



Town of Natick

FY 2014 Preliminary Budget

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Town of Natick

FY 2014 Preliminary Budget

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Town of Natick

FY 2014 Preliminary Budget

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Town of Natick

FY 2014 Preliminary Budget

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Town of Natick - Financial Management Principles

PART 1: GENERAL

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

PART 2: PRINCIPLES

Reserves: Use and Recommended Balances

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

Capital Planning and Budgeting

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

Debt Issuance and Management

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

Town of Natick - Financial Management Principles

Financial Planning and Forecasting

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

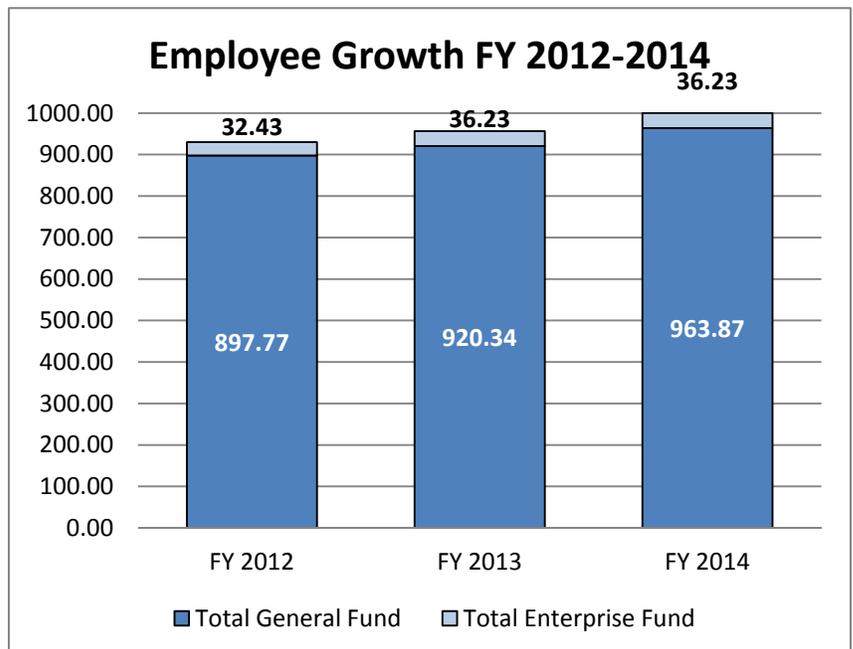
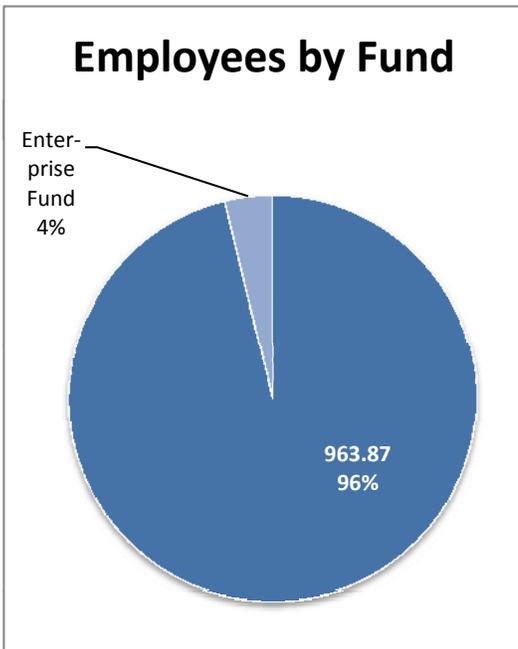
Cash Management

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

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

Consolidated Staffing History

	FY 2012		FY 2013		FY 2014	
	FTE	Appropriated Compensation	FTE	Appropriated Compensation	FTE	Preliminary
Natick Public Schools	596.70	\$ 38,123,038	568.70	\$ 37,422,067	603.60	\$ 40,684,307
Morse Institute	30.79	\$ 1,570,198	31.07	\$ 1,578,054	31.05	\$ 1,644,146
Bacon Free Library	1.93	\$ 105,173	2.26	\$ 114,533	2.36	\$ 121,033
Parking Enforcement	0.80	\$ 31,909	0.80	\$ 31,950	1.20	\$ 49,661
Police Department	67.23	\$ 5,634,841	69.73	\$ 5,925,092	69.73	\$ 6,076,885
Fire Department	83.00	\$ 6,982,577	88.00	\$ 7,187,556	88.00	\$ 7,242,048
Public Works	53.75	\$ 3,226,409	47.75	\$ 2,989,561	51.10	\$ 3,196,511
Community Services	18.38	\$ 1,041,723	18.88	\$ 1,121,526	20.68	\$ 1,173,563
Board of Health	5.67	\$ 372,846	6.00	\$ 393,185	6.00	\$ 395,186
Selectmen	6.55	\$ 573,329	6.55	\$ 591,168	7.05	\$ 616,264
Finance	14.52	\$ 970,735	15.55	\$ 991,204	16.05	\$ 1,083,270
Information Tech.	3.00	\$ 238,945	3.00	\$ 241,759	4.00	\$ 291,950
Town Clerk & Elections	4.00	\$ 241,410	4.00	\$ 271,784	4.00	\$ 245,680
Sealer	0.40	\$ 14,659	0.40	\$ 14,659	0.40	\$ 14,659
Community Development	11.05	\$ 703,350	11.65	\$ 740,382	11.65	\$ 745,398
Facilities Management	0.00	\$ -	46.00	\$ 2,354,606	47.00	\$ 2,562,094
Total General Fund	897.77	\$ 59,831,142	920.34	\$ 61,969,086	963.87	\$ 66,142,655
Water & Sewer Enterprise Fund	28.13	\$ 1,719,571	28.62	\$ 1,792,142	28.62	\$ 1,828,958
Sassamon Trace Golf Course	4.30	\$ 144,707	7.61	\$ 195,689	7.61	\$ 265,450
Total Enterprise Fund	32.43	\$ 1,864,278	36.23	\$ 1,987,831	36.23	\$ 2,094,408
Total All Funds	930.20	\$ 61,695,420	956.57	\$ 63,956,917	1000.10	\$ 68,237,063



Consolidated Staffing History

Natick Public Schools	2010	2011	2012	2013	2014
School Staff (in FTE's)					
Elementary Classroom Teachers	111.1	108.5	109.7	112.6	116.1
Middle School Classroom Teachers	92.4	92.9	94.2	96.8	95.4
High School Classroom Teachers	77.8	78.6	79.2	81.6	91.8
High School Department Heads	4.2	4.2	4.2	4.2	3.0
Middle School Department Heads	2.0	2.0	2.0	2.0	2.0
Librarians & Assistants	12.0	12.0	12.0	12.0	12.0
Special Education Teachers	58.9	56.8	56.8	56.8	62.7
Guidance Counselors/Psychologists	20.2	22.4	23.4	23.6	27.8
Nurses	8.8	8.8	9.3	9.3	11.3
Medical & Therapeutics Services	16.5	16.7	16.7	13.6	22.0
Paraprofessionals	72.3	76.4	83.5	87.5	88.5
Custodians / Maintenance Personnel	38.0	37.0	37.0	0.0	0.0
Administrative & Clerical Staff	21.5	22.0	22.5	22.5	24.8
Sub-Total - School Staff	535.7	538.3	550.5	522.5	557.4
Administrative Staff (in FTE's)					
Principals & Vice Principals	14.0	14.0	14.0	14.0	14.0
District-Wide Administration	5.0	5.0	5.0	5.0	5.0
District - Wide Instruction	4.2	4.2	4.2	4.2	8.2
District-Wide Admin and Finance	12.0	12.0	12.0	12.0	12.0
Information Technology	10.0	9.0	11.0	11.0	12.0
Sub-Total- Administrative Staff	45.2	44.2	46.2	46.2	46.2
Grand Total	580.9	582.5	596.7	568.7	603.6

Morse Institute Library

Staffing	2010	2011	2012	2013	2014
Library Director	1	1	1	1	1
Assistant Library Director	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Community Relations Coordinator	0.7	0.7	0.7	0.7	0.7
Supervisors/Department Heads	4	4	4	4	4
Children's Librarian	1	1	1	1	1
Children's Programmer	1	1	1	1	1
Young Adult Librarian	0	0	0.49	0.49	0.49
Reference Librarian	2.47	2.64	2.65	2.65	3.8
Bookmobile Coordinator	1	1	1	1	1
Children's Room Associate	1	1	1	1	1
Technology Associate	1	1	1	1	1
Reference Staff	0.88	1.21	1.20	1.20	0.32
Library Assistant	5.81	5.81	5.81	5.62	6.57
Library Associate	5.34	5.34	5.34	5.61	4.94
Bookkeeper	0.48	0.48	0.48	0.48	0.51
Library Clerk	0.69	0.56	0.69	0.69	0.21
Page	1.55	1.43	1.43	1.63	1.51
Project Worker	0.38	0	0	0	0
Archivist (.47 FTE)	Not Counted				
Sunday Reference Staff (.11 FTE)	Not Counted				
Other Pages (.20 FTE)	Not Counted				
Total FTE	30.30	30.17	30.79	31.07	31.05
Total FT/PT	15 FT / 39 PT	15 FT / 38 PT	15 FT / 38 PT	15 FT / 39 PT	15 FT / 39 PT

Consolidated Staffing History

Bacon Free Library

Staffing	2010	2011	2012	2013	2014
Library Director	0.8	0.8	0.8	0.8	0.9
Assistant Library Director	0.65	0.65	0.65	0.65	0.65
Library Assistant	0.4	0.4	0.48	0.81	0.81
Total FTE	1.85	1.85	1.93	2.26	2.36
Total FT/PT	*1 FT / 3 PT	*1 FT / 3 PT	*1 FT / 3 PT	*1 FT / 5 PT	*1 FT / 5 PT

Parking Enforcement

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

Natick Police Department

Staffing	2010	2011	2012	2013	2014
Chief of Police	1	0.5	1	1	1
Interim Chief of Police	0	0.5	0	0	0
Executive Officer	0	0.5	1	0	0
Executive Officer/Inv. Svcs. Commander	1	1	0	1	1
Operations (Patrol) Division Commander	1	1	0.75	1	1
Investigative Services Division Commander	0	0	1	0	0
Info. Serv. & Comm. Division Commander	0	0	0	0	0
Operations Commander	0	1	1	0	0
Special Operations Commander	1	0	0	0	0
Public Information Officer/Report Review	1	0	0	0	0
Administration/Traffic Division Commander	0	0	0	1	1
Records/Support Svcs Division Commander	0	0	0	1	1
Administrative Services	1	1	1	1	1
Report Review	0	1	0	0	0
Planning Supervisor	0	0	0	0	0
Patrol Sergeants	9	9	9.75	10	10
Traffic Safety Officer	0	0	0	0	0
Patrol Officers	29	28	28	31	31
General Investigators	4	4	4	4	4
Narcotics Investigators	2	2	2	2	2
Youth Services Investigator	1	1	1	1	1
Middle School School Resource Officer	0	1	1	1	1
Animal Control Officer	1	1	1	1	1
School Traffic Supervisors	1.66	1.88	1.88	1.88	1.88
Records Unit Dept. Assistant	1.85	1.85	1.85	1.85	1.85
Court Liaison Officer	1	1	1	0	0
Executive Assistant	1	1	1	1	1
Dispatch Supervisor	0	0	0	0	0
Dispatchers	9	9	9	9	9
Total FTE Count	66.5	67.2	67.2	69.7	69.7
Total Actual Personnel	75.0	77.0	77.0	79.0	79.0

Consolidated Staffing History

Natick Fire Department

Staffing	2010	2011	2012	2013	2014
Fire Chief	1	1	1	1	1
Deputy Chief	5	5	5	5	5
Captains	5	5	5	5	5
Lieutenants	15	15	15	15	15
Firefighters	51	51	51	56	56
Executive Administrative Assistant	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Fire Prevention Officer	1	1	1	1	1
Assistant Fire Prevention Officer	1	1	1	1	1
Training Officer - Captain	1	1	1	1	1
Superintendent of Communications	1	1	1	1	1
Total FTE	83	83	83	88	88
Total FT/PT	83 FT / 0 PT	83 FT / 0 PT	83 FT / 0 PT	88 FT / 0 PT	88 FT / 0 PT

DPW Administration

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

DPW Building Maintenance

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

Consolidated Staffing History

DPW Engineering

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

DPW Equipment Maintenance

Staffing	2010	2011	2012	2013	2014
Division Supervisor	1	1	1	1	1
General Foreman	1	1	1	1	1
Lead Mechanic	1	1	1	1	1
Working Foreman	1	1	1	1	1
Mechanic/Welder	5	5	5	5	5
Total FTE	9	9	9	9	9
Total FT/PT	9 FT/0 PT				

DPW Highway/Sanitation

Staffing	2010	2011	2012	2013	2014
Division Supervisor	1	1	1	1	1
Highway General Foreman	1	1	1	1	1
Sanitation General Foreman	1	1	1	1	1
Working Foreman	3	3	3	3	3
Heavy Equipment Operator	4	4	4	4	4
Truck Driver	0	0	0	3	6
Skilled Laborer	13	13	13	11	11
Total FTE	23	23	23	24	27
Total FT/PT	23 FT/0 PT	23 FT/0 PT	23 FT/0 PT	24 FT/0 PT	27 FT/0 PT

DPW Land, Facilities and Natural Resources

Staffing	2010	2011	2012	2013	2014
Division Supervisor	1	1	1	1	1
General Foreman	1	1	1	1	1
Working Foreman	1	1	1	1	1
Craftsmen	1	1	1	1	1
Tree Worker	0*	0*	0*	0*	0*
Skilled Laborers	3	3	3	3	3
Total FTE	7	7	7	7	7
Total FT/PT	7 FT/0 PT				

Consolidated Staffing History

Community Services

Staffing	2010	2011	2012	2013	2014
Director	0	0	0.5	1	1
Total FTE	0	0	1	1	1
Total FT/PT	0 FT / 0 PT	0 FT / 0 PT	0 FT / 1 PT	1 FT / 0 PT	1 FT / 0 PT

Divisions within Community Services

Human Services/Council on Aging

Staffing	2010	2011	2012	2013	2014
Director	1	1	1	1	1
Assistant Director/Program Coordinator	0.5	1	1	1	1
Volunteer Resources Coordinator	0.8	0.79	0.9	0.9	0.9
Program Development Coordinator	1	0	0	0	0
Social Workers	1.75	1.75	1.75	1.75	1.75
Program Instructors	varies	varies	varies	varies	varies
Receptionist	0	0	0	0	1
Clerical Staff	1.49	1.49	1.49	1.49	1.49
Outreach Coordinator	0.75	1	1	1	1
Clinical Social Worker	0.375	0.375	0.375	0.375	0.375
Building Monitor	*	*	*	*	*
Total FTE	7.67	7.41	7.52	7.52	8.52
Total FT/PT	4 FT / 8PT	5 FT / 7 PT	5 FT / 7 PT	5FT / 7 PT	5FT / 8 PT

Veterans Services

Staffing	2010	2011	2012	2013	2014
Director	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Total FTE	2	2	2	2	2
Total FT/PT	2 FT / 0 PT				

Recreation & Parks

Staffing	2010	2011	2012	2013	2014
Change from Superintendent to Director in 2012	1	1	1	1	1
Assistant Superintendent	1	1	1	1	1
Director of Natick Community Organic Farm*	1	1	1	1	1
Program/Special Events Director	1	1	1	1	1
Asst. Director, NCOF*	1	1	1	1	1
Administrative Assistant, NCOF*	0.8	0.75	0.75	0.75	0.75
Special Needs Coordinator	-	-	-	-	0.8
Administrative Assistant	1	1	1	1	1
Bookkeeper	1	1	1	1	1
Playgroup Director	0.75	0	0	0	0
Receptionist	0.6	0.61	0.61	0.61	0.61

Consolidated Staffing History

Total FTE	9.15	8.36	8.36	8.36	9.16
Total FT/PT	7ft/4pt	7ft/3pt	7ft/3pt	7ft/3pt	7ft/4pt

Board of Health

Staffing	2010	2011	2012	2013	2014
Director	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Senior Environmental Health Specialist	1	1	1	1	1
Sanitarian	0	0	0	0	0
Environmental Health Agent	1	1	1	1	1
Public Health Nurse	1	1	1	1	1
Departmental Assistant	0.67	0.67	0.67	1	1
Animal Inspector	*	*	*	*	*
Total FTE	5.67	5.67	5.67	6	6
Total FT/PT	5 FT / 1 PT	5 FT / 1 PT	5 FT / 1 PT	6 FT / 0 PT	6 FT / 0 PT

Board of Selectmen

Staffing	2010	2011	2012	2013	2014
Town Administrator	1	1	1	1	1
Deputy Town Administrator	1	1	1	1	1
Human Resources Director	1	1	1	1	1
Executive Assistant	1.8	1.8	1.8	1.8	1.8
Administrative Assistant (Benefits)	1	1	1	1	1
Benefits/Payroll Coordinator	0	0	0	0	0.5
Department Support	0.45	0.2	0.25	0.25	0.25
Environmental Compliance Officer	0.5	0.5	0.5	0.5	0.5
Total FTE	6.75	6.50	6.55	6.55	7.05
Total FT/PT	5 FT / 3 PT	6 FT / 3 PT			

Finance Department

Staffing	2010	2011	2012	2013	2014
Finance Director*	0	0	0	0	0
Special Assistant to the Finance Director	0	0	0	1	1
Total FTE	0	0	0	1	1
Total FT/PT	0 FT / 0 PT	0 FT / 0 PT	0 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	2010	2011	2012	2013	2014
Comptroller	1	1	1	1	1
Assistant Comptroller	1	1	1	1	1
Procurement Officer	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Administrative Assistant	0	0	0	0	0
Payroll Coordinator	0	0	0	1	1
Benefits/Payroll Coordinator	0	0	0	0	0.5
Benefits Administrator	0	0	0	0	0
Clerical Assistant	0	0.07	0	0	0

Consolidated Staffing History

Department Assistant	0.5	0.42	0.49	0.49	0.49
Total FTE	4.5	4.49	4.49	5.49	5.99
Total FT/PT	4 FT / 1 PT	4 FT/2 PT	4 FT/1 PT	4 FT/1 PT	4 FT/1 PT

Assessor

Staffing	2010	2011	2012	2013	2014
Director of Assessing	1	1	1	1	1
Assistant Assessor	2	2	2	2	2
Executive Assistant	1	1	1	1	1
Administrative Assistant	0.5	0.5	0.63	0.66	0.66
Total FTE	4.5	4.5	4.63	4.66	4.66
Total FT/PT	4 FT / 1 PT	4 FT / 1PT			

Collector

Staffing	2010	2011	2012	2013	2014
Collector	0.7	0.7	0.7	0.7	0.7
Assistant Collector	0.7	0.7	0.7	0.7	0.7
Administrative Assistant	1	1	1	1	1
Department Support	0.4	0.4	0.4	0.4	0.4
Total FTE	2.8	2.8	2.8	2.8	2.8
Total FT/PT	3 FT / 1 PT				

Treasurer

Staffing	2010	2011	2012	2013	2014
Treasurer	0.29	0.29	0.29	0.29	0.29
Assistant Treasurer	0.33	0.33	0.33	0.33	0.33
Administrative Assistant	1	1	1	1	1
Payroll Coordinator	1	1	1	0	0
Department Support - Part time	0	0	0	0	0
Total FTE	2.63	2.63	2.63	1.63	1.63
Total FT/PT	4 FT / 0 PT	4 FT / 0 PT	4 FT / 0 PT	3 FT / 0 PT	3 FT / 0 PT

Information Technology

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

Town Clerk

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

Consolidated Staffing History

Elections

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

Sealer of Weights & Measures

Staffing	2010	2011	2012	2013	2014
Sealer of Weights & Measures	0.4	0.4	0.4	0.4	0.4
Total FTE	0.4	0.4	0.4	0.4	0.4
Total FT/PT	0 FT / 1 PT				

Community Development

Staffing	2010	2011	2012	2013	2014
Director	1	1	1	1	1
Building Commissioner	1	1	1	1	1
Assistant Inspector	2	2	2	2	2
Planner	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Administrative Assistant	2	2	2	2	2
Part-Time Clerk	0	0	0	0	0
Environmental Compliance/Conservation Agent	0.5	0.5	0.5	0.5	0.5
Part-Time Inspectors	1.85	1.02	2.55	3.15	3.15
Total FTE	10.35	9.52	11.05	11.65	11.65
Total FT/PT	11 FT / 6 PT	11 FT / 4 PT	11 FT / 4 PT	11 FT / 6 PT	11 FT / 6 PT

Facilities Management

	2010	2011	2012	2013	2014
Director of Facility Maintenance				1	1
Custodial Manager				1	1
Maintenance Manager				1	1
Data Analyst				1	1
Assistant Senior Custodian				1	1
Senior Custodian III				1	1
Senior Custodian II				1	1
Senior Custodian I				6	6
Junior Custodian II				7	7
Junior Custodian I				15	15
Plumber				1	1
Maintenance Foreman				1	1
Maintenance IV				1	2
Maintenance III				2	2
General Foreman				1	1
Custodian				4	4
Painter				1	1
Total FTE				46	47
Total FT/PT				46 FT / 0 PT	47 FT / 0 PT

General Fund Total FTE's

881.30

880.30

897.77

920.34

963.87

Consolidated Staffing History

Enterprise Funds

Water & Sewer Enterprise

Staffing	2010	2011	2012	2013	2014
Water & Sewer Operations					
Water & Sewer Division Supervisor	1	1	1	1	1
Water & Sewer General Foreman	1	1	1	1	1
Administrative Assistant	1	1	1	1.49	1.49
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
GIS & Water Treatment Plant Supervisor	1	1	1	1	1
GIS Specialist	1	1	1	1	1
Chief Plant Operator	1	1	1	1	1
Night Operator	1	1	1	1	1
Station Operator	4	4	4	4	4
Utility Billing					
Executive Assistant	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Department Support	0.1	0.1	0.1	0.1	0.1
Total FTE	28.1	28.1	28.1	28.6	28.6
Total FT/PT	28 FT / 1 PT	28 FT / 1 PT	28 FT / 1 PT	28 FT / 2 PT	28 FT / 2 PT

Sassamon Trace Golf Course

Staffing	2010	2011	2012	2013	2014
Golf Course Manager	1	1	1	1	1
Assistant Golf Course Manager	0	0	0	0.6	0.6
Maintenance Superintendent	0	0	0	1	1
Maintenance Foreman	0	0	0	1	1
Mechanic	0	0	0	0.28	0.28
Part-time/Seasonal Maintenance Staff	0	0	0	0.93	0.93
Seasonal Golf Shop Supervisor	0.06	0.06	0.06	0	0
Golf Shop Attendants	2.24	2.24	2.24	1.8	1.8
Rangers/starters/cart attendants	1.0	1.0	1.0	1.0	1.0
Total FTE	4.3	4.3	4.3	7.6	7.6
Total FT/PT	1FT/17PT	1FT/17PT	1FT/22PT	3FT/22PT	3FT/22PT

Enterprise Fund Total FTE's	32.43	32.43	32.43	36.23	36.23
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Financial Indicators

**Indicator Analysis, Fiscal Years 2003-2012
Projections & Estimates, Fiscal Year 2013-2015**



Town of Natick

Financial Indicators

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Town of Natick

Financial Indicators

Introduction

This series of indicators are designed to achieve three goals:

- a) Evaluate the fiscal health of the Town of Natick through a series of financial indicators and comparative benchmarks, where appropriate;
- b) Present a three-year projection of Revenues & Expenditures; and
- c) Outline the FY 2014 Budget Process & Issues

This material is intended to provide policymakers with an informed snapshot of where Natick stands financially heading into the FY 2014 Budget Process. It is not the purpose of this exercise to propose a budget or recommended level of services; rather it is to evaluate Natick via a series of benchmarks, including measures such as revenues and expenditures per household, benefit costs, funded and unfunded liabilities incurred by the Town, debt service, reserve position and population.

Using a series of recognized metrics from professional organizations, including the International City/County Management Association, (ICMA), the Government Finance Officer's Association (GFOA), Standard & Poor's, as well as data from the Town of Natick, Mass. Department of Revenue, the Mass. Department of Education, and the U.S. Census Bureau, Town staff has compiled 12 indicators which can be used to evaluate the Town's fiscal health.

In evaluating Natick's financial condition, staff has found that the Town has both fiscal strengths and weaknesses. In particular,

- Natick has favorable property tax collections, personnel costs, debt service levels (both as a percentage of operating revenues and per capita) and reserve levels.
- Natick has marginal and uncertain levels of State Aid, revenues related to economic growth, benefit expenditures, amounts of capital investment, reserve levels, and reliance upon one-time revenues.
- Natick has unfavorable expenditures per household and pension liabilities

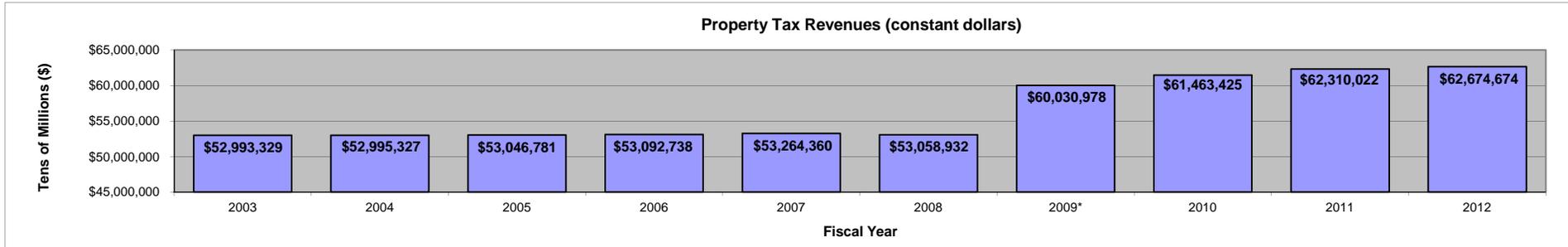
These measures indicate that, overall, the Town has performed at a high level worthy of its AAA Credit Rating (from Standard & Poor's), but that continued maintenance of that rating relies upon maintaining favorable trends, addressing unfavorable trends, reducing future liabilities and continuing to work towards both sustainable services and cost-effective service delivery.

These indicators, and the projections and appendices which are attached to them, will be updated annually to provide the community, particularly those involved with the budget process, the most useful information available when making budget decisions. This effort is a continuation of and consistent with several other initiatives including the development of the Natick 360 Strategic Plan, development of financial management principles, improvements to the capital improvement planning and budgeting processes, improvements to the water and sewer rate setting process, ongoing revenue enhancement and expense control efforts, and more. All of these efforts are designed to allow us to identify and attain the desired future for the Town of Natick and its residents.



Property Tax Revenues

Trend Guideline: A decline in property tax revenues (constant dollars) is considered a warning indicator.



Formula: **Property Tax Revenues (constant dollars)**

Fiscal Year	2003	2004	2005	2006	2007	2008	2009*	2010	2011	2012
Property Tax Levy Collections**	\$ 54,105,235	\$ 55,565,671	\$ 58,481,406	\$ 61,127,172	\$ 62,193,155	\$ 64,432,962	\$ 72,649,672	\$ 76,171,856	\$ 79,159,166	\$ 85,587,087
Less: debt exclusions**	\$ (639,000)	\$ (317,000)	\$ (1,313,405)	\$ (1,540,676)	\$ (1,031,410)	\$ (960,274)	\$ (937,705)	\$ (918,361)	\$ (894,180)	\$ (5,057,862)
Net Property Tax Revenues	\$ 53,466,235	\$ 55,248,671	\$ 57,168,001	\$ 59,586,496	\$ 61,161,745	\$ 63,472,688	\$ 71,711,967	\$ 75,253,495	\$ 78,264,986	\$ 80,529,225
CPI-U, 2002 base year***	192.2	198.6	205.3	213.8	218.7	227.9	227.6	233.2	239.3	244.8
CPI-U, adjustment for constant dollars	99.1%	95.9%	92.8%	89.1%	87.1%	83.6%	83.7%	81.7%	79.6%	77.8%
Property Tax Revenues (constant dollars)	\$ 52,993,329	\$ 52,995,327	\$ 53,046,781	\$ 53,092,738	\$ 53,264,360	\$ 53,058,932	\$ 60,030,978	\$ 61,463,425	\$ 62,310,022	\$ 62,674,674
Percent increase over prior year (constant dollars)	1.0%	0.0%	0.1%	0.1%	0.3%	-0.4%	13.1%	2.4%	1.4%	0.6%

Notes:

*Denotes Fiscal Year where Proposition 2 1/2 Override was approved by voters.

**Source: Mass. Department of Revenue, Databank Reports, [Fiscal Year 2000 - 2009 Excess Levy Capacity](#), Tax Recaps, FY 2012 Town of Natick 4th Quarter Revenue Report

***Amount shown for CPI-U data assumes half-year average for Boston-Brockton-Nashua Statistical Area, where 1982-1984 = 100. Source: U.S. Bureau of Local Accounts

Property Tax Revenues:

Property tax revenues are analyzed separately because they are the Town's primary revenue source for both operating and capital spending. Increases due to operating overrides, while enhancing the Town's ability to deliver services, must be weighed against their impact on taxpayers ability to pay.

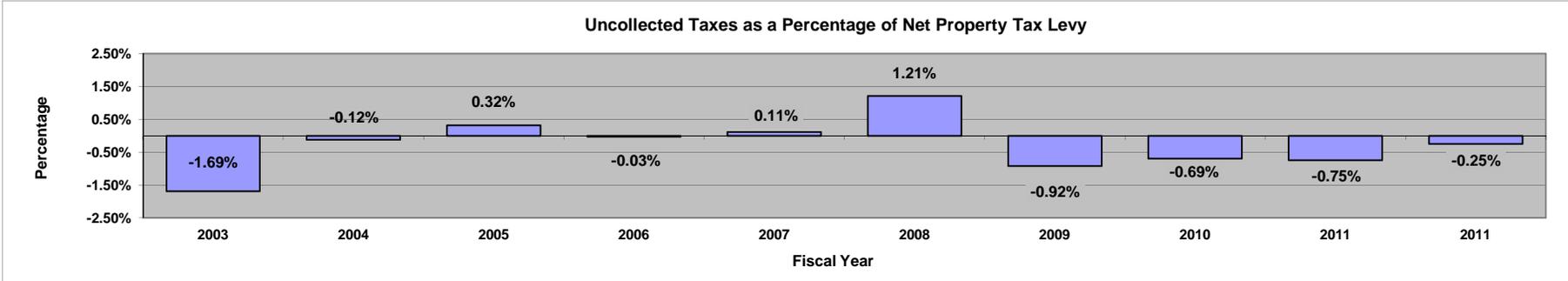
This analysis shows that the only significant increases in constant dollars from year to year occurred when overrides were passed by Natick citizens. The good news: Property tax revenues are steady and reliable. The bad news: They do not grow faster than inflation, and only grow when citizens are willing to pay more.

<i>Natick Trend</i>	
favorable	X
marginal	X
unfavorable	
uncertain	



Uncollected Property Taxes

Trend Guideline: Uncollected property taxes (as a percent of the property tax levy) of 5-8 percent is considered a warning indicator by the Bond rating organizations.



Formula: $\frac{\text{Uncollected Property Taxes}}{\text{Net Property Tax Levy}}$

Fiscal year	2003	2004	2005	2006	2007	2008	2009	2010	2011	2011
Property Tax Levy Limit	\$ 54,138,834	\$ 55,923,830	\$ 58,850,705	\$ 61,169,262	\$ 62,839,514	\$ 65,186,660	\$ 73,027,965	\$ 76,971,074	\$ 79,684,141	\$ 86,502,701
Reserved for Abatements & Exemptions	\$ 1,090,891	\$ 1,073,347	\$ 988,493	\$ 1,049,572	\$ 1,240,811	\$ 1,003,911	\$ 1,039,144	\$ 1,321,477	\$ 1,112,323	\$ 1,128,592
Net Property Tax Levy	\$ 53,047,943	\$ 54,850,483	\$ 57,862,212	\$ 60,119,690	\$ 61,598,703	\$ 64,182,749	\$ 71,988,821	\$ 75,649,597	\$ 78,571,818	\$ 85,374,109
Uncollected Taxes as of June 30	\$ (898,130)	\$ (64,749)	\$ 183,006	\$ (15,470)	\$ 68,333	\$ 774,703	\$ (660,851)	\$ (522,259)	\$ (587,348)	\$ (212,978)
Uncollected Taxes as a Percentage of Net Property Tax Levy	-1.69%	-0.12%	0.32%	-0.03%	0.11%	1.21%	-0.92%	-0.69%	-0.75%	-0.25%

Source: Town of Natick Operating Statements, 2002-2011, Tax Rate Recapitulation Worksheets for Fiscal 2012, Massachusetts Department of Revenue

Uncollected Property Taxes:

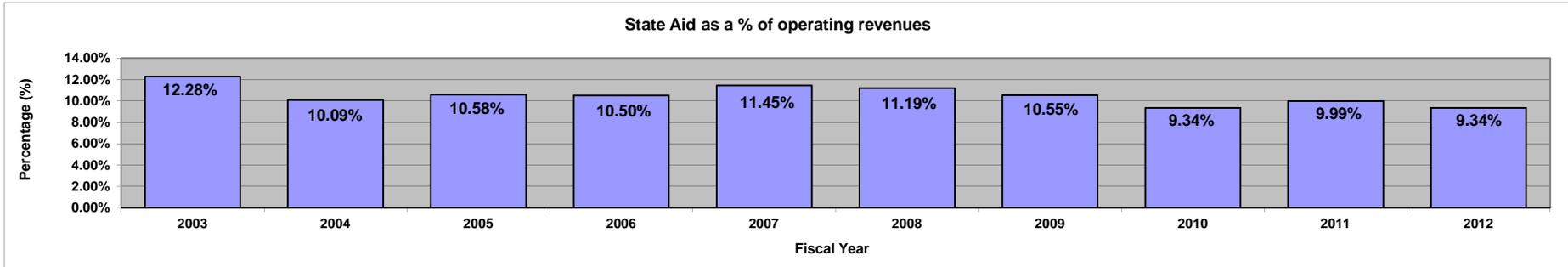
An increase in uncollected property taxes may indicate an inability by property owners to pay their taxes due to economic conditions. Additionally, as uncollected property taxes rise, liquidity decreases, resulting in less cash on hand for the Town to invest. Bond rating organizations generally consider uncollected taxes in excess of five percent as a warning trend. Natick has exceptionally strong collection rates, regardless of economic circumstances during the last decade. This is attributable to strong efforts in tax title collection and the diligence of Natick citizens to pay their taxes on time.

<i>Natick Trend</i>	
favorable	x
marginal	
unfavorable	
uncertain	



State Aid

Trend Guideline: Reductions in State Aid, as a percentage of operating revenues, is considered a warning indicator particularly if the Town does not have adequate reserves to offset reductions.



Formula: State Aid / Operating Revenues

Fiscal Year	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Net Operating Revenues	\$ 80,358,614	\$ 82,728,409	\$ 85,275,469	\$ 88,981,117	\$ 93,515,538	\$ 99,994,725	\$ 101,084,164	\$ 103,919,727	\$ 108,155,927	\$ 112,768,437
State Aid Revenues	\$ 11,345,247	\$ 9,806,856	\$ 10,390,668	\$ 10,714,907	\$ 12,078,231	\$ 14,845,086	\$ 11,576,985	\$ 10,619,913	\$ 11,719,198	\$ 11,449,436
Less: School Building Reimbursements	\$ 1,475,035	\$ 1,461,337	\$ 1,369,707	\$ 1,369,707	\$ 1,369,707	\$ 3,659,335	\$ 916,839	\$ 916,839	\$ 916,839	\$ 916,839
Net State Aid Revenues	\$ 9,870,212	\$ 8,345,519	\$ 9,020,961	\$ 9,345,200	\$ 10,708,524	\$ 11,185,751	\$ 10,660,146	\$ 9,703,074	\$ 10,802,359	\$ 10,532,597
State Aid as a % of operating revenues	12.28%	10.09%	10.58%	10.50%	11.45%	11.19%	10.55%	9.34%	9.99%	9.34%

Notes:

Source(s): State Aid "Cherry Sheets", FY 2003-2012
Town of Natick Town Reports, Report to Assessors of Certain Receipts as per M.G.L.Ch. 42, Sec. 59A., 2002-2010

State Aid:

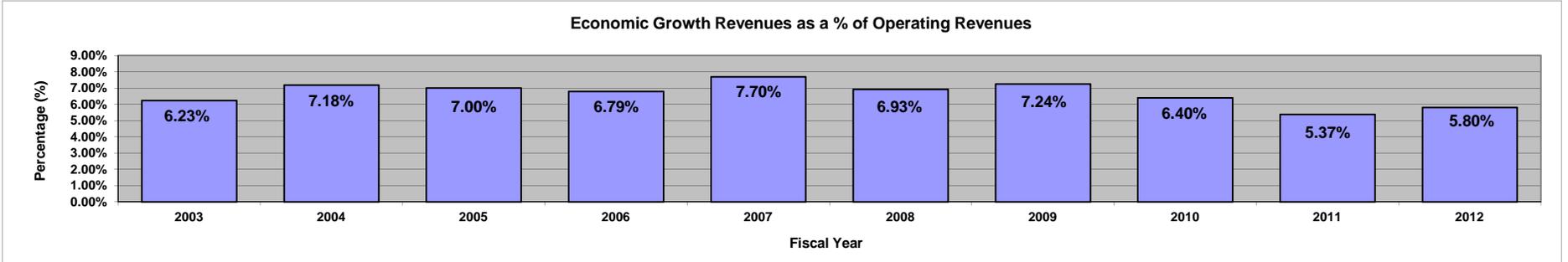
A constant area of concern for municipalities in Massachusetts is the level of State Aid which they receive. Many mandates - funded and unfunded - come from Beacon Hill to local governments and the challenge to enforce, implement and help citizens understand them falls to the municipalities. Designed to fund a variety of local services - from education to veterans services and many things in between, intergovernmental (State) aid is an important component of the overall revenue picture. Declines in State Aid are particularly troublesome as municipalities are not capable of controlling them and can only offset them with expense reductions if the community does not have adequate reserves.

Natick, like the other 351 cities and towns throughout Massachusetts has seen declines in state aid over the course of the last decade. Major drops have occurred during economic downturns - most noticeably in 2004 and again most recently when mid-year aid cuts forced the community to make up nearly half a million dollars in aid relied upon to provide local services. The uncertainty of state aid from year-to-year (or even within a particular fiscal year) make reliance upon it for funding the operating budget always troublesome. As the tax levy grows as a percentage of the overall revenue pie, this will mitigate some of the reliance upon state aid, but have the adverse affect of forcing even more of the burden for ongoing operations onto the local taxpayer.

<i>Natick Trend</i>	
favorable	
marginal	x
unfavorable	
uncertain	x

Revenues Related to Economic Growth

Trend Guideline: Decreasing economic growth revenues, as a percentage of net operating revenues, is considered a warning indicator.



Formula: Economic Growth Revenues / Operating Revenues

Fiscal Year	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Net (non-exempt) operating revenues	\$ 80,358,614	\$ 82,728,409	\$ 85,275,469	\$ 88,981,117	\$ 93,515,538	\$ 99,994,725	\$ 101,084,164	\$ 103,919,727	\$ 108,155,927	\$ 112,768,437
Building Related Fees & Permits	\$ 742,483	\$ 736,731	\$ 929,897	\$ 1,273,145	\$ 2,614,468	\$ 1,869,533	\$ 740,772	\$ 761,862	\$ 1,125,848	\$ 1,615,473
Motor Vehicle Excise	\$ 3,681,214	\$ 4,449,072	\$ 4,461,799	\$ 4,113,124	\$ 3,937,055	\$ 4,174,230	\$ 4,187,040	\$ 3,739,367	\$ 3,931,401	\$ 4,082,872
Levy Growth	\$ 585,454	\$ 756,915	\$ 578,202	\$ 657,677	\$ 646,694	\$ 883,280	\$ 2,395,360	\$ 2,147,515	\$ 752,536	\$ 846,384
Total: Economic Growth Revenues	\$ 5,009,150	\$ 5,942,718	\$ 5,969,898	\$ 6,043,946	\$ 7,198,217	\$ 6,927,043	\$ 7,323,172	\$ 6,648,744	\$ 5,809,785	\$ 6,544,729
Economic Growth Revenues as a % of Operating Revenues	6.23%	7.18%	7.00%	6.79%	7.70%	6.93%	7.24%	6.40%	5.37%	5.80%

Sources: Building Related Fees & Permits, FY 2003-2012, Town of Natick, Town Reports, 2002-2011.
Tax Recapitulation Worksheets, FY 2003-2012.

Notes:

Building Related Fees & Permits inclusive of all Alterations, Building, Wiring, Gas & Plumbing permits, FY 2003-2012.

<i>Natick Trend</i>	
favorable	
marginal	x
unfavorable	
uncertain	x

Revenues Related to Economic Growth:

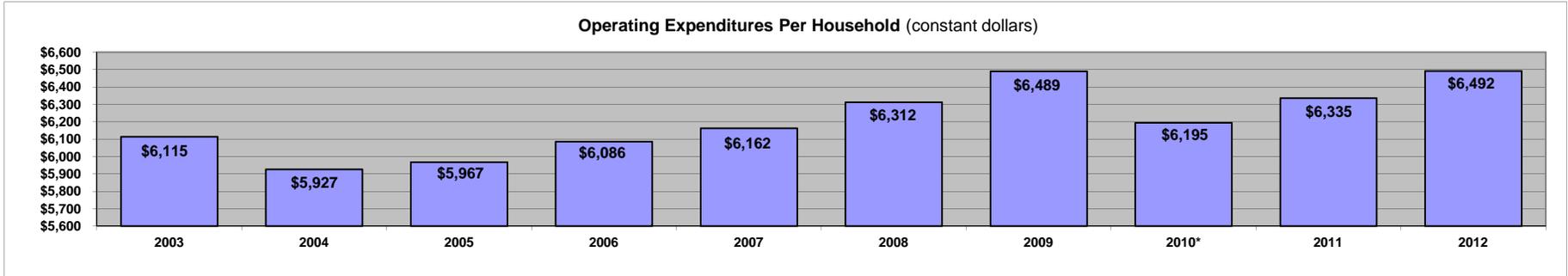
Revenues related to economic growth include construction related revenues such as permit fees and new tax levy growth resulting from new construction and certain retail related revenues such as motor vehicle excise taxes. A decrease in building permit fees may be a leading indicator of smaller future increases in the tax levy. Despite the inherent nature of this indicator to fluctuate with the economy, inflation and other influences, Natick has been fortunate to have consistently maintained approximately 7% of its operating revenues throughout the last decade as those attributable to economic growth. Also favorable is that most of this economic growth has been largely attributable to non-residential development, thus creating less demand for expanded municipal services. Fortunately, the three most recent fiscal years indicate a mixed picture - that overall revenues attributable to economic growth have decreased since 2009, but may have bottomed out in FY 2011 and begun a rebound in FY 2012. Lower revenues attributable to economic growth could foreshadow lower tax levy growth in the future fiscal years. The mixed results of the last three years are why this indicator is trending marginal.

What makes this revenue trend uncertain is two-fold: 1) the large swings within categories of economic growth revenues from year-to-year are surprising even when one takes away the one-time surge in building fees and resulting in tax levy growth related to the Natick Collection development, and 2) the uncertain nature of future new or redeveloped construction projects within Natick. Positively for Natick Motor Vehicle Excise revenue has remained steady, which is unusual compared to most communities in the Commonwealth during the Great Recession.



Expenditures per Household

Trend Guideline: Increasing net operating expenditures per household, in constant dollars, may be considered a warning indicator.



Formula: **Net Operating Expenditures and Transfers (constant dollars) / Households**

Fiscal year	2003	2004	2005	2006	2007	2008	2009	2010*	2011	2012
Education	\$ 32,306,544	\$ 33,403,060	\$ 34,253,613	\$ 35,837,412	\$ 37,412,534	\$ 40,905,762	\$ 44,067,023	\$ 42,391,575	\$ 44,664,342	\$ 46,629,721
Municipal	\$ 21,920,884	\$ 21,690,987	\$ 22,984,066	\$ 24,034,484	\$ 24,815,371	\$ 26,085,897	\$ 26,120,538	\$ 25,920,487	\$ 27,998,158	\$ 27,465,028
Shared Expenses (Benefits, Debt)	\$ 21,035,568	\$ 20,366,034	\$ 21,585,211	\$ 24,224,319	\$ 25,183,676	\$ 26,579,006	\$ 25,891,004	\$ 27,784,481	\$ 28,536,051	\$ 32,704,942
Total Operating Expenses	\$ 75,262,996	\$ 75,460,081	\$ 78,822,891	\$ 84,096,215	\$ 87,411,581	\$ 93,570,665	\$ 96,078,565	\$ 96,096,543	\$ 101,198,551	\$ 106,799,691
CPI-U, 2000 base year	192.2	198.6	205.3	213.8	218.745	227.889	227.568	233.241	239.279	244.769
CPI-U, adjustment for constant dollar	99.1%	95.9%	92.8%	89.1%	87.1%	83.6%	83.7%	81.7%	79.6%	77.8%
Operating Expenses (cons. doll.)	\$ 74,597,298	\$ 72,382,404	\$ 73,140,578	\$ 74,931,380	\$ 76,124,739	\$ 78,218,833	\$ 80,428,560	\$ 78,487,022	\$ 80,568,391	\$ 83,120,580
Households	12,200	12,213	12,258	12,313	12,354	12,393	12,394	12,670	12,718	12,804
Oper. Exp. Per Household	\$ 6,115	\$ 5,927	\$ 5,967	\$ 6,086	\$ 6,162	\$ 6,312	\$ 6,489	\$ 6,195	\$ 6,335	\$ 6,492

Source: Town of Natick, Town Reports, 2002-2011 & Comptroller's FY 2012 4th Qtr GF Expenditure Reports.

*Note: FY 2010 Education spending lower than previous years in part to ARRA allocation. Costs attributed to grant funds, not tax levy.

Expenditures per Household:

Increasing operating expenditures per household can indicate that the cost of providing services is outstripping taxpayer's ability to pay, especially if spending is increasing faster than household income. Increasing expenditures may also indicate that the demographics of the Town are changing, requiring increased spending in related services.

Natick Trend	
favorable	
marginal	
unfavorable	x
uncertain	

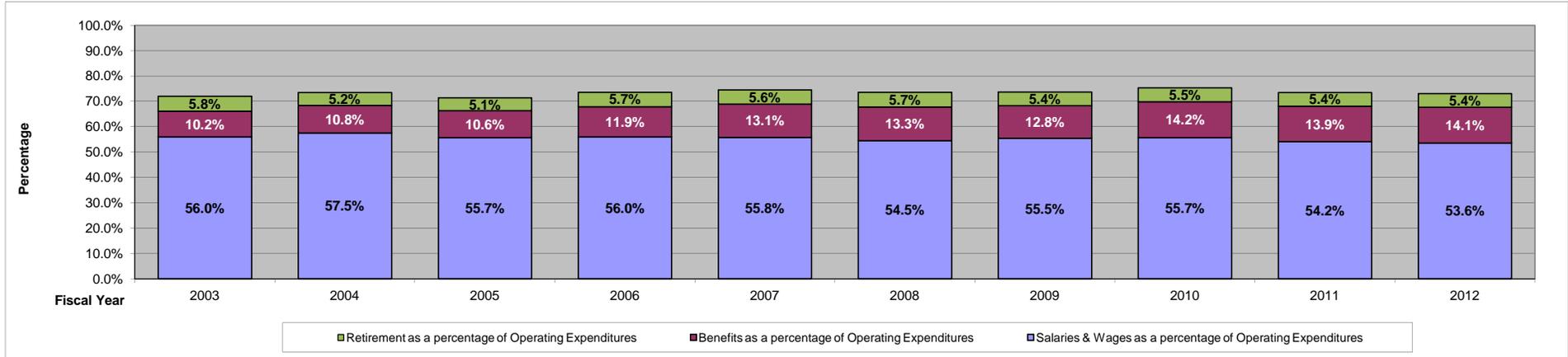
This indicator tells a mixed but unfavorable message for the Town of Natick. On the one hand, revenues have kept pace with expenses (because of the need to have a balanced budget they must.) But, in recent years, recurring revenues have been supplemented with one-time revenues in order to meet expenses. On the other hand, operating expenses in constant dollars have increased per household only 6.16% since 2003, or an average of less than 1% annually.

The trend within the trend worth further examining is which sections of the budget have witnessed the greatest percentage increase since 2001. As this indicator shows and Indicators 1.6, 1.7 and 1.10 further detail, the largest increase has been within Shared Expenses and not in direct services for the community. It is important to note that FY 2012 expenditures per household (in constant dollars) are just \$3.00 more than in FY 2009.



Personnel Costs

Trend Guideline: Increasing personnel costs as a percentage of total spending is considered a warning factor.



Formula:

Salaries & Wages / Operating Expenditures

Fiscal Year	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Operating Expenditures	\$ 75,262,996	\$ 75,460,081	\$ 78,822,891	\$ 84,096,215	\$ 87,411,581	\$ 93,570,665	\$ 96,078,565	\$ 96,096,543	\$ 101,198,551	\$ 106,799,691
Municipal Wages	\$ 16,609,585	\$ 16,856,565	\$ 16,964,540	\$ 17,714,578	\$ 18,304,206	\$ 19,098,039	\$ 19,794,936	\$ 19,295,237	\$ 20,072,596	\$ 21,210,380
School Wages	\$ 25,562,431	\$ 26,562,345	\$ 26,970,396	\$ 29,411,268	\$ 30,490,144	\$ 31,911,758	\$ 33,536,531	\$ 34,229,540	\$ 34,726,652	\$ 36,030,524
Benefits	\$ 7,652,132	\$ 8,185,461	\$ 8,345,688	\$ 10,019,946	\$ 11,474,218	\$ 12,486,833	\$ 12,293,905	\$ 13,660,686	\$ 14,106,467	\$ 15,076,350
Pensions	\$ 4,371,840	\$ 3,896,861	\$ 4,024,827	\$ 4,757,724	\$ 4,931,096	\$ 5,376,574	\$ 5,154,961	\$ 5,243,247	\$ 5,475,739	\$ 5,717,032
Total Wage & Benefit Costs	\$ 54,195,988	\$ 55,501,232	\$ 56,305,451	\$ 61,903,516	\$ 65,199,663	\$ 68,873,204	\$ 70,780,333	\$ 72,428,710	\$ 74,381,454	\$ 78,034,286
Salaries & Wages as a percentage of Operating Expenditures	56.0%	57.5%	55.7%	56.0%	55.8%	54.5%	55.5%	55.7%	54.2%	53.6%
Benefits as a percentage of Operating Expenditures	10.2%	10.8%	10.6%	11.9%	13.1%	13.3%	12.8%	14.2%	13.9%	14.1%
Retirement as a percentage of Operating Expenditures	5.8%	5.2%	5.1%	5.7%	5.6%	5.7%	5.4%	5.5%	5.4%	5.4%
Total Wage & Benefit Costs as a percentage of Operating Expenditures	72.0%	73.6%	71.4%	73.6%	74.6%	73.6%	73.7%	75.4%	73.5%	73.1%

Source: Town of Natick, Town Reports, FY 2002-2010 & Comptroller's FY 2011 4th Qtr GF Expenditure Reports.

Personnel Costs:

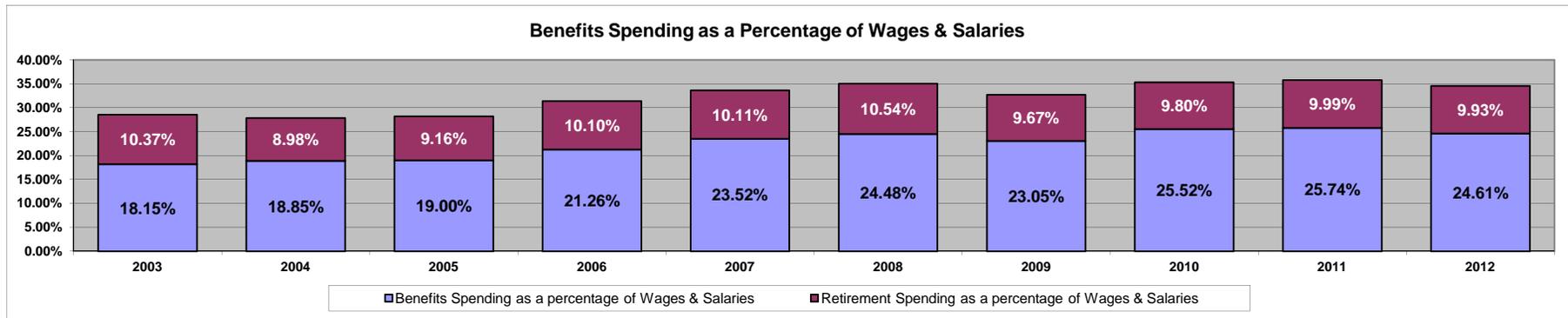
Increasing salaries and wages as a percent of operating expenditures may be an indicator of two trends: 1) First, it may point to future pension and health insurance costs since both of these items are related to the number and compensation level of employees. 2) Second, if salaries and wages as a percent of operating expenditures are increasing, it may be an indicator that the Town is not adequately funding its capital needs or of deferred maintenance of the Town's infrastructure.

Total labor costs have increased since 2003 by 1.1%, and the rate and level of increase has remained relatively constant. This is good for the Town as such a slow rate of increase is manageable and has allowed policymakers to adjust budgeting and goal setting with a limited impact to services. The increase over that time was in the cost of benefits. The combination of health care concessions in the last and in some current labor contracts and overall slowing in health care cost increases in FY 2012 and FY 2013 has resulted in a drop in overall personnel costs over the last three fiscal years.

Natick Trend	
favorable	x
marginal	
unfavorable	
uncertain	

Employee Benefits

Trend Guideline: Increasing benefit costs as a percentage of wages and salaries is considered a warning indicator.



Formula:		Employee Benefits / Wages & Salaries									
Fiscal Year	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	
Medical Benefits	\$ 7,652,132	\$ 8,185,461	\$ 8,345,688	\$ 10,019,946	\$ 11,474,218	\$ 12,486,833	\$ 12,293,905	\$ 13,660,686	\$ 14,106,467	\$ 14,128,376	
Retirement Benefits	\$ 4,371,840	\$ 3,896,861	\$ 4,024,827	\$ 4,757,724	\$ 4,931,096	\$ 5,376,574	\$ 5,154,961	\$ 5,243,247	\$ 5,475,739	\$ 5,701,675	
Wages & Salaries - Municipal	\$ 16,609,585	\$ 16,856,565	\$ 16,964,540	\$ 17,714,578	\$ 18,304,206	\$ 19,098,039	\$ 19,794,936	\$ 19,295,237	\$ 20,072,596	\$ 21,343,166	
Wages & Salaries - Schools	\$ 25,562,431	\$ 26,562,345	\$ 26,970,396	\$ 29,411,268	\$ 30,490,144	\$ 31,911,758	\$ 33,536,531	\$ 34,229,540	\$ 34,726,652	\$ 36,057,866	
Total Wages & Salaries	\$ 42,172,016	\$ 43,418,910	\$ 43,934,936	\$ 47,125,846	\$ 48,794,350	\$ 51,009,797	\$ 53,331,467	\$ 53,524,777	\$ 54,799,248	\$ 57,401,032	
Benefits Spending as a percentage of Wages & Salaries	18.15%	18.85%	19.00%	21.26%	23.52%	24.48%	23.05%	25.52%	25.74%	24.61%	
Retirement Spending as a percentage of Wages & Salaries	10.37%	8.98%	9.16%	10.10%	10.11%	10.54%	9.67%	9.80%	9.99%	9.93%	
Total Benefits Spending as % of Wages & Salaries	28.51%	27.83%	28.16%	31.36%	33.62%	35.02%	32.72%	35.32%	35.73%	34.55%	

Source: Town of Natick, Town Reports, 2002-2011 & Comptroller's FY 2012 4th Qtr GF Expenditure Reports.

Employee Benefits:

Fringe benefits represent a significant and increasing share of the Town's operating costs. Further, this analysis may understate certain fringe benefits such as sick leave buy-back liabilities and vacation accruals.

This indicator demonstrates one of the most alarming statistics witnessed during the last 10 years - growth in health care costs. Medical benefits (including all forms of health insurance), have increased nearly 85% in the last 10 years and its share as part of an employees' compensation package has increased by over 33% - from comprising 18.15% in 2003 to over 24.61% in 2012. The increase in health care costs means valuable available funds for other purposes are being spent to maintain an existing benefit. This directly impacts the amount of money available for service delivery and infrastructure maintenance, and is not sustainable.

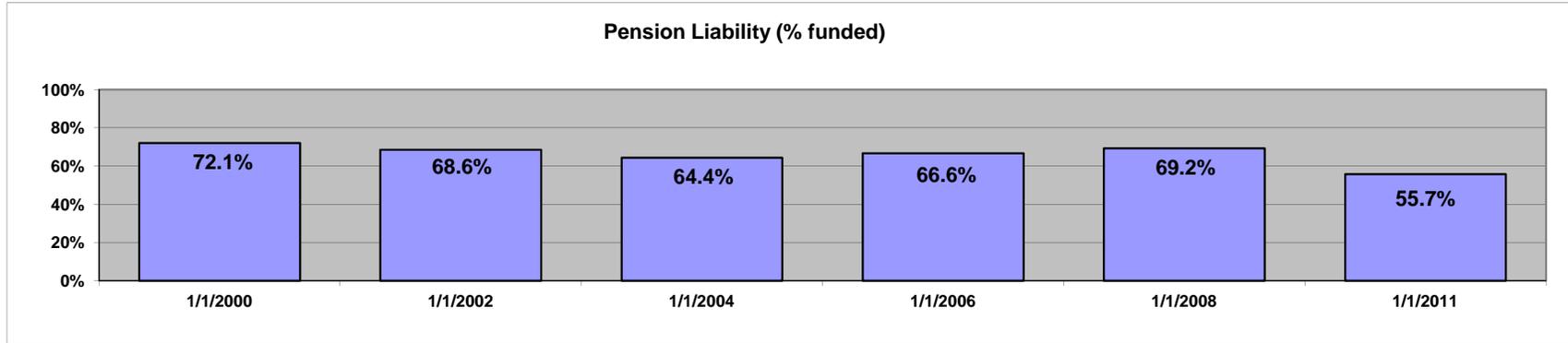
Efforts were taken for FY 2011 to slow the pace of this increase, and FY 2012 is the first year of demonstrable data that modifications to the health care provisions of labor contracts are beginning to move in a positive direction. There is too little data, however, as of FY 2012 to project a permanent improvement in this indicator.

Natick Trend	
favorable	
marginal	x
unfavorable	
uncertain	x



Pension Liability

Trend Guideline: An unfunded pension liability or increase in the unfunded liability is considered a warning indicator.



Formula: Pension Assets / Pension Liability

Actuarial Date	1/1/2000	1/1/2002	1/1/2004	1/1/2006	1/1/2008	1/1/2011
Estimated Accrued Liability	\$ 89,688,360	\$ 100,572,515	\$ 109,024,236	\$ 118,903,286	\$ 131,268,314	\$ 147,904,433
Pension Assets	\$ 64,669,153	\$ 68,985,592	\$ 70,246,877	\$ 79,234,306	\$ 90,885,080	\$ 82,431,048
Pension Liability (unfunded)	\$ 25,019,207	\$ 31,586,923	\$ 38,777,359	\$ 39,668,980	\$ 40,383,234	\$ 65,473,385
Percent Funded	72.1%	68.6%	64.4%	66.6%	69.2%	55.7%

Source: Town of Natick Retirement System Actuarial Studies, 2000-2011.

Pension Liability:

The Natick Retirement System provides pension benefits for many retired employees of the Town of Natick . Established under M.G.L. Chapter 32, the Natick Retirement System is funded via an annual appropriation at Town Meeting. As of January 1, 2011, there were 1012 participants in the Natick Retirement System - 559 active, 93 inactive and 360 retired participants and beneficiaries. Town Meeting appropriates an annual contribution to the system as determined by an actuarial study.

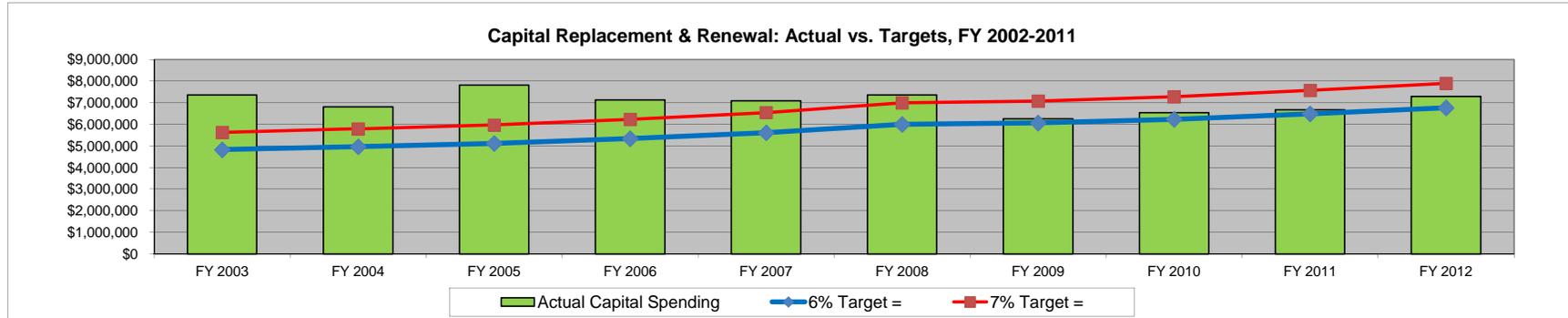
Natick's overall pension liability is an area of ongoing concern. As revenues become stagnant while the assessment for the Retirement System continues to increase in order to meet state mandated funding requirements, the impact of the retirement system upon Town operations will increase. State law mandates the pension system must be fully funded by 2040. This will require that beginning in FY 2012, more money will need to be set aside to fund the retirement assessment and less will be available for operational and capital needs. How much more is still to be determined by the Natick Retirement Board.

<i>Natick Trend</i>	
favorable	
marginal	
unfavorable	x
uncertain	



Capital Asset & Renewal

Trend Guideline: A three or more year decline in Capital Spending from operating funds as a percentage of gross operating revenues is considered a warning indicator



Formula: Actual Capital Spending (Cash + Debt) vs. 6%-7% Target

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Net Revenues	\$ 80,358,614	\$ 82,728,409	\$ 85,275,469	\$ 88,981,117	\$ 93,515,538	\$ 99,994,725	\$ 101,084,164	\$ 103,919,727	\$ 108,155,927	\$ 112,768,437
Within-Levy Target (low)	6%	6%	6%	6%	6%	6%	6%	6%	6%	6%
6% Target =	\$4,821,517	\$4,963,705	\$5,116,528	\$5,338,867	\$5,610,932	\$5,999,683	\$6,065,050	\$6,235,184	\$6,489,356	\$6,766,106
Within-Levy Target (high)	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%
7% Target =	\$5,625,103	\$5,790,989	\$5,969,283	\$6,228,678	\$6,546,088	\$6,999,631	\$7,075,891	\$7,274,381	\$7,570,915	\$7,893,791
Actual Capital Spending										
Cash	\$ 374,300	\$ 195,800	\$ 1,401,500	\$ 680,847	\$ 906,128	\$ 1,077,378	\$ 293,900	\$ 300,940	\$ 547,620	\$ 1,401,900
Within-Levy Debt Service	\$ 6,982,375	\$ 6,619,472	\$ 6,418,807	\$ 6,452,762	\$ 6,182,248	\$ 6,283,504	\$ 5,958,287	\$ 6,240,367	\$ 6,123,139	\$ 5,891,683
Total Cap. Spending As %	9.15%	8.24%	9.17%	8.02%	7.58%	7.36%	6.19%	6.29%	6.17%	6.47%
Actual Capital Spending	\$7,356,675	\$6,815,272	\$7,820,307	\$7,133,609	\$7,088,376	\$7,360,882	\$6,252,187	\$6,541,307	\$6,670,759	\$7,293,583

Source: Appropriations from Annual Town Meetings, Town of Natick, Town Reports 2002-2011.

Capital Asset & Renewal:

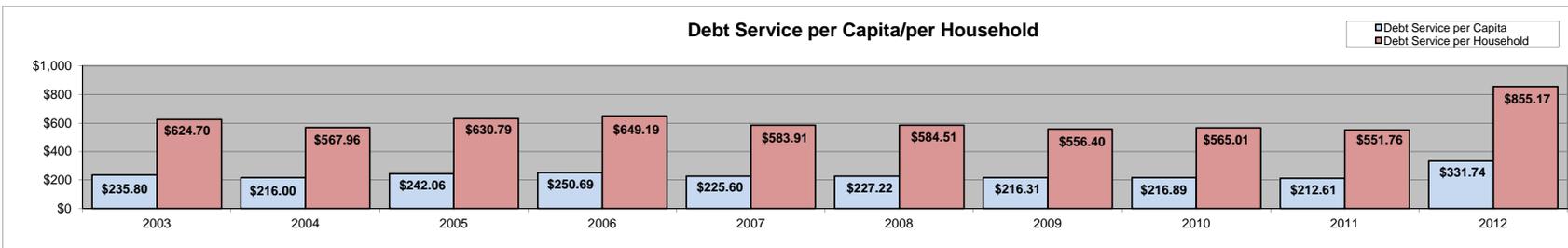
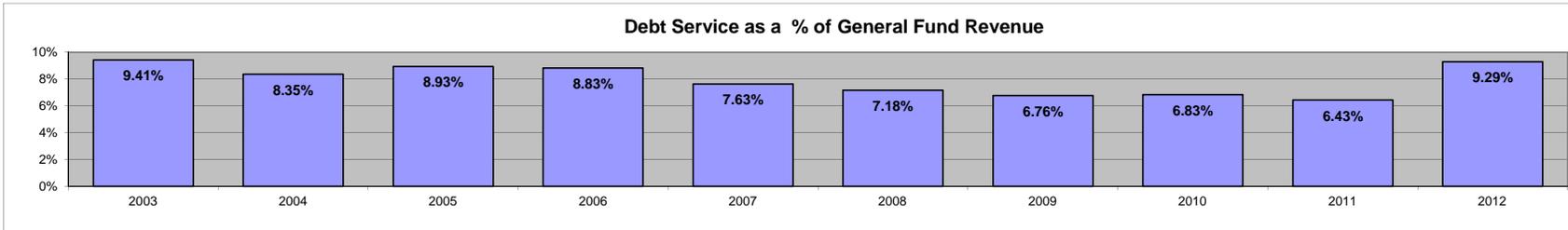
Companies of any size must maintain, renew and replace their infrastructure in a timely and cost effective manner. Municipalities are no different, and often have the daunting task of having to renew capital equipment and infrastructure with numerous other competing needs. Timely replacement of capital equipment and infrastructure benefits the community in the long-run as it increases efficiency and keeps maintenance costs lower while providing better facilities to the general public. A decline of spending on capital over a three-year period is considered a warning sign by industry standards.

<i>Natick Trend</i>	
favorable	
marginal	x
unfavorable	
uncertain	

Natick, like every municipality during the Great Recession, has seen a decrease in the amount of money dedicated to Capital spending. For several years, this indicator forbode of dangers of not spending at least 8% and ideally 10% of total revenues on annual capital renewal and replacement. This, however, was a skewed target - as it included the highly specific category of excluded debt within its targets. Taking the costs attributed to excluded debt out of the equation, a new picture develops which shows the Town has spent a recommended amount of between 6-7% of net revenues annually on capital and debt service. This amount has proven sufficient to "catch-up" on deferred capital projects, and in FY 2012 that goal was achieved. A significant reason to be positive moving forward is the policy decision to dedicate Local Option Tax revenues to Capital and Debt Service costs, thus securing a permanent funding stream with which to meet this important ongoing need.

Debt Service

Trend Guideline: Debt Service exceeding 20 percent of operating revenues is considered a warning indicator by the credit rating organizations.



Formulas: General Fund Debt Service / General Fund Revenue & General Fund Debt Service / Per Capita & Household										
Fiscal Year	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Exempt Debt Service	\$ 639,000	\$ 317,000	\$ 1,313,405	\$ 1,540,676	\$ 1,031,410	\$ 960,274	\$ 937,705	\$ 918,361	\$ 894,180	\$ 5,057,862
Within Levy Debt Service	\$ 6,982,375	\$ 6,619,472	\$ 6,418,807	\$ 6,452,762	\$ 6,182,248	\$ 6,283,504	\$ 5,958,287	\$ 6,240,367	\$ 6,123,139	\$ 5,891,683
Total Debt Service	\$ 7,621,375	\$ 6,936,472	\$ 7,732,212	\$ 7,993,438	\$ 7,213,658	\$ 7,243,778	\$ 6,895,992	\$ 7,158,728	\$ 7,017,319	\$ 10,949,545
Gross Operating Revenue	\$ 80,997,614	\$ 83,045,409	\$ 86,588,874	\$ 90,521,793	\$ 94,546,948	\$ 100,954,999	\$ 102,021,869	\$ 104,838,088	\$ 109,050,107	\$ 117,826,299
Population	32321	32113	31943	31886	31,975	31,880	31,880	33,006	33,006	33,006
Households	12,200	12,213	12,258	12,313	12,354	12,393	12,394	12,670	12,718	12,804
Debt Service as a % of General Fund Revenue	9.41%	8.35%	8.93%	8.83%	7.63%	7.18%	6.76%	6.83%	6.43%	9.29%
Debt Service per Capita	\$ 235.80	\$ 216.00	\$ 242.06	\$ 250.69	\$ 225.60	\$ 227.22	\$ 216.31	\$ 216.89	\$ 212.61	\$ 331.74
Debt Service per Household	\$ 624.70	\$ 567.96	\$ 630.79	\$ 649.19	\$ 583.91	\$ 584.51	\$ 556.40	\$ 565.01	\$ 551.76	\$ 855.17

Source: Town of Natick, Town Reports 2002-2011, Massachusetts Dept. of Revenue DLS Gateway Reports, Town of Natick Tax Recapitulation Worksheet - LA-4 - FY 2003-2012.

Debt Service:

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.

Natick Trend	
favorable	x
marginal	
unfavorable	
uncertain	

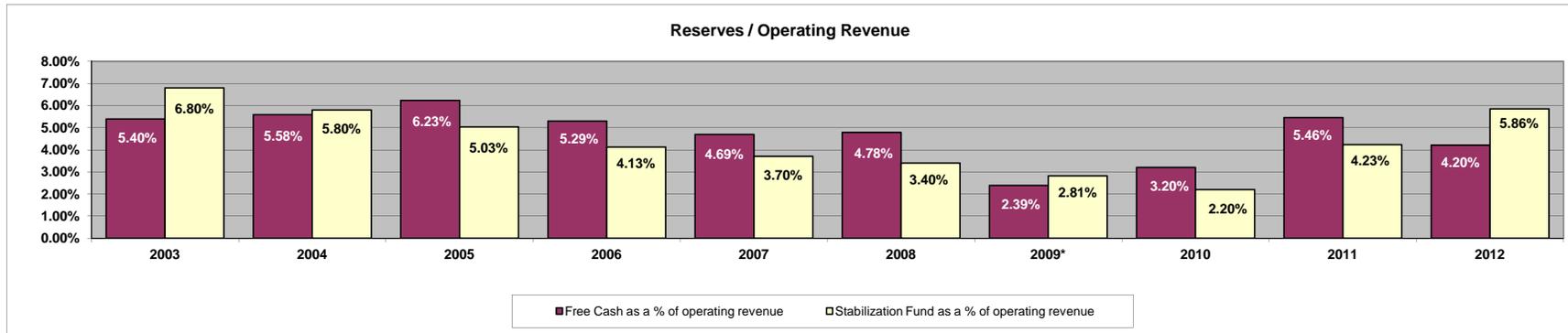
Positively for Natick, the community fares well on this indicator. Not only has debt service per capita remained well within recommended levels at between 6.5%-9.5% - debt service of 20% of operating revenues is considered a problem and 10% is considered acceptable - but decreased from FY 2006 through FY 2011. Future issuance of debt should be timed so as to minimize its impact upon both the operating budget. This can be achieved by timing new issuances with retirement of current debt service and following the Town Administrator's Recommended Financial Policies on issuing large debt projects (over \$1,000,000) outside of the tax levy.

Debt per capita grew significantly beginning in FY 2012 when the majority of the debt for the new Natick High School and the new Community/Senior Center began to be serviced. This issuance was well timed in that it a) received favorable bid prices, b) lower interest rates and c) will be issued after several years of declining debt service amounts.

Reserves & Fund Balance

Trend Guideline: Declining reserves as a percentage of operating revenues is considered a warning indicator.

Comment: The Government Finance Officers Association (GFOA) recommends that undesignated fund balance be 5-15 percent of operating revenues.



Formula:	Type of Reserve / Operating Revenues									
Fiscal Year	2003	2004	2005	2006	2007	2008	2009*	2010	2011	2012
Certified Free Cash	\$ 4,337,157	\$ 4,620,048	\$ 5,313,708	\$ 4,709,762	\$ 4,387,917	\$ 4,784,709	\$ 2,415,060	\$ 3,327,659	\$ 5,899,906	\$ 4,737,528
Stabilization Fund	\$ 5,464,106	\$ 4,798,985	\$ 4,292,834	\$ 3,671,373	\$ 3,458,312	\$ 3,401,290	\$ 2,844,860	\$ 2,288,392	\$ 4,268,560	\$ 4,271,457
Capital Stabilization Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 307,913	\$ 1,478,084
Operating Stabilization Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 856,478
Net Operating Revenues	\$ 80,358,614	\$ 82,728,409	\$ 85,275,469	\$ 88,981,117	\$ 93,515,538	\$ 99,994,725	\$ 101,084,164	\$ 103,919,727	\$ 108,155,927	\$ 112,768,437
Free Cash as a % of operating revenue	5.40%	5.58%	6.23%	5.29%	4.69%	4.78%	2.39%	3.20%	5.46%	4.20%
Stabilization Fund as a % of operating	6.80%	5.80%	5.03%	4.13%	3.70%	3.40%	2.81%	2.20%	4.23%	5.86%
Net Reserves as a % of Operating Revenue	12.20%	11.39%	11.27%	9.42%	8.39%	8.19%	5.20%	5.40%	9.69%	10.06%

Source(s): Certified Free Cash letters from the Department of Revenue, FY 2002-2011 & Town of Natick Town Reports, 2002-2011

Notes:

*Denotes Fiscal Year where Proposition 2 1/2 Override was approved by voters.

Reserves & Fund Balance:

Reserves can be used by municipalities for many different purposes. Primarily, reserves are used to buffer against the need for severe reductions in service due to economic downturns, major emergencies which the community must respond to and as a sinking fund for major capital projects. Communities which maintain a Aaa bond rating (like Natick) traditionally have strong reserve positions between 8%-15% of net operating revenues.

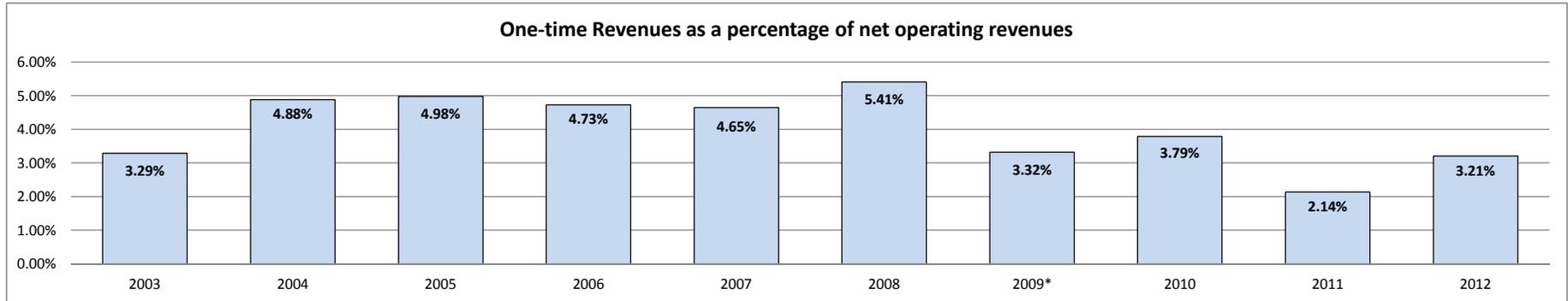
Among the most alarming of trends for the Town of Natick was the marked and steady decline of reserves over the last decade. Regardless of how the economy performed from FY 2003-2012, the Town's overall reserve position declined from FY 2003 to FY 2009. With a combination of adherence to the Town's Financial Management Principles and prudent use of additional resources to build reserves, the Town reversed that trend for the first time in FY 2010 and made significant strides in FY 2011 and maintained that stride in FY 2012. This is a notable accomplishment, given the overall economic condition of the region and the country.

Although this increase in the Town's overall position is important, sustained progress in reversing the overall trend will be difficult. Services funded with the reliance of these reserves and one-time revenues will be difficult to maintain if the Town is to improve its reserve levels within those recommended by the Government Finance Officers Association. The recent creation of a Operational Stabilization Fund will aid in the Town's ability to maintain services when economic conditions deteriorate, but only if it can a) be adequately funded when money is available and b) policymakers resist the desire to use it other than when recommended by the Town's Financial Management Principles.

<i>Natick Trend</i>	
favorable	x
marginal	
unfavorable	
uncertain	x

Use of One-Time Revenues to Support Operations

Trend Guideline: Increasing use of one-time revenues as a percentage of operating revenues is considered a warning indicator.



Formula: **One-time Revenues / Net Operating Revenues**

	2003	2004	2005	2006	2007	2008	2009*	2010	2011	2012
One-Time Revenues										
Free-Cash	\$ 1,852,644	\$ 2,290,405	\$ 2,494,794	\$ 2,857,608	\$ 3,445,080	\$ 4,035,895	\$ 2,757,971	\$ 1,990,000	\$ 2,214,303	\$ 2,616,244
Stabilization Fund	\$ 594,668	\$ 750,000	\$ 750,000	\$ 675,000	\$ 400,000	\$ 256,102	\$ 600,000	\$ 950,751	\$ 98,550	\$ -
Overlay Surplus	\$ 195,000	\$ 1,000,000	\$ 1,000,000	\$ 675,000	\$ 500,000	\$ 1,116,024	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000
One-Time Revenues	\$ 2,642,312	\$ 4,040,405	\$ 4,244,794	\$ 4,207,608	\$ 4,345,080	\$ 5,408,020	\$ 3,357,971	\$ 3,940,751	\$ 2,312,853	\$ 3,616,244
Net Operating Revenues	\$ 80,358,614	\$ 82,728,409	\$ 85,275,469	\$ 88,981,117	\$ 93,515,538	\$ 99,994,725	\$ 101,084,164	\$ 103,919,727	\$ 108,155,927	\$ 112,768,437
One-time Revenues as a percentage of net operating revenues	3.29%	4.88%	4.98%	4.73%	4.65%	5.41%	3.32%	3.79%	2.14%	3.21%

Source: FY 2003-2012 Tax Recapitulation Forms, Page B-2 & Town of Natick Town Reports, 2002-2011.

Notes:

*Denotes Fiscal Year where Proposition 2 1/2 Override was approved by voters.

Use of One-Time Revenues to Support Operations:

Municipalities in Massachusetts and throughout the United States will occasionally utilize reserves and one-time revenues to balance annual operating budgets, sustain programs in times of economic downturn, or fund a pilot program which can be further developed or cancelled in a successive year. As a general rule, however, one-time revenues should not be used to sustain ongoing operations because they exist only once and then they are depleted. Utilizing one-time revenues to fund ongoing operations puts services funded through those one-time resources at risk and is not sustainable.

The Town of Natick utilized increased amounts of one-time revenues for most of the last decade, peaking at 5.41% of all operating revenues in FY 2008. This pattern is not sustainable. Efforts have been made to reduce that reliance, and the total amount of one-time revenues utilized for recurring purposes has been substantially lower over the course of the last four fiscal years. If one-time revenues are to be used by the Town, they should whenever possible be used for one-time expenses - i.e. Capital purchases or increasing the Town's overall reserve position. It is unlikely that in the current economic climate the Town will completely eliminate the use of one-time revenues such as Free Cash, but sources such as Overlay Surplus and the Stabilization Fund should not be relied upon for future years' operations. unless carefully planned and used for limited purposes (i.e. servicing debt).

Natick Trend	
favorable	
marginal	x
unfavorable	
uncertain	



Executive Summary - Projections

Budget decisions that are made within a given fiscal year often have significant implications for subsequent fiscal years. The revenue and expenditure projection included within this packet is intended to facilitate discussion among community stakeholders with the hope that it will result in the identification of issues warranting further analysis as future budget cycles unfold.

Methodology

The table on the next page shows a projection of total general fund revenues and expenditure requirements for three years, FY 2013-FY 2015. Projections are calculated in the aggregate, using conservative assumptions, with the intention of giving an overall perspective on the Town's budget outlook. The projections are presented in sequence with the current year and three prior years for comparisons. It is important to emphasize that the projection is not a proposed or recommended budget. It is a tool for planning.

Revenues

Revenues are generally projected based on historical experience. On the revenue side, State Aid is projected to be level-funded in FY 2014 and FY 2015 at FY 2013 levels. This may be a bit optimistic given that state reserves have had to be drawn down in support of prior year's budgets and it is unknown what the impending cutbacks at the Federal level will have on state and municipal budgeting. Local receipts are projected to remain essentially level over the period of FY 2013 through FY 2015; in light of this year's high free cash certification, these will obviously be revisited. Free cash is forecast only to be used at a level of \$1,500,000 in FY 2014 and FY 2015 as the Town continues to move towards improved fiscal practices.

Expenses

In the operating budget, wage projections are complicated by the fact that collective bargaining agreements are not completely settled for FY 2013-2015 as of the production of this projection. On the whole, we have calculated a 4.5% increase in total expenses for the Natick Public Schools, a 10% increase for the Keefe Tech Assessment and a 2.5% increase in expenses for all municipal departments. 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. Wages for all departments are projected increasing 2% annually in FY 2014 and 2015 respectively.

The greatest changes going forward continue to rest within the categories of Shared Expenses. A major emphasis of the FY 2011-2 budget cycles was the achievement of reducing the Town contribution to employee health care. The renewal of labor contracts continue to provide an ideal time for further review of existing benefit packages and adjustments. Administration is committed to achieving progress in this area moving forward. Not included in this forecast is a larger than anticipated increase in the pension assessment - (the new legal limit is 8% increase/year).

Results

These projections - for the first time in recent memory - forecast close to balanced budgets for FY 2014 and FY 2015. But the unknown factors - revenue estimates, labor contract settlements, health care costs and most critically service restorations and enhancements in both municipal and school operations - will determine just how much Natick can accommodate and provide its citizens while living within its means. It will be crucial for Town officials to continue to work together toward a financially sustainable future for the Town of Natick.

Three-Year Projection

	2012 Appropriated	2013 through FATM	2014 Projection	2015 Projection	Comments
General Fund Revenues					
1 Tax Levy	86,502,701	89,294,846	92,475,888	94,968,176	Assumes significant new growth in FY 2014
2 State Aid	11,509,427	11,657,952	11,657,952	11,657,952	Assumes level-funding at FY 2013 levels
3 Estimated Receipts	9,281,733	10,142,890	10,392,890	10,292,890	Assumes increase in Ch. 59D temporary occupancy; no other increases
4 Local Option Taxes	1,000,000	1,300,000	1,300,000	1,300,000	Used for Capital Debt Service related to Excluded Projects
5 Other Local Receipts					
6 Indirects	2,535,883	2,581,514	2,708,741	2,812,270	Dependent Upon General Fund Operating Budget
7 Free Cash	5,466,393	6,342,757	1,500,000	1,500,000	\$1.5 M Recurring F.C. assured; add'l F.C. less certain
8 Stabilization Fund	689,340	1,062,152	2,418,393	2,164,901	Funding of Cash Capital, Debt Service for HS/CSC and new Debt Service
9 Overlay Surplus	1,000,000	0	500,000	500,000	Can change based upon final settlement of outstanding ATB cases
10 Other Available Funds	281,532	460,407	460,407	460,407	Parking Meter Receipts, Other State Remb., Bond Premiums for HS/CSC
Total General Fund Revenues	118,267,009	122,842,518	123,414,272	125,656,596	
General Fund Expenses					
Education & Learning					
11 Natick Public Schools	46,406,138	46,558,714	47,722,682	48,915,749	4.5% increase on expenses; 2.0% on wages
12 Keefe Tech	1,396,865	1,271,613	1,398,774	1,538,652	10% Increase
13 Morse Institute Library	1,848,818	1,865,058	1,911,684	1,879,587	2.5% increase on expenses; 2.0% on wages
14 Bacon Free Library	118,827	130,082	133,334	136,667	2.5% increase on expenses; 2.0% on wages
15 Public Safety	13,124,052	13,590,430	13,598,236	13,938,192	2.5% increase on expenses; 2.0% on wages
16 Public Works	7,653,410	7,343,432	7,453,545	7,639,884	2.5% increase on expenses; 2.0% on wages
17 Health & Human Services	1,733,513	1,830,898	1,830,939	1,876,712	2.5% increase on expenses; 2.0% on wages
18 Administrative Support Services	4,354,576	4,890,472	4,717,466	4,835,403	2.5% increase on expenses; 2.0% on wages
19 Committees	25,510	26,010	26,010	26,010	Level-Funded
20 Shared Expenses					
21 Fringe Benefits	15,076,350	15,174,510	16,054,256	17,428,476	10% increase in health premiums; higher rates in FY 2014 & 2015
22 Prop & Liab. Insurance	520,958	553,175	580,834	609,875	Assumes higher rates in FY 2014 & 2015 (5% annually)
23 Retirement	5,717,032	6,150,200	6,642,216	7,173,593	Assumes 8% increase annually
24 Debt Services	10,989,545	10,209,521	10,694,948	11,155,015	Assumes new debt issued as per FY 2013-2017 CIP
25 Reserve Fund	400,000	400,000	400,000	400,000	Level-Funded
26 Facilities Management	0	2,449,793	2,511,038	2,573,814	2.5% increase on expenses; 2.0% on wages
General Fund Oper. Expenses	109,365,594	112,443,908	115,675,962	120,127,630	
26 Capital Improvements	1,401,900	1,282,777	1,764,000	1,085,000	Capital Stab. Fund provides cash funding moving forward.
27 School Bus Transportation	330,137	340,041	350,243	360,750	3% annual increase
28 State & County Assessments	1,360,929	1,524,561	1,577,921	1,633,148	REVISED - With HWM Numbers
29 Cherry Sheet Offsets	155,298	269,005	278,420	288,165	REVISED - With HWM Numbers
30 Tax Title	25,000	25,000	25,000	25,000	
31 Snow Removal Supplement	765,163	235,418	350,000	350,000	
32 Overlay	1,133,967	1,400,000	1,100,000	1,100,000	
33 Golf Course Deficit	320,000	310,000	363,025	364,351	Includes offset for indirects starting in FY 2014
34 Stabilization Fund	0	0	0	0	
35 Operational Stabilization Fund	856,478	0	0	0	
36 Capital Stabilization Fund	1,859,511	3,275,551	0	0	Funds raised from local option taxes
37 FLSA Settlement	593,032	0	0	0	
38 Misc. Articles	100,000	436,256	0	0	
39 Anticip. Local Opt. Taxes for FY 14 CSF*	0	1,300,000	1,300,000	1,300,000	
Total General Fund Expenses	118,267,009	122,842,518	122,784,571	126,634,043	
Net Excess (Deficit)	0	0	629,701	-977,447	



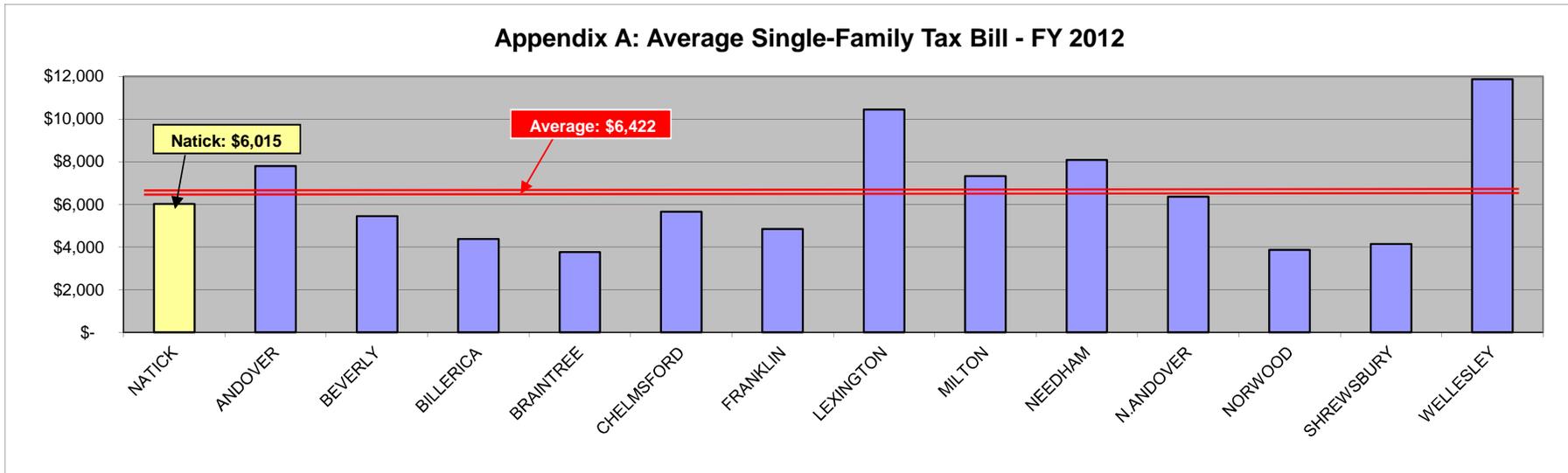
FY 2014 Budget Policy Issues

The following is a list of important policy issues which need further discussion & analysis in FY 2014.

1. Health Care Concessions
2. Collective Bargaining Agreements
3. Continued implementation of Town's Financial Management Principles
 - a. Adequately funding capital needs
 - b. Reduced reliance on one-time revenues & reserves to fund recurring operations
4. Continued exploration and implementation of cost containment measures
 - a. Coordinated delivery or sharing of services with neighboring communities
 - b. Reorganization of departmental operations
5. Careful restoration/enhancement of municipal operations/employees to meet citizen demand



Appendix A: Average Tax Bill



Municipality	Assessed Value	Parcels	Average Value	Tax Rate	Single Family Tax Bill	Split Tax Rate?
NATICK	\$ 3,665,889,700	8,478	\$ 432,400	\$ 13.91	\$ 6,015	No
ANDOVER	\$ 4,677,413,100	8,501	\$ 550,219	\$ 14.15	\$ 7,786	Yes
BEVERLY	\$ 3,518,744,100	8,397	\$ 419,051	\$ 12.97	\$ 5,435	Yes
BILLERICA	\$ 3,369,255,000	10,742	\$ 313,652	\$ 13.92	\$ 4,366	Yes
BRAINTREE	\$ 3,241,506,800	9,012	\$ 359,688	\$ 10.45	\$ 3,759	Yes
CHELMSFORD	\$ 2,914,600,475	9,017	\$ 323,234	\$ 17.49	\$ 5,653	No
FRANKLIN	\$ 2,682,632,300	7,607	\$ 352,653	\$ 13.73	\$ 4,842	No
LEXINGTON	\$ 6,251,243,000	8,963	\$ 697,450	\$ 14.97	\$ 10,441	Yes
MILTON	\$ 3,634,448,600	7,124	\$ 510,170	\$ 14.35	\$ 7,321	Yes
NEEDHAM	\$ 6,158,330,400	8,351	\$ 737,436	\$ 10.95	\$ 8,075	Yes
N.ANDOVER	\$ 2,827,604,000	6,198	\$ 456,212	\$ 13.92	\$ 6,350	Yes
NORWOOD	\$ 2,124,006,700	5,818	\$ 365,075	\$ 10.58	\$ 3,862	Yes
SHREWSBURY	\$ 3,389,541,500	9,098	\$ 372,559	\$ 11.11	\$ 4,139	No
WELLESLEY	\$ 7,523,162,000	7,282	\$ 1,033,118	\$ 11.48	\$ 11,860	No
AVERAGE	\$ 3,998,455,548	8,185	\$ 494,494	\$ 13.14	\$ 6,422	

Average Tax Bill:

This table shows the average single-family tax bill for comparable communities to Natick for FY 2012. Only single-family homes are shown as part of this comparison. As of FY 2012, Natick finds itself below average compared to the other 12 comparable communities in average tax bills.

Natick's average single family tax bill increased \$454 from FY 2011 to FY 2012. The sizeable increase is due in large part of the excluded debt costs of the new Community-Senior Center and Natick High School. The average single family tax bill for the comparable communities increased \$268 from FY 2011 to FY 2012.

Source: Mass. Dept. of Revenue, Div. Of Local Services.

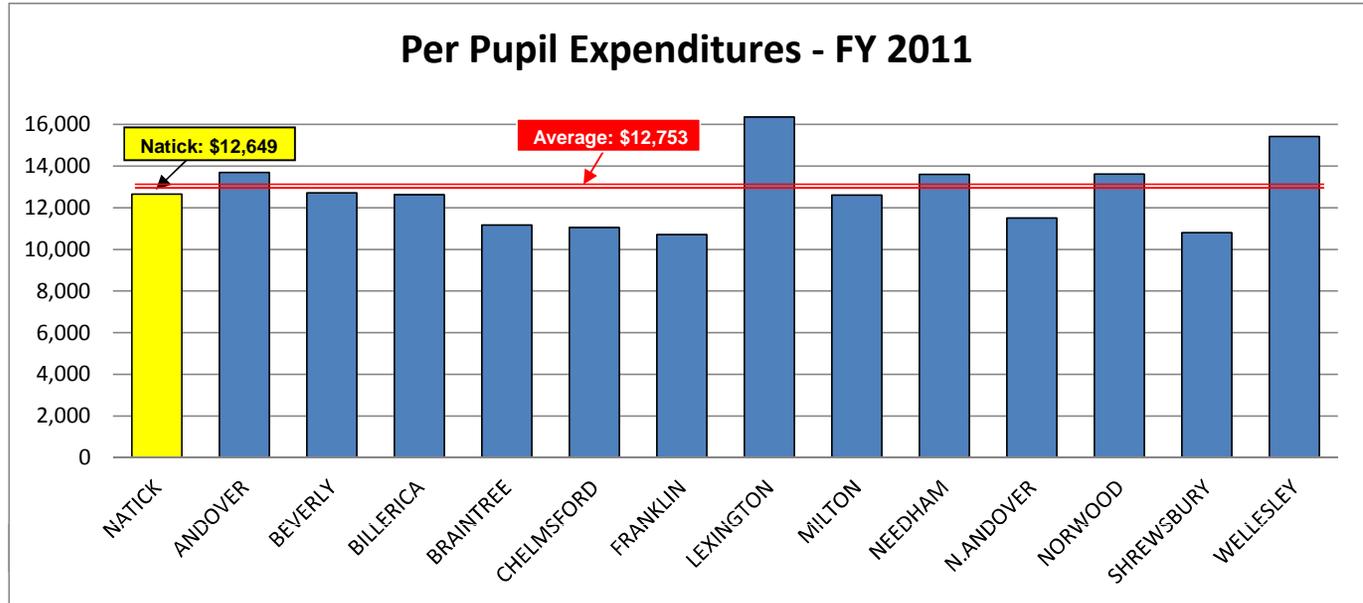


Appendix B: Per Pupil Expenditure Comparative Data

Per Pupil Expenditure Data:

This chart shows per pupil expenditure data for comparable communities and Natick.

Compared to the average for similar communities & school systems, Natick has less students than the average and lower average spending per pupil.



District	FY 2011 Total Pupils	FY 2011 Total Expenditure
NATICK	4,957	12,649
ANDOVER	6,356	13,697
BEVERLY	4,512	12,719
BILLERICA	6,084	12,628
BRAINTREE	5,654	11,176
CHELMSFORD	5,652	11,049
FRANKLIN	6,539	10,708

District	FY 2011 Total Pupils	FY 2011 Total Expenditure
LEXINGTON	6,420	16,358
MILTON	3,985	12,613
NEEDHAM	5,450	13,602
N.ANDOVER	4,757	11,503
NORWOOD	3,499	13,616
SHREWSBURY	6,291	10,804
WELLESLEY	4,979	15,421

Averages:	
Enrollment	5,367
Per Pupil Expenditure	\$ 12,753

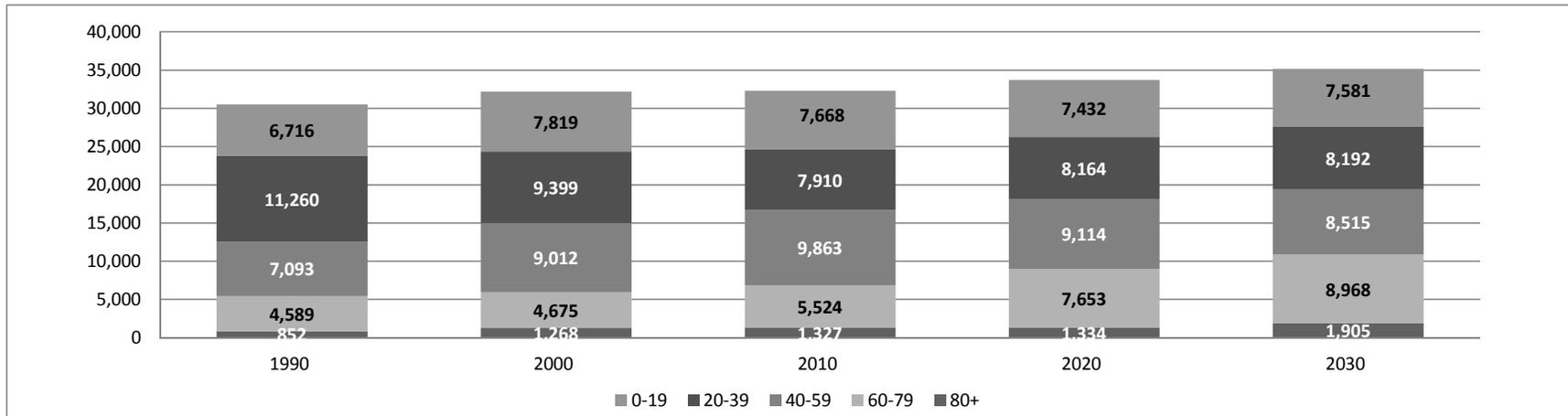
Notes:

Source: <http://finance1.doe.mass.edu/statistics/ppx11.html>. Total Expenditure column includes all General Fund Appropriations & Grants, Revolving and Other funds. Data shown is most recent available from the Mass. Department of Education.



Appendix C: Population Projections

Population Projections: 1990-2035, Town of Natick



Age	1990	2000	2010	2020	2030	2035	Percent Change 2010 to 2035
0-19	852	1,268	1,327	1,334	1,905	2,200	65.73%
20-39	4,589	4,675	5,524	7,653	8,968	9,571	73.27%
40-59	7,093	9,012	9,863	9,114	8,515	8,388	-14.96%
60-79	11,260	9,399	7,910	8,164	8,192	8,168	3.26%
80+	6,716	7,819	7,668	7,432	7,581	7,737	0.90%
Total	30,510	32,173	32,292	33,698	35,161	36,063	11.68%

Source: Metropolitan Area Planning Commission, Population Projections: http://www.mapc.org/sites/default/files/MAPC_MetroFutureUpdate2035_FINAL_3_10_2011.xls.

Population:

Population data and trends are extremely important to review and understand for the future allocation of resources and to understand significant shifts in the community. With data provided by the Metropolitan Area Planning Commission, Natick is expected to grow in population on average about 1400 people per decade over the course of the next 25 years. These latest estimates take into account but do not completely reflect the 2010 Decennial Census.

The three interesting points to take away from this projection are: 1) Population will rise but in a very small, steady and predictable amount, thus allowing policymakers, appointed officials and taxpayers to carefully plan for future needs. 2) School age population - the 0-19 cohort is set to change very, very little in the next 20 years. This is important to correlate with estimates from the Natick Public Schools and should allow for planning of future needs for the children of Natick. 3) The growth in population is set to occur in the 60+ cohorts, with a large spike of over 4,900 individuals aged over 60 living in Natick by 2035 than do today.

It is also important to note that these populations projections are one method of calculating. The Natick Public Schools also has its own internal forecasting, and as has been shown with growth in the district this Fiscal Year, trends are defiantly NOT trending downward for the 0-19 cohort in Natick, at least not today.



Appendix D: Other Post Employment Benefits

Other Post Employment Benefits (OPEB):

GASB-45 requires that public entities begin accruing the expected future costs of OPEB (medical and life insurance) over the expected future employment period of employees, much like they do now for pension benefits.

At this point in time, GASB 45 is a requirement for *reporting*, but not for *funding*. No legal mandate from the state or federal government, akin to M.G.L. Ch. 32 requiring annual contributions to the Natick Retirement System, has been put in place or even filed in the legislature.

After conducting the actuarial, USI has determined that our total unfunded actuarial accrued liability is \$119,187,237. As a result, the Town's annual audits going forward will show a significant and growing liability, unless the Town chooses to begin setting aside funds in a restricted trust in order to put towards mitigating the liability. The 2011 Fall Annual Town allowing the Board of Selectmen Meeting

to create the trust and \$221,608 was appropriated into it by the 2012 Spring Annual Town Meeting. Some communities have chosen to begin setting aside funds towards the unfunded liability without additional legal mandate or guidance from state or federal legislators. They have taken advantage of a variety of funding sources, including but not limited to redirecting Medicare Part D monies (if they receive them), appropriating additional tax levy support to a trust designed to reduce the overall liability, or using decreases in the pension assessments , if they arise.

An updated actuarial will be conducted during FY 2013.

OPEB Liability Growth as a result of GASB 45

FY 2011

For FY 2011, the actuarial study has estimated that our total cost is: <i>(this is a cumulation of both the normal cost of care plus the amount we need to pay to "catch-up" to make sure the liability is paid down in 30 years)</i>	\$ 27,007,851
<u>Less our current contributions:</u>	\$ (3,704,594)
Total FY 2011 Year-end Outstanding Liability for OPEB:	\$ 23,303,257

FY 2012

Beginning Outstanding Liability (from FY 2011):	\$ 23,303,257
FY 2012 estimated total cost:	\$ 11,552,723
<u>Less our current contributions:</u>	\$ (3,808,433)
Total FY 2012 Year-end Outstanding Liability for OPEB:	\$ 31,047,547

and so on...

Source: A Postretirement Welfare Benefit GASB 45 Actuarial Valuation As of July 1, 2010 for: The Town of Natick. The USI Consulting Group. June 8, 2011.



Appendix E: FY 2014 Budget Schedule & Process

	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June
External												
Votes												
Town Meeting				Town Meeting						x	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								

4/1 All Budget Decisions Final - Book produced 2 weeks ahead of T/M

2012 | 2013

Significant Dates

August 2012

Capital

September 2012

Capital Update Submitted

September 1st

October 2012

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

November 2012

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

December 2012

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

January 2013

Submittal of FY 2013 Administrator's Proposed Budget to BOS & FC
Finance Committee Public Hearings on Budget
BOS - Review of Budget

January 1st
All January

February 2013

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

February
February
All February

March 2013

Finance Committee Public Hearings on Budget

to April 1

April - May 2013

Preparation of Materials for Town Meeting
Municipal Election
Town Meeting

April 1-10
April 9th
late April-May

July 2013

Start of FY 2014

July 1

Note: All times & deadlines subject to change and revision.



Appendix F: Notes & Assumptions

Notes:

Actual Data - Data presented as actual for FY 2003-2011 is taken from final G/L accounting reconciliations prepared by the Town Comptroller. FY 2012 is taken from the accounting system but has not been finalized and has not been audited as of the printing of this document. Figures may change slightly.

Constant Dollars - Or "dollars adjusted for inflation" utilizes data from the U.S. Department of Labor, Bureau of Labor Statistics for the Boston-Brockton-Nashua Metropolitan Statistical Area. CPI-U data used is for the mid-year analysis, CY 2003-2012. This corresponds to the end of the Town's fiscal year. CPI-U assumes that the period of time 1982-1984 = 100.

Comparable Communities - Communities were chosen based upon similar population size, and demographic characteristics' such as equalized value/capita and household income.

Households - The number of households for the Town of Natick was determined using the Tax Recapitulation Worksheets, Worksheet LA-4, and counting all residential properties by property type (single-family - Code 101, double-family or duplex - Code 104, triplex, Code 105, etc.) and updating on an annual basis. An assumption was made for the amount of dwelling units in condominium developments.

Population - Population data used in the indicators is provided from the Department of Revenue. Projections provided in the Appendices provided from the MAPC. Both sets of figures use the 2010 U.S. Census Bureau statistics as a base and then annual or future decennial result are extrapolated from that amount.

Snow & Ice Removal Costs - FY 1998-FY 2012



Town of Natick
Department of Public Works
History of Snow and Ice Removal



	FY98	FY99	FY00	FY01	FY02
Budgeted Amount	150,000	150,000	150,000	150,000	150,000
Emergency Funding (FEMA)				58,660	
Total Expenses	231,073	279,750	220,944	546,000	232,386

	FY03	FY04	FY05	FY06	FY07
Budgeted Amount	150,000	150,000	150,000	150,000	150,000
Emergency Funding (FEMA)		115,049	175,514		
Total Expenses	595,726	449,538	895,551	449,627	352,978

	FY08	FY09	FY10	FY11	FY12
Budgeted Amount	150,000	150,000	150,000	150,000	150,000
Emergency Funding (FEMA)					
Total Expenses	882,779	899,655	598,991	867,663	299,508

	3 Year Average	5 Year Average	10 Year Average	5 Year Low	5 Year High
Total Expenses	\$ 666,454	\$ 709,719	\$ 629,201	\$ 299,508	\$ 899,655

Status of Municipal Reserves

Overlay Surplus:

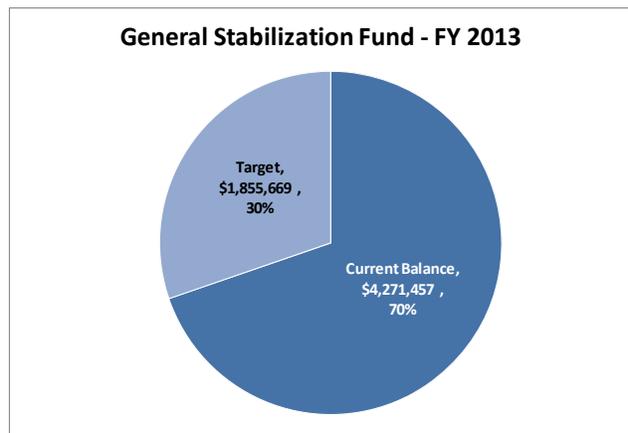
The purpose of the overlay surplus account is to fund property tax abatements and exemptions that may be granted in a particular fiscal year. Each fiscal year has an associated Overlay Reserve account; once all exemption and abatement requests for a particular fiscal year have been resolved or can be reliably predicted, the funds remaining in the Overlay Reserve may be declared by the Assessors as Overlay Surplus. Typically the Overlay Surplus is released incrementally, and is often used to fund Capital or other one-time expenses. For FY 2010, the Assessors were asked to and did release all potential Overlay Surplus from FY 2009 and all earlier years, thus limiting this funding source in future years until the reserve is replenished. No overlay surplus was used in building the FY 2011 budget. \$1,000,000 was appropriated for usage in FY 2012. No overlay surplus was used in building the FY 2013 Preliminary Budget. \$500,000 is proposed for use in FY 2014.

Stabilization Funds:

The Town of Natick, as per its adopted Financial Management Principles, maintains a portfolio of permanent reserves in the form of Stabilization Funds. Established by Town Meeting under Chapter 40, Section 5b of the Massachusetts General Laws, stabilization funds act as the Town's savings account, providing resources for one-time and limited recurring expenses when and if necessary.

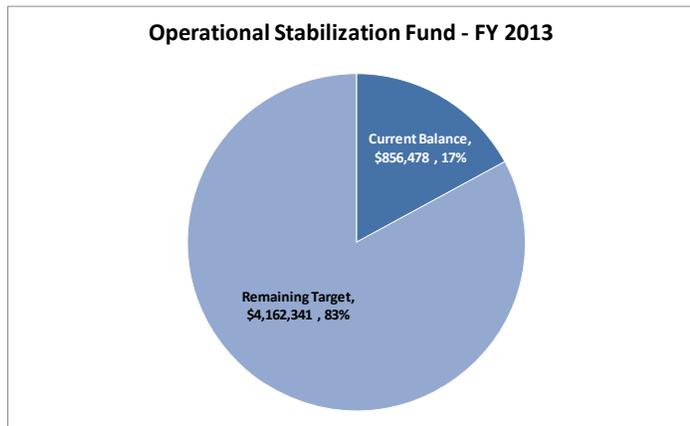
The Town maintains three Stabilization Funds:

General: The National Advisory Council on State and Local Budgeting recommends that Stabilization Funds be used to address temporary cash flow shortages, emergencies, unanticipated economic downturns, and one-time opportunities. A prudent level of financial resources is recommended to protect against reducing service levels or raising taxes and fees because of temporary revenue shortfalls or unpredicted one-time expenditures. Thus, Natick more recently has appropriately used Stabilization Funds in response to what was hoped to be a temporary downturn in state aid. Persistent and ongoing use of these funds is contrary to recommended practice. Many communities have established a target of 5% of general fund revenues for the Stabilization Fund; this target would suggest maintaining a balance of just over \$6.1 million.



	Current Balance	FY 2013 G.F. Revenues	Target 2%	Target 5%	Balance to target	% Raised
General Stabilization Fund	\$4,271,457	\$122,542,518	\$2,450,850	\$6,127,126	\$1,855,669	69.71%

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



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

Capital: This was created by the Fall 2010 Annual Town Meeting and is funded through local option taxes. It is exclusively to be used for the purposes of the purpose of funding any capital-related project, or pieces of capital equipment, or debt-service payment related thereto. As resources allow, it is the intent of Town Administration to build the Operational Stabilization Fund over the coming years to prepare for the next economic downturn. The balance of the General Stabilization Fund is adequate to meet most any unforeseen or catastrophic emergency at this point in time.

The Capital Stabilization Fund already has a dedicated revenue source – local option sales taxes. These taxes are recurring annually and provide a solid base of support for funding capital projects and debt service payments.

Capital Stabilization Fund

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

Free Cash:

Free Cash is cyclical, as a new amount is certified by the Department of Revenue each year based upon remaining funds from operations of the previous fiscal year and actual receipts in excess of revenue estimates, with offsets applied such as unpaid property taxes and certain deficits, all as based on the Town's balance sheet as of June 30. That is, Free Cash is, to some extent, replenished at the end of each fiscal year, but the extent cannot be accurately predicted until the subject fiscal year is "closed out." The MA Department of Revenue recommends that "A community should maintain a free cash balance to provide a hedge against unforeseen expenditures and to ensure there will be an adequate reserve to prevent sharp fluctuations in the tax rate. Maintenance of an adequate free cash level is not a luxury but a necessary component of sound local fiscal management. Credit rating agencies and other members of the financial community expect municipalities to maintain free cash reserves and make judgments regarding a community's fiscal stability, in part, on the basis of free cash." One unofficial target for unappropriated Free Cash (the balances remaining after all appropriations are made from the fund during the fiscal year) is that it should not go below 1/2% of general fund revenues, or approximately \$586,117 for Natick.

The table below shows the Certified Free Cash amounts for the last 5 years:

Free Cash Balances

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Effective Date	7/1/2007	7/1/2008	7/1/2009	7/1/2010	7/1/2011	7/1/2012
General Fund (Free Cash)	\$ 4,784,709	\$ 2,415,060	\$ 3,327,659	\$ 5,899,906	\$ 4,737,528	\$ 6,791,984
Water/Sewer Enterprise	\$ 682,304	\$ 656,440	\$ 1,390,829	\$ 1,980,622	\$ 2,386,297	\$ 849,404
Golf Course Enterprise	\$ 103,010	\$ 97,364	\$ 83,126	\$ 111,897	\$ 71,576	\$ 72,642

Finally, this table shows the planned usage of the \$6,791,984 Certified Free Cash amount.

Free Cash Spenddown Proposal

<u>Item</u>	<u>Amount</u>	<u>Rationale</u>
Certified Free Cash as of 7/1/2012	\$ 6,791,984	Certified by DOR on 9/19/2012
.5% of G/F Revenue Set-Aside	\$ (591,191)	As per Financial Policies
<u>FY 2014 Budget</u>		
FY 2014 Starting Operating Budget	\$ (1,500,000)	Standard from Free Cash for next years Operating Budget
FY 2014 Subsidy for HS & C-SC Projects	\$ (250,000)	Increased to lower taxpayer cost of projects in 14'
<u>2012 Fall Town Meeting</u>		
Article 3: Transfer of FY 2012 Local Option Taxes to CSF	\$ (1,275,551)	As per Financial Policies
Article 3: Additional Capital SF Contribution	\$ (2,000,000)	To accommodate future Capital Needs
Article 12: Community Senior Center Project	\$ (22,216)	Redistribution of contributions to the project
Article 13: High School Project	\$ (15,858)	Redistribution of contributions to the project
Article 17: Transfer of Funds to Conservation Fund for Trails Construction and Improvement	\$ (50,065)	Transfer of funds receive from citations issued to development by the Planning Board to use for trails construction and improvements.
Remaining Unallocated Balance	\$ 1,087,103	

THE COMMONWEALTH OF MASSACHUSETTS

**DEPARTMENT OF REVENUE
TAX RATE RECAPITULATION**

of

FISCAL 2013

NATICK

City/Town/District

I. TAX RATE SUMMARY

Ia. Total amount to be raised (from IIe)	\$ 134,164,537.00
Ib. Total estimated receipts and other revenue sources (from IIIe)	44,841,092.00
Ic. Tax levy (Ia minus Ib)	\$ 89,323,445.00
Id. Distribution of Tax Rates and levies	

CLASS	(b) Levy percentage (from LA-5)	(c) IC above times each percent in col (b)	(d) Valuation by class (from LA-5)	(e) Tax Rates (c) / (d) x 1000	(f) Levy by class (d) x (e) / 1000
Residential	76.7234%	68,531,984.00	4,779,077,420	14.34	68,531,970.20
Exempt					
Open Space	0.0000%	0.00	0		
Commercial	20.7302%	18,516,928.80	1,291,280,110	14.34	18,516,956.78
Exempt					
Industrial	0.6456%	576,672.16	40,213,000	14.34	576,654.42
SUBTOTAL	98.0992%		6,110,570,530		87,625,581.40
Personal	1.9008%	1,697,860.04	118,400,530	14.34	1,697,863.60
TOTAL	100.0000%		6,228,971,060		89,323,445.00

Board of Assessors of **NATICK** _____
 City or Town _____ Date _____ Tel. No. _____

Do Not Write Below This Line --- For Department of Revenue Use Only

Reviewed By _____
 Date _____
 Approved: _____
 Director of Accounts _____ Date _____

II. Amounts to be raised

Ila. Appropriations (col. (b) through col. (e) from Page 4)		\$	<u>130,810,953.00</u>
Ilb. Other amounts to be raised			
1. Amounts certified for tax title purposes	<u>25,000.00</u>		
2. Debt and interest charges not included on page 4			
3. Final court judgments			
4. Total overlay deficits of prior years			
5. Total cherry sheet offsets (see cherry sheet 1-ER)	<u>239,005.00</u>		
6. Revenue deficits			
7. Offset receipts deficits Ch. 44, Sec. 53E			
8. Authorized deferral of teachers' pay			
9. Snow and ice deficit Ch. 44 Sec. 31D	<u>102,007.73</u>		
10. Other (specify on separate letter)			
TOTAL Ilb (Total lines 1 through 10)			<u>366,012.73</u>
Ilc. State and county cherry sheet charge (C.S. 1-EC)			<u>1,524,261.00</u>
Ild. Allowance for abatements and exemptions (overlay)			<u>1,463,310.27</u>
Ile. Total amount to be raised (Total Ila through Ild)		\$	<u>134,164,537.00</u>

III. Estimated receipts and other revenue sources

IIIa. Estimated receipts - State			
1. Cherry sheet estimated receipts (C.S. 1-ER Total)	\$	<u>11,657,952.00</u>	
2. Massachusetts School Building Authority Payments		<u>0.00</u>	
TOTAL IIIa			<u>11,657,952.00</u>
IIIb. Estimated receipts - Local			
1. Local receipts not allocated (Page 3, col. (b), Line 23)		<u>10,012,890.00</u>	
2. Offset receipts (See Schedule A-1)		<u>0.00</u>	
3. Enterprise funds (See Schedule A-2)		<u>15,304,661.00</u>	
4. Community preservation funds (See Schedule A-4)		<u>0.00</u>	
TOTAL IIIb			<u>25,317,551.00</u>
IIIc. Revenue sources appropriated for particular purposes			
1. Free cash (Page 4, col. (c))		<u>6,343,030.00</u>	
2. Other available funds (Page 4, col. (d))		<u>1,522,559.00</u>	
TOTAL IIIc			<u>7,865,589.00</u>
IIIId. Other revenue sources appropriated specifically to reduce the tax rate			
1. a. Free cash...appropriated on or before June 30, 2012			
b. Free cash...appropriated on or after July 1, 2012			
2. Municipal light source			
3. Teachers' pay deferral			
4. Other source : _____			
TOTAL IIIId			<u>0.00</u>
IIIe. Total estimated receipts and other revenue sources (Total IIIa through IIIId)		\$	<u>44,841,092.00</u>

IV. Summary of total amount to be raised and total receipts from all sources

a. Total amount to be raised (from Ile)		\$	<u>134,164,537.00</u>
b. Total estimated receipts and other revenue sources (from IIIe)	\$	<u>44,841,092.00</u>	
c. Total real and personal property tax levy (from Ic)	\$	<u>89,323,445.00</u>	
d. Total receipts from all sources (total IVb plus IVc)	\$	<u>134,164,537.00</u>	

	(a) Actual Receipts Fiscal 2012	(b) Estimated Receipts Fiscal 2013
→ 1. Motor vehicle excise	\$ 4,082,872.00	\$ 3,795,250.00
→ 2. Other excise	2,143,965.00	700,000.00
→ 3. Penalties and interest on taxes and excises	424,185.00	426,065.00
→ 4. Payments in lieu of taxes	47,583.00	24,931.00
5. Charges for Services - water		
6. Charges for Services - sewer		
7. Charges for Services - hospital		
8. Charges for Services - trash disposal	845,922.00	865,603.00
9. Other charges for services	1,469,941.00	1,500,000.00
10. Fees		
11. Rentals	52,324.00	40,041.00
12. Departmental revenue - Schools		
13. Departmental revenue - Libraries		
14. Departmental revenue - Cemeteries		
15. Departmental revenue - Recreation	175,305.00	176,000.00
16. Other departmental revenue	841,700.00	670,000.00
17. Licenses and permits	2,047,310.00	1,350,000.00
18. Special assessments	4,671.00	20,000.00
→ 19. Fines and forfeits	234,534.00	195,000.00
→ 20. Investment income	157,159.00	150,000.00
→ 21. Miscellaneous recurring (please specify)	194,624.00	100,000.00
22. Miscellaneous non-recurring (please specify)	1,634,203.00	
23. TOTALS	\$ 14,356,298.00	\$ 10,012,890.00

I hereby certify that the actual receipts as shown in column (a) are, to the best of my knowledge correct and complete, and I further certify that I have examined the entries made on page 4 of the fiscal 2013 tax rate recapitulation form by the City/Town/District Clerk and hereby acknowledge that such entries correctly reflect the appropriations made and the sources from which such appropriations are to be met.

Date Accountant/Auditor Tel. No.

* Do not include receipts in columns (a) or (b) that were voted by the City/Town/District Council or Town Meeting as offset receipts on Schedule A-1, enterprise funds on Schedule A-2, or revolving funds on Schedule A-3. Written documentation must be submitted to support increases / decreases of estimated receipts to actual receipts.

→ Written documentation must be submitted to support increases/decreases of FY2012 estimated receipts to FY2013 estimated receipts to be used in calculating the municipal revenue growth factor.

**BUREAU OF ACCOUNTS
SCHEDULE A-2
ENTERPRISE FUNDS CH.44 S.53F 1/2 et al
NATICK**

City/Town/District

SASSAMON TRACE GOLF FUND

Type of enterprise fund/statutory reference

	(a) FY2012 Actual Revenues	(b) FY2013 Estimated Revenues
1. Enterprise revenues & available funds		
a. User charges	\$ 576,694.00	\$ 534,799.00 *
Connection fees		*
Other departmental revenue		*
Investment income		*
Total revenues	576,694.00	534,799.00
Retained earnings appropriated **	48,364.00	36,361.00
Other enterprise available funds		
Specify: <u>SUBSIDY</u>	320,000.00	
Total current year revenues and available funds	945,058.00	571,160.00
b. Retained earnings appropriated for PY costs **		
Other enterprise available funds for PY costs		
Total revenues and available funds for PY costs		0.00
 Total revenues and available funds	 \$ 945,058.00	 \$ 571,160.00

To Recap pg 2,
Part IIIB, line 3

* Written documentation should be submitted to support increases/decreases of estimated revenues to actual revenues.

** Retained earnings should be certified by the Director of Accounts prior to appropriation.

I hereby certify that the amount of retained earnings reported in Part I column(b) correctly reflects the votes of town meeting/city council.

Clerk

Date

I hereby certify that the actual revenues as shown in part 1 column (a) are to the best of my knowledge correct and complete.

Accounting Officer

Date

We hereby attest that the revenues itemized above have not been used as a revenue source elsewhere on the Tax Rate or Pro Forma recap.

Board of Assessors

Date

2. Total costs appropriated

January 2, 2013
a. Costs appropriated in the enterprise fund

Page A.47

Salaries and wages	\$	194,655.00	
Expenses		403,361.00	
Capital outlay			
Reserve Fund			
Other:---> DEBT		283,144.00	
Prior year costs appropriated from retained earnings or other enterprise available funds			(Must equal total part 1b)
Total costs appropriated in enterprise fund	\$		881,160.00

b. Costs appropriated in general fund

Health insurance	\$	
Pensions		
Shared employees		
Shared facilities		
Other:---> _____		
Other:---> _____		

Total costs appropriated in general fund \$ 0.00

Total Costs \$ 881,160.00

3. Calculation of subsidy (see instructions)

Revenue & available funds	\$	571,160.00	(part 1, col. b)
less: Total costs		881,160.00	(part 2)
less: Prior year deficit			To Recap pg. 2
			Part IIB
(Negative represents subsidy)	\$	<u>-310,000.00</u>	

4. Sources of funding for costs appropriated in the enterprise fund

a. Revenue and available funds	\$	881,160.00
b. Taxation		
c. Free cash		
d. Non-Enterprise Available Funds		

Total Sources of Funding for Costs Appropriated in the Enterprise Fund (must equal total part 2a) \$ 881,160.00

**BUREAU OF ACCOUNTS
SCHEDULE A-2
ENTERPRISE FUNDS CH.44 S.53F 1/2 et al
NATICK**

City/Town/District
WATER/SEWER ENTERPRISE FUND

Type of enterprise fund/statutory reference

	(a) FY2012 Actual Revenues	(b) FY2013 Estimated Revenues
1. Enterprise revenues & available funds		
a. User charges	\$ 11,127,657.00	\$ 12,143,096.00 *
Connection fees	71,064.00	114,290.00 *
Other departmental revenue	1,100,812.00	1,120,000.00 *
Investment income	19,980.00	25,000.00 *
Total revenues	12,319,513.00	13,402,386.00
Retained earnings appropriated **	410,000.00	1,291,746.00
Other enterprise available funds		39,369.00
Specify: _____		
Total current year revenues and available funds	12,729,513.00	14,733,501.00
b. Retained earnings appropriated for PY costs **	<div style="background-color: #cccccc; height: 15px; width: 100%;"></div>	
Other enterprise available funds for PY costs	<div style="background-color: #cccccc; height: 15px; width: 100%;"></div>	
Total revenues and available funds for PY costs	<div style="background-color: #cccccc; height: 15px; width: 100%;"></div>	0.00
Total revenues and available funds	\$ 12,729,513.00	\$ 14,733,501.00

To Recap pg 2,
Part IIIB, line 3

* Written documentation should be submitted to support increases/decreases of estimated revenues to actual revenues.

** Retained earnings should be certified by the Director of Accounts prior to appropriation.

I hereby certify that the amount of retained earnings reported in Part I column(b) correctly reflects the votes of town meeting/city council.

Clerk

Date

I hereby certify that the actual revenues as shown in part 1 column (a) are to the best of my knowledge correct and complete.

Accounting Officer

Date

We hereby attest that the revenues itemized above have not been used as a revenue source elsewhere on the Tax Rate or Pro Forma recap.

Board of Assessors

Date

2. Total costs appropriated

January 2, 2013
a. Costs appropriated in the enterprise fund

Salaries and wages	\$	1,792,142.00	
Expenses		6,892,143.00	
Capital outlay		1,171,000.00	
Reserve Fund		200,000.00	
Other:---> DEBT		2,096,702.00	
Prior year costs appropriated from retained earnings or other enterprise available funds			(Must equal total part 1b)
Total costs appropriated in enterprise fund	\$		12,151,987.00

b. Costs appropriated in general fund

Health insurance	\$	
Pensions		
Shared employees		1,572,607.00
Shared facilities		1,008,907.00
Other:---> _____		
Other:---> _____		

Total costs appropriated in general fund \$ 2,581,514.00

Total Costs \$ 14,733,501.00

3. Calculation of subsidy (see instructions)

Revenue & available funds	\$	14,733,501.00	(part 1, col. b)
less: Total costs		14,733,501.00	(part 2)
less: Prior year deficit			To Recap pg. 2
			Part IIB
(Negative represents subsidy)	\$	0.00	

4. Sources of funding for costs appropriated in the enterprise fund

a. Revenue and available funds	\$	12,151,987.00
b. Taxation		
c. Free cash		
d. Non-Enterprise Available Funds		

Total Sources of Funding for Costs Appropriated in the Enterprise Fund (must equal total part 2a) \$ 12,151,987.00

**BUREAU OF ACCOUNTS
SCHEDULE A-3
REVOLVING FUNDS CH.44 S.53E 1/2
NATICK**

(a) Date of Vote	(b) Department Authorized to Spend	(c) Type of Receipts Credited	(d) FY2012 Actual Revenues	(e) FY2013 Receipts Authorized
04/26/12	COA	FARES	25.00	15,000.00
04/26/12	CONS COMM	APPLICANTS	0.00	15,000.00
04/26/12	DPW	SALE OF VEHICLES	24,314.00	35,000.00
04/26/12	LIBRARY	OVERDUE FINES	57,230.00	85,000.00
04/26/12	LIBRARY	RENT FACILITIES	10,725.00	25,000.00
subtotal page 2			35,157.00	150,000.00
TOTAL			127,451.00	325,000.00 *

* This amount must agree with page 4, column (f) of the Tax Rate and Pro Forma Recap forms. If the amount in column (e) is greater than the amount in column (d), additional documentation for the increase may be requested.

The total of all revolving funds pursuant to this law cannot exceed 10% of the prior fiscal year's tax levy. Each department's revolving fund cannot exceed 1% of the prior fiscal year's tax levy.

I hereby certify that the actual revenues as shown in column (d) are to the best of my knowledge correct and complete.

Accounting Officer

Date

We hereby attest that the receipts itemized above have not been used as a revenue source elsewhere on the Tax Rate or Pro Forma Recap.

Board of Assessors

Date



SCHEDULE A-3 REVOLVING FUNDS CH. 44 S. 53E 1/2 (con't)

(a) Date of Vote	(b) Department Authorized to Spend	(c) Type of Receipts Credited	(d) FY2012 Actual Revenues	(e) FY2013 Receipts Authorized
04/26/12	SENIOR CTR	RENTAL FEES	9,410.00	75,000.00
04/26/12	BOH	IMMUNIZATION FEES	25,747.00	40,000.00
10/25/12	COMM SERV	PROGRAM FEES	0.00	35,000.00
Total page 2			35,157.00	150,000.00

BUREAU OF ACCOUNTS
 SCHEDULE B-2
 SOURCES AND USES OF OTHER AVAILABLE FUNDS
NATICK
 City/Town/District

Date of Appropriation	Source of Fund	Use of Fund	<u>COL. A</u> Amount in Fund when Approp. was made	<u>COL. B</u> Amount of Appropriation
04/26/12	PARKING RECEIPTS	PARKING ENFRMNT	152,627.00	60,000.00
04/26/12	TITLE V SEPTIC	DEBT SERVICE	132,489.00	7,684.00
04/26/12	SCH BLG ASSISTNCE	DEBT SERVICE	1,467,270.00	123,167.00
04/26/12	BOND PREM RESRVE	DEBT SERVICE	940,437.64	90,681.00
04/26/12	CAPITAL STABILIZATN	CAPITAL EXP	1,478,084.00	477,812.00
04/26/12	INSURANCE PRCDs	CAPITAL EXP	64,227.00	28,875.00
04/26/12	SO NATICK HILLS	STREET IMPRMNTS	150,000.00	150,000.00
10/25/12	CAPITAL STABILIZATN	CAPITAL EXP	4,276,823.00	277,340.00
10/25/12	CAPITAL STABILIZATN	CAPITAL EXP	3,999,483.00	227,000.00
10/25/12	CAPITAL STABILIZATN	CAPITAL EXP	3,772,483.00	80,000.00
				Total Approp.
			16,433,923.64	1,522,559.00

(Must equal Recap
Page 4 Column d)

**BUREAU OF ACCOUNTS
SCHEDULE B-2
SOURCES AND USES OF OTHER AVAILABLE FUNDS**

NATICK

Date of Appropriation	Source of Fund	Use of Fund	COL. A Amount in Fund when Approp. was made	COL. B Amount of Appropriation
				TOTAL APPROP.
			16,433,923.64	1,522,559.00

**(Must equal Recap
Page 4 Column d)**

* Column (A) must be greater than or equal to the amount of the appropriation in column (B) at the time of the appropriation unless otherwise specified by general or special law.

_____ Accounting Officer

_____ Date

**MASSACHUSETTS DEPARTMENT OF REVENUE
DIVISION OF LOCAL SERVICES**

ASSESSMENT/CLASSIFICATION REPORT FY2013

NATICK
City/Town/District

as of January 1, 2012

PROPERTY TYPE	ACCT/ PARCEL COUNT	CLASS 1 Residential Assessed Value	CLASS 2 Open Space Assessed Value	CLASS 3 Commercial Assessed Value	CLASS 4 Industrial Assessed Value	CLASS 5 Personal Property Assessed Value
101	8,481	3,676,320,700				
102	2,530	612,880,030				
Misc 103,109	39	27,851,300				
104	576	227,387,900				
105	79	31,532,200				
111-125	55	123,774,700				
130-132, 106	868	61,976,800				
200-231	0		0			
300-393	568			1,275,945,600		
400-452	55				40,213,000	
CH 61 Land	1		0	2,920		
CH 61A Land	21		0	167,239		
CH 61B Land	17		0	1,094,400		
012-043	52	17,353,790	0	14,069,951	0	
501	732					8,942,260
502	784					24,926,860
503	1					14,480
504,550-552	4					49,634,720
505	12					31,991,300
506	0					0
508	16					2,890,910
TOTALS	14,891	4,779,077,420	0	1,291,280,110	40,213,000	118,400,530
REAL AND PERSONAL PROPERTY TOTAL VALUE						6,228,971,060
EXEMPT VALUE						525,462,931

Submitted by: Board of Assessors

_____ Date

LA-4 (7/2008)

TAX BASE LEVY GROWTH FY2013 - LA13
Retain documentation for 5 years in the event of DOR audit

PROPERTY CLASS	[A]	No.	[B]	No.	[C]	No.	[D]	[E]
	FY2012 VALUES BY CLASS (Committed / LA-4)		FY2012 REVISED & OMITTED VALUES		ABATEMENT VALUES		OTHER ADJUSTMENT VALUES	FY2012 ADJ VALUE BASE
RESIDENTIAL:								
Single Family (101)	3,665,889,700	0	0	29	969,070	16	1,246,200	3,666,166,830
Condominium (102)	601,380,307	0	0	44	3,504,802	15	1,645,500	599,521,005
Two & Three Family (104 & 105)	266,144,700	0	0	3	75,200	2	49,200	266,118,700
Multi - Family (111 - 125)	123,262,800	0	0	0	0	0	0	123,262,800
Vacant Land (130 - 132 & 106)	59,983,800	0	0	3	76,000	31	(2,940,900)	56,966,900
Others (103, 109, Res mixed use)	46,377,053	0	0	0	0	1	(161,200)	46,215,853
TOTAL RESIDENTIAL	4,763,038,360	0	0	79	4,625,072	65	(161,200)	4,758,252,088
Open Space	0	0	0	0	0	0	0	0
Open Space - Chapter 61, 61A, 61B	0	0	0	0	0	0	0	0
TOTAL OPEN SPACE	0	0	0	0	0	0	0	0
Commercial	1,281,840,159	1	1,017,000	5	2,533,568	3	1,288,300	1,281,611,891
Commercial - Chapter 61, 61A, 61B	1,279,507	0	0	0	0	0	0	1,279,507
TOTAL COMMERCIAL	1,283,119,666	1	1,017,000	5	2,533,568	3	1,288,300	1,282,891,398
INDUSTRIAL	56,556,900	1	706,820	1	500,000	1	(1,127,100)	55,636,620
PERSONAL PROPERTY	112,620,660							
TOTAL REAL & PERSONAL	6,215,335,586							

LA-13 (2008)

Actual
Pro Forma

TAX BASE LEVY GROWTH FY2013 - LA13

PROPERTY CLASS	REVAL %	[F] + or - REVAL ADJUSTMENT VALUES	[G] TOTAL ADJUSTED VALUE BASE	[H] FY2013 PROPOSED VALUES	[I] NEW GROWTH VALUATION	[J] PRIOR YEAR TAX RATE	[K] TAX LEVY GROWTH
RESIDENTIAL:							
Single Family (101)	-0.00248	(9,095,030)	3,657,071,800	3,676,320,700	19,248,900		
Condominium (102)	-0.02803	(16,806,275)	582,714,730	612,880,030	30,165,300		
Two & Three Family (104 & 105)	-0.02808	(7,473,300)	258,645,400	258,920,100	274,700		
Multi - Family (111 - 125)	0.00415	511,900	123,774,700	123,774,700	0		
Vacant Land (130 - 132 & 106)	0.02943	1,676,400	58,643,300	61,976,800	3,333,500		
Others (103, 109, Res mixed use)	-0.02248	(1,039,163)	45,176,690	45,205,090	28,400		
TOTAL RESIDENTIAL	-0.00677	(32,225,468)	4,726,026,620	4,779,077,420	53,050,800	13.91	\$737,937
Open Space		0	0	0	0		
Open Space - Chapter 61, 61A, 61B		0	0	0	0		
TOTAL OPEN SPACE		0	0	0	0	0.00	\$0
Commercial	0.00175	2,246,460	1,283,858,351	1,290,015,551	6,157,200		
Commercial - Chapter 61, 61A, 61B	-0.01168	(14,948)	1,264,559	1,264,559	0		
TOTAL COMMERCIAL	0.00174	2,231,512	1,285,122,910	1,291,280,110	6,157,200	13.91	\$85,647
INDUSTRIAL	-0.27722	(15,423,620)	40,213,000	40,213,000	0	13.91	\$0
PERSONAL PROPERTY				118,400,530	7,880,473	13.91	\$109,617
TOTAL REAL & PERSONAL				6,228,971,060	67,088,473		\$933,201

Assessors Signature

Date

AMENDED FY2012 (LA-13A)
 TAX BASE LEVY GROWTH
 REVISED AND OMITTED PARCELS
 NOT PREVIOUSLY ASSESSED

NATICK
 CITY/TOWN/DISTRICT

FY2011 TAX RATES: Res	12.60
Open Space	0.00
Com & Ind	12.60
Per Prop	12.60

(A)	(B)	(C)	(D)	(E) E = C/1000 x D
CLASS	REVISED OR OMITTED VALUE COMMITTED TO TAX COLLECTOR	PORTION UNASSESSED IN PRIOR FISCAL YEAR (AFTER REVAL ADJ.)	PRIOR YEAR TAX RATE (FY2011)	LEVY GROWTH
Residential			12.60	0
Open Space			0.00	0
Commercial	1,723,820	1,723,820	12.60	21,720
Industrial			12.60	0
Personal Property			12.60	0
Total		1,723,820		21,720

Assessors Signature

Date

LA-13A

RETAIN DOCUMENTATION FOR 5 YEARS IN THE EVENT OF DOR AUDIT

**BUREAU OF ACCOUNTS
SCHEDULE OL-1
OVERLAY WORKSHEET**

City/Town/District NATICK

	A. FY2012	B. FY2011	C. FY2010	D. PRIOR YRS	E. TOTAL
1. Overlay raised per recap	1,128,591.97	1,112,323.24	1,321,476.61		
2. Overlay deficits raised					
3. Less - total abatements and exemptions charged through 6/30/2012	376,335.39	462,029.46	811,902.39		
4. Less - amount transferred to overlay surplus if any					
5. Totals - should equal FY2012 balance sheet	752,256.58	650,293.78	509,574.22	1,407,301.67	3,319,426.25

Accountant/ Auditor

Date

6. Potential additional liability (ATB Cases)	406,628.68	445,976.08	442,438.88	897,628.83	2,192,672.47
7. Total potential liability (add 3+6)	782,964.07	908,005.54	1,254,341.27		

Assessor

Date

**DEPARTMENT OF REVENUE
MINIMUM RESIDENTIAL FACTOR COMPUTATION
FOR FY2013**

NATICK
City/Town/District

A	B	C	
Class	Full and Fair Cash Valuation	Percentage Share	
1. Residential	4,779,077,420	76.7234%	76.7234%
2. Open Space	0	0.0000%	
3. Commercial	1,291,280,110	20.7302%	23.2766%
4. Industrial	40,213,000	0.6456%	
5. Personal Property	118,400,530	1.9008%	
TOTALS	6,228,971,060	100.0000%	

Maximum Share of Levy for Classes Three, Four and Personal Property; 150% X $\frac{23.2766\%}{\text{Lines 3C+4C+5C}}$ $\frac{34.9149\%}{\text{Max \% Share}}$

Minimum Share of Levy for Classes One and Two: 100% -- $\frac{34.9149\%}{\text{Max \% Share}}$ $\frac{65.0851\%}{\text{Min \% Share}}$

Minimum Residential Factor (MRF)	$\frac{65.0851\%}{\text{Min \% Share}}$	$\frac{76.7234\%}{\text{Lines 1C+2C}}$	84.8308%
			Minimum Residential Factor

MINIMUM RESIDENTIAL FACTOR 84.8308%

CHAPTER 58, SECTION 1A MANDATES A MINIMUM RESIDENTIAL FACTOR OF NOT LESS THAN 65%.
LA7 (6-94)

CALCULATION OF THE LOWEST POSSIBLE RESIDENTIAL FACTOR

FY 2013 CHAPTER 200

NATICK

1. Last year's chosen residential percentage (R)*. 76.6336%
2. This year's MRF using a 150% shift to CIP (from LA-7). 84.8308%
3. Minimum residential share (R) in current year using the 150% Shift to CIP. 65.0851%

*If #1 is greater than #3, **STOP!** You may shift only up to 150% to CIP and #2 remains MRF.*

If #3 is greater than #1, go on.

4. Calculate a residential factor using a 175% shift to CIP. _____
5. Multiply this new residential factor by this year's FFCV residential percentage (R). _____
6. What is the lowest historical residential percentage since the first certification (R). _____

*If #5 is greater than #6, **STOP!** You may shift up to 175% to the CIP and #4 is the Lowest Residential Factor.*

If # 6 is greater than #5, go on.

7. Take the lowest historical residential percentage, # 6 _____, divide it by the current residential percentage at FFCV _____; the result is _____ the lowest residential factor allowable (it may not be less that 50 %).
8. Multiply that factor by FFCV of open space, add the new R% and O% shares, take 100% minus (R + O)% total to equal the new maximum CIP percentage share _____
9. Divide new maximum CIP share by FFCV of CIP share _____ to determine the percentage of shift, _____ (this may not be more than 175%) .

* Consider Residential only, not R & O together.

THE COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF REVENUE
FISCAL 2013 TAX LEVY LIMITATION FOR
NATICK
FOR BUDGET PLANNING PURPOSES

I. TO CALCULATE THE FY2011 LEVY LIMIT

A. FY2011 Levy Limit	<u>78,763,162</u>
A1. ADD Amended FY2011 Growth	<u>0</u>
B. ADD (IA + IA1) X 2.5%	<u>1,969,079</u>
C. ADD FY2012 New Growth	<u>846,384</u>
C1. ADD FY2012 New Growth Adjustment	<u>0</u>
D. ADD FY2012 Override	<u>0</u>
E. FY2012 Subtotal	<u>81,578,625</u>
F. FY2012 Levy Ceiling	<u>155,383,390</u>

I. \$ 81,578,625
FY2012 Levy Limit

II. TO CALCULATE THE FY2013 LEVY LIMIT

A. FY2012 Levy Limit from I.	<u>81,578,625</u>
A1. ADD Amended FY2012 Growth	<u>21,720</u>
B. ADD (IIA + IIA1) X 2.5%	<u>2,040,009</u>
C. ADD FY2013 New Growth	<u>933,201</u>
C1. ADD FY2013 New Growth Adjustment	<u> </u>
D. ADD FY2013 Override	<u> </u>
E. FY2013 Subtotal	<u>84,573,555</u>
F. FY2013 Levy Ceiling	<u>155,724,277</u>

II. \$ 84,573,555
FY2013 Levy Limit

**III. TO CALCULATE THE FY2013
MAXIMUM ALLOWABLE LEVY**

A. FY2013 Levy Limit from II.	<u>84,573,555</u>
B. FY2013 Debt Exclusion(s)	<u>4,768,302</u>
C. FY2013 Capital Expenditure Exclusion(s)	<u> </u>
D. FY2013 Stabilization Fund Override	<u> </u>
E. FY2013 Other Adjustment	<u> </u>
F. FY2013 Water / Sewer	<u> </u>
G. FY2013 Maximum Allowable Levy	\$ 89,341,857

**DEPARTMENT OF REVENUE
BUREAU OF ACCOUNTS
CLASSIFICATION TAX ALLOCATION**

NATICK
City/Town/District

Return to: Bureau of Accounts, Boston, Springfield, Worcester

1 . The selected Residential Factor is ----- 1.000000

If you desire each class to maintain 100% of its full value tax share, indicate a residential factor of "1" and go to question 3.

2 . In computing your residential factor, was a discount granted to Open Space?
Yes _____ **No** X

If Yes, what is the percentage discount? _____

3. Was a residential exemption adopted?
Yes _____ **No** X

If Yes, please complete the following:

Class I Total Assessed Value	=		X		=	
Class I Total Parcel Count*			Selected Res. Exemption %			Residential Exemption

* Include all parcels with a Mixed-Use Residential designation

Applicable number of parcels to receive exemption _____

4. Was a small commercial exemption adopted?
Yes _____ **No** X
% Selected _____

If Yes, please complete the following:

No. of parcels eligible 35
Total value of parcels _____
Total value to be exempted _____



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Section III: Education & Learning

Department: Natick Public Schools

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Total Natick Budget Schools	40,905,762	43,474,430	43,578,812	\$ 42,141,517	\$ 41,769,099	\$ 44,382,816	\$ 44,364,711	\$ 46,637,638	\$ 46,622,656

Department: South Middlesex Regional Technical School

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Assessment	1,051,116	1,141,092	1,135,347	\$ 1,283,158	\$ 1,283,158	\$ 1,469,598	\$ 1,469,598	\$ 1,396,865	\$ 1,396,865
Expenses	1,051,116	1,141,092	1,135,347	\$ 1,283,158	\$ 1,283,158	\$ 1,469,598	\$ 1,469,598	\$ 1,396,865	\$ 1,396,865
Total Keefe Tech	\$1,051,116	\$1,141,092	\$1,135,347	\$ 1,283,158	\$ 1,283,158	\$ 1,469,598	\$ 1,469,598	\$ 1,396,865	\$ 1,396,865



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Morse Institute Library

Budget Detail

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Management	86,063	86,064	73,750	\$ 83,110	\$ 77,635	\$ 78,193	\$ 79,992	\$ 92,314	\$ 92,314
Salaries Administrative	107,407	148,109	103,257	\$ 142,861	\$ 138,867	\$ 145,475	\$ 143,741	\$ 165,012	\$ 162,000
Salaries Part-time Benefited	234,997	251,657	264,350	\$ 274,821	\$ 274,717	\$ 280,230	\$ 276,994	\$ 239,093	\$ 291,024
Salaries Technical/Professional	672,623	714,388	650,261	\$ 676,923	\$ 658,099	\$ 693,537	\$ 673,510	\$ 794,188	\$ 717,775
Salaries Substitutes	28,724	21,791	26,953	\$ 23,792	\$ 28,157	\$ 21,797	\$ 21,271	\$ 25,256	\$ 37,552
Salaries Part-time Non Benefited	199,521	198,248	248,857	\$ 211,909	\$ 211,770	\$ 212,504	\$ 220,763	\$ 212,541	\$ 218,167
Salaries Pages	15,045	26,825	20,041	\$ 29,163	\$ 21,170	\$ 26,671	\$ 39,079	\$ 28,018	\$ 24,656
Salaries Longevity	5,542	5,774	6,286	\$ 6,469	\$ 6,865	\$ 6,750	\$ 7,017	\$ 7,036	\$ 7,013
Salaries Overtime/Sunday Hrs	71,683	44,874	72,841	\$ 5,535	\$ 10,113	\$ 6,856	\$ 21,418	\$ 10,000	\$ 39,061
Retirement Buy-outs	3,674	0	0	\$ -			\$ -		
Personnel Services	1,425,280	1,497,728	1,466,597	\$ 1,454,583	\$ 1,427,393	\$ 1,472,013	\$ 1,483,786	\$ 1,573,458	\$ 1,589,562
Total Salaries	1,425,280	1,497,728	1,466,597	\$ 1,454,583	\$ 1,427,393	\$ -	\$ 1,483,786	\$ 1,573,458	\$ 1,589,562
Maint of Computer System	76,415	77,897	70,943	\$ 69,934	\$ 71,596	\$ 72,000	\$ 69,912	\$ 74,000	\$ 64,390
Communication Telephone	5,133	5,200	4,438	\$ 5,200	\$ 4,499	\$ 5,200	\$ 3,244	\$ 5,200	\$ 2,651
Education	0	0	0	\$ -		\$ 7,500	\$ 1,635	\$ 7,500	\$ 675
Communication Postage	2,755	5,500	2,709	\$ 5,500	\$ 2,100	\$ 5,500	\$ 2,623	\$ 5,500	\$ 2,756
Copy/Mail Center Fees	8,478	8,750	8,000	\$ 8,750	\$ 7,363	\$ 8,750	\$ 9,463	\$ 8,750	\$ 6,897
Other Supplies & Services	3,119	3,800	3,535	\$ 3,800	\$ 1,637	\$ 3,800	\$ 2,223	\$ 4,000	\$ 1,901
Cleaning Allowance - Library Staff	3,882	3,880	3,475	\$ 3,481	\$ 3,699	\$ -	\$ -	\$ -	\$ -
Library Supplies	19,634	19,600	20,557	\$ 19,600	\$ 21,627	\$ 21,000	\$ 18,879	\$ 22,000	\$ 21,475
Library Materials	163,829	158,000	161,996	\$ 158,959	\$ 159,244	\$ 142,728	\$ 147,367	\$ 151,670	\$ 161,773
Expenses	163,829	158,000	161,996	\$ 158,959	\$ 159,244	\$ 142,728	\$ 255,345	\$ 278,620	\$ 262,516
Total Expenses	163,829	158,000	161,996	158,959	159,244	142,728	255,345	278,620	262,516
Total Morse Library	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	1,739,131	1,852,078	1,852,078



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Bacon Free Library Budget Detail

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Mngmt & Tech/Prof Staff	85,201	89,950	87,694	\$ 91,696	\$ 93,257	\$ 97,361	\$ 95,829	\$ 105,173	\$ 100,436
Salaries Operation & Maintenance	0	0		\$ -					
Personnel Services	85,201	89,950	87,694	91,696	93,257	97,361	95,829	105,173	100,436
Computer Maintenance	3,500	4,300	3,185	\$ 2,000	\$ -	\$ 2,000	\$ 2,952	\$ 2,000	\$ 3,829
Utilities: Fuel Oil	9,194	6,300	6,962	\$ 6,800	\$ 6,676	\$ 6,800	\$ 6,820	\$ 4,824	\$ 3,908
Communication - Telephone	0	0		\$ -			\$ -	\$ -	\$ -
Miscellaneous				\$ -	\$ 119		\$ 18	\$ -	\$ -
Repairs & Maintenance	1,140	600	1,259	\$ 400	\$ 1,024	\$ 400	\$ -	\$ -	\$ -
Books & Periodicals	12,471	12,078	13,664	\$ 12,200	\$ 12,309	\$ 3,244	\$ 4,086	\$ 6,000	\$ 3,834
Library Supplies	2,524	3,000	863	\$ 2,600	\$ 15		\$ -	\$ 830	\$ 6,668
Other Miscellaneous	284	700	2,681	\$ 200	\$ 2,446		\$ -	\$ -	\$ -
Expenses	15,279	15,778	17,209	15,000	14,770	3,244	13,877	13,654	18,239
Sub-total Bacon Free Library	100,480	105,728	104,903	106,696	108,027	100,605	109,706	118,827	118,675
Total Bacon Free Library	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	109,706	118,827	118,675



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Section IV: Public Safety

Department: Emergency Management

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Repairs/Maintenance Equipment				\$ -	\$ -	\$ -	\$ -	\$ -	
Professional Development				\$ -	\$ -	\$ -	\$ -	\$ -	
Equipment				\$ -	\$ -	\$ -	\$ -	\$ -	
Supplies - Miscellaneous				\$ -	\$ -	\$ -	\$ -	\$ -	
Technical/Professional Services	\$ 4,100	\$ 4,100	\$ 1,330	\$ 4,100	\$ 3,414	\$ 4,100	\$ 2,020	\$ 4,100	\$ 3,779
Tech/Professional Services	\$ 4,100	\$ 4,100	\$ 1,330	\$ 4,100	\$ 3,414	\$ 4,100	\$ 2,020	\$ 4,100	\$ 3,779
Total Emergency Management	4,100	4,100	1,330	4,100	3,414	4,100	2,020	4,100	3,779



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Parking Enforcement

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Technical & Professional	5,134	3,941	6,514	\$ 3,956	\$ -	\$ -	\$ -	\$ -	\$ -
Salaries Operational Staff	21,830	35,789	20,649	\$ 35,930	\$ 22,463	\$ 35,950	\$ 19,199	\$ 31,909	\$ 25,969
Personnel Services	26,963	39,730	27,163	39,886	22,463	35,950	19,199	31,909	25,969
Repairs/Maintenance Equipment	12,875	12,000	716	\$ 11,000	\$ 7,472	\$ 6,000	\$ 238	\$ 8,500	\$ 3,559
Communication Telephone	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Clothing Allowance	0	425	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking Collection Service	24,244	17,500	5,568	\$ 16,000	\$ 3,364	\$ 11,000	\$ 17,446	\$ 11,000	\$ 21,697
Lease Payment Church MBTA Lot	50,000	53,000	53,000	\$ 56,000	\$ 56,000	\$ 58,800	\$ 50,000	\$ 50,000	\$ 50,000
Parking Tickets/Stickers	1,794	2,900	0	\$ 2,900	\$ 696	\$ 2,900	\$ 940	\$ 2,900	\$ 7,400
Supplies	1,794	2,900	0	2,900	696	2,900	68,624	72,400	82,656
Total Parking Enforcement	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	\$ 87,823	\$ 104,309	\$ 108,625



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Police

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Management	\$ 396,739	\$ 379,391	\$ 421,068	\$ 431,655	\$ 350,390	\$ 389,285	\$ 395,768	\$ 543,897	\$ 541,037
Salaries Supervisory	\$ 621,943	\$ 631,524	\$ 591,697	\$ 676,759	\$ 676,208	\$ 749,112	\$ 691,109	\$ 923,162	\$ 842,863
Salaries Operational Staff	\$ 2,362,050	\$ 2,560,575	\$ 2,473,575	\$ 2,522,572	\$ 2,489,926	\$ 2,569,803	\$ 2,546,867	\$ 3,049,293	\$ 2,660,290
Salaries Non-Uniform Staff	\$ 132,914	\$ 122,528	\$ 132,674	\$ 124,835	\$ 124,336	\$ 124,932	\$ 127,021	\$ 129,905	\$ 131,854
Management Additional Comp	\$ 149,923	\$ 149,006	\$ 149,684	\$ 136,329	\$ 116,780	\$ 136,514	\$ 80,167	\$ 53,963	\$ 52,871
Supervisory Additional Comp	\$ 218,691	\$ 226,762	\$ 211,161	\$ 211,533	\$ 209,242	\$ 231,337	\$ 139,232	\$ 107,452	\$ 103,231
Operational Staff Additional Comp	\$ 526,996	\$ 611,190	\$ 564,519	\$ 616,625	\$ 589,508	\$ 618,639	\$ 594,108	\$ 611,648	\$ 623,143
Non-Uniform Staff Additional Comp	\$ 340	\$ 350	\$ 256	\$ 361	\$ -	\$ 473	\$ -	\$ 493	\$ 52
Court Overtime									
Supervisory Overtime	\$ 18,253	\$ 15,413	\$ 15,265	\$ 15,875	\$ 10,834	\$ 18,389	\$ 10,892	\$ 22,986	\$ 17,910
Operational Staff Overtime	\$ 69,559	\$ 66,768	\$ 81,952	\$ 68,771	\$ 65,477	\$ 68,771	\$ 43,726	\$ 82,334	\$ 40,569
Regular Overtime									
Management Overtime	\$ 27,677	\$ 14,384	\$ 32,732	\$ 10,716	\$ 33,953	\$ 15,069	\$ 61,524	\$ 19,590	\$ 66,027
Supervisory Overtime	\$ 70,279	\$ 105,399	\$ 59,160	\$ 78,522	\$ 74,240	\$ 100,049	\$ 86,660	\$ 125,061	\$ 79,745
Operational Staff Overtime	\$ 220,903	\$ 265,740	\$ 180,722	\$ 198,896	\$ 195,151	\$ 272,876	\$ 204,910	\$ 326,689	\$ 253,037
Non-Uniform Staff Overtime	\$ 3,537	\$ 3,298	\$ 4,338	\$ 2,457	\$ 1,287	\$ 2,457	\$ 1,425	\$ 2,457	\$ 3,332
Personnel Services	\$ 4,819,803	\$ 5,152,328	\$ 4,918,805	\$ 5,095,906	\$ 4,937,332	\$ 5,297,706	\$ 4,983,409	\$ 5,998,930	\$ 5,415,962
Repairs & Maint Equipment	\$ 5,020	\$ 10,500	\$ 2,072	\$ 6,000	\$ 1,385	\$ 5,000	\$ 755	\$ 4,000	\$ 2,788
In State Travel/Meetings	\$ 1,156	\$ 1,750	\$ 509	\$ 1,500	\$ 378	\$ 1,500	\$ 437	\$ 1,500	\$ 1,098
Out of State Travel	\$ 887	\$ 3,000	\$ 3,560	\$ 1,000	\$ 1,640	\$ 1,000	\$ 1,286	\$ 1,000	\$ 3,104
Communication Telephone	\$ 21,300	\$ 23,000	\$ 17,560	\$ 23,000	\$ 21,342	\$ 23,000	\$ 19,848	\$ 23,000	\$ 18,423
Dues & Subscriptions	\$ 5,691	\$ 3,500	\$ 3,597	\$ 4,500	\$ 4,377	\$ 6,500	\$ 7,861	\$ 6,500	\$ 9,146
Training & Education	\$ 19,906	\$ 27,500	\$ 23,991	\$ 25,000	\$ 7,173	\$ 25,000	\$ 7,006	\$ 25,000	\$ 13,201
Assessment Center							\$ -		\$ -
Professional Services Selection	\$ 2,358	\$ 1,750	\$ 2,026	\$ 2,000	\$ 1,089	\$ 2,000	\$ 3,434	\$ 2,000	\$ 1,183
Communication Postage	\$ 1,609	\$ 2,000	\$ 1,584	\$ 2,000	\$ 1,504	\$ 2,000	\$ 1,650	\$ 2,000	\$ 1,874
Copy/Mail Center Fees	\$ 9,299	\$ 8,000	\$ 9,152	\$ 8,000	\$ 8,862	\$ 9,000	\$ 9,907	\$ 9,000	\$ 8,185
Other Services: Misc.	\$ 3,633	\$ 2,000	\$ 1,916	\$ 3,000	\$ 8,534	\$ 3,000	\$ 3,420	\$ 4,000	\$ 4,592
Maintenance Contract Radios	\$ 17,411	\$ 20,000	\$ 14,751	\$ 21,000	\$ 15,290	\$ 21,000	\$ 21,369	\$ 21,000	\$ 23,995
Purchase of Services	\$ 88,270	\$ 103,000	\$ 80,718	\$ 97,000	\$ 71,572	\$ 99,000	\$ 76,972	\$ 99,000	\$ 87,588
Clothing Allowance Management	\$ 4,179	\$ 4,300	\$ 4,284	\$ 4,300	\$ 4,220	\$ 4,300	\$ 4,250	\$ 4,300	\$ 3,210
Clothing Allowance Supervisory	\$ 11,359	\$ 11,825	\$ 11,365	\$ 10,750	\$ 12,147	\$ 11,825	\$ 9,291	\$ 11,825	\$ 10,668
Clothing Allowance Operational	\$ 33,799	\$ 36,225	\$ 43,292	\$ 36,225	\$ 35,730	\$ 34,500	\$ 31,962	\$ 34,950	\$ 34,147
Clothing Equipment/Replacement	\$ 8,436	\$ 11,775	\$ -	\$ 11,775	\$ 15,305	\$ 11,775	\$ 6,529	\$ 11,775	\$ 15,950
Other Services (Misc.)	\$ 57,774	\$ 64,125	\$ 58,940	\$ 63,050	\$ 67,402	\$ 62,400	\$ 52,032	\$ 62,850	\$ 63,975
Communication Photocopying	\$ 1,388	\$ 2,000	\$ 2,000	\$ 2,000	\$ 1,917	\$ 2,000	\$ 1,601	\$ 2,000	\$ 1,475
Communication Teleprocessing	\$ 13,503	\$ 15,550	\$ 19,300	\$ 15,550	\$ 15,100	\$ 15,550	\$ 12,530	\$ 15,550	\$ 19,471
Tech/Professional Services	\$ 14,891	\$ 17,550	\$ 21,300	\$ 17,550	\$ 17,017	\$ 17,550	\$ 14,131	\$ 17,550	\$ 20,946
Office Supplies	\$ 19,318	\$ 14,000	\$ 12,453	\$ 14,000	\$ 18,873	\$ 14,000	\$ 21,281	\$ 14,000	\$ 22,208
Supplies	\$ 19,318	\$ 14,000	\$ 12,453	\$ 14,000	\$ 18,873	\$ 14,000	\$ 21,281	\$ 14,000	\$ 22,208



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Police

Supplies Other	\$ 2,080	\$ 2,500	\$ 2,431	\$ 2,500	\$ 3,870	\$ 2,500	\$ 2,383	\$ 2,500	\$ 837
Supplies Public Safety	\$ 31,151	\$ 15,000	\$ 16,232	\$ 17,000	\$ 23,517	\$ 17,000	\$ 25,925	\$ 18,500	\$ 27,657
Supplies Photographic	\$ 1,469	\$ 4,000	\$ 225	\$ 2,000	\$ 632	\$ 2,000	\$ 534	\$ 1,500	\$ 980
Supplies Prisoners	\$ 1,090	\$ 1,200	\$ 669	\$ 1,200	\$ 814	\$ 1,200	\$ 545	\$ 1,200	\$ 1,310
Supplies Safety Equipment	\$ 967	\$ 1,000	\$ -	\$ 1,000	\$ 1,127	\$ 1,000	\$ 212	\$ 1,000	\$ 7,186
Other Supplies	\$ 36,757	\$ 23,700	\$ 19,557	\$ 23,700	\$ 29,961	\$ 23,700	\$ 29,600	\$ 24,700	\$ 37,971

Care of Stray Animals	\$ 7,363	\$ 10,000	\$ 9,081	\$ 8,000	\$ 2,500	\$ 8,000	\$ 2,227	\$ 7,000	\$ 2,480
Motorcycle Repairs/Maint	\$ 932	\$ 2,500	\$ 1,446	\$ 2,500	\$ 4,599	\$ 2,500	\$ 571	\$ 2,500	\$ 3,610
Other Charges & Expenditures	\$ 8,295	\$ 12,500	\$ 10,527	\$ 10,500	\$ 7,099	\$ 10,500	\$ 2,797	\$ 9,500	\$ 6,090

Total Police	\$ 5,045,109	\$ 5,387,203	\$ 5,122,299	\$ 5,321,706	\$ 5,149,257	\$ 5,524,856	\$ 5,180,222	\$ 6,226,530	\$ 5,654,740
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Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Fire

Budget Detail

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Management	\$ 453,652	\$ 468,094	\$ 457,904	\$ 469,610	\$ 476,163	\$ 480,471	\$ 476,210	\$ 512,441	\$ 523,431
Salaries Supervisory	\$ 1,175,675	\$ 1,193,976	\$ 1,260,011	\$ 1,221,793	\$ 1,225,270	\$ 1,242,089	\$ 1,242,965	\$ 1,298,661	\$ 1,294,280
Salaries Operational Staff	\$ 2,719,579	\$ 2,889,317	\$ 2,805,706	\$ 2,694,892	\$ 2,720,520	\$ 2,823,161	\$ 2,728,771	\$ 2,915,650	\$ 2,865,608
Salaries Technical/Professional	\$ 236,205	\$ 243,292	\$ 255,001	\$ 246,591	\$ 259,484	\$ 253,095	\$ 245,235	\$ 264,625	\$ 260,134
Management Additional Comp	\$ 116,084	\$ 124,053	\$ 111,420	\$ 117,152	\$ 113,612	\$ 118,800	\$ 122,794	\$ 131,762	\$ 119,728
Supervisory Additional Comp	\$ 244,856	\$ 253,308	\$ 260,748	\$ 264,359	\$ 258,710	\$ 274,271	\$ 290,790	\$ 297,986	\$ 305,031
Operational Staff Additional Comp	\$ 512,226	\$ 562,913	\$ 542,014	\$ 598,170	\$ 540,974	\$ 580,953	\$ 614,921	\$ 645,790	\$ 668,925
Tech/Prof Additional Comp	\$ 62,021	\$ 65,880	\$ 66,170	\$ 68,778	\$ 71,279	\$ 70,861	\$ 68,945	\$ 72,131	\$ 75,496
Salaries Per FLSA		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,809	\$ -	\$ 39,341
Regular Overtime									
Management Overtime	\$ 48,363	\$ 52,675	\$ 43,384	\$ 56,815	\$ 48,561	\$ 58,803	\$ 59,264	\$ 77,109	\$ 63,945
Supervisory Overtime	\$ 106,895	\$ 98,422	\$ 127,746	\$ 106,157	\$ 155,666	\$ 252,397	\$ 234,092	\$ 193,612	\$ 246,068
Operational Staff Overtime	\$ 211,564	\$ 212,750	\$ 228,600	\$ 229,469	\$ 219,456	\$ 366,689	\$ 391,135	\$ 428,388	\$ 386,543
Tech/Prof Overtime	\$ 6,948	\$ 26,026	\$ 13,276	\$ 28,071	\$ 18,592	\$ 35,004	\$ 7,459	\$ 45,902	\$ 13,921
Sub-Total Regular Overtime				\$ 420,512	\$ 442,275	\$ 712,893	\$ 691,950	\$ 745,011	\$ 710,476
Training Overtime									
Management Overtime	\$ 12,328	\$ 17,503	\$ 13,721	\$ 18,203	\$ 6,960	\$ 14,640	\$ 24,513	\$ 15,226	\$ 12,412
Supervisory Overtime	\$ 22,090	\$ 18,543	\$ 21,919	\$ 19,285	\$ 20,027	\$ 22,880	\$ 21,962	\$ 23,796	\$ 20,963
Operational Staff Overtime	\$ 76,150	\$ 45,224	\$ 63,442	\$ 47,033	\$ 67,193	\$ 65,000	\$ 69,448	\$ 67,600	\$ 74,113
Tech/Prof Overtime	\$ 12,855	\$ 9,064	\$ 10,308	\$ 9,427	\$ 6,676	\$ 11,440	\$ 7,649	\$ 11,898	\$ 12,199
Sub-Total Training Overtime				\$ 93,948	\$ 100,856	\$ 113,960	\$ 123,572	\$ 118,520	\$ 119,687
Personnel Services	\$ 6,017,492	\$ 6,281,040	\$ 6,281,369	\$ 6,195,805	\$ 6,209,143	\$ 6,670,554	\$ 6,614,962	\$ 7,002,577	\$ 6,982,138
Consultant Services	\$ 14,986	\$ 9,500	\$ 9,936	\$ 9,500	\$ 9,370	\$ 9,500	\$ -	\$ -	\$ -
Repairs & Maint Equipment	\$ 14,986	\$ 9,500	\$ 9,936	\$ 9,500	\$ 9,370	\$ 9,500	\$ 4,854	\$ 9,500	\$ 6,615
Communication Telephone	\$ 11,738	\$ 10,000	\$ 10,066	\$ 10,000	\$ 12,320	\$ 10,000	\$ 12,050	\$ 10,000	\$ 13,458
Laundry Service	\$ -	\$ 300	\$ -	\$ 300	\$ 2,984	\$ 300	\$ 279	\$ 300	\$ -
Training & Education	\$ 6,227	\$ 8,000	\$ 10,088	\$ 8,000	\$ 2,295	\$ 8,000	\$ 5,741	\$ 12,000	\$ 8,406
Copy/Mail Center Fees	\$ 5,644	\$ 4,800	\$ 4,912	\$ 4,800	\$ 4,659	\$ 4,800	\$ 6,215	\$ 4,800	\$ 4,850
Dues/Subscriptions	\$ 2,820	\$ 3,000	\$ 2,869	\$ 3,500	\$ -	\$ 3,500	\$ 2,378	\$ 3,500	\$ 2,079
Fire Apparatus Equipment	\$ 12,220	\$ 10,000	\$ 17,169	\$ 5,000	\$ 5,130	\$ 5,000	\$ 4,928	\$ 5,000	\$ 5,795
Training Mall Related Expense	\$ 9,575	\$ -	\$ 13,177	\$ -	\$ 2,163	\$ -	\$ 3,140	\$ -	\$ -
Other Services Miscellaneous	\$ 2,343	\$ 4,000	\$ 3,408	\$ 4,000	\$ 2,603	\$ 4,000	\$ 2,625	\$ 4,000	\$ 7,233
Purchase of Services	\$ 65,553	\$ 49,600	\$ 71,626	\$ 45,100	\$ 41,523	\$ 45,100	\$ 42,211	\$ 49,100	\$ 48,436
Clothing Allowance Mgmt	\$ 6,600	\$ 6,900	\$ 2,400	\$ 7,250	\$ 7,000	\$ 7,250	\$ 7,000	\$ 7,250	\$ 7,250
Clothing Allowance Supervisory	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 13,500	\$ 13,500
Clothing Allowance Oper. Staff	\$ 32,200	\$ 32,200	\$ 31,625	\$ 32,200	\$ 29,900	\$ 29,325	\$ 31,461	\$ 31,875	\$ 31,875
Clothing Allowance Tech/Prof	\$ 2,400	\$ 2,400	\$ 7,000	\$ 2,400	\$ 1,825	\$ 2,400	\$ -	\$ 2,600	\$ 1,975
Other Services (Misc.)	\$ 53,700	\$ 54,000	\$ 53,525	\$ 54,350	\$ 51,225	\$ 51,475	\$ 50,961	\$ 55,225	\$ 54,600
Office Supplies: Stationary	\$ 3,415	\$ 5,000	\$ 2,825	\$ 5,000	\$ 4,974	\$ 5,000	\$ 4,500	\$ 5,000	\$ 4,428
Supplies Computer	\$ 1,136	\$ 1,800	\$ 1,807	\$ 1,800	\$ 1,669	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,322
Supplies	\$ 4,551	\$ 6,800	\$ 4,632	\$ 6,800	\$ 6,643	\$ 6,800	\$ 6,299	\$ 6,800	\$ 5,750
Supplies Foam & Hose	\$ -	\$ 3,500	\$ 834	\$ 14,000	\$ 9,753	\$ 14,000	\$ 21,227	\$ 14,000	\$ 5,136
Supplies Ambulance	\$ 21,564	\$ 20,000	\$ 20,878	\$ 30,000	\$ 33,052	\$ 30,000	\$ 33,926	\$ 30,000	\$ 40,144
Supplies Diving Equipment	\$ 3,804	\$ 4,000	\$ 2,340	\$ 4,000	\$ -	\$ 4,000	\$ 3,984	\$ 4,000	\$ 2,881
Supplies Public Safety	\$ 9,946	\$ 11,500	\$ 9,863	\$ 11,500	\$ 8,961	\$ 11,500	\$ 8,661	\$ 11,500	\$ 13,956
Other Supplies	\$ 35,314	\$ 39,000	\$ 33,915	\$ 59,500	\$ 51,765	\$ 59,500	\$ 67,798	\$ 59,500	\$ 62,117
Total Fire Department	\$ 6,176,611	\$ 6,430,440	\$ 6,445,067	\$ 6,361,555	\$ 6,360,299	\$ 6,833,429	\$ 6,782,231	\$ 7,173,202	\$ 7,153,040



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Section V: Public Works

Department: Public Works

Administration

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries: Management	\$ 103,152	\$ 106,247	\$ 106,247	\$ 106,247	\$ 136,414	\$ -	\$ 91,728	\$ 116,080	\$ 116,387
Salaries: Supervisory	\$ 58,415	\$ 83,034	\$ 83,034	\$ 84,273	\$ 23,860	\$ 85,542	\$ 8,885	\$ -	\$ -
Salaries: Operational Staff	\$ 86,803	\$ 89,408	\$ 89,430	\$ 46,815	\$ 46,815	\$ 47,995	\$ 47,990	\$ 99,816	\$ 96,688
Temporary Operational Staff	\$ 2,233	\$ 2,915	\$ -	\$ 2,985	\$ -	\$ 3,015	\$ -	\$ 6,400	\$ 5,429
Supervisory Additional Comp	\$ 5,204	\$ 8,700	\$ 5,908	\$ 9,350	\$ 4,306	\$ 9,350	\$ 2,900	\$ -	\$ -
Operational Staff Part-Time				\$ 20,365	\$ 5,298	\$ 950	\$ 952	\$ 985	\$ 996
Operational Staff Additional Comp	\$ 1,736	\$ 1,788	\$ 1,802	\$ 917	\$ 936	\$ 20,462	\$ 16,397	\$ 6,400	\$ 6,475
FLSA Salaries	\$ 485	\$ 675	\$ 676	\$ 695	\$ 573	\$ 5,334	\$ 953	\$ 5,365	\$ 2,083
Personnel Services	\$ 258,029	\$ 292,767	\$ 287,096	\$ 271,647	\$ 218,203	\$ 172,648	\$ 169,805	\$ 235,046	\$ 228,058
Licenses	\$ 60	\$ 400	\$ 215	\$ 400	\$ -	\$ 185	\$ 200	\$ 185	\$ 100
Repairs & Maint Equipment	\$ 1,402	\$ 600	\$ 1,447	\$ 1,500	\$ 1,273	\$ 1,545	\$ 2,201	\$ 1,450	\$ 112
Communication Telephone	\$ 5,455	\$ 6,000	\$ 5,565	\$ 6,000	\$ 6,749	\$ 6,000	\$ 5,465	\$ 6,850	\$ 7,264
Training & Education	\$ 530	\$ 2,000	\$ 737	\$ 2,000	\$ 1,001	\$ 2,000	\$ 1,781	\$ 4,500	\$ 1,167
Postage	\$ 1,713	\$ 1,700	\$ 1,042	\$ 1,800	\$ 1,010	\$ 1,500	\$ 571	\$ 1,200	\$ 820
Purchased Services: Misc.	\$ 846	\$ 400	\$ 469	\$ 750	\$ 18	\$ 750	\$ 2,102	\$ 750	\$ 893
Office Supplies	\$ 7,982	\$ 8,000	\$ 5,960	\$ 8,000	\$ 7,826	\$ 8,000	\$ 7,087	\$ 8,000	\$ 5,934
Communication Print & Advertising	\$ 1,237	\$ 1,250	\$ 511	\$ 1,250	\$ 50	\$ 1,250	\$ 644	\$ 1,250	\$ 1,238
GIS Supplies	\$ 8,436	\$ 8,500	\$ 7,706	\$ 8,500	\$ 8,045	\$ 8,500	\$ 7,456	\$ 8,500	\$ 8,339
Compliance Inspection & Training	\$ 3,154	\$ 9,500	\$ 5,406	\$ 9,500	\$ 6,916	\$ 9,500	\$ 4,764	\$ 9,600	\$ 12,527
Supplies Protective Clothing	\$ 4,186	\$ 4,332	\$ 1,610	\$ 2,332	\$ 1,650	\$ 2,335	\$ 1,502	\$ 2,335	\$ 1,415
Other Supplies	\$ 4,186	\$ 4,332	\$ 1,610	\$ 2,332	\$ 1,650	\$ 2,335	\$ 33,773	\$ 44,620	\$ 39,809
Total DPW Administration	\$ 262,215	\$ 297,099	\$ 288,706	\$ 273,979	\$ 219,853	\$ 174,983	\$ 203,578	\$ 279,666	\$ 267,867



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Public Works

Building Maint.

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Supervisory	\$ 80,654	\$ 83,034	\$ 83,034	\$ 84,273	\$ 70,244	\$ 88,109	\$ 91,960	\$ 53,819	\$ 2,808
Salaries Operational Staff	\$ 189,968	\$ 243,875	\$ 225,349	\$ 248,830	\$ 248,824	\$ 257,509	\$ 258,147	\$ 270,476	\$ 262,588
Salaries Part-Time Operational	\$ 1,310	\$ 3,600	\$ -	\$ 3,600	\$ -	\$ 3,750	\$ -	\$ 3,460	\$ -
Supervisory Staff Add'l Comp	\$ 7,042	\$ 7,042	\$ 7,708	\$ 9,350	\$ 8,352	\$ 9,850	\$ 8,435	\$ 6,500	\$ -
Operational Staff Additional Comp	\$ 2,952	\$ 2,100	\$ 2,170	\$ 2,400	\$ 4,992	\$ 2,625	\$ 2,450	\$ 7,600	\$ 7,187
Operational Staff Overtime	\$ 34,681	\$ 24,421	\$ 29,490	\$ 25,155	\$ 39,138	\$ 25,900	\$ 26,261	\$ 32,650	\$ 19,367
Personnel Services	\$ 316,608	\$ 364,072	\$ 347,751	\$ 373,608	\$ 371,550	\$ 387,743	\$ 387,253	\$ 374,505	\$ 291,950
Repairs & Maint. Facilities	\$ 400,480	\$ 260,000	\$ 275,560	\$ 260,000	\$ 245,756	\$ 277,518	\$ 275,973	\$ 270,000	\$ 250,584
Repairs & Maint. Eliot School	\$ -	\$ 60,000	\$ 29,388	\$ 60,000	\$ 17,635	\$ 26,400	\$ 22,268	\$ 22,500	\$ 2,010
Repairs & Maint. Elevator/Chair lift	\$ 18,743	\$ 26,000	\$ 71,953	\$ 26,000	\$ 84,716	\$ 27,500	\$ 15,282	\$ 19,500	\$ 6,296
Eliot School Maintenance							\$ -	\$ -	\$ 11,066
Clothing Allowance Opera Staff	\$ 1,750	\$ 2,100	\$ 1,954	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100
Contractual Svs - Cleaning	\$ 109,161	\$ 123,147	\$ 104,104	\$ 96,536	\$ 85,542	\$ 96,500	\$ 95,938	\$ 95,800	\$ 91,829
Custodial Supplies	\$ 43,832	\$ 46,000	\$ 44,247	\$ 36,000	\$ 36,044	\$ 40,000	\$ 37,814	\$ 40,000	\$ 18,578
Other Supplies	\$ 43,832	\$ 46,000	\$ 44,247	\$ 36,000	\$ 36,044	\$ 40,000	\$ 449,375	\$ 449,900	\$ 382,464
Total Building Maintenance	\$ 360,440	\$ 410,072	\$ 391,999	\$ 409,608	\$ 407,594	\$ 427,743	\$ 836,628	\$ 824,405	\$ 674,413



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Public Works Energy

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Street Lighting									
Street Lighting Expenses	\$ 170,707	\$ 226,474	\$ 201,761	\$ 226,500	\$ 194,832	\$ 228,500	\$ 178,703	\$ 228,500	\$ 168,796
Contractual Services	\$ 49,778	\$ 60,000	\$ 51,440	\$ 56,000	\$ 44,815	\$ 53,800	\$ 47,020	\$ 57,700	\$ 61,786
Buildings									
Bldg Maint - Utilities: Electric	\$ 412,024	\$ 540,570	\$ 489,790	\$ 540,570	\$ 479,208	\$ 545,000	\$ 512,571	\$ 562,400	\$ 524,022
Recreation - Utilities Electric	\$ 3,897	\$ 7,600	\$ 6,306	\$ 7,600	\$ 3,743	\$ 7,600	\$ -	\$ 4,200	\$ 515
Highway - Utilities Electric	\$ 1,572	\$ 2,000	\$ 4,260	\$ 2,000	\$ 6,157	\$ 4,300	\$ -	\$ 7,100	\$ -
Bldg Maint - Utilities: Fuel Oil & Natural Gas	\$ 194,284	\$ 235,000	\$ 208,178	\$ 248,500	\$ 141,179	\$ 197,600	\$ 164,027	\$ 168,200	\$ 102,061
Vehicles									
Eqp Maint - Vehicular Supplies: Gasoline	477,526	384,540	323,567	\$ 397,500	\$ 324,338	\$ 381,500	\$ 420,693	\$ 463,800	\$ 484,334
Purchase of Services	1,309,788	1,456,184	1,285,302	\$ 1,478,670	\$ 1,194,272	\$ 1,418,300	\$ 1,323,014	\$ 1,491,900	\$ 1,341,514
Other									
Holiday Lighting	\$ 629	\$ 500	\$ 1,094	\$ 500	\$ 405	\$ 1,000	\$ 878	\$ 1,500	\$ 725
Other Supplies	629.48	500	1094.48	\$ 500	\$ 405	\$ 1,000	\$ 878	\$ 1,500	\$ 725
Total DPW Energy	\$ 1,310,417	\$ 1,456,684	\$ 1,286,396	\$ 1,479,170	\$ 1,194,677	\$ 1,419,300	\$ 1,323,892	\$ 1,493,400	\$ 1,342,239



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Public Works

Engineering

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Supervisory	\$ 218,841	\$ 227,393	\$ 227,393	\$ 230,787	\$ 230,787	\$ 240,404	\$ 242,625	\$ 96,165	\$ 95,370
Salaries Operational Staff	\$ 84,282	\$ 88,882	\$ 87,446	\$ 90,225	\$ 90,207	\$ 93,558	\$ 93,070	\$ -	\$ 2,761
Salaries Technical/Professional							\$ -	\$ 188,812	\$ 186,643
Salaries Operational Part-Time						\$ -	\$ -	\$ 64,540	\$ 55,300
Supervisory Additional Comp	\$ 21,942	\$ 22,900	\$ 22,908	\$ 25,650	\$ 23,852	\$ 25,350	\$ 22,438	\$ 27,000	\$ 27,000
Operational Staff Additional Comp	\$ 200	\$ 200	\$ 200	\$ 250	\$ 250	\$ 250	\$ 250	\$ -	\$ -
Overtime Operational Staff	\$ 2,220	\$ 2,900	\$ 1,975	\$ 2,975	\$ 3,439	\$ 3,500	\$ 3,656	\$ -	\$ -
Personnel Services	\$ 327,486	\$ 342,275	\$ 339,921	\$ 349,887	\$ 348,535	\$ 363,062	\$ 362,039	\$ 376,517	\$ 367,073
Licenses, Dues & Training	\$ 1,764	\$ 2,500	\$ 1,794	\$ 2,500	\$ 1,642	\$ 2,500	\$ -	\$ 3,500	\$ -
Repairs & Maint. Equipment	\$ 2,267	\$ 2,700	\$ 3,237	\$ 2,700	\$ 2,663	\$ 2,700	\$ 2,524	\$ 2,700	\$ 2,945
Clothing Allowance Operational Staff	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ -	\$ -
Consultant Engineering	\$ 7,000	\$ 7,000	\$ 5,722	\$ 7,000	\$ 4,144	\$ 9,500	\$ 7,848	\$ 9,500	\$ 6,186
Storm Water Master Plan	\$ 32,500	\$ 32,500	\$ 53,063	\$ 36,500	\$ 38,241	\$ 80,000	\$ 21,019	\$ 80,000	\$ 91,199
Travel							\$ -	\$ -	\$ 2,826
Engineering Supplies	4,500	4,500	3,641	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,335	\$ 4,500	\$ 5,567
Other Supplies	\$ 4,500	\$ 4,500	\$ 3,641	\$ 4,500	\$ 4,500	\$ 4,500	\$ 36,425	\$ 100,200	\$ 108,723
Total DPW Engineering	\$ 331,986	\$ 346,775	\$ 343,562	\$ 354,387	\$ 353,034	\$ 367,562	\$ 398,464	\$ 476,717	\$ 475,797



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Public Works

Equip. Maint.

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Supervisory	\$ 79,110	\$ 83,034	\$ 83,034	\$ 84,273	\$ 84,273	\$ 86,409	\$ 86,387	\$ 92,069	\$ 92,003
Salaries Operational Staff	\$ 342,224	\$ 371,225	\$ 364,287	\$ 370,758	\$ 340,224	\$ 371,843	\$ 324,144	\$ 377,514	\$ 312,271
Supervisory Additional Comp	\$ 12,860	\$ 14,432	\$ 13,960	\$ 15,197	\$ 14,606	\$ 15,755	\$ 15,191	\$ 12,905	\$ 12,644
Operational Staff Additional Comp	\$ 6,278	\$ 6,575	\$ 4,892	\$ 6,325	\$ 3,581	\$ 6,150	\$ 3,935	\$ 3,850	\$ 3,601
Operational Overtime	\$ 21,543	\$ 10,590	\$ 11,734	\$ 15,000	\$ 26,104	\$ 15,490	\$ 23,083	\$ 23,852	\$ 22,665
Personnel Services	\$ 462,015	\$ 485,856	\$ 477,908	\$ 491,553	\$ 468,788	\$ 495,647	\$ 452,740	\$ 510,190	\$ 443,184
Clothing Allowance Operational Staff	\$ 4,020	\$ 4,200	\$ 3,630	\$ 4,200	\$ 4,020	\$ 4,200	\$ 4,020	\$ 4,200	\$ 4,200
Licenses - CDL & Special	\$ 215	\$ 350	\$ 264	\$ 350	\$ 326	\$ 350	\$ 175	\$ 350	\$ 558
Rental & Leases of Uniforms	\$ 2,640	\$ 3,250	\$ 2,983	\$ 3,250	\$ 3,771	\$ 3,250	\$ 2,730	\$ 3,700	\$ 3,050
Vehicle Inspection (Stickers)	\$ 5,522	\$ 4,600	\$ 9,475	\$ 11,000	\$ 9,663	\$ 11,000	\$ 10,077	\$ 11,750	\$ 10,112
Vehicular Supplies: Oil Lubricants	\$ 15,156	\$ 13,000	\$ 13,882	\$ 15,500	\$ 12,946	\$ 15,500	\$ 15,748	\$ 16,750	\$ 15,838
Repairs & Maint. Radios	\$ 4,762	\$ 5,600	\$ 3,194	\$ 5,600	\$ 3,467	\$ 5,600	\$ 5,071	\$ 5,600	\$ 3,992
Vehicular Supplies: Tires	\$ 34,417	\$ 34,580	\$ 35,863	\$ 43,225	\$ 35,210	\$ 43,500	\$ 42,510	\$ 43,500	\$ 41,416
Vehicular Supplies: Parts	\$ 190,590	\$ 180,000	\$ 174,066	\$ 170,000	\$ 156,015	\$ 170,000	\$ 175,318	\$ 170,000	\$ 172,992
Body Damage & Repairs	\$ 4,285	\$ 6,000	\$ 4,982	\$ 4,000	\$ 3,865	\$ 5,000	\$ 4,750	\$ 5,000	\$ 4,251
Shop Supplies	\$ 4,564	\$ 6,000	\$ 6,637	\$ 6,000	\$ 5,685	\$ 6,000	\$ 6,615	\$ 6,000	\$ 6,305
Expenses	\$ 233,857	\$ 226,580	\$ 221,548	\$ 223,225	\$ 200,774	\$ 224,500	\$ 267,014	\$ 266,850	\$ 262,713
Surplus Equipment Purchase	\$ 3,796	\$ 8,000	\$ 9,696	\$ 8,000	\$ 6,554	\$ -	\$ -	\$ 5,000	\$ 4,950
Other Capital Outlay	\$ 3,796	\$ 8,000	\$ 9,696	\$ 8,000	\$ 6,554	\$ -	\$ -	\$ 5,000	\$ 4,950
Total DPW Equipment Maint.	\$ 699,668	\$ 720,436	\$ 709,152	\$ 722,778	\$ 676,116	\$ 720,147	\$ 719,755	\$ 782,040	\$ 710,847



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Public Works

Highway

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Supervisory	\$ 80,712	\$ 83,034	\$ 83,034	\$ 84,273	\$ 84,273	\$ 86,409	\$ 86,387	\$ 95,162	\$ 95,133
Salaries Operational Staff	\$ 935,615	\$ 1,010,802	\$ 992,307	\$ 956,687	\$ 933,389	\$ 975,222	\$ 942,005	\$ 1,019,566	\$ 1,010,752
Salaries Temp Operational Staff	\$ 34,415	\$ 29,884	\$ 20,841	\$ 25,498	\$ 26,448	\$ 25,750	\$ 35,152	\$ 31,174	\$ 30,578
Supervisory Additional Comp	\$ 10,031	\$ 10,000	\$ 10,219	\$ 11,850	\$ 11,354	\$ 12,350	\$ 11,827	\$ 6,500	\$ 138,682
Operational Staff Additional Comp	\$ 13,592	\$ 22,000	\$ 13,713	\$ 21,750	\$ 13,185	\$ 20,950	\$ 14,370	\$ 11,376	\$ 6,000
Operational Staff Overtime	\$ 97,758	\$ 81,692	\$ 77,043	\$ 114,652	\$ 124,600	\$ 116,370	\$ 119,130	\$ 116,412	\$ 10,199
Personnel Services	\$ 1,172,123	\$ 1,237,412	\$ 1,197,158	\$ 1,214,710	\$ 1,193,250	\$ 1,237,051	\$ 1,208,871	\$ 1,280,190	\$ 1,291,344
Clothing Allowance Operational Staff	\$ 8,050	\$ 8,400	\$ 8,342	\$ 7,350	\$ 7,700	\$ 7,700	\$ 7,350	\$ 7,700	\$ 8,138
Licenses - CDL & Special	\$ 705	\$ 600	\$ 820	\$ 600	\$ 690	\$ 600	\$ 630	\$ 1,050	\$ 605
Repairs & Maint Supplies	\$ 1,641	\$ 2,000	\$ 4,474	\$ 2,000	\$ 1,747	\$ 2,000	\$ 2,875	\$ 2,250	\$ 2,705
Traffic Signs & Markers	\$ 24,806	\$ 25,000	\$ 23,580	\$ 25,000	\$ 27,778	\$ 36,000	\$ 35,368	\$ 51,000	\$ 50,306
Environmental Monitoring/Engineering	\$ 30,600	\$ 28,000	\$ 26,032	\$ 28,000	\$ 18,922	\$ 30,500	\$ 16,017	\$ 29,000	\$ 21,977
Yard Waste Brush Grinding	\$ 7,505	\$ 7,500	\$ 3,572	\$ 7,500	\$ 3,267	\$ 7,500	\$ 1,731	\$ 7,500	\$ 15,351
Test/Disposal Street Sweepings	\$ 14,302	\$ 24,000	\$ 7,500	\$ 17,000	\$ 7,815	\$ 17,000	\$ 16,533	\$ 18,000	\$ 9,754
Purchased Services: Sand/Gravel	\$ 12,840	\$ 15,000	\$ 9,776	\$ 11,500	\$ 8,501	\$ 11,500	\$ 6,225	\$ 11,500	\$ 15,001
Purchased Services: Misc.	\$ 1,991	\$ 1,500	\$ 104	\$ 1,500	\$ 457	\$ 1,500	\$ 647	\$ 1,500	\$ 53
Landfill Cap Maintenance	\$ 4,291	\$ 4,000	\$ 6,115	\$ 5,000	\$ 3,456	\$ 6,250	\$ 4,116	\$ 6,250	\$ 2,475
Landfill Gas/Flaring Station Maintenance	\$ 5,140	\$ 5,000	\$ 5,149	\$ 5,500	\$ 5,184	\$ 5,500	\$ 5,247	\$ 6,000	\$ 7,091
Purchased Services: Crack Sealing	\$ 15,000	\$ 15,000	\$ 15,000	\$ 30,000	\$ -	\$ 30,000		\$ -	
Condensate Disposal - Flaring Station	\$ 1,821	\$ 2,200	\$ 2,200	\$ 2,200	\$ 380	\$ 2,200		\$ 32,250	\$ 90,000
Maintenance Materials	\$ 33,872	\$ 40,000	\$ 33,808	\$ 45,000	\$ 46,560	\$ 45,000	\$ 36,836	\$ 45,000	\$ 51,094
Off Street Drainage	\$ 4,137	\$ 5,000	\$ 1,846	\$ 5,000	\$ 4,861	\$ 10,000	\$ 10,066	\$ 10,000	\$ 10,000
Recycling Center Maint & Supplies	\$ 3,946	\$ 5,600	\$ -	\$ 5,600	\$ 5,234	\$ 5,600	\$ 1,141	\$ 5,600	\$ 3,019
Waste Bags - Pay as you Throw	\$ 122,038	\$ 120,000	\$ 132,093	\$ 135,000	\$ 132,344	\$ 141,000	\$ 129,376	\$ 140,000	\$ 99,307
Compost/Recycling Bins				\$ 6,600	\$ 6,504	\$ 6,600	\$ 6,600	\$ 6,600	\$ 5,244
Other Supplies: Misc.	\$ 8,650	\$ 8,000	\$ 7,299	\$ 8,000	\$ 7,815	\$ 8,000	\$ 6,449	\$ 8,000	\$ 6,976
Expenses	\$ 172,643	\$ 178,600	\$ 175,047	\$ 205,200	\$ 203,318	\$ 216,200	\$ 190,468	\$ 215,200	\$ 399,097
Snow Removal	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 670,901	\$ 150,000	\$ 867,663	\$ 150,000	\$ 299,508
Household Hazardous Waste Disposal	\$ 7,333	\$ 30,000	\$ 10,849	\$ 10,000	\$ 4,013	\$ 10,000	\$ 3,690	\$ 15,000	\$ 12,222
Street & Sidewalk Maintenance*	\$ 103,969	\$ 125,000	\$ 131,477	\$ 140,500	\$ 138,533	\$ 140,500	\$ 127,677	\$ 140,500	\$ 148,371
Tipping Fees Yard Waste	\$ 15,000	\$ 15,000	\$ 10,459	\$ 15,000	\$ 17,421	\$ 15,000	\$ 13,888	\$ 17,500	\$ 15,843
Tipping Fees - Solid Waste	\$ 741,288	\$ 670,000	\$ 662,440	\$ 567,454	\$ 465,649	\$ 558,075	\$ 469,618	\$ 560,900	\$ 510,705
Tipping Fees Bulky Waste & Disposal		\$ -	\$ -	\$ -	\$ 245	\$ -	\$ -	\$ -	
Recycling - Curbside	\$ 464,043	\$ 445,000	\$ 476,723	\$ 467,000	\$ 476,261	\$ 498,000	\$ 508,202	\$ 567,600	\$ 554,000
Recycling - Education Materials	\$ 2,835	\$ 3,000	\$ 2,289	\$ 3,000	\$ 2,746	\$ 3,000	\$ 1,907	\$ 3,000	\$ 1,907
Transportation Hauling Tolls	\$ 3,348	\$ 3,600	\$ 2,948	\$ 5,000	\$ 3,016	\$ 4,250	\$ 2,898	\$ 3,200	\$ 3,063
Other Chgs./Expend.	\$ 1,487,816	\$ 1,441,600	\$ 1,447,185	\$ 1,357,954	\$ 1,778,785	\$ 1,378,825	\$ 1,995,543	\$ 1,457,700	\$ 1,545,618
Total DPW Highway & Sanitation	\$ 2,832,582	\$ 2,857,612	\$ 2,819,389	\$ 2,777,864	\$ 3,175,353	\$ 2,832,076	\$ 3,394,882	\$ 2,953,090	\$ 3,236,060



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Public Works

LF & NR

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Supervisory	\$ 80,654	\$ 83,034	\$ 83,034	\$ 84,273	\$ 84,273	\$ 86,409	\$ 86,387	\$ 92,069	\$ 75,915
Salaries Operational Staff	\$ 281,398	\$ 344,558	\$ 288,055	\$ 274,902	\$ 274,919	\$ 280,866	\$ 275,643	\$ 291,142	\$ 267,109
Salaries Temporary Operational	\$ 26,250	\$ 22,925	\$ 23,850	\$ 26,239	\$ 18,582	\$ 26,239	\$ 18,047	\$ 27,300	\$ 25,095
Supervisory Additional Comp	\$ 15,042	\$ 8,900	\$ 10,008	\$ 11,150	\$ 10,652	\$ 11,650	\$ 11,138	\$ 8,300	\$ 8,300
Operational Staff Additional Comp	\$ 4,365	\$ 4,000	\$ 4,052	\$ 3,600	\$ 3,252	\$ 4,000	\$ 4,145	\$ 3,850	\$ 6,594
Operational Staff Overtime	\$ 48,188	\$ 24,638	\$ 27,697	\$ 25,250	\$ 22,004	\$ 27,300	\$ 26,004	\$ 27,300	\$ 26,051
Personnel Services	\$ 455,897	\$ 488,055	\$ 436,696	\$ 425,414	\$ 413,681	\$ 436,464	\$ 421,365	\$ 449,961	\$ 409,064
Purchased Services Misc.	\$ 5,291	\$ 4,650	\$ 3,123	\$ 4,650	\$ 1,546	\$ 4,650	\$ 2,005	\$ 4,650	\$ 4,303
Licenses - CDL & Special	\$ 350	\$ 500	\$ 110	\$ 440	\$ 275	\$ 300	\$ 160	\$ 300	\$ -
Clothing Allowance Operational Staff	\$ 2,450	\$ 2,800	\$ 2,450	\$ 2,100	\$ 2,100	\$ 1,750	\$ 2,100	\$ 2,100	\$ 2,100
Tech & Prof. Svs. - Tree Svs	\$ 64,456	\$ 65,000	\$ 64,591	\$ 30,000	\$ 27,683	\$ 30,000	\$ 33,241	\$ 61,095	\$ 88,647
Tech & Prof. Svs. - Mowing Svs	\$ 32,513	\$ 64,100	\$ 45,238	\$ 54,100	\$ 48,671	\$ 53,000	\$ 38,377	\$ 57,936	\$ 51,407
Materials Field Maint	\$ 52,508	\$ 53,360	\$ 51,341	\$ 50,000	\$ 51,652	\$ 50,000	\$ 56,501	\$ 66,400	\$ 62,256
Materials Playground	\$ 8,975	\$ 8,900	\$ 7,277	\$ 8,900	\$ 7,166	\$ 8,900	\$ 4,734	\$ 12,800	\$ 11,199
Materials Beach Maint	\$ 1,361	\$ 1,600	\$ 918	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
Tools & Hardware	\$ 7,117	\$ 7,000	\$ 3,254	\$ 7,000	\$ 1,629	\$ 7,000	\$ 6,498	\$ 7,000	\$ 7,322
Materials Planting	\$ 1,916	\$ 5,000	\$ 1,805	\$ 5,000	\$ 6,794	\$ 5,000	\$ 1,875	\$ 6,000	\$ 1,024
Irrigation Pump Testing & Calibration					\$ 3,698	\$ -	\$ 1,299	\$ 1,000	\$ 6,614
Supplies	\$ 71,877	\$ 75,860	\$ 64,595	\$ 71,500	\$ 71,541	\$ 71,500	\$ 147,390	\$ 219,881	\$ 235,471
Total DPW LF & NR	\$ 527,774	\$ 563,915	\$ 501,291	\$ 496,914	\$ 485,222	\$ 507,964	\$ 568,755	\$ 669,842	\$ 644,535



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Section VI: Health & Human Services

Department: Community Services

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Management	0		0		0	0	0	57,500	53,077
Salaries Operational Staff	0		0		0	0	0	0	0
Community Services Overall Personnel Services	0	0	0	0	0	0	0	57,500	53,077
Human Services & Council on Aging Personnel Services	252,510	337,798	321,455	339,887	321,180	331,337	330,963	376,934	371,682
Veterans Services Personnel Services	102,162	106,531	106,558	108,585	95,745	109,756	106,003	113,504	113,052
Recreation & Parks Personnel Services	487,619	500,008	499,978	505,081	503,459	482,806	482,748	493,785	494,510
Total Community Services Personnel Services	842,291	944,337	927,991	953,553	920,383	923,899	919,714	1,041,723	1,032,320
Mileage	0		0		0	0	0	0	0
Security Monitoring Alarm	0		0		0	0	0	0	0
Communication Telephone	0		0		0	0	0	0	0
Community Services Overall Expenses	0	0	0	0	0	0	0	0	0
Human Services & Council on Aging Expenses	33,883	46,949	27,809	44,507	25,268	44,472	32,463	42,122	28,580
Veterans Services Expenses	15,409	15,000	14,807	15,000	14,494	16,000	190,610	214,085	195,758
Recreation & Parks Expenses	29,563	29,015	27,540	28,270	27,612	21,800	60,730	58,287	55,567
Total Community Services Expenses	78,855	90,964	70,157	87,777	67,374	82,272	283,803	314,494	279,905
Total Community Services	921,146	1,035,301	998,148	1,041,330	987,757	1,006,171	1,203,517	1,356,217	1,312,226



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Division: **Human Services & Council on Aging**

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Management	59,239	61,764	139,881	61,764	62,147	63,937	63,897	76,015	74,288
Salaries Operational Staff	107,336	141,179	129,608	139,343	128,073	118,356	119,928	133,976	144,015
Salaries Tech & Professional	85,936	134,855	51,966	138,780	130,960	149,044	147,138	166,943	153,379
Personnel Services	252,510	337,798	321,455	339,887	321,180	331,337	330,963	376,934	371,682
Repairs & Maint Equipment	1,774	1,600	1,593	1,600	1,493	1,600	1,535	1,600	1,586
In/Out of State Travel	1,943	4,100	2,489	4,400	1,141	4,400	1,574	4,400	2,909
Communication Telephone	2,837	2,175	2,304	2,600	2,713	2,600	2,646	2,600	2,264
Dues & Subscriptions	883	1,450	772	1,450	1,201	1,450	1,182	1,450	1,355
Communication Postage	892	950	618	950	317	950	367	950	469
Copy/Mail Center Fees	1,217	1,175	1,232	1,225	1,069	1,240	5,613	1,240	819
Contract Services Outreach Worker	1,040	5,000	120	5,000	495	5,000	824	5,000	0
Other Services Misc.	231	425	379	425	225	425	545	425	135
Wellness Programs	3,901	4,480	2,663	4,069	2,732	4,069	4,137	4,069	2,572
Office Supplies Stationary	1,992	1,850	1,581	1,850	1,222	1,850	2,426	1,850	1,624
Supplies Computer	748	900	659	900	986	850	869	850	1,466
Supplies Disposable Goods	365	400	423	400	491	400	362	400	207
Youth Advisory - Supplies	68	288	0	288	0	288	0	288	0
Transportation Program	15,992	21,456	12,978	19,000	11,183	19,000	10,383	17,000	13,174
Service Directory Support	0	700	0	350	0	350	0	0	0
Expenses	33,883	46,949	27,809	44,507	25,268	44,472	32,463	42,122	28,580
Total Human Services & Council on Aging	286,393	384,747	349,265	384,394	346,448	375,809	363,426	419,056	400,262



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Division: **Veterans Services**

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Management	\$ 59,965	\$ 61,764	\$ 61,764	\$ 61,764	\$ 48,824	\$ 61,764	\$ 57,534	\$ 63,582	\$ 63,118
Salaries Operational Staff	\$ 42,197	\$ 44,767	\$ 44,794	\$ 46,821	\$ 46,920	\$ 47,992	\$ 47,996	\$ 49,439	\$ 49,439
Operational Staff Other Comp			\$ -	\$ -	\$ -	\$ -	\$ 473	\$ 483	\$ 494
Personnel Services	\$ 102,162	\$ 106,531	\$ 106,558	\$ 108,585	\$ 95,745	\$ 109,756	\$ 106,003	\$ 113,504	\$ 113,052
Rental of Veterans Headquarters	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
In State Travel/Meetings	\$ 1,814	\$ 1,500	\$ 1,938	\$ 1,500	\$ 746	\$ 1,500	\$ 1,629	\$ 2,500	\$ 2,344
Communication Telephone	\$ 319	\$ 400	\$ 357	\$ 400	\$ 409	\$ 400	\$ 316	\$ 400	\$ 177
Dues & Subscriptions	\$ 220	\$ 225	\$ 195	\$ 225	\$ 176	\$ 225	\$ 209	\$ 225	\$ 85
Communication Postage				\$ -	\$ -	\$ 500	\$ 281	\$ 500	\$ 341
Copy/Mail Center Fees	\$ 190	\$ 125	\$ 191	\$ 125	\$ -	\$ 200	\$ 214	\$ 200	\$ 79
Other Services Misc.	\$ 275	\$ 150	\$ -	\$ 150	\$ 323	\$ 150	\$ -	\$ 150	\$ -
Care of Veterans Graves	\$ 650	\$ 1,100	\$ -	\$ 1,100	\$ -	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,096
Office Supplies: Stationary	\$ 1,598	\$ 1,400	\$ 750	\$ 1,400	\$ 706	\$ 1,500	\$ 1,105	\$ 1,500	\$ 1,222
Veteran Benefits: Cash Allowance	\$ 58,412	\$ 35,000	\$ 96,310	\$ 60,000	\$ 73,148	\$ 89,000	\$ 88,259	\$ 90,000	\$ 73,871
Veteran Benefits: Medical	\$ 40,623	\$ 15,000	\$ 48,430	\$ 40,000	\$ 65,272	\$ 80,000	\$ 81,267	\$ 97,000	\$ 99,950
Veteran Benefits: Food/Clothing/Fuel	\$ 1,000	\$ 500	\$ 500	\$ 500	\$ 410	\$ 550	\$ -	\$ 550	\$ -
Veteran Benefits: Nursing Home Trans	\$ 600	\$ 300	\$ -	\$ 300	\$ -	\$ 330	\$ 258	\$ 330	\$ -
Veteran Benefits: Miscellaneous	\$ 2,381	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,430	\$ 1,430	\$ 1,430	\$ 1,430
Memorial Day Program	\$ 13,074	\$ 12,750	\$ 12,507	\$ 12,750	\$ 12,394	\$ 13,000	\$ 11,213	\$ 14,000	\$ 11,817
Veterans Day Program	\$ 2,336	\$ 2,250	\$ 2,300	\$ 2,250	\$ 2,100	\$ 3,000	\$ 2,130	\$ 3,000	\$ 2,145
Expenses	\$ 15,409	\$ 15,000	\$ 14,807	\$ 15,000	\$ 14,494	\$ 16,000	\$ 190,610	\$ 214,085	\$ 195,758
Total Veterans Services	\$ 117,571	\$ 121,531	\$ 121,365	\$ 123,585	\$ 110,239	\$ 125,756	\$ 296,613	\$ 327,589	\$ 308,810



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Division: Recreation

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Management	92,908	95,695	95,695	\$ 95,695	\$ 95,695	\$ 95,695	\$ 95,695	\$ 74,663	\$ 88,821
Salaries Supervisory	113,334	118,473	118,463	\$ 123,847	\$ 123,847	\$ 125,086	\$ 124,821	\$ 136,350	\$ 137,525
Salaries Operational Staff	111,329	116,660	116,039	\$ 110,602	\$ 112,603	\$ 113,637	\$ 114,027	\$ 116,989	\$ 117,511
Salaries Technical & Professional	152,971	151,768	152,234	\$ 156,561	\$ 154,712	\$ 130,647	\$ 130,631	\$ 147,354	\$ 137,453
O/T Operational & Supervisory Staff	2,592	2,639	2,540	\$ 2,723	\$ 2,774	\$ 2,260	\$ 2,505	\$ 2,260	\$ 1,102
Management Additional Comp	3,850	5,200	5,200	\$ 5,350	\$ 5,350	\$ 5,350	\$ 5,350	\$ 5,350	\$ 2,675
Supervisory Staff Additional Comp	4,350	3,150	3,150	\$ 3,350	\$ 3,150	\$ 3,400	\$ 3,200	\$ 3,600	\$ 3,600
Operational Staff Additional Comp	1,021	1,373	1,741	\$ 1,653	\$ 1,792	\$ 1,681	\$ 1,925	\$ 1,969	\$ 2,118
Tech/Prof Additional Comp	5,266	5,050	4,917	\$ 5,300	\$ 3,537	\$ 5,050	\$ 4,594	\$ 5,250	\$ 3,704
Personnel Services	487,619	500,008	499,978	\$ 505,081	\$ 503,459	\$ 482,806	\$ 482,748	\$ 493,785	\$ 494,510
Clothing Allowance Supervisory	200	200	385	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ -
Clothing Allowance Tech & Prof.	200	200	0	\$ 200	\$ 181	\$ 200	\$ 200	\$ 200	\$ 50
Repairs & Maint. Facilities	1,476	1,670	2,146	\$ 1,770	\$ 1,936	\$ 1,270	\$ 1,629	\$ 1,935	\$ 2,416
Repairs & Maint. Equipment	1,876	1,750	1,731	\$ 1,800	\$ 2,485	\$ 1,800	\$ 1,392	\$ 1,800	\$ 1,395
In/Out of State Travel/Meetings	4,514	4,900	5,494	\$ 3,423	\$ 3,825	\$ 2,500	\$ 3,646	\$ 5,650	\$ 5,661
Communication Telephone	4,791	4,920	4,249	\$ 4,770	\$ 4,648	\$ 4,725	\$ 4,190	\$ 4,935	\$ 3,479
Dues & Subscriptions	1,285	1,125	1,328	\$ 1,150	\$ 1,120	\$ 225	\$ 623	\$ 575	\$ 1,402
Copy/Mail Center Fees	6,851	5,853	6,031	\$ 5,148	\$ 5,832	\$ 10,600	\$ 13,130	\$ 4,600	\$ 3,798
School Custodial Charges	4,354	4,420	4,215	\$ 3,900	\$ 3,880	\$ 1,800	\$ 1,800	\$ 2,100	\$ 1,796
Dug Pond Treatment & Testing	24,300	24,300	21,850	\$ 23,800	\$ 21,850	\$ 17,800	\$ 17,800	\$ 17,550	\$ 17,550
Special Needs Tuition's	5,429	5,080	5,659	\$ 5,584	\$ 5,812	\$ 5,584	\$ 5,644	\$ 5,800	\$ 5,874
Office Supplies: Stationary	5,288	7,040	6,243	\$ 6,700	\$ 5,493	\$ 5,000	\$ 2,202	\$ 5,000	\$ 3,162
Communication Photocopying	2,225	3,800	938	\$ 3,520	\$ 1,597	\$ 3,830	\$ 3,089	\$ 3,942	\$ 3,268
Recreation Program Supplies	5,263	4,715	5,690	\$ 4,470	\$ 5,762	\$ 4,000	\$ 4,284	\$ 4,000	\$ 5,716
Training & Education		0	0	\$ -	\$ -	\$ -	\$ 900	\$ -	\$ -
Expenses	29,563	29,015	27,540	\$ 28,270	\$ 27,612	\$ 21,800	\$ 60,730	\$ 58,287	\$ 55,567
Total Recreation Budget	\$ 517,182	\$ 529,023	\$ 527,518	\$ 533,351	\$ 531,071	\$ 504,606	\$ 543,478	\$ 552,072	\$ 550,077



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Board of Health

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Management	\$ 80,689	\$ 83,110	\$ 102,534	\$ 78,773	\$ 78,643	\$ 81,618	\$ 81,487	\$ 92,372	\$ 92,372
Salaries Operational Staff	\$ 71,202	\$ 72,278	\$ 73,916	\$ 74,700	\$ 75,788	\$ 76,580	\$ 76,670	\$ 78,896	\$ 78,896
Salaries Technical & Professional	\$ 167,298	\$ 228,117	\$ 195,257	\$ 169,891	\$ 144,747	\$ 170,756	\$ 169,805	\$ 194,170	\$ 191,600
Salaries Part Time Operational	\$ 959	\$ 1,160	\$ 988	\$ 1,018	\$ 4,710	\$ 1,018	\$ 988	\$ 1,039	\$ 988
Salaries Temp Tech/Prof Staff	\$ 5,035	\$ 5,494	\$ 4,677	\$ 5,515	\$ 468	\$ 5,515	\$ 3,311	\$ 5,626	\$ 3,378
Salaries Add'l Comp Operational	\$ 422	\$ 448	\$ 448	\$ 473	\$ 988	\$ 947	\$ 722	\$ 743	\$ 742
Personnel Services	\$ 325,183	\$ 390,159	\$ 377,371	\$ 329,897	\$ 304,356	\$ 335,487	\$ 332,982	\$ 372,846	\$ 367,974
Food Consultants	0	-	-	-	-	-	-	-	-
Repairs & Maint. Equipment	\$ 220	\$ 700	\$ 72	\$ 700	\$ -	\$ 700	\$ -	\$ 700	\$ 500
In State Travel/Meetings	\$ 1,329	\$ 2,250	\$ 1,998	\$ 2,500	\$ 1,011	\$ 2,500	\$ 1,975	\$ 2,500	\$ 2,697
Communication Telephone	\$ 707	\$ 1,200	\$ 660	\$ 2,700	\$ 751	\$ 2,700	\$ 621	\$ 2,700	\$ 1,488
Dues & Subscriptions	\$ 1,011	\$ 1,250	\$ 814	\$ 1,250	\$ 726	\$ 1,250	\$ 1,014	\$ 1,250	\$ 1,112
Copy/Mail Center Fees	\$ 1,652	\$ 1,200	\$ 1,569	\$ 1,500	\$ 1,589	\$ 1,500	\$ 2,412	\$ 1,500	\$ 2,857
Other Services Misc.	\$ 77	\$ 500	\$ 65	\$ 500	\$ 65	\$ 500	\$ -	\$ 500	\$ 156
Office Supplies Stationary	2,082	2,850	2,858	2,850	2,600	2,850	3,451	2,850	2,391
Printing/Advertising	\$ 545	\$ 500	\$ 1,440	\$ 500	\$ 98	\$ 500	\$ -	\$ 500	\$ 132
Professional Services: Clinics	\$ 2,970	\$ 4,500	\$ 4,349	\$ 4,500	\$ 1,252	\$ 4,500	\$ 2,905	\$ 4,500	\$ 3,109
Communicable Disease Program	\$ 827	\$ 1,250	\$ 1,184	\$ 1,250	\$ 277	\$ 1,250	\$ 382	\$ 1,250	\$ 802
Environmental Program Supplies	\$ 2,964	\$ 5,000	\$ 5,229	\$ 5,000	\$ 2,421	\$ 5,000	\$ 3,072	\$ 5,000	\$ 4,562
Laboratory Supplies	\$ 930	\$ 1,200	\$ 1,540	\$ 1,200	\$ 635	\$ 1,200	\$ 1,295	\$ 1,200	\$ 540
Other Supplies	\$ 7,690	\$ 11,950	\$ 12,302	\$ 11,950	\$ 4,584	\$ 11,950	\$ 17,127	\$ 24,450	\$ 20,346
Household Hazardous Waste Program	\$ 6,496	\$ 15,000	\$ 9,952	\$ 15,000	\$ 8,431	\$ 15,000	\$ 7,339	\$ 15,000	\$ 11,718
Other Chgs./Expend.	\$ 6,496	\$ 15,000	\$ 9,952	\$ 15,000	\$ 8,431	\$ 15,000	\$ 7,339	\$ 15,000	\$ 11,718
Total Board of Health	\$ 339,369	\$ 417,109	\$ 399,626	\$ 356,847	\$ 317,371	\$ 362,437	\$ 357,448	\$ 412,296	\$ 400,038



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Section VII : Administrative Support Services

Department: Board of Selectmen/Town Administrator

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Management	247,488	296,610	254,866	\$ 302,348	\$ 250,794	\$ 303,839	\$ 303,797	\$ 345,994	\$ 345,561
Salaries Supervisory	51,836	53,392	53,506	\$ 53,392	\$ 53,391	\$ 53,392	\$ 53,391	\$ 59,342	\$ 59,342
Salaries Operational Staff	48,973	85,995	86,427	\$ 87,078	\$ 86,477	\$ 97,202	\$ 93,750	\$ 103,780	\$ 102,496
Salaries Tech & Professional	45,101	46,454	46,454	\$ 46,454	\$ 47,758	\$ 46,454	\$ 46,454	\$ 48,327	\$ 48,327
Salaries Part/Time Operational	6,502	18,144	8,710	\$ 18,144	\$ 9,082	\$ 7,580	\$ 10,003	\$ 10,886	\$ 9,082
Management Add'l Comp	0	5,000	2,500	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
Personnel Services	400,038	505,595	452,463	512,416	452,502	513,467	512,395	573,329	564,807
Consultant Assistance		3,000	0	\$ 3,000	\$ -	\$ 33,000	\$ 17,768	\$ 3,000	\$ 20,165
Perambulation of Bounds	150	250	150	\$ 250	\$ 150	\$ 250	\$ 250	\$ 250	\$ 250
Oil Tank Remediation		22,000	25,338	\$ 22,000	\$ 21,665	\$ 25,000	\$ 16,861	\$ 25,000	\$ 19,062
Instate Travel/Meetings	1,189	1,500	755	\$ 1,500	\$ 426	\$ 1,500	\$ 37	\$ 1,500	\$ 367
Out of State Travel	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ 10,000	\$ 4,928
Communication Telephone	1,591	1,500	1,535	\$ 1,500	\$ 2,129	\$ 1,500	\$ 2,465	\$ 2,000	\$ 2,984
Dues/Subscriptions	8,182	8,500	10,070	\$ 8,500	\$ 10,063	\$ 10,000	\$ 12,051	\$ 12,000	\$ 11,015
Training & Education	945	3,000	2,833	\$ 3,000	\$ 7,657	\$ 2,000	\$ 2,987	\$ 7,000	\$ 11,560
Annual Financial Audit	55,510	60,000	60,000	\$ 60,000	\$ 74,900	\$ 67,500	\$ 68,650	\$ 72,500	\$ 90,120
Copy/Mail Center Fees	6,980	6,000	7,391	\$ 6,000	\$ 571	\$ 7,000	\$ 7,891	\$ 7,000	\$ 10,206
Consultant Parking Garage	229	0	6,500	\$ -	\$ 3,500	\$ -	\$ -	\$ -	\$ -
GASB 34 Updates		7,500	13,800	\$ 7,500	\$ 6,975	\$ 7,500	\$ 6,445	\$ 7,500	\$ 3,950
GASB 45 / OPEB Updates		0	0	\$ -	\$ -	\$ 7,000	\$ 9,500	\$ -	\$ -
Office Supplies: Stationary	5,456	5,500	5,744	\$ 5,500	\$ 11,207	\$ 5,500	\$ 5,580	\$ 7,000	\$ 10,084
Printing & Advertising	4,360	6,000	4,267	\$ 6,000	\$ 4,353	\$ 6,500	\$ 6,668	\$ 6,000	\$ 15,178
Supplies - Tn Administrator	3,211	3,500	1,790	\$ 3,500	\$ 2,573	\$ 3,500	\$ 3,395	\$ 3,500	\$ 2,373
Surveys	0		0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Volunteer Appreciation Day	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Audit Special Projects	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Natick Fire Dept Study		0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police Chief Screening Committee				\$ 30,000	\$ -	\$ -	\$ 19,340	\$ -	\$ -
Expenses	\$ 87,803	\$ 128,250	\$ 140,173	\$ 158,250	\$ 146,169	\$ 177,750	\$ 179,887	\$ 164,250	\$ 202,242
Cochituate Rail Trail Service	11,295	0	14,710	\$ -	\$ 34,428	\$ -	\$ -	\$ -	\$ -
Dept Fee Review Study	5,000	0	4,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Natick Center Revitalization	20,500	8,000	8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
Metrowest Growth Management	5,800	10,375	10,357	\$ 10,357	\$ 10,357	\$ 10,357	\$ 10,357	\$ 10,357	\$ 10,357
Other Chgs./Exp.	42,595	18,375	37,567	18,357	52,785	18,357	18,357	18,357	18,357
Merit/Performance Increases	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Selectmen Contract Settlements				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Board of Selectmen	530,436	652,220	630,203	689,023	651,455	709,574	710,639	755,936	785,407



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Personnel Board

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Classification Program	0	1,000	868	\$ 1,000	\$ -	\$ 1,000	\$ -	\$ 1,000	\$ 419
Other Chgs./Exp.	0	1,000	868	1,000	0	1,000	0	1,000	419
Total Personnel Board	0	1,000	868	1,000	0	1,000	0	1,000	419



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Annual Town Report

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Printing & Advertising	4,000	5,000	4,400	\$ 5,000	\$ 4,926	\$ 5,000	\$ 4,374	\$ 5,500	\$ 4,695
Professional Services	4,000	5,000	4,400	5,000	4,926	5,000	4,374	5,500	4,695
Total Town Report	4,000	5,000	4,400	5,000	4,926	5,000	4,374	5,500	4,695



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Legal

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Legal Services - Appellate Tax	5,356	15,000	10,129	\$ 15,000	\$ 11,180	\$ 15,000	\$ 11,850	\$ 16,800	\$ 19,167
Legal Services - Labor	140,877	42,000	148,777	\$ 64,000	\$ 35,911	\$ 79,000	\$ 48,648	\$ 88,480	\$ 64,729
Communication Telephone	88	500	74	\$ 500	\$ 94	\$ 500	\$ 66	\$ 500	\$ 61
Legal Services - Retainer	91,667	50,000	50,000	\$ 50,000	\$ 50,000	\$ 60,000	\$ 55,000	\$ 67,200	\$ 66,600
Legal Services - Litigation	90,314	120,000	37,757	\$ 120,000	\$ 38,045	\$ 95,000	\$ 19,757	\$ 106,400	\$ 11,499
Legal Services - ZBA Decisions	36,600	5,000	31,345	\$ 5,000	\$ 1,740	\$ 5,000	\$ 13,471	\$ 5,600	\$ 16,298
Legal Services - Cable	640	5,000	1,670	\$ 5,000	\$ 13,116	\$ 5,000	\$ 20,030	\$ 5,000	\$ 3,490
Legal Services - Tax Titles	0	2,000	15,772	\$ 2,000	\$ 38,275	\$ 2,000	\$ 45,103	\$ 2,000	\$ 14,030
Technical & Professional Serv.	365,542	239,500	295,524	261,500	188,361	261,500	213,924	291,980	195,874
Law Updates/Books	2,369	2,000	2,338	\$ 2,000	\$ 2,586	\$ 2,000	\$ 3,071	\$ 2,500	\$ 2,380
Supplies	2,369	2,000	2,338	2,000	2,586	2,000	3,071	2,500	2,380
Sub-total - Operating Expenses	367,911	241,500	297,861	263,500	190,947	263,500	216,995	294,480	198,253
Judgments - Damage Claims	3,402	2,500	0	\$ 2,500	\$ -	\$ 2,500	\$ -	\$ 2,500	\$ -
Judgments - Litigation	0	7,500	0	\$ 7,500	\$ 250	\$ 7,500	\$ 1,576	\$ 7,500	\$ 500
Sub-total - Other Charges & Expenses	3,402	10,000	0	10,000	250	10,000	1,576	10,000	500
Total Legal	371,313	251,500	297,861	273,500	191,197	273,500	218,571	304,480	198,753

Department: Finance

The Finance Department includes MUNIS departments 134 - Comptroller, 141 - Board of Assessors, 145 - Treasurer, and 146 - Collector of Revenue. A new overarching department - simply labeled Finance Department - needs to be created for one salary at this time. All other department budgets still should be accounted for individually and they are provided for on the ensuing four pages of this workbook.

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Technical/Professional	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	
Finance - Overall Personnel Services	0	0	0	0	0	0	0	0	0
Comptroller Personnel Services	\$ 283,441	\$ 295,200	\$ 277,910	\$ 268,975	\$ 246,678	\$ 281,903	\$ 263,479	\$ 270,550	\$ 277,513
Assessor Personnel Services	\$ 283,212	\$ 295,043	\$ 282,048	\$ 272,562	\$ 269,296	\$ 273,965	\$ 271,939	\$ 308,478	\$ 306,515
Collector Personnel Services	\$ 169,534	\$ 184,013	\$ 175,268	\$ 186,530	\$ 183,520	\$ 186,732	\$ 186,684	\$ 202,056	\$ 197,789
Treasurer Personnel Services	\$ 136,416	\$ 114,204	\$ 106,596	\$ 144,208	\$ 136,841	\$ 145,338	\$ 145,192	\$ 152,650	\$ 145,077
Total Finance Department Personnel Services	\$ 872,604	\$ 888,460	\$ 841,822	\$ 872,275	\$ 836,335	\$ 887,938	\$ 867,294	\$ 933,735	\$ 926,893
Comptroller Expenses	\$ 6,148	\$ 4,000	\$ 2,066	\$ 25,000	\$ 23,246	\$ 30,150	\$ 39,607	\$ 71,900	\$ 64,450
Assessor Expenses	\$ 1,693	\$ 4,500	\$ 3,358	\$ 45,800	\$ 24,631	\$ 40,800	\$ 26,604	\$ 40,800	\$ 43,318
Collector Expenses	\$ 4,567	\$ 4,000	\$ 5,469	\$ 129,350	\$ 111,147	\$ 154,250	\$ 153,825	\$ 174,250	\$ 120,191
Treasurer Expenses	\$ 69,481	\$ 63,750	\$ 33,744	\$ 59,550	\$ 43,554	\$ 60,750	\$ 65,503	\$ 60,750	\$ 68,888
Total Finance Department Expenses	\$ 81,889	\$ 76,250	\$ 44,637	\$ 259,700	\$ 202,578	\$ 285,950	\$ 285,539	\$ 347,700	\$ 296,848
Assessor Other Charges & Expenses	\$ 263,897	\$ 80,000	\$ 1,672	\$ 80,000	\$ 112,548	\$ 75,000	\$ 6,792	\$ 75,000	\$ 18,902
Total Finance Other Charges & Expenses	\$ 263,897	\$ 80,000	\$ 1,672	\$ 80,000	\$ 112,548	\$ 75,000	\$ 6,792	\$ 75,000	\$ 18,902
Total Finance	\$ 1,218,390	\$ 1,044,710	\$ 888,132	\$ 1,211,975	\$ 1,151,461	\$ 1,248,888	\$ 1,159,625	\$ 1,356,435	\$ 1,242,643



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Comptroller

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Management	77,424	83,110	80,257	\$ 78,321	\$ 63,585	\$ 91,121	\$ 78,709	\$ 65,286	\$ 54,290
Salaries Supervisory	59,965	61,764	61,764	\$ 61,764	\$ 61,764	\$ 61,764	\$ 61,764	\$ 67,706	\$ 67,705
Salaries Technical/Professional	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	
Salaries Operational Staff	143,098	148,326	130,870	\$ 126,890	\$ 118,230	\$ 126,574	\$ 116,239	\$ 135,096	\$ 154,508
Operational Staff Overtime	2,954	2,000	4,776	\$ 2,000	\$ 2,660	\$ 2,000	\$ 6,316	\$ 2,000	\$ 530
Additional Compensation			244	\$ -	\$ 439	\$ 444	\$ 450	\$ 462	\$ 480
Personnel Services	283,441	295,200	277,910	268,975	246,678	281,903	263,479	270,550	277,513
Consulting Services	29,637	5,000	7,884	\$ 5,000	\$ 7,988	\$ 10,000	\$ 31,225	\$ 47,000	\$ 37,824
In State Travel	454	500	421	\$ 500	\$ -	\$ 500	\$ 106	\$ 200	\$ 326
Communication Telephone	1,856	1,500	1,571	\$ 1,500	\$ 1,892	\$ 1,600	\$ 2,064	\$ 1,950	\$ 1,313
Dues & Subscriptions	275	500	300	\$ 500	\$ 7,994	\$ 550	\$ 395	\$ 550	\$ 265
Training & Education	505	10,500	2,704	\$ 10,500	\$ 275	\$ 10,500	\$ 136	\$ 16,000	\$ 19,403
Copy/Mail Center Fees	1,601	1,000	1,726	\$ 1,000	\$ 1,446	\$ 1,700	\$ 2,413	\$ 1,700	\$ 2,408
Bookbinding	724	3,500	0	\$ 2,000	\$ -	\$ 1,300	\$ -	\$ 500	\$ -
Copy Center Supplies	3,425	2,000	419	\$ 2,000	\$ 1,832	\$ 2,000	\$ 2,790	\$ 2,000	\$ 2,359
Office Supplies	2,723	2,000	1,648	\$ 2,000	\$ 1,820	\$ 2,000	\$ 478	\$ 2,000	\$ 553
Supplies	6,148	4,000	2,066	25,000	23,246	30,150	39,607	71,900	64,450
Total Comptroller	289,589	299,200	279,977	293,975	269,924	312,053	303,086	342,450	341,963



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Assessor

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Management	77,516	79,842	79,841	\$ 79,842	\$ 79,841	\$ 79,842	\$ 79,841	\$ 91,984	\$ 91,984
Salaries Operational Staff	86,803	89,407	76,639	\$ 46,811	\$ 46,815	\$ 47,994	\$ 48,156	\$ 49,439	\$ 49,439
Salaries Tech & Professional	117,612	123,332	123,531	\$ 123,527	\$ 18,139	\$ 123,527	\$ 19,712	\$ 135,412	\$ 135,411
Part Time Operational Staff	0	0		\$ 19,911	\$ 123,527	\$ 20,129	\$ 123,527	\$ 29,151	\$ 29,186
Operational Staff Additional Comp	156	462	461	\$ 471	\$ 468	\$ 473	\$ 223	\$ 492	\$ -
Operational Staff Overtime	1,125	2,000	1,575	\$ 2,000	\$ 505	\$ 2,000	\$ 480	\$ 2,000	\$ 494
Personnel Services	283,212	295,043	282,048	272,562	269,296	273,965	271,939	308,478	306,515
Repairs & Maint Equip	4,848	2,800	1,860	\$ 2,000	\$ 119	\$ 2,000	\$ 129	\$ 2,000	\$ 1,185
In State Travel/Meetings	3,170	3,000	1,351	\$ 3,000	\$ 2,131	\$ 3,000	\$ 2,129	\$ 3,000	\$ 2,693
Communication Telephone	2,436	2,800	2,252	\$ 2,000	\$ 1,579	\$ 2,000	\$ 2,077	\$ 2,000	\$ 2,105
Dues & Subscriptions	1,325	2,500	1,535	\$ 2,500	\$ 1,493	\$ 2,500	\$ 1,005	\$ 2,500	\$ 965
Education & Training	1,215	1,500	440	\$ 1,500	\$ 1,500	\$ 1,500	\$ 12,472	\$ 1,500	\$ 14,478
Tax Mapping	46,093	45,000	9,053	\$ 25,000	\$ 9,431	\$ 20,000	\$ -	\$ 20,000	\$ 11,689
Copy/Mail Center Fees	3,868	2,200	2,662	\$ 3,800	\$ 3,215	\$ 3,800	\$ 4,087	\$ 3,800	\$ 3,350
Communication Postage	4,681	1,500	2,501	\$ 2,500	\$ 2,642	\$ 2,500	\$ 2,639	\$ 2,500	\$ 2,812
Office Supplies	1,693	4,500	3,358	\$ 3,500	\$ 2,521	\$ 3,500	\$ 2,065	\$ 3,500	\$ 4,041
Expenses	1,693	4,500	3,358	45,800	24,631	40,800	26,604	40,800	43,318
Revalue of Real Property	263,897	80,000	1,672	\$ 80,000	\$ 112,548	\$ 75,000	\$ 6,792	\$ 75,000	\$ 18,902
Other Chgs. / Exp.	263,897	80,000	1,672	80,000	112,548	75,000	6,792	75,000	18,902
Total Assessor	548,802	379,543	287,079	398,362	406,475	389,765	305,335	424,278	368,734



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Collector

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Management	71,600	75,199	75,199	\$ 75,188	\$ 79,388	\$ 75,188	\$ 70,799	\$ 80,534	\$ 78,975
Salaries Supervisory	40,501	43,177	43,176	\$ 44,787	\$ 42,387	\$ 46,380	\$ 47,278	\$ 52,144	\$ 50,975
Salaries Operational Staff	42,020	43,281	43,281	\$ 43,926	\$ 43,927	\$ 45,032	\$ 45,029	\$ 46,390	\$ 46,389
Salaries Temp Operational Staff	12,320	14,423	11,108	\$ 14,687	\$ 14,469	\$ 14,687	\$ 21,055	\$ 14,796	\$ 17,992
Operational Staff Overtime	2,673	7,500	2,071	\$ 7,500	\$ 2,909	\$ 5,000	\$ 1,851	\$ 7,500	\$ 2,762
Operational Staff Additional Comp	420	433	433	\$ 442	\$ 439	\$ 444	\$ 672	\$ 693	\$ 696
Personnel Services	169,534	184,013	175,268	186,530	183,520	186,732	186,684	202,056	197,789
Consulting Services							\$ -	\$ -	\$ -
Repair & Maint Equipment	2,850	1,500	258	\$ 1,500	\$ 796	\$ 2,500	\$ 129	\$ 2,500	\$ 2,150
Police Detail Billing	3,390	4,000	180	\$ 4,000	\$ 1,214	\$ 4,000	\$ 6,092	\$ 4,000	\$ 189
PAYT Billing	2,000	1,000	0	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ -
Ambulance Fee Collections	62,768	46,500	49,095	\$ 46,500	\$ 48,201	\$ 62,500	\$ 56,515	\$ 82,500	\$ 54,467
In State Travel/Meetings	0	500	0	\$ -	\$ -	\$ 500	\$ -	\$ 500	\$ 272
Communication Telephone	530	750	495	\$ 750	\$ 325	\$ 750	\$ 394	\$ 750	\$ 367
Training & Education	535	800	485	\$ 300	\$ 563	\$ 500	\$ 335	\$ 500	\$ 415
Communication Postage	48,260	48,300	55,601	\$ 48,300	\$ 37,856	\$ 57,500	\$ 67,221	\$ 57,500	\$ 43,048
Copy/Mail Center Fees	1,464	2,000	1,961	\$ 2,000	\$ 5,774	\$ 2,000	\$ 1,720	\$ 2,000	\$ 1,619
Collection Activities	23,109	15,500	10,332	\$ 10,000	\$ 1,857	\$ 6,500	\$ 7,077	\$ 6,500	\$ 4,497
Office Supplies	4,567	4,000	5,469	\$ 4,000	\$ 2,634	\$ 4,500	\$ 2,772	\$ 4,500	\$ 7,601
Motor Vehicle Excise Tax Billing	4,100	3,000	2,660	\$ 3,000	\$ 2,963	\$ 4,000	\$ 3,558	\$ 4,000	\$ 3,011
Real Estate Tax Billing	10,390	8,000	5,104	\$ 8,000	\$ 7,964	\$ 8,000	\$ 7,013	\$ 8,000	\$ 2,557
Expenses	4,567	4,000	5,469	129,350	111,147	154,250	153,825	174,250	120,191
Total Collector	174,101	188,013	180,737	315,880	294,667	340,982	340,509	376,306	317,980



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Treasurer

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Management	29,802	31,311	31,300	\$ 31,311	\$ 33,044	\$ 31,311	\$ 31,300	\$ 33,506	\$ 32,872
Salaries Supervisory	20,375	21,721	21,721	\$ 22,536	\$ 21,324	\$ 23,338	\$ 23,775	\$ 26,201	\$ 25,645
Salaries Technical / Professional				\$ -	\$ -	\$ -	\$ -	\$ -	
Salaries Operational Staff	84,041	43,281	43,281	\$ 87,861	\$ 81,495	\$ 85,689	\$ 85,646	\$ 90,443	\$ 85,946
Other Compensation Oper. Staff				\$ -	\$ -	\$ -	\$ -	\$ -	
Part Time Operational Staff	0	15,391	9,166	\$ -	\$ 244	\$ -	\$ -	\$ -	
Overtime Operational Staff	2,198	2,500	1,128	\$ 2,500	\$ 735	\$ 5,000	\$ 4,471	\$ 2,500	\$ 615
Personnel Services	136,416	114,204	106,596	144,208	136,841	145,338	145,192	152,650	145,077
Repair & Maint Equipment	7,905	6,000	394	\$ 5,000	\$ 1,877	\$ 5,000	\$ 310	\$ 5,000	\$ 310
Tax Title/Foreclosure									\$ 5,265
In State Travel/Meetings	538	500	0	\$ -	\$ -	\$ 500	\$ 50	\$ 500	\$ 190
Communication Telephone	452	800	431	\$ 800	\$ 946	\$ 800	\$ 431	\$ 800	\$ -
Training & Education	1,995	2,000	691	\$ 500	\$ 431	\$ 500	\$ 2,155	\$ 500	\$ 1,500
Communication Postage/Envelopes	6,759	13,050	8,306	\$ 12,350	\$ 7,313	\$ 12,350	\$ 8,605	\$ 12,350	\$ 7,532
Copy/Mail Center Fees	3,284	2,400	2,562	\$ 2,400	\$ 2,363	\$ 2,600	\$ 3,350	\$ 2,600	\$ 4,603
Banking Services Fees	45,011	35,000	17,877	\$ 35,000	\$ 19,015	\$ 35,000	\$ 38,127	\$ 35,000	\$ 39,957
Office Supplies	3,536	4,000	3,483	\$ 3,500	\$ 11,610	\$ 4,000	\$ 12,476	\$ 4,000	\$ 9,531
Purchased Services Misc.	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	
Master Charge Fees	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	
Purchase of Services	69,481	63,750	33,744	59,550	43,554	60,750	65,503	60,750	68,888
Total Treasurer	205,897	177,954	140,340	203,758	180,395	206,088	210,695	213,400	213,965



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Information Technology

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Management	\$ 88,108	\$ 90,752	\$ 90,751	\$ 90,752	\$ 90,751	\$ 90,752	\$ 90,751	\$ 97,177	\$ 97,176
Salaries Technical/Professional	\$ 191,482	\$ 197,225	\$ 197,226	\$ 128,467	\$ 128,468	\$ 128,467	\$ 128,468	\$ 141,768	\$ 141,768
Personnel Services	\$ 309,493	\$ 320,990	\$ 317,805	\$ 219,219	\$ 219,219	\$ 219,219	\$ 219,219	\$ 238,945	\$ 238,944
Repairs & Maint Equipment	\$ 51,998	\$ 52,000	\$ 35,058	\$ 52,000	\$ 56,836	\$ 52,000	\$ 26,450	\$ 52,000	\$ 73,227
Maintenance Contracts Software	\$ 215,735	\$ 235,000	\$ 209,733	\$ 245,000	\$ 251,826	\$ 257,000	\$ 234,448	\$ 280,000	\$ 289,356
Communication Telephone	\$ 13,025	\$ 19,600	\$ 16,613	\$ 19,600	\$ 12,638	\$ 19,600	\$ 16,184	\$ 19,600	\$ 18,482
Training & Education	\$ 4,216	\$ 5,000	\$ 4,174	\$ 5,000	\$ 2,995	\$ 5,000	\$ -	\$ 5,000	\$ 4,800
Copy/Mail Center Fees	\$ 2,335	\$ 1,000	\$ 2,246	\$ 1,000	\$ 1,528	\$ 1,000	\$ 1,751	\$ 1,000	\$ 1,497
Computer Supplies	\$ 6,894	\$ 7,500	\$ 8,696	\$ 7,500	\$ 6,962	\$ 7,500	\$ 2,221	\$ 7,500	\$ 11,488
Paper Supplies - Municipal	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
Web Development	\$ 2,705	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses							\$ 290,053	\$ 374,100	\$ 407,849
Telephone System Maintenance	\$ 47,757	\$ 48,000	\$ 35,974	\$ 48,000	\$ 44,878	\$ 48,000	\$ 35,193	\$ 48,000	\$ 33,879
LAN/WAN Maintenance	\$ 52,588	\$ 70,000	\$ 70,650	\$ 70,000	\$ 49,960	\$ 70,000	\$ 74,842	\$ 70,000	\$ 58,078
Equipment Replacement Computers	\$ 72,004	\$ 75,000	\$ 103,170	\$ 75,000	\$ 74,516	\$ 75,000	\$ 67,283	\$ 75,000	\$ 55,914
Software Systems Upgrade & Replace	\$ 33,284	\$ 72,000	\$ 73,681	\$ 72,000	\$ 78,493	\$ 72,000	\$ 56,261	\$ 72,000	\$ 70,920
Other Chgs. & Expenses	\$ 100,345	\$ 118,000	\$ 106,624	\$ 118,000	\$ 94,838	\$ 616,100	\$ 233,578	\$ 265,000	\$ 218,792
Total Information Technology	\$ 409,838	\$ 438,990	\$ 424,429	\$ 337,219	\$ 314,057	\$ 835,319	\$ 742,851	\$ 878,045	\$ 865,585



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Town Clerk & Elections

Town Clerk

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Management	62,364	64,482	63,842	\$ 66,861	\$ 66,665	\$ 62,302	\$ 62,302	\$ 68,000	\$ 68,000
Salaries Operation Staff	108,442	124,680	123,120	\$ 129,446	\$ 121,816	\$ 128,759	\$ 128,378	\$ 135,060	\$ 133,506
Add'l Comp Operational Staff	103	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operational Staff Overtime	1,572	3,000	2,902	\$ 2,000	\$ 478	\$ 3,200	\$ 1,828	\$ 3,200	\$ 1,365
Retirement Buy-Out	10,680	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Personnel Services	183,161	192,162	189,865	\$ 198,307	\$ 188,959	\$ 194,261	\$ 192,509	\$ 206,260	\$ 202,871

Repairs & Maint Equipment	139	350	947	\$ 350	\$ 129	\$ 1,345	\$ 890	\$ 700	\$ -
In State Travel/Meetings	1,277	1,000	36	\$ -	\$ 620	\$ 2,740	\$ 339	\$ 1,200	\$ 1,485
Communication Telephone	648	950	597	\$ 950	\$ 687	\$ 750	\$ 467	\$ 750	\$ 489
Dues & Memberships	225	400	200	\$ 400	\$ 200	\$ 415	\$ 175	\$ 250	\$ 150
Copy/Mail Center Fees	1,122	2,000	1,953	\$ 2,000	\$ 2,281	\$ 3,500	\$ 4,139	\$ 4,000	\$ 3,433
Binding				\$ 2,250	\$ 224	\$ 2,250	\$ 7,110	\$ 7,200	\$ 7,200
Office Supplies	2,483	2,000	4,810	\$ 2,000	\$ 1,232	\$ 2,500	\$ 2,589	\$ 3,000	\$ 2,041
Communication Print & Advertising	5,076	5,000	3,300	\$ 10,000	\$ 2,029	\$ 11,000	\$ 4,193	\$ 4,000	\$ -
Mass General Law Updates	2,196	1,000	2,239	\$ 1,000	\$ (66)	\$ -	\$ -	\$ -	\$ -
Other Services Misc.	185	200	0	\$ 200	\$ 126	\$ 200	\$ -	\$ -	\$ -
Expenses	2,483	2,000	4,810	\$ 2,000	\$ 1,232	\$ 24,700	\$ 19,901	\$ 21,100	\$ 14,798

Total Town Clerk	\$ 185,644	\$ 194,162	\$ 194,675	\$ 200,307	\$ 190,191	\$ 218,961	\$ 212,410	\$ 227,360	\$ 217,669
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Board of Registrars

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Management	4,161	4,303	4,159	\$ 4,303	\$ 4,248	\$ 4,275	\$ 3,244	\$ 4,290	\$ 4,614
Salaries Election Workers	29,976	40,000	34,402	\$ 27,288	\$ 31,075	\$ 42,450	\$ 42,348	\$ 28,060	\$ 23,843
Salaries Misc			0	\$ -	\$ -	\$ -		\$ 2,800	\$ -
Personnel Services	34,137	44,303	38,560	\$ 31,591	\$ 35,324	\$ 46,725	\$ 45,592	\$ 35,150	\$ 28,457

Communication Election Coding	7,122	8,500	3,881	\$ 17,300	\$ 10,199	\$ 24,350	\$ 16,819	\$ 21,800	\$ 13,423
Communication Postage	5,085	6,000	12,682	\$ 6,810	\$ 2,846	\$ 6,810	\$ 13,701	\$ 13,900	\$ 11,554
Supplies Misc. (Food)									\$ 143
Election Supplies				\$ 1,800	\$ 1,920	\$ 2,700	\$ 1,092	\$ 3,800	\$ 2,666
Communication Printing of Ballots	3,418	4,000	1,900	\$ 4,600	\$ 4,344	\$ 8,400	\$ 2,732	\$ 8,500	\$ 4,313
Communication Books	2,629	2,000	2,036	\$ 2,100	\$ 1,178	\$ 2,100	\$ 1,571	\$ 2,000	\$ 3,825
Purchase of Services	11,132	12,000	16,619	\$ 8,610	\$ 4,766	\$ 44,360	\$ 35,916	\$ 50,000	\$ 35,923

Total Board of Registrars	45,269	56,303	55,179	40,201	40,090	91,085	81,508	85,150	64,380
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Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Sealer of Weights & Measures

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Technical & Professional	13,900	14,317	14,317	\$ 14,372	\$ 14,317	\$ 14,372	\$ 14,317	\$ 14,659	\$ 14,658
Personnel Services	13,900	14,317	14,317	\$ 14,372	\$ 14,317	\$ 14,372	\$ 14,317	\$ 14,659	\$ 14,658
Repairs & Maint Supplies	568	568	567	\$ 500	\$ 498	\$ 500	\$ 498	\$ 500	\$ 493
Training & Education	0	200	109	\$ -	\$ -	\$ 200	\$ 145	\$ 200	\$ 150
Dues & Subscriptions	75	150	143	\$ 100	\$ 90	\$ 150	\$ 198	\$ 150	\$ 120
Purchase of Services	643	918	819	\$ 600	\$ 588	\$ 850	\$ 841	\$ 850	\$ 763
Total Sealer of Weights & Measures	14,542	15,235	15,136	\$ 14,972	\$ 15,403	\$ 15,222	\$ 15,157	\$ 15,509	\$ 15,420



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Community Development

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Management	\$ 169,449	\$ 174,577	\$ 174,577	\$ 174,577	\$ 174,577	\$ 174,577	\$ 174,577	\$ 190,760	\$ 190,759
Salaries Supervisory	\$ 44,783	\$ 46,127	\$ 46,127	\$ 46,786	\$ 46,815	\$ 47,990	\$ 47,989	\$ 48,469	\$ 49,439
Salaries Operational Staff	\$ 84,601	\$ 86,314	\$ 86,324	\$ 87,861	\$ 87,854	\$ 90,067	\$ 90,058	\$ 92,779	\$ 93,015
Salaries Technical & Professional	\$ 163,051	\$ 234,246	\$ 207,306	\$ 234,099	\$ 221,934	\$ 233,870	\$ 234,132	\$ 253,670	\$ 212,659
Salaries Tech & Prof Inspector's	\$ 7,465	\$ 149,023	\$ 105,194	\$ 74,044	\$ 81,849	\$ 100,821	\$ 96,962	\$ 101,725	\$ 108,413
Salaries Operation Staff Overtime	\$ 16,859	\$ 15,000	\$ 16,843	\$ 15,000	\$ 18,322	\$ 15,000	\$ 17,480	\$ 15,000	\$ 21,388
Add'l Comp Supervisory Staff	\$ 896	\$ 923	\$ 922	\$ 951	\$ 936	\$ 947	\$ 952	\$ 947	\$ 996
Salaries Temp Operational Staff	\$ 134,527	\$ 10,000	\$ 11,396	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Add'l Comp Operational Staff	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Personnel Services	\$ 621,631	\$ 716,210	\$ 648,687	\$ 633,318	\$ 632,287	\$ 663,272	\$ 662,149	\$ 703,350	\$ 676,671
Consultant Services	\$ 4,595	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In State Travel/Meetings	\$ 337	\$ 2,400	\$ 616	\$ 2,400	\$ 1,037	\$ 2,400	\$ 1,434	\$ 2,400	\$ 605
Communication Telephone	\$ 2,127	\$ 2,875	\$ 1,764	\$ 2,875	\$ 2,235	\$ 2,875	\$ 1,892	\$ 2,875	\$ 1,631
Dues & Subscriptions	\$ 535	\$ 800	\$ 490	\$ 800	\$ 345	\$ 800	\$ 520	\$ 800	\$ 480
Training & Education	\$ 3,217	\$ 2,000	\$ 1,940	\$ 2,000	\$ 1,660	\$ 2,000	\$ 2,010	\$ 2,000	\$ 1,455
Communication Postage	\$ 2,530	\$ 2,730	\$ 1,847	\$ 2,730	\$ 2,407	\$ 2,730	\$ 2,891	\$ 2,730	\$ 2,270
Copy/Mail Center Fees	\$ 1,889	\$ 4,000	\$ 2,316	\$ 3,000	\$ 2,835	\$ 3,000	\$ 2,562	\$ 3,000	\$ 4,015
Office Supplies	\$ 4,815	\$ 5,000	\$ 7,281	\$ 4,500	\$ 3,953	\$ 4,500	\$ 4,363	\$ 4,500	\$ 3,565
Communication Print & Advertising	\$ 4,985	\$ 12,000	\$ 4,885	\$ 7,756	\$ 5,027	\$ 7,756	\$ 7,902	\$ 7,756	\$ 5,256
Communication Books & Publications	\$ 1,589	\$ 500	\$ 2,006	\$ 500	\$ 109	\$ 500	\$ 411	\$ 750	\$ -
Professional Services - Other	\$ 8,525	\$ -	\$ 4,753	\$ -	\$ 1,671	\$ -	\$ -	\$ -	\$ 3,520
Expenses	\$ 4,815	\$ 5,000	\$ 7,281	\$ 4,500	\$ 3,953	\$ 26,561	\$ 23,985	\$ 26,811	\$ 22,796
Total Community Development	\$ 626,446	\$ 721,210	\$ 655,968	\$ 637,818	\$ 636,240	\$ 689,833	\$ 686,134	\$ 730,161	\$ 699,467



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Section VIII: Commissions & Committees

Department: Finance Committee

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Secretarial Staff	10,473	10,500	11,571	\$ 10,500	\$ 9,827	\$ 12,500	\$ 8,224	\$ 12,500	\$ 8,705
Personnel Services	10,473	10,500	11,571	\$ 10,500	\$ 9,827	\$ 12,500	\$ 8,224	\$ 12,500	\$ 8,705
Dues & Subscriptions	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	
Communication Postage	1,283	1,500	2,047	\$ 1,500	\$ 924	\$ 2,500	\$ 0	\$ 2,000	\$ 1,320
Purchase of Services	1,283	1,500	2,047	\$ 1,500	\$ 924	\$ 2,500	\$ 0	\$ 2,000	\$ 1,320
Copy/Mail Center Fees	825	1,500	368	\$ 1,500	\$ 11,077	\$ 6,200	\$ 12,699	\$ 6,000	\$ 5,178
Tech/Prof Services	825	1,500	368	\$ 1,500	\$ 11,077	\$ 6,200	\$ 12,699	\$ 6,000	\$ 5,178
Office Supplies	1,285	1,000	453	\$ 1,000	\$ 950	\$ 1,000	\$ 1,056	\$ 1,000	\$ -
Fire Proof File Cabinet	0	0		\$ -	\$ -	\$ -	\$ -	\$ -	
Supplies	1,285	1,000	453	\$ 1,000	\$ 950	\$ 1,000	\$ 1,056	\$ 1,000	\$ -
Total Finance Committee	13,867	14,500	14,439	\$ 14,500	\$ 22,778	\$ 22,200	\$ 21,979	\$ 21,500	\$ 15,202



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Commission on Disability

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
ADA Expenses:									
In State Travel	-	200	-	\$ 200	\$ -	\$ 200	\$ -	\$ 200	\$ -
Communication Telephone	-	100	-	\$ 100	\$ -	\$ 100	\$ -	\$ 100	\$ -
Dues & Subscriptions	-	100	-	\$ 100	\$ -	\$ 100	\$ -	\$ 100	\$ -
Copy/Mail Center Fees	-	575	-	\$ 575	\$ 500	\$ 575	\$ 575	\$ 575	\$ -
Operating Expense	833	835	1,797	\$ 835	\$ 1,159	\$ 835	\$ 168	\$ 835	\$ 202
Expenses	833	1,410	1,797	\$ 1,410	\$ 1,659	\$ 1,410	\$ 743	\$ 1,810	\$ 202
Total Commission on Disability	\$ 833	\$ 1,410	\$ 1,797	\$ 1,410	\$ 1,659	\$ 1,410	\$ 743	\$ 1,810	\$ 202



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Natick Cultural Council

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Operating Expense	440	700	700	\$ 700	\$ 502	\$ 700	\$ 570	\$ 700	\$ 382
Supplies	440	700	700	\$ 700	\$ 502	\$ 700	\$ 570	\$ 700	\$ 382
Total Natick Cultural Council	440	700	700	\$ 700	\$ 502	\$ 700	\$ 570	\$ 700	\$ 382



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Historical Commission

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Operating Expense	0	1,000	425	\$ 1,000	\$ -	\$ 1,000	\$ 198	\$ 1,000	\$ 858
Supplies	0	1,000	425	\$ 1,000	\$ 1,000	\$ 1,000	\$ 198	\$ 1,000	\$ 858
Total Historical Commission	0	1,000	425	\$ 1,000	\$ 1,000	\$ 1,000	\$ 198	\$ 1,000	\$ 858



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Historic District Commission

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Operating Expense	199	500	163	\$ 500	\$ 110	\$ 500	\$ 363	\$ 500	\$ 535
Supplies	199	500	163	\$ 500	\$ 500	\$ 500	\$ 363	\$ 500	\$ 535
Total Historic District Commission	199	500	163	\$ 500	\$ 500	\$ 500	\$ 363	\$ 500	\$ 535



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Section IX: Shared Expenses

Department: Employee Fringe

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Fall ATM	2012 Actual
Worker's Compensation	576,754	600,000	519,513	\$ 600,000	\$ 420,334	\$ 600,000	\$ 456,741	\$ 550,000	\$ 444,314
Insurance Unemployment	38,247	105,000	99,312	\$ 222,348	\$ 218,487	\$ 296,987	\$ 187,467	\$ 225,000	\$ 201,375
FICA {Medicare}	677,327	660,000	726,814	\$ 759,501	\$ 617,228	\$ 759,501	\$ 727,919	\$ 750,000	\$ 824,854
FICA {Social Security}	414	600	348	\$ 500	\$ -	\$ 500	\$ -	\$ 500	\$ -
DOT Testing	3,785	4,000	2,856	\$ 4,000	\$ 2,866	\$ 4,000	\$ 4,199	\$ 4,000	\$ 2,900
Insurance Group Health & Life	10,835,843	11,598,779	10,589,293	\$ 12,076,244	\$ 12,148,818	\$ 12,482,018	\$ 12,425,155	\$ 12,931,233	\$ 12,149,914
Public Safety C41 S111F Medical	82,835	90,000	94,339	\$ 121,870	\$ 83,890	\$ 160,000	\$ 116,927	\$ 160,000	\$ 182,770
LIUNA Pension	179,438	188,988	151,312	\$ 183,979	\$ 167,188	\$ 183,979	\$ 177,279	\$ 192,117	\$ 178,444
Employee Assistance Program	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Employee Benefits Reserve	0	50,000	0	\$ 142,787	\$ 1,875	\$ 100,000	\$ -	\$ 100,000	\$ 17,024
-- Retirement Buy-out Program ---									
Salaries Sick/Vacation Buy-Back	0	0	110,118	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,579
Police Department	19,464	25,000	0	\$ 25,000	\$ -	\$ 25,000	\$ 58,326	\$ 25,000	\$ 11,740
Fire Department	45,580	25,000	0	\$ 84,555	\$ -	\$ 50,000	\$ 17,409	\$ 50,000	\$ 46,337
Highway Division	14,431	25,000	0	\$ 25,000	\$ -	\$ 17,000	\$ 10,780	\$ 51,000	\$ 66,954
Recreation/Parks	3,502	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	
Tn Adm/Selectmen	9,213	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	
Other Personnel Services	12,486,833	13,372,367	12,293,905	14,245,784	13,660,686	14,678,985	14,182,202	15,038,850	14,136,205
Merit/Performance Increases	0	0		\$ -	\$ -	\$ 18,750	\$ 18,750	\$ 37,500	\$ 31,750
Other Personnel Services	0	0	0	0	0	18,750	18,750	37,500	31,750
Total Employee Fringe	12,486,833	13,372,367	12,293,905	14,245,784	13,660,686	14,697,735	14,200,952	15,076,350	14,167,955



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Property & Liability Insurance

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Package Policy Property/Liability	270,875	302,650	259,933	\$ 302,650	\$ 248,054	\$ 302,650	\$ 297,989	\$ 317,783	\$ 310,682
Motor Vehicle	133,431	150,000	122,461	\$ 150,000	\$ 153,897	\$ 150,000	\$ 18,419	\$ 157,500	\$ 137,308
Boiler (Steam Vessels)	16,399	18,500	16,406	\$ 18,500	\$ 17,842	\$ 18,500	\$ 135,445	\$ 19,425	\$ 17,909
Insurance Deductibles	0	25,000	11,999	\$ 25,000	\$ 11,369	\$ 25,000	\$ -	\$ 26,250	\$ 5,966
Purchased Services	420,705	496,150	410,799	496,150	431,162	496,150	451,853	520,958	471,865
Total Property & Liability Insurance	420,705	496,150	410,799	496,150	431,162	496,150	451,853	520,958	471,865



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: **Contributory Retirement**

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Funding Schedule - Completion 2030	4,822,418	5,040,179	5,040,179	\$ 5,152,503	\$ 5,152,503	\$ 5,384,366	\$ 5,384,366	\$ 5,626,663	\$ 5,626,663
Personnel Services	5,254,279	5,040,179	5,040,179	5,152,503	5,152,503	5,384,366	5,384,366	5,626,663	5,626,663
Total Contributory Retirement	5,254,279	5,040,179	5,040,179	5,152,503	5,152,503	5,384,366	5,384,366	5,626,663	5,626,663



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Non-Contributory Retirement

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Pensions Police	38,717	45,228	26,273	\$ 31,786	\$ 3,975	\$ 2,804	\$ 4,618	\$ -	\$ -
Pensions Fire	50,979	52,059	54,228	\$ 53,139	\$ 53,139	\$ 54,219	\$ 52,404	\$ 55,299	\$ 40,182
Pensions School	32,599	32,910	34,282	\$ 34,039	\$ 33,630	\$ 34,350	\$ 34,350	\$ 35,070	\$ 34,830
Other Personnel Services	122,295	130,197	114,782	118,964	90,744	91,373	91,373	90,369	75,012
Total Non-Contributory Retirement	122,295	130,197	114,782	118,964	90,744	91,373	91,373	90,369	75,012



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Debt Service

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Leased Equipment	30,813	38,550	28,711	\$ 38,550	\$ 30,690	\$ 40,000	\$ 38,066	\$ 70,000	\$ 68,590
Principal	4,849,102	4,862,482	4,852,843	\$ 5,088,337	\$ 4,822,367	\$ 4,894,762	\$ 4,685,812	\$ 7,592,269	\$ 7,575,385
Interest	2,363,863	2,014,157	2,014,438	\$ 2,031,841	\$ 1,870,553	\$ 2,009,423	\$ 2,063,373	\$ 3,357,276	\$ 3,412,016
Total Operating Expenses	7,243,778	6,915,189	6,895,992	7,158,728	6,723,610	\$ 6,944,185	\$ 6,787,251	\$ 11,019,545	\$ 11,055,991
Total Debt Service	7,243,778	6,915,189	6,895,992	\$ 7,158,728	\$ 6,723,610	\$ 6,944,185	\$ 6,787,251	\$ 11,019,545	\$ 11,055,991



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Reserve Fund

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Reserve for Appropriation	79,088	476,000	-	\$ 400,000	\$ -	\$ 400,000	\$ -	\$ 400,000	\$ -
Other Charges	79,088	476,000	-	400,000	-	400,000	-	400,000	-
Total Reserve Fund	79,088	476,000	-	400,000	-	400,000	-	400,000	-



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Facilities Management

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Supervisory	-	-	-	-	-	-	-	-	-
Salaries Technical & Professional	-	-	-	-	-	-	-	-	-
Salaries Operational Staff	-	-	-	-	-	-	-	-	-
Salaries Part-Time Operational	-	-	-	-	-	-	-	-	-
Supervisory Staff Add'l Comp	-	-	-	-	-	-	-	-	-
Operational Staff Add. Comp	-	-	-	-	-	-	-	-	-
Operational Staff Overtime	-	-	-	-	-	-	-	-	-
Personnel Services	-	-	-	-	-	-	-	-	-
Clothing Allowance Oper. Staff	-	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Services (Misc.)							\$ -	\$ -	\$ -
Contractual Svs - Cleaning	-	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tech/Professional Services	-	-	-	-	-	-	-	-	-
Total Facilities Management	-	-	-	-	-	-	-	-	-



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Section X: Water/Sewer Enterprise Fund

Department: Water & Sewer

Enterprise Fund

Sewer Operations

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Supervisory	110,886	116,917	117,366	\$ 119,118	\$ 119,118	\$ 123,994	\$ 124,903	\$ 133,871	\$ 133,775
Salaries Operational Staff	397,258	443,408	419,199	\$ 410,127	\$ 404,057	\$ 411,914	\$ 393,609	\$ 422,528	\$ 346,244
Salaries Temp Oper. - Police Details	6,987	5,000	9,169	\$ 5,200	\$ 5,633	\$ 5,740	\$ 6,605	\$ 6,975	\$ -
Operational Staff Overtime	40,918	56,162	49,851	\$ 57,500	\$ 72,223	\$ 57,500	\$ 58,522	\$ 57,850	\$ 44,344
Supervisory Additional Comp	11,400	12,550	11,127	\$ 15,700	\$ 12,827	\$ 16,450	\$ 11,965	\$ 12,450	\$ 8,550
Operational Staff Additional Comp	24,292	31,485	45,859	\$ 31,485	\$ 18,580	\$ 31,485	\$ 19,935	\$ 25,850	\$ 17,381
Personnel Services	591,741	665,522	652,570	639,130	632,438	647,083	615,540	659,524	550,294
Repairs & Maint. Equipment	2,705	2,000	1,930	\$ 3,000	\$ 3,000	\$ 3,000	\$ 2,394	\$ 3,000	\$ 2,401
Repairs & Maint. Other	2,973	3,000	2,477	\$ 3,000	\$ 3,000	\$ 3,000	\$ 2,955	\$ 3,000	\$ 2,895
Utilities Electric	91,007	137,000	160,276	\$ 137,000	\$ 185,007	\$ 137,000	\$ 125,669	\$ 162,500	\$ 89,033
Purchase of Services	96,685	142,000	164,684	143,000	191,007	143,000	131,018	168,500	94,329
Licenses - CDL & Special	420	1,000	410	\$ 2,000	\$ 713	\$ 2,000	\$ 180	\$ 2,000	\$ 793
Clothing Allowance Operational Staff	3,150	3,500	3,150	\$ 3,500	\$ 3,247	\$ 3,150	\$ 3,150	\$ 3,150	\$ 2,800
Other Services Inc.	3,570	4,500	3,560	5,500	3,960	5,150	3,330	5,150	3,593
Tech & Prof Svs & MWRA Sulfide Testing	17,230	10,000	12,009	\$ 15,000	\$ 11,109	\$ 15,000	\$ 12,986	\$ 15,000	\$ 12,134
Tech/ Prof. Services	17,230	10,000	12,009	15,000	11,109	15,000	12,986	15,000	12,134
Repairs & Maint. Misc. Constr.	3,965	4,000	3,877	\$ 4,000	\$ 4,000	\$ 4,000	\$ 3,128	\$ 4,000	\$ 3,649
Supplies	3,965	4,000	3,877	4,000	4,000	4,000	3,128	4,000	3,649
Sewer Pump Station/Line Maintenance	36,944	50,000	37,964	\$ 50,000	\$ 41,657	\$ 50,000	\$ 44,610	\$ 50,000	\$ 97,236
MWRA Sewer Assessment	3,993,641	4,052,855	3,948,943	\$ 4,356,819	\$ 4,219,801	\$ 4,388,595	\$ 4,346,280	\$ 4,493,588	\$ 4,460,551
Water/Sewer Damage Claims	0	5,000	0	\$ 5,000	\$ 95	\$ 5,000	\$ 35,000	\$ 5,000	\$ 37,000
Other Chgs. / Exp.	4,030,585	4,107,855	3,986,907	4,411,819	4,261,553	4,443,595	4,425,890	4,548,588	4,594,787
Total Operating Expenses	4,743,775	4,933,877	4,823,607	5,218,449	5,104,066	5,257,828	5,191,891	5,400,762	5,258,786



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Water & Sewer

Enterprise Fund

Water Operations

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Supervisory	189,274	198,002	198,027	\$ 203,392	\$ 207,413	\$ 215,263	\$ 215,968	\$ 227,870	\$ 227,706
Salaries Operational Staff	573,464	581,853	597,532	\$ 582,799	\$ 553,053	\$ 595,950	\$ 470,855	\$ 620,198	\$ 580,110
Salaries Temp Operational	17,799	20,000	9,316	\$ 20,500	\$ 10,395	\$ 21,400	\$ 23,192	\$ 23,642	\$ 4,071
Supervisory Additional Comp	20,608	26,050	22,588	\$ 26,050	\$ 22,477	\$ 27,300	\$ 27,861	\$ 22,250	\$ 23,350
Operational Staff Additional Comp	23,198	32,650	25,978	\$ 32,650	\$ 26,921	\$ 32,650	\$ 27,602	\$ 28,660	\$ 32,008
Operational Staff Overtime	29,606	43,700	47,527	\$ 44,800	\$ 58,666	\$ 45,700	\$ 57,856	\$ 46,250	\$ 75,729
Personnel Services	853,948	902,255	900,969	910,191	878,924	938,263	823,335	968,870	942,974
Repairs & Maint. Software	11,600	10,000	13,896	\$ 15,000	\$ 12,516	\$ 15,000	\$ 14,811	\$ 15,000	\$ 10,392
Utilities Electric	416,393	551,000	430,076	\$ 570,000	\$ 346,055	\$ 575,000	\$ 416,349	\$ 524,000	\$ 472,395
GIS Software & Training	27,638	25,500	26,208	\$ 25,500	\$ 10,058	\$ 25,500	\$ 13,117	\$ 25,500	\$ 32,190
Copy/Mail Center Fees	11,407	12,000	11,919	\$ 18,000	\$ 19,389	\$ 18,000	\$ 11,813	\$ 18,000	\$ 2,220
Purchased Services: Miscellaneous	11,274	10,000	6,905	\$ 12,000	\$ 8,580	\$ 12,000	\$ 6,680	\$ 12,000	\$ 13,031
Purchase of Services	478,312	608,500	489,005	640,500	396,598	645,500	462,770	594,500	530,228
Licenses - CDL & Special	4,990	5,600	3,372	\$ 6,000	\$ 5,925	\$ 6,000	\$ 3,885	\$ 6,000	\$ 6,275
Environmental Management - ISO 14001 Certification				\$ -	\$ -	\$ 10,000	\$ 1,876	\$ 10,000	\$ 9,068
Clothing Allowance Operational Staff	4,200	4,200	4,463	\$ 4,200	\$ 4,200	\$ 4,200	\$ 3,500	\$ 4,200	\$ 4,200
Other Services Inc.	9,190	9,800	7,835	10,200	10,125	20,200	9,261	20,200	19,543
Implement SDWA Amendment	18,418	20,000	17,293	\$ 20,000	\$ 29,509	\$ 20,000	\$ 19,238	\$ 30,000	\$ 20,032
Water Testing	19,460	20,000	17,464	\$ 25,000	\$ 24,556	\$ 25,000	\$ 24,710	\$ 25,000	\$ 22,912
Tech./Prof. Services	37,878	40,000	34,757	45,000	54,065	45,000	43,948	55,000	42,944
Repairs & Maint - Equipment	2,961	3,000	2,840	\$ 3,000	\$ 2,974	\$ 3,000	\$ 2,768	\$ 3,000	\$ 2,745
Repairs & Maint - Facilities	2,000	2,000	1,957	\$ 2,000	\$ 1,960	\$ 2,000	\$ 2,000	\$ 2,000	\$ 355
Repairs & Maint - Hydrants	9,990	10,000	8,797	\$ 10,000	\$ 9,854	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,399
Repairs & Maint - Misc. Repairs	18,979	18,000	16,980	\$ 18,000	\$ 17,919	\$ 18,000	\$ 18,282	\$ 18,000	\$ 7,411
Repairs & Maint - Misc. Constr	17,850	18,000	15,146	\$ 18,000	\$ 17,952	\$ 18,000	\$ 17,997	\$ 18,000	\$ 15,905
Supplies	51,779	51,000	45,720	51,000	50,660	51,000	51,047	51,000	36,815
Chemical Supplies	104,863	100,000	143,490	\$ 120,000	\$ 149,840	\$ 145,000	\$ 177,504	\$ 145,000	\$ 143,902
Obsolete Meters	21,139	20,000	28,654	\$ 30,000	\$ 29,874	\$ 30,000	\$ 28,338	\$ 30,000	\$ 11,973
Service Connections	12,968	13,000	12,653	\$ 15,000	\$ 14,843	\$ 15,000	\$ 14,889	\$ 15,000	\$ 14,415
Other Supplies	138,969	133,000	184,797	165,000	194,557	190,000	220,731	190,000	170,290
Water Well/Water Line Maint.	45,442	150,000	134,446	\$ 150,000	\$ 138,022	\$ 150,000	\$ 139,637	\$ 150,000	\$ 175,231
New Hydrant Installation	10,000	10,000	9,525	\$ 10,000	\$ 9,227	\$ 10,000	\$ 9,924	\$ 10,000	\$ 9,800
Asphalt Crushing	8,983	9,000	8,896	\$ 15,000	\$ 14,718	\$ 15,000	\$ 11,899	\$ 15,000	\$ 18,089
Legal Services - Litigation	365	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,705
DEP Assessment	12,742	14,000	11,126	\$ 14,000	\$ 1,438	\$ 14,000	\$ 10,704	\$ 14,000	\$ 9,840
MWRA Discharge Permit	2,073	2,500	3,237	\$ 2,500	\$ 2,965	\$ 2,500	\$ 3,076	\$ 4,000	\$ 2,366
Other Charges/Expenditures	79,605	185,500	167,230	191,500	166,370	191,500	175,240	193,000	229,031
Total Operating Expenses	1,649,681	1,930,055	1,830,313	2,013,391	1,751,298	2,081,463	1,786,332	2,072,570	1,971,825



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Water & Sewer

Enterprise Fund

Utility Billing

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Operational Staff	87,044	89,408	89,728	\$ 91,215	\$ 90,742	\$ 93,499	\$ 93,451	\$ 95,829	\$ 90,595
Part-Time Operational Staff	-	4,808	2,905	\$ 4,896	\$ 4,097	\$ 4,896	\$ 3,766	\$ 4,835	\$ 9,605
Operational Staff - Additional Comp	-	346	331	\$ 471	\$ 509	\$ 471	\$ 934	\$ 954	\$ 757
Operational Staff Overtime	605	2,000	218	\$ 2,000	\$ 156	\$ 3,000	\$ 199	\$ 2,000	\$ 820
Personnel Services	87,649	96,562	93,181	98,582	95,503	101,866	98,349	103,618	101,777
Repair & Maint Equipment	4,969	4,000	2,143	\$ 4,000	\$ 2,262	\$ 4,000	\$ -	\$ 4,000	\$ 4,622
Utility Billing Software	5,000	15,000	746	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ 15,000	\$ 6,900
Utility Billing Printing	37,317	30,200	13,355	\$ 30,200	\$ 9,123	\$ 30,200	\$ 7,951	\$ 30,200	\$ 15,000
In State Travel/Meetings	500	500	-	\$ 500	\$ -	\$ 500	\$ -	\$ 500	\$ 17,470
Communication Telephone	1,363	1,500	1,306	\$ 1,500	\$ 861	\$ 1,500	\$ 861	\$ 1,500	\$ -
Training & Education	2,500	2,500	-	\$ 2,500	\$ -	\$ 2,500	\$ -	\$ 2,500	\$ 1,105
Communication Postage	17,098	20,000	19,010	\$ 20,000	\$ 18,372	\$ 20,000	\$ 18,902	\$ 20,000	\$ 3,750
Copy/Mail Center Fees	38,775	33,000	38,567	\$ 33,000	\$ 34,328	\$ 33,000	\$ 39,948	\$ 33,000	\$ 23,934
Collection Activities	17,911	10,000	40	\$ 10,000	\$ 1,100	\$ 10,000	\$ 9,429	\$ 10,000	\$ 27,683
Office Supplies	4,034	4,000	3,713	\$ 4,000	\$ 2,783	\$ 4,000	\$ 5,254	\$ 4,000	\$ 2,856
Audit Water/Sewer	-	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,274
Professional Serv. Misc.	14,000	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water / Sewer Rate Study	-	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	143,467	120,700	78,880	120,700	68,830	120,700	82,344	120,700	106,594
Total Utility Billing	231,116	217,262	172,061	219,282	164,334	222,566	180,693	224,318	208,371

Employee Benefits

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
FICA (Medicare)	14991	13,750	16,486	\$ 19,200	\$ 18,575	\$ 19,200	\$ 17,306	\$ 20,100	\$ 763
Insurance Group Health & Life	358455	407,532	352,873	\$ 376,362	\$ 375,662	\$ 388,326	\$ 395,891	\$ 380,795	\$ 376,037
LIUNA Pension	36888	37,018	37,452	\$ 40,489	\$ 40,229	\$ 40,489	\$ 34,817	\$ 41,604	\$ 37,149
Other Personnel Services	410,333	458,300	406,811	436,051	434,466	448,015	448,014	442,499	413,949
Funding Schedule (22 Year) (W&S)	194,483	203,235	203,235	\$ 171,725	\$ 171,725	\$ 179,453	\$ 179,453	\$ 187,526	\$ 187,526
Other Charges & Expenditures	194,483	203,235	203,235	171,725	171,725	179,453	179,453	187,526	187,526
Total Employee Benefits	604,816	661,535	610,046	607,776	606,191	627,468	627,467	630,025	601,475



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Water & Sewer

Enterprise Fund

Water & Sewer Debt Service

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Principal Totals	1,314,051	1,629,665	1,635,589	1,777,370	1,627,370	1,805,640	1,745,640	1,827,139	1,777,864
Interest Totals	574,341	634,898	541,681	637,682	550,077	592,776	541,589	514,079	502,324
Total Water & Service Debt Service	1,888,392	2,264,563	2,177,270	2,415,052	2,177,447	2,398,416	2,287,229	2,341,218	2,280,188

Reserve Fund

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Reserve Fund	-	200,000	-	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ 200,000	
Total Reserve Fund	-	200,000	-	200,000	-	200,000	-	200,000	-



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Section XI: Sassamon Trace Enterprise

Department: Sassamon Trace

Enterprise Fund

Operations

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Salaries Management	59,965	61,764	61,764	\$ 61,764	\$ 61,527	\$ 61,764	\$ 62,000	\$ 67,827	\$ 67,705
Salaries Operational Staff	17,633	32,999	12,828	\$ -	\$ -	\$ 5,274	\$ -	\$ 5,180	\$ -
Salaries Golf Support	22,572	29,283	28,258	\$ 20,100	\$ 33,459	\$ 24,284	\$ 37,481	\$ 22,775	\$ 34,085
Salaries Part-time Operational	45,183	28,371	35,382	\$ 54,684	\$ 34,653	\$ 52,972	\$ 29,758	\$ 52,925	\$ 47,363
Personnel Services	145,353	152,417	138,231	136,548	129,639	144,294	129,238	148,707	149,153

Utilities - Electric	10,531	21,800	10,863	\$ 19,990	\$ 11,413	\$ 18,650	\$ 22,021	\$ 17,750	\$ 22,537
Building Lease/Repairs	34,984	30,589	30,586	\$ 30,680	\$ 31,174	\$ 30,640	\$ 31,120	\$ 19,720	\$ 19,923
Lease Payment Land	54,342	55,697	55,716	\$ 56,961	\$ 58,016	\$ 60,544	\$ 59,987	\$ 62,646	\$ 61,847
Management Contract Fees	0	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Management Contract Grounds	211,600	218,100	218,400	\$ 224,800	\$ 224,664	\$ 231,404	\$ 231,404	\$ 238,344	\$ 238,799
Communication Telephone	2,523	3,156	2,794	\$ 3,180	\$ 2,547	\$ 2,940	\$ 2,577	\$ 3,000	\$ 3,097
Dues/Subscriptions	896	1,000	150	\$ 1,000	\$ 782	\$ 1,000	\$ -	\$ 1,000	\$ 1,411
Advertising/Promotion	2,232	4,100	1,012	\$ 3,400	\$ 1,840	\$ 3,500	\$ 2,112	\$ 3,500	\$ 3,036
Bank & Credit Card Fees	6,929	7,744	9,237	\$ 6,470	\$ 9,087	\$ 7,420	\$ 10,183	\$ 8,900	\$ 12,932
Software Maintenance	968	1,900	1,625	\$ 1,000	\$ 765	\$ 2,000	\$ 1,234	\$ 1,150	\$ 728
Club House Expense	325,005	344,086	330,384	347,481	340,289	358,098	360,639	356,010	364,310

Supplies - Club House	2,214	2,000	2,145	\$ 2,000	\$ 1,872	\$ 2,300	\$ 2,971	\$ 1,950	\$ 3,555
Merchandise Pro Shop	24,032	25,573	19,928	\$ 20,505	\$ 23,779	\$ 17,355	\$ 24,548	\$ 18,750	\$ 21,782
Custodial Supplies	997	1,000	614	\$ 1,000	\$ 137	\$ 1,000	\$ 616	\$ 1,000	\$ 331
Purchased Services Misc	0	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies - Club House	27,242	28,573	22,686	23,505	25,788	20,655	28,135	21,700	25,668

Insurance	5,000	5,000	-	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ 5,000	\$ -
Facility Upgrades	2,891	2,500	1,977	\$ 2,500	\$ 600	\$ 2,000	\$ 1,335	\$ 2,000	\$ 2,237
Other Facility Expense	7,891	7,500	1,977	7,500	600	7,000	1,335	7,000	2,237

Golf Cart Lease/Repairs	5,839	5,250	3,339	\$ 17,000	\$ 17,080	\$ 17,830	\$ 17,423	\$ 17,830	\$ 17,431
Golf Use Sales Tax (ALL)	3,601	4,076	3,918	\$ 4,323	\$ 4,215	\$ 4,965	\$ 5,203	\$ 4,991	\$ 4,834
Golf Cart Expense	9,440	9,326	7,257	21,323	21,295	22,795	22,626	22,821	22,265

Utilities - Water	86,222	53,200	54,280	\$ 34,700	\$ 21,305	\$ 29,500	\$ 22,314	\$ 25,500	\$ 9,243
Environmental Monitoring	12,209	10,000	8,866	\$ 8,000	\$ 7,854	\$ 8,000	\$ 8,986	\$ 8,000	\$ 9,215
Irrigation System Repairs	0	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Irrigation Electricity	5,346	8,275	4,093	\$ 7,275	\$ 6,335	\$ 7,450	\$ -	\$ 8,600	
Phragmites Control	2,500	2,500	2,500	\$ 2,700	\$ 2,700	\$ 2,700	\$ 2,700	\$ 2,700	\$ 2,700
Top Soil, Sand&Gravel, Fertilizer, etc.									
Course Supplies									
Fuel									
Irrigation R & M									
Tools									
Mechanic Tool Stipend									
Equipment R & M									
Equipment January 2, 2013				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Education/Professional Fees/Licenses	2,152	1,500	8	\$ 1,500	\$ 249	\$ 1,800	\$ 378	\$ 1,800	\$ 2,309



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Course Maintenance Expense	108,430	75,475	69,746	54,175	38,444	49,450	34,379	46,600	23,467
Total Operating Expenses	623,360	617,377	570,281	590,532	556,056	602,292	576,351	602,838	587,100



Town of Natick Budget Detail

FY 2014 Budget - Historic Data FY 2008-FY 2012

Department: Sassamon Trace

Enterprise Fund

Reserve Fund

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
Reserve for Appropriation	0	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Charges	0	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Reserve Fund	0	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Employee Benefits

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
FICA Medicare	2,107	2,448	2,004	\$ 1,980	\$ 1,851	\$ 2,092	\$ 1,871	\$ 2,030	\$ 120
Group Insurance Health	15,971	29,625	12,723	\$ 7,440	\$ 7,207	\$ 8,184	\$ 7,262	\$ 7,032	\$ 6,743
Unemployment	1,948	5,000	3,373	\$ 2,400	\$ 4,311	\$ 3,000	\$ 1,400	\$ 4,200	\$ -
Other Personal Services	20,026	37,073	18,100	11,820	13,369	13,276	10,532	13,262	6,863
Retirement	12,203	12,000	12,000	\$ 11,291	\$ 11,291	\$ 11,799	\$ 11,799	\$ 12,331	\$ 12,331
Other Charges & Expenditures	12,203	12,000	12,000	11,291	11,291	11,799	11,799	12,331	12,331
Total Employee Benefits	32,229	49,073	30,100	23,111	24,660	25,075	22,331	25,593	19,194

Debt Service

	2008 Actual	2009 Appropriated	2009 Actual	2010 Appropriated	2010 Actual	2011 FTM Appr.	2011 Actual	2012 Appropriated	2012 Actual
2002 Golf Course	150,000	150,000	150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
2002 Golf Course (Landfill Portion)	36,528	36,528	36,528	\$ 36,528	\$ 36,528	\$ 36,528	\$ 36,528	\$ 36,528	\$ 36,528
2007 Golf Course (Landfill Portion)	9,402	9,403	9,402	\$ 9,403	\$ 9,403	\$ 9,403	\$ 4,954	\$ 9,403	\$ 9,403
2013 Golf Carts									
Principal	195,930	195,931	195,930	195,931	195,931	195,931	191,482	195,931	195,931
2002 Golf Course	105,465	99,315	99,315	\$ 92,940	\$ 92,940	\$ 86,490	\$ 86,490	\$ 79,890	\$ 79,890
2002 Golf Course (Landfill Portion)	22,380	20,719	20,718	\$ 19,020	\$ 19,020	\$ 17,285	\$ 17,285	\$ 15,518	\$ 15,518
2007 Golf Course (Landfill Portion)	5,761	5,334	5,325	\$ 4,896	\$ 4,896	\$ 4,449	\$ -	\$ 3,994	\$ 3,994
2013 Golf Carts									
Interest	133,606	125,368	125,358	116,856	116,856	108,224	103,775	99,402	99,402
Total Debt Service	329,536	321,299	321,288	312,787	312,787	304,155	295,257	295,333	295,333
Total All Sassamon Trace	985,125	987,749	921,669	926,430	893,503	931,522	893,940	923,764	901,627

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
0111702	INSURANCE					
0001-117-1-0000-000-00-0000-02-575000-64698 WILLIAMS SCOTSMAN INC	INS PROPERTY & LIABILITY 20122927	2012/12	25,000.00	25,000.00	repairs module classro	Carry Fwr
	ACCOUNT TOTAL		25,000.00			
	ORG 0111702 TOTAL		25,000.00			
0112302	BOS - EXPENSES					
0001-123-1-0000-000-00-0000-02-520336-1034 ENCUMBERED FUNDS G/G SELECTM	OIL TNK REMEDIATION TN TNKS 20122891	2012/12	4,933.01	4,933.01	OIL TANK REMIDIATION	Carry Fwr
	ACCOUNT TOTAL		4,933.01			
0001-123-1-0000-000-00-0000-02-522750-1000 ENCUMBERED FUNDS G/GOVERNMEN	CONSULTANT PK GARAGE 1372022	2007/12	40,971.00	40,971.00	ENC BAL CONSULTANT PK	Carry Fwr
	ACCOUNT TOTAL		40,971.00			
	ORG 0112302 TOTAL		45,904.01			
0113402	COMPROLLER - EXPENSES					
0001-134-1-0000-000-00-0000-02-520308-63670 MUNICIPAL ALTERNATIVES, INC	CONSULTANT SERVICES 20122859	2012/12	460.00	460.00	2012 YEAR END CONSULTIN	Carry Fwr
	ACCOUNT TOTAL		460.00			
0001-134-1-0000-000-00-0000-02-540100-58768 SULLIVAN, ROGERS & COMPANY L	OFFICE SUPPLIES 20122853	2012/12	230.61	230.61	CHAIRS AND SUPPLIES	Carry Fwr
	ACCOUNT TOTAL		230.61			
	ORG 0113402 TOTAL		690.61			
0114102	ASSESSOR - EXPENSES					
0001-141-1-0000-000-00-0000-02-522100-35788 APPLIED GEOGRAPHICS	TAX MAPPING 20122885	2012/12	5,000.00	5,000.00	GIS DATABASE	Carry Fwr
35788 APPLIED GEOGRAPHICS	20122897	2012/12	11,931.00	11,931.00	2012 tax mapping	Carry Fwr
			16,931.00			
62994 WHALLEY COMPUTER ASSOC INC	31110052	2011/12	2,333.00	2,333.00	PROJECTOR WHITEBOARD V	Carry Fwr
64815 OUT TO BID	17119023	2011/12	1,300.00	1,300.00	bid pending droid map a	Carry Fwr
64815 OUT TO BID	17119022	2011/12	4,700.00	4,700.00	droid map application b	Carry Fwr
			6,000.00			
	ACCOUNT TOTAL		25,264.00			

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
0001-141-1-0000-000-00-0000-02-530900- 25349 TYLER TECHNOLOGIES, INC	REVALUATION OF PROPERTY 1799001	2009/12	31,378.67	31,378.67	reevaluation	Carry Fwrđ
36420 PATRIOT PROPERTIES INC	17109000	2010/12	62,263.46	62,263.46	REVAL MULTI YEAR	Carry Fwrđ
64815 OUT TO BID	17119016	2011/12	5,000.00	5,000.00	REVAL	Carry Fwrđ
64815 OUT TO BID	17119017	2011/12	5,000.00	5,000.00	REVAL BID PENDING	Carry Fwrđ
64815 OUT TO BID	1719011	2011/12	9,640.00	9,640.00	REVAL BID PENDING	Carry Fwrđ
64815 OUT TO BID	17119019	2011/12	2,000.00	2,000.00	REVAL	Carry Fwrđ
64815 OUT TO BID	20122901	2012/12	68,561.29	68,561.29	2012 reval	Carry Fwrđ
64815 OUT TO BID	17119015	2011/12	5,000.00	5,000.00	REVAL BID PENDING	Carry Fwrđ
64815 OUT TO BID	17119018	2011/12	5,000.00	5,000.00	REVAL BID PENDING	Carry Fwrđ
64815 OUT TO BID	17119012	2011/12	10,000.00	10,000.00	REVAL BID PENDING	Carry Fwrđ
64815 OUT TO BID	17119014	2011/12	10,000.00	10,000.00	REV BID PENDING	Carry Fwrđ
64815 OUT TO BID	17119013	2011/12	10,000.00	10,000.00	REVAL BID PENDING	Carry Fwrđ
			130,201.29			
	ACCOUNT TOTAL		223,843.42			
	ORG 0114102 TOTAL		249,107.42			
0114502	TREASURER - EXPENSES					
0001-145-1-0000-000-00-0000-02-520210- 52149 PROVANTAGE CORP	EQUIPMENT REPAIRS/SERVICING 20120099	2012/02	500.00	500.00	UPS	Carry Fwrđ
	ACCOUNT TOTAL		500.00			
	ORG 0114502 TOTAL		500.00			
0115102	LEGAL - EXPENSES					
0001-151-1-0000-000-00-0000-02-521305- 1522 MURPHY HESSE TOOMEY & LEHANE	LEGAL SERVICES LABOR 20122887	2012/12	25,919.10	25,919.10	2012 labor services	Carry Fwrđ
	ACCOUNT TOTAL		25,919.10			
0001-151-1-0000-000-00-0000-02-521945- 1522 MURPHY HESSE TOOMEY & LEHANE	LEGAL SERVICES LITIGATION 20122886	2012/12	84,026.27	84,026.27	litigation legal servid	Carry Fwrđ
	ACCOUNT TOTAL		84,026.27			
	ORG 0115102 TOTAL		109,945.37			
0115502	I.T. - EXPENSES					
0001-155-1-0000-000-00-0000-02-520216- 29005 DELL MARKETING L.P.	SOFTWARE SERVICING 20122882	2012/12	7,411.00	7,411.00	Software Maintenance	Carry Fwrđ
46018 DELL CORPORATION	20122907	2012/12	891.67	891.67	Software	Carry Fwrđ
	ACCOUNT TOTAL		8,302.67			

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
0001-155-1-0000-000-00-0000-02-521800-48430 VIRTUAL TOWN HALL, LLC	TRAINING & EDUCATION 20122676	2012/12	4,800.00	4,800.00	VHT Training	Carry Fwrđ
	ACCOUNT TOTAL		4,800.00			
0001-155-1-0000-000-00-0000-02-581022-64237 SIDERA NETWORKS	IAN/WAN MAINTENANCE 20121185	2012/06	4,400.00	4,400.00	INTERNET SERVICE - RCN	Carry Fwrđ
	ACCOUNT TOTAL		4,400.00			
	ORG 0115502 TOTAL		17,502.67			
0115503	INFORMATION SYSTEM CAPITAL					
0001-155-1-0000-000-00-0000-03-583900-29005 DELL MARKETING L.P.	SOFTWARE SYSTEM UPGRAND/REPLAC 20122904	2012/12	10,000.00	10,000.00	Software Upgrade	Carry Fwrđ
29005 DELL MARKETING L.P.	20122883	2012/12	578.21	578.21	Software Upgrades	Carry Fwrđ
			10,578.21			
37074 CDW GOVERNMENT INC.	20122462	2012/11	783.90	783.90	ShoreTel project	Carry Fwrđ
37074 CDW GOVERNMENT INC.	20122461	2012/11	735.03	735.03	ShoreTel Phone Project	Carry Fwrđ
			1,518.93			
48430 VIRTUAL TOWN HALL, LLC	20122908	2012/12	2,200.00	2,200.00	VTH Board Member Module	Carry Fwrđ
65611 GENERAL CODE	20122909	2012/12	8,600.00	8,600.00	Novus Agenda	Carry Fwrđ
	ACCOUNT TOTAL		22,897.14			
0001-155-1-0000-000-00-0000-03-585750-46018 DELL CORPORATION	COMPUTER EQU REPLACEMENT 20122675	2012/12	2,874.79	2,874.79	Dell Workstation	Carry Fwrđ
	ACCOUNT TOTAL		2,874.79			
	ORG 0115503 TOTAL		25,771.93			
0116102	CLERK - EXPENSES					
0001-161-1-0000-000-00-0000-02-528300-65871 KOFIL PRESERVATION INC	BOOKBINDING 20122797	2012/12	7,200.00	7,200.00	Vitals Binders and env	Carry Fwrđ
	ACCOUNT TOTAL		7,200.00			
	ORG 0116102 TOTAL		7,200.00			
0118002	COMMUNITY DEVELOPMENT - EXPENS					
0001-180-1-0000-000-00-0000-02-520308-58156 BLATMAN BOBROWSKI & MEAD, LL	CONSULTANT FOR 40B HSENG 2169001	2006/12	3,286.50	3,286.50	CONSULTANT SERVICES 40B	Carry Fwrđ
	ACCOUNT TOTAL		3,286.50			
	ORG 0118002 TOTAL		3,286.50			

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
0119202 0001-192-1-0000-000-00-0000-02-522750- 65567 REPUBLIC ITS INC	PUBLIC BLDGS & PROP MAINT OTHER CONTRACTED SERVICES 20122826	2012/12	7,089.17	7,089.17	STREET LIGHT MX - END	Carry Fwr
65899 CENTRAL MASS SIGNAL LLC	20122608	2012/12	4,332.57	4,332.57	TRAFFIC SYSTEM UPGRADE	Carry Fwr
	ACCOUNT TOTAL		11,421.74			
	ORG 0119202 TOTAL		11,421.74			
0121002 0001-210-2-0000-000-00-0000-02-540100- 39575 DONNEGAN SYSTEMS INC	POLICE - EXPENSES OFFICE SUPPLIES 20122788	2012/12	162.11	162.11	File Folders	Carry Fwr
	ACCOUNT TOTAL		162.11			
	ORG 0121002 TOTAL		162.11			
0122002 0001-220-2-0000-000-00-0000-02-520210- 60449 HOMETOWN PAINT & HARDWARE IN	FIRE - EXPENSES EQUIPMENT REPAIRS/SERVICING 20120800	2012/05	35.64	35.64	fire dept supplies	Carry Fwr
65752 HOME DEPOT	20122179	2012/10	95.05	95.05	supplies	Carry Fwr
	ACCOUNT TOTAL		130.69			
0001-220-2-0000-000-00-0000-02-521800- 5344 NFPA	TRAINING & EDUCATION 20122829	2012/12	50.51	50.51	SUPPLIES	Carry Fwr
	ACCOUNT TOTAL		50.51			
0001-220-2-0000-000-00-0000-02-530110- 24953 NATICK AWARDS UNLIMI	FIRE APPARATUS REPAIRS/MAINT 20121677	2012/08	110.60	110.60	locker and accountabili	Carry Fwr
	ACCOUNT TOTAL		110.60			
0001-220-2-0000-000-00-0000-02-540840- 38472 TRIPPI'S UNIFORM INC	SUPPLIES PUBLIC SAFETY 20122698	2012/12	780.00	780.00	dress uniforms	Carry Fwr
	ACCOUNT TOTAL		780.00			
	ORG 0122002 TOTAL		1,071.80			
0124602 0001-246-2-0000-000-00-0000-02-520210- 46609 DUNCAN PARKING TECHNOLOGIES	PARKING ENFORCEMENT - EXPENSES EQUIPMENT REPAIRS/SERVICING 27109003	2011/01	6,500.00	6,500.00	UPGRADE PARK SYSTEM	Carry Fwr
46609 DUNCAN PARKING TECHNOLOGIES	20122813	2012/12	2,446.00	2,446.00	park meter assembly & c	Carry Fwr
46609 DUNCAN PARKING TECHNOLOGIES	2790100	2009/12	6,849.70	16,849.70	UPGRADE PARK SYS CALIBR	Carry Fwr
			15,795.70			

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
ACCOUNT TOTAL			15,795.70			
0001-246-2-0000-000-00-0000-02-520317-46609 DUNCAN PARKING TECHNOLOGIES	PARKING COLLECTION SERVICE 2790100	2009/12	10,000.00	16,849.70	UPGRADE PARK SYS CALIBR	Carry Fwr
50511 PKS ASSOCIATES INC	27119010	2011/12	6,000.00	8,000.00	hand held park ticket	Carry Fwr
ACCOUNT TOTAL			16,000.00			
0001-246-2-0000-000-00-0000-02-529700-64815 OUT TO BID	LEASE PYMT CHURCH PARK LOT 27119011	2011/12	8,800.00	8,800.00	park lot meter station	Carry Fwr
ACCOUNT TOTAL			8,800.00			
0001-246-2-0000-000-00-0000-02-540220-50511 PKS ASSOCIATES INC	PARKING TICKET SUPPLIES 27119010	2011/12	2,000.00	8,000.00	hand held park ticket	Carry Fwr
50511 PKS ASSOCIATES INC	27109000	2010/12	2,500.00	2,500.00	HAND HELD PARK TICKET	Carry Fwr
			4,500.00			
ACCOUNT TOTAL			4,500.00			
ORG 0124602 TOTAL			45,095.70			
0141002	DPW ENGINEERING - EXPENSES					
0001-410-4-0000-000-00-0000-02-520210-27623 VERIZON WIRELESS	EQUIPMENT REPAIRS/SERVICING 20122807	2012/12	240.28	240.28	GPS DATA SERVICE JUNE	Carry Fwr
ACCOUNT TOTAL			240.28			
0001-410-4-0000-000-00-0000-02-520320-55707 WAYPOINT TECHNOLOGY GROUP	STORM WATER MASTER PLAN 20122819	2012/12	5,848.00	5,848.00	JUNO 3D HANDHELD, SOFTW	Carry Fwr
55707 WAYPOINT TECHNOLOGY GROUP	42111250	2011/12	8,000.00	8,000.00	data collectors	Carry Fwr
			13,848.00			
56633 TRUAX CORP	42111247	2011/12	23,103.20	23,103.20	catch basin cleaning	Carry Fwr
58126 NATIONAL WATER MAIN CLEANING	4201190	2010/12	5,232.50	5,232.50	DRAIN PIPE CLEANING	Carry Fwr
58488 GZA GEOENVIRONMENTAL INC	20122820	2012/12	197.00	197.00	EMERGENCY ACTION PLAN	Carry Fwr
ACCOUNT TOTAL			42,380.70			
ORG 0141002 TOTAL			42,620.98			
0142502	DPW BLDG MAINT - EXPENSES					
0001-425-4-0000-000-00-0000-02-520200-1331 BELMONT & CRYSTAL SPRINGS	FACILITY REPAIRS/MAINTENANCE 40111083	2011/12	12.45	12.45	SPRING WATER	Carry Fwr

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
32282 AIR CLEANING SPEC INC	20121401	2012/07	2,059.52	2,059.52	SERVICE CONTRACT FOR PICarry Fwr	Fwr
38327 TRANE	40111128	2011/12	229.00	229.00	REPAIR VAV BOX AT MIL Carry Fwr	Fwr
48861 AIREX CORPORATION	20121355	2012/07	560.84	560.84	PLEATED AIRFILTERS FOR Carry Fwr	Fwr
49620 KEYES NORTH ATLANTIC	40111126	2011/12	694.10	694.10	REPLACED BATTERIES ON FCarry Fwr	Fwr
50509 RENAUD HVAC & CONTROLS, INC	20122146	2012/10	13,600.00	13,600.00	REPLACE RTU#3 AT PS / FCarry Fwr	Fwr
57564 JOE WARREN AND SONS CO INC	20122776	2012/12	513.43	513.43	ICE MACHINE SERVICE CALCarry Fwr	Fwr
58813 ELECTRICAL WHOLESALERS, INC	20121173	2012/06	703.22	703.22	ELECTRICAL SUPPLIES Carry Fwr	Fwr
60266 FERGUSON/J.D. DADDARIO #1196	20120185	2012/02	2,107.98	2,107.98	PLUMBING SUPPLIES (STATCarry Fwr	Fwr
ACCOUNT TOTAL			20,480.54			
0001-425-4-0000-000-00-0000-02-527000-65749 HOME DEPOT	ELIOT SCHOOL MAINTENANCE 20122841	2012/12	600.98	600.98	HARDWARE	Carry Fwr
ACCOUNT TOTAL			600.98			
0001-425-4-0000-000-00-0000-02-540865-58582 MILHENCH SUPPLY COMPANY	SUPPLIES CUSTODIAL 20121756	2012/09	183.97	183.97	CLEANILLNG SUPPLIES	Carry Fwr
ACCOUNT TOTAL			183.97			
ORG 0142502 TOTAL			21,265.49			
0142602	DPW EQUIPMENT MAINT - EXPENSES					
0001-426-4-0000-000-00-0000-02-540083-62337 QUIRK TIRES	VEHICLE SUPPLIES TIRES/TUBES 20121422	2012/07	536.84	536.84	TIRES	Carry Fwr
ACCOUNT TOTAL			536.84			
0001-426-4-0000-000-00-0000-02-540084-1289 JACK YOUNG CO INC	VEHICLE SUPPLIES PARTS 20122648	2012/12	201.49	201.49	BATTERY, BRAKE CALIPER Carry Fwr	Fwr
1289 JACK YOUNG CO INC	20122742	2012/12	1,536.59	1,536.59	AIR COMPRESSOR, FILTERSCarry Fwr	Fwr
			1,738.08			
23357 SOUTH SHORE GENERATOR	20120867	2012/05	358.00	358.00	REBUILT OBSOLETE GENERACarry Fwr	Fwr
ACCOUNT TOTAL			2,096.08			
ORG 0142602 TOTAL			2,632.92			
0142702	DPW LAND/FAC NAT RES - EXPENSE					

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PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS	
0001-427-4-0000-000-00-0000-02-520318-10049	TREE SERVICE CONTRACT ENCUMBERED FUNDS DPW LAND FA	20122804	2012/12	19,000.00	19,000.00	TREE REMOVALS	Carry Fwrđ
13345	CEDAR LAWN TREE SERVICE INC	20121468	2012/07	2,262.00	2,262.00	TREE REMOVAL	Carry Fwrđ
60784	SHADY TREE LANDSCAPING	20122627	2012/12	1,524.05	1,524.05	MOWING CONTRACT	Carry Fwrđ
	ACCOUNT TOTAL			22,786.05			
0001-427-4-0000-000-00-0000-02-520319-60784	MOWING SERVICE CONTRACT SHADY TREE LANDSCAPING	20122823	2012/12	9,448.10	9,448.10	MOWING SERVICES, FIELD	Carry Fwrđ
	ACCOUNT TOTAL			9,448.10			
0001-427-4-0000-000-00-0000-02-540400-38847	FIELD MAINTENANCE MATERIALS JOHN DEERE LANDSCAPES/LESCO	20122613	2012/12	3,535.60	3,535.60	TURFACE, SEED, AND SUPP	Carry Fwrđ
38847	JOHN DEERE LANDSCAPES/LESCO	20122614	2012/12	439.96	439.96	DRAG MATS	Carry Fwrđ
				3,975.56			
40643	TURF PRODUCTS CORP	20122762	2012/12	269.04	269.04	TURF GUARD, RT TURF GU	Carry Fwrđ
	ACCOUNT TOTAL			4,244.60			
	ORG 0142702 TOTAL			36,478.75			
0142901	DPW OTHER - SALARIES						
0001-429-4-0000-000-00-0000-01-512300-18095	SALARIES PART TIME OPERATIONAL TOWN OF NATICK	20122871	2012/12	640.00	640.00	POLICE DETAILS	Carry Fwrđ
	ACCOUNT TOTAL			640.00			
	ORG 0142901 TOTAL			640.00			
0142902	DPW OTHER - EXPENSES						
0001-429-4-0000-000-00-0000-02-520341-10048	BRUSH GRINDING ENCUMBERED FUNDS DPW RECYCLI	4401183	2010/12	1,950.00	1,950.00	BRUSH GRINDER PARTS	Carry Fwrđ
	ACCOUNT TOTAL			1,950.00			
0001-429-4-0000-000-00-0000-02-522400-63267	PURCHASE OF SAND/GRAVEL GRANITEVILLE MATERIALS LLC	44111225	2011/12	5,000.00	5,000.00	DENSE MATERIAL	Carry Fwrđ
	ACCOUNT TOTAL			5,000.00			
0001-429-4-0000-000-00-0000-02-530235-10044	CONDENSATE DISPSL FLARING STA ENCUMBERED FUNDS DPW HIGHWAY	4401185	2010/12	30,000.00	30,000.00	CRACK SEALING	Carry Fwrđ
23789	NEW ENGLAND SEALCOATING CO	20122838	2012/12	30,000.00	30,000.00	CRACK SEALING - TOWN CO	Carry Fwrđ

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YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
42377 SUPERIOR SEALCOAT, INC	44111226	2011/12	30,000.00	30,000.00	CRACK SEALING ASSORTED	Carry Fwrđ
	ACCOUNT TOTAL		90,000.00			
0001-429-4-0000-000-00-0000-02-540810-21724 LORUSSO CORP	MAINTENANCE MATERIALS 44111223	2011/12	8,000.00	8,000.00	PAVING MATERIALS	Carry Fwrđ
	ACCOUNT TOTAL		8,000.00			
0001-429-4-0000-000-00-0000-02-578800-42597 WELLESLEY TRUCKING SERV INC	TIPPING FEE SOLID WASTE 20122868	2012/12	1,050.49	1,050.49	EMPTY / REMOVAL OF TWO	Carry Fwrđ
	ACCOUNT TOTAL		1,050.49			
0001-429-4-0000-000-00-0000-02-581031-21724 LORUSSO CORP	STREET & SIDEWALK MAINTENANCE 44111224	2011/12	10,000.00	10,000.00	SITE MATERIALS	Carry Fwrđ
54953 BROX INDUSTRIES INC	20120994	2012/05	2,038.24	2,038.24	HOT TOP	Carry Fwrđ
54953 BROX INDUSTRIES INC	20122623	2012/12	2,367.84	2,367.84	HOT TOP	Carry Fwrđ
			4,406.08			
	ACCOUNT TOTAL		14,406.08			
	ORG 0142902 TOTAL		120,406.57			
0151202	B.O.H. - EXPENSES					
0001-512-5-0000-000-00-0000-02-577900-66171 AESC	HOUSEHOLD HAZARDOUS WASTE 20122286	2012/11	1,238.00	1,238.00	septic data base	Carry Fwrđ
	ACCOUNT TOTAL		1,238.00			
	ORG 0151202 TOTAL		1,238.00			
0191001	OTHER EMPLOYEE BENEFITS					
0001-910-9-0000-000-00-0000-01-517011-1034 ENCUMBERED FUNDS G/G SELECTM	CHAPTER 111F EMERGENCY MEDICAL 20122828	2012/12	4,420.19	4,420.19	ENC FOR OUTSTANDING BIL	Carry Fwrđ
	ACCOUNT TOTAL		4,420.19			
	ORG 0191001 TOTAL		4,420.19			
70121000	SUPERINTENDENT					
0001-300-3-1210-100-00-0000-00-520900-1031 ENCUMBERED FUNDS SCHOOL	TRAVEL 71201472	2012/12	460.04	460.04	TRAVEL	Carry Fwrđ
55584 LAURA PESTANA	71201408	2012/12	20.00	20.00	YEAR END MILEAGE	Carry Fwrđ
58660 LAKISHA J WILSON	71201382	2012/11	150.00	150.00	YEAR END MILEAGE	Carry Fwrđ

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YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
59211 JAMES S WIGHT	71201464	2012/12	50.00	50.00	YEAR END MILEAGE	Carry Fwrđ
60018 CAROLINE HUIE	71201383	2012/11	150.00	150.00	YEAR END MILEAGE	Carry Fwrđ
61045 MARK D'AGOSTINO	71201466	2012/12	50.00	50.00	YEAR END MILEAGE	Carry Fwrđ
64088 JASON THISTLE	71201387	2012/11	310.00	310.00	YEAR END MILEAGE	Carry Fwrđ
65486 DEREK BRAUNSCHWEIGER	71201388	2012/11	150.00	150.00	YEAR END MILEAGE	Carry Fwrđ
ACCOUNT TOTAL			1,340.04			
ORG 70121000TOTAL			1,340.04			
70145908 INFORMATION MGT & TECHNOLOGY						
0001-390-3-1450-108-00-0000-00-542100- OFFICE SUPPLIES						
1331 BELMONT & CRYSTAL SPRINGS	71200963	2012/09	22.99	22.99	BOTTLED WATER/COOLER	Carry Fwrđ
59866 UNIVERSAL MERCANTILE EXCHANG	71200174	2012/02	65.00	65.00	BADGE HOLDERS & LUGGAGE	Carry Fwrđ
ACCOUNT TOTAL			87.99			
0001-390-3-1450-108-00-0000-00-586600- EQUIPMENT (NEW)						
10840 APPLE COMPUTER INC	71201281	2012/11	790.16	790.16	MACBOOK PRO 5-PACK	Carry Fwrđ
ACCOUNT TOTAL			790.16			
ORG 70145908TOTAL			878.15			
70200100 INSTRUC SERV-ENCUM INSTRUC						
0001-310-3-2000-100-00-0000-00-551000- EDUCATIONAL SUPPLIES						
1031 ENCUMBERED FUNDS SCHOOL	71201452	2012/12	9,218.38	9,218.38	FY12 EXPENSES	Carry Fwrđ
ACCOUNT TOTAL			9,218.38			
ORG 70200100TOTAL			9,218.38			
70230297 SYS TEACHER SPED						
0001-320-3-2305-197-00-0000-00-528800- PURCHASED SERVICES MISC						
50245 EDUCATION INC	71201428	2012/12	350.02	350.02	TUTORING	Carry Fwrđ
ACCOUNT TOTAL			350.02			
ORG 70230297TOTAL			350.02			
70237138 SYS PROF DEVELOPMENT & TEC						
0001-310-3-2357-138-00-0000-00-521800- TRAINING & EDUCATION						
54106 KENDRA CHASE	71201431	2012/12	279.79	279.79	TUITION REIMBURSEMENT	Carry Fwrđ
59360 JENNIFER BRENNEMAN	71201436	2012/12	279.79	279.79	TUITION REIMBURSEMENT	Carry Fwrđ

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YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
64086 JUSTIN TOURANGEAU	71201444	2012/12	279.79	279.79	TUITION REIMBURSEMENT	Carry Fwr
64144 MICHAEL LIPSON	71201445	2012/12	279.79	279.79	TUITION REIMBURSEMENT	Carry Fwr
64811 CHOICE LITERACY	71200141	2012/02	295.00	295.00	WORKSHOP REGISTRATIONS	Carry Fwr
65792 ASHLEY CRAIG	71201448	2012/12	279.79	279.79	TUITION REIMBURSEMENT	Carry Fwr
	ACCOUNT TOTAL		1,693.95			
	ORG 70237138	TOTAL	1,693.95			
70248127 0001-310-3-2415-127-00-0000-00-551000- 44977 BYER PIANO SERVICE	SYS INSTRUC MATERIALS-MUSIC EDUCATIONAL SUPPLIES 71200228	2012/02	210.00	210.00	PIANO TUNINGS	Carry Fwr
	ACCOUNT TOTAL		210.00			
	ORG 70248127	TOTAL	210.00			
70320000 0001-300-3-3200-100-00-0000-00-550100- 45433 WILLIAM V MACGILL & CO	SYS HEALTH SERVICES - NURSES HEALTH 71200934	2012/08	79.84	79.84	SCHOOL NURSE SUPPLIES	Carry Fwr
	ACCOUNT TOTAL		79.84			
	ORG 70320000	TOTAL	79.84			
70412000 0001-300-3-4120-100-00-0000-00-521400- 1497 NSTAR GAS	SYS BUILDINGS-HEATING HEAT (OIL & GAS) 71201454	2012/12	325.49	325.49	YEAR END EXPENSES	Carry Fwr
	ACCOUNT TOTAL		325.49			
	ORG 70412000	TOTAL	325.49			
70422000 0001-300-3-4220-100-00-0000-00-520200- 1031 ENCUMBERED FUNDS SCHOOL	SYS MAINTENANCE -BUILDINGS GENERAL MAINTENANCE 71201451	2012/12	5,539.62	5,539.62	GENERAL MAINTENANCE & S	Carry Fwr
	ACCOUNT TOTAL		5,539.62			
	ORG 70422000	TOTAL	5,539.62			
70440908 0001-390-3-4400-108-00-0000-00-528800- 57678 SURVEYMONKEY.COM	SYS NETWORKING PURCHASE OF SERVICE 71200998	2012/09	200.00	200.00	SUBSCRIPTION RENEWAL	Carry Fwr
64207 CUMULUS GLOBAL	71201411	2012/12	451.29	451.29	SERVICE FOR STUDENT GOO	Carry Fwr

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YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
64300 GOOGLE INC	71201003	2012/09	122.16	122.16	ARCHIVING AND DISCOVERY	Carry Fwr
65755 BRETTFORD MANUFACTURING INC	71201413	2012/12	67.50	67.50	POWER CORD REPLACEMENT	Carry Fwr
	ACCOUNT TOTAL		840.95			
	ORG 70440908	TOTAL	840.95			
70930297 0001-320-3-9300-197-00-0000-00-535500- 44225 REED ACADEMY	SYS TUITION - NON PUBLIC-DAY TUITION SPECIAL NEEDS 71200090	2012/02	669.88	669.88	OUT OF DISTRICT PROGRAM	Carry Fwr
	ACCOUNT TOTAL		669.88			
	ORG 70930297	TOTAL	669.88			
71221000 0001-300-3-2210-100-01-0001-00-542100- 58766 PROSHRED SECURITY	BH PRINCIPAL OFFICE SUPPLIES 71200793	2012/06	150.00	150.00	SHREDDING SERVICE	Carry Fwr
	ACCOUNT TOTAL		150.00			
	ORG 71221000	TOTAL	150.00			
71243101 0001-310-3-2430-101-01-0001-00-551000- 3089 GENERAL BINDING CORP	BH GENERAL SUPPLIES-CLASSROOM EDUCATIONAL SUPPLIES 71201072	2012/09	56.85	56.85	SUPPLIES	Carry Fwr
24379 THERAPRO INC	71200484	2012/04	19.50	19.50	THE PENCIL GRIP ORIGIN	Carry Fwr
36765 OFFICE DEPOT	71200802	2012/06	147.33	147.33	SUPPLIES	Carry Fwr
	ACCOUNT TOTAL		223.68			
	ORG 71243101	TOTAL	223.68			
71248160 0001-310-3-2415-160-01-0001-00-534300- 58157 EXPERT LASER SERVICES INC	BH INSTRUC MATERIALS-PHOTOCOPY PHOTOCOPYING 71201147	2012/09	342.00	342.00	CARTRIDGES AND SERVICE	Carry Fwr
	ACCOUNT TOTAL		342.00			
	ORG 71248160	TOTAL	342.00			
72248128 0001-310-3-2415-128-02-0001-00-551000- 45111 US GAMES	BR INSTRUC MATERIALS - PHYS ED EDUCATIONAL SUPPLIES 71200732	2012/06	174.31	174.31	SUPPLIES	Carry Fwr
	ACCOUNT TOTAL		174.31			
	ORG 72248128	TOTAL	174.31			

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
74241101	JO TEXT/SOFTWARE CLASSROOM					
0001-310-3-2410-101-04-0001-00-551000-	EDUCATIONAL SUPPLIES					
36061 BARNES & NOBLE INC	71200471	2012/03	41.29	41.29	MATERIALS	Carry Fwrđ
	ACCOUNT TOTAL		41.29			
	ORG 74241101TOTAL		41.29			
74243101	JO GENERAL SUPPLIES-CLASSROOM					
0001-310-3-2430-101-04-0001-00-551000-	EDUCATIONAL SUPPLIES					
7474 PHI DELTA KAPPA	71200248	2012/02	90.00	90.00	MEMBERSHIP	Carry Fwrđ
24954 LAKESHORE LEARNING MATERIALS	71200983	2012/09	174.09	174.09	MATERIALS	Carry Fwrđ
35158 W B MASON	71201395	2012/12	93.82	93.82	NEW CLASSROOM SET UP	Carry Fwrđ
	ACCOUNT TOTAL		357.91			
	ORG 74243101TOTAL		357.91			
74243190	JO GENERAL SUPPLIES - LIBRARY					
0001-310-3-2430-190-04-0001-00-558000-	LIBRARY SUPPLIES					
1318 BRODART CO	71201066	2012/09	145.06	145.06	SUPPLIES	Carry Fwrđ
	ACCOUNT TOTAL		145.06			
	ORG 74243190TOTAL		145.06			
74248992	JO INSTRUC MATERIALS-AV					
0001-390-3-2415-192-04-0001-00-558000-	SUPPLIES					
37074 CDW GOVERNMENT INC.	71201396	2012/12	22.56	22.56	SUPPLIES	Carry Fwrđ
	ACCOUNT TOTAL		22.56			
	ORG 74248992TOTAL		22.56			
75244115	LJ INSTRUC SERV - FIELD TRIPS					
0001-310-3-2440-115-05-0001-00-551000-	LJ INSTRUC SERV - FIELD TRIPS					
1954 MICHAEL J. CONNOLLY & SONS,	71201349	2012/11	32.00	32.00	YEAR END FIELD TRIPS	Carry Fwrđ
	ACCOUNT TOTAL		32.00			
	ORG 75244115TOTAL		32.00			
76243115	MM GENERAL SUPPLIES FIELD TRIP					
0001-310-3-2430-115-06-0001-00-551000-	EDUCATIONAL SUPPLIES					
1954 MICHAEL J. CONNOLLY & SONS,	71200518	2012/04	337.50	337.50	FIELD TRIP	Carry Fwrđ
	ACCOUNT TOTAL		337.50			
	ORG 76243115TOTAL		337.50			

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YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
77248128	KN INSTRUC MATERIALS - PHYS ED					
0001-310-3-2415-128-07-0005-00-551000-38790 GOPHER	EDUCATIONAL SUPPLIES	71200701	2012/06	61.91	61.91 MATERIALS	Carry Fwrđ
	ACCOUNT TOTAL			61.91		
	ORG 77248128TOTAL			61.91		
78243101	WL GENERAL SUPPLIES-CLASSROOM					
0001-310-3-2430-101-08-0005-00-551000-34817 DINN BROS	EDUCATIONAL SUPPLIES	71201285	2012/11	76.00	76.00 YEAR END AWARDS	Carry Fwrđ
35158 W B MASON	71201188	2012/10	282.40	282.40 SUPPLIES	Carry Fwrđ	
35158 W B MASON	71201287	2012/11	500.00	500.00 SUPPLIES	Carry Fwrđ	
			782.40			
	ACCOUNT TOTAL			858.40		
	ORG 78243101TOTAL			858.40		
78248114	WL INSTRUC MAT-WORLD LANGUAGES					
0001-310-3-2415-114-08-0005-00-551000-3628 FOLLETT EDUCATIONAL SERV	EDUCATIONAL SUPPLIES	71200017	2012/02	99.36	99.36 LANGUAGE MATERIALS	Carry Fwrđ
	ACCOUNT TOTAL			99.36		
	ORG 78248114TOTAL			99.36		
78248120	WL INSTRUC MATERIALS - TECH ED					
0001-310-3-2415-120-08-0005-00-551000-65748 HOME DEPOT	EDUCATIONAL SUPPLIES	71201218	2012/10	300.00	300.00 MATERIALS	Carry Fwrđ
	ACCOUNT TOTAL			300.00		
	ORG 78248120TOTAL			300.00		
79237138	HS PROFESSIONAL DEVELOPMENT					
0001-310-3-2357-138-09-0012-00-521800-2130 ACCEPT EDUCATION COLLABORATI	TRAINING & EDUCATION	71200522	2012/04	45.00	45.00 SEMINAR REGISTRATION	Carry Fwrđ
5499 MIAA	71201073	2012/09	40.00	40.00 INJURY PREVENTION WORKS	Carry Fwrđ	
	ACCOUNT TOTAL			85.00		
	ORG 79237138TOTAL			85.00		
79241110	HS TEXT/SOFTWARE - ENGLISH					
0001-310-3-2410-110-09-0012-00-551000-3628 FOLLETT EDUCATIONAL SERV	EDUCATIONAL SUPPLIES	71201357	2012/11	667.20	667.20 ENGLISH MATERIALS	Carry Fwrđ

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
3628 FOLLETT EDUCATIONAL SERV	71201354	2012/11	272.40	272.40	ENGLISH MATERIALS	Carry Fwrđ
			939.60			
	ACCOUNT TOTAL		939.60			
	ORG 79241110TOTAL		939.60			
79243190 0001-310-3-2430-190-09-0012-00-558000- 23086 STANDARD STATIONARY	HS GENERAL SUPPLIES - LIBRARY LIBRARY MATERIALS 71201049	2012/09	65.72	65.72	SUPPLIES	Carry Fwrđ
47267 CASCADE SCHOOL SUPPLIES	71201372	2012/11	30.66	30.66	SUPPLIES	Carry Fwrđ
57078 FOLLETTE LIBRARY RESOURCES	71201380	2012/11	143.34	143.34	LIBRARY MATERIALS	Carry Fwrđ
	ACCOUNT TOTAL		239.72			
	ORG 79243190TOTAL		239.72			
79244164 0001-310-3-2440-164-09-0012-00-551000- 4924 JOSTEN'S INC	HS INSTRUC SERV-GRADUATION EDUCATIONAL SUPPLIES 71201419	2012/12	37.73	37.73	FINAL DIPLOMA ORDER	Carry Fwrđ
	ACCOUNT TOTAL		37.73			
	ORG 79244164TOTAL		37.73			
79248126 0001-310-3-2415-126-09-0012-00-551000- 59895 STRIKE UP THE BAND INC	HS INSTRUC MATERIALS - MUSIC EDUCATIONAL SUPPLIES 71200319	2012/03	469.00	469.00	MUSIC MATERIALS	Carry Fwrđ
	ACCOUNT TOTAL		469.00			
	ORG 79248126TOTAL		469.00			
79248129 0001-310-3-2415-129-09-0012-00-551000- 65068 RICOH AMERICAS CORP	HS INSTRUC MATERIALS-PRINTING EDUCATIONAL SUPPLIES 71201446	2012/12	1,000.00	1,000.00	YEAR END EXPENSES	Carry Fwrđ
	ACCOUNT TOTAL		1,000.00			
	ORG 79248129TOTAL		1,000.00			
79248134 0001-310-3-2415-134-09-0012-00-551000- 1923 WARD'S NATURAL SCIENCE	HS INSTRUC MATERIALS-SCIENCE EDUCATIONAL SUPPLIES 71200970	2012/09	94.75	94.75	SCIENCE MATERIALS	Carry Fwrđ
	ACCOUNT TOTAL		94.75			
	ORG 79248134TOTAL		94.75			

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TOWN OF NATICK
 PURCHASE ORDERS BY GL ACCOUNT

PG 16
 poglacct

YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
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REPORT PO TOTALS:          800,120.86
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** END OF REPORT - Generated by Margaret Shaughnessy **

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

PG 1
poglacct

YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
500102	#10-4A	11/10	RECONFIGURE DISPA			
5001-210-2-0000-000-00-1002-00-591500-	#10-4A	11/10	RECONFIGURE DISPA			
5613 MOTOROLA SOLUTIONS	20122731	2012/12	214,026.00	214,026.00	EQUIP INSTALLATION LESS	Carry Fwr
	ACCOUNT TOTAL		214,026.00			
	ORG 500102	TOTAL	214,026.00			
=====						
FUND 5001 CAP IMP #10 - 1,2,3,4,5,6,7&10			TOTAL:	214,026.00		
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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

PG 2
poglac2

YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
50315					HIGH SCHOOL CONSTR ART 6/7 JAN	
5031-300-3-0000-000-00-0000-50-585991-					FURNISHINGS/FIXTURES/EQUIPMENT	
1309 M D STETSON	71201169	2012/10	39,572.00	39,572.00	CUSTODIAL EQUIPMENT	FF&Closed
1533 FISHER SCIENTIFIC	71201170	2012/10	114,617.17	114,617.17	SCIENCE EQUIPMENT	Carry Fwrđ
10840 APPLE COMPUTER INC	7111935	2011/09	4,461.05	4,461.05	HIGH SCHOOL LAPTOPS	Carry Fwrđ
10840 APPLE COMPUTER INC	71201311	2012/11	17,759.53	17,759.53	IPAD WITH WI-FI	Closed
10840 APPLE COMPUTER INC	71201310	2012/11	16,710.28	16,710.28	MACBOOK PRO 5-PACK	Closed
			38,930.86			
11541 BSN SPORTS	71201171	2012/10	9,071.03	9,071.03	GYM EQUIPMENT FF&E	Closed
28548 LEONARDS MUSIC	71201173	2012/10	73,365.00	73,365.00	MUSIC INSTRUMENTS & EQ	Closed
28586 EBI ELECTRONICS INC	71201268	2012/11	19,786.00	19,786.00	DESKS, WORKSURFACES, &	Closed
34879 PC MALL GOV INC	7112252	2011/11	4,410.00	4,410.00	HEADSETS AND ADAPTERS	Carry Fwrđ
35158 W B MASON	71201273	2012/11	23,341.00	23,341.00	FURNISHINGS & EQUIPMENT	Carry Fwrđ
35158 W B MASON	71201274	2012/11	23,662.54	23,662.54	FURNISHINGS & EQUIPMENT	Closed
35158 W B MASON	71201161	2012/10	882,810.76	882,810.76	HIGH SCHOOL FURNISHINGS	Carry Fwrđ
			929,814.30			
35484 SCHOOL SPECIALTY INC	71201174	2012/10	1,018.94	1,018.94	FURNISHINGS	Carry Fwrđ
35569 SCHOOL FURNISHINGS INC	71201163	2012/10	121,463.70	121,463.70	HIGH SCHOOL FURNISHINGS	Closed
37074 CDW GOVERNMENT INC.	71201326	2012/11	495.24	495.24	TRIPP 15M FIBER	Closed
37074 CDW GOVERNMENT INC.	71201327	2012/11	1,775.51	1,775.51	AVL ACROBAT PRO	Carry Fwrđ
			2,270.75			
42106 CREATIVE OFFICE PAVILLION	71201175	2012/10	241,947.00	241,947.00	FURNISHINGS	Carry Fwrđ
42106 CREATIVE OFFICE PAVILLION	71201276	2012/11	4,408.00	4,408.00	FURNISHINGS & EQUIPMENT	Carry Fwrđ
			246,355.00			
42404 ROBERT H LORD COMPANY	71201176	2012/10	19,178.42	19,178.42	FURNISHINGS AND EQUIPME	Closed
45077 MEGAMEDICAL SUPPLY CO INC	71201177	2012/10	49,951.14	49,951.14	FURNISHINGS AND EQUIPME	Carry Fwrđ
45077 MEGAMEDICAL SUPPLY CO INC	71201404	2012/12	5,199.90	5,199.90	ADDITIONAL EQUIPMENT F	Carry Fwrđ
			55,151.04			
45371 OCE' IMAGISTICS INC	71201405	2012/12	6,700.00	6,700.00	OCE PROFESSIONAL SERVIC	Carry Fwrđ
46018 DELL CORPORATION	71201336	2012/11	10,489.60	10,489.60	DELL OPTIPLEX	Closed

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

PG 3
poglac2

YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
46754 SARGENT-WELCH	71201178	2012/10	246,894.38	246,894.38	SCIENCE EQUIPMENT	Carry Fwrđ
47604 MIDWEST TECHNOLOGY PROD&SERV	71201277	2012/11	6,246.44	6,246.44	FURNISHINGS & EQUIPMENT	Closed
47604 MIDWEST TECHNOLOGY PROD&SERV	71201179	2012/10	64,147.21	64,147.21	INDUSTRIAL ARTS EQUIPME	Carry Fwrđ
			70,393.65			
52288 MONITOR EQUIPMENT CO INC	71201166	2012/10	460,933.04	460,933.04	HIGH SCHOOL FURNISHINGS	Carry Fwrđ
54359 LIFE FITNESS	71201180	2012/10	174,832.51	174,832.51	GYM EQUIPMENT	Closed
58142 CBE TECHNOLOGIES	71201278	2012/11	5,150.24	5,150.24	HP EXPANSION MODULE	Carry Fwrđ
58142 CBE TECHNOLOGIES	71201098	2012/09	6,925.20	6,925.20	LC CONNECTOR	Closed
58142 CBE TECHNOLOGIES	71201253	2012/11	600.00	600.00	FIBER CABLES	Carry Fwrđ
			12,675.44			
60003 AMERICOM INC	71201000	2012/09	33,600.00	33,600.00	SHORE TEL PHONES	Carry Fwrđ
64536 HILLYARD/ROVIC	71201181	2012/10	30,315.63	30,315.63	CUSTODIAL EQUIPMENT	Carry Fwrđ
64686 STM BAGS LLC	71201254	2012/11	48,981.11	48,981.11	JACKET - BLACK/GREEN	Closed
65463 CANON USA INC	71201412	2012/12	177,917.50	177,917.50	EQUIPMENT UNDER STATE	Closed
65560 WILLIAMS' PIANO SHOP INC	71201279	2012/11	39,500.00	39,500.00	FURNISHINGS & EQUIPMENT	Closed
	ACCOUNT TOTAL		2,988,237.07			
	ORG 50315	TOTAL		2,988,237.07		

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FUND 5031 HIGH SCHOOL CONSTR ART 6/7 JAN TOTAL: 2,988,237.07

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

PG 4
poglacct

YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
50325	SENIOR CTR ART 1 JAN 10					
5032-541-5-0000-000-00-0000-50-586000-	PROJECT CONTINGENCY					
48262 FITNESS DISTRIBUTORS	20122587	2012/12	16,975.00	16,975.00	Provide and install at	Closed
	ACCOUNT TOTAL		16,975.00			
5032-541-5-0000-000-00-0000-50-586200-	FURNISHINGS/FIXTURES/EQUIPMENT					
1985 M.E. O'BRIEN & SONS INC	20122576	2012/12	13,225.00	13,225.00	Provide and install at	Carry Fwr
10840 APPLE COMPUTER INC	20122579	2012/12	7,300.00	7,300.00	Provide for Natick IT D	Carry Fwr
22700 M-F ATHLETIC COMPANY INC	20122606	2012/12	30,856.23	30,856.23	Provide and install all	Closed
29005 DELL MARKETING L.P.	20122580	2012/12	15,800.00	15,800.00	Provide two desktop PC	Carry Fwr
35158 W B MASON	20122322	2012/11	77,605.37	77,605.37	PER ATTACHED LIST	Closed
37074 CDW GOVERNMENT INC.	20122612	2012/12	26,410.00	26,410.00	Provide for IT Departm	Carry Fwr
43593 PRECISION FITNESS EQUIPMENT	20122585	2012/12	7,436.00	7,436.00	Provide and install	RecClosed
44401 DERO BIKE RACK CO	20122586	2012/12	879.54	879.54	Order one S6-FT-EPX-A	(Closed
60003 AMERICOM INC	20122591	2012/12	27,629.73	27,629.73	Furnish for Town of Nat	Carry Fwr
62994 WHALLEY COMPUTER ASSOC INC	20122593	2012/12	19,572.82	19,572.82	Provide all items as in	Carry Fwr
63239 CAROUSEL INDUSTRIES OF NO AM	20122594	2012/12	2,000.00	2,000.00	Provide 4 AP-105 Aruba	Closed
65573 GO TECHNOLOGIES INC	20122276	2012/10	22,699.00	22,699.00	INSTALL & PROVIDE SECUR	Carry Fwr
65578 CLAFLIN MEDICAL EQUIPMENT	20122326	2012/11	6,071.00	6,071.00	SEE ATTACHED LIST	Closed
65785 STAPLES CONTRACT & COMMERCIA	20122635	2012/12	86,528.86	86,528.86	Provide and install all	Carry Fwr
65786 TXL HOLDING CORP	20122636	2012/12	3,120.00	3,120.00	Provide and install thr	Carry Fwr
65787 SEASONAL SPECIALTY STORES	20122637	2012/12	6,912.00	6,912.00	Provide two Olhausen Dr	Carry Fwr
65788 WTI	20122638	2012/12	10,000.00	10,000.00	Provide and install all	Carry Fwr
65789 BUSINESS SERVICES	20122639	2012/12	6,149.80	6,149.80	Provide and install at	Closed
	ACCOUNT TOTAL		370,195.35			
5032-541-5-0000-000-00-0000-50-587600-	RELOCATION COSTS					
37074 CDW GOVERNMENT INC.	31110022	2011/06	1,724.40	1,724.40	sr cebter rekitatuib	Carry Fwr
	ACCOUNT TOTAL		1,724.40			
	ORG 50325	TOTAL	388,894.75			

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TOWN OF NATICK
 PURCHASE ORDERS BY GL ACCOUNT

PG 5
 poglacct

YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
=====						
FUND 5032 SENIOR CTR ART 1 JAN 10			TOTAL:	388,894.75		
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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

PG 6
poglacct

YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
50345			FIRE GRND REPEATR ART9 SPG 10			
5034-220-2-0000-000-00-0000-50-591500-			FIRE GRND REPEATR ART9 SPG 10			
5613 MOTOROLA SOLUTIONS	50110175	2011/11	13,296.63	13,296.63	FIRE GROUND REPEATER	Carry Fwrđ
31972 TESSCO	20120234	2012/02	371.16	371.16	MISC SUPPLIES	Carry Fwrđ
61228 COMTRONICS CORP	20121520	2012/08	470.00	470.00	LABOR TECH SPECIALIST	Carry Fwrđ
	ACCOUNT TOTAL		14,137.79			
	ORG 50345	TOTAL	14,137.79			
=====						
FUND 5034 FIRE GRND REPEATR ART9 SPG 10 TOTAL:			14,137.79			
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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

PG 7
poglacct

YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
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REPORT PO TOTALS:	3,605,295.61					
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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

PG 1
poglacct

YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
6000502						
6000-632-6-0000-000-00-5000-02-522930-						
49538 TOWN OF NATICK GOLF ACCOUNT	20122918	2012/12	203.52	203.52	AMEX FEES MAR-JUNE 2012	Carry Fwr
	ACCOUNT TOTAL		203.52			
	ORG 6000502 TOTAL		203.52			
=====						
FUND 6000 SASSAMON TRACE GOLF COURSE			TOTAL:	203.52		
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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

PG 2
poglacct

YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
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REPORT PO TOTALS:                203.52
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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

PG 1
poglacct

YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
653501						
6535-440-4-0000-000-00-0000-50-583050-	ATM09	ART13	BROADS HILL FOREST			
1281 PORTLAND GROUP/FRAMINGHAM	20122523	2012/12	962.13	962.13	COPPER PIPE AND FITTING	Carry Fwr
	ACCOUNT TOTAL		962.13			
	ORG 653501	TOTAL	962.13			
=====						
FUND 6535 W/S CAPITAL ARTICLES FY10			TOTAL:	962.13		
=====						

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

PG 2
poglacct

YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
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REPORT PO TOTALS:          962.13
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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

PG 1
poglacct

YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
6544502	SEWER OPERATING EXPENSES					
6500-445-4-0000-000-00-0000-02-521900-	TECH/PROF MWRA SULFIDE TEST					
38705 CHEMSERVE ENVIRONMENTAL ANAL	20122291	2012/11	631.50	631.50	MWRA SEWER TESTS	Carry Fwrđ
	ACCOUNT TOTAL		631.50			
6500-445-4-0000-000-00-0000-02-581029-	SEWER LINE MAINTENANCE					
38705 CHEMSERVE ENVIRONMENTAL ANAL	20120093	2012/02	293.95	293.95	MWRA SEWER TESTS	Carry Fwrđ
	ACCOUNT TOTAL		293.95			
	ORG 6544502 TOTAL		925.45			
6544602	WATER OPERATING EXPENSES					
6500-446-4-0000-000-00-0000-02-519200-	LICENSES CDL & SPECIAL					
48245 NEWWA	20120534	2012/04	145.00	145.00	NEW ENGLAND WATER WORKS	Carry Fwrđ
	ACCOUNT TOTAL		145.00			
6500-446-4-0000-000-00-0000-02-519210-	ISO 14001 CERTIFICATION					
37074 CDW GOVERNMENT INC.	20122664	2012/12	37.35	37.35	GRIFFIN SURVIVOR CASE,	Carry Fwrđ
	ACCOUNT TOTAL		37.35			
6500-446-4-0000-000-00-0000-02-520280-	SERVICE CONNECTIONS					
16343 PUTNAM PIPE CORP	20120940	2012/05	151.05	151.05	SERVICE BOXES AND FITT	Carry Fwrđ
16343 PUTNAM PIPE CORP	20122492	2012/11	438.62	438.62	WATER PIPE AND FITTINGS	Carry Fwrđ
16343 PUTNAM PIPE CORP	20122095	2012/10	367.06	367.06	WATER PIPE FITTINGS	Carry Fwrđ
			956.73			
	ACCOUNT TOTAL		956.73			
6500-446-4-0000-000-00-0000-02-520313-	WATER TESTING					
59502 RI ANALYTICAL LABORATORIES I	20122423	2012/11	120.60	120.60	WATER SAMPLES	Carry Fwrđ
59502 RI ANALYTICAL LABORATORIES I	20120068	2012/02	770.40	770.40	BACTERIA AND CHEM WATER	Carry Fwrđ
			891.00			
	ACCOUNT TOTAL		891.00			
6500-446-4-0000-000-00-0000-02-520400-	SOFTWARE SERVICING					
60554 IAN TECHNOLOGY SOLUTIONS	20120321	2012/03	5,069.00	5,069.00	PLC CABINET HARDWARE,	WCarry Fwrđ
	ACCOUNT TOTAL		5,069.00			
6500-446-4-0000-000-00-0000-02-525200-	GIS SOFTWARE & TRAINING					
35788 APPLIED GEOGRAPHICS	46111110	2011/12	3,000.00	3,000.00	WEBSITE MAINTENANCE REN	Carry Fwrđ
35788 APPLIED GEOGRAPHICS	4691150	2009/12	3,000.00	3,000.00	GIS WEB APPLICATION	Carry Fwrđ
			6,000.00			

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

PG 2
poglacct

YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
ACCOUNT TOTAL			6,000.00			
6500-446-4-0000-000-00-0000-02-528800-1273 C A TURNER CO INC	PURCHASED SERVICES FEES 20122647	2012/12	1,490.00	1,490.00	METAL DETECTORS	Carry Fwr
60964 R S WELLS ENTERPRISES	20120210	2012/02	216.00	216.00	RAIN JACKETS AND HARD H	Carry Fwr
ACCOUNT TOTAL			1,706.00			
6500-446-4-0000-000-00-0000-02-530246-25771 BAY STATE WATER WORKS SUPPLY	HYDRANT REPAIRS & MAINTENANCE 20120059	2012/02	36.29	36.29	WATER PIPE FITTINGS	Carry Fwr
ACCOUNT TOTAL			36.29			
6500-446-4-0000-000-00-0000-02-530247-64215 PRO TOOL & SUPPLY	MISC REPAIRS & MAINT 20122687	2012/12	99.00	99.00	AMES SHOVELS, RAKES, LE	Carry Fwr
ACCOUNT TOTAL			99.00			
ORG 6544602 TOTAL			14,940.37			
6544603	WATER CAPITAL EXPENSES					
6500-446-4-0000-000-00-0000-03-580001-1265 TI-SALES INC	REPLACE OBSOLETE METERS 20122645	2012/12	433.00	433.00	INJECTION CHECK VALVES	Carry Fwr
1265 TI-SALES INC	20120913	2012/05	4,204.18	4,204.18	METER TRANSMITTERS AND	Carry Fwr
1265 TI-SALES INC	20120198	2012/02	21.61	21.61	WATER METER PARTS	Carry Fwr
			4,658.79			
ACCOUNT TOTAL			4,658.79			
6500-446-4-0000-000-00-0000-03-585990-25771 BAY STATE WATER WORKS SUPPLY	MISC CONSTR REPAIRS & MAINT 20120953	2012/05	1,009.76	1,009.76	WATER PIPE FITTINGS	Carry Fwr
25771 BAY STATE WATER WORKS SUPPLY	20122456	2012/11	703.32	703.32	WATER AND PIPE FITTINGS	Carry Fwr
			1,713.08			
ACCOUNT TOTAL			1,713.08			
6500-446-4-0000-000-00-0000-03-587100-19628 GRAINGER INC	WATER LINE MAINTENANCE 20120615	2012/04	503.22	503.22	PARTS	Carry Fwr
44232 NORTHEAST PUMP & INSTRUMENT	20122550	2012/12	858.40	858.40	FLUORIDE PARTS AND PUM	Carry Fwr
48250 GEMINI GROUP LLC	20120577	2012/04	3,900.00	3,900.00	CCR MAILING	Carry Fwr
50509 RENAUD HVAC & CONTROLS, INC	46111163	2011/12	8,243.80	8,243.80	SCADA TREATMENT PLANT	Carry Fwr
50509 RENAUD HVAC & CONTROLS, INC	46111227	2011/12	15,000.00	15,000.00	REPLACE A/C AT WTP	Carry Fwr
			23,243.80			

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

PG 3
poglacct

YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
60266 FERGUSON/J.D. DADDARIO #1196	20120186	2012/02	183.73	183.73	HARD COP TUBE, 50/50	TICarry Fwrđ
	ACCOUNT TOTAL		28,689.15			
6500-446-4-0000-000-00-0000-03-587200- 25771 BAY STATE WATER WORKS SUPPLY	NEW HYDRANT INSTALLATION 20122532	2012/12	675.00	675.00	FIRE HYDRANT AND PARTS	Carry Fwrđ
	ACCOUNT TOTAL		675.00			
6500-446-4-0000-000-00-0000-03-587300- 53725 CENTRAL MASS SAND & GRAVEL	ASPHALT CRUSHING 20120721	2012/04	25.16	25.16	GRAVEL	Carry Fwrđ
53725 CENTRAL MASS SAND & GRAVEL	20122704	2012/12	1,400.00	1,400.00	GRAVEL	Carry Fwrđ
53725 CENTRAL MASS SAND & GRAVEL	20122474	2012/11	848.86	848.86	GRAVEL	Carry Fwrđ
			2,274.02			
63267 GRANITEVILLE MATERIALS LLC	46111202	2011/12	3,101.09	3,101.09	GRAVEL	Carry Fwrđ
	ACCOUNT TOTAL		5,375.11			
	ORG 6544603 TOTAL		41,111.13			

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FUND 6500 SEWER ENTERPRISE FUND	TOTAL:	56,976.95
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 mshaughnessy

TOWN OF NATICK
 PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2012/13 Amounts Include Unposted AP Invoice Liquidations

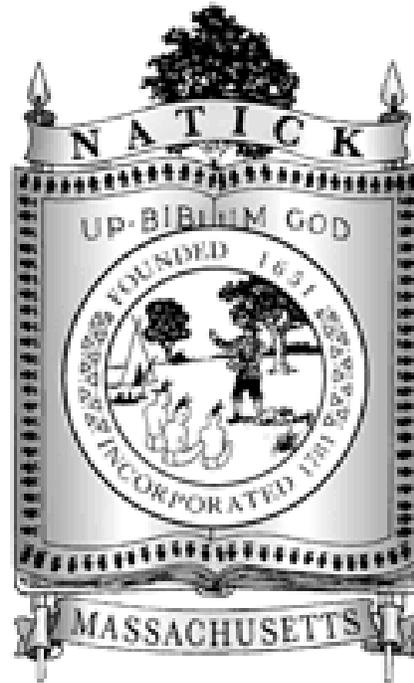
ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
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Town of Natick

FY 2014 BUDGET PREPARATION MANUAL



“Home of Champions”

November 2012

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SECTION 1: PROCESS

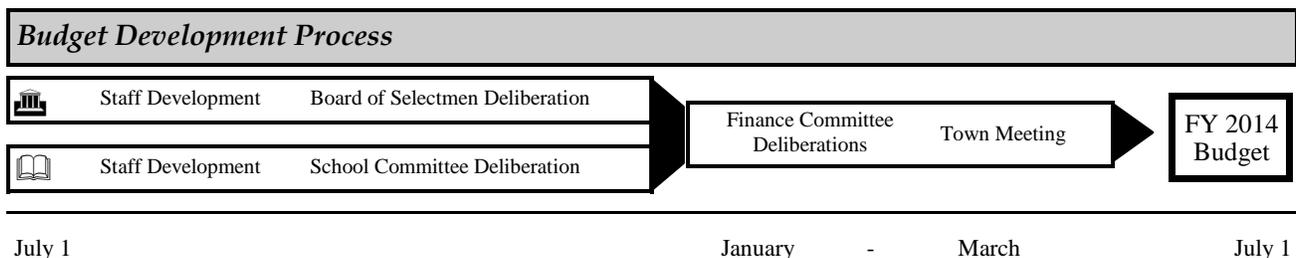
Building a budget is a lot like building a dam – it takes a lot of time, hard work, determination, the right materials and planning. Yet it all comes down to a lot of faith and hope when the water is released for the first time. In this climate of fiscal uncertainty, we all have to take care in preparing a budget because we want our product to be right the first time – both externally and internally.

External Budget Process:

The legislative body of the Town of Natick is a representative Town Meeting comprised of 180 elected Town Meeting Members. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects. The Town Administrator is required to submit a Proposed Budget to the Board of Selectmen and Finance Committee on January 1, 2013. An **Open Process** is utilized in developing the budget. Internally, input is elicited and encouraged from all staff levels. Externally more and more citizen participation is encouraged and sought after. The open process allows for greater inclusion in decision-making and in the overall development of the budget.

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

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



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

SECTION 1: PROCESS (Continued)

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 annual budget proposal and develop their recommendations, which they are required to present at Town Meeting. Their final recommendations on financial articles is sent to Town Meeting members at least 7 days prior to the start of the Spring Annual Town Meeting in late 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.

Advise on Internal Departmental Budgeting:

Initial budget requests represent a comprehensive and careful consideration of resources needed to accomplish the mission, goals and objectives of your department. The requests must be complete and thorough in order to make it through the Town's budget process. When developing budget requests, it is important to solicit participation from all levels of your staff in order to more fully identify and address the budget needs of the department's programs and services. Each staff person brings a different perspective and expertise to the process. For departments with multiple divisions and programs/subprograms, it may be helpful to start the process with each program developing their individual budget requests. In the initial stages of the budget development, encourage your staff to include **all** of the program's budget needs and to prioritize those needs within each individual program. It is especially important this year that the development process within each department carefully reviews each program and element before making the request.

Once the initial requests have been developed, a team of staff representing the different divisions and programs of the department can be assembled to review and further prioritize the department's requests as a whole. Utilizing a team approach in which the different staffing levels, divisions, and programs are all represented enhances the quality, innovation, strategy and the scope of the Department Budget Requests.

To see the schedule for the budget process next year, look at Section 2, Critical Dates, on the next page.

SECTION 2: CRITICAL DATES***

Description of Item	Due Dates
Calendar 2011	
[Staff] - Distribution of Materials to Departments	Mid-November 2012
[Staff] – Department Head Goals Meeting w/ Town Administrator	Mid-November to Mid-December
[Staff] – Return of Budget Materials to Deputy Town Administrator	December 7 th
[TA] - Town Administrator Reviews w/Departments	December 10 th – December 21 st
[SC] – Superintendent’s Presentation of Budget	Mid-December
[TA] – Final Preparation of Budget Submission	December 27 th -December 30 th
Calendar 2012	
[BOS] – Presentation of Budget to Board of Selectmen	January 2 nd , 2013
[FC] – Presentation of Budget to Finance Committee	January 3 rd
[BOS] & [FC] – Budget Hearings	January - March
[TA] – Submission of Capital Plan Revisions to BOS & FC	March 1 st
Distribution of Budgets & Finance Committee Recommendations	Late March
Town Election	Early April
Town Meeting	Late April-May
Begin FY 2014	July 1

****All dates and deadlines subject to revision.*

SECTION 3: FY 2013 BUDGET PREPARATION

OVERVIEW: This budget preparation manual provides information and instructions necessary to prepare your budget requests in an accurate and timely manner. It also provides an understanding of how the individual steps taken in the development of the budget support and directly relate to the overall process.

The FY 2014 Budget Process' chief aim is to provide an organized approach to building the budget. To that end, staff will initially prepare **one budget with a series of add-ons:**

- 1) **A Level-Service budget***:** A FY 2014 budget where you provide the same level of service and positions as in FY 2013, accounting for fixed cost increases (i.e. contractual services, compensation, steps, etc.)
- 2) **A Program-Improvement budget:** What you need to achieve the job you believe you should be performing.

****Please note: when preparing your level-service budget, keep in mind three items:*

- *Remove one-time expense items from your budget proposal – only include recurring costs. For example, if you had money appropriated for a one-time project, (boiler replacement, server replacement, and chaise lounge) take it out of your level-service budget. Recurring costs, (including maintenance) should be kept in.*
 - *DO NOT INCLUDE restorations in your level-services budget! Please utilize the Program Improvement Requests (detailed in Section 5) to state the case for limited restorations in your narrative. ONLY include what you are currently providing.*
-

Department heads will be asked to lead budget development for their particular departments. It is strongly encouraged that you to involve middle managers and any other interested employees in the budget process – you never know when they will need to know how to put a budget together.

STAYING ON SCHEDULE: Adhering to and meeting deadlines is essential to completing the budget on schedule. Please carefully review the list of Critical Dates on the previous page to familiarize yourself with the key meeting dates and deadlines.

Two-way communication is very important for a successful budget process. The Deputy Town Administrator will serve as the clearinghouse for all submissions and organizing of the budget. Please do not hesitate to contact Michael Walters Young with any budget questions. E-mail submissions should go to myoung@natickma.org.

SECTION 4: LEVEL-SERVICE BUDGET DEVELOPMENT

CRITICAL DATES

DEADLINE

Departments submit their workbooks & personnel sheets
Week of December 3rd

OVERVIEW: It is through the Budget Request documents that individual departments identify their expenditure needs for the upcoming year. The information that follows in this section will assist you in preparing the FY 2014 operating budget requests for your department.

MATERIALS: This year you will receive two Excel workbooks:

- Departmental workbook including:
 - i. Mission & Goals
 - ii. Narrative Summary of the budget
 - iii. Budget Summary of Town Meeting Appropriations & Program Improvement Requests
 - iv. Staffing History (five-years)
 - v. Performance Indicators
 - vi. Organizational Chart
 - vii. Detailed pages for each major category of expense (salaries, tech & prof. services, other charges, supplies, etc.)
- Personnel Staffing Worksheets (detailing each individual person & compensation)
PLEASE NOTE: Personnel Staffing Worksheets will be distributed AFTER budget workbooks are distributed.

The following pieces of information should go in each section:

- i. Mission & Goals
 - 1. Your Department's Mission Statement
 - 2. Your Natick 360/Department Head Goals for FY 2013 w/revisions looking ahead to FY 2014. Please review these and **REPLACE** them – the Town Administrator will meet with each of you before you have submitted your budget presentations, so they should be ready when you submit your budget.
- ii. Narrative Summary of the budget
 - 1. This section is similar to the text of last year's budgets...look at the FY 2013 submission for guidance. Basically this is your chance to explain in narrative detail what you have accomplished and what challenges you are facing. **PLEASE edit this narrative.** Nothing should be the same from the previous year.
- iii. Budget Summary of Town Meeting Appropriations & Program Improvement Requests
 - 1. This section is automated from the other sections and does not require any input from department heads.

SECTION 4: LEVEL-SERVICE BUDGET DEVELOPMENT

iv. Staffing History (five-years)

1. We want to maintain a five year history of **funded** positions in your department.

You also need to keep track of the total number of **bodies** in your department – a full-time/part-time count is necessary as well. This can be a total at the end of your FTE table.

v. Performance Indicators

1. This is the fourth year for Performance Indicators in the budget. The reason for this section is the same as it has been: The Town of Natick appropriates over \$110,000,000 for its operations in the General Fund alone, but in the recent past we have not been providing measures or indicators of our performance. Although the narrative is crucial to understanding how the department functions and what problems need to be addressed and opportunities need to be seized, we need to provide quantifiable and objective data which measures our performance.

The first year we established of performance indicators. These indicators, which measure workloads, reported the quantity or volume of products and services provided by the division or department. Last year we added, where applicable, efficiency indicators. Efficiency indicators measure the cost, either in terms of dollars or personnel hours per unit of output or outcome. Efficiency measures indicate how well resources are being used. This type of measure is focused on productivity and/or cost-effectiveness. (e.g. Division of the number of calls received by public safety dispatchers by the number of full-time employees is one form of efficiency measure.)

This year we need to add outcome indicators – quantifiable outcomes which you hope to achieve in the next year based upon your workload and efficiency.

Please provided data for **five (5)** fiscal years as you are able – FY 2010, 2011 and 2012, and estimate for FY 2013 and a forecast for FY 2014. I will propagate indicators for all departments, but if you have other indicators which in your professional opinion are better, more useful and that you will use in the future, by all means please supplement or change the ones I have created.

PLEASE keep in mind that performance indicators are NOT optional – you need to either use the indicators I have proposed, or provide an equivalent workload/efficiency/outcome metric.

vi. Organizational Chart

1. Last year's organizational chart will be available to you for editing. Please make any changes necessary to make it current.

vii. Detailed pages for each major category of expense (salaries, tech & prof. services, other charges, supplies, etc.)

1. This is where you will put your actual budget submission (numbers) and your line-by-line description of any changes to your budget. Remember,

SECTION 4: LEVEL-SERVICE BUDGET DEVELOPMENT

you are building a level-service budget. Only include appropriation requests for what you are doing currently.

OPERATING BUDGET PARAMETERS:

Budget Requests should be developed according to the parameters listed below.

- **Overall** – Departments are to develop budgets which offer the same level of service as is currently being provided in FY 2013. This means that you will budget compensation and expenses in order that you can provide the same amount of service in FY 2014 as you are providing in FY 2013.
- **Staffing & Salaries** – Please refer to the staffing worksheets distributed from the Deputy Town Administrator and the Finance Director for filling in these categories.
- **Benefits** – The Comptroller’s Office, in conjunction with the Town Administrator’s Office & Finance Department will calculate benefit figures. Therefore, you will not need to determine or enter the cost of benefits.
- **Expenses** - Expenses should be calculated after first reviewing what level of service you are providing this year and then reviewing your operations to determine any possible efficiencies.

Please e-mail myoung@natickma.org with your completed Excel packets.

SECTION 5: PROGRAM IMPROVEMENT BUDGET DEVELOPMENT

CRITICAL DATES

DEADLINE

Departments complete Program Improvement Budget Submissions
Week of December 3rd

OVERVIEW: The last few years have been tough. We have all asked you to do the same or more with less. The result has been predictable; dedicated hard-working employees have worked to maintain the great services we provide but are stretched very, very thin. The impact? When just one person goes out sick, retires or moves on to another job, a particular aspect of operations can grind to a standstill or make the stress levels rise for everyone else. There is never a good year to ask for more resources, but we need to establish what our needs are so that Administration and Policymakers know.

So in addition to developing level-service budgets, departments will be asked to come up with proposals for adding/restoring personnel and services representative of what they perceive their needs to be. The development of a “program improvement” budget this year will consist of adding service above and beyond what the level-service budget proposes.

INSTRUCTIONS: To achieve this end, departments will be asked to fill out the FY 2014 Program Improvement Request Form (see below). This form will allow departments to succinctly enter the costs and rationale for their requests. Blank forms can always be obtained electronically by e-mailing the Deputy Town Administrator at myoung@natickma.org

SECTION 5: PROGRAM IMPROVEMENT BUDGET DEVELOPMENT

- ❑ **Step 1) SAVE FILE – Before entering data into this form, make** sure to save it with a unique filename within your department’s subfolder. Please save each supplemental request form as a separate document. ❶

- ❑ **Step 2) ENTER DATA IN BOX ❶** – Fill in the departmental and accounting information in the spaces provided. Also, provide a descriptive name for the supplemental request with which it can be identified from a list of all requests. If your department is submitting more than one request, note the priority of this request out of all departmental requests. ❷

- ❑ **Step 3) ENTER DATA IN BOX ❷ (Requested Program Improvement Funding)** – Identify all costs of the request by object code and enter them into the appropriate boxes. If the costs of the request will be one-time only and discontinued after FY2014 enter the cost figures in the *One-Time Cost* column. ❸
 - ❑ If the costs will be ongoing, requiring funding in FY2014 and years following, enter the cost figures in the *Ongoing Annual Cost* column.
 - ❑ Some requests may include both one-time and ongoing costs. If so, note the type of cost in the appropriate column.
 - ❑ No row should have data entered in both the *One-Time Cost* and *Ongoing Annual Cost Columns*.
 - ❑ The *TOTAL* row and column will automatically calculate the sum of the data entered.

- ❑ **Step 4) ENTER TEXT IN BOX ❸ (Purpose/Description of Request)** – Use the space provided to describe the purpose of the request.

- ❑ **Step 5) ENTER TEXT IN BOX ❹ (Service Implication)** – Use the space provided to describe how the request, if approved, would affect the service level of that particular department, program, and/or element. ❹

SECTION 6: CONCLUSION

This process will be, as all are, fraught with success and troubles. I hope that together we can work through it and continue to refine a good system that makes this budget one which adequately serves the needs of staff and the citizens of Natick.

As has become our standard, finances will be tight this year. We strive every year to achieve that necessary balance between serving our citizens, maintaining operations now and in the future and not forcing an increase in taxes. This manual outlines the developmental stages of the budget for FY 2014. It is highly likely that further refinements will necessary as the budget goes forward before Town Meeting. As needs for refinement come forward, we will effectively communicate those needs and work with Departments to provide the smoothest process possible and the best outcome for everyone in Natick.

If you have any questions, please e-mail me at myoung@natickma.org or call ext. 6404.



Town of Natick

FY 2014 Preliminary Budget

Section XIII: Appendix B: Legal



Town of Natick

FY 2014 Preliminary Budget

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Legal

Governance of the Town of Natick is set forth under the Charter of the Town of Natick. So too is the budget process in the Town of Natick. It is governed by several sections of the Charter of the Town of Natick and the By-Laws of the Town of Natick. This section provides the important excerpts of those documents.

TOWN OF NATICK CHARTER: ARTICLE 5: FISCAL PROCEDURES

Section 5-1 Fiscal Year

The fiscal year of the town shall begin on the first day of July and shall end on the thirtieth day of June, unless another provision is made by general law.

Section 5-2 School Department Budget

(a) **Submission to Town Administrator** - The superintendent of schools' proposed budget shall be submitted to the town administrator in sufficient time to enable him to consider its effect on the total town budget he is required to submit under this article.

(b) **Public Hearing** - At least seven days before the meeting at which the school committee is to vote on its final budget request, the school committee shall cause to be published in a local newspaper a general summary the proposed budget. This notice shall also indicate the times and places at which copies of the proposed budget are available for public examination, and the date, time and place, not less than seven days following such publication, when a public hearing will be held by the school committee on the proposed budget.

Section 5-3 Submission of Preliminary Budget

Within a time fixed by by-law, before the date on which the representative town meeting is to meet in its spring session, the town administrator shall submit to the finance committee a preliminary budget for the ensuing year, with an accompanying budget message and supporting documents. He shall, simultaneously, provide for the publication in a local newspaper a general summary of the preliminary budget. This notice shall also indicate the times and places at which complete copies of the preliminary budget and accompanying materials are available for examination by the public.

Section 5-4 Budget Message

The budget message submitted by the town administrator shall at a minimum:

- Provide a comprehensive overview of the preliminary budget
- Explain the Town's fiscal condition including noteworthy changes in various revenue and expense categories as well as reserves
- Outline proposed financial policies of the town for the ensuing fiscal year

- Indicate any major variations from the current financial policies, together with the reasons for such changes
- Identify changed priorities and the reasons for such changes
- Summarize the town's debt position;
- Provide an analysis of significant trends and fiscal challenges and the administration's proposed responses thereto
- Describe and summarize significant changes, if any, in town services and/or staffing levels and the reasons for such changes
- Include such additional information as the town administrator deems desirable or the Board of Selectmen may require.

Section 5-5 The Preliminary Budget

The preliminary budget, in conjunction with the town administrator's budget message, shall provide a complete financial plan of all town funds, including the superintendent of schools' proposed budget as submitted under Section 5-2 and shall explain differences, if any, between that proposal and the town administrator's recommended appropriation for the school department. The preliminary budget must clearly identify any variances between the total recommended appropriations and projected available revenues and identify one or more scenarios for addressing such variances. Except as may otherwise be required by general law, or by the charter, the financial plan shall be in the form the town administrator deems desirable, or as the board of selectmen may require. In his presentation of the preliminary budget, the town administrator shall make use of modern concepts of fiscal presentation so as to furnish a maximum amount of information and the best financial controls. Any and all submitted budgets shall be arranged to show the actual and estimated revenues and expenditures for the previous, current, and ensuing fiscal years and shall indicate, in separate sections:

- (a) Proposed expenditures for current operations during the ensuing fiscal year, detailed by town agency, function and work programs, and the proposed methods of financing such expenditures.
- (b) Proposed capital expenditures during the ensuing fiscal year, detailed by town agency, and the proposed methods of financing such expenditures.
- (c) Estimated surplus revenue and free cash at the end of the current fiscal year, including estimated balances in any special accounts established for specific purposes.

Section 5-6 Action on the Town Administrator's Preliminary Budget

(a) **Public Hearing** - The finance committee shall forthwith, upon receipt of the preliminary budget, provide for the publication in a local newspaper of a notice stating the initial date, time and place, not less than seven nor more than fourteen days following such publication, when the first of one or more public hearings will be held by the finance committee on the preliminary budget.

(b) **Review** - The finance committee shall consider, in open public meetings, the detailed expenditures proposed by each town agency and may confer with representatives of any town agency in connection with its review and consideration. The finance committee may require the town administrator, or any other town agency, to furnish it with such additional information as it

may deem necessary to assist it in its review of any submitted budget.

(c) **Presentation to the Representative Town Meeting** - The finance committee shall file a report containing its recommendations for actions on the proposed budget which shall be available at least seven days prior to the date on which the town meeting acts on the proposed budget. When the proposed budget is before the town meeting for action it shall first be subject to amendment, if any, by the finance committee.

Section 5-7 Capital Improvement Program

The town administrator shall submit a capital improvement program to the board of selectmen and to the finance committee at least thirty days prior to the date fixed by by-law for the submission of the proposed operating budget. The capital improvement program shall include, but need not be limited to the following:

- (a) A clear, concise, general summary of its contents.
- (b) A listing of all capital expenditures proposed to be made, by years, during the five fiscal years next ensuing, with supporting information as to the need for each such expenditure.
- (c) Cost estimates, methods of financing and recommended time schedules.
- (d) The estimated annual cost of operating and of maintaining any new facility or piece of major equipment involved.

The information is to be annually revised with regard to all items still pending, or in the process of being acquired, improved or constructed.

TOWN BY-LAWS

ARTICLE 20: TOWN ADMINISTRATOR

Section 2 Dates of Submission of Fiscal Documents

As required by Section 5-3 of the Charter, the Town Administrator shall submit the proposed budget for the next fiscal year on or before the first business day in January.

As required by Section 5-7 of the Charter, the Town Administrator shall submit updates of the capital plan on or before the first business day in March and September.

ARTICLE 23: THE FINANCE COMMITTEE

Section 4 Report, Recommendations

The Finance Committee shall consider all matters of business included within the articles of any warrant for a Town Meeting, and shall, after due consideration, report thereon, in print, its recommendation as to each article. The Finance Committee shall distribute its said report to each of the Town Meeting Members at least seven (7) days in advance of a Town Meeting, except where compliance with this provision would defeat the purpose of a Special Town Meeting. The said recommendations shall be those of a majority of the appointed Committee at the time of the vote, but this shall not be construed to prevent recommendations by a minority as such. The Committee Report shall also state the total amount of the appropriations recommended by them on the entire Warrant and the approximate tax rate based on such recommendations. Said report for the Annual Town Meeting shall also contain a statement of the doings of the Committee during the year, with any such recommendations or suggestions as it may deem advisable on any matters pertaining to the welfare of the Town.

Section 5 Audits

The Finance Committee shall have the authority at any time to investigate the books, accounts and management of any department of the Town, and to employ such expert and other assistance as it may deem advisable for that purpose, and the books and accounts of all departments and officers of the Town shall be open to the inspection of the Committee and any person employed by it for the purpose. The Committee may appoint subcommittees and delegate to them such of its power as it deems expedient.



Town of Natick

FY 2014 Preliminary Budget

Appendix C: Glossary & Basis of Budgeting & Accounting

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



Town of Natick

FY 2014 Preliminary Budget

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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 than 150% of the proportionate share of the class. In other words, if the commercial/industrial class of taxpayers is normally responsible for 25% of the total tax burden, their maximum burden under the classification law is 37.5% (25 x 1.50).

COMPETITIVE BIDDING PROCESS – the process following State law requiring that for purchases of \$25,000 or more a Town must advertise, solicit and publicly open sealed bids from prospective vendors. After a review period, the Town Manager then awards a contract to the successful bidder.

DEBT EXCLUSION - The amount of taxes assessed in excess of the Proposition 2-1/2 levy limit for the payment of debt service costs attributable to a vote of the electorate. Two-thirds of the Selectmen and a majority of citizens voting must approve the exclusion. These funds are raised to retire the debt service for the project. They are not added to the tax levy limit for the following fiscal year.

DEBT SERVICE - Payment of interest and principal on an obligation resulting from the issuance of bonds.

DEPARTMENT – A division of the Town that has overall management responsibility for an operation or group of related operations within a functional area.

DEPRECIATION – 1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, and inadequacy of obsolescence. 2) That portion of the cost of a capital asset that is charged as an expense during a particular period. Depreciation is based on historic costs not replacement value.

ENCUMBRANCE – To encumber funds means to set aside or commit funds for a future expenditure. Encumbrances include obligations in the form of purchase orders, contracts or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved.

ENTERPRISE FUNDS - Enterprise Funds 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 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 override), the total amount of revenue which may be generated from the property tax is limited to: 2 1/2 more than the prior year levy limit, plus the sum of all qualifying new construction valuation multiplied by the prior year tax rate.

RESERVE FUND - An amount set aside annually within the budget of a city or town to provide a funding source for "extraordinary and unforeseen" expenditures. In a town, the Finance (or Appropriation) Committee can authorize transfers from this fund. The Reserve Fund is under the control of the Finance Committee.

RETAINED EARNINGS – The equity account reflecting the accumulated earnings of the enterprise funds.

RESOURCES - Total dollar amounts available for appropriation including estimated revenues, fund transfers, and beginning fund balances.

REVALUATION - Massachusetts municipal finance law requires that the Massachusetts Department of Revenue formally certify that property tax assessments represent the "full and fair cash valuation" of properties. The process of determining the "full and fair cash valuation" of taxable property is known as Revaluation.

REVENUE - Budgetary resources. The various revenues the Town receives are listed in the Revenue Section of Town Administrator's Summary.

REVOLVING FUND – As authorized under M.G.L. Ch. 53 E ½, departmental revolving funds allow communities to raise revenues from a specific service and use those revenues without appropriation to support the service. Each revolving fund must be re-authorized each year at annual town meeting or by city council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also

charged for all associated fringe benefits.

SCHOOL BUILDING ASSISTANCE PROGRAM (SBAB) – A program started by the Commonwealth of Massachusetts for the purpose of assisting municipalities in the reconstruction and renewal of its public schools.

SEWER & WATER CHARGES - The Town operates a Water and Sewer Enterprise Fund to manage these municipal operations. Users of sewer and water services provided by the Town pay charges depending upon usage. Revenue received from charges for sewer and water services is used to fully support the costs of utility operations, such as Massachusetts Water Resources Authority (MWRA) assessments, debt service obligations, personnel costs, and capital projects. Charges for services are based on an inclining block rate structure corresponding to usage. Charges rise as usage increases. The Town pays the MWRA assessments to dispose of Town sewage.

STABILIZATION FUND – Massachusetts General Law Ch.40, Sec. 5B, allows a municipality to appropriate in any year an amount not exceeding ten percent of the amount raised in the preceding fiscal year; the aggregate amount in the fund shall not exceed ten percent of the equalized valuation of the municipality. The treasurer shall be custodian of the fund and may invest the proceeds legally; any interest earned shall remain with the fund. Money from the Stabilization Fund may be appropriated for any lawful purpose by two-thirds vote of Town Meeting.

Natick has three Stabilization Funds as of January 1, 2012: the General Stabilization Fund, the Capital Stabilization Fund and the Operational Stabilization Fund.

TAX LEVY - The total amount to be raised through real estate and personal property taxes. Natick property owners pay taxes to the Town based on the assessed value of their real and/or personal property. Each year the Board of Selectmen conducts a tax classification hearing to determine a tax rate. The Town Assessor makes adjustments to real estate values in order to properly reflect fair market value. In addition to real estate, businesses may also pay a personal property tax (set at the commercial rate) based on the value of their professional equipment, furniture and fixtures. The amount of taxes a property owner pays is determined by multiplying the applicable tax rate by the valuation. For example, if the tax rate is \$10 and a property's assessed value is \$100,000, the property owner will pay \$10 times \$100,000/1,000, or \$1,000. Tax levy revenues are the largest source of funding for the Town. These revenues support most school, police, fire, public works, library, and general governmental services to the community.

TAX LEVY LIMIT - The maximum amount that can be raised within Proposition 2 ½.

TAX RATE - The amount of tax levied for each \$1,000 of assessed valuation.

USER FEES - Fees paid for direct receipt of a public service by the user or beneficiary of the service.

Basis of Accounting & Budgeting – Terminology

The following descriptions detail how the Town of Natick performs its accounting and budgeting.

- **Basis of Accounting:** General fund accounting is done on a modified accrual basis meaning that revenues are recognized when they become measurable or available (cash basis), while expenditures are accounted for in the accounting period incurred (accrual basis).
- **Basis of Budgeting:** Budgeting for all enterprise funds is done on a GAAP (Generally Accepted Accounting Principles) or full accrual basis. This means that expenditures and revenues are accounted for in the accounting period incurred.



Town of Natick

FY 2014 Preliminary Budget

Appendix D: Town Information & Demographics

History	D.3
Demographic & Geographic Information	D.3
Government & Election Information	D.4
Natick 360	D.6



Town of Natick

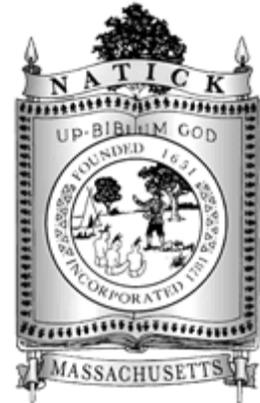
FY 2014 Preliminary Budget

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Demographics & Information

History

The Town of Natick is a suburban industrial center located on the upper basin of the Charles and Concord Rivers with an extensive complex of ponds. The town was from earliest Colonial days a prime target for development, possessing as it did good agricultural land, fish runs and water power. Established in 1650 on the Charles River, Natick had the first and the largest Indian praying town in the colonies, one that became a model for all other attempts to inculcate European standards into Indians. John Eliot, the great missionary, secured a charter of 6,000 acres for the Indians and converted them to Christianity. Unfortunately, Natick's Indian population was forcibly resettled on Deer Island during the King Philip's war and essentially never returned.



In Colonial days, Natick was an agricultural community with some orchards and some lumbering. Grist and sawmills were established and Indian ownership and control gave way to white dominance between 1676 and 1776. Local tradition claims that several loads of Natick men shipped out to the California gold rush in 1849 and 1850, returning with enough capital to start independent businesses in the town. The shoe industry dominated the community by the early 19th century, with the first shoe sole manufacturer established in 1827 and shoes shipped to the southern and western markets by 1830. The town's products, including baseballs manufactured in Natick, were shipped to Boston on the Boston and Worcester Railroad. The town saw rapid growth including an Irish, English, Nova Scotian, Italian and Armenian immigrant population which came to take jobs in the shoe plants and by the 1880's, Natick was the third largest shoe production community in the country.

Demographic & Geographic Information

Settlement Date: 1651

Incorporation Date: Natick was incorporated as a Town on February 19, 1781.

County: Middlesex

Location: Eastern Massachusetts, bordered by Framingham on the west, Wayland and Weston on the north, Wellesley and Dover on the east, and Dover and Sherborn on the south. Natick is 18 miles southwest of Boston; 25 miles east of Worcester; 35 miles north of Providence, Rhode Island; and about 201 miles from New York City.

Total Area: 16.06 sq. miles

Land Area: 15.09 sq. miles

2010 Population: 33,006 (*U.S. Census*)

2011 Labor Force: 18,654 (*Mass Dept. of Revenue*)

Per Capita Income: (2007-2011 5 year ACS Estimate): 49,012 (*U.S. Census*)

2010 Population Per Square Mile: 2,055.2

2009 Housing Units Per Square Mile: 886.47 (Mass Dept. of Revenue)

2009 Road Miles: 155.88 (Mass Dept. of Revenue)

Principal Employers (1)

Other than the Town itself, the following are the principal employers located in the Town:

Company	Nature of Business	Current Employees
MathWorks, Inc.	Software Dev/Sales	1,900
U.S. Army Natick Research, Development & Engineering Ctr.	Government/Food Research	1,300
Natick Mall	Retail	1,200
Metro West Medical Center Leonard Morse Campus	General Medical & Surgical Hospital	600
Boston Scientific	Medical Instrumentation/Administration	500
Klockner-Moeller	Motor Controls & Switchgear Equipment	200
Cognex	Manufacturers of Vision Instrumentation/Administration	180
Whitney Place	Assisted Living	170
Crowne Plaza Hotel	Hotel	150
Middlesex Savings Bank	Bank	100
Vision Sciences	Medical Instrumentation	80
Stop & Shop	Supermarket	70

Government & Elections Information

School Structure: K-12

Form of Government: Town Administrator-Selectmen-Representative Town Meeting

Registered Voters: (as of December 21, 2012) 22,455

Partisan Affiliation:

Democrat: 7,516	Republican: 2,685	Unenrolled: 12,145
Libertarian: 64	Green Rainbow:25	Reform:2
We The People: 1	Constitution Party: 1	Socialist:1
American Independent Party: 6	Inter 3 rd Party: 7	MA Independent Party: 2

Town Offices: Town Hall, 13 East Central Street

US Senators: John F. Kerry & Elizabeth Warren

Representative in Congress: Edward J. Markey

State Senators: Karen Spilka, Precincts 1-5, & 8
Richard J. Ross, Precincts 6-7 & 9-10

State Representatives:

David Paul Linsky, Precincts 1-10

Voting Qualifications: Must be 18 years of age on or before Election Day, born in the United States or fully naturalized; a resident of Natick.

Registration of Voters: Town Clerk's Office, 13 East Central Street, Monday –Wednesday from 8:00 a.m. to 5:00 p.m; Thursday from 8:00 a.m.-8:00 p.m.; Friday from 8:00a.m-12:30 p.m.

Where to Vote (Precinct Numbers):

- Kennedy Middle School, 163 Mill Street (1)
- Cole Recreational Center, 179 Boden Lane (2)
- Kennedy Middle School, 163 Mill Street (3)
- Wilson Middle School, 24 Rutledge Road (4)
- Wilson Middle School, 24 Rutledge Road (5)
- Lilja School, 41 Bacon Street at Oak Street (6)
- Lilja School, 41 Bacon Street at Oak Street (7)
- Morse Institute Library, 14 East Central St. (8)
- Morse Institute Library, 14 East Central St. (9)
- Memorial School, 107 Eliot Street (10)

Natick 360

Honoring Our Past. Planning Our Future.



Final Recommendations to Sponsoring Boards from the Strategic Planning Oversight Committee

“Some communities allow the future to happen to them. Successful communities recognize the future is something they can create. These communities take the time to produce a vision of the future they desire and employ a process that helps them achieve their goals.”
- National Civic League, 2000

Place Strategic Planning Action Items on your Agenda

The strategic plan contains value and vision statements and more than 200 action items. Many of these action items have been broadly defined and leave many options open for implementation.

Suggested Approach: As you add items to your agendas and record items in your minutes that relate to specific Natick 360 action items, consider placing a text marker such as “<<Natick 360>>” next to each action item. This will flag the item as playing a role in moving toward a strategic goal in the plan.

Review Progress Toward Goals Quarterly

Time passes very quickly and five years will only seem like a long time looking forward. To keep measuring and monitoring progress against the strategic plan, try to schedule a quarterly review.

Suggested Approach: Consider creating a grid of your strategic plan action items from the Strategic Plan Appendix and update each action item with a status code quarterly. Codes may include “A – accomplished”, “D – Defer”, “P - In Progress”, “R – Removed”

Collaborate with Other Boards at least Annually

Many boards have taken on action items to work toward common strategic goals. It will be very beneficial to get together once per year to review progress and identify areas for continued collaboration.

Suggested Approach: Have the Board of Selectmen host a joint meeting annually (perhaps after Spring Town Meeting) of various Boards to review progress against the Strategic Plan and to identify areas for collaboration over the next year. Consider using professional facilitation at these meetings.

Continue to Engage the Public

Public engagement has been an essential component of this planning process. Continued public engagement is one of the strategic goals in the Natick 360 plan.

Suggested Approach: Consider creating periodic public forums to inform and further engage the public in this process.

Make it happen

The Natick 360 Strategic Plan reflects 2 years of excellent work by hundreds of volunteers and contributions of visions, values, and ideas by almost 2,000 people (more than 10% of Natick households) in the process.

The process has yielded a common vision for the future of our community and an integrated plan with 12 strategic goals.

Individual sponsoring boards and committees have identified more than 200 different individual actions that can be taken over the next 5 years to move the community closer to its long-range vision.

This document lists some suggestions for keeping the strategic plan “alive” as a vital and integral part of Natick’s governance.

We invite each Board and Committee to adopt these suggestions, or other procedures as they see fit, to leverage Natick’s investment in this planning process.

Areas of Interest

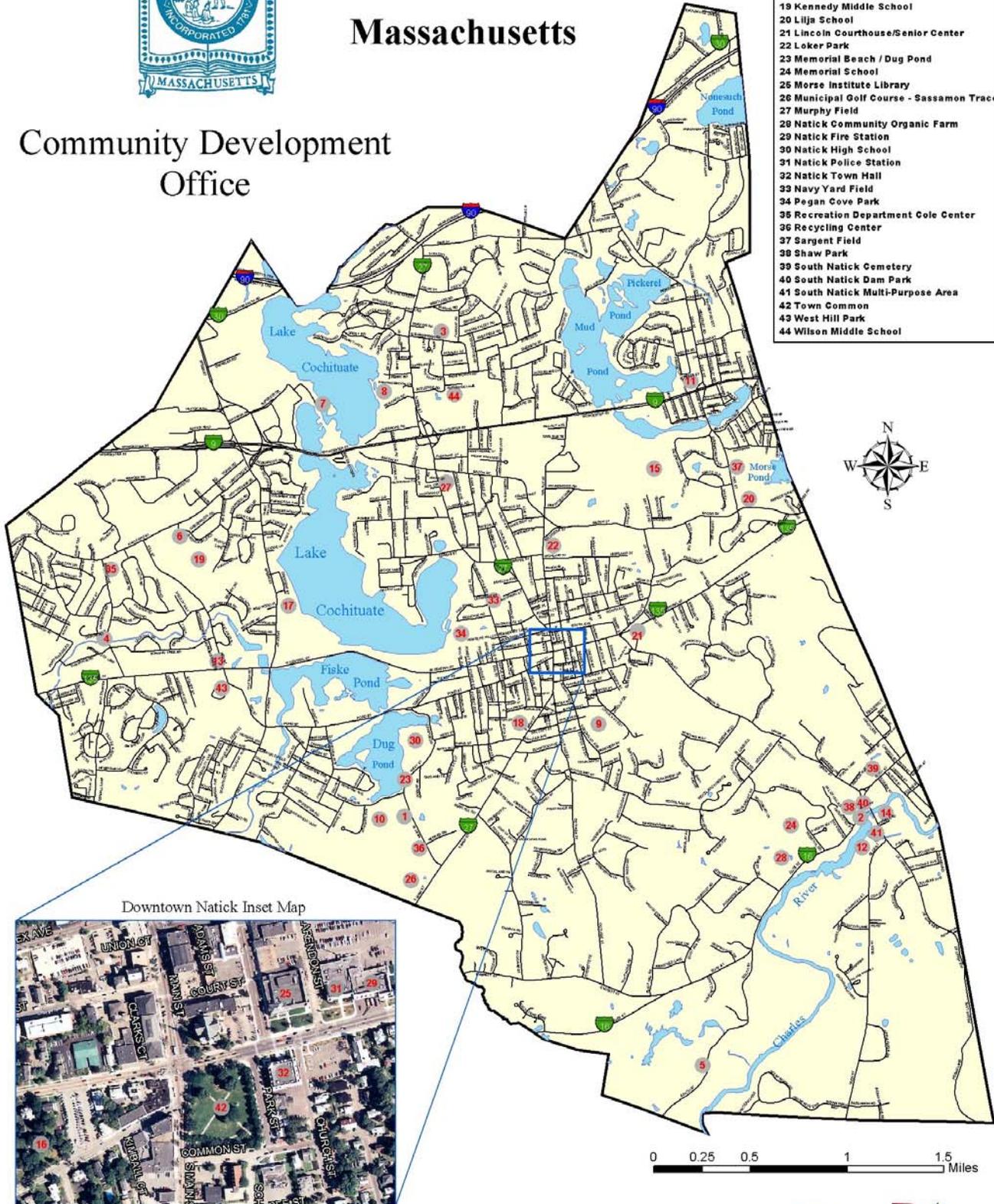


Town of Natick Massachusetts

Community Development
Office

Key to Areas of Interest

- 1 Track around NHS Football Field
- 2 Bacon Free Library
- 3 Bennet Hemenway School
- 4 Boden Lane Cemetery
- 5 Broadmoor Sanctuary
- 6 Brown School
- 7 Camp Arrowhead
- 8 Camp Mary Bunker
- 9 Coolidge Field/Woods
- 10 Department of Public Works
- 11 East Natick School
- 12 Grove Park
- 13 Henry Wilson Memorial
- 14 Hunnewell Fields
- 15 Hunnewell Town Forest
- 16 Indian Burial Ground
- 17 John J. Lane Park
- 18 Johnson School
- 19 Kennedy Middle School
- 20 Lilja School
- 21 Lincoln Courthouse/Senior Center
- 22 Loker Park
- 23 Memorial Beach / Dug Pond
- 24 Memorial School
- 25 Morse Institute Library
- 26 Municipal Golf Course - Sassaman 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





Town of Natick

FY 2014 Preliminary Budget

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Town of Natick

FY 2014 Preliminary Budget

Appendix E: Program Improvement Requests



Town of Natick

FY 2014 Preliminary Budget

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FY 2014 Program Improvement Request Summary Table

Department	Request	Compensation	Benefits	Expenses	Total	Funded
Education and Learning						
Morse Library	Restore Young Adult Librarian to F-T	\$ 29,800	\$ 12,751	\$ -	\$ 42,551	\$ -
Bacon Free	Restoration of Book Budget	\$ -	\$ -	\$ 6,000	\$ 6,000	\$ 3,000
Bacon Free	Increase of work hours per wk, Asst. Dir.	\$ 5,327	\$ -	\$ -	\$ 5,327	\$ -
Bacon Free	Increase of work hours per wk, Dir.	\$ 11,375	\$ -	\$ -	\$ 11,375	\$ 6,500
Sub-total Education and Learning		\$ 46,502	\$ 12,751	\$ 6,000	\$ 65,253	\$ 6,500
Public Safety						
Parking Enforce.	Additional Hours for Parking Enforcement	\$ 17,711	\$ -	\$ -	\$ 17,711	\$ 17,711
Police	Police Officer	\$ 58,613	\$ 12,751	\$ -	\$ 71,364	\$ -
Police	Deputy Chief	\$ 125,000	\$ 12,751	\$ -	\$ 137,751	\$ -
Fire	Assistant Communication Officer	\$ 60,000	\$ 12,751	\$ -	\$ 72,751	\$ -
Fire	Business Manager	\$ 60,000	\$ 12,751	\$ -	\$ 72,751	\$ -
Fire	Overtime for Prevention Office	\$ 35,000	\$ -	\$ -	\$ 35,000	\$ -
Sub-total Public Safety		\$ 356,324	\$ 51,004	\$ -	\$ 389,617	\$ -
Public Works						
Highway	Outsourcing Road Line Striping	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ 40,000
L,F & NR	Materials for Field Maintenance	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000
Sub-Total Public Works		\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
Health & Human Services						
Comm. Services (COA/HS)	Front Desk Receptionist	\$ 13,000	\$ -	\$ -	\$ 13,000	\$ 13,000
Comm. Services (COA/HS)	Newsletter Printing	\$ -	\$ -	\$ 12,600	\$ 12,600	\$ -
Comm. Services (COA/HS)	Special Events Support	\$ -	\$ -	\$ 800	\$ 800	\$ -
Comm. Services (Veterans)	Veterans Newsletter	\$ -	\$ -	\$ 2,250	\$ 2,250	\$ -
Comm. Services (Rec. & Parks)	Special Services Coordinator Position	\$ 33,280	\$ 12,751	\$ -	\$ 46,031	\$ 46,031
Comm. Services (Rec. & Parks)	Ipad Purchase (3)	\$ -	\$ -	\$ 1,500	\$ 1,500	\$ 1,500
Sub-Total Health & Human Services		\$ 46,280	\$ 12,751	\$ 17,150	\$ 76,181	\$ 60,531
Administrative Support Services						
Selectmen	Management Intern	\$ 43,000	\$ 12,751	\$ -	\$ 55,751	\$ -
Select./Finance	Benefits/Payroll Admin. Coordinator	\$ 50,000	\$ 12,751	\$ -	\$ 62,751	\$ 62,751
Selectmen/ IT	Information/Communication Specialist	\$ 50,000	\$ 12,751	\$ -	\$ 62,751	\$ 62,751
Finance/IT	MUNIS Upgrades	\$ -	\$ -	\$ 36,175	\$ 36,175	\$ 36,175
Town Clerk	Color Printer	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
Town Clerk	Part-Time Data Entry Database Assistance	\$ 3,000	\$ -	\$ -	\$ 3,000	\$ -
Community Dev.	Economic Development Officer	\$ 85,000	\$ 12,751	\$ -	\$ 97,751	\$ -
Sub-Total Administrative Support Services		\$ 231,000	\$ 51,004	\$ 37,175	\$ 319,179	\$ 162,677
Facilities Management						
Trades	Maintenance IV, with an electrical license	\$ 50,000	\$ 12,751	\$ -	\$ 62,751	\$ 62,751
Sub-Total Facilities Management		\$ 50,000	\$ 12,751	\$ -	\$ 62,751	\$ 62,751
Insurance						
Liability	Employee Practices Liability (EPL)	\$ -	\$ -	\$ 81,000	\$ 81,000	\$ -
Sub-Total Facilities Management		\$ -	\$ -	\$ 81,000	\$ 81,000	\$ -
		Compensation	Benefits	Expenses	Total	
Total G/F Requests		\$ 730,106	\$ 140,261	\$ 191,325	\$ 1,043,981	\$ 342,459
		<i>(+/- 11.55 FTE)</i>			<i>(4.6 FTE)</i>	

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 1 of 1

Department: Morse Institute Library
 Division:

Munis Dept #: 610
 Title: Young Adult Librarian - Full time

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
<u>Compensation</u>				
			\$29,800	\$29,800
				\$0
				\$0
<u>Benefits</u> (each new FTE has \$12,751 in cost)				
			\$12,751	\$12,751
<u>Expenses</u>				
				\$0
				\$0
				\$0
				\$0
				\$0
TOTAL		\$0	\$42,551	\$42,551

PURPOSE / DESCRIPTION OF REQUEST

For over 20 years, the Morse Institute Library had a fulltime Young Adult (YA) librarian. In FY2010, the person in that position left and the position was frozen. In FY2012, the town funded a part time YA librarian. The presence of a trained, degreed YA librarian has had a huge impact on the quality of library service now available to the youth of Natick. The Library is requesting that funding for a full time YA librarian be restored.

SERVICE IMPLICATION

A fulltime Young Adult librarian would allow the library to expand its programming and service to Natick teens (9% of the population). With a part-time YA librarian we have seen an increase in use of the teen room and a more positive atmosphere there. A professional teen librarian contributes to the library by: purchasing appropriate books, magazines, and A/V materials for this age group; actively engaging one-on-one with Natick's teens; creating age-appropriate programs; offering assistance with homework assignments; and providing additional public desk coverage for the Reference Desk. With the issue of bullying so much in the news these days, the presence of a trained, degreed YA librarian on staff is vital in helping our teens feel safe at

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: of

Department: **BACON FREE LIBRARY**
 Division:

Munis Dept #:
 Title: **RESTORATION OF BOOK BUDGET**

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
<u>Compensation</u>				
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
<u>Benefits</u> (each new FTE has \$12,751 in cost)				
_____	_____			\$0
<u>Expenses</u>				
_____	_____		\$6,000	\$6,000
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
TOTAL		\$0	\$6,000	\$6,000

PURPOSE / DESCRIPTION OF REQUEST

Proposing that Bacon Free Library's Printed Materials Line be restored to its pre recession (FY 2010) level of 12,000 (1) to answer the demands of taxpayers and (2) to help Trustees to keep pace with their agreement with FIN COM and other town leaders to build up Bacon Free Library endowment in 10 year period. We're in year 3 of that build-up period.

SERVICE IMPLICATION

Strengthening of children's and adult book and material collections and ensure more taxpayer needs.

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: of

Department: **BACON FREE LIBRARY**
 Division: _____

Munis Dept #: _____
 Title: **Increase of work hours per wk, Assistant Director**

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
<u>Compensation</u>				
511400	161501		\$5,327	\$5,327
_____	_____			\$0
_____	_____			\$0
<u>Benefits</u> (each new FTE has \$12,751 in cost)				
_____	_____			\$0
<u>Expenses</u>				
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
TOTAL		\$0	\$5,327	\$5,327

PURPOSE / DESCRIPTION OF REQUEST

PROPOSING THAT Bacon Free Library Assistant Director currently working 26 hrs / wk be moved to 30 hrs / wk. This is already a benefited position at 26 hrs / wk,

Bacon Free Library increased its hours of operation by 30 % in FY13. There is much more for senior staff to do, much more to supervise and barely any non customer service time in which to do so.

SERVICE IMPLICATION

Better utility of management level staff. Better back-up and supervision of team. Better service for taxpayers.

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: of

Department: **BACON FREE LIBRARY**
 Division: _____

Munis Dept #: _____
 Title: **Increase of work hours per wk, Director**

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
Compensation				\$0
511400	161501		\$11,375	\$11,375
				\$0
Benefits				\$0
	(each new FTE has \$12,751 in cost)			\$0
				\$0
Expenses				\$0
				\$0
TOTAL		\$0	\$11,375	\$11,375

PURPOSE / DESCRIPTION OF REQUEST

PROPOSING THAT Bacon Free Library Director currently working 32 hrs / wk be moved to 39 hrs / wk. This is already a benefited position at 32 hrs / wk,

Bacon Free Library increased its hours of operation by 30 % in FY13. There is much more to do, much more to supervise and barely any non customer service time in which to do so.

SERVICE IMPLICATION

Better utility of management level staff. Better back-up and supervision of team. Better service for taxpayers.

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: of

Department: **Parking Enforcement**
 Division:

Munis Dept #:
 Title: **Additional Enforcement Hours**

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
<u>Compensation</u>				
			\$17,711	\$17,711
				\$0
				\$0
<u>Benefits</u> (each new FTE has \$12,751 in cost)				
				\$0
<u>Expenses</u>				
				\$0
				\$0
				\$0
				\$0
				\$0
TOTAL		\$0	\$17,711	\$17,711

PURPOSE / DESCRIPTION OF REQUEST

The Parking Enforcement Department has been asked to take on a series of added enforcement responsibilities by the Board of Selectmen and Natick Center Associates within Natick Center. This has included enforcement on Saturdays, something which neither Parking Enforcement nor the Police Department has actively done in the past. The current budget is insufficient to perform 8 hours of enforcement Monday through Saturday. At best, the combined efforts can achieve 2/3 of that enforcement with current funding. The addition of this request will account for nearly 800 hours of added enforcement time.

SERVICE IMPLICATION

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 1 of 1

Department: Police
 Division:

Munis Dept #: 21
 Title: Police Officer

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
<u>Compensation</u>				
121001	511300		\$50,202	\$50,202
121001	513070		\$8,411	\$8,411
<u>Benefits</u>			\$12,751	\$12,751
(each new FTE has \$12,751 in cost)				
<u>Expenses</u>				
				\$0
				\$0
				\$0
				\$0
				\$0
TOTAL		\$0	\$71,364	\$71,364

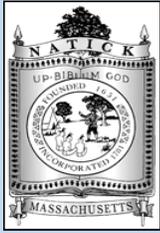
PURPOSE / DESCRIPTION OF REQUEST

This request is to add one (1) Police Officer to the Natick Police Department. In FY 13 I made a request for three (3) officers with the intent to become more proactive in the area of traffic enforcement and patrol objectives. For FY 13 two (2) officers were approved. The hiring process has delayed the ability to add these officers in a timely manner but while moving through the process we have encountered a dramatic increase in house breaks, car breaks and more notably drug overdoses. When the original request was made for three (3) officers these issues were not on the radar. As a result I will have to struggle with adding a traffic officer or an investigator to address these rising crimes and social conditions.

SERVICE IMPLICATION

The addition of this officer will allow us to fulfill our desire to address the traffic needs in the community as well as add more resources to investigations for drug enforcement and crime follow up.

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: of

Department: **Police**
 Division: **Administration**
 | Munis Dept #: _____
 Title: **Deputy Chief**

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
<u>Compensation</u>				
511110	Sal. Manage.		\$125,000	\$125,000
				\$0
<u>Benefits</u> (each new FTE has \$12,751 in cost)				
			\$12,751	\$12,751
<u>Expenses</u>				
				\$0
				\$0
				\$0
				\$0
				\$0
TOTAL		\$0	\$137,751	\$137,751

PURPOSE / DESCRIPTION OF REQUEST

The Natick Police Department has a strong background of professionalism and accomplishments. However, there is a pressing need to update current policies and procedures as well as daily operational processes in order to fulfill the needs of the organizational members and the community. In order to accomplish this important task there needs to be a change in the upper management of the organization. Under the current structure there is no clear Second in Command. In any paramilitary organization the leadership hierarchy must be clear. Historically the Natick Police Department has "designated" one of the Lieutenants as Executive Officer. This created a confusing scenario in which a Lieutenant was, by virtue of a job description, in charge of another Lieutenant. This scenario is not optimal in an organization that operates on the premise of Chain of Command. Therefore, I would like to propose for consideration the position of Deputy Chief of Police. In considering this proposal I also request that this position be created to be outside the purview of the collective bargaining representatives and strictures of the laws governing civil service.

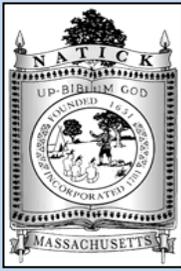
I recommend the creation of the position of Deputy Chief of Police for several reasons including the following: 1) The Chief of Police is the only non-union sworn member of the Police Department. 2) The next position in rank is Lieutenant and one of the Lieutenants has historically been designated as Executive Officer. 3) The Executive Officer within the department is expected, at present, to provide direction received from the Chief of Police to officers of equal rank. 4) The position of Deputy Chief will allow the Chief of Police to commence building a management team to lead the Natick Police Department into the future.

The current arrangement places or creates a certain amount of stress within the department because it is not clear who the second-in-charge is, and given that the Lieutenant in the position of Executive Officer is expected to provide direction and supervision, received from the Chief to officers of equal rank there has been and will be conflict which is unnecessary and preventable.

SERVICE IMPLICATION

Not filling the position of Deputy Chief will continue to deprive the Natick Police Department of an important of any paramilitary organizations command structure.

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 1 of 2

Department: **Fire**
 Division: **Communications**

Munis Dept #:
 Title: **Assistant Communications Superintendant**

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

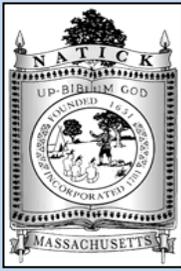
Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
Compensation				
_____	_____		\$60,000	\$60,000
_____	_____			\$0
_____	_____			\$0
Benefits (each new FTE has \$12,751 in cost)				
_____	_____		\$12,751	\$12,751
_____	_____			\$0
Expenses				
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
TOTAL		\$0	\$72,751	\$72,751

PURPOSE / DESCRIPTION OF REQUEST

The Natick Fire Department Communications Superintendant is approaching retirement. In order to facilitate a successful transition in this Division an assistant or intern position must be filled. In years past there were two communications officers and the second or junior officer received the same base pay as that of a Fire Lieutenant and the Senior received the base of Fire Captain. This personnel should preferably have experience in both Fire Alarm Communications and Computer Technology.

SERVICE IMPLICATION

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 2 of 2

Department: Fire Department
 Division:

Munis Dept #:
 Title: Business Manager

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

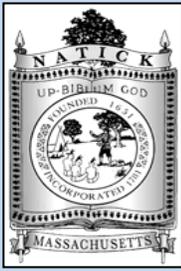
Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
Compensation				
			\$60,000	\$60,000
				\$0
				\$0
Benefits (each new FTE has \$12,751 in cost)				
			\$12,751	\$12,751
Expenses				
				\$0
				\$0
				\$0
				\$0
				\$0
TOTAL		\$0	\$72,751	\$72,751

PURPOSE / DESCRIPTION OF REQUEST

Just as the Police Department and The DPW have a business manager so should the Fire Department. This position would be charged with data base creation and management, data and statistical reporting, grant writing and management and assisting with other budgetary matters. There have been numerous request from both the Board of Selectmen and the Fin/Com for more detailed statistical analysts.

SERVICE IMPLICATION

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: of

Department: **Natick Fire Department**
 Division: **Fire Prevention**

Munis Dept #:
 Title:

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
Compensation				
			\$35,000	\$35,000
				\$0
				\$0
Benefits (each new FTE has \$12,751 in cost)				
				\$0
Expenses				
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
TOTAL		\$0	\$35,000	\$35,000

PURPOSE / DESCRIPTION OF REQUEST

This request is submitted to request a change in the Fire Department operating budget. I seek to move one employee off of a shift and place this employee in the Fire Prevention Office. The work load of Inspections, Phoned in Questions, Public Education Needs and daily routine is proving to be to much work for the existing fire prevention staff. The need to move forward on pre-incident planning, integrating the operations of the Fire Prevention office with the the Building Department, Health Department, Human Services and Emergency Management can only be achieved by adding and additional inspector to this office. For the time being this can be accomplished by moving a qualified person off shift and into the Fire Prevention Office. I have attached a figure of \$35,000 to this project. This position being vacated and coming of shift would need to be supplemented by some degree with overtime coverage.

SERVICE IMPLICATION

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: of

Department: **Public Works**
 Division: **Highway/Sanitation/Recycling**

Munis Dept #:
 Title: **Outsourcing Main Road Line Stripping**

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
<u>Compensation</u>				
			\$40,000	\$40,000
				\$0
				\$0
<u>Benefits</u> (each new FTE has \$12,181 in cost)				
				\$0
<u>Expenses</u>				
				\$0
				\$0
				\$0
				\$0
				\$0
TOTAL		\$0	\$40,000	\$40,000

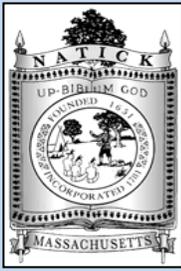
PURPOSE / DESCRIPTION OF REQUEST

To consider funding the cost outsourcing main road line stripping. Due to the fact that the current paint machine is an older style that mounts to the truck and is pulled along and it requires 4 employees to perform this job. This machine has had problems with gun failure and steering issues that cause uneven and staggering lines. We have approximately 476,030 feet of double yellow and white fog lines. The crosswalks and stop bars and stop stencils would remain in house.

SERVICE IMPLICATION

This action would free up 4 employees to perform other duties such as street and sidewalk maintenance.

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 1 of 1

Department: Public Works
 Division: Land Facilities and Natural Resources

Munis Dept #: 0142702 540400
 Title: Materials Field Maintenance

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
Compensation				
				\$0
				\$0
				\$0
Benefits (each new FTE has \$12,181 in cost)				
				\$0
Expenses				
			\$10,000	\$10,000
				\$0
				\$0
				\$0
TOTAL		\$0	\$10,000	\$10,000

PURPOSE / DESCRIPTION OF REQUEST

Funds allocated here would be used to fund the purchase of additional fertilizer, grass seed, and contracted services to fertilize and seed more athletic fields throughout town and fund materials and labor needed to heavily topdress the new high school field hockey field. Funds in future years would be used to take the practices at the high school and move field to field as needed, topdressing to improve field conditions and drainage.

SERVICE IMPLICATION

Services to Natick residents would be greatly improved with the allocation of these funds. By seeding, fertilizing and topdressing more locations we can improve the user experience for all use types, both for residents and their guests.

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 2 of 3

Department:	Community Services
Division:	Human Services & Council on Aging
Munis Dept #:	30
Title:	Newsletter

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
<u>Compensation</u>				
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
<u>Benefits</u> (each new FTE has \$12,751 in cost)				
_____	_____			\$0
<u>Expenses</u>				
_____	_____		\$12,600	\$12,600
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
TOTAL		\$0	\$12,600	\$12,600

PURPOSE / DESCRIPTION OF REQUEST

This is a request for funds to cover the expense of paper and printing for 10 issues of our newsletter. We produce 5000 copies of a 16 page newsletter 10 months per year at a cost of \$1,260 per month. Two times each year we produce a double issue, typically July/August and January/February. This is not the entire cost of printing and distributing our newsletter. The postage expenses are paid by the Friends of the Natick Senior Center.

In addition to information about our programs and services, our newsletter includes information about benefits and assistance programs for people who may not use our center. It provides important information to families and individuals who may still be working or to isolated, homebound elders who do not attend our programs. Our newsletter is our single most valuable outreach tool in reaching the hard-to-reach older Natick residents.

For the past three years the paper and printing expenses have been covered with State Formula Grant funds. These funds will no longer be available after this year. We are actively exploring other distribution options including working with a publisher who covers production costs through advertising and distributing more of our materials electronically. Our new data tracking system allows us to collect e-mail addresses, so the possibility of electronic distribution may be available in the future. Neither of these solutions will be available soon enough to negate the need for this funding request.

SERVICE IMPLICATION

Our newsletter is mailed directly to all Natick households with a resident 60 years of age or older with the exception of the elderly housing complexes where they are bulk dropped and hand delivered. As more residents turn 60 each year the need to get this information out only increases.

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 3 of 3

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

Munis Dept #: 30
 Title: Special Events Support

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
<u>Compensation</u>				
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
<u>Benefits</u> (each new FTE has \$12,751 in cost)				
_____	_____			\$0
<u>Expenses</u>				
_____	_____		\$800	\$800
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
TOTAL		\$0	\$800	\$800

PURPOSE / DESCRIPTION OF REQUEST

This request is for the assistance of custodial support required in order for us to hold our annual special events. Over the course of the year the Human Services & Council on Aging Department holds a variety of special events. These events include such things as the Senior Holiday Dinner, Volunteer Recognition Dinner, and Senior Man & Woman of the Year. We have about four such events yearly occurring approximately quarterly.

These are generally large events for anywhere fro 150 to 300 participants. The setup and breakdown that is required for these events is time consuming and involves moving heavy tables and chairs and in some cases specialized tecnique to install and remove the temporary floor covering system for the gymnasium. There are also custodial tasks such as cleaning kitchen equipment and washing floors.

We are assuming that the custodial support required would average out to about five hours per event at an overtime rate of approximately \$40/hour.

SERVICE IMPLICATION

This support would allow these traditional events to continue to be held. They are events the community enjoys and anticipates every year.

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 1 of 1

Department: Community Services Department
 Division: Veterans

Munis Dept #: 543
 Title: Veteran's Newsletter

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
Compensation				
				\$0
				\$0
				\$0
				\$0
Benefits (each new FTE has \$12,751 in cost)				
Expenses				
Out of office Mailing	Materials		\$1,050	\$1,050
Out of office Mailing	Labor Mailing		\$1,200	\$1,200
				\$0
				\$0
TOTAL		\$0	\$2,250	\$2,250

PURPOSE / DESCRIPTION OF REQUEST

The purpose of this newsletter will be informational on veterans benefits and news. There is a committee in place that will get information and I will supply the benefit part. Benefits for both state and national change on a regular basis. There are many veterans that do not know what benefits they are entitled to. There are veterans and families that do not know the events we sponsor each year, Veterans Day, Memorial Day and Pearl Harbor Days. There will be a resource section to this newsletter also. This office has never done a town wide newsletter and the veterans I have spoken to are excited about this idea.

SERVICE IMPLICATION

I believe this will bring more veterans to our new Community Center, both young and older veterans,.

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 1 of 1

Department:	Community Services Department
Division:	Recreation & Parks Department
Munis Dept #:	630
Title:	Special Services Coordinator Position

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
Compensation				
511300	Salaries Operational Staff		\$41,600	\$41,600
				\$0
Benefits (each new FTE has \$12,751 in cost)				
				\$0
Expenses				
511300	Salaries Operational Staff		\$12,751	\$12,751
				\$0
				\$0
				\$0
TOTAL		\$0	\$54,351	\$54,351

PURPOSE / DESCRIPTION OF REQUEST

This request is to solidify several issues currently facing the department. We are looking for the addition of a special services coordinator. This position would have several functions in the department that will help with long term stability, volunteer recruitment, training and development, and special needs programming. This position would have the following responsibilities.

- 1) Camp Arrowhead Director in the summertime.
- 2) Special Needs Programmer (fall/winter/spring)
- 3) Coordination of Volunteer Services (fall/winter/spring)

As programming and services in the department continue to expand, it is now vital to adjust staffing to better address the needs of the community, evaluate services and align the department for future stability.

The department has been adaptable over the years and has made cuts and adjustments as we added additional programs and services. With the demand for new programming at the Community-Senior Center, expansion of our special needs programs and growing volunteer numbers and opportunities, now is the time to make the appropriate staffing adjustments. We propose the following to reduce the burden of tax payers for this position:

- 1) Reduce the hours of the receptionist position from 23hrs/wk to 16hrs/wk. We would also look to pay the receptionist position out of the revolving fund and shift the hours from morning to afternoon.
- 2) We would offset a portion of the special services coordinator's salary with funds that are collected for the directors position at Camp Arrowhead.
- 3) We would look to further offset the position with programs that we use volunteers to help run.

These adjustments would give us the ability to further explore programming areas that we have not been able to address, but have gotten numerous requests from Natick Residents.

SERVICE IMPLICATION

This program improvement gives us the greatest ability to serve the residents of Natick by addressing current needs. Our current staff has been able to keep things "status Quo" by working later in the evening to hold things together. If there is any turnover in part-time staff it will be nearly impossible to recruit and train new staff for these programs. The current model is not sustainable and has the potential for loss of participants and revenue not to mention staff burnout.

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 2 of 2

Department:	Community Services Department
Division:	Recreation & Parks
Munis Dept #:	630
Title:	Tablet Purchases

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
<u>Compensation</u>				
521500	Telephone	\$1,500		\$0
				\$1,500
				\$0
<u>Benefits</u>				
	(each new FTE has \$12,751 in cost)			\$0
<u>Expenses</u>				
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
TOTAL		\$1,500	\$0	\$1,500

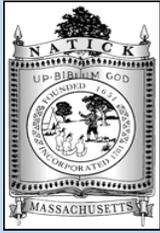
PURPOSE / DESCRIPTION OF REQUEST

This request is for tablets for the Director, Assistant Director and Program Director.

SERVICE IMPLICATION

This will allow the department more flexibility and give us the ability to access data on the run. Accessing information at the various locations we program from gives us greater ability to address the immediate needs for our staff and customers.

FY2013 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: of

Department: **Board of Selectmen/Town Administrator**
 Division:

Munis Dept #:
 Title: **Management Intern**

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
<u>Compensation</u>				
_____	_____			\$0
_____	_____		\$43,000	\$43,000
_____	_____			\$0
<u>Benefits</u> (each new FTE has \$12,751 in cost)				
_____	_____		\$12,751	\$12,751
<u>Expenses</u>				
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
TOTAL		\$0	\$55,751	\$55,751

PURPOSE / DESCRIPTION OF REQUEST

This request seeks to create the position of Management Intern within the Board of Selectmen's/Town Administrator's office. The heightened demands placed upon senior administrative staff for increasing degrees of innovation, analytical research and data-driven decision-making in order to evaluate all aspects of governmental functions have highlighted an acute need for additional analytical support. Studies produced by the Town Administrator's office, though saving the Town tens of thousands of dollars as opposed to outsourcing them to consultation firms, take exceedingly long to complete - in some cases over a year - due to the competing demands placed upon the office. Innovation is proposed only sporadically as senior administrative staff is spread so thin.

The creation of a Management Intern position would go a long way to addressing this issue. An ideal intern candidate is typically finishing a Masters of Public Administration degree and needs experience working in a local government either to complete the degree requirements or before applying for a permanent job. The interns bring up-to-date skills, fresh perspectives, and commitments to local government to their work. Several communities have existing successful Management Intern programs, and their contributions to those organizations have made lasting impact not only to the communities in which they serve, but also to the profession of local government administration.

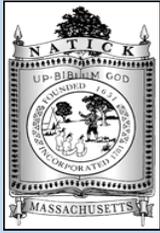
Chief projects which a Management Intern would perform/assist in would be:

- Preparation of Annual Budget Materials
- Researching and Drafting Organization-wide and/or Issue Specific Studies
- Conducting/Leading Performance Measurement & Citizen Survey Efforts
- Assisting Human Resources in Recruitment and Wellness Programming
- Developing Consistent Internal Policies throughout the Town

SERVICE IMPLICATION

Failure to create the position will result in continued delays in completing studies, staff burn-out and an inability to meet the numerous demands placed upon the organization for innovation and research.

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 1 of 1

Department:	Personnel
Division:	Administration/Finance
Munis Dept #:	13
Title:	Administrative Coordinator

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
<u>Compensation</u>				
Grade 2			\$50,000	\$50,000
				\$0
<u>Benefits</u> (each new FTE has \$12,751 in cost)				
			\$12,751	\$12,751
<u>Expenses</u>				
			\$0	\$0
			\$0	\$0
			\$0	\$0
			\$0	\$0
TOTAL		\$0	\$62,751	\$62,751

PURPOSE / DESCRIPTION OF REQUEST

The primary function of this position will be to serve as a back-up to both the Payroll Administrator, as well as, the Benefits manager. Currently, each is a sole provider with total responsibility for both School and Town employees. The number of checks we cut for both payrolls averages 1580. The Benefits Manager oversees the administration of 1600 + employees and retirees on a monthly basis pertaining Health, Dental, Life, Short Term, Long Term, Flexible Spending, Health reimbursement Accounts, CMS billing in addition to the timely enrollment, termination, and changes requirements that are enacted on a monthly basis.

In addition to said duties, Benefits administers the FMLA notification paperwork required by law, and initiates the COBRA notification process, which is also mandated by Federal law.

In addition, to assisting in both the above mentioned areas, said person will be utilized to issue new hire paperwork, I-9 document verification, CORI processing, survey responses, and routine document filing.

The need for said person is illuminated by the fact that currently all of the above functions have only one person responsible for the administration of such. The need to cross train and have a person versatile to assist is essential in lieu of the fact that people have vacation time which results in limited service to employees, as well as, the potential of a long term illness, which would cripple the services employees expect in these crucial functions.

In review of comparable communities, the services mentioned above are provided by an average staff of 5.5 employees compared to our 3.5 employees.

The above does not reflect the number of new hires that are processed each year by the School department in August and September, or the number of payroll changes done each year as a result of contract obligations for the nineteen unions representing both Town and School employees.

In summation, the Town and its employees, both School and General Government are facing a looming liability should a extended illness, injury, or sudden departure of any of the current employees providing said services was to occur, thus resulting in a loss of services and/ or compliance required of said positions.

SERVICE IMPLICATION

FY2013 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: of

Department: **Board of Selectmen/ Information Technology**
 Division: _____

Munis Dept #: _____
 Title: **Information/Communication Specialist**

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
<u>Compensation</u>				
_____	_____			\$0
_____	_____		\$50,000	\$50,000
_____	_____			\$0
<u>Benefits</u>	(each new FTE has \$12,75 in cost)		\$12,751	\$12,751
<u>Expenses</u>				
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
TOTAL		\$0	\$62,751	\$62,751

PURPOSE / DESCRIPTION OF REQUEST

This request would fund the position of Information/Communication Specialist. The Town of Natick has a *very* decentralized approach when it comes to information management. Citizens can often feel frustrated when trying to get answers to questions. Webpages are managed independently by departments, but no one really "culls" through the website and through publications to maintain consistency of message between them. As a result, conflicting messages and instructions can often result.

A series of software packages have been or in the process of being purchased to allow employees to work smarter, distribute information to citizens with greater ease and enhance productivity. But there lacks a point person to coordinate all of these disparate but important initiatives.

An Information/Communication Specialist would have responsibility over the following:

- Website Consistency and Management
- Social Media Policy Development, Promulgation and Management
- Management of and trainer for the Town's new Electronic Permitting System, NovusAgenda Meeting and Scheduling Software and proposed Document Management System
- Creation of and management of Town wide Meeting Room Scheduling System
- Research, develop and maintain internal communications (e.g. Intranet)
- Maintenance of Volunteer Requests and Citizen Inquiries
- Addressing other Technical issues as they arise and spearheading implementation of solutions amongst staff and citizenry

SERVICE IMPLICATION

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: of

Department: **Benefits / Finance**
 Division: **Comptroller**

Munis Dept #:
 Title: **MUNIS Upgrades/Enhancements**

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
<u>Compensation</u>				
_____	_____			\$0
_____	_____			\$0
<u>Benefits</u> (each new FTE has \$12,751 in cost)				
_____	_____			\$0
<u>Expenses</u>				
_____	_____	\$5,300		\$5,300
_____	_____	\$17,875	\$2,700	\$20,575
_____	_____	\$10,300		\$10,300
_____	_____			\$0
TOTAL		\$33,475	\$2,700	\$36,175

PURPOSE / DESCRIPTION OF REQUEST

The purpose of this request is to add two modules to our existing MUNIS package - Employee Self-Service and Human Resource Management. Both of these modules would enhance our ability to process, track, and manage all aspects of employee payroll, benefit, deduction, tax and government reporting management. Both modules have web-based interfaces which would allow our limited HR staff to track applicants online where as now it is a paper based system which requires significant data entry and duplication of effort. It would streamline our hiring process as well as improve customer service to employees.

Most of the costs are one-time in nature - and are for training on the modules of Employee Self-Service and Human Resource Management.

SERVICE IMPLICATION

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 1 of 2

Department: Town Clerk's Office
 Division:

Munis Dept #: 161
 Title: Town Clerk's Budget

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
<u>Compensation</u>				
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
<u>Benefits</u> (each new FTE has \$12,751 in cost)				
_____	_____			\$0
<u>Expenses</u>				
_____	_____	\$1,000		\$1,000
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
TOTAL		\$1,000	\$0	\$1,000

PURPOSE / DESCRIPTION OF REQUEST

Currently the Town Clerk's office is only able to print or copy in black and white and when there was a need for color copies we had to take or send our information to another department.

This will improve our ability to provide better and improved forms and signage as well as reports. The only on-going related cost is that in increased ink cartridge costs.

This printer would be a shared printer and the entire office would be able to use it.

SERVICE IMPLICATION

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: of

Department: **Community Development**
 Division: _____

Munis Dept #: _____
 Title: **Economic Development Officer**

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
<u>Compensation</u>				
_____	_____			\$0
_____	_____		\$85,000	\$85,000
_____	_____			\$0
<u>Benefits</u> (each new FTE has \$12,751 in cost)				
_____	_____		\$12,751	\$12,751
<u>Expenses</u>				
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
TOTAL		\$0	\$97,751	\$97,751

PURPOSE / DESCRIPTION OF REQUEST

This request is to create the position of Economic Development Officer for the Town of Natick. The Town has made great strides in recent years to develop itself as a destination for small and large businesses alike. Town Meeting's appropriation of funds several years ago and the hard work of the Economic Development Committee have resulted in the finding that a dedicated individual is the most logical next step to continue existing and enhanced economic and cultural promotion for the community.

This individual would work with the Community Development Office, but also the Town Administrator, the Board of Selectmen, the Economic Development Committee, Natick Center Associates, the Natick Cultural Council and other groups. It is possible that some of the funds for this position could be subsidized eventually through partnerships with community economic interests.

With the ever-changing business scene in Natick and Metrowest only increasing in turnover as the economy recovers, Natick's position with a new zoning code, developable land and rich community assets worth of promoting, now is the time to add this position and strengthen the noble but limited work of existing staff.

SERVICE IMPLICATION

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 1 of 1

Department: Public Facilities Dept.
 Division:

Munis Dept #:
 Title: Maintenance IV, with an electrical license

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
Compensation				
			\$50,000	\$50,000
				\$0
				\$0
Benefits (each new FTE has \$12,751 in cost)				
				\$0
Expenses				
				\$0
				\$0
				\$0
				\$0
				\$0
TOTAL		\$0	\$62,751	\$62,751

PURPOSE / DESCRIPTION OF REQUEST

At present, we are sub contracting all of our electrical needs to a vendor, Your Electrical Solutions , from Weymouth. We project that we will spend over \$65,000 for electrical work. Our vendor always sends two electricians for any work that they do. Our vendor pays union rate wages. We could offer a far superior service at a lower cost and get more projects completed. Smaller Capital projects could be performed by this individual allowing for most cost savings. If we are caught up on electrical work, this individual could perform other maintenance functions., such as light plumbing and carpentry and even grounds and snow removal functions.

SERVICE IMPLICATION

We could expedite response times and increase work volumes by going in house. We could complete more non electrical work orders too with a skilled worker. The general appearance, condition and maintenance of our buildings would be improved with this addition.

FY2014 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: of

Department: **Property & Liability Insurance**
 Division:

Munis Dept #:
 Title: **Employee Practices Liability**

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY14 Only)	Ongoing Annual Cost (FY14 & Future)	TOTAL FY14 Request
<u>Compensation</u>				
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
<u>Benefits</u> (each new FTE has \$12,751 in cost)				
_____	_____			\$0
<u>Expenses</u>				
_____	_____		\$81,000	\$81,000
_____	_____			\$0
_____	_____			\$0
_____	_____			\$0
TOTAL		\$0	\$81,000	\$81,000

PURPOSE / DESCRIPTION OF REQUEST

A review of the Town's Liability Insurance policies last summer revealed something which Town Administration was unaware of: The Town does not carry Employer Practices Liability Insurance for Public officials (Elected or Appointed). Employment Practices Liability Insurance covers employer liability claims based on discriminatory practices not covered by commercial general liability insurance. EPL insurance covers lawsuits and liability in case of wrongful discharge, sexual harassment and failure to promote based on racism. EPL insurance policies may cover employment misrepresentation, slander and defamation claims. Apparently, the Town has never carried this insurance, and is not part of our basic commercial general liability insurance.

SERVICE IMPLICATION

Failure to carry this insurance opens the Town up to paying the full cost of any legal findings and damages incurred in case of wrongful discharge, sexual harassment and failure to promote based on racism.