



Town of Natick

FY 2015 Preliminary Budget

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FY 2015 Budget Schedule & Process

	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June
External												
Votes									<input checked="" type="checkbox"/>			
Town Meeting				Town Meeting							Town Meeting	
BOS					Review of Budget Goals & Challenges		Selectmen Review of Budget					
SC								Hearing on Budget				
FinComm			Warrant Hearings				FinComm Hearings on Budget & Warrant					
Internal												
Municipal		Capital Develop.		Operating Budget Development & Refinement								
School		Capital Develop.		Operating Budget Development & Refinement					3/20 All Budget Decisions Final - Book produced 2 weeks ahead of TM			



Significant Dates

August 2013

Capital Development (Internal - Schools & Municipal)

September 2013

Capital Update Submitted

September 1st

October 2013

Operating Budget Development (Internal)
2013 Fall Town Meeting

Mid-to- Late October
Begins October 15th

November 2013

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

All November
November Meetings

December 2013

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

All December
December Meetings
Early December
Early December

January 2014

Submittal of FY 2015 Administrator's Proposed Budget to BOS & FC
Finance Committee Public Hearings on Budget
BOS - Review of Budget

January 2nd
All January

February 2014

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

February
February
All February

March 2014

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

to March 15
March 16-31
March 25th

April - May 2014

Town Meeting

Commences April 8th

July 2014

Start of FY 2015

July 1

FY 2015 Budget Schedule & Process

The legislative body of the Town of Natick is a representative Town Meeting comprised of 180 elected Town Meeting Members. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects. The Town Administrator is required to submit a Proposed Budget to the Board of Selectmen and Finance Committee on January 2, 2014. An **Open Process** is utilized in developing the budget. Internally, input is elicited and encouraged from all staff levels. Externally more and more citizen participation is encouraged and sought after. The open process allows for greater inclusion in decision-making and in the overall development of the budget.

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

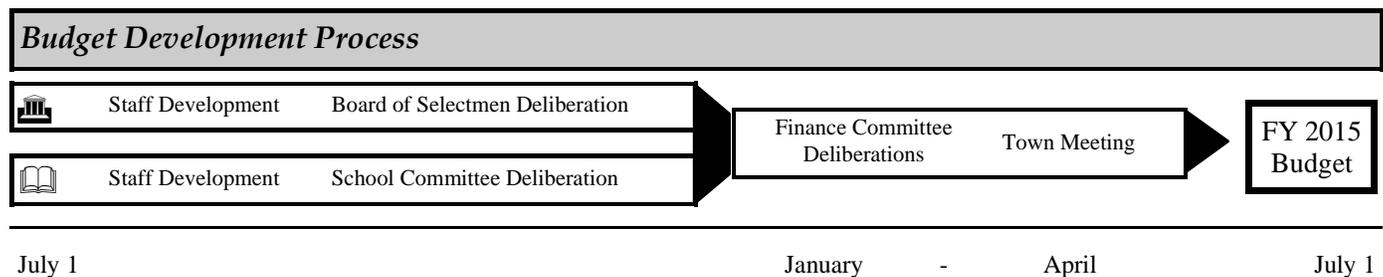
While the municipal staff is developing one part of the operating budget, the School Department begins a separate process for developing the operating budget of the Natick Public Schools. The Town Administrator is responsible for making budget recommendations for all Town programs, including a total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

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

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

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

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



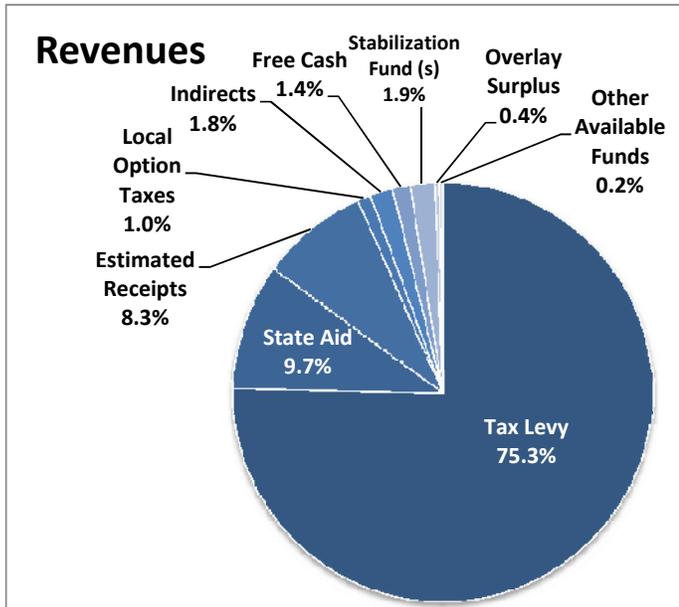
General Fund Revenue/Expenditure Summary

General Fund Revenues	2012	2013	2014	2015	2014 vs. 2015	
	Actual	Actual	Appropriated	Preliminary	\$	%
Tax Levy	\$ 85,587,087	\$ 89,134,618	\$ 93,436,666	\$ 96,239,221	2,802,555	3.00%
State Aid	\$ 11,449,436	\$ 11,440,476	\$ 12,363,740	\$ 12,363,740	0	0.00%
Estimated Receipts	\$ 13,112,037	\$ 13,311,827	\$ 10,591,750	\$ 10,622,750	31,000	0.29%
Local Option Taxes	\$ 1,275,551	\$ 1,334,123	\$ 1,300,000	\$ 1,300,000	0	0.00%
Other Local Receipts						
Indirects	\$ 2,535,883	\$ 2,581,514	\$ 2,355,825	\$ 2,241,487	-114,338	-4.85%
Free Cash	\$ 5,466,393	\$ 6,343,030	\$ 6,313,951	\$ 1,750,000	-4,563,951	-72.28%
Stabilization Fund (s)	\$ 689,340	\$ 1,062,152	\$ 2,424,229	\$ 2,392,908	-31,321	-1.29%
Overlay Surplus	\$ 1,000,000	\$ -	\$ 500,000	\$ 500,000	0	0.00%
Other Available Funds	\$ 281,532	\$ 460,407	\$ 307,234	\$ 317,609	10,375	3.38%
Total General Fund Revenues	121,397,259	125,668,147	129,593,395	127,727,715	-1,865,680	-1.44%
General Fund Expenses						
Education & Learning						
Natick Public Schools	\$ 46,622,656	\$ 47,192,931	\$ 48,588,672	\$ 53,166,610	4,577,938	9.42%
Keefe Tech	\$ 1,396,865	\$ 1,260,906	\$ 1,270,852	\$ 1,397,937	127,085	10.00%
Morse Institute Library	\$ 1,852,078	\$ 1,866,266	\$ 1,974,507	\$ 2,072,587	98,080	4.97%
Bacon Free Library	\$ 118,675	\$ 130,005	\$ 142,581	\$ 152,446	9,865	6.92%
Public Safety	\$ 12,896,785	\$ 13,336,970	\$ 14,063,637	\$ 14,283,906	220,269	1.57%
Public Works	\$ 7,351,758	\$ 8,061,712	\$ 7,097,767	\$ 6,891,393	-206,374	-2.91%
Health & Human Services	\$ 1,712,263	\$ 1,880,400	\$ 2,026,237	\$ 2,085,624	59,387	2.93%
Administrative Support Services	\$ 4,094,438	\$ 4,936,618	\$ 5,200,016	\$ 5,595,570	395,554	7.61%
Committees	\$ 17,178	\$ 14,652	\$ 26,060	\$ 27,860	1,800	6.91%
Shared Expenses						
Fringe Benefits	\$ 14,167,955	\$ 14,416,437	\$ 15,216,772	\$ 16,313,205	1,096,433	7.21%
Prop & Liab. Insurance	\$ 471,865	\$ 553,175	\$ 588,175	\$ 615,300	27,125	4.61%
Retirement	\$ 5,701,675	\$ 6,153,526	\$ 6,610,068	\$ 7,134,034	523,966	7.93%
Debt Services	\$ 11,055,991	\$ 10,051,300	\$ 10,961,043	\$ 11,316,959	355,916	3.25%
Reserve Fund	\$ -	\$ -	\$ 300,000	\$ 300,000	0	0.00%
Facilities Management	\$ -	\$ 2,428,819	\$ 2,602,201	\$ 3,070,304	468,103	17.99%
General Fund Oper. Expenses	\$ 107,460,182	\$ 112,283,716	\$ 116,668,588	\$ 124,423,735	\$ 7,755,147	6.65%
Capital Improvements	\$ 1,401,900	\$ 1,282,777	\$ 1,725,150	\$ 1,337,400	-387,750	-22.48%
School Bus Transportation	\$ 330,137	\$ 340,041	\$ 350,243	\$ 360,750	10,507	3.00%
State & County Assessments	\$ 1,360,929	\$ 1,421,445	\$ 1,526,142	\$ 1,579,557	53,415	3.50%
Cherry Sheet Offsets	\$ 155,298	\$ 239,005	\$ 257,572	\$ 266,587	9,015	3.50%
Tax Title	\$ 25,000	\$ -	\$ 25,000	\$ -	-25,000	-100.00%
Snow Removal Supplement	\$ 765,163	\$ 102,008	\$ 712,115	\$ 350,000	-362,115	-50.85%
Overlay	\$ 1,133,967	\$ 1,463,310	\$ 1,349,903	\$ 1,300,000	-49,903	-3.70%
Golf Course Deficit	\$ 320,000	\$ 310,000	\$ 312,246	\$ 309,087	-3,159	-1.01%
General Stabilization Fund	\$ -	\$ -	\$ -	\$ -	0	#DIV/0!
Operational Stabilization Fund	\$ 856,478	\$ -	\$ 856,633	\$ -	-856,633	-100.00%
Capital Stabilization Fund	\$ 1,859,511	\$ 3,275,551	\$ 4,240,207	\$ -	-4,240,207	-100.00%
FLSA Settlement	\$ 593,032	\$ -	\$ -	\$ -	0	#DIV/0!
Misc. Articles	\$ 100,000	\$ 312,977	\$ 269,596	\$ 250,000	-19,596	-7.27%
Anticip. Local Opt. Taxes for CSF	\$ -	\$ -	\$ 1,300,000	\$ 1,300,000	0	0.00%
Total General Fund Expenses	\$ 116,361,597	\$ 121,030,830	\$ 129,593,395	\$ 131,477,116	1,883,721	1.45%
Net Excess / (Deficit)	5,035,662	4,637,318	0	-3,749,401		

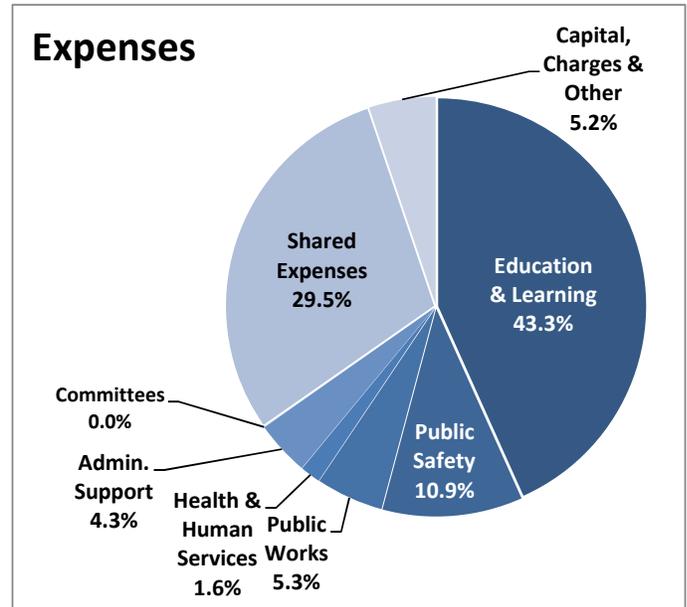
General Fund Revenue/Expenditure Summary

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

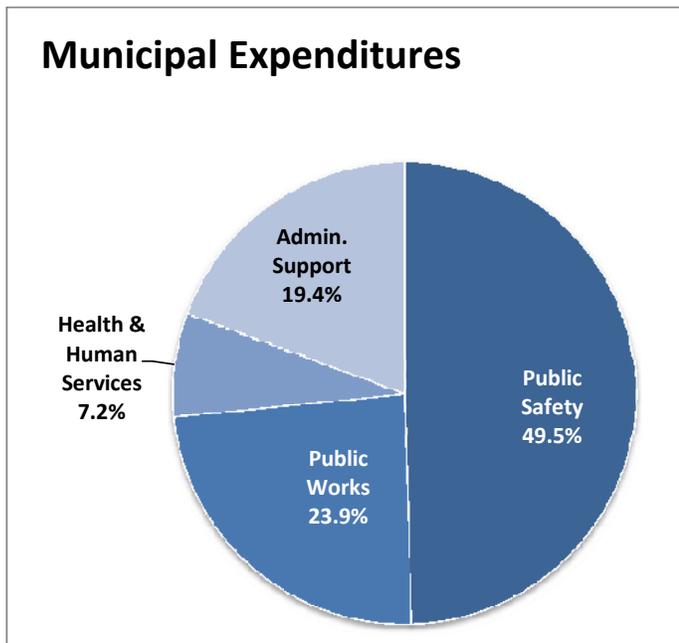
General Fund Revenues - FY 2015



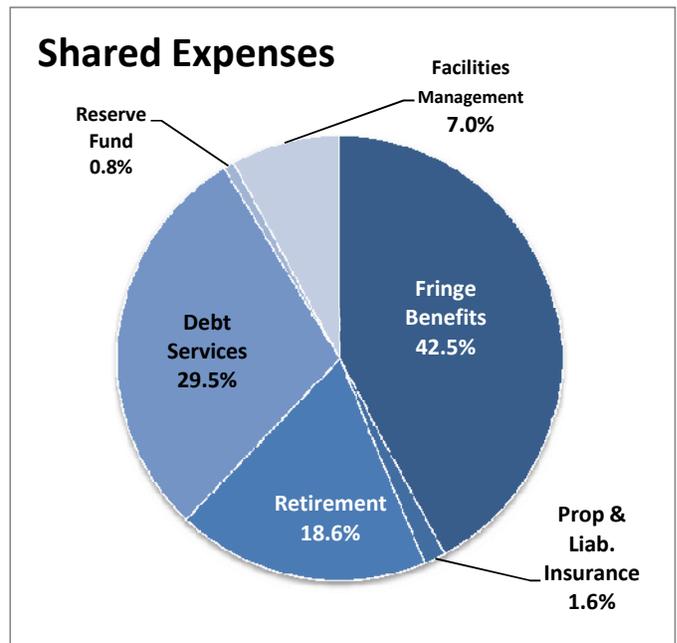
General Fund Expenditures - FY 2015



Municipal Expenditures - FY 2015



Shared Expenditures - FY 2015



General Fund Appropriation Summary

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

	2012 Actual	2013 Actual	2014 FATM	2015 Preliminary	2014 vs. 2015 Prelim.	
					\$	%
Education & Learning						
Section III - Education & Learning						
Natick Public Schools						
Total Natick Public Schools	46,622,656	47,192,931	\$ 48,588,672	\$ 53,166,610	\$ 4,577,938	9.42%
Keefe Tech						
Expenses (Assessment)	\$ 1,396,865	\$ 1,260,906	\$ 1,270,852	\$ 1,397,937	\$ 127,085	10.00%
Total Keefe Tech	\$ 1,396,865	\$ 1,260,906	\$ 1,270,852	\$ 1,397,937	\$ 127,085	10.00%
Morse Institute Library						
Salaries & Expenses	\$ 1,852,078	\$ 1,866,266	\$ 1,974,507	\$ 2,072,587	\$ 98,080	4.97%
Total Morse Institute Library	\$ 1,852,078	\$ 1,866,266	\$ 1,974,507	\$ 2,072,587	\$ 98,080	4.97%
Bacon Free Library						
Salaries & Expenses	118,675	130,005	142,581	152,446	9,865	6.92%
Total Bacon Free Library	\$ 118,675	\$ 130,005	\$ 142,581	\$ 152,446	\$ 9,865	6.92%
Total Education & Learning	\$ 49,990,275	\$ 50,450,108	\$ 51,976,612	\$ 56,789,580	\$ 4,812,968	9.26%
Public Safety						
Section IV - Public Safety						
Emergency Management						
Expenses	\$ 3,779	\$ 35,122	\$ 35,600	\$ 35,600	\$ -	0.00%
Total Emergency Management	\$ 3,779	\$ 35,122	\$ 35,600	\$ 35,600	\$ -	0.00%
Parking Enforcement						
Salaries	\$ 25,969	\$ 24,992	\$ 49,661	\$ 51,114	\$ 1,453	2.93%
Expenses	\$ 59,256	\$ 105,625	\$ 73,000	\$ 77,040	\$ 4,040	5.53%
Total Parking Enforcement	\$ 85,225	\$ 130,617	\$ 122,661	\$ 128,154	\$ 5,493	4.48%
Police						
Salaries	\$ 5,415,962	\$ 5,650,272	\$ 6,161,876	\$ 6,390,831	\$ 228,955	3.72%
Expenses	\$ 232,688	\$ 229,909	\$ 230,838	\$ 208,838	\$ (22,000)	-9.53%
Other Chgs. & Expenses	\$ 6,090	\$ 5,401	\$ 7,500	\$ 7,500	\$ -	0.00%
Total Police	\$ 5,654,740	\$ 5,885,583	\$ 6,400,214	\$ 6,607,169	\$ 206,955	3.23%
Fire						
Salaries	\$ 6,982,138	\$ 7,091,627	\$ 7,280,512	\$ 7,293,833	\$ 13,321	0.18%
Expenses	\$ 170,902	\$ 194,023	\$ 224,650	\$ 219,150	\$ (5,500)	-2.45%
Total Fire	\$ 7,153,040	\$ 7,285,650	\$ 7,505,162	\$ 7,512,983	\$ 7,821	0.10%
Total Public Safety	12,896,785	13,336,970	14,063,637	14,283,906	\$ 220,269	1.57%
Public Works						
Section V - Public Works						
Salaries	\$ 3,030,673	\$ 2,844,444	\$ 3,163,512	\$ 3,405,850	\$ 242,338	7.66%
Expenses	\$ 2,679,338	\$ 2,900,480	\$ 2,274,807	\$ 1,882,119	\$ (392,688)	-17.26%
Municipal Energy	\$ 1,342,239	\$ 1,454,673	\$ 1,509,448	\$ 1,453,424	\$ (56,024)	-3.71%
Snow & Ice	\$ 299,508	\$ 862,115	\$ 150,000	\$ 150,000	\$ -	0.00%
Total Public Works	\$ 7,351,758	\$ 8,061,712	\$ 7,097,767	\$ 6,891,393	\$ (206,374)	-2.91%

General Fund Appropriation Summary

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

	2012 Actual	2013 Actual	2014 FATM	2015 Preliminary	2014 vs. 2015 Prelim.	
					\$	%
Health & Human Services						
Section VI - Health & Human Services						
Community Services						
Salaries	\$ 1,032,320	\$ 1,101,658	\$ 1,214,038	\$ 1,201,631	\$ (12,407)	-1.02%
Expenses	\$ 279,905	\$ 346,238	\$ 355,596	\$ 425,461	\$ 69,865	19.65%
Total Community Services	\$ 1,312,226	\$ 1,447,896	\$ 1,569,634	\$ 1,627,092	\$ 57,458	3.66%
Board of Health						
Salaries	\$ 367,974	\$ 388,086	\$ 406,653	\$ 408,582	\$ 1,929	0.47%
Expenses	\$ 20,346	\$ 30,107	\$ 34,950	\$ 34,950	\$ -	0.00%
Other Changes & Expenditures	\$ 11,718	\$ 14,311	\$ 15,000	\$ 15,000	\$ -	0.00%
Total Board of Health	\$ 400,038	\$ 432,504	\$ 456,603	\$ 458,532	\$ 1,929	0.42%
Total Health & Human Services	\$ 1,712,263	\$ 1,880,400	\$ 2,026,237	\$ 2,085,624	\$ 59,387	2.93%
Administrative Support Services						
Section VII - Administrative Support Services						
Board of Selectmen						
Salaries	\$ 564,807	\$ 583,197	\$ 662,334	\$ 838,891	\$ 176,557	26.66%
Expenses	\$ 202,242	\$ 250,374	\$ 247,250	\$ 294,750	\$ 47,500	19.21%
Other Charges & Expenditures	\$ 18,357	\$ 18,357	\$ 18,357	\$ 18,357	\$ -	0.00%
Contract Settlements	\$ -	\$ 166,406	\$ 199,227	\$ 150,000	\$ (49,227)	-24.71%
Zoning By-Law Re-write - Second Review	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ -	0.00%
Recruitment	\$ -	\$ -	\$ 85,000	\$ 45,000	\$ (40,000)	-47.06%
Total Board of Selectmen	\$ 785,407	\$ 1,018,334	\$ 1,232,168	\$ 1,366,998	\$ 134,830	10.94%
Personnel Board						
Other Charges & Expenditures	\$ 419	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%
Total Personnel Board	\$ 419	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%
Town Report						
Professional Services	\$ 4,695	\$ 4,178	\$ 5,500	\$ 5,500	\$ -	0.00%
Total Town Report	\$ 4,695	\$ 4,178	\$ 5,500	\$ 5,500	\$ -	0.00%
Legal						
Expenses	\$ 198,253	\$ 201,644	\$ 270,000	\$ 275,800	\$ 5,800	2.15%
Other Charges & Expenditures	\$ 500	\$ 2,500	\$ 10,000	\$ 10,000	\$ -	0.00%
Total Legal Services	\$ 198,753	\$ 204,144	\$ 280,000	\$ 285,800	\$ 5,800	2.07%
Finance						
Salaries	\$ 926,893	\$ 896,042	\$ 1,099,223	\$ 1,164,431	\$ 65,208	5.93%
Expenses	\$ 296,848	\$ 384,224	\$ 323,800	\$ 314,800	\$ (9,000)	-2.78%
Other Charges & Expenditures	\$ 18,902	\$ 361,857	\$ 75,000	\$ 75,000	\$ -	0.00%
Total Finance	\$ 1,242,643	\$ 1,642,124	\$ 1,498,023	\$ 1,554,231	\$ 56,208	3.75%
Information Technology						
Salaries	\$ 238,944	\$ 241,259	\$ 295,322	\$ 315,863	\$ 20,541	6.96%
Expenses	\$ 407,849	\$ 400,323	\$ 394,100	\$ 475,800	\$ 81,700	20.73%
Other Chgs. & Expenditures	\$ 218,792	\$ 296,988	\$ 310,675	\$ 357,000	\$ 46,325	14.91%
Total Information Technology	\$ 865,585	\$ 938,570	\$ 1,000,097	\$ 1,148,663	\$ 148,566	14.86%
Town Clerk						
Salaries	\$ 202,871	\$ 211,956	\$ 223,450	\$ 228,735	\$ 5,285	2.37%
Expenses	\$ 14,798	\$ 21,329	\$ 21,850	\$ 22,150	\$ 300	1.37%
Total Town Clerk	\$ 217,669	\$ 233,285	\$ 245,300	\$ 250,885	\$ 5,585	2.28%

General Fund Appropriation Summary

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

	2012 Actual	2013 Actual	2014 FATM	2015 Preliminary	2014 vs. 2015 Prelim.	
					\$	%
Administrative Support Services (con't)						
Elections						
Salaries (Registrars)	\$ 28,457	\$ 73,036	\$ 22,230	\$ 50,570	\$ 28,340	127.49%
Expenses (Registrars)	\$ 35,923	\$ 42,155	\$ 38,750	\$ 48,600	\$ 9,850	25.42%
Total Elections	\$ 64,380	\$ 115,191	\$ 60,980	\$ 99,170	\$ 38,190	62.63%
Sealer of Weights & Measures						
Salaries	\$ 14,658	\$ 14,658	\$ 14,659	\$ 14,659	\$ -	0.00%
Expenses	\$ 763	\$ 755	\$ 875	\$ 875	\$ -	0.00%
Total Sealer Weights/Meas.	\$ 15,420	\$ 15,412	\$ 15,534	\$ 15,534	\$ -	0.00%
Community Development						
Salaries	\$ 676,671	\$ 748,845	\$ 837,604	\$ 843,978	\$ 6,375	0.76%
Expenses	\$ 22,796	\$ 16,534	\$ 23,811	\$ 23,811	\$ -	0.00%
Total Community Development	\$ 699,467	\$ 765,379	\$ 861,415	\$ 867,789	\$ 6,375	0.74%
Total Admin. Support Services	\$ 4,094,438	\$ 4,936,618	\$ 5,200,016	\$ 5,595,570	\$ 444,009	8.79%
Commissions & Committees						
Section VIII - Commissions & Committees						
Finance Committee						
Expenses	\$ 15,202	\$ 13,008	\$ 22,000	\$ 23,800	\$ 1,800	8.18%
Total Finance Committee	\$ 15,202	\$ 13,008	\$ 22,000	\$ 23,800	\$ 1,800	8.18%
Commission on Disability						
Expenses	\$ 202	\$ 246	\$ 1,810	\$ 1,810	\$ -	0.00%
Total Commission on Disability	\$ 202	\$ 246	\$ 1,810	\$ 1,810	\$ -	0.00%
Natick Cultural Council						
Expenses	\$ 382	\$ 278	\$ 700	\$ 700	\$ -	0.00%
Total Natick Cultural Council	\$ 382	\$ 278	\$ 700	\$ 700	\$ -	0.00%
Historical Commission						
Expenses	\$ 858	\$ 714	\$ 1,000	\$ 1,000	\$ -	0.00%
Total Historical Commission	\$ 858	\$ 714	\$ 1,000	\$ 1,000	\$ -	0.00%
Historic District Commission						
Expenses	\$ 535	\$ 406	\$ 550	\$ 550	\$ -	0.00%
Total Historic District Comm.	\$ 535	\$ 406	\$ 550	\$ 550	\$ -	0.00%
Total Section VIII: Comm.	\$ 17,178	\$ 14,652	\$ 26,060	\$ 27,860	\$ 1,800	6.91%
Shared Expenses (Unclassified)						
Section IX - Shared Expenses						
Employee Fringe						
Other Personnel Services	\$ 14,136,205	\$ 14,387,437	\$ 15,211,236	\$ 16,155,705	\$ 944,469	6.21%
Other Personnel Services	\$ 31,750	\$ 29,000	\$ 5,536	\$ 157,500	\$ 151,964	2745.12%
Total Employee Fringe	\$ 14,167,955	\$ 14,416,437	\$ 15,216,772	\$ 16,313,205	\$ 1,096,433	7.21%
Property & Liability Insurance						
Purchased Services	\$ 471,865	\$ 514,956	\$ 588,175	\$ 615,300	\$ 27,125	4.61%
Total Prop. & Liab. Insurance	\$ 471,865	\$ 514,956	\$ 588,175	\$ 615,300	\$ 27,125	4.61%

General Fund Appropriation Summary

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

	2012 Actual	2013 Actual	2014 FATM	2015 Preliminary	2014 vs. 2015 Prelim.	
					\$	%
Shared Expenses (Unclassified) (con't)						
Contributory Retirement						
Pension Assessment	\$ 5,626,663	\$ 6,082,991	\$ 6,567,165	\$ 7,092,538	\$ 525,373	8.00%
ERI Assessment	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Total Contributory Retirement	\$ 5,626,663	\$ 6,082,991	\$ 6,567,165	\$ 7,092,538	\$ 525,373	8.00%
Non-Contributory Retirement						
Pensions	\$ 75,012	\$ 70,535	\$ 42,903	\$ 41,496	\$ (1,407)	-3.28%
Total Non-Contributory Retire.	\$ 75,012	\$ 70,535	\$ 42,903	\$ 41,496	\$ (1,407)	-3.28%
Debt Service						
Leased Equipment	\$ 68,590	\$ -	\$ 82,000	\$ 82,000	\$ -	0.00%
Principal	\$ 7,575,385	\$ 7,502,879	\$ 8,125,967	\$ 8,491,268	\$ 365,301	4.50%
Interest	\$ 3,412,016	\$ 2,548,421	\$ 2,753,076	\$ 2,743,691	\$ (9,385)	-0.34%
Total Debt Service	\$ 11,055,991	\$ 10,051,300	\$ 10,961,043	\$ 11,316,959	\$ 355,916	3.25%
Reserve Fund						
Other Charges	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ -	0.00%
Total Reserve Fund	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ -	0.00%
Facilities Management						
Salaries	\$ -	\$ 2,320,994	\$ 2,477,217	\$ 2,568,920	\$ 91,703	3.70%
Expenses	\$ -	\$ 107,825	\$ 124,984	\$ 501,384	\$ 376,400	301.16%
Total Facilities Management	0	2,428,819	2,602,201	3,070,304	\$ 468,103	17.99%
Total Shared Expenses	31,397,485	33,565,037	36,278,259	38,749,802	\$ 2,471,543	6.81%
Total General Fund Operations	107,460,182	112,245,496	116,668,588	124,423,735	7,755,147	6.65%
Reconciliation						
Total General Fund Operations	\$ 107,460,182	\$ 112,245,496	\$ 116,668,588	\$ 124,423,735	7,755,147	6.65%
Other General Fund Appropriations						
FLSA Labor Settlements	593,032	-	-	-	-	0.00%
Capital Equipment	1,401,900	1,282,777	1,725,150	1,337,400	(387,750)	-22.48%
School Bus Subsidy	330,137	340,041	350,243	360,750	10,507	3.00%
Misc. Articles	100,000	312,977	269,596	250,000	(19,596)	-7.27%
Golf Course Deficit	320,000	310,000	312,246	309,087	(3,159)	-1.01%
General Stabilization Fund	-	-	-	-	-	0.00%
Capital Stabilization Fund	1,859,511	3,275,551	4,240,207	-	(4,240,207)	-100.00%
Operational Stabilization Fund	856,478	-	856,633	-	(856,633)	-100.00%
Anticip. Local Opt. Taxes for FY 14 CSF	-	-	1,300,000	1,300,000	-	0.00%
Contract Settlements/Salary Adjust.	-	-	-	-	-	0.00%
Total Other G/F Appropriations	5,461,058	5,521,346	9,054,075	3,557,237	(5,496,838)	-60.71%
Other General Fund Expenses (Not appropriated by Town Meeting)						
State & County Assessments	1,360,929	1,421,445	1,526,142	1,579,557	53,415	3.50%
Cherry Sheet Offsets	155,298	239,005	257,572	266,587	9,015	3.50%
Tax Title	25,000	-	-	-	-	#DIV/0!
Snow Removal Supplement	765,163	102,008	712,115	350,000	(362,115)	-50.85%
Overlay	1,133,967	1,463,310	1,349,903	1,300,000	(49,903)	-3.70%
Total Other G/F Expenses	3,440,357	3,225,768	3,845,732	3,496,144	-349,588	-9.09%
Total General Fund	116,361,597	120,992,612	129,568,395	131,477,116	1,908,721	1.47%

Enterprise Fund Revenue/Expenditure Summary

	2012 Actual	2013 Actual	2014 Appropriated	2015 Preliminary	2014 vs. 2015 Prelim.	
					\$	%
Water/Sewer Enterprise Fund						
Revenues						
User Charges	11,127,657	12,143,096	12,502,396	12,912,688	410,292	3.28%
Connection Fees	71,064	114,290	70,000	70,000	-	0.00%
Other Departmental Income	1,100,812	1,120,000	1,100,000	1,100,000	-	0.00%
Investment Income	19,980	25,000	20,000	20,000	-	0.00%
Capital Article Closeouts	-	-	-	-	-	0.00%
I & I Fund	-	39,369	-	-	-	0.00%
Retained Earnings	410,000	1,291,746	147,000	159,000	12,000	8.16%
Total Revenues	12,729,513	14,733,501	13,839,396	14,261,688	422,292	3.05%
Expenses						
Water & Sewer Operations	7,743,788	7,382,127	7,971,946	8,328,443	356,497	4.47%
Utility Billing	224,318	118,084	237,383	229,040	-8,343	-3.51%
Fringe Benefits	675,431	632,803	682,833	669,418	-13,415	-1.96%
Debt Service	1,800,816	2,096,703	2,136,912	2,468,387	331,476	15.51%
Reserve Fund	200,000	0	200,000	200,000	0	0.00%
Indirects (included in G/F)	2,535,885	2,581,514	2,323,579	2,207,400	-116,179	-5.00%
Capital	410,000	1,171,000	147,000	159,000	12,000	8.16%
Total Expenses	13,590,238	13,982,232	13,699,652	14,261,688	562,036	4.10%

Sassamon Trace Enterprise Fund

Revenues						
User Charges	406,398	405,831	410,800	448,879	38,079	9.3%
Other Departmental Revenue	145,002	130,000	140,000	139,628	(372)	-0.3%
Retained Earnings	48,366	36,363	45,171	35,000	(10,171)	-22.5%
Town Subsidy (Original)	320,000	310,000	280,000	275,000	(5,000)	-1.8%
Town Subsidy (Indirects)			32,246	34,087	1,841	5.7%
Total Revenues	919,766	882,194	908,217	932,594	24,377	2.68%
Expenses						
Operations	574,856	539,967	548,481	565,623	17,142	3.13%
Fringe Benefits	25,545	19,822	50,693	46,442	-4,251	-8.39%
Debt Service	286,314	281,114	245,160	267,962	22,802	9.30%
Indirects (included in G/F)	0	0	32,246	34,087	1,841	5.71%
Capital	0	0	10,000	0	-10,000	-100.00%
Total Expenses	886,715	840,903	886,580	914,114	27,534	3.11%

Enterprise Fund - Appropriation Summary

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

	2012 Actual	2013 Actual	2014 Appropriated	2015 Preliminary	2014 vs. 2015 Prelim.	
					\$	%
Water/Sewer Enterprise Fund						
Section X - Water & Sewer Enterprise Fund						
Water & Sewer Operations						
Salaries	\$ 1,493,268	\$ 1,556,602	\$ 1,721,525	\$ 1,837,255	\$ 115,730	6.72%
Expenses	\$ 5,712,167	\$ 5,825,525	\$ 6,250,421	\$ 6,491,188	\$ 240,767	3.85%
Total Sanitary Sewer	\$ 7,205,435	\$ 7,382,127	\$ 7,971,946	\$ 8,328,443	\$ 356,497	4.47%
Utility Billing						
Salaries	\$ 101,777	\$ 59,087	\$ 107,433	\$ 99,090	\$ (8,343)	-7.77%
Expenses	\$ 106,594	\$ 58,997	\$ 129,950	\$ 129,950	\$ -	0.00%
Total Utility Billing	\$ 208,371	\$ 118,084	\$ 237,383	\$ 229,040	\$ (8,343)	-3.51%
Fringe Benefits						
Other Personal Services	\$ 413,949	\$ 432,844	\$ 466,878	\$ 436,187	\$ (30,691)	-6.57%
Other - Chgs. & Expenditures	\$ 187,526	\$ 199,959	\$ 215,955	\$ 233,231	\$ 17,276	8.00%
Total Benefits	\$ 601,475	\$ 632,803	\$ 682,833	\$ 669,418	\$ (13,415)	-1.96%
Water & Sewer Debt Service						
Principal	\$ 1,827,139	\$ 1,602,757	\$ 1,614,869	\$ 1,914,138	\$ 299,269	18.53%
Interest	\$ 501,804	\$ 493,946	\$ 522,042	\$ 554,249	\$ 32,207	6.17%
Total Debt Service	\$ 2,328,943	\$ 2,096,703	\$ 2,136,912	\$ 2,468,387	\$ 331,476	15.51%
Water & Sewer Reserve Fund						
Expenses	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	0.00%
Total W & S Reserve Fund	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	0.00%
Total W&S Enterprise	\$ 10,344,222	\$ 10,229,717	\$ 11,229,074	\$ 11,895,288	\$ 666,214	5.93%
Sassamon Trace Golf Course Enterprise Fund						
Section XI - Sassamon Trace Enterprise Fund						
Sassamon Trace Operations						
Salaries	\$ 149,153	\$ 192,701	\$ 265,450	\$ 279,013	\$ 13,563	5.11%
Expenses	\$ 437,947	\$ 347,266	\$ 283,031	\$ 286,611	\$ 3,580	1.26%
Total Sassamon Trace	\$ 587,100	\$ 539,967	\$ 548,481	\$ 565,623	\$ 17,142	3.13%
Sassamon Trace Fringe Benefits						
Other Personal Services	\$ 6,863	\$ 10,131	\$ 40,227	\$ 35,139	\$ (5,088)	-12.65%
Other - Chgs. & Expenditures	\$ 12,331	\$ 9,691	\$ 10,466	\$ 11,303	\$ 837	8.00%
Total GC Fringe Benefits	\$ 19,194	\$ 19,822	\$ 50,693	\$ 46,442	\$ (4,251)	-8.39%
Sassamon Trace Debt Service						
Principal	\$ 195,931	\$ 201,330	\$ 199,370	\$ 218,040	\$ 18,670	9.36%
Interest	\$ 99,402	\$ 79,784	\$ 45,790	\$ 49,922	\$ 4,132	9.02%
Total GC Debt Service	\$ 295,333	\$ 281,114	\$ 245,160	\$ 267,962	\$ 22,802	9.30%
Total Sassamon Trace	\$ 901,627	\$ 840,903	\$ 844,334	\$ 880,027	\$ 35,693	4.23%

Fund Summary

The table below shows all appropriations, actual and planned, for FY 2015.

	General	Water/Sewer Enterprise*	Golf Course Enterprise	Stabilization Fund (Capital)	Parking Meter	Misc.	Total
Sec. III: Education & Learning	\$ 56,789,580						\$ 56,789,580
Sec. IV: Public Safety	\$ 14,203,906				\$ 80,000		\$ 14,283,906
Sec. V: Public Works	\$ 6,891,393						\$ 6,891,393
Sec. VI: Health & Human Services	\$ 2,085,624						\$ 2,085,624
Sec. VII: Administrative Support Services	\$ 5,595,570						\$ 5,595,570
Sec. VIII: Committees and Commissions	\$ 27,860						\$ 27,860
Sec. IX: Shared Expenses	\$ 35,215,198	\$ 2,207,400	\$ 34,087	\$ 1,055,508		\$ 237,609	\$ 38,749,802
Sec. X: Water & Sewer Enterprise		\$ 11,895,288					\$ 11,895,288
Sec. XI: Sassamon Trace Enterprise	\$ 309,087		\$ 605,027				\$ 914,114
Sec. XII: Capital		\$ 159,000	\$ -	\$ 1,337,400			\$ 1,496,400
Misc. Assessments, Overlay & Articles	\$ 4,106,894						\$ 4,106,894
Stabilization Funds	\$ 1,300,000						\$ 1,300,000
Total All Funds	\$ 126,525,112	\$ 14,261,688	\$ 639,114	\$ 2,392,908	\$ 80,000	\$ 237,609	\$ 144,136,431

Additional New Hires Proposed in FY 2015 Budget

<u>Position</u>	<u>FTE added</u>	<u>Salary</u>	<u>Benefits</u>	<u>Total</u>
<u>Municipal</u>				
Bacon - Additional Hours	0.3	\$ 9,715	\$ -	\$ 9,715
Police - Add'l Officer	1.0	\$ 66,100	\$ 12,236	\$ 78,336
Police - Add'l Dispatcher	1.0	\$ 47,765	\$ 12,236	\$ 60,001
DPW - Add'l Highway Laborer	1.0	\$ 37,177	\$ 12,236	\$ 49,413
DPW - Add'l Highway Laborer	1.0	\$ 37,177	\$ 12,236	\$ 49,413
DPW - Add'l L, F & NR Laborer	1.0	\$ 40,287	\$ 12,236	\$ 52,523
Selectmen - Executive Asst.	1.0	\$ 55,000	\$ 12,236	\$ 67,236
Finance - Admin Asst (Collector)	1.0	\$ 30,287	\$ 12,236	\$ 42,523
Municipal Totals	7.3	\$ 323,507	\$ 85,652	\$ 409,159
<u>School</u>				
District-Wide - Elem. Math. Spec.	1.0	\$ 50,000	\$ 12,236	\$ 62,236
Pupil Serv. - Asst. Tech. Spec. - PK-22	1.0	\$ 50,000	\$ 12,236	\$ 62,236
Pupil Serv. - Eval. Team leader (HS/MS)	1.0	\$ 50,000	\$ 12,236	\$ 62,236
Pupil Serv. - Paraprof. - Preschool	1.0	\$ 24,000	\$ 12,236	\$ 36,236
Pupil Serv. - Behavioralist - District-Wide	1.0	\$ 50,000	\$ 12,236	\$ 62,236
Pupil Serv. - Wilson Sp. Ed. Teacher	1.0	\$ 50,000	\$ 12,236	\$ 62,236
Pupil Serv. - Kennedy Sp. Ed. Teachers	2.0	\$ 100,000	\$ 24,472	\$ 124,472
Pupil Serv. - Wilson Paraprof.	0.5	\$ 12,000	\$ -	\$ 12,000
Pupil Serv. - Occ. Therapy Asst.	0.5	\$ 25,000	\$ -	\$ 25,000
Pupil Serv. - Physical Therapy Assist.	0.5	\$ 25,000	\$ -	\$ 25,000
Pupil Serv. - Speech Language Asst.	0.5	\$ 25,000	\$ -	\$ 25,000
Lilja - grade 4 Teacher	1.0	\$ 50,000	\$ 12,236	\$ 62,236
Lilja - Art Teacher	0.4	\$ 20,000	\$ -	\$ 20,000
Lilja - Music Teacher	0.4	\$ 20,000	\$ -	\$ 20,000
Memorial - Paraprofessional	1.0	\$ 24,000	\$ 12,236	\$ 36,236
Wilson - Guidance Counselor	1.0	\$ 50,000	\$ 12,236	\$ 62,236
Wilson - Inc. .3 Gifted/Adv. Math to .6	0.3	\$ 15,000	\$ -	\$ 15,000
Wilson - Spanish Teacher	0.8	\$ 40,000	\$ -	\$ 40,000
Wilson - Music Program SSF	1.0	\$ 24,000	\$ 12,236	\$ 36,236
High School - Chemistry Teacher	1.0	\$ 50,000	\$ 12,236	\$ 62,236
High School - Social Studies	1.0	\$ 50,000	\$ 12,236	\$ 62,236
High School - Math Teacher	1.0	\$ 50,000	\$ 12,236	\$ 62,236
High School - Guidance Counselor	1.0	\$ 50,000	\$ 12,236	\$ 62,236
High School - Foreign Language	1.0	\$ 50,000	\$ 12,236	\$ 62,236
High School - Health Teacher	1.0	\$ 50,000	\$ 12,236	\$ 62,236
High School - English Language Arts	0.6	\$ 30,000	\$ -	\$ 30,000
Education Totals	22.5	\$ 1,034,000	\$ 220,248	\$ 1,254,248
Total Position Adds - General Fund	29.8	\$ 1,357,507	\$ 305,900	\$ 1,663,407
<u>Position</u>				
Water/Sewer - ISO Coordinator	1.0	\$ 59,000	\$ 12,236	\$ 71,236
Total Position Adds - Enterprise Fund	1.0	\$ 59,000	\$ 12,236	\$ 71,236
Total Position Adds - All Funds	30.8	\$ 1,416,507	\$ 318,136	\$ 1,734,643

Three-Year Projection

METHODOLOGY

The table on the next pages shows projections of total expenditure requirements and revenues for the next three years, FY 2015-FY 2017. Projections are calculated in the aggregate, using conservative assumptions, with the intention of giving an overall perspective on the Town's budget outlook. The projections are presented in sequence with the current year for comparison.

Revenues

Revenues are comprised of four primary components: the Tax Levy, State Aid, Local Receipts and Other Available Funds. The Tax Levy will remain constantly growing at the Proposition 2.5% level annually and minimal new growth due to construction. State Aid is projected to remain level at FY 2014 amounts. Local receipts are projected to increase moderately over the period of FY 2016-FY 2017. Other Available Funds are level at FY 2014 levels. Indirects are proposed to decrease annually for the three year period as attempts are made to be less "aggressive" on costs charged against the Water/Sewer Enterprise Fund. \$2,000,000 in Free Cash and Overlay Surplus are proposed to be applied to operations annually and small amounts of other revenue expect to support small parts of operations. Finally, the Capital Stabilization Fund, using revenues generated from local option taxes, will support new cash capital projects, new within-levy debt service and 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 modeled using agreed to contracts FY 2013-2015 and applied to those unions who have not settled at this time. On the whole, we have calculated a 4.5% increase in total expenses for the Natick Public Schools, a 10% increase for the Keefe Tech Assessment and a 2.5% increase for all municipal departments, consistent with past forecast practices of the Town. These increases may not be sustainable into future years; it is incumbent on the Town and School administrations and elected officials to budget responsibly and identify areas for cost reduction and revenue enhancement to ensure Natick's sound financial future.

The greatest changes going forward rest within the categories of Shared Expenses. While great savings has been achieved within municipal health care over the last several years through the shift of retirees to Medicare active employees to cheaper health care models, health care and pension costs are expected to rise at 8% annually.

RESULTS

These projections forecast a sizable gap between the cost of providing the current level of services and the revenue that may be generated over the next several years. In FY2015 the preliminary gap is projected to be over \$3.7 M but FY 2016 blossoms to a gap of over \$6.7M and in FY 2017 approaches a deficit of over \$9.0 M. 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 be filled with one-time resources, but not sustainably. In order to achieve sustainability within Town services in the future, either efficiencies will have to be found, services reduced, or new revenue streams developed. As we move forward, Town Officials will continue to monitor revenue receipts, examine new ways of doing business and continue working to make Natick's government more sustainable.

Three-Year Projection

	2014 Projection	2015 Projection	2016 Projection	2017 Projection	Comments
General Fund Revenues					
1 Tax Levy	93,436,666	\$ 96,239,221	\$ 98,973,352	\$ 101,713,908	2.5% allowable; .3% for growth + Excluded Debt Service for C/SC & NHS
2 State Aid	12,363,740	\$ 12,363,740	12,363,740	12,363,740	Assumes level-funding of FY 2014 State Aid
3 Estimated Receipts	10,591,750	\$ 10,622,750	10,835,205	11,051,909	Assumes 2% growth annually
4 Local Option Taxes	1,300,000	\$ 1,300,000	1,300,000	1,300,000	Used for Capital Debt Service related to Excluded Projects
5 Other Local Receipts					
6 Indirects	2,355,825	\$ 2,241,487	2,241,487	2,241,487	Dependent Upon General Fund Operating Budget
7 Free Cash	6,313,951	\$ 1,750,000	1,500,000	1,500,000	\$1.5 M Recurring F.C. assured; add'l F.C. less certain
8 Stabilization Fund	2,424,229	\$ 2,392,908	1,475,216	2,333,220	CSF funds spent on cash capital, new within-levy debt and C/SC & HS
9 Overlay Surplus	500,000	\$ 500,000	500,000	500,000	Can change based upon final settlement of outstanding ATB cases
10 Other Available Funds	307,234	\$ 317,609	317,609	317,609	Parking Meter Receipts, Other State Remb., Bond Premiums for HS/CSC
Total General Fund Revenues	129,593,395	127,727,715	129,506,609	133,321,873	
General Fund Expenses					
Education & Learning					
11 Natick Public Schools	48,588,672	53,166,610	55,559,107	58,059,267	4.5% increase
12 Keefe Tech	1,270,852	1,397,937	1,537,731	1,691,504	10% Increase: Assumes increase of Natick students & lower total pop.
13 Morse Institute Library	1,974,507	2,072,587	2,124,402	2,177,512	Assumes 2.5% increase
14 Bacon Free Library	142,581	152,446	156,257	160,164	Assumes 2.5% increase
15 Public Safety	14,063,637	14,283,906	14,641,003	15,007,028	Assumes 2.5% increase
16 Public Works	7,097,767	6,891,393	7,063,678	7,240,270	Assumes 2.5% increase
17 Health & Human Services	2,026,237	2,085,624	2,137,765	2,191,209	Assumes 2.5% increase
18 Administrative Support Services	5,200,016	5,595,570	5,735,459	5,878,846	Assumes 2.5% increase
19 Committees	26,060	27,860	28,557	29,270	Assumes 2.5% increase
20 Shared Expenses					
21 Fringe Benefits	15,216,772	16,313,205	17,618,261	19,027,722	8% increase in health premiums; higher rates in FY 2015 & 2016
22 Prop & Liab. Insurance	588,175	615,300	646,065	678,368	Assumes higher rates in FY 2015 & 2016 (5% annually)
23 Retirement	6,610,068	7,134,034	7,704,757	8,321,137	Assumes 8% increase annually
24 Debt Services	10,961,043	11,316,959	11,635,004	12,415,563	Includes existing and proposed W/L and Excluded debt
25 Reserve Fund	300,000	300,000	300,000	300,000	Level-Funded
26 Facilities Management	2,602,201	3,070,304	3,147,062	3,225,738	Assumes 2.5% increase
General Fund Oper. Expenses	116,668,588	124,423,735	130,035,107	136,403,599	
26 Capital Improvements	1,725,150	1,337,400	680,900	662,900	Capital Stab. Fund provides cash funding moving forward.
27 School Bus Transportation	350,243	360,750	371,572	382,720	3% annual increase
28 State & County Assessments	1,526,142	1,579,557	1,634,841	1,692,061	Assumes 3.5% increase from FY 2014 HWM Levels
29 Cherry Sheet Offsets	257,572	266,587	275,918	285,575	Assumes 3.5% increase from FY 2014 HWM Levels
30 Tax Title	25,000	0	0	0	
31 Snow Removal Supplement	712,115	350,000	350,000	350,000	Assumes total expenditure of \$650K/year for Snow & Ice
32 Overlay	1,349,903	1,300,000	1,300,000	1,450,000	
33 Golf Course Deficit	312,246	309,087	289,939	285,813	Includes offset for indirects starting in FY 2014
34 General Stabilization Fund	0	0	0	0	
35 Operational Stabilization Fund	856,633	0	0	0	
36 Capital Stabilization Fund	4,240,207	0	0	0	
37 FLSA Settlement	0	0	0	0	
38 Misc. Articles	269,596	250,000	0	0	
39 Anticip. Local Opt. Taxes for CSF	1,300,000	1,300,000	1,300,000	1,300,000	Funds raised from local option taxes
Total General Fund Expenses	129,593,395	131,477,116	136,238,277	142,812,666	
Net Excess / (Deficit)	0	-3,749,401	-6,731,668	-9,490,793	



Town of Natick

FY 2015 Preliminary Budget

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