	REPLACE SPEEN ST FIRE STATION ROOF	0	0	0	0	15,000	15,000
Facilities Management Total		878,000	3,245,000	1,800,000	1,760,000	325,000	8,008,000
Finance Department		2016	2017	2018	2019	2020	Total
FINANCE	ACCOUNTS RECIEVABLE SOFTWARE CONVERSION	0	258,500	0	0	0	258,500
Finance Department Total		0	258,500	0	0	0	258,500
Information Technology		2016	2017	2018	2019	2020	Total
INFORMATION TECHNOLOGY	DOCUMENT ARCHIVING	250,000	250,000	250,000	0	0	750,000
INFORMATION TECHNOLOGY	TOWN LAN CORE ROUTER	50,000	0	0	0	0	50,000
INFORMATION TECHNOLOGY	COMMUNITY SENIOR CENTER DAS SYSTEM	0	0	100,000	0	0	100,000
Information Technology		300,000	250,000	350,000	0	0	900,000
Town Clerk		2016	2017	2018	2019	2020	Total
TOWN CLERK	PRESERVATION OF HISTORICAL RECORDS	100,000	100,000	100,000	0	0	300,000
Town Clerk Total		100,000	100,000	100,000	0	0	300,000
Total General Fund		14,921,421	29,994,713	7,893,513	6,728,513	3,321,013	62,859,173
	less grants, subsidies, mitigation funds, etc...	-1,006,013	-12,626,013	-1,006,013	-1,006,013	-1,006,013	-16,650,065
Net General Fund		13,915,408	17,368,700	6,887,500	5,722,500	2,315,000	46,209,108

¹ Funded through M.G.L. Ch. 90 State Aid for Roadway Construction & Maintenance

² Funded only if grants are available

³ Funded through B.A.A./Marathon funds

⁴ Funded through the State

⁵ Funded through project specific mitigation funds



Town of Natick

FY 2016-2020 Capital Plan Summary
 FY 2016-2020 Capital Improvement Plan

Department/Division	Description	2016	2017	2018	2019	2020	Total
Water Sewer Enterprise	Description	2016	2017	2018	2019	2020	Total
WATER SEWER ENTERPRISE	REPLACE W-19 VACTOR	410,000	0	0	0	0	0
WATER SEWER ENTERPRISE	WATER DISTRIBUTION SYSTEM ENHANCEMENTS	250,000	0	0	0	0	250,000
WATER SEWER ENTERPRISE	REPLACE W-23 (DUMP TRUCK)	225,000	0	0	0	0	225,000
WATER SEWER ENTERPRISE	VFD INSTALLS & CONTROLS	180,000	150,000	0	0	0	330,000
WATER SEWER ENTERPRISE	SEWER MAIN RELINING	150,000	150,000	150,000	150,000	150,000	750,000
WATER SEWER ENTERPRISE	REPLACE SCADA PLC/CPU EQUIPMENT	125,000	0	0	0	0	125,000
WATER SEWER ENTERPRISE	REPLACE WS#6 GENERATOR	47,000	0	0	0	0	47,000
WATER SEWER ENTERPRISE	REPLACE W-27	45,000	0	0	0	0	45,000
WATER SEWER ENTERPRISE	REPLACE W-2 (VEHICLE)	28,000	0	0	0	0	28,000
WATER SEWER ENTERPRISE	BOOSTER PUMP - GLENRIDGE	0	485,000	0	0	0	485,000
WATER SEWER ENTERPRISE	ROUTE 30 WATER MAIN LOOP	0	420,000	0	0	0	420,000
WATER SEWER ENTERPRISE	TOWN FOREST RESERVOIR WATER MAIN UPGRADE	0	360,000	0	0	0	360,000
WATER SEWER ENTERPRISE	REPLACE GROUND WATER WELLS	0	300,000	0	0	0	300,000
WATER SEWER ENTERPRISE	H&T FILTER PIPING PAINTING AND MAINT	0	220,000	0	0	0	220,000
WATER SEWER ENTERPRISE	CAPT TOM'S BOOSTER PUMP	0	200,000	0	0	0	200,000
WATER SEWER ENTERPRISE	REPLACE W-12 (AIR COMPRESSOR)	0	30,000	0	0	0	30,000
WATER SEWER ENTERPRISE	RUNNING BROOK/VESTA RD PUMP STATION	0	0	500,000	0	0	500,000
WATER SEWER ENTERPRISE	SPRINGVALE TONKA FILTER MEDIA REPLACEMENT	0	0	300,000	0	0	300,000
WATER SEWER ENTERPRISE	SEWER STATION GENERATORS	0	0	250,000	0	0	250,000
WATER SEWER ENTERPRISE	REPLACE W-29 2008 SERVICE TRUCK	0	0	53,000	0	0	53,000
WATER SEWER ENTERPRISE	INSTALL SEWER GRINDER PUMP	0	0	50,000	0	0	50,000
WATER SEWER ENTERPRISE	REPLACE W-8 (GENERATOR)	0	0	47,000	0	0	47,000
WATER SEWER ENTERPRISE	REPLACE W-11 (AIR COMPRESSOR)	0	0	30,000	0	0	30,000
WATER SEWER ENTERPRISE	WATER MAIN RELINING PHASE 6	0	0	0	950,000	950,000	1,900,000
WATER SEWER ENTERPRISE	REPLACE W-30 2010 VACTOR	0	0	0	410,000	0	410,000
WATER SEWER ENTERPRISE	REPLACE W-24 2007 PICK UP TRUCK	0	0	0	35,000	0	35,000
WATER SEWER ENTERPRISE	REPLACE EQUIPMENT TRAILERS	0	0	0	10,000	0	10,000
WATER SEWER ENTERPRISE	SPRINGVALE IRON/MANGANESE DEWATERING PIT	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		1,460,000	2,315,000	1,380,000	1,555,000	1,100,000	7,400,000
Total Water & Sewer Enterprise		1,460,000	2,315,000	1,380,000	1,555,000	1,100,000	7,400,000
<i>Less grants, subsidies, etc.</i>		-150,000	-150,000	-150,000	-150,000	-150,000	-750,000
Net Water/Sewer (dependent upon rates)		1,310,000	2,165,000	1,230,000	1,405,000	950,000	6,650,000



Town of Natick

FY 2016-2020 Capital Plan Summary
 FY 2016-2020 Capital Improvement Plan

Department/Division	Description	2016	2017	2018	2019	2020	Total
Golf Course Enterprise	Description	2016	2017	2018	2019	2020	Total
SASSAMON TRACE GOLF COURSE	GREENS AERATOR	28,000	0	0	0	0	28,000
SASSAMON TRACE GOLF COURSE	PARKING LOT EXTENSION	20,000	0	0	0	0	20,000
SASSAMON TRACE GOLF COURSE	PAVING OF GOLF COURSE CART PATHS	10,000	10,000	10,000	10,000	0	40,000
SASSAMON TRACE GOLF COURSE	CONSTRUCTION OF INSTRUCTION FACILITY	10,000	0	0	0	0	10,000
SASSAMON TRACE GOLF COURSE	REPAIR OF LANDFILL ACCESS ROAD	6,000	0	0	0	0	6,000
SASSAMON TRACE GOLF COURSE	REPLACEMENT OF IRRIGATION POND LINER	0	80,000	0	0	0	80,000
SASSAMON TRACE GOLF COURSE	SASSAMON TRACE IRRIGATION WELL	0	75,000	0	0	0	75,000
SASSAMON TRACE GOLF COURSE	GOLF CART STORAGE STRUCTURE	0	10,000	0	0	0	10,000
SASSAMON TRACE GOLF COURSE	TREE WORK	0	10,000	0	0	0	10,000
SASSAMON TRACE GOLF COURSE	GOLF CART FLEET REPLACEMENT	0	0	132,000	0	0	132,000
SASSAMON TRACE GOLF COURSE	LIGHT WEIGHT UTILITY VEHICLES	0	0	15,000	0	0	15,000
SASSAMON TRACE GOLF COURSE	GREENS AND TEE MOWERS	0	0	0	56,000	0	56,000
SASSAMON TRACE GOLF COURSE	TRIM MOWER	0	0	0	36,000	0	36,000
SASSAMON TRACE GOLF COURSE	TRACTOR WITH BACKHOE ATTACHMENT	0	0	0	32,000	0	32,000
SASSAMON TRACE GOLF COURSE	BUNKER RENOVATION	0	0	0	10,000	10,000	20,000
SASSAMON TRACE GOLF COURSE	TOPDRESSER	0	0	0	0	15,000	15,000
SASSAMON TRACE GOLF COURSE	FAIRWAY MOWER	0	0	0	0	45,000	45,000
Golf Course Enterprise Total		74,000	185,000	157,000	144,000	70,000	630,000
Total All Funds		2016	2017	2018	2019	2020	Total
General Fund		14,921,421	29,994,713	7,893,513	6,728,513	3,321,013	62,859,173
Water/Sewer Enterprise		1,460,000	2,315,000	1,380,000	1,555,000	1,100,000	7,810,000
Sassamon Trace		74,000	185,000	157,000	144,000	70,000	630,000
Gross Capital Requests		16,457,437	32,494,713	9,430,513	8,427,513	4,491,013	71,299,173
<i>less subsidies/offsets</i>		<i>-1,156,013</i>	<i>-12,776,013</i>	<i>-1,156,013</i>	<i>-1,156,013</i>	<i>-1,156,013</i>	<i>-17,400,065</i>



Town of Natick

FY 2016 Preliminary Budget

Appendices

-
- A - Financial Information
 - B - Legal Information
 - C - Glossary
 - D - Demographics & Information
 - E – Program Improvement Requests
-



Town of Natick

FY 2016 Preliminary Budget

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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.
- Funding for capital projects shall be timed to maximize efficiency and cost-effectiveness.
- 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 projects, generally costing over \$1 million and having a useful life of ten years or more, are typically funded with debt to spread the cost out over many years. 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/Investments 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. The investment policy shall be reviewed annually by Board of Selectmen and Town Administrator.
- The Treasurer shall report the cash and investments balances of the Town, as of June 30 each year, to the Board of Selectmen and Town Administrator and provide a report of the safety, liquidity, investment earnings and the amount of insurance/collateralization for all funds.

*Adopted by the Board of Selectmen, March 2011
Revised by Board of Selectmen, February 6, 2012
Revised by Board of Selectmen, March 10, 2014*

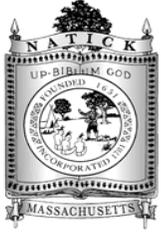


Town of Natick

FY 2016 Preliminary Budget

Insert Staffing History

Snow & Ice Removal Costs for FY 1998 - FY 2014



Town of Natick
Department of Public Works
History of Snow and Ice Removal



	<i>FY98</i>	<i>FY99</i>	<i>FY00</i>	<i>FY01</i>	<i>FY02</i>	<i>FY03</i>
Budgeted Amount	150,000	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	595,726
	<i>FY04</i>	<i>FY05</i>	<i>FY06</i>	<i>FY07</i>	<i>FY08</i>	<i>FY09</i>
Budgeted Amount	150,000	150,000	150,000	150,000	150,000	150,000
Emergency Funding (FEMA)	115,049	175,514				
Total Expenses	449,538	895,551	449,627	352,978	882,779	899,655
	<i>FY10</i>	<i>FY11</i>	<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	
Budgeted Amount	150,000	150,000	150,000	150,000	150,000	
Emergency Funding (FEMA)						
Total Expenses	598,991	867,663	299,508	862,115	1,042,022	
	3 Year Average	5 Year Average	10 Year Average	15 Year Average	5 Year Low	5 Year High
Total Expenses	\$ 734,548	\$ 734,060	\$ 715,089	\$ 613,032	\$ 299,508	\$ 1,042,022

Status of Municipal Reserves

Overlay Surplus:

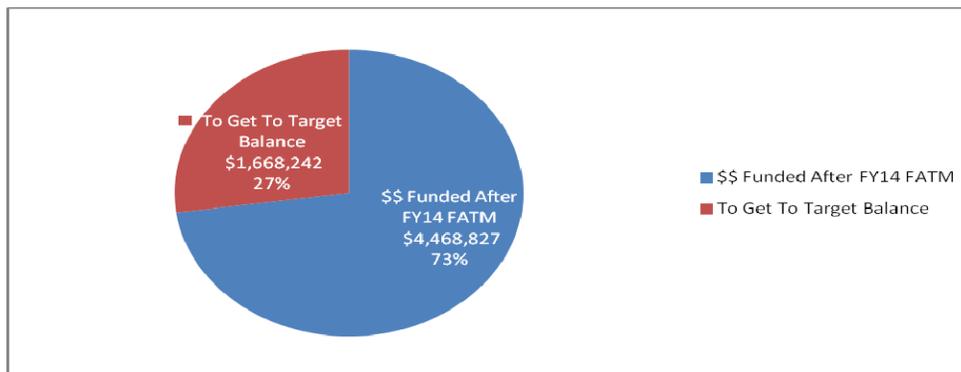
The purpose of the overlay surplus account is to fund property tax abatements and exemptions that may be granted in a particular fiscal year. Each fiscal year has an associated Overlay Reserve account; once all exemption and abatement requests for a particular fiscal year have been resolved or can be 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 was used in FY 2014 and FY 2015, and the same amount is proposed for use in FY 2016.

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:

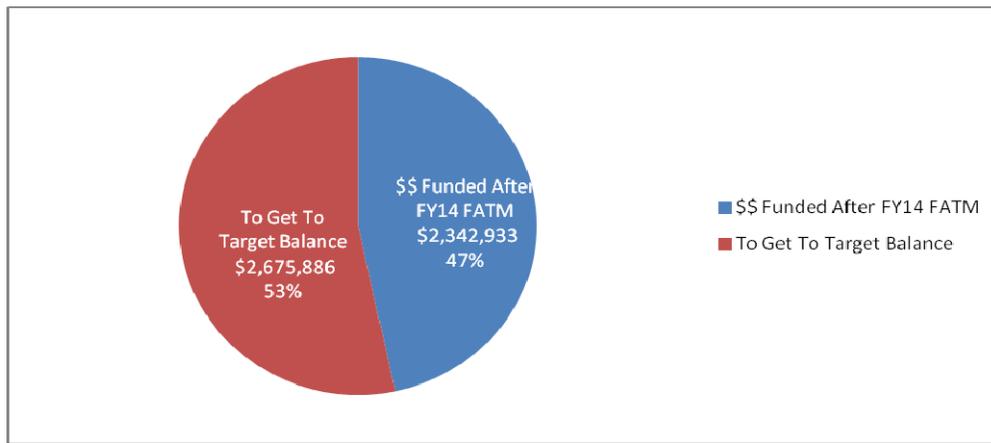
General: The National Advisory Council on State and Local Budgeting recommends that Stabilization Funds be used to address temporary cash flow shortages, emergencies, unanticipated economic downturns, and one-time opportunities. A prudent level of financial resources is recommended to protect against 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	G.F. Revenues*	Minimum Level	Target	Balance to target	% Raised
General Stabilization Fund	\$4,468,827	\$122,741,389	2%	5%	\$1,668,242	72.82%

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" is 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. 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.



	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	\$ 2,342,933	\$ 1,521,434	\$ 3,497,386	\$ 5,018,819	\$ 2,675,886	46.68%

Capital: This stabilization fund was created by the 2010 Fall Annual Town Meeting and is predominantly funded through local option taxes. It is exclusively to be used for the purposes of funding any capital-related project, or pieces of capital equipment, or debt-service payment related thereto. The Capital Stabilization Fund is a great resource to the Town. It provides a funding mechanism for a significant portion of the capital budget each year. The Town's capital budget (exclusive of debt excluded projects), as indicated in the capital plan, is approximately 6% of general fund revenues. Annual Town Meetings appropriate funds out of the Capital Stabilization Fund in order to pay for capital and debt related expenditures.

Capital Stabilization Fund

FY2010

FY2010 - Initial Balance	307,913
--------------------------	----------------

FY2011

2011 SATM Appropriated from Free Cash	687,440
	995,353

FY2012

2011 FATM - Capital Equipment & Improvement (Articles 9 & 10)	(689,340)
2011 FATM - Appropriated from Free Cash (Article 7)	1,172,071
	1,478,084

FY2013

2012 SATM - Capital Equipment & Improvement (Articles 15 & 16)	(477,812)
2012 FATM - Appropriated for use (Articles 5 & 6)	(584,340)
2012 FATM - Appropriated from Local Option Taxes (Free Cash Article 4)	1,275,551
2012 FATM - Additional Appropriation from Free Cash (Article 4)	2,000,000
	3,691,483

FY2014

2013 SATM - Capital Equipment & Improvement (Articles 13 & 14)	(925,840)
2013 SATM - Debt Service	(449,079)
2013 SATM - Excluded Debt Service - Tax Reduction	(250,000)
2013 SATM - Appropriated from Free Cash (Article 3)	211,364
2013 SATM - Appropriated from Tax Levy (Article 3)	254,211
2013 FATM - Appropriated for use (Articles 18 & 19)	(799,310)
2013 FATM - Appropriated from Local Option Taxes (Free Cash Article 16)	1,334,123
2013 FATM - Additional Appropriation from Free Cash	1,000,000
2013 FATM - Additional Appropriation from Tax Levy (Article 16)	1,440,509
Interest Earned	19,703
	5,527,164

FY2015

Interest Earned (YTD End of 1st Quarter)	10,000
2014 SATM - Capital Equipment and Improvement (Articles 13 & 14)	(1,353,100)
2014 SATM - Reduce Tax Impact	(1,055,508)
2014 FATM - Appropriated for use (Articles 32 & 33)	(650,150)
2014 FATM - Appropriated from Local Option Taxes (Free Cash Article 27)	1,355,092
Balance after 2014 FATM appropriations	4,483,498

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 \$650,000 for Natick.

The table below shows the Certified Free Cash amounts for the last 5 years:

Free Cash Balances

Fiscal Year	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Effective Date	7/1/2010	7/1/2011	7/1/2012	7/1/2013	7/1/2014
General Fund (Free Cash)	\$ 5,899,906	\$ 4,737,528	\$ 6,791,984	\$ 6,827,707	\$ 6,832,003
Water/Sewer Enterprise	\$ 1,980,622	\$ 2,386,297	\$ 849,404	\$ 2,866,906	\$ 3,342,357
Golf Course Enterprise	\$ 111,897	\$ 71,576	\$ 72,642	\$ 100,674	\$ 201,094

Finally, this table shows the planned usage of the \$6,832,003 Certified Free Cash amount.

Free Cash Utilization Proposal

<u>Item</u>	<u>Amount in \$\$</u>	<u>Rationale</u>
Certified Free Cash as of 7/1/2014	6,832,003	
.5% of G/F Revenue Set-Aside	(650,000)	As per Financial Policies
<u>2014 Fall Town Meeting</u>		
Article 19: Audit of Conservation Fund	(20,000)	Audit Conservation Fund
Article 20: Study Committee: Conservation Commission Fund	(1,500)	Outside Consultant
Article 24: FY 2015 Omnibus Budget	(45,000)	Citizen Leadership Academy, Site Survey & Zoning By-law Re-write
Article 24: FY14 Snow & Ice Deficit	(638,523)	Current Snow Overdraft \$892,023 - \$253,500 already built into FY 2015 Budget
Article 25: Transfer to Stabilization Fund	(150,000)	As per Financial Policies
Article 26: Transfer to Operating/Rainy Day SF	(625,000)	As per Financial Policies
Article 27: Transfer of FY 2014 Local Option Taxes to CSF	(1,355,092)	As per Financial Policies
Article 27: Additional Capital SF Contribution	(650,000)	To accommodate future Capital Needs/Tax Relief
Article 29: Stabilization Fund - One-to-One Computers - School	(100,000)	To fund this stabilization fund for the first time.
Article 30: OPEB Trust Fund	(250,000)	To fund OPEB Trust Fund
<u>2015 Spring Annual Town Meeting</u>		
Reserved for FY16 Budget Support	<u>(1,500,000)</u>	FY 2016 Budget Support
Remaining Unallocated Balance	846,888	Reserved for potential S&I Deficit in FY15

**THE COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF REVENUE
TAX RATE RECAPITULATION**

FISCAL 2015

**OF
NATICK**

City / Town / District

I. TAX RATE SUMMARY

Ia. Total amount to be raised (from IIe)	\$	<u>147,026,412.80</u>
Ib. Total estimated receipts and other revenue sources (from IIIe)		<u>50,495,801.00</u>
Ic. Tax levy (Ia minus Ib)	\$	<u>96,530,611.80</u>
Id. Distribution of Tax Rates and levies		

CLASS	(b) Levy percentage (from LA - 5)	(c) IC above times each percent in col (b)	(d) Valuation by class (from LA - 5)	(e) Tax Rates (c) / (d) x 1000	(f) Levy by class (d) x (e) / 1000
Residential	77.3858%	74,700,986.19	5,405,281,800	13.82	74,700,994.48
Net of Exempt					0.00
Open Space	0.0000%	0.00	0		0.00
Commercial	20.3123%	19,607,587.46	1,418,781,400	13.82	19,607,558.95
Net of Exempt					0.00
Industrial	0.5484%	529,373.88	38,307,700	13.82	529,412.41
SUBTOTAL	98.2465%		6,862,370,900		94,837,965.84
Personal	1.7535%	1,692,664.28	122,478,000	13.82	1,692,645.96
TOTAL	100.0000%		6,984,848,900		96,530,611.80

Board of Assessors of NATICK
City / Town / District

MUST EQUAL IC

NOTE : The information has not been Approved and is subject to change.

<u>Janice Dangelo, Dir. of Assessing, Natick, 508-647-6420</u>	<u>11/18/2014 2:14 PM</u>	<u>Signing for the BOA, signatures on file.</u>
Assessor	Date	(Comments)

Do Not Write Below This Line --- For Department of Revenue Use Only

Reviewed By	Andrew Nelson
Date :	20-NOV-14
Approved :	Dennis Mountain
Director of Accounts	


 (Gerard D. Perry)

TAX RATE RECAPITULATION

FISCAL 2015

NATICK

City / Town / District

II. Amounts to be raised

Ila. Appropriations (col.(b) through col.(e) from page 4)		\$	143,722,791.00
Ilb. Other amounts to be raised			
1. Amounts certified for tax title purposes	50,000.00		
2. Debt and interest charges not included on page 4	0.00		
3. Final court judgements	0.00		
4. Total overlay deficits of prior years	0.00		
5. Total cherry sheet offsets (see cherry sheet 1-ER)	300,641.00		
6. Revenue deficits	0.00		
7. Offset receipts deficits Ch. 44, Sec. 53E	0.00		
8. Authorized Deferral of Teachers' Pay	0.00		
9. Snow and ice deficit Ch. 44, Sec. 31D	253,499.00		
10. Other (specify on separate letter)	0.00		
TOTAL Ilb (Total lines 1 through 10)			604,140.00
Ilc. State and county cherry sheet charges (C.S. 1-EC)			1,539,095.00
Ild. Allowance for abatements and exemptions (overlay)			1,160,386.80
Ile. Total amount to be raised (Total Ila through Ild)		\$	147,026,412.80

III. Estimated receipts and other revenue sources

IIIa. Estimated receipts - State			
1. Cherry sheet estimated receipts (C.S. 1-ER Total)	12,852,023.00	\$	
2. Massachusetts school building authority payments	0.00		
TOTAL IIIa			12,852,023.00
IIIb. Estimated receipts - Local			
1. Local receipts not allocated (page 3, col(b), Line 24)	11,120,563.00		
2. Offset Receipts (Schedule A-1)	0.00		
3. Enterprise Funds (Schedule A-2)	16,439,733.00		
4. Community Preservation Funds (See Schedule A-4)	0.00		
TOTAL IIIb			27,560,296.00
IIIc. Revenue sources appropriated for particular purposes			
1. Free cash (page 4, col.(c))	5,668,115.00		
2. Other available funds (page 4, col.(d))	4,415,367.00		
TOTAL IIIc			10,083,482.00
IIId. Other revenue sources appropriated specifically to reduce the tax rate			
1a. Free cash..appropriated on or before June 30, 2014	0.00		
b. Free cash..appropriated on or after July 1, 2014	0.00		
2. Municipal light source	0.00		
3. Teachers' pay deferral	0.00		
4. Other source :	0.00		
TOTAL IIId			0.00
IIIe. Total estimated receipts and other revenue sources		\$	50,495,801.00
(Total IIIa through IIId)			

IV. Summary of total amount to be raised and total receipts from all sources

a. Total amount to be raised (from Ile)		\$	147,026,412.80
b. Total estimated receipts and other revenue sources (from IIIe)	50,495,801.00	\$	
c. Total real and personal property tax levy (from Ic)	96,530,611.80	\$	
d. Total receipts from all sources (total IVb plus IVc)		\$	147,026,412.80

LOCAL RECEIPTS NOT ALLOCATED *

TAX RATE RECAPITULATION

NATICK

City/Town/District

	(a) Actual Receipts Fiscal 2014	(b) Estimated Receipts Fiscal 2015
==> 1 MOTOR VEHICLE EXCISE	4,935,216.00	4,458,000.00
2 OTHER EXCISE		
==> a.Meals	852,879.00	700,000.00
==> b.Room	1,355,092.00	0.00
==> c.Other	3,282.00	0.00
==> 3 PENALTIES AND INTEREST ON TAXES AND EXCISES	495,594.00	508,000.00
==> 4 PAYMENTS IN LIEU OF TAXES	35,150.00	37,000.00
5 CHARGES FOR SERVICES - WATER	0.00	0.00
6 CHARGES FOR SERVICES - SEWER	0.00	0.00
7 CHARGES FOR SERVICES - HOSPITAL	0.00	0.00
8 CHARGES FOR SERVICES - SOLID WASTE FEES	987,795.00	950,000.00
9 OTHER CHARGES FOR SERVICES	1,551,134.00	1,500,000.00
10 FEES	0.00	0.00
11 RENTALS	43,616.00	50,000.00
12 DEPARTMENTAL REVENUE - SCHOOLS	0.00	0.00
13 DEPARTMENTAL REVENUE - LIBRARIES	0.00	0.00
14 DEPARTMENTAL REVENUE - CEMETERIES	0.00	0.00
15 DEPARTMENTAL REVENUE - RECREATION	183,081.00	186,750.00
16 OTHER DEPARTMENTAL REVENUE	859,556.00	720,000.00
17 LICENSES AND PERMITS	1,484,747.00	1,500,000.00
18 SPECIAL ASSESSMENTS	11,532.00	13,000.00
==> 19 FINES AND FORFEITS	231,325.00	200,000.00
==> 20 INVESTMENT INCOME	104,083.00	190,245.00
==> 21 MEDICAID REIMBURSEMENT	100,000.00	100,000.00
==> 22 MISCELLANEOUS RECURRING (PLEASE SPECIFY)	8,307.00	7,568.00
23 MISCELLANEOUS NON-RECURRING (PLEASE SPECIFY)	538,382.00	0.00
24 TOTALS	\$ 13,780,771.00	\$ 11,120,563.00

I hereby certify that the actual receipts as shown in column (a) are, to the best of my knowledge correct and complete, and I further certify that I have examined the entries made on page 4 of the Fiscal 2015 tax rate recapitulation form by the City, Town or District Clerk and hereby acknowledge that such entries correctly reflect the appropriations made and the sources from which such appropriations are to be met.

Virginia Cahill, Comptroller, Natick, 508-647-6435

11/19/2014 11:36 AM

Accounting Officer

Date

* Do not include receipts in columns (a) or (b) that were voted by the City / Town / District Council or Town Meeting as offset receipts on Schedule A-1, enterprise funds on Schedule A-2, or revolving funds on Schedule A-3. Written documentation should be submitted to support increases / decreases of estimated receipts to actual receipts.

==> Written documentation should be submitted to support increases/ decreases of FY 2014 estimated receipts to FY2015 estimated

CERTIFICATION OF APPROPRIATIONS AND SOURCES OF FUNDING

TAX RATE RECAPITULATION

NATICK

FISCAL 2015

City / Town / District

APPROPRIATIONS							AUTHORIZATIONS	
							MEMO ONLY	
City / Town Council or Town Meeting Dates	FY*	(a) Total Appropriations of Each Meeting	(b) ** From Raise and Appropriate	(c) From Free Cash See B-1	(d) From Other Available Funds See B-2	(e) From Offset Receipts (See A-1), Enterprise Funds (See A-2), or Community Preservation Fund (See A-4)	(f) *** Revolving Funds (See A-3)	(g) Borrowing Authorization
05/20/2014	2014	233,000.00	0.00	233,000.00	0.00	0.00	0.00	0.00
05/20/2014	2015	136,966,854.00	119,131,976.00	1,600,000.00	3,226,217.00	13,008,661.00	440,000.00	3,953,945.00
11/20/2014	2015	6,522,937.00	0.00	3,835,115.00	1,189,150.00	1,498,672.00	0.00	2,997,200.00
Totals		143,722,791.00	119,131,976.00	5,668,115.00	4,415,367.00	14,507,333.00		
		Must Equal Cols. (b) thru (e)						

I hereby certify that the appropriations correctly reflect the votes taken by City / Town / District Council.

NATICK Diane Packer, Town Clerk, Natick, 508-647-6432

11/18/2014 1:44 PM
Date

City/Town/District

Clerk

**BUREAU OF ACCOUNTS
SCHEDULE A-2
ENTERPRISE FUNDS CH.44 S.53F 1/2 et al
NATICK**

City/Town/District

Water/Sewer

Type of enterprise fund/statutory reference

	(a) FY2014 Actual Revenues	(b) FY2015 Estimated Revenues
1. Enterprise revenues & available funds		
a. User charges	\$ 12,398,406.00	\$ 12,912,688.00 *
Connection fees	175,030.00	70,000.00 *
Other departmental revenue	1,101,471.00	1,100,000.00 *
Investment income	7,404.00	20,000.00 *
Total revenues	13,682,311.00	14,102,688.00
Retained earnings appropriated **	96,000.00	1,721,906.00
Other enterprise available funds		
Specify: <u>Infiltration & Inflow</u>	150,000.00	
Total current year revenues and available funds	13,928,311.00	15,824,594.00
b. Retained earnings appropriated for PY costs **	(shaded)	
Other enterprise available funds for PY costs	(shaded)	
Total revenues and available funds for PY costs	(shaded)	0.00
 Total revenues and available funds	 \$ 13,928,311.00	 \$ 15,824,594.00

To Recap pg 2,
Part IIIB, line 3

* Written documentation should be submitted to support increases/decreases of estimated revenues to actual revenues.

** Retained earnings should be certified by the Director of Accounts prior to appropriation.

I hereby certify that the amount of retained earnings reported in Part I column(b) correctly reflects the votes of town meeting/city council.

Clerk

Date

I hereby certify that the actual revenues as shown in part 1 column (a) are to the best of my knowledge correct and complete.

Accounting Officer

Date

We hereby attest that the revenues itemized above have not been used as a revenue source elsewhere on the Tax Rate or Pro Forma recap.

Board of Assessors

Date

2. Total costs appropriated

a. Costs appropriated in the enterprise fund

Salaries and wages	\$	<input type="text" value="1,936,345.00"/>	
Expenses		<input type="text" value="7,313,227.00"/>	
Capital outlay		<input type="text" value="595,500.00"/>	
Reserve Fund		<input type="text" value="200,000.00"/>	
Other:---> <u>Debt Service and I&I Stabilization</u>		<input type="text" value="3,572,122.00"/>	
Prior year costs appropriated from retained earnings or other enterprise available funds		<input type="text"/>	(Must equal total part 1b)
Total costs appropriated in enterprise fund	\$	<input type="text" value="13,617,194.00"/>	

b. Costs appropriated in general fund

Health insurance	\$	<input type="text"/>	
Pensions		<input type="text"/>	
Shared employees		<input type="text" value="1,329,162.00"/>	
Shared facilities		<input type="text" value="878,238.00"/>	
Other:---> _____		<input type="text"/>	
Other:---> _____		<input type="text"/>	
Total costs appropriated in general fund	\$	<input type="text" value="2,207,400.00"/>	
Total Costs	\$	<input type="text" value="15,824,594.00"/>	

3. Calculation of subsidy (see instructions)

Revenue & available funds	\$	<input type="text" value="15,824,594.00"/>	(part 1, col. b)
less: Total costs		<input type="text" value="15,824,594.00"/>	(part 2)
less: Prior year deficit		<input type="text"/>	To Recap pg. 2
(Negative represents subsidy)	\$	<input type="text" value="0.00"/>	Part IIB

4. Sources of funding for costs appropriated in the enterprise fund

a. Revenue and available funds	\$	<input type="text" value="13,617,194.00"/>	
b. Taxation		<input type="text"/>	
c. Free cash		<input type="text"/>	
d. Non-Enterprise Available Funds		<input type="text"/>	
Total Sources of Funding for Costs Appropriated in the Enterprise Fund (must equal total part 2a)	\$	<input type="text" value="13,617,194.00"/>	

2. Total costs appropriated

a. Costs appropriated in the enterprise fund

Salaries and wages	\$	296,796.00	
Expenses		321,398.00	
Capital outlay			
Reserve Fund			
Other:---> <u>Debt Service</u>		271,945.00	
Prior year costs appropriated from retained earnings or other enterprise available funds			(Must equal total part 1b)
Total costs appropriated in enterprise fund	\$		890,139.00

b. Costs appropriated in general fund

Health insurance	\$		
Pensions			
Shared employees		22,995.00	
Shared facilities		11,092.00	
Other:---> _____			
Other:---> _____			
Total costs appropriated in general fund	\$		34,087.00
Total Costs	\$		924,226.00

3. Calculation of subsidy (see instructions)

Revenue & available funds	\$	615,139.00	(part 1, col. b)
less: Total costs		924,226.00	(part 2)
less: Prior year deficit			To Recap pg. 2
(Negative represents subsidy)	\$	-309,087.00	Part IIB

4. Sources of funding for costs appropriated in the enterprise fund

a. Revenue and available funds	\$	890,139.00	
b. Taxation			
c. Free cash			
d. Non-Enterprise Available Funds			
Total Sources of Funding for Costs Appropriated in the Enterprise Fund (must equal total part 2a)	\$		890,139.00

**BUREAU OF ACCOUNTS
SCHEDULE A-3
REVOLVING FUNDS CH.44 S.53E 1/2
NATICK**

(a) Date of Vote	(b) Department Authorized to Spend	(c) Type of Receipts Credited	(d) FY2014 Actual Revenues	(e) FY2015 Receipts Authorized
05/01/14	Board of Health	Tobacco Fees/Fines	0.00	25,000.00
05/01/14	Coun. on Aging	Transportation Fares	8,680.00	15,000.00
05/01/14	DPW	Sale Surplus Vehicles	62,132.00	80,000.00
05/01/14	Morse Library	Overdue Fines	55,905.00	85,000.00
05/01/14	Morse Library	Rental of Facilities	12,200.00	25,000.00
subtotal page 2			96,028.00	210,000.00
TOTAL			234,945.00	440,000.00 *

* This amount must agree with page 4, column (f) of the Tax Rate and Pro Forma Recap forms. If the amount in column (e) is greater than the amount in column (d), additional documentation for the increase may be requested.

The total of all revolving funds pursuant to this law cannot exceed 10% of the prior fiscal year's tax levy. Each department's revolving fund cannot exceed 1% of the prior fiscal year's tax levy.

I hereby certify that the actual revenues as shown in column (d) are to the best of my knowledge correct and complete.

Accounting Officer

Date

We hereby attest that the receipts itemized above have not been used as a revenue source elsewhere on the Tax Rate or Pro Forma Recap.

Board of Assessors

Date



SCHEDULE A-3 REVOLVING FUNDS CH. 44 S. 53E 1/2 (con't)

(a) Date of Vote	(b) Department Authorized to Spend	(c) Type of Receipts Credited	(d) FY2014 Actual Revenues	(e) FY2015 Receipts Authorized
05/01/14	Coun. On Aging	Rental of Facilities	60,396.00	75,000.00
05/01/14	Board of Health	Immunization Fees	17,035.00	40,000.00
05/01/14	Coun. On Aging	Program Fees	18,597.00	95,000.00
Total page 2			96,028.00	210,000.00

**BUREAU OF ACCOUNTS
SCHEDULE OF AMOUNTS CERTIFIED FOR
TAX TITLE PURPOSES
(Recap page 2, item II. B.1)**

NATICK
City/Town/District

**Filing and recording fees, including
examiner's costs required by the Land Court**

\$

Advertising and publishing costs

Certified mailings

Other - (Specify)

TOTAL

\$

Prepared by:

Date

Title:

BUREAU OF ACCOUNTS
SCHEDULE B-2
SOURCES AND USES OF OTHER AVAILABLE FUNDS
NATICK
City/Town/District

Date of Appropriation	Source of Fund	Use of Fund	<u>COL. A</u> Amount in Fund when Approp. was made	<u>COL. B</u> Amount of Appropriation
05/20/14	Parking Meter Receipts	Parking Enforcement	204,997.00	80,000.00
05/20/14	Overlay Surplus	FY15 GF Budget	668,787.00	500,000.00
05/20/14	Title V Septic	Debt Service	138,644.00	7,684.00
05/20/14	Capital Stabilization	Capital Expense	5,527,164.00	1,055,508.00
05/20/14	Reserved Bond Prem.	Debt Service	1,188,460.00	106,758.00
05/20/14	School Bldg Assistance	Debt Service	1,220,936.00	123,167.00
05/20/14	Capital Stabilization	Capital Equipment	4,471,656.00	819,000.00
05/20/14	Capital Stabilization	Capital Improvements	3,652,656.00	534,100.00
11/20/14	FedEx Mitigation Funds	Traffic Improvements	75,000.00	75,000.00
11/20/14	L.A. Fitness Mitigation	Upgrade Pump Station	164,000.00	164,000.00
11/20/14	Gen'l Growth Mitigation	Capital Improvements	100,000.00	100,000.00
11/20/14	Chapter 40 R Receipts	Capital Improvements	200,000.00	200,000.00
11/20/14	Capital Stabilization	Capital Equipment	3,118,556.00	497,100.00
11/20/14	Capital Stabilization	Capital Improvements	2,621,456.00	153,050.00
			23,352,312.00	Total Approp.
				4,415,367.00

**MASSACHUSETTS DEPARTMENT OF REVENUE
DIVISION OF LOCAL SERVICES**

ASSESSMENT/CLASSIFICATION REPORT FY2015

NATICK
City/Town/District

as of January 1, 2014

PROPERTY TYPE	ACCT/ PARCEL COUNT	CLASS 1 Residential Assessed Value	CLASS 2 Open Space Assessed Value	CLASS 3 Commercial Assessed Value	CLASS 4 Industrial Assessed Value	CLASS 5 Personal Property Assessed Value
101	8,479	4,067,880,400				
102	2,675	724,440,300				
Misc 103,109	39	30,402,300				
104	587	262,898,300				
105	79	36,328,800				
111-125	57	202,660,100				
130-132, 106	881	62,654,900				
200-231	0		0			
300-393	561			1,402,487,700		
400-452	53				38,307,700	
CH 61 Land	1		0	3,200		
CH 61A Land	18		0	162,900		
CH 61B Land	17		0	1,094,400		
012-043	49	18,016,700	0	15,033,200	0	
501	894					9,808,140
502	745					28,729,400
503	1					484,550
504,550-552	4					55,121,540
505	12					24,471,300
506	0					0
508	5					3,863,070
TOTALS	15,157	5,405,281,800	0	1,418,781,400	38,307,700	122,478,000
REAL AND PERSONAL PROPERTY TOTAL VALUE						6,984,848,900
EXEMPT VALUE						608,130,300

Submitted by: Board of Assessors

10-06-2014
Date

TAX BASE LEVY GROWTH FY2015 - LA13
Retain documentation for 5 years in the event of DOR audit

PROPERTY CLASS	[A] FY2014 VALUES BY CLASS (Committed / LA-4)	No.	[B] FY2014 REVISED & OMITTED VALUES	No.	[C] ABATEMENT VALUES	No.	[D] OTHER ADJUSTMENT VALUES	[E] FY2014 ADJ VALUE BASE
RESIDENTIAL:								
Single Family (101)	3,862,863,400	0	0	22	943,800	66	(2,369,845)	3,859,549,755
Condominium (102)	645,625,800	0	0	1	111,600	19	3,089,400	648,603,600
Two & Three Family (104 & 105)	276,960,100	0	0	1	20,000	15	(853,600)	276,086,500
Multi - Family (111 - 125)	181,306,000	0	0	1	400,000	3	1,029,800	181,935,800
Vacant Land (130 - 132 & 106)	59,037,100	0	0	0	0	75	2,614,210	61,651,310
Others (103, 109, Res mixed use)	46,166,330	0	0	0	0	3	(1,333,000)	44,833,330
TOTAL RESIDENTIAL	5,071,958,730	0	0	25	1,475,400	181	2,176,965	5,072,660,295
Open Space	0	0	0	0	0	0	0	0
Open Space - Chapter 61, 61A, 61B	0	0	0	0	0	0	0	0
TOTAL OPEN SPACE	0	0	0	0	0	0	0	0
Commercial	1,358,621,611	0	0	6	1,995,200	6	(2,947,000)	1,353,679,411
Commercial - Chapter 61, 61A, 61B	1,260,659	0	0	0	0	1	(165)	1,260,494
TOTAL COMMERCIAL	1,359,882,270	0	0	6	1,995,200	7	(2,947,165)	1,354,939,905
INDUSTRIAL	36,485,100	0	0	0	0	3	(1,473,600)	35,011,500
PERSONAL PROPERTY	121,001,510							
TOTAL REAL & PERSONAL	6,589,327,610							

Actual
 Pro Forma

TAX BASE LEVY GROWTH FY2015 - LA13

PROPERTY CLASS	REVAL %	[F] + or - REVAL ADJUSTMENT VALUES	[G] TOTAL ADJUSTED VALUE BASE	[H] FY2015 PROPOSED VALUES	[I] NEW GROWTH VALUATION	[J] PRIOR YEAR TAX RATE	[K] TAX LEVY GROWTH
RESIDENTIAL:							
Single Family (101)	0.04607	177,817,045	4,037,366,800	4,067,880,400	30,513,600		
Condominium (102)	0.07000	45,401,400	694,005,000	724,440,300	30,435,300		
Two & Three Family (104 & 105)	0.08018	22,136,000	298,222,500	299,227,100	1,004,600		
Multi - Family (111 - 125)	0.08056	14,656,800	196,592,600	202,660,100	6,067,500		
Vacant Land (130 - 132 & 106)	-0.00724	(446,410)	61,204,900	62,654,900	1,450,000		
Others (103, 109, Res mixed use)	0.07883	3,534,370	48,367,700	48,419,000	51,300		
TOTAL RESIDENTIAL	0.05187	263,099,205	5,335,759,500	5,405,281,800	69,522,300	14.18	\$985,826
Open Space		0	0	0	0		
Open Space - Chapter 61, 61A, 61B		0	0	0	0		
TOTAL OPEN SPACE		0	0	0	0	0.00	\$0
Commercial	0.04529	61,312,339	1,414,991,750	1,417,520,900	2,529,150		
Commercial - Chapter 61, 61A, 61B	0.00000	6	1,260,500	1,260,500	0		
TOTAL COMMERCIAL	0.04525	61,312,345	1,416,252,250	1,418,781,400	2,529,150	14.18	\$35,863
INDUSTRIAL	0.09415	3,296,200	38,307,700	38,307,700	0	14.18	\$0
PERSONAL PROPERTY				122,478,000	7,553,984	14.18	\$107,115
TOTAL REAL & PERSONAL				6,984,848,900	79,605,434		\$1,128,804

Assessors Signature

Date

THE COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF REVENUE
FISCAL 2015 TAX LEVY LIMITATION FOR
NATICK
FOR BUDGET PLANNING PURPOSES

TO CALCULATE THE FY2014 LEVY LIMIT

A. FY2013 Levy Limit	<u>84,573,555</u>
A1. ADD Amended FY2013 Growth	<u>0</u>
B. ADD (IA + IA1) X 2.5%	<u>2,114,339</u>
C. ADD FY2014 New Growth	<u>2,503,189</u>
C1. ADD FY2014 New Growth Adjustment	<u>0</u>
D. ADD FY2014 Override	<u>0</u>
E. FY2014 Subtotal	<u>89,191,083</u>
F. FY2014 Levy Ceiling	<u>164,733,190</u>

I. \$ 89,191,083
FY2014 Levy Limit

TO CALCULATE THE FY2015 LEVY LIMIT

A. FY2014 Levy Limit from I.	<u>89,191,083</u>
A1. ADD Amended FY2014 Growth	<u>0</u>
B. ADD (IIA + IIA1) X 2.5%	<u>2,229,777</u>
C. ADD FY2015 New Growth	<u>1,128,804</u>
C1. ADD FY2015 New Growth Adjustment	<u> </u>
D. ADD FY2015 Override	<u> </u>
E. FY2015 Subtotal	<u>92,549,664</u>
F. FY2015 Levy Ceiling	<u>174,621,223</u>

II. \$ 92,549,664
FY2015 Levy Limit

**TO CALCULATE THE FY2015
MAXIMUM ALLOWABLE LEVY**

A. FY2015 Levy Limit from II.	<u>92,549,664</u>
B. FY2015 Debt Exclusion(s)	<u>4,215,216</u>
C. FY2015 Capital Expenditure Exclusion(s)	<u> </u>
D. FY2015 Stabilization Fund Override	<u> </u>
E. FY2015 Other Adjustment	<u> </u>
F. FY2015 Water / Sewer	<u> </u>
G. FY2015 Maximum Allowable Levy	\$ 96,764,880

**DEPARTMENT OF REVENUE
MINIMUM RESIDENTIAL FACTOR COMPUTATION
FOR FY2015**

NATICK
City/Town/District

A	B	C	
Class	Full and Fair Cash Valuation	Percentage Share	
1. Residential	5,405,281,800	77.3858%	77.3858%
2. Open Space	0	0.0000%	
3. Commercial	1,418,781,400	20.3123%	22.6142%
4. Industrial	38,307,700	0.5484%	
5. Personal Property	122,478,000	1.7535%	
TOTALS	6,984,848,900	100.0000%	

Maximum Share of Levy for Classes Three, Four and Personal Property; 150% X $\frac{22.6142\%}{\text{Lines 3C+4C+5C}}$ $\frac{33.9213\%}{\text{Max \% Share}}$

Minimum Share of Levy for Classes One and Two: 100% -- $\frac{33.9213\%}{\text{Max \% Share}}$ $\frac{66.0787\%}{\text{Min \% Share}}$

Minimum Residential Factor (MRF) $\frac{66.0787\%}{\text{Min \% Share}}$ | $\frac{77.3858\%}{\text{Lines 1C+2C}}$ **85.3887%**
Minimum Residential Factor

MINIMUM RESIDENTIAL FACTOR 85.3887%

CHAPTER 58, SECTION 1A MANDATES A MINIMUM RESIDENTIAL FACTOR OF NOT LESS THAN 65%.
LA7 (6-94)

**BUREAU OF ACCOUNTS
SCHEDULE OL-1
OVERLAY WORKSHEET**

City/Town/District NATICK

	A. FY2014	B. FY2013	C. FY2012	D. PRIOR YRS	E. TOTAL
1. Overlay raised per recap	1,349,902.93	1,463,310.27	1,128,591.97		
2. Overlay deficits raised	0.00	0.00	0.00		
3. Less - total abatements and exemptions charged through 6/30/2014	309,438.31	461,727.96	450,401.49		
4. Less - amount transferred to overlay surplus if any	0.00	0.00	0.00		
5. Totals - should equal FY2014 balance sheet	1,040,464.62	1,001,582.31	678,190.48	1,200,084.32	3,920,321.73

Accountant/ Auditor

Date

6. Potential additional liability (ATB Cases)	124,145.90	426,612.13	389,930.68	751,179.27	1,691,867.98
7. Total potential liability (add 3+6)	433,584.21	888,340.09	840,332.17		

Assessor

Date

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0111702				
0001-117-1-0000-00-0000-02-575002-	INSURANCE			
28305 DELAND GIBSON	INSURANCE MOTOR VEHICLE	2014/12	2,605.00	ADJ 13-14 AUTO
	20142297			
	ACCOUNT TOTAL		2,605.00	
	ORG 0111702 TOTAL		2,605.00	
0112302				
0001-123-1-0000-00-0000-02-520325-	BOS - EXPENSES			
1522 MURPHY HESSE TOOMEY & LEHANE	ZONING BYLAW REWRITE	2014/12	17,509.75	zoning by law rewrite
	20142268			
	ACCOUNT TOTAL		17,509.75	
0001-123-1-0000-00-0000-02-520336-	OIL TNK REMEDIATION TN TNKS			
62658 FAY SPOFFORD & THORNDIKE	20142278	2014/12	10,000.00	Oil Tank Remediation
	ACCOUNT TOTAL		10,000.00	
0001-123-1-0000-00-0000-02-521820-	RECRUITMENT & HIRING			
68383 MUNICIPAL RESOURCES INC	20142283	2014/12	20,000.00	Recruitment & Training BO
	ACCOUNT TOTAL		20,000.00	
0001-123-1-0000-00-0000-02-522725-	SURVEYS			
67757 NATIONAL RESEARCH CENTER INC	20132971	2013/12	10,000.00	SURVEYS
	ACCOUNT TOTAL		10,000.00	
0001-123-1-0000-00-0000-02-522750-	CONSULTANT PK GARAGE			
1000 ENCUMBERED FUNDS G/GOVERNMENT	1372022	2007/12	40,971.00	ENC BAL CONSULTANT PK GARAGE
	ACCOUNT TOTAL		40,971.00	
	ORG 0112302 TOTAL		98,480.75	
0114102				
0001-141-1-0000-00-0000-02-521500-	ASSESSOR - EXPENSES			
27623 VERIZON WIRELESS	TELEPHONE	2014/12	721.79	Tablet Computer
	20142289			
	ACCOUNT TOTAL		721.79	
0001-141-1-0000-00-0000-02-522100-	TAX MAPPING			
35788 APPLIED GEOGRAPHICS	20142287	2014/12	5,600.00	MAP UPDATE
64815 OUT TO BID	20132959	2013/12	7,275.00	REVALUATION MAPPING
65611 GENERAL CODE	20142288	2014/12	3,800.00	MUNISCITY GIS PROJECT
	ACCOUNT TOTAL		16,675.00	

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0001-141-1-0000-00-0000-02-530900- 25349 TYLER TECHNOLOGIES, INC	20142285	2014/12	50,000.00	REVALUATION OF REAL ESTATE
36420 PATRIOT PROPERTIES INC	20142286	2014/12	9,500.00	PERSONAL PROPERTY TAX END OF Y
64815 OUT TO BID	20132962	2013/12	25,000.00	REVALUATION SERVICES
64815 OUT TO BID	20132961	2013/12	25,000.00	REVALUATION SERVICES
64815 OUT TO BID	20132960	2013/12	25,000.00	REVALUATION OF SERVICES
			<u>75,000.00</u>	
	ACCOUNT TOTAL		134,500.00	
	ORG 0114102 TOTAL		151,896.79	
0114602				COLLECTOR - EXPENSES
0001-146-1-0000-00-0000-02-520450- 63736 PRO EMS SOLUTIONS	20142241	2014/12	5,887.09	AMBULANCE SERVICE BILLING
	ACCOUNT TOTAL		5,887.09	
	ORG 0114602 TOTAL		5,887.09	
0115102				LEGAL - EXPENSES
0001-151-1-0000-00-0000-02-521945- 1034 ENCUMBERED FUNDS G/G SELECTMEN	20142290	2014/12	29,930.28	LEGAL SERVICES LITIGATION
	ACCOUNT TOTAL		29,930.28	
	ORG 0115102 TOTAL		31,930.28	
0001-151-1-0000-00-0000-02-572100- 1522 MURPHY HESSE TOOMEY & LEHANE	20142196	2014/12	2,000.00	DAMAGE CLAIMS
	ACCOUNT TOTAL		2,000.00	
	ORG 0115102 TOTAL		2,000.00	
0115502				I.T. - EXPENSES
0001-155-1-0000-00-0000-02-520210- 46018 DELL CORPORATION	20141797	2014/9	2,564.27	EQUIPMENT REPAIRS/SERVICING
46018 DELL CORPORATION	20142107	2014/12	5,532.37	Dell Optiplex 380 Support (11) Dell Optiplex and Laptop exten
			<u>8,096.64</u>	
	ACCOUNT TOTAL		10,596.64	
	ORG 0115502 TOTAL		10,596.64	
51556 SIRIUS COMPUTER SOLUTIONS	20130403	2013/1	2,500.00	IBM Firmware Upgrade
	ACCOUNT TOTAL		2,500.00	
	ORG 0115502 TOTAL		2,500.00	
0001-155-1-0000-00-0000-02-520216- 29005 DELL MARKETING L.P.	20130111	2013/1	6,250.00	SOFTWARE SERVICING Appassure Maintenance



YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
67280 DELL SOFTWARE INC	20141812	2014/ 9	189.62	Appassure Support 2014-2015
	ACCOUNT TOTAL		6,439.62	
0001-155-1-0000-00-0000-02-521500- 7253 VERIZON	20142291	2014/12	825.58	JUNE TELEPHONE BILL
	ACCOUNT TOTAL		825.58	
0001-155-1-0000-00-0000-02-540110- 37074 CDW GOVERNMENT INC. 37074 CDW GOVERNMENT INC. 37074 CDW GOVERNMENT INC.	20142189 20141433 20141795	2014/12 2014/ 7 2014/ 9	1,000.00 111.58 375.38	Misc Computer Supplies MISC Supplies MISC Computer Supllies
	ACCOUNT TOTAL		1,486.96	
0001-155-1-0000-00-0000-02-581022- 37074 CDW GOVERNMENT INC.	20142200	2014/12	2,000.00	HP POE Switches
60003 AMERICOM INC	20142203	2014/12	2,346.36	NEC 2400 Battery Backup
67082 SHI INTERNATIONAL CO	20142191	2014/12	5,000.00	Solarwinds Network Managment s
	ACCOUNT TOTAL		9,346.36	
0115503 0001-155-1-0000-00-0000-03-583900- 25349 TYLER TECHNOLOGIES, INC	ORG 0115502	TOTAL	28,695.16	
	ACCOUNT TOTAL		29,350.00	
67026 NOVUSOLUTIONS	20122909	2012/12	650.00	Novus Agenda
68387 ICON ENTERPRISES INC	20142247	2014/12	5,700.00	Civiv Plus
	ACCOUNT TOTAL		29,350.00	
0001-155-1-0000-00-0000-03-585750- 46018 DELL CORPORATION 46018 DELL CORPORATION	20142190 20122675	2014/12 2012/12	17,083.61 2,874.79	Dell Optiplex PC and Latitude Dell Workstation
	ACCOUNT TOTAL		19,958.40	
67545 CLOUD SHERPAS, INC	20141358	2014/ 7	1,000.00	GoogleApps Training - 2 Sessio
	ACCOUNT TOTAL		20,958.40	
	ORG 0115503	TOTAL	50,308.40	

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0116102				CLERK - EXPENSES
0001-161-1-0000-00-0000-02-528300-	BOOKBINDING	2014/12	4,999.00	Books and mylar envelopes for
65871 KOFILE PRESERVATION INC	20142264	2014/12	2,201.00	books for death and marriage
65871 KOFILE PRESERVATION INC	20142100	2013/12	7,200.00	bookbinding
65871 KOFILE PRESERVATION INC	20132928	2012/12	7,200.00	Vitals Binders and envelopes
65871 KOFILE PRESERVATION INC	20122797			
			21,600.00	
	ACCOUNT TOTAL		21,600.00	
0001-161-1-0000-00-0000-02-540205-	PRINTING/ADVERTISING	2014/12	759.62	confirmation cards and street
39982 LHS ASSOCIATES INC	20142090			
	ACCOUNT TOTAL		759.62	
	ORG 0116102 TOTAL		22,359.62	
0116202				ELECTIONS - EXPENSES
0001-162-1-0000-00-0000-02-540210-	BOOKS	2014/12	1,206.25	confirmation cards and street
39982 LHS ASSOCIATES INC	20142090			
	ACCOUNT TOTAL		1,206.25	
	ORG 0116202 TOTAL		1,206.25	
0119202				PUBLIC BLDGS & PROP MAINT
0001-192-1-0000-00-0000-02-521400-	HEAT (OIL & GAS)	2014/12	158.23	PHONE
7253 VERIZON	20142209			
	ACCOUNT TOTAL		158.23	
0001-192-1-0000-00-0000-02-521800-	UTILITIES STREET LIGHTING	2014/12	2,000.00	ELECTRIC
54035 TRANSCANADA POWER MARKETING LTD	20142231			
	ACCOUNT TOTAL		2,000.00	
0001-192-1-0000-00-0000-02-522750-	OTHER CONTRACTED SERVICES	2013/12	3,565.00	STREET LIGHTS
42971 SIEMENS BUILDING TECHNOLOGIES INC	20132881	2013/12	18,766.00	STREET LIGHTS REPLACE KNOCK D
42971 SIEMENS BUILDING TECHNOLOGIES INC	20132923			
	ACCOUNT TOTAL		22,331.00	
65567 SIEMENS	20142281	2014/12	18,000.00	STREET LIGHTS
	ACCOUNT TOTAL		40,331.00	
	ORG 0119202 TOTAL		42,489.23	

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0121002				POLICE - EXPENSES
0001-210-2-0000-00-0000-02-5191117-		2014/12		CLOTHING EQUIPMENT & REPLACE
31806 COMMUNITY FIRE & POLICE EQUIPMENT	20142224	2014/12	1,197.83	Honor Guard Supplies
64436 VISA	20142244	2014/12	788.15	Assorted Purchases
	ACCOUNT TOTAL		1,985.98	
0001-210-2-0000-00-0000-02-520900-		2014/12		TRAVEL
44497 E-XPASS MA SERVICE CENTER	20142230	2014/12	18.90	June Statement
	ACCOUNT TOTAL		18.90	
0001-210-2-0000-00-0000-02-521500-		2014/12		TELEPHONE
55052 LANGUAGE LINE SERVICES	20142185	2014/12	26.75	Invoice 06/30/14
	ACCOUNT TOTAL		26.75	
0001-210-2-0000-00-0000-02-521700-		2014/12		DUES & MEMBERSHIPS
1345 WEST GROUP	20142182	2014/12	126.00	Clear Investigator - June 2014
	ACCOUNT TOTAL		126.00	
0001-210-2-0000-00-0000-02-521800-		2014/12		TRAINING & EDUCATION
64436 VISA	20142244	2014/12	398.00	Assorted Purchases
	ACCOUNT TOTAL		398.00	
0001-210-2-0000-00-0000-02-540840-		2014/12		SUPPLIES PUBLIC SAFETY
52151 INTERSTATE ARMS CORP	20141910	2014/ 9	359.70	Holsters & Mag Pouches
60277 TR MILLER CO INC	20142013	2014/12	912.00	Natick Youth Police Academy Su
64902 ELSAG NORTH AMERICA	20142280	2014/12	12,125.00	Police Interceptor Camera Syst
	ACCOUNT TOTAL		13,396.70	
0001-210-2-0000-00-0000-02-578300-		2014/12		CARE OF STRAY ANIMALS
17879 NATICK ANIMAL CLINIC	20142213	2014/12	413.68	Care Of Stray Animals
	ACCOUNT TOTAL		413.68	
0001-210-2-0000-00-0000-02-578319-		2014/12		ASSESSMENT CENTER
64213 BADGEQUEST INC	20142279	2014/12	20,000.00	Police Sergeant Assessment Cen
	ACCOUNT TOTAL		20,000.00	
	ORG 0121002 TOTAL		36,366.01	

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0122002				
0001-220-2-0000-00-0000-02-520210- 7783 GREENWOOD EMERGENCY VEHICLES INC	20142121	2014/12	4,460.39	FIRE TRUCK PUMP REPAIRS & TEST
	ACCOUNT TOTAL		4,460.39	
0001-220-2-0000-00-0000-02-530110- 7783 GREENWOOD EMERGENCY VEHICLES INC	20142250	2014/12	1,900.00	annual pump testing
	ACCOUNT TOTAL		1,900.00	
0001-220-2-0000-00-0000-02-540100- 65818 STAPLES CREDIT PLAN	20142263	2014/12	53.62	Office supplies June 2014
	ACCOUNT TOTAL		53.62	
0001-220-2-0000-00-0000-02-540820- 19722 SEARS	20142258	2014/12	89.96	auto maintenance supplies June
65752 HOME DEPOT	20142262	2014/12	275.47	building maintenance supplies
	ACCOUNT TOTAL		365.43	
0001-220-2-0000-00-0000-02-540825- 52279 METROWEST MEDICAL CENTER	20142260	2014/12	394.54	drugs dispensed June, 2014
	ACCOUNT TOTAL		394.54	
	ORG 0122002 TOTAL		7,173.98	
0124602				
0001-246-2-0000-00-0000-02-520210- 46609 DUNCAN PARKING TECHNOLOGIES INC	27109003	2011/ 1	6,500.00	UPGRADE PARK SYSTEM
	ACCOUNT TOTAL		6,500.00	
0001-246-2-0000-00-0000-02-520317- 50511 PKS ASSOCIATES INC	27119010	2011/12	5,374.09	hand held park ticket
67687 BONITA LEGASSIE	2790100	2009/12	10,000.00	UPGRADE PARK SYS CALIBRATION
	ACCOUNT TOTAL		15,374.09	
0001-246-2-0000-00-0000-02-529700- 64815 OUT TO BID	27119011	2011/12	8,800.00	park lot meter station
	ACCOUNT TOTAL		8,800.00	
0001-246-2-0000-00-0000-02-540220- 50511 PKS ASSOCIATES INC	27119010	2011/12	2,000.00	hand held park ticket

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
66605 REGAL FORMS	20141328	2014/ 7	2,525.00	Parking Tickets (2500)
	ACCOUNT TOTAL		4,525.00	
	ORG 0124602 TOTAL		35,199.09	
0125102	NATICK EMER MGMT EXPENSES			
0001-251-2-0000-00-00-0000-02-580640-EQUIPMENT	20142106	2014/12	3,308.64	Motorola XPR5550 UHF Mobile Ra
38602 CYBER COMM SOLUTION INC	20142105	2014/12	2,130.46	Motorola XPR7550 UHF Portable
38602 CYBER COMM SOLUTION INC			5,439.10	
	ACCOUNT TOTAL		5,439.10	
	ORG 0125102 TOTAL		5,439.10	
0130005	SCHOOL BUS FEE ASSISTANCE			
0001-300-3-0991-00-00-0000-06-560910-BUS FEE ASSISTANCE	71401662	2014/12	195.00	YEAR END EXPENSES
1775 JFK TRANSPORTATION				
2130 ACCEPT EDUCATION COLLABORATIVE	71401663	2014/12	1,511.63	YEAR END EXPENSES
60381 VAN POOL TRANSPORTATION LLC	71401682	2014/12	912.00	YEAR END EXPENSES
60651 RIDE RITE MEDI-VAN	71401683	2014/12	7,710.00	YEAR END EXPENSES
61545 MALDEN TRANSPORTATION INC	71401684	2014/12	1,592.00	YEAR END EXPENSES
63253 MCJ TRANSPORTATION	71401687	2014/12	1,362.50	YEAR END PURCHASES
66565 NRT BUS INC	71401694	2014/12	2,145.00	YEAR END EXPENSES
68347 MONTACHUSETT REGIONAL VOCATIONAL	71401702	2014/12	2,728.44	YEAR END EXPENSES
	ACCOUNT TOTAL		18,156.57	
	ORG 0130005 TOTAL		18,156.57	
0141002	DPW ENGINEERING - EXPENSES			
0001-410-4-0000-00-00-0000-02-520308-ENGINEERING CONSULTANT	20142217	2014/12	223.72	WIRELESS SERVICE
27623 VERIZON WIRELESS				
	ACCOUNT TOTAL		223.72	
0001-410-4-0000-00-00-0000-02-520320-STORM WATER MASTER PLAN	20142270	2014/12	37,000.00	ENGINEERING SERVICES
10090 BETA GROUP, INC				
60484 AT & T MOBILITY	20142236	2014/12	100.00	WIRELESS SERVICE
	ACCOUNT TOTAL		37,100.00	

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
	ORG 0141002	TOTAL	37,323.72	
0142002	PUBLIC WORKS ADMIN	- EXPENSES		
0001-420-4-0000-00-0000-02-521500-	TELEPHONE			
27623 VERIZON WIRELESS	20142217	2014/12	1,165.36	WIRELESS SERVICE
	ACCOUNT TOTAL		1,165.36	
0001-420-4-0000-00-0000-02-540205-	PRINTING/ADVERTISING			
36322 MASTERCARD	20142227	2014/12	421.54	MISC HARDWARE
	ACCOUNT TOTAL		421.54	
0001-420-4-0000-00-0000-02-540350-	COMPLIANCE INSP & TRAINING			
1253 SIMPLEXGRINNELL LP	20142116	2014/12	735.40	FUEL DEPOT FIRE SURPPRESSION
	ACCOUNT TOTAL		735.40	
	ORG 0142002	TOTAL	2,322.30	
0142502	DPW BLDG MAINT - EXPENSES			
0001-425-4-0000-00-0000-02-520200-	FACILITY REPAIRS/MAINTENANCE			
5069 POWER PRODUCTS	20141843	2014/9	1,650.50	SPRINGVALE TREATMENT - ALTER
5935 POLAND SPRING WATER	20142208	2014/12	102.15	POLAND SPRINGS - END OF YEAR E
26611 INTEGRATED PEST	20142169	2014/12	48.00	SENIOR CENTER - PEST CONTROL
27623 VERIZON WIRELESS	20142217	2014/12	111.25	WIRELESS SERVICE
30812 METROWEST ROOTER-MAN	20142128	2014/12	300.00	JJ LANE PLUMBING
31048 NORTHEAST ELECTRIC CO	20142129	2014/12	565.58	SENIOR CENTER - LIGHT POLE
35158 W B MASON	20142132	2014/12	649.95	DESK - FACILITIES
37602 CAPITAL CARPET &	20142134	2014/12	754.00	TOWN HALL - CARPET
65515 K & S LANDSCAPE CO	20141972	2014/10	1,220.00	SENIOR CENTER - LOAM/SEEDING
65748 HOME DEPOT	20142246	2014/12	500.00	HOME DEPOT - END OF YEAR EXPEN
65748 HOME DEPOT	20142158	2014/12	87.36	LEIBERT UNIT PAD - POLICE STAT
65748 HOME DEPOT	20142159	2014/12	67.50	CEMENT PAD - POLICE STATION
			654.86	
65997 AQUA BARRIERS INC	20142160	2014/12	3,142.98	SENIOR CENTER - DOWNSPOUT/DRY
	ACCOUNT TOTAL		9,199.27	



YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0001-429-4-0000-00-0000-02-522300- 62658 FAY SPOFFORD & THORNDIKE	TEST/DISPOSAL ST SWEEPINGS 20142243	2014/12	5,200.00	SERVICES
	ACCOUNT TOTAL		5,200.00	
0001-429-4-0000-00-0000-02-579100- 44497 E-XPASS MA SERVICE CENTER	TRASH HAULING TOLLS 20140349	2014/ 1	223.20	TOLLS
	ACCOUNT TOTAL		223.20	
0001-429-4-0000-00-0000-02-581031- 56064 D & R GENERAL CONTRACTING INC	STREET & SIDEWALK MAINTENANCE 20142276	2014/12	20,000.00	PAVING DPW COMPLEX
	ACCOUNT TOTAL		20,000.00	
0151202 0001-512-5-0000-00-0000-02-520900- 6489 NEHA	ORG 0142902 TOTAL B.O.H. - EXPENSES TRAVEL 20142034	2014/12	31,825.01 700.00	environmental conference NEHA
	ACCOUNT TOTAL		700.00	
0001-512-5-0000-00-0000-02-540625- 67958 CURTIS BAY ENERGY IN	SUPPLIES ENVIRONMENTAL PROGRAM 20142066	2014/12	200.00	environmental supplies kiosks
	ACCOUNT TOTAL		200.00	
0001-512-5-0000-00-0000-02-540640- 46467 G & L LABORATORIES	SUPPLIES LABORATORY 20141909	2014/ 9	450.00	laboratory supplies
	ACCOUNT TOTAL		450.00	
0154102 0001-541-5-0000-00-00-5700-02-521700- 36322 MASTERCARD	ORG 0151202 TOTAL C.O.A. - EXPENSES DUES & MEMBERSHIPS 20140778	2014/ 4	1,350.00 75.36	credit card bill
	ACCOUNT TOTAL		75.36	
0001-541-5-0000-00-00-5700-02-529000- 36322 MASTERCARD 36322 MASTERCARD	WELLNESS PROGRAMS 20142188 20140778	2014/12 2014/ 4	91.76 155.24	JUNE EXPENDITURES credit card bill
	ACCOUNT TOTAL		247.00	
	ACCOUNT TOTAL		247.00	

08/12/2014 14:39 TOWN OF NATICK PURCHASE ORDERS BY GL ACCOUNT

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0001-541-5-0000-000-00-5700-02-540225-36322 MASTERCARD	DISPOSABLE GOOD SUPPLIES 20140778	2014/ 4	27.97	credit card bill
	ACCOUNT TOTAL		27.97	
0154302	ORG 0154102 TOTAL		350.33	
0001-543-5-0000-000-00-5700-02-571100-43931 SUZANNE BURNS	VETERAN SERVICES - EXPENSES VETERAN HOSP/MEDICAL/DENTAL 20140041	2014/ 1	44.29	Medicare Reimbursement, MassHe
44691 PAULINE REDDING	20140074	2014/ 1	12.60	Medex Bronze, co-pays
47297 MARY K COSMOS	20140042	2014/ 1	389.40	Medicare Reimb., Medex Bronze,
63657 DEVA OMICCIOLI	20140081	2014/ 1	77.46	Medicare Reimb., Blue Cross &
	ACCOUNT TOTAL		523.75	
0163002	ORG 0154302 TOTAL		523.75	
0001-630-6-0000-000-00-5700-02-520920-54662 CENTURY HEALTH SYSTEM INC	RECREATION & PARKS - EXPENSES TRAVEL IN/OUT STATE 20142094	2014/12	910.00	CPR & First Aid
	ACCOUNT TOTAL		910.00	
0001-630-6-0000-000-00-5700-02-530249-68146 AQUATIC CONTROL TECHNOLOGY	TREATMENT DUG POND 20141866	2014/ 9	4,830.00	Alum & Weed Treatment Dug Pond
	ACCOUNT TOTAL		4,830.00	
0169202	ORG 0163002 TOTAL		5,740.00	
0001-692-6-0000-000-00-0000-02-528800-31343 GATEHOUSE MEDIA	HISTORIC DISTRICT COMMISSION - PURCHASED SERVICES MISC 20142293	2014/12	24.48	6/4 ad 46 w central st
	ACCOUNT TOTAL		24.48	
0191001	ORG 0169202 TOTAL		24.48	
0001-910-9-0000-000-00-0000-01-517002-2235 DEPARTMENT OF UNEMPLOYMENT ASSISTANT	OTHER EMPLOYEE BENEFITS UNEMPLOYMENT INSURANCE 20142269	2014/12	5,100.00	June unemployment
	ACCOUNT TOTAL		5,100.00	
0001-910-9-0000-000-00-0000-01-517010-64802 TOWN OF NATICK/HRA	INSURANCE GRP HLTH/LIFE 20142204	2014/12	4,241.99	REIMB THRU 6/30/2014 HAVE UNTI
	ACCOUNT TOTAL		4,241.99	

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0001-910-9-0000-00-0000-01-517011-1034	CHAPTER 111F EMERGENCY MEDICAL 20142192	2014/12	5,000.00	TO COVER ANY OUTSTANDING CHARG
ACCOUNT TOTAL 5,000.00				
ORG 0191001 TOTAL 14,341.99				
70121000	SUPERINTENDENT			
0001-300-3-1210-100-00-0000-01-520900-1031	TRAVEL 71401659	2014/12	150.00	TRAVEL
49502	TODD BECKWITH	2014/ 1	588.24	MILEAGE
56059	SHERRY CULVER	2014/ 1	21.10	MILEAGE
58965	DANIEL WARREN	2014/ 9	28.63	YEAR END MILEAGE
60018	CAROLINE EMANUEL	2014/ 1	6.60	MILEAGE
61296	HILLARY HOTCHKISS	2014/ 9	40.00	MILEAGE
61948	PAUL TAGLIAPIETRA	2014/ 9	100.00	YEAR END MILEAGE
65103	HARDEEP JASSAL	2014/ 9	100.00	MILEAGE
65769	JESSICA BAER	2014/ 1	69.29	MILEAGE
68117	LAURA IVES	2014/ 9	60.00	MILEAGE
ACCOUNT TOTAL 1,163.86				
ORG 70121000TOTAL 1,163.86				
70141000	BUSINESS & FINANCE			
0001-300-3-1410-100-00-0000-01-521700-4657	DUES & MEMBERSHIPS 71401318	2014/ 9	45.00	ANNUAL MASBO BANQUET
ACCOUNT TOTAL 45.00				
0001-300-3-1410-100-00-0000-01-542100-35158	OFFICE SUPPLIES W B MASON 71400080	2014/ 1	31.47	SUPPLIES
35158	W B MASON 71401330	2014/ 9	200.00	SUPPLIES
ACCOUNT TOTAL 231.47				
ORG 70141000TOTAL 276.47				

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
70145908				INFORMATION MGT & TECHNOLOGY
0001-390-3-1450-108-00-0000-01-542100- 5935 POLAND SPRING WATER	71400022	2014/ 1	4.47	WATER SERVICE
36765 OFFICE DEPOT	71401543	2014/ 9	100.00	SUPPLIES
	ACCOUNT TOTAL		104.47	
0001-390-3-1450-108-00-0000-01-585300- 10840 APPLE COMPUTER INC	71401218	2014/ 7	776.95	COMPUTER REPAIRS
65463 CANON USA INC	71401028	2014/ 5	304.20	POWER PROTECTION FILTER
	ACCOUNT TOTAL		1,081.15	
70200100	ORG	70145908TOTAL	1,185.62	
0001-310-3-2000-100-00-0000-02-551000- 1031 ENCUMBERED FUNDS SCHOOL	INSTRUC SERV-ENCUM INSTRUC EDUCATIONAL SUPPLIES	71401661	5,000.00	FY14 EXPENSES
	ACCOUNT TOTAL		5,000.00	
70211297	ORG	70200100TOTAL	5,000.00	
0001-320-3-2110-197-00-0000-01-542100- 36765 OFFICE DEPOT	SYS CURR DIRECTORS-SPEC EDUC OFFICE SUPPLIES	71401397	161.70	SUPPLIES
	ACCOUNT TOTAL		161.70	
70230297	ORG	70211297TOTAL	161.70	
0001-320-3-2305-197-00-0000-01-528800- 22957 PSYCHIATRIC EDUCATION	SYS TEACHER SPED PURCHASED SERVICES MISC	71401639	100.00	TUTORING SERVICES
50245 EDUCATION INC	71401647	2014/10	200.00	TUTORING SERVICES
	ACCOUNT TOTAL		300.00	
70232297	ORG	70230297TOTAL	300.00	
0001-320-3-2320-197-00-0000-01-528800- 34943 LOIS BROWN	SYS OT/PT/VISION/SPEECH/ABA PURCHASED SERVICES MISC	71401642	700.00	MAY & JUNE SERVICES
42540 MARCY B KAMMER	71401555	2014/ 9	65.00	SERVICES
47879 EASTER SEALS	71401568	2014/ 9	450.00	EVALUATIONS

08/12/2014 14:39 TOWN OF NATICK PURCHASE ORDERS BY GL ACCOUNT
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YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
57230 CATHOLIC CHARITIES	71401586	2014/ 9	415.00	INTERPRETER SERVICES
65753 SARAH SCAMTHORN	71401650	2014/10	45.00	BCBA SERVICES
65956 MEGHAN E BOERTMAN	71401651	2014/10	135.00	ABA SERVICES
67550 AMERICAN TRANSLATION PARTNERS INC	71401597	2014/ 9	500.00	TRANSLATION SERVICES
	ACCOUNT TOTAL		2,310.00	
	ORG 70232297TOTAL		2,310.00	
70232597				
0001-350-3-2320-197-00-0001-02-528800-	SEC 504 MEDICAL/THERAPEUTIC			
67290 CENTRUS PREMIER HOME CARE INC	PURCHASED SERVICES			
	71401596	2014/ 9	391.93	NURSING SERVICES
	ACCOUNT TOTAL		391.93	
	ORG 70232597TOTAL		391.93	
70237138				
0001-310-3-2357-138-00-0000-02-521800-	SYS PROF DEVELOPMENT & TEC			
1031 ENCUMBERED FUNDS SCHOOL	TRAINING & EDUCATION			
	71401495	2014/ 9	7,139.92	TUITION REIMBURSEMENTS
48448 ST. JOHNSBURY ACADEMY	71401165	2014/ 7	1,763.00	AP COURSE
	ACCOUNT TOTAL		8,902.92	
	ORG 70237138TOTAL		8,902.92	
70241166				
0001-310-3-2410-166-00-0000-02-551000-	SYS TEXT/SOFTWARE- RESERVE			
2115 NASCO	EDUCATIONAL SUPPLIES			
	71401214	2014/ 7	37.22	MATERIALS
53974 WELLESLEY BOOKSMITH	71401680	2014/12	121.59	MATERIALS
58642 NATIONAL GEOGRAPHIC SCHOOL PUBLISHI	71401243	2014/ 7	49.50	SUBSCRIPTION
65336 CAPSTONE	71401190	2014/ 7	550.59	MATERIALS
	ACCOUNT TOTAL		758.90	
	ORG 70241166TOTAL		758.90	
70251138				
0001-310-3-2351-138-00-0000-01-528800-	SYS PROF DEVELOPMENT OFFICE			
40248 CITIZENS BANK OF MASSACHUSETTS	SUMMER WORKSHOPS			
	71401675	2014/12	360.00	HOTEL EXPENSES
67762 GRACE MAGLEY	71401698	2014/12	500.00	CONFERENCE EXPENSES
	ACCOUNT TOTAL		860.00	

08/12/2014 14:39 TOWN OF NATICK PURCHASE ORDERS BY GL ACCOUNT

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
70320000	ORG 70251138	TOTAL	860.00	
70272212	PPS TESTING & ASSESSMENT			
0001-320-3-2720-112-00-0000-02-530600-	PROFESSIONAL SVS - EVALUATIONS			
17284 MAY INSTITUTE INC	71401504	2014/ 9	720.00	CONSULTING SERVICES
	ACCOUNT TOTAL		720.00	
70320000	ORG 70272212	TOTAL	720.00	
0001-300-3-3200-100-00-0000-01-550100-	SYS HEALTH SERVICES - NURSES			
34057 SCHOOL HEALTH CORP	HEALTH	2014/ 1	103.19	GENERAL CLINIC SUPPLIES
34057 SCHOOL HEALTH CORP	71401606	2014/ 9	342.00	HEALTH SUPPLIES
	ACCOUNT TOTAL		445.19	
35158 W B MASON	71401116	2014/ 7	370.22	SUPPLIES
39606 SCHOOL NURSE SUPPLY	71401619	2014/ 9	597.00	SUPPLIES
46041 KAREN RUFO	71401624	2014/ 9	208.50	YEAR END EXPENSES
67969 WELCH ALLYN INC	71401410	2014/ 9	205.00	SURESIGHT VISION SCREENER SERV
	ACCOUNT TOTAL		1,825.91	
70330297	ORG 70320000	TOTAL	1,825.91	
0001-320-3-3300-197-00-0000-02-533500-	SYS TRANSPORTATION - SPED			
2130 ACCEPT EDUCATION COLLABORATIVE	TRANSPORTATION	2014/12	123,454.65	YEAR END EXPENSES
60651 RIDE RITE MEDI-VAN	71401663	2014/12	4,505.00	YEAR END EXPENSES
62580 ALEXIS TOPHAM	71401686	2014/12	57.60	YEAR END EXPENSES
64537 DAVID STANLEY	71401688	2014/12	330.48	YEAR END EXPENSES
65909 PETER JUHASZ	71401692	2014/12	278.64	YEAR END EXPENSES
66607 TIFFANY LUND	71401695	2014/12	486.00	YEAR END EXPENSES
66805 LISA ANDREU	71401696	2014/12	1,360.80	YEAR END EXPENSES
	ACCOUNT TOTAL		130,473.17	
	ORG 70330297	TOTAL	130,473.17	

08/12/2014 14:39 TOWN OF NATICK
ctomasetti PURCHASE ORDERS BY GL ACCOUNT

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
70411000				
0001-300-3-41110-100-00-00000-01-558700-				
27433 LIKARR INC	71401671	2014/12	700.00	SUPPLIES
	ACCOUNT TOTAL		700.00	
	ORG 70411000TOTAL		700.00	
70412000				
0001-300-3-4120-100-00-00000-02-521400-				
1497 NSTAR GAS	71401636	2014/10	12,000.00	YEAR END EXPENSES
	ACCOUNT TOTAL		12,000.00	
	ORG 70412000TOTAL		12,000.00	
70413000				
0001-300-3-4130-100-00-00000-02-521100-				
1155 NSTAR ELECTRIC	71401699	2014/12	65,679.00	YEAR END EXPENSES
54035 TRANSCANADA POWER MARKETING LTD	71401627	2014/ 9	20,860.00	YEAR END EXPENSES
54035 TRANSCANADA POWER MARKETING LTD	71401704	2014/12	3,228.22	YEAR END EXPENSE
			24,088.22	
65362 AMERESCO INC	71401632	2014/ 9	13,618.41	YEAR END EXPENSES
	ACCOUNT TOTAL		103,385.63	
0001-300-3-4130-100-00-00000-02-521500-				
7253 VERIZON	71401666	2014/12	400.00	PHONE/INTERNET
	ACCOUNT TOTAL		400.00	
	ORG 70413000TOTAL		103,785.63	
70422000				
0001-300-3-4220-100-00-00000-02-520200-				
1031 ENCUMBERED FUNDS SCHOOL	71401660	2014/12	1,000.00	SUPPLIES
2295 ASSOCIATED ELEVATOR CO	71401664	2014/12	2,000.00	SERVICE AND MAINTENANCE
2389 H PERRON & SON	71401665	2014/12	200.00	SUPPLIES
26611 INTEGRATED PEST	71401670	2014/12	500.00	SUPPLIES
42597 WELLESLEY TRUCKING SERV INC	71401676	2014/12	1,100.00	HAULING CHARGE
	ACCOUNT TOTAL		4,800.00	

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations
ACCOUNT/VENDOR PO YEAR/PER OPEN LINE AMT DESCRIPTION

0001-300-3-4220-100-00-0000-02-523300-58813	ELECTRICAL WHOLESALERS, INC	71401681	2014/12	1,500.00	ELECTRICAL REPAIR	ELECTRICAL SUPPLIES
	ACCOUNT TOTAL			1,500.00		
70440908	ORG 70422000TOTAL			6,300.00		
0001-390-3-4400-108-00-0000-02-528800-55153	COMCAST	71400171	2014/ 1	69.38	PURCHASE OF SERVICE	SERVICES
	ACCOUNT TOTAL			69.38		
70930297	ORG 70440908TOTAL			69.38		
0001-320-3-9300-197-00-0000-02-535500-51479	MCLEAN HOSPITAL	71400153	2014/ 1	5,266.37	TUITION SPECIAL NEEDS	OUT OF DISTRICT PROGRAM
	ACCOUNT TOTAL			5,266.37		
70931297	ORG 70930297TOTAL			5,266.37		
0001-320-3-9310-197-00-0000-02-535500-20572	FRANCISCAN CHILDREN'S HOSPITAL	71400052	2014/ 1	28,587.90	TUITION - RESIDENTIAL	OUT OF DISTRICT PROGRAM
	ACCOUNT TOTAL			28,587.90		
71221000	ORG 70931297TOTAL			28,587.90		
0001-300-3-2210-100-01-0001-01-542100-5935	POLAND SPRING WATER	71400232	2014/ 1	369.73	OFFICE SUPPLIES	WATER PURCHASES
	ACCOUNT TOTAL			369.73		
71237138	ORG 71221000TOTAL			369.73		
0001-310-3-2357-138-01-0001-02-521800-43482	NATIONAL ASSOC FOR THE EDUCATION	71400690	2014/ 1	475.00	TRAINING & EDUCATION	RENEWAL MATERIALS
	ACCOUNT TOTAL			475.00		
71243101	ORG 71237138TOTAL			475.00		
0001-310-3-2430-101-01-0001-02-551000-35158	W B MASON	71400266	2014/ 1	284.82	GENERAL SUPPLIES-CLASSROOM	SUPPLIES

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
35158 W B MASON	71400257	2014/ 1	3.52	SUPPLIES
35158 W B MASON	71400265	2014/ 1	26.13	SUPPLIES
			314.47	
35484 SCHOOL SPECIALTY INC	71401672	2014/12	2,239.96	CLASSROOM MATERIALS
43482 NATIONAL ASSOC FOR THE EDUCATION	71401069	2014/ 7	1,400.00	RENEWAL MATERIALS FEE
43944 PEARSON EDUCATION	71401623	2014/ 9	481.74	COMMON CORE
58157 EXPERT LASER SERVICES INC	71400336	2014/ 1	901.00	TONER
61044 THE BOOKSOURCE INC	71400342	2014/ 1	50.34	CLASSROOM LIBRARY
	ACCOUNT TOTAL		5,387.51	
	ORG 71243101	TOTAL	5,387.51	
71243190				BH GENERAL SUPPLIES - LIBRARY
0001-310-3-2430-190-01-0001-02-558000-				LIBRARY SUPPLIES
1385 BAKER & TAYLOR CO	71400741	2014/ 1	20.34	MATERIALS
1385 BAKER & TAYLOR CO	71401602	2014/ 9	684.76	LIBRARY MATERIALS
			705.10	
	ACCOUNT TOTAL		705.10	
	ORG 71243190	TOTAL	705.10	
71244115				BH INSTRUC SERV - FIELD TRIPS
0001-310-3-2440-115-01-0001-02-551000-				EDUCATIONAL SUPPLIES
1954 MICHAEL J. CONNOLLY & SONS, INC	71400225	2014/ 1	145.00	FIELD TRIPS
	ACCOUNT TOTAL		145.00	
	ORG 71244115	TOTAL	145.00	
71248160				BH INSTRUC MATERIALS-PHOTOCOPY
0001-310-3-2415-160-01-0001-02-534300-				PHOTOCOPYING
37596 RICOH USA INC	71400888	2014/ 4	20.53	SUPPLIES
	ACCOUNT TOTAL		20.53	
	ORG 71248160	TOTAL	20.53	
72241132				BR TEXT/SOFTWARE READING
0001-310-3-2410-132-02-0001-02-551000-				EDUCATIONAL SUPPLIES
35158 W B MASON	71401533	2014/ 9	111.15	SUPPLIES
	ACCOUNT TOTAL		111.15	

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
72243101	ORG 72241132	TOTAL	111.15	
0001-310-3-2430-101-02-0001-02-551000-	BR GENERAL SUPPLIES-CLASSROOM			
11677 THE TREE HOUSE	EDUCATIONAL SUPPLIES	2014/ 9	336.00	SUPPLIES
35158 W B MASON	71401503			
35158 W B MASON	71401521	2014/ 9	39.61	SUPPLIES
35158 W B MASON	71401524	2014/ 9	121.06	SUPPLIES
35158 W B MASON	71401518	2014/ 9	126.64	SUPPLIES
35158 W B MASON	71401525	2014/ 9	363.56	SUPPLIES
35158 W B MASON	71401523	2014/ 9	584.31	SUPPLIES
			1,235.18	
35484 SCHOOL SPECIALTY INC	71401539	2014/ 9	466.40	BOOK STOCK AGENDA
37606 PYRAMID ART SUPPLY	71401551	2014/ 9	71.81	SUPPLIES
43944 PEARSON EDUCATION	71401557	2014/ 9	394.02	PRIMARY NUMBER CARDS
43944 PEARSON EDUCATION	71400129	2014/ 1	60.23	MATERIALS
			454.25	
50533 PYRAMID SCHOOL PRODUCTS	71401572	2014/ 9	63.40	SUPPLIES
54407 NATIONAL ART & SCHOOL SUPPLIES	71401578	2014/ 9	70.65	SUPPLIES
54407 NATIONAL ART & SCHOOL SUPPLIES	71401579	2014/ 9	41.46	SUPPLIES
54407 NATIONAL ART & SCHOOL SUPPLIES	71401580	2014/ 9	34.44	SUPPLIES
54407 NATIONAL ART & SCHOOL SUPPLIES	71401581	2014/ 9	109.49	SUPPLIES
			256.04	
	ACCOUNT TOTAL		2,883.08	
	ORG 72243101	TOTAL	2,883.08	
72243102	BR GENERAL SUPPLIES ART			
0001-310-3-2430-102-02-0001-02-551000-	EDUCATIONAL SUPPLIES	2014/ 9	28.08	SUPPLIES
23086 STANDARD STATIONARY	71401506			
35158 W B MASON	71401531	2014/ 9	8.44	SUPPLIES
35158 W B MASON	71401530	2014/ 9	508.13	SUPPLIES
			516.57	
36765 OFFICE DEPOT	71401547	2014/ 9	297.00	SUPPLIES
47267 CASCADE SCHOOL SUPPLIES	71401566	2014/ 9	75.07	SUPPLIES
54407 NATIONAL ART & SCHOOL SUPPLIES	71401582	2014/ 9	87.98	SUPPLIES
	ACCOUNT TOTAL		1,004.70	

BR GENERAL SUPPLIES - LIBRARY

LIBRARY SUPPLIES 2014/10 27.08 SUPPLIES

ACCOUNT TOTAL 27.08

ORG 72243190TOTAL 27.08

BR INSTRUC MATERIALS-SPED

EDUCATIONAL SUPPLIES 2014/ 9 1.74 SUPPLIES

71401535 2014/ 9 30.83 SUPPLIES

71401534 2014/ 9 32.57

ACCOUNT TOTAL 80.52

ORG 71401583 2014/ 9 47.95 SUPPLIES

ACCOUNT TOTAL 80.52

ORG 72248297TOTAL 80.52

JO TEXT/SOFTWARE CLASSROOM

EDUCATIONAL SUPPLIES 2014/ 1 8.93 SUBSCRIPTIONS

ACCOUNT TOTAL 8.93

ORG 74241101TOTAL 8.93

JO INSTRUC EQUIPMENT-CLASSROOM

EQUIPMENT REPLACEMENT 2014/ 9 11.00 YEAR END EXPENSES

ACCOUNT TOTAL 11.00

ORG 74242101TOTAL 11.00

JO GENERAL SUPPLIES-CLASSROOM

EDUCATIONAL SUPPLIES 2014/ 1 151.11 SUPPLIES

714000576 2014/ 1 165.35 SUPPLIES

71400096 2014/ 1 3.46 SUPPLIES

71400093 2014/ 1 2.68 SUPPLIES

ACCOUNT TOTAL 171.49

08/12/2014 14:39 | TOWN OF NATICK | PURCHASE ORDERS BY GL ACCOUNT |

YEAR/PERIOD: 2014/12 | Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
36765 OFFICE DEPOT	71401611	2014/ 9	1,164.50	STACK CHAIRS
36765 OFFICE DEPOT	71401421	2014/ 9	52.39	OFFICE SUPPLIES
			<u>1,216.89</u>	
	ACCOUNT TOTAL		1,539.49	
	ORG 74243101TOTAL		1,539.49	
75241101	LJ TEXT/SOFTWARE CLASSROOM			
0001-310-3-2410-101-05-0001-02-551000-	EDUCATIONAL SUPPLIES			
12898 NATIONAL WILDLIFE FEDERATION	71400040	2014/ 1	39.90	SUBSCRIPTIONS
19843 GUILFORD PUBLICATIONS	71401669	2014/12	898.90	EXECUTIVE SKILLS
43211 STENHOUSE PUBLISHERS	71401677	2014/12	538.85	MATERIALS
	ACCOUNT TOTAL		1,477.65	
	ORG 75241101TOTAL		1,477.65	
75241132	LJ TEXT/SOFTWARE READING			
0001-310-3-2410-132-05-0001-02-551000-	EDUCATIONAL SUPPLIES			
38219 WILSON LANGUAGE TRAINING	71400106	2014/ 1	22.92	MATERIALS
	ACCOUNT TOTAL		22.92	
	ORG 75241132TOTAL		22.92	
75243101	LJ GENERAL SUPPLIES-CLASSROOM			
0001-310-3-2430-101-05-0001-02-551000-	EDUCATIONAL SUPPLIES			
24954 LAKESHORE LEARNING MATERIALS	71400422	2014/ 1	191.96	MATERIALS
24954 LAKESHORE LEARNING MATERIALS	71400418	2014/ 1	28.74	MATERIALS
			<u>220.70</u>	
35158 W B MASON	71400090	2014/ 1	17.96	SUPPLIES
56736 TEACHER DIRECT	71400496	2014/ 1	24.36	SUPPLIES
	ACCOUNT TOTAL		263.02	
	ORG 75243101TOTAL		263.02	
75243190	LJ GENERAL SUPPLIES - LIBRARY			
0001-310-3-2430-190-05-0001-02-558000-	LIBRARY SUPPLIES			
1314 DEMCO INC	71401460	2014/ 9	99.71	SUPPLIES
68037 FOLLETT SCHOOL SOLUTIONS INC	71401494	2014/ 9	114.90	LIBRARY MATERIALS
	ACCOUNT TOTAL		214.61	

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
	ORG 75243190	TOTAL	214.61	
75244115	LJ INSTRUC SERV - FIELD TRIPS			
0001-310-3-2440-115-05-0001-02-551000-	LJ INSTRUC SERV - FIELD TRIPS			
1954 MICHAEL J. CONNOLLY & SONS, INC	71400372 2014/ 1	575.00		FIELD TRIPS
	ACCOUNT TOTAL	575.00		
	ORG 75244115	TOTAL	575.00	
75248126	LJ INSTRUC MATERIALS - MUSIC			
0001-310-3-2415-126-05-0001-02-551000-	EDUCATIONAL SUPPLIES			
33196 WEST MUSIC	71400426 2014/ 1	21.60		MUSIC MATERIALS
	ACCOUNT TOTAL	21.60		
	ORG 75248126	TOTAL	21.60	
75248160	LJ INSTRUC MATERIALS-PHOTOCOPI			
0001-310-3-2415-160-05-0001-02-534300-	PHOTOCOPIING			
37596 RICOH USA INC	71400733 2014/ 1	29.43		SUPPLIES
37596 RICOH USA INC	71401309 2014/ 9	44.52		SUPPLIES
	ACCOUNT TOTAL	73.95		
	ORG 75248160	TOTAL	73.95	
76241101	MM TEXT/SOFTWARE CLASSROOM			
0001-310-3-2410-101-06-0001-02-551000-	EDUCATIONAL SUPPLIES			
43944 PEARSON EDUCATION	71401678 2014/12	8,255.28		MATH INVESTIGATIONS
	ACCOUNT TOTAL	8,255.28		
	ORG 76241101	TOTAL	8,255.28	
76243101	MM GENERAL SUPPLIES-CLASSROOM			
0001-310-3-2430-101-06-0001-02-551000-	EDUCATIONAL SUPPLIES			
35158 W B MASON	71401305 2014/ 9	457.25		SUPPLIES
36765 OFFICE DEPOT	71401436 2014/ 9	1,111.55		SUPPLIES
	ACCOUNT TOTAL	1,568.80		
	ORG 76243101	TOTAL	1,568.80	
76243190	MM GENERAL SUPPLIES - LIBRARY			
0001-310-3-2430-190-06-0001-02-558000-	LIBRARY SUPPLIES			
68037 FOLLETT SCHOOL SOLUTIONS INC	71401369 2014/ 9	24.84		LIBRARY MATERIALS
	ACCOUNT TOTAL	24.84		

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations
ACCOUNT/VENDOR PO YEAR/PER OPEN LINE AMT DESCRIPTION

76248160	ORG	76243190	TOTAL	24.84	
0001-310-3-2415-160-06-0001-02-534300-	MM INSTRUC MATERIALS-PHOTOGRAPHY				
37596 RICOH USA INC	71401310	2014/ 9		189.82	SUPPLIES
	ACCOUNT TOTAL		189.82		
77241166	ORG	76248160	TOTAL	189.82	
0001-310-3-2410-166-07-0005-02-551000-	KN TEXT/SOFTWARE RESERVE				
36061 BARNES & NOBLE INC	71400462	2014/ 1		72.08	ENGLISH MATERIALS
	ACCOUNT TOTAL		72.08		
77242101	ORG	77241166	TOTAL	72.08	
0001-310-3-2420-101-07-0005-02-585300-	KN INSTRUC EQUIPMENT-CLASSROOM				
10840 APPLE COMPUTER INC	71401667	2014/12		16,218.95	TECH EQUIPMENT
38501 TIGERDIRECT	71401674	2014/12		1,199.08	SURVIVOR CASES
	ACCOUNT TOTAL		17,418.03		
77243190	ORG	77242101	TOTAL	17,418.03	
0001-310-3-2430-190-07-0005-02-558000-	KN GENERAL SUPPLIES - LIBRARY				
1314 DEMCO INC	71400679	2014/ 1		24.30	LIBRARY MATERIALS
35158 W B MASON	71400730	2014/ 1		8.01	SUPPLIES
	ACCOUNT TOTAL		32.31		
77248126	ORG	77243190	TOTAL	32.31	
0001-310-3-2415-126-07-0005-02-551000-	KN INSTRUC MATERIALS - MUSIC				
37567 WOODWIND BRASSWIND OF SO BEND LLC	71401615	2014/ 9		779.92	YAMAHA KEYBOARDS
	ACCOUNT TOTAL		779.92		
77248134	ORG	77248126	TOTAL	779.92	
0001-310-3-2415-134-07-0005-02-551000-	KN INSTRUC MATERIALS-SCIENCE				
1650 CAROLINA BIOLOGICAL SUPPLY CO	71401213	2014/ 7		19.46	THERMOMETERS

08/12/2014 14:39 TOWN OF NATICK BY GL ACCOUNT
ctomasetti PURCHASE ORDERS

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations
ACCOUNT/VENDOR PO YEAR/PER OPEN LINE AMT DESCRIPTION

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
39686 FLINN SCIENTIFIC INC	71400769	2014/ 1	47.32	SCIENCE SUPPLIES
	ACCOUNT TOTAL		66.78	
77248144	ORG 77248134	TOTAL	66.78	
0001-310-3-2415-144-07-0005-02-551000-	KN INSTRUC MATERIALS--GRADE 6			
35158 W B MASON	EDUCATIONAL SUPPLIES			
	71401275	2014/ 7	264.54	SUPPLIES
	ACCOUNT TOTAL		264.54	
78225908	ORG 77248144	TOTAL	264.54	
0001-390-3-2250-108-08-0005-02-585300-	WL BUILDING TECHNOLOGY			
10840 APPLE COMPUTER INC	EQUIPMENT REPLACEMENT			
	71401668	2014/ 12	5,788.00	TECH EQUIPMENT
37074 CDW GOVERNMENT INC.	71401398	2014/ 9	739.64	PRINTER
	ACCOUNT TOTAL		6,527.64	
78237138	ORG 78225908	TOTAL	6,527.64	
0001-310-3-2357-138-08-0005-02-521800-	WL PROFESSIONAL DEVELOPMENT			
2130 ACCEPT EDUCATION COLLABORATIVE	TRAINING & EDUCATION			
	71401057	2014/ 7	350.00	WORKSHOP REGISTRATION
	ACCOUNT TOTAL		350.00	
78241110	ORG 78237138	TOTAL	350.00	
0001-310-3-2410-110-08-0005-02-551000-	WL TEXT/SOFTWARE ENGLISH			
53974 WELLESLEY BOOKSMITH	EDUCATIONAL SUPPLIES			
	71401359	2014/ 9	457.58	MATERIALS
	ACCOUNT TOTAL		457.58	
78241166	ORG 78241110	TOTAL	457.58	
0001-310-3-2410-166-08-0005-02-551000-	WL TEXT/SOFTWARE RESERVE			
61132 BRIGHAM YOUNG UNIVERSITY	EDUCATIONAL SUPPLIES			
	71401072	2014/ 7	1,752.00	ONLINE COURSE ENROLLMENT
	ACCOUNT TOTAL		1,752.00	
78242101	ORG 78241166	TOTAL	1,752.00	
	WL INSTRUC EQUIPMENT--CLASSROOM			

08/12/2014 14:39 TOWN OF NATICK
ctomasetti PURCHASE ORDERS BY GL ACCOUNT

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0001-310-3-2420-101-08-0005-02-585300- 58157 EXPERT LASER SERVICES INC	EQUIPMENT REPLACEMENT 71401406	2014/ 9	378.00	SUPPLIES
	ACCOUNT TOTAL		378.00	
78248118	ORG 78242101	TOTAL	378.00	
0001-310-3-2415-118-08-0005-02-551000- 38501 TIGERDIRECT	WL INSTR MAT-CONSUMER SCIENCE EDUCATIONAL SUPPLIES 71401401	2014/ 9	116.68	MATERIALS
	ACCOUNT TOTAL		116.68	
78248120	ORG 78248118	TOTAL	116.68	
0001-310-3-2415-120-08-0005-02-551000- 57728 LEGO DACTA PITSCO LLC	WL INSTRUC MATERIALS - TECH ED EDUCATIONAL SUPPLIES 71401379	2014/ 9	320.95	MATERIALS
	ACCOUNT TOTAL		320.95	
65748 HOME DEPOT	71401381	2014/ 9	39.01	SUPPLIES
	ACCOUNT TOTAL		359.96	
78248126	ORG 78248120	TOTAL	359.96	
0001-310-3-2415-126-08-0005-02-551000- 37567 WOODWIND BRASSWIND OF SO BEND LLC	WL INSTRUC MATERIALS - MUSIC EDUCATIONAL SUPPLIES 71401614	2014/ 9	1,299.00	DIGITAL PIANO
	ACCOUNT TOTAL		2,859.00	MUSIC LIBRARY
40179 WENGER CORPORATION	71401620	2014/ 9		
	ACCOUNT TOTAL		4,158.00	
78248134	ORG 78248126	TOTAL	4,158.00	
0001-310-3-2415-134-08-0005-02-551000- 4780 FREY SCIENTIFIC CO	WL INSTRUC MATERIALS-SCIENCE EDUCATIONAL SUPPLIES 71401140	2014/ 7	21.70	SUPPLIES
	ACCOUNT TOTAL		107.35	SUPPLIES
25468 DELTA EDUCATION INC	71401385	2014/ 9		
	ACCOUNT TOTAL		129.05	
78248136	ORG 78248134	TOTAL	129.05	
0001-310-3-2415-136-08-0005-02-551000- 40189 TIME FOR KIDS	WL INSTRUC MAT-SOCIAL STUDIES EDUCATIONAL SUPPLIES 71401553	2014/ 9	133.80	TIME FOR KIDS
	ACCOUNT TOTAL		133.80	
78248136	ORG 78248136	TOTAL	133.80	

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
79241114				
0001-310-3-2410-114-09-0012-02-551000-	HS TEXT/SOFTWARE - WORLD LANG			
63478 VISTA HIGHER LEARNING INC	EDUCATIONAL SUPPLIES	2014/ 1	229.22	MATERIALS
	71400344			
	ACCOUNT TOTAL	229.22		
	ORG 79241114TOTAL		229.22	
79241134				
0001-310-3-2410-134-09-0012-02-551000-	HS TEXT/SOFTWARE/MEDIA/MATERIA			
1858 PERFECTION LEARNING CORP	EDUCATIONAL SUPPLIES	2014/ 1	79.90	CONCEPTUAL PHYSICS
	71400223			
	ACCOUNT TOTAL	79.90		
	ORG 79241134TOTAL		79.90	
79242101				
0001-310-3-2420-101-09-0012-00-585300-	HS INSTRUC EQUIPMENT-CLASSROOM			
35158 W B MASON	EQUIPMENT REPLACEMENT	2014/ 9	924.00	FURNITURE
	71401537			
	ACCOUNT TOTAL	924.00		
	ORG 79242101TOTAL		924.00	
79243190				
0001-310-3-2430-190-09-0012-02-558000-	HS GENERAL SUPPLIES - LIBRARY			
1314 DEMCO INC	LIBRARY MATERIALS	2014/ 7	130.21	LIBRARY SUPPLIES
1314 DEMCO INC	71401152			
	71401496	2014/ 9	31.09	SUPPLIES
	ACCOUNT TOTAL		161.30	
	ORG 79243190TOTAL		161.30	
1433 EBSCO SUBSCRIPTION SERV				
	71400220	2014/ 1	61.81	SUBSCRIPTIONS
35158 W B MASON	71401045	2014/ 5	112.71	SUPPLIES
35158 W B MASON	71401643	2014/10	32.30	SUPPLIES
	ACCOUNT TOTAL		145.01	
	ORG 1433TOTAL		145.01	
39958 SALEM PRESS				
	71401552	2014/ 9	272.00	LIBRARY MATERIALS
57078 FOLLETTE LIBRARY RESOURCES	71400970	2014/ 5	54.00	LIBRARY MATERIALS
57078 FOLLETTE LIBRARY RESOURCES	71400645	2014/ 1	36.76	LIBRARY MATERIALS
57078 FOLLETTE LIBRARY RESOURCES	71400799	2014/ 4	168.74	LIBRARY MATERIALS
57078 FOLLETTE LIBRARY RESOURCES	71401102	2014/ 7	14.49	LIBRARY MATERIALS
	ACCOUNT TOTAL		273.99	
	ORG 39958TOTAL		273.99	
66300 OVERDRIVE, INC				
	71401634	2014/ 9	219.19	LIBRARY MATERIALS
68037 FOLLETT SCHOOL SOLUTIONS INC				
	71401658	2014/10	791.66	BOOK ORDER

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
68037 FOLLETT SCHOOL SOLUTIONS INC	71401368	2014/ 9	322.82	LIBRARY BOOKS
68037 FOLLETT SCHOOL SOLUTIONS INC	71401296	2014/ 7	22.72	LIBRARY MATERIALS
			<u>1,137.20</u>	
	ACCOUNT TOTAL		2,270.50	
	ORG 79243190TOTAL		2,270.50	
79244164				
0001-310-3-2440-164-09-0012-02-551000-	HS INSTRUC SERV-GRADUATION			
4924 JOSTEN'S INC	EDUCATIONAL SUPPLIES			
4924 JOSTEN'S INC	71401107	2014/ 7	45.98	DIPLOMAS AND CERTIFICATES
	71401465	2014/ 9	74.02	FINAL DIPLOMA ORDER
			<u>120.00</u>	
	ACCOUNT TOTAL		120.00	
	ORG 79244164TOTAL		120.00	
79248102				
0001-310-3-2415-102-09-0012-02-551000-	HS INSTRUC MATERIALS - ART			
35915 BLICK ART MATERIALS	EDUCATIONAL SUPPLIES			
	71400831	2014/ 4	52.12	SUPPLIES
53974 WELLESLEY BOOKSMITH	71401294	2014/ 9	228.02	MATERIALS
			<u>280.14</u>	
	ACCOUNT TOTAL		280.14	
	ORG 79248102TOTAL		280.14	
79248110				
0001-310-3-2415-110-09-0012-02-551000-	HS INSTRUC MATERIALS-ENGLISH			
35158 W B MASON	EDUCATIONAL SUPPLIES			
	71401418	2014/ 9	42.85	SUPPLIES
			<u>42.85</u>	
	ACCOUNT TOTAL		42.85	
	ORG 79248110TOTAL		42.85	
79248114				
0001-310-3-2415-114-09-0012-02-551000-	HS INSTRUC MAT-WORLD LANGUAGES			
35158 W B MASON	EDUCATIONAL SUPPLIES			
	71401354	2014/ 9	8.65	SUPPLIES
			<u>8.65</u>	
	ACCOUNT TOTAL		8.65	
	ORG 79248114TOTAL		8.65	
79248126				
0001-310-3-2415-126-09-0012-02-551000-	HS INSTRUC MATERIALS - MUSIC			
28548 LEONARDS MUSIC	EDUCATIONAL SUPPLIES			
	71401273	2014/ 9	260.00	INSTRUMENT REPAIRS

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
35158 W B MASON	71400623	2014/ 1	2.99	SUPPLIES
37567 WOODWIND BRASSWIND OF SO BEND LLC	71401439	2014/ 9	584.94	YAMAHA PORTABLE KEYBOARDS
47123 UNIVERSITY MUSIC SERVICE	71400313	2014/ 1	186.65	MATERIALS
52439 SPECTRUM MUSIC	71400328	2014/ 1	93.99	MATERIALS
64555 CERTIPOINT INC	71401168	2014/ 7	125.00	ADOBE PRACTICE EXAMS
	ACCOUNT TOTAL		1,253.57	
	ORG 79248126	TOTAL	1,253.57	
79248129				HS INSTRUC MATERIALS-PRINTING
0001-310-3-2415-129-09-0012-02-551000-				EDUCATIONAL SUPPLIES
37596 RICOH USA INC	71401481	2014/ 9	2,500.00	YEAR END EXPENSES
62659 WATSON PRINTING	71401493	2014/ 9	750.00	SUPPLIES
	ACCOUNT TOTAL		3,250.00	
	ORG 79248129	TOTAL	3,250.00	
79248134				HS INSTRUC MATERIALS-SCIENCE
0001-310-3-2415-134-09-0012-02-551000-				EDUCATIONAL SUPPLIES
1650 CAROLINA BIOLOGICAL SUPPLY CO	71400221	2014/ 1	44.52	SUPPLIES
1923 WARD'S NATURAL SCIENCE	71401461	2014/ 9	116.07	SCIENCE MATERIALS
4780 FREY SCIENTIFIC CO	71400231	2014/ 1	149.17	SUPPLIES
35158 W B MASON	71400275	2014/ 1	48.86	SUPPLIES
35158 W B MASON	71401433	2014/ 9	160.50	SUPPLIES
			209.36	
36765 OFFICE DEPOT	71401478	2014/ 9	1,200.00	SUPPLIES
39686 FLINN SCIENTIFIC INC	71401440	2014/ 9	86.34	SCIENCE MATERIALS
47267 CASCADE SCHOOL SUPPLIES	71401443	2014/ 9	11.46	SUPPLIES
	ACCOUNT TOTAL		1,816.92	
	ORG 79248134	TOTAL	1,816.92	
79248160				HS INSTRUC MATERIALS-PHOTOCOPY
0001-310-3-2415-160-09-0012-02-534300-				PHOTOCOPYING
65463 CANON USA INC	71401691	2014/12	1,324.41	YEAR END EXPENSES
	ACCOUNT TOTAL		1,324.41	

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
79248166	ORG 79248166	TOTAL	1,324.41	
0001-310-3-2415-166-09-0012-02-551000-	HS INSTRUC MATERIALS - RESERVE			
2116 NATICK FOOD SERVICES	EDUCATIONAL SUPPLIES	2014/ 9	150.00	MEETING REFRESHMENTS
71401463				
26249 ROSE BERTUCCI	71401469	2014/ 9	200.00	YEAR END EXPENSES
	ACCOUNT TOTAL		350.00	
79248797	ORG 79248797	TOTAL	350.00	
0001-370-3-2415-197-09-0012-02-551000-	NORTHSTAR INSTRUC MATERIALS			
49359 BOREAL KIT & BOREAL LABS	EDUCATIONAL SUPPLIES	2014/ 1	157.83	SCIENCE MATERIALS
71400585				
	ACCOUNT TOTAL		157.83	
79271194	ORG 79248797	TOTAL	157.83	
0001-310-3-2710-194-09-0012-01-551000-	HS GUIDANCE			
7199 COLLEGE BOARD	EDUCATIONAL SUPPLIES	2014/ 7	440.00	VALUE BUNDLE
71401258				
35158 W B MASON	71400381	2014/ 1	765.92	SUPPLIES
36061 BARNES & NOBLE INC	71401475	2014/ 9	168.67	MATERIALS
	ACCOUNT TOTAL		1,374.59	
79271194	ORG 79271194	TOTAL	1,374.59	
0001-310-3-3520-172-09-0012-02-548600-	HS STUDENT ACTIVITIES/CLUB			
1954 MICHAEL J. CONNOLLY & SONS, INC	SUPPLIES	2014/ 9	3,000.00	YEAR END EXPENSES
71401462				
	ACCOUNT TOTAL		3,000.00	
79352172	ORG 79352172	TOTAL	3,000.00	
=====				
FUND 0001 GENERAL FUND			TOTAL:	1,035,699.93
=====				

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
00020051			778.90	
0002-155-1-0051-00-00-0000-00-583900-				I.S. SOFTWARE SYSTEM UPGRADE
29005 DELL MARKETING L.P.	31110039	2011/12	778.90	SOFTWARE SYSTEM UPGRAND/REPLAC
	ACCOUNT TOTAL		778.90	software
	ORG 00020051TOTAL		778.90	
00020056				
0002-210-2-0056-00-00-0000-00-587000-				RADIO REPLACEMENTS
5613 MOTOROLA SOLUTIONS	20142120	2014/12	3,231.00	RADIO REPLACEMENTS
	ACCOUNT TOTAL		3,231.00	Site Manager Basic & Expansion
	ORG 00020056TOTAL		3,231.00	
00020109				
0002-123-1-0109-000-00-2012-00-585000-				#13A-10 4/11 TWN MTG TECH UPGD
37074 CDW GOVERNMENT INC.	20122225	2012/ 9	2,500.00	#13A-10 4/11 TWN MTG TECH UPGD
	ACCOUNT TOTAL		2,500.00	CONF PHONES WEBCAMS & USB MEET
	ORG 00020109TOTAL		2,500.00	
00020110				
0002-155-1-0110-000-00-2012-00-585000-				#13A-11 4/11 ELECTRONIC PERMIT
65611 GENERAL CODE	20131572	2013/ 1	13,625.00	#13A-11 4/11 ELECTRONIC PERMIT
	ACCOUNT TOTAL		13,625.00	BUILDING, ZONING AND PLANNING
	ORG 00020110TOTAL		13,625.00	
67082 SHI INTERNATIONAL CO	20131571	2013/ 1	12,299.02	BUILDING, ZONING AND PLANNING
	ACCOUNT TOTAL		25,924.02	
	ORG 00020110TOTAL		25,924.02	
00020112				
0002-180-1-0112-000-00-2012-00-584000-				#17 4/11 SIDEWALK CONSTRUCTION
67422 PAVAO CONSTRUCTION CO, INC	20141339	2014/ 5	24,312.51	#17 4/11 SIDEWALK CONSTRUCTION
	ACCOUNT TOTAL		24,312.51	SIDEWALK MITIGATION
	ORG 00020112TOTAL		24,312.51	
00020114				
0002-180-1-0114-000-00-2012-00-587000-				#15 4/11 REWRITE ZONING BYLAW
58156 BLATMAN BOBROWSKI & MEAD, LLC	20130124	2013/ 1	35,162.50	#15 4/11 REWRITE ZONING BYLAW
	ACCOUNT TOTAL		35,162.50	CONTRACT AWARDED 6/4/2012 BOS
	ORG 00020114TOTAL		35,162.50	

00020127 #10-8 10/11 EOC CONF UPGRADES
 0002-210-2-0178-000-00-2012-00-587000- EOC CONFIGURATION UPGRADES
 61228 COMTRONICS CORP 20140351 2014/ 1 1,240.28 Headset (Tom Collins)

00020140 REPLCE PA SYSTEM 15A 4/12
 0002-220-2-0196-000-00-2013-00-587000- REPL PA SYSTEM 15A 4/12
 38602 CYBER COMM SOLUTION INC 20142272 2014/12 13,473.60 new voc alarm equipment

57051 MEDFORD ELECTRONICS 20142265 2014/12 9,995.00 new PA system at Fire HQ
 ACCOUNT TOTAL 23,468.60
 ORG 00020140TOTAL 23,468.60

00020152 PS RADIO EQMT ART 5A 10/12 FTM
 0002-210-2-0225-000-00-2013-00-585000- PS RADIO EQP-ART 5A 10/12 FTM
 66526 ALL-COMM TECHNOLOGIES INC 20131412 2013/ 1 175.00 VHF Narrowband Radio For Dispa

00020181 SCH FREEZER/COOLER-13A SPG '13
 0002-450-4-0254-000-00-2014-00-584000- SCH FREEZER/COOLER MONITOR
 42857 AUTOMATED LOGIC 20140491 2014/ 1 5,486.00 SCHOOLS - FREEZER ALARMS

ACCOUNT TOTAL 5,486.00
 ORG 00020181TOTAL 5,486.00

00020183 FIRE RF HVC STN #1-14A SPG '13
 0002-450-4-0256-000-00-2014-00-584000- ROOFTOP HVAC FIRE STN #1
 53979 MPC SERVICES INC 20140500 2014/ 1 1,297.10 FIRE STATION - RTU SERVICE

ACCOUNT TOTAL 1,297.10
 ORG 00020183TOTAL 1,297.10

00020200 MEM RADIO FTM '13 ART 18A1
 0002-300-3-0292-000-00-2014-00-585000- MEM SCH RADIO ART 18A1 FTM'13
 61228 COMTRONICS CORP 71400977 2014/ 5 13,761.76 BDA PROJECT

ACCOUNT TOTAL 13,761.76
 ORG 00020200TOTAL 13,761.76

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations
ACCOUNT/VENDOR PO YEAR/PER OPEN LINE AMT DESCRIPTION

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FUND 0002 GENERAL FUND ARTICLES TOTAL: 137,337.67

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08/12/2014 14:39 | TOWN OF NATICK | PURCHASE ORDERS BY GL ACCOUNT |
 ctomasetti | Amounts Include Unposted AP Invoice Liquidations

YEAR/PERIOD: 2014/12 PO YEAR/PER OPEN LINE AMT DESCRIPTION

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
01115				AFTER SCHOOL PROGRAM
0111-300-3-0000-00-0000-50-578300-		2014/ 1	6,788.81	SUPPLIES ASAP
1908 S & S WORLDWIDE	71400504			
34057 SCHOOL HEALTH CORP	71400506	2014/ 1	208.54	SUPPLIES ASAP
35158 W B MASON	71400507	2014/ 1	1,989.93	SUPPLIES ASAP
62128 POLAR ELECTRO INC	71401685	2014/12	1,446.90	licenss
	ACCOUNT TOTAL		10,434.18	
	ORG 01115	TOTAL	10,434.18	

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FUND 0111 AFTER SCHOOL PROGRAM TOTAL: 10,434.18

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08/12/2014 14:39 TOWN OF NATICK
ctomasetti PURCHASE ORDERS BY GL ACCOUNT

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
01155				CIRCUIT BREAKER
0115-300-3-0000-00-0000-50-578300-		2014/ 1	8,477.19	OUT OF DISTRICT PROGRAM
49242 F L CHAMBERLAIN CENTER INC	71400145			
55703 STETSON SCHOOL, INC	71400174	2014/ 1	5,555.70	OUT OF DISTRICT PROGRAM
56134 CHARLES RIVER CENTER	71401405	2014/ 9	2,372.00	ASPIRE PROGRAM
	ACCOUNT TOTAL		16,404.89	
	ORG 01155	TOTAL	16,404.89	
=====				
	FUND 0115	CIRCUIT BREAKER	TOTAL:	16,404.89
=====				

08/12/2014 14:39 | TOWN OF NATICK | PURCHASE ORDERS BY GL ACCOUNT |
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YEAR/PERIOD: 2014/12 | Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | DESCRIPTION

01245				
0124-300-3-0000-00-0000-50-578300-				
19299 RESEARCH FOR BETTER TEACHING				
	MINI UNIVERSITY			
	OPERATING EXPENSES			
	71401265	2014/ 7	1,050.00	CONFERENCE REGISTRATION
	ACCOUNT TOTAL		1,050.00	
	ORG 01245	TOTAL	1,050.00	

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FUND 0124 MINI UNIVERSITY TOTAL: 1,050.00

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
01335				SCHOOL PROGRAMS
0133-300-3-0000-00-00-0000-50-578400-	71401649	2014/10	7,331.47	KENNEDY LAPTOP EXPENSES TECH EQUIPMENT
64686 STM BAGS LLC			7,331.47	ACCOUNT TOTAL
0133-300-3-0000-00-00-0000-50-578405-	71400032	2014/ 1	28.00	WILSON LAPTOP EXPENSES COMPUTER REPAIRS
10840 APPLE COMPUTER INC			28.00	ACCOUNT TOTAL
64686 STM BAGS LLC	71401649	2014/10	10,997.21	TECH EQUIPMENT
			11,025.21	ACCOUNT TOTAL
0133-300-3-0000-00-00-0000-50-578410-	71401263	2014/ 9	371.60	HIGH SCH LAPTOP EXPENSES TECH EQUIPMENT
10840 APPLE COMPUTER INC	71401157	2014/ 7	46.55	STOCK PARTS
10840 APPLE COMPUTER INC	71400033	2014/ 1	38.25	COMPUTER REPAIRS
			456.40	ACCOUNT TOTAL
	ORG 01335	TOTAL	18,813.08	
=====				
FUND 0133 SCHOOL PROGRAMS				TOTAL: 18,813.08
=====				

TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR PO YEAR/PER OPEN LINE AMT DESCRIPTION

06095					
0609-300-3-0000-000-08-0000-50-578301-					
1385 BAKER & TAYLOR CO	71401301	2014/ 9	12.24	MATERIALS	
	ACCOUNT TOTAL		12.24		
	ORG 06095	TOTAL	12.24		

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FUND 0609 WILSON MIDDLE SCHOOL TOTAL: 12.24

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08/12/2014 14:39 | TOWN OF NATICK | PURCHASE ORDERS BY GL ACCOUNT

YEAR/PERIOD: 2014/12 | Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | DESCRIPTION

06375				
0637-300-3-0000-00-00-0000-50-535047-	NEF AWARDS 12-13			
68067 MAKER MEDIA INC	ELECTRIC ARACHNIDS	2014/ 9	484.23	MATERIALS
	71401455			
	ACCOUNT TOTAL		484.23	
	ORG 06375	TOTAL	484.23	

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FUND 0637 NEF AWARDS 12-13

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TOTAL: 484.23

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08/12/2014 14:39 TOWN OF NATICK
ctomasetti PURCHASE ORDERS BY GL ACCOUNT

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR PO YEAR/PER OPEN LINE AMT DESCRIPTION

06405	NEF AWARDS 13-14			
0640-300-3-0000-000-00-2014-50-535053-	E BOOKS FOR ALL	2014/ 7	566.16	EBOOKS
66300 OVERDRIVE, INC	71401191			
	ACCOUNT TOTAL		566.16	
0640-300-3-0000-000-00-2014-50-535054-	LENDING LIBRARY FOR FAMILIES			
36061 BARNES & NOBLE INC	71401325	2014/ 9	628.25	MATERIALS
	ACCOUNT TOTAL		628.25	
0640-300-3-0000-000-00-2014-50-535061-	LILJA SCHOOL GARDEN			
21421 WINDY-LO NURSERY	71401505	2014/ 9	1,036.00	LILJA GARDEN
	ACCOUNT TOTAL		1,036.00	
	ORG 06405	TOTAL	2,230.41	

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FUND 0640 NEF AWARDS 13-14 TOTAL: 2,230.41

08/12/2014 14:39 | TOWN OF NATICK | PURCHASE ORDERS BY GL ACCOUNT

YEAR/PERIOD: 2014/12 | Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | DESCRIPTION

100414				
1004-300-3-0000-000-2014-00-533000-	METCO FY14			
66665 BEDFORD PUBLIC SCHOOLS	TRANSPORTATION	2014/ 7	300.00	TEAM REGISTRATION
	71401236			
	ACCOUNT TOTAL		300.00	
	ORG 100414	TOTAL	300.00	

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FUND 1004 METCO

TOTAL: 300.00

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YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations
 ACCOUNT/VENDOR PO YEAR/PER OPEN LINE AMT DESCRIPTION

150114					
1501-300-3-0000-00-2014-00-558000-	SPED 94-142	FY14			
40697 GANDER EDUCATIONAL PUBLISHING	SUPPLIES				
	71401700	2014/12	44.90	WORKBOOKS	
	ACCOUNT TOTAL		44.90		
	ORG 150114	TOTAL	44.90		
=====					
FUND 1501	SPED 94-142	TOTAL:	44.90		
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08/12/2014 14:39 TOWN OF NATICK
ctomasetti PURCHASE ORDERS BY GL ACCOUNT

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations
ACCOUNT/VENDOR PO YEAR/PER OPEN LINE AMT DESCRIPTION

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
151414				SPED PROG IMPROVEMENT-FY14
1514-300-3-0000-00-2014-00-522750-2130	71401317	2014/ 9	1,300.00	CONTRACT SERVICES WORKSHOP REGISTRATIONS
68044 MAIDSTONE FOUNDATION	71401364	2014/ 9	200.00	REGISTRATION
	ACCOUNT TOTAL		1,500.00	
	ORG 151414	TOTAL	1,500.00	

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FUND 1514 SPED PROGRAM IMPROVEMENT TOTAL: 1,500.00

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations
 ACCOUNT/VENDOR PO YEAR/PER OPEN LINE AMT DESCRIPTION

20035					
2003-541-5-0000-00-0000-50-528800-	CHPTR 44 53E COA TRANSPTN				
36489 NATICK CAB CO	PURCHASED SERVICES MISC				
	20142170 2014/12	300.00	June	Long Distance	Transportat
	ACCOUNT TOTAL	300.00			
	ORG 20035 TOTAL	300.00			

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FUND 2003 CHPTR 44 53E COA TRANSPTN TOTAL: 300.00

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YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations
 ACCOUNT/VENDOR PO YEAR/PER OPEN LINE AMT DESCRIPTION

20095	CH 44 53E COMM-SNR CTR PROGRAM				
2009-541-5-0000-00-0000-50-528800-	PURCHASED SERVICES MISC				
67899 SEEMA-JAYNE KENNEY	20141489	2014/ 7	50.00	Genealogy	
67899 SEEMA-JAYNE KENNEY	20141526	2014/ 7	50.00	CE Program genealogy	
			100.00		
	ACCOUNT TOTAL		100.00		
2009-541-5-0000-00-0000-50-540100-	OFFICE SUPPLIES				
43488 NEW ENGLAND OFFICE SUPPLY	20141738	2014/ 9	40.00	white board & accessories	bet
	ACCOUNT TOTAL		40.00		
	ORG 20095 TOTAL		140.00		

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FUND 2009 CH 44 53E COMM-SNR CTR PROGRAM TOTAL: 140.00

08/12/2014 14:39 TOWN OF NATICK
ctomasetti PURCHASE ORDERS BY GL ACCOUNT

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
23075				COUNCIL ON AGING
2307-541-5-0000-00-0000-50-528800-				PURCHASED SERVICES MISC
5935 POLAND SPRING WATER	20142033	2014/12	50.00	FY14 Service
25294 ARAMARK REFRESHMENT	20140972	2014/ 5	853.04	FY2014 COFFEE & SUPPLIES
36322 MASTERCARD	20142188	2014/12	61.92	JUNE EXPENDITURES
36322 MASTERCARD	20140778	2014/ 4	147.01	credit card bill
			208.93	
43488 NEW ENGLAND OFFICE SUPPLY	20141738	2014/ 9	120.95	white board & accessories bet
55153 COMCAST	20140669	2014/ 1	20.64	ACCT 8773 10 223 0264105
	ACCOUNT TOTAL		1,253.56	
	ORG 23075	TOTAL	1,253.56	

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FUND 2307 COUNCIL ON AGING

TOTAL: 1,253.56

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YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations
 ACCOUNT/VENDOR PO YEAR/PER OPEN LINE AMT DESCRIPTION

30605					
3060-210-2-0000-000-00-0000-50-540860-					
68058	DIAMONDBACK TACTICAL LLLP	2014/ 9	1,600.00	Bulletproof Vests (Showstead -	
	ACCOUNT TOTAL		1,600.00		
	ORG 30605	TOTAL	1,600.00		

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FUND 3060 BULLET PROOF VEST TOTAL: 1,600.00

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YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations
 ACCOUNT/VENDOR PO YEAR/PER OPEN LINE AMT DESCRIPTION

30735					
3073-220-2-0000-000-00-0000-50-528800-					
68386 BULLEX INC					
	SAFE GRANT FY13				
	PURCHASED SERVICES MISC				
	20142254	2014/12	2,596.87	smoke generator	
	ACCOUNT TOTAL		2,596.87		
	ORG 30735	TOTAL	2,596.87		

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FUND 3073 SAFE GRANT FY13 TOTAL: 2,596.87

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YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR PO YEAR/PER OPEN LINE AMT DESCRIPTION

30755					
3075-180-1-0000-00-0000-50-532100-					
10090 BETA GROUP, INC					
	20141338	2014/ 7	11,750.00	MassWorks - BETA	
	ACCOUNT TOTAL		11,750.00		
	ORG 30755	TOTAL	11,750.00		

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FUND 3075 MASSWORKS INFRASTRUCTURE TOTAL: 11,750.00

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YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations
 ACCOUNT/VENDOR PO YEAR/PER OPEN LINE AMT DESCRIPTION

30835					
3083-541-5-0000-000-00-0000-50-578300-					
36322	MASTERCARD	2014/12	1,287.83	JUNE EXPENDITURES	
	ACCOUNT TOTAL		1,287.83		
	ORG 30835	TOTAL	1,287.83		
=====					
	FUND 3083	COA AGING MASTERY PROGRAM	TOTAL:	1,287.83	
=====					

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
500104				
5001-300-3-0000-00-1004-00-591500-	#10-1A 11/10	REPLACE BOILERS		
66004 BLW ENGINEERS, INC	#10-1A 11/10	REPLACE BOILERS		
	20140356	2014/ 1	700.00	JOHNSON ELEMENTARY - BOILER PR
67433 A-ONE BUILDING COMPANY LLC	20141265	2014/ 7	30,111.97	JOHNSON ELEMENTARY - BOILER CA
	ACCOUNT TOTAL		30,811.97	
	ORG 500104	TOTAL	30,811.97	

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FUND 5001 CAP IMP #10 - 1,2,3,4,5,6,7&10 TOTAL: 30,811.97

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
50325		SENIOR CTR ART 1 JAN 10		
5032-541-5-0000-00-00-0000-50-586000-		PROJECT CONTINGENCY		
66146 NEW BEDFORD WIRE & IRON WORKS	20140357	2014/ 1	3,800.00	FENCE REMOVAL AND INSTALLATION
		ACCOUNT TOTAL	3,800.00	
5032-541-5-0000-00-00-0000-50-586200-		FURNISHINGS/FIXTURES/EQUIPMENT		
55529 BROOKSIDE ENTERTAINMENT SYSTEMS INC	20141939	2014/12	8,994.00	Equipment installed at the CSC
66389 STAPLES	20142267	2014/12	38.40	DIFF in chrome storage shelves
66389 STAPLES	20142022	2014/12	921.52	5-tier shelving
66389 STAPLES	20142023	2014/12	39.99	badge holders
			<u>999.91</u>	
		ACCOUNT TOTAL	9,993.91	
5032-541-5-0000-00-00-0000-50-586280-		ADMINISTRATIVE COST		
37074 CDW GOVERNMENT INC.	20141854	2014/ 9	1,507.87	HP Laser jet and BALT Charging
		ACCOUNT TOTAL	1,507.87	
	ORG 50325	TOTAL	15,301.78	
=====				
FUND 5032 SENIOR CTR ART 1 JAN 10			TOTAL:	15,301.78
=====				

08/12/2014 14:39 TOWN OF NATICK
ctomasetti PURCHASE ORDERS BY GL ACCOUNT

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR PO YEAR/PER OPEN LINE AMT DESCRIPTION

504702					
5047-210-2-0220-000-00-2013-00-585000-	16B SPG '12 BLDG SECURITY CAMS				
65573 GO TECHNOLOGIES INC	BLDG SCRTY/CAMS ART 16B 4/12				
	20141765 2014/ 9	6,261.65	Dispatch Re-Configuration - Mo		
	ACCOUNT TOTAL	6,261.65			
	ORG 504702 TOTAL	6,261.65			

=====

FUND 5047 CAP IMP ART 16B FY13 TOTAL: 6,261.65

=====

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR PO YEAR/PER OPEN LINE AMT DESCRIPTION

50495					
5049-429-4-0000-00-0000-50-520285-					
32021 A J EQUIPMENT REPAIR INC					
	RECYCLING PKRS -ART 5B FTM '12				
	RECYCLING PACKERS-DPW HIGHWAY				
	20142130 2014/12	4,431.25		PACKER REPAIRS	
	ACCOUNT TOTAL		4,431.25		
	ORG 50495 TOTAL		4,431.25		

=====

FUND 5049 RECYCLING PACKERS -5B FTM '12 TOTAL: 4,431.25

=====

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
505402				
5054-210-2-0275-000-00-2014-00-584000-	RECNFIGURE DISPACTH FY14 14B-2			
1253 SIMPLEXGRINNELL LP	REONFGR DSPTCH FY14 ART14B-2	2014/12	16,173.00	Dispatch Re-Configuration - Di
2045 R B ALLEN COMPANY INC	20141747	2014/ 9	24,250.00	Relocate & Reinstall Digitize
38602 CYBER COMM SOLUTION INC	20141931	2014/12	1,454.50	Motorola XPR5550 UHF Mobile Ra
38602 CYBER COMM SOLUTION INC	20142172	2014/12	8,488.00	Dispatch Re-Configuration - Eq
			9,942.50	
49733 JOHN CICCARIELLO	20141702	2014/ 9	9,200.00	Police Dispatch Project Manage
60003 AMERICOM INC	20142012	2014/12	8,860.17	Dispatch Re-Configuration - Ca
63505 ELECTRONIC ENVIRONMENTS CORP	20142277	2014/12	22,036.00	Dispatch Re-Configuration - UP
65573 GO TECHNOLOGIES INC	20141765	2014/ 9	3,396.23	Dispatch Re-Configuration - Mo
68079 XYBIX SYSTEMS INC	20141775	2014/ 9	353.00	Dispatch Re-Configuration - Fu
	ACCOUNT TOTAL		94,210.90	
	ORG 505402	TOTAL	94,210.90	
505406				
5054-630-6-0278-000-00-2014-00-587000-	FIELD FENCE FY14 ART 14B-6			
67719 UNITED FENCE CORP	FIELD FENCE FY14 ART 14B-6	2014/ 7	72,792.07	Fence Work
	ACCOUNT TOTAL		72,792.07	
	ORG 505406	TOTAL	72,792.07	
505407				
5054-630-6-0279-000-00-2014-00-584000-	MEM SCH LIGHTS FY14 ART 14B-7			
67525 ISLAND LIGHTING & POWER SYSTEMS INC	MEM SCH LIGHTS FY14 ART 14B-7	2014/ 9	57,500.00	Light Installation
	ACCOUNT TOTAL		57,500.00	
	ORG 505407	TOTAL	57,500.00	
=====				
FUND 5054 CAP IMP FY14 ART 14B				
TOTAL: 224,502.97				
=====				

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
505504				
5055-426-2-0000-00-2014-50-587000-				FY14 ART 18B#4 FALL '13 TM
7783 GREENWOOD EMERGENCY VEHICLES INC	20141296	2014/ 7	461,108.39	ENGINE 5 ART 18B#4 FTM FY14
				NEW 1500 GPM PUMPER FIRE TRUCK
			461,108.39	
			461,108.39	

=====

ACCOUNT TOTAL 461,108.39

ORG 505504 TOTAL 461,108.39

=====

FUND 5055 CAP EOPMT ART18B FALL'13 TM TOTAL: 461,108.39

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TOWN OF NATICK
 PURCHASE ORDERS BY GL ACCOUNT

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR PO YEAR/PER OPEN LINE AMT DESCRIPTION

505708					
5057-450-3-0000-00-2014-50-584000-	JHNSN WNDW '14 ART19B&E FTM'13				
68348 VAREIKA CONSTRUCTION	JHNSN WNDWS '14 19B&E FTM '13				
	20142282 2014/12	138,746.04		JOHNSON WINDOWS PHASE II	
	ACCOUNT TOTAL	138,746.04			
	ORG 505708 TOTAL	138,746.04			

=====

FUND 5057 CAP IMP FY14 ART 19B FTM '13 TOTAL: 138,746.04

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
6000502				SASSAMON EXPENSES
6000-632-6-0000-000-00-5000-02-521500-54186 RCN	20142232	2014/12	142.33	GOLF JUNE TELEPHONE
	ACCOUNT TOTAL		142.33	
6000-632-6-0000-000-00-5000-02-522780-35654 TOWN OF SHERBORN	20132560	2013/12	5,000.00	Water Testing Scope of Work
	ACCOUNT TOTAL		5,000.00	
6000-632-6-0000-000-00-5000-02-522930-35100 BANK OF AMERICA	20142292	2014/12	203.49	JUNE GOLF PURCHASES
	ACCOUNT TOTAL		203.49	
6000-632-6-0000-000-00-5000-02-540315-35100 BANK OF AMERICA	20142292	2014/12	44.57	JUNE GOLF PURCHASES
	ACCOUNT TOTAL		44.57	
6000-632-6-0000-000-00-5000-02-540830-35100 BANK OF AMERICA	20142292	2014/12	22.98	JUNE GOLF PURCHASES
	ACCOUNT TOTAL		22.98	
6000-632-6-0000-000-00-5000-02-540835-35100 BANK OF AMERICA	20142292	2014/12	369.31	JUNE GOLF PURCHASES
	ACCOUNT TOTAL		369.31	
6000-632-6-0000-000-00-5000-02-540865-35100 BANK OF AMERICA	20142292	2014/12	25.05	JUNE GOLF PURCHASES
	ACCOUNT TOTAL		25.05	
	ORG	6000502	5,807.73	
=====				
FUND 6000 SASSAMON TRACE GOLF COURSE			TOTAL:	5,807.73
=====				

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
6500-446-4-0000-00-0000-02-520313-59502 RI ANALYTICAL LABORATORIES INC	20142144	2014/12	580.50	SAMPLES
	ACCOUNT TOTAL		580.50	
6500-446-4-0000-00-0000-02-521100-7253 VERIZON	20142211	2014/12	77.80	SERVICE
27623 VERIZON WIRELESS	20142217	2014/12	765.31	WIRELESS SERVICE
60484 AT & T MOBILITY	20142237	2014/12	100.00	WIRELESS SERVICE
	ACCOUNT TOTAL		943.11	
6500-446-4-0000-00-0000-02-530247-64215 PRO TOOL & SUPPLY	20142156	2014/12	500.00	SUPPLIES
66577 MASTERMAN'S	20142163	2014/12	323.36	SAFETY SUPPLIES
	ACCOUNT TOTAL		823.36	
6500-446-4-0000-00-0000-02-573200-12863 MASS WATER RESOURCES AUTHORITY	20141122	2014/5	1,782.00	SPRINGVALE WTP DISCHARGE PERMI
	ACCOUNT TOTAL		1,782.00	
6544603	ORG 6544602	TOTAL	31,590.21	
6500-446-4-0000-00-0000-03-587100-1265 TI-SALES INC	20142117	2014/12	1,500.00	METERS/SUPPLIES
1273 C A TURNER CO INC	20142118	2014/12	995.00	PIPE LOCATOR
25771 BAY STATE WATER WORKS SUPPLY INC	20142127	2014/12	2,000.00	PLUMBING SUPPLIES
50509 RENAUD HVAC & CONTROLS, INC	46111163	2011/12	8,243.80	SCADA TREATMENT PLANT
50509 RENAUD HVAC & CONTROLS, INC	46111227	2011/12	15,000.00	REPLACE A/C AT WTP
			23,243.80	
	ACCOUNT TOTAL		27,738.80	
	ORG 6544603	TOTAL	27,738.80	
=====				
FUND 6500 SEWER ENTERPRISE FUND				TOTAL:
=====				79,195.28
=====				

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations
 ACCOUNT/VENDOR PO YEAR/PER OPEN LINE AMT DESCRIPTION

65020008						
6502-440-4-0008-000-00-2011-50-585000-	#9-8 4/10 WATER METER TRANS					
1265 TI-SALES INC	20121120 2012/ 6	1,951.55		WATER METER TRANSMITTER		
	ACCOUNT TOTAL	1,951.55				
	ORG 65020008TOTAL	1,951.55				
65020083						
6502-440-4-0212-000-00-2013-00-584000-	PINE OAK WELL - MCC 16D 4/12					
63514 KROHNE INC	20140311 2014/ 1	3,460.02		4" ENVIOMAG 2000, SIGNAL CABLE		
68255 JOHN W EGAN COMPANY INC	20141949 2014/12	23,000.00		PAINTING SERVICES FOR PINE OAK		
	ACCOUNT TOTAL	26,460.02				
	ORG 65020083TOTAL	26,460.02				

=====

FUND 6502 SEWER/WATER CAPITAL ARTICLES TOTAL: 28,411.57

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08/12/2014 14:39 TOWN OF NATICK
ctomasetti PURCHASE ORDERS BY GL ACCOUNT

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR PO YEAR/PER OPEN LINE AMT DESCRIPTION

65375					
6537-445-4-0000-00-00-2013-50-521900-					SEWER SYSTEM REHAB; 16E 4/12
57426 NATIONAL WATERWORKS INC	20142296	2014/12	107,808.75		PROFESSIONAL SERVICES EMERGENCY CAVE IN WEST CENTRAL
	ACCOUNT TOTAL		107,808.75		
	ORG 65375	TOTAL	107,808.75		

=====

FUND 6537 SEWER SYSTEM REHAB 16E SPG 12 TOTAL: 107,808.75

=====

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations
 ACCOUNT/VENDOR PO YEAR/PER OPEN LINE AMT DESCRIPTION

89065	WILSON MIDDLE SCHOOL				
8906-300-3-0000-000-08-0000-50-5000001-	OPER "TN OPER CK" EXPENSE				
42868	LOCAL MOTION	71401075	2014/ 7	4,240.13	ROUND TRIP TO ST. JOHN CANADA
42884	MUSIC THEATRE INTN'L	71401358	2014/ 9	922.00	PRODUCTION CONTRACT
61350	SCHOOL OUTFITTERS LLC	71401701	2014/12	1,252.99	DISPLAY CASE
67542	ATLAS PEN & PENCIL, LLC	71400978	2014/ 5	18.30	MATERIALS
	ACCOUNT TOTAL			6,433.42	
	ORG 89065	TOTAL		6,433.42	

=====

FUND 8906 WILSON MIDDLE SCHOOL TOTAL: 6,433.42

=====

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ctomasetti

YEAR/PERIOD: 2014/12 | Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
89075				
8907-300-3-0000-000-09-0000-50-500001-				HIGH SCHOOL
20424 NASSP	71401266	2014/ 7	464.00	OPER "TN OPER CK" EXPENSE NHS GOLD HONOR STOLEES
38600 MMEA	71401118	2014/ 7	30.00	JUNIOR DISTRICT CHOIR FEES
45573 MICCA	71401004	2014/ 5	300.00	REGISTRATION FEE
	ACCOUNT TOTAL		794.00	
	ORG 89075	TOTAL	794.00	
=====				
	FUND 8907 HIGH SCHOOL	TOTAL:	794.00	
=====				

YEAR/PERIOD: 2014/12 Amounts Include Unposted AP Invoice Liquidations
ACCOUNT/VENDOR PO YEAR/PER OPEN LINE AMT DESCRIPTION

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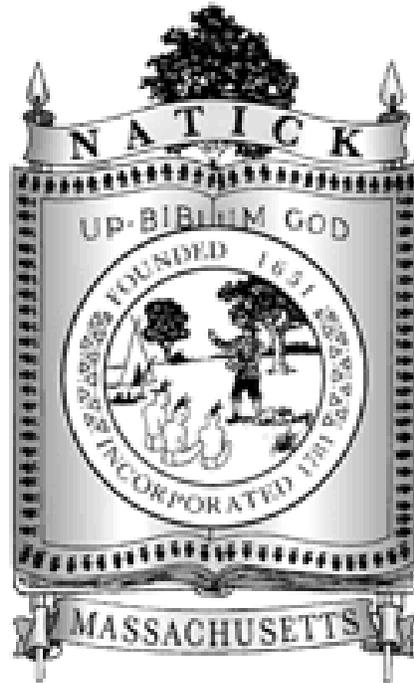
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** END OF REPORT - Generated by Tomasetti, Cindy **

Town of Natick

FY 2016 BUDGET PREPARATION MANUAL



“Home of Champions”

September 2014

TABLE OF CONTENTS

<u>SECTION</u>	<u>PAGE</u>
<u>Budget Introduction</u>	
Section 1: Process	3-4
Section 2: Budget Calendar	5
Section 3: Overview	6
<u>Building the Budget</u>	
Section 4: Level-Service Budget Development	7-9
Section 5: Program Improvement Requests	10-11
<u>Presenting the Budget</u>	
Section 6: Conclusion	12

SECTION 1: PROCESS

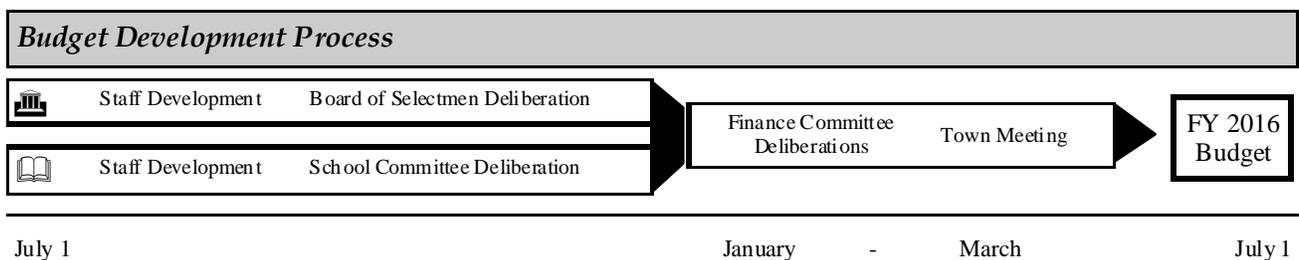
The process of building a budget is as important as the end product it produces. Active communication is the key to successfully building a budget that serves the community well. Working together to identify “hot spots” or new trends earlier rather than later is instrumental in building a well-thought out budget.

External Budget 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 5, 2015. An **Open Process** is utilized in developing the budget. Internally, input is elicited and encouraged from all staff levels. Externally, citizen participation is encouraged and sought during the Finance Committee’s review of the budget. This open process allows for greater inclusion in decision-making and in the overall development of the budget.

The process begins in the fall with the internal budget process. In late October or early November, 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 by the BOS goals for the current Fiscal Year. Department Heads will meet in December with the Town Administrator and the Deputy Town Manager/Finance Director 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.



Once the Town Administrator presents her recommended budget to the Board of Selectmen and the Finance Committee on January 5th, 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 boards and 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 Preliminary Budget.

SECTION 1: PROCESS (Continued)

The Finance Committee needs time to review the annual budget proposal and develop their recommendations, which they are required to present at Town Meeting. Their final recommendations on financial articles are sent to Town Meeting members at least 7 days prior to the start of the Spring Annual Town Meeting 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.

Advice on Internal Departmental Budgeting:

Initial budget requests represent a comprehensive and careful consideration of resources needed to accomplish the mission, goals and objectives of your department. The requests must be complete and thorough in order to make it through the Town's budget process. When developing budget requests, it is important to solicit participation from all levels of your staff in order to more fully identify and address the budget needs of the department's programs and services. Each staff person brings a different perspective and expertise to the process. For departments with multiple divisions and programs/subprograms, it may be helpful to start the process with each program developing their individual budget requests. In the initial stages of the budget development, encourage your staff to include **all** of the program's budget needs and to prioritize those needs within each individual program. It is especially important this year that the development process within each department carefully reviews each program and element before making the request.

Once the initial requests have been developed, a team of staff representing the different divisions and programs of the department can be assembled to review and further prioritize the department's requests as a whole. Utilizing a team approach in which the different staffing levels, divisions, and programs are all represented enhances the quality, innovation, strategy and the scope of the Department Budget Requests.

To see the schedule for the budget process next year, look at Section 2, Critical Dates, on the next page.

SECTION 2: CRITICAL DATES***

Description of Item	Due Dates
Calendar 2014	
[Staff] - Distribution of Materials to Departments	Mid-November 2014
[Staff] – Department Head Goals Meeting w/ Town Administrator	Mid-November to Mid-December
[Staff] – Return of Budget Materials to Deputy Town Administrator	December 12 th
[TA] - Town Administrator Reviews w/Departments	December 12 th – December 19 th
[SC] – Superintendent’s Presentation of Budget	Mid-December
[TA] – Final Preparation of Budget Submission	December 19 th -December 30 th
Calendar 2014	
[BOS] – Presentation of Budget to Board of Selectmen	January 5 th , 2015
[FC] – Presentation of Budget to Finance Committee	Week of January 6 th
[BOS] & [FC] – Budget Hearings	January - March
[TA] – Submission of Capital Plan Revisions to BOS & FC	March 1 st
Distribution of Budgets & Finance Committee Recommendations	Late March
Town Election	Late March/Early April
Town Meeting	April-May
Begin FY 2016	July 1

****All dates and deadlines subject to revision.*

SECTION 3: FY 2016 BUDGET PREPARATION

OVERVIEW: This budget preparation manual provides information and instructions necessary to prepare your budget requests in an accurate and timely manner. It also provides an understanding of how the individual steps taken in the development of the budget support and directly relate to the overall process.

The FY 2016 Budget Process' chief aim is to provide an organized approach to building the budget. To that end, staff will initially prepare **one budget with a series of add-ons:**

- 1) **A Level-Service budget***:** A FY 2016 budget where you provide the same level of service and positions as in FY 2015, accounting for fixed cost increases (i.e. contractual services, compensation, steps, etc.)
- 2) **A Program-Improvement budget:** What you need to achieve the job you believe you should be performing.

****Please note: when preparing your level-service budget, keep in mind three items:*

- *Remove one-time expense items from your budget proposal – only include recurring costs. For example, if you had money appropriated for a one-time project, (boiler replacement, server replacement, etc.) take it out of your level-service budget. Recurring costs, (including maintenance) should be kept in.*
 - *DO NOT INCLUDE restorations in your level-services budget! Please utilize the Program Improvement Requests (detailed in Section 5) to state the case for limited restorations in your narrative. ONLY include what you are currently providing.*
-

Department heads will be asked to lead budget development for their particular departments. It is strongly encouraged that you to involve middle managers and any other interested employees in the budget process – you never know when they will need to know how to put a budget together.

STAYING ON SCHEDULE: Adhering to and meeting deadlines is essential to completing the budget on schedule. Please carefully review the list of Critical Dates on the previous page to familiarize yourself with the key meeting dates and deadlines.

Two-way communication is very important for a successful budget process. The Special Assistant to the Finance Director, Debbie Sherman, will serve as the clearinghouse for all submissions and organizing of the budget. She can be reached at dsherman@natickma.org. Please do not hesitate to contact Jeffrey C. Towne, Deputy Town Administrator/Finance Director, with any budget questions or guidance on how to fill out materials. He can be reached at jtowne@natickma.org.

SECTION 4: LEVEL-SERVICE BUDGET DEVELOPMENT

CRITICAL DATES

DEADLINE

Departments submit their workbooks & personnel sheets
Week of December 12th.

OVERVIEW: It is through the Budget Request documents that individual departments identify their expenditure needs for the upcoming year. The information that follows in this section will assist you in preparing the FY 2016 operating budget requests for your department.

MATERIALS: This year you will receive two Excel workbooks:

- Departmental workbook including:
 - i. Mission & Goals
 - ii. Narrative Summary of the budget
 - iii. Budget Summary of Town Meeting Appropriations & Program Improvement Requests
 - iv. Staffing History (five-years)
 - v. Performance Indicators
 - vi. Organizational Chart
 - vii. Detailed pages for each major category of expense (salaries, tech & prof. services, other charges, supplies, etc.)
- Personnel Staffing Worksheets (detailing each individual person & compensation)
PLEASE NOTE: Personnel Staffing Worksheets will be distributed AFTER budget workbooks are distributed.

The following pieces of information should go in each section:

- i. Mission & Goals
 - 1. Your Department's Mission Statement
 - 2. Your Natick 360/Department Head Goals for FY 2015 w/revisions looking ahead to FY 2016. ***Please review these and REPLACE them – the Town Administrator may meet with each of you before you have submitted your budget presentations, so they should be ready when you submit your budget.***
- ii. Narrative Summary of the budget
 - 1. This section is similar to the text of last year's budgets...look at the FY 2015 submission for guidance. Basically this is your chance to explain in narrative detail what you have accomplished and what challenges you are facing. ***PLEASE edit this narrative. NOTHING should be the same from the previous year.***
- iii. Budget Summary of Town Meeting Appropriations & Program Improvement Requests
 - 1. This section is automated from the other sections and does not require any input from department heads.

SECTION 4: LEVEL-SERVICE BUDGET DEVELOPMENT

iv. Staffing History (five-years)

1. We want to maintain a five year history of **funded** positions in your department.

You also need to keep track of the total number of **bodies** in your department – a full-time/part-time count is necessary as well. This can be a total at the end of your FTE table. This is YOUR responsibility to proof!

v. Performance Indicators

1. This is the fourth year for Performance Indicators in the budget. The reason for this section is the same as it has been: The Town of Natick appropriates over \$129 Million for its operations in the General Fund alone, but in the recent past we have not been providing measures or indicators of our performance. Although the narrative is crucial to understanding how the department functions and what problems need to be addressed and opportunities need to be seized, we need to provide quantifiable and objective data which measures our performance.

These indicators, which measure workloads, reported the quantity or volume of products and services provided by the division or department. Last year we added, where applicable, efficiency indicators. Efficiency indicators measure the cost, either in terms of dollars or personnel hours per unit of output or outcome. Efficiency measures indicate how well resources are being used. This type of measure is focused on productivity and/or cost-effectiveness. (e.g. Division of the number of calls received by public safety dispatchers by the number of full-time employees is one form of efficiency measure.) This year we need to add outcome indicators – quantifiable outcomes which you hope to achieve in the next year based upon your workload and efficiency.

Please provided data for **five (5)** fiscal years as you are able – FY 2012, 2013 and 2014, and estimate for FY 2015 and a forecast for FY 2016. We will propagate indicators for all departments, but if you have other indicators which in your professional opinion are better, more useful and that you will use in the future, ***by all means please supplement or change the ones we have created.***

PLEASE keep in mind that performance indicators are NOT optional – you need to either use the indicators as provided, or provide an equivalent workload/efficiency/outcome metric.

vi. Organizational Chart

1. Last year's organizational chart will be available to you for editing. Please make any changes necessary to make it current.

vii. Detailed pages for each major category of expense (salaries, tech & prof. services, other charges, supplies, etc.)

1. This is where you will put your actual budget submission (numbers) and your line-by-line description of any changes to your budget. Remember,

SECTION 4: LEVEL-SERVICE BUDGET DEVELOPMENT

you are building a level-service budget. Only include appropriation requests for what you are doing currently.

OPERATING BUDGET PARAMETERS:

Budget Requests should be developed according to the parameters listed below.

- **Overall** – Departments are to develop budgets which offer the same level of service as is currently being provided in FY 2015. This means that you will budget compensation and expenses in order that you can provide the same amount of service in FY 2016 as you are providing in FY 2015.
- **Staffing & Salaries** – Please refer to the staffing worksheets distributed from the Finance Department for filling in these categories.
- **Benefits** – The Comptroller’s Office, in conjunction with the Town Administrator’s Office & Finance Department will calculate benefit figures. Therefore, you will not need to determine or enter the cost of benefits.
- **Expenses** - Expenses should be calculated after first reviewing what level of service you are providing this year and then reviewing your operations to determine any possible efficiencies.

Please e-mail dsherman@natickma.org with your completed Excel packets. Any questions, please e-mail jtowne@natickma.org.

SECTION 5: PROGRAM IMPROVEMENT BUDGET DEVELOPMENT

CRITICAL DATES

DEADLINE

Departments complete Program Improvement Budget Submissions
Week of December 12th.

OVERVIEW: The last few years have been tough. We have all asked you to do the same or more with less. The result has been predictable; dedicated hard-working employees have worked to maintain the great services we provide but are stretched very, very thin. The impact? When just one person goes out sick, retires or moves on to another job, a particular aspect of operations can grind to a standstill or make the stress levels rise for everyone else. There is never a good year to ask for more resources, but we need to establish what our needs are so that Administration and Policymakers know.

So in addition to developing level-service budgets, departments will be asked to come up with proposals for adding/restoring personnel and services representative of what they perceive their needs to be. The development of a “program improvement” budget this year will consist of adding service above and beyond what the level-service budget proposes.

INSTRUCTIONS: To achieve this end, departments will be asked to fill out the FY 2016 Program Improvement Request Form (see below). This form will allow departments to succinctly enter the costs and rationale for their requests. Blank forms have been emailed to all Department Heads and can always be obtained electronically by e-mailing the Deputy Town Administrator/Finance Director at jtowne@natickma.org.

SECTION 5: PROGRAM IMPROVEMENT BUDGET DEVELOPMENT

- ❑ **Step 1) SAVE FILE – Before entering data into this form, make sure to save it with a unique filename within your department’s subfolder. Please save each supplemental request form as a separate document.**

FY2015 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: of

Department:
 Division:
 Munis Dept #:
 Title:

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING				
Object Code	Object Description	One-Time Cost (FY15 Only)	Ongoing Annual Cost (FY15 & Future)	TOTAL FY15 Request
Compensation				\$0
				\$0
				\$0
Benefits (each new FTE has \$14,000 in cost)				\$0
Expenses				\$0
				\$0
				\$0
				\$0
TOTAL		\$0	\$0	\$0

PURPOSE / DESCRIPTION OF REQUEST

SERVICE IMPLICATION

- ❑ **Step 2) ENTER DATA IN BOX ①** – Fill in the departmental and accounting information in the spaces provided. Also, provide a descriptive name for the supplemental request with which it can be identified from a list of all requests. If your department is submitting more than one request, note the priority of this request out of all departmental requests.

- ❑ **Step 3) ENTER DATA IN BOX ② (Requested Program Improvement Funding)** – Identify all costs of the request by object code and enter them into the appropriate boxes. If the costs of the request will be one-time only and discontinued after FY2016 enter the cost figures in the *One-Time Cost* column.

- ❑ If the costs will be ongoing, requiring funding in FY2016 and years following, enter the cost figures in the *Ongoing Annual Cost* column.
- ❑ Some requests may include both one-time and ongoing costs. If so, note the type of cost in the appropriate column.
- ❑ No row should have data entered in both the *One-Time Cost* and *Ongoing Annual Cost Columns*.
- ❑ The *TOTAL* row and column will automatically calculate the sum of the data entered.

- ❑ **Step 4) ENTER TEXT IN BOX ③ (Purpose/Description of Request)** – Use the space provided to describe the purpose of the request.

- ❑ **Step 5) ENTER TEXT IN BOX ④ (Service Implication)** – Use the space provided to describe how the request, if approved, would affect the service level of that particular department, program, and/or element.

SECTION 6: CONCLUSION

I hope that together we can work through all departmental budgetary submissions and continue to refine a good system that makes this budget one which adequately serves the needs of staff and the citizens of Natick.

As has become standard, revenues will likely not meet anticipated expenses requests initially. We strive every year to achieve that necessary balance between serving our citizens, maintaining operations now and in the future and not forcing an increase in taxes. This manual outlines the developmental stages of the budget for FY 2016. It is highly likely that further refinements will necessary as the budget goes forward before Town Meeting. As needs for refinement come forward, we will effectively communicate those needs and work with Departments to provide the smoothest process possible and the best outcome for everyone in Natick.

If you have any questions, please e-mail Jeff at jtowne@natickma.org or call ext. **6416**.



Town of Natick

FY 2016 Preliminary Budget

Appendix B: Legal



Town of Natick

FY 2016 Preliminary Budget

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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

FY 2016 Preliminary Budget

Appendix C: Glossary & Basis of Budgeting & Accounting

Glossary	C.3
Basis of Budgeting & Accounting	C.10



Town of Natick

FY 2016 Preliminary Budget

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Glossary & Basis of Budgeting & Accounting

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

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

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

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

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

ARTICLE - An article or item on the Town Warrant.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

COMPETITIVE BIDDING PROCESS – the process following State law requiring that for purchases of \$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, authorized by MGL Ch. 44§53F ½, are used to account for operations which are financed and operated in a manner similar to business operations and where the costs of providing goods or services are financed in whole or in part by user charges (charges for services). Services accounted for in Enterprise Funds are tangible and can be measured for determining a charge for services.

In Massachusetts, the most common types of government enterprises include utility or utility-type services for water treatment and delivery, sewerage collection and treatment, and electricity generation and distribution. Less common but prevalent operations include hospitals, airports, parking, swimming pools, and golf courses.

Individual services must ordinarily be accounted for in separate Enterprise Funds. Segregation is essential for determining the total cost of services and the extent to which user charges cover that cost. Although a community may decide to recover only a portion of its costs from user charges, it is essential from a management point of view that it understands what its total costs are. Such costs include amounts for repayment of long-term debt and related interest and estimates for depreciation.

EXPENDITURE – Decrease in net financial resources for the purpose of acquiring and providing goods and services.

EXPENSES – Outflows or other using up of assets or incurring of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations. Expenses consist of the following objects of expenditure: Utilities, Supplies and Materials, Contractual Services, and Equipment.

FINES & FORFEITURES - Revenue collected from court fines, penalty charges for overdue taxes along with non-criminal fines are included in this category.

FISCAL YEAR (FY) - The Town of Natick operates on a July 1st through June 30th fiscal year.

FREE CASH - The amount certified annually by the Dept of Revenue that represents the unreserved fund balance less all outstanding tax receivables. This balance is created when actual revenues exceed those estimated and/or expenditures are less than appropriations for any given fiscal year. These funds may be appropriated by Town Meeting as a resource for the next fiscal year's operations or any other purpose authorized by state statute. The Massachusetts Department of Revenue certifies free cash each July 1st. Certified Free Cash is available for appropriation by Town Meeting for any lawful purpose.

FUND BALANCE - The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. Monies in the various governmental funds as of June 30 that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of Free Cash. (See Free Cash)

FUNDING SOURCE – The specifically identified funds allocated to meet budget requirements/expenses.

GENERAL FUND - Revenues derived from the tax levy, state aid, local receipts and available funds are considered General Fund revenues. The General Fund is distinguished from Enterprise Funds and Special Revenue Funds.

GFOA – Government Finance Officers Association of the United States and Canada. The G.F.O.A. is a professional organization of governmental finance officers.

GRANT – A contribution by one government unit or outside agency to another governmental unit. The contribution is usually made for a specific purpose but is sometimes for general purposes.

INVESTMENT INCOME - The Town earns interest on cash held in savings accounts and invested in short term securities. The investment goal is to ensure that all funds are invested. The term of these investments is short-term and risk adverse. The Treasurer is very restricted as to the instruments in which investments can be made. The amount of investment income is a function of the amount of funds invested and the interest rate.

LEVY LIMIT - The maximum amount of money, which the Town can raise from the property tax levy, without an override of proposition 2 1/2. Please refer to the explanation of Proposition 2 1/2 for a description of how the levy limit is calculated.

LIABILITY – Debt or other legal obligation which must be paid, renewed or refunded at some future date, but does not include encumbrances.

LOCAL RECEIPTS - A category of revenue sources including school department charges for services, investment income, fines and forfeitures, building permits and excise taxes. These revenues are not considered part of the Proposition 2 ½ Tax Levy.

MODIFIED ACCRUAL BASIS FOR ACCOUNTING – A method of accounting that recognizes revenue when it is actually received and recognizes expenditures when a commitment is made.

MOTOR VEHICLE EXCISE - All Massachusetts vehicle owners who have their vehicle(s) registered in the State of Massachusetts pay an annual motor vehicle excise tax to the town. The Registry of Motor Vehicles creates a listing of all vehicles registered in Natick and the book value assigned to each vehicle. The Town uses this information to bill all owners an annual tax equal to 2 ½ percent or \$25 for each \$1,000 of the vehicle's value.

MWRA – Massachusetts Water Resources Authority

NEW GROWTH - In addition to a standard 2 1/2% annual increase in the property tax levy, Proposition 2 1/2 allows the levy to be increased further by the sum of certain qualifying new construction valuation, multiplied by the prior year tax rate. Qualifying new construction valuation is known as "New Growth". In general, in order to qualify as "New Growth" the new construction valuation must be either a newly constructed house or an addition to an existing house, which adds at least 50% to the preconstruction value (residential properties). For commercial/industrial properties, "New Growth" consists of both newly built buildings, and additions, which add at least \$100,000 to the prior value of the improved property. It permanently becomes part of the tax levy.

OBLIGATION - A commitment to pay a particular sum of money (e.g. as required by contract or a bond).

OPERATING BUDGET – The portion of the budget that pertains to daily operations, which provide basic services for the fiscal year. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel and the proposed means of financing them.

OPERATING EXPENDITURE - An ongoing or recurring cost of performing a function or providing a service. Operating expenditures include personal services, supplies and materials, utilities, contractual services, minor equipment, and debt service.

OVERLAY - The amount raised in the tax levy for funding abatements granted by the Board of Assessors due to overvaluation.

OVERRIDE - An action taken by the voters of the town to exceed the limit placed on tax revenue growth by the State tax limitation law known as Proposition 2 ½. The tax levy limit can be exceeded only if a majority of residents voting approve an override. This sum is then added to the base levy for the next fiscal year and this becomes a permanent addition to the tax levy limit.

PROPOSITION 2 ½ - A tax limitation measure passed by Massachusetts voters in 1980 which limits the growth of the total property tax levy to 2.5% per year. In other words, the total revenue allowed to be raised through real estate and personal property taxes cannot increase by more than 2.5% from one fiscal year to the next unless the citizens of the town approve a debt exclusion or an operating override. New construction values are in addition to this limit. Two provisions within Proposition 2 ½ allow the citizens of a community by popular vote to authorize the Town to raise taxes above the tax levy limit: an operating override or a debt exclusion.

As a consequence of this proposition, the Property Tax currently accounts for 2/3rds of the Town's total revenue budget. Proposition 2 1/2, is a statutory limit on the annual rate of growth in the property tax levy of the Town. In the absence of a majority vote of approval by the Natick electorate (an over-ride), the total amount of revenue which may be generated from the property tax is limited to: 2 1/2 more than the prior year levy limit, plus the sum of all qualifying new construction valuation multiplied by the prior year tax rate.

RESERVE FUND - An amount set aside annually within the budget of the town to provide a funding source for "extraordinary and unforeseen" expenditures. In a town, the Finance (or Appropriation) Committee can authorize transfers from this fund. The Reserve Fund is under the control of the Finance Committee.

RETAINED EARNINGS – The equity account reflecting the accumulated earnings of the enterprise funds.

RESOURCES - Total dollar amounts available for appropriation including estimated revenues, fund transfers, and beginning fund balances.

REVALUATION - Massachusetts municipal finance law requires that the Massachusetts Department of Revenue formally certify that property tax assessments represent the "full and fair cash valuation" of properties. The process of determining the "full and fair cash valuation" of taxable property is known as Revaluation.

REVENUE - Budgetary resources. The various revenues the Town receives are listed in the Revenue Section of Town Administrator's Summary.

REVOLVING FUND – As authorized under M.G.L. Ch. 53 E ½, departmental revolving funds allow communities to raise revenues from a specific service and use those revenues without appropriation to support the service. Each revolving fund must be re-authorized each year at annual town meeting, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all

associated fringe benefits.

SCHOOL BUILDING ASSISTANCE PROGRAM – A program started by the Commonwealth of Massachusetts with a mission to partner with Massachusetts communities to support the design and construction of educationally-appropriate, flexible, sustainable, and cost-effective public school facilities. The Massachusetts School Building Authority has a dedicated revenue stream of one penny of the State’s 6.25% sales tax.

SEWER & WATER CHARGES - The Town operates a Water and Sewer Enterprise Fund to manage these municipal operations. Users of sewer and water services provided by the Town pay charges depending upon usage. Revenue received from charges for sewer and water services is used to fully support the costs of utility operations, such as Massachusetts Water Resources Authority (MWRA) assessments, debt service obligations, personnel costs, and capital projects. Charges for services are based on an inclining block rate structure corresponding to usage. Charges rise as usage increases. The Town pays the MWRA assessments to dispose of Town sewage.

STABILIZATION FUND – Massachusetts General Law Ch.40, Sec. 5B, allows a municipality to appropriate in any year an amount not exceeding ten percent of the amount raised in the preceding fiscal year; the aggregate amount in the fund shall not exceed ten percent of the equalized valuation of the municipality. The treasurer shall be custodian of the funds and may invest the proceeds legally; any interest earned shall remain with the respective funds. Money from the Stabilization Funds may be appropriated for any lawful purpose by two-thirds vote of Town Meeting.

Natick has five Stabilization Funds as of January 5, 2014: the General Stabilization Fund, the Capital Stabilization Fund, the Operational/Rainy Day Stabilization Fund, the One-to-One Technology Stabilization Fund and the Inflow and Infiltration Stabilization Fund.

TAX LEVY - The total amount to be raised through real estate and personal property taxes. Natick property owners pay taxes to the Town based on the assessed value of their real and/or personal property. Each year the Board of Selectmen conducts a tax classification hearing to determine a tax rate. The Town Assessor makes adjustments to real estate values in order to properly reflect fair market value. In addition to real estate, businesses may also pay a personal property tax (set at the commercial rate) based on the value of their professional equipment, furniture and fixtures. The amount of taxes a property owner pays is determined by multiplying the applicable tax rate by the valuation. For example, if the tax rate is \$10 and a property's assessed value is \$100,000, the property owner will pay \$10 times \$100,000/1,000, or \$1,000. Tax levy revenues are the largest source of funding for the Town. These revenues support most school, police, fire, public works, library, and general governmental services to the community.

TAX LEVY LIMIT - The maximum amount that can be raised within the restrictions imposed by Proposition 2 ½.

TAX RATE - The amount of tax levied for each \$1,000 of assessed valuation.

USER FEES - Fees paid for direct receipt of a public service by the user or beneficiary of the service.

Basis of Accounting & Budgeting – Terminology

The following descriptions detail how the Town of Natick performs its accounting and budgeting.

- **Basis of Accounting:** General fund accounting is done on a modified accrual basis meaning that revenues are recognized when they become measurable or available (cash basis), while expenditures are accounted for in the accounting period incurred (accrual basis).
- **Basis of Budgeting:** Budgeting for all enterprise funds is done on a GAAP (Generally Accepted Accounting Principles) or full accrual basis. This means that expenditures and revenues are accounted for in the accounting period incurred.



Town of Natick

FY 2016 Preliminary Budget

Appendix D: Town Information & Demographics

History	D.3
Demographic & Geographic Information	D.3
Government & Election Information	D.4



Town of Natick

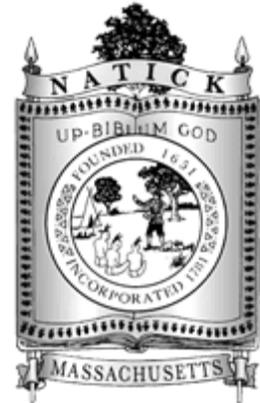
FY 2016 Preliminary Budget

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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

2012 Population: 33,760 (*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*)

2012 Population Per Square Mile: 2,102.12

2009 Housing Units Per Square Mile: 944.55 (Mass Dept. of Revenue)

2013 Road Miles: 155.92 (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
Klockner-Moeller Cognex	Motor Controls & Switchgear Equipment Manufacturers of Vision Instrumentation/Administration	200 180
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 March 6, 2014) 22,517

Partisan Affiliation:

Democrat: 7,499	Republican: 2,624	Unenrolled: 12,291
Libertarian: 53	Green Rainbow: 25	Reform: 2
We The People: 1	Constitution Party: 1	Socialist: 1
American Independent Party: 8	Inter 3 rd Party: 8	MA Independent Party: 2
Green Party: 1	Pirate Party: 1	

Town Offices: Town Hall, 13 East Central Street

US Senators: Edward J. Markey & Elizabeth Warren

Representative in Congress: Katherine Clark

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):

- Brown Elementary School, 1 Jean Burke Drive (1)
- Cole Recreational Center, 179 Boden Lane (2)
- Brown Elementary School, 1 Jean Burke Drive (3)
- Wilson Middle School, 24 Rutledge Road (4)
- Wilson Middle School, 24 Rutledge Road (5)
- Lilja School, 41 Bacon Street at Oak Street (6)
- Community Center, 117 East Central Street (7)
- Morse Institute Library, 14 East Central Street (8)
- Community Center, 117 East Central Street (9)
- Memorial School, 107 Eliot Street (10)



Town of Natick

FY 2016 Preliminary Budget

Appendix E: Program Improvement Requests



Town of Natick

FY 2016 Preliminary Budget

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FY 2016 Program Improvement Request Summary Table

<u>Department</u>	<u>Request</u>	<u>Compensation</u>	<u>Benefits</u>	<u>Expenses</u>	<u>Total</u>	<u>Funded</u>
Education and Learning						
Morse Library	Sunday Hours	\$ 30,000	\$ 435	\$ -	\$ 30,435	
Bacon Free	Library Assistant - Evening Hours	\$ 5,100	\$ 74	\$ -	\$ 5,174	
Bacon Free	Library Assistant - Additional Hours	\$ 3,200	\$ 46	\$ -	\$ 3,246	
Bacon Free	Printed Materials	\$ -	\$ -	\$ 3,000	\$ 3,000	
Sub-total Education and Learning		\$ 38,300	\$ 555	\$ 3,000	\$ 41,855	\$ -
Public Safety						
Fire Department	Portable Radios	\$ -	\$ -	\$ 11,000	\$ 11,000	\$ 11,000
Sub-total Public Safety		\$ -	\$ -	\$ 11,000	\$ 11,000	\$ 11,000
Public Works						
Administration	Department Assistant	\$ 39,283	\$ 17,389	\$ -	\$ 56,672	\$ 56,672
Highway	Snow & Ice	\$ -	\$ -	\$ 150,000	\$ 150,000	
Sub-Total Public Works		\$ 39,283	\$ 17,389	\$ 150,000	\$ 206,672	\$ 56,672
Health & Human Services						
Comm. Services	Community Gardens Coordinator	\$ 13,780	\$ 200	\$ -	\$ 13,980	
Board of Health	Sanitarian Position	\$ 47,000	\$ 17,832	\$ -	\$ 64,832	\$ 32,416
Sub-Total Health & Human Services		\$ 60,780	\$ 18,032	\$ -	\$ 78,812	\$ 32,416
Administrative Support Services						
Assessors	Administrative Assistant	\$ 3,287	\$ 48	\$ -	\$ 3,335	
Sub-Total Administrative Support Services		\$ 3,287	\$ 48	\$ -	\$ 3,335	\$ -
Total G/F Requests		\$ 141,650	\$ 36,024	\$ 164,000	\$ 341,674	\$ 100,088

FY2016 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 1 of 1

Department: Community Services
 Division: NCOF

Munis Dept #: 540
 Title: Community Gardens Coordinator

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY16 Only)	Ongoing Annual Cost (FY16 & Future)	TOTAL FY16 Request
<u>Compensation</u>				
				\$0
			\$13,780	\$13,780
				\$0
<u>Benefits</u>	Medicare (1.45% of wages)		\$200	\$200
	Retirement (estimate of 4.28% of eligible wages)			\$0
	Health Insurance (estimated HPRS family plan of \$15,138)			\$0
<u>Expenses</u>				
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
TOTAL		\$0	\$13,980	\$13,980

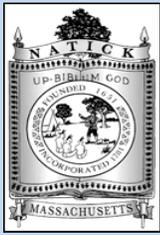
PURPOSE / DESCRIPTION OF REQUEST

Initiated in FY 15, the new Community Gardens Project has garnered significant community support.
 Supported by the Conservation Commission, funding to support this position must now be identified in the general fund.

SERVICE IMPLICATION

Without these funds the Community Gardens Project will not have adequate resources to continue.

FY2016 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 1 of 1

Department: Morse Institute Library
 Division: Education

Munis Dept #: 610
 Title: Restore Town Funding of Sunday Hours

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY16 Only)	Ongoing Annual Cost (FY16 & Future)	TOTAL FY16 Request
<u>Compensation</u>				
				\$0
			\$30,000	\$30,000
				\$0
<u>Benefits</u>	Medicare (1.45% of wages)		\$435	\$435
	Retirement (estimate of 4.28% of eligible wages)			\$0
	Health Insurance (estimated HPRS family plan of \$15,138)			\$0
<u>Expenses</u>				
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
TOTAL		\$0	\$30,435	\$30,435

PURPOSE / DESCRIPTION OF REQUEST

To have the Town restore municipal funding for Sunday hours. Four hours per Sunday at \$400/hr. x 4 hrs = \$1,600 per Sunday x 32 Sundays = \$51,200.

Currently, the town funds Sunday Hours (and Summer Saturdays) at \$30,000. The Morse Insitute Library is requesting an additional \$30,000 to cover costs.

(The actual cost for these Saturday and Sunday hours is \$59,489.)

SERVICE IMPLICATION

For four years the library has shortened its Sunday service hours due to lack of adequate municipal funding. Being open only three hours per Sunday is not sufficient to meet the needs of the community. Sunday hours are popular with the public, especially families and students doing homework, for public Internet access, and for offering pubic programs (such as musicians, authors, and artists).

FY2016 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: of

Department: **Bacon Free Library**
 Division:

Munis Dept #:
 Title:

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY16 Only)	Ongoing Annual Cost (FY16 & Future)	TOTAL FY16 Request
<u>Compensation</u>				
_____	_____			\$0
_____	_____			\$0
<u>Benefits</u>				
	Medicare (1.45% of wages)			\$0
	Retirement (estimate of 4.28% of eligible wages)			\$0
	Health Insurance (estimated HPRS family plan of \$15,138)			\$0
<u>Expenses</u>				
	Materials		\$3,000	\$3,000
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
TOTAL		\$0	\$3,000	\$3,000

PURPOSE / DESCRIPTION OF REQUEST

This \$3000 is the final amount to bring the Bacon Free Library's materials budget back to pre-recessionary levels. Prior to the Great Recession, our materials budget was \$12,000 a year. In FY2015 it was up from the low of \$6000 to \$9000. During this difficult financial period, patrons used libraries more than ever and Natick libraries rose to the challenge of providing the best service possible. The final \$3000 will be used by the BFL to purchase materials which will continue to support our mission to provide educational and entertaining materials to our patrons. Once our materials budget is restored, we do not anticipate requesting funds in this line item again in the near future.

SERVICE IMPLICATION

Restoring our materials budget will greatly enhance the collections at the BFL for children, teens, adults and seniors. It will increase our ability to provide a greater variety of materials such as audiobooks, music CD's in addition to the wide range of books that our patrons request on a daily basis. In addition to providing the best, most current and educationally valuable resources for our patrons, as part of the Minuteman network, we also support the larger library community when we are fully funded. And, finally, this addition will support our MAR for state certification.

FY2016 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: of

Department: **Bacon Free Library**
 Division:

Munis Dept #:
 Title:

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY16 Only)	Ongoing Annual Cost (FY16 & Future)	TOTAL FY16 Request
<u>Compensation</u>				
_____	_____			\$0
			\$3,200	\$3,200
				\$0
<u>Benefits</u>				
	Medicare (1.45% of wages)		\$46	\$46
	Retirement (estimate of 4.28% of eligible wages)			\$0
	Health Insurance (estimated HPRS family plan of \$15,138)			\$0
<u>Expenses</u>				
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
	TOTAL	\$0	\$3,246	\$3,246

PURPOSE / DESCRIPTION OF REQUEST

This amount is for an additional 4 hours a week of library assistant time at the Bacon Free Library. Our library assistants are the backbone of the library, performing every library task required to make the BFL an accessible, vibrant, and welcoming place for our patrons. As the Director and Assistant Director have increased responsibilities for programming and community collaboration, the library assistants are even more critical to the running of the library. With these additional funds for staffing, the Bacon Free Library will be fully staffed at "safe staffing" levels and we do not foresee requesting increased staffing funds in the near future.

SERVICE IMPLICATION

We are looking to add on evening hours as our patrons ask for us to be open more for working adults, after school hours and for additional programs. At this time we are only open one evening a week which greatly decreases our ability to provide meaningful programming and services to our increasing number of users. We feel that this increase would enhance our ability to serve the Natick community and respond to the added demands on our library. And, finally, the additional hours, in conjunction with the Morse Institute Library hours, would provide support to our Municipal Appropriation Requirement (MAR) for State Certification.

FY2016 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: of

Department: **Bacon Free Library**
 Division:

Munis Dept #:
 Title:

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY16 Only)	Ongoing Annual Cost (FY16 & Future)	TOTAL FY16 Request
<u>Compensation</u>				
				\$0
			\$5,100	\$5,100
				\$0
<u>Benefits</u>				
	Medicare (1.45% of wages)		\$74	\$74
	Retirement (estimate of 4.28% of eligible wages)			\$0
	Health Insurance (estimated HPRS family plan of \$15,138)			\$0
<u>Expenses</u>				
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
TOTAL		\$0	\$5,174	\$5,174

PURPOSE / DESCRIPTION OF REQUEST

This amount is for an additional 6 hours a week of library assistant time at the Bacon Free Library. This library assistant time will allow the Bacon Free Library to be open an additional evening a week. Right now we are until 8:30 on Tuesdays. We have all of our late programming on this day which really circumscribes our ability to host innovative programs for every age range and interest. With a second evening open, we will be able to double our evening programs, reaching even a wider audience than we already do.

Our library assistants are the backbone of the library, performing every library task required to make the BFL an accessible, vibrant, and welcoming place for our patrons. As the Director and Assistant Director have increased responsibilities for programming and community collaboration, the library assistants are even more critical to the running of the library. With these additional funds for staffing, the Bacon Free Library will be fully staffed (including 3 additional hours open a week) and we do not foresee requesting increased staffing funds in the near future.

SERVICE IMPLICATION

We are looking to add on evening hours as our patrons ask for us to be open more for working adults, after school hours and for additional programs. At this time we are only open one evening a week which greatly decreases our ability to provide meaningful programming and services to our increasing number of users. We feel that this increase would enhance our ability to serve the Natick community and respond to the added demands on our library. And, finally, the additional hours, in conjunction with the Morse Institute Library hours, would provide support to our Municipal Appropriation Requirement (MAR) for State Certification.

FY2016 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 2 of 2

Department: Department of Public Works
 Division: Highway

Munis Dept #: 429
 Title: DPW - Highway

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY16 Only)	Ongoing Annual Cost (FY16 & Future)	TOTAL FY16 Request
Compensation				
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
Benefits				
	Medicare (1.45% of wages)			\$0
	Retirement (estimate of 4.28% of eligible wages)			\$0
	Health Insurance (estimated HPRS family plan of \$15,138)			\$0
Expenses				
0142902	578000		\$150,000	\$150,000
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
TOTAL		\$0	\$150,000	\$150,000

PURPOSE / DESCRIPTION OF REQUEST

This request would add \$150,000 to the snow and ice budget. A review of actual spending indicates an average annual expense in excess of \$700,000. This request would more accurately budget for known expenses. The chart below provides a history of actual expenses.

	FY00	FY01	FY02	FY03
Budgeted Amount	150,000.00	150,000.00	150,000.00	150,000.00
Total Expenses	220,944.24	546,000.00	232,385.54	595,726.04
	FY04	FY05	FY06	FY07
Budgeted Amount	150,000.00	150,000.00	150,000.00	150,000.00
Total Expenses	449,537.84	895,551.00	449,626.58	352,977.90
	FY08	FY09	FY10	FY11
Budgeted Amount	150,000.00	150,000.00	150,000.00	150,000.00
Total Expenses	882,778.60	895,551.00	449,627.00	867,663.03
	FY12	FY13	FY14	FY15YTD
Budgeted Amount	150,000.00	150,000.00	150,000.00	150,000.00
Total Expenses	299,507.73	862,114.58	1,042,022.44	138,845.91
Total Expenses	5 Year Average	10 Year Average	5 Year Median	10 Year Median
	\$ 704,186.96	\$ 699,741.99	\$ 862,114.58	\$ 864,888.81

SERVICE IMPLICATION

FY2016 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 1 of 2

Department: Department of Public Works
 Division: Administration

Munis Dept #: 420
 Title: DPW - Administration

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY16 Only)	Ongoing Annual Cost (FY16 & Future)	TOTAL FY16 Request
<u>Compensation</u>				
0142001	511300		\$39,283	\$39,283
				\$0
<u>Benefits</u>				
	Medicare (1.45% of wages)		\$570	\$570
	Retirement (estimate of 4.28% of eligible wages)		\$1,681	\$1,681
	Health Insurance (estimated HPRS family plan of \$15,138)		\$15,138	\$15,138
<u>Expenses</u>				
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
TOTAL		\$0	\$56,672	\$56,672

PURPOSE / DESCRIPTION OF REQUEST

This request would add a Department Assistant to the DPW. Beginning in FY2016, Facilities, Procurement, the Sustainability Coordinator will be located at 75 West Street. This will increase the over the counter support required at DPW. Current staffing is inadequate. This request would restore administrative staffing to FY2010 levels.

SERVICE IMPLICATION

FY2016 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 1 of 1

Department: Finance Department
 Division: Assessors

Munis Dept #: 141
 Title: Administrative Assistant to Full Time

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY16 Only)	Ongoing Annual Cost (FY16 & Future)	TOTAL FY16 Request
<u>Compensation</u>				
511300	Add 5hrs bi-weekly	\$124.52 bi-weekly	\$3,287	\$0 \$3,287
<u>Benefits</u>				
	Medicare (1.45% of wages)		\$48	\$0 \$48
	Retirement (estimate of 4.28% of eligible wages)		\$0	\$0 \$0
	Health Insurance (estimated HPRS family plan of \$15,138)		\$0	\$0 \$0
<u>Expenses</u>				
				\$0 \$0 \$0 \$0 \$0
TOTAL		\$0	\$3,335	\$3,335

PURPOSE / DESCRIPTION OF REQUEST

Currently we employ a part time Administrative Assistant. The Administrative Assistant currently works seventy hours bi-weekly, she receives and is eligible for all benefits. The request asks for the additional five hours bi-weekly to assist the department with: additional assistance, the prospect of advancement, and a consistent schedule. The office anticipates several retirements to take place in the next three years. We will be continuing to educate this person and hope she will be able to step into an Assistant Assessors position that will need to be filled due to retirement.

SERVICE IMPLICATION



Appendix F: Staffing Salary Sheets

Bacon Free Library	F.1
Board of Health	F.2
Board of Selectmen	F.3
Community Services – Administration	F.4
Community Services – Council on Aging	F.5
Community Services – Human Services	F.6
Community Services – Natick Community Organic Farm	F.7
Community Services – Recreation & Parks	F.8
Community Services – Veterans’ Services	F.9
Community Development	F.10
DPW – Administration	F.11
DPW – Engineering	F.12
DPW – Equipment Maintenance	F.13
DPW – Highway/Sanitation	F.14
DPW – Land Facilities & Natural Resources	F.15
Facilities Management	F.16
Fire Department	F.18
Information Technology	F.26
Morse Institute Library	F.27
Parking Enforcement	F.31
Police Department	F.32
Sealer of Weights & Measures	F.42
Town Clerk	F.43
Enterprise Fund – Water/Sewer	F.44
Enterprise Fund – Sassamon Trace Golf Course	F.46



A	B	C	D	E	F	G	H	I	J	K	L	M	N	P
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step [(I+L)*M]	Total FY 2016
Department		Bacon Free Library				Munis Dept. #		55				(@ 52 weeks)		(@ 52.4 weeks)
Salaries Management						MUNIS Code		5111						
45255	Jain	Meena	8/11/2014	0.90	Director	Per. Bd.	Level 3	59,460	Level 3	59,460	0	0%	59,460	59,917
Sub-total Salaries Management													59,917	
Salaries Technical/Professional						MUNIS Code		5114						
43386	Caruso	Francis	11/5/2007	0.73	Asst. Director	Per. Bd.	Level 2	37,960	Level 2	37,960	0	0%	37,960	38,252
44426	Stirling	Casey	4/17/2012	0.48	Lib. Asst.	Per. Bd.	L3-2	15,680	L3-3	16,164	121	0%	15,801	15,922
45124	Lesellier	Graziela	4/9/2014	0.48	Lib. Asst.	Per. Bd.	L3-1	15,225	L3-2	15,680	114	0%	15,339	15,457
	Vacant			0.20	Lib. Asst. P/T	Per. Bd.	L3-1	6,228	L3-2	6,602		0%	6,228	6,275
Sub-total Tech/Prof.													75,906	
Total Salaries - Bacon Free Library				2.79										\$ 135,824

Key:

Per. Bd. - Personnel Board; COLA - Cost of Living Adjustment



Department Board of Health

A	B	C	D	E	F	G	H	I	J	K	L	M	N	Q	O	P	
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Total FY 2016	Sec To Board	Longevity	
Department		Board of Health				Munis Dept. #		53				[(K-I)/D]		[(I+L)*M]			
														(@ 52 weeks) (@ 52.4 weeks)			
Salaries Management						MUNIS Code		5111									
946	White	James	11/21/1979	1.0	Director	Per. Bd.	Level 4	101,000	Level 4	101,000	0	0.0%	101,000	101,777			
Sub-total Salaries Management														101,777			
Salaries Operational Staff						MUNIS Code		5113									
42317	Cotter	Jean	8/2/2006	1.00	Dept Asst	1116	B6-2	48,763	B6-3	50,257	623	0%	49,386	49,766	1,039		
44779	Shaw	Laurie	5/8/2014	1.00	Dept Asst	1116	B4-2	43,601	B4-3	44,893	215	0%	43,817	44,153			
Sub-total Salaries Operational Staff														93,919			
Salaries Technical/Professional						MUNIS Code		5114									
VACANT					Sanitarian	Per. Bd.	DB-4	0	DB-4	0	0	0.0%	0	0			
42442	Mercer	Leila	7/1/2004	1.0	Pub Health Nurse	Per. Bd.	Level 3	66,299	Level 3	66,299	0	0.0%	66,299	66,809			
41681	Boudreau	Michael	9/10/2001	1.0	Health Agent	Per. Bd.	Level 3	71,299	Level 3	71,299	0	0.0%	71,299	71,847			
43888	Anderson	Jane	3/3/2010	1.0	Env. Health Agent	Per. Bd.	Level 3	68,925	Level 3	68,925	0	0.0%	68,925	69,455			
Sub-total Salaries Technical/Professional														208,111			
Technical/Professional-Inspectors - Part Time						MUNIS Code		5124									
44147	Tosi	Keith	4/1/2011		Animal Inspector	Per. Bd.	A2-1	3,378	A2-1	3,378	0	0%	3,378	3,404			
Clinic Nurses								2,227		2,227	0	0%	2,227	2,244			
Sub-total Salaries Technical/Professional - Inspectors - Part time														5,648			
Total Salaries - Board of Health				6.00												\$ 410,494	

Key:
Per. Bd. - Personnel Board; 1116 - Clerical Union - Local 1116; COLA - Cost of Living Adjustment

Notes:
The Secretary to the Board stipend is MUNIS code 5123 although it is placed on a different line here for clarity's sake. Stipend goes to Jean Cotter who holds that position.



Town of Natick

Personnel Staffing Sheets

Department Board of Selectmen

A	B	C	D	E	F	G	H	I	J	K	L	M	N	P
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Total FY 2016
Department Board of Selectmen						Munis Dept. #	13		(@ 52 weeks) (@ 52.4 weeks)					
Salaries Management						MUNIS Code	5111							
43095	White	Martha	9/13/2006	1.00	Town Administrator	Per. Bd.	Contract	172,000		172,000	0	0.0%	172,000	173,323
3853	Chenard	William	12/16/2013	1.00	Deputy TA/Operations	Per. Bd.	Level 6	133,900	Level 6	133,900	0	0.0%	133,900	134,930
45038	Towne	Jeffrey	1/6/2014	1.00	Deputy TA/Finance	Per. Bd.	Level 6	133,900	Level 6	133,900	0	0.0%	133,900	134,930
43880	Tranfaglia	Richard	2/8/2010	1.00	Dir. Human Resources	Per. Bd.	Level 5	113,003	Level 5	113,003	0	0.0%	113,003	113,872
Sub-total Salaries Management													557,055	
Salaries Supervisory						MUNIS Code	5112							
2472	Fleming	Maureen	5/19/1986	1.00	Sen. Exec. Assist.	Per. Bd.	Level 2	64,358	Level 2	64,358		0.0%	64,358	64,853
Sub-total Salaries Supervisory													64,853	
Salaries Operational Staff						MUNIS Code	5113							
	Vacant			1.00	Sen. Exec Asst.	Per. Bd.	Level 2	58,000	Level 2	58,000	0	0.0%	58,000	58,446
42601	Clark	Linda	12/13/2004	1.00	Admin Assistant	Per. Bd.	Level 3	63,228	Level 3	63,228	0	0.0%	63,228	63,715
45108	Farrar	Sarah	3/19/2014	1.00	HR Coordinator	Per. Bd.	Level 2	47,000	Level 2	47,000	0	0.0%	47,000	47,362
Sub-total Salaries Operational Staff													169,522	
Salaries Operational Staff - Part Time						MUNIS Code	5123							
	Interns / other			0.25	Office Help	Per. Bd.	H-10 4	0	H-10 5	0	0	0.0%	0	10,000
Sub-total Salaries Operational Staff													179,522	
Technical/Professional						MUNIS Code	5114							
44375	Roche	Peter	2/1/2012	1.00	Procurement Mgr.	Per. Bd.	Level 3	75,658	Level 3	75,658	0	0.0%	75,658	76,240
45360	Wilson-Martin	Jillian	11/12/2014	1.00	Sustainability Coord	Per. Bd.	Level 3	78,000	Level 3	78,000	0	0.0%	78,000	78,600
Sub-total Salaries Operational Staff - Part Time													154,840	
Total Salaries - Board of Selectmen				Total FTE	10.25									\$ 956,270

Key:

Per. Bd. - Personnel Board; 1116 - Clerical Union - Local 1116; COLA - Cost of Living Adjustment

Notes:



A	B	C	D	E	F	G	H	I	J	K	L	M	N	P	Q	
											[(K-I)/D]	[(I+L)*M]	[N+O]			
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Total FY 2016	Other Comp.	
Department Council on Aging			Munis Dept. #			30						(@ 52 weeks) (@ 52.4 weeks)				
Salaries Management						MUNIS Code			5111							
45358	Ramsey	Susan	11/12/2014	1.0	Director	Per. Bd.	Level 4	72,000	Level 4	72,000	-	0%	72,000	72,554		
Sub-total Salaries Management														72,554		
Salaries Operational Staff						MUNIS Code			5113							
44954	Hughes	Amanda	10/7/2013	1.0	Dept Assist	1116	B4-1	40,614	B4-2	43,601	2,241	0%	42,855	43,184		
44298	Edwards	Karen	1/7/2015	1.0	Vol. Coord.	Per. Bd.	Level 2	47,000	Level 2	47,000	-	0%	47,000	47,362		
42281	Carr	Theresa	11/17/2003	1.0	Sr. Clerk	1116	B5-4	48,559	B5-4	48,559	-	0%	48,559	48,933	750	
43692	McNally	Lorraine	4/6/2009	1.0	Asst. Dir.	Per. Bd.	Level 3	59,000	Level 3	59,000	-	0%	59,000	59,454		
44719	Kirby	Sharon	3/11/2013	0.62	Program. Asst	Per. Bd.	H5-3	27,494	H5-4	27,494	0	0%	27,494	27,706		
Sub-total Salaries Operational Staff														226,638		
Total Salaries - Council on Aging				5.62											\$ 299,192	

Total Other Compensation

750

\$ 299,942

Key:

Per. Bd. - Personnel Board; 1116 - Clerical Union - Local 1116; COLA - Cost of Living Adjustment
 In FY16 - Social Worker (1 FTE) and Outreach Coordinator (1 FTE) have been moved to the Human Services Division
 In FY16 - PT Social Worker (.37 FTE) has been eliminated and replaced by a PT Receptionist in the Parks & Recreation Division

Notes:

Grant Funded Positions															
Salaries Operational Staff (P-T)						MUNIS Code			303715-510000						
Collari	Patricia			0.49	Clerk - P/T	Per. Bd.	H3-6	14,896	H3-6	14,896	0	0%	14,896	15,010	
Sub-total Salaries Operational Staff (P-T)														15,010	



Department Human Services

A	B	C	D	E	F	G	H	I	J	K	L	M	N	P	Q	
											[(K-I)/D]	[(I+L)*M]				
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Total FY 2016	Other Comp.	
Department		Human Services				Munis Dept. #			57							(@ 52 weeks) (@ 52.4 weeks)
Salaries Technical/Professional Staff						MUNIS Code				5114						
42672	Checket	Helen	4/11/2005	1.0	Social Worker	Per. Bd.	Level 2	67,000	Level 2	67,000	0	0%	67,000	67,515	-	
43566	Budd	Debra	9/2/2008	1.0	Outreach Coord.	Per. Bd.	Level 1	47,685	Level 1	47,685	0	0%	47,685	48,052	-	
Sub-total Technical/Professional Staff													115,567			
Total Other Compensation														-		
Total Salaries - Human Services				2.00											\$ 115,567	

Key:

Per. Bd. - Personnel Board; 1116 - Clerical Union - Local 1116; COLA - Cost of Living Adjustment

Notes:

In FY16 - Social Worker (1 FTE) and Outreach Coordinator (1 FTE) have been moved to this new division (Human Services) from Council on Aging.



Town of Natick

Personnel Staffing Sheets

Department Community Services

A	B	C	D	E	F	G	H	I	J	K	L	M	N	P
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin		End		Pro-Rata	COLA	End Step	Total FY 2016
Division			Natick Community Organic Farm			Munis Dept. #							(@ 52 weeks)	(@ 52.4 weeks)
Salaries Supervisory						MUNIS Code		5112						
1996	Simkins	Lynda	7/1/1983	1.0	Director	Per. Bd.	Level 3	73,483	Level 3	73,483	0	0%	73,483	74,048
Sub-total Salaries Management													74,048	
Salaries Technical/Professional						MUNIS Code		5114						
43682	Umbrell	Patricia	3/23/2009	0.75	Office Administrator	Per. Bd.	Level 2	37,975	Level 2	37,975	0	0%	37,975	38,267
44989	Townsend	Casey	10/28/2013	1.0	Assistant Director	Per. Bd.	Level 2	51,500	Level 2	51,500	0	0%	51,500	51,896
Total Other Compensation													-	
Total Salaries - Recreation & Parks				2.75										\$ 164,212

Key:

Per. Bd. - Personnel Board



Department Recreation & Parks

A	B	C	D	E	F	G	H	I	J	K	L	M	N	P	O	
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Step Amt.	Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Total FY 2016	Other Comp.	
Department Recreation & Parks						Munis Dept. #	56									(@ 52 weeks) (@ 52.4 weeks)
Salaries Management						MUNIS Code	5111									
41003	Marshall	Jonathan	6/1/2004	1.0	Dir of Rec.	Per. Bd.	Level 4	80,267	Level 4	80,267		0%	80,267	80,884	-	
Sub-total Salaries Management													80,884			
Salaries Supervisory						MUNIS Code	5112									
3028	Keefe	Daniel	1/8/1990	1.0	Asst Dir	Per. Bd.	Level 3	76,322	3	76,322	0	0%	76,322	76,909	-	
Sub-total Salaries Management													76,909			
Salaries Operational Staff						MUNIS Code	5113									
3473	Pinault	Linda	3/8/1993	1.0	Admin Asst	CL 1116	B5-4	48,559	B5-4	48,559		0%	48,559	48,933	1,500	
	Vacant			0.37	Receptionist PT	Per. Bd.								23,013		
Sub-total Salaries Operational Staff													71,946			
Overtime													2,250			
Salaries Technical/Professional						MUNIS Code	5114									
44427	Friedman	Aaron	4/9/2012	1.0	Program Coor	Per. Bd.	Level 3	64,490	3	64,490	0	0%	64,490	64,986	-	
42716	Carter	Melissa	9/4/2013	0.80	SpecNeeds/Coor	Per. Bd.	Level 2	41,600	2	41,600	0	0%	41,600	41,920	-	
Sub-total Salaries Technical/Professional													106,906			
Total Additional Compensation													1,500			
Total Salaries - Recreation & Parks				5.17											\$ 340,395	

Key:
 Per. Bd. - Personnel Board; CL 1116 - Clerical Union - Local 1116; RL 1116 - Recreation Union - Recreation Local 1116; COLA - Cost of Living Adjustment

Notes:
 In FY16 - Part-time Social Worker, formerly in the COA Division, has been replaced by a Part-time Receptionist in the Recreation & Parks Division.
 In FY16 - Bookkeeper position, formerly in the Recreation & Parks Division has been moved to the Community Services Administration Budget.



Town of Natick

Personnel Staffing Sheets

Department Veterans Services

A	B	C	D	E	F	G	H	I	J	K	L	M	N	P	Q		
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Total FY 2016	Other Comp.		
Department		Veterans Services				Munis Dept. #		29									
											[(K-I)/D]	[(I+L)*M]					
											(@ 52 weeks)	(@ 52.4 weeks)					
Salaries Management						MUNIS Code				5111							
43901	Carew	Paul	3/29/2010	1.0	Director	Per. Bd.	Level 3	\$ 66,989	Level 3	\$ 66,989	0	0%	\$ 66,989	\$ 67,505	-		
Sub-total Salaries Management													\$ 67,505				
Salaries Operational Staff						MUNIS Code				5113							
41437	Young	Sheila	4/12/2000	1.0	Exec. Asst.	1116	B6-4	\$ 51,752	B6-4	\$ 51,752	0	0%	\$ 51,752	\$ 52,150	\$ 1,125		
Sub-total Salaries Operational Staff													\$ 52,150				
Total Other Compensation													\$ 1,125				
Total Salaries - Veterans Services				2.0											\$ 120,780		

Key:

Per. Bd. - Personnel Board; 1116 - Clerical Union - Local 1116; COLA - Cost of Living Adjustment

Notes:



Department Community Development

A	B	C	D	E	F	G	H	I	J	K	L	M	N	P	
											[(K-I)/D]	[(I+L)*M]			
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Step Amt.	Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Total FY 2016	
Department		Community Development			Munis Dept. #		21								(@ 52 weeks) (@ 52.4 weeks)
Salaries Management						MUNIS Code		5111							
VACANT															
42399	Gusmini	David	9/10/2013	1.0	Director- Comm/Econ	Per. Bd.	Level 5	120,000	Level 5	120,000		0.0%	120,000	120,923	
				1.0	Building Comm.	Per. Bd.	Level 4	92,700	Level 4	92,700		0.0%	92,700	93,413	
Sub-total Salaries Management														214,336	
Salaries Supervisory						MUNIS Code		5112							
1223	Greel	Anne	10/17/1979	1.0	Exec Asst Clerk	1116	B7-4	56,182	B7-4	56,182	0	0.0%	56,182	56,614	
Sub-total Salaries Management														56,614	
Salaries Operational Staff						MUNIS Code		5113							
41780	Calhoun	Susan	1/3/2002	1.0	Admin Assist.	1116	B5-4	48,559	B5-4	48,559	0	0.0%	48,559	48,933	
45009	Cox	Maegan	12/2/2013	1.0	Admin Assist.	1116	B5-4	48,559	B5-4	48,559	0	0.0%	48,559	48,933	
Sub-total Salaries Operational Staff														97,866	
Salaries Technical/Professional						MUNIS Code		5114							
41128	Connelly	Michael	4/27/1998	1.0	Assist Inspector	Per. Bd.	Level 3	72,571	3	72,571	0	0.0%	72,571	73,129	
44424	Libby	Eric	4/13/2012	1.0	Assist Inspector	Per. Bd.	Level 3	65,797	3	65,797	0	0.0%	65,797	66,303	
43597	Merkel	Joseph	9/22/2008	1.0	Housing/Gen Planner	Per. Bd.	Level 3	75,706	3	75,706	0	0.0%	75,706	76,289	
VACANT				1.0	Transport. Planner	Per. Bd.	Level 3	75,000	3	75,000	0	0.0%	75,000	75,577	
														291,298	
41809	Bois	Robert	8/13/2014	0.4	Conservation Agent	Per. Bd.	Level 3	18,000	Level 3	18,000	0	0.0%	18,000	18,138	
Sub-total Salaries Technical/Professional														309,437	
Technical/Professional-Inspectors - Part Time						MUNIS Code		5124							
2473	Dempsey	Robert	4/17/1986	0.80	Inspector, Plum.	Per. Bd.	M8-5	33,946	M8-5	34,961	254	0.0%	34,199	34,462	
44153	Bouret	Kevin	5/17/2011	0.60	Inspector, Wire	Per. Bd.	M7-0	21,965	M7-1	22,626	110	0.0%	22,075	22,245	
1882	Lessard	George	11/1/1982	0.25	Inspector, Plum.	Per. Bd.	M8-4	10,306	M8-5	10,608	201	0.0%	10,507	10,588	
3124	Chavious	Scott	6/29/1995	0.80	Inspector, Wire	Per. Bd.	M7-4	32,980	M7-5	33,946	0	0.0%	32,980	33,234	
3926	Lamont	Gregg	6/5/1996	0.45	Inspector, Wire	Per. Bd.	M7-2	16,474	M7-3	16,970	41	0.0%	16,515	16,642	
43390	Sherman	Allan	11/1/2007	0.45	Inspector, Plum.	Per. Bd.	M8-0	18,162	M8-1	18,162	0	0.0%	18,162	18,302	
Sub-total Salaries Technical/Professional - Inspectors - Part time														135,474	
Operational Staff Overtime														23,000	
Total Other Compensation														3,250	
Total Salaries - Community Development				12.75										\$ 839,977	

Key: Per. Bd. - Personnel Board; 1116 - Clerical Union - Local 1116; COLA - Cost of Living Adjustment

Notes: Tech /Prof Inspectors - Part-Time are utilized in an as needed basis



A	B	C	D	E	F	G	H	I	J	K	L	M	N	R	O	P	Q		
											[(K-I)/D]	[(+L)*M]							
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Total FY 2016	LGY	EDU	Other Comp.		
Department		DPW Administration			Munis Dept. #			41										(@ 52 weeks) (@ 52.4 weeks)	
Salaries Management Staff						MUNIS Code						5111							
45378	Marsette	Jeremy	12/17/2014	1.0	Director	Pers. Bd.	Level 5	120,000	Level 5	120,000	0	0.0%	120,000	120,923					
Total Salaries - Management Staff				1.0										120,923					
Salaries Operational Staff						MUNIS Code						5113							
44177	Mui	Nelson	7/5/2011	1.0	Data Analyst	Pers. Bd.	Level 2	53,950	Level 2	53,950	0	0.0%	53,950	54,365					
2041	Arena Blair	Cheryl	10/3/1983	1.0	Exec. Asst.	Clerical 1116	B6-4	51,752	B6-4	51,752	0	0.0%	51,752	52,150		2,500			
Total Salaries - Operational Staff				2.0										106,515					
Salaries Part Time Operational						MUNIS Code						5123							
Temporary Help					Interns	Base	H3	12,106		12,106	0	0%	12,106	12,200					
Salaries Temporary Operational														12,200					
Overtime														10,191		\$2,500	\$0	\$0	
FLSA Salaries (for entire Public Works Department)														5,000					
Other Compensation														2,500					
Total Salaries - DPW Administration				3.00										257,329					

Key:

Per. Bd. - Personnel Board; 1116 - Clerical Union - Local 1116; COLA - Cost of Living Adjustment



A	B	C	D	E	F	G	H	I	J	K	L	M	N	R	O	P	Q
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Total FY 2015	LGY	EDU	Other Comp.
Department						Public Works - Engineering			Munis Dept. #			42		(@ 52 weeks) (@ 52.4 weeks)			
Salaries Supervisory Staff						MUNIS Code			5112								
40086	COVIELLO	MARK	05/05/97	1.0	DIV SUPVSR	SUPER/ADM	C2A-5	102,657	C2A-5	102,657	0	0%	102,657	103,446	0	5,500	1,500
Total Salaries - Supervisory Staff				1.0										103,446	0	5,500	1,500
Salaries Technical/Professional Staff						MUNIS Code			5113								
42644	DIGIACOMO	JOHN	02/16/2005	1.0	ASST TWN ENGI	SUPER/ADM	C1-5	92,946	C1-5	92,946	0	0%	92,946	93,661	300	7,300	1,500
42456	HANSEN	JEFFREY	08/23/2006	1.0	PROJ ENGNR	SUPER/ADM	C8-3	73,269	C8-4	76,865	3,596	0%	76,865	77,456	0	5,500	1,500
3739	ALCOCK	BRIAN	09/19/1994	1.0	CAD/GIS TECH	SUPER/ADM	C10-3	60,996	C10-4	63,462	2,466	0%	63,462	63,950	0	4,500	1,500
Total Salaries - Technical/Professional Staff				3.0										235,067	300	17,300	4,500
PT Operational						MUNIS Code			5123								
						HRLY RATE			# HOURS								
45189	MCGRAIL	TIMOTHY	6/30/2014	1.0	Co-op Stud/Inter		17.50	52	40								
2455	DEROSA	WILLIAM	7/19/2011	0.49	Const Engineer		27.50	52	19.5								
													36,400	36,680			
													27,885	28,100			
													64,780				
Total Additional Compensation													29,100				
Total Salaries - Public Works - Engineering				5.49										432,393			

Key:
Per. Bd. - Personnel Board; 1116 - Labor Union - Local 1116; COLA - Cost of Living Adjustment

Notes:



Town of Natick

Personnel Staffing Sheets

Department Public Works - Equipment Maintenance

A	B	C	D	E	F	G	H	I	J	K	L	M	N	S	O	P	Q	R		
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Step Amt.	Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Total FY 2016	LGY	EDU	DIFF	Other Comp.		
Department						Public Works - Equipment Maintenance	Munis Dept. #		43											(@ 52 weeks) (@ 52.4 weeks)

Salaries Supervisory Staff						MUNIS Code		5112										
2353	Collins	Thomas	8/19/85	1.0	Division Super	Super/Admin	C2-5	98,285	C2-5	98,285	0	0%	98,285	99,041		5,000	-	8,084
Total Salaries - Supervisory Staff				1.0											99,041	5,000	-	8,084

Salaries Operational Staff						MUNIS Code		5113											
43422	Fisher Jr	Kenneth	2/20/08	1.0	Gen Foreman	LL 1116	MD-6	57,278	MD-7	61,741	3,348	0%	60,626	61,092	-		1,600		
42742	Hayes II	Wesley	8/3/05	1.0	Wkg Foreman	LL 1116	MC-7	55,734	MC-7	55,734	0	0%	55,734	56,163	-		450		
	Vacant		11/4/14	1.0	Lead Mech.	LL 1116	MB-7	55,048	MB-7	55,048	0	0%	55,048	55,472	-		400		
44200	Rudy	Ryan	7/26/11	1.0	Mech Welder	LL 1116	MA-7	54,018	MA-7	54,018	0	0%	54,018	54,434	-		150		
44641	Daukz	Matthew	11/14/12	1.0	Mech Welder	LL 1116	MA-4	46,644	MA-5	48,291	1,098	0%	47,742	48,109	-		105		
43911	Murphy	Benjamin	5/19/10	1.0	Mech Welder	LL 1116	MA-5	48,291	MA-6	50,280	332	0%	48,623	48,997	-		150		
44138	Wilhelm	Mitchell	4/27/11	1.0	Mech Welder	LL 1116	MA-4	46,644	MA-5	48,291	274	0%	46,919	47,280	-		150		
45155	Rockwood	Kevin	6/5/14	1.0	Mech Welder	LL 1116	MA-0	40,540	MA-1	41,294	63	0%	40,603	40,915	-		105		
Total Salaries - Operational Staff				8.0											412,461	-	-	3,110	-

Overtime 26,930

Other Compensation 16,194

Total Salaries - Public Works - Equipment M 9.00 554,626

Key:
Per. Bd. - Personnel Board; 1116 - Labor Union - Local 1116; COLA - Cost of Living Adjustment



Town of Natick

Personnel Staffing Sheets

Department Public Works - Highway/Sanitation

Table with columns A-R (Emp. #, Last Name, First Name, Date of Hire, FTE, Job title, Union, Begin Step, End Step, Step Amt., Pro-Rata Step, COLA, End Step, Total FY2016, LGY, EDU, DIFF, Other Comp.) and rows for Supervisory Staff, Operational Staff, and Part Time staff.



Town of Natick

Personnel Staffing Sheets

Department Public Works - Land Facilities & Natural Resources

Table with columns A-R (Emp. #, Last Name, First Name, Date of Hire, FTE, Job title, Union, Begin Step, End Step, Pro-Rata Step, COLA, End Step, Total FY 2016, LGY, EDU, DIFF, Other Comp.) and rows for Supervisory Staff, Operational Staff, and Part Time staff.

Key: Per. Bd. - Personnel Board; 1116 - Labor Union - Local 1116; COLA - Cost of Living Adjustment



Town of Natick

Department Facilities Management

A	B	C	D	E	F	H	I	J	L	N	M	O			
Emp. #	Date of Hire	Name	Work Location	FTE	Differential	FY 15 Step	FY 16 Step	Hourly FY15	Hourly FY16	Base Pay FY15	Base Pay FY16	Differential	FY2016 Budget Salary 52.4	Other Compensation Longevity	Account Number
Salaries Supervisory													52.4		
MUNIS Code															
44462	06/04/12	Paul Comerford	System	Facility Director	1.0 N/A	Level 5	51.9808	51.9808	108,120.00	108,120.00	-	-	108,951.69	-	
44479	06/18/12	Kevin Coxall	System	Facility Manager	1.0 N/A	Level 3	37.3780	37.3780	77,746.25	77,746.25	-	-	78,344.30	-	
		VACANT	System	Custodial Manager	1.0 N/A	Level 3	32.3654	32.3654	67,320.00	67,320.00	-	-	67,837.85	-	
Total Salaries Supervisory				3.0					253,186.25	253,186.25	-	-	255,133.84	-	0145001 511200
Salaries Technical/Professional															
MUNIS Code															
44510	08/13/12	Stephanie Luz	System	Assistant / Analyst	1.0 N/A	Level 2	27.2758	27.2758	56,733.75	56,733.75	-	-	57,170.16	-	
Total Salaries Management				1.0					56,733.75	56,733.75	-	-	57,170.16	-	0145001 511400
Salaries Operational															
MUNIS Code															
505	04/10/78	Robert Valle	Ben-Hem	Cust Sr III/II ?	1.0 Day	DD-9	DD-9	26.6808	26.6808	55,496.06	55,496.06	-	55,922.96	2,000.00	
44156	07/01/13	Daniel Halloran	Ben-Hem	Cust Jr I	1.0 Afternoon	D2-2	D2-3	16.9562	17.4996	35,268.90	36,399.17	1,040.00	37,727.16	-	
44801	04/02/14	Erika Korpi	Ben-Hem/Memorial	Cust Jr I	1.0 Afternoon	D2-1	D2-2	16.4123	16.9562	34,137.58	35,268.90	1,040.00	36,588.20	-	
3201	09/21/90	James Hill	Brown Elementary	Cust Sr I	1.0 Day	D9-8	D9-8	23.2332	23.2332	48,325.06	48,325.06	-	48,696.79	2,000.00	
42572	10/25/04	Gerard Lindsey	Brown Elementary	Cust Jr II	1.0 Afternoon	D6-8	D6-8	20.8511	20.8511	43,370.29	43,370.29	1,040.00	44,751.91	400.00	
2944	07/01/97	Leonard LaRosa	Johnson	Cust Sr I	1.0 Day	D9-8	D9-8	23.2332	23.2332	48,325.06	48,325.06	-	48,696.79	800.00	
42128	04/02/08	Mark D'Agostino	Johnson	Cust Jr II	1.0 Afternoon	D6-7	D6-8	20.4432	20.8511	42,521.86	43,370.29	1,040.00	44,751.91	-	
43456	05/20/08	Patrick Kenney	Johnson / High School	Cust Jr I	0.5 Night	D3-7	D3-8	19.9313	20.3290	20,728.55	21,142.16	780.00	22,090.79	-	
2422	01/02/86	Timothy Repella	Lilja	Cust Sr I	1.0 Day	D9-8	D9-8	23.2332	23.2332	48,325.06	48,325.06	-	48,696.79	2,000.00	
7133	05/29/01	Luis Galan	Lilja	Cust Jr II	1.0 Afternoon	D6-8	D6-8	20.8511	20.8511	43,370.29	43,370.29	1,040.00	44,751.91	400.00	
2463	04/07/86	Edward Harvey	Ben Hem	Cust Jr II	1.0 Afternoon	D6-8	D6-8	20.8511	20.8511	43,370.29	43,370.29	1,040.00	44,751.91	2,000.00	
7130	05/21/01	Michael Allen	Memorial	Cust Jr II	1.0 Afternoon	D6-8	D6-8	20.8511	20.8511	43,370.29	43,370.29	1,040.00	44,751.91	400.00	
42536	09/20/04	Mark Plant	High School	Cust Sr I	1.0 Day	D9-8	D9-8	23.2332	23.2332	48,325.06	48,325.06	-	48,696.79	400.00	
44557	08/27/12	Greg White	Wilson/Memorial	Cust Jr I	0.5 Afternoon	D2-3	D2-4	17.4996	18.0759	18,199.58	18,798.94	520.00	19,467.54	-	
Total Elementary School				13.0					573,133.91	577,256.89	8,580.00	590,343.33	10,400.00	0145001 511300	
40037	01/06/97	Carlos Fmania	Kennedy	Cust Sr I	1.0 Day	D9-8	D9-8	23.2332	23.2332	48,325.06	48,325.06	-	48,696.79	800.00	
7127	05/14/01	Jeffrey Bastien	Kennedy	Cust Jr II	1.0 Afternoon	D6-8	D6-8	20.8511	20.8511	43,370.29	43,370.29	1,040.00	44,751.91	400.00	
41047	07/31/97	Robert Harris	Kennedy	Cust Jr I	1.0 Afternoon	D2-8	D2-8	20.3290	20.3290	42,284.32	42,284.32	1,040.00	43,657.58	800.00	
43576	09/02/08	Deirdre Miller	Kennedy	Cust Jr I	1.0 Afternoon	D2-7	D2-8	19.9313	20.3290	41,457.10	42,284.32	1,040.00	43,657.58	-	
41620	04/30/01	Lawrence Chapski	Wilson	Cust Jr I	1.0 Afternoon	D2-8	D2-8	20.3290	20.3290	42,284.32	42,284.32	1,040.00	43,657.58	400.00	
42265	10/27/03	David Rodrigues	Wilson	Cust Sr II	1.0 Day	DD-8	DD-8	24.3100	24.3100	50,564.80	50,564.80	-	50,953.76	400.00	
42983	06/20/06	James Wight	Wilson	Cust Jr I	1.0 Afternoon	D2-4	D2-5	18.0759	18.7157	37,597.87	38,928.66	1,040.00	40,276.11	-	
44557	08/27/12	Greg White	Wilson/Memorial	Cust Jr I	0.5 Afternoon	D2-3	D2-4	17.4996	18.0759	18,199.58	18,798.94	520.00	19,467.54	-	
Total Middle School				7.5					324,083.34	326,840.70	5,720.00	335,118.86	2,800.00	0145001 511300	
2289	04/16/85	David Moores	High School	Cust Sr III	1.0 Day	DE-8	DE-8	26.6808	26.6808	55,496.06	55,496.06	-	55,922.96	2,000.00	
2590	10/27/86	John Zicko	High School	Cust Jr I	1.0 Night	D3-8	D3-8	20.3290	20.3290	42,284.32	42,284.32	1,560.00	44,181.58	2,000.00	
	01/21/15	Melvin Samayoa	High School	Cust Jr I	1.0 Night	D3-1	D3-1	16.4123	16.4123	34,137.58	34,137.58	1,560.00	35,972.18	-	
41028	07/01/97	Walter Assencoa	High School	Cust Jr I	1.0 Night	D3-8	D3-8	20.3290	20.3290	42,284.32	42,284.32	1,560.00	44,181.58	800.00	
42048	12/16/02	Gilberto Fmania	High School	Cust Assistant, Sr I	1.0 Night	DH-8	DH-8	24.3141	24.3141	50,573.33	50,573.33	1,560.00	52,534.35	400.00	
42462	08/16/04	Chris Fowler	High School	Cust Jr I	1.0 Night	D3-8	D3-8	20.3290	20.3290	42,284.32	42,284.32	1,560.00	44,181.58	400.00	
2336	01/15/87	Chris Gilbert	High School	Cust Sr I	1.0 Day	D9-8	D9-8	23.2332	23.2332	48,325.06	48,325.06	-	48,696.79	2,000.00	
42564	10/12/04	Ismael Calderon	High School	Cust Jr I	1.0 Night	D3-8	D3-8	20.3290	20.3290	42,284.32	42,284.32	1,560.00	44,181.58	400.00	
43456	05/20/08	Patrick Kenney	High School / Johnson	Cust Jr I	0.5 Night	D3-7	D3-8	19.9313	20.3290	20,728.55	21,142.16	780.00	22,090.79	-	
3711	08/24/94	Robert Lubinsch	High School - Kitchen	Cust Jr I	1.0 Afternoon	D2-8	D2-8	20.3290	20.3290	42,284.32	42,284.32	1,040.00	43,657.58	500.00	
3815	05/09/95	John Ramalho	High School - Truck	Cust Jr I	1.0 Day	D1-8	D1-8	20.3290	20.3290	42,284.32	42,284.32	-	42,609.58	1,200.00	
Total High School				10.5					462,966.50	463,380.11	11,180.00	478,210.57	9,700.00	0145001 511300	
40085	04/29/97	Ron Rutkowski	Maintenance	Maint Mech IV	1.0 Day	DL-8	DL-8	31.8774	31.8774	66,304.99	66,304.99	-	66,815.03	800.00	
44740	04/29/13	Maurice Richard	Maintenance	Maint Mech IV	1.0 Day	DL-7	DL-8	31.2539	31.8774	65,008.11	66,304.99	-	66,815.03	-	
	07/01/15	VACANT	Maintenance	Maint Mech IV	1.0 Day	DL-1	DL-1	26.4171	26.4171	54,947.57	54,947.57	-	55,370.24	-	
3594	09/11/95	Carolyn Mellish	Maintenance	Maintenance III	1.0 Day	DK-8	DK-8	24.6688	24.6688	51,311.10	51,311.10	-	51,705.80	1,200.00	
45033	01/02/14	Ken Noonan	Maintenance	Maint Mech III	1.0 Day	DK-7	DK-8	24.1863	24.6688	50,307.50	51,311.10	-	51,705.80	-	
43614	10/29/08	Edward Porter	Maint / Painter	Maint Mech III	1.0 Day	DK-6	DK-7	23.6745	24.1863	49,242.96	50,307.50	-	50,694.48	-	



Town of Natick

Department Facilities Management

A	B	C	D	E	F	H	I	J	L	N	M	O			
Emp. #	Date of Hire	Name	Work Location	FTE	Differential	FY 15 Step	FY 16 Step	Hourly FY15	Hourly FY16	Base Pay FY15	Base Pay FY16	Differential	FY2016 Budget Salary 52.4	Other Compensation Longevity	Account Number
8710	08/28/12	David Moores, Jr	Maintenance	Maintenance II	1.0 Day	DJ-3	DJ-4	18.3958	19.1957	38,263.26	39,927.06	-	40,234.19	-	
3923	04/16/96	Jeffrey Carter	Town Hall	Sr Cust II	1.0 Day	DD-8	DD-8	24.3100	24.3100	50,564.80	50,564.80	-	50,953.76	800.00	
43358	10/17/07	Christopher Jordan	Senior/Comm Center	Sr Cust I	1.0 Day	D9-8	D9-8	23.2332	23.2332	48,325.06	48,325.06	-	48,696.79	-	
42319	05/12/04	Oscar Otero	Fire/Police Station	Sr Cust I	1.0 Day	D9-8	D9-8	23.2332	23.2332	48,325.06	48,325.06	-	48,696.79	400.00	
43518	08/13/08	David Rines	Library	Sr Cust I	1.0 Day	D9-6	D9-7	22.1070	22.7789	45,982.56	47,380.11	-	47,744.57	-	
2943	10/17/88	Shawn Gilbert	Cole Recreation	Sr Cust I	1.0 Day	D9-8	D9-8	23.2332	23.2332	48,325.06	48,325.06	-	48,696.79	2,000.00	
Total Maintenance				12.0						616,908.03	623,334.40	-	628,129.28	5,200.00	0145001 511300
Sub-Total Salaries Operational										1,977,091.79	1,990,812.10				
Truck Driver - Revolving 123560 5001										(30,600.00)	(31,212.00)				
Total Salaries Operational				47.0						1,946,491.79	1,959,600.10	25,480.00	1,985,080.10	28,100.00	
Total Other Compensation												28,100.00	28,100.00		
Salaries Part-Time Operational (includes substitutes & seasonal maintenance personnel)												31,421.00			
Overtime												138,000.00			
NOTE: Steps effective July 1st for all who are not maxed.															
Total Facilities Management				47.0									\$ 2,494,906		



A	B	C	D	E	F	G	H	I		
Emp # Name		DOH	Pay Type	Level	Step	Rate (weeks)	Hours	Amount	Funding (@ 52.4 Weeks)	52.4
Salaries										
Management										
2460	White, Richard A.	7/22/1980	100 - Base	D2	1	52.4	42	2,723.56	142,714.54	
1128	Connelly, Edward J.	7/18/1979	100 - Base	D2	1	52.4	42	1,662.78	87,129.67	
3140	Lentini, Michael P.	5/4/1990	100 - Base	D2	1	52.4	42	1,662.78	87,129.67	
3800	Dow, Daniel J.	4/3/1995	100 - Base	D2	1	52.4	42	1,662.78	87,129.67	
2777	Carney, Peter E.	11/9/1987	100 - Base	D2	1	52.4	42	1,662.78	87,129.67	
42286	LiPoma, Victor J.	12/1/2003	100 - Base	D2	1	52.4	42	1,662.78	87,129.67	
Salaries Management									578,362.90	
Supervisory										
1129	Mitchell, Roy E.	7/18/1979	100 - Base	H6	2	52.4	42	1,430.45	74,955.58	
2807	Connelly, Mark J.	2/22/1988	100 - Base	H6	2	52.4	42	1,430.45	74,955.58	
41604	Austin, John J.	4/4/2001	100 - Base	H6	2	39.6	42	1,430.45	56,645.82	
	Austin, John J.-04/04/16		100 - Base	H6	2	12.8	42	1,430.45	18,309.76	
3802	Levey, Jr., Kenneth E.	4/3/1995	100 - Base	H3	2	52.4	42	1,430.45	74,955.58	
2811	Mathews, Daniel A.	2/22/1988	100 - Base	H3	2	52.4	42	1,430.45	74,955.58	
1841	Forance, Thomas E.	9/15/1982	100 - Base	H3	2	52.4	42	1,300.43	68,142.53	
1839	Arena, Jr., James V.	5/15/1981	100 - Base	H3	2	52.4	42	1,300.43	68,142.53	
1983	Conlon, Michael E.	6/6/1983	100 - Base	H3	2	52.4	42	1,300.43	68,142.53	
2779	Mahoney, Jr., Walter D.	11/9/1987	100 - Base	H3	2	52.4	42	1,300.43	68,142.53	
3136	Smith, James J.	4/23/1990	100 - Base	H3	2	52.4	42	1,300.43	68,142.53	
41023	Ward, Edward E.	7/7/1997	100 - Base	H3	2	52.4	42	1,300.43	68,142.53	
41425	Downing, Ronald A.	3/8/2000	100 - Base	H3	2	52.4	42	1,300.43	68,142.53	
41606	Crisafulli, Jr., Samuel S.	4/5/2001	100 - Base	H3	2	39.8	42	1,300.43	51,757.11	
	Crisafulli, Jr., Samuel S.-04/05/16		100 - Base	H3	2	12.6	42	1,300.43	16,385.42	
41612	Shearley, Richard F.	4/5/2001	100 - Base	H3	2	39.8	42	1,300.43	51,757.11	
	Shearley, Richard F.-04/05/16		100 - Base	H3	2	12.6	42	1,300.43	16,385.42	
41794	Norris, Kerri L.	1/22/2002	100 - Base	H3	2	52.4	42	1,300.43	68,142.53	
3557	Hladick, Andrew	9/20/1993	100 - Base	H3	1	52.4	42	1,300.43	68,142.53	
41602	Mortarelli, Joseph M.	4/4/2001	100 - Base	H3	1	39.6	42	1,300.43	51,497.03	
	Mortarelli, Joseph M.-04/04/16		100 - Base	H3	1	12.8	42	1,300.43	16,645.50	
43188	Balcom, Andrew	3/21/2007	100 - Base	H3	1	52.4	42	1,300.43	68,142.53	
43189	Dangelo, Kevin	10/22/2010	100 - Base	H1	7	52.4	42	1,261.41	66,097.88	
41608	Topham, Thomas W.	4/5/2001	100 - Base	H1	7	39.8	42	1,261.41	50,204.12	
	Topham, Thomas W.-04/05/16		100 - Base	H1	7	12.6	42	1,261.41	15,893.77	
Salaries Supervisory									1,376,932.82	



A	B	C	D	E	F	G	H	I	
Emp # Name		DOH	Salaries						52.4
		Pay Type	Level	Step	Rate (weeks)	Hours	Amount	Funding (@ 52.4 Weeks)	
Operational									
43683	Arsenault, Dianne C.	3/25/2009	100 - Base			40	1,005.29	52,677.20	
42819	Conclin, Pam	9/6/2005	100 - Base			37.5	933.84	48,933.25	
2185	Melchiorri, Rocky	9/4/1984	100 - Base	H1	7	42	1,140.72	59,773.73	
2412	Spencer, Thomas G.	12/23/1985	100 - Base	H1	7	42	1,140.72	59,773.73	
2693	Wedgeworth, Johnny J.	6/29/1987	100 - Base	H1	7	42	1,140.72	59,773.73	
2780	Perryman, Michael B.	11/8/1987	100 - Base	H1	7	42	1,140.72	59,773.73	
2778	Hartwell, Daniel F.	11/9/1987	100 - Base	H1	7	42	1,140.72	59,773.73	
2808	Haigis, Michael T.	2/22/1988	100 - Base	H1	7	42	1,140.72	59,773.73	
2809	Headley, Grantley A.	2/22/1988	100 - Base	H1	7	42	1,140.72	59,773.73	
2810	Hladick, Martin S.	2/22/1988	100 - Base	H1	7	42	1,140.72	59,773.73	
2990	Black, James L.	3/13/1989	100 - Base	H1	7	42	1,140.72	59,773.73	
2989	Alberghini, William P.	3/13/1989	100 - Base	H1	7	42	1,140.72	59,773.73	
3137	Sticka, William T.	3/13/1989	100 - Base	H1	7	42	1,140.72	59,773.73	
3501	Quilty, Michael J.	7/7/1993	100 - Base	H1	7	42	1,140.72	59,773.73	
3502	Arena, Stephen L.	7/7/1993	100 - Base	H1	7	42	1,140.72	59,773.73	
3504	Biagi, Jr., Ronald	7/7/1993	100 - Base	H1	7	42	1,140.72	59,773.73	
3506	Adams, Richard C.	7/7/1993	100 - Base	H1	7	42	1,140.72	59,773.73	
3559	Herring, John F.	9/20/1993	100 - Base	H1	7	42	1,140.72	59,773.73	
3558	Collins, Christopher P.	9/20/1993	100 - Base	H1	7	42	1,140.72	59,773.73	
3802	Reynolds, Thomas G.	4/3/1995	100 - Base	H1	7	42	1,140.72	59,773.73	
3972	Forrest, Barry A.	7/29/1996	100 - Base	H1	7	42	1,140.72	59,773.73	
41174	Magliozzi, Robert J.	7/1/1998	100 - Base	H1	7	42	1,140.72	59,773.73	
3749	Farquharson, Douglas	10/10/1994	100 - Base	H1	7	9.2	1,140.72	10,494.62	
	Farquharson, Douglas-09/03/15	09/13/00-Fire	100 - Base	H1	7	43.2	1,140.72	49,279.10	
41603	Smith, Scott A.	4/4/2001	100 - Base	H1	7	39.6	1,140.72	45,172.51	
	Smith, Scott A.-04/04/16		100 - Base	H1	7	12.8	1,140.72	14,601.22	
41601	Curley, John L.	4/4/2001	100 - Base	H1	7	39.6	1,140.72	45,172.51	
	Curley, John L.-04/04/16		100 - Base	H1	7	12.8	1,140.72	14,601.22	
41605	Kelley, Timothy P.	4/4/2001	100 - Base	H1	7	39.6	1,140.72	45,172.51	
	Kelley, Timothy P.-04/04/16		100 - Base	H1	7	12.8	1,140.72	14,601.22	
41610	Wozny, Christopher	4/5/2001	100 - Base	H1	7	39.8	1,140.72	45,400.66	
	Wozny, Christopher-04/05/16		100 - Base	H1	7	12.6	1,140.72	14,373.07	
41611	Lee, Glynnis	4/5/2001	100 - Base	H1	7	39.8	1,140.72	45,400.66	
	Lee, Glynnis-04/05/16		100 - Base	H1	7	12.6	1,140.72	14,373.07	
42285	DiCicco, David T.	12/1/2003	100 - Base	H1	7	52.4	1,140.72	59,773.73	
42288	Mabardy, Nicholas D.	12/1/2003	100 - Base	H1	7	52.4	1,140.72	59,773.73	
42459	Caruso, Anthony M.	8/11/2004	100 - Base	H1	7	52.4	1,140.72	59,773.73	



Town of Natick

Personnel Staffing Sheets

Fire Department

A	B	C	D	E	F	G	H	I		
		Salaries								
Emp #	Name	DOH	Pay Type	Level	Step	Rate (weeks)	Hours	Amount	Funding (@ 52.4 Weeks)	52.4
42630	Brogan, Kelly	1/26/2005	100 - Base	H1	7	52.4	42	1,140.72	59,773.73	
42743	Chamberlain, Ian	8/3/2005	100 - Base	H1	7	4.6	42	1,140.72	5,247.31	
	Chamberlain, Ian-08/03/15		100 - Base	H1	7	47.8	42	1,140.72	54,526.42	
6666	Linton, Brian-ServDat 08/27/01	8/3/2005	100 - Base	H1	7	52.4	42	1,261.41	66,097.88	
42891	Ferrari, Adam	12/28/2005	100 - Base	H1	7	25.6	42	1,140.72	29,202.43	
	Ferrari, Adam-12/28/15		100 - Base	H1	7	26.8	42	1,140.72	30,571.30	
42892	Sansossio, Ciro R.	12/28/2005	100 - Base	H1	7	25.6	42	1,261.41	32,292.10	
	Sansossio, Ciro R.-12/28/15		100 - Base	H1	7	26.8	42	1,261.41	33,805.79	
42997	Corliss, Brett M.	7/5/2006	100 - Base	H1	7	52.4	42	1,140.72	59,773.73	
43164	Mullen, Matthew	1/3/2007	100 - Base	H1	7	52.4	42	1,140.72	59,773.73	
43204	Williamson, Eric	4/18/2007	100 - Base	H1	7	52.4	42	1,140.72	59,773.73	
42340	D'Innocenzo, Matthew	2/13/2008	100 - Base	H1	7	52.4	42	1,140.72	59,773.73	
43522	Weitsen, II, Richard	8/18/2008	100 - Base	H1	7	52.4	42	1,140.72	59,773.73	
44029	Mix, Christopher J.	10/13/2010	100 - Base	H1	6	14.8	42	1,100.79	16,291.69	as of 10/13/14
	Mix, Christopher J.		100 - Base	H1	7	37.6	42	1,140.72	42,891.07	as of 10/13/15
44307	Mellor, Justin P.	10/19/2011	100 - Base	H1	5	15.6	42	1,060.87	16,549.57	as of 10/19/14
	Mellor, Justin P.		100 - Base	H1	6	36.8	42	1,100.79	40,509.07	as of 10/19/15
44377	Donovan, Joshua R.	2/8/2012	100 - Base	H1	6	5.6	42	1,100.79	6,164.42	as of 08/08/14
	Donovan, Joshua R.	(08/08Anniv)	100 - Base	H1	7	46.8	42	1,140.72	53,385.70	as of 08/08/15
44378	Latawiec, Wojciech	2/8/2012	100 - Base	H1	6	5.6	42	1,100.79	6,164.42	as of 08/08/14
	Latawiec, Wojciech	(08/08Anniv)	100 - Base	H1	7	46.8	42	1,140.72	53,385.70	as of 08/08/15
44400	Lamme, Daniel R.	3/7/2012	100 - Base	H1	6	9.6	42	1,100.79	10,567.58	as of 09/07/14
	Lamme, Daniel R.	(09/07Anniv)	100 - Base	H1	7	42.8	42	1,140.72	48,822.82	as of 09/07/15
44654	Stevenson, Robert H.	11/28/2012	100 - Base	H1	4	21.6	42	1,020.94	22,052.30	as of 11/28/14
	Stevenson, Robert H.		100 - Base	H1	5	30.8	42	1,060.87	32,674.80	as of 11/28/15
44655	Salvucci, Michael A.	11/28/2012	100 - Base	H1	4	21.6	42	1,020.94	22,052.30	as of 11/28/14
	Salvucci, Michael A.		100 - Base	H1	5	30.8	42	1,060.87	32,674.80	as of 11/28/15
44699	Bouvier, Douglas	1/23/2013	100 - Base	H1	4	29.6	42	1,020.94	30,219.82	as of 01/23/15
	Bouvier, Douglas		100 - Base	H1	5	22.8	42	1,060.87	24,187.84	as of 01/23/16
44792	Corbett, Ashley	7/10/2013	100 - Base	H1	3	1.4	42	981.02	1,373.43	as of 01/10/15
	Corbett, Ashley		100 - Base	H1	4	51.0	42	1,020.94	52,067.94	as of 07/10/15
44793	Dodge, Kenneth	7/10/2013	100 - Base	H1	3	1.4	42	981.02	1,373.43	as of 01/10/15
	Dodge, Kenneth		100 - Base	H1	4	51.0	42	1,020.94	52,067.94	as of 07/10/15
44795	Gentile, Alan	7/10/2013	100 - Base	H1	5	27.6	42	1,060.87	29,280.01	as of 01/10/15
	Gentile, Alan	(01/10Anniv)	100 - Base	H1	6	24.8	42	1,100.79	27,299.59	as of 01/10/16
44804	Warren, Patrick	7/10/2013	100 - Base	H1	5	27.6	42	1,060.87	29,280.01	as of 01/10/15
	Warren, Patrick	(01/10Anniv)	100 - Base	H1	6	24.8	42	1,100.79	27,299.59	as of 01/10/16



A	B	C	D	E	F	G	H	I		
Emp # Name		DOH	Salaries						Funding (@ 52.4 Weeks)	52.4
			Pay Type	Level	Step	Rate (weeks)	Hours	Amount		
45163	Marashio, Joseph	6/11/2014	100 - Base	H1	4	23.6	42	1,020.94	24,094.18	as of 12/11/14
	Marashio, Joseph	(12/11)Anniv	100 - Base	H1	5	28.8	42	1,060.87	30,553.06	as of 12/11/15
45164	Dupre, Derek	6/11/2014	100 - Base	H1	4	23.6	42	1,020.94	24,094.18	as of 12/11/14
	Dupre, Derek	(12/11)Anniv	100 - Base	H1	5	28.8	42	1,060.87	30,553.06	as of 12/11/15
	Vacancy FF # 87		100 - Base	H1	0	26.4	42	861.24	22,736.74	as of 07/01/15
	Vacancy FF # 87		100 - Base	H1	1	26.0	42	901.17	23,430.42	as of 01/01/16
	Vacancy FF # 88		100 - Base	H1	0	26.4	42	861.24	22,736.74	as of 07/01/15
	Vacancy FF # 88		100 - Base	H1	1	26.0	42	901.17	23,430.42	as of 01/01/16
	Vacancy FF # 89		100 - Base	H1	0	26.4	42	861.24	22,736.74	as of 07/01/15
	Vacancy FF # 89		100 - Base	H1	1	26.0	42	901.17	23,430.42	as of 01/01/16
Salaries Operational									3,371,836.95	Salaries Operati
Technical & Supervisory										
2459	Franciose, Jr., Rocco	4/22/1986	100 - Base	H6	2	52.4	40	1,430.45	74,955.58	
41260	Rothman, Eugene I.	4/7/1999	100 - Base	H6	2	52.4	40	1,430.45	74,955.58	
42460	Quigley-Boyla, Tanya M.	8/11/2004	100 - Base	H1	7	52.4	42	1,140.72	59,773.73	
2223	VanTassel, Gordon D.	11/13/1984	100 - Base	H7	2	52.4	40	1,430.45	74,955.58	No water rescue
Salaries Technical & Supervisory									284,640.47	Salaries Technic
Total Salaries									5,611,773.14	➔



Town of Natick

Fire Department

	<u>J</u>	<u>K</u>	<u>M</u>	<u>N</u>	<u>O</u>	<u>P</u>	<u>Q</u>	<u>S</u>	<u>S</u>	<u>U</u>	<u>S</u>	
	<i>Additional Compensation</i>											
	Longevity	Longevity Stipend Over 25Yrs	EMS pay	Fire Prevention	Stipends/ Stby Para. Coor.	Holiday Pay	In-Service Training pay	Education Incentive Pay	Standby Pay	Other	Education Reimburse.	Clothing Allowance
Management												
White, Richard A.												1150
Connelly, Edward J.	4,356.48	500.00	3,485.19			5,986.01	4,900.00	2,613.89			500.00	1150
Lentini, Michael P.	4,356.48	500.00	3,485.19			5,986.01	4,900.00	2,613.89			500.00	1150
Dow, Daniel J.	3,485.19		3,485.19			5,986.01	4,900.00	9,584.26			500.00	1150
Carney, Peter E.	4,356.48	500.00	8,277.32			5,986.01	4,900.00	2,613.89			500.00	1150
LiPoma, Victor J.	1,742.59		3,485.19		3,000.00	5,986.01	4,900.00	5,227.78			500.00	1150
Management Additional Compensation											124,599.05	
Supervisory												
Mitchell, Roy E.	3,747.78	500.00	2,998.22			5,149.62		4,497.33			3,000.00	675
Connelly, Mark J.	3,747.78	500.00	2,998.22			5,149.62		4,497.33			3,000.00	675
Austin, John J.	1,132.92		2,998.22			5,149.62		4,497.33			3,000.00	675
Austin, John J.-04/04/16	549.29											
Levey, Jr., Kenneth E.	2,998.22		10,119.00			5,149.62					3,000.00	675
Mathews, Daniel A.	3,747.78	500.00	7,120.78			5,149.62		2,248.67			3,000.00	675
Forance, Thomas E.	3,407.13	500.00	6,473.54			4,681.55		4,088.55			3,000.00	675
Arena, Jr., James V.	3,407.13	500.00	2,725.70			4,681.55		2,044.28			3,000.00	675
Conlon, Michael E.	3,407.13	500.00				4,681.55					3,000.00	675
Mahoney, Jr., Walter D.	3,407.13	500.00	2,725.70			4,681.55		4,088.55			3,000.00	675
Smith, James J.	3,407.13	500.00	2,725.70			4,681.55		2,044.28			3,000.00	675
Ward, Edward E.	2,044.28		2,725.70			4,681.55					3,000.00	675
Downing, Ronald A.	2,044.28		6,473.54			4,681.55		2,044.28			3,000.00	675
Crisafulli, Jr., Samuel S.	1,035.14		9,199.24			4,681.55		2,044.28			3,000.00	675
Crisafulli, Jr., Samuel S.04/05/16	491.56											
Shearley, Richard F.	1,035.14		9,199.24			4,681.55		2,044.28			3,000.00	675
Shearley, Richard F.-04/05/16	491.56											
Norris, Kerri L.	1,362.85		9,199.24			4,681.55		7,495.68			3,000.00	675
Hladick, Andrew	2,725.70		2,725.70			4,681.55					3,000.00	675
Mortarelli, Joseph M.	1,029.94		2,725.70			4,681.55		2,044.28			3,000.00	675
Mortarelli, Joseph M.-04/04/16	499.37											
Balcom, Andrew			9,199.24			4,681.55		6,132.83			3,000.00	675
Dangelo, Kevin			8,923.21			4,541.08		1,982.94			3,000.00	675
Topham, Thomas W.	1,004.08		8,923.21			4,541.08		1,982.94			3,000.00	675
Topham, Thomas W.-04/05/16	476.81											
Supervisory Additional Compensation											370,370.63	



Town of Natick

Fire Department

	<u>J</u>	<u>K</u>	<u>M</u>	<u>N</u>	<u>O</u>	<u>P</u>	<u>Q</u>	<u>S</u>	<u>S</u>	<u>U</u>	<u>S</u>	
	Additional Compensation											
	Longevity	Longevity Stipend Over 25Yrs	EMS pay	Fire Prevention	Stipends/ Stby Para. Coor.	Holiday Pay	In-Service Training pay	Education Incentive Pay	Standby Pay	Other	Education Reimburse.	Clothing Allowance
Operational												
Arsenault, Dianne C.		750.00										
Condlin, Pam		2,988.69	500.00	2,390.95		4,106.59					3,000.00	625
Melchiorri, Rocky		2,988.69	500.00	5,678.50		4,106.59					3,000.00	625
Spencer, Thomas G.		2,988.69	500.00	2,390.95		4,106.59					3,000.00	625
Wedgeworth, Johnny J.		2,988.69	500.00	2,390.95		4,106.59					3,000.00	625
Perryman, Michael B.		2,988.69	500.00	2,390.95		4,106.59					3,000.00	625
Hartwell, Daniel F.		2,988.69	500.00	5,678.50		4,106.59		1,793.21			3,000.00	625
Haigis, Michael T.		2,988.69	500.00	5,678.50		4,106.59					3,000.00	625
Headley, Grantley A.		2,988.69	500.00	2,390.95		4,106.59					3,000.00	625
Hladick, Martin S.		2,988.69	500.00	2,390.95		4,106.59					3,000.00	625
Black, James L.		2,988.69	500.00	2,390.95		4,106.59					3,000.00	625
Alberghini, William P.		2,988.69	500.00	2,390.95		4,106.59		1,793.21			3,000.00	625
Sticka, William T.		2,988.69	500.00	2,390.95		4,106.59					3,000.00	625
Quilty, Michael J.		2,390.95		5,678.50		4,106.59		3,586.42			3,000.00	625
Arena, Stephen L.		2,390.95		2,390.95		4,106.59					3,000.00	625
Biagi, Jr., Ronald		2,390.95		2,390.95		4,106.59		1,793.21			3,000.00	625
Adams, Richard C.		2,390.95		2,390.95		4,106.59					3,000.00	625
Herring, John F.		2,390.95		5,678.50		4,106.59		1,793.21			3,000.00	625
Collins, Christopher P.		2,390.95		5,678.50		4,106.59		3,586.42			3,000.00	625
Reynolds, Thomas G.		2,390.95		5,678.50		4,106.59					3,000.00	625
Forrest, Barry A.		1,793.21		5,678.50		4,106.59		1,793.21			3,000.00	625
Magliozzi, Robert J.		1,793.21		8,069.45	3,023.08	4,106.59					3,000.00	625
Farquharson, Douglas		314.84		5,678.50		4,106.59					3,000.00	625
Farquharson, Douglas-09/03/15		1,478.37										
Smith, Scott A.		903.45		2,390.95		4,106.59		6,575.11			3,000.00	625
Smith, Scott A.-04/04/16		438.04										
Curley, John L.		903.45		2,390.95		4,106.59					3,000.00	625
Curley, John L.-04/04/16		438.04										
Kelley, Timothy P.		903.45		2,390.95		4,106.59		1,793.21			3,000.00	625
Kelley, Timothy P.-04/04/16		438.04										
Wozny, Christopher		908.01		8,069.45		4,106.59		5,379.64			3,000.00	625
Wozny, Christopher-04/05/16		431.19										
Lee, Glynnis		908.01		8,069.45		4,106.59		3,586.42			3,000.00	625
Lee, Glynnis-04/05/16		431.19										
DiCicco, David T.		1,195.47		2,390.95		4,106.59		1,793.21			3,000.00	625
Mabardy, Nicholas D.		1,195.47		2,390.95		4,106.59		5,379.64			3,000.00	625
Caruso, Anthony M.		1,195.47		8,069.45		4,106.59					3,000.00	625



Town of Natick

Fire Department

	<u>J</u>	<u>K</u>	<u>M</u>	<u>N</u>	<u>O</u>	<u>P</u>	<u>Q</u>	<u>S</u>	<u>S</u>	<u>U</u>	<u>S</u>	
	Additional Compensation											
	Longevity	Longevity Stipend Over 25Yrs	EMS pay	Fire Prevention	Stipends/ Stby Para. Coord.	Holiday Pay	In-Service Training pay	Education Incentive Pay	Standby Pay	Other	Education Reimburse.	Clothing Allowance
Brogan, Kelly	1,195.47		8,069.45			4,106.59					3,000.00	625
Chamberlain, Ian			2,390.95			4,106.59		1,793.21			3,000.00	625
Chamberlain, Ian-08/03/15	1,090.53											
Linton, Brian-ServDat 08/27/01	1,321.96		2,643.92			4,541.08		1,982.94			3,000.00	625
Ferrari, Adam			8,069.45			4,106.59					3,000.00	625
Ferrari, Adam-12/28/15	611.43											
Sansossio, Ciro R.			8,923.21			4,541.08		7,270.77			3,000.00	625
Sansossio, Ciro R.-12/28/15	676.12											
Corliss, Brett M.			2,390.95			4,106.59					3,000.00	625
Mullen, Matthew			8,069.45			4,106.59					3,000.00	625
Williamson, Eric			8,069.45			4,106.59		6,575.11			3,000.00	625
D'Innocenzo, Matthew			8,069.45			4,106.59		1,793.21			3,000.00	625
Weitsen, II, Richard			8,069.45			4,106.59		3,586.42			3,000.00	625
Mix, Christopher J.			2,199.38			660.47					3,000.00	625
Mix, Christopher J.			5,790.29			3,422.16						
Mellor, Justin P.			2,234.19			636.52		496.49			3,000.00	625
Mellor, Justin P.			5,468.72			3,302.37		1,215.27				
Donovan, Joshua R.			832.20			330.24					3,000.00	625
Donovan, Joshua R.			7,207.07			3,764.38						
Latawiec, Wojciech			832.20			330.24					3,000.00	625
Latawiec, Wojciech			7,207.07			3,764.38						
Lamme, Daniel R.			1,426.62			660.47		317.03			3,000.00	625
Lamme, Daniel R.			6,591.08			3,422.16		1,464.68				
Stevenson, Robert H.			2,977.06			1,837.69					3,000.00	625
Stevenson, Robert H.			4,411.10			1,909.57						
Salvucci, Michael A.			2,977.06			1,837.69		661.57			3,000.00	625
Salvucci, Michael A.			4,411.10			1,909.57		980.24				
Bouvier, Douglas			4,079.68			2,756.54					3,000.00	625
Bouvier, Douglas			3,265.36			954.78						
Corbett, Ashley			185.41			294.31					3,000.00	625
Corbett, Ashley			7,029.17			3,369.10						
Dodge, Kenneth			185.41			294.31					3,000.00	625
Dodge, Kenneth			7,029.17			3,369.10						
Gentile, Alan			3,952.80			2,546.09					3,000.00	625
Gentile, Alan			3,685.44			1,320.95						
Warren, Patrick			3,952.80			2,546.09					3,000.00	625
Warren, Patrick			3,685.44			1,320.95						



Town of Natick

Fire Department

	<u>J</u>	<u>K</u>	<u>M</u>	<u>N</u>	<u>O</u>	<u>P</u>	<u>Q</u>	<u>S</u>	<u>S</u>	<u>U</u>	<u>S</u>	
	<i>Additional Compensation</i>											
	Longevity	Longevity Stipend Over 25Yrs	EMS pay	Fire Prevention	Stipends/ Stby Para. Coor.	Holiday Pay	In-Service Training pay	Education Incentive Pay	Standby Pay	Other	Education Reimburse.	Clothing Allowance
Marashio, Joseph			3,252.71			1,837.69					3,000.00	625
Marashio, Joseph			4,124.66			1,909.57						
Dupre, Derek			3,252.71			1,837.69		722.83			3,000.00	625
Dupre, Derek			4,124.66			1,909.57		916.59				
Vacancy FF # 87			3,069.46			1,808.60					3,000.00	625
Vacancy FF # 87			3,163.11			1,351.76						
Vacancy FF # 88			3,069.46			1,808.60					3,000.00	625
Vacancy FF # 88			3,163.11			1,351.76						
Vacancy FF # 89			3,069.46			1,808.60					3,000.00	625
Vacancy FF # 89			3,163.11			1,351.76						
Operational Additional Compensation											854,176.54	
Technical & Supervisory												
Franciose, Jr., Rocco	3,747.78	500.00	2,998.22	3,103.69	5,038.46	5,149.62		2,248.67			3,000.00	675
Rothman, Eugene I.	2,248.67		10,119.00		3,103.69	5,149.62		8,245.11			3,000.00	675
Quigley-Boyla, Tanya M.	1,195.47		8,069.45	3,103.69		4,106.59		1,793.21			3,000.00	625
VanTassel, Gordon D.	3,747.78	500.00	2,998.22		3103.69	2,002.63		4,497.33			3,000.00	625
Technical & Supervisory Additional Compensation											98,771.62	
												58,000.00
												5,611,773.14
FLSA Costs (Estimated)												45,000.00
Total Additional Compensation (incl. \$37,000 for Public Safety Education)												1,484,917.84
Total Overtime												706,928.00
Total Personnel Services												7,848,621.98



Town of Natick

Personnel Staffing Sheets

Department Information Technology

A	B	C	D	E	F	G	H	I	J	K	L	M	N	P
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Band	Step Amt.	End Band	Step Amt.	Pro-Rata Step	COLA	End Step	Total FY 2016
Department		Information Technology				Munis Dept. #				31				(@ 52 weeks) (@ 52.4 weeks)
Salaries Management						MUNIS Code				5111				
3977	LeFrancois	Robert	8/19/1996	1.00	Director	Per. Bd.	Level 5	103,678	Level 5	103,678		0%	103,678	104,476
Sub-total Salaries Management													104,476	
Salaries Technical/Professional						MUNIS Code				5114				
41400	Valentin	Joel	12/8/1999	1.00	I/S Network	Per. Bd.	Level 3	73,555	Level 3	73,555		0%	73,555	74,121
41098	Whelan	Gerald	12/8/1997	1.00	I/S Network	Per. Bd.	Level 3	78,662	Level 3	78,662		0%	78,662	79,267
44968	Lentini	Kathleen	10/21/2013	1.00	I/C Specialist	Per. Bd.	Level 3	65,000	Level 3	65,000		0%	65,000	65,500
													218,888	
Total Salaries - Information Technology				4.00										\$ 323,364

Key:
Per. Bd. - Personnel Board; COLA - Cost of Living Adjustment

Notes:



A	B	C	D	E	F	G	H	I	J	K	L	M	N	Q	Q
											[(K-I)/D]	[(I+L)*M]			
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Total FY 2016	Longevity
Department Morse Institute Library			Munis Dept. #			54						(@ 52 weeks)		(@ 52.4 weeks)	
Salaries Management						MUNIS Code			5111						
43756	Stetson	Linda		1.00	Director	Per. Bd.	Level 4	100,022	Level 4	100,022	0	0%	100,022	100,791	-
Total Salaries Management				1.00								100,791			
Salaries Administrative						MUNIS Code			5112						
43367	Finlay	Jane	10/22/2007	1.00	Asst. Director	Per. Bd.	Level 3	78,083	Level 3	78,083	0	0%	78,083	78,683	-
	Vacant (Nardi)			0.70	Comm Relations Coor	Per. Bd.	Level 2	40,141	Level 2	40,141	0	0%	40,141	40,450	-
40073	Ching	Carolyn	4/2/1997	1.00	Executive Assistant	Per. Bd.	Level 2	56,596	Level 2	56,596	0	0%	56,596	57,031	-
Total Salaries Administrative				2.70								176,164			
Salaries Operational (Regular Part-Time-Full w/Benefits)						MUNIS Code			5113						
41522	Arnold	Kristen	10/9/2008	0.57	Library Assistant	Lib. 1116	H12-3	11,338	H12-4	11,730	327	0%	11,665	11,755	-
		<i>promotion date</i>	<i>(08/15/12)</i>				H12-4	11,730	H12-4	11,730	0	0%	11,730	11,820	-
3577	Bailey	Elizabeth	10/20/1993	0.80	Reference Librarian	Lib. 1116	H8-6	26,334	H8-6	26,334	0	0%	26,334	26,537	532
							H8-6	26,334	H8-6	26,334	0	0%	26,334	26,537	-
40072	Christie	Laurie	4/2/1997	0.63	Library Assistant	Lib. 1116	H12-6	13,880	H12-6	13,880	0	0%	13,880	13,986	492
							H12-6	13,880	H12-6	13,880	0	0%	13,880	13,986	-
42608	Magee	Jane	12/8/2004	0.82	Library Assistant	Lib. 1116	H12-4	16,875	H12-5	17,471	596	0%	17,471	17,606	435
		<i>promotion date</i>	<i>(07/01/12)</i>				H12-5	17,471	H12-5	17,471	0	0%	17,471	17,606	-
41381	McGillis	Jennifer	9/29/1999	0.81	Library Assistant	Lib. 1116	H12-6	17,845	H12-6	17,845	0	0%	17,845	17,982	472
							H12-6	17,845	H12-6	17,845	0	0%	17,845	17,982	-
41130	Perkins	Karen	5/6/1998	0.80	Library Assistant	Lib. 1116	H12-6	17,625	H12-6	17,625	0	0%	17,625	17,760	483
							H12-6	17,625	H12-6	17,625	0	0%	17,625	17,760	-
2911	Richard	Janet	9/8/1988	0.72	Library Assistant	Lib. 1116	H12-6	15,862	H12-6	15,862	0	0%	15,862	15,984	545
							H12-6	15,862	H12-6	15,862	0	0%	15,862	15,984	-
3272	Redington	Dell	8/10/1991	0.63	Library Assistant	Lib. 1116	H12-6	13,880	H12-6	13,880	0	0%	13,880	13,986	407
							H12-6	13,880	H12-6	13,880	0	0%	13,880	13,986	-
Total Salaries Operational				5.78								271,261		\$3,366	



A	B	C	D	E	F	G	H	I	J	K	L	M	N	Q	Q	
											[(K-I)/D]	[(I+L)*M]				
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Total FY 2016	Longevity	
Department		Morse Institute Library				Munis Dept. #	54						(@ 52 weeks)	(@ 52.4 weeks)		
Salaries Technical/Professional						MUNIS Code	5114									
2061	Barnicle	Susan	10/26/1983	1.00	Children's Librarian	Lib. 1116	S5-6	32,918	S5-6	32,918	0	0%	32,918	33,171	750	
							S5-6	32,918	S5-6	32,918	0	0%	32,918	33,171	-	
41261	Bartlett	Karol	4/1/1999	1.00	Reference Librarian	Lib. 1116	S8-6	32,918	S8-6	32,918	0	0%	32,918	33,171	550	
							S8-6	32,918	S8-6	32,918	0	0%	32,918	33,171	-	
45216	Bartos	David	7/23/2014	1.00	Reference Librarian	Lib. 1116	H8-1	27,636	H8-2	28,654	1,018	0%	28,654	28,874	-	
							H8-2	28,654	H8-2	28,654	0	0%	28,654	28,874	-	
3015	Borghgi	Mary	5/8/1989	1.00	Library Assistant	Lib. 1116	S12-6	22,031	S12-6	22,031	0	0%	22,031	22,201	750	
							S12-6	22,031	S12-6	22,031	0	0%	22,031	22,201	-	
1438	Champion	Linda	6/18/1980	1.00	Children's Programmer	Lib. 1116	S6-6	32,918	S6-6	32,918	0	0%	32,918	33,171	750	
							S6-6	32,918	S6-6	32,918	0	0%	32,918	33,171	-	
42242	Huling	Rose	9/29/2003	1.00	Bookmobile Librarian	Lib. 1116	S9-6	29,252	S9-6	29,252	0	0%	29,252	29,477	500	
							S9-6	29,252	S9-6	29,252	0	0%	29,252	29,477	-	
548	Jones	Martha	10/16/1974	1.00	Supervisor Tech. Svs.	Lib. 1116	S4-6	36,188	S4-6	36,188	0	0%	36,188	36,466	750	
							S4-6	36,188	S4-6	36,188	0	0%	36,188	36,466	-	
43626	Kyriakis	Demetrios	12/10/2008	1.00	Supervisor Reference	Lib. 1116	S3-6	36,188	S3-6	36,188	0	0%	36,188	36,466	-	
							S3-6	36,188	S3-6	36,188	0	0%	36,188	36,466	-	
40087	Lathwood	Pamela	5/16/1997	1.00	Technology Associate	Lib. 1116	S11-6	29,252	S11-6	29,252	0	0%	29,252	29,477	550	
							S11-6	29,252	S11-6	29,252	0	0%	29,252	29,477	-	
1856	Smith	Dale	9/29/1982	1.00	Supervisor Child. Svs.	Lib. 1116	S1-6	36,188	S1-6	36,188	0	0%	36,188	36,466	750	
							S1-6	36,188	S1-6	36,188	0	0%	36,188	36,466	-	
41689	Sullivan	Ellen	9/4/2001	1.00	Children's Room Assoc.	Lib. 1116	S10-3	26,361	S10-4	27,288	773	0%	27,134	27,343	500	
		<i>promotion date (07/25/12)</i>					S10-4	27,288	S10-4	27,288	0	0%	27,288	27,498	-	
45156	Fosdick	Robin	6/4/2014	1.00	Professional Librarian	Lib. 1116	S7-4	30,714	S7-5	31,783	1,069	0%	31,783	32,028	-	
							S7-5	31,783	S7-5	31,783	0	0%	31,783	32,028	-	
3144	Welch	Paula	5/14/1990	1.00	Supervisor Circ. Svs.	Lib. 1116	S2-6	36,188	S2-6	36,188	0	0%	36,188	36,466	750	
							S2-6	36,188	S2-6	36,188	0	0%	36,188	36,466	-	
Total Salaries Technical/Professional				13.00											829,713	6,600



A	B	C	D	E	F	G	H	I	J	K	L	M	N	Q	Q	
											[(K-I)/D]	[(I+L)*M]				
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Step	Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Total FY 2016	Longevity	
Department		Morse Institute Library				Munis Dept. #	54						@ 52 weeks	@ 52.4 weeks		
Salaries Part-Time-(Permanent & Temporary Part-Time)						MUNIS Code				5123						
44339	Bates	Patricia	12/1/2011	0.44	Library Associate	Lib. 1116	H14-4	7,413	H14-5	7,636	37	0%	7,450	7,508	0	
							H14-5	7,636	H14-5	7,636	0	0%	7,636	7,695	0	
42856	Bernfeld	Linda	10/28/2005	0.44	Reference Librarian	Lib. 1116	H8-3	13,056	H8-4	13,514	459	0%	13,514	13,618	235	
		<i>promotion date</i>	<i>(07/01/12)</i>				H8-4	13,514	H8-4	13,514	0	0%	13,514	13,618	0	
45348	Cort	Paul	10/23/2014	0.33	Library Associate	Lib. 1116	H14-1	5,080	H14-2	5,236	78	0%	5,158	5,198	0	
							H14-2	5,236	H14-2	5,236	0	0%	5,236	5,277	0	
45012	Cutler	Patricia	12/4/2013	0.33	Library Associate	Lib. 1116	H14-1	5,080	H14-2	5,236	26	0%	5,106	5,145	0	
							H14-2	5,236	H14-2	5,236	0	0%	5,236	5,277	0	
40074	Deutsch	Meryl	9/1/2004	0.37	Reference Librarian	Lib. 1116	H8-3	10,979	H8-4	11,364	386	0%	11,364	11,452	0	
		<i>promotion date</i>	<i>(07/01/12)</i>				H8-4	11,364	H8-4	11,364	0	0%	11,364	11,452	0	
44871	Edwards	Dylan	7/24/2013	0.20	Library Assoc/Children	Lib. 1116	H14-1	3,079	H14-2	3,174	16	0%	3,095	3,118	0	
							H14-2	3,174	H14-2	3,174	0	0%	3,174	3,198	0	
42917	Flaherty	Kathleen	2/28/2006	0.43	Library Associate	Lib. 1116	H14-6	7,918	H14-6	7,918	0	0%	7,918	7,979	210	
							H14-6	7,918	H14-6	7,918	0	0%	7,918	7,979	0	
41393	Hinckley	Carol	3/30/2005	0.44	Library Associate	Lib. 1116	H14-6	8,102	H14-6	8,102	0	0%	8,102	8,164	264	
							H14-6	8,102	H14-6	8,102	0	0%	8,102	8,164	0	
3540	Holmes	Cary	8/23/1993	0.30	Reference Librarian	Lib. 1116	H8-3	8,902	H8-4	9,214	313	0%	9,214	9,285	293	
		<i>promotion date</i>	<i>(07/01/12)</i>				H8-4	9,214	H8-4	9,214	0	0%	9,214	9,285	0	
45215	Hottle	Carolyn	7/25/2014	0.20	Library Associate	Lib. 1116	H14-3	3,268	H14-4	3,370	51	0%	3,319	3,344	0	
							H14-4	3,370	H14-4	3,370	0	0%	3,370	3,396	0	
40075	Kornblum	Susan	8/31/2002	0.20	Library Clerk	Lib. 1116	H15-6	2,837	H15-6	2,837	0	0%	2,837	2,859	0	
							H15-6	2,837	H15-6	2,837	0	0%	2,837	2,859	0	
40076	Kruger	Jeanne	4/2/1997	0.50	Library Associate	Lib. 1116	H14-6	9,207	H14-6	9,207	0	0%	9,207	9,278	291	
							H14-6	9,207	H14-6	9,207	0	0%	9,207	9,278	0	
43347	Magarie	Barbara	9/24/2007	0.46	Library Associate	Lib. 1116	H14-6	8,470	H14-6	8,470	0	0%	8,470	8,536	0	
							H14-6	8,470	H14-6	8,470	0	0%	8,470	8,536	0	
43345	Pandil	Pat	9/24/2007	0.38	Library Associate	Lib. 1116	H14-6	6,997	H14-6	6,997	0	0%	6,997	7,051	0	
							H14-6	6,997	H14-6	6,997	0	0%	6,997	7,051	0	
41666	Phillips	Fay	8/3/2001	0.46	Library Associate	Lib. 1116	H14-6	8,470	H14-6	8,470	0	0%	8,470	8,536	256	
							H14-6	8,470	H14-6	8,470	0	0%	8,470	8,536	0	
8464	Quinn	Norine	6/11/2001	0.45	Library Associate	Lib. 1116	H14-6	8,286	H14-6	8,286	0	0%	8,286	8,350	280	
							H14-6	8,286	H14-6	8,286	0	0%	8,286	8,350	0	
41730	Schontag	Dawn	10/6/2011	0.31	Reference Librarian	Lib. 1116	H8-2	8,883	H8-3	9,198	316	0%	9,198	9,269	0	
		<i>promotion date</i>	<i>(07/01/13)</i>				H8-3	9,198	H8-3	9,198	0	0%	9,198	9,269	0	
3156	Silvetti	Jessica	2/15/2001	0.50	Library Associate	Lib. 1116	H14-6	9,207	H14-6	9,207	0	0%	9,207	9,278	279	
							H14-6	9,207	H14-6	9,207	0	0%	9,207	9,278	0	
41367	Turner	Kathleen	10/4/1999	0.44	Library Associate	Lib. 1116	H14-3	7,190	H14-4	7,413	168	0%	7,357	7,414	252	
		<i>promotion date</i>	<i>(7/1/13)</i>				H14-4	7,413	H14-4	7,413	0	0%	7,413	7,470	0	
43731	Wallace	James	6/29/2009	0.50	Library Associate	Lib. 1116	H14-2	7,934	H14-3	8,170	79	0%	8,013	8,074	0	
		<i>promotion date</i>	<i>(11/13/13)</i>				H14-3	8,170	H14-3	8,170	0	0%	8,170	8,233	0	
Total Salaries Part-Time				7.68											307,655	\$2,360



A	B	C	D	E	F	G	H	I	J	K	L	M	N	Q	Q
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Total FY 2016	Longevity
Department Morse Institute Library						Munis Dept. #	54		(@ 52 weeks) (@ 52.4 weeks)						
Salaries Substitutes						MUNIS Code	511885								
8662	Culkin	Connie	8/15/2007	0.14	Library Associate	Lib. 1116	H14-6	2,578	H14-6	2,578	0	0%	2,578	2,598	0
							H14-6	2,578	H14-6	2,578	0	0%	2,578	2,598	0
Total Salaries Substitutes				0.14										5,196	0

Salaries Pages						MUNIS Code	5124								
44068	Beekman	Barbara	7/24/2013	0.20	Library Page	Per. Bd.	L1-4	3,940	L1-5	4,056	107	0%	4,046	4,077	0
45093	Bettueli	Victoria	3/5/2014	0.20	Library Page	Per. Bd.	L1-0	3,494	L1-1	3,607	94	0%	3,588	3,616	0
4097	Biagetti	Celia	9/1/1964	0.20	Library Page	Per. Bd.	L1-6	4,181	L1-6	4,181	0	0%	4,181	4,213	0
44871	Edwards	Dylan	7/24/2013	0.20	Library Page	Per. Bd.	L1-1	3,607	L1-2	3,815	191	0%	3,797	3,827	0
44632	Hansen	Nicholas	10/11/2012	0.34	Library Page	Per. Bd.	L1-2	6,494	L1-3	6,690	147	0%	6,641	6,692	0
2843	Sandow	Joanne	8/24/2013	0.20	Library Page	Per. Bd.	L1-0	3,494	L1-1	3,607	19	0%	3,513	3,540	0
43806	Stark	Joy	9/9/2009	0.08	Substitute-Library Page	Per. Bd.	L1-2	2,319	L1-3	2,384	54	0%	2,373	2,392	0
Total Salaries Pages				1.42										28,357	

Total Positions supported from G/F	31.72	
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Salaries Overtime/Sunday Hours

Salaries Sunday/Pay Differential		\$30,000
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Other Compensation		\$12,326
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Total Morse Institute Salaries	31.72	\$1,761,463
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40072	Christie	Laurie	4/2/1997	0.20	Funded Literacy Grant	See note #4	H12-6	13,880	H12-6	13,880	0	0%	13,880	13,986	-
5431	Bordeaux	Gaylene	7/13/2005	0.47	M/Lib Archivist	See note #1	N/A	0	N/A	0	0	0%	0	0	0
43990	Sullivan	Maureen	9/9/2010	0.38	Prog Coord-Vets Oral Hist	See note #3	N/A	0	N/A	0	0	0%	0	0	0
45092	Gillis	Abigail	3/24/2014	0.10	Library Page	See note #2	L1-0	1,747	L1-1	1,803	14	0%	1,761	1,775	0
45370	Turcot	Sydney	12/10/2014	0.10	Library Page	See note #2	L1-0	1,747	L1-1	1,803	33	0%	1,780	1,794	0

Total Morse Institute Salaries-Other Funded	1.25
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Total Morse Institute Fte's	32.97
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- #1. G. Bordeaux was hired under a bequest and is continuing on.
The library will send bequest funds to the town to pay her salary.
- #2. Gillis and Turcot paid from Anita Green bequest
- #3. Sullivan Paid through Veteran Oral History Grant
- #4. Christie .20 Fte paid through Literacy Grant
- #5. Vacant paid through Library State Aid for Computer Classes



Department Parking Enforcement

A	B	C	D	E	F	G	H	I	J	K	L	M	N	P	
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	FY 2016	
Department		Parking Enforcement				Munis Dept. #		27							(@ 52 weeks) (@ 52.4 weeks)
Salaries Operational Staff						MUNIS Code									
Various				1.20	Parking Enforcement Officer	Per. Bd.	H7-5	52,441	H7-MAX	52,441	0	0%	52,441	52,844	
Sub-total Salaries Operational Staff													52,844		
Total # of Hours of Coverage							2496								
Total Salaries - Parking Enforcement				1.20										52,844	

Notes: Parking Enforcement has been shared between three officers - Linton, Cavicchi and Alley. This Appropriation provides for 8 hours of coverage Monday through Saturday for FY 2016.



Department Police

A	B	C	D	E	G	H	I	J	K	L	
Emp #	Last	Title	Pay Type	Level-Step Munis	Wks	Rate	Hours	[G x H] Weekly Amount	Night	[F x (I+J)] Funding (52.4 Wks) FY 2016	[Sum of Column K] Total Appropriation
MANAGEMENT											
44127	HICKS, JAMES G	CHIEF OF POLICE	BASE SAL	Level 6	52.4	85.6683	40	\$ 3,427		\$179,560.69	
2610	GRASSEY, BRIAN C	LIEUTENANT	BASE SAL	E1M-5	52.4	51.6434	40	\$ 2,066		\$108,244.51	
3421	LAUZON, BRIAN G	LIEUTENANT	BASE SAL	E1M-5	52.4	51.6434	40	\$ 2,066		\$108,244.51	
3610	ROSSI-CAFARELLI, CARA M	LIEUTENANT	BASE SAL	E1M-5	52.4	51.6434	40	\$ 2,066		\$108,244.51	
3881	FITZPATRICK, LEO J	LIEUTENANT	BASE SAL	E1B-5	52.4	49.5778	40	\$ 1,983		\$103,914.96	
Salaries Management										\$ 608,209	
SUPERVISORY											
2597	DUNLOP, ROBERT D	SERGEANT	BASE SAL	F1B-5	52.4	42.7394	40	\$ 1,710	\$103	\$ 94,956.63	
3306	ST HILAIRE, MARK V	SERGEANT	BASE SAL	F1M-5	52.4	44.5203	40	\$ 1,781		\$ 93,314.44	
3572	VIEIRA, RICHARD J	SERGEANT	BASE SAL	F1B-5	52.4	42.7394	40	\$ 1,710	\$103	\$ 94,956.63	
2995	HOFFMAN, ROBERT A	SERGEANT	BASE SAL	F1M-4	3.6	43.2235	40	\$ 1,729	\$104	\$ 6,597.64	
			BASE SAL	F1M-5	48.8	44.5203	40	\$ 1,781	\$107	\$ 92,117.74	\$ 98,715.37
3810	INGHAM, BRIAN D	SERGEANT	BASE SAL	F1B-4	52.4	41.4945	40	\$ 1,660	\$100	\$ 92,190.82	
41665	FORDE, VINCENT J	SERGEANT	BASE SAL	F1B-4	52.4	41.4945	40	\$ 1,660		\$ 86,972.47	
42329	CONAWAY, BRETT P	SERGEANT	BASE SAL	F1M-4	52.4	43.2235	40	\$ 1,729	\$104	\$ 96,032.24	
3608	DOHERTY JR, JOHN W	SERGEANT	BASE SAL	F1-4	52.4	34.5788	40	\$ 1,383		\$ 72,477.06	
3357	GRAHAM, ALLAN W	SERGEANT	BASE SAL	F1M-4	52.4	43.2235	40	\$ 1,729		\$ 90,596.46	
42289	HOWARD, CHAD M	SERGEANT	BASE SAL	F1M-1	15	39.5556	40	\$ 1,582	\$ 95	\$ 25,157.38	
			BASE SAL	F1M-2	37.4	40.7423	40	\$ 1,630	\$ 98	\$ 64,607.43	\$ 89,764.81
	VACANT - 11TH SERGEANT	SERGEANT	BASE SAL	F1M-2	52.4	40.7423	40	\$ 1,630	\$ 98	\$ 90,519.50	
Salaries Supervisory										\$ 1,000,496	
OPERATIONAL											
1990	VITALE, THOMAS W	DETECTIVE	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192		\$ 62,460.80	
2439	RICHARDSON, RONALD D	PATROL OFFICER	BASE SAL	G1A-7	52.4	30.8250	40	\$ 1,233		\$ 64,609.20	
2179	HALLORAN, RICHARD P	DETECTIVE	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192		\$ 62,460.80	



A	B	C	D	E	F	G	H	I	J	K	L
Emp #	Last	Title	Pay Type	Level-Step Munis	Wks	Rate	Hours	[G x H] Weekly Amount	Night	[F x (I+J)] Funding (52.4 Wks) FY 2016	[Sum of Column K] Total Appropriation
2605	ORDWAY, JAMES M	PATROL OFFICER	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192	\$ 72	\$ 66,208.45	
2927	MURPHY, ROBERT F	PATROL OFFICER	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192		\$ 62,460.80	
2676	HASWELL, JOHN P	DETECTIVE	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192		\$ 62,460.80	
3525	BROGAN, DANIEL R	PATROL OFFICER	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192	\$ 72	\$ 66,208.45	
2436	ARENA, EDWARD J	DETECTIVE	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192		\$ 62,460.80	
3611	BLANCHARD, ELIZABETH M	PATROL OFFICER	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192		\$ 62,460.80	
3609	KEOHANE, JAMES F	PATROL OFFICER	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192	\$ 72	\$ 66,208.45	
40019	HEFFLER, ELIZABETH R	PATROL OFFICER	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192	\$ 36	\$ 64,334.62	
41173	DELEHANTY, KEVIN J	DETECTIVE	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192	\$ 72	\$ 66,208.45	
41417	QUILTY, JAMES P	PATROL OFFICER	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192		\$ 62,460.80	
41708	SALIS, S C	PATROL OFFICER	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192	\$ 72	\$ 66,208.45	
41706	BOSELMAN, BRIAN A	DETECTIVE	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192	\$ 72	\$ 66,208.45	
41408	RODRIGUEZ, CHRISTIAN A	PATROL OFFICER	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192	\$ 72	\$ 66,208.45	
41263	FITZGERALD, KENNETH J	PATROL OFFICER	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192		\$ 62,460.80	
42558	KELLEY, KEVEN P	PATROL OFFICER	BASE SAL	G1A-7	52.4	30.8250	40	\$ 1,233		\$ 64,609.20	
42559	LANOUE, GREGORY M	PATROL OFFICER	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192	\$ 72	\$ 66,208.45	
42560	SUTHERLAND, JASON D	DETECTIVE	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192		\$ 62,460.80	
42840	LACERRA, SCOTT R	PATROL OFFICER	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192	\$ 72	\$ 66,208.45	
41106	HALL, RYAN T	PATROL OFFICER	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192		\$ 62,460.80	
43020	NGUYEN, TOAN V	PATROL OFFICER	BASE SAL	G1A-7	52.4	30.8250	40	\$ 1,233		\$ 64,609.20	
43021	PAYNE, RYAN E	PATROL OFFICER	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192	\$ 72	\$ 66,208.45	
43163	MUNGER, SEAN D	PATROL OFFICER	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192	\$ 72	\$ 66,208.45	
43443	BAZIGIAN, ERIC W	PATROL OFFICER	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192	\$ 72	\$ 66,208.45	
43445	WADE, SCOTT D	PATROL OFFICER	BASE SAL	G1A-7	52.4	30.8250	40	\$ 1,233	\$ 74	\$ 68,485.75	
43444	BUTLER, THOMAS J	PATROL OFFICER	BASE SAL	G1A-7	52.4	30.8250	40	\$ 1,233	\$ 74	\$ 68,485.75	
43609	SHOWSTEAD, CHRISTOPHER G	PATROL OFFICER	BASE SAL	G1A-7	52.4	30.8250	40	\$ 1,233	\$ 74	\$ 68,485.75	
43608	O'SHAUGHNESSY, JAMES F	PATROL OFFICER	BASE SAL	G1A-7	52.4	30.8250	40	\$ 1,233		\$ 64,609.20	
44311	DIMODICA, CHRISTOPHER J	PATROL OFFICER	BASE SAL	G1A-7	52.4	30.8250	40	\$ 1,233	\$ 74	\$ 68,485.75	
44310	MABARDY, MICHAEL S	PATROL OFFICER	BASE SAL	G1-7	52.4	29.8000	40	\$ 1,192	\$ 72	\$ 66,208.45	



Department Police

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>G</u>	<u>H</u>	<u>I</u> [G x H]	<u>J</u>	<u>K</u> [F x (I+J)]	<u>L</u> [Sum of Column K]	
Emp #	Last	Title	Pay Type	Level-Step Munis	Wks	Rate	Hours	Weekly Amount	Night	Funding (52.4 Wks) FY 2016	Total Appropriation
42375	KILLEEN, RYAN P	PATROL OFFICER	BASE SAL	G1-4	12	26.6500	40	\$ 1,066	\$ 64	\$ 13,559.52	
			BASE SAL	G1-5	40.4	27.7750	40	\$ 1,111	\$ 67	\$ 47,577.46	\$ 61,136.98
43216	MELNIK, SERGEY V	PATROL OFFICER	BASE SAL	G1-4	12	26.6500	40	\$ 1,066	\$ 64	\$ 13,559.52	
			BASE SAL	G1-5	40.4	27.7750	40	\$ 1,111	\$ 67	\$ 47,577.46	\$ 61,136.98
44708	TAYLOR, SEAN M	PATROL OFFICER	BASE SAL	G1-4	36	26.6500	40	\$ 1,066	\$ 64	\$ 40,678.56	
			BASE SAL	G1-5	16.4	27.7750	40	\$ 1,111	\$ 67	\$ 19,313.62	\$ 59,992.18
41468	BOUDREAU, KYLE J	PATROL OFFICER	BASE SAL	G1-2	1.6	24.6500	40	\$ 986	\$ 59	\$ 1,672.26	
			BASE SAL	G1-3	26.4	25.5750	40	\$ 1,023	\$ 61	\$ 28,627.63	
			BASE SAL	G1-4	24.4	26.6500	40	\$ 1,066	\$ 64	\$ 27,571.02	\$ 57,870.91
43878	CIOCCA, DANIEL F	PATROL OFFICER	BASE SAL	G1-1	10.8	23.6250	40	\$ 945	\$ 57	\$ 10,818.36	
			BASE SAL	G1-2	26	24.6500	40	\$ 986	\$ 59	\$ 27,174.16	
			BASE SAL	G1-3	15.6	25.5750	40	\$ 1,023	\$ 61	\$ 16,916.33	\$ 54,908.85
45312	PAYTON, KENNETH C	PATROL OFFICER	BASE SAL	G1A-1	10.8	24.4500	40	\$ 978	\$ 59	\$ 11,196.14	
			BASE SAL	G1A-2	26	25.5000	40	\$ 1,020	\$ 61	\$ 28,111.20	
			BASE SAL	G1A-3	15.6	26.4500	40	\$ 1,058	\$ 63	\$ 17,495.09	\$ 56,802.43
45263	PUNCH, DYLAN T	PATROL OFFICER	BASE SAL	G1A-1	10.8	24.4500	40	\$ 978	\$ 59	\$ 11,196.14	
			BASE SAL	G1A-2	26	25.5000	40	\$ 1,020	\$ 61	\$ 28,111.20	
			BASE SAL	G1A-3	15.6	26.4500	40	\$ 1,058	\$ 63	\$ 17,495.09	\$ 56,802.43
45330	HANSS, BRANDON M	PATROL OFFICER	BASE SAL	G1-5	19.2	27.7750	40	\$ 1,111	\$ 67	\$ 22,611.07	
			BASE SAL	G1-6	33.2	28.6500	40	\$ 1,146	\$ 69	\$ 40,330.03	\$ 62,941.10
2716	SCOTT, DONNA R	DISPATCHER	BASE SAL	L1-5	52.4	24.4449	40	\$ 978		\$ 51,236.46	
41598	ROURKE, TRACY A	DISPATCHER	BASE SAL	L1-5	52.4	24.4449	40	\$ 978		\$ 51,236.46	
41707	STERLING, MARK E	DISPATCHER	BASE SAL	L1-5	52.4	24.4449	40	\$ 978	\$ 59	\$ 54,310.65	
41494	BAUR, SUSAN M	DISPATCHER	BASE SAL	L1-5	52.4	24.4449	40	\$ 978	\$ 59	\$ 54,310.65	
43423	LOFTUS, ERIN M	DISPATCHER	BASE SAL	L1-5	52.4	24.4449	40	\$ 978	\$ 59	\$ 54,310.65	



Town of Natick

Personnel Staffing Sheets

Department **Police**

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>G</u>	<u>H</u>	<u>I</u>	<u>J</u>	<u>K</u>	<u>L</u>	
Emp # Last		Title	Pay Type	Level-Step Munis	Wks	Rate	Hours	[G x H] Weekly Amount	Night	[F x (I+J)] Funding (52.4 Wks) FY 2016	[Sum of Column K] Total Appropriation
43645	COLBY, AUBREY	DISPATCHER	BASE SAL	L1-5	52.4	24.4449	40	\$ 978		\$ 51,236.46	
44401	GOODWIN, CHARLES R	DISPATCHER	BASE SAL	L1-3	36.2	21.9544	40	\$ 878	\$ 53	\$ 33,697.33	
			BASE SAL	L1-4	16.2	22.6978	40	\$ 908	\$ 54	\$ 15,590.63	\$ 49,287.96
44402	GUNTER, TROY C	DISPATCHER	BASE SAL	L1-3	37.2	21.9544	40	\$ 878	\$ 53	\$ 34,628.20	
			BASE SAL	L1-4	15.2	22.6978	40	\$ 908	\$ 54	\$ 14,628.25	\$ 49,256.44
45235	MORRISON, ELIZABETH K	DISPATCHER	BASE SAL	L1-0	4.8	19.7255	40	\$ 789	\$ 47	\$ 4,014.53	
			BASE SAL	L1-1	47.6	20.4694	40	\$ 819	\$ 49	\$ 41,312.11	\$ 45,326.65
	VACANT - 10th DISPATCHER	DISPATCHER	BASE SAL	L1-0	52.4	19.7255	40	\$ 789	\$ 47	\$ 43,825.33	
3488	TOSI, KEITH A	ANIMAL CONTROL	BASE SAL	Level 1	52.4	23.0026	40	\$ 920		\$ 48,213.50	
9025	BLINN, GLADYS	TRAFFIC SUPERVISOR	BASE SAL	M1	10	\$ 738				\$ 7,380.80	
9048	BOURET, CASSANDRA J	TRAFFIC SUPERVISOR	BASE SAL	M1	10	\$1,104				\$ 11,037.60	
9040	CASEY, MARY	TRAFFIC SUPERVISOR	BASE SAL	M1	10	\$ 738				\$ 7,380.80	
42929	CHAREST, ANTHONY J	TRAFFIC SUPERVISOR	BASE SAL	M3	10	\$1,104				\$ 11,037.60	
42532	COLLINS, CAROLYN R	TRAFFIC SUPERVISOR	BASE SAL	M3	10	\$1,104				\$ 11,037.60	
44643	LEMIEUX, SUSAN S	TRAFFIC SUPERVISOR	BASE SAL	M3	10	\$ 738				\$ 7,380.80	
9055	MARTINO, JUDITH	TRAFFIC SUPERVISOR	BASE SAL	M1	10	\$1,104				\$ 11,037.60	
43364	MURPHY, EDWARD	TRAFFIC SUPERVISOR	BASE SAL	M3	10	\$1,104				\$ 11,037.60	
9046	MURRAY, ROBIN D	TRAFFIC SUPERVISOR	BASE SAL	M3	10	\$ 738				\$ 7,380.80	
44108	SAURO, BARBARA L	TRAFFIC SUPERVISOR	BASE SAL	M1	10	\$ 738				\$ 7,380.80	
44106	SHANNON, MAURA L	TRAFFIC SUPERVISOR	BASE SAL	M1	10	\$ 738				\$ 7,380.80	
Salaries Operational										\$ 3,205,648	
NON-UNIFORM											
42388	CARNEY, MARY E	ADMINISTRATIVE ASST	BASE SAL	B5-4	52.4	24.9021	37.5	\$ 934		\$ 48,932.69	
41989	WATKINS, MARYLEE E	EXECUTIVE ASST	BASE SAL	PB-2	52.4	25.3848	40	\$ 1,015		\$ 53,206.44	
45046	ROSE, JOYCE B	DEPARTMENT ASST	HRLY PAY	B4-1	28	20.8277	32	\$ 666		\$ 18,661.65	
			HRLY PAY	B4-2	24.4	22.3597	32	\$ 716		\$ 17,458.48	\$ 36,120.13



Department Police

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>G</u>	<u>H</u>	<u>I</u> [G x H]	<u>J</u>	<u>K</u> [F x (I+J)]	<u>L</u> [Sum of Column K]	
Emp #	Last	Title	Pay Type	Level-Step Munis	Wks	Rate	Hours	Weekly Amount	Night	Funding (52.4 Wks) FY 2016	Total Appropriation
Salaries Non-Uniform										\$ 138,259	
Total Salaries										\$ 4,952,613	

Town of Natick

Personnel Staffing Sheets

Department Police

A	B	M	N	O	P	Q	R	S	I
Emp #	Last	Longevity	EDU (Q)	Other	Holiday	In Service	Community Service	[M+N+O+P+Q+R] Funding FY 2016	[Sum of Column S] Total Appropriation
MANAGEMENT									
44127	HICKS, JAMES G			\$ 1,000.00				\$ 1,000.00	
2610	GRASSEY, BRIAN C	\$ 8,593		\$ 500.00	\$ 4,958	\$ 4,297		\$ 18,347.95	
3421	LAUZON, BRIAN G	\$ 4,297		\$ 500.00	\$ 4,958	\$ 4,297		\$ 14,051.22	
3610	ROSSI-CAFARELLI, CARA M	\$ 4,297		\$ 500.00	\$ 4,958	\$ 4,297		\$ 14,051.22	
3881	FITZPATRICK, LEO J	\$ 4,125		\$ 500.00	\$ 4,759	\$ 4,125		\$ 13,509.20	
3572	VIEIRA, RICHARD J			\$ 5,000.00				\$ 5,000.00	
Management Additional Compensation									\$ 65,960
SUPERVISORY									
2597	DUNLOP, ROBERT D	\$ 7,112		\$ 500.00	\$ 4,712	\$ 3,556		\$ 15,879.34	
3306	ST HILAIRE, MARK V	\$ 5,556		\$ 500.00	\$ 4,630	\$ 3,704		\$ 14,390.32	
3572	VIEIRA, RICHARD J	\$ 5,334		\$ 500.00	\$ 4,349	\$ 3,556		\$ 13,738.95	
2995	HOFFMAN, ROBERT A	\$ 311			\$ 367			\$ 677.74	
		\$ 5,236		\$ 500.00	\$ 4,530	\$ 3,704		\$ 13,970.05	\$ 14,647.79
3810	INGHAM, BRIAN D	\$ 3,452		\$ 500.00	\$ 4,222	\$ 3,452		\$ 11,627.17	
41665	FORDE, VINCENT J	\$ 1,726		\$ 500.00	\$ 3,983	\$ 3,452		\$ 9,661.99	
42329	CONAWAY, BRETT P	\$ 1,798		\$ 500.00	\$ 4,398	\$ 3,596		\$ 10,292.72	
3608	DOHERTY JR, JOHN W	\$ 2,877		\$ 500.00	\$ 3,320	\$ 5,538		\$ 12,234.64	
3357	GRAHAM, ALLAN W	\$ 7,192		\$ 500.00	\$ 4,149	\$ 3,596		\$ 15,438.04	
42289	HOWARD, CHAD M	\$ 475			\$ 1,006			\$ 1,480.96	
		\$ 1,206		\$ 500.00	\$ 3,109	\$ 3,390		\$ 8,205.17	\$ 9,686.14
0	VACANT - 11TH SERGEANT	\$ 5,085		\$ 500.00	\$ 4,146	\$ 3,390		\$ 13,120.32	
Supervisory Additional Compensation									\$ 140,717
OPERATIONAL									
1990	VITALE, THOMAS W	\$ 3,719	\$ 6,198	\$ 2,114	\$ 3,147		\$ 880.00	\$ 16,058.61	
2439	RICHARDSON, RONALD D	\$ 2,565			\$ 3,206		\$ 880.00	\$ 6,650.44	
2179	HALLORAN, RICHARD P	\$ 3,719	\$ 12,397	\$ 2,114	\$ 3,433		\$ 880.00	\$ 22,543.09	

Town of Natick

Personnel Staffing Sheets

Department Police

<u>A</u>	<u>B</u>	<u>M</u>	<u>N</u>	<u>O</u>	<u>P</u>	<u>Q</u>	<u>R</u>	<u>S</u> [M+N+O+P+Q+R]	<u>I</u> [Sum of Column S]
Emp #	Last	Longevity	EDU (Q)	Other	Holiday	In Service	Community Service	Funding FY 2016	Total Appropriation
2605	ORDWAY, JAMES M	\$ 2,479	\$ 6,198		\$ 3,595		\$ 880.00	\$ 13,152.83	
2927	MURPHY, ROBERT F	\$ 3,719	\$ 15,496		\$ 3,874		\$ 880.00	\$ 23,969.04	
2676	HASWELL, JOHN P	\$ 3,719	\$ 15,496	\$ 2,114	\$ 3,576		\$ 880.00	\$ 25,785.33	
3525	BROGAN, DANIEL R	\$ 2,479	\$ 15,496		\$ 4,060		\$ 880.00	\$ 22,915.31	
2436	ARENA, EDWARD J	\$ 2,479	\$ 15,496	\$ 2,114	\$ 3,576		\$ 880.00	\$ 24,545.65	
3611	BLANCHARD, ELIZABETH M	\$ 2,479	\$ 15,496		\$ 3,874		\$ 880.00	\$ 22,729.36	
3609	KEOHANE, JAMES F	\$ 2,479	\$ 12,397		\$ 3,905		\$ 880.00	\$ 19,661.15	
40019	HEFFLER, ELIZABETH R	\$ 1,860	\$ 15,496	\$ 1,000	\$ 3,662		\$ 880.00	\$ 22,897.34	
41173	DELEHANTY, KEVIN J	\$ 2,479	\$ 12,397	\$ 2,114	\$ 3,905		\$ 880.00	\$ 21,775.44	
41417	QUILTY, JAMES P	\$ 1,860	\$ 15,496		\$ 3,874		\$ 880.00	\$ 22,109.52	
41708	SALIS, S C	\$ 1,240	\$ 15,496		\$ 4,060		\$ 880.00	\$ 21,675.63	
41706	BOSELMAN, BRIAN A	\$ 1,240	\$ 15,496	\$ 2,114	\$ 4,060		\$ 880.00	\$ 23,789.92	
41408	RODRIGUEZ, CHRISTIAN A	\$ 1,240	\$ 15,496		\$ 4,060		\$ 880.00	\$ 21,675.63	
41263	FITZGERALD, KENNETH J	\$ 1,240	\$ 6,198		\$ 3,409		\$ 880.00	\$ 11,727.20	
42558	KELLEY, KEVEN P	\$ 1,282			\$ 2,959		\$ 880.00	\$ 5,121.52	
42559	LANOUE, GREGORY M	\$ 1,240	\$ 12,397		\$ 3,905		\$ 880.00	\$ 18,421.47	
42560	SUTHERLAND, JASON D	\$ 1,240	\$ 6,198	\$ 2,114	\$ 3,147		\$ 880.00	\$ 13,579.25	
42840	LACERRA, SCOTT R	\$ 1,240	\$ 6,198		\$ 3,595		\$ 880.00	\$ 11,913.15	
41106	HALL, RYAN T	\$ 1,240	\$ 15,496		\$ 3,576		\$ 880.00	\$ 21,191.68	
43020	NGUYEN, TOAN V				\$ 2,959		\$ 880.00	\$ 3,839.20	
43021	PAYNE, RYAN E		\$ 6,198		\$ 3,319		\$ 880.00	\$ 10,396.93	
43163	MUNGER, SEAN D		\$ 6,198		\$ 3,319		\$ 880.00	\$ 10,396.93	
43443	BAZIGIAN, ERIC W	\$ 1,240	\$ 15,496		\$ 3,748		\$ 880.00	\$ 21,363.33	
43445	WADE, SCOTT D				\$ 3,398		\$ 880.00	\$ 4,278.15	
43444	BUTLER, THOMAS J				\$ 3,398		\$ 880.00	\$ 4,278.15	
43609	SHOWSTEAD, CHRISTOPHER G				\$ 3,137		\$ 880.00	\$ 4,016.75	
43608	O'SHAUGHNESSY, JAMES F				\$ 2,959		\$ 880.00	\$ 3,839.20	
44311	DIMODICA, CHRISTOPHER J				\$ 3,137		\$ 880.00	\$ 4,016.75	
44310	MABARDY, MICHAEL S		\$ 6,198		\$ 3,319		\$ 880.00	\$ 10,396.93	

Town of Natick

Personnel Staffing Sheets

Department Police

<u>A</u>	<u>B</u>	<u>M</u>	<u>N</u>	<u>O</u>	<u>P</u>	<u>Q</u>	<u>R</u>	<u>S</u> [M+N+O+P+Q+R]	<u>I</u> [Sum of Column S]
Emp #	Last	Longevity	EDU (Q)	Other	Holiday	In Service	Community Service	Funding FY 2016	Total Appropriation
42375	KILLEEN, RYAN P		\$ 5,000		\$ 490		\$ 880.00	\$ 6,370.44	
					\$ 2,548			\$ 2,547.62	\$ 8,918.06
43216	MELNIK, SERGEY V		\$ 5,000		\$ 490		\$ 880.00	\$ 6,370.44	
					\$ 2,548			\$ 2,547.62	\$ 8,918.06
44708	TAYLOR, SEAN M		\$ 5,000		\$ 2,452		\$ 880.00	\$ 8,332.22	
					\$ 510			\$ 509.52	\$ 8,841.74
41468	BOUDREAU, KYLE J		\$ 5,000		\$ 228		\$ 880.00	\$ 6,108.26	
					\$ 1,653			\$ 1,652.74	
					\$ 981			\$ 980.89	\$ 8,741.89
43878	CIOCCA, DANIEL F		\$ 5,000		\$ 439		\$ 880.00	\$ 6,319.14	
					\$ 1,826			\$ 1,826.10	
					\$ 472			\$ 472.21	\$ 8,617.45
45312	PAYTON, KENNETH C				\$ 415		\$ 880.00	\$ 1,294.67	
					\$ 1,730			\$ 1,729.92	
					\$ 449			\$ 448.59	\$ 3,473.18
45263	PUNCH, DYLAN T				\$ 415		\$ 880.00	\$ 1,294.67	
					\$ 1,730			\$ 1,729.92	
					\$ 449			\$ 448.59	\$ 3,473.18
45330	HANSS, BRANDON M		\$ 5,000		\$ 1,019		\$ 880.00	\$ 6,899.05	
			\$ 2,500		\$ 2,097			\$ 4,597.46	\$ 11,496.50
2716	SCOTT, DONNA R	\$ 2,000		\$ 600.00	\$ 2,347	\$ 1,500		\$ 6,446.71	
41598	ROURKE, TRACY A	\$ 1,500		\$ 600.00	\$ 2,347	\$ 1,500		\$ 5,946.71	
41707	STERLING, MARK E	\$ 1,000		\$ 600.00	\$ 2,488	\$ 1,500		\$ 5,587.51	
41494	BAUR, SUSAN M	\$ 1,000		\$ 600.00	\$ 2,488	\$ 1,500		\$ 5,587.51	
43423	LOFTUS, ERIN M			\$ 600.00	\$ 2,488	\$ 1,500		\$ 4,587.51	

Department		Police							
<u>A</u>	<u>B</u>	<u>M</u>	<u>N</u>	<u>O</u>	<u>P</u>	<u>Q</u>	<u>R</u>	<u>S</u> [M+N+O+P+Q+R]	<u>I</u> [Sum of Column S]
Emp #	Last	Longevity	EDU (Q)	Other	Holiday	In Service	Community Service	Funding FY 2016	Total Appropriation
Non-Uniform Additional Compensation								\$	750
Total Salaries								\$	4,952,613
Total Additional Compensation								\$	813,060
Total Overtime								\$	599,530
Total Personnel Services								\$	6,365,203



Town of Natick

Personnel Staffing Sheets

Department **Sealer of Weights & Measures**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	P
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Total FY 2016
Department Sealer of Weights & Measures						Munis Dept. # 24				(@ 52 weeks) (@ 52.4 weeks)				
Salaries Technical/Professional						MUNIS Code 5114								
660	Mulvey	Joseph	8/30/1978	0.32	Sealer of W/M	Per. Bd.	H11-4	14,603	H11-4	14,603		0%	14,603	14,715
													14,715	
Total Salaries - Sealer of Weights & Measures				0.32										\$ 14,715

Key:

Per. Bd. - Personnel Board; COLA - Cost of Living Adjustment



Town of Natick

Personnel Staffing Sheets

Department **Town Clerk & Elections**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Certification	Total FY 2016	Longevity
Department		Town Clerk			Munis Dept. #		19					(@ 52 weeks)		(@ 52.4 weeks)		
Salaries Management						MUNIS Code		5111								
42949	Packer	Diane	4/6/2010	1.0	Town Clerk	Non-Rep	N3-0	80,000	N3-0	80,000	0	0%	80,000	0	80,000	
Sub-total Salaries Management															80,000	
Salaries Operational Staff						MUNIS Code		5113								
42737	Graveline	Kerry	7/21/2005	1.0	Executive Asst.	1116	B6-4	51,752	B6-4	51,752	0	0%	51,752		52,150	750
43356	Hansen	Nancy	10/9/2007	1.0	Dept. Assist.	1116	B5-4	48,559	B5-4	48,559	0	0%	48,559		48,933	
43848	Blatz	Debra	11/30/2009	1.0	Admin Assist.	1116	B5-4	48,559	B5-4	48,559	0	0%	48,559		48,933	
Sub-total Salaries Operational Staff															150,016	750
Overtime															2,000	
Other Compensation															750	
Total Salaries - Town Clerk				4.00											\$ 232,766	

Key:

Per. Bd. - Personnel Board; 1116 - Clerical Union - Local 1116; COLA - Cost of Living Adjustment

Department	Board of Registrars	Munis Dept. #																		
Department		Board of Registrars			Munis Dept. #		20					(@ 52 weeks)		(@ 52.4 weeks)						
Salaries Management						MUNIS Code		5111												
42949	Packer	Diane	4/6/2010		Registrar	Non-Rep	A7-0	1,378	A7-0	1,378	0	0%	1,378		1,389					
43661	Northgraves	Nancy	2/2/2009		Asst Registrar	Per. Bd.	A8-0	965	A8-0	965	0	0%	965		973					
44772	LaFleur	Sandra	6/4/2013		Asst Registrar	Per. Bd.	A8-0	965	A8-0	965	0	0%	965		973					
43989	Awkward	Robert	9/2/2010		Asst Registrar	Per. Bd.	A8-0	965	A8-0	965	0	0%	965		973					
Sub-total Salaries Management															4,306					
Wages Election Workers															Total Cost					
Police Details				# required	rate	total	Wardens				# required	rate	total	Clerks				# required	rate	total
Pres Primary	7	\$	800	\$	5,600	Pres Primary	10	\$	185	\$	1,850	Pres Primary	10	\$	160	\$	1,600			
Town Election	7	\$	800	\$	5,600	Town Election	10	\$	185	\$	1,850	Town Election	10	\$	160	\$	1,600			
Total Police Details				\$	11,200	Total Wardens				\$	3,700	Total Clerks				\$	3,200			
Inspectors				# required	rate	total	Counters				# required	rate	total	<i>Counters will be used as necessary to help count ballots at the end of the evening. They get paid minimum wage.</i>						
Pres Primary	40	\$	140	\$	5,600	Pres Primary	20 for 8 Hrs	\$	10.00	\$	1,600									
Town Election	40	\$	140	\$	5,600	Total Counters				\$	1,600									
Total Inspectors				\$	11,200	Total Counters				\$	1,600									
All Election Workers															30,900					
Constables															500					
Town Meeting Pages															1,600					
Total Salaries - Board of Registrars														\$ 37,306	\$ -					



Department Public Works - Water Enterprise

A	B	C	D	E	F	G	H	I	J	K	L	M	N	I	Q	P	Q	R	S			
											[(K-L)/D]		[(I+L)*M]									
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Step Amt.	Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Total FY 2016	LGY	EDU	DIFF	ON CALL	Other Comp.			
Department Public Works - Water Enterprise						Munis Dept. #	46		(@ 52 weeks) (@ 52.4 weeks)													
Salaries Supervisory Staff						MUNIS Code		5112														
41119	Comeau	Anthony	4/6/98	1.0	Div Supervisor	Super/Admin	C2C-5	101,564	C2-5	101,564	0	0%	101,564	102,345		7,300			1,500			
42662	Ames	Richard	3/28/05	1.0	GIS/Tech	Super/Admin	C6-5	95,006	C6-5	95,006	0	0%	95,006	95,736		7,800			1,500			
Total Salaries - Supervisory Staff				2.0												196,569	198,081	15,100	3,000			
Salaries Operational Staff						MUNIS Code		5113														
	Vacant			1.0	ISO Coordinator						0	0%		59,000								
3820	Jones	Judith	9/15/03	1.0	Admin Asst	CL 1116	B5-4	48,559	B5-4	48,559	0	0%	48,559	48,933	750	500						
41254	Drew	Alex	3/31/99	1.0	Wkg Foremen	LL 1116	MC-7	55,734	MC-7	55,734	0	0%	55,734	56,163	500	300	300	1,100				
43706	Lienhard	Thomas	3/30/11	1.0	PS Operator	LL 1116	M10-5	62,554	M10-6	64,118	391	0%	62,945	63,429	0	300	300	1,100				
42383	Brown	Robert	5/5/04	1.0	PS Night Oper	LL 1116	MB-7	55,048	MB-7	55,048	0	0%	55,048	55,472	300	150	300	1,100	1,560			
3436	Spurling	Scott	9/16/92	1.0	Gen Foremen	LL 1116	MD-7	61,741	MD-7	61,741	0	0%	61,741	62,216	700	450	300	1,100				
40052	Dollaway	Jeffrey	3/19/97	1.0	Wkg Foremen	LL 1116	MC-7	55,734	MC-7	55,734	0	0%	55,734	56,163	500	150	300	1,100				
41648	Crisafulli	Samuel	7/1/09	1.0	Crfst/Hvy	LL 1116	M8-7	52,648	M8-7	52,648	0	0%	52,648	53,053	0	150	150	1,100				
41296	Sullivan	Wayne	6/2/99	1.0	Crfst/Hvy	LL 1116	M8-7	52,648	M8-7	52,648	0	0%	52,648	53,053	500	150	300	1,100				
44063	Miller	Aaron	11/3/10	1.0	Sol Tech	LL 1116	M9-7	53,469	M9-7	53,469	0	0%	53,469	53,881	0	300	200	1,100				
41239	Magazzu	Peter	12/30/98	1.0	Sk Laborer	LL 1116	M4-7	51,413	M4-7	51,413	0	0%	51,413	51,808	500	150	300	1,100				
43706	Burke	Kenneth	5/11/11	1.0	Sol Tech	LL 1116	M9-4	45,891	M9-5	47,535	274	0%	46,165	46,520	0	150	150	1,100				
41797	Rudd	Shawn	1/16/02	1.0	Sk Laborer	LL 1116	M4-7	51,413	M4-7	51,413	0	0%	51,413	51,808	300	150	70	1,100				
	Vacant			1.0	Crfst/Hvy	LL 1116	M8-7	51,615	M8-7	51,615	0	0%	51,615	52,012	0	150	250	900				
Total Salaries - Operational Staff				14.0												763,511	4,050	3,050	2,920	13,000	1,560	
Salaries Operational Staff - (Part Time)						MUNIS Code		5123														
Temporary Staff				0.25	Laborer	Pers. Bd.	H3-3	6,557	H3-3	6,557	0	0%	6,557	6,557								
					Police Details	HOURS	400	RATE	\$48.50	19,400	0	0%	19,400	19,400								
Total Salaries - Operational Staff				0.25												25,957						
Overtime														72,500								
Other Compensation														42,680								
Total Salaries -				16.25	Public Works - Water Enter											1,102,729						

Key: Per. Bd. - Personnel Board; LL1116 - Labor Union - Local 1116; CL1116 - Clerical Union - Local 1116; COLA - Cost of Living Adjustment



Town of Natick

Personnel Staffing Sheets

Department Public Works - Sewer Enterprise

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S							
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Total FY 2016	LGY	EDU	DIFF	ON CALL	Other Comp.						
Department		Public Works - Sewer Enterprise				Munis Dept. #		45		[(K-I)/D]		[(I+L)*M]													
												(@ 52 weeks)		(@ 52.4 weeks)											
Salaries Supervisory Staff						MUNIS Code		5112																	
2300	Burke	Edward	5/22/85	1.0	Asst Super	Super/Admin	C3-4	81,517	C3-4	81,517	0	0%	81,517	82,144		6,800			1,500						
2896	Perodeau	Richard	8/17/88	1.0	CF Plant Oper	Super/Admin	C5-5	92,946	C5-5	92,946	0	0%	92,946	93,661		6,800			1,500						
Total Salaries - Supervisory Staff				2.0										175,805		0		13,600		0		0		3,000	
Salaries Operational Staff						MUNIS Code		5113																	
41819	Heffler	Steven	2/21/02	1.0	PS Foremen	LL 1116	M11-7	70,204	M11-7	70,204	0	0%	70,204	70,744	300	300	80	2,000							
42109	Hendry	Jamie	7/14/11	1.0	PS Operator	LL 1116	M9-4	45,891	M9-5	47,535	1,507	0%	47,398	47,763	0	300	240	2,000							
	Vacant		3/2/88	1.0	Gen Foremen	LL 1116	MD-7	61,741	MD-7	61,741	0	0%	61,741	62,216	0	300	240	2,000							
3017	Halfrey	Alan	5/10/89	1.0	Wkg Foremen	LL 1116	MC-7	55,734	MC-7	55,734	0	0%	55,734	56,163	900	150	240	2,000							
41283	McGeever	Michael	4/21/99	1.0	Hvy Eq Operator	LL 1116	M8-7	52,648	M8-7	52,648	0	0%	52,648	53,053	500	150	110	1,000							
44081	Dinnocenzo	Daniel	9/5/12	1.0	Hvy Eq Operator	LL 1116	M8-3	43,283	M8-4	45,273	1,493	0%	44,775	45,120	0	150	70	1,000							
44680	Hartley	Jeffrey	1/3/12	1.0	Skilled Laborer	LL 1116	M4-2	40,677	M4-3	42,255	789	0%	41,466	41,785	0			1,000							
45049	Corliss	James	1/22/14	1.0	Skilled Laborer	LL 1116	M4-1	38,756	M4-2	40,677	961	0%	39,716	40,022	0			1,000							
45329	Iodice	Thomas	9/17/14	1.0	Skilled Laborer	LL 1116	M4-1	38,756	M4-2	40,677	1,601	0%	40,357	40,667	0			1,000							
Total Salaries - Operational Staff				9.0										457,532		1,700		1,350		980		13,000		0	
						MUNIS Code		5123																	
Part Time Admin			2/1/13	0.5	Admin Asst	CL 1116	B4-1	20,578	B4-2	23,192	872	0%	21,449	21,614	0	0	0	0							
Police Details							Hours	176.00	RATE	\$48.50	8,536	0%	8,536	8,536											
													30,150												
Overtime													57,850												
Other Compensation													33,630												
Total Salaries -				Public Works - Sewer Enterj				11.50								754,967									

Key:

Per. Bd. - Personnel Board; 1116 - Labor Union - Local 1116; COLA - Cost of Living Adjustment



Town of Natick

Personnel Staffing Sheets

Department Sassamon Trace Golf Course

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P		
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Step	Begin Rate	Step Amt.	Step	End Rate	Step Amt.	Pro-Rata Step	COLA	End Step	Other Comp.	Total FY 2016
Department			Sassamon Trace Golf Course			Munis Dept. #			60			(@ 52 weeks)			(@ 52.4 weeks)		
Salaries Management						MUNIS Code			5111								
42337	Meagher	Peter	3/5/2004	1.0	Manager	Per. Bd.	Level 3	\$ 73,636		Level 3	\$ 73,636			0%	73,636		74,202
44709	McDowell	Kurt	2/25/2013	0.8	Asst. Manager	Per. Bd.	Level 1	\$ 26,490		Level 1	\$ 26,490			0%	26,490		26,694
Sub-total Salaries Management								\$100,126		\$100,126		\$100,126		\$100,896			
Salaries Operational Staff						MUNIS Code											
44700	Armando	Kristoffer	2/4/2013	1.00	Superint/Foreman	Per. Bd.	Level 2	\$ 62,500			\$ 62,500			0%	62,500		62,981
Sub-total Salaries Management								\$62,500		\$62,500		\$62,500		\$62,981			
Operational Staff - PT 5123 (Club House Attendants)						MUNIS Code			5123								
			Hours				Step	Rate	Step Amt.								
42935	Rae	Bill	4/1/2006	260.00	Club House Super.	Per. Bd.	GC-4-2	13.00	3,380	GC-4-2	13.00	3,380			3,380		3,393
43439	Carlson	Cheryl	3/24/2008	260.00	Club House Super.	Per. Bd.	GC-3-2	11.00	2,860	GC-4-2	13.00	3,380			3,380		3,393
42377	Paoletti	Paul	4/14/2004	260.00	Club House Attend.	Per. Bd.	GC-3-2	11.00	2,860	GC-3-2	11.40	2,964			2,964		2,975
42103	Fleming	Brian	5/21/2003	260.00	Club House Super.	Per. Bd.	GC-4-2	13.00	3,380	GC-4-2	13.00	3,380			3,380		3,393
43671	Bogle	Kerry	4/6/2009	340.00	Club House Attend.	Per. Bd.	GC-3-2	11.00	3,740	GC-3-2	11.40	3,876			3,876		3,891
43704	Surface	Paul	4/15/2009	380.00	Club House Attend.	Per. Bd.	GC-3-0	10.00	3,800	GC-3-2	11.40	4,332			4,332		4,349
43438	Davidson	Eric	3/31/2008	440.00	Club House Attend.	Per. Bd.	GC-3-2	11.00	4,840	GC-3-2	11.40	5,016			5,016		5,035
44259	Segal	David	4/25/2011	400.00	Club House Attend.	Per. Bd.	GC-3-0	10.00	4,000	GC-3-1	11.07	4,428			4,428		4,445
44431	Kwok	Brandon	3/28/2012	300.00	Club House Attend.	Per. Bd.	GC-3-0	10.00	3,000	GC-3-1	11.07	3,321			3,321		3,334
43905	Worthington	Carter	4/20/2010	300.00	Club House Attend.	Per. Bd.	GC-3-0	10.00	3,000	GC-3-1	11.07	3,321			3,321		3,334
42374	Fruneaux	Marco	4/12/2005		Club House Attend.	Per. Bd.	GC-3-2	11.00	0	GC-3-2	11.00	0			0		0
45222	Mundy	Peter	7/23/2014		Club House Attend.	Per. Bd.	GC-3-0	10.00	0	GC-3-1	10.50	0			0		0
Total Operational Staff PT				3,200					\$34,860			\$37,398			\$37,398	\$37,542	
Support Staff PT - 5125 (Rangers-Starter & Cart Attendants)						MUNIS Code											
			Hours				Step	Rate	Step Amt.								
42372	Sheinfeld	Robert	4/12/2005	575.00	Ranger/Starter	Per. Bd.	GC-2-2	10.00	5,750	GC-2-2	10.61	6,101			6,101		6,124
42357	Filledes	Tassos	4/12/2005	575.00	Ranger/Starter	Per. Bd.	GC-2-2	10.00	5,750	GC-2-2	10.61	6,101			6,101		6,124
43596	Bardellini	Francis	9/3/2008	360.00	Ranger/Starter	Per. Bd.	GC-2-2	10.00	3,600	GC-2-2	10.61	3,820			3,820		3,834
44499	Cohen	Bradley	6/28/2012	360.00	Ranger/Starter	Per. Bd.	GC-2-2	10.00	3,600	GC-2-2	10.61	3,820			3,820		3,834
44756	Donnelly	Robert	5/22/2013	220.00	Ranger/Starter	Per. Bd.	GC-2-2	10.00	2,200	GC-2-2	10.61	2,334			2,334		2,343
42389	Keniry	Robert	4/12/2005	220.00	Ranger/Starter	Per. Bd.	GC-2-2	10.00	2,200	GC-2-2	10.61	2,334			2,334		2,343
44757	Schroeder	Samuel	5/22/2013	170.00	Golf Car Attndt.	Per. Bd.	GC-2-0	8.50	1,445	GC-1-2	10.00	1,700			1,700		1,707
45122	Borgman	Kurt	4/30/2014	170.00	Golf Car Attndt.	Per. Bd.	GC-2-0	8.50	1,445	GC-1-2	10.00	1,700			1,700		1,707
45116	Hanscom	Richard	4/14/2014		Ranger/Starter	Per. Bd.	GC-2-2	10.00	0	GC-2-2	10.00	0			0		0
45171	Hicks	Gregory	7/1/2014		Golf Course Laborer	Per. Bd.	GC-2-2	10.00	0	GC-2-2	10.00	0			0		0
Total Support Staff PT				2,650					\$25,990			\$27,909			\$27,909	\$28,016	
Golf Course Maintenance Staff PT						MUNIS Code											
			Hours				Step	Rate	Step Amt.								
764	Collins	Vincent	2/25/2013	720	Golf Course Mechanic	Per. Bd.	GC-5-1	15.00	10,800	GC-5-3	15.65	11,268			11,268		11,311
44733	White	Robert	4/15/2013	760	Equipment Operator	Per. Bd.	GC-4-0	12.00	9,120	GC-4-2	13.00	9,880			9,880		9,918
44733	Keniry	John	4/15/2013	760	Equipment Operator	Per. Bd.	GC-4-0	12.00	9,120	GC-4-2	13.00	9,880			9,880		9,918
43479	Papadopoulos	Ilias	7/23/2014	760	Equipment Operator	Per. Bd.	GC-4-0	12.00	9,120	GC-4-2	13.00	9,880			9,880		9,918
45219	Thorsen	Frederick	7/23/2014	500	Equipment Operator	Per. Bd.	GC-4-0	12.00	6,000	GC-4-2	13.00	6,500			6,500		6,525
45171	Hicks	Gregory	7/1/2014	480	Golf Course Laborer	Per. Bd.	GC-2-2	10.00	4,800	GC-2-2	10.61	5,093			5,093		5,112
Total Maintenance Staff PT				3980					\$48,960			\$52,501			\$52,501	\$52,703	
Merit/Performance Salaries																\$ 4,890	
Total Department				9,830					\$272,436			\$280,434			\$280,434	\$287,028	

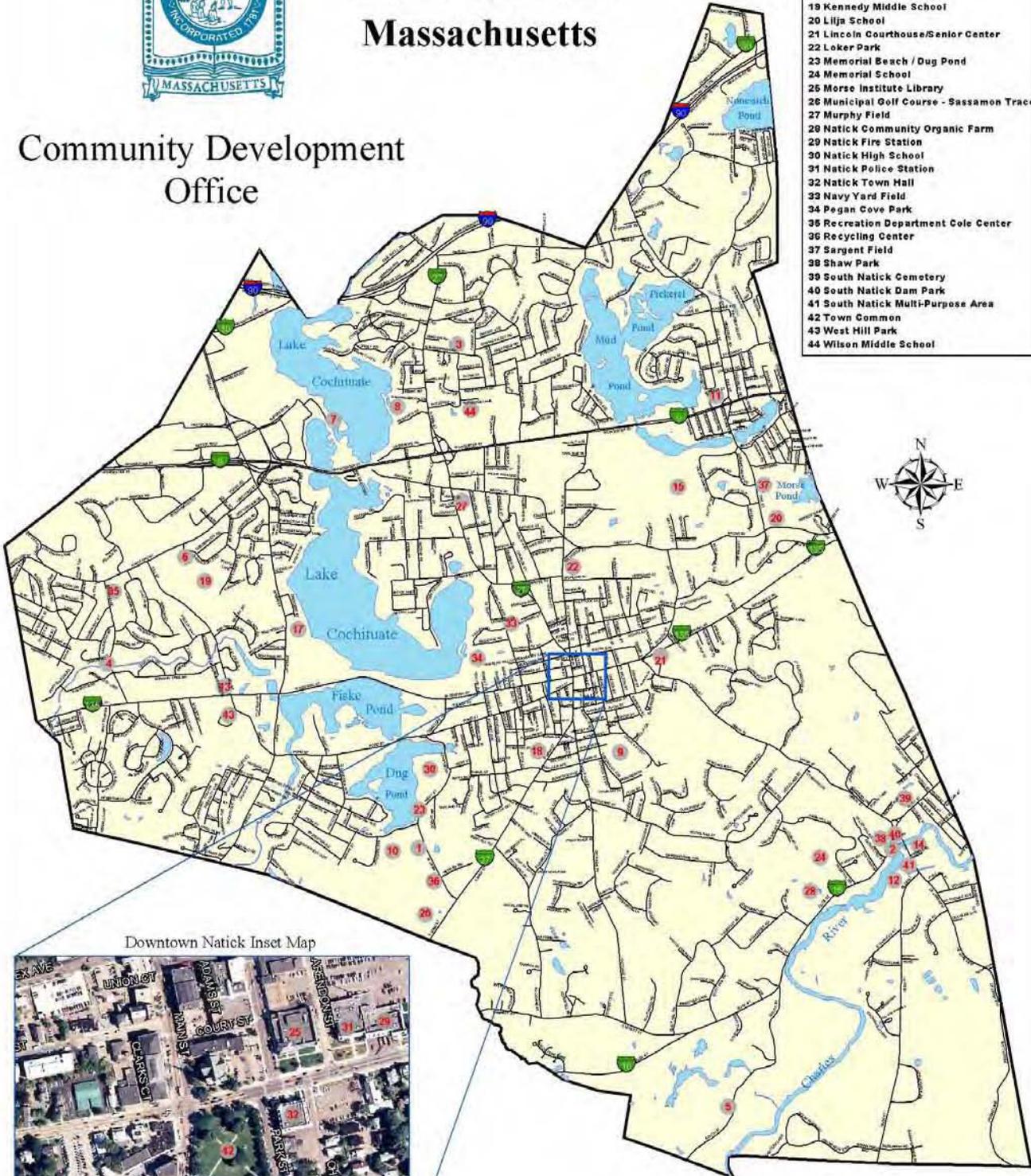
Areas of Interest



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 Lija 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



Downtown Natick Inset Map



0 0.25 0.5 1 1.5 Miles

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