Town of Natick

2015 Spring Annual Town Meeting

Recommendations of the Natick Finance Committee on the FY 2016 Town Administrator's Budget

April 14, 2015 – Natick High School – Natick, MA

Please bring this book with you to the 2015 Spring Annual Town Meeting

Tuesday, April 14, 2015

7:30 PM

NATICK HIGH SCHOOL

For the latest information, please go to www.natickma.gov and click "2015 Spring Annual Town Meeting"

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Finance Committee
Town of Natick, Massachusetts

April 14, 2015

Greetings to all Town Meeting Members and Residents of Natick,

This Recommendation Book contains the Natick Finance Committee recommendations for all of the articles appearing on the 2015 Spring Annual Town Meeting Warrant. In accordance with the Town of Natick By-Laws Chapter 23 Section 4, this report and recommendations are respectfully submitted for your consideration.

In the Finance Committee's letter to Town Meeting at the 2014 Spring Annual Town Meeting, it was noted that

> *"…the Town continues to face challenges related to the growing cost of funding the services that it provides to its residents. These challenges are certainly not unique to Natick, and the conservative approach of the Town's Municipal and Public Schools Administrations with respect to financial management has been instrumental in enabling the Town to provide high-quality and cost-effective services to residents. Yet these challenges are not diminishing – on the contrary, there is evidence that they are increasing -- and the adage that "budgets are about priorities" will remain accurate. Consequently, the Town must continue to carefully evaluate and balance its finite resources against the many equally-important needs and priorities that residents have come to appreciate, while also being vigilant to understand and mitigate, if possible, the financial impact of providing those services."*

This message is even truer today than in 2014. Simply put, the town is facing a structural imbalance between its revenues and expenses, due in very large part to the growth in health care costs, pension liability funding requirements, and the continuing student enrollment growth that has resulted in additional staff positions within the Natick Public Schools. To illustrate this dynamic, Town Meeting members should consider the following chart:

Major Expense Changes:	**Amount**	
Employee Fringe Benefits	$1,570,673	A sampling of non-discretionary expense changes
Contributory Retirement	$566,382	
NPS Contractual Increases	$1,639,075	
Total	**$3,776,130**	
FY 2016 Tax Levy Increase (Incremental Revenue)	**$3,298,010**	
Surplus Revenue/(Deficit)	**($478,120)**	

As shown on the chart, even without the other cost increases for Municipal and School budgets, including additional teachers, these three changes alone were more than the increase received from the tax levy.

Town Meeting members will note that for the first time in recent memory the Finance Committee was unable to reach a recommendation on the proposed FY 2016 Omnibus Budget, although recommendations are provided for forty-three of the forty-four operating budgets. Notably, there is no recommendation on the proposed budget for the Natick Public Schools. Additionally, the recommendation for the Community Development Department differs slightly from the Town Administrator's proposed budget. These differences will be discussed in more detail in the applicable budget section of this Recommendation Book.

Although the Town Administrator is presenting a proposed budget that is in balance as required by law, the lack of a recommendation on the Natick Public Schools budget, and consequently on the FY 2016 Omnibus Budget as a whole, is due at least in part to concerns that the proposed budget relies too heavily on the use of non-recurring revenue sources. Specifically, the Town Administrator is proposing to use just under $2.3M in non-recurring revenues – namely Free Cash[1] – to support municipal and school operating expenses.

Town Meeting members should note, however, that this is not a new practice; last year over $2.4 million of Free Cash has was used to support the operating budgets. However, town officials and members of the Finance Committee are united in agreement that the use of material Free Cash and other one-time reserves for recurring expenses are an unsound and unsustainable financial management practice.

The structural imbalance is not the result of poor decisions or bad planning; on the contrary, the town's conservative fiscal management principles are a large part of why the town enjoys the strongest bond rating granted by rating agencies such as Standard and Poors and is able to access the debt market at historically low rates.

To address this situation, the Financial Planning Committee[2] has been meeting to discuss the options available to the town, and is in agreement with the Town Administrator's approach to utilize a greater portion of non-recurring revenues to support the FY 2016 Omnibus Budget while evaluating a comprehensive list of options that can be employed going forward to bring the town's revenues and expenses into line. The committee intends to provide recommendations to the town's major policy-making boards prior to the start of the budget planning season for the FY 2017 budget.

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[1] Town Meeting members may be aware that Free Cash is comprised of unexpended monies turned back to the General Fund by municipal departments and the Natick Public Schools at the end of each fiscal year and certified each fall by the Department of Revenue. However, the availability of Free Cash is expected to decrease as operating budgets are tightened and the amount of unexpended monies at the end of the fiscal year is diminished.

[2] The Financial Planning Committee is comprised of two members each of the Finance Committee, the Board of Selectmen, and the School Committee plus the Town Administrator and the NPS Superintendent or their designees. The committee's overarching objective is to develop short and long range forecasts for revenues and expenditures, and to develop strategies for meeting any projected shortfalls. More information on the committee is available on the town's website, at http://www.natickma.gov/526/Financial-Planning-Committee.

To be sure, despite the proposed balanced budget that will be presented by the Town Administrator, at this point in time, the structural imbalance in the town's finances has not been eliminated. Three year projections – assuming favorable action of the Town Administrator's budget as proposed – forecast a revenue/expense gap of approximately $4.2 million for FY 2017 and $6.4 million for FY 2018. It is therefore imperative that decisive action be taken to either eliminate or at the very least decrease, the fundamental disparity between the town's revenues and expenses. A strategic solution is required to either increase revenues, decrease expenses, or both. Town Meeting members should note that mechanisms to increase revenue are limited and that while the Financial Planning Committee will endeavor to evaluate options such as fee increases, service efficiencies, etc., there is a realistic possibility that the question of an operational override may lie in the town's future.

Town Meeting members should note that the proposed budget in this Recommendation Book is, as it always has been, the Town Administrator's proposed budget, and that it is supported by the Board of Selectmen; similarly, the proposed budget for the Natick Public Schools is supported by the Board of Selectmen, the School Committee, and the Natick Public School Administration.

In addition to the proposed operating budget for Fiscal Year 2016 (Article 15), the warrant for the 2015 Spring Annual Town Meeting contains a number of noteworthy and complex articles, including, but not limited to: proposed By-Law amendments concerning single-use plastic bags, building and zoning moratoriums, an additional appropriation to the family of Michael McDaniel Jr., a DPW worker who died in a tragic job-related accident last year, a means-tested property tax exemption for senior citizens, proposals related to electronic voting at Town Meeting, several articles relating to the parcel at 22 Pleasant Street, and three proposed zoning amendments submitted by the Planning Board.

There are also a number of important recurring articles, including the school transportation subsidy, capital equipment and improvements, street and easement acceptances, setting the annual salary for the Town Clerk, the Personnel Board Classification and Pay Plan, and the reauthorization of various revolving funds.

To meet the requirement of the Natick By-Laws, the Finance Committee -- both as a whole and in subcommittee -- met no less than twenty eight times since January 1, 2015. The Finance Committee remains committed to both the rule as well as the spirit of the Open Meeting Law, and all of the Finance Committee recommendations were made after conducting duly noticed public hearings and open meetings of the Finance Committee Subcommittees and the Finance Committee as a whole. In reaching its recommendations the Finance Committee has taken into account comments and data gathered from all of the article sponsors, Town department heads, Town and School Administrations, Town Boards and Commissions, and the public at large.

As in previous years, the Finance Committee's public hearings were marked by extensive and vibrant discussions on many of the articles, and the narratives in this Recommendation Book

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

Town Meeting members are urged to study this information carefully, including the Town Administrator's Budget Message that is included in this Recommendation Book, in preparation for Town Meeting. The 2015 Spring Annual Town Meeting Warrant is available online at http://www.natickma.gov/DocumentCenter/View/1658. The complete proposed FY 2016 budget is also available online, at http://www.natickma.gov/390/Budget. In addition, the Natick Public Schools budget is available online on the Natick Public Schools website at http://www.natickps.org/districtinfo/budget/main.cfm.

This Recommendation Book contains a great deal of important information and is the result of a large group effort. Many volunteers, especially the fifteen members of the Finance Committee as well as members of other committees and boards, worked diligently to help bring all of this information to Town Meeting. The contributions of time and effort on the part of many Town employees is also noteworthy, and is typical of the dedicated high-caliber professionals that the Town is fortunate to employ.

We appreciate the efforts of all of the individuals – volunteers, employees, and interested residents -- who took the time to participate in the Committee's public hearings. Several of the Committee's meetings lasted late into the night and required a considerable amount of effort and sacrifice on the part of committee members, Town officials, other volunteers, families, and friends that should not go unrecognized.

As always, we would also like to our appreciation and respect to our recording secretary Ms. Lisa Kane Smith for her invaluable assistance in this important process. Her effort is important in assisting us to make information about our public hearings as transparent and accessible as possible.

Information relating to the Finance Committee may be found on the Town's public website, at http://www.natickma.gov/516/Finance-Committee. Any questions or comments about the Finance Committee may also be submitted to us via a link on that web page.

Thank you for your continued support.

Respectfully submitted,

James Everett
Chairman

Jimmy Brown, Vice-Chairman
Bruce Evans, Clerk
Cathi Collins
Cathy Coughlin
Michael Ferrari
Jonathan Freedman
David Gallo
Patrick Hayes
Mark Kelleher
Tony Lista
Jerry Pierce
Christopher Resmini
Jennifer Sack
Edward Shooshanian

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TOWN ADMINISTRATOR'S FISCAL YEAR 2016 BUDGET MESSAGE TO

THE 2015 SPRING ANNUAL TOWN MEETING

April 14, 2015

During my tenure as Town Administrator, the Finance Committee and I have strived to reach consensus regarding each year's Annual Operating Budget. The Finance Committee's detailed review of the Town Administrator's Preliminary Budget provides the opportunity to evaluate priorities such that we can present to Town Meeting a budget that is supported by the Town Administrator, Finance Committee, Board of Selectmen and School Committee.

It is the Town Administrator's responsibility to recommend to Town Meeting a balanced budget that funds the programs and operations of the general government and school department in a fiscally responsible manner. Fiscal responsibility demands reliance on recurring revenues in support of recurring operational costs; our Financial Management Principles stipulate, among other things, that "Reserves and one-time revenues should be used only for capital or other non-recurring expenses."

In past years, reserves were sometimes used in support of the operating budget. However, this Administration's fiscal conservatism and our implementation of numerous cost efficiencies have enabled Natick to end this unwise use of reserves. In fact, in recent years, we have significantly improved our reserve position, enhanced our commitment to and financing of our capital needs and attained and maintained the highest possible credit rating. The long-range financial stability of the community is this Administration's highest priority.

While these are noteworthy successes, we continue to rely on Free Cash in varying amounts, ranging from $1,500,000 to $2,270,597 in recent years, in support of the operating budget. While Free Cash is a recurring revenue source, its use in support of the annual operating budget is not recommended as the amount of Free Cash is not reliable year-to-year. The Administration's long-term goal has been, and will continue to be, to reduce or, ideally, eliminate our use of Free Cash in support of the operating budget.

This information is provided as background to discussion of the Fiscal Year 2016 operating budget, which presented unique and substantial challenges. Consistent with recent practice, the Town Administrator's FY 2016 Preliminary

Budget – released in early January – was not in balance. This practice allows the development of a balanced budget in a transparent and collaborative manner through the Finance Committee's public hearing process.

Achieving a balanced budget for Fiscal Year 2016 was very challenging. We began the budget review process with a projected deficit of over $3.5 million, driven largely by a 7.5% ($3.8 million) requested increase in the School Department budget, a projected 15% ($1.9 million) increase in employee health care costs, and an 8% ($567,000+) increase in the pension program.

The pension cost increase was a known cost; per actuarial analyses and Public Employee Retirement Administration Commission (PERAC) mandates, we will be facing an 8% increase for four more years. Per our present schedule, we will fully fund the Town's pension obligations in the year 2030. It is important to note that state-mandated levels of employee contributions into the retirement system have increased over time such that recently hired employees fully fund their pensions.

With respect to the projected 15% increase in health care costs, unfortunately this projection proved to be fairly accurate. Actual FY 2016 rate increases ranged from 8.6% for the Tufts Rate Saver plan to14% for the Harvard Pilgrim and Blue Choice Rate Saver plans; the vast majority of employees are enrolled in the Harvard Pilgrim plan. These significant rate increases were driven largely by increases in prescription drug costs. The Town has made significant strides in recent years in addressing rising health care costs by increasing the percentage paid by employees, and substituting traditional HMO plans with lower cost Rate Saver plans. However, clearly this is an area where further creativity will be required to produce cost savings and predictability.

With respect to the School Department's budget request, it is important to note that the schools have faced substantial growth in student population in recent years. Notably, between FY 2012 – 2015, enrollment has grown by over 400 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. In response to this need and with the support of the general government administration, Board of Selectmen, Finance Committee and Town Meeting, the School Department has added 57 positions since FY 2012.

The School Department's Preliminary (January) Budget requested a $3.867 million (7.5%) budget increase, which would have provided funding for an

additional 26.1 full-time-equivalent positions, including 16.6 classroom teachers. Recurring revenues simply were not available to support this budget request, and the community engaged in significant discussion over the ensuing weeks regarding community needs and priorities as they pertain to general government and school operations as well as whether reserve funds should be accessed to fund the requested school budget. Simply put, to fund the School Department's Preliminary Budget request, significant cuts would have to be made within general government operations or substantial use of reserve funds would be required, or some combination thereof.

Debate regarding these and other options drew significant public engagement, particularly among school advocates. The level of participation and activism of these advocates has been very impressive and is applauded. We have long maintained that the budget process benefits from informed and engaged public participation.

Throughout these weeks of discussion and debate, the General Government undertook an evaluation of services and programs and determined that the extent of cuts necessary to fund the School Department's $3.8 million preliminary budget increase would devastate valued services. We also reviewed requests for service enhancements – referred to as Program Improvement Requests – submitted by general government departments. Ten such requests were submitted totaling $341,674; each request was deserving of the Administration's support.

After careful evaluation, only three PIRs, totaling $100,088, are included in the Town Administrator's recommended budget, as follows:

1. For Fire Department portable radios - $11,000
2. For a full-time Administrative Assistant in the Public Works Department - $56,672
3. For a full-time Sanitarian in the Department of Public Health (scheduled to be hired January 1, 2016) - $32,416

The total increase in the FY 2016 General Government budget, including the recommended PIRs, is $572,075. It should be noted that this amount does not include potential cost-of-living or other salary increases as we have not yet settled collective bargaining agreements for the 10 General Government unions for FY 2016 and beyond.

During this budget review process, the Administration and many other Town officials were steadfast that reserves should not be used to fund the operating budget. As previously noted, doing so is contrary to sound financial management principles. Of great concern is the inevitable impact on subsequent years' budgets. Given that there are insufficient recurring revenue sources to fund the FY 2016 School Department budget request, absent a substantial influx of new revenues, funding the FY 2017 operating budget would be even more challenging and inevitably place further pressure on our reserve funds.

Our present forecasts for FY 2017 and FY 2018 reflect projected deficits of $4.2 million and $6.4 million, respectively. We must not exacerbate these challenges by approving a FY 2016 budget that exceeds our means.

Simply put, funding a budget that cannot be supported through recurring revenue sources – that is, living beyond our means – is unwise and unsustainable.

After these weeks of debate, the final School Department budget that was favorably voted by the School Committee reflects a 4.5% ($2.3+ million) increase; this budget is recommended by the Town Administrator. This additional funding will allow the School Department to add 8.9 full-time-equivalent personnel to address priority needs; the School Department had stated during the budget review process that 13.1 new personnel were needed to maintain current service levels. This budget request was presented and recommended to the Finance Committee, but the Committee was unable to reach the required 8 favorable votes in support of the budget; the Finance Committee does not have a recommendation regarding the School Department budget.

In the end, the FY 2016 General Fund Operating Budget, totaling $126,677,299, was balanced by utilizing more Free Cash than has typically been supported by the Administration. Nonetheless, we recommend that Town Meeting support this budget to allow the continuation of valued general government and school programs and operations. The Board of Selectmen, Finance Committee, School Committee and general government and school department administrations are committed to work together to refine existing multi-year forecasts and identify and evaluate opportunities for savings and efficiencies, as well as opportunities to enhance revenues, in response to our sizeable structural budget imbalance and the associated fiscal challenges we face in future years.

The Town Administrator, in conjunction with the Board of Selectmen, Finance Committee, Town Meeting and others, bears responsibility for the Town's long-term fiscal strength and stability. This Administration's fiscally conservative approach, combined with continued implementation of cost-saving initiatives, enabled Natick to sustain all programs and operations during the recent recession and, in fact, emerge from the recession in an improved fiscal condition.

Short-term solutions to systemic and sustained problems – such as funding a budget that we cannot afford – jeopardizes the fiscal stability that we have achieved in recent years, and puts at risk the very services that are so highly valued by the community. We respect the strong support and input received in recent weeks regarding the School Department budget, specifically for additional funding beyond the budget voted by the School Committee and recommended by the Town Administrator.

Nonetheless, we urge advocates to consider the Town's long-term fiscal stability and our ability to maintain services on an ongoing basis. A delicate balance and long term vision is required 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.

As noted at the beginning of this Budget Message, through the Finance Committee's budget review process, we strive to reach consensus regarding each year's Annual Operating Budget. Unfortunately, there are two areas within the proposed FY 2016 Operating Budget where we do not have agreement, as follows:

1. As noted earlier, the Finance Committee does not have a recommendation regarding the School Department budget. The $53,817,355 budget voted by the School Committee is the budget recommended by the Town Administrator as part of the balanced, comprehensive budget in support of all Town operations.

2. Within the Town Administrator's FY 2016 balanced budget proposal, we have maintained full funding for an existing, but vacant, Planner position in the Community Development Department. The Finance Committee voted to recommend a reduction in the Community Development Department budget equal to half of the salary for this Planner position, with the intent that the Administration delay filling this vacancy until

January 1, 2016. Importantly, fully funding this position is not a budget increase; the position was fully funded in FY 2014 and FY 2015 and, again, the Town Administrator's balanced budget included full funding for this position. The Administration maintains that this position is essential to the effective management of the substantial responsibilities and business of the Community Development Office. These responsibilities are considerable and have long-range and far-reaching impacts on the community. It is the Administration's position that adequately funding and supporting this department is among our most important responsibilities given the Department's leadership role in advancing sound business development and associated job creation and tax base stability, promoting residential development to meet varied community needs, developing long-range plans responsive to the collective vision of our community's future, preserving the community's historic attributes, and supporting preservation and expansion of open space and recreational opportunities.

I strongly urge Town Meeting to support the Town Administrator's recommended budget, which fully funds the School Department budget as voted by the School Committee, and fully funds the Community Development Department budget.

This has been a very difficult budget year, and the challenges we faced will certainly continue for many years to come. We would be well advised to continue our conservative financial management practices with a keen eye on the many needs and challenges that lie ahead. Discretion and good sense must be our guide.

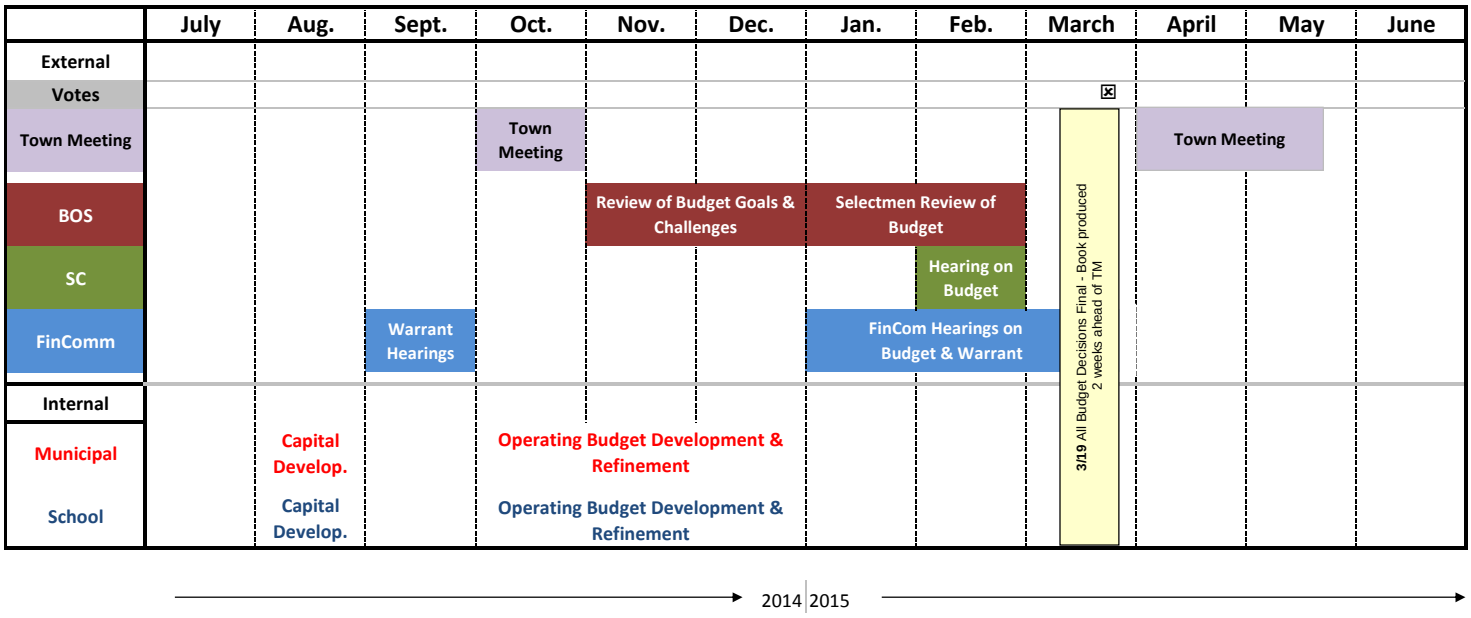
Sincerely,

Martha L. White

Martha L. White,
Town Administrator

Budget Overview

FY 2016 Budget Schedule & Process



Significant Dates

August 2014
Capital Development (Internal - Schools & Municipal)

September 2014

Capital Update Submitted	September 1st

October 2014

Operating Budget Development (Internal)	Mid-to- Late October
2014 Fall Town Meeting	Begins October 21st

November 2014

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

December 2014

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

January 2015

Submittal of FY 2016 Administrator's Proposed Budget to BOS & FC	**January 5th**
Finance Committee Public Hearings on Budget	All January
BOS - Review of Budget	

February 2015

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

March 2015

Finance Committee Public Hearings on Budget	to March 15
Preparation of Materials for Town Meeting	March 16-31
x Municipal Election	March 31st

April - May 2015

Town Meeting	Commences April 14th

July 2015

Start of FY 2016	July 1

FY 2016 Budget Schedule & Process

The legislative body of the Town of Natick is a representative Town Meeting comprised of 180 elected Town Meeting Members. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects. The Town Administrator is required to submit a Proposed Budget to the Board of Selectmen and Finance Committee on January 5, 2015. An ***Open Process*** is utilized in developing the budget. Internally, input is elicited and encouraged from all staff levels. Externally more and more citizen participation is encouraged and sought after. The open process allows for greater inclusion in decision-making and in the overall development of the budget.

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

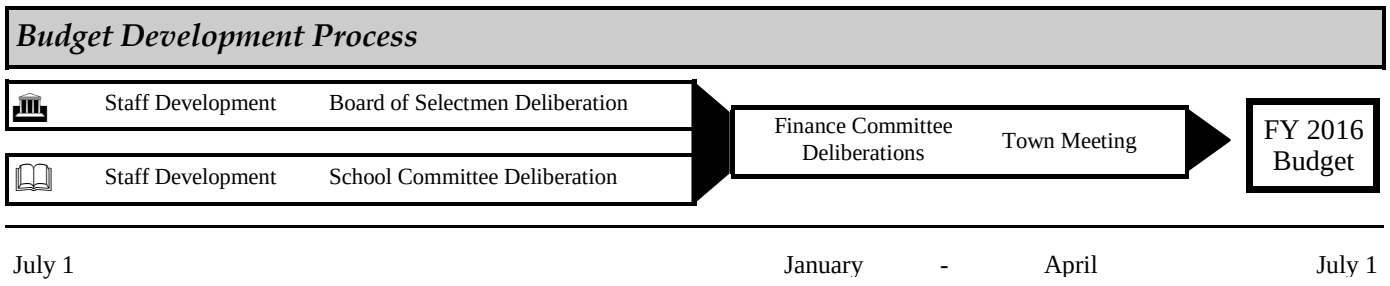
While the municipal staff is developing one part of the operating budget, the School Department begins a separate process for developing the operating budget of the Natick Public Schools. The Town Administrator is responsible for making budget recommendations for all Town programs, including a total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

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

Once the Town Administrator presents her recommended budget to the Board of Selectmen and the Finance Committee on January 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 committees are involved in and help guide the decision making process from beginning to end. Through this process, the Town Administrator is able to consider the input of all of these groups when preparing the Proposed Budget.

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

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



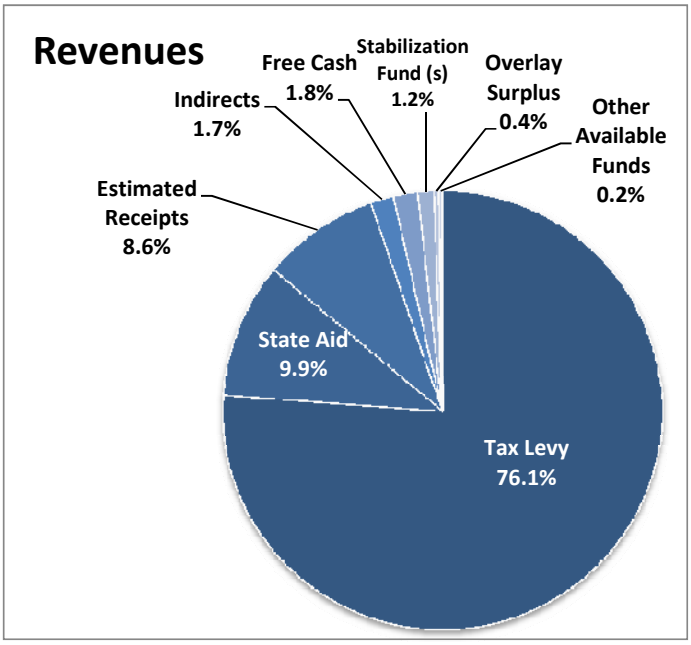
General Fund Revenue/Expenditure Summary

General Fund Revenues	2013 Actual	2014 Appropriated	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	% (+/-)
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	$ 2,335,597	(3,332,518)	-58.79%
Stabilization Fund (s)	$ 1,062,152	$ 2,424,229	$ 3,058,758	$ 1,543,764	(1,514,994)	-49.53%
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**	**131,102,761**	**(1,186,406)**	**-0.90%**
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					-	#DIV/0!
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	$ 908,350	(1,094,900)	-54.66%
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	$ 65,000	(268,000)	-80.48%
Total General Fund Expenses	**$ 120,472,900**	**$ 128,293,395**	**$ 132,289,167**	**$ 131,102,761**	**(1,186,406)**	**-0.90%**
Net Excess / (Deficit)	**5,195,248**	**-**	**-**	**-**	**-**	**#DIV/0!**

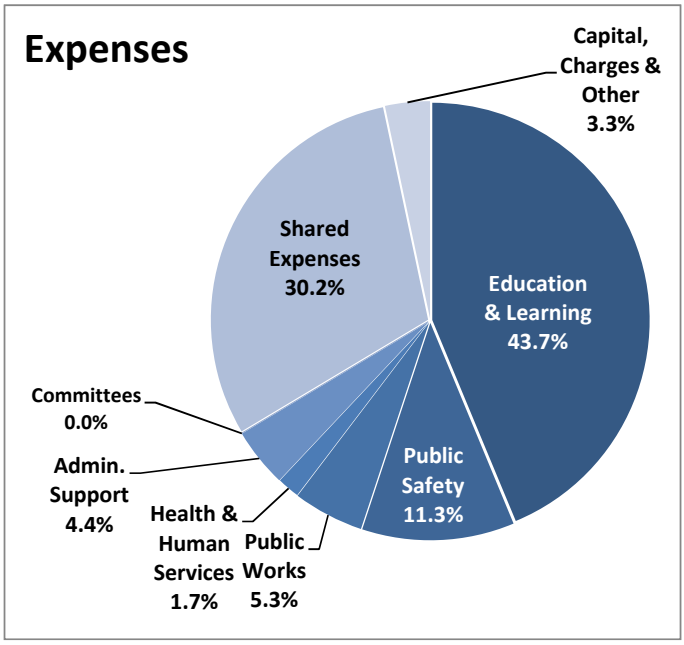
General Fund Revenue/Expenditure Summary

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

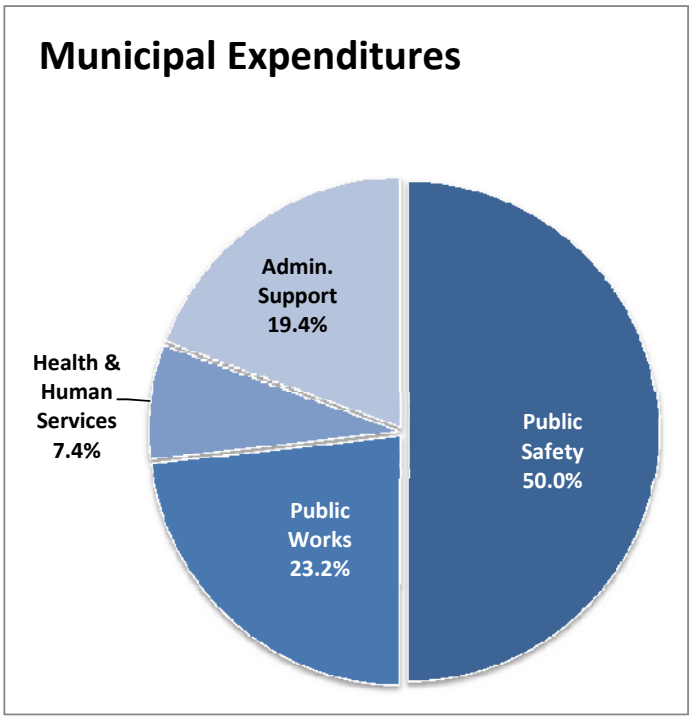
General Fund Revenues - FY 2016



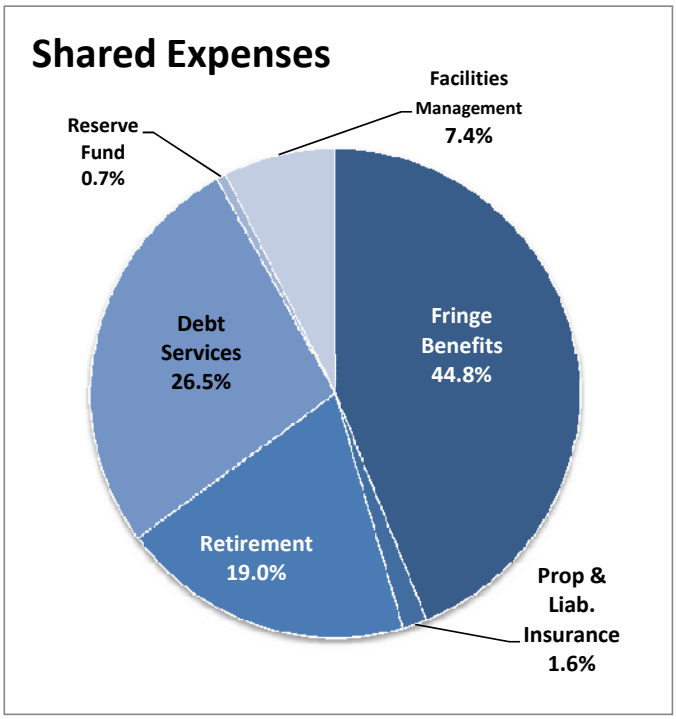
General Fund Expenditures - FY 2016



Municipal Expenditures - FY 2016



Shared Expenditures - FY 2016



General Fund Allocation by Article - 2015 Spring Annual Town Meeting

		TA Rec'd
Article 1 Family of Michael McDaniel Jr. - FY15 Appropriation	**$**	**50,000**
Article 15 Fiscal 2016 Omnibus Budget Article		
Omnibus Budget G/F	**$**	**124,432,986**
Sassamon Trace Subsidy From G/F	$	280,000
Total	**$**	**124,712,986**
Article 16 Morse Institute Library	**$**	**2,090,345**
Article 17 Bacon Free Library	**$**	**153,968**
Article 18 School Bus Transportation Subsidy	**$**	**371,573**
Article 21 Capital Equipment (Funded by Capital Stabilization Fund)	**$**	**518,000**
Article 22 Capital Improvement (Funded by Capital Stabilization Fund)	**$**	**390,350**
Article 25 Appropriate Funds to Aquire Electronic Voting Technology and/or Equipment	**$**	**15,000**
Total G/F Budget from Articles	**$**	**128,302,222**
Total State Assessments & Other Charges	**$**	**1,800,539**
Total Assessor's Overlay	**$**	**1,000,000**
Total G/F 2015 Spring Town Meeting Articles	**$**	**131,102,761**

Appropriations by Article for 2015 Spring Annual Town Meeting

Article Descriptions		TA Rec'd
Article 1 Family of Michael McDaniel Jr. - FY15 Appropriation	**$**	**50,000**
Article 15 Fiscal 2016 Omnibus Budget Article		
General Fund	**$**	**124,432,986**
Water/Sewer Enterprise Fund	$	12,432,355
Sassamon Trace Enterprise Fund (inclusive of $280,000 of G/F tax levy)	$	909,910
Total Article 12	**$**	**137,775,250**
Article 16 Morse Institute Library	**$**	**2,090,345**
Article 17 Bacon Free Library	**$**	**153,968**
Article 18 School Bus Transportation Subsidy	**$**	**371,573**
Article 21 Capital Equipment	**$**	**1,690,000**
Article 22 Capital Improvement	**$**	**1,988,150**
Article 25 Appropriate Funds to Aquire Electronic Voting Technology and/or Equipment	**$**	**15,000**

Article 15 - Funding Breakdown - FY 2016 Omnibus Budget

		FC Rec'd
Tax Levy	$	96,212,736
State Aid	$	11,199,601
Local Receipts	$	11,335,542
Water Sewer User Rates	$	14,639,755
Free Cash	$	2,270,597
Parking Meter Fees	$	80,000
Overlay Surplus	$	500,000
Title V Septic	$	7,684
Premiums	$	106,758
Capital Stabilization Fund	$	635,414
School Building Assistance	$	123,167
Golf User Fees	$	629,058
Golf Retained Earnings	$	34,939
Total for Article 15	**$**	**137,775,250**

Additional New Hires Proposed in FY 2016 Budget

Position	FTE added	Salary	Benefits	Total
Municipal				
Board of Health - Sanitarian (A)	0.5	$ 23,500	$ 8,916	$ 32,416
Dept of Public Works - Admin Asst	1.0	$ 39,283	$ 17,389	$ 56,672

(A) Position to start 1/1/16

Municipal Totals	**1.5**	**$ 62,783**	**$ 26,305**	**$ 89,088**
School				
High School - English Teacher	1.0	$ 53,662	$ 14,790	$ 68,452
High School - TBD Teacher	1.0	$ 53,662	$ 14,790	$ 68,452
High School - World Language*	0.2	$ 10,732	$ 156	$ 10,888
High School - English Language Learner Teacher	0.4	$ 21,465	$ 311	$ 21,776
High School - Dean for Instruction, Data and Student Initiatives	1.0	$ 125,000	$ 15,825	$ 140,825
High School - Social Worker	1.0	$ 53,662	$ 14,790	$ 68,452
Kennedy - Teachers	2.0	$ 107,324	$ 15,568	$ 122,892
Kennedy - Special Education Teacher	1.0	$ 53,662	$ 14,790	$ 68,452
Kennedy - English Language Learner Teacher	0.5	$ 26,831	$ 389	$ 27,220
Kennedy/Brown - Nurse	1.0	$ 53,662	$ 14,790	$ 68,452
Brown School - Grade 2 Teacher**	1.0	$ 53,662	$ 14,790	$ 68,452

* Funded out of Foreign Student Tuition

** Funded out of Medicaid

Education Totals	**10.1**	**$ 613,324**	**$ 120,989**	**$ 734,313**
Total Position Adds - General Fund	**11.6**	**$ 676,107**	**$ 147,294**	**$ 823,401**

Revenue Summary

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 itms.

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	$ 4,696,970	$ (4,847,512)	-50.79%
Gross General Fund Revenues	**$ 125,668,617**	**$ 131,724,469**	**$ 132,289,167**	**$ 131,102,761**	**$ (1,186,406)**	**-0.90%**

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 $4,847,512. 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 transers 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 catagorized 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	$ 2,335,597
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	$ 1,543,764
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**	**$ 4,696,970**

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**	**$ 131,102,761**

Expenditure Summary

General Fund Appropriation Summary

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

	2015 Appropriated	2016 TA/BOS	2016 FinCom	2015 vs. 2016 $ (+/-)	% (+/-)
Education & Learning					
Section III - Education & Learning					
Natick Public Schools					
Total Natick Public Schools	**$ 51,494,817**	**$ 53,817,355**	**No Recommendation**	**$ 2,322,538**	**4.51%**
Keefe Tech					
Expenses (Assessment)	$ 1,091,902	$ 1,247,313	$ 1,247,313	$ 155,411	14.23%
Total Keefe Tech	**$ 1,091,902**	**$ 1,247,313**	**$ 1,247,313**	**$ 155,411**	**14.23%**
Morse Institute Library					
Salaries & Expenses	$ 2,094,950	$ 2,090,345	$ 2,090,345	$ (4,605)	-0.22%
Total Morse Institute Library	**$ 2,094,950**	**$ 2,090,345**	**$ 2,090,345**	**$ 98,080**	**-0.22%**
Bacon Free Library					
Salaries & Expenses	152,446	153,968	153,968	$ 1,522	1.00%
Total Bacon Free Library	**$ 152,446**	**$ 153,968**	**$ 153,968**	**$ 1,522**	**1.00%**
Total Education & Learning	**$ 54,834,115**	**$ 57,308,981**	**$ 3,491,626**	**$ 2,849,817**	**4.51%**
Public Safety					
Section IV - Public Safety					
Emergency Management					
Salaries	0	$ 3,000	$ 3,000	$ 3,000	#DIV/0!
Expenses	$ 35,600	$ 32,600	$ 32,600	$ (3,000)	-8.43%
Total Emergency Management	**$ 35,600**	**$ 35,600**	**$ 35,600**	**$ -**	**0.00%**
Parking Enforcement					
Salaries	$ 51,114	$ 52,844	$ 52,844	$ 1,730	3.38%
Expenses	$ 77,040	$ 79,560	$ 79,560	$ 2,520	3.27%
Total Parking Enforcement	**$ 128,154**	**$ 132,404**	**$ 132,404**	**$ 4,250**	**3.32%**
Police					
Salaries	$ 6,393,317	$ 6,365,202	$ 6,365,202	$ (28,115)	-0.44%
Expenses	$ 208,838	$ 251,513	$ 251,513	$ 42,675	20.43%
Other Chgs. & Expenses	$ 7,500	$ 7,500	$ 7,500	$ -	0.00%
Total Police	**$ 6,609,655**	**$ 6,624,215**	**$ 6,624,215**	**$ 14,560**	**0.22%**
Fire					
Salaries	$ 7,698,327	$ 7,848,621	$ 7,848,621	$ 150,294	1.95%
Expenses	$ 220,350	$ 231,000	$ 231,000	$ 10,650	4.83%
Total Fire	**$ 7,918,677**	**$ 8,079,621**	**$ 8,079,621**	**$ 160,944**	**2.03%**
Total Public Safety	**14,692,086**	**14,871,840**	**14,871,840**	**179,754**	**1.22%**
Public Works					
Section V - Public Works					
Salaries	$ 3,369,994	$ 3,461,165	$ 3,461,165	$ 91,171	2.71%
Expenses	$ 1,881,769	$ 1,861,301	$ 1,861,301	$ (20,468)	-1.09%
Municipal Energy	$ 1,453,424	$ 1,427,107	$ 1,427,107	$ (26,317)	-1.81%
Snow & Ice	$ 150,000	$ 150,000	$ 150,000	$ -	0.00%

General Fund Appropriation Summary

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

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

General Fund Appropriation Summary

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

	2015 Appropriated	2016 TA/BOS	2016 FinCom	2015 vs. 2016 $ (+/-)	% (+/-)
Administrative Support Services (con't)					
Elections					
Salaries (Registrars)	$ 50,570	$ 37,306	$ 37,306	$ (13,264)	-26.23%
Expenses (Registrars)	$ 48,600	$ 34,400	$ 34,400	$ (14,200)	-29.22%
Total Elections	**$ 99,170**	**$ 71,706**	**$ 71,706**	**$ (27,464)**	**-27.69%**
Sealer of Weights & Measures					
Salaries	$ 14,659	$ 14,715	$ 14,715	$ 56	0.38%
Expenses	$ 875	$ 875	$ 875	$ -	0.00%
Total Sealer Weights/Meas.	**$ 15,534**	**$ 15,590**	**$ 15,590**	**$ 56**	**0.36%**
Community Development					
Salaries	$ 818,872	$ 839,977	$ 802,187	$ 21,105	2.58%
Expenses	$ 43,811	$ 26,800	$ 26,800	$ (17,011)	-38.83%
Total Community Development	**$ 862,683**	**$ 866,777**	**$ 828,987**	**$ 4,094**	**0.47%**
Total Admin. Support Services	**$ 5,520,559**	**$ 5,771,811**	**$ 5,734,021**	**$ 251,252**	**4.55%**
Commissions & Committees					
Section VIII - Commissions & Committees					
Finance Committee					
Expenses	$ 25,300	$ 20,800	$ 20,800	$ (4,500)	-17.79%
Total Finance Committee	**$ 25,300**	**$ 20,800**	**$ 20,800**	**$ (4,500)**	**-17.79%**
Commission on Disability					
Expenses	$ 1,810	$ 750	$ 750	$ (1,060)	-58.56%
Total Commission on Disability	**$ 1,810**	**$ 750**	**$ 750**	**$ (1,060)**	**-58.56%**
Natick Cultural Council					
Expenses	$ 700	$ 700	$ 700	$ -	0.00%
Total Natick Cultural Council	**$ 700**	**$ 700**	**$ 700**	**$ -**	**0.00%**
Historical Commission					
Expenses	$ 1,000	$ 750	$ 750	$ (250)	-25.00%
Total Historical Commission	**$ 1,000**	**$ 750**	**$ 750**	**$ (250)**	**-25.00%**
Historic District Commission					
Expenses	$ 550	$ 550	$ 550	$ -	0.00%
Total Historic District Comm.	**$ 550**	**$ 550**	**$ 550**	**$ -**	**0.00%**
Total Section VIII: Comm.	**$ 29,360**	**$ 23,550**	**$ 23,550**	**$ (5,810)**	**-19.79%**
Shared Expenses (Unclassified)					
Section IX - Shared Expenses					
Employee Fringe					
Other Personnel Services	$ 15,777,574	$ 17,246,599	$ 17,246,599	$ 1,469,025	9.31%
Other Personnel Services	$ 47,405	$ 135,850	$ 135,850	$ 88,445	186.57%
Total Employee Fringe	**$ 15,824,979**	**$ 17,382,449**	**$ 17,382,449**	**$ 1,557,470**	**9.84%**
Property & Liability Insurance					
Purchased Services	$ 615,300	$ 644,300	$ 644,300	$ 29,000	4.71%
Total Prop. & Liab. Insurance	**$ 615,300**	**$ 644,300**	**$ 644,300**	**$ 29,000**	**4.71%**

General Fund Appropriation Summary

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

	2015 Appropriated	2016 TA/BOS	2016 FinCom	2015 vs. 2016 $ (+/-)	% (+/-)
Shared Expenses (Unclassified) (con't)					
Contributory Retirement					
Pension Assessment	$ 7,079,771	$ 7,646,153	$ 7,646,153	$ 566,382	8.00%
Total Contributory Retirement	**$ 7,079,771**	**$ 7,646,153**	**$ 7,646,153**	**$ 566,382**	**8.00%**
Non-Contributory Retirement					
Pensions	$ 41,496	$ 42,368	$ 42,368	$ 872	2.10%
Total Non-Contributory Retire.	**$ 41,496**	**$ 42,368**	**$ 42,368**	**$ 872**	**2.10%**
Debt Service					
Leased Equipment	$ 82,000	$ 150,371	$ 150,371	$ 68,371	83.38%
Principal	$ 8,491,268	$ 7,860,855	$ 7,860,855	$ (630,413)	-7.42%
Interest	$ 2,743,691	$ 2,706,374	$ 2,706,374	$ (37,317)	-1.36%
Total Debt Service	**$ 11,316,959**	**$ 10,717,600**	**$ 10,717,600**	**$ (599,359)**	**-5.30%**
Reserve Fund					
Other Charges	$ 300,000	$ 250,000	$ 250,000	$ (50,000)	-16.67%
Total Reserve Fund	**$ 300,000**	**$ 250,000**	**$ 250,000**	**$ (50,000)**	**-16.67%**
Facilities Management					
Salaries	$ 2,518,514	$ 2,427,068	$ 2,427,068	$ (91,446)	-3.63%
Expenses	$ 501,384	$ 504,650	$ 504,650	$ 3,266	0.65%
Total Facilities Management	**3,019,898**	**2,931,718**	**2,931,718**	**$ (88,180)**	**-2.92%**
Total Shared Expenses	**38,198,403**	**39,614,588**	**39,614,588**	**1,416,185**	**3.71%**
Total General Fund Operations	**122,260,852**	**126,677,299**	**72,822,154**	**4,416,447**	**3.61%**

Reconciliation					
Total General Fund Operations	**$ 122,260,852**	**$ 126,677,299**	**$ 72,822,154**	**$ 4,416,447**	**3.61%**
Other General Fund Appropriations					
Capital Equipment and Improvements	2,003,250	1,544,460	1,544,460	$ (458,790)	-22.90%
School Bus Subsidy	360,750	371,573	371,573	$ 10,823	3.00%
Misc. Articles	333,000	-	-	$ (333,000)	-100.00%
Golf Course Deficit	309,087	280,000	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**	**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	1,536,590	$ (2,505)	-0.16%
Cherry Sheet Offsets	300,641	263,949	263,949	$ (36,692)	-12.20%
Snow Removal Supplement	892,022	-	-	$ (892,022)	-100.00%
Overlay	1,160,387	1,000,000	1,000,000	$ (160,387)	-13.82%
Total Other G/F Expenses	**3,892,145**	**2,800,539**	**2,800,539**	**$ (1,091,606)**	**-28.05%**
Total General Fund	**132,289,176**	**131,673,871**	**77,818,726**	**-615,305**	**-0.47%**

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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	2,335,597	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	1,543,764	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**	**131,102,761**	**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	14% 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	908,350	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	65,000	-		
	Total General Fund Expenses	**132,289,167**	**131,102,761**	**138,641,612**	**144,112,087**	
	Net Excess / (Deficit)	**(0)**	**-**	**(4,184,052)**	**(6,421,839)**	

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Summary of Finance Committee Recommendations

Art	Title	Action	Vote	Funding Amount	Funding Source
1	Appropriate Funds for the Family of Michael McDaniel Jr.	Favorable Action	10-0-0	$50,000	Free Cash
2	Authorize Board of Selectmen to Accept, Obtain, Abandon or Relocate Utility Easements	Favorable Action	10-0-0		
3	Amend Town By-Laws for Single-Use Plastic Bag Reduction	Referral to Sponsor, Board of Health and Economic Development Committee	8-2-0		
4	Board of Assessors: Increase Personal Property Exemptions	Favorable Action	10-0-0		
5	Home Rule Petition to Establish a Means-Tested Senior Citizen Property Tax Exemption	Referral to BOS	9-1-0		
6	Home Rule Petition to Allow Lease of Former Middlesex Avenue Parking Garage Site	Favorable Action	10-4-0		
7	Home Rule Petition to Allow Lease of South Avenue Parking Lot Site	Favorable Action	9-5-0		
8	Amend Town By-Laws: Article 21	Favorable Action	8-2-0		
9	Amend Town By-Laws: Change All References to "Community Development Director" to read "Director of Community and Economic Development"	Favorable Action	8-2-0		
10	Committee Article	Favorable Action	10-0-0		
11	Fiscal 2015 Omnibus Budget Article	No Action	11-0-0		
12	Elected Officials Salary	Favorable Action ($80,000)	10-0-0		
13	Personnel Board Classification and Pay Plan	Favorable Action	11-3-0		
14	Collective Bargaining	No Action	14-0-0		
15	Fiscal 2016 Omnibus Budget	No Recommendation			Various
16	Morse Institute Library Fiscal 2016 Budget	Favorable Action	11-0-0	$2,090,345	Tax Levy
17	Bacon Free Library Fiscal 2016 Budget	Favorable Action	11-0-0	$153,968	Tax Levy
18	School Bus Transportation Subsidy	Favorable Action	9-5-0	$371,573	Tax Levy
19	Establish Revolving Fund: Pay for Performance Program	Favorable Action	10-0-1		
20	Re-authorization of Revolving Funds	A: Fav Action, $15K B: Fav Action, $80K C: Fav Action, $85K D: Fav Action, $25K E: Fav Action, $75K F: Fav Action, $40K G: Fav Action, $95K H: Fav Action, 25K	11-0-0 11-0-0 11-0-0 11-0-0 11-0-0 11-0-0 11-0-0 11-0-0		

Summary of Finance Committee Recommendations

Art	Title	Action	Vote	Funding Amount	Funding Source
21	Capital Equipment	Favorable Action	14-0-0	$518,000 $1,172,000 $480,000 $342,000 $2,512,000	Cap Stab Fund Tax Levy Borrow W & S Borrow W & S Ret Earn
22	Capital Improvement	Favorable Action	13-1-0	$390,350 $1,597,800 $28,000 $16,000 $2,032,150	Cap Stab Fund Tax Levy Borrow Golf Ent. Borrow G/C Ret Earn
23	Street Acceptance: Cider Mill Lane	Favorable Action	10-0-0		
24	Amend By-Law Article 3 to Authorize Use of Electronic Voting Technology	Favorable Action	9-0-0		
25	Appropriate Funds to Acquire Electronic Voting Technology and/or Equipment	Favorable Action	9-0-0	$15,000	Free Cash
26	Extend the Term of the Electronic Voting Study Committee	Favorable Action	9-0-0		
27	Amend Zoning By-Laws: Consolidate Special Permit Granting Authority	Favorable Action	14-0-0		
28	Amend Zoning By-Laws: Ancillary Outlet	Favorable Action	14-0-0		
29	Amend Zoning By-Laws: Uses and Dimensions of Parks and Open Space	Favorable Action	14-0-0		
30	Moratorium on Development of Multi-Family Dwellings	No Recommendation			
31	Moratorium on Changes to Use Districts and Use Regulations	No Recommendation			
32	22 Pleasant Street Rezoning Classification Study Committee: Hear Report and Recommendations	Favorable Action	13-0-0		
33	Amend Zoning By-Law to Create Assisted Living Option Overlay District	Not Heard at time of Book Printing			
34	Acquisition of Easement Over 22 Pleasant Street	Referral to the sponsor	13-0-0		
35	Acquire Property Located at 22 Pleasant Street for Open, Park and Recreation Purposes	Favorable Action	12-0-1		
36	Sawin House Study Committee: Hear Report and Extend Term	Favorable Action	9-0-0		
37	Conservation Commission Fund Study Committee: Hear Report, Extend Term and Appropriate Funds	Favorable Action	9-0-0		

Board of Selectmen Recommendations
Spring Annual Town Meeting
April 14, 2015

Article #	Article Name	Recommendation	Vote
Article 1	Appropriate Funds for the Family of Michael McDaniel Jr.	Favorable Action	5-0
Article 2	Authorize Board of Selectmen to Accept, Obtain, Abandon or Relocate Utility Easements	Favorable Action	5-0
Article 3	Amend Town By-Laws for Single-Use Plastic Bag Reduction	Refer to Sponsor	3-2
Article 4	Board of Assessors: Increase Personal Property Exemptions	Favorable Action	5-0
Article 5	Home Rule Petition to Establish a Means-Tested Senior Citizen Property Tax Exemption	Refer to Sponsor	5-0
Article 6	Home Rule Petition to Allow Lease of Former Middlesex Avenue Parking Garage Site	Favorable Action	5-0
Article 7	Home Rule Petition to Allow Lease of South Avenue Parking Lot Site	Favorable Action	5-0
Article 8	Amend Town By-Laws: Article 21	Favorable Action	3-2
Article 9	Amend Town By-Laws: Change All References to "Community Development Director" to read "Director of Community and Economic Development"	Favorable Action	3-2
Article 10	Committee Article	Favorable Action	5-0
Article 11	Fiscal 2015 Omnibus Budget Article		
Article 12	Elected Officials Salary	Favorable Action	5-0
Article 13	Personnel Board Classification and Pay Plan	Favorable Action	3-2
Article 14	Collective Bargaining		
Article 15	Fiscal 2016 Omnibus Budget Article	Favorable Action	3-2
Article 16	Morse Institute Library Fiscal 2016 Budget	Favorable Action $2,090,345	4-1
Article 17	Bacon Free Library Fiscal 2016 Budget	Favorable Action	4-1
Article 18	School Bus Transportation Subsidy	Favorable Action $153,968	5-0
Article 19	Establish Revolving Fund: Pay for Performance Program	Favorable Action	5-0
Article 20	Re-authorization of Revolving Funds	Favorable Action	5-0
Article 21	Capital Equipment	Favorable Action $2,512,000	5-0
Article 22	Capital Improvement	Favorable Action $2,032,150	5-0
Article 23	Street Acceptance: Cider Mill Lane	Favorable Action	5-0
Article 24	Amend By-Law Article 3 to Authorize Use of Electronic Voting Technology	Favorable Action	5-0
Article 25	Appropriate Funds to Acquire Electronic Voting Technology and/or Equipment	Favorable Action	5-0
Article 26	Extend the Term of the Electronic Voting Study Committee	Favorable Action	5-0
Article 27	Amend Zoning By-Laws: Consolidate Special Permit Granting Authority		
Article 28	Amend Zoning By-Laws: Ancillary Outlet		
Article 29	Amend Zoning By-Laws: Uses and Dimensions of Parks and Open Space		
Article 30	Moratorium on Development of Multi-Family Dwellings	Refer to Sponsor	3-2
Article 31	Moratorium on Changes to Use Districts and Use Regulations	Refer to Sponsor	3-2
Article 32	22 Pleasant Street Rezoning Classification Study Committee: Hear Report and		
Article 33	Amend Zoning By-Law to Create Assisted Living Option Overlay District		

Board of Selectmen Recommendations
Spring Annual Town Meeting
April 14, 2015

Article 34	Acquisition of Easement Over 22 Pleasant Street		
Article 35	Acquire Property Located at 22 Pleasant Street for Open, Park and Recreation Purposes		
Article 36	Sawin House Study Committee: Hear Report and Extend Term	Favorable Action	5-0
Article 37	Conservation Commission Fund Study Committee: Hear Report, Extend Term and	Favorable Action	5-0

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MEMORANDUM

To: Natick Finance Committee

From: Natick Planning Board

Date: March 29, 2015

Re: 2015 Spring Annual Town Meeting Articles
Planning Board Recommendations

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

Please note that for Articles addressing zoning changes, the Planning Board conducts its hearings and makes recommendations on matters relating to the zoning and not on the attributes of any specific project or proposal.

Article 8 Amend Town By-Laws: Article 21

At its meeting of March 25, 2015, the Planning Board voted to recommend **favorable action** on the subject matter of Article 8. Vote 5-1-0. The Town Administrator had apprised the Board of her plan to reorganize the Community Development Office staff at no increase to the budget by incorporating the role of Economic Development Director with that of Community Development Director; and to replace the previous position of Economic Development Director with that of Transportation Planner. The language proposed in Article 8 reflects these positions discussed in Article 13 and elsewhere in this warrant.

Article 9 Amend Town By-Laws: Change All References to "Community Development Director" to read "Director of Community and Economic Development"

At its meeting of March 25, 2015, the Planning Board voted to recommend **favorable action** on the subject matter of Article 9. Vote 5-1-0. As noted in our comments for Article 8, the language proposed in Article 9 reflects matters discussed in Article 13 and elsewhere in this warrant.

Article 23 Street Acceptance: Cider Mill Lane

At its meeting of March 25, 2015, the Planning Board voted to recommend **favorable action** on the subject matter of Article 23. Voted 6-0-0. The Board considers it good practice to construct roads to Town standards and accept them as public ways.

Article 27 Amend Zoning By-Laws: Consolidate Special Permit Granting Authority

At its meeting of March 25, 2015, the Planning Board voted to recommend **favorable action** on the subject matter of Article 27. Vote 6-0-0. The Planning Board is the sponsor of this article, which aligns language in various parts of the Zoning By-Law with the Special Permit Granting Authority (SPGA) set forth in Section VII by consistently making reference to the SPGA throughout.

Article 28 Amend Zoning By-Laws: Ancillary Outlet

At its meeting of March 25, 2015, the Planning Board voted to recommend **favorable action** on the subject matter of Article 28. Vote 6-0-0. The Board is the sponsor of this article, which would allow limited ancillary uses associated with permitted manufacturing business in the Industrial I (IN-I) district. The Board feels this is a benefit to manufacturing businesses in Natick to have a very limited retail presence as part of their operation. Any such development is subject to Site Plan Review and Special Permit, where site-specific issues such as traffic will be addressed.

This is a revision of Article 34 of the 2014 Fall Annual Town Meeting, which was submitted by the Economic Development Committee and which received a majority of votes but not the 2/3 vote required for passage. The article has been revised to address questions raised at that meeting, and includes the provision of an 85' buffer strip between any ancillary uses and residentially zoned districts.

Although the scope of the warrant article had also included IN-II, the Board determined after reviewing the IN-II districts that they were either excluded by their location in the Highway Overlay District; their location on Route 9, where they might be used for higher-value enterprises; or by their small size.

Article 29 Uses and Dimensions of Parks and Open Space

At its meeting of March 25, 2015, the Planning Board voted to recommend **favorable action** on the subject matter of Article 29. Vote 6-0-0. The Board is the sponsor of this article. Over the past several decades, the Planning Board has worked to develop a connected system of trails and paths in Natick. This allows that effort to continue by including trails that may be on parcels

narrower than currently allowed in the By-Law; and provides for site plan review to ensure that such parks and trails are laid out according to the requirements set forth in the Zoning By-Laws.

Article 30 Moratorium on Development of Multi-Family Dwellings

At its meeting of March 25, 2015, the Planning Board voted to recommend **referral to the Maker and the Planning Board** on the subject matter of Article 30. Vote 6-0-0. The Board noted that the moratorium appears to be a blunt instrument for addressing the Sponsor's wide-ranging concerns that includes any residential units of two or more. The Board notes that the Town's affordable housing inventory is just above the 10% threshold, and that falling below that number would open the Town up to 40B development regardless of Town zoning or a Town moratorium. The proposal would suspend the development of mixed-use residential projects such as the former American Legion property on Route 135, which is anticipated to play an important role in the economic life of Natick Center.

Article 31 Moratorium on Changes to Use Districts and Use Regulations

At its meeting of March 25, 2015, the Planning Board voted to recommend **referral to the Maker and the Planning Board** on the subject matter of Article 31. Vote 6-0-0. Any changes to Use Districts and Use Regulations in the Zoning By-Laws requires a 2/3 vote of Town Meeting. Town Meeting has consistently demonstrated its ability to reject inappropriate zoning or use changes. To the argument that such a moratorium is needed for the execution of a Master Plan for the Town, the Board notes the effort already underway, led by the Strategic Plan Review Committee and sponsoring boards, to begin a Master Planning process, working with the Director of Community and Economic Development.

Article 32 22 Pleasant Street Rezoning: Hear Report and Recommendation

At its meeting of March 11, 2015, the Planning Board voted to recommend **favorable action** on the subject matter of Article 32. Vote 5-0-0. The proponent noted that the committee's report and recommendation had not yet been finalized.

Article 33 Amend Zoning By-Law to Create Assisted Living Option Overlay District

At its meeting of March 25, 2015, the Planning Board voted **no recommendation** on the subject matter of Article 33, as a final report and motion have not yet been received. The Board anticipates voting a recommendation for Town Meeting at its next meeting following receipt of said report and motion.

Article 34 Acquisition of Easement Over 22 Pleasant Street

At its meeting of March 25, 2015, the Planning Board voted to recommend **favorable action** on the subject matter of Article 34. Vote 6-0-0. The proposed easement allows access to the Town-owned Little League fields. In response to concerns regarding the specific layout of the easement, the limited frontage of the parcel on Pleasant Street and proximity of abutters, the Board notes that SectionVI-DD.2.E of the Zoning By-Laws designates the Planning Board to conduct Site Plan Review for roads and driveways.

Article 35 Acquire Property Located at 22 Pleasant Street for Open Space, Park, and Recreation Purposes

At its meeting of March 25, 2015, the Planning Board voted to recommend **favorable action** on the subject matter of Article 35. Vote 6-0-0. The Board notes that the motion is not a directive, but gives the Board of Selectmen the authority to negotiate for acquisition of this parcel.

Article 37 Conservation Commission Funds Study Committee: Hear Report, Extend Term, and Appropriate Funds

At its meeting of March 11, 2015, the Planning Board voted to recommend **favorable action** on the subject matter of Article 37. Vote 4-0-0. The proponent noted that adverse weather conditions had limited the committee's opportunity to meet. The applicant also indicated that there was no current anticipation of any request to appropriate funds.

2015 Spring Annual Town Meeting

Warrant Articles

ARTICLE 1

Appropriate Funds for the Family of Michael McDaniel, Jr.

(Town Administrator)

To see if the Town will vote to appropriate the sum of $50,000, in addition to $100,000 appropriated under Article 1 of the 2014 Spring Annual Town Meeting, said sum to be deposited to a "529 Educational Savings Plan" to be held in the name of The Kathleen McDaniel Educational Trust, Kathleen McDaniel being the widow of Michael McDaniel Jr., long time employee of the Town of Natick Department of Public Works, killed in the line of duty on February 4, 2014, or otherwise act thereon..

PURPOSE OF ARTICLE:

The purpose of this Article is to appropriate money for the family of Michael McDaniel Jr., a 26-year DPW employee who was killed while working on repairs to a water main in February 2014.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 10-0-0 on March 3, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 1.*

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

- At the 2014 Spring Annual Town Meeting, there was a positive vote to appropriate $100,000 to establish an education fund for Michael's young daughter, who was nine-years-old at the time of the accident. At that time, the amount presented was based on the state fund available for police, firefighters, and public safety officials who were killed in the line of duty of $100,000.
- Very shortly after the 2014 Spring Annual Town Meeting, the legislature increased the benefit to $150,000 so the Town Administration requested to do the same for Michael's family.
- As was done in the prior Town Meeting article, it would stipulate that it would be established as a college fund for Michael's daughter. Part of those conditions was if the money wasn't used within a certain amount of time it would return to the town with interest.

MOTION (requires majority vote):

Move to appropriate the sum of $50,000, in addition to $100,000 appropriated under Article 1 of the 2014 Spring Annual Town Meeting, said sum to be deposited to a "529 Educational Savings Plan" to be held in the name of The Kathleen McDaniel Educational Trust, Kathleen McDaniel being the widow of Michael McDaniel Jr., long time employee of the Town of Natick Department of Public Works, killed in the line of duty on February 4, 2014.

ARTICLE 2

Authorize Board of Selectmen to Accept, Obtain, Abandon or Relocate Utility Easements

(Board of Selectmen)

To see if the Town will vote to authorize the Board of Selectmen, during Fiscal Year 2016, to acquire on behalf of the Town any and all easements for any of the following purposes: roads, sidewalks, vehicular and/or pedestrian access or passage, drainage and utilities, provided however that such authorization pertains only to easements acquired at no cost to the Town; and, further, to authorize the Board of Selectmen during Fiscal Year 2016 to abandon or relocate easements acquired for any of the foregoing purposes; or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to authorize the Board of Selectmen, during Fiscal Year 2016, to acquire on behalf of the Town any and all easements for any of the noted purposes.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 10-0-0 on March 3, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 2.*

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

- This has become a recurring article and this will be the fourth year the Town Administration asked town meeting to authorize the Board of Selectmen to accept and obtain easements as well as to abandon and relocate easements, provided that such actions can be achieved at no cost to the town.
- This is not asking for authorization for the Board of Selectmen to grant easements. That absolutely takes a vote of town meeting because that would be conveying town property.
- This authorization puts the town in the position to respond quickly in the event an easement has been offered and to avoid the risk of losing such an opportunity or having to pay for the easement which was potentially the case not in this fiscal year but in a prior fiscal year.

MOTION (requires majority vote):

Move to authorize the Board of Selectmen, during Fiscal Year 2016, to acquire on behalf of the Town any and all easements for any of the following purposes: roads, sidewalks, vehicular and/or pedestrian access or passage, drainage and utilities, provided however that such authorization pertains only to easements acquired at no cost to the Town; and, further, to authorize the Board of Selectmen during Fiscal Year 2016 to abandon or relocate easements acquired for any of the foregoing purposes.

ARTICLE 3

Amend Town By-Laws for Single-Use Plastic Bag Reduction

(Pat Conaway et al)

To see if the Town will vote to amend the Town of Natick By-Laws to add Article 85 as set forth below:

Add a new Article to the Town of Natick By-Laws, namely Article 85, to reduce the use of single-use plastic carry out bags at business checkouts as follows:

"ARTICLE 85
PLASTIC BAG REDUCTION

Section 1 Definitions

The following words shall, unless the context clearly requires otherwise, have the following meanings:

"ASTM D6400", the American Society for Testing and Materials (ASTM) International "Standard Specification for Compostable Plastics."

"ASTM D7081", ASTM International "Standard Specification for Biodegradable Plastics in the Marine Environment."

"Board", the Natick Board of Health.

"Chairman", the Chairman of the Board of Health or his/her designee.

"Checkout bag", a carryout bag provided by a store to a customer at the point of sale. Checkout bags shall not include bags, whether plastic or not, in which loose produce or products are placed by the consumer to deliver such items to the point of sale or check out area of the store.

"Compostable plastic bag", a plastic bag that (1) conforms to the current ASTM D6400 for compostability; (2) is certified and labeled as meeting the ASTM D6400 standard specification by a recognized verification entity; and (3) conforms to any other standards deemed acceptable by this section.

"Marine degradable plastic bag", a plastic bag that conforms to the current ASTM D7081 standard specification for marine degradability; and conforms to any other standards deemed acceptable by the Chairman, provided additional, Chairman-approved standards are as stringent as ASTM D7081.

"Reusable check-out bag", a bag with handles that is specifically designed for multiple reuse and is either (1) made of cloth or other machine washable fabric; or (2) made of durable plastic that is at least 2.25 mils thick; or (3) made of other durable material.

"Retail Establishment", any retail store that satisfies at least one of the following requirements:

(a) a retail space of 2,500 square feet or larger or at least three (3) locations under the same name within the Town of Natick that total 2,500 square feet or more; or (b) a retail pharmacy with at least two locations under the same ownership within the Town of Natick; (c) a full-line, self-service supermarket that had annual gross sales in excess of $1,000,000 during the previous tax year, and which sells a line of dry grocery, canned goods or nonfood items and some perishable items; or (d) a food-service establishment including, but not limited to, fast-food establishments that had annual gross sales in excess of $500,000 during the previous tax year.

Section 2 Requirements

If a retail establishment as defined in Section 1 provides plastic checkout bags to customers, the plastic bags shall comply with the requirements of being compostable plastic bags, as well as marine degradable plastic bags.

(a) Nothing in this Section shall be read to preclude any establishment from making reusable checkout bags available for sale to customers or utilizing recyclable paper bags at checkout, which are made of at least 40% post consumer recycled paper and no old growth fibers.

(b) The Chairman may promulgate rules and regulations to implement this Section.

Section 3 Penalties and Enforcement

(a) Each Retail Establishment, as defined in Section 1 above, located in the Town of Natick shall comply with this By-law.

(b) If the Chairman determines that a violation of this By-law has occurred, the Chairman shall act as follows:

(1) Chairman shall issue a warning notice to the Retail Establishment for the initial violation;

(2) Chairman shall issue a notice of violation and shall impose a penalty against the Retail Establishment if an additional violation of this By-law has occurred by the Retail Establishment within one year after the initial warning notice. The penalty for each violation that occurs after the issuance of the Chairman's initial warning notice shall be no more than:

i. $50 for the first offense; and

ii. $100 for the second offense and all subsequent offenses. Payment of such fines may be enforced through civil action in the Natick District Court.

(c) No more than one (1) penalty shall be imposed upon a Retail Establishment within a seven (7) calendar day period.

(d) A Retail Establishment shall have fifteen (15) calendar days after the date that a notice of violation is issued to pay the penalty.

Section 4 Effective Date and Waivers

All of the requirements set forth in this By-law shall take effect July 1, 2016. In the event that compliance with the effective date of this By-law is not feasible for a Retail Establishment because of either unavailability of alternative checkout bags or economic hardship, the Chairman may grant a waiver of not more than six (6) months upon application of the owner or the owner's representative. The waiver may be extended for one (1) additional six (6) month period upon showing of continued infeasibility as set forth above."

or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to institute a ban on single-use plastic carry-out shopping bags used in Natick commercial establishments.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:
By a vote of 8-2-0 on March 19, 2015, the Finance Committee recommends ***Referral to Sponsor, Board of Health and Economic Development Committee*** *with regard to the subject of Article 3.*

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

- The sponsor of this article made a presentation of the impact of plastic bags on the environment and what other states and communities have done to ban plastic bags.
- The sponsor presented that other Massachusetts communities (Brookline, Falmouth, Great Barrington, Manchester-by-the-Sea, Marblehead, Nantucket, Newburyport, Newton, and Provincetown) have instituted similar bylaws. All (but Newton's) have taken effect with no problems. Newton's will go into effect July 2015.
- If passed, the article calls for the Bylaw to go into effect July 2016, giving businesses more than a year to "purge" stocks of plastic carry-out bags, ramp up and educate customers to the new requirements.
- During discussion, the owner of the Natick Outdoor Store presented the negative impact this would have on his business. He presented that he felt it unfair to have a downtown family owned store lumped in with "big box" stores. He also noted that the fixed cost for bags could go up over 600 percent from $5,000 to $35,000 per year which could easily be the salary of one to two part-time employees each year. He also noted that he could not find a supplier of bags as defined in the article.
- Two letters from other retailers were read into the record.
    - The VP of the Massachusetts Food Association, which represents the grocery and supermarket industry on legislative and regulatory issues, wrote to express concerns about the ban and noted that the retailers in the association have taken approaches to reduce the distribution of both paper and plastic bags and that the association is working with the MA Legislature to craft an acceptable statewide plastic bag ban that can be supported by the industry to put all retailers on an even playing field.
    - The Stop & Shop store manager at 829 Worcester Street wrote to express concerns about the ban and noted that Stop & Shop is strongly committed to being a sustainable company, protecting the environment and educating and encouraging customers to recycle. In addition, he noted that they have programs in place to recycle plastic bags at stores and presented that recently Stop and Shop introduced a new economical, plastic reusable bag option for customers, retailing for 10 cents that is 100 percent recyclable, 2.5 mils thick and has a reusability rate of 8 to 12 on the average.
- The sponsor noted that he had presented this to the Board of Health but that, while they liked the basic premise of the article, they had not endorsed it, the biggest concern being resources to educate retailers leading up to the by-law going into effect and then to enforce it.

- The Town Administrator also noted her concerns about the ability to enforce this with existing staff.
- Finance Committee members, while supporting the concept, voted to refer the article due to some concerns including that the cost of heavier bags being passed on to consumers, the parity between large and small retailers and the impact of the by-law on the cost to the town.

MOTION (requires majority vote):
Move Referral to Sponsor, Board of Health and Economic Development Committee.

Note – a favorable motion to amend the town's By-Laws as proposed by this article will require a two thirds vote of Town Meeting.

ARTICLE 4

Increase Personal Property Exemptions

(Board of Assessors)

To see if the Town will vote to increase the Personal Exemption amounts by 47.5% under the provisions of Chapter 73 of the Acts of 1986 as amended by Chapter 126 of the Acts of 1988 which provides for "Optional Additional Property Tax Exemptions" allowing an annually determined, uniform increase in the amount of exemption in General Laws, Chapter 59 Section 5 Clauses 17D, 22, 22A, 22B, 22C, 22E, 37A, and 41C (elderly person, disabled veteran, or blind person); or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to adjust the statutory exemption amount available to qualified taxpayers who meet elderly, disabled veteran, or blind person criteria in accordance with Massachusetts Generals Laws.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 10-0-0 on March 19, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 4.*

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

- This is the 19th consecutive year this Article has been put forward to raise the amount of the personal exemption granted by the town to qualified residents, as allowed under Chapter 59 Section 5 of the Massachusetts General Laws.
- The proposed increase is 2.5% over the exemption approved by Town Meeting for FY 2015, which will bring the total exemption allowed to 47.5%. Under law, the vote each year must be for the total exemption, not just the incremental increase from the prior year.
- Many applicants count heavily on this exemption to pay tax obligations.
- The estimated additional cost for FY 2016 is $3,032.70. The additional cost for this is funded from the overlay account which has sufficient funding to cover these costs.
- If this Article is not acted on favorably at Town Meeting, the exemption will return to the statutory rate.

MOTION (requires majority vote):

Move that the Town vote to increase the Personal Exemption Amounts by 47.5% under the provisions of Chapter 73 of the Acts of 1986 as amended by Chapter 126 of the Acts of 1988 which provides for "Optional Additional Property Tax Exemptions" allowing an annually determined, uniform increase in the amount of exemption in Massachusetts General Laws, Chapter 59 Section 5 Clauses 17D, 22, 22A, 22B, 22C, 22E, 37A, and 41C (elderly person, disabled veteran, or blind person).

ARTICLE 5

Home Rule Petition for Means-Tested Senior Property Tax Exemption

(Board of Selectmen)

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

"An Act authorizing the Town of Natick to establish a means tested Senior Citizen property tax exemption.

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

SECTION 1. With respect to each qualifying parcel of real property classified as residential in the town of Natick there shall be an exemption from the property tax equal to the total amount of tax that would otherwise be assessed without this exemption less the sum of (i) 10 per cent of the total annual qualifying income for purposes of the states "circuit breaker" income tax credit, and (ii) the amount of the state's "circuit breaker" credit the applicant was eligible to receive in the year prior to the application being filed. The percentage of total annual qualifying income may be raised by section 3. In no event shall property taxes be reduced by more than 50 per cent by this exemption. The exemption shall be applied to the domicile of the taxpayer only. For the purposes of this act, "parcel" shall be a unit of real property as defined by the assessors under the deed for the property and shall include a condominium unit.

SECTION 2. The board of assessors may deny an application if they find the applicant has excessive assets that place them outside of the intended recipients of the senior exemption created by this act. Real property shall qualify for the exemption under section 1 if all of the following criteria are met:

(a) the qualifying real property is owned and occupied by a person whose prior year's income would make the person eligible for the circuit breaker income tax credit under subsection (k) of section 6 of chapter 62 of the General Laws;

(b) the qualifying real property is owned by a single applicant age 65 or older at the close of the previous year or jointly by persons either of whom is age 65 or above at the close of the previous year and if the joint applicant is 60 years of age or older;

(c) the qualifying real property is owned and occupied by the applicant or joint applicants as their domicile;

(d) the applicant or at least 1 of the joint applicants has been domiciled in the town of Natick for at least 10 consecutive years before filing an application for the exemption;

(e) the maximum assessed value of the domicile is no greater than the prior year's average assessed value of a Natick single family residence plus 10 per cent; and

(f) the board of assessors has approved the application.

SECTION 3. The exemption under section 1 shall be in addition to any other exemption allowable under the General Laws, except that there shall be a dollar cap on all the exemptions

granted by this act equal to .5 per cent of the fiscal year's total residential property tax levy for the town of Natick with the total exemption amount granted by this act allocated proportionally within the tax levy on all residential taxpayers. After the first year of such exemption, the total cap on the exemptions granted by this act shall be set annually by the board of selectmen within a range of .5 to 1 per cent of the residential property tax levy for the town of Natick. In the event that benefits to the applicants may be limited because the percentage established annually by the selectmen would otherwise be exceeded, the benefits shall be allocated by raising the total annual qualifying income percentage as required in section 1 as necessary to not exceed the cap. In the event the cap exceeds the need for the exemption, the total cap on the exemptions granted by this act shall be reduced to meet the need.

SECTION 4. A person who seeks to qualify for the exemption under section 1 shall, before the deadline established by the board of assessors, file an application, on a form to be adopted by the board of assessors, with the supporting documentation of the applicant's income and assets as described in the application. The application shall be filed each year for which the applicant seeks the exemption.

SECTION 5. Acceptance of this act by the town of Natick shall be by an affirmative vote of a majority of the voters at any regular or special election at which the question of acceptance is placed on the ballot. Sections 1 to 4, inclusive, and sections 7 and 8 shall take effect 30 days after an affirmative vote by the town.

SECTION 6. This act may be revoked by an affirmative vote of a majority of the voters at any regular or special town election at which the question of revocation is placed on the ballot. Revocation of sections 1 to 4, inclusive, and sections 7 and 8 shall take effect 30 days after an affirmative vote by the town.

SECTION 7. No exemption shall be granted under this act until the Department of Revenue certifies a residential tax rate for the applicable tax year where the total exemption amount is raised by a burden shift within the residential tax levy.

SECTION 8. This act shall expire after 3 years of implementation of the exemption unless extended by the Legislature for an additional term of no less than 3 years."

Or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to assist taxpayers who, after receiving the Circuit Breaker credit, still pay more than 10% of their income to property taxes.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:
By a vote of 9-1-0 on March 19, 2015, the Finance Committee recommends ***Referral to the Board of Selectmen*** *with regard to the subject of Article 5.*

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

- The Finance Committee received a letter from the Town Administrator providing information on the concept of means tested senior tax exemptions. Some of the points noted were:
    - This exemption is effectively a residential tax split. By adopting this program, Natick will raise .5% of the residential tax levy in the first year of the program by increasing the residential taxpayer rate above what it would typically be without the program in effect.
    - The ultimate goal is intended to insure that qualified seniors don't pay more than 10% of their income in property taxes to the Town of Natick.
    - This program is intended to apply only to single-family residences with an owner or owners that meet certain requirements.
- The Board of Selectmen, as the sponsor, voted to refer this back to the Board of Selectmen. They noted that a referral will allow staff and the Board to further explore the questions and concerns raised during the hearings to ensure that, if the Town were to adopt this program, it can be implemented with minimal disruption to existing operations and provide intended benefits to qualified property owners.

MOTION (requires majority vote):
Move referral to the Board of Selectmen

ARTICLE 6

Home Rule Petition to Allow Lease of Former Middlesex Avenue Parking Garage Site

(Board of Selectmen)

To see if the Town will vote to authorize the Board of Selectmen to petition the General Court to enact legislation in substantially the following form, including without limitation all or part of the parcels described below and parcels which adjoin such parcels, and subject to clarification of the addresses and parcels referenced, and provided that the General Court may reasonably vary the form and substance of the requested legislation within the scope of the general public objectives of this petition:

"AN ACT authorizing the town of Natick to lease certain town-owned property.

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

SECTION 1. Notwithstanding section 3 of chapter 40 of the General Laws or any other general or special law to the contrary, the board of selectmen of the town of Natick may issue a request for proposals to lease for a term not to exceed 99 years, including any extension or renewal terms, the town owned property described as a municipal parking lot and which is now or formerly the site of the Middlesex Avenue parking garage, including all or part of the following parcels: 20 Middlesex Avenue (Natick Assessors' Map 43, Parcels 387 and 388A), 33 Summer Street (Natick Assessors' Map 43, Parcels 388B and 388C), 42 Middlesex Avenue (Natick Assessors' Map 43, Parcel 388D), and those portions of a town layout on Assessors Map 43 abutting parcels 43-388B, 43-388C and 43-388D which lie within the town owned property described as a municipal parking lot that is now or formerly the site of the Middlesex Avenue parking garage, for the construction, operation and management of a facility which would provide residential, commercial or institutional use, or a combination of those uses consistent with the town's goals for Natick center, and which shall provide public parking, or for providing public parking as a principal use on some or all of said property. The board of selectmen may then enter into a lease for the property for a term not to exceed 99 years, including any extension or renewal terms. Any lease entered into pursuant to this act shall be subject to paragraphs (a), (b) and (g) of section 16 of chapter 30B of the General Laws.

SECTION 2. Chapter 167 of the Acts of 2012 is hereby repealed.

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

Or otherwise act thereon

PURPOSE OF ARTICLE:

The purpose of this Article is correct problems with a prior town meeting approval of the same subject.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 10-4-0 on March 26, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 6.*

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

- This is to correct technical errors in the description of the lots included in the original articles that were voted by Town Meeting in 2011 and submitted to the General Court. The town has contracted to make sure that the parcel has been surveyed and the lot lines are accurate.
- Basically, the only change to the 2011 articles is a more definitive definition of parking. Town Counsel has reviewed this for proper wording. There is no difference in scope of this article compared to the comparable article from 2011.
- One item of discussion was a requested change proposed by a member of the public to add that "the terms of any RFP issued pursuant to this Article be subject to approval by a future town meeting." A member of the parking advisory committee presented that, in the point of view of the parking advisory committee, it is almost fatal to consider requiring that the RFP go through town meeting approval as it is largely unprecedented and that no serious public private relationship is going to tolerate the length of time it would take going through the Finance Committee and Town Meeting and everything else to get approved. Some Finance Committee members felt this should be added.

MOTION (requires majority vote):
Move that the Town vote to authorize the Board of Selectmen to petition the General Court to enact legislation in substantially the following form, including without limitation all or part of the parcels described below and parcels which adjoin such parcels, and subject to clarification of the addresses and parcels referenced, and provided that the General Court may reasonably vary the form and substance of the requested legislation within the scope of the general public objectives of this petition:

"AN ACT authorizing the town of Natick to lease certain town-owned property.

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

SECTION 1. Notwithstanding section 3 of chapter 40 of the General Laws or any other general or special law to the contrary, the board of selectmen of the town of Natick may issue a request for proposals to lease for a term not to exceed 99 years, including any extension or renewal terms, the town owned property described as a municipal parking lot and which is now or formerly the site of the Middlesex Avenue parking garage, including all or part of the following parcels: 20 Middlesex Avenue (Natick Assessors' Map 43, Parcels 387 and 388A), 33 Summer Street (Natick Assessors' Map 43, Parcels 388B and 388C), 42 Middlesex Avenue (Natick Assessors' Map 43, Parcel 388D), and those portions of a town layout on Assessors Map 43 abutting parcels 43-388B, 43-388C and 43-388D which lie within the town owned property described as a municipal parking lot that is now or formerly the site of the Middlesex Avenue parking garage, for the construction, operation and management of a facility which would provide residential, commercial or institutional use, or a combination of those uses consistent with the town's goals for Natick center, and which shall provide public parking, or for providing public parking as a principal use on some or all of said property. The board of selectmen may then enter into a lease for the property for a term not to exceed 99 years, including any extension or renewal terms. Any lease entered into pursuant to this act shall be subject to paragraphs (a), (b) and (g) of section 16 of chapter 30B of the General Laws.

SECTION 2. Chapter 167 of the Acts of 2012 is hereby repealed.

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

ARTICLE 7

Home Rule Petition to Allow Lease of South Avenue Parking Lot Site

(Board of Selectmen)

To see if the Town will vote to authorize the Board of Selectmen to petition the General Court to enact legislation in substantially the following form, including without limitation all or part of the parcels described below and parcels which adjoin such parcels, and subject to clarification of the addresses and parcels referenced, and provided that the General Court may reasonably vary the form and substance of the requested legislation within the scope of the general public objectives of this petition:

"AN ACT authorizing the town of Natick to lease certain town-owned property.

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

SECTION 1. Notwithstanding section 3 of chapter 40 of the General Laws or any other general or special law to the contrary, the board of selectmen of the town of Natick may issue a request for proposals to lease for a term not to exceed 99 years, including any extension or renewal terms, the town owned property described as a municipal parking lot and which is now or formerly the site of the South Avenue parking lot, including all or part of the following parcels: 5 Clarendon Street (Natick Assessors' Map 44, Parcel 359), 7 Clarendon Street (Natick Assessors' Map 44, Parcel 360), 32 East Central Street (Natick Assessors' Map 44, Parcel 356A), 18 Hayes Street (Natick Assessors' Map 44, Parcel 355), 27 South Avenue (Natick Assessors' Map 44, Parcel 326), 37 1/2 South Avenue (Natick Assessors' Map 44, Parcel 327), 39 South Avenue (Natick Assessors' Map 44, Parcels 328 and 329), and 53 South Avenue (Natick Assessors' Map 44, Parcel 330), for the construction, operation and management of a facility which would provide residential, commercial or institutional use, or a combination of those uses consistent with the town's goals for Natick center, and which shall provide public parking, or for providing public parking as a principal use on some or all of said property. The board of selectmen may then enter into a lease for the property for a term not to exceed 99 years, including any extension or renewal terms. Any lease entered into pursuant to this act shall be subject to paragraphs (a), (b) and (g) of section 16 of chapter 30B of the General Laws.

SECTION 2. Chapter 166 of the Acts of 2012 is hereby repealed.

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

Or otherwise act thereon

PURPOSE OF ARTICLE:

The purpose of this Article is correct problems with a prior town meeting approval of the same subject.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 9-5-0 on March 26, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 7.*

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

- As in the previous article, this is to correct technical errors in the description of the lots included in the original articles that were voted by Town Meeting in 2011 and submitted to the General Court. The town has contracted to make sure that the parcel has been surveyed and the lot lines are accurate.
- Basically, the only change to the 2011 articles is that is more definitive definition of parking. Town Counsel has reviewed this for proper wording.
- The same discussion was made on the addition of the requested change proposed by a member of the public to add that "the terms of any RFP issued pursuant to this Article be subject to approval by a future town meeting." Again, this is not in the recommendation.

MOTION (requires majority vote):
Move that the Town vote to authorize the Board of Selectmen to petition the General Court to enact legislation in substantially the following form, including without limitation all or part of the parcels described below and parcels which adjoin such parcels, and subject to clarification of the addresses and parcels referenced, and provided that the General Court may reasonably vary the form and substance of the requested legislation within the scope of the general public objectives of this petition:

"AN ACT authorizing the town of Natick to lease certain town-owned property.

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

SECTION 1. Notwithstanding section 3 of chapter 40 of the General Laws or any other general or special law to the contrary, the board of selectmen of the town of Natick may issue a request for proposals to lease for a term not to exceed 99 years, including any extension or renewal terms, the town owned property described as a municipal parking lot and which is now or formerly the site of the South Avenue parking lot, including all or part of the following parcels: 5 Clarendon Street (Natick Assessors' Map 44, Parcel 359), 7 Clarendon Street (Natick Assessors' Map 44, Parcel 360), 32 East Central Street (Natick Assessors' Map 44, Parcel 356A), 18 Hayes Street (Natick Assessors' Map 44, Parcel 355), 27 South Avenue (Natick Assessors' Map 44, Parcel 326), 37 1/2 South Avenue (Natick Assessors' Map 44, Parcel 327), 39 South Avenue (Natick Assessors' Map 44, Parcels 328 and 329), and 53 South Avenue (Natick Assessors' Map 44, Parcel 330), for the construction, operation and management of a facility which would provide residential, commercial or institutional use, or a combination of those uses consistent with the town's goals for Natick center, and which shall provide public parking, or for providing public parking as a principal use on some or all of said property. The board of selectmen may then enter into a lease for the property for a term not to exceed 99 years, including any extension or renewal terms. Any lease entered into pursuant to this act shall be subject to paragraphs (a), (b) and (g) of section 16 of chapter 30B of the General Laws.

SECTION 2. Chapter 166 of the Acts of 2012 is hereby repealed.

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

ARTICLE 8

Amend Town By-Laws: Article 21

(Town Administrator)

To see if the Town will vote to amend Article 21 of the Town By-Laws as follows.

1. In the Article title, and in all instances throughout the Article, change all references to "Community Development Director" to "Director of Community and Economic Development."
2. In Section 2.2, change reference to "Community Development Department" to "Department of Community and Economic Development";

or otherwise act thereon

PURPOSE OF ARTICLE:

The purpose of this Article is to amend Article 21 of the General By-Laws to change references of "Community Development Director" and "Community Development Department" and to respectively, "Director of Community and Economic Development" and "Community and Economic Development Department."

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 8-2-0 on March 19, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 8.*

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

- It was noted that this is a "housekeeping" item. The change in the department head's title was recommended by the Finance Committee under the Personnel Board Pay Plan Article.
- A job description of the Director of Community and Economic Development is available.
- There was discussion about the positions in the department and the changes the Town Administrator proposed to the roles of the director and planners. The Finance Committee vote reflected that this article was independent of the budget.
- The red line and clean versions of the revised article are on the following pages.

MOTION (requires majority vote):

Move that the Town vote to amend Article 21 of the Town By-Laws as follows.

3. In the Article title, and in all instances throughout the Article, change all references of "Community Development Director" to "Director of Community and Economic Development."
4. In Section 2.2, change reference of "Community Development Department" to "Department of Community and Economic Development"

ARTICLE 21

~~COMMUNITY DEVELOPMENT DIRECTOR~~

DIRECTOR OF COMMUNITY & ECONOMIC DEVELOPMENT

Section 1 Responsibilities

There shall be a ~~Community Development Director~~ Director of Community & Economic Development, responsible to the Town Administrator, who shall be competent by virtue of applicable professional training in municipal planning, or equivalent experience or education.

Section 2 Duties

The duties of the ~~Community Development Director~~ Director of Community & Economic Development shall include, but not be limited to, those described in this section.

2.1 Upon request of the Planning Board, the ~~Community Development Director~~ Director of Community & Economic Development shall be assigned professional, administrative and technical work relating to the application of the zoning by-law, subdivision control law, planning studies and design, review of proposals and like work of a professional nature.

2.2 At the direction of the Town Administrator, the ~~Community Development Director~~ Director of Community & Economic Development shall be the administrative supervisor for the ~~Community Development Director~~ Director of Community & Economic Development, assist various Town Boards and Commissions, and undertake professional, administrative and technical work related to applicable town, state and federal laws to advance the interests of the Town.

Section 3 Appointment, Term of Office

The Town Administrator shall appoint the ~~Community Development Director~~ Director of Community & Economic Development after hearing the recommendation of the majority of the members of the Planning Board. The term of office shall be at least one year but not more than three years, as determined by the Town Administrator, and the compensation for the position shall be established under Article 24 of the By-Laws.

ARTICLE 21

DIRECTOR OF COMMUNITY & ECONOMIC DEVELOPMENT

Section 1 Responsibilities

There shall be a Director of Community & Economic Development, responsible to the Town Administrator, who shall be competent by virtue of applicable professional training in municipal planning, or equivalent experience or education.

Section 2 Duties

The duties of the Director of Community & Economic Development shall include, but not be limited to, those described in this section.

2.1 Upon request of the Planning Board, the Director of Community & Economic Development shall be assigned professional, administrative and technical work relating to the application of the zoning by-law, subdivision control law, planning studies and design, review of proposals and like work of a professional nature.

2.2 At the direction of the Town Administrator, the Director of Community & Economic Development shall be the administrative supervisor for the Department of Community & Economic Development, assist various Town Boards and Commissions, and undertake professional, administrative and technical work related to applicable town, state and federal laws to advance the interests of the Town.

Section 3 Appointment, Term of Office

The Town Administrator shall appoint the Director of Community & Economic Development after hearing the recommendation of the majority of the members of the Planning Board. The term of office shall be at least one year but not more than three years, as determined by the Town Administrator, and the compensation for the position shall be established under Article 24 of the By-Laws.

ARTICLE 9

Amend Town By-Laws: Change All References to "Community Development Director" to read "Director of Community and Economic Development"

(Town Administrator)

To see if the Town will vote to amend the Town By-Laws such that all references to "Community Development Director" are changed to "Director of Community and Economic Development"; or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to amend the General By-Laws – specifically Article 41 therein – to change references of "Community Development Director" to "Director of Community and Economic Development."

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 8-2-0 on March 19, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 9.*

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

- It was noted the change in the department head's title was included in the changes recommended by the Personnel Board and voted favorable action on by the Finance Committee under the Personnel Board Pay Plan Article.
- A job description of the Director of Community and Economic Development is available.
- There was discussion about the positions in the department and the changes the Town Administrator proposed to the roles of the director and planners. The Finance Committee vote reflected that this article was independent of the budget.
- The red line and cl an versions of the revised article are on the following pages.

MOTION (requires majority vote):

Move that the Town vote to amend Article 41 of the Town By-Laws, specifically the chart at the end thereof titled Town Regulations, such that the reference of "Community Development Director" is changed to "Director of Community and Economic Development."

ARTICLE 41

CONTRACTS, TOWN PROPERTY, AND REGULATIONS OF TOWN BOARDS AND OFFICIALS

Section 1 Procedures for Award of Contracts

The award of all contracts for the purchase of services, equipment, supplies or materials for all departments of the Town of Natick shall be made in accordance with Mass. Gen. Laws Chapter 30B; Chapter 30 Section 39M; Chapter 7C; Chapter 149; or other applicable law, as may be amended. Administrative policies and/or procedures shall be established by the Town Administrator and the Superintendent of Schools as appropriate. Such policies and/or procedures shall, at a minimum, identify the municipal officials having the authority to legally bind the Town in a contract. Such policies shall prescribe procurement procedures for architectural and engineering services for which no procurement process is required by applicable Massachusetts law.

No contract, and no purchase, service or work for which a contract is proposed, shall be split or divided for the purpose of evading any provision of this section.

All contracts of the Town of Natick shall bear the signature of the Comptroller verifying the availability of funds in the full amount of the contract.

Section 2 Emergencies

To the extent permitted by applicable state procurement law, the Selectmen or the School Committee, as applicable, may exempt a purchase or contract from any or all of the provisions of the preceding section when, in their opinion, an emergency exists requiring immediate action on such purchase or contract to protect the health and safety of persons or property. Evidence indicating that such an emergency exists, or that no reasonable substitute for a purchase or service can be obtained shall be furnished to the Selectmen or School Committee, as applicable, in writing by the officer, board, or committee making such purchase or contract as soon as practical, and shall be kept on file with other procurement records of such transactions.

Section 3 Contract Files

The designated procurement officer shall retain complete files for every procurement of the Town of Natick, including solicitation(s), responses, contracts, and amendments thereto, if applicable. Every Town board, official, employee or committee making or executing a contract on behalf of the Town shall furnish a copy of said documents to the procurement officer. The original contract, and original amendments thereto, if applicable, shall be submitted to the Town Comptroller within ten (10) days after the execution of all such documents. The procurement officer and the Town Comptroller shall keep such documents on file consistent with applicable public records laws.

Section 4 Compensation of Town Officers and Employees

No Town officer and no salaried employee of the Town shall receive any compensation or commission for work done by him for the Town, except his official salary and fees allowed by law, without permission of the Selectmen expressed in a vote which shall appear on their records with the reasons therefor. Employees whose additional compensation is through the Veterans' or Senior Property Tax Work Program shall be exempt from this requirement.

Section 5 Disposal of Property

Whenever any property of the Town, other than real estate, the replacement value of which exceeds five hundred dollars ($500.00), shall have become obsolete, disused, worn out or necessary to replace, the Town official or officials having jurisdiction thereof shall so certify in writing to the Board of Selectmen or School Committee, as applicable, who may reserve action relative to its disposal for consideration of a Town Meeting or may by vote authorize the official or officials to abandon, to trade, or to sell such property at a private or public sale.

Section 6 Sale of Tax Title Land

The Selectmen and Town Treasurer may sell at public auction and in such manner, upon such terms and for such consideration as in their judgment is for the best interest of the Town, lands held from time to time by the Town under tax titles the right of redemption from which has been foreclosed. Notice of such sales shall be advertised at least once in a newspaper published in the Town no less than fourteen (14) days prior to the date of the sale, and such notice shall include the location of such lands by street address or comparable description. The Conservation Commission and the Historical Commission of the Town shall be notified of such sale at the time that the advertisement is prepared.

(For more precise requirements on such sales, see Mass. Gen. Laws, Chapter 60, Sections 37-84A or successor legislation, or as said laws may hereinafter be amended).

Section 7 Designation of Town Vehicles

All automobiles and other vehicles owned by the Town shall be so designated by a circular label not less than six (6) inches in diameter bearing the words "Town of Natick" and the name of the Department, with the exception of those vehicles exempted from this by-law by the Board of Selectmen.

Section 8 Annual Audit

There shall be an annual audit of the accounts of the Town under the direction of the Director of the Bureau of Accounts of the Commonwealth of Massachusetts.

Section 9 Authorization for Expenditure of Funds

The Town Comptroller shall not approve for payment any warrant for the expenditure of public funds unless there shall appear thereon the signatures of at least a majority of the Town board, commission, or committee authorized to make expenditures.

Section 10 Fees Paid to the Town

All Town officers except constables shall pay into the Town Treasury all fees received by them by virtue of their office.

Section 11 Compliance with Open Meeting Law

All meetings of Town boards, commissions, committees, and subcommittees, elected, appointed or otherwise constituted, shall be in accordance with the provisions of Section 7-9 of the Charter and Sections 23A through 23C of Chapter 39 of the General Laws or successor legislation, or as said laws may hereinafter be amended. In addition, in any matter requiring a vote of the Board, the vote shall be by voice or roll call and no secret or written ballots shall be used, except as may otherwise be required or allowed by these By-Laws or the Charter of the Town.

All elected boards and committees shall notify the Town Clerk of their organization, rules and regulations and shall file with him a schedule of regular meetings as well in advance as practicable. The Town Clerk shall be notified of changes in or additions to the meeting schedule not less than forty-eight (48) hours before the meeting concerned.

Appointed standing committees shall meet as required by their duties and shall notify the Town Clerk not less than forty-eight (48) hours before any meeting.

No portion of this section shall apply to any Committee or individual designated or appointed for purposes of collective bargaining pursuant to the General Laws 149, Section 1781.

Section 12 Availability of Regulations

Up-to-date copies of all regulations adopted by the Town, as listed in the table entitled "Town Regulations," which appears at the end of this article and is incorporated into this section by reference, shall be available for review by the public in the office of the official responsible for publication, in the office of the Town Clerk, and in the Morse Institute library.

Whenever changes to regulations are adopted, the responsible official shall either publish a complete new edition or provide a package of change pages. If packages of change pages are provided, the pages shall be marked with a distinguishing date or a change number, and a list of current pages shall be included so that other persons can accurately update copies in their possession.

TOWN REGULATIONS

Title	Approving Authorities	Official Responsible for Publication
Natick Home Rule Charter	Town Meeting, Attorney General, Voters	Town Clerk
Town of Natick By-Laws	Town Meeting, Attorney General	Town Clerk
Zoning By-Laws	Town Meeting, Attorney General	Director of Community and Economic Development ~~Community Development Director~~
Subdivision Rules and Regulations	Planning Board	Director of Community and Economic Development ~~Community Development Director~~
Rules and Regulations for Special Permits	Planning Board	Director of Community and Economic Development ~~Community Development Director~~
Administrative Code (Plan of Organization)	Town Meeting	Town Administrator
Traffic Rules and Orders	Board of Selectmen	Police Chief
Board of Health Regulations	Board of Health	Director of Public Health
Department of Public Works Regulations	Board of Selectmen	Director of Public Works
Zoning Board of Appeals Rules and Regulations	Zoning Board of Appeals	Secretary, Zoning Board of Appeals

ARTICLE 41

CONTRACTS, TOWN PROPERTY, AND REGULATIONS OF TOWN BOARDS AND OFFICIALS

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No contract, and no purchase, service or work for which a contract is proposed, shall be split or divided for the purpose of evading any provision of this section.

All contracts of the Town of Natick shall bear the signature of the Comptroller verifying the availability of funds in the full amount of the contract.

Section 2 Emergencies

To the extent permitted by applicable state procurement law, the Selectmen or the School Committee, as applicable, may exempt a purchase or contract from any or all of the provisions of the preceding section when, in their opinion, an emergency exists requiring immediate action on such purchase or contract to protect the health and safety of persons or property. Evidence indicating that such an emergency exists, or that no reasonable substitute for a purchase or service can be obtained shall be furnished to the Selectmen or School Committee, as applicable, in writing by the officer, board, or committee making such purchase or contract as soon as practical, and shall be kept on file with other procurement records of such transactions.

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Whenever any property of the Town, other than real estate, the replacement value of which exceeds five hundred dollars ($500.00), shall have become obsolete, disused, worn out or necessary to replace, the Town official or officials having jurisdiction thereof shall so certify in writing to the Board of Selectmen or School Committee, as applicable, who may reserve action relative to its disposal for consideration of a Town Meeting or may by vote authorize the official or officials to abandon, to trade, or to sell such property at a private or public sale.

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All elected boards and committees shall notify the Town Clerk of their organization, rules and regulations and shall file with him a schedule of regular meetings as well in advance as practicable. The Town Clerk shall be notified of changes in or additions to the meeting schedule not less than forty-eight (48) hours before the meeting concerned.

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No portion of this section shall apply to any Committee or individual designated or appointed for purposes of collective bargaining pursuant to the General Laws 149, Section 1781.

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Whenever changes to regulations are adopted, the responsible official shall either publish a complete new edition or provide a package of change pages. If packages of change pages are provided, the pages shall be marked with a distinguishing date or a change number, and a list of current pages shall be included so that other persons can accurately update copies in their possession.

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Rules and Regulations for Special Permits	Planning Board	Director of Community and Economic Development
Administrative Code (Plan of Organization)	Town Meeting	Town Administrator
Traffic Rules and Orders	Board of Selectmen	Police Chief
Board of Health Regulations	Board of Health	Director of Public Health
Department of Public Works Regulations	Board of Selectmen	Director of Public Works
Zoning Board of Appeals Rules and Regulations	Zoning Board of Appeals	Secretary, Zoning Board of Appeals

ARTICLE 10

Committee Article

(Board of Selectmen)

To see if the Town will vote to receive the reports of town officers, boards, and committees; or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to provide various Town Committees an opportunity to inform Town Meeting of recent developments and/or updates with respect to those Committees.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 10-0-0 on March 3, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 10.*

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

- This is a routine article included in every spring and fall town meeting. This is to provide an opportunity for boards and departments to give a report to town meeting.
- It was noted that the intent of the Finance Committee is not to endorse or support or refute any of the information in the reports, it's simply meant to hear them.
- At the hearing for this article, what reports that may be made was not known. The Town Moderator is to be given notice of a request to deliver a report.

MOTION (requires majority vote):

Move that the Town vote to receive the reports of town officers, boards, and committees.

ARTICLE 11

Fiscal 2015 Omnibus Budget Article

(Town Administrator)

To determine what sum or sums of money the Town will appropriate and raise, or transfer from available funds, for the operation of the government of the Town of Natick, including debt and interest, during Fiscal Year 2015 (July 1, 2014 through June 30, 2015) and to provide for a reserve fund for Fiscal Year 2015, and to see what budgets for Fiscal 2015 will be reduced to offset said additional appropriations; or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is make adjustments to the current fiscal year budget as needed.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 11-0-0 on March 10, 2015, the Finance Committee recommends ***No Action*** *with regard to the subject of Article 11.*

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

- At this time, there are no requested changes to the current fiscal year budget.
- Any adjustments that are required are expected to be able to be covered by the normal end of year "three percent" transfers.

MOTION (requires majority vote):

No Action

ARTICLE 12

Elected Officials Salary

(Town Administrator)

To see if the Town will vote to fix the salary and compensation of all elected officers of the Town of Natick for Fiscal Year 2016 (July 1, 2015 through June 30, 2016) as provided by Section 108 of Chapter 41 of the General Laws, as amended; or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to establish the FY16 salary for the elected officials.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:
By a vote of 10-0-0 on March 5, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 12.*

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

- The Town Clerk is the only elected official subject to this article.
- The FY15 Salary was set at $80,000 and because as of this time there are no salary increases for any other union or non-union positions within the budget, and given the budgetary challenges we are facing for FY16, the Town Administrator's recommendation is for no increase at this time.
- Once the fiscal situation is better known and municipal contracts are settled, the Town Administrator committed that the salary for position will be reconsidered and possibly brought before the Fall Annual 2015 Town Meeting for adjustment.

MOTION (requires majority vote):
Move that the Town vote to fix the salary and compensation of the following elected officer of the Town for the Fiscal Year July 1, 2015 through June 30, 2016 as provided by Section 108 of Chapter 41 of the Massachusetts General Laws: Town Clerk - $80,000 provided, however, that such salary may be presented for adjustment, retroactive to July 1, 2015, at the 2015 Fall Annual Town Meeting commensurate with other non-union salary adjustments, if any.

ARTICLE 13

Personnel Board Classification and Pay Plan

(Town Administrator)

To see if the Town will vote to fix the salary and compensation of all elected officers of the Town of Natick for Fiscal Year 2016 (July 1, 2015 through June 30, 2016) as provided by Section 108 of Chapter 41 of the General Laws, as amended; or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to approve the Town's Personnel Board Classification and Pay Plan which pertains only to non-union Town employees.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 11-3-0 on February 24, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 13.*

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

- In the full-time plan there are no changes in the pay grades so salary ranges are unchanged from the pay plan that Town Meeting improved last fall. The Personnel Board did look at our traditional market research which is roughly 19 communities comparable to Natick within the Commonwealth and still consider this pay plan is competitive. There are no employees bumping up against the maximum of any of the ranges.
- The minor changes to the full time pay plan are noted in the letter from the Personnel Board on the next pages.
- The part-time pay plan has been redeveloped with the same philosophies as the full-time pay plan to make it easier to understand. It now extends the "pay for performance" approach that is used for full-time employees to the part-time employees. Forty-one separate grades and pay ranges have been consolidated them into three:
- Duplicate and redundant titles have combined;
- Titles not being used or anticipated to be used have been eliminated;
- Automatic step increases, which were tenure based, were taken out and the differentiation in pay for part-timers introduced.
- The pay ranges were modified in response to the State's change in the minimum wage laws.
- Under the new part-time plan, even though it looks much different, no employee will earn less pay than they're currently making. There are approximately twenty positions falling below the minimum wage which have been increased as a result of the increase in the minimum wage.
- Adjustments to salaries (raises, market adjustments, etc.) for both full time and part time employees are based on merit as documented in performance evaluations.
- During debate, the area of concern was on addition the Transportation Planner position which several members felt was either not necessary at this time or a different model should be used. Ultimately this was treated as a budget item rather than an item for debate under the pay plan.

TO: Town Meeting
Board of Selectmen
Finance Committee
Town Administrator

cc: Personnel Board
Director of Human Resources

FROM: Steve Levinsky - Chair, Personnel Board

DATE: February 10, 2015

Re: Proposed FY 2016 Classification and Pay Plans

The Personnel Board is charged with presenting a Classification and Pay Plan to Town Meeting. Attached you will find the proposed pay plan for fiscal year 2016.

This plan covers the general government, non-union employees of the town - roughly 65 full-time employees. The pay plan creates the structure for compensation for town employees. Actual funding for town departments and employees are handled in other warrant articles. Establishing individual employee salaries is the responsibility of the Town Administrator.

FULL-TIME PAY PLAN

There are no changes to the pay ranges. Our market research (19 comparable towns in the Commonwealth) shows that our full-time pay structure remains competitive and we have no significant incumbent compression issues in any grade.

Position titles added or modified were:

Grade 5 - Remains unchanged with the exception of:

- Director of Community Development retitled to Director of Community & Economic Development (position restructuring)

With the vacancy of the Director of Community Development and Economic Development Planner positions, the Town Administrator took the opportunity to restructure the department and realign the resources and responsibilities. The result was the combining of duties in the Director of Community & Economic Development and the focusing of responsibilities in the Transportation Planner.

Grade 4 - Remains unchanged with the exception of:

- Staff Accountant reclassified to Grade 3
- Assistant Comptroller reclassified to Grade 4

The Deputy Town Administrator/Director of Finance has evaluated the roles, responsibilities and resources of the Finance Department resulting the reclassification of the Staff Accountant and Assistant Comptroller positions.

Grade 3 - Remains unchanged with the exception of:

- Economic Development Planner deleted (duties combined with Director of Community & Economic Development)
- Transportation Planner added
- Executive Farm Director (retitled)
- Staff Accountant reclassified from Grade 4
- Assistant Comptroller reclassified to Grade 4

The Farm Director was retitled to Executive Farm Director to reflect consistency with the marketplace. Duties of the position did not change.

All full-time, non-union job descriptions can be accessed on-line at http://www.natickma.gov/285/Non-Union-Full-Time-Job-Descriptions.

PART-TIME PAY PLAN

The part-time pay plan structure was inherited by the Personnel Board more than a dozen years ago. The town's Human Resources Director, working in concert with key Department Heads, took a fresh look at the part-time pay plan and have recommended a structure that is an extension of the full-time plan pay philosophies.

The result is a plan that is infinitely more understandable and incorporates a market-based broad-band structure like the full-time pay plan and embraces a pay-for-performance approach for part-time employees.

Key elements of the proposed part-time pay plan are:

- Consolidation of 41 separate grades and pay ranges into three broad-band ranges.
- Combining of duplicate and redundant titles (e.g: Nurses, Instructors, etc.)
- Elimination of titles not used or anticipated to be used (e.g.: Census taker)
- Elimination of the automatic step increases (tenure based) and introduction of differentiation of pay based on performance. A part-time employee performance evaluation process/form is being introduced (see attached) in FY '16.
- Pay ranges were modified in response to the state's change in minimum wage laws.

Under the new part-time pay plan, no employee will earn less pay than they are currently making. Likewise, with the exception of those employees falling below the

minimum wage (roughly 20 employees), no employee will receive an automatic pay increase. Said another way, the cost of the new part-time pay plan is neutral with the exception of those increases required by law.

Attached, as a refresher, is a copy of a page from the presentation the Personnel Board made to Town Meeting in 2011 and 2012 describing the market-based, pay-for-performance pay plan.

Thank you for your time and consideration.

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

[The motion is continued on the following pages.]

Full-Time Positions

Town of Natick
Classification and Pay Plan
Fiscal Year 2016
Effective July 1, 2015

Grade	Minimum	Point 1	Point 2	Maximum
6	$ 100,000.00	$ 115,000.00	$ 128,000.00	$ 145,000.00
5	$ 85,000.00	$ 98,333.33	$ 111,666.67	$ 125,000.00
4	$ 70,000.00	$ 81,666.67	$ 93,333.33	$ 105,000.00
3	$ 55,000.00	$ 63,333.33	$ 71,666.67	$ 80,000.00
2	$ 47,000.00	$ 55,000.00	$ 62,500.00	$ 70,000.00
1	$ 32,000.00	$ 40,500.00	$ 49,000.00	$ 57,500.00

GRADE 6

Chief of Police
Deputy Town Administrator/Director of Finance
Deputy Town Administrator/Operations
Fire Chief

GRADE 5

Comptroller
Deputy Chief of Police
Director of Community & Economic Development
Director of Community Services
Director of Facilities Management
Director of Human Resources
Director of Information Technology
Director of Public Works

GRADE 4

Assistant Comptroller
Building Commissioner
Director of Assessing
Director of Council on Aging
Director of Public Health
Director of Recreation & Parks
Morse Library Director
Treasurer/Collector

GRADE 3

Assistant Assessor (certified)
Assistant Director Council on Aging
Assistant Director Recreation & Parks
Assistant Library Director, Morse Library
Assistant Treasurer/Collector
Bacon Free Library Director
Benefits Manager
Communications/Information Officer
Director of Recreation Programs/Special Events
Environmental Health Agent
Executive Farm Director
Facility Custodial Manager
Facility Maintenance Manager

GRADE 3 Continued

Golf Course Manager
Housing/General Planner
Information Systems Data Base Administrator
Information Systems Network Administrator
Local Building Inspector (certified)
Planner/Conservation Agent
Procurement Manager
Public Health Nurse
Senior Environmental Health Specialist
Staff Accountant
Sustainability Coordinator
Transportation Planner
Veterans Agent

GRADE 2

Assistant Assessor (non-certified)
Assistant Director, Bacon Free Library
Assistant Farm Director
Clinical Social Worker
Data Analyst
Executive Assistant
Golf Course Superintendent
Human Resources Coordinator
Office Administrator, Farm
Payroll Manager
Sanitarian
Senior Executive Assistant
Social Worker
Social Worker Coordinator
Special Assistant to Director of Community Services
Special Assistant to Director of Facilities Management
Special Assistant to Director of Finance
Special Needs Coordinator

GRADE 1

Animal Control Officer
Golf Professional
Outreach Coordinator
Student Officer

Town of Natick

Part-Time Classification and Pay Plan

Fiscal Year 2016

Effective July 1, 2015

Hourly Wage Scale

Grade	Minimum	Point 1	Point 2	Maximum
1	$ 9.00	$ 11.00	$ 13.00	$ 17.00
2	$ 17.01	$ 21.00	$ 24.00	$ 28.00
3	$ 28.01	$ 32.00	$ 36.00	$ 40.00

Grade 1	Grade 2	Grade 3
Assistant Instructor (Camp)	Administrative Support (Grants)	Adult Contractor
Assistant Leader (Camp)	Assistant Director (Camp)	Building Inspector
Assistant Swim Coach	Beach Manager	Certified Sports Official
Attendant (Rec)	Building Monitor II (Rec)	Laborer III
Building Monitor I (Rec)	Bus Coordinator	Nurse (RN)
Cart Attendant (Golf)	Bus Dispatcher	Volunteer Coordinator II
Clerical Assistant	Bus Driver	Yoga Instructor
Clerk	Camp Woodtrail Director	
Club House Attendant (Golf)	Community Garden Coordinator	
Club House Supervisor (Golf)	Conservation Agent	
Concession Manager (Camp)	Director Medium Sized Programs (Camp)	
Custodian	Equipment Manager (Golf)	
Deputy Animal Control Officer	Golf Course Mechanic	
Equipment Operator (Golf)	Head Lifeguard	
Farm Instructor	Laborer II	
Instructor	Library Assistant (Bacon)	
Junior Counselor	Manager (Camp)	
Laborer I	Meter Enforcement Operator	
Leader (Camp)	Nurse (LPN)	
Library Clerk (Bacon)	Plumbing and Wiring Inspector	
Library Page (Morse)	Police Matron	
Lifeguard	Police Transcriber	
Parking Clerk	Program Assistant	
Poll Worker	Recycling Attendant	
Ranger/Starter (Golf)	School Crossing Guard II	
School Crossing Guard I	Social Worker	
Senior Counselor (Camp)	Supervisor Major Programs (Camp)	
Senior Counselor (Certified- Camp)	Swim Coach	
Specialist (Camp)	Volunteer Coordinator I	
Timer/Scorer	Warden	
Town Meeting Page	Water Safety Instructor	

Position	Annual Rate
Inspector of Animals	$ 3,750.00
Registrar of Voters	$ 625.00

ARTICLE 14

Collective Bargaining

(Town Administrator)

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

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

Or otherwise act thereon.

PURPOSE OF ARTICLE:

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

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 14-0-0 on March 26, 2015, the Finance Committee recommends ***No Action*** *with regard to the subject of Article 14.*

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

- Municipal union contracts will expire at the end of this fiscal year. School union contracts will expire at the end of the next fiscal year.
- No collective bargaining agreements have been reached as of this time.

MOTION (requires majority vote):

Move No Action

Article 15

FY 2016 Omnibus Article

Motion A: Education and Learning

ARTICLE 15

Fiscal 2016 Omnibus Budget Article

(Town Administrator)

To determine what sum of money the Town will appropriate and raise, or transfer from available funds, for the operation of the government of the Town of Natick, including debt and interest during Fiscal Year 2016 (July 1, 2015 to June 30, 2016), and to provide for a reserve fund for Fiscal Year 2016; or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to fund the operations of various Town departments for Fiscal Year 2016 (July 1, 2015 – June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

The Finance Committee has no recommendation on the total budget but has recommendations on individual motions for the purpose of funding the operations of the various Town departments during Fiscal Year 2016 as shown on the following pages.

During the Finance Committee public hearings, all departmental budgets were heard, discussed and voted on individually. Due to the lack of a recommendation on the Natick Public Schools budget, the details of which will be discussed in that section of the article, the overall budget was not voted.

MOTION:

The motions under Article 15 are contained in the following pages.

Please note there are 9 separate Sections with 11 motions to be made, debated and voted separately.

Finance Committee Recommendations

Motions for Article 15, Section A: Education & Learning

Motion for Section A under Article 15:

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

Natick Public Schools		
Salaries & Expenses		**53,817,355**
Total Natick Public Schools	**$**	**53,817,355**
South Middlesex Regional Vocational Technical School (Joseph P. Keefe Technical School)		
Expenses (Assessment)	**$**	**1,247,313**
Total South Middlesex Regional Vocational Technical School (Joseph P. Keefe Technical School)	**$**	**1,247,313**
Motion Total	**$**	**55,064,668**
And that the above Total Budget Amount be raised from the following sources:		
Tax Levy of Fiscal Year 2016	**$**	**55,064,668**
	$	**55,064,668**

SECTION A: EDUCATION AND LEARNING

Department: ***Natick Public Schools***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Natick Public Schools ("NPS") for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee has no recommendation with regard to the Natick Public Schools budget under Article 15, Section A.

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

- The Town Administrator's recommended budget is for $53,819,355 as shown on the motion page. This recommendation is supported by the School Committee and the Board of Selectmen.
- The School Superintendent presented twice to the Finance Committee, once with the original budget submission and once with the final budget request which was significantly lower.
- The Budget was presented in two categories: staffing costs and expenses. The drivers of the budget increase were noted including:
    - Student Enrollment – total enrollment has increased by approximately 900 in the last nine years. Maintaining the recommended academic class size and current course offerings require additional teachers and support for those teachers. Currently in Natick High School there are 14 sections of math above 25 per class and in Social Studies there are 20 sections above 25 per class.
    - Staffing Costs – this is 77% of total costs and is based on the contract settlement which includes steps and lanes. The proposed budget has an additional 9.9 FTEs to support the costs of compliance with special education requirements, and increased student enrollment, including the new Dean for Instruction, Data, and Student Initiatives position at the High School. Of the additional staff proposed to be added:
        - 2 are high school classroom teachers
        - 2 are for middle school teachers
        - 1 is for an elementary school teacher which will be funded from Medicaid
        - 3.9 are for Pupil Services staff, needed to maintain compliance with special education requirements

        - 1 is for an additional administrative position at the high school needed to perform responsibilities previously handled by an unpaid intern; this model is no longer sustainable
    - Transportation Costs have increased for several reasons, including $80,000 due to an increase in the state mandated homeless children transportation costs, and approximately $47,000 for out-of-district transportation. Transportation costs are predicated on appropriation of the 'Transportation Subsidy" (which will be taken up as Article 18 of this 2015 Spring Annual Town Meeting).
    - Technology Costs, comprised of two components:
        - Network maintenance, which includes disaster recovery protection management software and network upgrades that are required on a regular basis
        - Capital equipment, which is further broken down into two costs: small capital requests for all the schools combined (laptop replacement for teachers; upgrade of projectors; ancillary equipment that works with the other technology in the system) and a computer lab upgrade.
        - The original technology request was decreased by $149,000 in an effort to reduce the requested budget appropriation.
    - Online Learning Costs – this is to continue to refresh all of online text purchases and to take on a new science curriculum in the state. There is also a need to purchase the next test that is in line to test new required standards. Elementary classrooms are being added each year by outfitting them with the necessary texts to continue to have a text-rich environment at the elementary classroom as well as literacy intervention curriculum. At the High School, additional demand for courses such as Mandarin and Spanish requires upgrades those textbooks.
    - Other Expenses – have been kept flat.

- As part of its efforts to close the budget gap, the School Committee is proposing to raise additional revenues through a greater use of its revolving accounts, circuit breaker, and Medicaid funding, as well as fee increases that are under consideration.
- In support of its plan relating to the new Dean for Instruction, Data, and Student Initiatives at the high school, the NPS Administration presented the following information:
    - The administrator workload at the high school has dramatically increased in the past several years due to increased student enrollment, Federal & state mandates relating to evaluation and assessment systems, ELL training, and Common Core requirements.
    - The high school environment is a complex organization combining all of the programs that are in place for the K-8 levels, including special, alternative, and virtual education, METCO, and English Language Learning programs.
    - Much of the administrative workload was handled by an unpaid intern last year; this model is not sustainable due to privacy and other concerns.
    - NHS has the same administrative structure as Wilson Middle School but with an additional 600 students.

- NHS currently has three administrators. A number of surrounding and comparable communities with high schools the size of NHS (approximately 1,500 students) have four or more. Comparable community high schools that have three administrators all have less than 1,000 students.

- During discussions, the some members of the Finance Committee voiced concerns including:
  - Some members were not convinced that the Dean role is one that is either needed or one we can afford right now.
  - The overall Town Budget increase, while balanced, depends much more than in the past on one-time revenue (free cash), fees and by tapping revolving funds. Other members noted that the town's budget historically contained non-recurring revenue sources, and further noted the intention of the Financial Planning Committee to evaluate ways to mitigate the town's revenue/expense imbalance.
  - The contracted salary steps and lanes is causing the Schools to need more and more of the total Town budget, possibly to the detriment of the Municipal side of the Town.
  - This year the Schools exceeded the staffing budget approved by Town Meeting by 12 and the current request is for almost 10 more; other members noted, however, that the additional staff were accommodated within the appropriation voted by Town Meeting.
- Finance Committee members debated on one motion for an appropriation of $53,817,355; seven members were in favor, and eight were against. No alternative motion was made. As the positive motion did not achieve the requisite eight votes needed for a recommendation, no recommendation can be made to Town Meeting.

Department:	***South Middlesex Regional Vocational Technical HS***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the South Middlesex Regional Vocational Technical High School ("Keefe Tech") for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 10-0-0 on March 19, 2014, the Finance Committee recommends ***Favorable Action*** *with regard to the South Middlesex Regional Vocational Technical High School budget under Article 15, Section A, and that the sum of $1,247,313 be appropriated as noted in the motion.*

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

- Keefe Tech's FY 2016 budget of $17,640,054 represents a 2.76% increase over FY 2015. Increased Health care costs, contracted salary increases and increased transportation costs are driving the overall increase
- After adjustments for state funds, grants and other revenue sources, the aggregate increase in member town's assessments is 1.6%.
- The assessment requested from Town of Natick is a total $1,247,313 which represents a $155,411 increase from FY 2015. This was based on the total budget and the relative number of students attending Keefe Tech. Natick has 59 students which is 8.37% of the total assessment.

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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 offseting the appropriated budget with $446,442 including the use of Circuit Breaker reimburesment 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

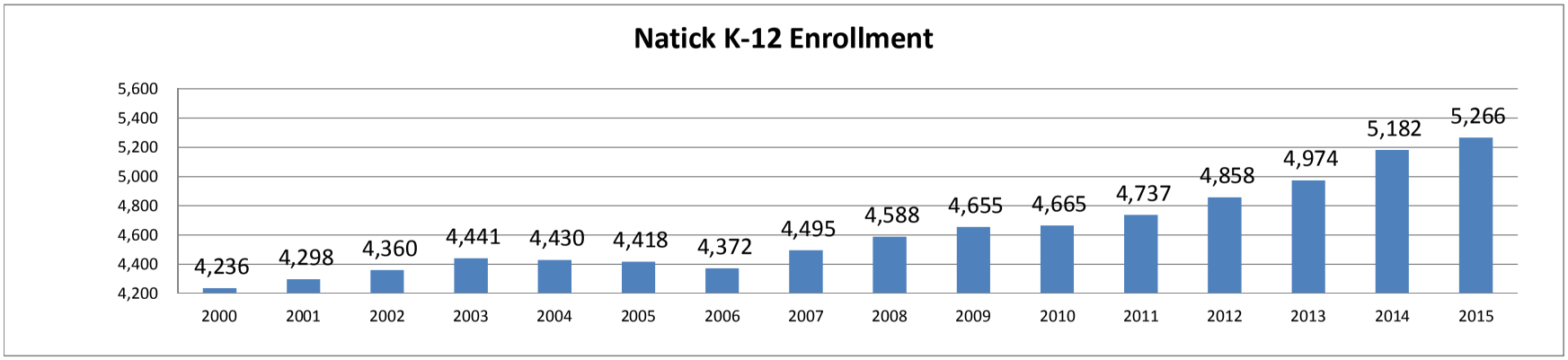
	2012 Actual	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2016 Superintendent Recommendation Cuts/Adds	2016 Superintendent Recommendation	2015 vs. 2016 $	2015 vs. 2016 %
Personnel Services									
Total Personnel Services	**38,257,841**	**37,877,462**	**39,860,341**	**41,382,120**	**44,341,187**	**(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%**

Town of Natick

Home of Champions

Department: Natick Public Schools

Enrollment Data



Appropriated Budget Staffing Summary	2011	2012	2013	2014	2015	2015	2016	2016
School Staff (in FTE's)					Budget	Actual	Increase/Decrease	Superintendent Recommendation*
Elementary Classroom Teachers	108.5	108.5	112.6	114.7	116.5	118.5		118.5
Middle School Classroom Teachers	92.9	93.4	96.8	99.2	99.2	98.9	2.5	101.4
High School Classroom Teachers	78.6	78.6	81.6	83.2	84.8	85.6	2.4	88.0
High School Department Heads	4.2	4.2	4.2	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
Librarians & Assistants	12.0	12.0	12.0	11.8	11.8	11.8		11.8
Special Education Teachers	56.8	56.8	56.8	56.5	59.5	59.3	1.0	60.3
Guidance Counselors/Psychologists	22.4	22.4	23.6	24.4	24.4	25.0	1.0	26.0
Nurses	8.8	8.8	9.3	10.9	10.9	10.9	1.0	11.9
Medical & Therapeutics Services	16.7	16.7	13.6	21.2	21.2	25.4	-0.5	24.9
Paraprofessionals *	76.4	76.4	87.5	97.8	98.8	99.7	7.0	106.7
Custodians / Maintenance Personnel	37.0	37.0	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
Sub-Total - School Staff	**538.3**	**538.8**	**522.5**	**549.2**	**556.6**	**567.2**	**14.4**	**581.6**
Administrative Staff (in FTE's)								
Principals & Vice Principals	14.0	14.0	14.0	15.0	15.0	15.0	1.0	16.0
District-Wide Administration	5.0	5.0	5.0	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
District-Wide Admin and Finance	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
Sub-Total- Administrative Staff	**44.2**	**46.2**	**46.2**	**49.2**	**49.2**	**50.2**	**1.0**	**51.2**
Grand Total	**582.5**	**585.0**	**568.7**	**598.4**	**605.8**	**617.4**	**15.4**	**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 Actual	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2016 Level Service Cuts/Adds	2016 Level Service Request	2016 Superintendent Recommendation Cuts/Adds	2016 Superintendent Recommentadation	2015 vs. 2016 $	2015 vs. 2016 %
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	
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	
Sub-total Operations & Maintenance	1,881,052	32,713	0				0		0	0	
NEW 10.1 FTE BUDGET REQUEST *					1,475,451	(694,803)	780,648	(178,056)	602,592		
LESS NON REP SALARY POOL REDUCTION								(25,000)	(25,000)		
1.0 FTE Brown Teacher to Medicaid(see offset below), 0.2 Mandarin to Foreign Tuition reducing request to 8.9 FTE in Budget					26.1 NEW FTE	Cut 13.0 FTE	13.1 NEW FTE	10.1 NEW FTE + 7.0 KEIP 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 Actual	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2016 Level Service Cuts/Adds	2016 Level Service Request	2016 Superintendent Recommendation Cuts/Adds	2016 Superintendent Recommentadation	2015 vs. 2016 $	2015 vs. 2016 %
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.	417,602	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	29,571	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								
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 Actual	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2016 Level Service Cuts/Adds	2016 Level Service Request	Superintendent Recommendation Cuts/Adds	2016 Superintendent Recommentadation	2015 vs. 2016 $	2015 vs. 2016 %
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%
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%**

*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 elgibile staff

Narrative:

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

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

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

OTHER SCHOOL SERVICES: Services such as Transportation, Athletics and Student Activities.

3100 - Attendance and Parent Liaison Services - Truancy officer and student/parent information centers.
3200 - Health Services - Expenses for providers of medical services including nurses and school physician.
3300 - Transportation Services - Transportation paid by the town is provided to ELL and regular education students in grades K-6 who live in excess of 2 miles from their assigned school. All other students, regardless of distance, will be invited to participate in a fee for service program. The fee is $150 per student with a family cap of $300. Financial waivers are available for families making less than double the federal poverty level and a reduced fee will be available for families making less than three times the federal poverty level.

Narrative

3510 - Athletic Program - Expenses for Athletic Director and staff, Coaches, Trainers and Assistants in support of intramural and interscholastic athletic programs. Also includes contracted services, transportation, rental of facilities, uniforms, supplies and materials, dues, subscription and travel expenses for staff.
3520 - Other Student Activities - Expenses for Musical Directors, Drama Coaches and other extra-curricular activities including printing, dues and subscriptions, supplies and materials, travel expenses for staff.

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

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

Asset Acquisition & Improvement

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

Programs with Other School Districts

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

Town of Natick

Home of Champions

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

Appropriation Summary

South Middlesex Regional Technical School

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	% (+/-)
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%**

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

Established in 1972, Joseph P. Keefe Technical School is a coeducational, four-year high school, accredited by the New England Association of Schools and Colleges. Keefe Tech serves students from Ashland, Framingham, Holliston, Hopkinton, and Natick. With a student body of approximately 650 students, Keefe offers both academic and career-focused programs.

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

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

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

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

Philosophy (con't):

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

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

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

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

Town of Natick

Home of Champions

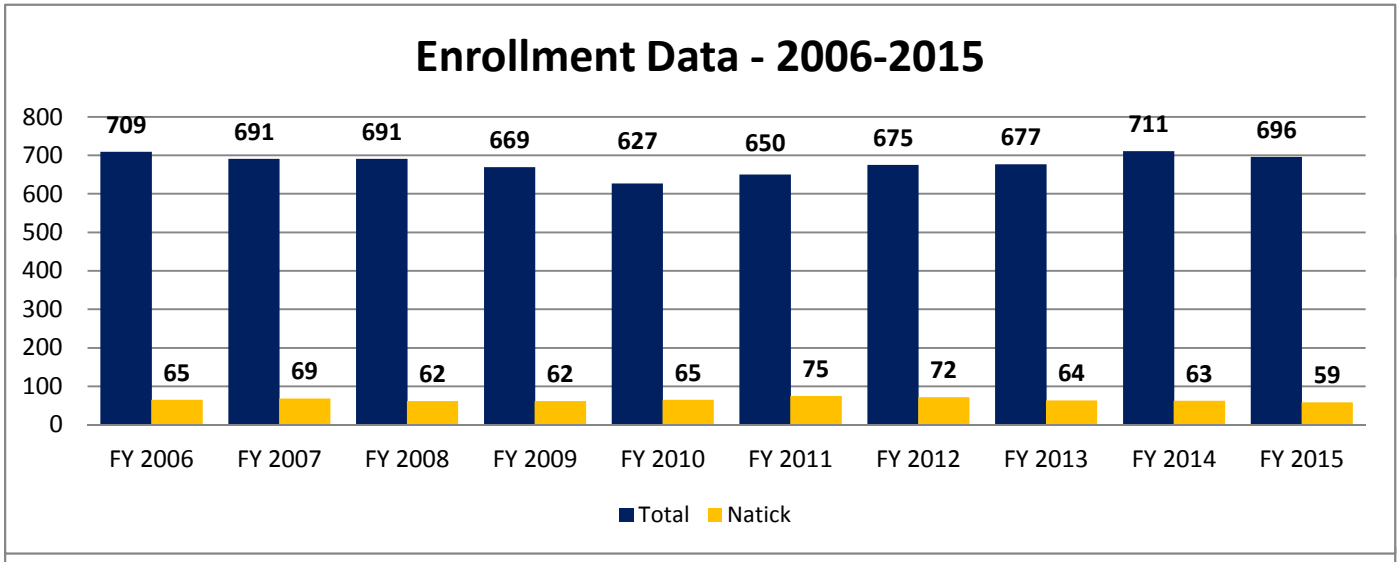
Department: (Joseph P. Keefe) South Middlesex Regional Technical School

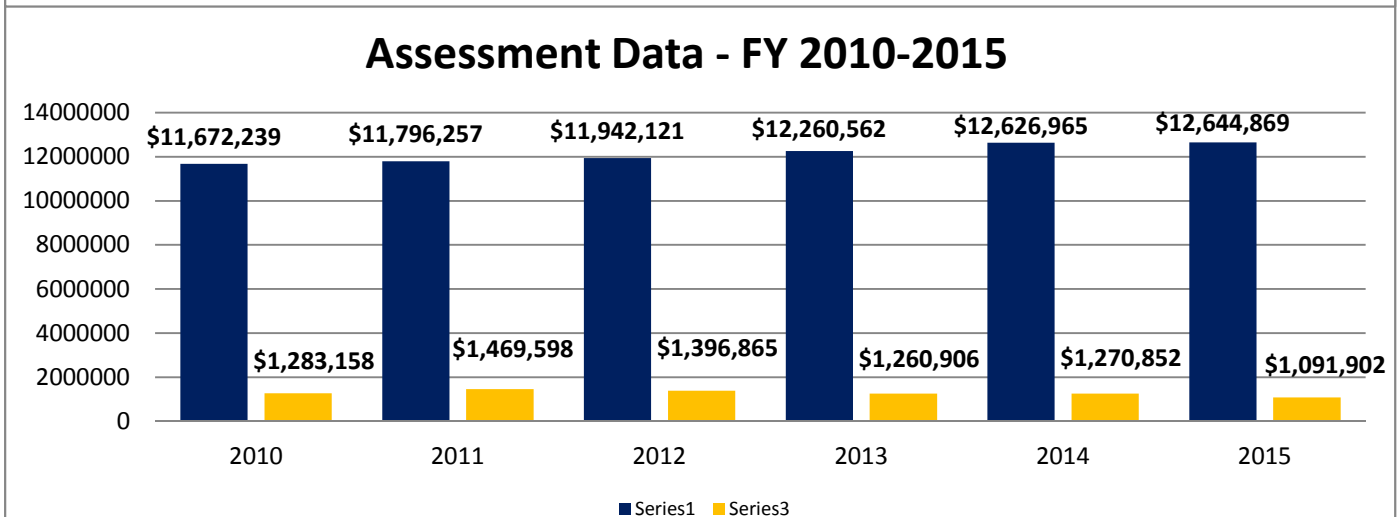
Budget Overview

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





Article 15

FY 2016 Omnibus Article

Motion B: Public Safety

Finance Committee Recommendations

Motions for Section B: Public Safety

Motion for Section B under Article 15:

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

Emergency Management		
Expenses	$	35,600
Total Emergency Management	**$**	**35,600**
Parking Enforcement		
Salaries	$	52,844
Expenses	$	79,560
Total Parking Enforcement	**$**	**132,404**
Police		
Salaries	$	6,365,202
Expenses	$	251,513
Other Chgs. & Expenses	$	7,500
Total Police	**$**	**6,624,215**
Fire		
Salaries	$	7,848,621
Expenses	$	231,000
Total Fire	**$**	**8,079,621**
Motion Total	**$**	**14,871,840**

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

Tax Levy of Fiscal Year 2016	$	14,791,840
Parking Meter Revenues	$	80,000
	$	**14,871,840**

SECTION B: PUBLIC SAFETY

Department: Emergency Management

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Emergency Management Department for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 14-0-0 on February 5, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Emergency Management Department budget under Article 15, Section B, and that the sum of $35,600 be appropriated as noted in the motion.*

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

- Approximately two-thirds of these funds are used to pay the town's contract with Code Red, the reverse 911 provider. The current cost was $10,000 in FY15.
- The remainder of the emergency management fund is used for training and equipment necessary to augment the town's critical emergency capabilities.

Department: Parking Enforcement

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Parking Enforcement Department for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 14-0-0 on February 5, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Parking Enforcement Department budget under Article 15, Section B, and that the sum of $132,404 be appropriated as noted in the motion*

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

- Personnel services are increasing by $1,730 to allow for the same number of hours of coverage as 2015 but at the higher rate in pay.
- Expenses, repairs and maintenance is increasing by $2,500, reflecting the anticipated maintenance costs of the parking kiosks that will be installed in FY15

- The St. Patrick church parking lot lease request has been reduced by $1,480, as the FY15 appropriation was based on an estimate. Under the new agreement the town will pay $53,060 for FY 2016.
- Parking tickets and stickers costs are is increasing by $1,500 dollars to account for the anticipated purchase of supplies required to operate the parking kiosks.

Department:	***Police***

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Police Department for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 14-0-0 on February 5, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Police Department budget under Article 15, Section B, and that the sum of $6,624,215 be appropriated as noted in the motion.*

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

- Staffing is unchanged from FY15. For FY16 the department's budgeted for 81 positions or 71.7 full-time equivalents including the chief of police, 4 lieutenants, 11 sergeants, 40 police officers, 1 animal control officer, 10 public safety dispatchers, 11 crossing guards and 3 non-uniform police personnel.
- Police department personnel are represented by four unions. All contract agreements expire at the end of FY15, therefore, salary and overtime line-items are based upon FY15 rates.
- The Assessment Center ($36,000) is an alternating year appropriation first introduced in FY14 so it was not in the current FY 2015 budget but is for the proposed FY 2016 budget.
- The increase to the clothing is for the 10th dispatch position for salary was included in the budget as a program improvement request in FY15 but the corresponding clothing allowance was not.
- Currently there is a canine grant for approximately $4,000. Town funding will eventually be needed to maintain the K9 unit when grant funding is no longer available. Ongoing costs are not expected to be as high as start-up costs that were covered by the current grants.

Department:	***Fire***

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Fire Department for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 12-2-0 on March 26, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Fire Department budget under Article 15, Section B and that the sum of $8,079,621 be appropriated as noted in the motion.*

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

- The fire department is made up of: the Fire Chief, 5 Deputy Chiefs, 5 Captains, 15 Lieutenants, 56 Firefighters, 1 Training officer, 2 fire prevention personnel and the Superintendent of communications. There are currently three openings in the process of being filled with two expected to be hired and go through the Firefighters Academy in May.
- Salaries are increasing due to contractual obligations required under existing collective bargaining which call for 0.5% increase effective June 30, 2015.
- For FY16, there is an estimated $1.5 million for ambulance revenues from the public ambulance service through the fire department. The Town is in the process of working with our billing provider to review our ambulance billing rates and fee structure.
- There continues to be concern about overtime due to the shortfall in current staffing level and staff out on disability. As of January 30th, due to the minimum staffing requirement of 17, 107% of the full year overtime budget had already been expended. Some of this is offset by staff vacancies but the expectation is for the department to come in over budget. The Finance Committee expects to discuss this with the town administration towards the end of the fiscal year in June 2015.

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**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

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

Budget Detail	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%**

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: 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

policies, procedures, rules and regulations based on national and state standards for police

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 that 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

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

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

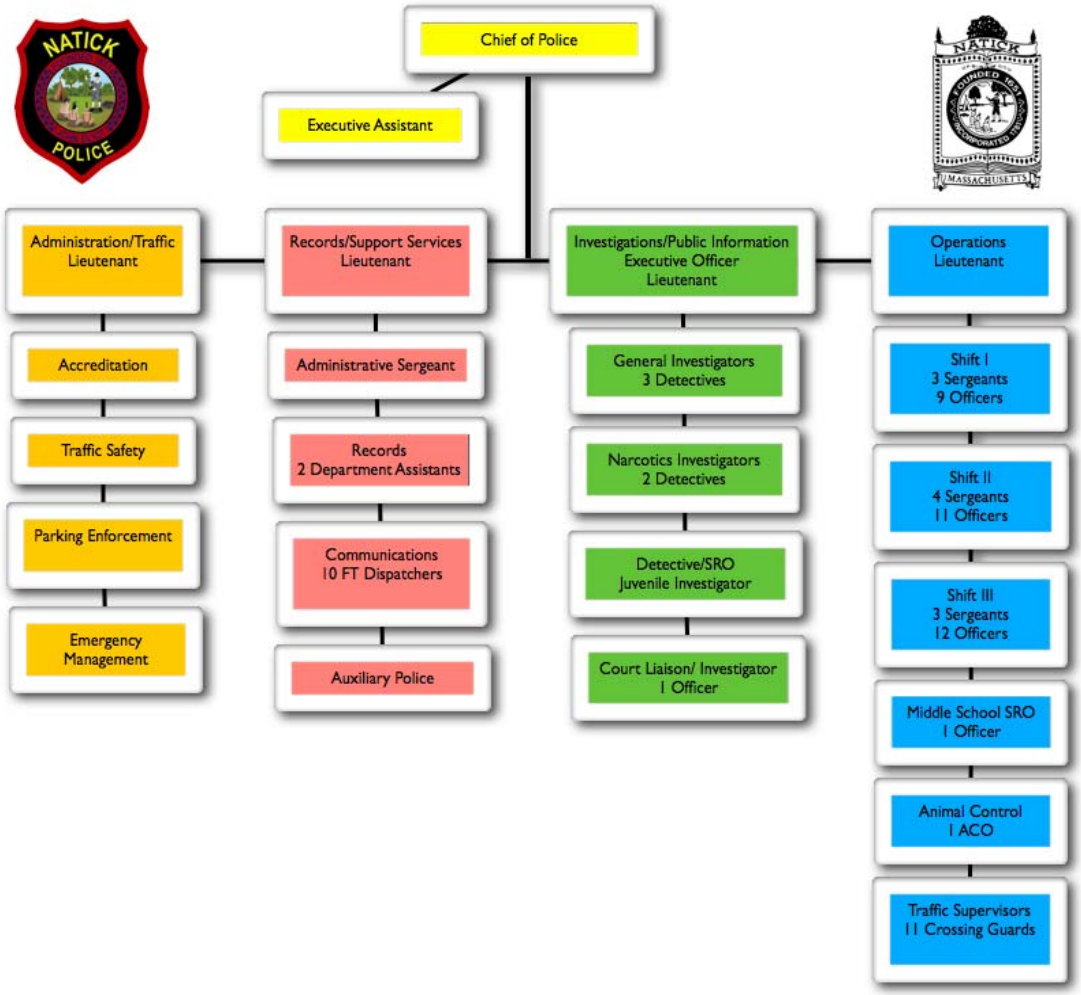
Performance Indicators *(Calendar year)*	**2011**	**2012**	**2013**	**2014**	**2015**
MV Crash Private Property	82.9	89.5	71	65.2	N/A
MV Crash With Injury	395	446.1	599.3	514.2	N/A
MV Crash w/Injury Rt 9	186.5	231.1	178.4	125.7	N/A
Noise Complaint	155.1	227.8	208.4	196.3	N/A
Remove Unwanted	110.7	99.4	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				

Department: Police

Organizational Chart



Town of Natick

Home of Champions

Department: Police

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	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%
Court Overtime						
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%
Regular Overtime						
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 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	2015 vs. 2016 % (+/-)
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: 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**	**3 PT**	**3 PT**	**3 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 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	2015 vs. 2016 % (+/-)
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.

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: Fire

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	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
Superintendant 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**	**88 FT / 0 PT**	**88 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
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*
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:

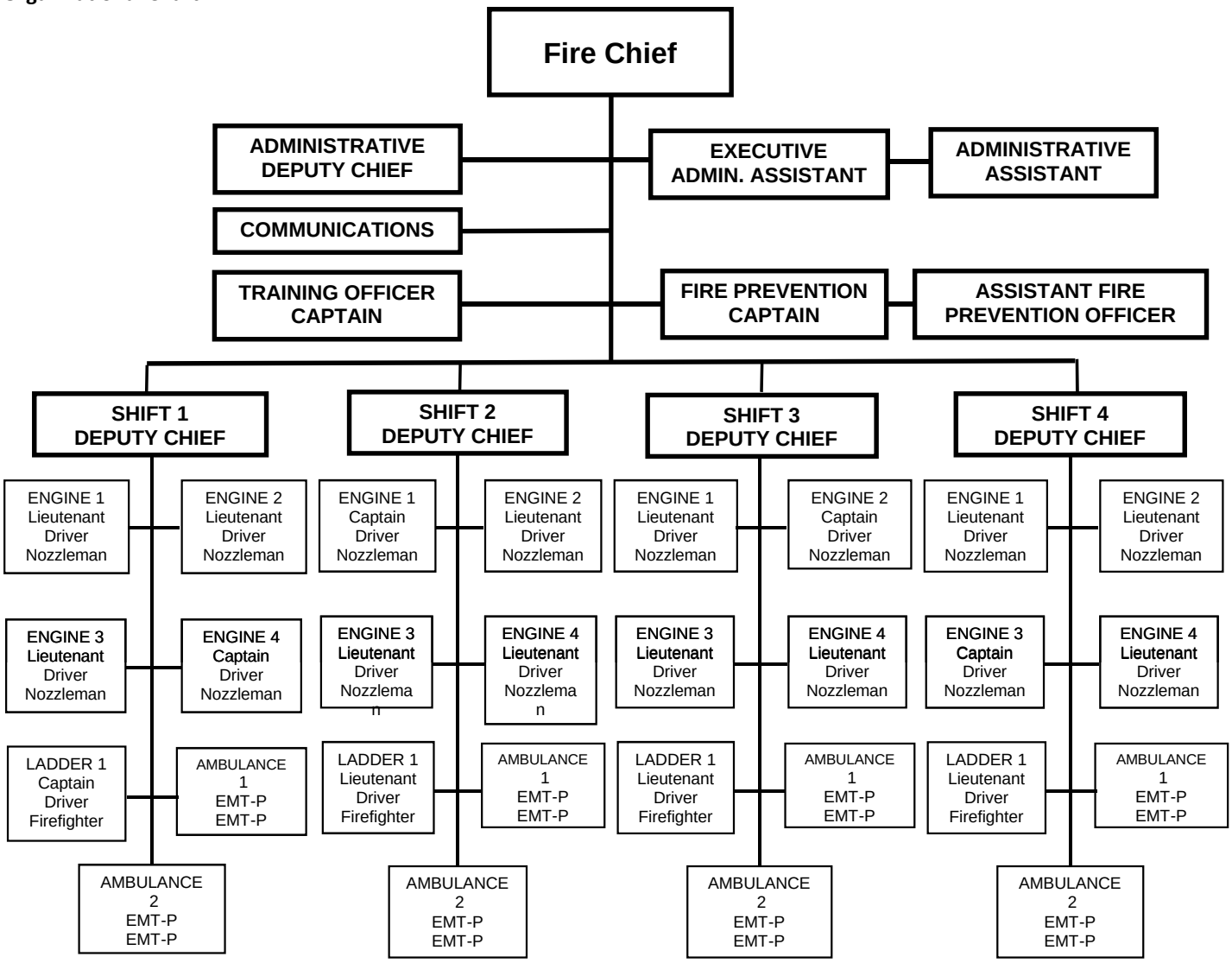
* Not Available at this time. Some information forthcoming; although a lot of data is available and frequently used by the Natick Fire Department in the daily course of operations, the Department at this time is not prepared to forecast the quantity of future fires or emergency response calls. Additional 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 *88.0*	**$ 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).

Article 15

FY 2016 Omnibus Article

Motion C: Public Works

Finance Committee Recommendations

Motions for Section C: Public Works

Motion for Section C under Article 15:

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

Department of Public Works		
Salaries	$	3,461,165
Expenses	$	1,861,301
Municipal Energy	$	1,427,107
Snow & Ice	$	150,000
Total Department of Public Works	**$**	**6,899,573**
Motion Total	**$**	**6,899,573**

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

Tax Levy of Fiscal Year 2016	$	6,899,573
	$	**6,899,573**

SECTION C: DEPARTMENT OF PUBLIC WORKS

Department: DPW Administration

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Department of Public Works ("DPW") for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 11-3-0 on March 26, 2015 the Finance Committee recommends ***Favorable Action*** *with regard to the Department of Public Works budget under Article 15, Section C, and that the sum of $6,899,573 be appropriated as noted in the motion.*

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

- Beginning in FY 2014, the DPW budget was presented as a consolidated budget inclusive of all operating divisions. However, the proposed budget for each operating division was reviewed separately.
- Salary increases are budgeted for step changes only. There are no cost of living adjustments incorporated into this budget

DPW Administration:

- This division is essentially the sole administrative service for the whole department.
- This division processes over 3,000 purchase orders and invoices and over 3,300 bulky waste pickups. In the prior year, over $92,000 in fees for those bulky waste pickups was collected.
- The increased funding for training and education focuses on safety training for the staff. This line item encompasses training for all divisions within the department.

DPW Energy

- This budget includes all energy or contracts related to energy for municipal buildings. The Water and Sewer Enterprise, the Golf Enterprise and the Schools have a separate energy budget.
- Costs are based on historical and expected usage, and contracted or anticipated fuel and electricity prices.

DPW Engineering

- This division oversees and administers the town's Chapter 90 funds. Recently, it oversaw the design and construction of over $3.8 million dollars of various roadway improvement projects including the Pond Street retaining wall, Cottage Street road improvement and the neighborhood resurfacing program.
- This division performs all the engineering reviews for building permits, Planning Board site plan approvals, Zoning Board adjustment applications, trench building permits, water and sewer connection permits, street opening permits, and marks out utilities in conjunction with DigSafe.

DPW Equipment Maintenance

- This division maintains the Town's fuel depot and all of the Town's fleet of vehicles and equipment which consists of 175 vehicles (the rolling fleet) and over 490 separate pieces of equipment.
- Vehicles/parts/supplies now include the maintenance of generators, previously in the Facilities Maintenance Division as it was found to be more efficient to have maintenance equipment personnel work on the generators rather than outside contractors.

DPW Highway, Sanitation, & Recycling

- This division manages over 156 miles of roadways and 130 miles of sidewalks, operates the recycling center on West Street, and collects curbside waste and recycling for residents.
- The division collects over 90,000 pounds of solid and recycled waste daily and in total, collected 35,000 tons of curbside recyclables and 600 tons of recyclables at the recycling center. They disposed of nearly 6,000 tons of curbside solid waste and collected over 3,100 tons of yard waste and brush at curbside and another 4,400 tons at the recycling center.
- During storms, this division plows and salts the road. Last year there 24 minor storm events and 7 major storm events.
- The major reduction in the budget is from reduced solid waste tipping fees.

DPW Land, Forestry, & Natural Resources

- This division manages all the active parks and playing fields in over 60 locations throughout the town including the Town Common, Memorial Beach, multiple baseball, softball and soccer fields, playgrounds, tennis courts and basketball courts.
- This division utilizes a fair amount of part-time help, two part-time gardeners, two or three summer interns. The staffing is proposed to stay the same. Salaries and personnel lines include staff eligible for steps.
- The increase proposed for materials field maintenance is for the increased cost in grass seed, fertilizers and supplies in general which averages a cost increase of 6% over last year's costs.

Town of Natick

Home of Champions

Department: Public Works

Appropriation Summary

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

Salaries	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	% (+/-)
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

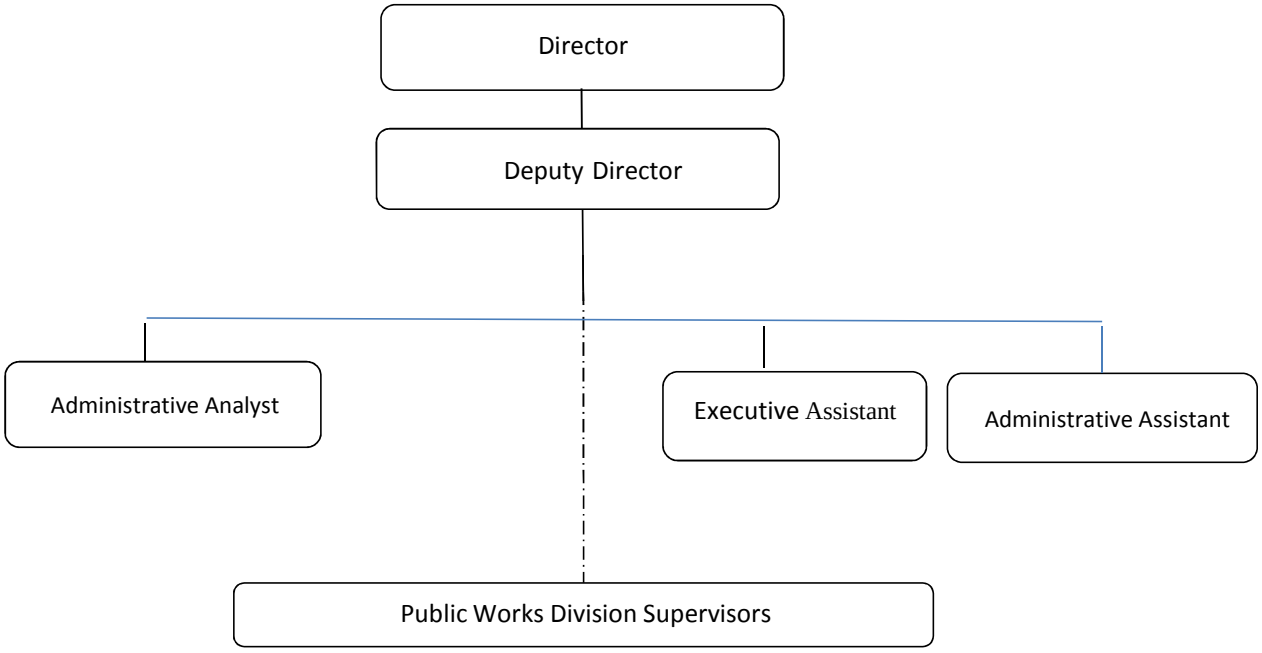
Home of Champions

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**

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 $ (+/-)	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%**

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 $ (+ / -)	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%**

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 accept 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 stabile.

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 Municity 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.

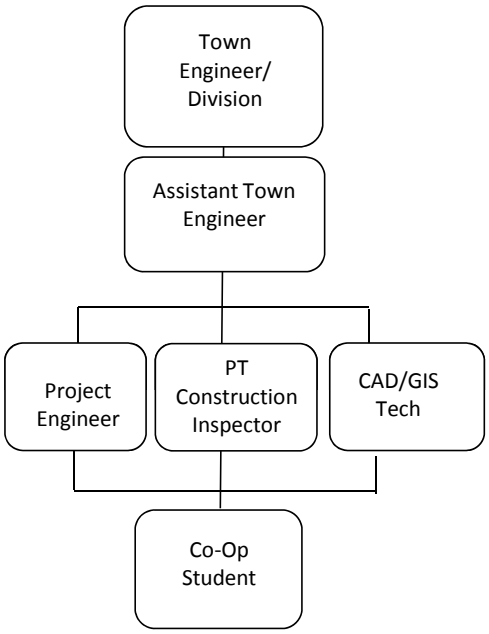
Town of Natick

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**	**4 FT / 2 PT**	**4 FT / 2 PT**	**4 FT / 2PT**	**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 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	2015 vs. 2016 % (+/-)
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 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+ / -)	% (+ / -)
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

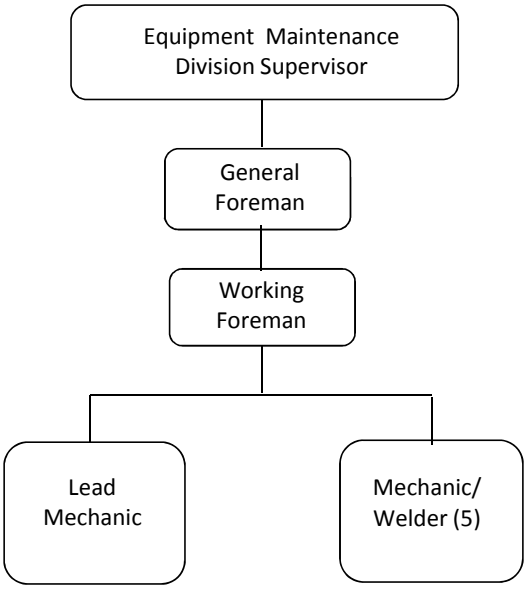
Home of Champions

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**	**9 FT / 0 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 $ (+/-)	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 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	2015 vs. 2016 % (+/-)
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

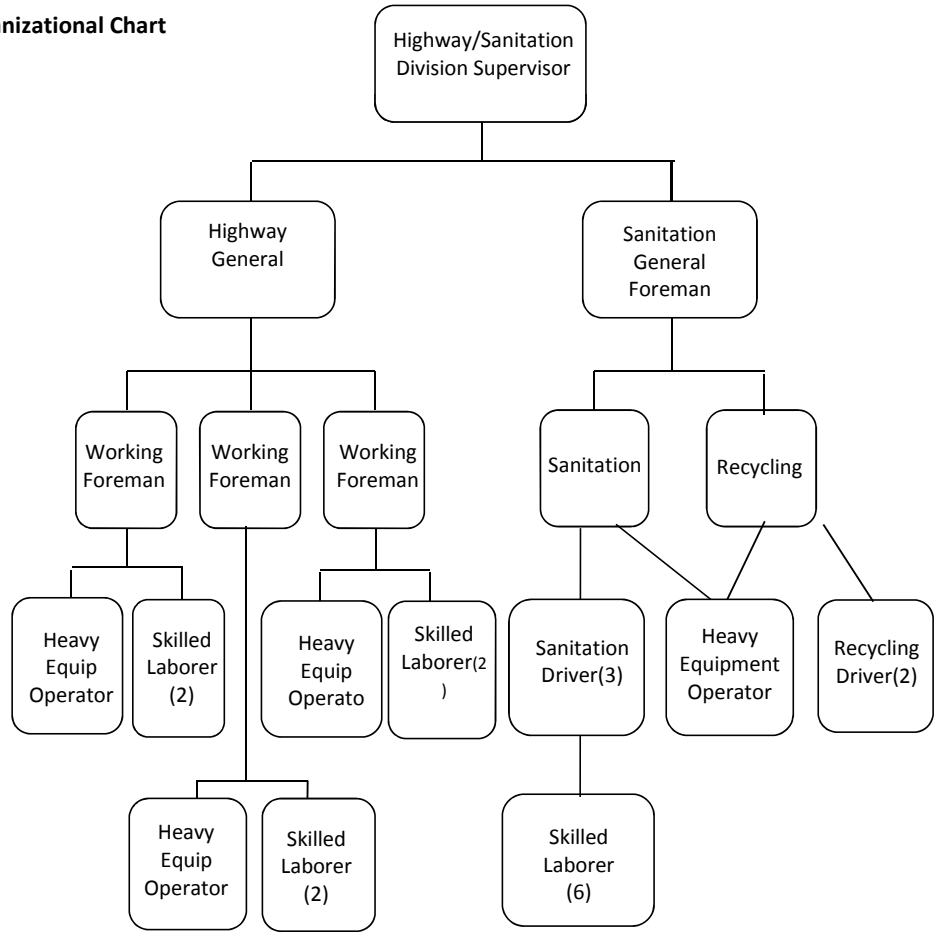
III. Current Challenges

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/0PT**

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 $ (+/-)	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 $ (+/-)	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

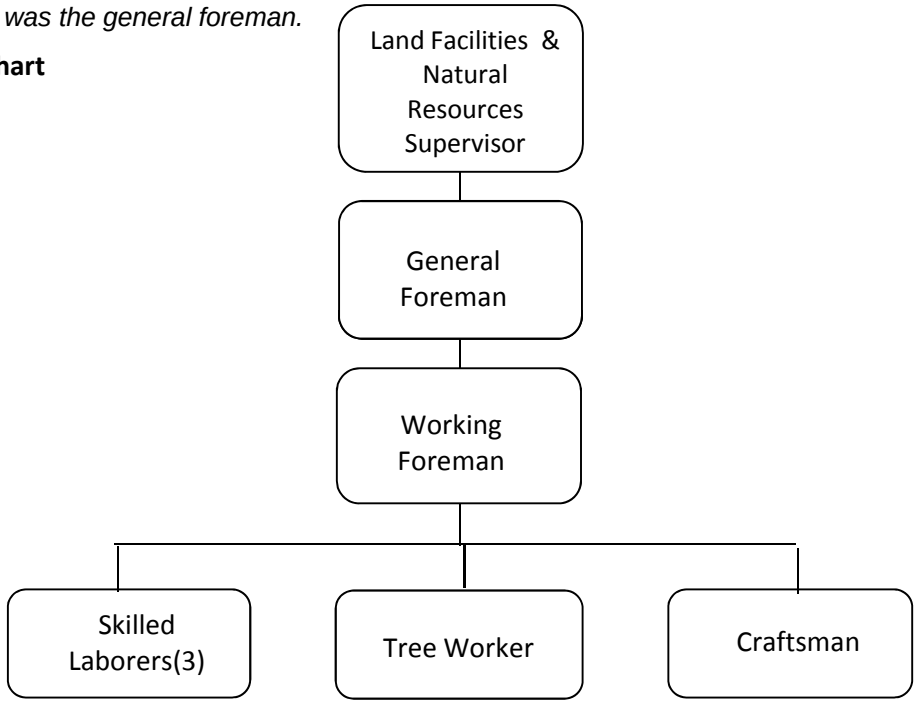
Home of Champions

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 7

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	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%**

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 Wooly Adelgid sprays, Dutch Elm Disease and winter moth controls, and deep root fertilization. A recent decision by the Attorney General requires all tree work to be completed under MGL Ch 30 39M. This requires contractors to pay prevailing wage, and post additional bonds.
Mowing service: Mowing of 16 sites, which cover 60 acres of grass, by an outside contractor, as needed.

Article 15

FY 2016 Omnibus Article

Motion D: Health and Community Services

Finance Committee Recommendations

Motions for Section D: Health and Community Services

Motion for Section D under Article 15:

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

Community Services		
Salaries	$	1,245,967
Expenses	$	456,745
Total Community Services	**$**	**1,702,712**
Board of Health		
Salaries	$	433,994
Expenses	$	35,250
Other Changes & Expenditures	$	15,000
Total Board of Health	**$**	**484,244**
Motion Total	**$**	**2,186,956**

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

Tax Levy of Fiscal Year 2016	$	2,186,956
	$	**2,186,956**

SECTION D: HEALTH AND COMMUNITY SERVICES

Department: Community Services

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Community Services Department for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 9-0-0 on February 10, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Community Services Department budget under Article 15, Section D, and that the sum of $1,702,712 be appropriated as noted in the motion.*

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

- A major increase to the budget is for the ever increasing demand for veteran benefits. An additional $25,206 was added. It should be noted that 75% of that money is reimbursed by the Commonwealth, but those payments lag expenditures and also go into the general revenue fund.
- A few of the highlights of the department are:
    - Eleven thousand individuals participated in programs across all divisions last year.
    - There were 1,100 volunteers providing or donating 51,000 hours of service.
    - The gym at the Community Center is booked to 95% capacity during the hours it is are open (7 days per week from 8 a.m. to 10 p.m.) and the Great Room is booked to 66% capacity.
    - The Council on Aging served 3,335 elders a 12.5% increase over FY14.
    - 1,100 rides were provided to 115 elders by 30 volunteer drivers this year.
    - Eighteen percent of Natick residents 60 or older apply for parking permits.
    - The Council on Aging offered 4,507 classes last year, 66 special events and 147 public meetings were hosted.
    - Baypath Elder Services provided 10,000 home-cooked meals last year.
    - The department continues to benefit from partnerships including: colleges and universities, local, regional and state organizations, and many funders and donors contributing last year $223,000 for enhanced programming across the department.
    - The new JJ Lane Park was completed and opened.

Department:	***Board of Health***

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Board of Health for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 9-4-1 on March 26, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Board of Health budget under Article 15, Section D, and that the sum of $484,244 be appropriated as noted in the motion.*

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

- The budget is effectively level funded with the exception of the addition of the Sanitarian position. That position will increase the capability to inspect food service vendors.
- The General fund receives Medicaid/Medicare reimbursement for the Town's vaccination program.
- Significant increases imposed by State and Federal regulations to the responsibilities of the department over the last five years continue to put a strain on resources.
- The original budget hearing did not include the Sanitarian position and was voted favorably 9-0-0. At the final meeting, the Sanitarian position was added for a half year in the amount of $23,500.
- The final vote reflected concerns on some Finance Committee Members of adding a position at this time or whether it should be a full time, benefited position.

Town of Natick

Home of Champions

Department: Community Services All Divisions

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	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

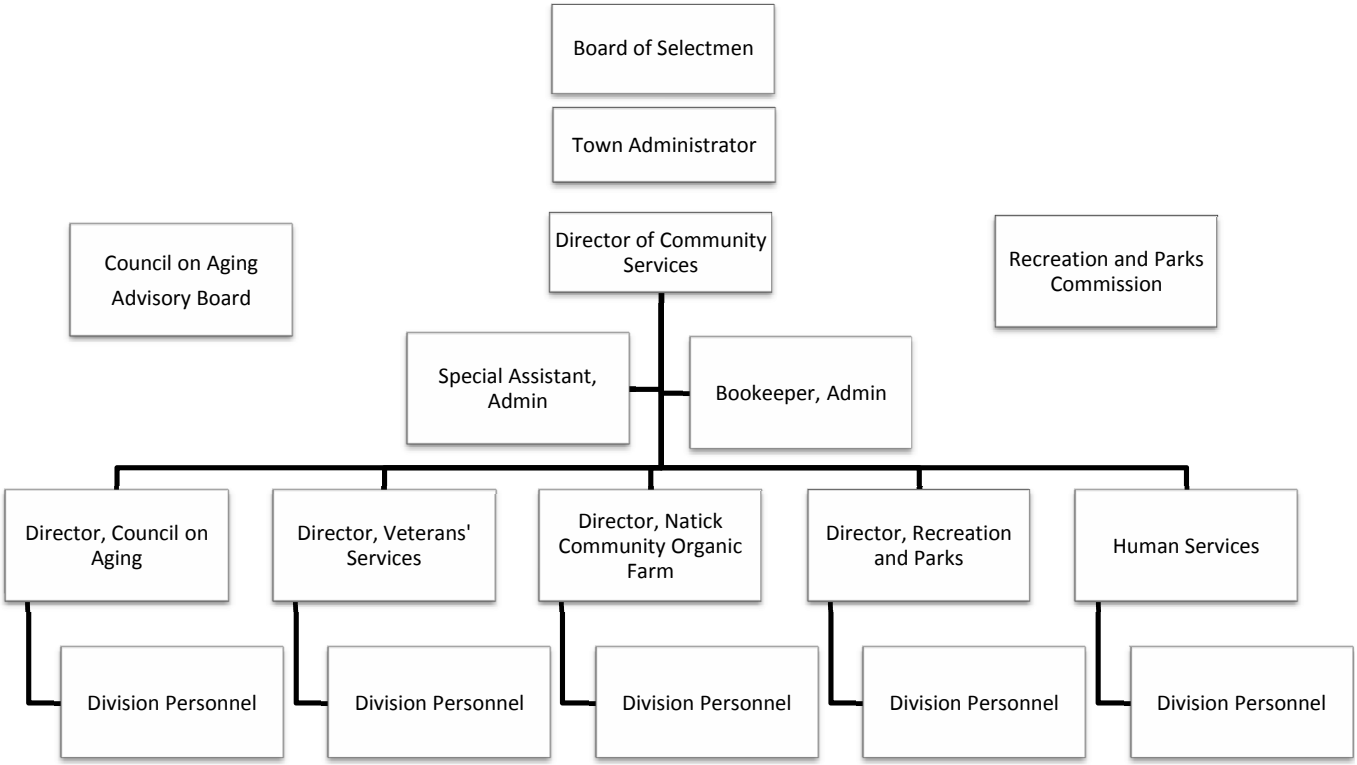
Roll out of the Natick Citizen's Leadership Academy

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 $ (+/-)	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	$ 9,775	$ (275)	-2.74%
Dues & Subscriptions	$ 2,019	$ 3,133	$ 2,920	$ 3,590	$ 670	22.95%
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

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 $ (+/-)	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	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Personnel Services	**$ 109,388**	**$ 100,385**	**$ 158,609**	**$ 205,821**	**$ 47,212**	**29.77%**
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)	-100.00%
Supplies	**$ -**	**$ -**	**$ 550**	**$ 300**	**$ (250)**	**-45.45%**
Total Operating Expenses	**$ -**	**$ 2,127**	**$ 46,950**	**$ 46,700**	**$ (250)**	**-0.53%**
Total	**$ 109,388**	**$ 102,512**	**$ 205,559**	**$ 252,521**	**$ 46,962**	**22.85%**

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 Maintenence 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 unforseen issues.

Repairs and Maintenence Equipment: Similar investments are necessary in oder to attend to the unforseen 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.

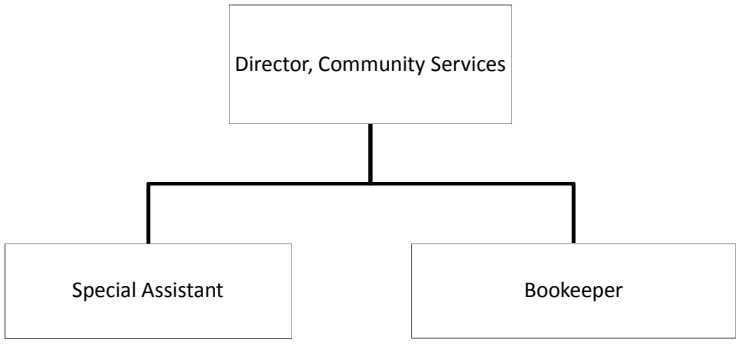
Copy/Mail Center Fees - Funds in this line item help to support misc. departmental publications and mailings.

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 $ (+/-)	2015 vs. 2016 % (+/-)
Salaries						
Personnel Services	$ 381,448	$ 441,934	$ 426,230	$ 299,192	$ (127,038)	-29.81%
Total Salaries	**$ 381,448**	**$ 441,934**	**$ 426,230**	**$ 299,192**	**$ (127,038)**	**-29.81%**
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**	**$ 343,185**	**$ (131,343)**	**-27.68%**

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.

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*

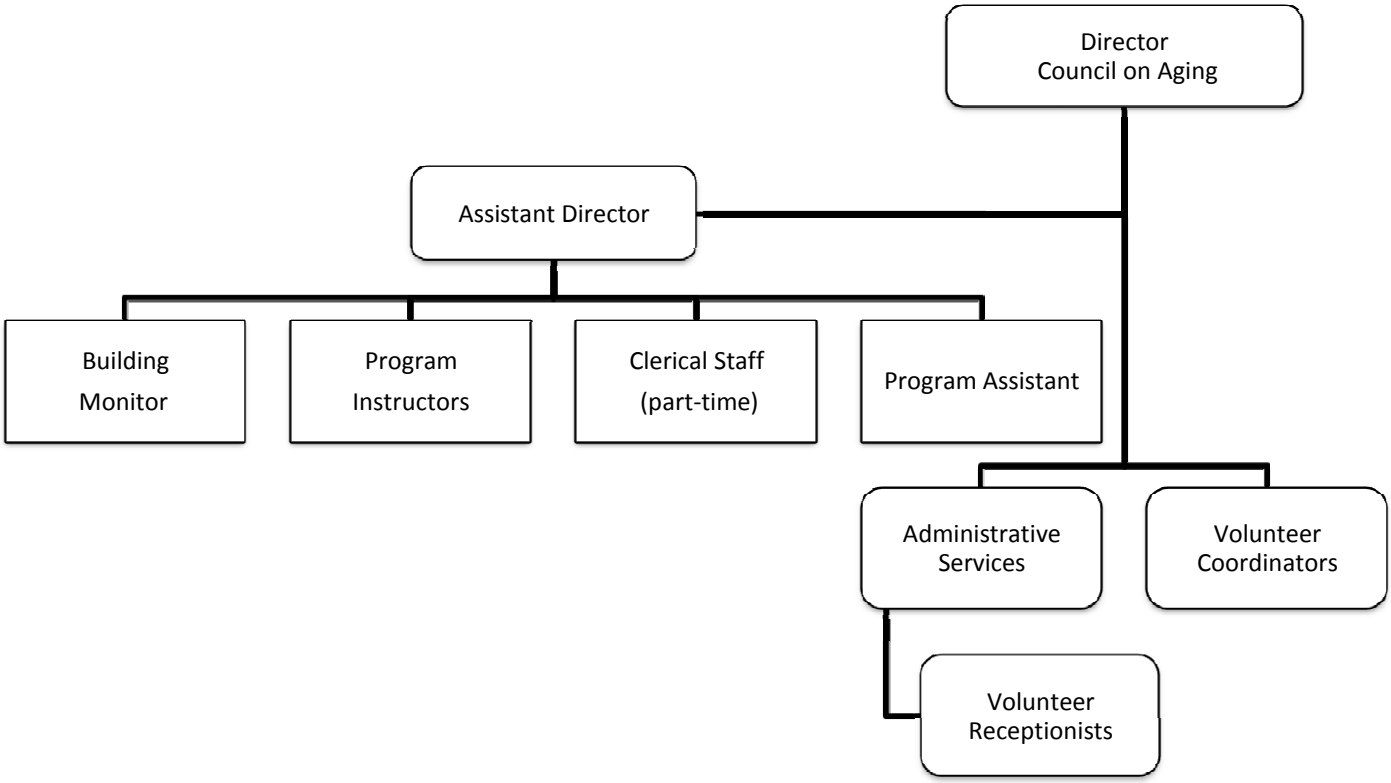
Performance Indicators

	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

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 $ (+/-)	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	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Personnel Services	**$ 381,448**	**$ 441,934**	**$ 426,230**	**$ 299,192**	**$ (127,038)**	**-29.81%**
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**	**$ 343,185**	**$ (131,343)**	**-27.68%**

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.

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**

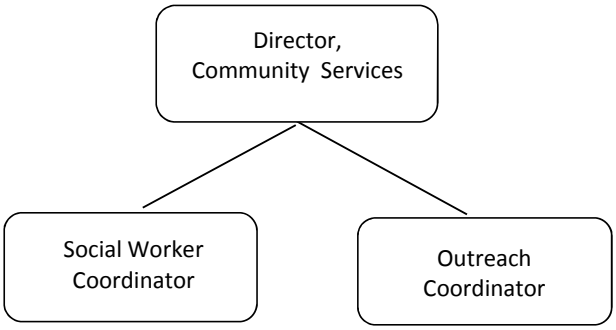
Notes

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 $ (+/-)	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	$ 5,790	$ -	0.00%
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**	**$ 305,146**	**$ 25,426**	**9.09%**
Total Veterans' Services	**$ 374,329**	**$ 369,565**	**$ 399,668**	**$ 425,926**	**$ 26,258**	**6.57%**

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

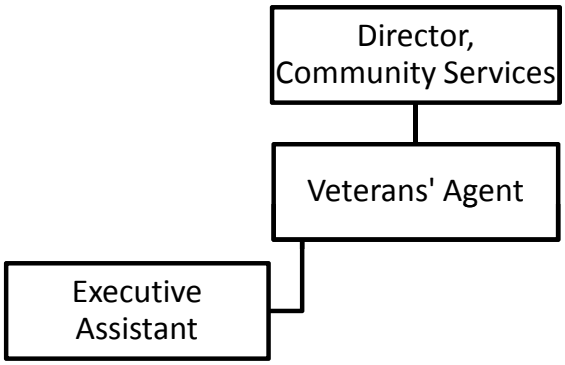
Staffing	2012	2013	2014	2015	2016
Veterans' Agent	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Total FTE	**2**	**2**	**2**	**2**	**2**
Total FT/PT	**2 FT /0 PT**	**2 FT /0 PT**	**2 FT /0 PT**	**2 FT /0 PT**	**2 FT /0 PT**

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 $ (+/-)	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	$ -	$ -	$ -	$ -	$ -	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**	**$ 5,790**	**$ -**	**0.00%**
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**	**$ 305,146**	**$ 25,426**	**9.09%**
Total Veterans' Services	**$ 374,329**	**$ 369,565**	**$ 399,668**	**$ 425,926**	**$ 26,258**	6.57%

** 75% reimbursed by the Commonwealth of Massachusetts*

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.

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 $ (+/-)	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 play 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

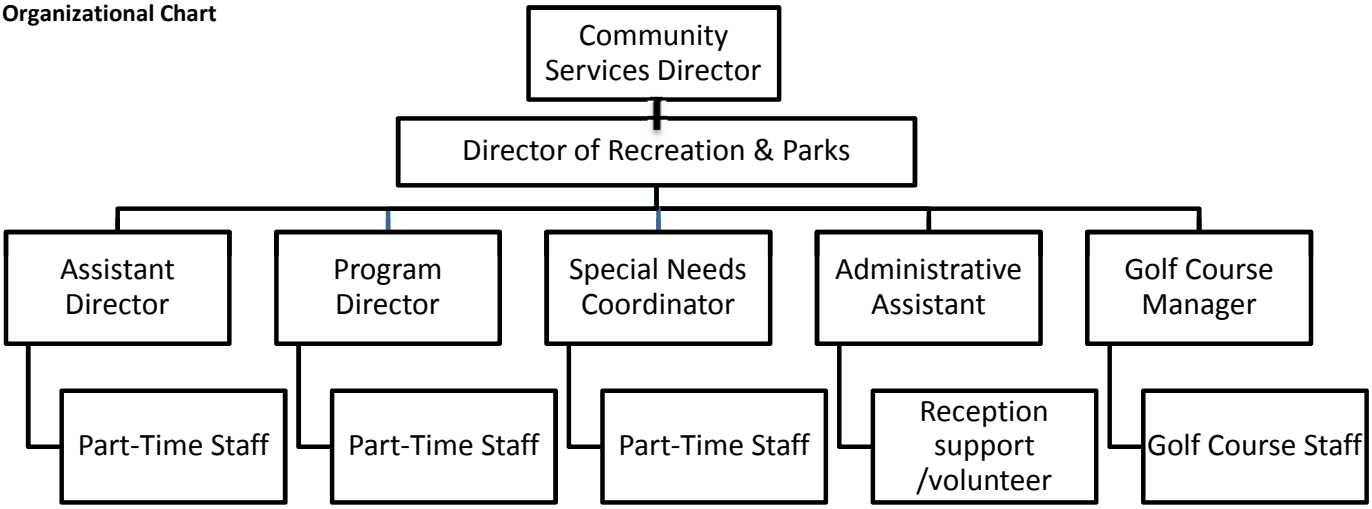
Home of Champions

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

	2012	**2013**	**2014**	**2015***	**2016***
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

	2012	**2013**	**2014**	**2015***	**2016***
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 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	2015 vs. 2016 % (+/-)
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%

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 if 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 $ (+/-)	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

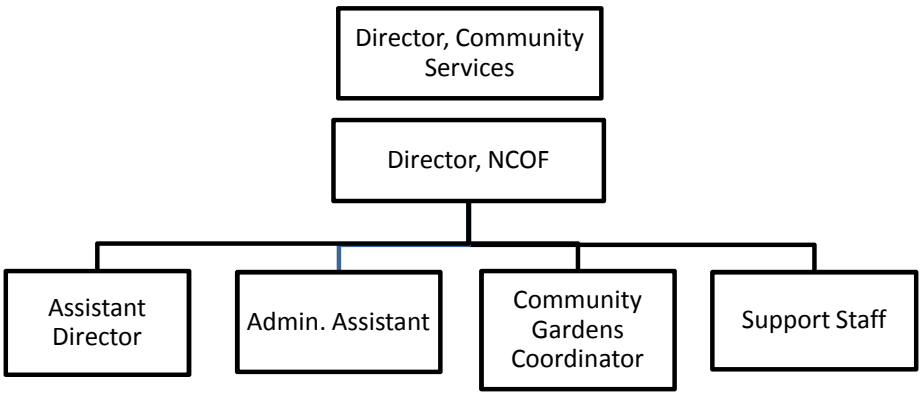
Home of Champions

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**	**2 FT / 1PT**	**2 FT / 1PT**	**2 FT / 1PT**	**2 FT / 1PT**

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

	2012	2013	2014	2015*	2016*
Efficiency Measures					
Number of volunteers	Not available		250	332	362

	2012	2013	2014	2015*	2016*
Outcome Measures					
Number of participants	Not available		4,126	4231	4431

** Estimates*

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

Home of Champions

Department: Board of Health

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	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.

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

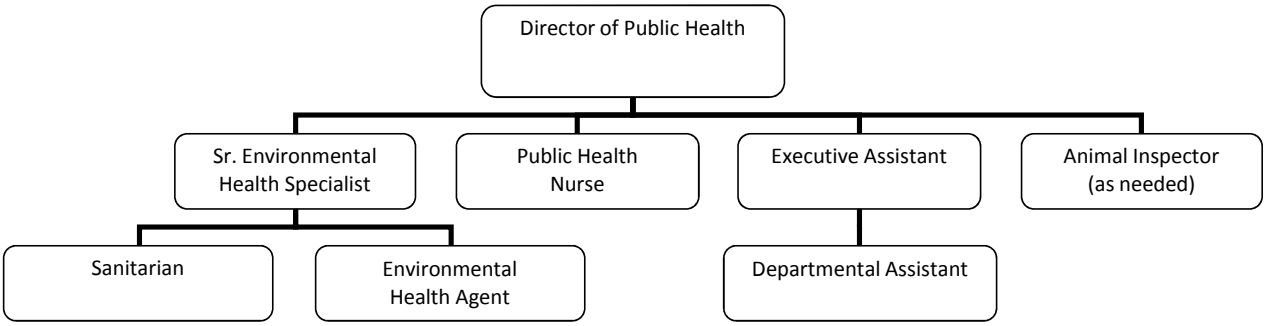
** The Animal Inspector is neither FT nor PT but is paid an annual stipend to perform statutory work as needed. At this time the position is filled by the Animal Control Officer.*

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 bea

Town of Natick

Home of Champions

Department: Board of Health

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	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%**

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

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

Article 15

FY 2016 Omnibus Article

Motion E: Administrative Support Services

Finance Committee Recommendations

Motions for Section E: Administrative Support Services

Motion for Section E under Article 15:

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

Board of Selectmen		
Salaries	$	956,270
Expenses	$	252,450
Other Charges & Expenditures	$	21,000
Contract Settlements	$	450,000
Recruitment	$	-
Total Board of Selectmen	**$**	**1,679,720**
Personnel Board		
Other Charges & Expenditures	$	1,000
Total Personnel Board	**$**	**1,000**
Town Report		
Professional Services	$	4,100
Total Town Report	**$**	**4,100**
Legal		
Expenses	$	278,400
Other Charges & Expenditures	$	10,000
Total Legal Services	**$**	**288,400**
Finance		
Salaries	$	1,079,438
Expenses	$	356,400
Other Charges & Expenditures	$	75,000
Total Finance	**$**	**1,510,838**

Motion continued on next Page --->

Finance Committee Recommendations

Motions for Section E: Administrative Support Services

Information Technology		
Salaries	$	323,364
Expenses	$	469,100
Other Chgs. & Expenditures	$	286,400
Total Information Technology	**$**	**1,078,864**
Town Clerk		
Salaries	$	232,766
Expenses	$	22,050
Total Town Clerk	**$**	**254,816**
Elections		
Salaries (Registrars)	$	37,306
Expenses (Registrars)	$	34,400
Total Elections	**$**	**71,706**
Sealer of Weights & Measures		
Salaries	$	14,715
Expenses	$	875
Total Sealer Weights/Meas.	**$**	**15,590**
Community Development		
Salaries	$	839,977
Expenses	$	26,800
Total Community Development	**$**	**866,777**
Motion Total	**$**	**5,771,811**
And that the above Total Budget Amount be raised from the following sources:		
Tax Levy of Fiscal Year 2016	$	5,771,811
	$	**5,771,811**

SECTION E: ADMINISTRATIVE SUPPORT SERVICES

Department: Board of Selectmen

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Board of Selectmen for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 9-0-0 on February 10, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Board of Selectmen budget under Article 15, Section E, and that the sum of $1,679,720 be appropriated as noted in the motion.*

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

- Personnel – there a number of differences from the current FY 2015 budget that are reflected in changes between fiscal years to salary budget lines:
  - Town meeting approved a budget for FY 2015 with an additional Executive Assistant in anticipation of a retirement. One person did retire so the position was eliminated.
  - In FY15, the Payroll/Benefits and Administrative Coordinator was split 50/50 between the Board of Selectmen/Town Administrators Budget and the Comptroller's Budget. In FY16, the budget will be entirely in the Board of Selectmen/Town Administrator's Budget with a corresponding offset in the Comptroller's Budget.
  - In FY16, the Procurement Manager (1 FTE) has been moved out of the Comptroller's Division within the Finance Department, into the Board of Selectmen's budget since that position reports directly to the Town Administrator.
- The contract settlement line item is budgeted at $450,000 is for all union contracts that are up for renewal at the end of the current fiscal year. It doesn't include merit increases for the non-union positions which are budgeted in the Employee Fringe Benefit Budget under Merit Market Rate Adjustments.
- Oil tank remediation was lowered based on historical expenditures over the last couple of years. There are only have two sites left which still have to be monitored
- The Survey budget line was reduced as there are no big surveys expected to be done in FY 2016.
- The Annual Financial Audit in FY 2015 includes the one time addition of $20,000 voted at the 2014 Fall Annual Town Meeting.

Department:	***Personnel Board***

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Personnel Board for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 10-1-0 on January 15, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Personnel Board budget under Article 15, Section E, and that the sum of $1,000 be appropriated as noted in the motion.*

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

- Funds in this budget are primarily used to cover costs of outside assistance with salary surveys and job description preparation for the town's non-union personnel.
- This budget has been level-funded for several years. Unused funds drop to free cash at the end of the fiscal year.

Department:	***Town Report***

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Town Report for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 11-0-0 on January 15, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Town Report budget under Article 15, Section E, and that the sum of $4,100 be appropriated as noted in the motion.*

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

- This budget is to produce 400 paperback copies, 5 hard copies and one spiral-bound copy of the annual town report.
- Based on prior expenditures, the FY16 budget was reduced from the FY15 budget of $5,500.

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Department: *Legal*

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for Legal Services for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 14-0-0 on March 26, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Legal budget under Article 15, Section E, and that the sum of $288,400 be appropriated as noted in the motion.*

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

- The retainer budget was increased by $10,200.
- The legal services litigation line was reduced based on no major pending litigation at this time and nothing anticipated other than the appellate tax court issues which are handled by the assessor's office.
- The tax titles line item was zeroed out, resulting in a further decrease of $20,000, as a result of creating a new revolving account as a result of a recent state decision.

Department: *Finance*

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Finance Department for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 13-0-0 on February 12, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Finance Department budget under Article 15, Section E, and that the sum of $1,510,838 be appropriated as noted in the motion.*

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

- The finance department is voted as a single department and is composed of four offices: Assessor, Comptroller, Treasurer, and Collector, which were reviewed individually.
- In addition, the Special Assistant to the Finance Director is shown separately. The Personnel Services costs had been added to the Consolidated Budget in prior years but not shown individually in any division.

Comptroller's Office

- As noted in the Selectmen/Town Administrator's budget:
    - In FY15, the Payroll/Benefits and Administrative Coordinator was split 50/50 between the Board of Selectmen/Town Administrators Budget and the Comptroller's Budget. In FY16, the budget will be entirely in the Board of Selectmen/Town Administrator's Budget with a corresponding offset in the Comptroller's Budget.
    - In FY16, the Procurement Manager (1 FTE) has been moved out of the Comptroller's Division within the Finance Department into the Board of Selectmen/Town Administrator's budget since that position reports directly to the Town Administrator.
- An administrative assistant was moved from the Collectors office to the Comptroller's office.
- Highlights for the office include:
    - More than 2,000 Forms W-2 were issued, over 400 of which were distributed electronically; the Administration expects to get more employees signed up for electronic delivery by the end of 2015
    - Due to a regulation change, the value of everyone's health insurance is now shown on the Forms W-2
    - All major departments are now uploaded electronically into payroll
    - 34,250 direct deposit and advice slips this year were done
    - All paychecks except for new hires are direct deposits
    - All accruals, salaries, pensions, step increases, insurance tables, new hire / leaving processing, health enrollments, quarterly tax filings etc. are maintained
    - Processing includes
        - Weekly payroll; town one week/school next week
        - 14,784 vendor checks
        - 5,000 purchase orders

Assessor's Office

- The Assessor's Office is responsible for assessing all property located within the Town of Natick, including real estate, personal property, excise on motor vehicles and boats. It does not handle the money, just looks at how it can be collected.
- Highlights for the division include:
    - Town-wide street review of 658 streets visited this year all with in-house staff
    - 98 new condo units visited and assessed
    - 41 new apartment units visited and assessed
    - 27 new single family homes visited and assessed
    - A new homeowners' workshop was offered
    - Executive assistant got Clerk of the Year from the Assessor's Association of Massachusetts

- Current Challenges include:
    - Paperboard project
    - Higher than normal building permits
    - Succession planning
    - Means tested Senior Citizen Property Tax Exemption proposal
    - Tri-annual re-certification year

Treasurer's Office

- The online pay system usage continues to expand. To date, $6,780,000 dollars has been collected through invoice cloud, predominantly from electronic fund transfers (EFTs) and Automatic Clearing House (ACHs) transfers out of people's bank accounts. In addition, $640,000 was collected in 2014 just on credit cards.
- The Elderly/Disabled Taxation Fund online collection has been implemented and people can donate to that online.
- Investment Earnings have gone up by putting the investments at higher rates of return in order to maximize as much as possible.

Collectors Office

- An administrative assistant was moved on the budget from the Collectors office to the Comptroller's office.
- The office is working on reducing the number of bank accounts by consolidating where appropriate. This reduces the effort to reconcile each 12 times a year.

Department: Information Technology

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Information Technology Department for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 11-0-0 on January 22, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Information Technology budget under Article 15, Section E, and that the sum of $1,078,864 be appropriated as noted in the motion.*

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

- This budget is to provide support for the Town's technology infrastructure including the purchase and maintenance of hardware and software.
- The increase to repairs and maintenance equipment is due primarily to the licensing of cloud-based services such as Google applications.

- Hardware costs are decreasing due to the completion of one-time purchases of firewalls for the servers.
- Telephone system maintenance are decreasing due to a previously approved capital budget for a new phone system which includes the maintenance

Department: Town Clerk

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Town Clerk's Department for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 11-0-0 on January 22, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Town Clerk budget under Article 15, Section E, and that the sum of $254,816 be appropriated as noted in the motion.*

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

- The proposed budget is basically level funded from the current year.
- The proposed budget includes funding for the Clerk's salary which is set by Town Meeting in a separate article which is proposing to set the Clerk's salary at $80,000 for FY 2016.

Department: Elections

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Elections Department for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 11-0-0 on January 22, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Elections budget under Article 15, Section E, and that the sum of $71,706 be appropriated as noted in the motion.*

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

- There were three elections this year and there will be three elections next year, including a presidential primary, a state and national election and a local election.
- This past year the State Legislature passed a very comprehensive election bill which has some significant changes in it including early voting for the presidential election in November 2016. At this time, it is unknown what the financial impact of early voting will be because the regulations are not written yet.

Department:	***Sealer of Weights and Measures***

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Sealer of Weights and Measures for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 9-2-0 on January15, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Sealer of Weights and Measures budget under Article 15, Section E, and that the sum of $15,590 be appropriated as noted in the motion.*

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

- The Department of Weights and Measures enforces the Massachusetts General Laws associated with inspecting weighing and measuring devices (scales and balances, weights, gasoline meters, oil truck meters, taxi meters, point-of-sale scanner systems and the like) used in the sale of commodities to consumers to ensure the accuracy of those devices
- The individual with whom the town contracts for this service shares his time with another town; therefore this is an efficient model.
- There are no benefits associated with this 0.4 FTE position.

Department:	***Community Development***

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Community Development Department for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 9-6-0 on March 26, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Community Development budget under Article 15, Section E, and that the sum of $828,987 be appropriated as noted in the motion.*

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

- The overall budget proposed is level funded and level staffed. The $20,000 zoning rewrite budget shown in the current year was due to a vote at the 2014 Fall Annual Town Meeting and was not part of the operating budget appropriation voted at the 2014 Spring Annual Town Meeting.

- The Town Administration presented that the Community Development Department is presently undergoing change. The current organization has funding available for an Economic Development Planner but the Administration suggested that position should be for a Transportation Planner. The reasons noted included:
    - The Economic Development role can better be filled if it is assigned to the director so that the director would become the Director of Community and Economic Development.
    - Historically the director position has spent a considerable amount of time on transportation issues. This would be better served by having a Transportation Planner.
    - This proposal takes existing responsibilities and realigns them in a more effective manner.
    - The overall impact to the budget is neutral as the position levels and funding for the Director and Transportation Planner are the same as the current year.
- Some Finance Committee members had concerns about the realignment of roles including:
    - A new Director has just been hired and he should have an opportunity to assess the staffing and skill set needs of the department before a candidate for this position is hired.
    - The position is currently vacant and this would help with the structural deficit problems of the budget, where more free cash is being used than desired.
- Other members of the Finance Committee noted the importance of having both the Director and the Transportation Planner positions filled due to several factors, including:
    - The criticality of the economic development role in creating and sustaining economic growth in the town, particularly in light of the town's current structural budget challenges
    - The importance of the Transportation Planning position in light of the multiple and time-consuming transportation projects currently underway or in the planning stages, including the Marion Street Bridge, the North Main Street Project, the upcoming redesign of the Bacon Street/Route 27 intersection that will also involve relocation of a historic home located at that intersection, and the mitigation-related projects involving the Speen Street/Route 30 and Route 30/Route 27 intersections. It was noted by the Administration that the previous director allocated a considerable amount of his time to transportation projects.
- The Town Administration responded to the concerns by agreeing to let the new Director help determine what skill sets would be needed in the planner but still felt that a full year of funding of the position would be prudent as the new Director does not need that much time for evaluation and in light of the already-existing work load.
- The Administration also agreed with concerns regarding the need for a general planner as opposed to a planner specifically and solely for transportation purposes, and further agreed to modify the position description to that of a General Planner with expertise in transportation.
- Members of the Finance Committee also noted the new director will be starting shortly, and so with only a half year of funding the new Planner would not be able to start for another eight months at the earliest.

- A member of the public urged funding the planner position and noted that there are seven transportation projects scheduled for some kind of funding between 2015 and 2021 and that there is a significant amount of work that the department needs to do. In the last four months there were 445 permits ordered – Because the department is overwhelmed, there have been some serious issues that have occurred with permits.
- A member of the Planning Board noted that some of the mandatory functions are not running smoothly and the department needs additional resources.
- The Finance Committee debated three motions relating to this budget; the motions were voted in order of highest recommended appropriation to lowest:
    - Recommendation of an appropriation of $866,777, representing a full year of funding for the Transportation Planner; this motion achieved a vote of six in favor, nine against, with no abstentions (6-9-0).
    - Recommendation of an appropriation of $828,987, representing Transportation Planner funding for half of the fiscal year; this motion achieved a vote of nine in favor, six against, with no abstentions (9-6-0).
    - Recommendation of an appropriation of $791,200, representing no funding for the Transportation Planner; because the previous motion garnered the requisite eight votes needed for a recommendation, this motion was not voted.

NOTE – Due to the recommendation of the Finance Committee for an amount lower than the Town Administrator's request for the Community Development Budget, the motion with the Finance Committee's recommendations would be an appropriation of $5,734,027, to be funded from tax levy. The difference of $37,784 represents a half year of salary for the Planner position within the Community Development Department.

Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	% (+/-)
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						
Puchase 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

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.

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 will all union officials (Town). The impact of the collective bargaining is not known at the time of printing this years' 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**

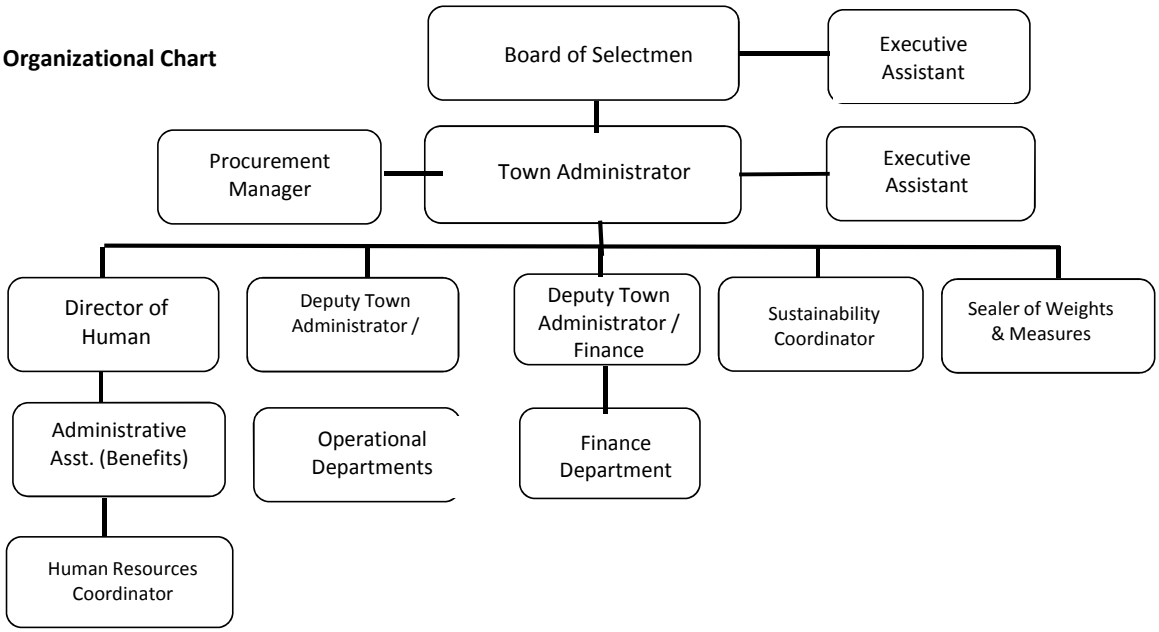
Notes

* 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 $ (+/-)	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%**

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

Home of Champions

Department: Personnel Board

Appropriation Summary

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

Home of Champions

Department: Town Report

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	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%**

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**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0PT**	**0 FT / 0 PT**

Notes

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

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%**

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 shear 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

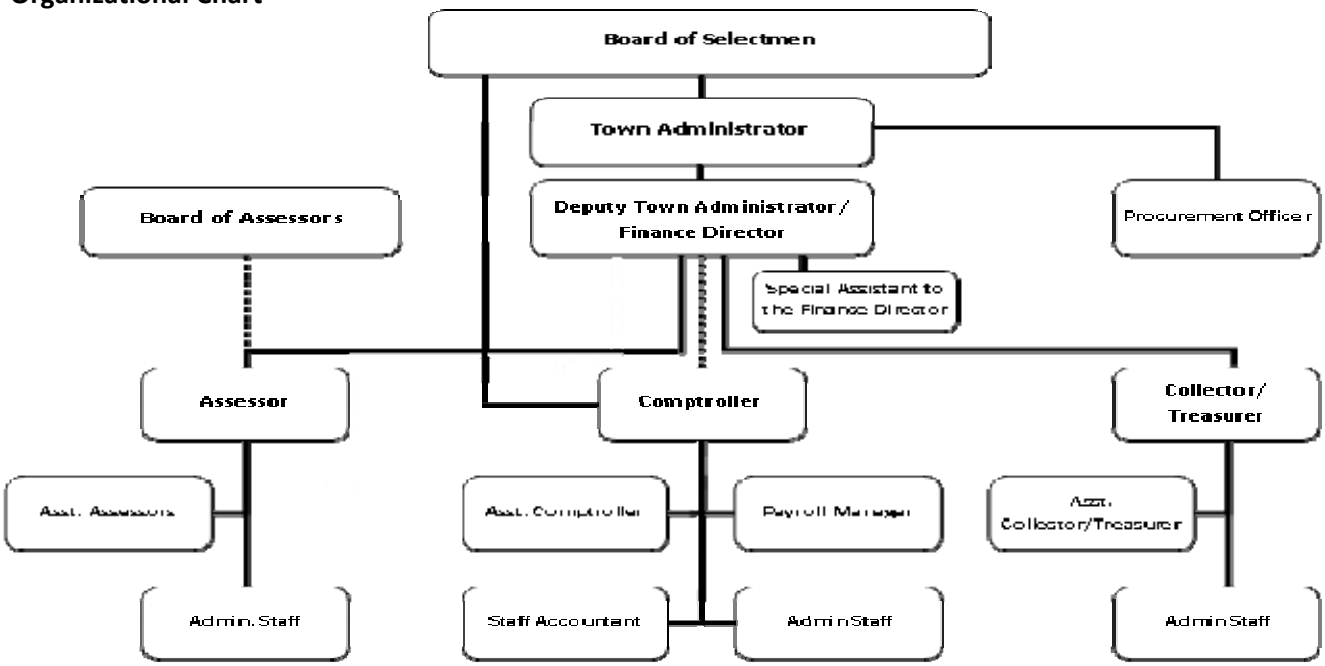
The Finance Department is led by the Deputy Town Administrator/Finance Director. In addition, a Special Assistant to the Finance Director reports directly to the Finance Director and is not allocated to any one division. All other staffing is detailed within the division breakouts.

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 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	% (+/-)
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 exisiting 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 opportunites 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 opportunites 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 deparmtents 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 electroncally
- 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 opportunites 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 reveiwing 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 Comptrollers 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 increases training costs.

Town of Natick

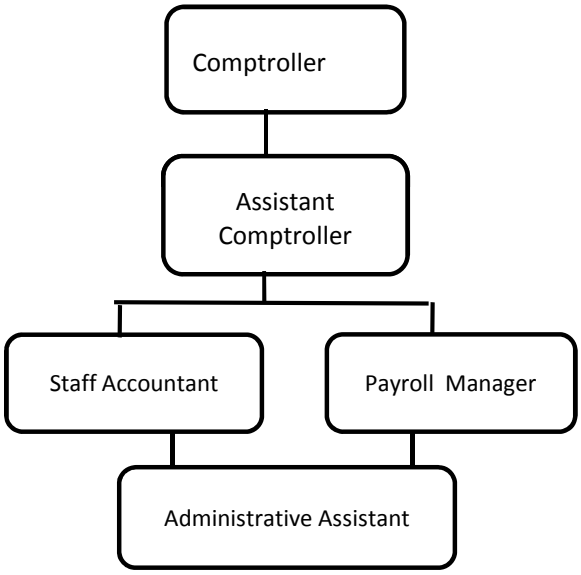
Home of Champions

Department: Finance | **Division: Comptroller**

Comptroller Staffing	2012	2013	2014	2015	2016
Comptroller	1	1	1	1	1
Assistant Comptroller	1	1	1	1	1
Procurement Officer *	1	1	1	1	0
Staff Accountant	0	1	1	1	1
Administrative Assistant***	1	0	0	0	1
Payroll Manager	0	1	1	1	1
Payroll/Benefits Administrative Coordinator **	0	0	0.5	0.5	0
Department Assistant	0.49	0.49	0.49	0.19	0
Total FTE	**4.49**	**5.49**	**5.99**	**5.69**	**5**
Total FT/PT	**4 FT / 1 PT**	**5 FT / 1 PT**	**5 FT / 1 PT**	**5 FT / 1 PT**	**5 FT / 0 PT**

* Position was transferred to the BOS/TA section of the budget. The position reports directly to the Town Administrator.
** Position was transferred to BOS/TA section of the budget. The position reports directly to the Director of Human Resources.
*** Decrease from another Division.

Organizational Chart



Performance Indicators	2012	2013*	2014	2015*	2016*
Workload Measures					
Invoices received	22,448	24,474	24,737	25,000	25,000
Payroll checks/direct deposits issued	31,835	32,501	35,075	35,000	35,000
Accounts Payable (A/P) checks issued	12,842	12,903	14,784	14,500	14,800
Number of Purchase Orders	3,500	4,710	4,922	4,750	4,950
Number of funds managed	549	563	611	620	625

**Estimates*

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 "Municity",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.

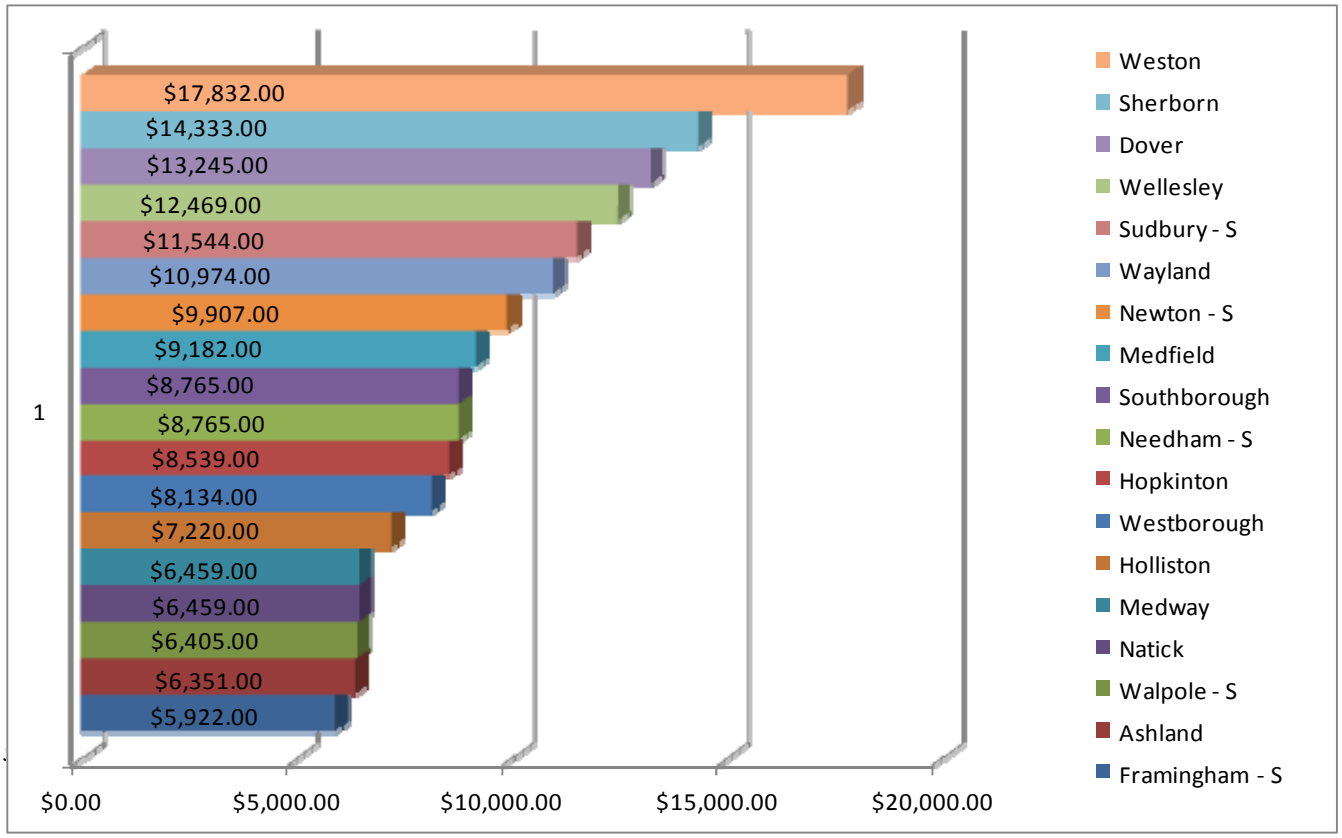
Department: Finance **Assessor**

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

Home of Champions

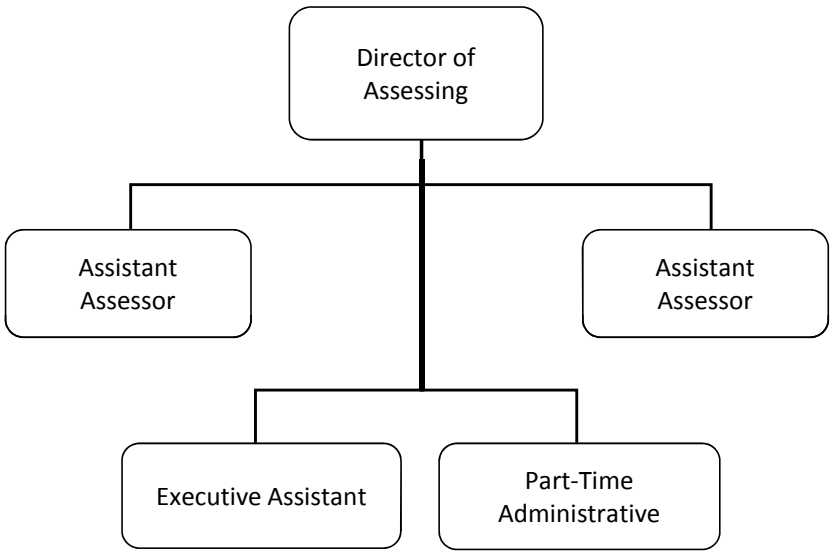
Department: Finance	Division:	Assessor

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 / 1 PT

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 "Municity", 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 additional 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 personnel property bills. In FY 2014, this system was extended to include utility bills and Motor Vehicie 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 forsight and planning. We will lose "institutional knowledge" but our desire is to minimize interuptions 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

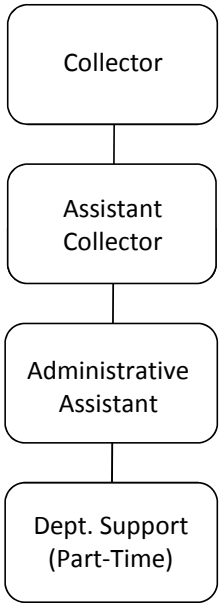
Department: Finance | **Division: Collector**

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

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 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	% (+/-)
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. Stabalization funds and OPEB Trust Funds, funds that have the ability to invested 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 an $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

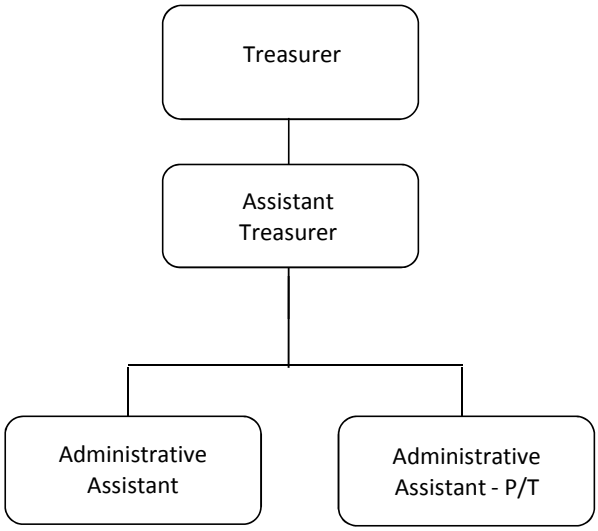
Department: Finance | **Division: Treasurer**

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**	**3 FT / 0 PT**	**3 FT / 0 PT**	**3 FT / 0 PT**

Notes

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

Organizational Chart



Performance Indicators

	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

	2012	2013	2014	2015*	2016*
Efficiency Measures					
Number of On-line payments	12,049	12,409	21,900	21,900	25,000

	2012	2013	2014	2015*	2016*
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 $ (+/-)	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%**

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

Home of Champions

Department: Information Technology

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	2015 vs. 2016 % (+/-)
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 Municity 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 Fal l 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 request s 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:

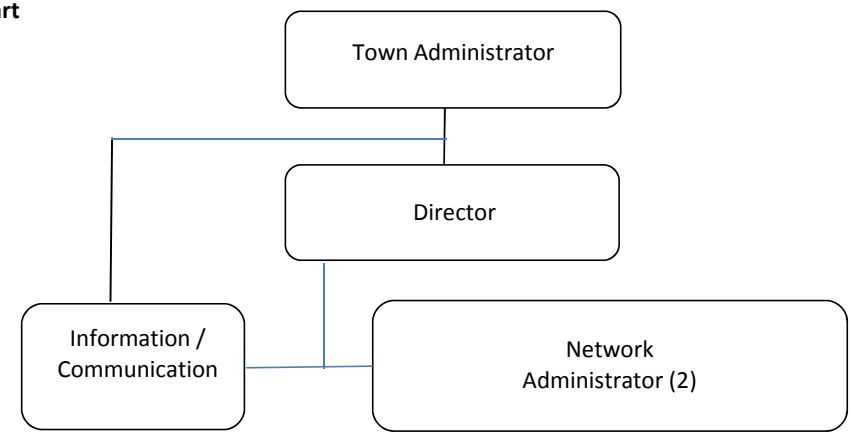
V. On the Horizon

- 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**

Notes

Organizational Chart



Town of Natick

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Department: Information Technology

Performance Indicators	2013	2014	2015*	2016*
Workload Measures				
Software Maintenance Cost	$ 297,936	$ 297,354	$ 325,000	$ 340,000
Estimated number of support calls	N/A - Working on indicator			
% of PC support calls for Viruses and Malware	3%	3%	3%	2%
Number of PC's/Laptops/Tablets Supported	275	325	325	350
Staff	3	3	3	3

	2012	2014	2015*	2016*
Efficiency Measures				
Number of PC's Supported/Staff Member	92	108	108	117

	2012	2014	2015*	2016*
Outcome Measures				
Percentage of time:				
- E-mail systems fully operational	99%	99%	99%	99%
- Network systems fully operational	99%	99%	99%	99%
- Website fully operational	99%	99%	99%	99%

** Estimated Projection*

Town of Natick
Home of Champions

Department:	Information Technology

Budget Detail

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	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

Home of Champions

Department: Town Clerk

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	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%**

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.

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 Municity. 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.

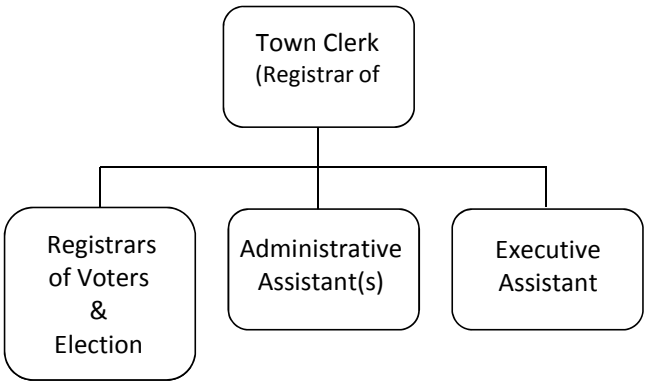
Town of Natick

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 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	2015 vs. 2016 % (+/-)
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 $	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 utltimately 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

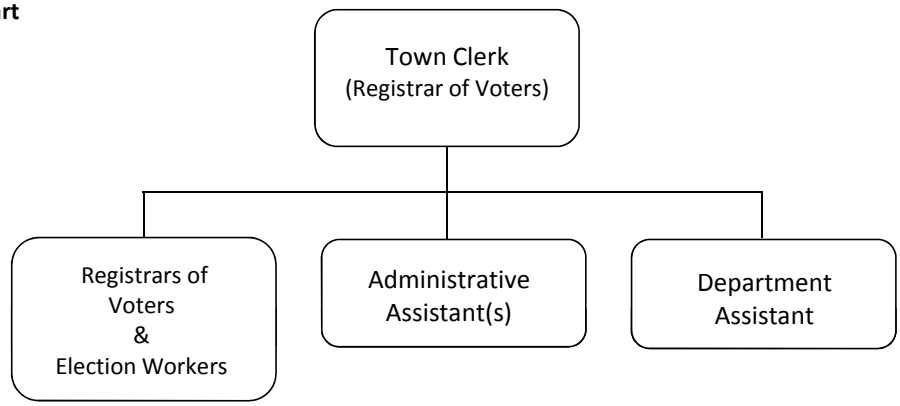
Home of Champions

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 $ (+/-)	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%**

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

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%**

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**

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 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	2015 vs. 2016 % (+/-)
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

Home of Champions

Department: Community Development

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	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

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 acitivites on behalf of the town.

III. Current Challenges

- Aggresive 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

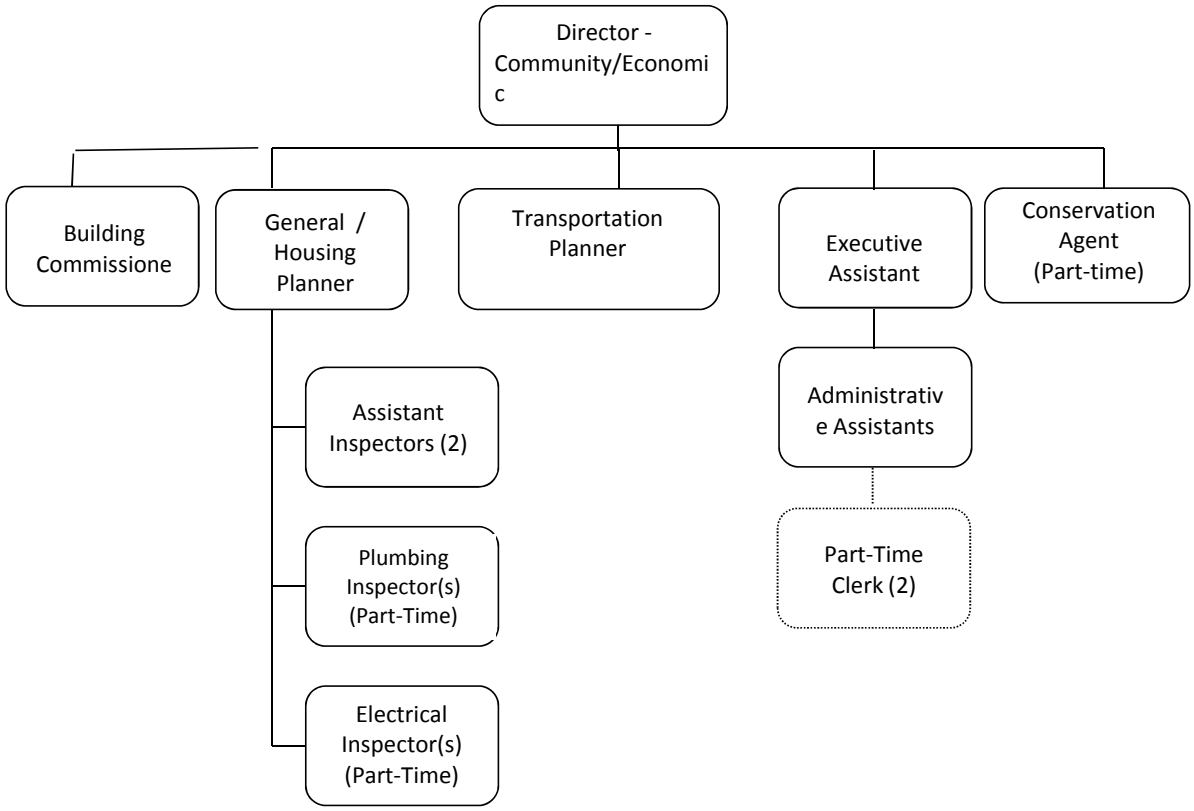
Home of Champions

Departme Community Development

Staffing	2012	2013	2014	2015	2016
Director - Community/Economic Developme	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**

Notes

Organizational Chart



Town of Natick

Home of Champions

Departme 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 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	% (+/-)
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

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.

Article 15

FY 2016 Omnibus Article

Motion F: Committees and Commissions

Finance Committee Recommendations

Motions for Section F: Committees and Commissions

Motion for Section F under Article 15:

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

Finance Committee		
Expenses	$	20,800
Total Finance Committee	**$**	**20,800**
Commission on Disability		
Expenses	$	750
Total Commission on Disability	**$**	**750**
Natick Cultural Council		
Expenses	$	700
Total Natick Cultural Council	**$**	**700**
Historical Commission		
Expenses	$	750
Total Historical Commission	**$**	**750**
Historic District Commission		
Expenses	$	550
Total Historic District Commission	**$**	**550**
Motion Total	**$**	**23,550**

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

Tax Levy of Fiscal Year 2016	$	23,550
	$	**23,550**

SECTION F: COMMISSIONS AND COMMITTEES

Department: Finance Committee

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Finance Committee for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 9-3-0 on January 13, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Finance Committee budget under Article 15, Section F, and that the sum of $20,800 be appropriated as noted in the motion.*

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

- Based on historical usage, this budget was reduced from $25,300 in the current fiscal year to $20,800.
- Most of the budget is allocated between three categories: Secretarial Services, Copy Center, and Postage.
- Members noted that none other of the town's committees which dealt with issues as significant and complex as those of the Finance Committee prepared their own Minutes. The quality of the Minutes provided by the current arrangement was a major asset to facilitate communications with the public on issues, debates and votes of the committee.
- Copy Center and Postage are for the Recommendation Books sent to Town Meeting Members.

Department: Commission on Disability

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Commission on Disability for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 12-0-0 on January 13, 2015, the Finance Committee recommends Favorable Action with regard to the Commission on Disability budget under Article 15, Section F, and that the sum of $750 be appropriated as noted in the motion.

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

- Based on historical usage, this budget was reduced from $1,810 in the current fiscal year to $750.
- The funds are provided for use, as needed, by the commission.

Department:	***Natick Cultural Council***

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Natick Cultural Council for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 12-0-0 on January 13, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Natick Cultural Council budget under Article 15, Section F, and that the sum of $700 be appropriated as noted in the motion.*

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

- The proposed budget of $700 is level funded compared to FY2015.
- Funds are provided for use, as needed, by the Council.

Department:	***Historical Commission***

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Historical Commission for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 12-0-0 on January 13, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Historical Commission budget under Article xx, Section F, and that the sum of $750 be appropriated as noted in the motion.*

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

- Based on historical usage, this budget was reduced from $1,000 in the current fiscal year to $700.
- Expenditures from the Historic Commission's budget depended upon what, if any issues arose from year to year which could require the Commission to hold a hearing. In such cases, these hearings and their advertisement to the public would account for the expenditures

Department:	***Historic District Commission***

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for the Historic District Commission for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 12-0-0 on January 13, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Historic District Commission budget under Article 15, Section F, and that the sum of $550 be appropriated as noted in the motion.*

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

- The proposed budget of $550 for the Cultural Council is level funded compared to FY2015.
- This Commission does not own or manage any property within the town's two historic districts.

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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**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

Secretarial Support for the Finance Committee is provided by contract with Faith Casler Associates, Inc. Staff support is primarily provided by the Town Administrator's Office and Finance Director.

Budget Detail:

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	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**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

Budget Detail:

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	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#

Natick Cultural Council

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**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	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**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

	2013 Actual	**2014 Actual**	**2015 Appropriated**	**2016 Preliminary**	**2015 vs. 2016 $ (+/-)**	**% (+/-)**
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

Home of Champions

Department: Historic District Commission

Budget Overview:

The Historic District Commission serves as a regulatory commission providing review and certification for all construction and or remodeling projects involving properties within the Eliot and Wilson historic districts for which the changes are visible from any public way. The purpose of this oversight is to protect the overall historic appearance and nature of the historic districts and to preserve the historic features, scale, materials and settings of buildings of historic significance. The Commission was created in 1974 under M.G.L. Chapter 40C, the Historic District Act of 1960.

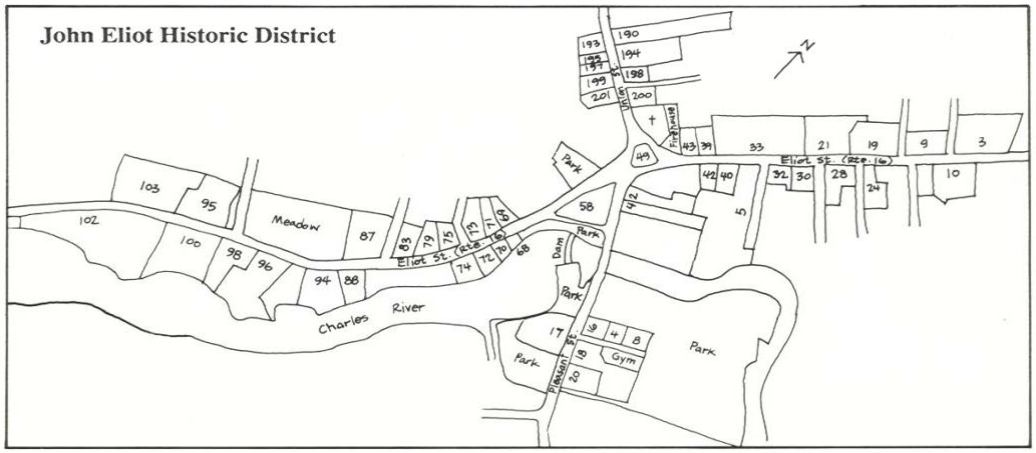
Staffing:	2012	2013	2014	2015	2016
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

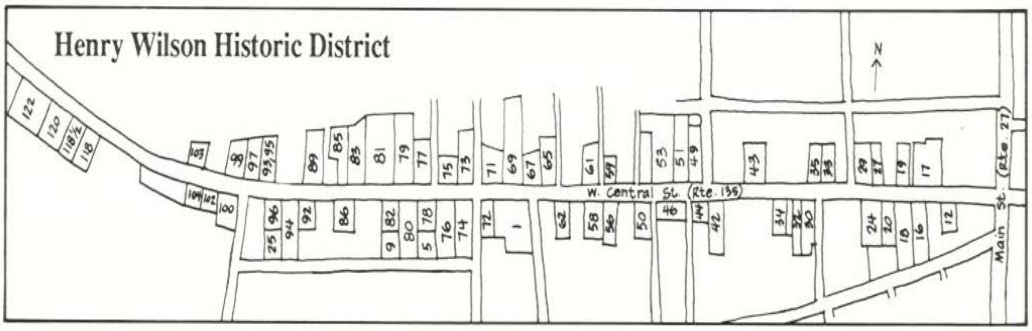
Budget Detail

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	2015 vs. 2016 % (+/-)
Operating Expense	$ 406	$ 463	$ 550	$ 550	$ -	0.00%
Supplies	**$ 406**	**$ 463**	**$ 550**	**$ 550**	**$ -**	**0.00%**
Total Historic District Commission	**$ 406**	**$ 463**	**$ 550**	**$ 550**	**$ -**	**0.00%**

Line-Item Detail:

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





Article 15

FY 2016 Omnibus Article

Motion G: Shared Expenses (Unclassified)

Finance Committee Recommendations

Motions for Article 15, Section G: Shared Expenses (Unclassified)

Motion for Section G under Article 15:

Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of funding the accounts and funds shown below, said funds are to be expended under the direction of the following officials or committees: Employee Fringe Benefits - Town Administrator; Property and Liability Insurance - Town Administrator; Contributory Retirement System Pension Liability – Collector/Treasurer; Non Contributory Retirement Pension Liability - Comptroller; Debt Service - Collector/Treasurer; Reserve Fund – Finance Committee; Facilities Management - Town Administrator & Superintendent of Public Schools.

Employee Fringe		
Other Personnel Services	$	17,246,599
Other Personnel Services - Merit / Performance	$	135,850
Total Employee Fringe	**$**	**17,382,449**
Property & Liability Insurance		
Purchased Services	$	644,300
Total Prop. & Liab. Insurance	**$**	**644,300**
Contributory Retirement		
Pension Assessment	$	7,646,153
Total Contributory Retirement	**$**	**7,646,153**
Non-Contributory Retirement		
Pensions	$	42,368
Total Non-Contributory Retirement	**$**	**42,368**
Debt Service		
Leased Equipment	$	150,371
Principal	$	7,860,855
Interest	$	2,706,374
Total Debt Service	**$**	**10,717,600**
Reserve Fund		
Other Charges	$	250,000
Total Reserve Fund	**$**	**250,000**
Facilities Management		
Salaries	$	2,427,068
Expenses	$	504,650
Total Facilities Management	**$**	**2,931,718**
Motion Total	**$**	**39,614,588**

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

Tax Levy of Fiscal Year 2016	$	11,194,338
State Aid	$	11,199,601
Local Receipts	$	11,335,542
Free Cash	$	2,270,597
Overlay Surplus	$	500,000
Title V Septic	$	7,684
Water-Sewer User Fees	$	2,207,400
Golf User Fees	$	34,087
Capital Stabilization Fund	$	635,414
Premiums	$	106,758
School Building Assistance	$	123,167
	$	**39,614,588**

SECTION G: SHARED EXPENSES (UNCLASSIFIED)

Department: Employee Fringe Benefits

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for Employee Fringe Benefits for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 9-4-1 on March 26, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Employee Fringe Benefits budget under Article 15, Section G, and that the sum of $17,382,449 be appropriated as noted in the motion.*

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

- The major driver of the employee fringe benefit increase is healthcare costs.
- Health Care coverage is 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% depending on the coverage selected by the employee. Charts are included in this section to provide greater understanding.
- Healthcare plans are provided by the West Suburban Health Group rate saver rates. The total number of plans budgeted is based on current employees, budgeted new positions and a small number of additional plans in the event an employee, currently not on a Town health care plan, must go on a Town health care plan.
- The contribution rate for the Laborers' International Union of North America National (Industrial) Pension Fund is set by the collective bargaining agreement with the following unions: Laborers Local 1116, Clerical Workers, Supervisors & Administrators (Public Works) School Custodial, and Librarians of the Morse Library (Massachusetts Laborers Benefits).
- Based upon preliminary quotes, the workers compensation insurance will increase in FY2016 by 20.46%.

Department: Property & Liability Insurance

PURPOSE OF BUDGET:
The purpose of this Article is to fund the operating budget for Property and Liability Insurance for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 12-0-0 on January 20, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Property and Liability Insurance budget under Article 15, Section G, and that the sum of $644,300 be appropriated as noted in the motion.*

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

- Working with the Town's insurance provider, a complete valuation of Town assets, both on the motor vehicle side and on the building side was completed this year. The total insured value of property buildings and contents is $303 million.
- Water/sewer assets are insured under general property and liability insurance line item with offsets for indirect costs that are charged to the Enterprise Fund.
- Motor vehicle insurance coverage has been updated. There are 491 total pieces of equipment, 193 of which are registered motor vehicles that are insured under this section of the budget.
- The Town's property and liability insurance package provides $3 million in general liability coverage plus and an additional $5 million in excess liability coverage.
- The budget assumes just over a 5% increase in motor vehicle insurance; 5% increase in property and liability insurance, a 2.45% increase in boiler insurance. There is no change to the deductibles.

Department:	***Contributory Retirement***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the Contributory Retirement operating budget for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 12-0-0 on January 20, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Contributory Retirement budget under Article 15, Section G, and that the sum of $7,646,153 be appropriated as noted in the motion.*

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

- This expenditure is necessary for the Town of Natick to pay to the Retirement Board to fund the portion of the town's unfunded liability associated with the amounts that are drawn when people retire.
- The Public Employee Retirement Administration Commission ("PERAC") requires the Town fund the contributory retirement system, in which we have 1,056 participants, 591 are active, 90 are inactive and 375 are retired and beneficiaries.
- The maximum annual amount by law that the appropriation can increase is 8 percent. The current funding schedule calls for annual increases of eight percent through FY 2019, followed by annual increases in the 2-4% range until the plan is fully funded.
- The current funding schedule will have the plan fully funded by 2030, barring any unanticipated changes. The law requires the town to be fully funded by 2040. As of January 1, 2013 when the last PERAC report was presented, the town is 61.1% funded. The new report is not due out until May or June of 2015.

Department:	***Non-Contributory Retirement***

PURPOSE OF BUDGET:
The purpose of this Article is to fund the Non-Contributory Retirement operating budget for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 12-0-0 on January 20, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Non-Contributory Retirement budget under Article 15, Section G, and that the sum of $42,368 be appropriated as noted in the motion.*

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

- The non-contributory pension is for personnel employed by the town prior to 1939, or their beneficiary.
- There are three beneficiaries remaining: one fire pension, one school pension and one police pension.
- There is a 3% cost of living increase each year for each of the participants in the plan.

Department:	***Debt Service***

PURPOSE OF BUDGET:
The purpose of this Article is to fund the Debt Service operating budget for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 13-0-1 on February 24, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Debt Service budget under Article 15, Section G, and that the sum of $10,717,600 be appropriated as noted in the motion.*

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

- This budget is decreasing by approximately 5.3%, or just under $600,000 as a result of debt rolling off the schedule or debt that was refinanced at lower interest rates.
- This debt is only the general fund debt (town and school). The Water and Sewer Enterprise debt and the Sassamon Trace Enterprise debt are included within those Enterprise Funds.
- The requested budget includes both regular tax levy and excluded tax levy debt: $5,046,054 within levy and $5,080,575 of excluded debt.
- The debt service budget request includes leased equipment of $150,371, principal on debt of $7,860,855, and interest on debt of $2,706,374

Department:	***Reserve Fund***

PURPOSE OF BUDGET:
The purpose of this Article is to fund the Reserve Fund operating budget for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 14-0-0 on March 26, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Reserve Fund budget under Article 15, Section G, and that the sum of $250,000 be appropriated as noted in the motion.*

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

- Massachusetts General Law 40, Section 6 allows every city and town in Massachusetts to have a reserve fund to exist within the operating budget for any extraordinary or unforeseen expenditures to the town. In Natick, this account is under the control of the Finance Committee. Disbursements are requested by the town administrator or superintendent and they can be disbursed with the approval of the Finance Committee for use in any operating or capital budget as long as the expenditure meets the criterion set for in M.G.L. 40, section 6.
- Historically, the fund has been used to supplement emergency capital projects, fire department overtime and veteran's needs, although the fund is not limited to these categories
- This year, as part of the budget balancing effort, the reserve amount was reduced to $250,000 which, based on recent uses, may be tight but was deemed to be an adequate amount.

Department:	***Facilities Management***

PURPOSE OF BUDGET:
The purpose of this Article is to fund the Facilities Management operating budget for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 14-0-0 on March 26, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Facilities Management budget under Article 15, Section G, and that the sum of $2,931,718 be appropriated as noted in the motion.*

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

- The Facilities Management Department coordinates the care of all the town-owned buildings, inclusive of those under the control of the Board of Selectmen, Library

Trustees, and School Committee. This includes care of custodial issues and cleaning, maintenance, landscape maintenance and snow removal of pedestrian walkways, capital improvements, and procurement of necessary goods and services. The department reports to both the Town Administrator and the School Superintendent. Procurement is done in collaboration with the DPW director and the School Director of Finances.

- Since the establishment of the department, there have been 31 capital budget projects completed including:
    - New windows at the Johnson School
    - New boilers at the Memorial and Johnson Schools
    - New paving at the Johnson School last year
    - Three schools converted from oil to gas heat
    - Overhaul of the Fire Department overhead doors
    - New furnace and thermostat control system at the Cole Recreation Building
    - New roof-top V/AC units at the Police and Fire Departments
    - Refurbishment of the Police 911 dispatch room
- There are ten new capital projects underway including roofing replacement and adding modular classrooms to ease the class size problems at the Kennedy Middle School.
- Funding for the Custodial Manager position, which is currently vacant, was removed from the FY 2016 proposed budget as part of the budget gap reduction process. Longevity payments in "Operational Staff Additional Comp" line item was reduced by $25,600. The Administration noted that the Custodial Manager is still considered a needed position and intends to reevaluate the need to fund this position for the FY 2017 budget.
- The department continues to look at conservation measures to become more energy-efficient as noted in the significant amount of energy recently saved, with electricity down to 7.1 million kilowatts from over 8 million, and with heating oil use down to just below 900 gallons.

Town of Natick

Home of Champions

Department: Employee Fringe

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	% (+/-)
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%**

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/Massachusett'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 $ (+/-)	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**		

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:

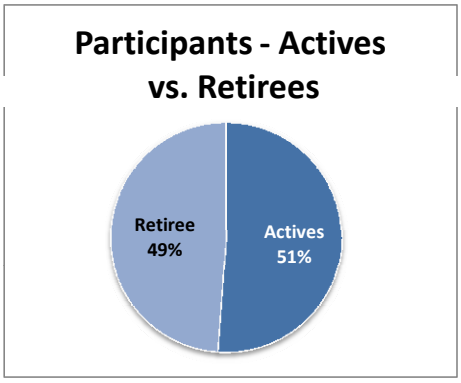
Laborers Local 1116
Clerical Workers
Supervisors & Administrators (Public Works)
School Custodial
Librarian's of the Morse Library (Massachusetts Laborers Benefits).

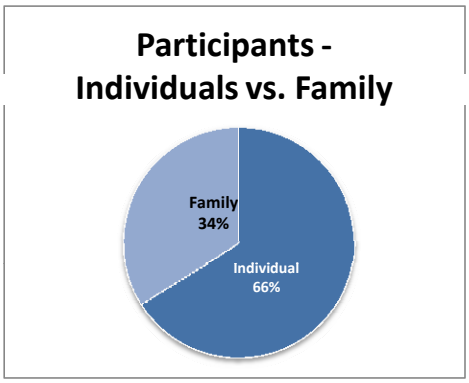
The contribution rate is set by the collective bargaining agreement or other agreement between the Employer and the Union. The rate must fall within the range of rates accepted by the Pension Fund. The rate may be cents, or dollars-and-cents, for each hour for which a covered employee is paid, or a fixed 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.*

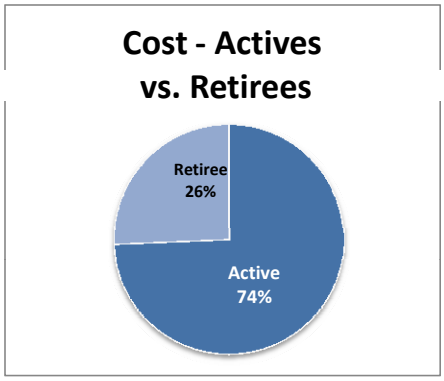
Retirement Buyout:
This accounts for the provision in multiple contracts allowing retiring employees to buy-back accrued sick leave. It is only paid out if an individual declares and chooses to retire.

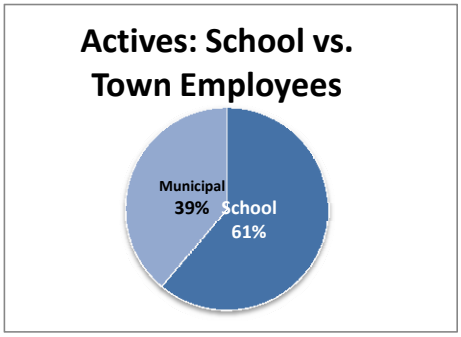
Employee Health Benefits Summary

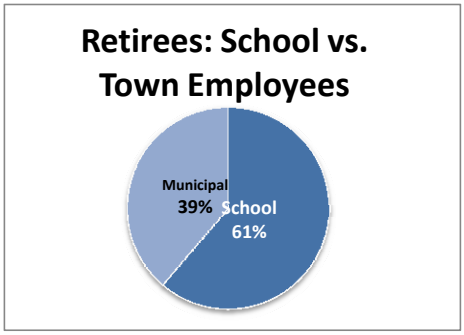
	FY 2013	FY 2014	FY 2015	FY 2016
Active				
- Traditional PPO	$ -	$ -	$ -	$ 14,876
- Traditional HMO's	$ 16,551	$ -	$ -	
- Rate Saver HMO's	$ 8,713,223	$ 9,037,975	$ 9,684,604	$ 10,542,861
Safety Nets	$ 373,000	$ 310,000	$ 210,000	$ 100,000
Sentinel Benefits Administration Fee	$ 41,094	$ 42,822	$ 42,768	$ 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	
			$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:	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	
			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:	Individual					Individual	
HEALTH PLANS:	Total	Town Share		HEALTH PLANS:	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

Enrollments as of 12/2014

School Department - Retiree Health Care

Retirees - Non Medicare Eligible

Active Employees Plans:	Individual			Family			
HEALTH PLANS:	Total	Town Share		Total	Town Share		Total Cost
	$	%	$	$	%	$	$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	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:	Individual					Individual	
HEALTH PLANS:	Total	Town Share		**HEALTH PLANS:**	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	66.83%	227.22
Monthly Rates (Jan-Jun)	361.16	65.98%	238.30	Monthly Rates (Jan-Jun)	374.00	66.83%	249.94
Participants			141	Participants			106
Total			**$384,869**	**Total**			**$303,478**
Fallon Senior Plan				**Tufts Medicare Preferred**			
Monthly Rates (Jul-Dec)	299.00	68.87%	205.92	Monthly Rates (Jul-Dec)	330.00	66.39%	219.09
Monthly Rates (Jan-Jun)	328.90	68.87%	226.51	Monthly Rates (Jan-Jun)	363.00	66.39%	241.00
Participants			1	Participants			55
Total			**$2,595**	**Total**			**$151,827**
Tufts Medicare Preferred				**BCBS Managed Blue for Seniors**			
Monthly Rates (Jul-Dec)	262.00	70.81%	185.52	Monthly Rates (Jul-Dec)	295.63	69.63%	205.85
Monthly Rates (Jan-Jun)	288.20	70.81%	204.07	Monthly Rates (Jan-Jun)	325.19	69.63%	226.43
Participants			46	Participants			11
			$107,529	**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**

*Rates Change on 1/1

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			**$**	**150,000**
Amount Spent through October 2014			*$*	*100,428*
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

Home of Champions

Medicare Analysis/LIUNA Details

FY 2015 Y-T-D & Forecast		
(1) Appropriated Budget	$	925,500
Through December 9, 2014	*$*	*357,091*
(2) Forecast	$	968,308
(1-2) Surplus / (Deficit) @ year-end (*estimated*)	$	(42,808)
Budget Request for FY 2016	$	1,025,911

LIUNA/MASS Laborers' Benefits Fund Contribution for Fiscal Year 2016 Budget

General Fund	#Employees	Total Hrs		Rate		Amount
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

Water & Sewer Enterprise						
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

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Department: Property & Liability Insurance

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	% (+/-)
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 Insuranc	**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 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	% (+/-)
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 2030	$ 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.

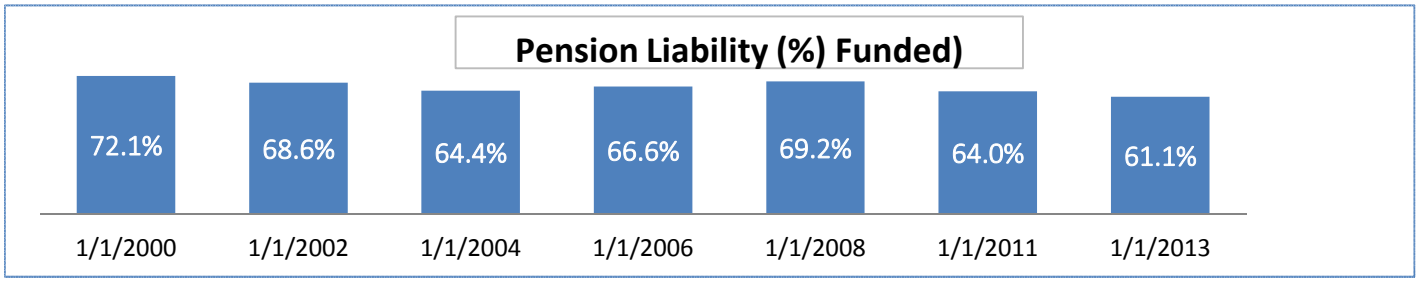
Employees who became members prior to April 1, 2012 are eligible to apply for a pension benefit when they have completed either ten years of creditable service and have reached the age of 55, or have 20 years of creditable service regardless of your age. Employees who became members on or after April 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 employees years of creditable service, their age at retirement and their highest average salary for either 36 or 60 consecutive months, depending upon their date of hire. Employees are required by M.G.L. Ch. 32 to contribute a set percentage of their salary and an additional 2% on any salary over $30,000 by regular payroll deductions. The rate of contribution is determined by the date on which an employee first became eligible for membership in a Massachusetts Contributory Retirement System and maintained their funds on deposit.

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 $ (+/-)	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 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	% (+/-)
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%**

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 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	% (+/-)
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

Home of Champions

Department: Debt Service

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	% (+/-)
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%**

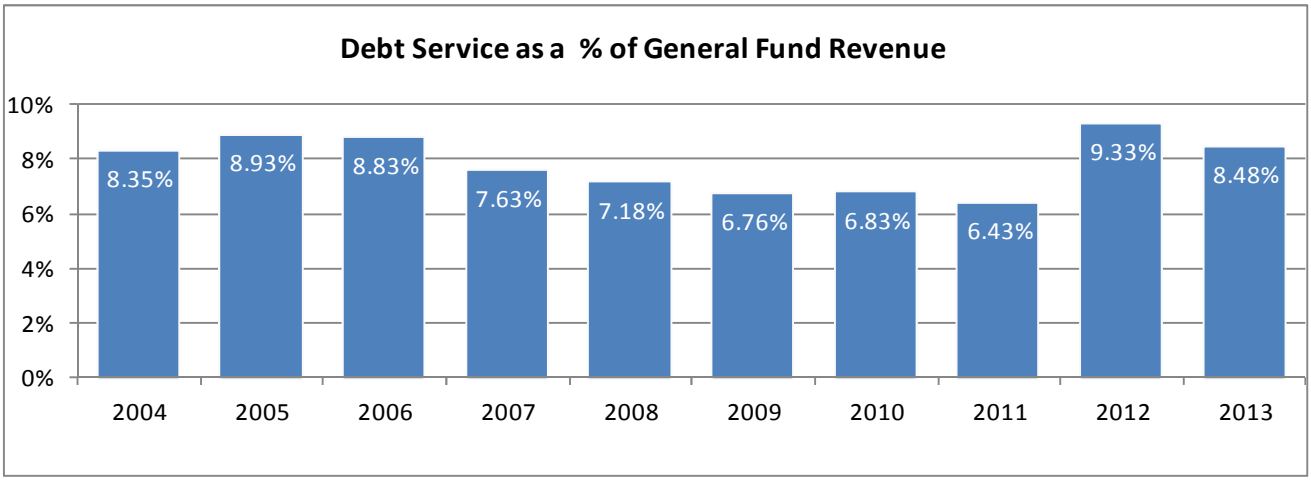
Budget Overview:

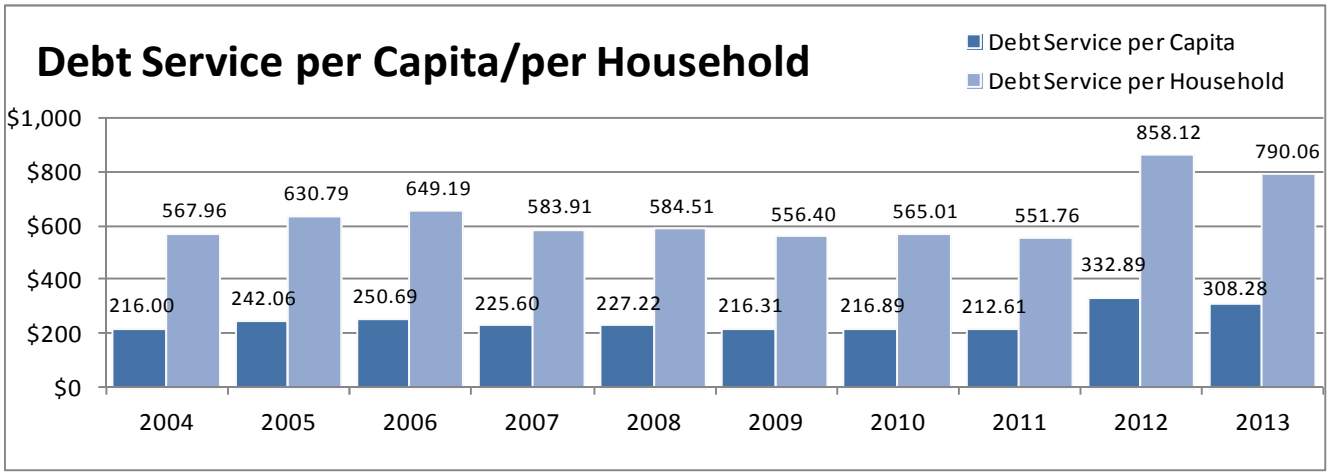
The Town assumes debt to finance many capital projects. Natick's debt is funded through bond issues. State statutes permit maximum terms of bond issues to vary from 5 to 20 years, depending on the purpose of the issue. The Town can only issue new debt with the approval of two-thirds of Town Meeting.

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.



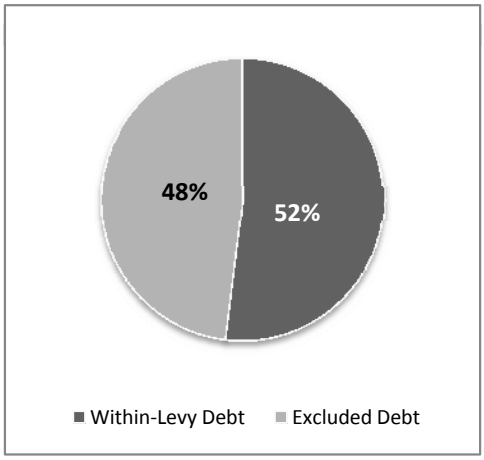


Positively for Natick, the community fares well on this indicator. Not only has debt service per capita remained well within recommended levels at between 8%-10.5% - debt service of 20% of operating revenues is considered a problem and 10% is considered acceptable - but decreased from FY 2006 until last 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

			Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Issue	Total Outstanding
Year of Issue	Project	Amount Issued	Principal - Actual	Principal	Principal	Principal	Principal	Principal	Balance	Principal
1996	Morse Institute Library	$ 2,814,028	$ 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	$ -	$ 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	$ 15,544	$ 46,156
2008	Landfill Capping *Refunded	$ 90,370	$ 10,000	$ 5,000	$ -	$ -	$ -	$ -	$ -	$ 15,000
2008	Oil Tank Removal / Remediation *Refunded	$ 306,254	$ 40,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 40,000
2008	Morse Institute Library *Refunded	$ 1,511,188	$ 200,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 200,000
2008	Municipal Complex (Town Hall / Safety) *Re	$ 341,398	$ 35,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 35,000
2009	Glen Street Drainage	$ 1,065,000	$ 105,000	$ 105,000	$ 105,000	$ 80,000	$ -	$ -	$ -	$ 395,000
2009	Municipal Bldg Improvements	$ 158,000	$ 15,917	$ 15,917	$ 15,080	$ 15,080	$ -	$ -	$ -	$ 61,994
2009	Capital Equipment - Fire Pumper	$ 400,000	$ 45,000	$ 45,000	$ 40,000	$ -	$ -	$ -	$ -	$ 130,000
2009	Capital Equipment - Catch Basin Cleaner	$ 190,000	$ 20,000	$ 20,000	$ 15,000	$ 15,000	$ -	$ -	$ -	$ 70,000
2009	Septic (MWPAT)	$ 150,000	$ 7,500	$ 7,500	$ 7,500	$ 7,500	$ 7,500	$ 7,500	$ 67,500	$ 112,500
2010	Trash Packer	$ 150,000	$ 25,000	$ 25,000	$ -	$ -	$ -	$ -	$ -	$ 50,000
2010	Municipal Complex HVAC	$ 410,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ -	$ 240,000
2010	Sidewalk Tractor	$ 117,000	$ 15,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ -	$ -	$ 55,000
2011	Community Senior Center	$ 8,850,000	$ 445,000	$ 445,000	$ 445,000	$ 445,000	$ 445,000	$ 445,000	$ 4,845,000	$ 7,515,000
2011	Roads - Oak St	$ 2,000,000	$ 135,000	$ 135,000	$ 135,000	$ 135,000	$ 135,000	$ 135,000	$ 785,000	$ 1,595,000
2011	Roads - Pave Rt27	$ 120,000	$ 25,000	$ 20,000	$ -	$ -	$ -	$ -	$ -	$ 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	$ 70,000
2011	Ambulance	$ 130,000	$ 25,000	$ 25,000	$ -	$ -	$ -	$ -	$ -	$ 50,000
2011	Fire - Radio Equipment	$ 150,000	$ 30,000	$ 30,000	$ -	$ -	$ -	$ -	$ -	$ 60,000
2011	Fire - Engine Replacement	$ 400,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 280,000
2011	Dept Equip - Fire C2 / DPW H52	$ 100,000	$ 20,000	$ 20,000	$ -	$ -	$ -	$ -	$ -	$ 40,000
2011	Bldg Remodel - Police Dispatch	$ 150,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 105,000
2011	Replace DPW Dump Truck H-44	$ 180,000	$ 20,000	$ 20,000	$ 20,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 120,000
2011	Replace DPW Dump Truck H-53	$ 180,000	$ 20,000	$ 20,000	$ 20,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 120,000
2012	Community Senior Center	$ 1,150,000	$ 95,000	$ 95,000	$ 95,000	$ 95,000	$ 95,000	$ 95,000	$ 400,000	$ 970,000
2012	Voting Machines	$ 58,000	$ 10,000	$ 10,000	$ 10,000	$ -	$ -	$ -	$ -	$ 30,000
2012	DPW Equip - Dump Truck H-45	$ 190,000	$ 30,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ -	$ -	$ 130,000
2012	DPW Equip - Sidewalk Plow	$ 142,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ -	$ -	$ 100,000
2012	DPW Equip - Backhoe H-59	$ 125,000	$ 20,000	$ 20,000	$ 15,000	$ 15,000	$ 15,000	$ -	$ -	$ 85,000
2012	DPW Equip - Heavy Duty Truck - H-40	$ 60,000	$ 10,000	$ 10,000	$ 10,000	$ 5,000	$ 5,000	$ -	$ -	$ 40,000
2012	DPW Equip - Dump Truck LF-6	$ 130,000	$ 20,000	$ 20,000	$ 20,000	$ 15,000	$ 15,000	$ -	$ -	$ 90,000
2012	DPW Equip - Tractors - LF-14 & LF-15	$ 70,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ -	$ -	$ 50,000
2012	Senior Center Generator	$ 120,000	$ 20,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ -	$ -	$ 80,000
2012	Recreation Bus #2	$ 70,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ -	$ -	$ 50,000
2012	DPW Garage Roof	$ 99,000	$ 15,000	$ 15,000	$ 15,000	$ 10,000	$ 10,000	$ -	$ -	$ 65,000
2012	DPW Security Upgrades	$ 66,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 5,000		$ -	$ 45,000
2012	Eliot & South Street Repairs	$ 105,000	$ 20,000	$ 20,000	$ 20,000	$ -	$ -	$ -	$ -	$ 60,000
2012	Cole Center Repairs	$ 155,000	$ 25,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ -	$ -	$ 105,000
2012	Cole Center Fields	$ 80,000	$ 15,000	$ 15,000	$ 15,000	$ -	$ -	$ -	$ -	$ 45,000
2012	DPW - 75 West Street Expansion	$ 791,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 150,000	$ 630,000
2012	Landfill Capping *Refunded	$ 2,500,000	$ 142,000	$ 139,000	$ 139,000	$ 120,000	$ -	$ -	$ -	$ 540,000
2012	Morse Institute Library *Refunded	$ 2,250,000	$ 120,000	$ 118,000	$ 116,000	$ -	$ -	$ -	$ -	$ 354,000
2012	Municipal Complex (Town Hall / Safety) *Re	$ 9,000,000	$ 481,000	$ 470,000	$ 464,000	$ -	$ -	$ -	$ -	$ 1,415,000
2012	Municipal Complex (Town Hall / Safety) *Re	$ 9,020,000	$ 480,000	$ 461,000	$ 460,000	$ 453,000	$ -	$ -	$ -	$ 1,854,000

Town of Natick
Home of Champions

Department: General Fund Debt Service - Principal

			Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Issue	Total Outstanding
Year of Issue	Project	Amount Issued	Principal - Actual	Principal	Principal	Principal	Principal	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	$ 75,000	$ 225,000
2013	DPW - Redesign Pine street	$ 250,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 75,000	$ 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	$ 75,000	$ 225,000
2014	DPW Equip. - Replace Dump Truck H-48	$ 190,000	$ 30,000	$ 30,000	$ 30,000	$ 25,000	$ 25,000	$ 25,000	$ 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	$ 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	$ 40,000	$ 125,000
2014	JJ Lane Park	$ 110,000	$ 15,000	$ 15,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 40,000	$ 110,000
2014	Field Fence Work	$ 140,750	$ 15,750	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 50,000	$ 140,750
2014	Retaining Wall - Pond & Cemetery	$ 455,000	$ 35,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 270,000	$ 455,000
2014	Roads (Collector/Arterial)	$ 300,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 180,000	$ 300,000
2014	Police - Dispatch Center	$ 230,000	$ 20,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 135,000	$ 230,000
2014	Fire - Engine Replacement (#5)	$ 520,000	$ 70,000	$ 75,000	$ 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	$ 35,000	$ 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	$ 160,000	$ 400,000
est. 2015	*Drainage Improvements - Willow St.*	*$ 350,000*	$ -	$ 35,000	*$ 35,000*	*$ 35,000*	*$ 35,000*	*$ 35,000*	*$ 175,000*	*$ 350,000*
est. 2015	*Cole North Field Improvements*	*$ 400,000*	$ -	$ 40,000	*$ 40,000*	*$ 40,000*	*$ 40,000*	*$ 40,000*	*$ 200,000*	*$ 400,000*
est. 2015	*Police - Replace Rooftop HVAC*	*$ 55,000*	$ -	$ 5,500	$ 5,500	$ 5,500	$ 5,500	$ 5,500	$ 27,500	$ 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	$ 115,000	$ 230,000
est. 2015	*DPW Equip. - Replace Truck S-38*	*$ 130,000*	$ -	$ 13,000	$ 13,000	$ 13,000	$ 13,000	$ 13,000	$ 65,000	$ 130,000
est. 2015	*Town Hall HVAC Rooftop Units*	*$ 110,000*	$ -	$ 11,000	$ 11,000	$ 11,000	$ 11,000	$ 11,000	$ 55,000	$ 110,000
est. 2015	*Roads - Pine Street*	*$ 2,000,000*	$ -	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 1,500,000	$ 2,000,000
est. 2015	*Pond Street Sidewalk & Guardrail Replace*	*$ 285,000*	$ -	$ 28,500	$ 28,500	$ 28,500	$ 28,500	$ 28,500	$ 142,500	$ 285,000
est. 2015	*DPW - Public Works Bldg Expansion*	*$ 248,500*	$ -	$ 24,850	$ 24,850	$ 24,850	$ 24,850	$ 24,850	$ 124,250	$ 248,500
est. 2015	*Parking Meter Upgrade*	*$ 170,200*	$ -	$ 17,020	$ 17,020	$ 17,020	$ 17,020	$ 17,020	$ 85,100	$ 170,200
est. 2015	*DPW - Replace M-2 (Truck)*	*$ 100,000*	$ -	$ 14,286	$ 14,286	$ 14,286	$ 14,286	$ 14,286	$ 28,570	$ 100,000
est. 2015	*IT - Telephone System Upgrade*	*$ 750,000*	$ -	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 375,000	$ 750,000
est. 2015	*DPW - Roads & Sidewalks*	*$ 350,000*	$ -	$ 17,500	$ 17,500	$ 17,500	$ 17,500	$ 17,500	$ 262,500	$ 350,000
est. 2015	*Comm. Serv. - Replace Dug Pond Pier*	*$ 120,000*	$ -	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 60,000	$ 120,000
est. 2015	*Comm. Dev. - Main Street Improvements*	*$ 280,000*	$ -	$ 14,000	$ 14,000	$ 14,000	$ 14,000	$ 14,000	$ 210,000	$ 280,000
est. 2015	*Facilities - Air Handler (Cole Center)*	*$ 100,000*	$ -	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 50,000	$ 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 - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2015 Principal - Actual	Fiscal Year 2016 Principal	Fiscal Year 2017 Principal	Fiscal Year 2018 Principal	Fiscal Year 2019 Principal	Fiscal Year 2020 Principal	Issue Balance	Total Outstanding Principal
2004	Wilson Middle School (Refunded 2014)	$ 9,850,000	$ 485,000	$ 465,000	$ 465,000	$ 465,000	$ 465,000	$ 460,000	$ 1,795,000	$ 4,600,000
2004	Wilson Middle School (Refunded 2014)	$ 1,300,000	$ 65,000	$ 65,000	$ 65,000	$ 60,000	$ 60,000	$ 60,000	$ 240,000	$ 615,000
2008	Lilja School *Refunded	$ 135,555	$ 15,000	$ 15,000	$ 5,000	$ -	$ -	$ -	$ -	$ 35,000
2008	Brown School *Refunded	$ 469,310	$ 40,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 40,000
2009	School Bldg Improvements	$ 785,000	$ 79,083	$ 79,083	$ 74,920	$ 74,920	$ -	$ -	$ -	$ 308,006
2010	Kennedy Renovations	$ 1,200,000	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ -	$ 720,000
2010	Memorial Renovations	$ 1,670,000	$ 165,000	$ 165,000	$ 165,000	$ 165,000	$ 165,000	$ 165,000	$ -	$ 990,000
2011	High School - Construction	$ 38,500,000	$ 1,925,000	$ 1,925,000	$ 1,925,000	$ 1,925,000	$ 1,925,000	$ 1,925,000	$ 21,175,000	$ 32,725,000
2011	High School - Plans	$ 947,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 495,000	$ 795,000
2011	High School - Design	$ 520,000	$ 30,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 275,000	$ 430,000
2011	High School - Feasibility Study	$ 118,000	$ 20,000	$ 20,000	$ -	$ -	$ -	$ -	$ -	$ 40,000
2011	Johnson Boilers	$ 247,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 20,000	$ 170,000
2011	Memorial Fire Alarm System	$ 275,000	$ 30,000	$ 30,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 185,000
2011	Johnson Exterior Windows	$ 110,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 70,000
2012	Johnson Repairs	$ 203,000	$ 30,000	$ 30,000	$ 30,000	$ 25,000	$ 25,000	$ -	$ -	$ 140,000
2012	Johnson Repairs	$ 90,000	$ 15,000	$ 15,000	$ 10,000	$ 10,000	$ 10,000	$ -	$ -	$ 60,000
2012	Kennedy School Equipment	$ 220,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	$ -	$ 150,000
2012	Johnson School Paving	$ 75,000	$ 15,000	$ 15,000	$ 15,000	$ -	$ -	$ -	$ -	$ 45,000
2012	Lilja School *Refunded	$ 7,490,000	$ 123,000	$ 106,000	$ 89,000	$ 72,000	$ -	$ -	$ -	$ 390,000
2012	Bennett-Hemenway School *Refunded	$ 13,200,000	$ 203,000	$ 174,000	$ 145,000	$ 116,000	$ 82,000	$ 53,000	$ 43,000	$ 816,000
2013	Kennedy - 6 Modular Classrooms	$ 600,000	$ 300,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 300,000
2013	Kennedy - Replace Electrical Serv.	$ 150,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 45,000	$ 135,000
2013	High School - Construction	$ 5,500,000	$ 275,000	$ 275,000	$ 275,000	$ 275,000	$ 275,000	$ 275,000	$ 3,575,000	$ 5,225,000
2014	Ben-Hem - School Playground	$ 175,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 15,000	$ 60,000	$ 175,000
2014	Memorial - Boiler Replacement	$ 400,000	$ 25,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 225,000	$ 400,000
2014	Memorial - School Lighting	$ 125,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 10,000	$ 40,000	$ 125,000
2014	Replace Windows - Johnson	$ 175,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 15,000	$ 60,000	$ 175,000
est. 2015	*Ben-Hem - Replace DDC Controls*	*$ 150,000*	*$ -*	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	*$ 150,000*
est. 2015	*Replace Windows - Johnson*	*$ 125,000*	*$ -*	$ 12,500	$ 12,500	$ 12,500	$ 12,500	$ 12,500	$ 62,500	*$ 125,000*
est. 2015	*Kennedy Middle School Portable Classrooms*	*$ 215,000*	*$ -*	$ 43,000	$ 43,000	$ 43,000	$ 43,000	$ 43,000	$ -	*$ 215,000*
										$ -
Sub-Total (Schools)			**$ 4,145,083**	**$ 3,824,583**	**$ 3,734,420**	**$ 3,658,420**	**$ 3,477,500**	**$ 3,363,500**	**$ 28,145,500**	**$ 50,349,006**
General Fund Total			**$ 8,195,297**	**$ 7,860,855**	**$ 7,603,725**	**$ 6,776,015**	**$ 5,753,525**	**$ 5,353,815**	**$ 39,243,964**	**$ 80,787,196**
Total Amount Remaining			**$ 80,787,196**	**$ 72,591,899**	**$ 64,731,044**	**$ 57,127,319**	**$ 50,351,304**	**$ 44,597,779**	**$ 39,243,964**	**$ -**

Town of Natick

Home of Champions

Department: General Fund Debt Service - Interest

			Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Issue	Total Outstanding
Year of Issue	Project	Amount Issued	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

			Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Issue	Total Outstanding
Year of Issue	Project	Amount Issued	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

			Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Issue	Total Outstanding
Year of Issue	Project	Amount Issued	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

Town of Natick

Home of Champions

Department: General Fund Debt Service - Interest

			Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Issue	Total Outstanding
Year of Issue	Project	Amount Issued	Interest	Interest	Interest	Interest	Interest	Interest	Balance	Interest
			Fiscal Year 2015	**Fiscal Year 2016**	**Fiscal Year 2017**	**Fiscal Year 2018**	**Fiscal Year 2019**	**Fiscal Year 2020**	**Issue Balance**	**Total**
General Fund Principal			$ 8,195,297	$ 7,860,855	$ 7,603,725	$ 6,776,015	$ 5,753,525	$ 5,353,815	$ 39,243,964	$ 80,787,196
General Fund Interest			$ 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 Annual Debt Service			**$ 10,865,377**	**$ 10,567,229**	**$ 9,884,092**	**$ 8,787,980**	**$ 7,528,867**	**$ 6,902,521**	**$ 47,059,644**	**$ 101,595,710**
Total Amount Remaining			**$ 101,595,710**	**$ 90,730,334**	**$ 80,163,105**	**$ 70,279,013**	**$ 61,491,033**	**$ 53,962,166**	**$ 47,059,644**	**$ -**

Town of Natick

Home of Champions

Department: Debt Service

Leased Equipment

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	2015 vs. 2016 % (+/-)
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%**

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

Home of Champions

Department: Reserve Fund

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Proposed	2015 vs. 2016 $ (+/-)	% (+/-)
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%**

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 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	% (+/-)
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.

	2011	2012	2013	2014	2015	2016
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

Home of Champions

Department: Facilities Management

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	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.

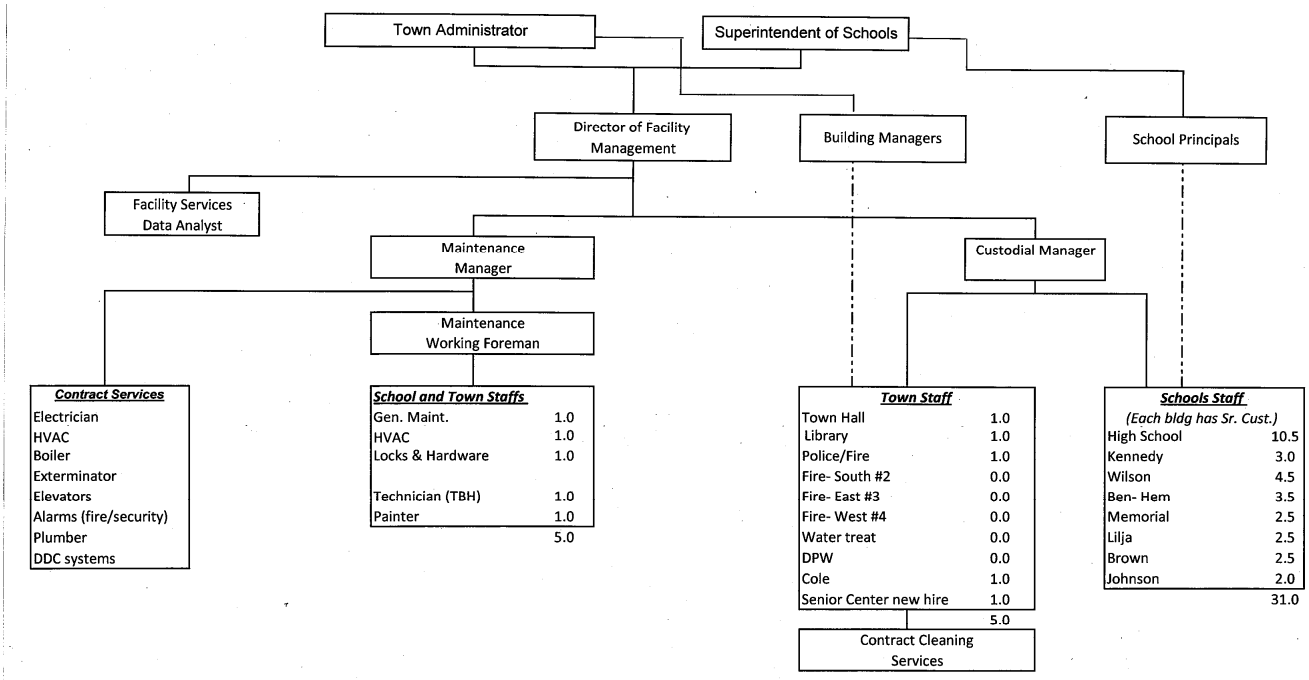
Town of Natick

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/0PT**	**47 FT/0PT**	**47 FT/0PT**	**46 FT/0PT**

Organizational Chart



Roles and responsibilities of each position:

Director of Facility Management:

Capital Planning
Project Management
Purchasing
Bids, Specs & Quotes
AHERA Coordinator

Facility Services Data Analyst:

Data Analysis
Work Order System
Accounting (invoices, PO's)
Payroll/ Vacation schedules
Rental of facilities

Maintenance Manager:

Building Systems Operations & Repair
Personnel Scheduling
Contractor Scheduling
New Building Systems and Training
(High School & Senior Center)

Custodial Manager:

Manage Cleaning & Moving Services
Personnel Scheduling
Contractor Scheduling
IPM Coordinator
Supplies & Equipment

Town of Natick

Home of Champions

Department: Facilities Management

Natick Buildings Systems Summary

	#	% of buildings
Overall		
Total Number of Buildings/Properties Managed & Maintained	**34**	
- Municipal Buildings/Properties	26	
- School Buildings/Properties	8	
Total Square Footage of all Buildings	**1,160,943**	
- Municipal Square Footage	387,943	
- School Square Footage	773,000	
Utility Consumption (annual)		
- Electric (kWH)	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 have systems)	6	18%
Security Systems (# of buildings which have 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 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	2015 vs. 2016 % (+/-)
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 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	% (+/-)
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%**

Article 15

FY 2016 Omnibus Article

Motion H: Water/Sewer Enterprise Fund

Finance Committee Recommendations

Motions for Section H: Water/Sewer Enterprise

Motion 1 for Water/Sewer Enterprise Fund - Section H under Article 15:

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

Water & Sanitary Sewer Operations		
Salaries	$	1,857,696
Expenses	$	6,932,896
Total Sanitary Sewer	**$**	**8,790,592**
Utility Billing		
Salaries	$	104,550
Expenses	$	83,000
Total Utility Billing	**$**	**187,550**
Fringe Benefits		
Other Personal Services	$	510,767
Other - Chgs. & Expenditures	$	280,719
Total Benefits	**$**	**791,486**
Water & Sewer Debt Service		
Principal	$	1,998,403
Interest	$	464,325
Total Debt Service	**$**	**2,462,728**
Water & Sewer Reserve Fund		
Expenses	$	200,000
Total W & S Reserve Fund	**$**	**200,000**
Motion Total	**$**	**12,432,355**

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

Water-Sewer User Fees	$	12,432,355
	$	**12,432,355**

Finance Committee Recommendations

Motions for Section H: Water/Sewer Enterprise

Water/Sewer Indirect Cost Allocations - Motion 2 under Section H Article 15:

Move that the Town vote to APPROVE the following indirect cost allocations raised in the General Fund:

PERCENTAGE ALLOCATIONS		TOTAL
DPW ADMINISTRATION	$	140,547
BUILDING MAINTENANCE		41,488
ENGINEERING SERVICES		359,481
GIS SERVICES		(75,666)
EQUIPMENT MAINTENANCE		371,522
HIGHWAY MAINTENANCE		287,225
PUBLIC SAFETY		130,190
FINANCIAL / ADMINISTRATIVE		576,997
PROPERTY INSURANCE		257,720
ENERGY		117,896
SUBTOTAL - GENERAL FUND		**2,207,400**

And that the Sum of $2,207,400 appropriated in the General Fund be raised from the following source:

Water-Sewer User Fees	$	2,207,400
(See Motion for Section G, Article 15: Shared Expenses (Unclassified))	**$**	**2,207,400**

SECTION H: WATER & SEWER ENTERPRISE FUND

PURPOSE OF BUDGET:
The purpose of this Article is to fund the Water & Sewer Enterprise Fund budget for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 11-0-0 on January 29, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Water & Sewer Enterprise Fund budget under Article 15, Section H, and that the sum of $12,432,355 be appropriated as noted in the motion.*

By a vote of 11-0-0 on January 29, 2015, the Finance Committee recommends recommends ***Approval*** *of the allocation of Water and Sewer Indirect Costs under Article 15, Section H as noted in the motion.*

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

- The Water and Sewer Enterprise Fund is presented as a consolidated budget inclusive of all sections of the budget. However, the proposed budget for each section was reviewed separately.
- There are two primary components that make up this one Water/Sewer Enterprise Fund:
    - The sewer system consists of over 147 miles of sewer mains, 34 sewer pumping stations, 17,000 service connections and the system conveys over 4 million gallons of waste water per day, discharged into the MWRA system.
    - The water system consists of over 196 miles of water main, one booster station, and two ground storage tanks, four water treatment plants, twelve water supply wells, 1,400 hydrants, over 4,000 gate valves and 13,000 customer meters with a combined volume of over 5 million gallons per day.

Water & Sewer Operations:

- The major increase is for the MWRA sewer assessment which is based on the MWRA rate increases of just over 5% and on the estimated Town's usage.
- The MWRA also factors in an assessment for Inflow and Infiltration ("I&I") which is caused by leakage from groundwater into the sewer system and also by people having their sump pumps connected to their sewer. That assessment is also increasing not as much from Natick having more I&I but from other communities catching up with Natick on reducing their I&I, thus resulting in an increase in the percentage that is allocated to Natick.

Water and Sewer Enterprise Utility Billing:

- The reductions in the budget reflect adjustments based on actual spending over the last few years for bill printing, repair maintenance, equipment, copy center and mail fees.

Water and Sewer Enterprise Employee Fringe Benefits:

- Committee members reviewed the Water & Sewer fringe benefits budget holistically with the total fringe budgets in section G of this Recommendation Book and it reflects the health costs noted in that section.
- Fringe benefits reflect the January 2015 Contributory Retirement valuation which is also discussed in Section G of this Recommendation Book.

Water and Sewer Enterprise Debt Service:

- Debt Service obligation is for obligations to pay for approved projects that have been voted on by prior Town Meetings.

Water and Sewer Enterprise Reserve Fund:

- The Reserve Fund for Water and Sewer, under the authority as the Board of Selectmen as the Town's Water Commissioners, covers emergencies that are unbudgeted such as costs incurred as a result of a sewer back sewer station failure or a sewer main failure.
- Separate Enterprise Funds must have their own reserve.

Water and Sewer Enterprise Indirect Costs Allocation:

- Indirect Cost Allocations are not an appropriation but they are approved as a separate line within the Enterprise Fund budget because the expenses are charged to the Enterprise Fund but paid out of the General Fund. The expenses are voted and appropriated out of the General Fund by Town Meeting, and the General Fund receives the indirect costs as revenues from the Enterprise Funds.
- There are no proposed changes in the indirect cost allocations. In prior years, a plan to reduce the indirect cost allocations over three consecutive years was presented with this being the third year. However, costs have increased to the point where the Town Administration feels that the indirect cost allocations are now realistic and do not need to be adjusted further.

Town of Natick

Home of Champions

Department: Water & Sewer	Enterprise Fund

Appropriation Summary

Water & Sewer Operations

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	% (+/-)
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 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	% (+/-)
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 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	% (+/-)
Total Employee Benefits	**632,803**	**650,033**	**692,089**	**791,486**	**99,396**	**14.36%**
Total Employee Benefits	**632,803**	**650,033**	**692,089**	**791,486**	**99,396**	**14.36%**

Debt Service

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	% (+/-)
Debt Service						
Principal	1,602,757	1,613,869	1,914,138	1,998,403	84,265	4.40%
Interest	493,946	431,571	531,578	464,325	(67,253)	-12.65%
Total Debt Service	**2,096,702**	**2,045,440**	**2,445,716**	**2,462,728**	**17,012**	**0.70%**
Total Debt Service	**2,096,702**	**2,045,440**	**2,445,716**	**2,462,728**	**17,012**	**0.70%**

Reserves

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	% (+/-)
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**	**11,895,288**	**12,432,355**	**537,067**	**4.51%**
Indirects	**2,581,514**	**2,323,579**	**2,207,400**	**2,207,400**	**0**	**0.00%**

Town of Natick

Home of Champions

Department: Water & Sewer | Enterprise Fund

Mission:

Water & Sewer Operations:
The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, buildings, equipment, and 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 requirments, 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

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 equipement

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*
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

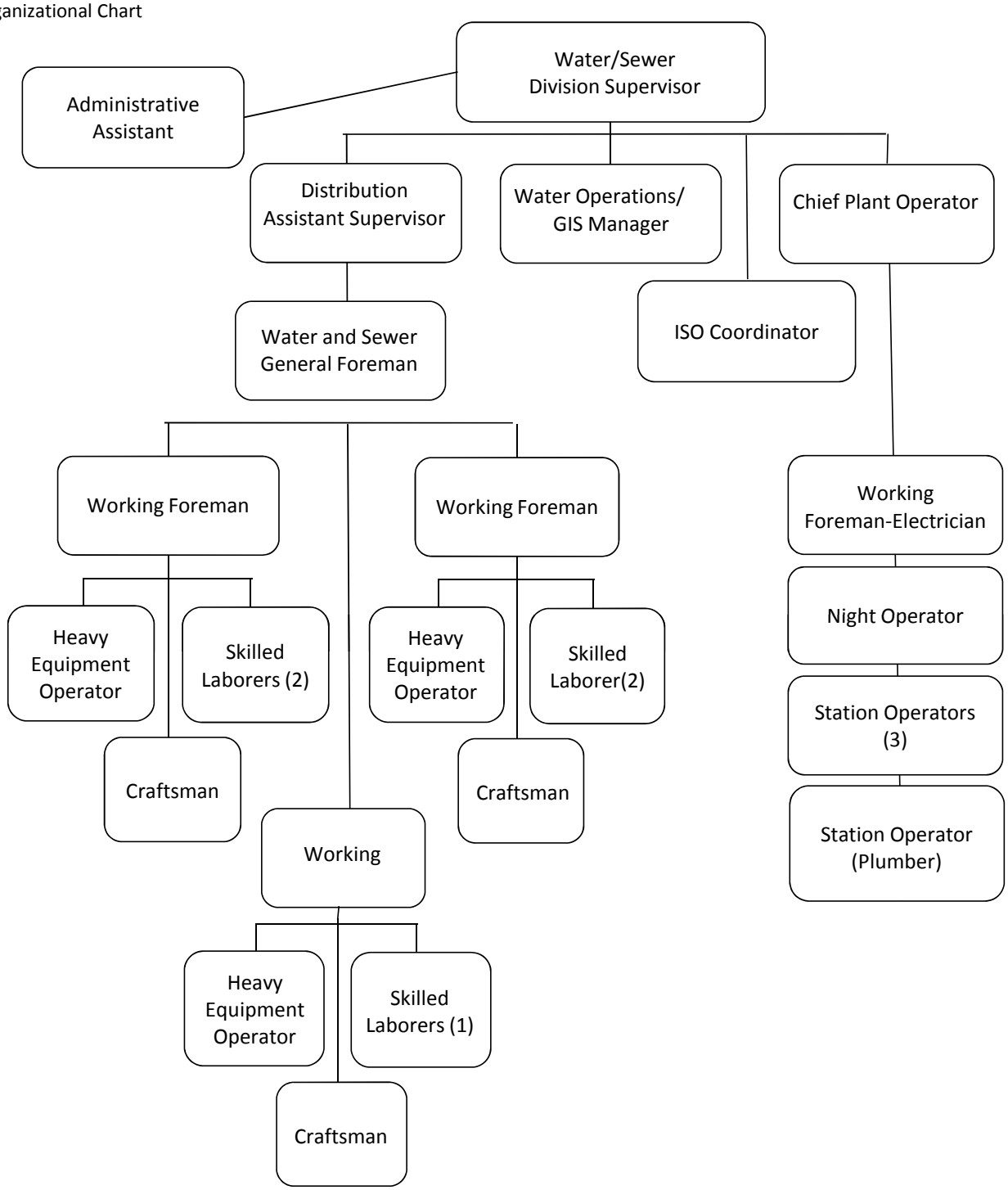
See Treasurer's Budget (Section VII) for performance indicators related to utility billing.

Town of Natick

Home of Champions

Department: Water & Sewer Operations | Enterprise Fund

Organizational Chart



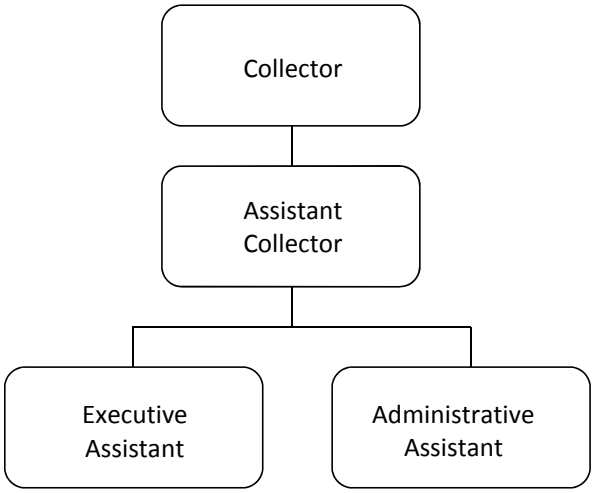
Note: Water & Sewer Divisions under the management

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 $ (+/-)	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 $ (+/-)	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%

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	$ 361,532	$ 432,255	$ 70,723	19.56%
LIUNA Pension	$ 41,228	$ 41,088	$ 42,554	$ 50,059	$ 7,505	17.64%
Other Personnel Services	**$ 432,844**	**$ 434,078**	**$ 432,164**	**$ 510,767**	**$ 78,602**	**18.19%**
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**	**$ 692,089**	**$ 791,486**	**$ 99,396**	**14.36%**

Department: Water & Sewer | Enterprise Fund

Water & Sewer Debt Service	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	2015 vs. 2016 % (+/-)
Water Principal Sub-Totals	$ 1,184,911	$ 1,089,023	$ 1,200,152	$ 1,203,444	$ 3,292	0.27%
Sewer Principal Sub-Totals	$ 417,846	$ 524,846	$ 713,986	$ 794,959	$ 80,973	11.34%
Principal Totals	**$ 1,602,757**	**$ 1,613,869**	**$ 1,914,138**	**$ 1,998,403**	**$ 84,265**	**4.40%**
Interest on Debt Water Sub-Totals	$ 352,363	$ 265,171	$ 338,277	$ 258,702	$ (79,576)	-23.52%
Interest on Debt Sewer Sub-Totals	$ 116,583	$ 154,487	$ 163,301	$ 175,624	$ 12,323	7.55%
Bond Anticipation Notes	$ 25,000	$ 11,913	$ 30,000	$ 30,000	$ -	0.00%
Interest Totals	**$ 493,946**	**$ 431,571**	**$ 531,578**	**$ 464,325**	**$ (67,253)**	**-12.65%**
Total Water & Service Debt Service	**$ 2,096,702**	**$ 2,045,440**	**$ 2,445,716**	**$ 2,462,728**	**$ 17,012**	**0.70%**

Reserve Fund

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	2015 vs. 2016 % (+/-)
Reserve Fund	$ -	$ -	$ 200,000	$ 200,000	$ -	0.00%
Total Reserve Fund	**$ -**	**$ -**	**$ 200,000**	**$ 200,000**	**$ -**	**0.00%**

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 at television sewers, replacement of sewer pipe and manholes.
Massachusetts Water Resource Authority (MWRA) Assessment: This fund is for the costs of the town's sewer discharge into the MWRA sewer collection system.

Water Operations

Personnel Services

Salaries Supervisory: To fund the positions of GIS 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.

Narrative:

Water Operations (con't)

Operational Staff Additional Compensation: This fund is for longevity and temporary upgrades per union contract.
Operational Staff Overtime: This fund is for emergencies and callbacks after normal operating hours.

Purchase of Services

Repairs and Maintenance Software: This fund is used for the Scada System at the Water Treatment Plant. It covers the upgrade of intrusion software, hardware replacements and other related computer items.
Electricity: This fund is for the use of electricity at the Water Treatment Plant, Evergreen Wells, Morse's Pond Well, Pine Oaks Well, Elm Bank Well and the Booster Station at Captain Toms Hill.
Copy Mail Center: This fund is for department's share of the copy/mail center cost.
Purchased Services Miscellaneous: This fund is used for supplies and equipment including printers, computers, computer hardware etc.

Other Services Misc.

Licenses CDL and Special: This fund is for the reimbursement to the employees for license renewals, CDL, Hoisting, Water, memberships to NEWWA, required training, etc.
Environmental Management System: This fund is for the audits required to maintain the Environmental Management System and the ISO Certification.
Clothing Allowance Operational Staff: This fund is for the clothing allowance per union agreement.
Safe Drinking Water Act (SDWA) Amendment: This fund is for all Volatile Organic Compounds (VOC) water and other tests mandated by the Department of Environment Protection (DEP), Environmental Protection Agency (EPA) and Safe Drinking Water Act (SDWA).

Supplies

Water Tests: This fund is for all weekly water testing which includes coliform, manganese, fluoride, lead and copper.
Equipment Repairs/Servicing: This fund is for the repair of metal detectors, hoses and tapping machine.
Facility Repairs and Maintenance: This fund is for the repairs of locks, the purchase of propane gas and belts for air strippers.
Hydrant Repairs and Maintenance: This fund is used to repair and maintain the 1,200 fire hydrants in town.
Miscellaneous Construction Repairs and Maintenance: This fund is for replacing old water gates, ductile iron water pipe, gate boxes, large pipe fittings, tapping sleeves and gates.

Other Supplies

Chemical Supplies: This fund is for the chemicals (chlorine gas, hydroflousilic acid and potassium permanganate) injected into the water.
Replace Obsolete Meters: This fund is for the replacement of large water meters and flow meters for the water wells and for the calibration of large meters, etc.
Service Connections: This fund is to replace old water line services and replacing the water line in the streets that are to be repaved, including one inch plastic water pipe, curb stops, brass fittings, service boxes and cellar valves, etc.

Other Charges & Expenditures

Water Line Maintenance: This fund is for repairs and maintenance at the water treatment plant, water pump stations and water wells, consultant fees and emergencies.
New Hydrant Installation: This fund is for the installation and replacement of old fire hydrants.
Asphalt Crushing: This fund is used to hire a crusher for the gravel pit to recycle extra dirt and asphalt.
Department of Environment Protection Assessment: This fund is used for the DEP annual assessment.
Massachusetts Water Resource Authority Discharge Permit: This fund is used to pay the Massachusetts Water Resource Authority for the water discharge permit at the water treatment plant.

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.

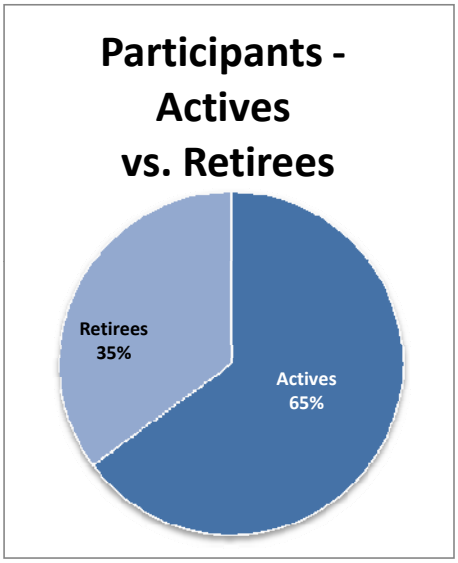
Employee Benefits
Pays for benefits for Water & Sewer Benefit eligible employees.

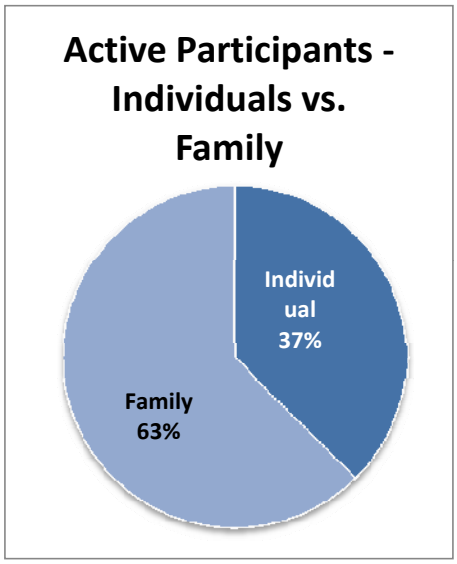
Debt Service
Principal Payments:
Principal on debt service for multiple water and sewer capital improvement projects.
Interest Payments:
Interest on debt service associated with general obligation bonds issued for water and sewer projects. Of that amount, $30,000 represents the estimated amount for Bond Anticipation Notes & issue costs (bond counsel, financial advisor, rating agency fees, etc.) for authorized borrowings.

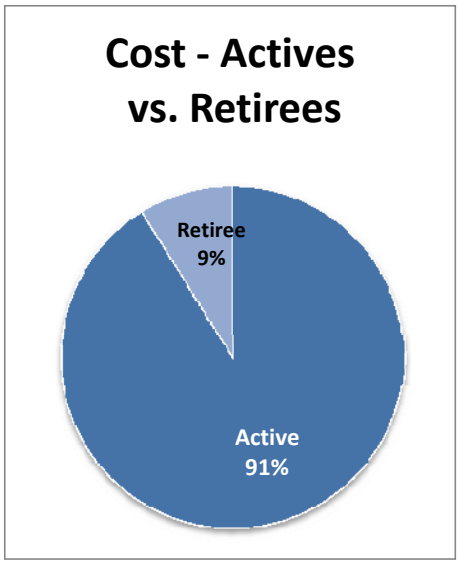
Reserve Fund
Covers $200,000 for emergencies & unforeseen contingencies within the fund.

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			
HEALTH PLANS:	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:	Individual			Family			
HEALTH PLANS:	Total	Town Share		Total	Town Share		Total Cost
	$	%	$	$	%	$	$
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:	Individual				Individual		
HEALTH PLANS:	Total	Town Share		HEALTH PLANS:	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	66.83%	227.22
Monthly Rates (Jan-June)	361.16	65.98%	238.30	Monthly Rates (Jan-June)	374.00	66.83%	249.94
Participants			1	Participants			1
Total			**$2,730**	**Total**			**$2,863**
Fallon Senior Plan				**Tufts Medicare Prime**			
Monthly Rates (Jul-Dec)	299.00	68.87%	205.92	Monthly Rates (Jul-Dec)	330.00	66.39%	219.09
Monthly Rates (Jan-June)	328.90	68.87%	226.51	Monthly Rates (Jan-June)	363.00	66.39%	241.00
Participants			0	Participants			6
Total			**$0**	**Total**			**$16,563**
Tufts Medicare Preferred HMO				**BCBS Managed Blue for Seniors**			
Monthly Rates (Jul-Dec)	262.00	70.81%	185.52	Monthly Rates (Jul-Dec)	295.63	69.63%	205.85
Monthly Rates (Jan-June)	288.20	70.81%	204.07	Monthly Rates (Jan-June)	325.19	69.63%	226.43
Participants			1	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**

Enrollments as of 12/2014

Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2015 Principal	Fiscal Year 2016 Principal	Fiscal Year 2017 Principal	Fiscal Year 2018 Principal	Fiscal Year 2019 Principal	Fiscal Year 2020 Principal	Issue Balance	Total Principal
1998	Water Treatment Plant *Refunded 2012	$ 1,175,000	$ 65,000	$ 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	$ -	$ -	$ -	$ 53,000
1999	Sewer (Pleasant, Eliot, Union, etc.) *Refunded 2012	$ 750,000	$ 38,000	$ 38,000	$ 35,000	$ 35,000	$ 22,000	$ 20,000	$ -	$ 188,000
1999	Sewer (Union St) *Refunded 2012	$ 615,000	$ 33,000	$ 29,000	$ 26,000	$ 25,000	$ 13,000	$ 12,000	$ -	$ 138,000
1999	Water (Lakeshore Dr) *Refunded 2012	$ 500,000	$ 28,000	$ 27,000	$ 27,000	$ 26,000	$ 13,000	$ 12,000	$ -	$ 133,000
2000	Water (Lakeshore Dr) *Refunded 2012	$ 540,000	$ 24,000	$ 24,000	$ 23,000	$ 23,000	$ 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	$ 36,000	$ 36,000	$ 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	$ 30,000	$ 150,000
2002	Sewer (Leach Ln) *Refunded 2013	$ 210,000	$ 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	$ 735,000	$ 1,365,000
2007	Water Treatment (MWPAT) *Refunded (Net amount)	$ 4,884,838	$ 250,438	$ 258,294	$ 268,041	$ 277,787	$ 292,408	$ 302,155	$ 1,624,295	$ 3,273,417
2008	Water Treatment Plant *Refunded	$ 225,925	$ 20,000	$ 15,000	$ 15,000	$ -	$ -	$ -	$ -	$ 50,000
2009	Water Relining	$ 3,000,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ -	$ -	$ -	$ 1,200,000
2009	Equipment W-9 Backhoe	$ 90,000	$ 10,000	$ 10,000	$ 10,000	$ -	$ -	$ -	$ -	$ 30,000
2010	Water Relining	$ 600,000	$ 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	$ -	$ 150,000
2010	Reservoir Refurbishment	$ 500,000	$ 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	$ -	$ 180,000
2010	Sewer Jet Truck	$ 250,000	$ 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	$ 305,000	$ 635,000
2012	Radio Meter Transmitters	$ 150,000	$ 30,000	$ 30,000	$ 30,000	$ -	$ -	$ -	$ -	$ 90,000
2012	Ground Water Wells	$ 300,000	$ 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	$ 50,000	$ 200,000
2012	DPW Headquarters Renovations	$ 504,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 100,000	$ 400,000
2012	MWRA I&I	$ 196,845	$ 39,369	$ 39,369	$ 39,369	$ -	$ -	$ -	$ -	$ 118,107
2012	DPW Vehicle Garage Roof	$ 66,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 5,000	$ -	$ -	$ 45,000
2013	Force Main Bradford / Pamela - Rt 9	$ 1,650,000	$ 110,000	$ 110,000	$ 110,000	$ 110,000	$ 110,000	$ 110,000	$ 880,000	$ 1,540,000
2013	Replace Ground Water Wells	$ 300,000	$ 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	$ 60,000	$ 180,000
2014	Replace Ground Water Wells	$ 300,000	$ 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	$ 130,000	$ 220,000
2014	Prime Park Pump Station Wall	$ 150,000	$ 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	$ 60,000	$ 150,000
2014	Tonka Valves & Filters - Springvale WTP	$ 100,000	$ 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	$ 5,000	$ -	$ -	$ 48,000
2014	MWRA I&I	$ 755,700	$ 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	$ 35,000	$ 35,000	$ 35,000	$ 35,000	$ -	$ 220,000
2014	W-14 (Backhoe w/Plow)	$ 135,000	$ 25,000	$ 25,000	$ 25,000	$ 20,000	$ 20,000	$ 20,000	$ -	$ 135,000
2014	Speen Street Sewer Work	$ 180,000	$ 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	$ 180,000	$ 360,000
Est. 2015	Sewer Pump Station Replacement (Eliot Hill)	$ 230,000	$ -	$ 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	$ 50,750	$ 101,500
Est. 2015	Ground Water Wells	$ 300,000	$ -	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 200,000	$ 300,000
Est. 2015	MWRA I&I - Sewer Main Relining	$ 242,250	$ -	$ 48,450	$ 48,450	$ 48,450	$ 48,450	$ 48,450	$ -	$ 242,250
										$ -
Water and Sewer Enterprise Principal			**$ 1,884,424**	**$ 1,998,403**	**$ 1,996,150**	**$ 1,899,527**	**$ 1,492,148**	**$ 1,335,755**	**$ 5,087,045**	**$ 15,693,451**
Total Amount Remaining			**$ 15,693,451**	**$ 13,809,028**	**$ 11,810,625**	**$ 9,814,475**	**$ 7,914,948**	**$ 6,422,800**	**$ 5,087,045**	**$ -**

Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2015 Interest	Fiscal Year 2016 Interest	Fiscal Year 2017 Interest	Fiscal Year 2018 Interest	Fiscal Year 2019 Interest	Fiscal Year 2020 Interest	Issue Balance	Total 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	$ 1,240	$ 400	$ -	$ 19,320
1999	Sewer (Union St) *Refunded 2012	$ 615,000	$ 4,530	$ 3,620	$ 2,520	$ 1,500	$ 740	$ 240	$ -	$ 13,150
1999	Water (Lakeshore Dr) *Refunded 2012	$ 500,000	$ 4,480	$ 3,660	$ 2,580	$ 1,520	$ 740	$ 240	$ -	$ 13,220
2000	Water (Lakeshore Dr) *Refunded 2012	$ 540,000	$ 5,680	$ 4,960	$ 4,020	$ 3,100	$ 2,200	$ 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	$ 2,100	$ 700	$ 34,620
2002	Sewer (Lakeshore Rd) *Refunded 2013	$ 430,000	$ 5,400	$ 5,000	$ 4,400	$ 3,600	$ 2,800	$ 2,000	$ 1,800	$ 25,000
2002	Sewer (Leach Ln) *Refunded 2013	$ 210,000	$ 2,900	$ 2,700	$ 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	$ 32,288	$ 106,448	$ 366,720
2007	Water Treatment (MWPAT) *Refunded (Net amount)	$ 4,884,838	$ 83,651	$ 75,937	$ 61,931	$ 51,225	$ 40,439	$ 29,667	$ 34,309	$ 377,159
2008	Water Treatment Plant *Refunded	$ 225,925	$ 1,788	$ 1,088	$ 563	$ -	$ -	$ -	$ -	$ 3,438
2009	Water Relining	$ 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 Relining	$ 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	$ 813	$ 17,001
2011	Phase V	$ 800,000	$ 21,325	$ 19,675	$ 16,925	$ 15,275	$ 13,625	$ 11,425	$ 34,900	$ 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	$ 2,400	$ 1,800	$ 33,300
2012	Variable Frequency Drives	$ 260,000	$ 6,500	$ 5,750	$ 5,000	$ 4,000	$ 3,000	$ 2,000	$ 1,500	$ 27,750
2012	DPW Headquarters Renovations	$ 504,000	$ 13,000	$ 11,500	$ 10,000	$ 8,000	$ 6,000	$ 4,000	$ 3,000	$ 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	$ 30,250	$ 111,513	$ 354,613
2013	Replace Ground Water Wells	$ 300,000	$ 9,300	$ 8,700	$ 7,800	$ 6,600	$ 5,400	$ 4,200	$ 5,400	$ 47,400
2013	Filter Modification @ Springvale WTP	$ 200,000	$ 6,200	$ 5,800	$ 5,200	$ 4,400	$ 3,600	$ 2,800	$ 3,600	$ 31,600
2014	Replace Ground Water Wells	$ 300,000	$ 10,271	$ 10,025	$ 9,025	$ 8,025	$ 7,025	$ 6,225	$ 25,700	$ 76,296
2014	Town Forest Reservoir Roof	$ 220,000	$ 7,555	$ 7,369	$ 6,619	$ 5,869	$ 5,119	$ 4,519	$ 17,926	$ 54,976
2014	Prime Park Pump Station Wall	$ 150,000	$ 5,640	$ 5,438	$ 4,688	$ 3,938	$ 3,188	$ 2,588	$ 4,502	$ 29,982
2014	Energy Efficiency Upgrades - Springvale WTP	$ 150,000	$ 5,640	$ 5,438	$ 4,688	$ 3,938	$ 3,188	$ 2,588	$ 4,502	$ 29,982
2014	Tonka Valves & Filters - Springvale WTP	$ 100,000	$ 3,760	$ 3,625	$ 3,125	$ 2,625	$ 2,125	$ 1,725	$ 3,000	$ 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	W-22 (Dump Truck w/Plow)	$ 220,000	$ 8,891	$ 8,300	$ 6,300	$ 4,550	$ 2,800	$ 1,400	$ -	$ 32,241
2014	W-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	$ 4,200	$ 35,474
Est. 2015	Sewer Station and Generator Upgrades (Travis Road)	$ 360,000	$ -	$ 14,400	$ 12,960	$ 11,520	$ 10,080	$ 8,640	$ 21,600	$ 79,200
Est. 2015	Sewer Pump Station Replacement (Eliot Hill)	$ 230,000	$ -	$ 9,200	$ 8,280	$ 7,360	$ 6,440	$ 5,520	$ 13,800	$ 50,600
Est. 2015	Public Works Expansion	$ 101,500	$ -	$ 4,060	$ 3,654	$ 3,248	$ 2,842	$ 2,436	$ 6,090	$ 22,330
Est. 2015	Ground Water Wells	$ 300,000	$ -	$ 12,000	$ 11,200	$ 10,400	$ 9,600	$ 8,800	$ 44,000	$ 96,000
Est. 2015	MWRA I&I - Sewer Main Relining	$ 242,250	$ -	$ -	$ -	$ -	$ -	$ -		$ -
										$ -
	BAN interest, Admin Fees and Issue Costs	$ -	$ 30,000	$ 30,000						$ 60,000
Water and Sewer Enterprise Interest			**$ 472,383**	**$ 464,325**	**$ 364,638**	**$ 295,306**	**$ 230,199**	**$ 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

	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Issue	Total
Water & Sewer Enterprise Fund Principal	$ 1,884,424	$ 1,998,403	$ 1,996,150	$ 1,899,527	$ 1,492,148	$ 1,335,755	$ 5,087,045	$ 15,693,451
Water & Sewer Enterprise Fund Interest	$ 472,383	$ 464,325	$ 364,638	$ 295,306	$ 230,199	$ 180,947	$ 452,743	$ 2,460,540
Total Annual Debt Service	**$ 2,356,806**	**$ 2,462,728**	**$ 2,360,788**	**$ 2,194,833**	**$ 1,722,347**	**$ 1,516,702**	**$ 5,539,788**	**$ 18,153,991**
Total Amount Remaining	**$ 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 2016) 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.

FY 2015 Indirects - Detail

PERCENTAGE ALLOCATIONS	PERSONNEL	FRINGE	EXPENSES	TOTAL	Salary	Expense	Percent	Total 2014 Appr.	Description
DPW ADMINISTRATION	$ 88,367	$ 34,116	$ 18,064	$ 140,547	257,329	54,180	33.3%	311,509	DPW ADMIN. (Total Cost)
BUILDING MAINTENANCE	-	-	41,488	41,488	-	331,900	12.5%	331,900	BLDG MAINT (Total Cost)
ENGINEERING SERVICES	222,683	85,973	50,825	359,481	432,393	101,650	50.0%	534,043	ENGINEERING (Total Cost)
GIS SERVICES	(54,590)	(21,076)	-	(75,666)	(212,000)	-	25.0%		GIS ACTIVITIES SUPPORTING THE GENERAL FUND
EQUIPMENT MAINTENANCE	190,459	73,532	107,531	371,522	554,626	322,527	33.3%	877,153	EQUIPMENT MAINT. (Total Cost)
HIGHWAY MAINTENANCE	134,040	51,750	101,435	287,225	1,626,695	1,264,762	8.0%	2,891,457	HIGHWAY (Total Cost)
POLICE	49,171	18,984	1,943	70,098	6,365,202	259,013	0.75%	6,624,215	POLICE (Total Cost)
FIRE	40,420	15,605	1,100	57,125	7,848,621	220,000	0.50%	8,068,621	FIRE (Total Cost)
STREET LIGHTING	-	-	2,967	2,967		148,350	2.0%	148,350	STREETLIGHTS (Total Cost)
ASSESSING	3,635	1,403	1,017	6,055	352,852	101,700	1.0%	454,552	ASSESSING (Total Cost)
TOWN ADMINISTRATOR	98,496	37,983	27,345	163,824	956,270	273,450	10.0%	1,229,720	TOWN ADMINISTRATOR (Total Cost)
COMMUNITY DEVELOPMENT	86,518	33,403	2,680	122,601	839,977	26,800	10.0%	866,777	COMMUNITY DEVELOPMENT (Total Cost)
INFORMATION TECHNOLOGY	33,306	12,859	75,550	121,715	323,364	755,500	10.0%	1,078,864	INFORMATION TECHNOLOGY (Total Cost)
TREASURER	6,301	2,432	15,975	24,708	48,933	127,800	12.5%	176,733	TREASURER (General Office Personnel)
TREASURER	18,113	6,993	-	25,106	50,243	-	35.0%	50,243	TREASURER (Salaries of Treasurer & Asst. Treasurer)
COLLECTOR	(39,655)	(15,310)	-	(54,965)	(77,000)	-	50.0%	(77,000)	COLLECTOR
COLLECTOR	42,264	16,317	-	58,581	117,236	-	35.0%	117,236	COLLECTOR (Salaries of Collector & Asst. Collector)
COMPTROLLER	48,473	18,714	3,431	70,618	376,484	27,450	12.5%	403,934	COMPTROLLER (Total Cost)
ANNUAL REPORT	-	-	205	205		4,100	5.0%	4,100	ANNUAL REPORT (Total Cost)
LEGAL SERVICES	-	-	38,550	38,550		308,400	12.5%	308,400	LEGAL SERVICES (Total Cost)
PROPERTY INSURANCE	-	-	257,720	257,720		644,300	40.0%	644,300	PROPERTY INSURANCE (Total Cost)
ELECTRIC / NATURAL GAS	-	-	12,557	12,557		750,557	1.7%	750,557	ENERGY ELECTRIC / NATURAL GAS (DPW Admin. Use)
GASOLINE / DIESEL	-	-	105,340	105,340		526,700	20.0%	526,700	ENERGY GASOLINE / DIESEL (All W/S Vehicle Fuels charged here)
SUBTOTAL	**968,000**	**373,678**	**865,723**	**2,207,400**					

DRAFT 10/30/2013

Water/Sewer Enterprise Fund Projection & Initial Proposed Single-Family Home Rate for FY 201

Water/Sewer Enterprise Fund Projection - FY 2016 - FY 2018

Summary: The projection shown below is for planning purposes **ONLY**. It is not intended to serve as a budget or plan for expenditures. Accounting for level indirect costs and funding of requested capital projects through a mixture of debt and retained cash financing, FY 2016 should see an increase of 4.07% in most rates (See below). Later years, however, rates will likely be between 4.0-6.0% increases annually, driven mainly by anticipated 10.0-12.0% increases in the MWRA assessment annually and full funding of capital requests.

	2013 Actual	2014 Appropriated	2015 Appropriation	2016 Estimate	2017 Estimate
Revenues					
User Charges	$ 12,023,829	$ 12,502,396	$ 12,912,688	$ 13,419,755	$ 14,469,594
Connection Fees	$ 269,944	$ 70,000	$ 70,000	$ 100,000	$ 100,000
Other Departmental Income	$ 1,630,171	$ 1,100,000	$ 1,100,000	$ 1,100,000	$ 1,100,000
Investment Income	$ 12,776	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Capital Article Closeouts/Trans.	39,369	$ -	$ -	$ -	$ -
Retained Earnings	$ 1,291,746	$ 147,000	$ 245,000	$ 342,000	$ 77,000
Total Revenues	**$ 15,267,835**	**$ 13,839,396**	**$ 14,347,688**	**$ 14,981,755**	**$ 15,766,594**
Expenses					
Sewer	$ 5,645,452	$ 5,645,452	$ 6,150,709	$ 6,588,213	$ 7,279,975
Water	$ 2,040,982	$ 2,040,982	$ 2,177,734	$ 2,202,379	$ 2,268,450
Utility Billing	$ 119,126	$ 119,126	$ 229,040	$ 187,550	$ 193,177
Fringe Benefits	$ 650,033	$ 650,033	$ 692,089	$ 791,486	$ 854,805
Debt Service	$ 2,045,440	$ 2,045,440	$ 2,445,716	$ 2,462,728	$ 2,685,788
Reserve Fund	$ -	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Indirects (included in G/F)	$ 2,581,514	$ 2,323,579	$ 2,207,400	$ 2,207,400	$ 2,207,400
Capital	$ 796,000	$ 147,000	$ 245,000	$ 342,000	$ 77,000
Total Expenses	**13,878,545**	**13,171,611**	**14,347,688**	**14,981,755**	**15,766,594**

Preliminary Proposed Single-Family Water & Sewer Rates for FY 2016

Summary: Just as the projection above, the projected rates below are purely for illustrative purposes only. Actual rates will be determined through recalibration of the rate model in preparation of meeting with the Water & Sewer Commissioners for FY 2016 rate setting, which will begin in April 2015. Should the budget be approved as it is recommended, including funding of the revised capital requests, the impact upon this years rates is shown below. Average W/S bills for a single family home would increase around 4.07%, or $17.49 annually.

Rate Options for the average Single-Family House (17.35 HCF/quarter)

2015	**Combined Rate**	**Consumption**	**Qtr. Cost**	**Annual Cost**	**3.93%**
Bills	$ 5.90	10	$ 59.00	$ 236.00	
	$ 10.43	7.35	$ 76.66	$ 306.64	
		17.35	**$ 135.66**	**$ 542.64**	
2016 (draft)	**Combined Rate**	**Consumption**	**Qtr. Cost**	**Annual Cost**	
Bills	$ 6.13	10	$ 61.32	$ 245.27	
	$ 10.84	7.35	$ 79.67	$ 318.68	
		17.35		**$ 563.95**	

Cost increase/year over FY 2015	**$ 21.31**
Cost increase/quarter over FY 2015	**$ 5.33**

Article 15

FY 2016 Omnibus Article

Motion I: Sassamon Trace Enterprise Fund

Finance Committee Recommendations

Motions for Section I: Sassamon Trace Enterprise Fund

Motion 1 for Sassamon Trace Enterprise Fund - Section I under Article 15:

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

Sassamon Trace Operations		
Salaries	$	287,028
Expenses	$	298,899
Total GC Operations	**$**	**585,927**
Sassamon Trace Fringe Benefits		
Other Personal Services	$	58,828
Other - Chgs. & Expenditures	$	5,201
Total GC Fringe Benefits	**$**	**64,029**
Sassamon Trace Debt Service		
Principal	$	213,500
Interest	$	46,454
Total GC Debt Service	**$**	**259,954**
Motion Total	**$**	**909,910**
And that the above Total Budget Amount be raised from the following sources:		
Tax Levy of Fiscal Year 2016	$	280,000
Golf User Fees	$	594,971
Golf Retained Earnings	$	34,939
	$	**909,910**

Finance Committee Recommendations

Motions for Section I: Sassamon Trace Enterprise Fund

Motion 2 for Sassamon Trace Enterprise Fund - Section I under Article 15:

Move that the Town vote to APPROVE the following indirect cost allocations raised in the General Fund:

PERCENTAGE ALLOCATIONS		TOTAL
LF & NR	$	8,362
RECREATION	$	9,363
TOWN ADMINISTRATOR	$	4,845
FINANCE	$	5,890
PROPERTY INSURANCE	$	2,993
GASOLINE/DIESEL	$	2,635
SUBTOTAL - GENERAL FUND		34,087

And that the Sum of $34,087 appropriated in the General Fund be raised from the following source:

Golf User Fees	$	34,087
(See Motion for Section G, Article 15: Shared Expenses (Unclassified))	**$**	**34,087**

SECTION I: SASSAMON TRACE ENTERPRISE FUND

PURPOSE OF BUDGET:
The purpose of this Article is to fund the Sassamon Trace Operations operating budget for the Fiscal Year 2016 (July 1, 2015 through June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 12-0-0 on February 3, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the Sassamon Trace Enterprise Fund budget under Article 15, Section I, and that the sum of $909,910 be appropriated as noted in the motion.*

By a vote of 12-0-0 on February 3, 2015, the Finance Committee recommends ***Approval*** *of the allocation of Sassamon Trace Indirect Costs under Article 15, Section I as noted in the motion.*

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

- The Sassamon Trace Enterprise Fund is presented as a consolidated budget inclusive of all sections of the budget. However, the proposed budget for each section was reviewed separately.
- Highlights of recent activities and current projections for the golf course include the following:
    - Golf course rounds were up 5% over the previous year;
    - Season pass holders were up 16% over last year;
    - Total revenue was up 10 1/2 %;
    - Year to date from July 1, 2014 to January 31, 2015:
        - Rounds: up 2.7%
        - Total Revenue: up 5.2%
        - FY14 merchandise profit: up $12,151 or 26% from FY13
        - FY14 Operating Expenses: down $1,243 from FY13
        - FY14 Season pass holder Revenue: up $22,334 from FY13
        - FY14 Transient revenue was $25,331 from FY13
        - FY14 Total golf course revenue: up $58,671 from FY13
        - FY14 Number of rounds: up 1,362
        - Revenue per round is increasing

Sassamon Trace Operations:

- Successful water conservation measures avoided the need to use the town water supply for irrigation.
- With the retirement of the assistant superintendent, an assessment showed this position could be covered with part-time hours reflected in reduced salaries for operational staff and increase salaries for maintenance support.
- Revenue for increased sales of merchandise and sales tax costs are offset with revenue from the sales.

Sassamon Trace Employee Fringe Benefits:

- Committee members reviewed the Sassamon Trace fringe benefits budget holistically with the total fringe budgets in section G of this Recommendation Book and it reflects the health costs noted in that section.
- Fringe benefits reflect the January 2015 Contributory Retirement valuation which is also discussed in Section G of this Recommendation Book.

Sassamon Trace Debt Service:

- Debt Service obligation is for obligations to pay for approved projects that have been voted on by prior Town Meetings.

Sassamon Trace Indirect Costs Allocation:

- Indirect Cost Allocations are not an appropriation but they are approved as a separate line within the Enterprise Fund budget because the expenses are charged to the Enterprise Fund but paid out of the General Fund. The expenses are voted and appropriated out of the General Fund by Town Meeting, and the General Fund receives the indirect costs as revenues from the Enterprise Funds.
- There are no proposed changes in the indirect cost allocations. In prior years, a plan to reduce the indirect cost allocations over three consecutive years was presented with this being the third year. However, costs have increased to the point where the Town Administration feels that the indirect cost allocations are now realistic.

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 $ (+/-)	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 $ (+/-)	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 $ (+/-)	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%**
Indirects	***$ -***	***$ 32,246***	***$ 34,087***	***$ 34,087***	**$ 0**	**0.00%**
Golf Course - All Expenses	**$ 840,903**	**$ 846,156**	**$ 924,226**	**$ 943,997**	**$ 19,771**	**2.14%**

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.

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.

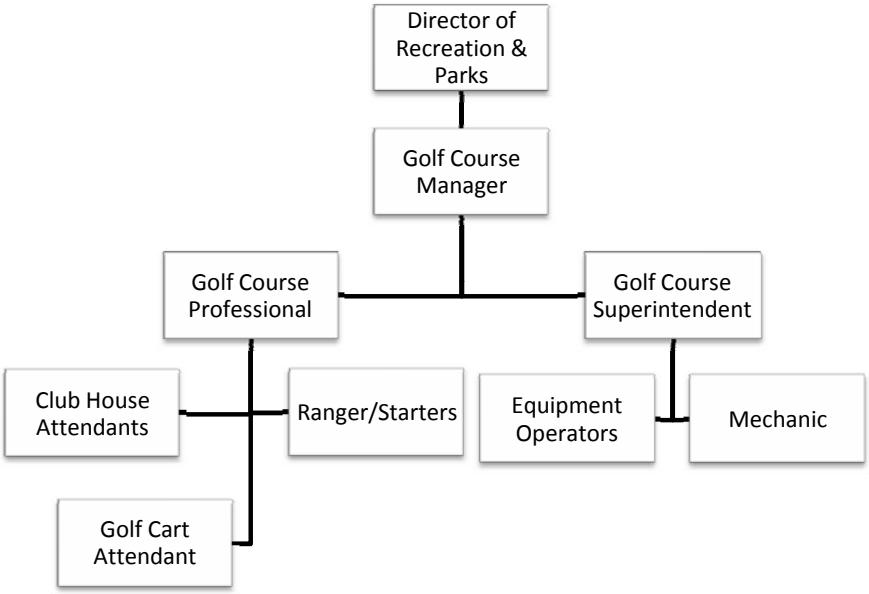
Town of Natick

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

	2012	**2013**	**2014**	**2015***	**2016***
Efficiency Indicators					
Revenue Per Round	$19.02	$19.90	$20.97	$20.99	$22.77

	2012	**2013**	**2014**	**2015***	**2016***
Outcome Indicators					
Number of Season Pass Holders	194	213	247	186	205
Number of Senior Pass Holders	76	85	96	73	83
Number of Junior Pass Holders	36	52	74	40	51

* Projected Numbers

Town of Natick

Home of Champions

Department: Sassamon Trace | Enterprise Fund

Operations

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

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 $ (+/-)	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 $ (+/-)	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%**

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-benefited employees.

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

Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2015 Principal	Fiscal Year 2016 Principal	Fiscal Year 2017 Principal	Fiscal Year 2018 Principal	Fiscal Year 2019 Principal	Fiscal Year 2020 Principal	Issue Balance	Total Principal
2002	2002 Golf Course (Refinanced 2013)	$ 2,975,000	$ 145,000	$ 140,000	$ 135,000	$ 130,000	$ 130,000	$ 125,000	$ 250,000	$ 910,000
2004	2002 Golf Course (Landfill Portion)	$ 576,453	$ 34,388	$ 34,098	$ 33,228	$ 32,938	$ 27,428	$ 27,138	$ -	$ 154,830
2006	2007 Golf Course (Landfill Portion)	$ 131,631	$ 9,402	$ 9,402	$ 9,402	$ 9,402	$ 9,402	$ 9,402	$ -	$ 47,010
2014	2013 Golf Carts	$ 117,000	$ 32,000	$ 30,000	$ 30,000	$ 25,000	$ -	$ -	$ -	$ 85,000
Golf Course Enterprise Principal		**$ 3,800,084**	**$ 220,790**	**$ 213,500**	**$ 207,630**	**$ 197,340**	**$ 166,830**	**$ 161,540**	**$ 250,000**	**$ 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 Interest	Fiscal Year 2016 Interest	Fiscal Year 2017 Interest	Fiscal Year 2018 Interest	Fiscal Year 2019 Interest	Fiscal Year 2020 Interest	Issue Balance	Total Interest
2002	2002 Golf Course (Refinanced 2013)	$ 2,975,000	$ 37,900	$ 35,000	$ 30,800	$ 25,400	$ 20,200	$ 15,000	$ 15,000	$ 141,400
2004	2002 Golf Course (Landfill Portion)	$ 576,453	$ 5,821	$ 4,996	$ 3,760	$ 2,550	$ 1,458	$ 454	$ -	$ 13,219
2006	2007 Golf Course (Landfill Portion)	$ 131,631	$ 2,690	$ 2,207	$ 1,721	$ 1,232	$ 740	$ 247	$ -	$ 6,147
2014	2013 Golf Carts	$ 117,000	$ 4,743	$ 4,250	$ 2,750	$ 1,250	$ -		$ -	$ 8,250
Golf Course Enterprise Interest		**3,800,084**	**51,154**	**46,454**	**39,031**	**30,432**	**22,398**	**15,701**	**15,000**	**$ 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

	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Issue Balance	Total P&I
Golf Course Enterprise Fund Principal	$ 220,790	$ 213,500	$ 207,630	$ 197,340	$ 166,830	$ 161,540	$ 250,000	$ 1,196,840
Golf Course Enterprise Fund Interest	$ 51,154	$ 46,454	$ 39,031	$ 30,432	$ 22,398	$ 15,701	$ 15,000	$ 169,015
Total Annual Debt Service	**$ 271,944**	**$ 259,954**	**$ 246,661**	**$ 227,772**	**$ 189,228**	**$ 177,241**	**$ 265,000**	**$ 1,365,855**
Total Amount Remaining	**$ 1,365,855**	**$ 1,105,902**	**$ 859,241**	**$ 631,469**	**$ 442,241**	**$ 265,000**	**$ -**	

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

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.

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 gorwth, this maybe 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	FY23 Forecasted	FY24 Forecasted	FY25 Forecasted
Starting Balance Retained Earnings		**See Below**	**$ 201,094**	**$ 174,461**	**$ 139,522**	**$ 113,728**	**$ 68,146**	**$ 78,344**	**$ 71,897**	**$ 59,002**	**$ 75,140**	**$ 76,790**	**$ 67,242**
Revenue													
Golf Course Revenue	$ 560,802												
Season Passes		$ 120,304	$ 107,728	$ 123,778	$ 128,910	$ 134,043	$ 139,176	$ 151,524	$ 149,441	$ 154,574	$ 159,707	$ 164,840	$ 169,972
Greens Fees		$ 366,738	$ 341,151	$ 390,487	$ 398,722	$ 415,973	$ 432,693	$ 436,933	$ 453,652	$ 470,372	$ 475,569	$ 492,289	$ 509,008
Rental		$ 79,744	$ 82,310	$ 77,135	$ 86,402	$ 86,402	$ 86,402	$ 95,669	$ 95,669	$ 100,302	$ 109,569	$ 118,836	$ 118,836
Instruction		$ 7,376	$ 10,334	$ 8,240	$ 8,487	$ 14,700	$ 15,141	$ 15,595	$ 16,063	$ 16,545	$ 17,041	$ 17,553	$ 18,079
F&B, Merc, Tax		$ 45,311	$ 46,984	$ 45,419	$ 46,554	$ 47,718	$ 48,911	$ 50,134	$ 51,387	$ 52,672	$ 53,989	$ 55,338	$ 56,722
Total Golf Course Revenue	**$ 560,802**	**$ 619,473**	**$ 588,507**	**$ 645,058**	**$ 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	41,532	42,570	43,634
Total Revenue	**$ 907,163**	**$ 966,893**	**$ 932,594**	**$ 959,997**	**$ 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	$281,114	244,947	271,945	259,954	246,661	227,772	189,228	177,241	135,000	130,000	0	0	0
Capital				16,000	26,960	90,085	107,573	134,823	124,823	92,788	72,676	88,968	94,243
Total Expenses	**$ 840,903**	**$ 846,156**	**$ 924,227**	**$ 959,997**	**$ 974,869**	**$ 1,019,418**	**$ 977,124**	**$ 1,016,302**	**$ 989,107**	**$ 978,326**	**$ 855,758**	**$ 900,973**	**$ 936,647**
Year-End Balance	**$ 66,261**	**$ 120,737**	**$ 8,367**	**$ 0**	**$ 10,019**	**$ (8,874)**	**$ 47,824**	**$ 32,119**	**$ 26,635**	**$ 56,657**	**$ 43,181**	**$ 33,023**	**$ 23,239**
Ending Balance Retained Earnings		**201,094**	**174,461**	**139,522**	**113,728**	**68,146**	**78,344**	**71,897**	**59,002**	**75,140**	**76,790**	**67,242**	**46,848**

ARTICLE 16

Morse Institute Library Fiscal 2016 Budget

(Town Administrator)

To see what sum of money the Town will vote to raise and appropriate, or otherwise provide, for the maintenance and operation of the Morse Institute Library, for Fiscal Year 2016 (July 1, 2015 through June 30, 2016); or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to fund the operating budget of the Morse Institute Library for the Fiscal Year 2016 (July 1, 2015 – June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:
By a vote of 11-0-0 on March 10, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 16.*

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

- The Library Director presented the strategic plan and mission of the library which has not changed and is designed to meet the needs of Natick and the community now and in the future. The current strategic plan will be running out in about 16 months so the Director and Trustees are starting to review it for potential updates for the next Strategic Plan.
- The presentation also included the extensive use of the services (circulation, card holders, etc.) and the offerings (books, tapes, programs, special projects such as the Veteran's Oral History project, etc.).
- The Municipal Appropriation Requirement is the state's mandated minimum requirement for funding that in Natick includes both the Morse Institute and the Bacon Free Library. These figures have been verified with both library commissioners. The amount needed to stay certified which allows us to participate in the loan programs with other libraries and to get over $40,000 in state aid is $2.2 million. The budget request for both libraries is a little over $2.3 million.
- Unfortunately, state funding of the Veteran's Oral History project has been cut.
- In addition to the municipal budget, funding to support the library comes from the endowment, from the revolving funds, from private citizen donations and donated used books sales. The non-municipal funds go to buy books and other lending materials, equipment maintenance, etc. but all personnel costs are in the municipal budget.
- The library budget was originally heard on February 12th and voted Favorable Action by a vote of 13-0-0. The warrant article was voted separately later.

MOTION (requires majority vote):
The motion is as appears on the following page.

Finance Committee Recommendations

Motions for Article 16: Morse Institute Library

Motion for Morse Institute Library (Article 16)

Motion: Move that the Town vote to appropriate the Total Budget Amount shown below to be expended under the direction of the Morse Institute Library Board of Trustees for the operation of the Morse Institute Library, for the Fiscal Year July 1, 2015 through June 30, 2016.

Morse Institute Library		
Salaries & Expenses	$	2,090,345
Total Morse Institute Library	**$**	**2,090,345**

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

Tax Levy of Fiscal Year 2016	$	2,090,345
	$	**2,090,345**

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%**

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.

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.

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.

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

Staffing	2012	2013	2014	2015	2016
Library Director	1	1	1	1	1
Assistant Library Director	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Community Relations Coordinator	0.7	0.7	0.7	0.7	0.7
Supervisors/Department Heads	4	4	4	4	4
Children's Librarian	1	1	1	1	1
Children's Programmer	1	1	1	1	1
Children's Room Associate	1	1	1	1	1
Young Adult Librarian	0.49	0.49	1	1	1
Reference Librarian	2.65	2.65	3.8	4.29	4.22
Bookmobile Coordinator	1	1	1	1	1
Technology Associate	1	1	1	1	1
Substitutes	1.20	1.20	0.32	0.33	0.14
Library Assistant	5.81	5.62	6.57	6.58	5.98
Library Associate	5.34	5.61	4.94	4.83	5.56
Bookkeeper	0.48	0.48	0.51	0.51	0.5
Library Clerk	0.69	0.69	0.21	0.21	0.2
Pages	1.43	1.63	1.51	1.23	1.42
Archivist (.47 FTE)	Not Counted	Not Counted	Not Counted	Not Counted	Not Counted
Other Pages (.20 FTE)	Not Counted	Not Counted	Not Counted	Not Counted	Not Counted
Total FTE	**30.79**	**31.07**	**31.56**	**31.68**	**31.72**
Total FT/PT	**15 FT / 38 PT**	**15 FT / 39 PT**	**16 FT / 38 PT**	**16 FT / 40 PT**	**16 FT / 40PT**

Notes

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

Town of Natick

Home of Champions

Department: Morse Institute Library

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

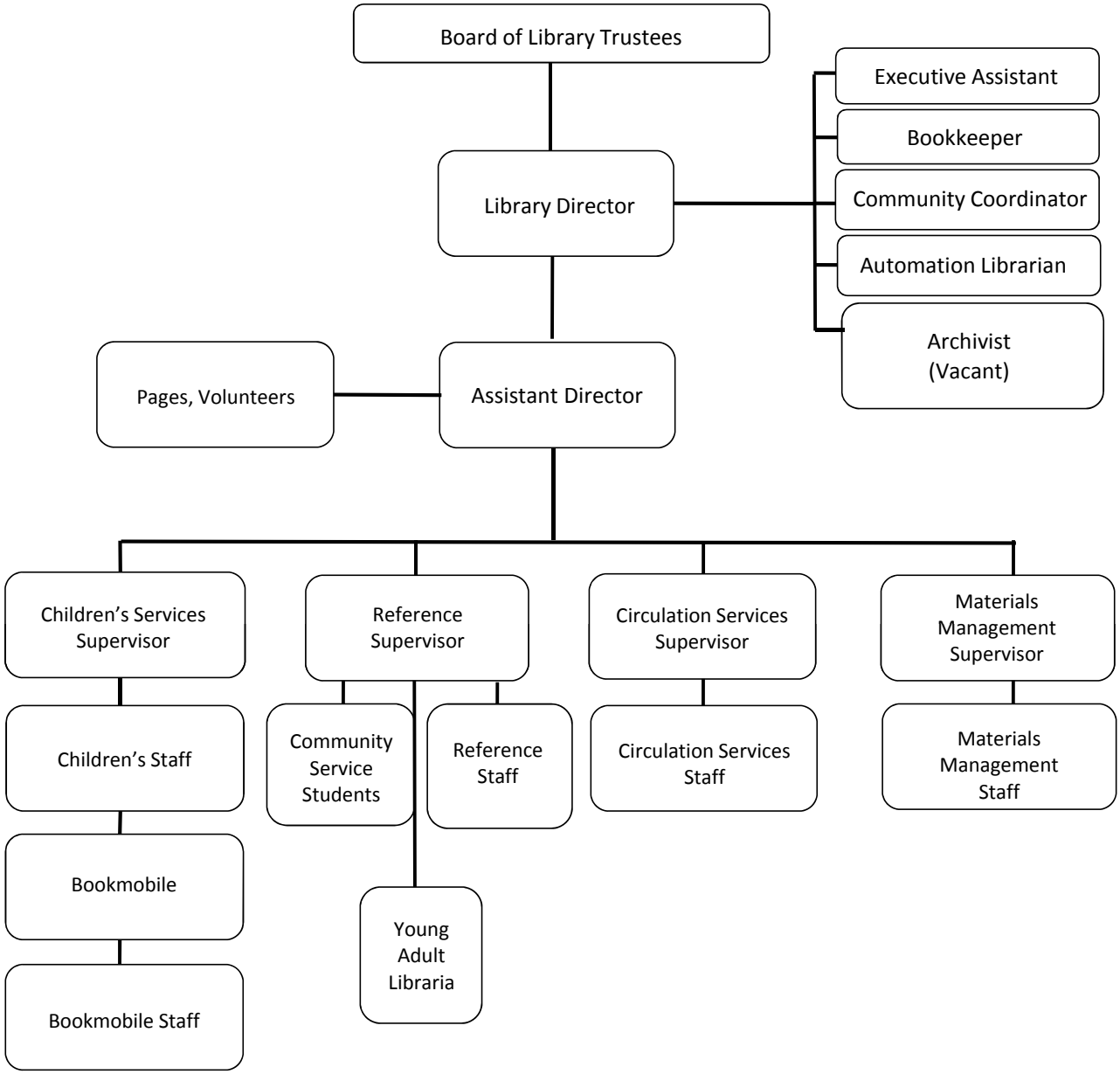
% of Natick Residents with Library Cards	62%	62.50%	62.80%	62%	63%

Town of Natick

Home of Champions

Department: Morse Institute Library

Organizational Chart



Town of Natick

Home of Champions

Department: Morse Institute Library

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	2015 vs. 2016 % (+/-)
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 (Actual)	Fiscal Year 2013 (Actual)	Fiscal Year 2014 (Actual)	Fiscal Year 2015 (Budget)	Fiscal Year 2016 (Budget)	Notes
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	

EXPENSES	Fiscal Year 2012 (Actual)	Fiscal Year 2013 (Actual)	Fiscal Year 2014 (Actual)	Fiscal Year 2015 (Budget)	Fiscal Year 2016 (Budget)	Notes
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

ARTICLE 17

Bacon Free Library Fiscal 2016 Budget

(Town Administrator)

To see what sum of money the Town will vote to raise and appropriate, or otherwise provide, for the maintenance and operation of the Bacon Free Library, for Fiscal Year 2016 (July 1, 2015 through June 30, 2016); or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to fund the operating budget of the Bacon Free Library for the Fiscal Year 2016 (July 1, 2015 – June 30, 2016).

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:
By a vote of 11-0-0 on March 10, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 17.*

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

- The Library Director presented the mission and goals of the library to provide popular and learning resources for the community as envisioned by the original benefactor, Oliver Bacon, who wanted the library to have materials for a broad range of interests and topics.
- In answer to why we need two libraries, the Chairmen of the Bacon Free Library Board of Trustees noted that the libraries themselves serve similar but different functions and felt they serve somewhat different geographical areas.
- The Municipal Appropriation Requirement is the state's mandated minimum requirement for funding that in Natick includes both the Morse Institute and the Bacon Free Library. These figures have been verified with both library commissioners. The amount needed to stay certified which allows us to participate in the loan programs with other libraries and to get over $40,000 in state aid is $2.2 million. The budget request for both libraries is a little over $2.3 million.
- In addition to the municipal budget, funding to support the library comes from the endowment, from the Annual Fund drive of the Friends of the library and from private citizen donations. The non-municipal funds go to buy materials, bring in author visits, etc. but all personnel costs are in the municipal budget.
- The library budget was originally heard on February 12th and voted Favorable Action by a vote of 13-0-0. The warrant article was voted separately later.

MOTION (requires majority vote):
The motion is as appears on the following page.

Finance Committee Recommendations

Motions for Article 17: Bacon Free Library

Motion for Bacon Free Library (Article 17)

Motion: Move that the Town vote to appropriate the Total Budget Amount shown below to be expended under the direction of the Bacon Free Library Committee for the operation of the Bacon Free Library, for the Fiscal Year July 1, 2015 through June 30, 2016.

Bacon Free Library		
Salaries & Expenses	$	153,968
Total Bacon Free Library	**$**	**153,968**

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

Tax Levy of Fiscal Year 2016	$	153,968
	$	**153,968**

Town of Natick

Home of Champions

Department: Bacon Free Library

Appropriation Summary

	2013 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	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.

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.

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**	***1 FT / 5 PT**	***1 FT / 5 PT**	***1 FT / 5 PT**

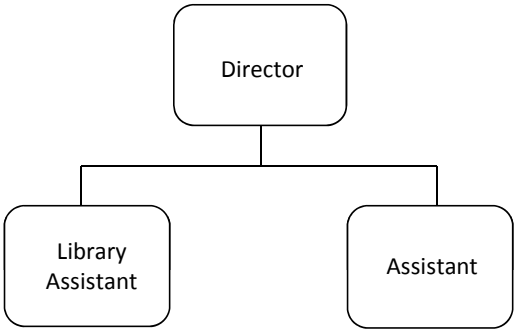
Notes

*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 Actual	2014 Actual	2015 Appropriated	2016 Preliminary	2015 vs. 2016 $ (+/-)	% (+/-)
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.

ARTICLE 18

School Bus Transportation Subsidy

(Superintendent of Schools)

To see if the Town will vote to appropriate and raise, or transfer from available funds, a sum of money for the purpose of operation and administration of the school bus transportation system, and to reduce or offset fees charged for students who elect to use the school bus transportation system for transportation to and from school, for Fiscal Year 2016 (July 1, 2015 through June 30, 2016); or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to appropriate funds specifically to support the Natick Public Schools regular bus transportation costs. Funds appropriated under this Article supplement the Town's appropriation in the Omnibus Budget and can only be used for this purpose.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 9-5-0 on February 26, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 18.*

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

- The FY 2016 request under this annual Article, which subsidizes Natick Public Schools regular transportation costs, is $371,573, which represents a 3% increase over FY 2015.
- Funds needed for the McKinney Vento Act requirements for the transportation of homeless children housed in Natick are separate from this subsidy.
- Committee members were informed that the School Department uses three sources of funds for regular education transportation purposes – the town appropriation, user fees, and funds appropriated by this transportation subsidy Article.
- Funds appropriated by the transportation subsidy Article are the last category of funds used by the School Department to cover transportation expenses and any amount from the subsidy that is not expended is returned to the town.
- Turn backs from a combination of the additional McKinney Vento funds voted by Town Meeting and this subsidy totaled $27,309 in FY 2014.
- Fees for families will remain the same as the current year ($150 per child, $300 maximum per family). The School Administration stated that without this support from the town, the bus fee would rise significantly.
- There was concern among some members of the committee as to why the automatic 3% increase year over year, especially in this year of tight budgets and would have preferred additional analysis before voting.

MOTION (requires majority vote):
Move that the Town vote to appropriate the sum of $371,573 from the Tax Levy for the purpose of operation and administration of the school bus transportation system for FY 2016, and to reduce or offset fees charged for students who elect to use the school bus transportation system for transportation to and from school, said funds to be expended under the direction of the Natick School Committee.

ARTICLE 19

Establish Revolving Fund: Pay for Performance Program

(Town Administrator)

To see if the Town will vote, pursuant to Chapter 44, Section 53E1/2 of the Massachusetts General Laws, to establish a Pay for Performance Revolving Fund in order to utilize monies received through the Town's Pay for Performance energy rewards program to fund future energy conservation and renewable energy projects; to authorize the Sustainability Coordinator, under the supervision of the Town Administrator, to expend money from such revolving fund; and to limit the total amount which may be expended from such fund up to and including $25,000 during the fiscal year beginning July 1, 2015; or take other action relative thereto.

PURPOSE OF ARTICLE:

The purpose of this Article is establish a new revolving fund with the source being the funds received from EverSource incentives when the Town implements energy efficiency programs with the intent to use these funds to further the Town's energy conservation and renewable energy programs throughout the facilities throughout the town.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 10-0-1 on March 5, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 19.*

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

- Although the title appears to imply that it is related to salaries, it is not at all. The Town receives incentive payments from EverSource (formerly NStar) when we implement energy efficiency programs with the expectation that these incentive payments be used for other energy efficiency programs.
- To date, we have received $11,150 in incentive payments. A revolving fund is the most practical way to isolate and manage these payments. A revolving fund would also allow us to use the funds readily when opportunities arise.
- This fund would be one that we would re-authorize every year. The Town Administration is proposing an annual spending cap of $25,000 for this fund as this is the maximum amount that is expected to be received and therefore expended each year.

MOTION (requires majority vote):

Move that the Town vote, pursuant to Chapter 44, Section 53E1/2 of the Massachusetts General Laws, to establish a Pay for Performance Revolving Fund in order to utilize monies received through the Town's Pay for Performance energy rewards program to fund future energy conservation and renewable energy projects; to authorize the Sustainability Coordinator, under the supervision of the Town Administrator, to expend money from such revolving fund; and to limit the total amount which may be expended from such fund up to and including $25,000 during the fiscal year beginning July 1, 2015.

ARTICLE 20

Re-authorization of Revolving Funds

(Town Administrator)

To see if the Town will vote to authorize the use of revolving funds previously established pursuant to votes of Town Meeting; to determine: 1) the programs and purposes for which each such revolving fund may be expended; 2) the departmental receipts which shall be credited to each such revolving fund; 3) the board, department or officer authorized to expend money from each such revolving fund; and 4) a limit on the total amount which may be expended from each such revolving fund in the fiscal year which begins on July 1, 2015; or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to reauthorize existing revolving funds and to set the annual maximum spending limit for each of the revolving funds.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By seven separate votes on March 5, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 20.*

The recommendations for each of the revolving funds pursuant to this Article are located below. During the Finance Committee public hearing, the following information was noted:

- The Revolving Funds requiring annual re-authorization by Town Meeting are authorized by MGL Chapter 44 §53E½. This law provides for the separate accounting of funds for a particular program or programs to which only the departmental receipts associated with that program may be deposited. It is an accounting technique, the benefit of which is that it allows the separate tracking of program receipts and expenditures.
- The consequence of not authorizing any or all of the revolving funds is that the funds would drop to free cash at the end of the fiscal year. Programs associated with revolving funds that were not re-authorized would need to be funded in a manner that could be more cumbersome and less transparent.
- The Finance Committee's recommendation and additional information on each of the revolving funds applicable to this Article appear on the following pages.

Motion	Fund	Authorization FY 2015	Recommended Authorization FY 2016	Starting Balance 7/1/2014	Revenues	Expenditures	Balance 1/31/2015
A	Council on Aging Transportation	$15,000	$15,000	$11,676	$30	$905	$10,801
B	DPW Surplus Vehicle and Purchases	$80,000	$80,000	$137,381	$87,816	$8,279	$216,918
C	Morse Institute Library Materials	$85,000	$85,000	$1,955	$33,587	$4,162	$31,381
D	Morse Institute Library Equipment & Maintenance	$25,000	$25,000	$3,401	$6,833	$3,575	$6,659
E	Community – Senior Center Equipment & Maintenance	$75,000	$75,000	$65,919	$29,263	$25,858	$65,323
F	Board of Health Immunization	$40,000	$40,000	$46,084	$14,767	$20,377	$40,475
G	Community – Senior Center Programs	$95,000	$95,000	$18,597	$28,537	$39,758	$7,376
H	Community – Board of Health Regional Coalition Tobacco Control	$25,000	$25,000	$0	$5,728	$0	$5,758

Revolving Account: ***Council on Aging Transportation***

- This fund is used to pay for long distance taxi fare to medical appointments for elderly residents when no other means of transportation is available. The number of people who use this program varies. Last year we used a little bit less funds because of our volunteer driver program.

- The Council on Aging seeks some reimbursement from the resident, or at least a contribution towards the fare, but some residents are unable to pay.

- For FY 2015, this fund was authorized for expenditures up to $15,000; the same amount is proposed for FY 2016.

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 11-0-0 on March 5, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 20, Motion A.*

MOTION A (requires majority vote):
Move that the Town vote to authorize the Council on Aging Director, with oversight by the Council on Aging, to expend up to and including $15,000 during the fiscal year beginning July 1, 2015 for the purpose of operating a subsidized transportation program for senior citizens, pursuant to Chapter 44 §53E½ of the Massachusetts General Laws, from the revolving fund established by vote of the April 1995 Annual Town Meeting under Article 27 for receipts received in connection with the subsidized transportation program.

Revolving Account:	***DPW Surplus Vehicle and Purchases***

- This revolving account can only be used for vehicle and equipment related purchases. It is used for purchases at auctions, equipment companies, and dealers – none of it is brand new but mostly used or demo when a special bargain is to be gained.

- A couple of pieces were recently bought for the police station and the garage to replace some equipment that didn't work anymore.

- The reason expenditures are low to date is that the Deputy Public Works Director did not have as much time as in the past to look for equipment because he was also acting as the interim director and due to the time needs from the winter weather.

- The reason for the sizable revenues is that the DPW switched to a different auction style online auction which has done very well – just in less than three years over $288,000 was brought in with the only cost to the town being the DPW Deputy Director's time and labor.

- For FY 2015, this fund was authorized for expenditures up to $80,000; the same amount is proposed for FY 2016.

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 11-0-0 on March 5, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 20, Motion B.*

MOTION B (requires majority vote):
Move that the Town vote to authorize the Department of Public Works to expend up to and including $80,000 during the fiscal year beginning July 1, 2015 under the direction of the Department of Public Works and the Town Administrator in order to utilize revenue from the sale of surplus vehicles to fund the purchase of vehicles and equipment at auction pursuant to Chapter 44 §53E½ of the Massachusetts General Laws, from the revolving fund established by vote of the April 2005 Annual Town Meeting under Article 17.

Revolving Account:	***Morse Institute Library Materials***

- This revolving account utilizes the funds collected from fines for overdue materials and from charges for lost or damaged materials for the purpose of purchasing new books and other related materials.

- For FY 2015, this fund was authorized for expenditures up to $85,000; the same amount is proposed for FY 2016.

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 11-0-0 on March 5, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 20, Motion C.*

MOTION C (requires majority vote):
Move that the Town vote, pursuant to Chapter 44, Section 53E½ of the Massachusetts General Laws, to authorize the Morse Institute Library Director, under the supervision of the Library Trustees, to expend up to and including $85,000 for the fiscal year beginning July 1, 2015, in order to utilize revenues collected from fines for overdue materials, and from charges for lost or damaged materials, for the purpose of purchasing new books and other related materials, from the revolving fund established by vote of the 2006 Spring Annual Town Meeting under Article 19.

Revolving Account:	***Morse Institute Library Equipment & Maintenance***

- This revolving fund utilizes the fees received from the rental of facilities at the Morse Institute Library for the purpose of maintenance and repair of Library facilities and equipment and the purchase of equipment for the Library..

- This is different from the prior fund because that fund is specific to books and materials while this one is for equipment for physical needs from the library.

- For FY 2015, this fund was authorized for expenditures up to $25,000; the same amount is proposed for FY 2016.

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 11-0-0 on March 5, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 20, Motion D.*

MOTION D (requires majority vote):
Move that the Town vote, pursuant to Chapter 44, Section 53E½ of the Massachusetts General Laws, to authorize the Morse Institute Library Director, under the supervision of the Library Trustees, to expend up to and including $25,000 for the fiscal year beginning July 1, 2015, in order to utilize revenues collected from rental of facilities at the Morse Institute Library for the purpose of maintenance and repair of Library facilities and equipment and purchase of equipment for the Library, from the revolving fund established by vote of the 2006 Spring Annual Town Meeting under Article 20.

Revolving Account:	***Community – Senior Center Equipment & Maintenance***

- This revolving fund utilizes fees received from building rental fees at the Community-Senior Center for the purpose of maintenance at the Center.

- In addition, this year the Town Administrator is proposing add language so that the funds can also be utilized to pay the salaries of part-time building monitors for the building during rental hours which is closely aligned with the rental program.

- For FY 2015, this fund was authorized for expenditures up to $75,000; the same amount is proposed for FY 2016.

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 11-0-0 on March 5, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 20, Motion E.*

MOTION E (requires majority vote):
Move that the Town vote, pursuant to Chapter 44, Section 53E½ of the Massachusetts General Laws, to authorize the Community Services Director, under the supervision of the Town Administrator, to expend up to and including $75,000 for the fiscal year beginning July 1, 2015, in order to utilize money received from building rental fees and donations for the purpose of funding maintenance of the Community-Senior Center and improvement projects for such building including salaries of part-time Building Monitors, from the revolving fund established by vote of the 2008 Spring Annual Town Meeting under Article 28.

Revolving Account:	***Board of Health Immunization***

- This revolving utilizes money received from Medicare and Medicaid and health insurance reimbursements from the Board of Health's flu clinics in order to subsidize funding for future flu clinics, children and adult immunization programs, pandemic and emergency preparedness.

- For FY 2015, this fund was authorized for expenditures up to $40,000; the same amount is proposed for FY 2016.

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 11-0-0 on March 5, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 20, Motion F.*

MOTION F (requires majority vote):
Move that the Town vote, pursuant to Chapter 44, Section 53E½ of the Massachusetts General Laws, to authorize the Director of Public Health, under the supervision of the Board of Health, expend up to and including $40,000 during the fiscal year beginning July 1, 2015, in order to utilize money received from Medicare, Medicaid and health insurance reimbursements from the Board of Health's annual flu clinics for the purpose of providing subsidized funding for future flu clinics, children and adult immunization programs, pandemic and emergency preparedness, from the revolving fund established by vote of the 2011 Spring Annual Town Meeting under Article 20.

Revolving Account:	***Community – Senior Center Programs***

- This revolving account utilizes funds from participants who pay fees for services.
- Services include all the fitness and wellness programs at the center, instructor led classes for exercise or dance, educational classes, lecture series, discussion groups as well as for art and culture activities such as portrait painting, quilting, etc.
- Funds are used to pay costs of the programs such as instructors fees.
- For FY 2015, this fund was authorized for expenditures up to $95,000; the same amount is proposed for FY 2016.

FINANCE COMMITTEE RECOMMENDATION:
By a vote of 11-0-0 on March 5, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 20, Motion G.*

MOTION G (requires majority vote):
Move that the Town vote, pursuant to Chapter 44, Section 53E½ of the Massachusetts General Laws, to authorize the Community Services Director and the Director of Human Services/Council on Aging, under the supervision of the Council on Aging, to expend up to and including $95,000 during the fiscal year beginning July 1, 2015, in order to utilize money received from participants in programs and activities for the purpose of funding said programs and activities at the Community-Senior Center, from the revolving fund established by vote of the 2012 Fall Annual Town Meeting under Article 15.

Revolving Account:	***Board of Health Regional Coalition Tobacco Control***

- This revolving account utilizes money received from retail tobacco permit fees and fines in order to implement the terms of the Regional Grant from the Metro West Health Foundation and to administer programs and enforcement with the goal of reducing tobacco use throughout the community.

- There is also a three-year grant of $110,000 over the three year period with the first year being about $40,000 which are also used for the same purposes and about $32,000 of that grant has been expended to date.

- The fund was established at 2014 Spring Annual Town Meeting, so had no starting balance.

- Nothing has been expended from the revolving fund because grant funds are being used first. Once the grant runs out, this revolving fund will be used. In the interim, the administration is building a baseline of funds in order to sustain the coalition after the grant funding runs out.

- For FY 2015, this fund was authorized for expenditures up to $25,000; the same amount is proposed for FY 2016.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 11-0-0 on March 5, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 20, Motion H.*

MOTION H (requires majority vote):

Move that the Town vote pursuant to Chapter 44, Section 53E1/2 of the Massachusetts General Laws, to authorize the Public Health Director, under the supervision of the Board of Health, to expend up to and including $25,000 during the fiscal year beginning July 1, 2015, in order to utilize money received through grants, retail tobacco dealer permit fees and fines for the purpose of funding tobacco control programs and enforcement, from the revolving fund established by vote of the 2104 Spring Annual Town Meeting under Article 33.

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ARTICLE 21

Capital Equipment

(Town Administrator)

To see if the Town will vote to appropriate and raise, or otherwise provide, a sum of money as may be required for capital equipment for the various departments of the Town of Natick; to determine whether this appropriation shall be raised by borrowing or otherwise; or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to fund the Town's capital needs. This is a recurring Article, included on every Spring Annual Town Meeting warrant.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 14-0-0 on February 24, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 21.*

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

- Descriptions of each of the items proposed for acquisition under this Article appear on the following pages. Additional information discussed by the committee appears below and is intended to supplement the information on the following pages.
- Members of the Capital Subcommittee met with a number of managers from Public Works, Facilities, Fire and Police and the School on February 23, 2015 to review the items being requested and provided a report to the entire committee.
- Portable Radios and Building Equipment: The police chief noted that the plan is to provide enough portable radios in schools to communicate directly with public safety; currently that can't be done because of the frequency f the radios and the equipment that they're using. At the high school, an in-house repeater allows use of their current radio system. The intent is to provide portable radios and building equipment for all the remaining schools with the same type of in-house transmitter.
- Purchase Van: The school van is for more than just transporting athletes as the original title of the request suggested. It is now designated for more general student activity use.
- Town LAN Core Router: The LAN Core Router is an architecture change in our equipment needed because the current router can no longer support the VoIP phone system.
- Recycling Side Arm Packer: The town is starting to see significant deterioration in the bodies of the trash packers. The intent is to repurpose the chassis of this vehicle and save the town $75,000 on a log loader.

The motions for Article 21 appear after the individual project description that appear on the following pages.

Article 21 - Capital Equipment - 2015 Spring Annual Town Meeting

Item #	Department	Item	Funding Source	Amount
1	Public Schools	Purchase Portable Radios And Building Equipment	Capital Stab. Fund	$ 162,000
2	Public Schools	Purchase Van For Transporting Academic Teams, Clubs, and Athletes	Capital Stab. Fund	$ 65,000
3	Police Department	Cruiser Replacement	Capital Stab. Fund	$ 80,000
4	Police Department	Replace Electronic Control Devices	Capital Stab. Fund	$ 19,500
5	Fire Department	Replace NFD Car 2	Capital Stab. Fund	$ 48,000
6	Fire Department	Replace NFD Car 1	Capital Stab. Fund	$ 31,500
7	Public Works	Replace S-31 (Trash Packer)	Tax Levy Borrowing	$ 280,000
8	Public Works	Purchase One New Recycling Side Arm Packer	Tax Levy Borrowing	$ 275,000
9	Public Works	Replace H-61 (Sidewalk Machine)	Tax Levy Borrowing	$ 142,000
10	Public Works	Replace H-56 (Two Loader Mounted Snow Blowers)	Tax Levy Borrowing	$ 275,000
11	Public Works	Purchase Three Loader Mounted One Way Snow Plows	Capital Stab. Fund	$ 35,000
12	Public Works	Replace LF-9 (Bucket Truck)	Tax Levy Borrowing	$ 200,000
13	Public Works	Replace Infield Groomer Tractor	Capital Stab. Fund	$ 27,000
14	Information Technology	Town LAN Core Router	Capital Stab. Fund	$ 50,000
15	Water/Sewer Enterprise	H & T Filter Piping Painting and Maintenance	W/S Retained Earn.	$ 250,000
16	Water/Sewer Enterprise	VFD Installs and Controls	W/S Borrowing	$ 195,000
17	Water/Sewer Enterprise	Replace SCADA PLC/CPU Equipment	W/S Borrowing	$ 285,000
18	Water/Sewer Enterprise	Replace WS#6 Generator	W/S Retained Earn.	$ 47,000
19	Water/Sewer Enterprise	Replace W-27 (1 Ton Work Truck)	W/S Retained Earn.	$ 45,000

Funding Sources for Appropriations under Article 21

Capital Stabilization Fund	**$518,000**
Tax Levy Borrowing	**$1,172,000**
Water & Sewer Borrowing	**$480,000**
Water & Sewer Retained Earnings	**$342,000**
Total Funding for Appropriations under Article 21	**$2,512,000**

Article 21
Capital Equipment
2015 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
1	**Public Schools**		
	Purchase Portable Radios And Building Equipment	$ 162,000	**Capital Stab. Fund**
	Priority Area A: Imminent threat to the health and safety of citizens or property		
	For every school, except high school, it is proposed that radios and equipment be purchased to enhance the safety of the staff and students. This has been evaluated by the Chief of Police. The benefit of this project is increased student safety. Lines of communication with the police dept and schools will be enhanced.		
2	**Public Schools**		
	Purchase Van For Transporting Academic Teams, Clubs, And Athletes	$ 65,000	**Capital Stab. Fund**
	E: Improvement of Productivity/Efficiency		
	Purchase 15 seat vehicle to transport students to various events. Currently the Schools contract for this service. The van would provide greater flexibility and cost savings.		
3	**Police Department**		
	Cruiser Replacement	$ 80,000	**Capital Stab. Fund**
	Priority Area A: Imminent threat to the health and safety of citizens or property		
	This is an annual request to replace front-line cruisers for the Natick Police Department. Overall in 2015 funds are being requested to purchase 5 cruisers. Two (2) cruisers in Spring and three (3) in the Fall. All cruisers are run to 100,000 miles and then get replaced or if they remain under 100,000 miles are transferred to another function in the Police Department. As the Crown Victoria is no longer available, we are now be purchasing the Ford Police Interceptor utility vehicle.		

Article 21
Capital Equipment
2015 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
4	**Police Department**		
	Replace Electronic Control Devices	$ 19,500	**Capital Stab. Fund**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	Current electronic control devices were purchased in 2009. Manufacturer recommended life is 5-6 years. In 2013 were already experiencing problems obtaining replacement parts for repairs due to technology improvements with the devices. We were notified in early 2014 that our current model was being retired by the manufacturer and parts for repair would not be available after first quarter 2015.		
5	**Fire Department**		
	Replace NFD Car 2	$ 48,000	**Capital Stab. Fund**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment.		
	Replace Deputy Chief's front line vehicle, move existing vehicle to replace front line vehicle NFD 5 which is a recycled 2004 Police Explorer. This vehicle is used in response to fire and emergency reponses and will be outfit with necessary equipment.		
6	**Fire Department**		
	Replace NFD Car 1	$ 31,500	**Capital Stab. Fund**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment.		
	Replacement of a 2005 Explorer which is used for Fire Chief's department responsibilities. This vehicle is used in response to fire and emergency reponses and will be outfit with necessary equipment.		
7	**Public Works Highway, Sanitation, Recycling Division**		
	Replace S-31 (Trash Packer)	$ 280,000	**Tax Levy Borrowing**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment.		
	Replacing 2008 rubbish packer/chassis. Existing chassis will be re-purposed for use in the LFNR Division with the log loader that was previously funded.		
8	**Public Works Highway, Sanitation, Recycling Division**		
	Purchase One New Recycling Side Arm Packer	$ 275,000	**Tax Levy Borrowing**
	E: Improvement of Productivity/Efficiency.		
	The success of the curbside recycling program has increased the tonnage of recyclable materials collected. The purchase of this vehicle will increase flexibility and efficiency in the operation of the sanitation program. The requested vehicle will help increase the useful service life of the entire sanitation fleet.		

Article 21
Capital Equipment
2015 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
9	**Public Works Highway, Sanitation, Recycling Division**		
	Replace H-61 (Sidewalk Machine)	$ 142,000	**Tax Levy Borrowing**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment.		
	Replacement of 1998 rubber tired sidewalk tractor with a multi-use vehicle that may be used throughout the year in support of Department responsibilities. This is considered a multi-use vehicle.		
10	**Public Works Highway, Sanitation, Recycling Division**		
	Replace H-56 (Two Loader Mounted Snow Blowers)	$ 275,000	**Tax Levy Borrowing**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment.		
	This will replace a large snow blower with fornt end loader mouted snow blower attachments. The large snow blower is well beyond its useful life and nearly impossible to get parts for.		
11	**Public Works Highway, Sanitation, Recycling Division**		
	Purchase Three Loader Mounted One Way Snow Plows	$ 35,000	**Capital Stab. Fund**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment.		
	This will purchase snow plows to be used on the front end loaders.		
12	**Public Works - Land Facilities and Natural Resources**		
	Replace LF-9 (Bucket Truck)	$ 200,000	**Tax Levy Borrowing**
	Priority Area A: Imminent threat to the health and safety of citizens or property.		
	Allocated funds would be used to replace a bucket truck that is used for tree work and other tasks such as flag pole repair, parking lot lighting, and community events such as the ball drop for Natick Days. The chassis of this vehicle is a 1990 model with 283,355 miles. The bucket lift is even older, a 1974 model, and shows significant signs of wear and increasing concern for potential risk for failure. This vehicle is also used by the Facilities Department as needed to replace or inspect parking lot lighting, or any time when reaching a high height safely is required. The Division responded to over seventy emergency tree calls in the 2014 calendar year, mitigating risks that were an imminent threat to the public way. A bucket truck enables the Division to respond in a timely manner to reduce the hazard and reduce the need to hire a contractor to mitigate the concern. For the current contract, the cost to hire a contractor is $960.00 as a minimum per incident. The current truck show significant signs of wear on the fiberglass lift and each year demonstrates an increase in concern for electrical safety. This truck is used at times in close proximity to overhead electrical conductors and reliable safety features are essential to prevent a workplace injury. Because of the age and small repairs made, the electrical safety features are expected to fail completely soon and the apparatus will fail inspection.		

Article 21
Capital Equipment
2015 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
13	**Public Works - Land Facilities and Natural Resources**		
	Replace Infield Groomer Tractor	$ 27,000	**Capital Stab. Fund**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment.		
	Allocated funds would be used to fund the replacement of an old and tired infield groomer which has 1,361 machine hours. The infield groomer is a small three wheeled machine that is used to groom baseball and softball diamonds (the clay or stone surface). The machine is equipped with special plows, rakes, and screens to groom the sport surface. Proper sport surface grooming is essential to ensure safe playing conditions such as a level surface, but most importantly grooming is used to manage surface hardness and ball speed. Surfaces that are two hard, or balls that bounce too fast can result in player injury. This machine effectively addresses these issues in an efficient manner, reducing labor hours per field. The division currently maintains eighteen clay and stone surfaces. A new machine would increase reliability and reduce down time of the machine which reduces the Divisions ability to meet the demands of the youth and high school sport schedules. Especially at the high school level, specific tasks and safe playing conditions are required. This new machine would allow the Division to meet the needs of the all user groups. A new machine would also have a new attachment. This new attachment would be a small hydraulic plow which would reduce the labor hours associated with fixing areas such as around home plate after a game or practice.		
14	**Information Technology**		
	Town LAN Core Router	$ 50,000	**Capital Stab. Fund**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	Install a central core router at Police HQ to facilitate the upgrade to the town local area network (LAN). In the fall of 2014, a network assessment of the town and school networks was conducted by csy technologies to improve communication between the two networks. The recommendation of that assessment was to re-design the town local area network (LAN) to a routed infrastructure, similar in design to the school network. The router is a critical core component, necessary to implement the network topology changes recommended in the assessment. With this router in place, the town can redesign the town LAN and implement the benefits outlined in the scope of work for the network assessment project. One critical aspect of completing the network redesign is to create the infrastructure necessary to support and install the town wide voice over ip (VOIP) phone system upgrade.		

Article 21
Capital Equipment
2015 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
15	**Water/Sewer Enterprise**		
	H & T Filter Piping Painting and Maintenance	$ 250,000	W/S Retained Earn.
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This request will mechanically remove existing paint and corrosion from the water filter process piping, repair /replace any defective piping or components, and apply a new epoxy coating system. This request will also replace two 1995 industrial dehumidifiers currently in disrepair with one new larger industrial dehumidifier to minimize moisture formation on the filters and piping. Both items are located in the H&T Filter building located at the Springvale Water Treatment Facility. The result of this project will stop corrosion of the piping system and prolong its useful life.		
16	**Water/Sewer Enterprise**		
	VFD Installs and Controls	$ 195,000	W/S Borrowing
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment.		
	This request will install a new motor control center and Variable Frequency Drives (VFDs) to supply power to three motors at the 4M Sewer Pump Station. The current motor control center was installed in 1992. The project will replace outdated equipment with newer technology that will increase efficiency and help reduce energy use. The installation of VFDs at this location will help to decrease water hammer on the sewer force main during pump start up, thereby extending the main's useful life and minimizing the chance of rupture.		
17	**Water/Sewer Enterprise**		
	Replace SCADA PLC/CPU Equipment	$ 285,000	W/S Borrowing
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This request will replace the existing Programmable Logic Controller (PLC) and input/output module hardware that monitors and controls the automation for the Springvale and Elm Bank Water Treatment Facilities. The project will also replace related PLC equipment at various wells and at the Town's two water storage tanks. The current equipment was installed in 1995 (or earlier) and is outdated. The existing equipment is longer supported by the manufacturer. To function properly, the new equipment must be installed simultaneously across the entire system to maintain communication among the automated systems. The result of this project will be an updated and secure SCADA system for the reliable control and operation of the Town's water supply and distribution systems.		
18	**Water/Sewer Enterprise**		
	Replace WS#6 Generator	$ 47,000	W/S Retained Earn.
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This request would replace a 1969 portable generator with a more efficient/safer diesel unit. The equipment is need to respond and deliver power to water/sewer stations during power outages ensuring proper functioning of pump stations to prevent sanitary sewerage backups/overflows and to provide a continuous supply of drinking water.		

Article 21
Capital Equipment
2015 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
19	**Water/Sewer Enterprise**		
	Replace W-27 (1 Ton Work Truck)	$ 45,000	W/S Retained Earn.
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This request would replace a 2007 work truck. This vehicle will have over 95,000 miles at time of replacement. This is a front-line service vehicle used for the daily reponsibilities of the Water Treatment Plan staff. This vehicle is also equiped with a snow plow and is included in the Departement's snow removal program.		

Total	**$**	**2,512,000**

Funding Sources		
Capital Stabilization Fund	$	518,000
Tax Levy Borrowing	$	1,172,000
Water & Sewer Borrowing	$	480,000
Water & Sewer Retained Earnings	$	342,000
Reappropriated Funds	$	-
Total Funding for Appropriations under Article 21	**$**	**2,512,000**

Article 21 - Capital Equipment - 2015 Spring Annual Town Meeting

MOTION A: (Two-thirds vote required)

Move that the Town vote to appropriate the sum of $518,000 to be expended under the direction of the under the direction of the Natick Public Schools for the purpose of purchasing portable radios and building equipment, and a van for transporting students, Police Department for the purpose of replacing police cruisers, and electronic control devices, under the direction of the Fire Department for the purpose of replacing HFD Car #1 and Car#2, under the direction of the Public Works Department for the purpose of purchasing loader mounted snow plows and an infield groomer tractor, and under the direction of the Information Technology Department for the purpose of purchasing a LAN Core Router individually shown as items 1, 2, 3, 4, 5, 6, 11, 13, and 14 in Table A below, and that to meet this appropriation the sum of $518,000 be raised from the Capital Stabilization Fund.

TABLE A - MOTION A: Article 21 - Capital Equipment - 2015 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
1	Public Schools	Purchase Portable Radios And Building Equipment	Capital Stab. Fund	$	162,000
2	Public Schools	Purchase Van For Transporting Academic Teams, Clubs, and Athletes	Capital Stab. Fund	$	65,000
3	Police Department	Cruiser Replacement	Capital Stab. Fund	$	80,000
4	Police Department	Replace Electronic Control Devices	Capital Stab. Fund	$	19,500
5	Fire Department	Replace NFD Car 2	Capital Stab. Fund	$	48,000
6	Fire Department	Replace NFD Car 1	Capital Stab. Fund	$	31,500
11	Public Works	Purchase 3 Loader Mounted One Way Snow Plows	Capital Stab. Fund	$	35,000
13	Public Works	Replace Infield Groomer Tractor	Capital Stab. Fund	$	27,000
14	Information Technology	Town LAN Core Router	Capital Stab. Fund	$	50,000
Appropriation under Article 21: MOTION A				**$**	**518,000**

MOTION B: (two-thirds vote required)

Move that the Town vote to appropriate the sum of $1,172,000 to be expended under the direction of the Public Works Department for purpose of replacing Truck S-31, purchasing one recycling side arm packer, to replace H-61 (Sidewalk Machine), to replace H-56 (Two Loader Mounted Snow Blowers), and to replace LF-9 (Bucket Truck), individually shown as items 7, 8, 9, 10, and 12, in Table B below, and that to meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow $1,172,000 under Massachusetts General Laws Chapter 44, Section 7, as amended, or any other enabling authority and to issue bonds or notes of the Town therefore aggregating not more than $1,172,000 in principal amount and that the Town Administrator with the approval of the Board of Selectmen is authorized to take any action necessary to carry out this program.

TABLE B, MOTION B: Article 21 - Capital Equipment - 2015 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
7	Public Works	Replace S-31 (Trash Packer)	Tax Levy Borrowing	$	280,000
8	Public Works	Purchase One New Recycling Side Arm Packer	Tax Levy Borrowing	$	275,000
9	Public Works	Replace H-61 (Sidewalk Machine)	Tax Levy Borrowing	$	142,000
10	Public Works	Replace H-56 (Two Loader Mounted Snow Blowers)	Tax Levy Borrowing	$	275,000
12	Public Works	Replace LF-9 (Bucket Truck)	Tax Levy Borrowing	$	200,000
Appropriation under Article 21: MOTION B				**$**	**1,172,000**

MOTION C: (two-thirds vote required)

Move that the Town vote to appropriate the sum of $480,000 to be expended under the direction of the Public Works Department for purpose of installing varaiable frequency drives and controls, and replacing SCADA PLC/CPU Equipment, individually shown as items 16, and 17, in Table C below, and that to meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow $480,000 under Massachusetts General Laws Chapter 44, Section 8, as amended, or any other enabling authority and to issue bonds or notes of the Town therefore aggregating not more than $480,000 in principal amount and that the Town Administrator with the approval of the Board of Selectmen is authorized to take any action necessary to carry out this program.

TABLE C, MOTION C: Article 21 - Capital Equipment - 2015 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
16	Water & Sewer	VFD Installs and Controls	W/S Borrowing	$	195,000
17	Water & Sewer	Replace SCADA PLC/CPU Equipment	W/S Borrowing	$	285,000
Appropriation under Article 21: MOTION C				**$**	**480,000**

MOTION D: (majority vote required)

Move that the Town vote to appropriate the sum of $342,000 to be expended under the direction of the Department of Public Works for the purpose of replacing WS#6 Generator, W-27 Truck, and H & T Filter Piping Painting and Maintenance, individually shown as items 15, 18, and 19 in Table D below, and that to meet this appropriation the sum of $342,000 be raised from Water & Sewer Retained Earnings.

TABLE D, MOTION D: Article 21 - Capital Equipment - 2015 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
15	Water & Sewer	H & T Filter Piping Painting and Maintenance	W/S Retained Earnings	$	250,000
18	Water & Sewer	Replace WS#6 Generator	W/S Retained Earnings	$	47,000
19	Water & Sewer	Replace W-27 (1 Ton Work Truck)	W/S Retained Earnings	$	45,000
Appropriation under Article 21: MOTION D				**$**	**342,000**

ARTICLE 22

Capital Improvement

(Town Administrator)

To see if the Town will vote to appropriate and raise, or otherwise provide, a sum of money to implement a Capital Improvement Program, to protect the physical infrastructure of the Town of Natick; to determine whether this appropriation shall be raised by borrowing or otherwise; or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to fund the Town's capital needs. This is a recurring Article, included on every Spring Annual Town Meeting warrant.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 13-1-0 on February 24, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 22.*

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

- Purchase Portable Classrooms: As a result of sharp increases in the elementary school enrollments, the school department is requesting to purchase six modular classrooms intended to be located at the Brown School to alleviate class sizes. The costs shown include the portable classrooms themselves, the site preparation, and furniture and equipment to support the classrooms. Should at a future date, these modular classrooms need to be moved to another school, only the costs of site preparation and utility connections will be incurred. The NPS Administration informed the Finance Committee that used portable classrooms are only rarely available for purchase, and there are currently no used units on the market.
- Willow Street Drainage Improvements: The Willow Street Drainage Improvement project has been on the Capital Plan for several years and but had been deferred awaiting other work previously voted by Town Meeting that is now in progress. In the interim, the town has obtained two easements and a right of entry that is needed for this project. The town has made drainage improvements downstream from the Willow Street area as well as drainage improvements in the Washington Avenue area. This project will improve the hydraulics and draining system by straightening out the drainage system coming down Willow Street and ultimately going through private property with proper easements. Tree Replacement: The town has become as Certified Tree City USA community which allows taking this funding and requesting grants to be able to double the amount of trees that are put in every year.
- Historical Monument Restoration: The Historical Monument Restoration continues a multi-year program. The plan this year is to work on the Henry Wilson Monument.
- Replace Johnson School Rotted Plumbing: This project will replace all of the plumbing in all of the bathrooms as they are deteriorating to the point where the pipes are rotten and if not replaced soon could become a safety issue.

- Partial Roof Replacement at 75 West Street: The partial roof replacement at the Public Works Department completes the replacement of the total roof started with repairs to the storage garage.
- Wilson School Concrete Entry & Approach: The concrete area at the front entry to Wilson Middle School is deteriorating and there are some significant tripping hazards that need to be corrected.
- Wilson School Roof Repair: The Wilson Middle School has water is dripping into a closet which needs to have a section of the roofing replaced to avoid further internal damage.
- Sassamon Trace Instruction Facility: Construction of an instruction facility at the golf course will provide a better area for instruction and also provide us the opportunity to collect more fees from players.

The motions for Article 22 appear after the individual project description that appear on the following pages

Article 22 - Capital Improvements - 2015 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
1	Public Schools	Purchase & Install Portable Classrooms	Tax Levy Borrowing	$	1,097,800
2	Public Works	Willow St. Drainage Improvements	Tax Levy Borrowing	$	500,000
3	Public Works	Tree Replacement	Capital Stab. Fund	$	35,000
4	Community Services	Historical Monument Restoration	Capital Stab. Fund	$	15,000
5	Facilities Management	Replace Rotted Plumbing At Johnson School	Capital Stab. Fund	$	175,000
6	Facilities Management	Partial Roof Replacement - 75 West Street	Capital Stab. Fund	$	85,000
7	Facilities Management	Town Hall Carpet Replacement	Capital Stab. Fund	$	30,000
8	Facilities Management	Wilson Concrete Entry and Approach	Capital Stab. Fund	$	20,350
9	Facilities Management	Bennett Hemenway Library Carpet Replacement	Capital Stab. Fund	$	20,000
10	Facilities Management	Wilson Roof Repair	Capital Stab. Fund	$	10,000
11	Golf Course Enterprise	Greens Aerator	Golf Ent. Borrowing	$	28,000
12	Golf Course Enterprise	Construction of Instruction Facility	Golf Ent. Retained Earn.	$	10,000
13	Golf Course Enterprise	Repair of Landfill Access Road	Golf Ent. Retained Earn.	$	6,000

Funding Sources for Appropriations under Article 22

Capital Stabilization Fund	**$**	**390,350**
Tax Levy Borrowing	**$**	**1,597,800**
Golf Enterprise Borrowing	**$**	**28,000**
Golf Enterprise Retained Earnings	**$**	**16,000**
Total Funding for Appropriations under Article 22	**$**	**2,032,150**

Article 22
Capital Improvement
2015 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
1	**Public Schools**		
	PURCHASE PORTABLE CLASSROOMS	$ 1,097,800	**Tax Levy Borrowing**
	Priority Area A: Imminent threat to the health and safety of citizens or property		
	Install six (6) modular classrooms in a location to be determined. Project involves connecting to public sewer, and fire suppression system installation. With enrollment increasing, modular classrooms are needed to alleviate overcrowding.		
2	**Public Works - Engineering**		
	WILLOW ST. DRAINAGE IMPROVEMENTS	$ 500,000	**Tax Levy Borrowing**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	The requested funds will cover the construction costs for drainage improvements on Willow Street and in the area of the CSX right of way. When completed this project will address the chronic flooding problems in this area. The likelihood of private property damage resulting from the failure of the Town's drainage system will be reduced when the construction is completed. Public service has been disrupted during significant storm events.		
3	**Public Works - Land Facilities and Natural Resources**		
	Tree Replacement	$ 35,000	**Capital Stab. Fund**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment.		
	Allocated funds would be used to fund a tree replacement program for Public Shade Trees. On average the Division removes forty to fifty hazardous trees per calendar year. These funds would replace the removed trees with two to four inch caliper trees with the species to be determined by a site analysis. Approximately twenty to thirty trees could be planted with these funds depending upon species selection, size and availability. The trees would be planted by a contractor abiding by urban forestry best practices and the trees would be guaranteed to establish for one full year. This project benefits the entire community by responsibly replanting the trees that have been removed for defects which pose significant risks to the public way. Public Shade Trees are well known to improve property values, enhance a community's desirability, improve the environment locally, and reduce the heat island effect. Trees are a valuable asset to the community and as the current inventory fails the trees should be replaced.		
4	**Community Services Recreation and Parks Division**		
	Historical Monument Restoration	$ 15,000	**Capital Stab. Fund**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This is a multi-year plan to be considered at each year for the renovation and restoration of town-wide monuments. This next phases of the project will be completing renovations at the Henry Wilson monument.		

Article 22
Capital Improvement
2015 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
5	**Facilities Management**		
	Replace Rotted Plumbing At Johnson School	**$ 175,000**	**Capital Stab. Fund**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	Replace all piping serving urinals and toilets in the girls and boys rooms, and the associated plumbing. The plumbing is original to the building and leaks constantly. The benefits include proper sanitation for the children using the Johnson bathrooms.		
6	**Facilities Management**		
	Partial Roof Replacement - 75 West Street	**$ 85,000**	**Capital Stab. Fund**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	Replace roof over administration areas between the new addition and the storage garage. Roof has multiple leaks. Insulation is wet under the roof. Leaks are problematic around skylights and roof top units.		

Article 22
Capital Improvement
2015 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
7	**Facilities Management**		
	Town Hall Carpet Replacement	$ 30,000	**Capital Stab. Fund**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	Replace carpet throughout building. All carpet is original to building and over 15 yrs old. The primary expense is moving fixtures and funiture to remove and replace the carpet. This is second year of a three project.		
8	**Facilities Management**		
	Wilson Concrete Entry and Approach	$ 20,350	**Capital Stab. Fund**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	Replace the concrete entry and approach to the Wilson Middle School. This area has several sections that are displaced that need to be replaced. This includes removing the old sections and replacing with new.		
9	**Facilities Management**		
	Bennett Hemenway Library Carpet Replacement	$ 20,000	**Capital Stab. Fund**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	Replace carpeting at library area of the Bennett Hemenway Elementary School. All carpet is original to building and over 15 yrs old. The primary expense is moving fixtures and funiture to remove and replace the carpet.		
10	**Facilities Management**		
	Wilson Roof Repair	$ 10,000	**Capital Stab. Fund**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	Replace the EDPM over the hallway adjacent the gym. The roof is leaking into aa adjacent closet.		
11	**Golf Course Enterprise**		
	Greens Aerator	$ 28,000	**Golf Ent. Borrowing**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This would be for the purchase of a new greens aerator. This is one item that is used several times on both tees and greens at the golf course. This piece of equipment is something that is specific to the course and the town does not currently have this piece of equipment in other divisions. This piece of equipment can complete 10,000 square feet area in 1 hour with cleanup supported. This is a tremendous time saving at the course. Currently we need 2 days to aerify requiring us to completely shut down the course for those 2 days. This piece of equipment will do the work in 1 day enabling us to reduce the time the course needs to be closed for this operation.		

Article 22
Capital Improvement
2015 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
12	**Golf Course Enterprise**		
	Construction of Instruction Facility	**$ 10,000**	**Golf Ent. Retained Earn.**
	E: Improvement of Productivity/Efficiency		
	Develop a golf instruction area. This is one area where we would be able to increase our revenue at the course. In order for us to run instructional programming we need to close down one of the holes on the course which impacts play and reduces green fee revenue. Having a practice area will enable us to not disrupt play while allowing us to expand our instructional offerings. Increase of annual instruction revenue by $6,000 when project is complete.		
13	**Golf Course Enterprise**		
	Repair of Landfill Access Road	**$ 6,000**	**Golf Ent. Retained Earn.**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	Repair the Landfill Access Road. This request is for the materials necessary to reapir the road. The road will be repaired using in-house staff.		

Total	**$**	**2,032,150**
Funding Sources		
Capital Stabilization Fund	$	390,350
Tax Levy Borrowing	$	1,597,800
Golf Enterprise Borrowing	$	28,000
Golf Enterprise Retained Earnings	$	16,000
Reappropriated Funds	$	-
Total Funding for Appropriations under Article 22	**$**	**2,032,150**

Article 22 - Capital Improvement - 2015 Spring Annual Town Meeting

MOTION A: (Two-thirds vote required)

Move that the Town vote to appropriate the sum of $390,350 to be expended under the direction of the Department of Public Works for the purpose of replacing trees, under the direction of the Community Services Department for historical monument restoration, and under the direction of the Facilities Management Department to replace plumbing at the Johnson School, partial roof replacement at 75 West Street, town hall carpet replacement, to replace the concrete entry and approach at the Wilson School, to replace the library carpet at the Bennett Hemenway School, to repair the roof at the Wilson School, individually shown as items 3, 4, 5, 6, 7, 8, 9, and 10 in the Table A below, and that to meet this appropriation the sum of $390,350 be raised from the Capital Stabilization Fund.

TABLE A, MOTION A: Article 22 - Capital Improvement - 2015 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
3	Public Works	Tree Replacement	Capital Stab. Fund	$	35,000
4	Community Services	Historical Monument Restoration	Capital Stab. Fund	$	15,000
5	Facilities	Replace Rotted Plumbing at the Johnson School	Capital Stab. Fund	$	175,000
6	Facilities	Partial Roof Replacement - 75 West Street	Capital Stab. Fund	$	85,000
7	Facilities	Town Hall Carpet Replacement	Capital Stab. Fund	$	30,000
8	Facilities	Wilson Concrete Entry and Approach	Capital Stab. Fund	$	20,350
9	Facilities	Bennett Hemenway Library Carpet Replacement	Capital Stab. Fund	$	20,000
10	Facilities	Wilson Roof Repair	Capital Stab. Fund	$	10,000

Appropriation under Article 22: MOTION A **$ 390,350**

MOTION B: (Two-thirds vote required)

Move that the Town vote to appropriate the sum of $1,597,800 to be expended under the direction of the Natick Public Schools for the purpose of installing portable classrooms, and under the direction of the Department of Public Works for the purpose of Willow Street drainage improvements, individually shown as items 1, and 2 in Table B below, and that to meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow $1,597,800 under Massachusetts General Laws Chapter 44, Section 7, as amended, or any other enabling authority and to issue bonds or notes of the Town therefore aggregating not more than $1,597,800 in principal amount and that the Town Administrator with the approval of the Board of Selectmen is authorized to take any action necessary to carry out this program.

TABLE B, MOTION B: Article 22 - Capital Improvement - 2015 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
1	Natick Public Schools	Purchase & Install Portable Classrooms	Tax Levy Borrowing	$	1,097,800
2	Public Works	Willow Street Drainage	Tax Levy Borrowing	$	500,000

Appropriation under Article 22: MOTION B **$ 1,597,800**

Article 22 - Capital Improvement - 2015 Spring Annual Town Meeting

MOTION C: (Two-thirds vote required)

Move that the Town vote to appropriate the sum of $28,000 to be expended under the direction of the Community Services Department for the purpose of purchasing a greens aerator, individually shown as item 11 in Table C below, and that to meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow $28,000 under Massachusetts General Laws Chapter 44, Section 7, as amended, or any other enabling authority and to issue bonds or notes of the Town therefore aggregating not more than $28,000 in principal amount and that the Town Administrator with the approval of the Board of Selectmen is authorized to take any action necessary to carry out this program.

TABLE C, MOTION C: Article 22 - Capital Improvement - 2015 Spring Annual Town Meeting

11	Golf Course Enterprise	Greens Aerator	Golf Ent. Borrowing	$	28,000
Appropriation under Article 22: MOTION C				**$**	**28,000**

MOTION D: (majority vote required)

Move that the Town vote to appropriate the sum of $16,000 to be expended under the direction of the Community Services Department for the purpose of the construction of an instruction facility, and repair of the landfill access road, individually shown as items 12, and 13 in Table D below, and that to meet this appropriation the sum of $16,000 be raised from Golf Course Retained Earnings.

TABLE D, MOTION D: Article 22 - Capital Improvement - 2015 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
12	Golf Course Enterprise	Construction of Instruction Facility	G/C Retained Earnings	$	10,000
13	Golf Course Enterprise	Repair of the landfill Access Road	G/C Retained Earnings	$	6,000
Appropriation under Article 22: MOTION D				**$**	**16,000**

ARTICLE 23

Street Acceptance: Cider Mill Lane

(Town Administrator)

To see if the Town will vote to accept Cider Mill Lane as a public way, and any appurtenant easements thereto, as laid out by the Board of Selectmen and as shown on a plan or plans, a copy of which is on file in the office of the Town Clerk; to see if the Town will vote to authorize the Board of Selectmen to acquire by gift, purchase, eminent domain or otherwise, easements in any land necessary for laying out and acceptance of Cider Mill Lane, and any appurtenant drainage, utility or other easements related to said Cider Mill Lane, and/or to accept grants thereof; and, further, to authorize the Board of Selectmen and other applicable Town of Natick boards and personnel to take all related actions necessary or appropriate to accomplish the purposes of this article; or otherwise act thereon.

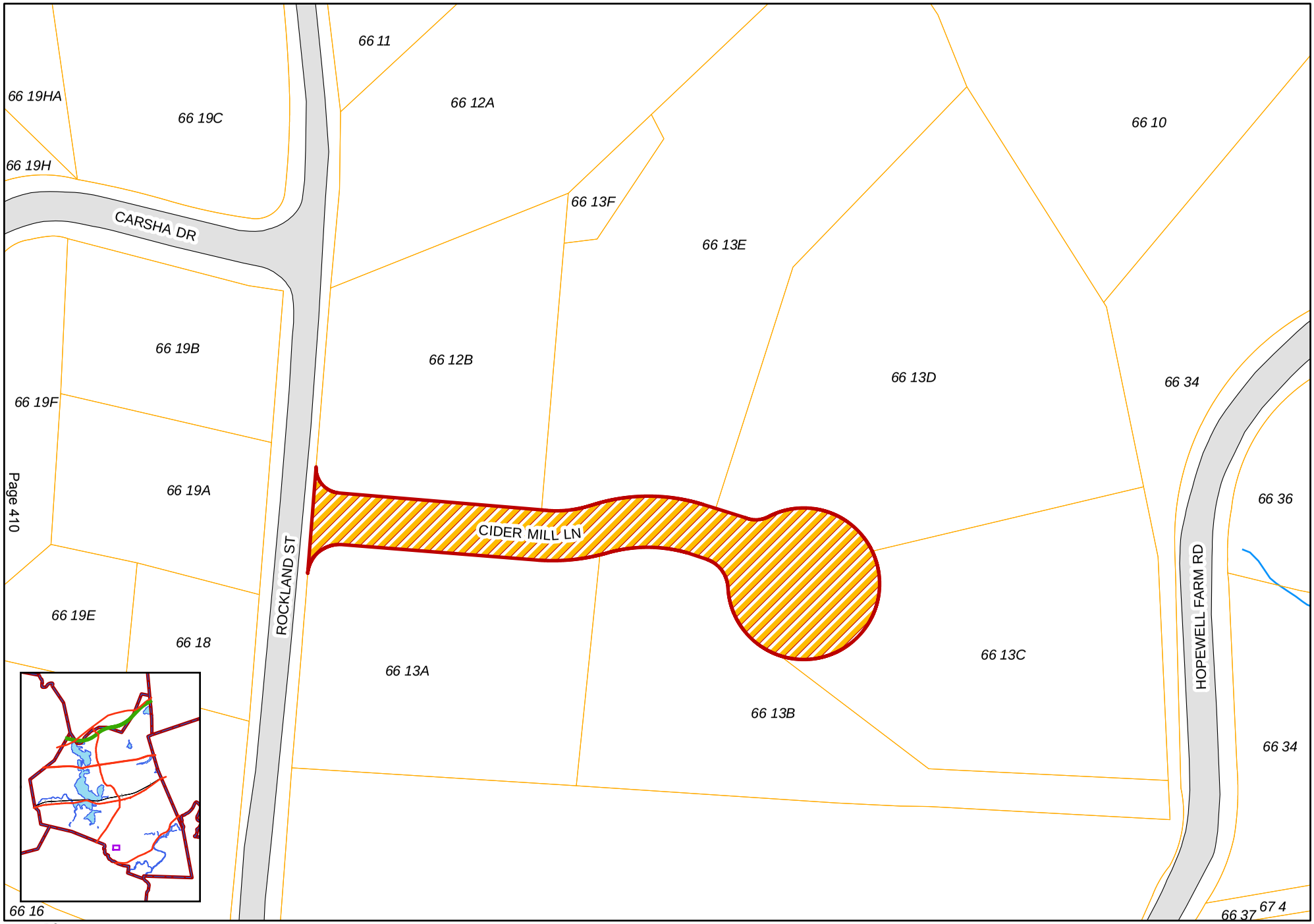
PURPOSE OF ARTICLE:
The purpose of this Article is to accept Cider Mill Lane as a Town Accepted Way.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:
By a vote of 10-0-0 on March 5, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 23.*

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

- Cider Mill Lane is a small five lot subdivision. It's off of Rockland Street and is approximately 900 feet north of the intersection of Rockland and Everett Street. All the work on this subdivision is complete and it meets with the Planning Board rules and regulations.
- The developer of this subdivision was required to bring in town sewer up Rockland Street to service the subdivision which also provided town sewer to some of the abutters. He was also required to put the sewer at a depth deeper than was needed to provide service to the subdivision because it was designed to extend further down Rockland Street eventually to service those properties further down Rockland Street with town sewer.
- All easements are accepted along the street.

MOTION (requires majority vote):
Move that the Town vote to accept Cider Mill Lane as a public way, and any appurtenant easements thereto, as laid out by the Board of Selectmen and as shown on a plan or plans, a copy of which is on file in the office of the Town Clerk; to authorize the Board of Selectmen to acquire by gift, purchase, eminent domain or otherwise, easements in any land necessary for laying out and acceptance of said portion of Cider Mill Lane, and any appurtenant drainage, utility or other easements related to said portion of Cider Mill Lane, and/or to accept grants thereof; and, further, to authorize the Board of Selectmen and other applicable Town of Natick boards and personnel to take all related actions necessary or appropriate to accomplish the purposes of this article.



Article 23

Street Acceptance: Cider Mill Lane

0 50 100 200
Feet

Map Produced: 2/25/2015

DISCLAIMER: The information depicted on this map is for planningpurposes only. It may not be adequate for legal boundary definition, regulatory interpretation or conveyancing purposes.

ARTICLE 24

Amend By-Law Article 3: Enable Electronic Voting by Town Meeting

(Electronic Voting Study Committee)

To see whether the Town will vote to amend Article 3 of the Town of Natick By-Laws for the purpose of authorizing the use of electronic voting technology by Town Meeting; or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to amend Article 3 of the Town's By-laws to allow for electronic voting at Town Meetings.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:
By a vote of 9-0-0 on March 12, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 24.*

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

- The chair of the Electronic Voting Study Committee presented that, as part of its report to Town Meeting, it recommends that Article 3 of the Town's By-laws be amended.
- Article 3 of the Town's By-laws deals with Procedures at Town Meeting, and under the current By-law, use of Electronic Voting Technology would require an approving two thirds vote by Town Meeting members at each Town Meeting. If this article is approved, once Town Meeting has voted to appropriate funds, the technology could be used with additional action at future Town Meetings. The changes to the By-law are shown on the red line version on the following pages.
- The proposed amendment would stipulate electronic voting as the default voting method at Town Meeting. However, if electronic voting were not available for any reason, the voting method would be the same as it currently is – that is, by a show of hands or some other method as determined by Town Meeting.
- The objectives of the article are efficient voting, accurate reporting of votes and increased accountability of Town Meeting members to the public.
- The intent is to start using the technology at the 2015 Fall Annual Town Meeting.

MOTION (requires majority vote):
Move that the Town vote to amend Article 3, Section 4 "Voting", of the Town of Natick By-Laws, by modifying the first sentence to read:

"Voting by Town Meeting Members shall:

a. Utilize electronic voting technology, where available; or, if electronic voting technology is not available,

b. Be by a show of hands or other means as authorized by the Moderator and approved by a two-thirds (2/3) vote of the Town Meeting Members present and voting; or

c. be hereinafter provided."

ARTICLE 3

PROCEDURE AT TOWN MEETINGS

Section 1 Rules of Procedure

The proceedings of Town Meetings shall be governed by such rules of practice as are clearly set out in the most recent edition of "Town Meeting Time" by Johnson, Trustman, and Wadsworth, except as modified by law or by the following sections. In the event that "Town Meeting Time" does not clearly indicate a single course of action, the ruling of the Moderator shall prevail.

Section 2 Motions in Writing

All motions offered for the consideration of the Town Meeting shall be in writing if required by the Moderator; and all motions involving the expenditure of money shall be in writing when required by any Town Meeting Member.

Section 3 Speaking

No person shall speak upon a question more than once when any other person desires to be heard, nor more than twice on the same question without permission of the Town Meeting; and no person shall speak more than ten (10) minutes at one time without permission of the Town Meeting.

With reference to motions to lay on the table, take from the table, or postpone to a time certain, no person shall speak more than once or for more than two (2) minutes.

Section 4 Voting

Voting by Town Meeting Members shall:

a. utilize electronic voting technology, when available; or, if electronic voting technology is not available,
b. be by a show of hands or other means as authorized by the Moderator and approved by vote of two-thirds (2/3) of the Town Meeting members present and voting; or
c. be as hereinafter provided.

On matters requiring a two-thirds vote by statute, as authorized under Section 15 of Chapter 39 of the General Laws, a count need not be taken. If the result of a vote by show of hands or any other means is in doubt, or if the result is questioned by seven (7) Town Meeting Members, the Moderator shall appoint tellers who shall count the vote by a show of hands. Upon motion affirmatively voted by two-thirds (2/3) of the Town Meeting Members present and voting, a vote shall be taken by secret ballot.

Section 5 Reconsideration

The subject matter of any article once voted upon in any manner may be reconsidered only once, but at any time during the same Town Meeting, provided compelling circumstances are stated which indicate that reconsideration is warranted.

Section 6 Precedence of Motions

When a question is before the Town Meeting, motions shall be received and have precedence as listed in the table entitled "Precedence of Motions," which is incorporated into this section by reference.

Section 7 Quantum of Vote

All votes shall be by a majority except where otherwise provided in these by-laws or where otherwise required by law; and all references to the size of the vote required shall mean of those present and voting.

Section 8 Financial Interest

Any person having a monetary or equitable interest in any matter under discussion at a Town Meeting, and any person employed by another having such an interest, shall disclose the fact of his interest or employment before speaking thereon.

Section 9 Specifying Site of Work

Any vote of the Town Meeting appropriating money for the construction, reconstruction, installation or improvement of a public way, or a sewerage or water facility shall describe the nature of the work and

- be consistent with a multi-year plan, and/or
- specify the location of the work to the extent the locations is known.

Section 10 Appointing Committees

All committees shall be appointed by the Moderator, unless otherwise ordered by a vote of two-thirds (2/3) of the Town Meeting Members present and voting.

All committees shall be appointed within thirty (30) days from the dissolution of a Town Meeting.

Section 11 Motion for the Previous Question

The motion for the previous question shall not be entertained by the Moderator if three or more persons are seeking recognition who have not previously spoken to the question.

PRECEDENCE OF MOTIONS

Motion	Second Required	Debate	Amend	Vote Required
Adjourn or dissolve	Yes	No	No	Majority
Adjourn to a fixed time or recess++++	Yes	Yes	Yes	Majority
Lay on the table	Yes	Yes+	No	2/3 Majority
For the previous question+++	Yes	No	No	2/3 Majority
For secret ballot	Yes	No	No	2/3 Majority
Roll call vote	Yes	Yes	No	1/3 Majority
Postpone to a time certain	Yes	Yes+	Yes	Majority
Commit, recommit, or refer	Yes	Yes	Yes	Majority
Amend	Yes	Yes	Yes	Majority
Postpone indefinitely	Yes	Yes	No	Majority
Main Motion	Yes	Yes	Yes	Majority++
Take no action	Yes	Yes	No	Majority
Reconsideration	Yes	Yes	No	2/3 Majority
Take from the table	Yes	Yes+	No	Majority
Take up an article out of order	Yes	Yes	Yes	2/3 Majority

\+ See Section 3.

++ Some main motions are required by the general laws to be passed by greater than a majority vote; for example, bond issues, zoning changes, the taking of land require a 2/3 vote. For other examples, refer to the appendix in *Town Meeting Time* entitled "Quantum of Vote."

+++ See Section 11

++++ See By-Law Article 1, Section 3.

ARTICLE 3

PROCEDURE AT TOWN MEETINGS

Section 1 Rules of Procedure

The proceedings of Town Meetings shall be governed by such rules of practice as are clearly set out in the most recent edition of "Town Meeting Time" by Johnson, Trustman, and Wadsworth, except as modified by law or by the following sections. In the event that "Town Meeting Time" does not clearly indicate a single course of action, the ruling of the Moderator shall prevail.

Section 2 Motions in Writing

All motions offered for the consideration of the Town Meeting shall be in writing if required by the Moderator; and all motions involving the expenditure of money shall be in writing when required by any Town Meeting Member.

Section 3 Speaking

No person shall speak upon a question more than once when any other person desires to be heard, nor more than twice on the same question without permission of the Town Meeting; and no person shall speak more than ten (10) minutes at one time without permission of the Town Meeting.

With reference to motions to lay on the table, take from the table, or postpone to a time certain, no person shall speak more than once or for more than two (2) minutes.

Section 4 Voting

Voting by Town Meeting Members shall:

a. utilize electronic voting technology, when available; or, if electronic voting technology is not available,
b. be by a show of hands or other means as authorized by the Moderator and approved by vote of two-thirds (2/3) of the Town Meeting members present and voting; or
c. be as hereinafter provided.

On matters requiring a two-thirds vote by statute, as authorized under Section 15 of Chapter 39 of the General Laws, a count need not be taken. If the result of a vote by show of hands or any other means is in doubt, or if the result is questioned by seven (7) Town Meeting Members, the Moderator shall appoint tellers who shall count the vote by a show of hands. Upon motion affirmatively voted by two-thirds (2/3) of the Town Meeting Members present and voting, a vote shall be taken by secret ballot.

Section 5 Reconsideration

The subject matter of any article once voted upon in any manner may be reconsidered only once, but at any time during the same Town Meeting, provided compelling circumstances are stated which indicate that reconsideration is warranted.

Section 6 Precedence of Motions

When a question is before the Town Meeting, motions shall be received and have precedence as listed in the table entitled "Precedence of Motions," which is incorporated into this section by reference.

Section 7 Quantum of Vote

All votes shall be by a majority except where otherwise provided in these by-laws or where otherwise required by law; and all references to the size of the vote required shall mean of those present and voting.

Section 8 Financial Interest

Any person having a monetary or equitable interest in any matter under discussion at a Town Meeting, and any person employed by another having such an interest, shall disclose the fact of his interest or employment before speaking thereon.

Section 9 Specifying Site of Work

Any vote of the Town Meeting appropriating money for the construction, reconstruction, installation or improvement of a public way, or a sewerage or water facility shall describe the nature of the work and

- be consistent with a multi-year plan, and/or
- specify the location of the work to the extent the locations is known.

Section 10 Appointing Committees

All committees shall be appointed by the Moderator, unless otherwise ordered by a vote of two-thirds (2/3) of the Town Meeting Members present and voting.

All committees shall be appointed within thirty (30) days from the dissolution of a Town Meeting.

Section 11 Motion for the Previous Question

The motion for the previous question shall not be entertained by the Moderator if three or more persons are seeking recognition who have not previously spoken to the question.

PRECEDENCE OF MOTIONS

Motion	Second Required	Debate	Amend	Vote Required
Adjourn or dissolve	Yes	No	No	Majority
Adjourn to a fixed time or recess++++	Yes	Yes	Yes	Majority
Lay on the table	Yes	Yes+	No	2/3 Majority
For the previous question+++	Yes	No	No	2/3 Majority
For secret ballot	Yes	No	No	2/3 Majority
Roll call vote	Yes	Yes	No	1/3 Majority
Postpone to a time certain	Yes	Yes+	Yes	Majority
Commit, recommit, or refer	Yes	Yes	Yes	Majority
Amend	Yes	Yes	Yes	Majority
Postpone indefinitely	Yes	Yes	No	Majority
Main Motion	Yes	Yes	Yes	Majority++
Take no action	Yes	Yes	No	Majority
Reconsideration	Yes	Yes	No	2/3 Majority
Take from the table	Yes	Yes+	No	Majority
Take up an article out of order	Yes	Yes	Yes	2/3 Majority

\+ See Section 3.

++ Some main motions are required by the general laws to be passed by greater than a majority vote; for example, bond issues, zoning changes, the taking of land require a 2/3 vote. For other examples, refer to the appendix in *Town Meeting Time* entitled "Quantum of Vote."

+++ See Section 11

++++ See By-Law Article 1, Section 3.

ARTICLE 25

Appropriate Funds to Acquire Electronic Voting Technology for Town Meeting

(Electronic Voting Study Committee)

To see what sum of money the Town will vote to appropriate for the purpose of acquiring electronic voting technology and/or services for use by Town Meeting; to determine how said appropriation shall be raised, whether by transfer from available funds, borrowing, or otherwise; or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is appropriate funds to obtain electronic voting technology.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:
By a vote of 9-0-0 on March 12, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 25.*

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

- If the prior article of this Town Meeting Warrant (Article 24) passes, this will authorize the acquisition of electronic voting technology and/or services for use at Town Meeting.
- An appropriation vote is necessary before being able to write the RFP and go through the procurement process.
- The amount was estimated based on the costs that several other towns spent on this technology along with a quote from a vendor.
- This is a one-time appropriation. Future budget needs can be included in the Town Clerk' budget as necessary.

MOTION (requires majority vote):
Move the Town appropriate from Free Cash the sum of $15,000, to be expended under the direction of the Board of Selectmen for the purpose of acquiring by purchase, lease, or otherwise, electronic voting technology and/or services for use at Town Meeting.

ARTICLE 26

Extend the Term of the Electronic Voting Study Committee

(Electronic Voting Study Committee)

To see whether the Town will vote to extend the term of the Electronic Voting Study Committee; or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to extend of the Electronic Voting Study Committee term through the 2016 Spring Annual Town Meeting.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:
By a vote of 9-0-0 on March 12, 2015, the Finance Committee recommends Favorable Action with regard to the subject of Article 26.

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

- The chair of the Electronic Voting Study Committee presented the request of the committee to extend the term in order to:
    - Assist in the preparation of the RFP for acquisition of electronic voting technology;
    - Document the procedures for Town Meeting to use the technology such as a user manual;
    - Report back at the 2016 Spring Annual Town Meeting on the process and results of the 2015 Fall Annual Town Meeting.

MOTION (requires majority vote):
Move Town Meeting vote to extend the term of the Electronic Voting Study Committee term through the 2016 Spring Annual Town Meeting.

ARTICLE 27

Amend Zoning By-Laws: Consolidate Special Permit Granting Authority

(Planning Board)

To see if the Town will vote to amend the Zoning Bylaws to consistently use the description of Special Permit Granting Authority, or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this article is to clarify the Bylaws by consistently applying the designation of Special Permit Granting Authority, disambiguate usage, and comport with current practice and statute.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 14-0-0 on March 26, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 27.*

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

- The Planning Board presented that this does not change the current practices of the Special Permit Granting Authority, only clarifies the role of the Special Permit Granting Authority and removes outdated or inaccurate references to other entities
- While there appears to be a significant number of changes, most are merely changing "Board of Appeals" to "Special Permit Granting Authority" to reflect the correct authority.
- A benefit of this amendment is expected to be a clarification for project applicants of the processes and procedures to be followed due to the removal of ambiguities that are currently in the By-Laws.

MOTION (requires majority vote):
Move that the Zoning Bylaws be amended as follows:

In section III-A.3 FLOOD PLAIN DISTRICT: amend III-A. 3. (c) 3., to read:

"3. The following is a permissible exception to Paragraphs 1 and 2: In any Flood Plain District after the adoption of this provision, the Special Permit Granting Authority ~~Board of Appeals~~ may issue a permit for any use permitted outside a Flood Plain District based on the following conditions:

a. That any such use of such land will not interfere with the general purposes for which Flood Plain Districts have been established.

b. That any such use of such land will not be detrimental to the public health, safety, or welfare.

c. The Special Permit Granting Authority will refer the question to the Planning Board (unless it is functioning as the SPGA with respect to such request), the Board of Selectmen, the Board of Health, the Conservation Commission and the Department of Public Works for recommendations. It will consider those recommendations returned within 22 days by the above Boards."

~~The Board of Appeals will refer the question to the Planning Board, the Board of Health, the Board of Public Works, the Board of Selectmen and the Town Conservation Commission for recommendations. It will consider those recommendations returned within 14 days by the above Boards.~~

In section III-A.5 AQUIFER PROTECTION DISTRICT (APD): amend III-A. 5. 5., to read:

"5. PROHIBITED USES

a) 1) In the APD District, the Board of Appeals shall not grant a variance to: (i) allow any use which is prohibited by this Section III.A.5(b) or (ii) to allow any use not permitted as a matter of right or not allowed upon the issuance of a special permit, in the underlying zoning district.
2) The Special Permit Granting Authority may grant special permits to allow such change in use, subject to the provisions set forth in Section 7 of this By-law (Special Procedures etc.)."

~~a) In the APD District, the Board of Appeals shall not grant a variance to: (i) allow any use which is prohibited by this Section III.A.5(b) or (ii) to allow any use not permitted as a matter of right or not allowed upon the issuance of a special permit, in the underlying zoning district, except that the Board of Appeals may grant variances or special permits to allow such change in use, subject to the provisions set forth in Section 7 of this By-law (Special Procedures etc.).~~

In section III-C HIGHWAY MIXED USE - (HM-II) DISTRICT USE REGULATIONS, amend III-C 1., to read:

"1. PERMITTED AND ALLOWED USES:

a) Small Parcels- On lots located within an HM-II District, containing two hundred thousand (200,000) square feet of land or less, all uses permitted as of right and all uses allowable on such lots on the issuance of a Special Permit by the ~~Board of Appeals acting as a~~ Special Permit Granting Authority which were permitted or allowable in the zoning district within which said lots were located immediately prior to rezoning to an HM-II District shall respectively continue to be permitted or allowable uses.

b) Large Parcels- On lots located within an HM-II District, containing over two hundred thousand (200,000) square feet of land, the following uses as set forth in Section III-A.2 (USE REGULATIONS SCHEDULE) shall be permitted as a matter of right: Use Nos. 1, 3, 5, 9 and 46C." ~~(Amended – Art. 30, Fall ATM, 10/8/98)~~

In section III-D USE REGULATIONS FOR LC DISTRICTS, amend III-D 2. to read:

"2. USES ALLOWED ON SPECIAL PERMIT ONLY. The following uses may be allowed by the ~~Board of Appeals acting as a~~ Special Permit Granting Authority in accordance with Section VI - E - 2:"

In section III-E DOWNTOWN MIXED USE DISTRICT DM: amend III-E 2.b., to read:

"b. USES ALLOWED ON SPECIAL PERMIT ONLY:

The following uses may be allowed by the ~~Board of Appeals acting as a~~ Special Permit Granting Authority in accordance with the provisions of Chapter 40A of the General Laws and in accordance with Section VI-DD of this By-law.

1. Multi-family dwellings, provided the Special Permit Granting Authority ~~Zoning Board of Appeals~~ specifically determines that adequate provision has been made for off-street parking."

In section III-G HIGHWAY PLANNED USE (HPU) DISTRICTS: amend III-G 2. A., to read:

"A. PERMITTED AND ALLOWED USES:

On lots located within an HPU District, all uses permitted as of right and-or all uses allowable on such lots upon the issuance of a Special Permit from the Special Permit Granting Authority ~~Board of Appeals~~, which were permitted or allowable in the zoning district within which said lots were located immediately prior to their being rezoned into an HPU District shall continue to be permitted or allowable uses, respectively, unless the owner or owners elect to develop their property under an Overall Site Plan as provided for in Section 2.B following hereafter, and such Site

Plan is finally approved. Use No. 46C shall be permitted as a matter of right and Use No. 46A shall be allowed upon the issuance of a special permit by the Planning Board."

In section IV-A. GENERAL REQUIREMENTS: amend IV-A. 4., to read:

"4. A lot or parcel of land containing two or more dwellings existing prior to August 10, 1960 ~~at the time of adoption of this bylaw~~ which can not be divided in conformity with these requirements may, under a Special Permit by the Planning Board ~~Board of Appeals~~, be divided in a manner complying as closely as possible with these requirements."

In section V-D OFF-STREET PARKING AND LOADING REQUIREMENTS, amend V-D 6. to read:

"6. Location of Required Parking Spaces

Required parking spaces shall normally be located on the same lot as the building or use, which they serve. However, the Special Permit Granting Authority may grant a special permit to allow use of parking facilities not on the same lot provided that the Special Permit Granting Authority determines that proper provision is made to insure pedestrian and traffic safety and that the intent and purpose of this section of the bylaw are attained.

Except as hereinafter provided, no land in a Residential District shall be used for off-street parking accessory to or to service a structure or use in a Commercial, Industrial, Highway Planned Use, or a Highway Mixed Use District. "

In section V-D OFF-STREET PARKING AND LOADING REQUIREMENTS, amend V-D 10. to read:

"10. Entrance and Exit Driveways

b) Driveways in Residential Multiple, Downtown Mixed Use, Commercial II, Industrial I, Industrial II, Highway Planned Use, Highway Mixed Use I, Highway Mixed Use II, Highway Mixed Use III, and PCD Districts or serving uses allowed in these districts, shall not be more than forty-five (45) feet wide at the right-of -way line and fifty-five (55) feet wide at the curb line unless otherwise specified by the Natick Department of Public Works or the Massachusetts Department of Public Works. Each parcel within these districts, or occupied by such use, will be entitled to two (2) driveways where the property has two hundred (200) feet of frontage or less. Additional driveways may be allowed by special permit by the Special Permit Granting Authority ~~Board of Appeals~~ for lots with greater than two hundred (200) feet of frontage."

In section V-D OFF-STREET PARKING AND LOADING REQUIREMENTS, amend V-D 15. to read:

"15. Buffer Areas

a) General. Any off-street parking or storage area serving other than one (1) and two (2) family dwellings which abuts residentially zoned land shall be separated from such adjoining land by a ten (10) foot buffer area which shall be suitably landscaped and maintained with natural and living materials so as to form an effective year round visual screen at least six (6) feet in height to insulate the residentially zoned land from the off-street parking area. Trees planted in this buffer area shall be at least six (6) feet in height and not less than two (2) inches in diameter immediately after planting. The Special Permit Granting Authority ~~Board of Appeals~~ may by special permit allow the use of a fence, wall or other non-living structure to achieve the purpose of this buffer provided that it is determined to be a more effective and suitable buffer than could be provided with living materials. As a minimum all off-street parking and loading areas except those serving one and two family dwellings shall be separated from adjacent properties by a four (4) foot buffer strip planted with grass or similar natural ground cover. However, where adjacent parcels agree to share a common parking area with a common entrance and exit the minimum four (4) foot buffer may be eliminated on all common property lines." ~~(Art. 6, S.T.M. #2, 10/10/00)~~

In section V-D OFF-STREET PARKING AND LOADING REQUIREMENTS, amend V-D 19. b) 4) to read:

"4) such other information as the Building Inspector or Special Permit Granting Authority may reasonably require."

~~4) such other information as the Building Inspector of Board of Appeals may reasonably require.~~

In section V-D OFF-STREET PARKING AND LOADING REQUIREMENTS, amend V-D 19. d) to read:

"d) Waivers – Except for the provisions of sections 3. r) through t) and section 5., the Special Permit Granting Authority may waive strict compliance by not more than ten percent (10%) with the requirements of Section V-D. pursuant to a special permit and site plan, provided that the Special Permit Granting Authority determines findings

~~d) Exceptions - The Board of Appeals may make exceptions to the provisions of this Section either upon appeal or upon written request of the owner, the owner's authorized representative, or with the written consent of the owner of a parcel of land in any case where, after a public hearing~~

~~thereon, it shall find~~

that literal enforcement would cause a substantial hardship or that literal compliance is impractical because of the size, width, depth, shape or the use to which it is to be put, or because a lesser area would, except in unusual circumstances, accommodate the motor vehicles of all persons at any time using the building or less stringent requirements would carry out the other purposes of this Section of because of factors peculiar to the lot or building involved not generally affecting the zoning district in which it is located."

In section V-H SIGNS AND ADVERTISING DEVICES, amend V-H C. 1.(b) to read:

"(b) No sign shall be illuminated more than thirty (30) minutes after closing, or before 8:00 A.M. on any day except for signs of business which are legally carrying on business before 8:00 A.M. which may be illuminate while said businesses are actually open to receive the public.

Signs identifying police or fire stations and residences of medical doctors, hospitals, nursing homes, and other such signs as the Special Permit Granting Authority ~~Board of Appeals~~ may authorize, may be illuminated at other hours if there is a finding that the nature and use of the premises is such that illumination should be permitted in the public interest."

In section V-H SIGNS AND ADVERTISING DEVICES, amend V-H D. 3. (c) 1. to read:

"1. Arcade or Courtyard signs:

As used herein, the term "Arcade" and "Courtyard" mean pedestrian areas not enclosed within a building in which vehicle traffic does not enter and bordered on at least two sides by buildings: such areas being set back at least 300 feet from the street along which frontage is measured. The Special Permit Granting Authority ~~Board of Appeals~~ may allow a reasonable number of project directories, directional signs and signs each not to exceed fifty (50) square feet in area in a courtyard or arcade; in keeping with the architectural, geographic or theme image of a project. Such signs may project from a building into the arcade or courtyard, be suspended from or form free-standing architectural or structural elements of a project; as well as being affixed to walls of a building or structural element within the arcade or courtyard area; all in keeping with the style and character of a project. Business identification signs shall be limited to the trading name and/or established logotype of a business and shall not include brand name slogans or advertising verbiage, unless such are also the trading name."

In section V-H SIGNS AND ADVERTISING DEVICES, amend V-H E. 3. to read:

"3. Appeal and Review - Any person aggrieved by the issue or refusal of a permit or approval by the Building or Electrical Inspector or by a delay of more than two weeks (except for apartment houses as Defined in Chapter 2, Section 2.1 of the Building Code and Section I-D of the Zoning By-Law) in rendering a decision upon an application may appeal to the Special Permit Granting Authority ~~Board of Appeals~~ within fifteen days after the date of publication of notice of the granting of such permit, of receipt of notice of such refusal, or of the end of said two-week period, by filing a written notice of appeal with the Town Clerk and Community Development office. ~~on a form approved by the Board of Appeals.~~

The Building Inspector may in writing request the Special Permit Granting Authority ~~Board of Appeals~~ for a ruling in any case wherein he is in doubt as to the true intent or application of any part of this section and upon receipt of such request the Special Permit Granting Authority shall promptly determine the true intent and application of any provisions of this section in question.

On receipt of a notice of appeal the Town Clerk shall notify the Special Permit Granting Authority ~~Board of Appeals~~ who, after due notice to the parties concerned, shall hold a hearing and shall either affirm, annul or modify the action of the Building Inspector appealed from.

Every decision of the Special Permit Granting Authority ~~Board of Appeals~~ hereinunder shall be in writing and shall be signed by four of its five members, and shall be filed in the office of the Town Clerk and in the Community Development office ~~office of the Planning Board~~ and shall be public records and notice thereof shall be given by the Special Permit Granting Authority ~~Board of Appeals~~ to the applicant. A copy of each decision of the Special Permit Granting Authority ~~Board of Appeals~~ shall be furnished to the Building Inspector. If the Special Permit Granting Authority ~~Board~~ modifies or annuls any action of the Building Inspector, he shall issue a new permit or ruling in conformity with the decision of the Board without delay."

In section V-H SIGNS AND ADVERTISING DEVICES, amend V-H E. 4. to read:

"4. Special Permits - The Special Permit Granting Authority ~~Board of Appeals~~ may grant a special permit for a sign not complying with the provisions of this By-Law, if it determines pursuant to a public hearing that the particular sign will be in harmony with the general purpose and intent of this section will not be injurious to the neighborhood in which such sign or signs are to be located nor to traffic and safety conditions therein, nor otherwise detrimental to the public safety and welfare.

In granting such permission the Special Permit Granting Authority ~~Board~~ shall specify the size, type, and location of the sign and impose such other terms, restrictions, and conditions as it may deem to be in the public interest."

ARTICLE 28

Amend Zoning By-Laws: Ancillary Outlet

(Planning Board)

To see what actions the Town will vote to amend the Zoning Bylaws 1) to define and add a new use of "Ancillary Outlet," 2) to determine the size of such use, 3) to determine the location of zones or portions of zones wherein such Ancillary Outlets may occur, 4) to provide for buffers or restrictions on such use in relation to residential uses, 5) to modify Use 39 Light Manufacturing to include the commercial production of food products, 6) to specify the Special Permit Granting Authority and/or 7) to specify the requirements for, or applicability of, special permit/site plan review process for such Ancillary Outlets, or for combinations of uses on the Use Regulation Schedule possibly, but not necessarily consisting of, the changes listed below; or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article The purpose of this article is to allow, by special permit, small scale ancillary outlets within the Industrial 1 zoning district as an ancillary use to manufacturing businesses.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 14-0-0 on March 26, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 28.*

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

- There is currently a prohibition that prevents any business that manufactures to sell directly to the public in Industrial Zone 1. The Planning Board is proposing to amend the By-Law to allow ancillary outlets for this purpose.
- The Planning Board felt that the Article drafted last fall by the Economic Development Committee had merit and took that as a start to create this article.
- The requirements are that the retail space be no more that 10% of the story (floor) space in which it operates or 500 square feet or less.
- At a question from the committee, it was confirmed that “the Ancillary Outlet shall be operated in such a manner that noise, smoke, dust, odor, vibration, or similar objectionable features are confined to the premises.” There is also a buffer zone between the Industrial zone and residential zones to reduce the impact of the ancillary outlet.
- Attached are three maps showing the Industrial Zone locations that could be impacted if this By-law amendment were to pass.
- There are two motions proposed for this article as noted below.

MOTION A (requires majority vote):
Move that the Zoning Bylaws be amended as follows:

by amending Use 39 within Section III-a.2. (Use Regulation Schedule); by adding a new use 39A "Ancillary Outlet,"; and Section 200 - DEFINITIONS as follows:

In Section 200 – DEFINITIONS insert:

> **"Ancillary Outlet"** : An enclosed area, the principle purpose of which is to sell or serve food and / or goods which are prepared or made on the site. An Ancillary Outlet shall occupy no more than 10% of the area of the story in which it is located or 500 square feet, whichever is less. The Ancillary Outlet shall be operated in such a manner that noise, smoke, dust, odor, vibration, or similar objectionable features are confined to the premises.
>
> **"Ancillary Outlet Setback**: The shortest distance from a residential zone to an Ancillary Outlet inclusive of its outside parking and vehicular access."

In Section III-A.2 Use Regulations Schedule:
Insert: "or commercial food production," in Use 39 so that Use table 39 reads as:

	BUSINESS USES	RG	RM	RS	PCD	SH	AP	DM	CII	INI	INII	H
39.	Light manufacturing uses (including renewable or alternative energy light manufacturing uses) when the processes involved entail only fabrication, assembly, finishing work, packaging, *or commercial food production,* conducted in such a manner that noise, smoke, dust, odor, vibration, or similar objectionable features are confined to the premises.	O	O	O	O	O	O	(*)	O	P	P	O

Insert new use 39A to appear on the Use Table as follows:

	BUSINESS USES	RG	RM	RS	PCD	SH	AP	DM	CII	INI	INII	H
39A.	Ancillary Outlet *	O	O	O	O	O	O	(*)	O	A	O	O

Insert a new footnote to the use table as follows:

> "*Use 39A. Ancillary Outlet shall not be permitted in any Industrial Zones covered by or underlying the Regional Center Overlay District or HOOP Overlay Districts. The Ancillary Outlet Setback from a residential zone to an Ancillary Outlet inclusive of its outside parking and vehicular access is 85 feet."

Motion B (requires majority vote):
Move that the Zoning Bylaws be amended as follows:

by amending Paragraph 2 (Applicability and SPGA Designation) of Section VI-DD (Site Plan Review,) as follows:

In section VI-DD SITE PLAN REVIEW, amend VI-DD 2. to read:

"2. Applicability and SPGA Designation

b) All uses, other than Uses No. 46, 47, 48, and 54 which are permitted or allowed under the Use Regulation Schedule in the Commercial II (C-II), Industrial I (In-I), and Industrial II (In-II) zoning districts, shall be subject to the Site Plan Review procedure described herein with the following SPGA designations:

2.) The Planning Board shall act as the SPGA for all such review procedures involving more than 150,000 square feet of new or rehab construction floor space, or the development of a parcel of land having such area limitation, *or when a combination of uses, as described in the Use Regulation Schedule, is sought.*

c) Notwithstanding the foregoing, in the Commercial II, Industrial I, and Industrial II districts, the Site Plan Review procedures described herein shall not be required with respect to altercation or rehab construction unless:

1.) There is a change from one use designation to another use designation described in the Use Regulation Schedule, *or when an additional use designation, as described in the Use Regulation Schedule, is sought,* or

2.) The proposed alteration of a structure in existence prior to *August 10, 1960* ~~the effective date of this by-law section~~ will increase the floor area of a building on the premises by more than five (5%) percent."

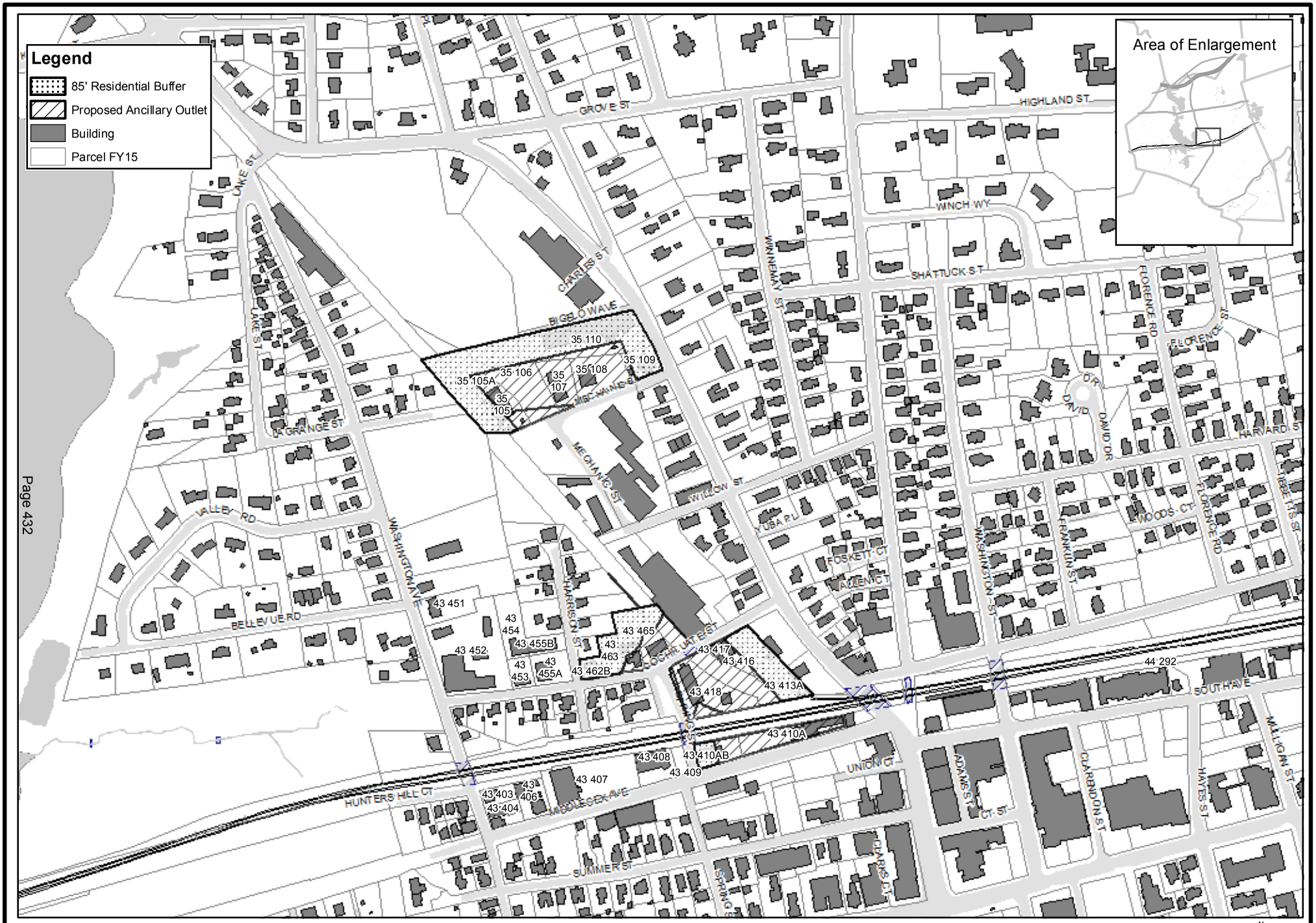
Article 28 - East Natick

Amend Zoning By-Laws: Ancillary Outlet

0 250 500
Feet

Date: 3/26/2015

DISCLAIMER: The information depicted on this map is for planningpurposes only. It may not be adequate for legal boundary definition, regulatory interpretation or conveyancing purposes.



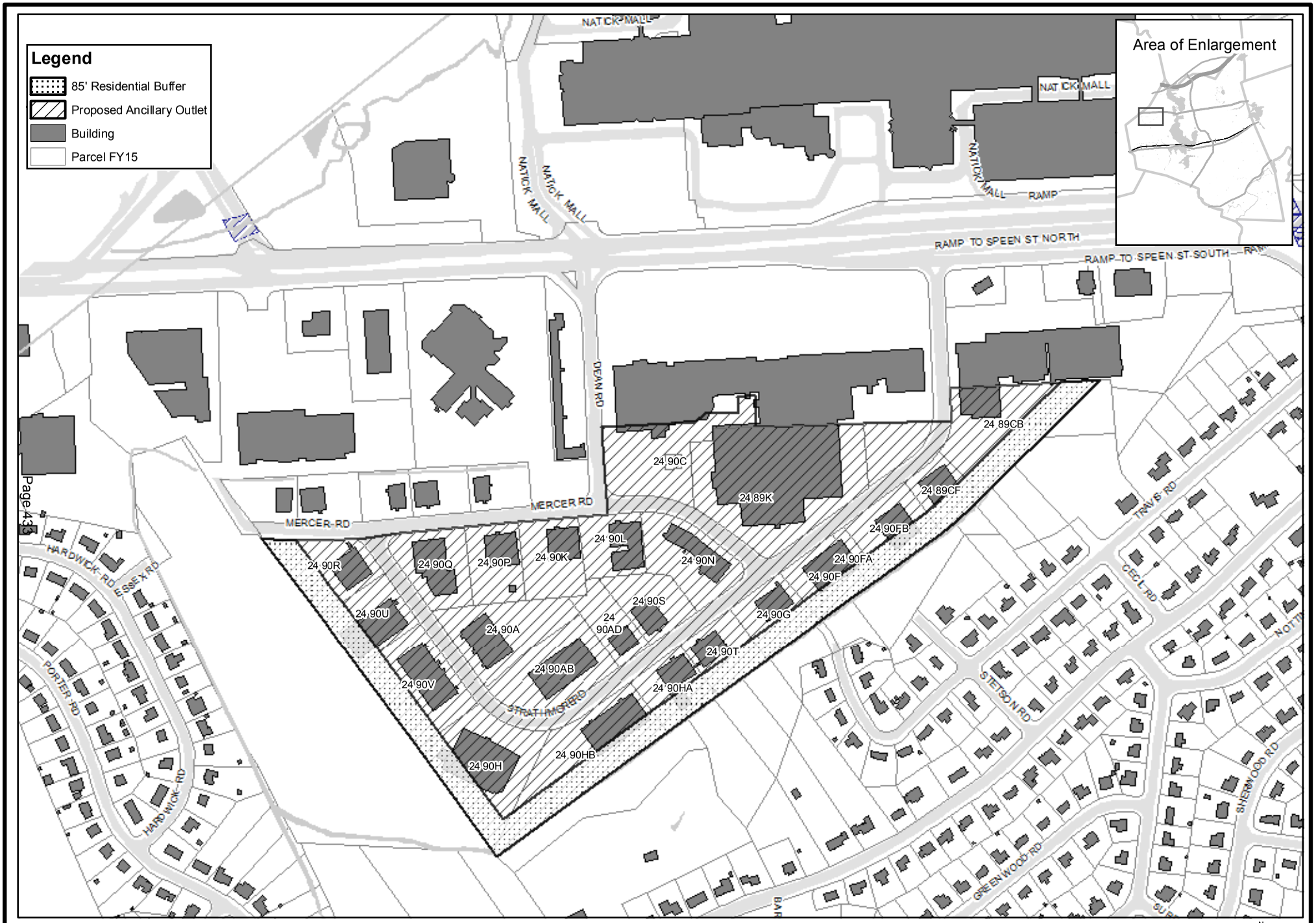
Article 28 - Natick Center

Amend Zoning By-Laws: Ancillary Outlet

0 250 500
Feet

Date: 3/26/2015

DISCLAIMER: The information depicted on this map is for planningpurposes only. It may not be adequate for legal boundary definition, regulatory interpretation or conveyancing purposes.



Article 28 - Strathmore Road

Amend Zoning By-Laws: Ancillary Outlet

0 250 500
Feet

Date: 3/26/2015

DISCLAIMER: The information depicted on this map is for planningpurposes only. It may not be adequate for legal boundary definition, regulatory interpretation or conveyancing purposes.

ARTICLE 29

Amend Zoning By-Laws: Uses and Dimensions of Parks and Open Space

(Planning Board)

To see if the Town will vote to amend the Zoning Bylaws to clarify the definition and permitting of Parks, Trails, and Open Space Public Benefit Amenities; or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this article is to clarify the eligibility of areas for consideration as qualifying as a Park or as Open Space.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 14-0-0 on March 26, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 29.*

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

- The Planning Board presented that this article is to clarify the eligibility of areas for consideration as qualifying as a Park or as Open Space and their use as ways for non-motorized transport as a mechanism to strategically augment the Town's trail network.
- Finance Committee members were informed that the Zoning Bylaws utilize several conceptual definitions for parks and open space which, while not being contradictory, may indicate exclusion of certain lands or uses which would commonly be assumed to be allowed on such common areas.
- Currently there are restrictions on lot size and width that must be considered for open space and this addresses that issue so that the Town will be able to continue seeking to secure open spaces and parks while not jeopardizing quality development of appropriate sites including on-site amenities at commercial locations.
- The Planning Board felt that definition of Parks in the language of this article is far superior to that in Massachusetts General Law.

MOTION (requires majority vote):
Move that the Zoning Bylaws be amended as follows:

In Section 200 – DEFINITIONS: **Open Space Public Benefit Amenity**, insert: "including the area for trails and ways for pedestrians and non-motorized vehicles." so that the section reads as:

> **"Open Space Public Benefit Amenity**: A public benefit amenity in the form of a park or excess pervious landscaping, available for passive or active recreation, or leisure use, by the public including the area for trails and ways for pedestrians and non-motorized vehicles."

In Section 328.21 Parks: insert; "largely" and insert: "A park exceeding 15,000 contiguous square feet in area may have a smaller minimum width if the Planning Board finds that such linear park can accommodate a way for public access by pedestrians or non-motorized vehicles." so that the section reads as:

> "328.21 Parks: To be eligible as a public benefit amenity, a park must meet all of the following standards:
>
> – be at least 2,500 square feet in area;
> – have a minimum width of 50 feet;
> – be largely buffered and/or screened from nearby roads, parking areas and other vehicular circulation facilities; and
> – not be located within the landscape buffer strip required under Section 327.6
>
> A park exceeding 15,000 contiguous square feet in area may have a smaller minimum width if the Planning Board finds that such linear park can accommodate a way for public access by pedestrians or non-motorized vehicles. "

In section VI-DD SITE PLAN REVIEW: VI-DD 2. e.: insert: "parks, trails," so that the section reads as:

> e) Where Site Plan Review is not otherwise required by the provisions of Section VI DD, in all zoning districts referred to in this Section VI-DD - 2 the construction of parks, trails, roads, driveways and parking areas shall be subject to the Site Plan Review procedure described herein to be administered by the Planning Board as the SPGA. This section VI-DD 2 (e) shall not remove the exclusions created by Section VI-DD 2 (c)."

ARTICLE 30

Moratorium on Development of Multi-Family Dwellings

(Mary A. Brown, et al)

To see if the town will vote to impose a moratorium on the development and erection of multi-family residential dwellings within the Town of Natick for a period not to exceed two years from the date of approval of this warrant article by the State Attorney General. Multi-family residential dwellings shall be as defined in the Town of Natick Zoning By-laws, i.e. included but not limited to apartment buildings, garden-type apartment houses, boarding houses/tourist homes/lodging houses, central type apartment houses, two family dwellings, multi-family dwellings, health care or retirement facilities, boarding houses, lodging houses, row houses, town houses and tenement houses. Said development moratorium shall extend to all use districts within the Town of Natick as enumerated and defined in the Town of Natick Zoning By-laws, wherever said use districts shall be located within the town.

PURPOSE OF ARTICLE:

The purpose of this Article is to put in place a moratorium on multi-family dwellings within the Town of Natick for a period of up to two years.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

The Finance Committee does not have a recommendation with regard to the subject of Article 30.

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

- The proponents presented that the temporary moratorium was necessary and noted:
    - In recent years Natick has experienced new growth in the form of multi-family development - close to 1,500 units which affect overall services and the character of Natick.
    - The benefits to the Town of the proposed moratorium include time to study the impact of the many multi-family developments recently built in Natick, and the time to devise new zoning by-laws for the future to regulate such development, if needed.
    - During the time that the moratorium is in effect, the proponents will ask that the town assess the impact by assessing the zoning by-laws with regard to future impact on town resources such as transportation, water, water supply, drainage, sewerage, schools, parks, open space, public safety and public works.
- It was noted that Natick currently meets the 10% threshold for 40(B) affordable housing. A member of the Planning Board stated that, at this time, only one multi-family project is being reviewed by that Board but they would not necessarily be aware of others being considered until they are presented to the Planning Board.
- Town Council was present at the hearing and noted the following based on his analysis of Massachusetts General Laws and the applicable case law:

- Four other towns to his knowledge have put in temporary moratoriums.
- Temporary moratoriums on building construction or rate of development for the purpose of planning growth generally, or to address specific problems, would likely be acceptable depending upon the circumstances.
- Unacceptable purposes for a temporary moratorium on building construction or rate of development include preventing the entrance of newcomers to avoid burdens upon the public services and facilities, better fiscal management, addressing revenue raising limitations imposed by Proposition 2½ limits and maintaining a low tax rate.
- His opinion is that the Article as presented addresses the specific purposes that fit the criteria and can be presented at Town Meeting.

- Members of the public at the hearing noted the following:
  - A moratorium on this type of residential housing could have a negative impact on senior citizens looking to downsize to meet their limited incomes.
  - Some important potential mixed use development may be threatened by this article such as the parking garage.
  - Thwarting residential development at a time when there is so much demand relative to supply could exacerbate and put pressure on existing home prices and one consequence is that it could further the shift in relative valuation from commercial to residential, thus shifting the tax burden to the residents.
  - The motion proposed by the sponsors of this article specifically excludes health care and retirement facilities from the proposed moratorium, even though they are included in the language of the article.
- Some member concerns raised included:
  - At this time, the impact on permit fees and tax revenue from new growth is not known but could be affected.
  - While the goal is to have a planning process in place during the period of the moratorium, it does not mandate it.
- Two motions were made and voted on by the Finance Committee, neither achieving the eight votes necessary for a recommendation:
  - Favorable Action – 5-7-0
  - Referral to the Sponsor – 7-5-0

MOTION
None

ARTICLE 31

Moratorium on Changes to Use Districts and Use Regulations

(John Ciccariello et al)

To see what actions the Town or Town Meeting will take to place up to a two year moratorium relative to Zoning By-Laws of the Town of Natick Section II Use Districts and Section IIIA Use Regulations.

Purpose of the Article

The moratorium will prohibit any changes from one district to another district as defined in Section II Use Districts, Section II-A Types of Districts and any changes from one use to another use as defined in Section III-A Use Regulations, III-A.1 Permitted Uses In Districts (Zones as set out in Section II-A & B) subparagraph a & b and the Use Regulations Schedule.

PURPOSE OF ARTICLE:

The purpose of this Article is to prohibit any changes from one district to another district as defined in Section II Use Districts, Section II-A Types of Districts and any changes from one use to another use as defined in Section III-A Use Regulations, III-A.1 Permitted Uses In Districts (Zones as set out in Section II-A & B) subparagraph a & b and the Use Regulations Schedule.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

The Finance Committee does not have a recommendation with regard to the subject of Article 31.

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

- The proposed moratorium will prohibit any changes from one district to another district as defined in the warrant.
- The sponsor presented the following:
    - The town has experience substantial growth over the past several years which has placed a financial burden on our operating budget.
    - Major changes via zoning articles have been before the Finance Committee and Town Meeting over the past recent years to change a district use or land use which would allow substantial development without regard for the present zoning regulations or the impact on town services.
    - The moratorium would allow the Town to properly evaluate the present zoning districts and uses without concerns of new zoning articles looking to change districts or uses without proper evaluation and impact on neighborhoods and town services.
    - The Town needs to better plan and evaluate a Master Plan for the Town. Also, the town's zoning map is outdated and has not been revised to reflect past zoning changes.
- Members of the public at the hearing noted the following:

- The major developments noted by the sponsor such as Chrysler Road and the Clover Leaf apartments were 40(B) developments and could not be prevented. They sit on industrial lands that were not changed as they could be constructed under 40(B) without regard for use districts
- Zoning rules are a tool to sometimes fix things – to address what's perceived as a problem. These are powers that are very important for the administration and for citizens, through Town Meeting, to have.

- Finance Committee concerns were:
  - This article could impede projects the town would want to advance.
  - The financial impact of passing this is unknown at this time.
  - While the goal is to have a planning process in place during the period of the moratorium, it does not mandate it.
  - It was felt by some members that the proposed language of the motion needed to be refined.
  - This proposal is itself a zoning By-Law amendment which must be approved by Town Meeting. Since all zoning changes come before Town Meeting regardless of whether a this proposed amendment passes, that body will always be able to debate and vote on proposed amendments. A moratorium would only change how those articles are presented, that is, there would be the added step of proposing an exception to the moratorium rule as well as proposing the zoning change itself.
- A motion to refer to the sponsor was 6-2-0, but 8 votes are needed for a recommendation.

MOTION
None

ARTICLE 32

22 Pleasant Street Rezoning Classification Study Committee: Hear Report and Recommendations

(22 Pleasant Street Rezoning Classification Study Committee)

To see what action the Town will take to hear and/or to accept the report and recommendations of the 22 Pleasant Street Zoning Classification Study Committee created under Article 40 of Spring 2014 Town Meeting, or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is hear the report and recommendations of the 22 Pleasant Street Zoning Classification Study Committee.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 13-0-0 on March 24, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 32.*

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

- The chair of the 22 Pleasant Street Zoning Classification Study Committee presented to the committee a summary of the report that is being asked to be heard by Town Meeting.
- The term of the 22 Pleasant Street Zoning Classification Study Committee was through the Spring Town Meeting and they are not asking for an extension, nor are they asking for any appropriation.
- The Finance Committee was only asked to vote to recommend the report be heard by Town Meeting and is not making any recommendation on the report itself.

MOTION (requires majority vote):

Move that the Town vote to receive the report of the 22 Pleasant Street Rezoning Classification Study Committee.

ARTICLE 33

Amend Zoning By-Law to Create Assisted Living Option Overlay District

(22 Pleasant Street Rezoning Classification Study Committee)

To see what action(s) the town will take to amend the Zoning By Law to create an Assisted Living Option Overlay District (ALOOP) and to designate 22 Pleasant Street in South Natick (also identified as real estate tax parcel or Lot 44 on Map 64 of the Town Assessor) as an ALOOP District including but not limited to:

1) specifying the purpose and objective of such ALOOP

2) creating new or modifying existing definitions for this purpose whether within an ALOOP section of or elsewhere in the zoning bylaw

3) setting any and all dimensional and intensity regulations for this ALOOP including without limitation:

a) height including "sky plane" or stepped back height restrictions,

b) any and all setbacks,

c) lot frontage,

d) lot depth,

e) number of units,

f) type and size of units,

g) number of residents,

h) minimum or maximum parking requirements,

i) open space,

j) lot coverage,

k) building coverage,

l) Floor Area Ratio (FAR),

m) Landscape Surface Ratio (LSR),

n) lot area, etc.

4) specifying whether such ALOOP requires a Special Permit, what the Special Permit and/or Site Plan Review process might consist of or require and who the Special Permit Granting Authority would be

5) specifying whether or not and to what extent and on which dimensional or intensity or

regulations and under what conditions the Special Permit Granting Authority might waive or modify such regulations

6) using existing provisions and/ or text of the Assisted Living Residences section of the Zoning By Law or make amendments thereto or creating provisions and/or text unique to the ALOOP whether in whole or in part

7) establishing requirements for:

a) screening and/or buffering of structures, site improvements, parking and or the site from adjacent and surrounding residences and land uses,

b) orientation, location and/or screening of loading docks, dumpsters, service and main entrances,

c) residual uses including residual use regulation, restriction and or bonding for removal upon cessation of Assisted Living use,

d) which underlying zones of 22 Pleasant St. may be used in the ALOOP including extent to which requirements of underlying zones will apply unless specifically modified in the ALOOP,

e) design and/or design review standards

f) ability or prohibition to place mechanical, vent or other structures on rooftops

g) any or all activities to be conducted in such a manner that noise, smoke, dust, odor, vibration, waste disposal or other objectionable features are confined to the premises, buildings or structures

h) any and all matters currently included and/or addressed in "Section V - Special Requirements" section of the existing Town of Natick Zoning By Law whether such matters are i) specifically and/or differently addressed in the ALOOP, ii) modified for the ALOOP within said Section V, or iii) applied to the ALOOP as set forth in said Section V

i) height, elevation and/or orientation of windows and other building features in relation to neighboring properties and/or

j) other neighborhood and abutter protections

8) specifying requirements for the applicability of the Aquifer Protection District to the ALOOP and/or changing the applicability of the Aquifer Protection District to residential projects in the RG and zones including modifying use variance language therein

And taking any other action consistent with the creation of this ALOOP or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to amend the Zoning By-Law to create an Assisted Living Option Overlay District (ALOOP).

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:
The Finance Committee had no recommendation in regard to the subject of Article 33.

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

- As of the time of the writing of this Recommendation Book, the 22 Pleasant Street Zoning Classification Study Committee had not completed its work on this article.
- The Finance Committee is scheduled to hear this article on April 7th and will submit an addendum report to Town Meeting after the hearing.

MOTION (requires majority vote):
None

ARTICLE 34

Acquisition of Easement Over 22 Pleasant Street

(Board of Selectmen)

To see if the Town will vote to authorize the Board of Selectmen to acquire by purchase, taking by eminent domain or otherwise an easement for vehicular, non-motorized conveyance, and pedestrian access over the property at 22 Pleasant Street, Natick, owned now or formerly by James M. Knott, (the subject property) between Pleasant Street and the Town-owned property which abuts the subject property to the north; to determine the location of said easement; and to see what sum of money the Town will vote to appropriate and/or raise a from tax levy, free cash, other sources, or authorize borrowing for the purposes of this article; or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to authorize the Board of Selectmen to acquire an easement for vehicular, non-motorized conveyance, and pedestrian access over the property at 22 Pleasant Street.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 13-0-0 on March 24, 2015, the Finance Committee recommends ***Referral to the Sponsor*** *with regard to the subject of Article 34.*

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

- The Chair of the Board of Selectmen presented that this article was put on the warrant to allow the Board of Selectmen to accept by gift, purchase, or taking by eminent domain, an easement to continue public access to the Hunnewell playing fields.
- Currently access has been available over many years but it is not a formal, legal access.
- Discussions are ongoing with the property owner regarding this easement but they have not moved forward to the point the Board of Selectmen can say concretely what facts or circumstances will be surrounding the easement. Thus, at this time, there is no specific proposed easement on which Town Meeting can take action.
- The chair of the 22 Pleasant Street Zoning Classification Study Committee noted the complexity of an easement, and cautioned that there may be costs associated with an easement and creation of an adequate driveway.
- A member of the public noted that there are a lot of issues there that are ultimately going to have to be addressed with respect to this property including traffic and access location.

MOTION (requires majority vote):

Move referral to the Board of Selectmen

ARTICLE 35

Acquire Property Located at 22 Pleasant Street for Open, Park and Recreation Purposes

(John Ciccariello et al)

To see what actions the Town or Town Meeting will take to determine, appropriate, and/or raise a sum of money from tax levy, free cash, other sources, or authorize borrowing to acquire the property known as 22 Pleasant Street and all property interests and any expenses related thereto, said property being shown as Parcel 44 on Town of Natick Assessors' Map No. 64 containing 4.1 acres adjacent to the Hunnewell Baseball Fields; and to determine any and all conditions under which the property is to be acquired, and if it is to be acquired by the Town, only when free from contamination, and to authorize the Selectmen or other Town committee to contract now for the purchase of the property and all property interests after such conditions are met. Also, to see what actions the Town or Town Meeting will take to dedicate the use of the property for recreation, open space, other Town purposes, e.g., relocation of the Memorial School ball fields, or a strategic combination with the adjacent Hunnewell Baseball Fields and other recreation land across Pleasant Street to the west, or to reactivate the canal for canoeing or boating purposes, or any and all uses the Town or Town Meeting may deem appropriate, or take any other action relative thereto.

PURPOSE OF ARTICLE:

The purpose of this Article is to acquire 22 Pleasant Street for park, recreation, open space, or other Town purposes.

PURPOSE OF ARTICLE:

The purpose of this Article is see what actions are available to acquire the property known as 22 Pleasant Street.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 12-0-1 on March 24, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 35.*

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

- The sponsor presented that:
    - The acquisition of 22 Pleasant Street represents a strategic, one-time, generational opportunity for the Town and that is may be 60 or more years before this opportunity presents itself again.
    - This land adjoins existing recreational land and would increase the land available for all citizens to use in Natick for recreation, park, and open space as well as ensure permanent access to the Hunnewell baseball fields that does not exist today except by access voluntarily provided by the current owner.

- The acquisition could be achieved either through outright purchase. The Town may choose to allocate the money between the Conservation Commission Fund and the General Fund. Funds may also be raised by borrowing over a twenty or thirty year period.

- A representative of the Open Space Committee noted that that committee voted to endorse this motion 6-0 and that this particular property meets four of the five objectives in the 2012 Open Space Plan.
- Importantly, this article does not commit or require the Town to purchase the property. It only authorizes, but does not require, the Board of Selectmen to negotiate a possible purchase. There is no appropriation attached to this article, so any agreement reached by the Selectmen and the property owner would be required to come before Town Meeting to appropriate or authorize funding for the purchase.
- Under the proposed motion for this article, one provision of any negotiation would be that the property would be free and cleared of all contamination as a condition of sale.

MOTION (requires majority vote):
Move the Town vote to authorize the Board of Selectmen to negotiate with the Owner of the 22 Pleasant Street Property to purchase and acquire the property for use as open park and recreation purposes. Said property is to be acquired free and cleaned of all contamination.

ARTICLE 36

Sawin House Study Committee: Hear Report and Extend Term

(Sawin House Study Committee)

To see what action the Town will take

a) To hear and accept the report and recommendation of the Sawin House Study Committee created under Article 15 of Fall 2014 Town Meeting and/or
b) To extend the term of said committee,

Or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is hear the report and extend the term of the Sawin House Study Committee.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:

By a vote of 9-0-0 on March 12, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 36.*

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

- The chair of the Sawin House Study Committee presented that the committee was created by town meeting and wasn't appointed until January of 2015. They have had a lot of progress but don't think they will be ready with a full report at the 2015 Spring Annual Town Meeting so are looking for an extension until 2015 Fall Annual Town Meeting.

MOTION (requires majority vote):

Move to extend the term of the Sawin House Study Committee created under Article 15 of the 2014 Fall Annual Town Meeting through the 2015 Fall Annual Town Meeting.

ARTICLE 37

Conservation Commission Fund Study Committee: Hear Report, Extend Term and Appropriate Funds

(Conservation Commission Fund Study Committee)

To see what action the Town will take

a) to hear and accept the report and recommendations of the Conservation Commission Fund Study Committee created under Article 20 of Fall 2014 Town Meeting and/or

b) to extend the term of said committee and/or

c) to determine and to appropriate a sum of money for the study purposes of the committee including but not limited to retention of outside professionals as appropriate

Or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to hear and accept the report and recommendations of the Conservation Commission Fund Study Committee.

FINANCE COMMITTEE RECOMMENDATION AND DISCUSSION:
By a vote of 9-0-0 on March 12, 2015, the Finance Committee recommends ***Favorable Action*** *with regard to the subject of Article 37.*

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

- The chair of the Conservation Commission Fund Study Committee presented that the committee was created by town meeting in the fall and wasn't appointed until January of 2015. While some progress has been made, they are not ready with a full report so are looking for an extension until 2015 Fall Annual Town Meeting.

MOTION (requires majority vote):
Move to extend the term of the Conservation Commission Fund Study Committee created under Article 20 of the 2014 Fall Annual Town Meeting through the 2015 Fall Annual Town Meeting.

Appendices

Consolidated Staffing History

	FY 2013		FY 2014		FY 2015		FY 2016	
	FTE	Appropriated Compensation	FTE	Appropriated Compensation	FTE	Appropriated Compensation	FTE	Appropriated Compensation
Natick Public Schools	568.70	$ 37,422,067	598.40	$ 39,493,687	605.80	$ 41,382,120	632.80	$ 43,601,746
Morse Institute	31.07	$ 1,597,683	31.56	$ 1,682,600	31.68	$ 1,764,336	31.72	$ 1,761,463
Bacon Free Library	2.26	$ 114,533	2.36	$ 124,032	2.64	$ 134,301	2.79	$ 135,823
Parking Enforcement	0.80	$ 31,950	1.20	$ 49,661	1.20	$ 51,114	1.20	$ 52,844
Police Department	69.73	$ 5,966,524	69.73	$ 6,161,876	71.73	$ 6,390,831	71.73	$ 6,365,202
Fire Department	88.00	$ 7,187,556	88.00	$ 7,280,512	88.00	$ 7,692,922	88.00	$ 7,848,621
Public Works	47.75	$ 2,989,561	50.10	$ 3,163,512	52.10	$ 3,368,673	53.99	$ 3,461,165
Community Services	18.88	$ 1,121,526	20.68	$ 1,214,038	21.19	$ 1,215,339	21.28	$ 1,245,967
Board of Health	6.00	$ 393,185	6.00	$ 395,186	6.00	$ 408,582	7.00	$ 433,994
Selectmen/Town Administrator	6.55	$ 591,168	7.05	$ 662,334	9.05	$ 858,496	10.25	$ 956,270
Finance	15.55	$ 991,204	16.05	$ 1,099,223	17.03	$ 1,165,181	15.34	$ 1,079,438
Information Tech.	3.00	$ 241,759	4.00	$ 295,322	4.00	$ 315,863	4.00	$ 323,364
Town Clerk & Elections	4.00	$ 271,784	4.00	$ 246,684	4.00	$ 283,013	4.00	$ 232,766
Sealer	0.40	$ 14,659	0.40	$ 14,659	0.40	$ 14,659	0.40	$ 14,715
Community Development	11.65	$ 740,382	12.65	$ 837,604	12.75	$ 811,306	12.75	$ 839,977
Facilities Management	46.00	$ 2,354,606	47.00	$ 2,477,217	47.00	$ 2,515,220	46.00	$ 2,427,068
Total General Fund	**920.34**	**$ 62,030,147**	**959.18**	**$ 65,198,147**	**974.57**	**$ 68,371,956**	**1003.25**	**$ 70,780,423**
Water & Sewer Enterprise Fund	28.13	$ 1,792,142	28.13	$ 1,828,958	29.13	$ 1,936,345	29.13	$ 1,962,246
Sassamon Trace Golf Course	7.81	$ 195,689	7.81	$ 305,677	7.80	$ 308,985	7.80	$ 287,028
Total Enterprise Fund	**35.94**	**$ 1,987,831**	**35.94**	**$ 2,134,635**	**36.93**	**$ 2,245,330**	**36.93**	**$ 2,249,274**
Total All Funds	**956.28**	**$ 64,017,978**	**995.12**	**$ 67,332,782**	**1011.50**	**$ 70,617,286**	**1040.18**	**$ 73,029,697**

Consolidated Staffing History

Natick Public Schools	2012	2013	2014	2015
School Staff (in FTE's)				
Elementary Classroom Teachers	109.7	112.6	114.7	118.5
Middle School Classroom Teachers	94.2	96.8	99.2	98.9
High School Classroom Teachers	79.2	81.6	83.2	85.6
High School Department Heads	4.2	4.2	3.6	3.6
Middle School Department Heads	2.0	2.0	2.0	2.0
Librarians & Assistants	12.0	12.0	11.8	11.8
Special Education Teachers	56.8	56.8	56.5	59.3
Guidance Counselors/Psychologists	23.4	23.6	24.4	25.0
Nurses	9.3	9.3	10.9	10.9
Medical & Therapeutics Services	16.7	13.6	21.2	25.4
Paraprofessionals	83.5	87.5	97.8	99.7
Custodians / Maintenance Personnel	37.0	0.0	0.0	0.0
Administrative & Clerical Staff	22.5	22.5	23.9	26.6
Sub-Total - School Staff	**550.5**	**522.5**	**549.2**	**567.3**
Administrative Staff (in FTE's)				
Principals & Vice Principals	14.0	14.0	15.0	15.0
District-Wide Administration	5.0	5.0	6.0	6.0
District - Wide Instruction	4.2	4.2	5.2	5.2
District-Wide Admin and Finance	12.0	12.0	12.0	12.0
Information Technology	11.0	11.0	11.0	12.0
Sub-Total- Administrative Staff	**46.2**	**46.2**	**49.2**	**50.2**
Grand Total	**596.7**	**568.7**	**598.4**	**617.5**

Morse Institute Library

Staffing	2012	2013	2014	2015
Library Director	1	1	1	1
Assistant Library Director	1	1	1	1
Executive Assistant	1	1	1	1
Community Relations Coordinator	0.7	0.7	0.7	0.7
Supervisors/Department Heads	4	4	4	4
Children's Librarian	1	1	1	1
Children's Programmer	1	1	1	1
Young Adult Librarian	0.49	0.49	1	1
Reference Librarian	2.65	2.65	3.8	4.29
Bookmobile Coordinator	1	1	1	1
Children's Room Associate	1	1	1	1
Technology Associate	1	1	1	1
Reference Staff	1.20	1.20	0.32	0.33
Library Assistant	5.81	5.62	6.57	6.58
Library Associate	5.34	5.61	4.94	4.83
Bookkeeper	0.48	0.48	0.51	0.51
Library Clerk	0.69	0.69	0.21	0.21
Page	1.43	1.63	1.51	1.23
Project Worker	0	0	0	0
Archivist (.47 FTE)	Not Counted	Not Counted	Not Counted	Not Counted
Sunday Reference Staff (.11 FTE)	Not Counted	Not Counted	Not Counted	Not Counted
Other Pages (.20 FTE)	Not Counted	Not Counted	Not Counted	Not Counted
Total FTE	**30.79**	**31.07**	**31.56**	**31.68**

Total FT/PT	**15 FT / 38 PT**	**15 FT / 39 PT**	**16 FT / 38 PT**	**16 FT / 40 PT**

Bacon Free Library

Staffing	2012	2013	2014	2015
Library Director	0.8	0.8	0.9	0.9
Assistant Library Director	0.65	0.65	0.65	0.71
Library Assistant	0.48	0.81	0.81	1.03
Total FTE	**1.93**	**2.26**	**2.36**	**2.64**
Total FT/PT	***1 FT / 3 PT**	***1 FT / 5 PT**	***1 FT / 5 PT**	***1 FT / 5 PT**

Parking Enforcement

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

Natick Police Department

Staffing	Rank	2012	2013	2014	2015
Chief of Police	Chief	1	1	1	1
Interim Chief of Police	Lt.	0	0	0	0
Executive Officer	Lt.	1	0	0	0
Executive Officer/Inv. Svcs. Commander	Lt.	0	1	1	1
Operations (Patrol) Division Commander	Lt.	0.75	1	1	1
Investigative Services Division Commander	Lt.	1	0	0	0
Info. Serv. & Comm. Division Commander	Lt.	0	0	0	0
Operations Commander	Lt.	1	0	0	0
Special Operations Commander	Lt.	0	0	0	0
Public Information Officer/Report Review	Lt.	0	0	0	0
Administration/Traffic Division Commander	Lt.	0	1	1	1
Records/Support Svcs Division Commander	Lt.	0	1	1	1
Administrative Services	Sgt.	1	1	1	1
Report Review	Sgt.	0	0	0	0
Planning Supervisor	Sgt.	0	0	0	0
Patrol Sergeants	Sgt.	9.75	10	10	10
Traffic Safety Officer	Sgt.	0	0	0	0
Patrol Officers	Ofc.	28	31	31	31
General Investigators	Det.	4	4	4	4
Narcotics Investigators	Det.	2	2	2	2
Youth Services Investigator	Det.	1	1	1	1
Middle School School Resource Officer	Ofc.	1	1	1	1
Animal Control Officer	N/A	1	1	1	1
School Traffic Supervisors	N/A	1.88	1.88	1.88	1.88
Records Unit Dept. Assistant	N/A	1.85	1.85	1.85	1.85
Court Liaison Officer	Off.	1	0	0	1
Executive Assistant	N/A	1	1	1	1
Dispatch Supervisor	Disp S.	0	0	0	0
Dispatchers	Disp.	9	9	9	10
Total FTE Count		**67.2**	**69.7**	**69.7**	**71.73**
Total Actual Personnel		**77.0**	**79.0**	**79.0**	**81.0**

Natick Fire Department

Staffing	2012	2013	2014	2015
Fire Chief	1	1	1	1
Deputy Chief	5	5	5	5
Captains	5	5	5	5
Lieutenants	15	15	15	15
Firefighters	51	56	56	56
Executive Administrative Assistant	1	1	1	1
Administrative Assistant	1	1	1	1
Fire Prevention Officer	1	1	1	1
Assistant Fire Prevention Officer	1	1	1	1
Training Officer - Captain	1	1	1	1
Superintendant of Communications	1	1	1	1
Total FTE	**83**	**88**	**88**	**88**

Total FT/PT	**83 FT / 0 PT**	**88 FT / 0 PT**	**88 FT / 0 PT**	**88 FT / 0 PT**

DPW Administration

Staffing	2012	2013	2014	2015
Director	1	1	1	1
Business Manager	0	0	0	0
Executive Assistant	1	1	1	1
Administrative Analyst	1	1	1	1
Administrative Assistant	0	0	0	0
Total FTE	**3**	**3**	**3**	**3**

Total FT/PT	**3FT/0 PT**	**3FT/1 PT**	**3FT/2 PT**	**3FT/2 PT**

DPW Building Maintenance

Staffing	2012	2013	2014	2015
Division Supervisor	1	0	0	0
General Foreman	1	0	0	0
Crew Chief	0	0	0	0
Custodian	4	0	0	0
Painter	1	0	0	0
Total FTE	**7**	**0**	**0**	**0**

Total FT/PT	**7 FT/0PT**	**0 FT/0PT**	**0 FT/0PT**	**0 FT/0PT**

DPW Engineering

Staffing	2012	2013	2014	2015
Division Supervisor	1	1	1	1
Assistant Town Engineer	1	1	1	1
Project Engineer	1	1	1	1
Records and Permit Engineer	0	0	0	0
Engineering Aide II	0	0	0	0
Engineering Aide I	0	0	0	0
CAD/GIS Technician	1	1	1	1
Construction Inspector	0.4	0.4	0.4	0.4
Co-Op Student	0.35	0.35	0.7	1
Total FTE	**4.75**	**4.75**	**5.1**	**4**
Total FT/PT	**4 FT/2 PT**	**4 FT/2 PT**	**4 FT/3 PT**	**4 FT/2 PT**

DPW Equipment Maintenance

Staffing	2012	2013	2014	2015
Division Supervisor	1	1	1	1
General Foreman	1	1	1	1
Lead Mechanic	1	1	1	1
Working Foreman	1	1	1	1
Mechanic/Welder	5	5	5	5
Total FTE	**9**	**9**	**9**	**9**
Total FT/PT	**9 FT/0 PT**	**9 FT/0 PT**	**9 FT/0 PT**	**9 FT/0 PT**

DPW Highway/Sanitation

Staffing	2012	2013	2014	2015
Division Supervisor	1	1	1	1
Highway General Foreman	1	1	1	1
Sanitation General Foreman	1	1	1	1
Working Foreman	3	3	3	3
Heavy Equipment Operator	4	4	4	4
Truck Driver	0	3	6	5
Skilled Laborer	13	11	10	12
Total FTE	**23**	**24**	**26**	**27**
Total FT/PT	**23 FT/0 PT**	**24 FT/0 PT**	**26 FT/0 PT**	**27 FT/0 PT**

DPW Land, Facilities and Natural Resources

Staffing	2012	2013	2014	2015
Division Supervisor	1	1	1	1
General Foreman	1	1	1	1
Working Foreman	1	1	1	1
Craftsmen	1	1	1	1
Tree Worker	0*	0*	0*	1
Skilled Laborers	3	3	3	3
Total FTE	**7**	**7**	**7**	**8**
Total FT/PT	**7 FT/0 PT**	**7 FT/0 PT**	**7 FT/0 PT**	**8 FT/0 PT**

Community Services

Staffing	2012	2013	2014	2015
Director	0.5	1	1	1
Total FTE	**1**	**1**	**1**	**1**
Total FT/PT	**0 FT / 1 PT**	**1 FT / 0 PT**	**1 FT / 0 PT**	**1 FT / 0 PT**

Divisions within Community Services

Human Services/Council on Aging

Staffing	2012	2013	2014	2015
Director	1	1	1	1
Assistant Director/Program Coordinator	1	1	1	1
Volunteer Resources Coordinator	0.9	0.9	0.9	0.9
Program Development Coordinator	0	0	0	0
Social Workers	1.75	1.75	1.75	1.75
Program Instructors	varies	varies	varies	varies
Receptionist	0	0	1	1
Clerical Staff	1.49	1.49	1.49	1.49
Outreach Coordinator	1	1	1	1
Clinical Social Worker	0.375	0.375	0.375	0.375
Building Monitor	*	*	*	*
Total FTE	**7.52**	**7.52**	**8.52**	**8.52**
Total FT/PT	**5 FT / 7 PT**	**5FT / 7 PT**	**5FT / 8 PT**	**5FT / 8 PT**

Veterans Services

Staffing	2012	2013	2014	2015
Director	1	1	1	1
Executive Assistant	1	1	1	1
Total FTE	**2**	**2**	**2**	**2**
Total FT/PT	**2 FT /0 PT**	**2 FT /0 PT**	**2 FT /0 PT**	**2 FT /0 PT**

Recreation & Parks

Staffing	2012	2013	2014	2015
Change from Superintendent to Director in 2012	1	1	1	1
Assistant Superintendent	1	1	1	1
Director of Natick Community Organic Farm*	1	1	1	1
Program/Special Events Director	1	1	1	1
Asst. Director, NCOF*	1	1	1	1
Administrative Assistant, NCOF*	0.75	0.75	0.75	0.75
Special Needs Coordinator	-	-	0.8	0.8
Administrative Assistant	1	1	1	1
Bookkeeper	1	1	1	1
Playgroup Director	0	0	0	0
Receptionist	0.61	0.61	0.61	0.61
Total FTE	**8.36**	**8.36**	**9.16**	**9.16**
Total FT/PT	**7ft/3pt**	**7ft/3pt**	**7ft/4pt**	**7ft/4pt**

Board of Health

Staffing	2012	2013	2014	2015
Director	1	1	1	1
Executive Assistant	1	1	1	1
Senior Environmental Health Specialist	1	1	1	1
Sanitarian	0	0	0	0
Environmental Health Agent	1	1	1	1
Public Health Nurse	1	1	1	1
Departmental Assistant	0.67	1	1	1
Animal Inspector	*	*	*	*
Total FTE	**5.67**	**6**	**6**	**6**
Total FT/PT	**5 FT /1 PT**	**6 FT / 0 PT**	**6 FT / 0 PT**	**6 FT / 0 PT**

Board of Selectmen

Staffing	2012	2013	2014	2015
Town Administrator	1	1	1	1
Deputy Town Administrator	1	1	2	2
Human Resources Director	1	1	1	1
Executive Assistant	1.8	1.8	1.8	2.8
Administrative Assistant (Benefits)	1	1	1	1
Benefits/Payroll Coordinator	0	0	0.5	0.5
Department Support	0.25	0.25	0.25	0.25
Sustainability Coordinator	0.00	0.00	0.00	1.00
Environmental Compliance Officer	0.5	0.5	0.5	0
Total FTE	**6.55**	**6.55**	**8.05**	**9.55**
Total FT/PT	**5 FT / 3 PT**	**5 FT / 3 PT**	**6 FT / 3 PT**	**8 FT / 3 PT**

Finance Department

Staffing	2012	2013	2014	2015
Finance Director*	0	0	0	0
Special Assistant to the Finance Director	0	1	1	1
Total FTE	**0**	**1**	**1**	**1**
Total FT/PT	**0 FT / 0 PT**	**1 FT / 0 PT**	**1 FT / 0 PT**	**1 FT / 0 PT**

**Until FY 2012, Treasurer/Collector was also Finance Director. In FY 2013, the Deputy Town Administrator assumed the role.*

Divisions within the Finance Department

Comptroller

Staffing	2012	2013	2014	2015
Comptroller	1	1	1	1
Assistant Comptroller	1	1	1	1
Procurement Officer	1	1	1	1
Administrative Assistant	1	1	1	1
Administrative Assistant	0	0	0	0
Payroll Coordinator	0	1	1	1

Benefits/Payroll Coordinator	0	0	0.5	0.5
Benefits Administrator	0	0	0	0
Clerical Assistant	0	0	0	0
Department Assistant	0.49	0.49	0.49	0.19
Total FTE	**4.49**	**5.49**	**5.99**	**5.69**
Total FT/PT	**4 FT/1 PT**	**4 FT/1 PT**	**4 FT/1 PT**	**5 FT/1 PT**

Assessor

Staffing	**2012**	**2013**	**2014**	**2015**
Director of Assessing	1	1	1	1
Assistant Assessor	2	2	2	2
Executive Assistant	1	1	1	1
Administrative Assistant	0.63	0.66	0.94	0.94
Total FTE	**4.63**	**4.66**	**4.94**	**4.94**
Total FT/PT	**4 FT / 1PT**	**4 FT / 1PT**	**4 FT / 1PT**	**4 FT / 1PT**

Collector

Staffing	**2012**	**2013**	**2014**	**2015**
Collector	0.7	0.7	0.7	0.7
Assistant Collector	0.7	0.7	0.7	0.7
Administrative Assistant	1	1	1	1
Department Support	0.4	0.4	0.4	0.4
Total FTE	**2.8**	**2.8**	**2.8**	**2.8**
Total FT/PT	**3 FT / 1 PT**	**3 FT / 1 PT**	**3 FT / 1 PT**	**3 FT / 1 PT**

Treasurer

Staffing	**2012**	**2013**	**2014**	**2015**
Treasurer	0.29	0.29	0.29	0.30
Assistant Treasurer	0.33	0.33	0.33	0.30
Administrative Assistant	1	1	1	1
Payroll Coordinator	1	0	0	0
Department Support - Part time	0	0	0	0
Total FTE	**2.63**	**1.63**	**1.62**	**1.60**
Total FT/PT	**4 FT / 0 PT**	**3 FT / 0 PT**	**3 FT / 0 PT**	**3 FT / 0 PT**

Information Technology

Staffing	**2012**	**2013**	**2014**	**2015**
Director	1	1	1	1
Network Administrator	2	2	2	2
Information/Communication Specialist	0	0	1	1
Database Administrator	0	0	0	0
Data Entry Clerk	0	0	0	0

Total FTE	**3**	**3**	**4**	**4**
Total FT/PT	**3 FT / 0 PT**	**3 FT / 0 PT**	**4 FT / 0 PT**	**4 FT / 0 PT**

Notes

Effective FY 2010, one budgeted Database Administrator position is officially being transferred to the Natick Public Schools. This position has been centrally involved with school-related IT functions in the past, and belonged within the schools budget.

Town Clerk

Staffing	**2012**	**2013**	**2014**	**2015**
Town Clerk	1	1	1	1
Assistant Town Clerk	0	0	0	0
Department Assistant	1	1	1	1
Administrative Assistant	2	2	2	2
Board of Registrars	4*	4*	4*	4*
Election Workers	40*	40*	40*	40*
Total FTE	**4**	**4**	**4**	**4**

Elections

Staffing	**2012**	**2013**	**2014**	**2015**
Board of Registrars	4*	4*	4*	4*
Election Workers	60*	80*	80*	80*
Total FTE	**Varied**	**Varied**	**Varied**	**Varied**

Sealer of Weights & Measures

Staffing	**2012**	**2013**	**2014**	**2015**
Sealer of Weights & Measures	0.4	0.4	0.4	0.4
Total FTE	**0.4**	**0.4**	**0.4**	**0.4**
Total FT/PT	**0 FT / 1 PT**	**0 FT / 1 PT**	**0 FT / 1 PT**	**0 FT / 1 PT**

Community Development

Staffing	**2012**	**2013**	**2014**	**2015**
Director	1	1	1	1
Building Commissioner	1	1	1	1
Assistant Inspector	2	2	2	2
Planner	1	1	1	1
Economic Development Planner	0	1	1	1

Executive Assistant	1	1	1	1
Administrative Assistant	2	2	2	2
Part-Time Clerk	0	0	0	0
Environmental Compliance/Conservation Agent	0.5	0.5	0.5	0.4
Part-Time Inspectors	2.55	2.60	3.15	3.35
Total FTE	**11.05**	**12.10**	**12.65**	**12.75**

Total FT/PT	**11 FT / 4 PT**	**10 FT / 6 PT**	**12 FT / 6 PT**	**10 FT / 6 PT**

Facilities Management	**2012**	**2013**	**2014**	**2015**
Director of Facility Maintenance		1	1	1
Custodial Manager		1	1	1
Maintenance Manager		1	1	1
Data Analyst		1	1	1
Assistant Senior Custodian		1	1	1
Senior Custodian III		1	1	1
Senior Custodian II		1	1	1
Senior Custodian I		6	6	6
Junior Custodian II	t did not exist u	7	7	7
Junior Custodian I		15	15	15
Plumber		1	1	1
Maintenance Foreman		1	1	1
Maintenance IV		1	2	2
Maintenance III		2	2	2
General Foreman		1	1	1
Custodian		4	4	4
Painter		1	1	1
Total FTE		**46**	**47**	**47**

Total FT/PT		**46 FT / 0 PT**	**47 FT / 0 PT**	**47 FT / 0 PT**

General Fund Total FTE's	**897.77**	**920.79**	**960.45**	**984.13**

Enterprise Funds

Water & Sewer Enterprise

Staffing	**2012**	**2013**	**2014**	**2015**
Water & Sewer Operations				
Water & Sewer Division Supervisor	1	1	1	1
Water & Sewer General Foreman	1	1	1	1
ISO Coordinator	0	0	0	1
Administrative Assistant	1	1	1	1
Working Foreman	4	4	4	4
Heavy Equipment Operator	3	3	3	3
Skilled Laborer	5	5	5	5
Craftsman	3	3	3	3
GIS & Water Treatment Plant Supervisor	1	1	1	1
GIS Specialist	1	1	1	1
Chief Plant Operator	1	1	1	1
Night Operator	1	1	1	1
Station Operator	4	4	4	4
Utility Billing				
Executive Assistant	1	1	1	1
Administrative Assistant	1	1	1	1
Department Support	0.1	0.1	0.1	0.1

Total FTE	**28.1**	**28.1**	**28.1**	**29.1**
Total FT/PT	**28 FT / 1 PT**	**28 FT / 1 PT**	**28 FT / 1 PT**	**29 FT / 1 PT**

Sassamon Trace Golf Course

Staffing	**2012**	**2013**	**2014**	**2015**
Golf Course Manager	1	1	1	1
Assistant Golf Course Manager	0	0.8	0.8	0.8
Maintenance Superintendent	0	1	1	1
Maintenance Foreman	0	1	1	1
Mechanic	0	0.28	0.28	0.28
Part-time/Seasonal Maintenance Staff	0	0.93	0.93	0.93
Seasonal Golf Shop Supervisor	0.06	0	0	0
Golf Shop Attendants	2.24	1.8	1.8	1.8
Rangers/starters/cart attendants	1.0	1.0	1.0	1.0
Total FTE	**4.3**	**7.8**	**7.8**	**7.8**
Total FT/PT	**1FT/25PT**	**3FT/25PT**	**3FT/25PT**	**3FT/25PT**
Enterprise Fund Total FTE's	**32.43**	**35.94**	**35.94**	**36.94**

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	
General Fund			**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
Natick Public Schools		**2016**						
NATICK PUBLIC SCHOOLS	INSTALL MODULAR CLASSROOMS	1,097,800		1,097,800				1,097,800
NATICK PUBLIC SCHOOLS	PURCHASE PORTABLE RADIOS AND BUILDING EQUIPMENT	162,000	162,000				162,000	
NATICK PUBLIC SCHOOLS	PURCHASE VAN FOR TRANSPORTING ATHLETES	65,000	65,000				65,000	
Natick Public Schools Total		**1,324,800**	**227,000**	**1,097,800**	**0**	**0**	**227,000**	**1,097,800**
Police Department		**2016**						
POLICE DEPARTMENT	CRUISER REPLACEMENT	200,000	80,000		120,000		200,000	
POLICE DEPARTMENT	PARKING METER REPLACEMENT	78,610			78,610		78,610	
POLICE DEPARTMENT	REPLACE ELECTRONIC CONTROL DEVICES	19,500	19,500				19,500	
Police Department Totals		**298,110**	**99,500**	**0**	**198,610**	**0**	**298,110**	**0**
Fire Department		**2016**						
FIRE DEPARTMENT	MOBILE DATA TERMINALS/COMPUTERS ON APPARATUS	70,000			70,000		70,000	
FIRE DEPARTMENT	REPLACE NFD CAR- 2	48,000	48,000				48,000	
FIRE DEPARTMENT	REPLACE NFD CAR-1	31,500	31,500				31,500	
Fire Department Total		**149,500**	**79,500**	**0**	**70,000**	**0**	**149,500**	**0**
DPW Engineering		**2016**						
PUBLIC WORKS ENGINEERING	ROADWAY IMPROVEMENTS COTTAGE STREET	2,000,000				2,000,000		2,000,000
PUBLIC WORKS ENGINEERING	WILLOW ST. DRAINAGE IMPROVEMENTS	500,000		500,000				500,000
DPW Engineering Total		**2,500,000**	**0**	**500,000**	**0**	**2,000,000**	**0**	**2,500,000**
DPW Highway Sanitation Recycling		**2016**						
PUBLIC WORKS HIGHWAY	REPLACE S-31 (TRASH PACKER)	280,000	280,000					280,000
PUBLIC WORKS HIGHWAY	PURCHASE ONE NEW RECYCLING SIDE ARM PACKER	275,000	275,000					275,000
PUBLIC WORKS HIGHWAY	REPLACE H-57 (FRONT-END LOADER)	245,000			245,000			245,000
PUBLIC WORKS HIGHWAY	REPLACE H-61 (SIDEWALK MACHINE)	142,000	142,000					142,000
PUBLIC WORKS HIGHWAY	REPLACE DUMPSTERS	12,500			12,500		12,500	
PUBLIC WORKS HIGHWAY	GUARDRAIL (VARIOUS LOCATIONS)	10,000				10,000	10,000	
PUBLIC WORKS HIGHWAY	REPLACE H-56 (TWO 2 LOADER MOUNTED SNOW BLOWER ATT)	275,000	275,000					275,000
PUBLIC WORKS HIGHWAY	PURCHASE 3 LOADER MOUNTED ONE-WAY SNOW PLOWS	35,000	35,000			35,000	35,000	
DPW Highway Sanitation Recycling Total		**1,274,500**	**1,007,000**	**0**	**257,500**	**45,000**	**57,500**	**1,217,000**
DPW Land Facilities and Natural Resources		**2016**						
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-9 (BUCKET TRUCK)	200,000	200,000					200,000
PUBLIC WORKS LND FAC/NAT RES	FIELD RENOVATIONS	75,000				75,000	75,000	
PUBLIC WORKS LND FAC/NAT RES	REPLACE 1999 WOOD CHIPPER	70,000			70,000		70,000	
PUBLIC WORKS LND FAC/NAT RES	REPLACE INFIELD GROOMER TRACTOR	27,000	27,000				27,000	
PUBLIC WORKS LND FAC/NAT RES	TREE REPLACEMENT	35,000		35,000			35,000	
DPW Land Facilities and Natural Resources Total		**407,000**	**227,000**	**35,000**	**70,000**	**75,000**	**207,000**	**200,000**
Community Services		**2016**						
PARKS & RECREATION	HISTORICAL MONUMENT RESTORATION	15,000		15,000			15,000	
Community Services Total		**15,000**	**0**	**15,000**	**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		**2016**						
COMMUNITY DEVELOPMENT	DOWNTOWN PARKING GARAGE	7,000,000				7,000,000		7,000,000
Community Development		**7,000,000**	**0**	**0**	**0**	**7,000,000**	**0**	**7,000,000**
Facilities Management		**2016**						
FACILITIES MANAGEMENT	BROWN- REPLACE UNIT VENTILATORS IN CLASSROOMS	170,000			170,000			170,000
FACILITIES MANAGEMENT	REPLACE ROTTED PLUMBING AT JOHNSON SCHOOL	175,000		175,000				175,000
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 CONCRETE ENTRY AND APPROACH	20,350		20,350			20,350	
FACILITIES MANAGEMENT	REPLACE CARPETING AT BEN HEM LIBRARY	20,000		20,000			20,000	
FACILITIES MANAGEMENT	RESTORE HVAC UNITS AT BENNETT HEMENWAY SCHOOL	25,000			25,000		25,000	
FACILITIES MANAGEMENT	REPAIR WILSON ROOF	10,000		10,000			10,000	
Facilities Management Total		**635,350**	**0**	**340,350**	**195,000**	**100,000**	**190,350**	**445,000**
Information Technology		**2016**						
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**	**50,000**	**0**	**250,000**	**0**	**300,000**	**0**
Town Clerk		**2016**						
TOWN CLERK	PRESERVATION OF HISTORICAL RECORDS	100,000			100,000		100,000	
Town Clerk Total		**100,000**	**0**	**0**	**100,000**	**0**	**100,000**	**0**
Total General Fund		**14,004,260**	**1,690,000**	**1,988,150**	**1,141,110**	**9,220,000**	**1,544,460**	**12,459,800**

Funding Summary	
G.F. Debt	12,459,800
Capital S.F.	1,544,460
Total	14,004,260

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	**Description**	**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	H&T FILTER PIPING PAINTING AND MAINT.	250,000	250,000				250,000	
WATER SEWER ENTERPRISE	VFD INSTALLS & CONTROLS	195,000	195,000					195,000
WATER SEWER ENTERPRISE	SEWER MAIN RELINING	150,000				150,000	150,000	
WATER SEWER ENTERPRISE	REPLACE SCADA PLC/CPU EQUIPMENT	285,000	285,000					285,000
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)	31,000			31,000		31,000	
Water Sewer Enterprise		**1,663,000**	**822,000**	**0**	**441,000**	**400,000**	**523,000**	**1,140,000**
Total Water & Sewer Enterprise		**1,663,000**	**822,000**	**0**	**441,000**	**400,000**	**523,000**	**1,140,000**
Less grants, subsides, etc.		-150,000	0	0	0	-150,000	-150,000	0
Net Water/Sewer (dependent upon rates)		**1,513,000**	**822,000**	**0**	**441,000**	**250,000**	**373,000**	**1,140,000**

Funding Summary	
W.S. Debt	**1,140,000**
W.S. Ret. Earn.	**373,000**
Total	**1,513,000**

Golf Course Enterprise	Description	**2016**						
SASSAMON TRACE GOLF COURSE	GREENS AERATOR	28,000		28,000				28,000
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		**44,000**	**0**	**44,000**	**0**	**0**	**16,000**	**28,000**

Funding Summary	
Golf Debt	**28,000**
Golf Ret. Earn.	**16,000**
Total	**44,000**

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		**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
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	REPLACE KENNEDY MIDDLE SCHOOL	0	85,000,000	0	0	0	85,000,000
Natick Public Schools Total		**1,324,800**	**85,043,017**	**0**	**0**	**0**	**86,365,800**
Morse Institute Library		**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
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		**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
POLICE DEPARTMENT	CRUISER REPLACEMENT	200,000	205,000	207,500	210,000	212,500	1,035,000
POLICE DEPARTMENT	PARKING METER REPLACEMENT	78,610	0	0	0	0	78,610
POLICE DEPARTMENT	REPLACE ELECTRONIC CONTROL DEVICES	19,500	0	0	0	0	19,500
POLICE DEPARTMENT	REPLACE AUTOMATIC EXTERNAL DEFRIBRILLATORS	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	REPLACE POLICE K9	0	0	0	0	0	0
Police Department Totals		**298,110**	**240,200**	**218,000**	**260,000**	**212,500**	**1,228,810**
Fire Department		**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
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	31,500	0	0	0	0	31,500
FIRE DEPARTMENT	REPLACE FIRE STATION 4 (WEST NATICK)	0	0	7,000,000	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		**149,500**	**1,728,000**	**7,100,000**	**1,350,000**	**0**	**10,327,500**

DPW Engineering		2016	2017	2018	2019	2020	Total
PUBLIC WORKS ENGINEERING	ROADWAY IMPROVEMENTS COTTAGE STREET	2,000,000	0	0	0	0	2,000,000
PUBLIC WORKS ENGINEERING	CH90 ROAD IMPROVEMENTS [1]	1,502,000	1,502,000	1,502,000	1,502,000	1,502,000	7,510,000
PUBLIC WORKS ENGINEERING	WILLOW ST. DRAINAGE IMPROVEMENTS	500,000	0	0	0	0	500,000
PUBLIC WORKS ENGINEERING	ROADS & SIDEWALKS (COLLECTOR/ARTERIAL)	0	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
PUBLIC WORKS ENGINEERING	STORMWATER MANAGEMENT REGULATION IMPACT STUDY	0	50,000	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		**4,002,000**	**4,482,000**	**5,030,000**	**3,002,000**	**3,002,000**	**19,518,000**
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-57 (FRONT-END LOADER)	245,000	0	0	0	0	245,000
PUBLIC WORKS HIGHWAY	REPLACE H-61 (SIDEWALK MACHINE)	142,000	0	0	0	0	142,000
PUBLIC WORKS HIGHWAY	REPLACE H-56 (TWO LOADER MOUNTED SNOWBLOWER ATT.)	275,000	0	0	0	0	275,000
PUBLIC WORKS HIGHWAY	THREE LOADER MOUNTED SNOW PLOWS	35,000	0	0	0	0	35,000
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 BOMBADIER	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
PUBLIC WORKS HIGHWAY	REPLACE H-46 TRUCK/SANDER	0	0	0	0	0	0
PUBLIC WORKS HIGHWAY	REPLACING H-49 DUMP TRUCK/SANDER	0	0	0	0	0	0

PUBLIC WORKS HIGHWAY	REPLACE H-62 STREET SWEEPER	0	0	0	0	0	0
DPW Highway Sanitation Recycling Total		**1,274,500**	**632,500**	**585,500**	**822,500**	**247,500**	**3,562,500**
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	35,000	30,000	30,000	30,000	30,000	155,000
PUBLIC WORKS LND FAC/NAT RES	REPLACE INFIELD GROOMER TRACTOR	27,000	0	0	0	0	27,000
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
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
PUBLIC WORKS LND FAC/NAT RES	TREE INVENTORY	0	0	0	0	0	0
DPW Land Facilities and Natural Resources Total		**407,000**	**172,500**	**206,000**	**30,000**	**30,000**	**845,500**
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	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	150,000	150,000
FACILITIES MANAGEMENT	MEMORIAL- REPAVE PARKING AREAS	0	300,000	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	175,000	0	0	0	0	175,000
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	0	20,000	0	0	0	20,000
FACILITIES MANAGEMENT	WILSON CONCRETE APPRAOCH	20,350	0	0	0	0	20,350
FACILITIES MANAGEMENT	REPLACE CARPETING AT BEN HEM LIBRARY	20,000	0	0	0	0	20,000
FACILITIES MANAGEMENT	RESTORE HVAC UNITS AT BENNETT HEMENWAY SCHOOL	25,000	0	0	0	0	25,000
FACILITIES MANAGEMENT	REPLACE DOMESTIC HOT WATER HEATER WILSON	0	0	0	0	10,000	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	600,000
FACILITIES MANAGEMENT	KENNEDY-REPLACE CLASSROOM UNIVENTS + DDC	0	200,000	0	0	0	200,000
FACILITIES MANAGEMENT	KENNEDY- REPLACE EXTERIOR DOORS	0	255,000	0	0	0	255,000
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	750,000	0	0	750,000
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		**635,350**	**3,680,000**	**2,000,000**	**1,760,000**	**485,000**	**8,560,350**
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		**15,511,260**	**108,982,717**	**15,594,500**	**7,229,500**	**3,982,000**	**151,297,960**
less grants, subsidies, mititgation funds, etc…		-1,507,000	-13,127,000	-1,507,000	-1,507,000	-1,507,000	-19,155,000
Net General Fund		**14,004,260**	**95,855,717**	**14,087,500**	**5,722,500**	**2,475,000**	**132,142,960**

Notes

[1] Funded through M.G.L. Ch. 90 State Aid for Roadway Construction & Maintenance

[2] Funded only if grants are available

[3] Funded through B.A.A./Marathon funds

[4] Funded through the State

[5] Funded/partially funded through project specific mitigation funds

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)	250,000	0	0	0	0	250,000
WATER SEWER ENTERPRISE	VFD INSTALLS & CONTROLS	195,000	195,000	0	0	0	390,000
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	285,000	0	0	0	0	285,000
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)	31,000	0	0	0	0	31,000
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	**1,663,000**	**2,360,000**	**1,380,000**	**1,555,000**	**1,100,000**	**7,648,000**
Total Water & Sewer Enterprise	**1,663,000**	**2,360,000**	**1,380,000**	**1,555,000**	**1,100,000**	**7,648,000**
Less grants, subsides, etc.	-150,000	-150,000	-150,000	-150,000	-150,000	-750,000
Net Water/Sewer (dependent upon rates)	**1,513,000**	**2,210,000**	**1,230,000**	**1,405,000**	**950,000**	**6,898,000**

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	0	20,000	0	0	0	20,000
SASSAMON TRACE GOLF COURSE	PAVING OF GOLF COURSE CART PATHS	0	10,000	10,000	10,000	10,000	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		**44,000**	**205,000**	**157,000**	**144,000**	**80,000**	**630,000**

Total All Funds	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
General Fund	**15,511,260**	**108,982,717**	**15,594,500**	**7,229,500**	**3,982,000**	**151,299,977**
Water/Sewer Enterprise	**1,663,000**	**2,360,000**	**1,380,000**	**1,555,000**	**1,100,000**	**8,058,000**
Sassamon Trace	**44,000**	**205,000**	**157,000**	**144,000**	**80,000**	**630,000**
Gross Capital Requests	**17,220,276**	**111,547,717**	**17,131,500**	**8,928,500**	**5,162,000**	**159,987,977**
less subsidies/offsets	*-1,657,000*	*-13,277,000*	*-1,657,000*	*-1,657,000*	*-1,657,000*	*-19,905,000*
Net Capital Requests	**15,563,276**	**98,270,717**	**15,474,500**	**7,271,500**	**3,505,000**	**140,082,977**

Status of Municipal Reserves

Overlay Surplus:

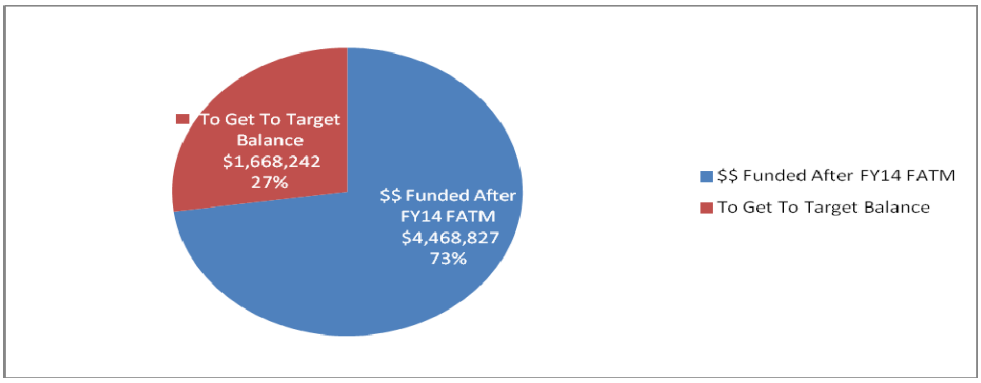
The purpose of the overlay surplus account is to fund property tax abatements and exemptions that may be granted in a particular fiscal year. Each fiscal year has an associated Overlay Reserve account; once all exemption and abatement requests for a particular fiscal year have been resolved or can be 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:

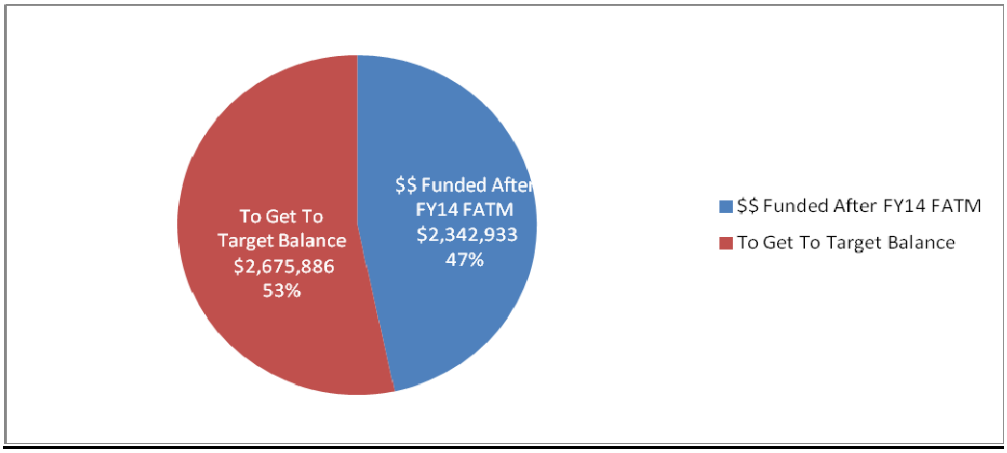
General: The National Advisory Council on State and Local Budgeting recommends that Stabilization Funds be used to address temporary cash flow shortages, emergencies, unanticipated economic downturns, and one-time opportunities. A prudent level of financial resources is recommended to protect against 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
			2%	5%		
General Stabilization Fund	**$4,468,827**	**$ 122,741,389**	**$2,454,828**	**$ 6,137,069**	**$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

Item	Amount in $$	Rationale
Certified Free Cash as of 7/1/2014	6,832,003	
.5% of G/F Revenue Set-Aside	(650,000)	As per Financial Policies
2014 Fall Town Meeting		
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
2015 Spring Annual Town Meeting		
FY16 Budget Support	(2,270,597)	FY 2016 Budget Support
Article 1 Family of Michael McDaniel Jr.	(50,000)	See Warrant Article
Article 25 Electronic Voting Tech/Equip	(15,000)	See Warrant Article
Remaining Unallocated Balance	**11,291**	

Town of Natick
Department of Public Works
History of Snow and Ice Removal

	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	827,744.50	670,901.08	867,663.03

	FY12	FY13	FY14	FY15 YTD
Budgeted Amount	150,000.00	150,000.00	150,000.00	150,000.00
Total Expenses	299,507.73	862,114.58	1,042,022.00	1,119,992.00

	5 Year Average	10 Year Average	5 Year Median	10 Year Median
Total Expenses	**$ 748,441.77**	**$ 715,088.74**	**$ 862,114.58**	**$ 844,929.54**

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.

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

Glossary & Basis of Budgeting & Accounting

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

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

APPROPRIATIONS - A legal authorization to expend municipal funds. Massachusetts municipal finance laws require that all general-purpose expenditures be authorized by a majority vote of Town Meeting.

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

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

ARTICLE - An article or item on the Town Warrant.

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

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

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

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

BOND ANTICIPATION NOTE (BAN) – A temporary note issued for no more than one or two years. This is commonly used to defer the initial pay down of debt or to accommodate reimbursement for borrowed notes from a private source or other governmental entity.

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

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

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

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

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

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

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

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

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

COMPETITIVE BIDDING PROCESS – the process following State law requiring that for purchases of $25,000 or more a Town must advertise, solicit and publicly open sealed bids from prospective vendors. After a review period, the Town Manager then awards a contract to the successful bidder.

DEBT EXCLUSION - The amount of taxes assessed in excess of the Proposition 2-1/2 levy limit for the payment of debt service costs attributable to a vote of the electorate. Two-thirds of the Selectmen and a majority of citizens voting must approve the exclusion. These funds are raised to retire the debt service for the project. They are not added to the tax levy limit for the following fiscal year.

DEBT SERVICE - Payment of interest and principal on an obligation resulting from the issuance of bonds.

DEPARTMENT – A division of the Town that has overall management responsibility for an operation or group of related operations within a functional area.

DEPRECIATION – 1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, and inadequacy of obsolescence. 2) That portion of the cost of a capital asset that is charged as an expense during a particular period. Depreciation is based on historic costs not replacement value.

ENCUMBRANCE – To encumber funds means to set aside or commit funds for a future expenditure. Encumbrances include obligations in the form of purchase orders, contracts or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved.

ENTERPRISE FUNDS - Enterprise Funds are used to account for operations which are financed and operated in a manner similar to business operations and where the costs of providing goods or services are financed in whole or in part by user charges (charges for services). Services accounted for in Enterprise Funds are tangible and can be measured for determining a charge for services. In Massachusetts, the most common types of government enterprises include utility or utility-type services for water treatment and delivery, sewerage collection and treatment, and electricity generation and distribution. Less common but prevalent operations include hospitals, airports, parking, swimming pools, and golf courses.

Individual services must ordinarily be accounted for in separate Enterprise Funds. Segregation is essential for determining the total cost of services and the extent to which user charges cover that cost. Although a community may decide to recover only a portion of its costs from user charges, it is essential from a management point of view that it understands what its total costs are. Such costs include amounts for repayment of long-term debt and related interest and estimates for depreciation.

EXPENDITURE – Decrease in net financial resources for the purpose of acquiring and providing goods and services.

EXPENSES – Outflows or other using up of assets or incurring of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations. Expenses consist of the following objects of expenditure: Utilities, Supplies and Materials, Contractual Services, and Equipment.

FINES & FORFEITURES - Revenue collected from court fines, penalty charges for overdue taxes along with non-criminal fines are included in this category.

FISCAL YEAR (FY) - The Town of Natick operates on a July 1st through June 30th fiscal year.

FREE CASH - The amount certified annually by the Dept of Revenue that represents the unreserved fund balance less all outstanding tax receivables. This balance is created when actual revenues exceed those estimated and/or expenditures are less than appropriations for any given fiscal year. These funds may be appropriated by Town Meeting as a resource for the next fiscal year's operations or any other purpose authorized by state statute. The Massachusetts Department of Revenue certifies free cash each July 1st. Free Cash represents the savings account of the Town. Certified Free Cash is available for appropriation by Town Meeting for any lawful purpose.

FUND BALANCE - The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

FUNDING SOURCE – The specifically identified funds allocated to meet budget requirements/expenses.

GENERAL FUND - Revenues derived from the tax levy, state aid, local receipts and available funds are considered General Fund revenues. The General Fund is distinguished from Enterprise Funds and Special Revenue Funds.

GFOA – Government Finance Officers Association of the United States and Canada. The G.F.O.A.is a professional organization of governmental finance officers.

GRANT – A contribution by one government unit or outside agency to another governmental unit. The contribution is usually made for a specific purpose but is sometimes for general purposes.

INVESTMENT INCOME - The Town earns interest on cash held in savings accounts and invested in short term securities. The investment goal is to ensure that all funds are invested. The term of these is investments is short-term and risk adverse. The Treasurer is very restricted as to the instruments in which investments can be made. The amount of investment income is a function of the amount of funds invested and the interest rate.

LEVY LIMIT - The maximum amount of money, which the Town can raise from the property tax levy, without an override of proposition 2 1/2. Please refer to the explanation of Proposition 2 1/2 for a description of how the levy limit is calculated.

LIABILITY – Debt or other legal obligation which must be paid, renewed or refunded at some future date, but does not include encumbrances.

LOCAL RECEIPTS - A category of revenue sources including school department charges for services, investment income, fines and forfeitures, building permits and excise taxes. These revenues are not considered part of the Proposition 2 ½ Tax Levy.

MODIFIED ACCRUAL BASIS FOR ACCOUNTING – A method of accounting that recognizes revenue when it is actually received and recognizes expenditures when a commitment is made.

MOTOR VEHICLE EXCISE - All Massachusetts vehicle owners who have their vehicle(s) registered in the State of Massachusetts pay an annual motor vehicle excise tax to the city or town in which they reside. The Registry of Motor Vehicles creates a listing of all vehicles registered in Natick and the book value assigned to each vehicle. The Town uses this information to bill all owners an annual tax equal to 2 ½ percent or $25 for each $1,000 of the vehicle's value.

MWRA – Massachusetts Water Resources Authority

NEW GROWTH - In addition to a standard 2 1/2% annual increase in the property tax levy, Proposition 2 1/2 allows the levy to be increased further by the sum of certain qualifying new construction valuation, multiplied by the prior year tax rate. Qualifying new construction valuation is known as "New Growth". In general, in order to qualify as "New Growth" the new construction valuation must be either a newly constructed house or an addition to an existing house, which adds at least 50% to the preconstruction value (residential properties). For commercial/industrial properties, "New Growth" consists of both newly built buildings, and additions, which add at least $100,000 to the prior value of the improved property. It permanently becomes part of the tax levy.

OBLIGATION - A commitment to pay a particular sum of money (e.g. as required by contract or a bond).

OPERATING BUDGET – The portion of the budget that pertains to daily operations, which provide basic services for the fiscal year. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel and the proposed means of financing them.

OPERATING EXPENDITURE - An ongoing or recurring cost of performing a function or providing a service. Operating expenditures include personal services, supplies and materials, utilities, contractual services, minor equipment, and debt service.

OVERLAY - The amount raised in the tax levy for funding abatements granted by the Board of Assessors due to overvaluation.

OVERRIDE - An action taken by the voters of the town to exceed the limit placed on tax revenue growth by the State tax limitation law known as Proposition 2 ½. The tax levy limit can be exceeded only if a majority of residents voting approve an override. This sum is then added to the base levy for the next fiscal year and this becomes a permanent addition to the tax levy limit.

PROPOSITION 2 ½ - A tax limitation measure passed by Massachusetts voters in 1980 which limits the growth of the total property tax levy to 2.5% per year. In other words, the total revenue allowed to be raised through real estate and personal property taxes cannot increase by more than 2.5% from one fiscal year to the next unless the citizens of the town approve a debt exclusion or an operating override. New construction values are in addition to this limit. Two provisions within Proposition 2 ½ allow the citizens of a community by popular vote to authorize the Town to raise taxes above the tax levy limit: an operating override or a debt exclusion.

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

RESERVE FUND - An amount set aside annually within the budget of a city or town to provide a funding source for "extraordinary and unforeseen" expenditures. In a town, the Finance (or Appropriation) Committee can authorize transfers from this fund. The Reserve Fund is under the control of the Finance Committee.

RETAINED EARNINGS – The equity account reflecting the accumulated earnings of the enterprise funds.

RESOURCES - Total dollar amounts available for appropriation including estimated revenues, fund transfers, and beginning fund balances.

REVALUATION - Massachusetts municipal finance law requires that the Massachusetts Department of Revenue formally certify that property tax assessments represent the "full and fair cash valuation" of properties. The process of determining the "full and fair cash valuation" of taxable property is known as Revaluation.

REVENUE - Budgetary resources. The various revenues the Town receives are listed in the Revenue Section of Town Administrator's Summary.

REVOLVING FUND – As authorized under M.G.L. Ch. 53 E ½, departmental revolving funds allow communities to raise revenues from a specific service and use those revenues without appropriation to support the service. Each revolving fund must be re-authorized each year at annual town meeting or by city council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also

charged for all associated fringe benefits.

SCHOOL BUILDING ASSISTANCE PROGRAM (SBAB) – A program started by the Commonwealth of Massachusetts for the purpose of assisting municipalities in the reconstruction and renewal of its public schools.

SEWER & WATER CHARGES - The Town operates a Water and Sewer Enterprise Fund to manage these municipal operations. Users of sewer and water services provided by the Town pay charges depending upon usage. Revenue received from charges for sewer and water services is used to fully support the costs of utility operations, such as Massachusetts Water Resources Authority (MWRA) assessments, debt service obligations, personnel costs, and capital projects. Charges for services are based on an inclining block rate structure corresponding to usage. Charges rise as usage increases. The Town pays the MWRA assessments to dispose of Town sewage.

STABILIZATION FUND – Massachusetts General Law Ch.40, Sec. 5B, allows a municipality to appropriate in any year an amount not exceeding ten percent of the amount raised in the preceding fiscal year; the aggregate amount in the fund shall not exceed ten percent of the equalized valuation of the municipality. The treasurer shall be custodian of the fund and may invest the proceeds legally; any interest earned shall remain with the fund. Money from the Stabilization Fund may be appropriated for any lawful purpose by two-thirds vote of Town Meeting.

Natick has five Stabilization Funds as of January 5, 2015: the General Stabilization Fund, the Capital Stabilization Fund, the Operational Stabilization Fund, the One-to-One Technology Stabilization Fund and the Inflow & 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 Proposition 2 ½.

TAX RATE - The amount of tax levied for each $1,000 of assessed valuation.

USER FEES - Fees paid for direct receipt of a public service by the user or beneficiary of the service.

Basis of Accounting & Budgeting – Terminology

The following descriptions detail how the Town of Natick performs its accounting and budgeting.

- Basis of Accounting: General fund accounting is done on a modified accrual basis meaning that revenues are recognized when they become measurable or available (cash basis), while expenditures are accounted for in the accounting period incurred (accrual basis).

- Basis of Budgeting: Budgeting for all enterprise funds is done on a GAAP (Generally Accepted Accounting Principles) or full accrual basis. This means that expenditures and revenues are accounted for in the accounting period incurred.

Demographics & Information

History

The Town of Natick is a suburban industrial center located on the upper basin of the Charles and Concord Rivers with an extensive complex of ponds. The town was from earliest Colonial days a prime target for development, possessing as it did good agricultural land, fish runs and water power. Established in 1650 on the Charles River, Natick had the first and the largest Indian praying town in the colonies, one that became a model for all other attempts to inculcate European standards into Indians. John Eliot, the great missionary, secured a charter of 6,000 acres for the Indians and converted them to Christianity. Unfortunately, Natick's Indian population was forcibly resettled on Deer Island during the King Philip's war and essentially never returned.

In Colonial days, Natick was an agricultural community with some orchards and some lumbering. Grist and sawmills were established and Indian ownership and control gave way to white dominance between 1676 and 1776. Local tradition claims that several loads of Natick men shipped out to the California gold rush in 1849 and 1850, returning with enough capital to start independent businesses in the town. The shoe industry dominated the community by the early 19th century, with the first shoe sole manufacturer established in 1827 and shoes shipped to the southern and western markets by 1830. The town's products, including baseballs manufactured in Natick, were shipped to Boston on the Boston and Worcester Railroad. The town saw rapid growth including an Irish, English, Nova Scotian, Italian and Armenian immigrant population which came to take jobs in the shoe plants and by the 1880's, Natick was the third largest shoe production community in the country.

Demographic & Geographic Information

Settlement Date: 1651

Incorporation Date: Natick was incorporated as a Town on February 19, 1781.

County: Middlesex

Location**:** Eastern Massachusetts, bordered by Framingham on the west, Wayland and Weston on the north, Wellesley and Dover on the east, and Dover and Sherborn on the south. Natick is 18 miles southwest of Boston; 25 miles east of Worcester; 35 miles north of Providence, Rhode Island; and about 201 miles from New York City.

Total Area**:** 16.06 sq. miles

Land Area**:** 15.09 sq. miles

2010 Population: 33,006 *(U.S. Census)*

2011 Labor Force: 18,654 *(Mass Dept. of Revenue)*

Per Capita Income: (2007-2011 5 year ACS Estimate): 49,012 *(U.S. Census)*

2010 Population Per Square Mile: 2,055.2

2009 Housing Units Per Square Mile: 886.47 *(Mass Dept. of Revenue)*

2009 Road Miles: 155.88 *(Mass Dept. of Revenue)*

Principal Employers (1)
Other than the Town itself, the following are the principal employers located in the Town:

Company	Nature of Business	Current Employees
MathWorks, Inc.	Software Dev/Sales	1,900
U.S. Army Natick Research, Development & Engineering Ctr.	Government/Food Research	1,300
Natick Mall	Retail	1,200
Metro West Medical Center Leonard Morse Campus	General Medical & Surgical Hospital	600
Klockner-Moeller	Motor Controls & Switchgear Equipment	200
Cognex	Manufacturers of Vision Instrumentation/Administration	180
Whitney Place	Assisted Living	170
Crowne Plaza Hotel	Hotel	150
Middlesex Savings Bank	Bank	100
Vision Sciences	Medical Instrumentation	80
Stop & Shop	Supermarket	70

Government & Elections Information

School Structure: K-12

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

Registered Voters: (as of December 31, 2014) 22,184

Partisan Affiliation:

Democrat: 7,401	Republican: 2,526	Unenrolled: 12,158
Libertarian: 50	Green Rainbow: 20	All Other: 29
Total: 22,184		

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/Senior 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)

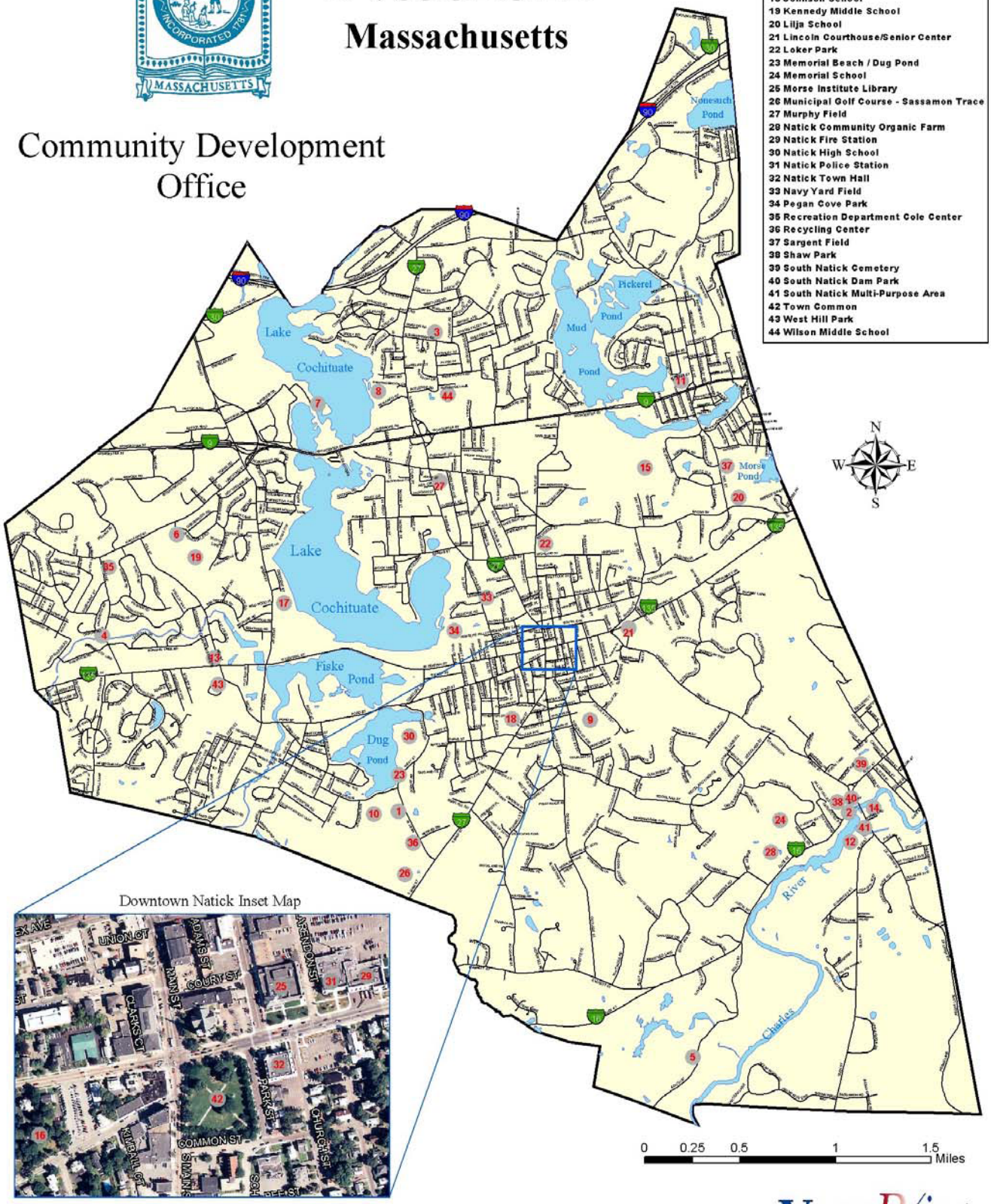
Areas of Interest

Town of
Natick
Massachusetts

Community Development Office

Key to Areas of Interest

1 Track around NHS Football Field
2 Bacon Free Library
3 Bennet Hemenway School
4 Boden Lane Cemetery
5 Broadmoor Sanctuary
6 Brown School
7 Camp Arrowhead
8 Camp Mary Bunker
9 Coolidge Field/Woods
10 Department of Public Works
11 East Natick School
12 Grove Park
13 Henry Wilson Memorial
14 Hunnewell Fields
15 Hunnewell Town Forest
16 Indian Burial Ground
17 John J. Lane Park
18 Johnson School
19 Kennedy Middle School
20 Lilja School
21 Lincoln Courthouse/Senior Center
22 Loker Park
23 Memorial Beach / Dug Pond
24 Memorial School
25 Morse Institute Library
26 Municipal Golf Course - Sassamon Trace
27 Murphy Field
28 Natick Community Organic Farm
29 Natick Fire Station
30 Natick High School
31 Natick Police Station
32 Natick Town Hall
33 Navy Yard Field
34 Pegan Cove Park
35 Recreation Department Cole Center
36 Recycling Center
37 Sargent Field
38 Shaw Park
39 South Natick Cemetery
40 South Natick Dam Park
41 South Natick Multi-Purpose Area
42 Town Common
43 West Hill Park
44 Wilson Middle School



Downtown Natick Inset Map

VIEWPoint
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http://viewpoint-gis.com

Town of Natick
13 E. Central Street
Natick, MA 01760

IMPORTANT TOWN BUSINESS