Town of Natick

FY 2014 Town Administrator's Preliminary Budget

Martha White, Town Administrator
January 2, 2013

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Town of Natick

Massachusetts

For the Fiscal Year Beginning

July 1, 2010

President Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) has presented an award of Distinguished Presentation to the Town of Natick, Massachusetts for its annual budget for the fiscal year beginning July 1, 2010

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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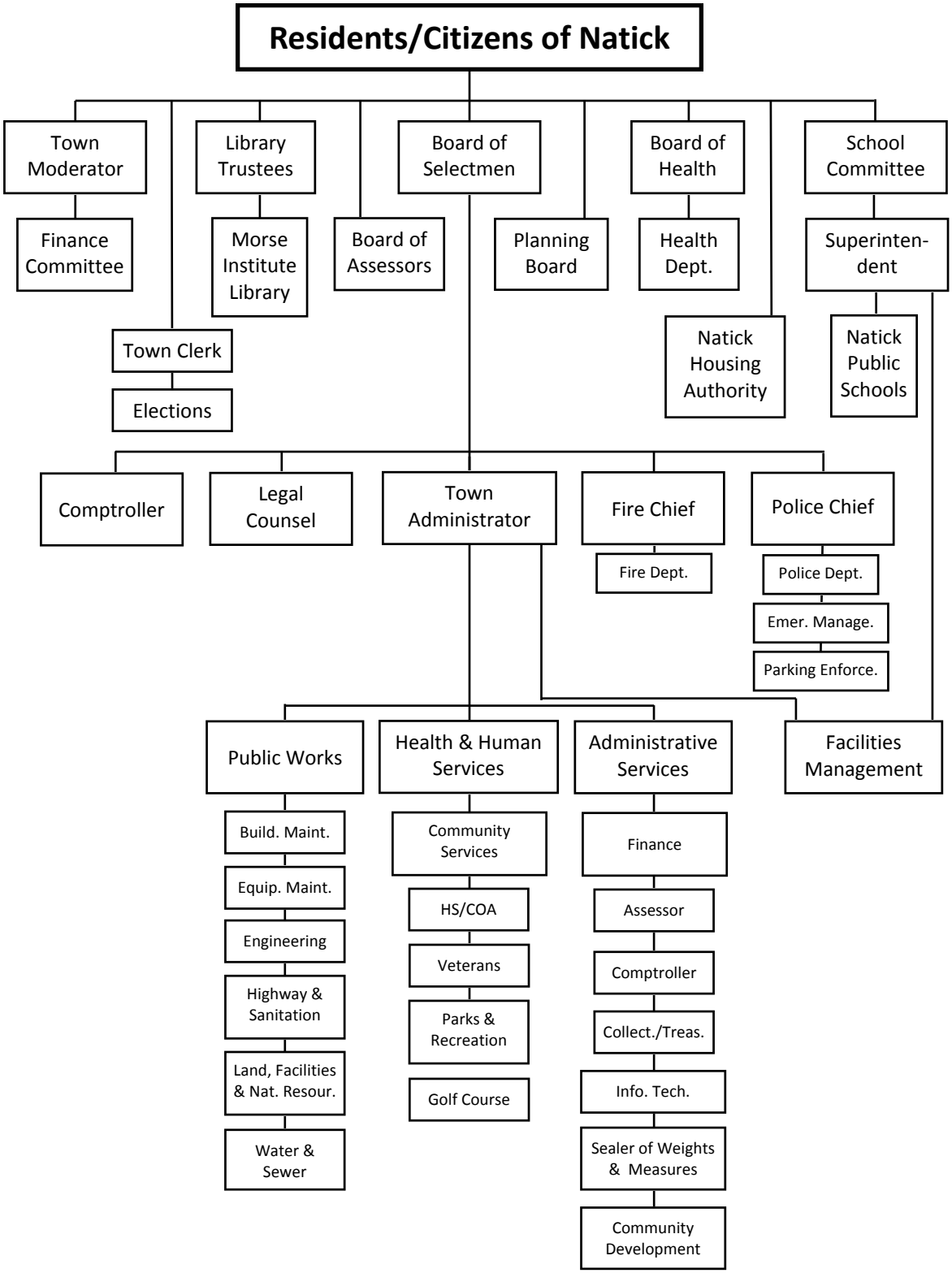
Town of Natick - Organizational Chart



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

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TOWN ADMINISTRATOR
FISCAL YEAR 2014 BUDGET MESSAGE

January 2, 2013

To the Honorable Board of Selectmen and the Residents of Natick, it is my pleasure to submit the Town Administrator's Fiscal Year 2014 Preliminary Budget, which represents the culmination of weeks of effort across all levels of the general government and school administrations.

My budget messages in the past several years have followed the same general format, outlining the budget process, summarizing the Town's reserve position, detailing projected revenues and proposed expenditures, and outlining the resulting budget shortfall and the opportunities to address that shortfall.

This year's message and accompanying information will cover many of these areas but will take a different approach. This budget message will be used as an opportunity to frankly discuss our overall fiscal condition and the financial challenges we face in our future.

As has been indicated in prior budget messages and budget updates to Town Meeting, Natick has weathered the recession very well. In fact, it could be said that our fiscal condition is more favorable now than when the recession began. We have significantly improved our reserve position, reduced our reliance on one-time revenues for recurring expenses and have balanced our budgets without having laid off any employees. We have also enhanced our commitment to and financing of our capital needs. We have adopted and implemented Financial Management Principles (attached) for our various funds and improved our credit rating to the highest possible level.

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

The issue of taxpayer burden is an area of significant concern to the administration and the Board of Selectmen. While our substantial commercial and industrial tax base has helped reduce the burden on homeowners – our average single family tax bill is the 4th lowest in the region – several programs have been established to help those who are challenged to meet this obligation. Through the efforts of the Board of Assessors and with the support of Town Meeting, Natick has instituted all property tax exemption programs allowed under Massachusetts General Law, and to the greatest extent allowed by law. We also administer a successful Senior Tax Work-Off Program, and Town Meeting recently approved an

amendment to this program to allow a proxy worker when the taxpayer is physically unable to fulfill the work obligations. We also administer an Elderly and Disabled Taxation Fund to assist qualified property owners; this program is funded through donations from Natick residents.

Property taxes have obviously been affected by the recent debt exclusions approved by voters for the new Natick High School and the Community Senior Center. When Town Meeting approved the implementation of an additional 2% hotel/motel room local tax (a 4% state tax was already in place) and a 0.75% local meals tax, we made a commitment to use these revenues to address our capital needs and to offset the burden of the debt exclusion projects. The cost of the projects was first included in the FY 2012 tax bills; in that first year just a partial payment was due on the projects' loans so the full impact of the project was not imposed on taxpayers. In FY 2013, the full cost of the projects was reflected on tax bills. In that year, we appropriated $108,250 from the Capital Stabilization Fund to pay down a portion of that year's debt associated with the projects so as to mitigate taxpayer impact. In FY 2014 we propose to utilize significantly more funds – $250,000 from Free Cash and $250,000 from Capital Stabilization Fund – to help offset the burden to taxpayers.

With respect to the question of our conservative revenue projections, this definitely warranted our consideration. The Deputy Town Administrator has carefully evaluated past trends and the methodology for developing projections for the many revenue categories. As a result of this analysis, Local Receipts as a whole have been increased by almost $600,000 over FY 2013. We have adjusted this revenue category upward to account for improved economic conditions while still ensuring an appropriate level of fiscal conservatism, consistent with our Financial Management Principles.

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

Our positive financial position was clearly illustrated in the updated Three-Year Budget Projections presented at the 2012 Fall Annual Town Meeting. For the first time in my tenure as Town Administrator, a positive net budget projection was reflected for the ensuing fiscal year (FY 2014); that is, we did not anticipate having to address a deficit for FY 2014. Note that, in the recent past, projections have indicated a deficit position for the subsequent year of as much as $4 million or more.

However, the preliminary budget presented in this document, based on general government and school department budget submissions, reflects a projected deficit of $3,349,952. This is due to a number of factors.

First, overall revenue projections are approximately $548,000 lower than projections submitted at the Fall Annual Town Meeting. Specifically, while projections for Local Receipts have been increased, the Tax Levy projection is $600,000 lower due to reduced

anticipation for new growth combined with planned use of funds to offset the taxpayer impact of the debt exclusion projects. We also have identified the need to reduce our allocation of indirect costs attributable to the Water and Sewer Enterprise Fund; this adjustment will be applied over 3 years and will result in a shift of these costs from the Enterprise Fund to the operating budget of $150,000 - $250,000 per year.

Additionally, several expense lines are higher than projected. The budget for Administrative Support Services is higher than the Fall Town Meeting projections. This is driven primarily by our proposal to create two new positions – Information/ Communication Specialist and Payroll/Benefits Administrative Coordinator. Establishing these positions is responsive to critical needs within the administration. The Information/Communication Specialist will enhance our communication to the community and also within the organization. The Payroll/Benefits Administrative Coordinator position will provide needed back up and support for two critical functions, each of which is presently handled by just one person – payroll and benefits administration; note that these functions cover all employees (general government and school).

The budget for the Natick Public Schools is also higher than the Fall Town Meeting projection. Enrollment growth in our public schools has been substantial, and has placed significant pressure on the school system. The Superintendent's preliminary budget request proposes 27 additional personnel.

The initial budget requests for Public Safety, Community Services, Facilities Management, and the Morse Institute and Bacon Free Libraries are also somewhat higher than the Fall projections. In some cases (Public Safety and Morse Institute Library), the increases are simply a refinement of the cost to provide a level-service budget. In the case of the Facilities Management Department, personnel costs are increasing due to the proposed hire of an electrician; reductions will be taken elsewhere to account for the resulting reduced reliance on electrical contractors. New personnel are also proposed within the Community Services Department; these needs are partially fulfilled by shifting existing personnel from one division to another and funding additional hours for one part-time position, but a part-time Special Needs Coordinator is also proposed. The budget for Community Services is also higher due to proposed increases in direct aid to Veterans (which expenses are 75% reimbursed by the State). Finally, in the case of the Bacon Free Library, we are proposing an increase in the book budget as well as an increase in the Library Director's hours.

Notably, the budget for the Department of Public Works is more than $300,000 lower than the Fall projections due to planned operational efficiencies. Specifically, beginning in July, the department will take over curbside collection of recyclable materials and will enhance the service by instituting weekly collections. Even accounting for additional personnel costs and the acquisition of collection vehicles, a cost/benefit analysis concluded that substantial savings will be realized. Additionally, the DPW is working on a program in collaboration with other communities to lease LED lights for all of the Town's streetlights, resulting in substantial savings in energy as well as maintenance costs.

The projected $3.3 million deficit reflected in this preliminary budget must, of course, be addressed such that a balanced budget is presented to the 2013 Spring Annual Town Meeting. Based on the so called "split" methodology that has been utilized for several years to determine the allocation of revenues to the general government and school department, the school department is facing a $3.4 million deficit while general government is not in a deficit position. It is important to recognize however, that the split methodology is a mathematical formula that does not incorporate community priorities, changing needs and other subjective values that must be taken into consideration as discuss and debate the overall budget deficit.

Over the several years that I have been serving this community, we have endeavored to raise the level of professionalism we provide and be responsive to the needs of the community. These needs evolve over time, and inevitably they do not lessen. While we did not lay off any personnel during the recession, many positions were left vacant upon retirement or resignation. We began to fill some of these positions in FY 2013, but some departments still have fewer personnel than in the recent past. In some cases, efficiencies permit a reduction in personnel. But in other cases we struggle to deliver needed services and be responsive to evolving expectations. The same is certainly true for the school department. Thus, as noted earlier, both the general government and school department have proposed additional personnel as part of the FY 2014 budget. It is important to note that, while we have proposed additional personnel within the FY 2014 budget, there remain a number of critical positions that remain unfilled. It is our intent to apply our usual prudent approach and address these needs over time, as our financial condition allows.

We also have substantial capital needs in our future, most notably to address older and crowded school buildings. While much analysis and debate is still needed, the School Administration recently recommended to the School Committee that a letter of interest be submitted to the Massachusetts School Building Authority indicating the district's intent to prioritize the reconstruction or replacement of the Kennedy Middle School. It would be wise to continue the path we established at the Fall Annual Town Meeting by setting aside funds for this project whenever possible so as to reduce the inevitable future debt exclusion request.

There also is uncertainty as to the financial condition of the state and federal governments. While we have projected that FY 2014 local aid will be level funded, recent state revenue reports cause some uncertainty. And, as of this writing, the federal "fiscal cliff" remains unresolved. While a failure to resolve this issue would not likely cause any direct impact on municipal budgets, there inevitably would be ripple effects that could be far reaching.

The summary of this budget message is that, notwithstanding the deficit position reflected in this preliminary budget, we are in a rather solid financial position. This enviable position should encourage us to continue our conservative financial practices with a keen eye on the many needs and challenges that lie ahead. Discretion and good sense must be our guide as we evaluate our opportunities.

There is extensive material accompanying this budget message and, together, they provide a comprehensive overview of the town's financial position, as required by Article 5 of the Charter of the Town of Natick.

This preliminary budget will be reviewed over the coming weeks by the Board of Selectmen, Finance Committee and School Committee. As always, this process will be transparent and available to the public, and we encourage the public's awareness and participation.

I cannot overstate my appreciation for the leadership role of the Deputy Town Administrator/ Finance Director Michael Walters Young in the development of both the annual operating and capital budgets. Each and every year, Michael identifies and implements opportunities to improve the quality, detail and presentation of the Town's budget materials to facilitate clear understanding of the Town's budget by the public and the Boards and Committees responsible for reviewing it.

I am also grateful to all of the Department Heads, whose dedication to this community and ability to continuously do more with less enables us to provide high-quality cost-effective services across all operations.

Sincerely,

Martha L. White

Martha L. White
Town Administrator

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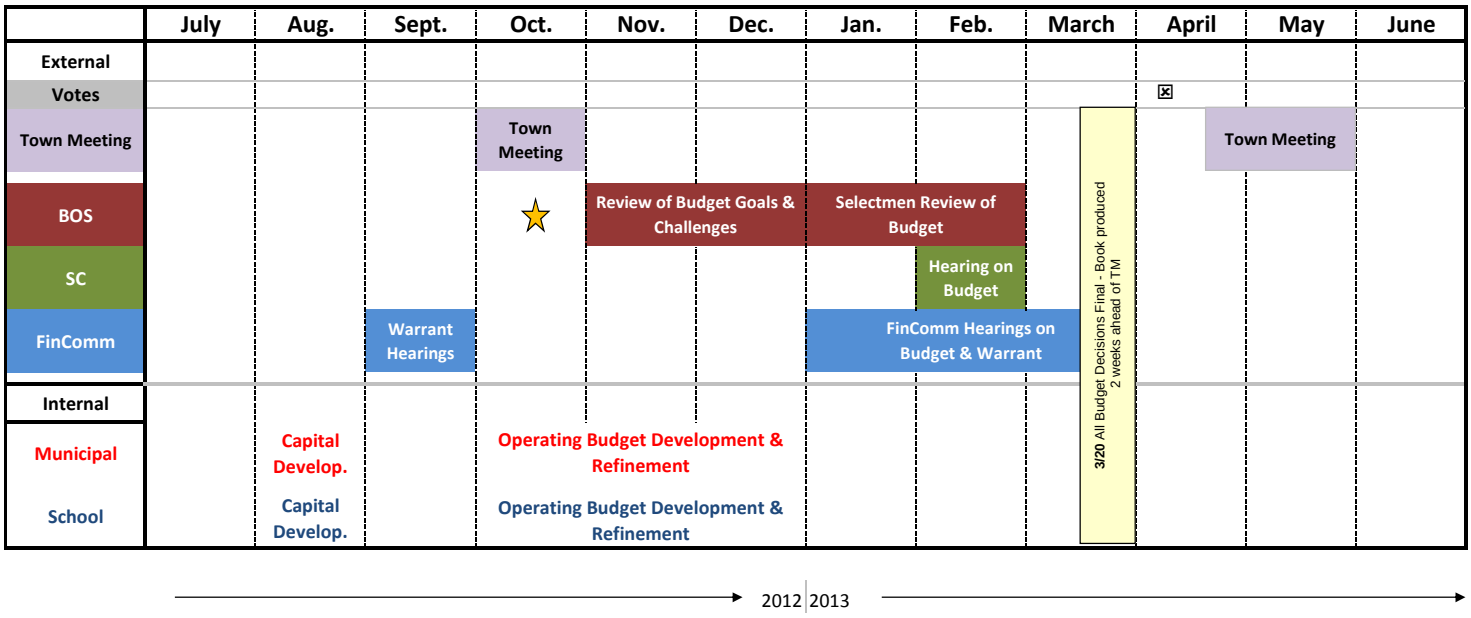
FY 2014 Budget Schedule & Process



Significant Dates

August 2012
Capital Development (Internal - Schools & Municipal)

September 2012
Capital Update Submitted	September 1st

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

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

December 2012
Operating Budget Refinement (Internal Schools & Municipal)	All December
BOS - Review of Budget Goals & Objectives	December Meetings
SC - Superintendent's Presentation of School Budget	Early December

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

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

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

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

July 2013
Start of FY 2014	July 1, 2013

FY 2014 Budget Schedule & Process

The legislative body of the Town of Natick is a representative Town Meeting comprised of 180 elected Town Meeting Members. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects. The Town Administrator is required to submit a Proposed Budget to the Board of Selectmen and Finance Committee on January 2, 2013. An ***Open Process*** is utilized in developing the budget. Internally, input is elicited and encouraged from all staff levels. Externally more and more citizen participation is encouraged and sought after. The open process allows for greater inclusion in decision-making and in the overall development of the budget.

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

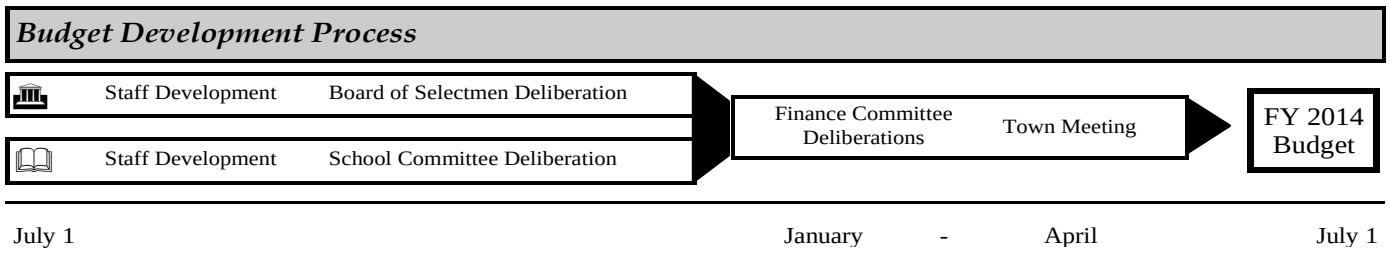
While the municipal staff is developing one part of the operating budget, the School Department begins a separate process for developing the operating budget of the Natick Public Schools. The Town Administrator is responsible for making budget recommendations for all Town programs, including a total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

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

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

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

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



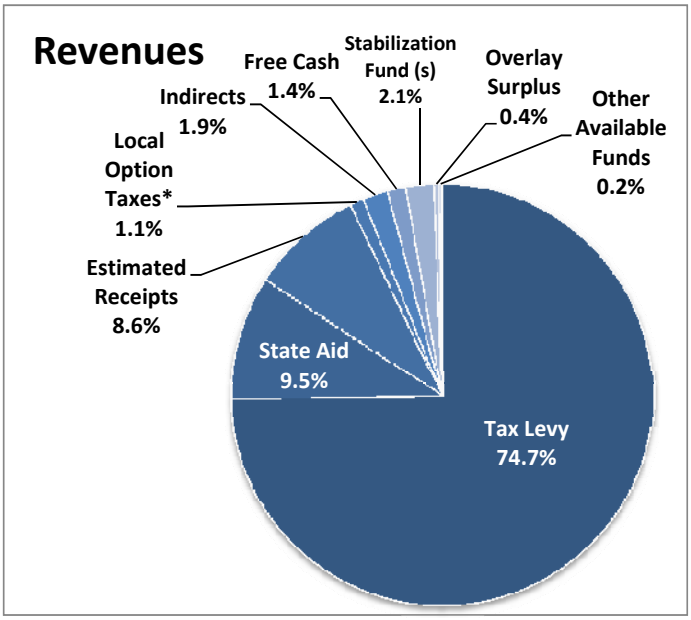
General Fund Revenue/Expenditure Summary

General Fund Revenues	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	2013 vs. 2014 %
Tax Levy	$ 79,684,179	$ 85,587,087	$ 89,323,445	$ 91,804,040	2,480,595	2.78%
State Aid	$ 11,711,879	$ 11,449,436	$ 11,657,952	$ 11,657,952	0	0.00%
Estimated Receipts	$ 11,922,815	$ 13,080,747	$ 10,012,890	$ 10,596,175	583,285	5.83%
Local Option Taxes*	$ 1,170,876	$ 1,275,551	$ 1,300,000	$ 1,300,000	0	0.00%
Other Local Receipts						
Indirects	$ 2,449,757	$ 2,535,683	$ 2,581,514	$ 2,355,825	-225,689	-8.74%
Free Cash	$ 3,425,336	$ 5,466,393	$ 6,343,030	$ 1,750,000	-4,593,030	-72.41%
Stabilization Fund (s)	$ 98,550	$ 689,340	$ 1,062,152	$ 2,620,259	1,558,107	146.69%
Overlay Surplus		$ 1,000,000	$ -	$ 500,000	500,000	100.00%
Other Available Funds	$ 190,851	$ 281,532	$ 460,407	$ 281,532	-178,875	-38.85%
Total General Fund Revenues	**110,654,243**	**121,365,769**	**122,741,389**	**122,865,783**	**124,394**	**0.10%**
General Fund Expenses						
Education & Learning						
Natick Public Schools	$ 44,364,711	$ 46,391,156	$ 46,558,714	$ 50,496,734	3,938,020	8.46%
Keefe Tech	$ 1,469,598	$ 1,396,865	$ 1,271,613	$ 1,335,194	63,581	5.00%
Morse Institute Library	$ 1,739,131	$ 1,852,078	$ 1,884,687	$ 1,936,053	51,366	2.73%
Bacon Free Library	$ 109,706	$ 118,675	$ 130,082	$ 139,582	9,500	7.30%
Public Safety	$ 12,052,297	$ 12,920,185	$ 13,682,285	$ 13,916,642	234,357	1.71%
Public Works	$ 7,445,952	$ 7,351,758	$ 7,394,083	$ 7,131,116	-262,967	-3.56%
Health & Human Services	$ 1,560,965	$ 1,712,263	$ 1,856,338	$ 1,976,295	119,957	6.46%
Administrative Support Services	$ 3,831,269	$ 4,094,438	$ 4,861,805	$ 5,075,013	213,208	4.39%
Committees	$ 23,853	$ 17,178	$ 26,010	$ 26,060	50	0.19%
Shared Expenses						
Fringe Benefits	$ 14,200,952	$ 14,167,955	$ 15,109,016	$ 16,137,960	1,028,943	6.81%
Prop & Liab. Insurance	$ 451,853	$ 471,865	$ 553,175	$ 588,175	35,000	6.33%
Retirement	$ 5,475,739	$ 5,701,675	$ 6,150,200	$ 6,610,068	459,868	7.48%
Debt Services	$ 6,787,251	$ 11,055,991	$ 10,208,521	$ 10,587,531	379,010	3.71%
Reserve Fund	$ -	$ -	$ 400,000	$ 400,000	0	0.00%
Facilities Management	$ -	$ -	$ 2,479,630	$ 2,687,078	207,448	8.37%
General Fund Oper. Expenses	**$ 99,513,276**	**$ 107,252,082**	**$ 112,566,158**	**$ 119,043,500**	**$ 6,477,342**	**5.75%**
Capital Improvements	$ 543,120	$ 1,401,900	$ 1,282,777	$ 1,921,180	638,403	49.77%
School Bus Transportation	$ 290,014	$ 330,137	$ 340,041	$ 350,243	10,201	3.00%
State & County Assessments	$ 1,351,044	$ 1,360,929	$ 1,524,561	$ 1,524,561	0	0.00%
Cherry Sheet Offsets	$ 131,434	$ 155,298	$ 239,005	$ 239,005	0	0.00%
Tax Title	$ 25,000	$ 25,000	$ 25,000	$ -	-25,000	-100.00%
Snow Removal Supplement	$ 448,991	$ 765,163	$ 102,008	$ 350,000	247,992	243.11%
Overlay	$ 1,112,323	$ 1,133,967	$ 1,463,310	$ 1,150,000	-313,310	-21.41%
Golf Course Deficit	$ 334,500	$ 320,000	$ 310,000	$ 337,246	27,246	8.79%
General Stabilization Fund	$ 1,634,439	$ -	$ -	$ -	0	0.00%
Operational Stabilization Fund	$ -	$ 856,478	$ -	$ -	0	0.00%
Capital Stabilization Fund	$ 307,913	$ 1,859,511	$ 3,275,551	$ -	-3,275,551	-100.00%
FLSA Settlement	$ -	$ 593,032	$ -	$ -	0	0.00%
Misc. Articles	$ 85,000	$ 100,000	$ 312,977	$ -	-312,977	-100.00%
Collective Barg./Non-Union Adj.	$ 63,512	$ -	$ -	$ -	0	0.00%
Anticip. Local Opt. Taxes for FY 14 CSF*	$ -	$ -	$ 1,300,000	$ 1,300,000	0	0.00%
Total General Fund Expenses	**$ 105,840,566**	**$ 116,153,497**	**$ 122,741,389**	**$ 126,215,735**	**3,474,345**	**2.83%**
Net Excess / (Deficit)	**4,813,677**	**5,212,272**	**0**	**-3,349,952**		

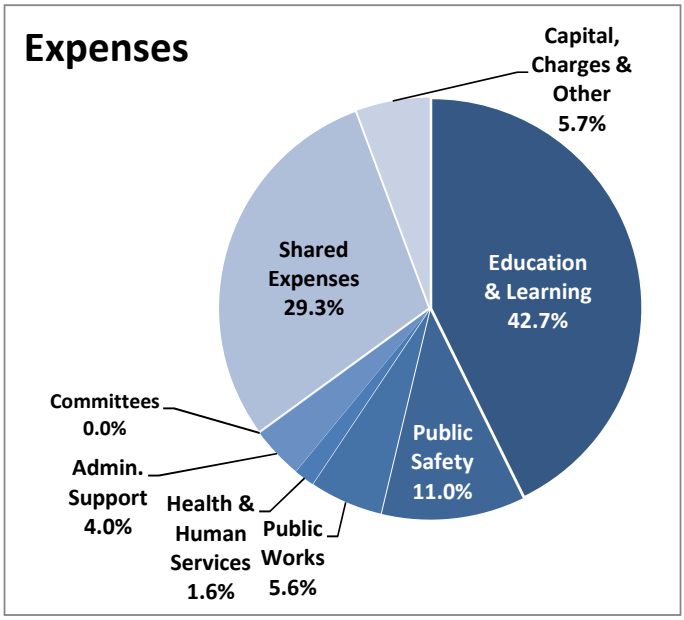
General Fund Revenue/Expenditure Summary

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

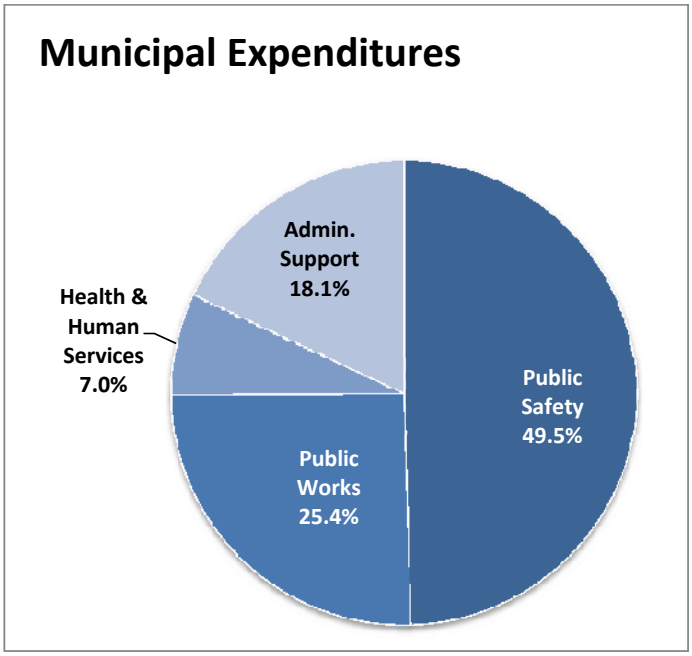
General Fund Revenues - FY 2014



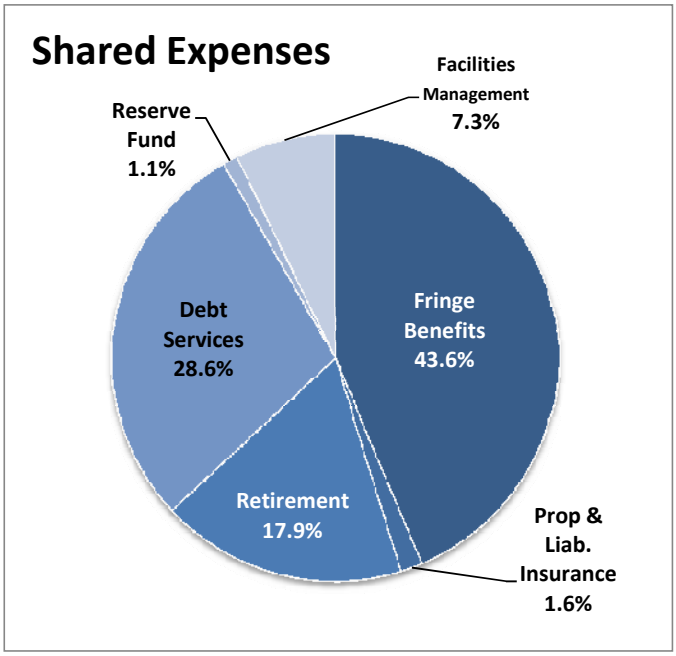
General Fund Expenditures - FY 2014



Municipal Expenditures - FY 2014



Shared Expenditures - FY 2014



General Fund Appropriation Summary

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

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Education & Learning						
Section III - Education & Learning						
Natick Public Schools						
Total Natick Public Schools	**$ 44,364,711**	**46,391,156**	**46,558,714**	**50,496,734**	**$ 3,938,020**	**8.46%**
Keefe Tech						
Expenses (Assessment)	$ 1,469,598	$ 1,396,865	$ 1,271,613	$ 1,335,194	$ 63,581	5.00%
Total Keefe Tech	**$ 1,469,598**	**$ 1,396,865**	**$ 1,271,613**	**$ 1,335,194**	**$ 63,581**	**5.00%**
Morse Institute Library						
Salaries & Expenses	$ 1,739,131	$ 1,852,078	$ 1,884,687	$ 1,936,053	$ 51,366	2.73%
Total Morse Institute Library	**$ 1,739,131**	**$ 1,852,078**	**$ 1,884,687**	**$ 1,936,053**	**$ 51,366**	**2.73%**
Bacon Free Library						
Salaries & Expenses	109,706	118,675	130,082	139,582	9,500	7.30%
Total Bacon Free Library	**$ 109,706**	**$ 118,675**	**$ 130,082**	**$ 139,582**	**$ 9,500**	**7.30%**
Total Education & Learning	**$ 47,683,146**	**$ 49,758,775**	**$ 49,845,096**	**$ 53,907,563**	**$ 4,062,467**	**8.15%**
Public Safety						
Section IV - Public Safety						
Emergency Management						
Expenses	$ 2,020	$ 3,779	$ 35,600	$ 35,600	$ -	0.00%
Total Emergency Management	**$ 2,020**	**$ 3,779**	**$ 35,600**	**$ 35,600**	**$ -**	**0.00%**
Parking Enforcement						
Salaries	$ 19,199	$ 25,969	$ 31,950	$ 49,661	$ 17,711	55.43%
Expenses	$ 68,624	$ 82,656	$ 73,000	$ 73,000	$ -	0.00%
Total Parking Enforcement	**$ 87,823**	**$ 108,625**	**$ 104,950**	**$ 122,661**	**$ 17,711**	**16.88%**
Police						
Salaries	$ 4,983,409	$ 5,415,962	$ 5,925,092	$ 6,076,885	$ 151,793	2.56%
Expenses	$ 194,016	$ 232,688	$ 226,188	$ 214,838	$ (11,350)	-5.02%
Other Chgs. & Expenses	$ 2,797	$ 6,090	$ 7,500	$ 7,500	$ -	0.00%
Total Police	**$ 5,180,222**	**$ 5,654,740**	**$ 6,158,780**	**$ 6,299,223**	**$ 140,443**	**2.28%**
Fire						
Salaries	$ 6,614,962	$ 6,982,138	$ 7,187,556	$ 7,242,508	$ 54,952	0.76%
Expenses	$ 167,269	$ 170,902	$ 195,400	$ 216,650	$ 21,250	10.88%
Total Fire	**$ 6,782,231**	**$ 7,153,040**	**$ 7,382,956**	**$ 7,459,158**	**$ 76,202**	**1.03%**
Total Public Safety	**12,052,297**	**12,920,185**	**13,682,285**	**13,916,642**	**$ 234,357**	**1.71%**
Public Works						
Section V - Public Works						
Salaries	$ 3,002,073	$ 3,030,673	$ 2,989,561	$ 3,196,511	$ 206,950	6.92%
Expenses	$ 2,252,324	$ 2,679,338	$ 2,717,674	$ 2,275,157	$ (442,517)	-16.28%
Municipal Energy	$ 1,323,892	$ 1,342,239	$ 1,536,848	$ 1,509,448	$ (27,400)	-1.78%
Snow & Ice	$ 867,663	$ 299,508	$ 150,000	$ 150,000	$ -	0.00%
Total Public Works	**$ 7,445,952**	**$ 7,351,758**	**$ 7,394,083**	**$ 7,131,116**	**$ (262,967)**	**-3.56%**

General Fund Appropriation Summary

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

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Health & Human Services						
Section VI - Health & Human Services						
Community Services						
Salaries	$ 919,714	$ 1,032,320	$ 1,121,526	$ 1,175,563	$ 54,037	4.82%
Expenses	$ 283,803	$ 279,905	$ 291,677	$ 355,596	$ 63,919	21.91%
Total Community Services	**$ 1,203,517**	**$ 1,312,226**	**$ 1,413,203**	**$ 1,531,159**	**$ 117,956**	**8.35%**
Board of Health						
Salaries	$ 332,982	$ 367,974	$ 393,185	$ 395,186	$ 2,001	0.51%
Expenses	$ 17,127	$ 20,346	$ 34,950	$ 34,950	$ -	0.00%
Other Changes & Expenditures	$ 7,339	$ 11,718	$ 15,000	$ 15,000	$ -	0.00%
Total Board of Health	**$ 357,448**	**$ 400,038**	**$ 443,135**	**$ 445,136**	**$ 2,001**	**0.45%**
Total Health & Human Services	**$ 1,560,965**	**$ 1,712,263**	**$ 1,856,338**	**$ 1,976,295**	**$ 119,957**	**6.46%**
Administrative Support Services						
Section VII - Administrative Support Services						
Board of Selectmen						
Salaries	$ 512,395	$ 564,807	$ 591,168	$ 616,264	$ 25,096	4.25%
Expenses	$ 179,887	$ 202,242	$ 248,750	$ 257,250	$ 8,500	3.42%
Other Charges & Expenditures	$ 18,357	$ 18,357	$ 18,357	$ 18,357	$ -	0.00%
Contract Settlements	$ -	$ -	$ 214,451	$ 276,824	$ 62,373	29.08%
Total Board of Selectmen	**$ 710,639**	**$ 785,407**	**$ 1,072,726**	**$ 1,168,695**	**$ 95,969**	**8.95%**
Personnel Board						
Other Charges & Expenditures	$ -	$ 419	$ 1,000	$ 1,000	$ -	0.00%
Total Personnel Board	**$ -**	**$ 419**	**$ 1,000**	**$ 1,000**	**$ -**	**0.00%**
Town Report						
Professional Services	$ 4,374	$ 4,695	$ 5,500	$ 5,500	$ -	0.00%
Total Town Report	**$ 4,374**	**$ 4,695**	**$ 5,500**	**$ 5,500**	**$ -**	**0.00%**
Legal						
Expenses	$ 216,995	$ 198,253	$ 294,480	$ 270,000	$ (24,480)	-8.31%
Other Charges & Expenditures	$ 1,576	$ 500	$ 10,000	$ 10,000	$ -	0.00%
Total Legal Services	**$ 218,571**	**$ 198,753**	**$ 304,480**	**$ 280,000**	**$ (24,480)**	**-8.04%**
Finance						
Salaries	$ 867,294	$ 926,893	$ 991,204	$ 1,083,270	$ 92,066	9.29%
Expenses	$ 285,539	$ 296,848	$ 395,300	$ 323,800	$ (71,500)	-18.09%
Other Charges & Expenditures	$ 6,792	$ 18,902	$ 75,000	$ 75,000	$ -	0.00%
Total Finance	**$ 1,159,625**	**$ 1,242,643**	**$ 1,461,504**	**$ 1,482,070**	**$ 20,566**	**1.41%**
Information Technology						
Salaries	$ 219,219	$ 238,944	$ 241,759	$ 291,950	$ 50,191	20.76%
Expenses	$ 290,053	$ 407,849	$ 374,100	$ 450,275	$ 76,175	20.36%
Other Chgs. & Expenditures	$ 233,578	$ 218,792	$ 265,000	$ 304,500	$ 39,500	14.91%
Total Information Technology	**$ 742,851**	**$ 865,585**	**$ 880,859**	**$ 1,046,725**	**$ 165,866**	**18.83%**
Town Clerk						
Salaries	$ 192,509	$ 202,871	$ 212,219	$ 223,450	$ 11,231	5.29%
Expenses	$ 19,901	$ 14,798	$ 21,750	$ 21,850	$ 100	0.46%
Total Town Clerk	**$ 212,410**	**$ 217,669**	**$ 233,969**	**$ 245,300**	**$ 11,331**	**4.84%**

General Fund Appropriation Summary

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

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	2013 vs. 2014 %
Administrative Support Services (con't)						
Elections						
Salaries (Registrars)	$ 45,592	$ 28,457	$ 59,565	$ 22,230	$ (37,335)	-62.68%
Expenses (Registrars)	$ 35,916	$ 35,923	$ 62,500	$ 38,750	$ (23,750)	-38.00%
Total Elections	**$ 81,508**	**$ 64,380**	**$ 122,065**	**$ 60,980**	**$ (61,085)**	**-50.04%**
Sealer of Weights & Measures						
Salaries	$ 14,317	$ 14,658	$ 14,659	$ 14,659	$ -	0.00%
Expenses	$ 841	$ 763	$ 850	$ 875	$ 25	2.94%
Total Sealer Weights/Meas.	**$ 15,157**	**$ 15,420**	**$ 15,509**	**$ 15,534**	**$ 25**	**0.16%**
Community Development						
Salaries	$ 662,149	$ 676,671	$ 740,382	$ 745,398	$ 5,016	0.68%
Expenses	$ 23,985	$ 22,796	$ 23,811	$ 23,811	$ -	0.00%
Total Community Development	**$ 686,134**	**$ 699,467**	**$ 764,193**	**$ 769,209**	**$ 5,016**	**0.66%**
Total Admin. Support Services	**$ 3,831,269**	**$ 4,094,438**	**$ 4,861,805**	**$ 5,075,013**	**$ 213,208**	**4.39%**
Commissions & Committees						
Section VIII - Commissions & Committees						
Finance Committee						
Expenses	$ 21,979	$ 15,202	$ 22,000	$ 22,000	$ -	0.00%
Total Finance Committee	**$ 21,979**	**$ 15,202**	**$ 22,000**	**$ 22,000**	**$ -**	**0.00%**
Commission on Disability						
Expenses	$ 743	$ 202	$ 1,810	$ 1,810	$ -	0.00%
Total Commission on Disability	**$ 743**	**$ 202**	**$ 1,810**	**$ 1,810**	**$ -**	**0.00%**
Natick Cultural Council						
Expenses	$ 570	$ 382	$ 700	$ 700	$ -	0.00%
Total Natick Cultural Council	**$ 570**	**$ 382**	**$ 700**	**$ 700**	**$ -**	**0.00%**
Historical Commission						
Expenses	$ 198	$ 858	$ 1,000	$ 1,000	$ -	0.00%
Total Historical Commission	**$ 198**	**$ 858**	**$ 1,000**	**$ 1,000**	**$ -**	**0.00%**
Historic District Commission						
Expenses	$ 363	$ 535	$ 500	$ 550	$ 50	10.00%
Total Historic District Comm.	**$ 363**	**$ 535**	**$ 500**	**$ 550**	**$ 50**	**10.00%**
Total Section VIII: Comm.	**$ 23,853**	**$ 17,178**	**$ 26,010**	**$ 26,060**	**$ 50**	**0.19%**
Shared Expenses (Unclassified)						
Section IX - Shared Expenses						
Employee Fringe						
Other Personnel Services	$ 14,182,202	$ 14,136,205	$ 15,085,009	$ 15,987,960	$ 902,950	5.99%
Other Personnel Services	$ 18,750	$ 31,750	$ 24,007	$ 150,000	$ 125,993	524.82%
Total Employee Fringe	**$ 14,200,952**	**$ 14,167,955**	**$ 15,109,016**	**$ 16,137,960**	**$ 1,028,943**	**6.81%**
Property & Liability Insurance						
Purchased Services	$ 451,853	$ 471,865	$ 553,175	$ 588,175	$ 35,000	6.33%
Total Prop. & Liab. Insurance	**$ 451,853**	**$ 471,865**	**$ 553,175**	**$ 588,175**	**$ 35,000**	**6.33%**

General Fund Appropriation Summary

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

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Shared Expenses (Unclassified) (con't)						
Contributory Retirement						
Pension Assessment	$ 5,384,366	$ 5,626,663	$ 6,082,991	$ 6,567,165	$ 484,174	7.96%
ERI Assessment	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Total Contributory Retirement	**$ 5,384,366**	**$ 5,626,663**	**$ 6,082,991**	**$ 6,567,165**	**$ 484,174**	**7.96%**
Non-Contributory Retirement						
Pensions	$ 91,373	$ 75,012	$ 67,209	$ 42,903	$ (24,306)	-36.16%
Total Non-Contributory Retire.	**$ 91,373**	**$ 75,012**	**$ 67,209**	**$ 42,903**	**$ (24,306)**	**-36.16%**
Debt Service						
Leased Equipment	$ 38,066	$ 68,590	$ 82,000	$ 82,000	$ -	0.00%
Principal	$ 4,685,812	$ 7,575,385	$ 7,511,321	$ 7,901,367	$ 390,046	5.19%
Interest	$ 2,063,373	$ 3,412,016	$ 2,615,200	$ 2,604,164	$ (11,036)	-0.42%
Total Debt Service	**$ 6,787,251**	**$ 11,055,991**	**$ 10,208,521**	**$ 10,587,531**	**$ 379,010**	**3.71%**
Reserve Fund						
Other Charges	$ -	$ -	$ 400,000	$ 400,000	$ -	0.00%
Total Reserve Fund	**$ -**	**$ -**	**$ 400,000**	**$ 400,000**	**$ -**	**0.00%**
Facilities Management						
Salaries	$ -	$ -	$ 2,354,646	$ 2,562,094	$ 207,448	8.81%
Expenses	$ -	$ -	$ 124,984	$ 124,984	$ -	0.00%
Total Facilities Management	**0**	**0**	**2,479,630**	**2,687,078**	$ 207,448	8.37%
Total Shared Expenses	**26,915,794**	**31,397,485**	**34,900,542**	**37,010,812**	**$ 2,110,270**	**6.05%**
Total General Fund Operations	**99,513,276**	**107,252,082**	**112,566,158**	**119,043,500**	**6,477,342**	**5.75%**

Reconciliation						
Total General Fund Operations	**$ 99,513,276**	**$ 107,252,082**	**$ 112,566,158**	**$ 119,043,500**	**6,477,342**	**5.75%**
Other General Fund Appropriations						
FLSA Labor Settlements	-	593,032	-	-	-	0.00%
Capital Equipment	543,120	1,401,900	1,282,777	1,921,180	638,403	49.77%
School Bus Subsidy	290,014	330,137	340,041	350,243	10,201	3.00%
Misc. Articles	85,000	100,000	312,977	-	(312,977)	-100.00%
Golf Course Deficit	334,500	320,000	310,000	337,246	27,246	8.79%
General Stabilization Fund	1,634,439	-	-	-	-	0.00%
Capital Stabilization Fund	307,913	1,859,511	4,575,551	1,300,000	(3,275,551)	-71.59%
Operational Stabilization Fund	-	856,478	-	-	-	0.00%
Contract Settlements/Salary Adjust.	63,512	-	-	-	-	0.00%
Total Other G/F Appropriations	**3,258,498**	**5,461,058**	**6,821,346**	**3,908,669**	**(2,912,678)**	**-42.70%**
Other General Fund Expenses (Not appropriated by Town Meeting)						
State & County Assessments	1,351,044	1,360,929	1,524,561	1,524,561	-	0.00%
Cherry Sheet Offsets	131,434	155,298	239,005	239,005	-	0.00%
Tax Title	25,000	25,000	25,000	-	(25,000)	-100.00%
Snow Removal Supplement	448,991	765,163	102,008	350,000	247,992	243.11%
Overlay	1,112,323	1,133,967	1,463,310	1,150,000	(313,310)	-21.41%
Total Other G/F Expenses	**3,068,792**	**3,440,357**	**3,353,884**	**3,263,566**	**-90,318**	**-2.69%**
Total General Fund	**105,840,566**	**116,153,497**	**122,741,389**	**126,215,735**	**3,474,345**	**2.83%**

Enterprise Fund Revenue/Expenditure Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Water/Sewer Enterprise Fund						
Revenues						
User Charges	12,353,351	11,127,657	12,143,096	12,314,742	171,646	1.41%
Connection Fees	104,470	71,064	114,290	70,000	(44,290)	-38.75%
Other Departmental Income	758,698	1,100,812	1,120,000	1,100,000	(20,000)	-1.79%
Investment Income	66,356	19,980	25,000	20,000	(5,000)	-20.00%
Capital Article Closeouts	150,000	-	-	-	-	#DIV/0!
I & I Fund	-	-	39,369	-	(39,369)	-100.00%
Retained Earnings	-	410,000	1,291,746	147,000	(1,144,746)	-88.62%
Total Revenues	**13,432,875**	**12,729,513**	**14,733,501**	**13,651,742**	**(1,081,759)**	**-7.34%**
Expenses						
Water & Sewer Operations	7,021,847	7,743,788	7,798,124	7,971,946	173,822	2.23%
Utility Billing	167,179	224,318	233,568	237,383	3,815	1.63%
Fringe Benefits	627,467	675,431	652,593	695,857	43,264	6.63%
Debt Service	2,287,229	1,800,816	2,096,702	2,075,978	-20,724	-0.99%
Reserve Fund	0	200,000	200,000	200,000	0	0.00%
Indirects (included in G/F)	2,449,757	2,535,885	2,581,514	2,323,579	-257,935	-9.99%
Capital	312,000	410,000	1,171,000	147,000	-1,024,000	-87.45%
Total Expenses	**12,865,480**	**13,590,238**	**14,733,501**	**13,651,742**	**-1,081,759**	**-7.34%**

Sassamon Trace Enterprise Fund						
Revenues						
User Charges	400,946	406,398	405,829	410,800	4,971	1.2%
Other Departmental Revenue	110,618	145,002	130,000	140,000	10,000	7.7%
Retained Earnings	56,422	48,366	36,363	40,171	3,808	10.5%
Town Subsidy (Original)	334,500	320,000	310,000	305,000	(5,000)	-1.6%
Town Subsidy (Indirects)				32,246	32,246	100.0%
Total Revenues	**902,486**	**919,766**	**882,192**	**928,217**	**46,025**	**5.22%**
Expenses						
Operations	576,351	574,856	554,441	548,481	-5,960	-1.07%
Fringe Benefits	22,331	25,545	44,609	50,693	6,084	13.64%
Debt Service	295,257	286,314	283,144	296,797	13,653	4.82%
Indirects (included in G/F)	0	0	0	32,246	32,246	100.00%
Total Expenses	**893,940**	**886,715**	**882,194**	**928,217**	**46,023**	**5.22%**

Enterprise Fund - Appropriation Summary

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

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	2013 vs. 2014 %
Water/Sewer Enterprise Fund						
Section X - Water & Sewer Enterprise Fund						
Water & Sewer Operations						
Salaries	$ 1,465,811	$ 1,558,514	$ 1,688,524	$ 1,721,525	$ 33,001	1.95%
Expenses	$ 5,556,036	$ 5,774,099	$ 6,109,600	$ 6,250,421	$ 140,821	2.30%
Total Sanitary Sewer	**$ 7,021,847**	**$ 7,332,613**	**$ 7,798,124**	**$ 7,971,946**	**$ 173,822**	**2.23%**
Utility Billing						
Salaries	$ 98,349	$ 101,777	$ 103,618	$ 107,433	$ 3,815	3.68%
Expenses	$ 68,830	$ 120,700	$ 129,950	$ 129,950	$ -	0.00%
Total Utility Billing	**$ 167,179**	**$ 222,477**	**$ 233,568**	**$ 237,383**	**$ 3,815**	**1.63%**
Fringe Benefits						
Other Personal Services	$ 448,014	$ 413,949	$ 452,634	$ 479,902	$ 27,268	6.02%
Other - Chgs. & Expenditures	$ 179,453	$ 187,526	$ 199,959	$ 215,955	$ 15,996	8.00%
Total Benefits	**$ 627,467**	**$ 601,475**	**$ 652,593**	**$ 695,857**	**$ 43,264**	**6.63%**
Water & Sewer Debt Service						
Principal	$ 1,745,640	$ 1,777,864	$ 1,602,757	$ 1,609,869	$ 7,112	0.44%
Interest	$ 541,589	$ 502,324	$ 493,945	$ 466,109	$ (27,836)	-5.64%
Total Debt Service	**$ 2,287,229**	**$ 2,280,188**	**$ 2,096,702**	**$ 2,075,978**	**$ (20,724)**	**-0.99%**
Water & Sewer Reserve Fund						
Expenses	$ -	$ -	$ 200,000	$ 200,000	$ -	0.00%
Total W & S Reserve Fund	**$ -**	**$ -**	**$ 200,000**	**$ 200,000**	**$ -**	**0.00%**
Total W&S Enterprise	**$ 10,103,723**	**$ 10,436,753**	**$ 10,980,987**	**$ 11,181,164**	**$ 200,177**	**1.82%**
Sassamon Trace Golf Course Enterprise Fund						
Section XI - Sassamon Trace Enterprise Fund						
Sassamon Trace Operations						
Salaries	$ 129,238	$ 149,153	$ 195,689	$ 265,450	$ 69,761	35.65%
Expenses	$ 447,113	$ 437,947	$ 358,752	$ 283,031	$ (75,721)	-21.11%
Total Sassamon Trace	**$ 576,351**	**$ 587,100**	**$ 554,441**	**$ 548,481**	**$ (5,960)**	**-1.07%**
Sassamon Trace Fringe Benefits						
Other Personal Services	$ 10,532	$ 6,863	$ 34,918	$ 40,227	$ 5,309	15.20%
Other - Chgs. & Expenditures	$ 11,799	$ 12,331	$ 9,691	$ 10,466	$ 775	8.00%
Total GC Fringe Benefits	**$ 22,331**	**$ 19,194**	**$ 44,609**	**$ 50,693**	**$ 6,084**	**13.64%**
Sassamon Trace Debt Service						
Principal	$ 191,482	$ 195,931	$ 201,330	$ 217,580	$ 16,250	8.07%
Interest	$ 103,775	$ 99,402	$ 81,814	$ 79,217	$ (2,597)	-3.17%
Total GC Debt Service	**$ 295,257**	**$ 295,333**	**$ 283,144**	**$ 296,797**	**$ 13,653**	**4.82%**
Total Sassamon Trace	**$ 893,940**	**$ 901,627**	**$ 882,194**	**$ 895,971**	**$ 13,777**	**1.56%**

Fund Summary

The table below shows all appropriations, actual and planned, for FY 2014.

	General	Golf Course Enterprise	Stabilization Fund (Capital)	Parking Meter	Misc.	Total
Sec. III: Education & Learning	$ 53,907,563					$ 53,907,563
Sec. IV: Public Safety	$ 13,856,642			$ 60,000		$ 13,916,642
Sec. V: Public Works	$ 7,131,116					$ 7,131,116
Sec. VI: Health & Human Services	$ 1,976,295					$ 1,976,295
Sec. VII: Administrative Support Services	$ 5,075,013					$ 5,075,013
Sec. VIII: Committees and Commissions	$ 26,060					$ 26,060
Sec. IX: Shared Expenses	$ 33,729,376	$ 37,246	$ 699,079		$ 221,532	$ 37,010,812
Sec. X: Water & Sewer Enterprise						$ 11,181,163
Sec. XI: Sassamon Trace Enterprise	$ 337,246	$ 590,971				$ 928,217
Sec. XII: Capital			$ 1,921,180			$ 2,068,180
Misc. Assessments, Overlay & Articles	$ 3,613,809					$ 3,613,809
Stabilization Funds	$ 1,300,000					$ 1,300,000
Total All Funds	**$ 120,953,119**	**$ 628,217**	**$ 2,620,259**	**$ 60,000**	**$ 221,532**	**$ 138,134,869**

Three-Year Projection

METHODOLOGY

The table on the next pages shows projections of total expenditure requirements and revenues for the next three years, FY 2014-FY 2016. Projections are calculated in the aggregate, using conservative assumptions, with the intention of giving an overall perspective on the Town's budget outlook. The projections are presented in sequence with the current year for comparison.

Revenues

Revenues are comprised of four primary components: the Tax Levy, State Aid, Local Receipts and Other Available Funds. The Tax Levy will remain constantly growing at the Proposition 2.5% level annually and minimal new growth due to construction. State Aid is projected to remain level at FY 2013 House 1 amounts. Local receipts are also projected to remain essentially level over the period of FY 2014 through FY 2016; although these will obviously be revisited when the economy begins to pick back up. Other Available Funds vary; indirects are proposed to decrease annually for the next three fiscal years as attempts are made to be less "aggressive" on costs charged against the Water/Sewer enterprise Fund. $2,000,000 in Free Cash and Overlay Surplus are proposed to be applied to operations annually and small amounts of other revenues expect to support small parts of operations. Finally, the Capital Stabilization Fund, using revenues generated from local option taxes, will support new cash capital projects, new within-levy debt service and increasing portions of the debt service attributable to the High School and Community Senior Center projects.

Expenses

In the operating budget, wage projections are modeled using agreed to contracts FY 2013-2015 and applied to those unions who have not settled at this time. On the whole, we have calculated a 4.5% increase in total expenses for the Natick Public Schools, a 10% increase for the Keefe Tech Assessment and a 2.5% increase for all municipal departments, consistent with past forecast practices of the Town. These increases may not be sustainable into future years; it is incumbent on the Town and School administrations and elected officials to budget responsibly and identify areas for cost reduction and revenue enhancement to ensure Natick’s sound financial future.

The greatest changes going forward rest within the categories of Shared Expenses. While great savings has been achieved within municipal health care over the last several years through the shift of retirees to Medicare active employees to cheaper health care models, health care overall will more than 5% annually. So too will pension costs, as the new assessment will require a minimum of 8% annual increases in the municipal contribution to meet the funding deadlines for the foreseeable future. Finally, the shift of cost of Facilities Management from separate to a shared department represents a significant restructuring of financial operations.

RESULTS

These projections forecast a sizable gap between the cost of providing the current level of services and the revenue that may be generated over the next several years. In FY2015 and 2016, the preliminary gap is projected to be over $5,000,000 annually. This large deficit will come down; as the FY 2014 budget is brought into balance, the out year forecasted gaps will also come down significantly. Though just a forecast, and with the realization that the community must produce a balance budget, these forecasts demonstrate one clear reality: The Town of Natick has a sizeable structural budget imbalance. This can be filled with one-time resources, but not sustainably. In order to achieve sustainability within Town services in the future, either efficiencies will have to be found, services reduced, or new revenue streams developed. As we move forward, Town Officials will continue to monitor revenue receipts, examine new ways of doing business and continue working to make Natick's government more sustainable.

Three-Year Projection

		2013 Appropriated	2014 Projection	2015 Projection	2016 Projection	Comments
	General Fund Revenues					
1	Tax Levy	89,323,445	91,804,040	94,558,161	96,298,906	2.5% allowable; .5% for growth + Excluded Debt Service for C/SC & NHS
2	State Aid	11,657,952	11,657,952	11,657,952	11,657,952	Level-funded @ FY 2013 House 1 Level
3	Estimated Receipts	10,012,890	10,596,175	10,596,175	10,596,175	Assumes stabilization of local receipts, level-funded @ FY 2014 level
4	Local Option Taxes	1,300,000	1,300,000	1,300,000	1,300,000	Used for Capital Debt Service related to Excluded Projects
5	Other Local Receipts					
6	Indirects	2,581,514	2,355,825	2,120,242	2,014,230	Dependent Upon General Fund Operating Budget
7	Free Cash	6,343,030	1,750,000	1,750,000	1,750,000	$1.5 M Recurring F.C. assured; add'l F.C. less certain
8	Stabilization Fund	1,062,152	2,620,259	2,410,747	1,826,000	CSF funds spent on cash capital, new within-levy debt and C/SC & HS
9	Overlay Surplus	0	500,000	500,000	500,000	Can change based upon final settlement of outstanding ATB cases
10	Other Available Funds	460,407	281,532	281,532	281,532	Parking Meter Receipts, Other State Remb., Bond Premiums for HS/CSC
	Total General Fund Revenues	**122,741,390**	**122,865,783**	**125,174,809**	**126,224,795**	
	General Fund Expenses					
	Education & Learning					
11	Natick Public Schools	46,558,714	50,496,734	52,769,087	55,143,696	4.5% increase
12	Keefe Tech	1,271,613	1,335,194	1,468,713	1,615,584	10% Increase: Assumes increase of Natick students & lower total pop.
13	Morse Institute Library	1,884,687	1,936,053	1,984,454	2,034,066	Assumes 2.5% increase
14	Bacon Free Library	130,082	139,582	143,072	146,648	Assumes 2.5% increase
15	Public Safety	13,682,285	13,916,642	14,264,558	14,621,172	Assumes 2.5% increase
16	Public Works	7,394,083	7,131,116	7,309,394	7,492,129	Assumes 2.5% increase
17	Health & Human Services	1,856,338	1,976,295	2,025,702	2,076,345	Assumes 2.5% increase
18	Administrative Support Services	4,861,805	5,075,013	5,201,888	5,331,935	Assumes 2.5% increase
19	Committees	26,010	26,060	26,712	27,379	Assumes 2.5% increase
20	Shared Expenses	0	0			
21	Fringe Benefits	15,109,016	16,137,960	17,028,996	18,391,316	8% increase in health premiums; higher rates in FY 2015 & 2016
22	Prop & Liab. Insurance	553,175	588,175	617,584	648,463	Assumes higher rates in FY 2015 & 2016 (5% annually)
23	Retirement	6,150,200	6,610,068	7,138,873	7,709,983	Assumes 8% increase annually
24	Debt Services	10,208,521	10,587,531	10,854,454	9,806,000	Includes debt exclusion costs for HS & CSC
25	Reserve Fund	400,000	400,000	400,000	400,000	Level-Funded
26	Facilities Management	2,479,630	2,687,078	2,754,255	2,823,111	Assumes 2.5% increase
	General Fund Oper. Expenses	**112,566,158**	**119,043,500**	**123,987,742**	**125,444,717**	
26	Capital Improvements	1,282,777	1,921,180	1,085,000	480,000	Capital Stab. Fund provides cash funding moving forward.
27	School Bus Transportation	340,041	350,243	360,750	371,572	3% annual increase
28	State & County Assessments	1,524,561	1,524,561	1,577,921	1,633,148	Assumes 3.5% increase from FY 2013 House 1 Levels
29	Cherry Sheet Offsets	239,005	239,005	247,370	256,028	Assumes 3.5% increase from FY 2013 House 1 Levels
30	Tax Title	25,000	0	0	0	
31	Snow Removal Supplement	102,008	350,000	350,000	350,000	
32	Overlay	1,463,310	1,150,000	1,150,000	1,450,000	
33	Golf Course Deficit	310,000	337,246	364,351	364,351	Includes offset for indirects starting in FY 2014
34	General Stabilization Fund	0	0	0		
35	Operational Stabilization Fund	0	0	0		
36	Capital Stabilization Fund	3,275,551	0	0		
37	FLSA Settlement	0	0	0		
38	Misc. Articles	312,977	0	0		
39	Collective Barg./Non-Union Adj.	1,300,000	1,300,000	1,300,000	1,300,000	Funds raised from local option taxes
	Total General Fund Expenses	**122,741,389**	**126,215,735**	**130,423,134**	**131,649,816**	
	Net Excess / (Deficit)	**0**	**-3,349,952**	**-5,248,324**	**-5,425,021**	

Deficit Reduction Plan
& Scenarios

Town of Natick

Home of Champions

FY 2014 Budget Development

Budget Balancing Plan - January 2nd (Version 1.0)

Budget Summary: Current vs. Balanced	Current	Balanced
Revenues	**$ 122,865,783**	**$ 122,865,783**
Expenses		
Education	$ 50,496,734	$ 47,052,025
Municipal (includes Libraries)	$ 30,200,761	$ 30,295,518
Shared (Includes Keefe Tech Assessment)	$ 38,346,005	$ 38,346,005
Capital	$ 1,921,180	$ 1,921,180
Other/Reserves	$ 5,251,055	$ 5,251,055
Expenses (Total)	**$ 126,215,735**	**$ 122,865,783**
Balance (Deficit)	**$ (3,349,952)**	**$ -**

Budget Deficit as of 1/2/2013	
Education Deficit	$ (3,444,709)
Municipal Deficit	$ 94,757
Total Budget Deficit as of 1/2/2013	**$ (3,349,952)**

Balancing Options as of 1/2/2013

Municipal Budget Balancing	Amount	Reduction as %	Current Request (14')
Deficit	$ 94,757	-0.3%	$ 30,200,761
Shared Expense Revisions	TBD		
Revenue Enhancements	TBD		
Program and Staff Reductions	$ (94,757)	-0.3%	
Balance	**$ -**		

Education Budget Balancing	Amount	Reduction as %	Current Request (14')
Deficit	$ (3,444,709)	6.8%	$ 50,496,734
Shared Expense Revisions	TBD		
Revenue Enhancements	TBD		
Program and Staff Reductions	$ 3,444,709	6.8%	
Balance	**$ -**		

Potential Budget Reduction Options

Option 1: Shared Expense Revisions

The FY 2014 Preliminary Budget was built with a series of assumptions, especially in the area of Shared Expenses. Final Health Care Premium numbers from the West Suburban Health Group have not been voted as of January 1, 2013. We have forecast an 8% rate increase. Actual rate increases could be higher or lower dependent upon final votes of the WSHG.

In addition, the Finance Director is preparing for a refinancing of the Town's Debt. The Town's prestigious Aaa Credit Rating, combined with historically low interest rates, should generate savings for the Town when it goes out to refinance. These savings would also be shared between the School and the Municipal sides.

Option 2: Revenue Enhancement

Revenues for the FY 2014 are detailed in Section II of the Preliminary Budget. The Governor will announce his FY 2014 local aid proposal as part of his "House 1" recommended budget recommendation in late January. We are forecasting level aid, although the possibility exists like with health care rates that actual state aid could be higher or lower. No recommendations are being put forward at this time for fee increases locally.

It is possible that local receipts maybe be reexamined once mid-year actual revenue data is available from FY 2013. In addition, over $1,000,000 in Free Cash is left unallocated at this time; however: in NO case should it be designated solely for on-going operations and should be primarily used for one-time expenses (i.e. further bolstering of reserves, capital

expenditures, etc.).

Option #3: Program and Staff Reductions

Inevitably, although the budgets put forward represent level-service requests with a modicum of program improvements, the requested budgets will likely not meet the available level of funds. Program and Staff Reductions may have to be considered, including but no limited to not funding recommended Program Improvement Requests, new positions within the Natick Public Schools, replacement of existing positions and reduction of service to existing programs. This option will be researched and brought forward once the impacts of Options 1-2 are better known.

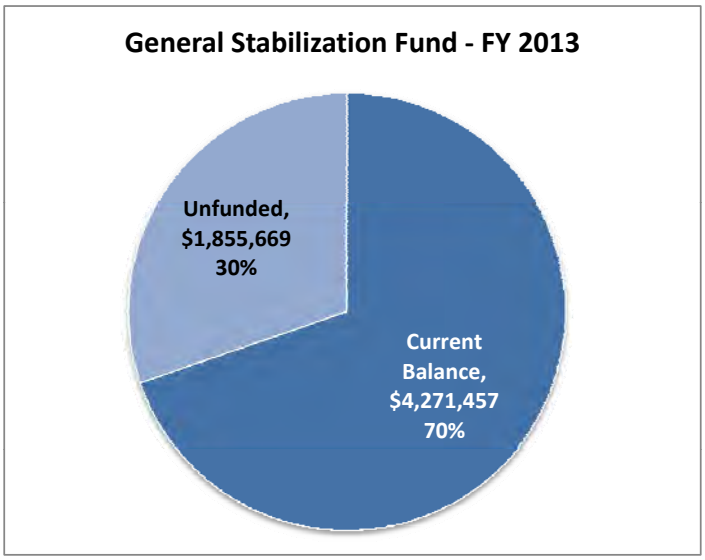
Given the degree of what is unknown, we expect to be able to report back to the Board of Selectmen, School Committee and Finance Committee by mid-to-late February as to the impact of Options 1-2 and produce final reduction recommendations at that time.

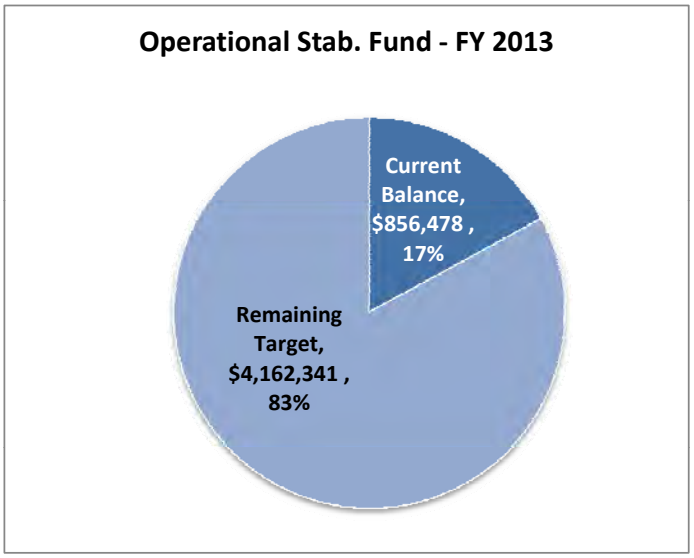
Options Not Considered

No Option #1: Utilization of Town's Reserves

The Town has weathered the Great Recession well over the last several years. We have successfully been able to rebuild critical reserves and begin to create a portfolio of diversified reserves to properly support the Town's financial operations. One option not considered and strongly not recommended to be utilized to close the budget gap in FY 2014 is to use the Town's reserves in the General or Operational Stabilization Funds.

The charts below shows the status of the Town's Stabilization Funds Reserves.





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

> *1. A General Stabilization Fund should be maintained for the purpose of* ***unforeseen and catastrophic emergencies*** *. It should, at a minimum, be at a level equal to 2% of revenues, with the target being 5% of revenues.*

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

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

The forecast budget deficit is a result of forecasting revenues and expenses. The revenue estimates assume level-funded amounts of State Aid and Local Receipts. Since no reduction in state aid and local receipts are forecast in FY 2014, the budget deficit does not meet the definition for using the Operational Stabilization Fund.

Utilization of the Town's Stabilization's Funds for FY 2014 is limited to the Capital Stabilization Fund, whereby nearly $2.5 Million is being proposed to support cash capital expenditures, reduce the burden of the High School and Community/Senior Center on Natick's taxpayers and subsidize the within-levy debt service budget in FY 2014.

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

In addition to the model shown on the last page, these ground rules were agreed to by the Financial Planning Committee last year. These are subject to change and will be reviewed by policymakers in early 2013 should changes be necessary.

1. Changes to revenues will be made to Step 1: Reconciliation as more information becomes available. This will result in either a positive or negative effect – which will be split by both sides as per the allocation model methodology.
2. If there are budget reductions made to the Shared Expense budget, these "savings" will be split according to the methodology between the General Government and Education components except under the following situation:
   - Any benefit savings resulting from personnel reductions will remain with Shared Expenses for the purpose of paying said personnel's unemployment costs.
3. For any net new positions added in FY2014, the cost of benefits (health insurance, Medicare, workers compensation) is the responsibility of the proposing agency.
4. Any reductions in capital or other expenses will be split according to the methodology on the same prorated basis that revenues are shared.
5. If the Board of Selectmen or School Committee increases a specific fee-for-service in FY2012 that is greater than the fee or charge in FY2011, with the exception of fees for trash bags, those revenues will remain with the respective General Government or Education budget and reduce any budget shortfall on a dollar-for-dollar basis.
6. Changes in Chapter 70 or Unrestricted General Government Aid (UGGA): If Chapter 70 Aid and Unrestricted General Government Aid (UGGA) are both increased over the prior year, 100% of the increase in Chapter 70 Aid will be allocated to the Schools, and 100% of the increase in UGGA will be allocated to the General Government for the fiscal year. If one is increased but the other is decreased, the deficit will be made up by the increase and any remaining increase will be allocated to the side that was increased. If both remain the same or are decreased from the prior year, no changes will be made. For subsequent fiscal years, all State Aid from prior years will be considered part of total revenues. This rule applies only to Chapter 70 Aid and UGGA.
7. This Revenue Split procedure is a starting point for budgeting purposes, and is not required to be the end point for any specific budget year.

FY 2014 Revenue Split

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

Methodology:

Step 1: Revenue & Expenses Reconciliation

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

1. The allocation model starts by taking the total general fund revenues as projected by the Town Administrator as of January 1, 2013.
2. Next, the allocation model uses the FY2013 General Government and Education budgets as adopted at the Fall 2012 Annual Town Meeting.
3. Finally, the incremental revenue is determined by the following formula:

Start: Total projected FY2014 General Fund Revenue

Less: a) FY2013 School budget as approved by the Spring ATM
b) FY2013 General Government budget as approved by the Fall ATM
c) FY2014 Shared Expenses
d) FY2014 Capital
e) FY2014 Budget for other fixed costs/assessments/etc.

Equals: **Balance allocated to the General Government and Education**

Step 2: Split

As stated above, the allocation model uses the FY2013 General Government and Education budgets as adopted at the Fall 2012 Annual Town Meeting. That split, 61.0% to the schools and 39.0% to the municipal departments, is then applied to the incremental revenue. This year, that results in an apportionment of the incremental deficit, as detailed on the last page.

Step 3: Final Deficit Determination

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

Town of Natick

Home of Champions

FY 2014 Budget Development

Budget Balancing Plan - January 1 (Version 1.0)

Purpose: To divide revenues according to current expense allocation

Step 1: Reconciliation

Total FY 2014 General Fund Revenue			$	122,865,783
Less FY 2013 Education	$	46,558,714		
Less FY 2013 Municipal*	$	29,835,289		
Less FY 2014 Shared**	$	37,925,222		
Less FY 2014 Capital	$	1,921,180		
Less FY 2014 Other/Reserves	$	5,251,055		
Incremental Revenue			**$**	**1,374,323**

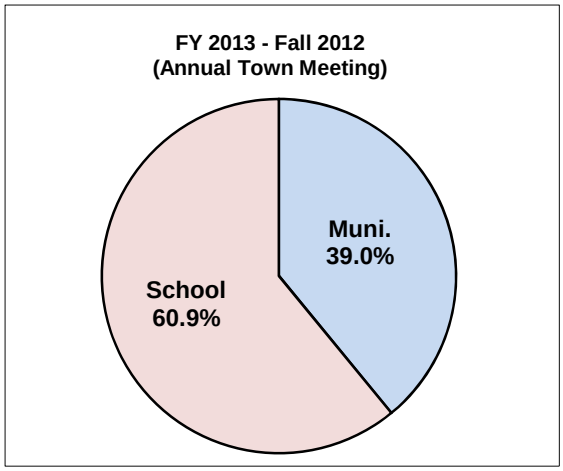
* Includes Libraries

** Includes Keefe Tech

Step 2: Split

FY 2013 - Fall 2012 (Annual Town Meeting)

Municipal	$	29,835,289	39.1%
School	$	46,558,714	60.9%
Total	$	76,394,003	100.0%



Incremental Revenue	$	1,374,323			
Municipal Split (39.0%)	$	536,735	School Split (61.0%)	$	837,588
Municipal Revenues for 2014	**$**	**536,735**	**School Revenues for 2014**	**$**	**837,588**

Step 3: Deficit Determination

Municipal Request Increment	$	(365,472)	School Request Increment	$	(3,938,020)
Add Municipal Added Position Benefit	$	(76,506)	Add School Added Position Benefits	$	(344,277)
Less Incremental Revenues	$	536,735	Less Incremental Revenues	$	837,588
Municipal Deficit	**$**	**94,757**	**Education Deficit**	**$**	**(3,444,709)**

Balance as of 1/1

$ (3,349,952)

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Section II:
Revenues

Revenue Summary	II.3
Tax Levy	II.6
State Aid	II.7
Estimated (Local) Receipts	II.8
Available Funds	II.28
Indirects	II.30

Town of Natick

Revenue Model

FY 2014 Preliminary Budget

FY 2013 Appropriated Budget

FY 2008-2012 Actual Collections

Town of Natick

Revenue Model

Revenue Summary

The summary below presents all general fund revenues for use in FY 2014. The projection is based on the most current data available. Overall, General Fund Revenues are proposed to increase ***$124,393 or 0.10%*** over the prior fiscal year. Normal increases in the Property Tax Levy are augmented by sizeable increases in Local Receipts. But decreases in Available Funds more than offsets this growth in recurring revenue. This should not raise alarm, however, as the in Available Funds is a one-time occurrence and means that the Town will not be depositing money into reserve accounts this year, but operations should not be affected.

General Fund Revenue Summary	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**2013 vs. 2014**	
	Actual	Actual	Recap	Preliminary	$	%
Property Tax Levy (Table 1)	$ 79,684,179	$ 86,502,701	$ 89,323,445	$ 91,804,040	$ 2,480,595	2.78%
State Aid (Table 2)	$ 11,711,880	$ 11,509,427	$ 11,657,952	$ 11,657,952	$ -	0.00%
Local Receipts (Table 3)	$ 13,101,287	$ 14,356,298	$ 11,312,890	$ 11,896,175	$ 583,285	5.16%
Available Funds (Table 4)	$ 3,714,737	$ 7,437,265	$ 7,865,589	$ 5,151,791	$ (2,713,798)	-34.50%
Enterprise Receipts (Table 5)	$ 2,449,757	$ 2,535,883	$ 2,581,514	$ 2,355,825	$ (225,689)	-8.74%
Gross General Fund Revenues	**$ 110,661,840**	**$ 122,341,573**	**$ 122,741,389**	**$ 122,865,783**	**$ 124,393**	**0.10%**

Detailed Description:

Property Tax Levy: The increase in property tax levy of $2,480,595 or 2.78 percent is based on the on the statutory increase in the tax levy allowed under Proposition 2 1/2 plus estimated new growth (increase in the tax levy due to new construction). This amount includes all excluded debt necessary to support the new Natick High School and Community/Senior Center projects.

State Aid: FY 2014 state aid is forecast to be level-funded. This amount will be revised once the Governor submits his "House 1 budget recommendation" in late January. This amount, however, may go down dependent upon the current economic condition of the Commonwealth. As of early December 2012, the Governor had proposed a 1% reduction of current year unrestricted general government state aid - which may foretell further reduction in support from the Commonwealth.

Local Receipts: Local receipts are projected to increase by $583,285 or 5.16%. Generally, local receipt projections are based on the average revenue received in each category for the prior five-year period. No fee increases are assumed in these local receipt projections unless otherwise noted. To the extent the Board of Selectmen or other boards increase specific fees, this projection will be revised. This amount is inclusive of local option taxes which are targeted for appropriation into the Town's Capital Stabilization

Available Funds: Available Funds are projected to decrease $2,979,887. This category includes the parking meter receipts, special grants received and reserved for appropriation, Free Cash, Overlay Surplus and the General Stabilization Fund. At this time, no General Stabilization Fund monies are proposed to support operations of the General Fund. The sharpest decrease is attributable to using far less free cash in support of building capital reserves and even in support of operations. Only $1,500,000 of Free Cash is

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

Town of Natick

Revenue Model

Revenue Summary

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

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

Table 3: Local Receipts	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Recap	FY 2014 Preliminary
Motor Vehicle	$ 4,174,230	$ 4,187,040	$ 3,739,367	$ 3,931,401	$ 4,082,872	$ 3,795,250	$ 3,922,425
Other Excise	$ 867,120	$ 833,846	$ 986,324	$ 1,941,878	$ 2,143,965	$ 2,000,000	$ 2,000,000
Penalties & Interest Taxes/Excise	$ 235,052	$ 641,897	$ 474,871	$ 658,927	$ 544,880	$ 426,065	$ 460,000
Payment in Lieu of Taxes	$ 33,359	$ 17,635	$ 28,292	$ 28,866	$ 47,583	$ 24,931	$ 35,000
Trash Fee	$ 1,066,549	$ 1,005,638	$ 1,002,485	$ 1,015,159	$ 942,223	$ 865,603	$ 1,050,000
Police Special Duty Service Charges	$ 56,829	$ 37,383	$ 37,532	$ 40,788	$ 51,548	$ 40,000	$ 40,000
Ambulance Fees - Other Charges	$ 1,006,888	$ 942,465	$ 998,333	$ 1,425,262	$ 1,469,941	$ 1,460,000	$ 1,460,000

Town of Natick

Revenue Model

Revenue Summary

Rentals	$ 227,932	$ 301,686	$ 199,103	$ 54,060	$ 52,324	$ 40,041	$ 50,000
Recreation	$ 75,410	$ -	$ 267,830	$ 154,000	$ 175,305	$ 176,000	$ 186,750
Other Departmental Revenue	$ 687,774	$ 800,402	$ 813,523	$ 636,367	$ 855,853	$ 670,000	$ 720,000
License/Permits	$ 2,365,853	$ 1,228,497	$ 1,260,987	$ 1,612,750	$ 2,223,153	$ 1,350,000	$ 1,500,000
Special Assessments	$ 21,979	$ 21,243	$ 22,221	$ 28,093	$ 13,660	$ 20,000	$ 14,000
Fines/Forfeits	$ 220,200	$ 187,603	$ 167,066	$ 151,893	$ 187,866	$ 195,000	$ 208,000
Investment Income	$ 904,653	$ 346,301	$ 686,279	$ 102,227	$ 157,159	$ 150,000	$ 150,000
Miscellaneous Recurring	$ 1,222,187	$ 1,101,354	$ 102,566	$ 193,486	$ 194,624	$ 100,000	$ 100,000
Miscellaneous Non-Recurring	$ -	$ -	$ 45,458	$ 1,126,130	$ 1,213,343	$ -	$ -
Subtotal	**$ 13,166,015**	**$ 11,652,990**	**$ 10,832,238**	**$ 13,101,287**	**$ 14,356,298**	**$ 11,312,890**	**$ 11,896,175**

Table 4: Available Funds	**FY 2008** Appropriated	**FY 2009** Appropriated	**FY 2010** Appropriated	**FY 2011** Appropriated	**FY 2012** Appropriated	**FY 2013** Recap	**FY 2014** Preliminary
Free Cash	$ 4,035,895	$ 3,000,000	$ 2,147,380	$ 3,425,336	$ 5,466,393	$ 6,343,030	$ 1,750,000
Overlay Surplus	$ 1,116,024	$ -	$ 1,000,000	$ -	$ 1,000,000	$ -	$ 500,000
General Stabilization Fund	$ 256,102	$ 600,000	$ 950,751	$ 98,550	$ -	$ -	$ -
Capital Stabilization Fund	$ -	$ -	$ -	$ -	$ 689,340	$ 1,062,152	$ 2,620,259
Title V	$ 7,684	$ 7,684	$ 7,684	$ 7,684	$ 7,684	$ 7,684	$ 7,684
Parking Meter Revenue	$ 116,000	$ 80,000	$ 80,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000
School Building Assistance	$ 123,167	$ 123,167	$ 123,167	$ 123,167	$ 123,167	$ 123,167	$ 123,167
Premiums (For 2010 Debt Exclusions)	$ -	$ -	$ -	$ -	$ 90,681	$ 90,681	$ 90,681
Receipts Reserved	$ -	$ -	$ -	$ -	$ -	$ 150,000	$ -
Insurance Proceeds < $20,000	$ -	$ -	$ -	$ -	$ -	$ 28,875	$ -
MBTA Contract Assistance	$ 76,316	$ -	$ -	$ -	$ -	$ -	$ -
Subtotal	**$ 5,731,187**	**$ 3,810,851**	**$ 4,308,982**	**$ 3,714,737**	**$ 7,437,265**	**$ 7,865,589**	**$ 5,151,791**

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

Total - G/F Available for Appr.	**$ 98,744,729**	**$ 103,443,816**	**$ 105,292,298**	**$ 110,661,841**	**$ 122,341,573**	**$ 122,759,801**	**$ 122,865,783**

Town of Natick

Revenue Model

1-A Tax Levy Summary

Components	Fiscal Year 2008 Levy Recap	Fiscal Year 2009 Levy Recap	Fiscal Year 2010 Levy Recap	Fiscal Year 2011 Levy Recap	Fiscal Year 2012 Levy Recap	Fiscal Year 2013 Levy Recap	Fiscal Year 2014 Levy Projected	2013 vs. 2014 $ Change	2013 vs. 2014 % Change
Prior Year Levy Limit	61,821,370	64,250,184	72,154,997	76,106,387	78,763,162	81,600,345	84,573,555	$ 2,973,210	3.64%
Proposition 2 1/2% Levy Increase	1,545,534	1,606,255	1,803,875	1,902,698	1,969,079	2,040,009	2,114,339	$ 74,330	3.64%
New Construction Growth	883,280	2,398,480	2,147,515	754,077	846,384	933,201	845,736	$ (87,465)	-9.37%
Operational Override	-	3,900,000	-	-	-	-	-	$ -	0.00%
Net Levy Increase	2,428,814	7,904,735	3,951,390	2,656,775	2,837,183	2,973,210	2,960,074	$ (13,136)	-0.44%
Levy Limit	*64,250,184*	*72,154,997*	*76,106,387*	*78,763,162*	*81,600,345*	*84,573,555*	*87,533,629*	$ 2,960,074	3.50%
Debt Exclusion Levy*	960,274	937,705	918,361	921,017	4,924,076	4,768,302	4,270,411	$ (497,891)	-10.44%
Total Tax Levy	**65,210,458**	**73,092,702**	**77,024,748**	**79,684,179**	**86,524,421**	**89,341,857**	**91,804,040**	**$ 2,462,183**	**2.76%**
Actual Levy						***89,323,445***			

Note:

**Amount shown for excluded debt is NET subsidies & application of funds from the capital stabilization fund. Gross estimated debt service for FY 2014 is $4,984,259. Less School Building Assistance payments for the Wilson Middle School Project of $123,187, application of premiums from the High School/C-SC projects of $90,681, $250,000 from the Capital Stabilization Fund and $250,000 from Free Cash results in net figure shown above.*

Town of Natick

Revenue Model

2-A State Aid Summary

State Aid	Cherry Sheet FY08	Cherry Sheet FY09	Cherry Sheet FY10	Cherry Sheet FY11	Cherry Sheet FY12	Recap FY13	Preliminary FY14	2013 s. 2014 $ Change	2013 s. 2014 % Change
A. EDUCATION									
Chapter 70	$ 5,232,584	$ 5,843,990	$ 5,727,110	$ 7,024,303	$ 7,062,013	$ 7,640,286	$ 7,640,286	$ -	0.00%
School Construction	$ -	$ -	$ -	$ -		$ -	$ -	$ -	0.00%
Charter School Tuition Reimbursement	$ 298,650	$ 157,054	$ 110,372	$ 47,329	$ 65,378	$ 210,583	$ 210,583	$ -	0.00%
Charter School Capital Reimbursement	$ -	$ -	$ -	$ -		$ -	$ -	$ -	0.00%
Off-Set: Racial Equity	$ -	$ -		$ -		$ -	$ -	$ -	0.00%
Off-Set: School Choice Receiving Tuition				$ 81,529	$ 98,864	$ 181,996	$ 181,996	$ -	0.00%
Off-Set: School Lunch	$ 17,462	$ 17,863	$ 19,186	$ 15,595	$ 19,032	$ 20,202	$ 20,202	$ -	0.00%
Sub-Total, All Education Items	**$ 5,548,696**	**$ 6,018,907**	**$ 5,856,668**	**$ 7,168,756**	**$ 7,245,287**	**$ 8,053,067**	**$ 8,053,067**	**$ -**	**0.00%**
B. GENERAL GOVERNMENT									
Lottery, Beano & other Charity Games**	$ 2,800,177	$ 2,800,177	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
Additional Assistance**	$ 1,942,474	$ 1,942,474	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
**Unrestricted General Government Aid - Eff. FY10	$ -	$ -	$ 3,357,406	$ 3,223,110	$ 2,990,066	$ 3,223,110	$ 3,223,110	$ -	0.00%
Police Career Incentive	$ 220,578	$ 226,966	$ 40,692	$ 20,558	$ -	$ -	$ -	$ -	0.00%
Veterans Benefits	$ 30,569	$ 50,147	$ 103,355	$ 116,685	$ 98,032	$ 124,841	$ 124,841	$ -	0.00%
Exemptions: Vets, Blind & Surviving Spouse	$ 76,655	$ 77,493	$ 113,028	$ 121,758	$ 111,650	$ 109,940	$ 109,940	$ -	0.00%
Exemptions: Elderly	$ 18,072	$ 41,666	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
State Owned Land	$ 201,613	$ 216,172	$ 194,742	$ 106,348	$ 110,151	$ 110,187	$ 110,187	$ -	0.00%
Off-Set: Public Libraries	$ 48,936	$ 50,166	$ 37,183	$ 37,825	$ 37,402	$ 36,807	$ 36,807	$ -	0.00%
Sub-Total, All General Government	**$ 5,339,074**	**$ 5,405,261**	**$ 3,846,406**	**$ 3,626,284**	**$ 3,347,301**	**$ 3,604,885**	**$ 3,604,885**	**$ -**	**0.00%**
C. TOTAL ESTIMATED RECEIPTS FOR FISCAL YEAR	**$ 10,887,770**	**$ 11,424,168**	**$ 9,703,074**	**$ 10,795,040**	**$ 10,592,588**	**$ 11,657,952**	**$ 11,657,952**	**$ -**	**0.00%**
Dollar Change From Previous Year	**$ 414,397**	**$ 536,398**	**$ (1,721,094)**	**$ 1,091,966**	**$ (202,452)**	**$ 1,065,364**	**$ -**		
Percentage Change	**3.96%**	**4.93%**	**-15.07%**	**10.03%**	**-1.88%**	**10.06%**	**0.00%**		
D. SBA Reimbursements	$ 1,369,707	$ 916,839	$ 916,839	$ 916,839	$ -	$ -	$ -	$ -	0.00%
Total State Aid	**$ 12,257,477**	**$ 12,341,007**	**$ 10,619,913**	**$ 11,711,879**	**$ 10,592,588**	**$ 11,657,952**	**$ 11,657,952**	**$ -**	**0.00%**

Town of Natick

Revenue Model

3-A Local Receipts summary

Local Receipts

Receipt	Actual FY08	Actual FY09	Actual FY10	Actual FY11	Actual FY12	Recap FY 2013	Projection FY 2014	Averages
								3-year
								$ 12,763,274
Motor Vehicle	$ 4,174,230	$ 4,187,040	$ 3,739,367	$ 3,931,401	$ 4,082,872	$ 3,795,250	$ 3,922,425	5-year
Other Excise	$ 867,120	$ 833,846	$ 986,324	$ 1,941,878	$ 2,143,965	$ 2,000,000	$ 2,000,000	$ 12,621,765
Penalties & Interest Taxes/Excise	$ 235,052	$ 641,897	$ 474,871	$ 658,927	$ 544,880	$ 426,065	$ 460,000	
Payment in Lieu of Taxes	$ 33,359	$ 17,635	$ 28,292	$ 28,866	$ 47,583	$ 24,931	$ 35,000	10-year
Trash Fee	$ 1,066,549	$ 1,005,638	$ 1,002,485	$ 1,015,159	$ 942,223	$ 865,603	$ 1,050,000	$ 12,163,186
Other Charges for Services								
Police Special Duty Service Charges	$ 56,829	$ 37,383	$ 37,532	$ 40,788	$ 51,548	$ 40,000	$ 40,000	
Ambulance Fees - Other Charges	$ 1,006,888	$ 942,465	$ 998,333	$ 1,425,262	$ 1,469,941	$ 1,460,000	$ 1,460,000	
Rentals	$ 227,932	$ 301,686	$ 199,103	$ 54,060	$ 52,324	$ 40,041	$ 50,000	
Recreation	$ 75,410	$ -	$ 267,830	$ 154,000	$ 175,305	$ 176,000	$ 186,750	
Other Departmental Revenue								
Other Departmental Revenue	$ 687,774	$ 800,402	$ 813,523	$ 636,367	$ 855,853	$ 670,000	$ 720,000	
License/Permits	$ 2,365,853	$ 1,228,497	$ 1,260,987	$ 1,612,750	$ 2,223,153	$ 1,350,000	$ 1,500,000	
Special Assessments	$ 21,979	$ 21,243	$ 22,221	$ 28,093	$ 13,660	$ 20,000	$ 14,000	
Fines/Forfeits	$ 220,200	$ 187,603	$ 167,066	$ 151,893	$ 187,866	$ 195,000	$ 208,000	
Investment Income	$ 904,653	$ 346,301	$ 686,279	$ 102,227	$ 157,159	$ 150,000	$ 150,000	
Miscellaneous Recurring								
Tax Per Chap 59 Sec D (%% Occup.)	$ 1,222,187	$ 1,101,354	$ 102,566	$ 193,486	$ 194,624	$ 100,000	$ 100,000	
Miscellaneous Non-Recurring								
Tailings	$ -	$ -	$ 45,458	$ (701)	$ -	$ -	$ -	
Tax Title	$ -	$ -	$ -	$ 858,670	$ 517,430	$ -	$ -	
Other	$ -	$ -	$ -	$ 268,161	$ 695,913	$ -	$ -	
Total Estimated Receipts	**$ 13,166,015**	**$ 11,652,990**	**$ 10,832,238**	**$ 13,101,286**	**$ 14,356,298**	**$ 11,312,890**	**$ 11,896,175**	

Town of Natick

Revenue Model

3-B Motor Vehicle Excise Taxes

Item	FY 2008	FY 2009	FY2010	FY2011	FY 2012	Recap FY 2013	Projection FY 2013	Averages 3-year
								$ 3,917,880
00146150-415006 MOTOR VEHICLE 2006	$ 84,481	$ -	$ -	$ -	$ -			
00146150-415007 MOTOR VEHICLE 2007	$ 882,976	$ 827,289	$ -	$ -	$ -			5-year
00146150-415008 MOTOR VEHICLE TAX 2008	$ 3,181,458	$ 65,435	$ 20,587	$ 3,922	$ 3,093			$ 4,022,982
00146150-415009 MOTOR VEHICLE TAX 2009	$ -	$ 3,271,530	$ 540,193	$ 31,273	$ 6,268			
00146150-415010 MOTOR VEHICLE TAX 2010	$ -	$ -	$ 3,160,895	$ 538,835	$ 36,669			10-year
00146150-415011 MOTOR VEHICLE TAX 2011	$ -	$ -	$ -	$ 3,348,730	$ 565,005			$ 4,083,079
00146150-415012 MOTOR VEHICLE TAX 2012	$ -	$ -	$ -	$ -	$ 3,467,329			
00146150-415013 MOTOR VEHICLE TAX 2013	$ -	$ -	$ -	$ -	$ -			
00146160-415999 MOTOR VEHICLE PRIOR YRS	$ 25,315	$ 22,785	$ 17,129	$ 6,928	$ 2,744			
00146162-416200 RECOVERY EXERCISE	$ -	$ -	$ 563	$ 1,713	$ 1,765			
Total Motor Vehicle Taxes	**$ 4,174,230**	**$ 4,187,040**	**$ 3,739,367**	**$ 3,931,401**	**$ 4,082,872**	**$ 3,795,250**	**$ 3,922,425**	

Town of Natick

Revenue Model

Table 3-B(2): Motor Vehicle Excise Billing & History

Amount Committed

	2008				2009				2010				2011				2012			
	commit	# of Bills	SumOfexcise	Avg./Bill	commit	# of Bills	SumOfexcise	Avg./Bill	commit	# of Bills	SumOfexcise	Avg./Bill	commit	# of Bills	SumOfexcise	Avg./Bill	commit	# of Bills	SumOfexcise	Avg./Bill
	# 1	25,744	2,891,789	$112.33	# 1	24,596	2,832,143	$115.15	# 20	163	4,193	$25.72	#20	177	3,811	$21.53	#1	26,610	3,047,558	$114.53
	# 2	1,437	343,484	$239.03	# 2	2,742	457,462	$166.84	# 1	25,945	2,793,434	$107.67	#1	26,573	2,914,979	$109.70	#2	1,643	498,566	$303.45
	# 3	1,421	379,985	$267.41	# 3	912	177,997	$195.17	# 2	1,505	346,479	$230.22	#2	1,808	504,814	$279.21	#3	1,169	255,100	$218.22
	# 93	75	5,194	$69.25	# 99	82	5,578	$68.02	# 3	1,198	255,105	$212.94	#3	1,084	235,008	$216.80	#4	1,073	197,860	$184.40
	# 20	28	3,858	$137.79	# 88	18	12,500	$694.44	# 21	20	3,076	$153.81	#99	74	5,771	$77.99	#5	901	120,246	$133.46
	# 52	16	11,200	$700.00	# 55	27	4,419	$163.67	# 52	15	10,900	$726.67	#60	22	2,291	$104.15	#6	919	75,904	$82.59
	# 4	1,397	331,648	$237.40	# 4	1,648	273,894	$166.20	# 99	81	4,958	$61.20	#52	16	10,100	$631.25	#20	173	4,008	$23.17
	# 5	1,044	128,084	$122.69	# 5	957	118,243	$123.56	# 4	1148	208,210	$181.37	#4	953	165,587	$173.75	#52	17	10,500	$617.65
	# 6	839	70,648	$84.20	# 6	830	60,495	$72.89	# 5	1026	126,197	$123.00	#5	1040	129,220	$124.25	#60	28	3,034	$108.37
	# 7	679	32,074	$47.24	# 7	570	20,325	$35.66	#6	925	78,909	$85.31					#61	6	626	$104.38
	# 8	2	312	$156.10	# 8	1	47	$46.67	#7	708	24,885	$35.15					#99	77	6,336	$82.29
	# 9	19	1,457	$76.67	# 9	87	6,053	$69.57	#8	27	3,319	$122.91								
	# 55	6	644	$107.36	# 29	11	1,849	$168.08	#99	23	7,293	$317.11								
	# 10	10	952	$95.21	# 10	8	568	$70.99	#60	15	1,166	$77.74								
	# 11	13	212	$16.32	# 11	21	3,363	$160.14	#10	1	41	$41.25								
	# 28	3	106	$35.42					#11	1	5	$5.00								
Totals		**32733**	**4,201,646**	**$128.36**		**32510**	**3,974,934**	**$122.27**		**32801**	**3,868,169**	**$117.93**		**31747**	**3,971,581**	**$125.10**		**32616**	**4,219,738**	**$129.38**

Actual Collections received in each FY

	2008		2009		2010		2011		2011	
	Type	Collection	Type	Collection	Type	Collection	Type	Collection	Type	Collection
	Prior	$ 25,315	Prior	$ 22,785	Prior	$ 17,129	Prior	$ 6,928	Prior	$ 2,744
	2005	$ -	2005	$ -	2005	$ -	2005	$ -	2005	
	2006	$ 84,481	2006	$ -	2006	$ -	2006	$ -	2006	
	2007	$ 882,976	2007	$ 827,289	2007	$ -	2007	$ -	2007	
	2008	$ 3,181,458	2008	$ 65,435	2008	$ 20,587	2008	$ 3,922	2008	$ 3,093
	2009	$ -	2009	$ 3,271,530	2009	$ 540,193	2009	$ 31,273	2009	$ 6,268
	2010	$ -	2010	$ -	2010	$ 3,160,895	2010	$ 538,835	2010	$ 36,669
	2011	$ -	2011	$ -	2011	$ -	2011	$ 3,348,730	2011	$ 565,005
	2012	$ -	2012	$ -	2012	$ -	2012	$ -	2012	$ 3,467,329
	Misc	$ -	Misc	$ -	Misc	$ 563	Misc	$ 1,713	Misc	$ 1,765
Totals		**$ 4,174,230**		**$ 4,187,040**		**$ 3,739,367**		**$ 3,931,401**		**$ 4,082,872**

Actual vs. Billed

	2008			2009			2010			2011			2012		
	Billed	$ 4,201,646	99.3%	Billed	$ 3,974,934	105.3%	Billed	$ 3,868,169	96.7%	Billed	$ 3,971,581	99.0%	Billed	$ 4,219,738	96.8%
	Actual	$ 4,174,230		Actual	$ 4,187,040		Actual	$ 3,739,367		Actual	$ 3,931,401		Actual	$ 4,082,872	

Notes:

a) 5-Year Billable Average:	$4,047,214
b) 5-Year Actual Collection Average:	$4,050,355
c) Average Bills - 5-Year Average	$124.61
d) Average No. of Bills Annually-5 Year Average	32,481
e) Collection Rate - 5 year Average	99.42%
f) Economic Factor	97.50%

FY 2014 Projection = ave. bill x ave. # bills x collection rate x economic factor **$3,922,425**

Town of Natick

Revenue Model

3-C Other Excise

Item	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Recap FY 2013	Projection FY 2014	Averages
								3-year
								$ 1,690,722
00146190-419100 OTHER TAXES HOTEL/MOTEL	$ 867,120	$ 833,846	$ 748,707	$ 1,151,127	$ 1,297,423			
00146190-467500 LOCAL OPTION MEALS	$ -	$ -	$ 237,617	$ 787,167	$ 843,077			5-year
00146160-416003 BOAT EXCISE 2003	$ -	$ -	$ -	$ 5	$ -			**$ 1,354,627**
00146160-416004 BOAT EXCISE 2004	$ -	$ -	$ -	$ -	$ -			
00146160-416011 BOAT EXCISE 2011	$ -	$ -	$ -	$ 3,579	$ 76			10-year
00146160-416012 BOAT EXCISE 2012	$ -	$ -	$ -	$ -	$ 3,388			**$ 1,029,321**
Total Other Excise	**$ 867,120**	**$ 833,846**	**$ 986,324**	**$ 1,941,878**	**$ 2,143,965**	**$ 2,000,000**	**$ 2,000,000**	

Breakout:

Local Option Taxes	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Recap	FY 2014 Projection
Hotel Motel Taxes - State Portion (4%)	$ 678,411	$ 767,418	$ 864,949	$ 700,000	$ 700,000
Hotel Motel Taxes - Town Portion (2%)*	$ 70,296	$ 383,709	$ 432,474	$ 450,000	$ 450,000
Local Option Meals Taxes - Town Portion (.75%)**	$ 237,617	$ 787,167	$ 843,077	$ 850,000	$ 850,000

Notes:

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

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

Town of Natick

Revenue Model

3-D Penalties and Interest on Taxes and Excise

Item	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Recap FY 2013	Projection FY 2014	Averages 3-year
								$ 559,559
00146170-417000 PENALITIES ON TAXES & EXCISE	$ 23,301	$ 36,875	$ 63,446	$ 78,728	$ 69,296			
00146170-417100 INTEREST ON TAXES	$ 116,485	$ 201,400	$ 186,942	$ 196,693	$ 184,479			5-year
00146170-417200 INTEREST ON MOTOR VEHICLE	$ 29,797	$ 39,239	$ 27,480	$ 26,367	$ 24,220			$ 511,125
00146170-417300 INTEREST TAX TITLES	$ 29,172	$ 254,599	$ 72,581	$ 226,842	$ 134,579			
00146170-417400 INTEREST ON BETTERMENTS	$ 316	$ 111	$ 153	$ 533	$ 2,609			10-year
00146170-417600 INTEREST BOAT EXCISE	$ -	$ -	$ -	$ -	$ 12			$ 432,816
010 4175 INTEREST CHAPTER 41A	$ -	$ -	$ -	$ -	$ -			
00146170-417800 INTEREST POLICE DETAILS	$ 2,588	$ 30	$ 1,011	$ -	$ -			
010 4180 TAX TITLE FEES	$ 1,294	$ 14,209	$ 7,715	$ -				
00146370-437100 MUNICIPAL LIEN CERTIFICATES	$ 32,100	$ 95,433	$ 115,545	$ 129,765	$ 129,685			
Total Penalties and Interest	**$ 235,052**	**$ 641,897**	**$ 474,871**	**$ 658,927**	**$ 544,880**	**$ 426,065**	**$ 460,000**	

Assumption:

FY 2014 Projection based at 90% of 5-year collection average, FY 2008-2012

Notes:

Town of Natick

Revenue Model

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

Item	FY 2008	FY2009	FY 2010	FY 2011	FY 2012	Projection FY 2013	Projection FY 2014	Averages
								3-year
								$ 34,914
00146180-418100 IN LIEU TAX MA MORSE HLTHCARE	$ -	$ -	$ 13,170	$ 13,557	$ 31,878			
00146180-418200 IN LIEU TAX HOUSING AUTHORITY	$ 12,076	$ -	$ 12,172	$ 12,225	$ 12,300			5-year
00146180-418300 IN LIEU TAX EXEMPT PROPERTY	$ 16,680	$ 17,635	$ -	$ -	$ -			**$ 34,914**
00146180-418400 IN LIEU TAX TCAN NATICK ARTS	$ 4,603	$ -	$ 2,950	$ 3,084	$ 3,405			
								10-year
								$ 27,418
Total PILOT's	**$ 33,359**	**$ 17,635**	**$ 28,292**	**$ 28,866**	**$ 47,583**	**$ 24,931**	**$ 35,000**	

Assumption:

FY 2014 Projection based at 100% of 3-year collection average, FY 2010-2012

Notes:

Town of Natick

Revenue Model

3-F Trash Disposal Charges

Item	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Recap FY 2013	Projection FY 2014	Averages
								3-year
								$ 986,622
00146320-432000 PAYT FEES	$ 1,065,825	$ 1,005,638	$ 903,950	$ 925,075	$ 845,923			
010 4247 TRASH FEES	$ 724	$ -	$ -	$ -	$ -			5-year
00420250-425100 BULKY WASTE PICKUP	$ -	$ -	$ 98,535	$ 90,084	$ 96,300			$ 1,006,411
								10-year
								$ 1,112,135
Total Trash Disposal Fees	**$ 1,066,549**	**$ 1,005,638**	**$ 1,002,485**	**$ 1,015,159**	**$ 942,223**	**$ 865,603**	**$ 1,050,000**	

Assumption:

FY 2014 Projection based at 95% of 10-year collection average, FY 2003-2012

Notes:

Town of Natick

Revenue Model

3-G Other Charges

Item	FY 2008	FY2009	FY 2010	FY 2011	FY 2012	Recap FY 2013	Projection FY 2014	Averages
								3-year
								$ 1,341,135
00220320-432017 AMBULANCE SERVICE FEES	$ 1,006,888	$ 942,465	$ 998,333	$ 1,425,262	$ 1,469,941			
00210370-437105 POLICE SPECIAL DUTY S/CHGS	$ 56,829	$ 37,383	$ 37,532	$ 40,788	$ 51,548			5-year
								$ 1,213,394
								10-year
								$ 1,027,053
Total Other Charges	**$ 1,063,717**	**$ 979,848**	**$ 1,035,865**	**$ 1,466,050**	**$ 1,521,489**	**$ 1,500,000**	**$ 1,500,000**	

Assumption:

FY 2014 Projection based 10% of FY 2011 and FY 2012 Actuals.

Town of Natick

Revenue Model

3-H Rentals

Item	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Recap FY 2013	Projection FY 2014	Averages 3-year
								$ 101,829
010 4361 NATICK DISTRICT COURT RENTAL	$ 89,830	$ 164,785	$ 51,511	$ -	$ -			
00146360-436002 ELIOT SCHOOL LEASE	$ -	$ -	$ -	$ 26,363	$ -			5-year
00146360-436002 EAST SCHOOL RENTAL	$ 121,332	$ 127,398	$ 133,768	$ 11,912	$ -			$ 167,021
00146360-436003 COLE CENTRE RENTAL	$ 16,770	$ 9,504	$ 13,824	$ 10,368	$ 13,824			
00146360-436515 RIVERBEND SCHOOL	$ -	$ -	$ -	$ 5,417	$ 32,500			10-year
00146360-436510 11 MECHANIC STREET LEASE	$ -	$ -	$ -	$ -	$ 6,000			$ 233,480
010 4366 RENTAL POLICE TRNG CENTER	$ -	$ -	$ -	$ -				
Total Rentals	**$ 227,932**	**$ 301,686**	**$ 199,103**	**$ 54,060**	**$ 52,324**	**$ 40,041**	**$ 50,000**	

Assumption:

FY 2014 Projection based at 95% of the five-year average of current rentals.

Notes:

Town of Natick

Revenue Model

3-I Recreation Dept. Revenue

Item	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Recap FY 2013	Projection FY 2014	Averages 3-year
								$ 199,045
00134320-432071 FARM ASSISTANT SALARY	$ 38,546	$ -	$ 190,170	$ 137,000	$ 155,055			
010 4242 PRE-SCHOOL PROGRAMS	$ 21,685	$ -	$ 36,425	$ 4,000	$ -			5-year
00134320-432066 REGISTRATION FEES- REC PRGRM	$ 15,179	$ -	$ 41,235	$ 13,000	$ 20,250			$ 134,509
00134840-484600 RECREATION PROGRAM OFFSET	$ -	$ -	$ -	$ -	$ -			
								10-year
								$ 105,789
Total Dept. Revenue - Recreation	**$ 75,410**	**$ -**	**$ 267,830**	**$ 154,000**	**$ 175,305**	**$ 176,000**	**$ 186,750**	

Assumption:

FY 2014 Projection based at 100% of FY 2012 estimate plus additional offset for Camp Arrowhead Director (incl. in PIR)

Notes:

Town of Natick

Revenue Model

3-J Other Departmental Revenue

Item	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Recap FY 2013	Projection FY 2014	Averages
00123320-432013 CABLE FRANCHISE FEES	$ 3,779	$ 3,487	$ 3,341	$ 3,245	$ 2,890			3-year
00141320-432015 ASSESSOR COPIES OF RECORDS	$ 986	$ 1,178	$ 1,341	$ 1,369	$ 1,321			**$ 768,581**
00145320-432015 RETURN CHECK FEES	$ 225	$ 275	$ 275	$ 445	$ 386			
00145320-432050 SAFETY NATIONAL W/COMP REIMB	$ 41,963	$ 146,620	$ 50,938	$ 33,260	$ 21,672			5-year
00145320-432052 REINS POLICE/FIRE THE HARTFORD	$ 88,870	$ 91,099	$ 75,483	$ 65,920	$ 26,737			**$ 758,784**
00145320-432074 GENERAL REINSURANCE W/COMP	$ 61,877	$ 41,689	$ 41,571	$ 20,987	$ 18,518			
00146320-432016 DEPUTY COLLECTOR CLEARING FEES	$ -	$ -	$ -	$ -	$ 264			10-year
00146320-432065 SENTINEL BENEFIT FORFEITURES	$ 2,791	$ 2,011	$ -	$ 2,283	$ 2,067			**$ 768,389**
00146360-436002 ELIOT SCHOOL LEASE	$ -	$ 24,766	$ 60,000	$ -	$ -			
00146360-436510 11 MECHANIC STREET LEASE	$ -	$ 29,000	$ 39,000	$ 36,000	$ -			
00146370-437144 DEMAND RESPONSE	$ -	$ -	$ 3,229	$ 867	$ 3,323			
00146450-445000 SENIOR CITIZEN PARKING PERMITS	$ -	$ -	$ 1,567	$ 1,979	$ 1,765			
00146692-431300 TOWN DEPTS MISC INCOME	$ 12,698	$ 22,149	$ 4,175	$ -	$ 2,913			
00146692-484005 PENSIONS REIMBURSEMENT COLA	$ -	$ -	$ -	$ 6,763	$ 16,708			
00146840-484000 COLLECTOR MISCELLANEOUS INCOM	$ 1,341	$ 1,385	$ 3,456	$ 5,389	$ 133,478			
00161320-432002 TN CLERK DOG LICENSE FEES	$ 24,275	$ 30,451	$ 40,180	$ 32,429	$ 33,451			
00161450-445001 TN CLERK POLICE FINES	$ -	$ -	$ -	$ 355	$ 1,025			
00161770-477000 TN CLERK FINES	$ 4,750	$ 2,175	$ 350	$ 740	$ -			
00161810-481001 TN CLERK SALE RESIDENT BOOKS	$ 1,525	$ 1,380	$ 1,399	$ 1,302	$ 1,176			
00180320-432014 PLANNING BOARD FEES	$ 24,585	$ 35,196	$ 34,236	$ 33,222	$ 39,770			
00180370-432025 COMM DEV COMMUTER PARKING	$ 59,791	$ 63,066	$ 50,779	$ 50,977	$ 52,734			
00180370-437000 COMM DEV ANR PLANS	$ 2,600	$ 2,600	$ 2,600	$ 2,000	$ 2,200			
00180370-437001 COMM DEV BOOKS/MAPS/BYLAWS	$ 368	$ 1,268	$ 542	$ 444	$ 171			
00180370-437002 COMM DEV DEFINITIVE PLAN FILE	$ 5,600	$ -	$ 4,400	$ -	$ 2,400			
00180370-437003 COMM DEV PARKING STICKERS	$ 88,933	$ 87,566	$ 88,424	$ 93,858	$ 91,431			
00180370-437004 COMM DEV PERMIT RESEARCH	$ 256	$ 185	$ 325	$ 598	$ 156			
00180370-437005 COMM DEV DESIGN REVIEW BD	$ 150	$ 150	$ 600	$ -	$ 150			
00210320-432010 POLICE REPORT FEES	$ 5,325	$ 5,474	$ 4,039	$ 2,728	$ 4,492			
00210320-432012 POLICE SOLICITOR FEES	$ 270	$ 155	$ 180	$ 100	$ 205			
00210320-432038 POLICE FINGERPRINTS	$ 125	$ 65	$ 35	$ 75	$ 10			
00210320-432039 POLICE SUBPOENAS	$ -	$ 75	$ 75	$ 31	$ 185			
00210320-432070 RMV FEES	$ 11,700	$ 24,340	$ 21,380	$ 21,700	$ 12,840			
00210370-437142 POLICE RECOVERED DETAILS	$ 8,992	$ 1,679	$ 822	$ 3,974	$ 7,243			

Town of Natick

Revenue Model

3-J Other Departmental Revenue

Item	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Recap FY 2013	Projection FY 2014	Averages
00210840-484000 POLICE MISCELLANEOUS INCOME	$ 1,648	$ 328	$ 2,420	$ 1,352	$ 4,823			
00220320-432033 FIRE MASS PIKE ASSISTANCE	$ 8,400	$ 5,800	$ 4,600	$ 13,200	$ 1,400			
00220320-432035 FIRE SPECIAL DUTY S/CHARGES	$ 355	$ -	$ 820	$ 3,670	$ 7,505			
00220370-437006 FIRE SYSRICT 14 HAZ MAT REIMB	$ 325	$ -	$ -	$ -	$ -			
00220370-432034 FIRE REPORT COPIES	$ -	$ -	$ -	$ 373	$ 282			
00220840-484000 FIRE MISCELLANEOUS REVENUE	$ -	$ -	$ -	$ -	$ 12			
00300320-432063 SCHOOL HLTH REIMBURSEMENTS	$ 129,058	$ 107,908	$ 135,784	$ -	$ 150,536			
00300320-432064 SCHOOL MEDICARE REIMBURSEMENT	$ 31,787	$ 33,920	$ 34,655	$ 1,482	$ 44,088			
00420320-432040 PUB WKS MAPS	$ 191	$ 167	$ 180	$ 117	$ 55			
00420320-432041 PUB WKS RECYCLING BINS	$ 1,534	$ 1,392	$ 1,461	$ 1,531	$ 1,140			
00420320-432042 PUB WKS RECYCLED GLASS	$ 167	$ 1,446	$ 670	$ 163	$ -			
00420320-432045 PUB WKS RECYCLED METAL	$ 24,768	$ 17,650	$ 19,483	$ 24,996	$ 39,312			
00420320-432045 PUB WKS RECYCLED PAPER	$ 6,556	$ 2,497	$ 780	$ 4,139	$ 5,955			
00420320-432060 RECYCLED PLASTICS	$ -	$ -	$ -	$ 802	$ -			
00420320-432061 RECYCLE OIL PRODUCTS	$ 61	$ 294	$ 104	$ 146	$ 213			
00420320-484000 PUB WKS MISCELLANEOUS INCOME	$ -	$ -	$ -	$ 105	$ 242			
00512320-432007 BD HLTH CLINIC FEES	$ 14,846	$ 3,836	$ 11,361	$ 11,836	$ -			
00512370-477010 RECYCLED MERCURY PRODUCTS	$ 1,055	$ -	$ -	$ -	$ -			
00512840-484000 BD HLTH MISCELLANEOUS COPIES	$ 20	$ 29	$ 38	$ 18	$ -			
00512370-477010 TN CLERK BD HEALTH FINES	$ -	$ -	$ -	$ -	$ 1,425			
010 4248 NEIGHBORHOOD BUS FARES	$ 3,110	$ -	$ -	$ -	$ -			
010 4274 TN CLERK MISCELLANEOUS FEES	$ 1,744	$ 516	$ 576	$ -	$ -			
010 4276 TN CLERK SPORTING LICENSE FEES	$ -	$ 300	$ -	$ -	$ -			
00180320-432006 COMM DEV SUBDIVISION FILE FEE	$ 2,200	$ -	$ -	$ -	$ -			
010 4311 SCHOOL MISCELLANEOUS INCOME	$ 291	$ 2,126	$ 2	$ -	$ -			
010-4800 Misc Non Recurring Revenue	$ -	$ -	$ 60,490	$ 46,780	$ -			
433600 GOLF COURSE HLTH/MEDICARE SHRE	$ 5,886	$ 2,709	$ 5,360	$ 2,619	$ -			
00800660-468010 MUNICIPAL MEDICAID REIMBURSEM	$ -	$ -	$ -	$ 100,000	$ 100,000			
00800660-468010 ABANDONED PROPERTY STATE	$ -	$ -	$ -	$ -	$ 17,184			
Total Dept. Revenue - Other	**$ 687,774**	**$ 800,402**	**$ 813,523**	**$ 636,367**	**$ 855,853**	**$ 670,000**	**$ 720,000**	

Assumption:

FY 2014 Projection based at 90% of 5-year collection average, FY 2008-2012

Town of Natick

Revenue Model

3-K Licenses and Permits

Item	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Recap FY 2013	Projection FY 2014	Averages
00123320-432022 SELECT MISC FEES	$ -	$ 26	$ -	$ -	$ 4,965			3-year
00123320-432024 SELECT GRANT OF LOCATION FEE	$ -	$ -	$ -	$ 20	$ -			**$ 1,698,963**
00123450-445012 SELECT CLASS I LICENSE	$ 500	$ 1,000	$ 600	$ 900	$ 900			
00123450-445013 SELECT CLASS II LICENSE	$ 1,000	$ 2,000	$ 2,200	$ 1,900	$ 2,100			5-year
00123450-445014 SELECT CLASS III LICENSE	$ 100	$ 100	$ 200	$ 200	$ 2,300			**$ 1,738,248**
00123450-445015 SELECT COMMON VICTUALLER LIC	$ 4,475	$ 6,200	$ 9,500	$ 7,550	$ 4,650			
00123450-445016 SELECT DAILY ENTERTAINMENT LIC	$ 1,030	$ 700	$ 925	$ 800	$ 350			10-year
00123450-445017 SELECT SUNDAY ENTERTAINMNT LIC	$ 800	$ 750	$ 850	$ 750	$ 850			**$ 1,672,783**
00123450-445018 SELECT HAWKERS/PEDDLARS LIC	$ 47	$ 30	$ 27	$ -	$ -			
00123450-445019 SELECT JUNK COLLECTOR LICENSE	$ 45	$ 225	$ 550	$ 275	$ 625			
00123450-445020 SELECT INN HOLDERS LICENSE	$ 95	$ 150	$ 50	$ 200	$ 150			
00123450-445021 SELECT TAXI CAB LICENSE	$ 355	$ 460	$ 515	$ 555	$ 650			
00123450-445022 SELECT BOWLING LICENSE	$ 160	$ 256	$ 256	$ -	$ -			
00123450-445024 SELECT BILLARD LICENSE	$ 120	$ 80	$ 120	$ 80	$ -			
00123450-445026 ALCOHOLIC BEVERAGE LICENSE	$ 105,925	$ 94,825	$ 93,275	$ 99,750	$ 104,450			
00123450-445027 SELECT AUTOMATIC AMUSEMENT LIC	$ 2,180	$ 3,955	$ 3,815	$ 3,815	$ 3,710			
00123450-445028 SELECT CABLE LICENSE CHANGE	$ -	$ -	$ 200	$ -	$ -			
00123450-445029 SELECT MISCELLANEOUS LICENSE	$ 10	$ 2	$ -	$ 302	$ 212			
00161320-432018 TN CLERK HISTORIC SYSRICT FEE	$ 100	$ 115	$ 115	$ 205	$ 220			
00161320-432019 TN CLERK ZBA FILING FEES	$ 13,257	$ 12,719	$ 16,481	$ 13,135	$ 12,593			
00161340-437035 TN CLERK MARRIAGE INTENTIONS	$ 3,010	$ 2,760	$ 3,600	$ 4,550	$ 3,925			
00161370-437010 TN CLERK BUSINESS CERTIFICATE	$ 15,160	$ 12,765	$ 13,865	$ 15,005	$ 16,435			
00161370-437020 TN CLERK BIRTH CERTIFICATE	$ 20,775	$ 16,585	$ 16,660	$ 16,696	$ 16,185			
00161370-437025 TN CLERK DEATH CERTIFICATE	$ 20,020	$ 20,602	$ 15,630	$ 17,200	$ 16,410			
00161450-445003 TN CLERK MARRIAGE LICENSE	$ 4,235	$ 3,990	$ 2,950	$ 5,320	$ 5,055			
00161450-445704 TN CLERK BAZZAR PERMIT	$ 140	$ 150	$ 290	$ 375	$ -			
00161450-445705 TN CLERK GASOLINE STORAGE PERM	$ 815	$ 880	$ 890	$ 860	$ 935			
00161450-445025 TN CLERK RAFFLE PERMITS	$ -	$ -	$ -	$ -	$ 400			
00161770-477010 TN CLERK BD HEALTH FINES	$ 1,300	$ 550	$ 1,400	$ 1,050	$ 450			
00180320-432023 SEALER WEIGHTS MEASURER FEES	$ 5,936	$ 5,598	$ 4,793	$ 6,299	$ 6,780			

Town of Natick

Revenue Model

3-K Licenses and Permits

Item	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Recap FY 2013	Projection FY 2014	Averages
00180370-437007 BLDG DEPT ALTERATIONS	$ 619,875	$ 500,519	$ 445,143	$ 482,133	$ 838,420			
00180370-437008 BLDG DEPT NEW BUILDINGS	$ 927,578	$ 91,994	$ 192,136	$ 448,815	$ 472,370			
00180370-437009 BLDG DEPT CERT OF INSPECTION	$ 3,928	$ 4,084	$ 8,695	$ 5,376	$ 11,300			
00180457-445701 BLDG DEPT ELECRICAL PERMIT	$ 254,631	$ 92,457	$ 71,624	$ 132,340	$ 243,493			
00180457-445702 BLDG DEPT GAS PERMIT	$ 16,901	$ 15,771	$ 18,801	$ 21,180	$ 20,105			
00180457-445703 BLDG DEPT PLUMBING PERMIT	$ 42,244	$ 30,907	$ 34,158	$ 41,380	$ 38,035			
00180457-445723 BLDG DEPT CERT OF OCCUPANCY	$ 3,640	$ 3,270	$ 4,480	$ 2,580	$ 3,050			
00180770-477001 BLDG DEPT ELECTRICAL FINE	$ -	$ -	$ -	$ -	$ 46,038			
00180840-484000 BLDG DEPT MISCELLANEOUS INCOME	$ -	$ 1,550	$ -	$ -	$ -			
00210360-436070 POLICE ALARM VIOLATION	$ 25,700	$ 28,100	$ 5,400	$ -	$ -			
00210370-437056 POLICE FIREARM ID'S	$ 16,436	$ 2,638	$ 2,938	$ 4,863	$ 6,063			
00210450-445010 POLICE TAXI LICENSE	$ -	$ -	$ -	$ -	$ 5			
00210450-445719 POLICE WORK PERMITS	$ 60	$ 50	$ 90	$ 70	$ 20			
00210450-445730 POLICE SUNDAY/HOLIDAY PERMITS	$ -	$ -	$ -	$ -	$ 40			
00220320-432020 FIRE ALARM BOX ANNUAL FEE	$ 46,800	$ 47,250	$ 63,600	$ 62,000	$ 62,800			
00220450-445706 FIRE VARIOUS PERMITS	$ 27,474	$ 30,059	$ 56,089	$ 50,505	$ 45,965			
00220450-445733 PUB WKS SEWER PERMITS	$ -	$ -	$ -	$ -	$ 12,650			
00220450-445734 PUB WKS STREET OPENING PERMIT	$ -	$ -	$ -	$ -	$ 44,573			
00220450-445735 PUB WKS WATER METER PERMIT	$ -	$ -	$ -	$ -	$ 3,325			
00220450-445736 PUB WKS WATER PERMITS	$ -	$ -	$ -	$ -	$ 3,800			
00420450-445732 PUBLIC WORKS HYDRANT USE PERMIT	$ -	$ -	$ 200	$ -	$ -			
00512370-437015 BD HLTH UNDERGRND TNK REGISTRY	$ 2,040	$ 2,700	$ 2,850	$ 2,850	$ 2,350			
00512370-437055 BD HLTH UNDERGRND TANK REMOVA	$ 50	$ 500	$ 150	$ 300	$ 300			
00512370-437060 BD HLTH HOUSEHLD HAZARDOUS WST	$ -	$ 715	$ 1,220	$ 985	$ 830			
00512370-437065 BD HLTH PERC TEST/APPLICATION	$ 2,100	$ 2,200	$ 2,500	$ 1,100	$ 5,000			
00512370-437075 BLDG DEPT REINSPECTIONS	$ 736	$ 720	$ 30	$ -	$ -			
00512370-437080 BD HLTH PLAN REVIEW	$ 5,485	$ 3,243	$ 4,625	$ 2,700	$ 4,150			
00512370-437090 BD HLTH SWIMMING POOL INSTALER	$ 2,125	$ 1,625	$ 1,625	$ 1,950	$ 2,275			
00512370-437120 BD HLTH PROPERTY CLEAN UP	$ -	$ 350	$ 1,450	$ 850	$ -			
00512370-437130 BD HEALTH RUBBISH CONTRACTORS	$ 500	$ 50	$ 50	$ 200	$ 1,500			

Town of Natick

Revenue Model

3-K Licenses and Permits

Item	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Recap FY 2013	Projection FY 2014	Averages
00512450-445004 BD HLTH DAY CAMP LICENSE	$ -	$ -	$ 330	$ 130	$ 50			
00512450-445005 BD HLTH FROZEN DESERT LICENSE	$ 850	$ 800	$ 750	$ 550	$ 750			
00512450-445006 BD HLTH FUNERAL DIRECTR LICENS	$ -	$ 400	$ -	$ 400	$ 400			
00512450-445007 BD HLTH MILK/CREAM LICENSE	$ 1,550	$ 1,270	$ 1,500	$ 570	$ 1,806			
00512450-445008 BD HLTH MOTEL LICENSE	$ 150	$ 150	$ 100	$ 150	$ 370			
00512450-445009 BD HLTH TANNING LICENSE	$ 1,850	$ 2,175	$ 1,625	$ 600	$ 1,575			
00512450-445707 BD HLTH BAKERY PERMIT	$ 2,100	$ 2,725	$ 2,500	$ 2,125	$ 2,125			
00512450-445708 BD HLTH BEE PERMIT	$ 160	$ -	$ -	$ -	$ 40			
00512450-445710 BD HLTH CAMP PERMIT	$ 1,550	$ 1,950	$ 1,000	$ 200	$ 1,150			
00512450-445711 BD HLTH CATERING PERMIT	$ 200	$ 600	$ -	$ -	$ -			
00512450-445712 BD HLTH CHEMICAL TOILET PERMIT	$ -	$ -	$ 175	$ 100	$ 120			
00512450-445713 BD HLTH FOOD ESTABLISHMNT PERM	$ 84,010	$ 95,602	$ 87,290	$ 92,018	$ 100,084			
00512450-445714 BD HLTH FOOD CERTIFICATES	$ -	$ 285	$ 10,643	$ 3,645	$ 1,110			
00512450-445716 BD HLTH FOOD ESTABLISHMNT S/C	$ 1,020	$ -	$ -	$ -	$ -			
00512450-445719 BD HLTH LIVE STOCK PERMIT	$ 1,040	$ 820	$ 1,120	$ 1,290	$ 2,000			
00512450-445720 BD HLTH MASSAGE PERMIT	$ 3,175	$ -	$ -	$ -	$ -			
00512450-445721 BD HLTH METHYL ALCOHOL PERMIT	$ 205	$ 185	$ 175	$ 185	$ 180			
00512450-445723 BD HLTH OCCUPANCY INSPECTION	$ 39,420	$ 44,435	$ 20,370	$ 26,693				
00512450-445724 BD HLTH SEPTAGE HAULER PERMIT	$ 5,125	$ 7,150	$ 5,250	$ 7,475	$ 8,775			
00512450-445725 BD HLTH SEPTIC INSTALLER PERM	$ 5,475	$ 3,725	$ 4,000	$ 2,800	$ 4,550			
00512450-445726 BD HLTH SEPTIC SYSTEM PERMIT	$ 6,800	$ 5,775	$ 4,725	$ 3,975	$ 10,350			
00512450-445727 BD HLTH SWIMMING POOL PERMIT	$ 8,530	$ 9,900	$ 8,825	$ 7,775	$ 10,713			
00512450-445728 BD HLTH TOBACCO PERMIT	$ 1,750	$ 2,175	$ 2,500	$ 2,100	$ 2,500			
00512450-445737 BD HLTH CIDER MILL PERMIT	$ -	$ -	$ 200	$ -	$ -			
00512450-445747 BD HLTH WELL PERMIT	$ 1,000	$ 150	$ 300	$ -	$ 750			
Total	**$ 2,365,853**	**$ 1,228,497**	**$ 1,260,987**	**$ 1,612,750**	**$ 2,223,153**	**$ 1,350,000**	**$ 1,500,000**	

Assumption:

FY 2014 Projection based at 90% of 5-year collection average, FY 2010-2012. Higher building levels within Natick currently and within the next 18 months are expected to generate sustained higher levels of permit fees.

Town of Natick

Revenue Model

3-L Special Assessments

Item	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Recap FY 2013	Projection FY 2014	Averages 3-year
								$ 21,325
00146190-419500 CURB/ST/SWLK BTMT A/T	$ 4,536	$ 5,242	$ 5,069	$ 4,614	$ -			5-year
00146170-417405 C/S/S BETTERMENT COMM INTEREST	$ 14,714	$ 16,001	$ 15,102	$ 12,831	$ 8,990			**$ 21,439**
00146190-419550 UNAPP CURB/ST/SWLK BETTERMNT	$ -	$ -	$ -	$ -	$ -			
00146190-419560 APPORT CURB/ST/SWLK BETTERMNT	$ 2,728	$ -	$ 2,050	$ 10,648	$ 4,671			10-year
								$ 90,104
Total Special Assessments	**$ 21,979**	**$ 21,243**	**$ 22,221**	**$ 28,093**	**$ 13,660**	**$ 20,000**	**$ 14,000**	

Assumption:

FY 2014 Projection based on current betterments.

Notes:

Town of Natick

Revenue Model

3-M Fines and Forfeits

Item	FY 2008	FY2009	FY 2010	FY 2011	FY 2012	Recap FY 2013	Projection FY 2014	Averages
								3-year
								$ 168,941
00146770-477003 DISTRICT COURT FINES	$ 140,547	$ 118,455	$ 106,269	$ 106,478	$ 134,524			
00146770-477004 PARKING FINES	$ 66,086	$ 54,165	$ 46,290	$ 31,216	$ 41,499			5-year
00146370-437141 POLICE RESTITUTION	$ 218	$ 75	$ -	$ 2,240	$ -			**$ 182,925**
00146770-477005 AUTO LEASE SURCHARGE	$ 13,349	$ 14,909	$ 14,507	$ 11,959	$ 11,843			
								10-year
								$ 238,160
Total Fines and Forfeits	**$ 220,200**	**$ 187,603**	**$ 167,066**	**$ 151,893**	**$ 187,866**	**$ 195,000**	**$ 208,000**	

Assumption:

FY 2014 Projection based on 95% of five-year average FY 2008-2012 PLUS $35,000 to account for doubling of parking fines by the Board of Selectmen in July 2012.

Town of Natick

Revenue Model

3-N Investment Income

Item	FY 2008	FY2009	FY 2010	FY 2011	FY 2012	Recap FY 2013	Projection FY 2014	Averages 3-year
								$ 315,221
00145820-482000 INTEREST EARNED INVESTMENTS	$ 714,603	$ 276,826	$ 618,904	$ 36,336	$ 98,917			
00145820-482200 INTEREST EARNED MONEY MARKETS	$ 191,051	$ 64,768	$ 67,376	$ 65,891	$ 56,453			5-year
00146930-493000 PREMIUM BOND ISSUE	$ -	$ -	$ -	$ -	$ -			**$ 439,524**
010 4823 INTEREST PREMIUM BAN'S	$ -	$ 4,708	$ -	$ -	$ 1,789			
010 4824 INTEREST EARNED COLLECTOR	$ -	$ -	$ -	$ -				10-year
010 4825 INTEREST EARNED DEPUTY COLLECTOR	$ -	$ -	$ -	$ -				**$ 692,418**
010 4826 COLLECTOR CLOSED ESCROW	$ -	$ -	$ -	$ -				
Total Investment Income	**$ 905,653**	**$ 346,301**	**$ 686,279**	**$ 102,227**	**$ 157,159**	**$ 150,000**	**$ 150,000**	

Assumption:

FY 2014 Projection based on recurring investment income and current interest rates.

Notes:

Town of Natick

Revenue Model

3-O Miscellaneous Recurring

Item	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Recap FY 2013	Projection FY 2014	Averages
								3-year
00146220-422000 TX PER CH59 SEC D OCCUPNCY	$ 1,222,187	$ 1,101,354	$ 102,566	$ 193,486	$ 194,624			**$ 163,559**
								5-year
								$ 562,843
								10-year
								$ 384,801
Total Miscellaneous Recurring	**$ 1,222,187**	**$ 1,101,354**	**$ 102,566**	**$ 193,486**	**$ 194,624**	**$ 100,000**	**$ 100,000**	

Assumption:

FY 2014 Projection based on expected building activity.

Notes:

Town of Natick

Revenue Model

3-O Miscellaneous Non-Recurring

Item	FY 2008	FY 2009	FY 2010	FY 2011	Recap FY 2012	Projection FY 2013	Projection FY 2014	Averages 3-year
								$ 390,529
00145840-484010 TAILINGS MISC.	$ -	$ -	$ 45,458	$ (701)	$ -			
00145820-482300 INTEREST PREMIUM	$ -	$ -	$ -	$ 121,485	$ 326,920			5-year
00146140-414200 TAX TITLES	$ -	$ -	$ -	$ 858,670	$ 517,430			$ 234,318
00146800-480000 MISC. NON-RECURRING	$ -	$ -	$ -	$ 146,676	$ 135,949			
00800660-466010 2012 ONE TIME STATE AID	$ -	$ -	$ -	$ -	$ 233,044			
Total Misc. Non-Recurring	**$ -**	**$ -**	**$ 45,458**	**$ 1,126,130**	**$ 1,213,343**	**$ -**	**$ -**	

Assumption:

Misc. Non-recurring is just that - miscellaneous revenues which are received by the Town that do not recur with any frequency. None are anticipated for FY 2013.

Town of Natick

Revenue Model

4-A Available Funds

Item	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Recap FY 2013	Projection FY 2014	Averages 3-year
								$ 1,473,958
Overlay Surplus	$ 1,116,024	$ -	$ 1,000,000	$ -	$ 1,000,000	$ -	$ 500,000	
General Stabilization Fund	$ 256,102	$ 600,000	$ 950,751	$ 98,550	$ -	$ -	$ -	
Capital Stabilization Fund	$ -	$ -	$ -	$ -	$ 689,340	$ 1,062,152	$ 2,620,259	5-year
Title V	$ 7,684	$ 7,684	$ 7,684	$ 7,684	$ 7,684	$ 7,684	$ 7,684	**$ 1,385,604**
Parking Meter Revenue	$ 116,000	$ 80,000	$ 80,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	
School Building Assistance	$ 123,167	$ 123,167	$ 123,167	$ 123,167	$ 123,167	$ 123,167	$ 123,167	
Premium (Debt Excl. HS/COA)	$ -	$ -	$ -	$ -	$ 90,681	$ 90,681	$ 90,681	
MBTA Contract Assistance	$ 76,316	$ -	$ -	$ -	$ -	$ -	$ -	
Receipts Reserved						$ 150,000	$ -	
Insurance Proceeds < $20,000						$ 28,875	$ -	
Total Available Funds	**$ 1,695,293**	**$ 810,851**	**$ 2,161,602**	**$ 289,401**	**$ 1,970,872**	**$ 1,522,559**	**$ 3,401,791**	

Assumptions

Projected use of Available Funds in FY 2014 is based upon current balances and historic usage of the funds listed above.

Capital Stabilization Fund is only used in support of Capital and Debt Service Related Costs. Figure for FY 2014 includes $1,921,180 in direct support of Capital projects, an additional $220,411 for offsetting taxpayer costs of HS & CSC project costs, and $449,079 for support of within-levy debt service costs.

Town of Natick

Revenue Model

4-B Free Cash

Item	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Recap FY 2013	Projection FY 2014	Averages 3-year
								$ 3,679,703
Free Cash	$ 4,035,895	$ 3,000,000	$ 2,147,380	$ 3,425,336	$ 5,466,393			5-year
								$ 3,615,001
Total Free Cash	**$ 4,035,895**	**$ 3,000,000**	**$ 2,147,380**	**$ 3,425,336**	**$ 5,466,393**	**$ 6,343,030**	**$ 1,750,000**	

Assumptions:

At least $1,500,000 is set aside to fund ongoing (recurring) operations annually.

Town of Natick

Revenue Model

5-A Indirects

Item	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Recap FY 2013	Projection FY 2014	Averages 3-year
								$ 2,483,598
Indirects (W/S Enterprise Fund)	$ 2,379,592	$ 2,546,344	$ 2,506,416	$ 2,449,757	$ 2,535,883	$ 2,581,514	$ 2,323,363	
Indirects (Sassamon Trace Enterprise Fund)	$ -	$ -	$ -	$ -	$ -	$ -	$ 32,462	5-year
								$ 2,483,598
Total Indirects	**$ 2,379,592**	**$ 2,546,344**	**$ 2,506,416**	**$ 2,449,757**	**$ 2,535,883**	**$ 2,581,514**	**$ 2,355,825**	

Assumptions:

Section III:
Education & Learning

Natick Public Schools	III.3
Keefe Tech	III.11
Morse Institute Library	III.15
Bacon Free Library	III.29

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Town of Natick

Home of Champions

Department: Natick Public Schools

To: Martha White, Town Administrator
From: Dr. Peter Sanchioni, Superintendent of Schools

As requested by Town Charter, I submit the FY 14 Budget Request for the Natick School Department. The request represents level educational services to approximately 5,000 students, maintaining existing staff, meeting all mandated educational requirements, provide students with safe and reliable transportation and operate and maintain eight buildings as efficiently as possible while creating a safe and welcoming environment.

The major factors contributing to the increase of 8.5% from FY 13 budget include contractually obligated salary adjustments with our various bargaining units, 2% COLA for all employees, the addition of 27 staff positions in order to maintain optimal class sizes in response to a continued increase in student enrollment, investments in instructional technology and higher SPED costs.

This budget will go through many permutations over the coming weeks as we further define the needs of the Natick Public Schools.

Sincerely,

Peter Sanchioni, Ph. D.
Superintendent of Schools

Appropriation Summary

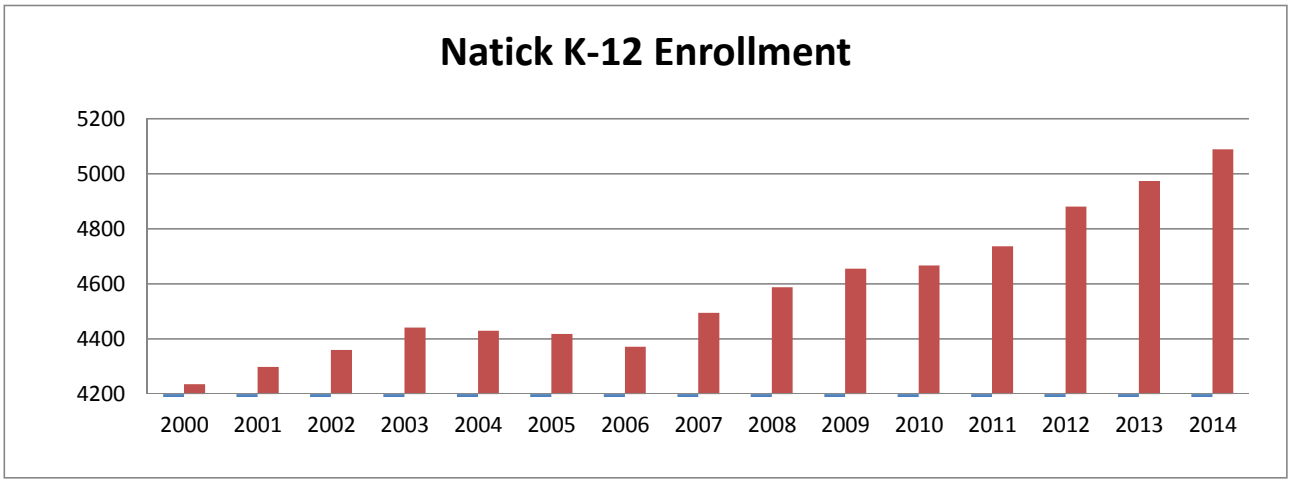
	2011 Actual	2012 Actual	2013 Appropriation	2014 Preliminary	2013 vs. 2014 $	%
Personnel Services						
Total Personnel Services	**36,350,100**	**38,257,841**	**37,780,267**	**40,684,307**	**2,904,040**	**7.7%**
Expenses						
Total Other Expenses	**11,849,122**	**13,333,479**	**13,557,352**	**14,953,205**	**1,395,853**	**10.3%**
less Offsets	***(4,915,997)***	***(4,963,860)***	***(4,778,905)***	***(5,140,778)***	***(361,873)***	***7.6%***
Total Natick Public Schools	**43,283,226**	**46,627,461**	**46,558,714**	**50,496,734**	**3,938,019**	**8.5%**

Town of Natick

Home of Champions

Department: Natick Public Schools

Enrollment Data



Staffing Summary	2010	2011	2012	2013	2014
School Staff (in FTE's)					
Elementary Classroom Teachers	111.1	108.5	109.7	112.6	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**	**51.2**
Grand Total	**580.9**	**582.5**	**596.7**	**568.7**	**608.6**

Town of Natick

Home of Champions

Department: Natick Public Schools

Compensation	2011 Actual	2012 Appropriation	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
School Committee (1100)	3,033	4,650	4,056	4,697	4,835	138	2.9%
Superintendent & Other District Leadership (1200)	994,897	1,036,828	1,038,214	787,554	812,987	25,433	3.2%
Finance and Administrative Services (1400)	571,124	587,281	600,017	591,339	611,414	20,075	3.4%
Technology Services (1450)	576,747	708,843	697,527	727,489	794,679	67,190	9.2%
Sub-total District. Leader. & Admin.	2,145,801	2,337,602	2,339,814	2,111,079	2,223,914	112,835	5.3%
District Wide Academic Leadership (2100)	425,181	438,033	424,654	460,142	581,547	121,405	26.4%
Principal / Building Leadership (2200)	2,699,348	2,897,434	2,812,875	2,866,299	2,965,613	99,314	3.5%
Instruction -Teaching Services (2300)	22,724,832	23,910,015	23,653,288	25,037,926	26,908,035	1,870,109	7.5%
Medical / Therapeutic Services (2320)	1,060,477	1,112,116	1,131,326	1,195,545	1,378,447	182,902	15.3%
Non-Clerical Paraprofessionals (2330)	1,872,952	1,996,909	2,213,541	2,203,611	2,241,691	38,080	1.7%
Librarians and Media Center Directors (2340)	371,179	397,394	394,910	409,605	430,801	21,196	5.2%
Professional Development (2350)	28,000	39,952	39,952	28,000	28,000	0	0.0%
Guidance, Counseling and Testing Services (2700)	1,224,548	1,284,052	1,218,333	1,285,943	1,438,149	152,206	11.8%
Psychological Services (2800)	633,220	651,092	681,458	708,917	823,768	114,851	16.2%
Sub-total Instructional Services	31,039,737	32,726,997	32,570,336	34,195,988	36,796,051	2,600,062	7.6%
Attendance and Parent Liaison Services (3100)	1,283		831	0		0	
Health Services (3200)	621,396	610,120	668,459	730,376	845,699	115,323	15.8%
Transportation Services (3300)	49,458	51,010	51,010	51,323	52,348	1,025	2.0%
Athletic Program (3510)	523,863	526,083	555,671	535,465	554,742	19,277	3.6%
Other Student Activities (3520)	159,642	154,491	173,508	156,036	211,553	55,517	35.6%
Sub-total Student Services	1,355,642	1,341,704	1,449,479	1,473,200	1,664,343	191,143	13.0%
Custodial Services (4110)	1,808,920	1,824,197	1,898,212	0		0	
Sub-total Operations & Maintenance	1,808,920	1,824,197	1,898,212	0	0	0	
Total Personnel Services	**36,350,100**	**38,230,500**	**38,257,841**	**37,780,267**	**40,684,307**	**2,904,040**	**7.7%**

Town of Natick

Home of Champions

Department: Natick Public Schools

Other Expenses	2011 Actual	2012 Appropriation	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
School Committee (1100)	17,171	16,781	18,712	17,000	17,250	250	1.5%
Superintendent & Asst. Superintendent (1200)	60,473	85,376	95,467	93,870	108,770	14,900	15.9%
Finance and Administrative Services (1400)	187,523	184,541	143,039	175,493	156,380	(19,113)	-10.9%
Legal Services (1430)	50,287	45,181	36,085	43,003	43,003	0	0.0%
Technology Services (1450)	679,149	414,369	455,814	297,138	299,138	2,000	0.7%
Sub-total District. Leader. & Admin.	994,603	746,248	749,118	626,504	624,541	(1,963)	-0.3%
District Wide Academic Leadership (2100)	5,304	5,345	5,320	5,345	5,345	0	0.0%
Principal / Building Leadership (2200)	47,953	50,025	56,439	49,162	53,833	4,671	9.5%
Medical / Therapeutic Services (2320)	269,919	355,272	351,986	266,182	305,017	38,835	14.6%
Librarians and Media Center Directors (2340)	39,262	46,001	31,162	87,038	76,964	(10,074)	-11.6%
Professional Development (2350)	301,876	406,194	444,200	293,635	358,176	64,541	22.0%
Instructional Materials & Equipment (2400)	992,288	1,007,265	1,042,854	1,108,023	1,575,578	467,555	42.2%
Guidance, Counseling and Testing Services (2700)	51,113	55,139	102,084	72,278	82,170	9,892	13.7%
Psychological Services (2800)	199	0		0	0	0	
Sub-total Instructional Services	1,707,914	1,925,241	2,034,045	1,881,662	2,457,082	575,420	30.6%
Transportation Services (3300)							
Cost of Regular Education Buses		*1,082,114*	*1,081,770*	*1,118,114*	*1,211,820*	*93,706*	*8.4%*
Transportation for Homeless Families	*23,883*	*53,714*	*31,863*	*50,000*	*35,000*	*(15,000)*	*-30.0%*
Special Needs -In Town Other	*560,718*	*601,019*	*364,119*	*369,371*	*387,286*	*17,915*	*4.9%*
Special Needs -Out of Town Other	*652,031*	*657,117*	*604,651*	*675,000*	*690,000*	*15,000*	*2.2%*
Sub-total Transportation Services (3300)	1,236,632	2,393,964	2,082,403	2,212,485	2,324,106	111,621	5.0%
Attendance and Parent Liaison Services (3100)	0	3,000	0	3,000	3,000	0	0.0%
Health Services (3200)	22,594	27,871	24,858	24,147	24,147	0	0.0%
Athletic Program (3510)	125,811	110,000	158,452	130,000	150,000	20,000	15.4%
Other Student Activities (3520)	3,000	43,771	36,981	8,729	7,085	(1,644)	-18.8%
Sub-total Student Services	151,405	184,642	220,292	165,876	184,232	18,356	11.1%
Custodial Services (4110)	115,991	116,282	146,702	115,000	115,000	0	0.0%
Fuel for heating of buildings (4120)	662,516	693,201	594,551	445,700	467,072	21,372	4.8%
Electricity (4130)	758,143	841,603	838,916	802,388	808,578	6,190	0.8%
Telephone (4140)	80,390	80,001	56,726	75,000	60,000	(15,000)	-20.0%
Building Repairs (4220)	508,980	466,189	587,350	462,000	462,000	0	0.0%
Vehicle Maintenance Other (4230)	13,616	11,583	4,226	8,000	8,000	0	0.0%
Network and Telecommunications (4400)	187,357	216,643	199,853	374,998	438,811	63,813	17.0%
Sub-total Operations & Maintenance	2,326,993	2,425,502	2,428,323	2,283,086	2,359,462	76,376	3.3%
Employer Retirement Contributions (5100)	118,635	98,411	98,411	116,073	116,073	0	0.0%
Insurance for Active Employees (5200)	37,196	58,759	58,759	36,578	36,578	0	0.0%
Community Services (6000)	150,684	295,266	295,266	241,851	301,851	60,000	24.8%
Asset Acquisition & Improvement	30,948			0		0	
Sub-total Above 4 Items	337,463	452,436	452,436	394,502	454,502	60,000	15.2%
Vocational Education Tuition	57,902	43,872	21,936	23,033	23,270	237	1.0%
SPED Out of District Tuitions	5,036,211	5,773,276	5,344,926	5,970,204	6,526,010	555,806	9.3%
Sub-total Programs with Other School Districts	5,094,113	5,817,148	5,366,862	5,993,237	6,549,280	556,043	9.3%
Total Other Expenses	**11,849,122**	**13,945,181**	**13,333,479**	**13,557,352**	**14,953,205**	**1,395,853**	**10.3%**

Town of Natick

Home of Champions

Department: Natick Public Schools

	2011 Actual	2012 Appropriation	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Total Gross School Budget	**48,199,222**	**52,175,681**	**51,591,320**	**51,337,620**	**55,637,512**	**4,299,892**	**8.4%**
Offsets							
Less: Town Transportation Subsidy	*(320,522)*	*(330,137)*	*(325,402)*	*(340,041)*	*(350,242)*	*(10,201)*	*3.0%*
Less: Bus Fee Offset	*(274,352)*	*(270,000)*	*(274,391)*	*(270,000)*	*(285,000)*	*(15,000)*	*5.6%*
Less: Circuit Breaker Offset	*(877,457)*	*(1,959,598)*	*(1,385,799)*	*(2,011,528)*	*(2,200,000)*	*(188,472)*	*9.4%*
Less: Edu Jobs Grant		*(518,585)*	*(518,585)*			*0*	
Less: Federal and State Grants	*(2,124,011)*	*(2,459,683)*	*(2,459,683)*	*(2,157,336)*	*(2,305,536)*	*(148,200)*	*6.9%*
Less: ARRA Offset	*(1,319,655)*					*0*	
Total Offsets	(4,915,997)	(5,538,003)	(4,963,860)	(4,778,905)	(5,140,778)	(361,873)	7.6%
Total NET School Budget Appropriations	**43,283,226**	**46,637,678**	**46,627,461**	**46,558,714**	**50,496,734**	**3,938,019**	**8.5%**

Town of Natick

Home of Champions

Department: Natick Public Schools Line-Item Detail

Narrative:

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

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

INSTRUCTIONAL SERVICES: Instructional activities involving the teaching of students, supervising of staff, developing and utilizing curriculum materials and related services.

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

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

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

Narrative

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

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

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

Asset Acquisition & Improvement

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

Programs with Other School Districts

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

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Town of Natick

Home of Champions

Department: South Middlesex Regional Technical School

Appropriation Summary

South Middlesex Regional Technical School

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs, 2014 $	%
Operating Expenses						
Assessment	1,469,598	1,396,865	1,271,613	1,335,194	63,581	5.00%
Total Operating Expenses	**1,469,598**	**1,396,865**	**1,271,613**	**1,335,194**	**63,581**	**5.00%**
Total South Middlesex Regional Tech.	**1,469,598**	**1,396,865**	**1,271,613**	**1,335,194**	**63,581**	**5.00%**

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

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

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

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

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

Philosophy (con't):

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

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

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

Goals:

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

Town of Natick

Home of Champions

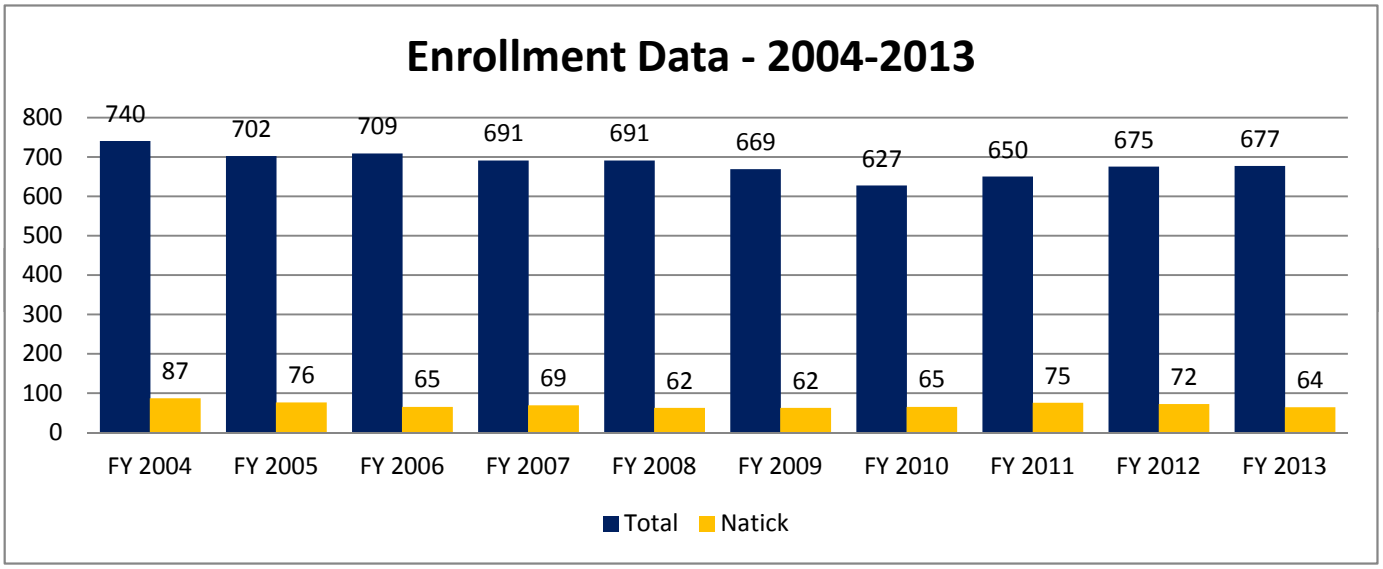
Department: South Middlesex Regional Technical School

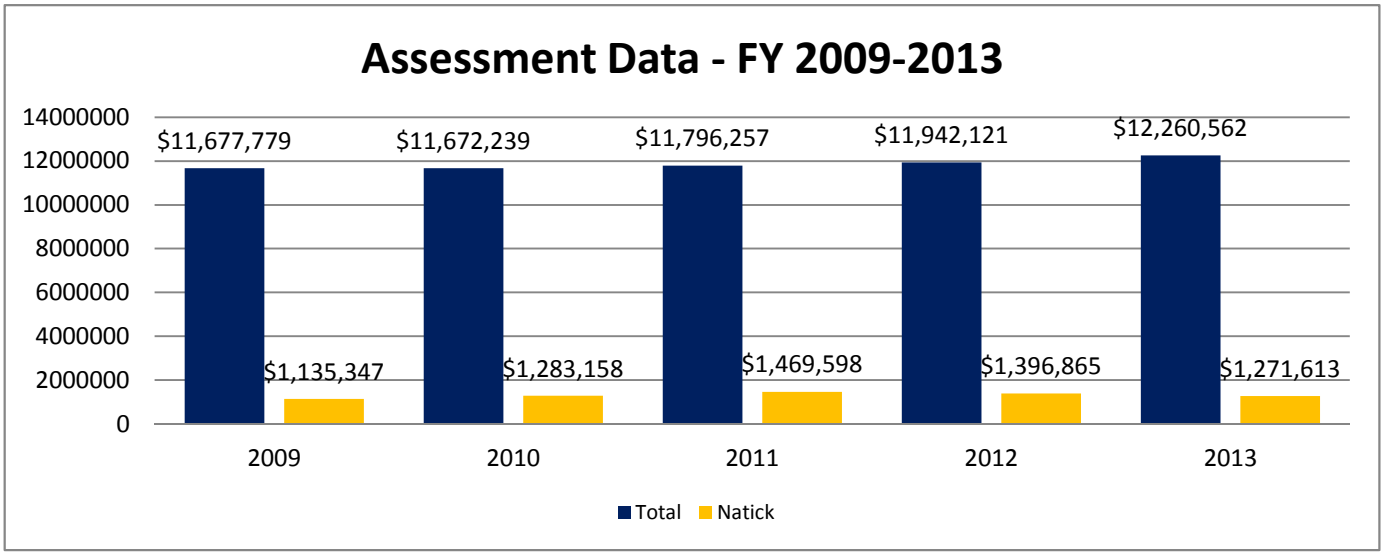
Budget Overview

The preliminary Keefe Tech assessment for FY 2014 is $1,335,194 or an increase of 5.0% over FY 2013. This is in anticipation of higher overall expenses at Keefe Tech but static enrollment for Natick. Actual assessment estimates will be available after January 2nd.

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Assessment	1,469,598	1,396,865	1,271,613	1,335,194	63,581	5.00%
Expenses	**1,469,598**	**1,396,865**	**1,271,613**	**1,335,194**	**63,581**	**5.00%**
Total Keefe Tech	**1,469,598**	**1,396,865**	**1,271,613**	**1,335,194**	**63,581**	**5.00%**

Historic Data





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Town of Natick

Home of Champions

Department: Morse Institute Library

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Salaries						
Personnel Services	1,483,786	1,589,561	1,597,683	1,644,146	46,463	2.9%
Total Salaries	**1,483,786**	**1,589,561**	**1,597,683**	**1,644,146**	**46,463**	**2.9%**
Operating Expenses						
Total Expenses	255,345	262,517	287,004	291,907	4,903	1.7%
Total Operating Expenses	**255,345**	**262,517**	**287,004**	**291,907**	**4,903**	**1.7%**
Total Morse Institute Library	**1,739,131**	**1,852,078**	**1,884,687**	**1,936,053**	**51,366**	**2.73%**

Mission:

The Morse Institute Library's mission is:
-to provide free access to print and non-print materials and quality reference service to library users of all ages and abilities;
-to serve as a major educational resource with programs and hands-on learning opportunities for all residents of Natick and the MetroWest area:
-to serve as a community and cultural center with meeting and exhibit spaces for individuals as well as municipal and civic groups.
The Morse Institute Library strives to meet the needs of the Natick community well into the future.

Vision: The Morse Institute Library will be the place where people of Natick and the MetroWest area can learn, enjoy and enrich their lives.

Goals:

Literacy: The Library continues to seek funding to continue offering this important public service. Several years ago we received a $5,000 grant from the Middlesex Savings Charitable Foundation. There are no other grants on the horizon for this program, though we continue to look for grant opportunities for this service. The Library continues to add literacy materials to the collection using municipal funds.
Bacon Free Library cooperation: The Morse continues our long history of working cooperatively with the Bacon Free Library and its staff through joint staffing, training, library programs, shared collections, Minuteman Library Network, and Natick Reads, and we will continue to offer each other professional assistance as needed. We continue to benefit from counting Bacon's hours as part of the State Aid requirement for minimum hours open.
Accessibility: Over the past several years the Library has acquired a number of adaptive technologies, especially for individuals with visual impairments. We will continue to upgrade services to patrons with special needs by seeking user and expert input and by replacing, upgrading or purchasing new assistive technology hardware and software. Many of the adaptive items are available for checkout by our patrons; this has proven to be a popular service. We need to continue to develop and implement a marketing plan to improve the visibility of the library's assistive technology for patrons with special needs, as well as provide staff training on use of this equipment ,which will promote positive interactions with patrons with disabilities.

Goals: (con't)

Children's Services: Weeding of the picture books has been completed; the next phase of this project is to rearrange them into "collections", based on the Darien model of "glades." This new arrangement will make it easier for children and their caregivers to find subjects of interest on the shelves. Continue to target the 8-11 year old age group with specific programs designed for them. Investigate purchasing furniture more appropriate to the 8-11 year old age group so they do not have to use the furniture designed for younger (smaller)people. Develop and implement a book group for children in 4th, 5th, and 6th grades.
Young Adult Services: Our part-time Young Adult (YA) librarian has made great progress in reaching out to the town's youth with innovative programs and activities. Use of the Teen Room continues to increase. The YA librarian designs programs specifically to engage this population; she always has programs scheduled on early release days from school. She has rearranged the Teen Room to be more inviting to the kids, with many displays of new books and authors . Ideally, we would like to see this position restored to its full-time status, as it was in FY09 and had been for many, many years.
Collection Development and Reference Department: The Library's Leadership Team continues to investigate new ways to organize our materials and make them more logical and accessible to the public. We continue to evaluate, update, weed, and shift the collection, especially reference, fiction and large print. As the Reference Department acquires more electronic resources they continue to evaluate and weed the print items. Electronic databases can be updated more rapidly than print and therefore provide more current information. The library will continue our efforts to organize and preserve Natick's historic records, photos, and documents, and to expand local history reference service.
Public Relations: Continue library fund raising activities beyond the Annual Fund Campaign. Continue outreach to local civic groups and organizations, businesses, and individuals. Continue to use our very popular Bookmobile as an effective community outreach tool. Investigate how to improve the library's internal and external means and methods of communication.
Staff Development: Continue to develop and support a strong staff development program, including education, team building, and special opportunities for staff growth. Continue to build on the success of the annual all-day Staff Development Day program. Seek appropriate training opportunities for staff to keep them up-to-date on new technologies and for the chance to meet their counterparts at other libraries.
Library Administration: Continue to identify new policies that are needed for the library's operation, and revise and update existing policies as needed. Continue to work with the Library's Leadership Team to build leadership and management skills. Use the five year Strategic Plan to guide the library into the future.
Technology: The Library continues to upgrade the computer technology in the building for both patrons and staff. An annual technology survey and inventory is conducted by the IT librarian, who then uses this information to plan for and purchase necessary upgrades to hardware and software throughout the building. The IT librarian will continue to serve on the town's Information Systems Advisory Board. Continue to investigate new technologies for the library.
Outreach: Continue with our bi-monthly Bookmobile visits to the US Army Soldier Systems Center, as well as the numerous neighborhood stops and visits to seniors and older adults. Seek additional outreach opportunities in the community. Annually evaluate the Bookmobile's stops to identify the most effective use of this important resource.

Town of Natick

Home of Champions

Department: Morse Institute Library

Budget Overview

I. Main Purpose of the Department

The Morse Institute Library develops and organizes an up-to-date collection of materials, consisting of nearly 200,000 items, to meet the educational requirements, informational needs and recreational interests of the residents of Natick. Materials are offered in a variety of formats: print, large print, downloadable, online, video, CD, DVD, book on player, and in multiple languages to provide the greatest range of accessibility. Throughout the year, the Library presents the residents of Natick with a variety of educational and recreational programs and events at the Library. Providing community meeting space for residents, Town functions, other governmental agencies and civic organizations continues to be a priority of the Library.

The Library supports literacy activities and provides computer and Internet access and training for all residents. The staff assist in collecting, preserving and organizing local history materials. The Morse Institute Library also collaborates with many community organizations and municipal departments to implement these activities.

II. Recent Developments

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

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

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

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

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

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

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

Budget Overview (con't)

*The library's Strategic Plan runs from FY2012 through FY2016. During the planning process, seven goals were identified and serve to guide the Morse institute Library through the remaining years of the Plan. Every December, an annual "Action Plan" is submitted to the MA Board of Library Commissioners and serves to update our progress on the strategic plan goals.
*The Morse Institute Library continues to serve as a Foundation Center Cooperating Collection--the only such collection between Boston and Worcester. At the Library we offer periodic webinars and online training classes for the nonprofit community, which allows us to aid organizations and individuals in their fundraising efforts.
* There continues to be an increase in the use of Natick local history items and answers to inquiries made to Reference staff and archives personnel. With the purchase of an archival quality display case, we continue our cooperation with the Natick Historical Society in offering an appropriate display place for some of their items.
*The Morse Institute Library Literacy Program received funding ($5,000) for FY 2011-12 from the Middlesex Bank Charitable Foundation. The number of programs, tutors, classes, and new classes has expanded. The number of volunteers and the size of the collection supporting the program have continued to grow. The library is also continuing its literacy partnership with the Framingham Public Library and extended the partnership to the Wellesley and Wayland public libraries and communities. We are seeking funding for this program for FY13.
*The Project Coordinator for the Natick Veterans Oral History Project continues to find veterans to interview for this valuable project. She has conducted 39 interviews; 145 interviews have been posted on www.natickvets.org , the Project's website. These interviews are in video and downloadable audio formats. She has begun a Facebook page for the Project, which also serves as a clearing house for veterans events in and around Natick. In November, the Project cosponsored the annual Veterans Breakfast at Kennedy Middle School, which made front page coverage in the MetroWest Daily News.

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

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

The town provides approximately 67% of the funds necessary for the library to meet the MBLC expenditure requirement for materials, requiring the library to seek additional funding in that area. A gradual increase of the municipal contribution to the library's materials budget would be greatly appreciated.

Department: Morse Institute Library

Budget Overview (con't)

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

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

Staffing	**2010**	**2011**	**2012**	**2013**	**2014**
Library Director	1	1	1	1	1
Assistant Library Director	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Community Relations Coordinator	0.7	0.7	0.7	0.7	0.7
Supervisors/Department Heads	4	4	4	4	4
Children's Librarian	1	1	1	1	1
Children's Programmer	1	1	1	1	1
Young Adult Librarian	0	0	0.49	0.49	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	Not Counted	Not Counted	Not Counted	Not Counted
Other Pages (.20 FTE)	Not Counted	Not Counted	Not Counted	Not Counted	Not Counted
Total FTE	**30.30**	**30.17**	**30.79**	**31.07**	**31.05**
Total FT/PT	**15 FT / 39 PT**	**15 FT / 38 PT**	**15 FT / 38 PT**	**15 FT / 39 PT**	**15 FT / 39 PT**

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

Town of Natick

Home of Champions

Department: Morse Institute Library

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

** Library was open 107 hrs less than FY09*

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

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

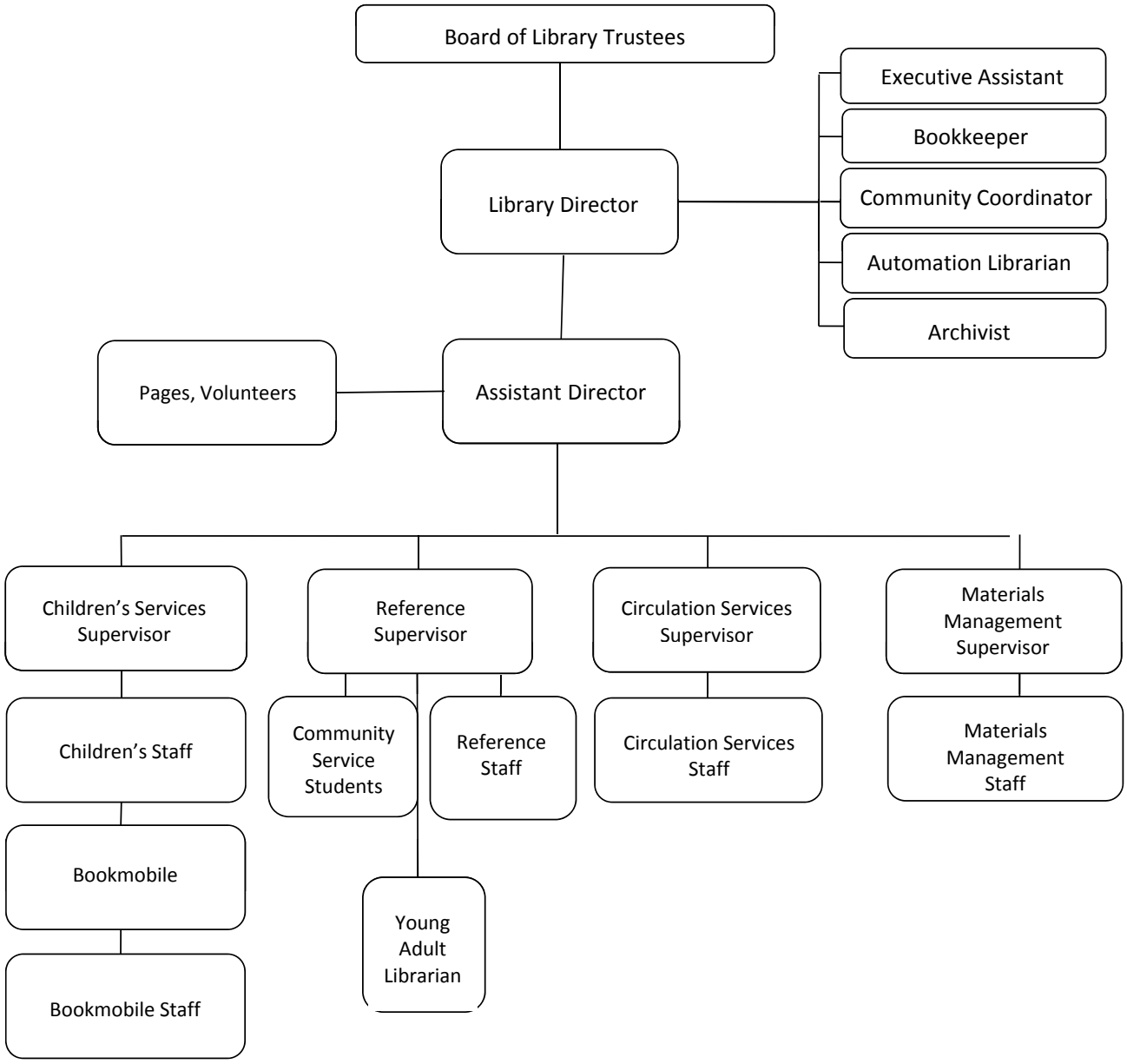
	2010*	2011	2012	2013	2014
Efficiency Measures					
Circulation per capita	16.40	16.77	16.76	17.28	17.70
Circulation items/staff	17,870	18,344	17,968	18,353	18,816
% Self Checkout	0	12%	29%	31%	35%

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

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

Department: Morse Institute Library

Organizational Chart



Town of Natick

Home of Champions

Department: Morse Institute Library

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Salaries Management	79,992	92,314	93,740	93,740	0	0.0%
Salaries Administrative	143,741	162,000	165,742	165,742	0	0.0%
Salaries Part-time Benefited	276,994	291,024	228,015	232,381	4,366	1.9%
Salaries Technical/Professional	673,510	717,775	813,019	832,475	19,456	2.4%
Salaries Part-time Non Benefited	220,763	218,167	218,744	242,684	23,940	10.9%
Salaries Pages	39,079	37,552	22,288	19,025	-3,263	-14.6%
Salaries Substitutes	21,271	24,656	27,955	28,582	627	2.2%
Salaries Longevity	7,017	7,013	6,762	7,028	266	3.9%
Salaries Overtime/Sunday Hrs	21,418	39,061	21,418	22,489	1,071	5.0%
Personnel Services	**1,483,786**	**1,589,561**	**1,597,683**	**1,644,146**	**46,463**	**2.9%**
Maint of Computer System	69,912	64,390	75,850	76,988	1,138	1.5%
Communication Telephone	3,244	2,651	6,500	6,500	0	0.0%
Communication Postage	2,623	2,756	5,500	5,580	80	1.5%
Copy/Mail Center Fees	9,463	6,897	650	650	0	0.0%
Other Supplies & Services	2,223	1,901	4,100	4,162	62	1.5%
Cleaning Allowance - Library Staff	-	0	-	0	0	0.0%
Education	1,635	675	7,500	7,500	0	0.0%
Library Materials	147,367	161,773	163,804	167,080	3,276	2.0%
Library Supplies	18,879	21,475	23,100	23,447	347	1.5%
Total Expenses	**255,345**	**262,517**	**287,004**	**291,907**	**4,903**	**1.71%**
Total Morse Library	**1,739,131**	**1,852,078**	**1,884,687**	**1,936,053**	**51,366**	**2.7%**

Department: Morse Institute Library Line-Item Detail

Narrative:

Salaries Management: This line covers the salary for the Library Director.
Salaries Administrative: This line covers salaries for the Assistant Director, the Executive Assistant, and the Community Relations Coordinator.
Salaries Part-time Benefited: This line covers permanent part-time reference staff and library assistants who work 20 hours or more per week and receive pro-rated benefits.
Salaries Technical/Professional: This line covers full time, benefited, technical and professional staff. It includes 4 department heads, the children's programmer, bookmobile coordinator, technology associate and other librarians and library associates.
Salaries Part-time Non Benefited: This line covers part-time non-benefited reference staff, and library associates.
Salaries Pages: This line covers library pages who perform essential work shelving and organizing materials.
Salaries Substitutes: This line covers reference staff and library associates who work some regular hours but may also be called in to cover absences.
Salaries Longevity: This line covers longevity for all eligible staff as outlined in the Union Contract.
Salaries Overtime/Sunday Hrs.: This line covers Sunday and holiday weekend hours which are paid at time and a half.
Retirement Buyouts: This line covers retirement buyouts, if there are any.
Maintenance Computer System: This line item covers the Library's internal computer network, hardware, software, computer supplies, and the Minuteman Library Network annual contract costs. Minuteman contract costs include the Library's membership in the 43 member library network, nearly 59,000 items borrowed from other library's for Natick residents in FY10, hardware and software upgrades, staff training, product documentation, access to online databases, grants, use statistics, security and library access from home or office.
Communication Telephone: This account covers the Library's telecommunication costs including phones, fax, and Bookmobile air card.
Communication Postage: This account covers the Library's mailing and postage costs.
Copy/Mail Center Fees: This account covers the Library's copy service and publishing costs, as well as office copies, flyers and newsletters.
Other Supplies and Services: This account covers the Library's equipment maintenance costs including the microfilm reader/copier, scanners, and a variety of equipment for users with special needs including computer software and visual enhancement equipment.
Library Materials: This account covers the purchase of materials that are added to the Library's collection, including but not limited to books, audio books, large print, books on players, videos, DVDs, CDs, magazines, newspapers, and databases. It also includes the purchase of materials in other languages, and in formats accessible to users with special needs.
Library Supplies: This account covers the Library's purchase of office processing supplies and includes basic office items as well as bar code labels, book and DVD covers and local history supplies.

Revenue/Expenditure Summary - All Sources - Morse Institute Library - FY 2010 thru FY 2014

Summary: This table is designed to provide a summary of all revenue and expenditure sources used by the Morse Institute Library in operation of the facility. It includes general fund appropriations, revolving fund appropriations, state aid, aid from the Friends of the Morse Institute and other sources.

REVENUE SOURCES	Fiscal Year 2010 (Actuals)	Fiscal Year 2011 (Actual)	Fiscal Year 2012 (Actual)	Fiscal Year 2013 (Budget)	Fiscal Year 2014 (Budget)	Notes
Revolving Funds:						
Meeting Rooms (for lib. Equip. & maint.)	$ 15,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	
Fines & Fees (for materials)	$ 75,000	$ 85,000	$ 85,000	$ 85,000	$ 85,000	
Library State Aid:	$ 34,166	$ 37,825	$ 37,219	$ 30,000	$ 30,000	
Annual Fund:	$ 30,000	$ 30,000	$ 20,000	$ 20,000	$ 20,000	
Investments:	$ 42,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000	
Friends of the Library:	$ 49,000	$ 49,000	$ 40,000	$ 38,000	$ 38,000	
Other Recurring Grants:	$ 15,000	$ 22,500	$ 24,750	$ 30,000	$ 24,000	Veterans Oral History Project grant
Town Meeting Appropriation:	$ 1,729,807	$ 1,738,491	$ 1,852,078	$ 1,884,687	$ 1,936,053	
TOTAL:	$ 1,989,973	$ 2,029,816	$ 2,126,047	$ 2,154,687	$ 2,200,053	

EXPENSES	Fiscal Year 2010 (Actuals)	Fiscal Year 2011 (Actual)	Fiscal Year 2012 (Actual)	Fiscal Year 2013 (Budget)	Fiscal Year 2014 (Budget)	Notes
Salaries	$ 1,427,393	$ 1,483,786	$ 1,589,561	$ 1,597,683	$ 1,644,146	(Town Appropriation)
from Library State Aid:	$ 34,166	$ 37,825	$ 37,219	$ 34,000	$ 34,000	
Materials	$ 159,244	$ 147,367	$ 161,773	$ 163,804	$ 167,080	(Town Appropriation)
from other sources:	$ 124,000	$ 135,000	$ 135,000	$ 150,000	$ 150,000	(revolving fund, Friends, donations)
Purchase of Services	$ 87,194	$ 87,464	$ 78,594	$ 92,600	$ 93,880	(Town Appropriation)
from other sources:	$ 15,000	$ 25,000	$ 15,000	$ 15,000	$ 15,000	(revolving fund)
Other Services Misc.	$ 3,699	$ 1,635	$ 675	$ 7,500	$ 7,500	(Town Appropriation)
Other Supplies	$ 21,627	$ 18,879	$ 21,475	$ 23,100	$ 23,447	(Town Appropriation)
Admin, programs, consultants, staff dev.	$ 72,000	$ 71,000	$ 62,000	$ 65,000	$ 65,000	(from annual fund & other donations)
TOTAL:	$ 1,944,323	$ 2,007,956	$ 2,101,297	$ 2,148,687	$ 2,200,053	

Notes:

Friends money goes to purchase the following:

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

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	Q
											[(K-I)/D]		[(I+L)*M]		[N+O+P]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Step	Begin Step Amt.	Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Longevity	Total FY 2014
Department		**Morse Institute Library**				**Munis Dept. #**			**54**				(@ 52 weeks)		(@ 52.2 weeks)
Salaries Management						**MUNIS Code**			**5111**						
43756	Stetson	Linda	7/20/2009	1.00	Director	Per. Bd.	4	93,381	4	93,381	0	0%	93,381		93,740
Total Salaries Management				**1.00**											**93,740**
Salaries Administrative						**MUNIS Code**			**5112**						
43367	Finlay	Jane	10/22/2007	1.00	Asst. Director	Per. Bd.	3	71,979	3	71,979	0	0%	71,979		72,255
42000	Nardi	Marie	8/27/2008	0.70	Community Relations Coor	Per. Bd.	2	39,203	2	39,203	0	0%	39,203		39,354
40073	Ching	Carolyn	4/2/1997	1.00	Executive Assistant	Per. Bd.	2	53,925	2	53,925	0	0%	53,925		54,133
Total Salaries Administrative				**2.70**											**165,742**
Salaries Operational (Permanent Part-Time)						**MUNIS Code**			**5113**						
3577	Bailey	Elizabeth	10/20/1993	0.80	Reference Librarian	Lib. 1116	H8-6	25,312	H8-6	25,312	0	2%	25,818	0	26,414
							H8-6	25,312	H8-6	25,312	0	2%	25,818	328	25,749
40072	Christie	Laurie	4/2/1997	0.83	Library Assistant	Lib. 1116	H12-6	17,506	H12-6	17,506	0	2%	17,856	0	18,268
							H12-6	17,506	H12-6	17,506	0	2%	17,856	352	17,933
42608	Magee	Jane	12/8/2004	0.83	Library Assistant	Lib. 1116	H12-2	15,256	H12-3	15,550	147	2%	15,711	0	16,074
							H12-3	15,805	H12-3	15,805	0	2%	16,121	0	15,873
41381	McGillis	Jennifer	9/29/1999	0.83	Library Assistant	Lib. 1116	H12-6	17,506	H12-6	17,506	0	2%	17,856	298	18,566
							H12-6	17,506	H12-6	17,506	0	2%	17,856	0	17,581
41130	Perkins	Karen	5/6/1998	0.80	Library Assistant	Lib. 1116	H12-6	16,941	H12-6	16,941	0	2%	17,280	0	17,280
							H12-6	16,941	H12-6	16,941	0	2%	17,280	341	17,355
2911	Richard	Janet	9/8/1988	0.72	Library Assistant	Lib. 1116	H12-6	15,247	H12-6	15,247	0	2%	15,552	0	15,911
							H12-6	15,247	H12-6	15,247	0	2%	15,552	373	15,685
44579	Donnelly	Mary Ann	9/17/2012	0.35	Library Associate	Lib. 1116	H14-2	5,287	H14-3	5,863	384	2%	5,785	0	5,918
							H14-3	5,445	H14-3	5,445	0	2%	5,553	0	5,468
Total Salaries Operational				**5.15**										$1,692	234,073
														less longevity -->	**$232,381**

Department **Morse Institute Library**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	Q
											[(K-I)/D]		[(I+L)*M]		[N+O+P]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Longevity	Total FY 2014
Department		**Morse Institute Library**				**Munis Dept. #**			**54**				(@ 52 weeks)		(@ 52.2 weeks)
Salaries Technical/Professional						**MUNIS Code**			**5114**						
41522	Arnold	Kristen	10/9/2008	0.57	Library Assistant	Lib. 1116	H12-1	10,217	H12-2	10,335	49	2%	10,472	0	10,713
			(08/15/12)				H12-2	10,581	H12-2	10,581	0	2%	10,792	0	10,626
2061	Barnicle	Susan	10/26/1983	1.00	Children's Librarian	Lib. 1116	S5-6	31,640	S5-6	31,640	0	2%	32,273	600	33,617
							S5-6	31,640	S5-6	31,640	0	2%	32,273	0	31,776
41261	Bartlett	Karol	4/1/1999	1.00	Reference Librarian	Lib. 1116	S8-6	31,640	S8-6	31,640	0	2%	32,273	0	33,017
							S8-6	31,640	S8-6	31,640	0	2%	32,273	350	32,126
3015	Borghi	Mary	5/8/1989	1.00	Library Assistant	Lib. 1116	S12-6	21,176	S12-6	21,176	0	2%	21,600	0	22,098
							S12-6	21,176	S12-6	21,176	0	2%	21,600	500	21,767
1438	Champion	Linda	6/18/1980	1.00	Children's Programmer	Lib. 1116	S6-6	31,640	S6-6	31,640	0	2%	32,273	0	33,017
							S6-6	31,640	S6-6	31,640	0	2%	32,273	600	32,376
44616	Schneider	Rebecca	10/10/2012	0.93	Reference Librarian	Lib. 1116	H8-1	24,706	H8-2	25,617	228	1%	25,183	0	25,764
							H8-2	25,617	H8-2	25,617	0	1%	25,873	0	25,475
42242	Huling	Rose	9/29/2003	1.00	Bookmobile Librarian	Lib. 1116	S9-6	28,116	S9-6	28,116	0	2%	28,678	0	29,340
							S9-6	28,116	S9-6	28,116	0	2%	28,678	0	28,237
548	Jones	Martha	10/16/1974	1.00	Supervisor Tech. Svs.	Lib. 1116	S4-6	34,783	S4-6	34,783	0	2%	35,479	600	36,898
							S4-6	34,783	S4-6	34,783	0	2%	35,479	0	34,933
43626	Kyriakis	Demetrios	12/10/2008	1.00	Supervisor Reference	Lib. 1116	S3-6	34,783	S3-6	34,783	0	2%	35,479	0	36,298
							S3-6	34,783	S3-6	34,783	0	2%	35,479	0	34,933
40087	Lathwood	Pamela	5/16/1997	1.00	Technology Associate	Lib. 1116	S11-6	28,116	S11-6	28,116	0	2%	28,678	400	29,740
							S11-6	28,116	S11-6	28,116	0	2%	28,678	0	28,237
41689	Sullivan	Ellen	9/4/2001	1.00	Children's Room Assoc.	Lib. 1116	S10-1	23,610	S10-2	24,481	871	2%	24,971	350	25,897
							S10-1	23,610	S10-2	24,481	871	2%	24,971	0	24,586
3272	Redington	Dell	8/10/1991	1.00	Library Assistant	Lib. 1116	S12-6	21,176	S12-6	21,176	0	2%	21,600	500	22,598
							S12-6	21,176	S12-6	21,176	0	2%	21,600	0	21,267
44258	Taylor	Nina	9/12/2011	0.49	Young Adult Librarian	Lib. 1116	H8-2	13,499	H8-3	13,997	415	2%	14,192	0	14,520
							H8-3	13,978	H8-3	13,997	15	2%	14,274	0	14,054
1856	Smith	Dale	9/29/1982	1.00	Supervisor Child. Svs.	Lib. 1116	S1-6	34,783	S1-6	34,783	0	2%	35,479	600	36,898
							S1-6	34,783	S1-6	34,783	0	2%	35,479	0	34,933
3144	Welch	Paula	5/14/1990	1.00	Supervisor Circ. Svs.	Lib. 1116	S2-6	34,783	S2-6	34,783	0	2%	35,479	500	36,798
							S2-6	34,783	S2-6	34,783	0	2%	35,479	0	34,933
Total Salaries Technical/Professional				**13.99**										5,000	837,475
														less longevity -->	**$832,475**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	Q
											[(K-I)/D]		[(I+L)*M]		[N+O+P]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Longevity	Total FY 2014
Department		**Morse Institute Library**				**Munis Dept. #**			**54**				(@ 52 weeks)		(@ 52.2 weeks)
Salaries Part-Time						**MUNIS Code**			**5123**						
44339	Bates	Patricia	12/1/2011	0.35	Library Associate	Lib. 1116	H14-3	5,445	H14-4	6,046	50	2%	5,605	0	5,734
							H14-4	5,614	H14-4	5,614	0	2%	5,726	0	5,638
42856	Bernfeld	Linda	10/28/2005	0.35	Reference Librarian	Lib. 1116	H8-1	9,208	H8-2	11,016	904	2%	10,314	0	10,156
			(07/01/12)				H8-2	9,547	H8-2	9,547	0	2%	9,738	0	9,963
5431	Bordeaux (#2)	Gaylene	7/13/2005	0.47	M/Lib Archivist	See note #2	N/A	0	N/A	0	0	1%	0	0	0
40074	Deutsch	Meryl	9/1/2004	0.37	Reference Librarian	Lib. 1116	H8-1	9,916	H8-2	10,282	183	2%	10,301	0	10,539
			(07/01/12)				H8-2	10,282	H8-2	10,282	0	2%	10,488	0	10,326
42917	Flaherty	Kathleen	2/28/2006	0.43	Library Associate	Lib. 1116	H14-6	7,552	H14-6	7,552	0	2%	7,703	0	7,880
							H14-6	7,552	H14-6	7,552	0	2%	7,703	0	7,584
41393	Hinckley	Carol	3/30/2005	0.45	Library Associate	Lib. 1116	H14-6	8,024	H14-6	8,024	0	2%	8,184	0	8,373
							H14-6	8,024	H14-6	8,024	0	2%	8,184	0	8,058
3540	Holmes	Cary	8/23/1993	0.35	Reference Librarian	Lib. 1116	H8-1	9,208	H8-2	9,547	169	2%	9,565	190	10,002
			(07/01/12)				H8-2	9,547	H8-2	9,547	0	2%	9,738	0	9,589
40075	Kornblum	Susan	8/31/2002	0.21	Library Clerk	Lib. 1116	H15-6	2,908	H15-6	2,908	0	2%	2,967	0	3,035
							H15-6	2,908	H15-6	2,908	0	2%	2,967	0	2,921
40076	Kriger	Jeanne	4/2/1997	0.51	Library Associate	Lib. 1116	H14-6	8,968	H14-6	8,968	0	2%	9,147	0	9,358
							H14-6	8,968	H14-6	8,968	0	2%	9,147	212	9,218
43347	Magarie	Barbara	9/24/2007	0.48	Library Associate	Lib. 1116	H14-6	8,496	H14-6	8,496	0	2%	8,666	0	8,865
							H14-6	8,496	H14-6	8,496	0	2%	8,666	0	8,532
43345	Pandil	Pat	9/24/2007	0.40	Library Associate	Lib. 1116	H14-6	7,080	H14-6	7,080	0	2%	7,221	0	7,388
							H14-6	7,080	H14-6	7,080	0	2%	7,221	0	7,110
41666	Phillips	Fay	8/3/2001	0.48	Library Associate	Lib. 1116	H14-6	8,496	H14-6	8,496	0	2%	8,666	163	9,028
							H14-6	8,496	H14-6	8,496	0	2%	8,666	0	8,532
41730	Schontag	Dawn	10/6/2011	0.32	Reference Staff	Lib. 1116	H13-6	7,473	H13-6	7,473	0	2%	7,623	0	7,799
							H13-6	7,473	H13-6	7,473	0	2%	7,623	0	7,506
3156	Silvetti	Jessica	2/15/2001	0.21	Library Associate	Lib. 1116	H14-6	3,776	H14-6	3,776	0	2%	3,851	0	3,940
							H14-6	3,776	H14-6	3,776	0	2%	3,851	0	3,792
8464	Quinn	Norine	6/11/2001	0.45	Library Associate	Lib. 1116	H14-6	8,024	H14-6	8,024	0	2%	8,184	178	8,551
							H14-6	8,024	H14-6	8,024	0	2%	8,184	0	8,058
41367	Turner	Kathleen	10/4/1999	0.45	Library Associate	Lib. 1116	H14-1	6,708	H14-2	6,914	103	2%	6,947	158	7,265
							H14-2	6,914	H14-2	6,914	0	2%	7,052	0	6,944
44338	Yin	Lisa	11/28/2011	0.35	Library Associate	Lib. 1116	H14-3	5,445	H14-4	5,614	14	2%	5,568	0	5,696
							H14-4	5,614	H14-4	5,614	0	2%	5,726	0	5,638
Total Salaries Part-Time				**6.63**										**$336.00**	**243,020**
														less longevity -->	**$242,684**

Department **Morse Institute Library**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	Q
											[(K-I)/D]		[(I+L)*M]		[N+O+P]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Longevity	Total FY 2014
Department		**Morse Institute Library**				**Munis Dept. #**			**54**				(@ 52 weeks)		(@ 52.2 weeks)
Salaries Substitutes						**MUNIS Code**			**5125**						
8662	Culkin	Connie	8/15/2007	0.18	Library Associate	Lib. 1116	H14-6	3,186	H14-6	3,186	0	2%	3,250	0	3,325
							H14-6	3,186	H14-6	3,186	0	2%	3,250	0	3,200
42233	Rizoli	Kelly	11/29/2011	0.18	Library Associate	Lib. 1116	H14-3	2,848	H14-4	2,936	7	2%	2,912	0	2,980
							H14-4	2,936	H14-4	2,936	0	2%	2,995	0	2,949
42609	Reichman	Kristin	12/8/2004	0.18	Library Associate	Lib. 1116	H14-6	3,209	H14-6	3,209	0	2%	3,274	0	3,349
							H14-6	3,209	H14-6	3,209	0	2%	3,274	0	3,223
Total Salaries Substitutes				**0.54**											**19,025**
Salaries Pages						**MUNIS Code**			**5124**						
4097	Biagetti	Celia	9/1/1964	0.20	Library Page	Per. Bd.	L1-6	4,181	L1-6	4,181	0	0%	4,181	0	4,197
44266	Dennis	Samuel	9/12/2011	0.18	Library Page	Per. Bd.	L1-1	3,246	L1-2	3,340	78	0%	3,324	0	3,337
44148	Lawrence-Archer.	James	5/16/2011	0.35	Library Page	Per. Bd.	L1-3	6,690	L1-4	6,894	34	0%	6,724	0	6,750
43024	Smith	Timothy	8/15/2006	0.08	Library Page	Per. Bd.	L1-2	1,392	L1-3	1,434	39	0%	1,430	0	1,436
44618	Yaneza	Jaime	10/10/2012	0.18	Library Page	Per. Bd.	L1-0	3,145	L1-1	3,340	146	0%	3,291	0	3,304
44632	Hansen	Nicholas	10/11/2012	0.35	Library Page	Per. Bd.	L1-0	6,115	L1-1	6,494	284	0%	6,399	0	6,424
44265	Magee (see #3)	Jonathan	9/12/2011	0.10	Library Page	Per. Bd.	L1-0	0	L1-1	1,768	0	0%	0	0	0
43731	Wallace (see #3)	James	6/29/2009	0.10	Library Page	Per. Bd.	L1-2	0	L1-3	1,768	0	0%	0	0	0
	Substitute	Pages		0.18	Library Page	Per. Bd.	L1-2	3,094	L1-3	3,181	29	0%	3,123	0	3,135
Total Salaries Pages				**1.71**										**$7,028.00**	**28,582**
Total Morse Institute Salaries				**31.72**											**$1,621,657**
Total Positions supported from G/F				**31.05**											

Salaries Overtime/Sunday Hours

Salaries less clothing allowance	$1,621,657
Plus Overtime	$22,489
Total Salaries	**$1,644,146**

#2. G. Bordeaux was hired under a bequest and is continuing on.
The library will send bequest funds to the town to pay her salary.

#3. Magee and Wallace paid from Anita Green bequest

Town of Natick

Home of Champions

Department: Bacon Free Library

Appropriation Summary

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

Mission:

The **Bacon Free Library's mission** is to provide popular materials and learning resources for the enjoyment and use of all Natick area residents, with a special emphasis on supporting the educational needs of the community's children. In accordance with the wishes of the library's benefactor, Oliver Bacon, materials are selected to provide the broadest range of interest and topics.

Goals:

The Bacon Free Library goals include adhering to our our mission: providing superior customer service and responding to the reading needs and pre-school age reading readiness needs of the community. We will continue to include more of the community in our events via an increasingly dynamic web presence since our new Libguides website was launched in mid FY13. We will remain open to new ideas and welcome suggestions.

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

The Bacon Free Library, operating on an increased budget in FY13, offered longer hours of operation (Tuesdays 9:30 AM - 8:30 PM; Wednesday, Thursday and Friday 9:30 AM - 5:30 PM, Saturday 9 AM - 1 PM and Monday 2PM - 5:30 and thus ending "hopscotch hours." But the library runs short in many areas. Our endowment, managed by the Trustees, is still tapped uncharacteristically to assist with utilities and building maintenance costs, with cleaning services and with our web presence. Additionally Trustee funds have taken on the cost of library books and supplies when those lines in the Town allocation (which have taken hits during this recession) have run out. In addition to volunteer Friends and Trustees, we've made good use of other volunteers (including high school students performing community service) whenever possible. Our goal is to continue service delivery at current or perhaps increased levels while containing costs. The Director and Trustees got a Mathworks grant in FY13 which helped launch the website. They will continue to pursue such funding opportunities and to increase the endowment so that needed materials, programs and/or building upgrades can be undertaken.

Budget Overview:

I. Main Purpose of the Department

The purpose of the department is to provide popular materials and learning resources for the enjoyment and use of the public, with special emphasis on supporting the educational needs of our children.

Department: Bacon Free Library

Budget Overview (Continued):

II. Recent Developments

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

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

III. Current Challenges *(Continued)*

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

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

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

V. On the Horizon

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

Town of Natick

Home of Champions

Department: Bacon Free Library

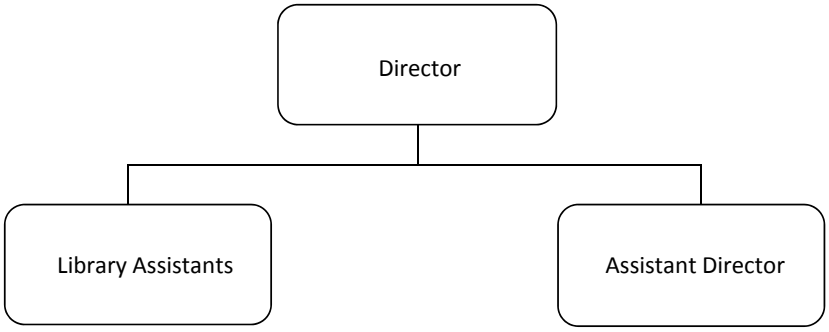
Staffing	2010	2011	2012	2013	2014
Library Director ^	*0.8*	*0.8*	*0.8*	*0.8*	*0.9*
Assistant Library Director	0.65	0.65	0.65	0.65	0.65
Library Assistant	0.4	0.4	0.48	0.81	0.81
Total FTE	**1.85**	**1.85**	**1.93**	**2.26**	**2.36**
Total FT/PT	***1 FT / 3 PT**	***1 FT / 3 PT**	***1 FT / 3 PT**	***1 FT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

^ Includes Program Improvement Request

Notes

*Library Director is now 32 hours/week. Previous to July 2008 the Director was paid for 30 hours/week.
Asst Director 26 hrs/wk.
2 Lib Asst share one 16 hour position since October 2008.

Organizational Chart



Performance Indicators	2010	2011	2012	2013*	2014*
Workload Indicators					
Total Circulation	29,904	31,000	31,000	31,000	31,000
Total Programs offered	199	190	190	190	190
Website hits	500,871	800,000	1,000,000	1,000,000	1,000,000
Weekly Hours Open	34.5	34.5	34.5	35.5	35.5

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

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

**projected*

Town of Natick

Home of Champions

Department: Bacon Free Library

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

^ Includes Program Improvement Request

Line-Item Detail

Personal Services:

Salaries Management and Technical/Professional Staff: Line item is the compensation for the position of one Director, one Assistant Director/Children's Librarian and two part-time Library Assistants. Additional monies in FY 2014 boost director's hours to 36hrs/week.

Purchase of Services:

Maintenance Computer System: This account covers the Library's internal computer network, staff and public computers, fees for the Minuteman Library Network, hardware, software, ink and other computer supplies. Increase to properly cover costs of the Minuteman Library Network service for the Bacon.

Utilities: Fuel Oil: Cost to heat building.

Repairs and Maintenance: This account covers small building repairs or improvements such as electrical or plumbing concerns. The Trustees fund all other building maintenance.

Supplies:

Books and Periodicals: This account covers the purchase of materials that are added to the Library's collection, including but not limited to books, audio books, large print editions, some DVDs, CDs, magazines and databases. An additional $3,000 of materials is being proposed for funding in FY 2014.

Library Supplies: This account covers the Library's purchase of necessary office supplies and materials needed to process new books and other library materials. Barcode labels, book covers and library cards as well as bathroom and cleaning

Department: Bacon Free Library

Bacon Free Library Revenues vs. Expenditures - All Sources

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

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

Summary:

The **Town of Natick** funds a large portion of the operating costs of the Bacon Free Library. Books, salaries, and some supplies and heating costs are included in this budget. This budget request must be approved by the Finance Committee, the Selectmen and finally, Town Meeting. ***Our FY14 General Fund budget request is $139,582.*** This is roughly 0.1% of the entire town budget.

The **Trustees of the Bacon Free Library** are financially responsible for building upkeep and must fund all repairs and/or upgrades from the endowment. The Trust pays all costs for electricity, phone, web site, weekly cleaning and any staff training or conference attendance. Over the years they have replaced the roof, installed AC, replaced shelving, upgraded lighting and overhauled the entire grounds and exterior façade of the building at no cost to Natick taxpayers.

The **Friends of the Bacon Free Library** generously support special collections, programs , furniture and building issues that are not funded elsewhere. The Friends have enabled the library to add new books on CD, new children's DVDs, replace children's and adult classics with fresh editions, and purchase museum passes as well. The Friends also pay for all costs associated with our very popular summer reading programs. Finally, they have contributed to the Trustees endowment fund.

All three funding sources are experiencing difficulties at this time, but the demand for library services continues to grow.

Personnel Staffing Sheets

Department **Bacon Free Library**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
											[(K-I)/D]		[(I+L)*M]		[N+O]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Other Comp.	Total FY 2014
Department		**Bacon Free Library**				**Munis Dept. #**			**55**				(@ 52 weeks)		(@ 52.2 weeks)
Salaries Management						**MUNIS Code**			**5111**						
44319	***Brisbin***	***John***	***12/2/2011***	***0.90***	***Director***	***Per. Bd.***	***3***	***58,460***	***3***	***58,460***	***0***	***0%***	***58,460***		***58,685***
Sub-total Salaries Management															**58,685**
Salaries Technical/Professional						**MUNIS Code**			**5124**						
43022	Meyer	Holley	8/15/2006	0.65	Asst. Director	Per. Bd.	1	34,626	1	34,626	0	0%	34,626		34,749
43386	Caruso	Francis	11/5/2007	0.41	Lib. Asst.	Per. Bd.	L3-4	14,433	L3-5	14,870	291	0%	14,725		14,781
44426	Sterling	Casey	4/17/2012	0.16	Lib. Asst. P/T	Per. Bd.	L3-0	4,982	L3-1	5,128	37	0%	5,019		5,038
44614	Maynard	Charlane	10/18/2012	0.08	Lib. Asst. P/T	Per. Bd.	L3-0	2,612	L3-1	2,689	58	0%	2,670		2,680
44626	Walsh	John	11/14/2012	0.16	Lib. Asst.	Per. Bd.	L3-0	4,982	L3-1	5,128	98	0%	5,080		5,099
Sub-total Tech/Prof.															**62,348**
Total Salaries - Bacon Free Library				**2.36**											**$ 121,033**

Key:

Per. Bd. - Personnel Board; COLA - Cost of Living Adjustment

^ Includes Program Improvement Request

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Section IV:
Public Safety

Emergency Management	IV.3
Parking Enforcement	IV.5
Police	IV.9
Fire	IV.25

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Town of Natick

Home of Champions

Department: Emergency Management

Appropriation Summary

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

Mission:

Through the efficient use of local, state and federal resources, provide for mitigation, preparedness, response and recovery efforts at various stages of a disaster.

Goals:

To identify the proper members for the Local Emergency Planning Committee (LEPC) and engage them in the planning process.

To bring all members to determined training standards.

To conduct at least one table top exercise and one functional exercise to practice our preparedness.

Budget Overview:

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

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

Town of Natick

Home of Champions

Department: Emergency Management

Staffing	2010	2011	2012	2013	2014
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

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

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

Line-Item Detail

Tech/Professional Services:

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

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

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

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

Town of Natick

Home of Champions

Department: Parking Enforcement

Appropriation Summary

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

Mission:

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

Goals:

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

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

Budget Overview:

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

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

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

Town of Natick

Home of Champions

Department: Parking Enforcement

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

Notes

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

Budget Overview

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

^ Includes Program Improvement Request

Line-Item Detail

Personnel Services:

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

Expenses:

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

Town of Natick

Personnel Staffing Sheets

Department **Parking Enforcement**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
											[(K-I)/D]		[(I+L)*M]		[N+O]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Other Comp.	FY 2014
Department		**Parking Enforcement**				**Munis Dept. #**			**27**				(@ 52 weeks)		(@ 52.2 weeks)
Salaries Operational Staff						**MUNIS Code**									
VARIOUS ^				*1.20*	*Parking Enforcement Officer*	*Per. Bd.*	*H7-4*	*49,471*	*H7-3*	*49,471*	*0*	*0 %*	*49,471*		*49,661*
Sub-total Salaries Operational Staff															**49,661**
					Total # of Hours of Coverage			**2496**							
Total Salaries - Parking Enforcement				**1.20**											**49,661**

^ Includes Program Improvement Request

Notes:
Parking Enforcement has been shared between two officers - Grassey & Linton. This Appropriation provides for 8 hours of coverage Monday through Saturday for FY 2014.

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Town of Natick

Home of Champions

Department: Police

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $ (+/-)	% (+/-)
Salaries						
Personnel Services	4,983,409	5,415,962	5,925,092	6,076,885	151,793	2.56%
Total Salaries	**4,983,409**	**5,415,962**	**5,925,092**	**6,076,885**	**151,793**	**2.56%**
Operating Expenses						
Purchase of Services	76,972	87,588	87,500	107,500	20,000	22.86%
Other Services (Misc.)	52,032	63,975	63,675	32,325	-31,350	-49.23%
Tech/Professional Services	14,131	20,946	31,813	31,813	0	0.00%
Supplies	21,281	22,208	17,000	17,000	0	0.00%
Other Supplies	29,600	37,971	26,200	26,200	0	0.00%
Total Operating Expenses	**194,017**	**232,688**	**226,188**	**214,838**	**-11,350**	**-5.02%**
Other Charges & Expenditures						
Other Charges & Expenditures	2,797	6,090	7,500	7,500	0	0.00%
Total Other Charges & Expend.	**2,797**	**6,090**	**7,500**	**7,500**	**0**	**0.00%**
Total Police	**5,180,223**	**5,654,740**	**6,158,780**	**6,299,223**	**140,443**	**2.28%**

Mission:

We, the Natick Police Department, in partnership with our community, are committed to maintaining the peace, protecting life and property, and providing professional law enforcement and crime prevention services. We accept the challenge of reducing the fear of crime by the prevention of criminal activity.

We shall provide these services with compassion, dignity, and proficiency within the framework of the United States Constitution.

To enhance the quality of life for all citizens, we will cooperate with other agencies and groups to resolve community concerns.

To fulfill our mission, the police department will provide a supportive work environment that fosters the professional development of its members.

Service will be our commitment…

Honor and integrity will be our mandate.

Goals:

Accreditation

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

Performance Measurements

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

Department: Police

Goals (con't):

Review Townwide Policies & Fees For Police Activity

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

Budget Overview:

Recent Developments

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

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

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

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

On The Horizon

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

Town of Natick

Home of Champions

Department: Police

Staffing	Rank	2010	2011	2012	2013	2014
Chief of Police	Chief	1	0.5	1	1	1
Interim Chief of Police	Lt.	0	0.5	0	0	0
Executive Officer	Lt.	0	0.5	1	0	0
Executive Officer/Inv. Svcs. Commander	Lt.	1	1	0	1	1
Operations (Patrol) Division Commander	Lt.	1	1	0.75	1	1
Investigative Services Division Commander	Lt.	0	0	1	0	0
Info. Serv. & Comm. Division Commander	Lt.	0	0	0	0	0
Operations Commander	Lt.	0	1	1	0	0
Special Operations Commander	Lt.	1	0	0	0	0
Public Information Officer/Report Review	Lt.	1	0	0	0	0
Administration/Traffic Division Commander	Lt.	0	0	0	1	1
Records/Support Svcs Division Commander	Lt.	0	0	0	1	1
Administrative Services	Sgt.	1	1	1	1	1
Administration/Traffic Supervisor	Sgt.	0	0	0	0	1
Report Review	Sgt.	0	1	0	0	0
Planning Supervisor	Sgt.	0	0	0	0	0
Patrol Sergeants	Sgt.	9	9	9.75	10	9
Traffic Safety Officer	Sgt.	0	0	0	0	0
Patrol Officers	Ofc.	29	28	28	31	30
General Investigators	Det.	4	4	4	4	4
Narcotics Investigators	Det.	2	2	2	2	2
Youth Services Investigator	Det.	1	1	1	1	1
Middle School Resource Officer	Ofc.	0	1	1	1	1
Court Liaison/Investigator	Det.	0	0	0	0	1
Animal Control Officer	N/A	1	1	1	1	1
School Traffic Supervisors	N/A	1.66	1.88	1.88	1.88	1.88
Records Unit Dept. Assistant	N/A	1.85	1.85	1.85	1.85	1.85
Court Liaison Officer	Off.	1	1	1	0	0
Executive Assistant	N/A	1	1	1	1	1
Dispatch Supervisor	Disp S.	0	0	0	0	0
Dispatchers	Disp.	9	9	9	9	9
Total FTE Count		**66.5**	**67.2**	**67.2**	**69.7**	**69.7**
Total Actual Personnel		**75.0**	**77.0**	**77.0**	**79.0**	**79.0**

Town of Natick

Home of Champions

Department: Police

Performance Indicators *(calendar year)*	2009	2010	2011	2012	2013
Workload Indicators					
Enforcement					
Number of crimes	1526	1655	2071	N/A	N/A
Number of individuals processed for criminal activity					
- adults	1248	1051	1153	N/A	N/A
- juveniles	216	113	81	N/A	N/A
Traffic					
Number of Motor Vehicle Citations					
- Civil Infractions	1714	1321	1011	N/A	N/A
- Written Warnings	1551	1335	1357	N/A	N/A
- Arrests	426	281	154	N/A	N/A
- Criminal Complaints	572	527	373	N/A	N/A
- OUI	82	59	67	N/A	N/A
Crash particulars					
- Total Crashes	825	879	876	N/A	N/A
- Fatal Injury	2	4	0	N/A	N/A
- Non-fatal injury	153	191	138	N/A	N/A
Dispatch					
Number of 911 calls received	6692	6996	6878	N/A	N/A
Number of service calls dispatched					
- police (with crime)	2870	3008	2944	N/A	N/A
- police (without crimes)	34224	35571	36662	N/A	N/A
- Fire/EMS	4218	4362	4811	N/A	N/A
Animal Control					
Number of animal calls responded to					
- Domestic	302	244	216	N/A	N/A
- Wildlife	177	125	150	N/A	N/A
High Impact Calls (Time Spent In Hours)					
911 Hang Up	263.1	202.0	167.4	N/A	N/A
Alarm Burglar	521.7	534.5	542.6	N/A	N/A
Alarm Hold-Up	10.1	7.9	4.3	N/A	N/A
Annoying Phone Call	54.3	33.5	31.6	N/A	N/A
Arrest	115.7	90.3	112.9	N/A	N/A
Assault	173.6	225.1	157.6	N/A	N/A
Assist Citizen	511.5	499.2	627.3	N/A	N/A
Assist Other Agency	299.4	385.5	356	N/A	N/A
B&E Motor Vehicle	186.5	108.5	59.9	N/A	N/A
Burglary (B&E)	283.3	408.7	199.7	N/A	N/A
Disturbance	771.0	556.0	463.3	N/A	N/A
Domestic	469.1	442.7	518.6	N/A	N/A
Larceny/Forgery/Fraud	901.7	682.7	844.4	N/A	N/A
Lost/Stolen Plate	17.0	10.6	21.2	N/A	N/A
Missing Child	70.3	125.3	131.4	N/A	N/A
Missing Person	75.8	86.6	143.5	N/A	N/A
MV Crash	2154.3	2207.4	2326.8	N/A	N/A

Town of Natick

Home of Champions

Department: Police

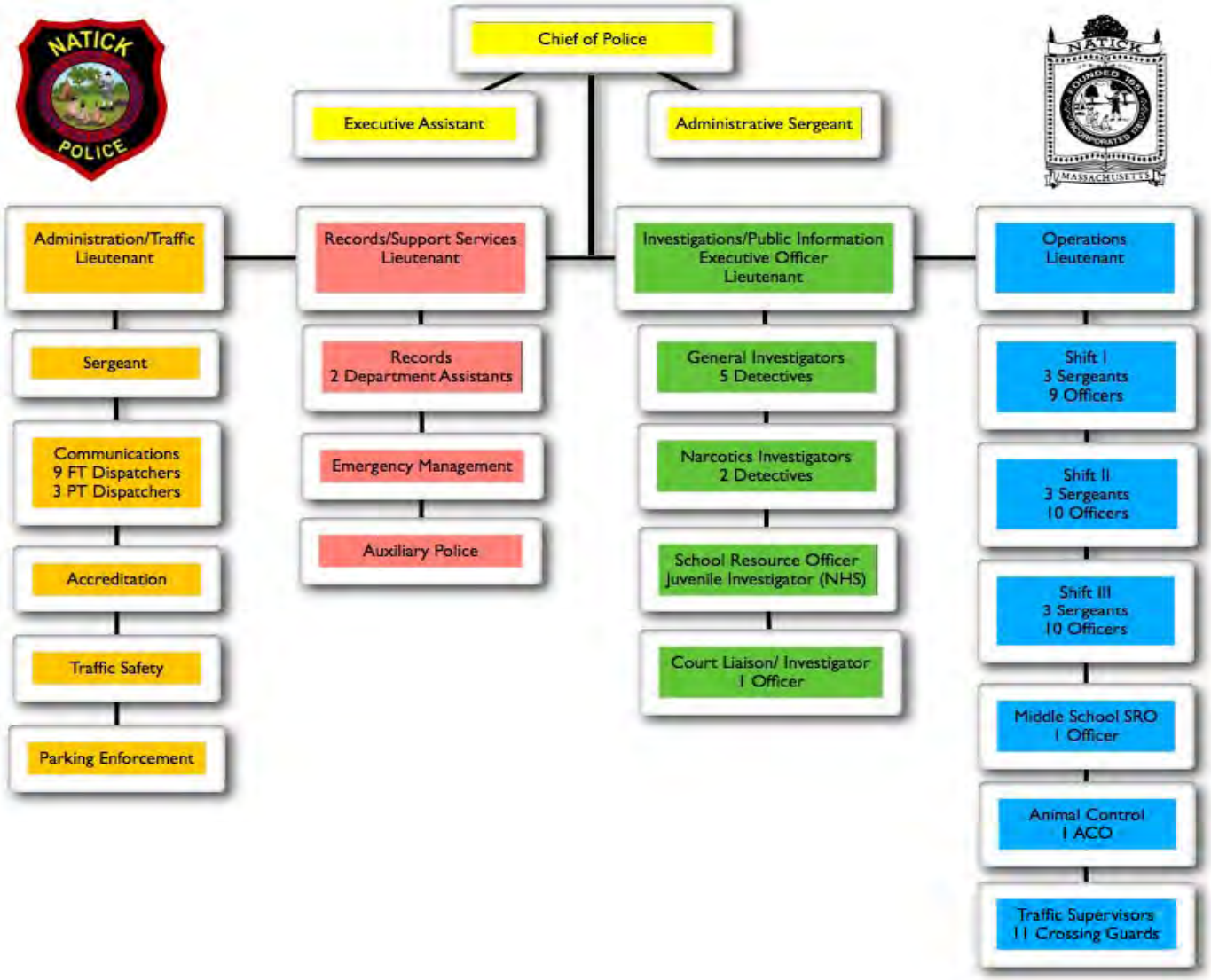
Performance Indicators *(calendar year)*	**2009**	**2010**	**2011**	**2012**	**2013**
MV Crash Private Property	111.8	76.8	88.3	N/A	N/A
MV Crash With Injury	476.7	555.1	412	N/A	N/A
MV Cras w/Injury Rt 9	162.2	263.5	186.5	N/A	N/A
Noise Complaint	12.1	113.9	158.7	N/A	N/A
Remove Unwanted	163.2	163.2	110.7	N/A	N/A
Robbery	49.6	49.6	49.6	N/A	N/A
Serve Warrant	60.3	26.9	128.2	N/A	N/A
Shoplifting	961.7	723.9	600.8	N/A	N/A
Solicitor	38.8	21.5	6	N/A	N/A
Sudden Death	104.6	76.7	90.6	N/A	N/A
Suspicious Activity	965.8	859.7	960.1	N/A	N/A
Vandalism	189.2	137.9	147.8	N/A	N/A
Violation Of RO	83.5	78.8	74.2	N/A	N/A
OUI	400.0	290.0	335	N/A	N/A

	2009	**2010**	**2011**	**2012**	**2013**
Efficiency Indicators					
Avg. Response Time (Police)	5.6 min	5.56 min	5.31 min	N/A	N/A
Number of 911 calls answered per FTE (Dispatch)	743.56	777.33	764.22	N/A	N/A
Number of service calls per FTE (Patrol)	976.16	1042.68	1049.17	N/A	N/A
Number of investigations per FTE (investigator)	N/A - Indicator under development				

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

Department: Police

Organizational Chart



Town of Natick

Home of Champions

Department: Police

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries Management	$ 395,768	$ 541,037	$ 572,909	$ 575,972	$ 3,063	0.53%
Salaries Supervisory	$ 691,109	$ 842,863	$ 941,291	$ 949,612	$ 8,321	0.88%
Salaries Operational Staff	$ 2,546,867	$ 2,660,290	$ 2,945,972	$ 3,049,293	$ 103,321	3.51%
Salaries Non-Uniform Staff	$ 127,021	$ 131,854	$ 132,591	$ 133,991	$ 1,400	1.06%
Management Additional Comp	$ 80,167	$ 52,871	$ 56,140	$ 56,209	$ 69	0.12%
Supervisory Additional Comp	$ 139,232	$ 103,231	$ 112,224	$ 115,739	$ 3,515	3.13%
Operational Staff Additional Comp	$ 594,108	$ 623,143	$ 594,561	$ 611,648	$ 17,087	2.87%
Non-Uniform Staff Additional Comp	$ -	$ 52	$ -	$ 1,750	$ 1,750	100.00%
Court Overtime						
Supervisory Overtime	$ 10,892	$ 17,910	$ 23,446	$ 23,446	$ -	0.00%
Operational Staff Overtime	$ 43,726	$ 40,569	$ 79,704	$ 82,334	$ 2,630	3.30%
Regular Overtime						
Management Overtime	$ 61,524	$ 66,027	$ 19,982	$ 19,982	$ -	0.00%
Supervisory Overtime	$ 86,660	$ 79,745	$ 127,562	$ 127,562	$ -	0.00%
Operational Staff Overtime	$ 204,910	$ 253,037	$ 316,253	$ 326,689	$ 10,436	3.30%
Non-Uniform Staff Overtime	$ 1,425	$ 3,332	$ 2,457	$ 2,658	$ 201	8.18%
Personnel Services	**$ 4,983,409**	**$ 5,415,962**	**$ 5,925,092**	**$ 6,076,885**	**$ 151,793**	**2.56%**
Repairs & Maint Equipment	$ 755	$ 2,788	$ 3,000	$ 3,000	$ -	0.00%
In State Travel/Meetings	$ 437	$ 1,098	$ 1,000	$ 1,000	$ -	0.00%
Out of State Travel	$ 1,286	$ 3,104	$ 1,500	$ 1,500	$ -	0.00%
Communication Telephone	$ 19,848	$ 18,423	$ 23,000	$ 23,000	$ -	0.00%
Dues & Subscriptions	$ 7,861	$ 9,146	$ 9,000	$ 9,000	$ -	0.00%
Training & Education	$ 7,006	$ 13,201	$ 25,000	$ 25,000	$ -	0.00%
Assessment Center	$ -	$ -	$ -	$ 20,000	$ 20,000	100.00%
Professional Services Selection	$ 3,434	$ 1,183	$ 2,000	$ 2,000	$ -	0.00%
Communication Postage	$ 1,650	$ 1,874	$ 2,000	$ 2,000	$ -	0.00%
Copy/Mail Center Fees	$ 9,907	$ 8,185	$ -	$ -	$ -	0.00%
Maintenance Contract Radios	$ 21,369	$ 23,995	$ 17,000	$ 17,000	$ -	0.00%
Other Services: Misc.	$ 3,420	$ 4,592	$ 4,000	$ 4,000	$ -	0.00%
Purchase of Services	**$ 76,972**	**$ 87,588**	**$ 87,500**	**$ 107,500**	**$ 20,000**	**22.86%**
Clothing Allowance Management	$ 4,250	$ 3,210	$ 4,300	$ 4,300	$ -	0.00%
Clothing Allowance Supervisory	$ 9,291	$ 10,668	$ 11,825	$ 11,825	$ -	0.00%
Clothing Allowance Operational	$ 31,962	$ 34,147	$ 35,775	$ 4,425	$ (31,350)	-87.63%
Clothing Equipment/Replacement	$ 6,529	$ 15,950	$ 11,775	$ 11,775	$ -	0.00%
Other Services (Misc.)	**$ 52,032**	**$ 63,975**	**$ 63,675**	**$ 32,325**	**$ (31,350)**	**-49.23%**
Communication Photocopying	$ 1,601	$ 1,475	$ 2,000	$ 2,000	$ -	0.00%
Communication Teleprocessing	$ 12,530	$ 19,471	$ 29,813	$ 29,813	$ -	0.00%
Tech/Professional Services	**$ 14,131**	**$ 20,946**	**$ 31,813**	**$ 31,813**	**$ -**	**0.00%**
Office Supplies: Stationery	$ 21,281	$ 22,208	$ 17,000	$ 17,000	$ -	0.00%
Supplies	**$ 21,281**	**$ 22,208**	**$ 17,000**	**$ 17,000**	**$ -**	**0.00%**
Supplies Other	$ 2,383	$ 837	$ 2,500	$ 2,500	$ -	0.00%
Supplies Public Safety	$ 25,925	$ 27,657	$ 20,000	$ 20,000	$ -	0.00%
Supplies Photographic	$ 534	$ 980	$ 1,500	$ 1,500	$ -	0.00%
Supplies Prisoners	$ 545	$ 1,310	$ 1,200	$ 1,200	$ -	0.00%

Town of Natick

Home of Champions

Department: Police

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Supplies Safety Equipment	$ 212	$ 7,186	$ 1,000	$ 1,000	$ -	0.00%
Other Supplies	**$ 29,600**	**$ 37,971**	**$ 26,200**	**$ 26,200**	**$ -**	**0.00%**
Care of Stray Animals	$ 2,227	$ 2,480	$ 5,000	$ 5,000	$ -	0.00%
Motorcycle Repairs/Maint	$ 571	$ 3,610	$ 2,500	$ 2,500	$ -	0.00%
Other Charges & Expenditures	**$ 2,797**	**$ 6,090**	**$ 7,500**	**$ 7,500**	**$ -**	**0.00%**
Total Police	**$ 5,180,223**	**$ 5,654,740**	**$ 6,158,780**	**$ 6,299,223**	**$ 140,443**	**2.28%**

Line-Item Detail

Personnel Services:

SALARIES MANAGEMENT : Contractually obligated salaries for Chief of Police (PB) and 4 Lieutenants (NEPBA 82)
SALARIES SUPERVISORY : Contractually obligated salaries and appropriate Night Differential for 11 Sergeants (NEPBA 82)
SALARIES OPERATIONAL STAFF : Contractually obligated salaries and appropriate Night Differential for 39 Patrol Officers (NPPOA), 9 Dispatchers (NEPBA 182), 1 Animal Control Officer (PB) and 11 Crossing Guards
SALARIES NON-UNIFORM STAFF : Contractually obligated salaries for 1 Executive Assistant (PB), 1 FT Department Assistant (1116) and 1 PT Department Assistant (1116)
MANAGEMENT ADDITIONAL COMP : Contractually obligated stipends for Longevity, Holidays and In-Service Incentive for 4 Lieutenants
SUPERVISORY ADDITIONAL COMP : Contractually obligated stipends for Longevity, Holidays and In-Service Incentive for 11 Sergeants
OPERATIONAL STAFF ADDITIONAL COMP : Contractually obligated stipends for Longevity, Education (Quinn Bill), Specialty Positions, On Call, Holidays, and Community Service Incentives for 39 Patrol Officers; Also includes contractually obligated stipends for Emergency Medical Dispatch (EMD), Longevity, Holidays, and In-Service Incentive for 9 Dispatchers
NON-UNIFORM STAFF ADDITIONAL COMP : Contractually obligated stipends for Longevity and Education for Clerical Personnel
SUPERVISORY COURT OVERTIME : Consists of beyond tour of duty Court Appearances required of 11 Sergeants
OPERATIONAL STAFF COURT OVERTIME : Consists of beyond tour of duty Court Appearances required of 39 Patrol Officers
MANAGEMENT OVERTIME : Consists of work performed beyond regular tours of duty by 4 Lieutenants, including, but not limited to Vacant Shifts, Parades, Boston Marathon, Training, Administrative Functions, etc.
SUPERVISORY OVERTIME : Consists of work performed beyond regular tours of duty by 11 Sergeants, including , but not limited to Vacant Shifts, Extended Tours of Duty, Public Events, Training, etc.
OPERATIONAL STAFF OVERTIME : Consists of work performed beyond regular tours of duty by 39 Patrol Officers and 9 Dispatchers, including , but not limited to Vacant Shifts, Extended Tours of Duty, Public Events, Training, etc.
NON-UNIFORM STAFF OVERTIME : Consists of work performed beyond regularly scheduled hours for Clerical Staff including, but not limited to Holiday Coverage, Vacation Coverage, etc.

Purchase of Services:

REPAIRS & MAINT EQUIPMENT : Consists of repairs to RADARs , LIDARs, and other equipment
IN STATE TRAVEL/MEETINGS : Consists of costs associated with the Department vehicles' FAST LANE usage and other travel within the state
OUT OF STATE TRAVEL : Includes travel to the IACP Conference and any other beneficial Out Of State Trainings
COMMUNICATION TELEPHONE : Includes Department-issued Telephones, Telephone System, Local and Long Distance Service and Interpreter Line Assistance
DUES & SUBSCRIPTIONS : Consists of dues associated with memberships in organizations such as METLEC, IACP, NESPIN, FBINAA and PERF, Child Safety Seat certifications and Massachusetts Police Accreditation Commission membership
TRAINING & EDUCATION : Consists of contractually obligated College Incentive and assignment of Department members to assorted seminars/trainings based on applicability and aptitude
PROFESSIONAL SERVICES SELECTION : Includes items such as Outside Range Supervision, Personal History Questionnaire Analysis, and other professional services

Police Department

Purchase of Services:

COMMUNICATION POSTAGE : Consists mainly of Federal Express deliveries ranging from Grant Delivery to Equipment Repairs and IKON Postage charges
COPY/MAIL CENTER FEES : Formerly included Copy Jobs performed at the IKON Copy Center
MAINTENANCE CONTRACT RADIOS : Consists of the Motorola Maintenance Agreement and Non-Contracted Repairs & Replacements
OTHER SERVICES: MISCELLANEOUS : Includes New Employee Health Screenings and Frederick C. Conley Public Safety Training Center supplies

Other Services (Misc.)

CLOTHING ALLOWANCE MANAGEMENT : Contractually obligated Clothing Stipend/Allowance for 4 Lieutenants
CLOTHING ALLOWANCE SUPERVISORY : Contractually obligated Clothing Stipend/Allowance for 11 Sergeants
CLOTHING ALLOWANCE OPERATIONAL : Contractually obligated Clothing Stipend/Allowance for 9 Dispatchers and 1 Animal Control Officer
CLOTHING EQUIPMENT/REPLACEMENT : Miscellaneous Clothing/Equipment expenses such as equipping new Officers, outfitting Crossing Guards, etc.

Technical & Professional Services:

COMMUNICATION PHOTOCOPYING : Primarily supports the Dispatch Copier/Fax and DSS Recorder Maintenance Agreements
COMMUNICATION TELEPROCESSING : Includes CJIS Computer Equipment Maintenance Agreements, Dictation System Maintenance Agreement, Automated License Plate Reader (ALPR), LiveScan Fingerprint Acquisition System and Online Reporting Maintenance Agreements, and CDMA Lines for Cruiser Laptops

Supplies:

OFFICE SUPPLIES: STATIONERY : Includes Yearly Diaries for all Department members, Business Cards and assorted Office Supplies

Other Supplies:

SUPPLIES OTHER : Consists mainly of Water and First Aid Supplies
SUPPLIES PUBLIC SAFETY : Includes Range Supplies, Evidence Processing Materials and Cruiser Equipment
SUPPLIES PHOTOGRAPHIC : Includes supplies required for the production of crime bulletins, evidentiary photographs, firearms permits processing and Fingerprint & Photograph sessions
SUPPLIES PRISONERS : Includes Prisoner Food and Blankets
SUPPLIES SAFETY EQUIPMENT : Includes Traffic Cones, Meter Bags and “No Parking” Signs for Boston Marathon and other public events

Other Charges & Expenditures:

CARE OF STRAY ANIMALS : Shelter, Treatment and/or Disposal of Stray, Unclaimed or Dead Animals
MOTORCYCLE REPAIRS/MAINTENANCE: Incidental repairs of the Department’s 3 leased motorcycles

A	B	C	D	E	F	G	H	I	J	K	L	M
									[H x I]		[G x (J+K)]	[Sum of Column L]
Emp #	Last	First	Title	Pay Type	Level-Step	Wks	Rate	Hours	Weekly Amount	Night	Funding (52 Wks) FY 2014	Total Appropriation
Management												
44127	JAMES	HICKS	Chief of Police	BASE SAL		52.2	80.6943	40	$ 3,228		$ 168,489.59	
470	STEVEN	PAGLIARULO	Lieutenant	BASE SAL	82 - 10	52.2	49.1465	40	$ 1,966		$ 102,617.89	
2610	BRIAN	GRASSEY	Lieutenant	BASE SAL	82 - 10	52.2	49.1465	40	$ 1,966		$ 102,617.89	
3421	BRIAN	LAUZON	Lieutenant	BASE SAL	82 - 10	52.2	49.1465	40	$ 1,966		$ 102,617.89	
3610	CARA	ROSSI-CAFARELLI	Lieutenant	BASE SAL	82 - 4	52.2	47.7150	40	$ 1,909		$ 99,628.92	
Salaries Management												**$ 575,972**
Supervisory												
452	PAUL	THOMPSON	Sergeant	BASE SAL	82 - 10	52.2	40.6730	40	$ 1,627		$ 84,925.22	
2597	ROBERT	DUNLOP	Sergeant	BASE SAL	82 - 10	52.2	40.6730	40	$ 1,627	$ 98	$ 90,020.74	
3306	MARK	ST HILAIRE	Sergeant	BASE SAL	82 - 4	16.2	41.1336	40	$ 1,645		$ 26,654.59	
				BASE SAL	82 - 10	36	42.3676	40	$ 1,695		$ 61,009.38	
3881	LEO	FITZPATRICK	Sergeant	BASE SAL	82 - 4	19.4	39.4884	40	$ 1,580		$ 30,642.98	
				BASE SAL	82 - 10	32.8	40.6730	40	$ 1,627		$ 53,362.98	
3572	RICHARD	VIEIRA	Sergeant	BASE SAL	82 - 4	52.2	39.4884	40	$ 1,580	$ 95	$ 87,398.83	
2995	ROBERT	HOFFMAN	Sergeant	BASE SAL	82 - 4	52.2	41.1336	40	$ 1,645	$ 99	$ 91,040.23	
3810	BRIAN	INGHAM	Sergeant	BASE SAL	82 - 4	52.2	39.4884	40	$ 1,580	$ 95	$ 87,398.83	
41665	VINCENT	FORDE	Sergeant	BASE SAL	82 - 4	52.2	39.4884	40	$ 1,580	$ 95	$ 87,398.83	
42329	BRETT	CONAWAY	Sergeant	BASE SAL	82 - 4	52.2	41.1336	40	$ 1,645	$ 99	$ 91,040.23	
3608	JOHN	DOHERTY JR	Sergeant	BASE SAL	82 - 4	52.2	32.9069	40	$ 1,316	$ 79	$ 72,832.13	
3357	ALLAN	GRAHAM	Sergeant	BASE SAL	82 - 4	52.2	41.1336	40	$ 1,645		$ 85,887.01	
Salaries Supervisory												**$ 949,612**
Operational												
1990	THOMAS	VITALE		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169		$ 61,021.80	
1993	ROBERT	WHITE		BASE SAL	NPPOA-7	52.2	30.2250	40	$ 1,209		$ 63,109.80	
2439	RONALD	RICHARDSON		BASE SAL	NPPOA-7	52.2	30.2250	40	$ 1,209		$ 63,109.80	
2181	WILLIAM	GEISSLER		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169		$ 61,021.80	
2129	RICHARD	HALLORAN		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169		$ 61,021.80	
2605	JAMES	ORDWAY		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169	$ 70	$ 64,683.11	
2927	ROBERT	MURPHY		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169		$ 61,021.80	
2676	JOHN	HASWELL		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169		$ 61,021.80	
3525	DANIEL	BROGAN		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169	$ 70	$ 64,683.11	
2436	EDWARD	ARENA		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169		$ 61,021.80	
3611	ELIZABETH	BLANCHARD		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169		$ 61,021.80	

A	B	C	D	E	F	G	H	I	J	K	L	M
									[H x I]		[G x (J+K)]	[Sum of Column L]
Emp #	Last	First	Title	Pay Type	Level-Step	Wks	Rate	Hours	Weekly Amount	Night	Funding (52 Wks) FY 2014	Total Appropriation
3609	JAMES	KEOHANE		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169	$ 70	$ 64,683.11	
2012	DIANE	MORRILL		BASE SAL	NPPOA-7	52.2	30.2250	40	$ 1,209	$ 73	$ 66,896.39	
40019	ELIZABETH	HEFFLER		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169	$ 35	$ 62,852.45	
41173	KEVIN	DELEHANTY		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169	$ 70	$ 64,683.11	
41417	JAMES	QUILTY		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169		$ 61,021.80	
41708	S C	SALIS		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169	$ 70	$ 64,683.11	
41706	BRIAN	BOSSELMAN		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169	$ 70	$ 64,683.11	
41408	CHRISTIAN	RODRIGUEZ		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169	$ 70	$ 64,683.11	
41263	KENNETH	FITZGERALD		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169	$ 70	$ 64,683.11	
42558	KEVEN	KELLEY		BASE SAL	NPPOA-7	52.2	30.2250	40	$ 1,209		$ 63,109.80	
42559	GREGORY	LANOUE		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169	$ 70	$ 64,683.11	
42560	JASON	SUTHERLAND		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169		$ 61,021.80	
42289	CHAD	HOWARD		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169		$ 61,021.80	
42840	SCOTT	LACERRA		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169	$ 70	$ 64,683.11	
41106	RYAN	HALL		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169		$ 61,021.80	
42939	JOSEPH	THURSTON		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169		$ 61,021.80	
43020	TOAN	NGUYEN		BASE SAL	NPPOA-7	52.2	30.2250	40	$ 1,209	$ 73	$ 66,896.39	
43021	RYAN	PAYNE		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169	$ 70	$ 64,683.11	
43163	SEAN	MUNGER		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169	$ 70	$ 64,683.11	
43443	ERIC	BAZIGIAN		BASE SAL	NPPOA-7	52.2	29.2250	40	$ 1,169	$ 70	$ 64,683.11	
43445	SCOTT	WADE		BASE SAL	NPPOA-7	52.2	30.2250	40	$ 1,209	$ 73	$ 66,896.39	
43444	THOMAS	BUTLER		BASE SAL	NPPOA-7	52.2	30.2250	40	$ 1,209	$ 73	$ 66,896.39	
43609	CHRISTOPHER	SHOWSTEAD		BASE SAL	NPPOA-6	15.8	29.0500	40	$ 1,162	$ 70	$ 19,461.18	
				BASE SAL	NPPOA-7	36.4	30.2250	40	$ 1,209	$ 73	$ 46,648.06	$ 66,109.23
43608	JAMES	O'SHAUGHNESSY		BASE SAL	NPPOA-6	15.8	29.0500	40	$ 1,162		$ 18,359.60	
				BASE SAL	NPPOA-7	36.4	30.2250	40	$ 1,209		$ 44,007.60	$ 62,367.20
44311	CHRISTOPHER	DIMODICA		BASE SAL	NPPOA-7	52.2	30.2250	40	$ 1,209	$ 73	$ 66,896.39	
44310	MICHAEL	MABARDY		BASE SAL	NPPOA-6	18.4	28.1000	40	$ 1,124	$ 67	$ 21,922.50	
				BASE SAL	NPPOA-7	33.8	29.2250	40	$ 1,169	$ 70	$ 41,882.93	$ 63,805.43
42375	RYAN	KILLEEN		BASE SAL	NPPOA-1	12.2	23.1750	40	$ 927	$ 56	$ 11,987.96	
				BASE SAL	NPPOA-2	25.8	24.1750	40	$ 967	$ 58	$ 26,445.52	
				BASE SAL	NPPOA-3	14.2	25.0500	40	$ 1,002	$ 60	$ 15,082.10	$ 53,515.58
43216	SERGEY	MELNIK		BASE SAL	NPPOA-1	12.2	23.1750	40	$ 927	$ 56	$ 11,987.96	
				BASE SAL	NPPOA-2	25.8	24.1750	40	$ 967	$ 58	$ 26,445.52	
				BASE SAL	NPPOA-3	14.2	25.0500	40	$ 1,002	$ 60	$ 15,082.10	$ 53,515.58
2716	DONNA	SCOTT		BASE SAL	182-5	52.2	23.9655	40	$ 959		$ 50,039.96	
41598	TRACY	ROURKE		BASE SAL	182-5	52.2	23.9655	40	$ 959		$ 50,039.96	
41707	MARK	STERLING		BASE SAL	182-5	52.2	23.9655	40	$ 959	$ 58	$ 53,042.36	
41494	SUSAN	BAUR		BASE SAL	182-5	52.2	23.9655	40	$ 959	$ 58	$ 53,042.36	
43423	ERIN	LOFTUS		BASE SAL	182-5	52.2	23.9655	40	$ 959	$ 58	$ 53,042.36	

Department Police

A	B	C	D	E	F	G	H	I	J	K	L	M
									[H x I]		[G x (J+K)]	[Sum of Column L]
Emp #	**Last**	**First**	**Title**	**Pay Type**	**Level-Step**	**Wks**	**Rate**	**Hours**	**Weekly Amount**	**Night**	**Funding (52 Wks) FY 2014**	**Total Appropriation**
43645	AUBREY	COLBY		BASE SAL	182-4	26.8	22.2528	40	$ 890		$ 23,854.95	
				BASE SAL	182-5	25.4	23.9655	40	$ 959		$ 24,348.95	$ 48,203.90
43878	DANIEL	CIOCCA		BASE SAL	182-3	29	21.5239	40	$ 861	$ 52	$ 26,465.76	
				BASE SAL	182-4	23.2	22.2528	40	$ 890	$ 53	$ 21,889.59	$ 48,355.34
44401	CHARLES	GOODWIN		BASE SAL	182-1	36.4	20.0680	40	$ 803	$ 48	$ 30,972.15	
				BASE SAL	182-2	15.8	20.7948	40	$ 832	$ 50	$ 13,930.82	$ 44,902.97
44402	TROY	GUNTER		BASE SAL	182-1	37.4	20.0680	40	$ 803	$ 48	$ 31,823.03	
				BASE SAL	182-2	14.8	20.7948	40	$ 832	$ 50	$ 13,049.12	$ 44,872.15
3488	KEITH	TOSI		BASE SAL	PB-1	52.2	21.6285	40	$ 865		$ 45,160.31	
9025	GLADYS	BLINN		BASE SAL	M1	10	$ 738				$ 7,380.80	
9048	CASSANDRA	BOURET		BASE SAL	M1	10	$ 738				$ 7,380.80	
9040	MARY	CASEY		BASE SAL	M1	10	$ 738				$ 7,380.80	
9042	CHERYL	CHAGNON		BASE SAL	M3	10	$ 1,104				$ 11,037.60	
42929	ANTHONY	CHAREST		BASE SAL	M3	10	$ 1,104				$ 11,037.60	
42532	CAROLYN	COLLINS		BASE SAL	M3	10	$ 1,104				$ 11,037.60	
44092	KRISTEN	CONWAY		BASE SAL	M1	10	$ 738				$ 7,380.80	
9055	JUDITH	MARTINO		BASE SAL	M3	10	$ 1,104				$ 11,037.60	
43364	EDWARD	MURPHY		BASE SAL	M3	10	$ 1,104				$ 11,037.60	
9046	ROBIN	MURRAY		BASE SAL	M1	10	$ 738				$ 7,380.80	
44108	BARBARA	SAURO		BASE SAL	M1	10	$ 738				$ 7,380.80	
Salaries Operational												**$ 3,049,293**
Non-Uniform												
42388	MARY	CARNEY		BASE SAL	B5 - 4	52.2	24.4139	37.5	$ 916		$ 47,790.14	
41989	MARYLEE	WATKINS		BASE SAL	PB-2	52.2	24.0443	40	$ 962		$ 50,204.39	
44374	SHANNON	BURNS		HRLY PAY	B4 - 1	10	20.4192	32	$ 653		$ 6,534.14	
				HRLY PAY	B4 - 2	42	21.9213	32	$ 701		$ 29,462.27	
Salaries Non-Uniformed												**$ 133,991**
Total Salaries												**$ 4,708,868.42**

Personnel Staffing Sheets

Department **Police**

A	B	C	N	O	P	Q	R	S	T	U	V
										[N+O+P+Q+R+S+T]	*[Sum of Column U]*
Emp #	**Last**	**First**	**LGY**	**EDU (Q)**	**Other**	**CS/Tech**	**Holiday**	**In Service**	**Comm Service**	**Funding FY 2014**	**Total Appropriation**
Management											
44127	JAMES	HICKS								$ -	
470	STEVEN	PAGLIARULO	$ 4,089				$ 4,718	$ 4,089		$ 12,896.04	
2610	BRIAN	GRASSEY	$ 4,089				$ 4,718	$ 4,089		$ 12,896.04	
3421	BRIAN	LAUZON	$ 4,089				$ 4,718	$ 4,089		$ 12,896.04	
3610	CARA	ROSSI-CAFARELLI	**$ 3,970**				$ 4,581	$ 3,970		$ 12,520.42	
3572	RICHARD	VIEIRA			$ 5,000.00					$ 5,000.00	
Management Other Compensation											**$ 56,209**
Supervisory											
452	PAUL	THOMPSON	$ 3,384				**$ 4,230**	$ 3,384		$ 10,997.98	
2597	ROBERT	DUNLOP	$ 3,384				**$ 4,484**	$ 3,384		$ 11,251.78	
3306	MARK	ST HILAIRE	$ 1,053				$ 987			$ 2,040.23	
			$ 2,440				$ 3,050	$ 3,525		$ 9,015.83	
3881	LEO	FITZPATRICK	$ 948				$ 1,264			$ 2,211.35	
			$ 2,082				$ 2,603	$ 3,384		$ 8,069.52	
3572	RICHARD	VIEIRA	$ 3,285				$ 4,018	$ 3,285		$ 10,589.20	
2995	ROBERT	HOFFMAN	$ 3,422				**$ 4,535**	$ 3,422		$ 11,379.21	
3810	BRIAN	INGHAM	$ 2,464				$ 4,018	$ 3,285		$ 9,767.84	
41665	VINCENT	FORDE	$ 1,643				$ 4,018	$ 3,285		$ 8,946.49	
42329	BRETT	CONAWAY	**$ 1,711**				$ 4,186	$ 3,422		$ 9,319.23	
3608	JOHN	DOHERTY JR	**$ 2,738**				$ 3,349	$ 5,270		$ 11,356.82	
3357	ALLAN	GRAHAM	$ 3,422				$ 3,949	$ 3,422		$ 10,793.46	
Supervisory Other Compensation											**$ 115,739**
Operational											
1990	THOMAS	VITALE	**$ 3,647**	$ 6,079	$ 1,975		$ 3,086		$ 880.00	$ 15,667.24	
1993	ROBERT	WHITE	**$ 3,772**				**$ 3,143**		$ 880.00	$ 7,795.48	
2439	RONALD	RICHARDSON	$ 2,515				**$ 3,143**		$ 880.00	$ 6,538.12	
2181	WILLIAM	GEISSLER	**$ 3,647**	$ 6,079			**$ 3,343**		$ 880.00	$ 13,949.42	
2129	RICHARD	HALLORAN	**$ 3,647**	$ 12,158	$ 1,975		$ 3,367		$ 880.00	$ 22,026.60	
2605	JAMES	ORDWAY	$ 2,432	$ 6,079			**$ 3,526**		$ 880.00	$ 12,916.02	
2927	ROBERT	MURPHY	**$ 3,647**	$ 15,197			**$ 3,799**		$ 880.00	$ 23,523.53	
2676	JOHN	HASWELL	**$ 3,647**	$ 15,197	$ 1,975		$ 3,507		$ 880.00	$ 25,206.28	
3525	DANIEL	BROGAN	**$ 2,432**	$ 15,197			**$ 3,982**		$ 880.00	$ 22,490.13	
2436	EDWARD	ARENA	**$ 2,432**	$ 15,197	$ 1,975		$ 3,507		$ 880.00	$ 23,990.52	
3611	ELIZABETH	BLANCHARD	**$ 2,432**	$ 15,197			$ 3,507		$ 880.00	$ 22,015.52	

A	B	C	N	O	P	Q	R	S	T	U	V
										[N+O+P+Q+R+S+T]	*[Sum of Column U]*
Emp #	**Last**	**First**	**LGY**	**EDU (Q)**	**Other**	**CS/Tech**	**Holiday**	**In Service**	**Comm Service**	**Funding FY 2014**	**Total Appropriation**
3609	JAMES	KEOHANE	**$ 2,432**	$ 12,158			**$ 3,830**		$ 880.00	$ 19,298.76	
2012	DIANE	MORRILL	**$ 3,772**				**$ 3,332**		$ 880.00	$ 7,984.08	
40019	ELIZABETH	HEFFLER	$ 1,824	$ 15,197	$ 1,000		$ 3,591		$ 880.00	$ 22,491.81	
41173	KEVIN	DELEHANTY	$ 2,432	$ 12,158	$ 1,975		**$ 3,830**		$ 880.00	$ 21,273.76	
41417	JAMES	QUILTY	$ 1,216	$ 15,197			$ 3,507		$ 880.00	$ 20,799.76	
41708	S C	SALIS	$ 1,216	$ 15,197			**$ 3,982**		$ 880.00	$ 21,274.37	
41706	BRIAN	BOSSELMAN	$ 1,216	$ 15,197	$ 1,975		**$ 3,982**		$ 880.00	$ 23,249.37	
41408	CHRISTIAN	RODRIGUEZ	**$ 1,216**	$ 15,197			**$ 3,982**		$ 880.00	$ 21,274.37	
41263	KENNETH	FITZGERALD		$ 6,079			**$ 3,526**		$ 880.00	$ 10,484.50	
42558	KEVEN	KELLEY					$ 2,902		$ 880.00	$ 3,781.60	
42559	GREGORY	LANOUE		$ 12,158			**$ 3,830**		$ 880.00	$ 16,867.24	
42560	JASON	SUTHERLAND		$ 6,079	$ 1,975		$ 3,086		$ 880.00	$ 12,019.96	
42289	CHAD	HOWARD	**$ 1,216**	$ 15,197	$ 1,975		$ 3,507		$ 880.00	$ 22,774.76	
42840	SCOTT	LACERRA		$ 6,079			$ 3,254		$ 880.00	$ 10,213.30	
41106	RYAN	HALL		$ 15,197			$ 3,507		$ 880.00	$ 19,584.00	
42939	JOSEPH	THURSTON	**$ 1,824**	$ 15,197			$ 3,507		$ 880.00	$ 21,407.64	
43020	TOAN	NGUYEN					$ 3,076		$ 880.00	$ 3,955.70	
43021	RYAN	PAYNE		$ 6,079			$ 3,254		$ 880.00	$ 10,213.30	
43163	SEAN	MUNGER		$ 6,079			$ 3,254		$ 880.00	$ 10,213.30	
43443	ERIC	BAZIGIAN	$ 1,216	$ 15,197			**$ 3,982**		$ 880.00	$ 21,274.37	
43445	SCOTT	WADE					$ 3,076		$ 880.00	$ 3,955.70	
43444	THOMAS	BUTLER					$ 3,076		$ 880.00	$ 3,955.70	
43609	CHRISTOPHER	SHOWSTEAD					$ 739			$ 739.03	
							$ 2,307		$ 880.00	$ 3,186.77	$ 3,925.80
43608	JAMES	O'SHAUGHNESSY					$ 697			$ 697.20	
							$ 2,176		$ 880.00	$ 3,056.20	$ 3,753.40
44311	CHRISTOPHER	DIMODICA					$ 3,076		$ 880.00	$ 3,955.70	
44310	MICHAEL	MABARDY		$ 2,136			$ 782			$ 2,917.90	
				$ 3,858			$ 2,441		$ 880.00	$ 7,178.57	$ 10,096.48
42375	RYAN	KILLEEN					$ 432			$ 431.51	
							$ 1,794			$ 1,793.87	
				$ 5,000			$ 463		$ 880.00	$ 6,343.31	$ 8,568.69
43216	SERGEY	MELNIK					$ 432			$ 431.51	
							$ 1,794			$ 1,793.87	
				$ 5,000			$ 463		$ 880.00	$ 6,343.31	$ 8,568.69
2716	DONNA	SCOTT	$ 2,000		$ 600.00		**$ 2,301**	$ 1,500		$ 6,400.69	
41598	TRACY	ROURKE	$ 1,000		$ 600.00		**$ 2,301**	$ 1,500		$ 5,400.69	
41707	MARK	STERLING	$ 1,000		$ 600.00		**$ 2,439**	$ 1,500		$ 5,538.73	
41494	SUSAN	BAUR	$ 1,000		$ 600.00		**$ 2,439**	$ 1,500		$ 5,538.73	
43423	ERIN	LOFTUS			$ 600.00		**$ 2,439**	$ 1,500		$ 4,538.73	

Personnel Staffing Sheets

Department Police

A	B	C	N	O	P	Q	R	S	T	U	V
										[N+O+P+Q+R+S+T]	[Sum of Column U]
Emp #	**Last**	**First**	**LGY**	**EDU (Q)**	**Other**	**CS/Tech**	**Holiday**	**In Service**	**Comm Service**	**Funding FY 2014**	**Total Appropriation**
43645	AUBREY	COLBY			$ 600.00		$ 1,246			$ 1,846.15	
							$ 767	$ 1,500		$ 2,266.90	$ 4,113.05
43878	DANIEL	CIOCCA					**$ 1,460**			$ 1,460.18	
					$ 600.00		$ 755	$ 1,500		$ 2,854.81	$ 4,314.99
44401	CHARLES	GOODWIN					$ 1,532			$ 1,531.59	
					$ 600.00		$ 353	$ 1,500		$ 2,452.68	$ 3,984.27
44402	TROY	GUNTER					$ 1,532			$ 1,531.59	
					$ 600.00		$ 353	$ 1,500		$ 2,452.68	$ 3,984.27
3488	KEITH	TOSI			$ 4,498.73					$ 4,498.73	
										$ -	
										$ -	
										$ -	
										$ -	
										$ -	
										$ -	
										$ -	
										$ -	
										$ -	
										$ -	
										$ -	
Operational Other Compensation											**$ 611,648**
Non-Uniform											
42388	MARY	CARNEY	**$ 750**							$ 750.00	
41989	MARYLEE	WATKINS								$ -	
44374	SHANNON	BURNS			$ 1,000.00					$ 1,000.00	
										$ -	
Non-Uniformed Other Compensation											**$ 1,750**

Total Salaries	**$ 4,708,868.42**
Total Add'l Compensation	**$ 785,345.34**
Total Overtime	**$ 582,671.00**
Total Personnel Services	**$ 6,076,884.76**

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Town of Natick

Home of Champions

Department: Fire

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries						
Personnel Services	$ 6,614,962	$ 6,982,138	$ 7,187,556	$ 7,242,508	$ 54,952	0.76%
Total Salaries	**$ 6,614,962**	**$ 6,982,138**	**$ 7,187,556**	**$ 7,242,508**	**$ 54,952**	**0.76%**
Operating Expenses						
Purchase of Services	$ 42,211	$ 48,436	$ 52,300	$ 60,300	$ 8,000	15.30%
Other Services (Misc.)	$ 50,961	$ 54,600	$ 58,600	$ 58,350	$ (250)	-0.43%
Supplies	$ 6,299	$ 5,750	$ 7,000	$ 7,000	$ -	0.00%
Other Supplies	$ 67,798	$ 62,117	$ 77,500	$ 91,000	$ 13,500	17.42%
Total Operating Expenses	**$ 167,269**	**$ 170,902**	**$ 195,400**	**$ 216,650**	**$ 21,250**	**10.88%**
Total Fire	**$ 6,782,230**	**$ 7,153,040**	**$ 7,382,956**	**$ 7,459,158**	**$ 76,202**	**1.03%**

Mission:

The mission of the Natick Fire Department is to provide and deliver a wide variety of public safety services. This shall include, but is not limited to Fire Suppression, Fire Prevention, Emergency Medical Care and Advanced life Support, various Technical Rescue capabilities, Emergency Planning , Disaster Mitigation and Life Safety Education. This Mission shall always be accomplished with a focus on Customer Service and Professionalism.

Goals:

- Continue to monitor recently implemented Emergency Medical Dispatch (EMD).
- Pursue the reorganization and expansion of the administrative offices of the NFD. (The objective is to improve inspectional services, public education, pre-incident planning, data collection, retention and retrieval.)
- Continue to improve EMS delivery and Monitor CQA/CQI
- Continue work on S.O.P.'s for Fire Department Operations and Dispatch.
- Review the Towns I.S.O. rating and attempt to make improvements.
- Assist the Police Chief in efforts to improve the Towns Emergency Management capabilities; develop and practice comprehensive sheltering plan.
- Explore feasibility of employing technologies to get site information/pre-plans out to mobile apparatus.
- Place mobile data terminal in vehicles and establish a supporting network.
- Implement a CPR/AED training program that will certify all NHS students.
- Develop a Strategic Plan for Natick Fire Department.
- Collaborate with Town Administrator and the Board of Selectmen to explore revenue enhancement opportunities:

  Fees for Fire Department responses that require mitigation covered by insurance e.g. Jaws of Life operations,

  Haz/Mat mitigations, Smoke Removal and several other standard responses.

Town of Natick

Home of Champions

Department: Fire

Budget Overview:

Main Purpose of the Department

As cited in our Department Mission Statement, The Natick Fire Departments main purpose is to provide our community with a wide variety of services. This shall include, but is not limited to Fire Suppression, Fire Prevention, Emergency Medical Care and Advanced Life Support, various Technical Rescue capabilities, Emergency Planning, Disaster Mitigation and Life Safety Education

Recent Developments

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

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

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

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

Current Challenges

Keeping pace with the fast paced building boom in Natick continues to be our greatest challenge. The calls for service will predictably continue to increase . The need to deliver these critical services in spite of the financial constraints facing the Town will be paramount.

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

Ambulance billing revenues may increase again. These monies are deposited into the general fund and therefore should provide additional monies for the community as a whole.

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

On the Horizon

Decisions will have to be made in the near future on the fate of the West Natick fire station and the manpower that will be needed to meet the growing demands of the community. The Department will continue to evaluate alternative staffing plans. The Town should look to fund a training facility to help facilitate firefighting skill maintenance. Recent and ongoing construction trends make it necessary for the Town to fund an Aerial Platform as Natick's primary Ladder Truck.

Town of Natick

Home of Champions

Department: Fire

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

Notes

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

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

Town of Natick

Home of Champions

Department: Fire

Performance Indicators (Calendar Year) con't

	2010	2011	2012	2013	2014
Workload Indicators - All Other					
Prevention					
Number of smoke detector inspections	450	450	N/A*	N/A*	N/A*
Number of quarterly inspections	36	36	N/A*	N/A*	N/A*
Visits to schools	100	100	N/A*	N/A*	N/A*
Training					
Number of training sessions for fire	70	70	70	N/A*	N/A*
Number of training sessions for EMS	65	65	65	N/A*	N/A*

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

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

Notes:

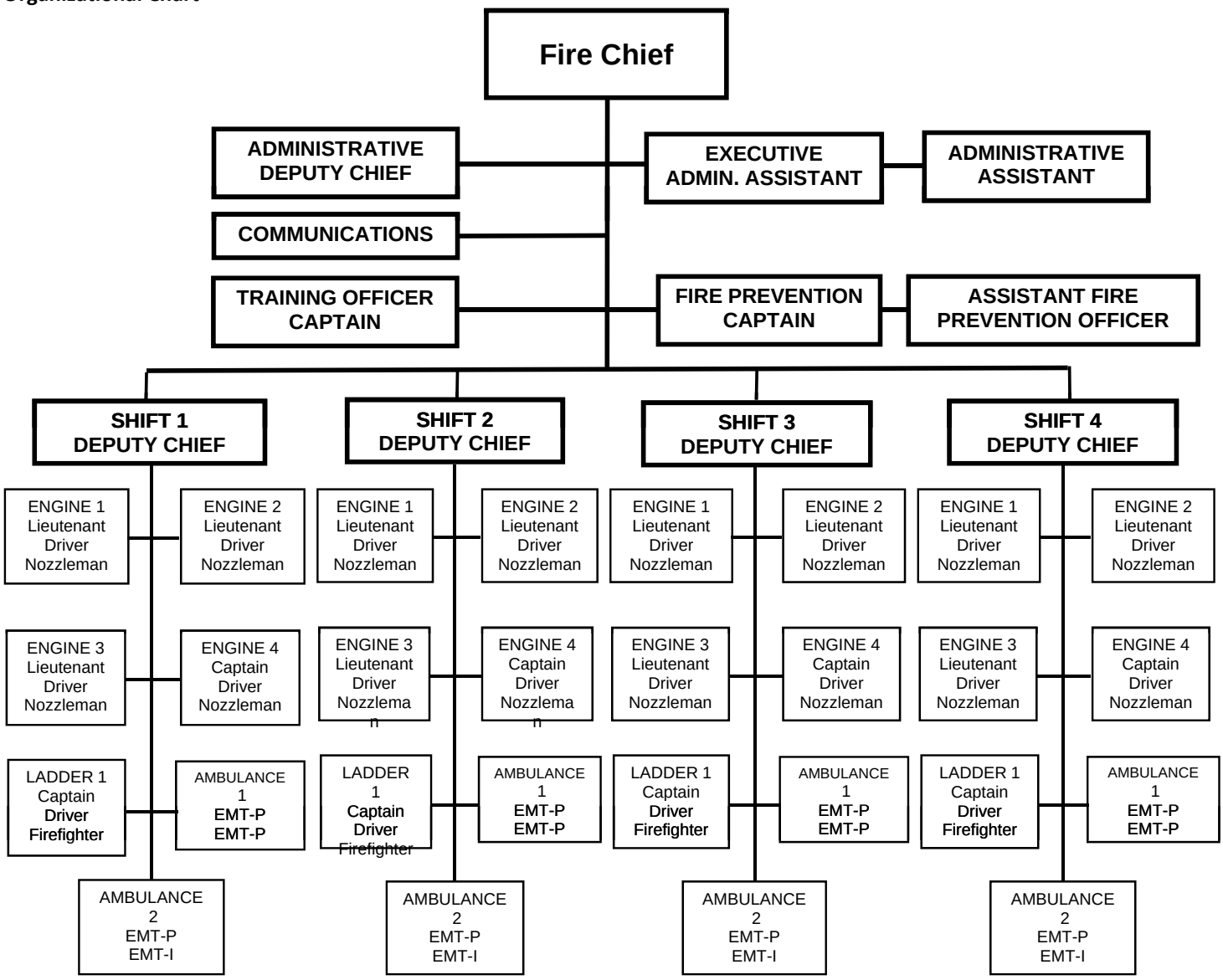
* Not Available at this time. Some information forthcoming; although a lot of data is available and frequently used by the Natick Fire Department in the daily course of operations, the Department at this time is not prepared to forecast the quantity of future fires or emergency response calls. Additional performance indicators and measurement data will be available in later Fiscal Years as we work to provide the most useful data to policymakers as they evaluate our request for resources to protect the citizens of Natick.

Town of Natick

Home of Champions

Department: Fire

Organizational Chart



Notes:

Not all compliments are fully staffed at levels shown above. Budget accounts for staffing of 20 personnel/shift.
Minimum manning level as of FY 2014 is 17/shift.

Town of Natick

Home of Champions

Department: Fire

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $ (+/-)	% (+/-)
Salaries Management	$ 476,210	$ 523,431	$ 527,315	$ 527,315	$ -	0.00%
Salaries Supervisory	$ 1,242,965	$ 1,294,280	$ 1,298,298	$ 1,298,298	$ 0	0.00%
Salaries Operational Staff	$ 2,728,771	$ 2,865,608	$ 3,128,154	$ 3,145,730	$ 17,576	0.56%
Salaries Technical/Professional	$ 245,235	$ 260,134	$ 264,548	$ 264,548	$ -	0.00%
Management Additional Comp	$ 122,794	$ 119,728	$ 118,093	$ 122,190	$ 4,097	3.47%
Supervisory Additional Comp	$ 290,790	$ 305,031	$ 309,421	$ 319,642	$ 10,221	3.30%
Operational Staff Additional Comp	$ 614,921	$ 668,925	$ 758,970	$ 753,960	$ (5,010)	-0.66%
Tech/Prof Additional Comp	$ 68,945	$ 75,496	$ 80,792	$ 81,325	$ 533	0.66%
FLSA Costs	$ 8,809	$ 39,341	$ 42,000	$ 42,000	$ -	0.00%
Sub-total Salaries & Other Comp.	*$ 5,799,440*	*$ 6,151,974*	*$ 6,527,591*	*$ 6,555,008*	$ 27,417	0.42%
Regular Overtime						
Management Overtime	$ 59,264	$ 63,945	$ 82,500	$ 90,000	$ 7,500	9.09%
Supervisory Overtime	$ 234,092	$ 246,068	$ 185,000	$ 190,000	$ 5,000	2.70%
Operational Staff Overtime	$ 391,135	$ 386,543	$ 214,965	$ 220,000	$ 5,035	2.34%
Tech/Prof Overtime	$ 7,459	$ 13,921	$ 45,000	$ 45,000	$ -	0.00%
Sub-total Regular Overtime	*$ 691,950*	*$ 710,476*	*$ 527,465*	*$ 545,000*	*$ 17,535*	*3.32%*
All Other Overtime						
Management Overtime	$ 24,513	$ 12,412	$ 20,000	$ 25,000	$ 5,000	25.00%
Supervisory Overtime	$ 21,962	$ 20,963	$ 25,000	$ 30,000	$ 5,000	20.00%
Operational Staff Overtime	$ 69,448	$ 74,113	$ 72,500	$ 72,500	$ -	0.00%
Tech/Prof Overtime	$ 7,649	$ 12,199	$ 15,000	$ 15,000	$ -	0.00%
Sub-total All Other Overtime	*$ 123,572*	*$ 119,687*	*$ 132,500*	*$ 142,500*	*$ 10,000*	*7.55%*
Personnel Services	**$ 6,614,962**	**$ 6,982,138**	**$ 7,187,556**	**$ 7,242,508**	**$ 54,952**	**0.76%**
Consultant Services	$ -	$ -	$ 5,500	$ 5,500	$ -	0.00%
Repairs & Maint. Communications Equip.	$ 4,854	$ 6,615	$ 9,500	$ 12,000	$ 2,500	26.32%
Communication Telephone	$ 12,050	$ 13,458	$ 12,500	$ 14,000	$ 1,500	12.00%
Laundry Service	$ 279	$ -	$ 300	$ 300	$ -	0.00%
Training & Education	$ 5,741	$ 8,406	$ 12,000	$ 12,000	$ -	0.00%
Copy/Mail Center Fees	$ 6,215	$ 4,850	$ -		$ -	#DIV/0!
Dues/Subscriptions	$ 2,378	$ 2,079	$ 3,500	$ 3,500	$ -	0.00%
Fire Apparatus Equipment	$ 4,928	$ 5,795	$ 5,000	$ 6,000	$ 1,000	20.00%
Training Mall Related Expense	$ 3,140		$ -		$ -	#DIV/0!
Other Services Miscellaneous	$ 2,625	$ 7,233	$ 4,000	$ 7,000	$ 3,000	75.00%
Purchase of Services	**$ 42,211**	**$ 48,436**	**$ 52,300**	**$ 60,300**	**$ 8,000**	**15.30%**
Clothing Allowance Mgmt	$ 7,000	$ 7,250	$ 7,250	$ 7,250	$ -	0.00%
Clothing Allowance Supervisory	$ 12,500	$ 13,500	$ 13,500	$ 13,500	$ -	0.00%
Clothing Allowance Oper. Staff	$ 31,461	$ 31,875	$ 35,250	$ 35,000	$ (250)	-0.71%
Clothing Allowance Tech/Prof	$ -	$ 1,975	$ 2,600	$ 2,600	$ -	0.00%
Other Services (Misc.)	**$ 50,961**	**$ 54,600**	**$ 58,600**	**$ 58,350**	**$ (250)**	**-0.43%**
Office Supplies: Stationary	$ 4,500	$ 4,428	$ 5,000	$ 5,000	$ -	0.00%
Supplies Computer	$ 1,800	$ 1,322	$ 2,000	$ 2,000	$ -	0.00%
Supplies	**$ 6,299**	**$ 5,750**	**$ 7,000**	**$ 7,000**	**$ -**	**0.00%**
Supplies Apparatus	$ 21,227	$ 5,136	$ 22,000	$ 22,000	$ -	0.00%
Supplies Ambulance	$ 33,926	$ 40,144	$ 40,000	$ 50,000	$ 10,000	25.00%
Supplies Diving Equipment	$ 3,984	$ 2,881	$ 4,000	$ 4,000	$ -	0.00%
Supplies Personnel	$ 8,661	$ 13,956	$ 11,500	$ 15,000	$ 3,500	30.43%
Other Supplies	**$ 67,798**	**$ 62,117**	**$ 77,500**	**$ 91,000**	**$ 13,500**	**17.42%**
Total Fire Department	**$ 6,782,230**	**$ 7,153,040**	**$ 7,382,956**	**$ 7,459,158**	**$ 76,202**	**1.03%**

Town of Natick

Home of Champions

Department: Fire Line-Item Detail

Personnel Services:

Salaries Management - Salaries for (1) Chief and (5) Deputy Chiefs
Salaries Supervisory - Salaries for (5) Captains and (15) Lieutenants
Salaries Operational - Salaries for (56) Firefighters and (2) Administrative Personnel.
Salaries Tech/Professional - Salaries for (1) Training Officer, (2) Fire Prevention personnel and (1) Superintendent of Communications
Additional Compensation - This line includes longevity pay, EMS, educational, and Holiday Pay.
Regular Overtime - Full Overtime shifts either Ten (10) hour days or Fourteen (14) hour nights. This Overtime is used to maintain daily staffing requirements. Generally this overtime is used to fill vacancies created by vacation, sick leave , personnel days or Firefighters injured in the line of duty.
All Other Overtime -Working out of grade. Deferred Vacations, Storms, Fire Investigation, Partial Shift (held over, called in). M&M Rounds, Dive Training, Technical Rescue Training, Emergency Management, Command Staff Meetings and Miscellaneous Training.

Purchase of Services:

Repair & Maintain Communications Equipment - Purchase and maintain mobile and portable radios and fire alarm Equipment and electrical purchases, etc.
Communication Telephone - Land lines and Nextel
Laundry - Annual cleaning of blankets and bedspreads.
Training and Education - Covers mandatory CPR Recertification, Audio Visual Equipment, Courses brought into Natick, vehicle for stabilization training. P.A.T. testing for new hires.
Copy/Mail Center - Self Explanatory
In/Out State Travel - Conferences, Seminars, etc.
Dues/Subscriptions - Professional organizations, District 14 Fire Chiefs Assoc., Mass. Fire Chiefs Assoc.
Fire Apparatus Equipment - Repair of nozzles, valves and all other ancillary equipment.
Other Services-Miscellaneous - Miscellaneous small purchases.

Other Services (Misc.):

Clothing Allowance - Contractual stipend paid for uniform purchase, replacement.

Purchased Supplies:

Office Supplies - Self explanatory
Supplies Computer - Printer cartridges, paper, discs and other related supplies.

Supplies - Fire:

Supplies Apparatus - Replacement of Firefighting foam, hose replacement, SCBA (self contained breathing apparatus).
Supplies Ambulance - Re-stock day to day supplies, gloves, meds, bandages, oxygen, repair and replacement of all EMS equipment. An increase in this line-item is needed due to increase calls for ambulance service and a reduction in subsidies from area hospitals and the Department of Public Health.
Supplies Diving Equipment -Yearly testing and repair, replacement of equipment.
Supplies Personnel - Turnout Gear (boots, gloves, helmets, etc.), uniforms for new hires (contractual).

A	B		C	D	E	F	G	H	I
			Salaries						
Emp #	**Name**		**Pay Type**	**Level**	**Step**	**Rate (weeks)**	**Hours**	**Amount**	**Funding (@ 52.2 Weeks)**
Management									
2991	Sheridan, James A.		100 - Base			52.2	40	2,421.89	126,418.66
1128	Connelly, Edward J.		100 - Base	D2	2	52.2	42	1,536.00	80,179.20
2460	White, Richard A.		100 - Base	D2	2	52.2	42	1,536.00	80,179.20
1131	Tota, Paul F.		100 - Base	D2	2	52.2	42	1,536.00	80,179.20
3140	Lentini, Michael P.		100 - Base	D2	2	52.2	42	1,536.00	80,179.20
3800	Dow, Daniel J.		100 - Base	D2	2	52.2	42	1,536.00	80,179.20
			Salaries Management						**527,314.66**
Supervisory									
1129	Mitchell, Roy E.		100 - Base	H6	2	52.2	42	1,334.57	69,664.55
2694	Arena, Jr., Salvatore		100 - Base	H6	2	52.2	42	1,334.57	69,664.55
2777	Carney, Peter E.		100 - Base	H6	2	52.2	42	1,334.57	69,664.55
2807	Connelly, Mark J.		100 - Base	H6	2	52.2	42	1,334.57	69,664.55
42286	LiPoma, Victor J.		100 - Base	H6	2	22.0	42	1,334.57	29,360.54
42286	LiPoma, Victor J.	as of 12/01/13	100 - Base	H6	2	30.2	42	1,334.57	40,304.01
1553	Fahey, James		100 - Base	H3	2	52.2	42	1,213.25	63,331.65
1841	Forance, Thomas E.		100 - Base	H3	2	52.2	42	1,213.25	63,331.65
1839	Arena, Jr., James V.		100 - Base	H3	2	52.2	42	1,213.25	63,331.65
1948	Custodio, Kenneth		100 - Base	H3	2	52.2	42	1,213.25	63,331.65
1983	Conlon, Michael E.		100 - Base	H3	2	52.2	42	1,213.25	63,331.65
2779	Mahoney, Jr., Walter D.		100 - Base	H3	2	52.2	42	1,213.25	63,331.65
2811	Mathews, Daniel A.		100 - Base	H3	2	52.2	42	1,213.25	63,331.65
3136	Smith, James J.		100 - Base	H3	2	52.2	42	1,213.25	63,331.65
3802	Levey, Jr., Kenneth E.		100 - Base	H3	2	52.2	42	1,213.25	63,331.65
41023	Ward, Edward E.		100 - Base	H3	2	52.2	42	1,213.25	63,331.65
41425	Downing, Ronald A.		100 - Base	H3	2	52.2	42	1,213.25	63,331.65
41604	Austin, John J.		100 - Base	H3	2	52.2	42	1,213.25	63,331.65
41606	Crisafulli, Jr., Samuel S.		100 - Base	H3	2	52.2	42	1,213.25	63,331.65
41612	Shearley, Richard F.		100 - Base	H3	2	52.2	42	1,213.25	63,331.65
41794	Norris, Kerri L.		100 - Base	H3	2	52.2	42	1,213.25	63,331.65
			Salaries Supervisory						**1,298,297.52**
Operational									
2140	Arena-Myers, Donna M.		100 - Base	B6	5	52.2	37.5	975.71	50,932.06
43683	Arsenault, Dianne C.		100 - Base	B5	5	52.2	37.5	915.52	47,790.14
1840	Doucette, Gary		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
2185	Melchiorri, Rockey		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
2412	Spencer, Thomas G.		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
2693	Wedgeworth, Johnny J.		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
2780	Perryman, Michael B.		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
2778	Hartwell, Daniel F.		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
2808	Haigis, Michael T.		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
2809	Headley, Grantley A.		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
2810	Hladick, Martin S.		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
2990	Black, Jr., Leo		100 - Base	H1	8	36.4	42	1,064.25	38,738.70

A	B		C	D	E	F	G	H	I
			Salaries						
Emp #	Name		Pay Type	Level	Step	Rate (weeks)	Hours	Amount	Funding (@ 52.2 Weeks)
2990	Black, James L.	as of 03/13/14	100 - Base	H1	8	15.8	42	1,064.25	16,815.15
2989	Alberghini, William P.		100 - Base	H1	8	36.4	42	1,064.25	38,738.70
2989	Alberghini, William P.	as of 03/13/14	100 - Base	H1	8	15.8	42	1,064.25	16,815.15
3137	Sticka, William T.		100 - Base	H1	8	36.4	42	1,064.25	38,738.70
3137	Sticka, William T.	as of 03/13/14	100 - Base	H1	8	15.8	42	1,064.25	16,815.15
3501	Quilty, Michael J.		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
3502	Arena, Stephen L.		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
3504	Biagi, Jr., Ronald		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
3506	Adams, Richard C.		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
3559	Herring, John F.		100 - Base	H1	8	11.6	42	1,064.25	12,345.30
3559	Herring, John F.	as of 09/20/13	100 - Base	H1	8	40.6	42	1,064.25	43,208.55
3558	Collins, Christopher P.		100 - Base	H1	8	11.6	42	1,064.25	12,345.30
3558	Collins, Christopher P.	as of 09/20/13	100 - Base	H1	8	40.6	42	1,064.25	43,208.55
3557	Hladick, Andrew		100 - Base	H1	8	11.6	42	1,064.25	12,345.30
3557	Hladick, Andrew	as of 09/20/13	100 - Base	H1	8	40.6	42	1,064.25	43,208.55
3802	Reynolds, Thomas G.		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
3972	Forrest, Barry A.		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
41174	Magliozzi, Robert J.		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
3021	Slattery, Joseph T.		100 - Base	H1	8	46.6	42	1,064.25	49,594.05
3021	Slattery, Joseph T.	as of 05/22/14	100 - Base	H1	8	5.6	42	1,064.25	5,959.80
3749	Farquharson, Douglas		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
41603	Smith, Scott A.		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
41601	Curley, John L.		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
41605	Kelley, Timothy P.		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
41602	Mortarelli, Joseph M.		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
41608	Topham, Thomas W.		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
41610	Wozny, Christopher		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
41611	Lee, Glynnis		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
42285	DiCicco, David T.		100 - Base	H1	8	22.0	42	1,064.25	23,413.50
42285	DiCicco, David T.	as of 12/01/13	100 - Base	H1	8	30.2	42	1,064.25	32,140.35
42288	Mabardy, Nicholas D.		100 - Base	H1	8	22.0	42	1,064.25	23,413.50
42288	Mabardy, Nicholas D.	as of 12/01/13	100 - Base	H1	8	30.2	42	1,064.25	32,140.35
42459	Caruso, Anthony M.		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
42630	Babineau, Kelly		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
42743	Chamberlain, Ian		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
6666	Linton, Brian		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
42891	Ferrari, Adam		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
42892	Sansossio, Ciro R.		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
42997	Corliss, Brett M.		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
43164	Mullen, Matthew		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
43189	Dangelo, Kevin		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
43188	Balcom, Andrew		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
43204	Williamson, Eric		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
42340	D'Innocenzo, Matthew		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
43522	Weitsen, II, Richard		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
44029	Mix, Christopher J.	as of 04/13/13	100 - Base	H1	6	14.6	42	989.75	14,450.35
44029	Mix, Christopher J.	as of 10/13/13	100 - Base	H1	7	26.0	42	1,027.00	26,702.00

A	B		C	D	E	F	G	H	I
			Salaries						
Emp #	Name		Pay Type	Level	Step	Rate (weeks)	Hours	Amount	Funding (@ 52.2 Weeks)
44029	Mix, Christopher J.	as of 04/13/14	100 - Base	H1	8	11.6	42	1,064.25	12,345.30
44307	Mellor, Justin P.	as of 04/19/13	100- Base	H1	4	15.6	42	915.25	14,277.90
44307	Mellor, Justin P.	as of 10/19/13	100 - Base	H1	5	26.0	42	952.50	24,765.00
44307	Mellor, Justin P.	as of 04/19/14	100 - Base	H1	6	10.6	42	989.75	10,491.35
44377	Donovan, Joshua R.	as of 02/08/13	100 - Base	H1	6	5.4	42	989.75	5,344.65
44377	Donovan, Joshua R.	as of 08/08/13	100 - Base	H1	7	26.4	42	1,027.00	27,112.80
44377	Donovan, Joshua R.	as of 02/08/14	100 - Base	H1	8	20.4	42	1,064.25	21,710.70
44378	Latawiec, Wojciech	as of 02/08/13	100 - Base	H1	6	5.4	42	989.75	5,344.65
44378	Latawiec, Wojciech	as of 08/08/13	100 - Base	H1	7	26.4	42	1,027.00	27,112.80
44378	Latawiec, Wojciech	as of 02/08/14	100 - Base	H1	8	20.4	42	1,064.25	21,710.70
44400	Lamme, Daniel R.	as of 03/07/13	100 - Base	H1	6	9.4	42	989.75	9,303.65
44400	Lamme, Daniel R.	as of 09/07/13	100 - Base	H1	7	26.4	42	1,027.00	27,112.80
44400	Lamme, Daniel R.	as of 03/07/14	100 - Base	H1	8	16.4	42	1,064.25	17,453.70
44654	Stevenson, Robert H.	as of 05/28/13	100 - Base	H1	2	21.0	42	840.76	17,655.96
44654	Stevenson, Robert H.	as of 11/28/13	100 - Base	H1	3	25.6	42	878.01	22,477.06
44654	Stevenson, Robert H.	as of 05/28/14	100 - Base	H1	4	5.6	42	915.25	5,125.40
44656	Cantor, Eric A.	as of 05/28/13	100 - Base	H1	2	21.0	42	840.76	17,655.96
44656	Cantor, Eric A.	as of 11/28/13	100 - Base	H1	3	25.6	42	878.01	22,477.06
44656	Cantor, Eric A.	as of 05/28/14	100 - Base	H1	4	5.6	42	915.25	5,125.40
44655	Salvucci, Michael A.	as of 05/28/13	100 - Base	H1	2	21.0	42	840.76	17,655.96
44655	Salvucci, Michael A.	as of 11/28/13	100 - Base	H1	3	25.6	42	878.01	22,477.06
44655	Salvucci, Michael A.	as of 05/28/14	100 - Base	H1	4	5.6	42	915.25	5,125.40
60004	vacancy		100 - Base	H1	2	21.0	42	840.76	17,655.96
60004	vacancy		100 - Base	H1	1	25.6	42	878.01	22,477.06
60004	vacancy		100 - Base	H1	1	5.6	42	915.25	5,125.40
60005	vacancy		100 - Base	H1	2	21.0	42	840.76	17,655.96
60005	vacancy		100 - Base	H1	1	25.6	42	878.01	22,477.06
60005	vacancy		100 - Base	H1	1	5.6	42	915.25	5,125.40
		Salaries Operational							**3,145,729.74**
Technical & Supervisory									
2459	Franciose, Jr., Rocco		100 - Base	H7	2	52.2	40	1,334.57	69,664.55
41260	Rothman, Eugene I.		100 - Base	H7	2	40.0	40	1,334.57	53,382.80
41260	Rothman, Eugene I.	as of 04/07/14	100 - Base	H7	2	12.2	40	1,334.57	16,281.75
42460	Quigley-Boyla, Tanya M.		100 - Base	H1	8	52.2	42	1,064.25	55,553.85
2223	VanTassel, Gordon D.		100 - Base	H7	2	52.2	40	1,334.57	69,664.55
		Salaries Technical & Supervisory							**264,547.51**

Total Salaries **5,235,889.43**

A	B	J	K	L	M	N	O	P	Q	S	S	U	S
		Additional Compensation											
Emp #	**Name**	**Longevity**	**EMS pay**	**Water Rescue**	**Fire Prevention**	**Stipends/ Stby Para. Coor.**	**Holiday Pay**	**In-Service Training pay**	**Education Incentive Pay**	**Standby Pay**	**Other**	**Education Reimburse.**	**Clothing Allowance**
Management													
2991	Sheridan, James A.												1500
1128	Connelly, Edward J.	4,008.96	3,207.17				5,529.60	4,200.00	2,405.38	2,004.48		500.00	1150
2460	White, Richard A.	4,008.96	7,617.02				5,529.60	4,200.00	4,008.96	2,004.48		500.00	1150
1131	Tota, Paul F.	4,008.96	3,207.17				5,529.60	4,200.00	4,008.96	2,004.48		500.00	1150
3140	Lentini, Michael P.	3,207.17	3,207.17				5,529.60	4,200.00	2,405.38	2,004.48		500.00	1150
3800	Dow, Daniel J.	2,405.38	3,207.17			2,088.00	5,529.60	4,200.00	8,017.92	2,004.48		500.00	1150
		Management Additional Compensation										**122,190.11**	
Supervisory													
1129	Mitchell, Roy E.	3,483.23	2,786.58	1,044.97			4,804.45		3,483.23			2,000.00	675.00
2694	Arena, Jr., Salvatore	3,483.23	2,786.58	1,044.97			4,804.45					2,000.00	675.00
2777	Carney, Peter E.	3,483.23	6,618.13	1,044.97			4,804.45		2,089.94			2,000.00	675.00
2807	Connelly, Mark J.	3,483.23	2,786.58	1,044.97			4,804.45		3,483.23			2,000.00	675.00
42286	LiPoma, Victor J.		2,786.58	1,044.97			4,804.45		2,089.94			2,000.00	675.00
42286	LiPoma, Victor J.	806.08											
1553	Fahey, James	3,166.58		949.97			4,367.70					2,000.00	675.00
1841	Forance, Thomas E.	3,166.58	6,016.51	949.97			4,367.70		3,166.58			2,000.00	675.00
1839	Arena, Jr., James V.	3,166.58	2,533.27	949.97			4,367.70		1,899.95			2,000.00	675.00
1948	Custodio, Kenneth	3,166.58	2,533.27	949.97			4,367.70		1,899.95			2,000.00	675.00
1983	Conlon, Michael E.	3,166.58		949.97			4,367.70					2,000.00	675.00
2779	Mahoney, Jr., Walter D.	3,166.58	2,533.27	949.97			4,367.70		3,166.58			2,000.00	675.00
2811	Mathews, Daniel A.	3,166.58	6,016.51	949.97			4,367.70		1,899.95			2,000.00	675.00
3136	Smith, James J.	2,533.27	2,533.27	949.97			4,367.70		1,899.95			2,000.00	675.00
3802	Levey, Jr., Kenneth E.	1,899.95	8,549.77	949.97			4,367.70					2,000.00	675.00
41023	Ward, Edward E.	1,899.95	2,533.27	949.97			4,367.70					2,000.00	675.00
41425	Downing, Ronald A.	1,266.63	6,016.51	949.97			4,367.70		1,899.95			2,000.00	675.00
41604	Austin, John J.	1,266.63	2,533.27	949.97			4,367.70		3,166.58			2,000.00	675.00
41606	Crisafulli, Jr., Samuel S.	1,266.63	8,549.77	949.97			4,367.70		1,899.95			2,000.00	675.00
41612	Shearley, Richard F.	1,266.63	8,549.77	949.97			4,367.70		1,899.95			2,000.00	675.00
41794	Norris, Kerri L.	1,266.63	8,549.77	949.97			4,367.70		1,899.95			2,000.00	675.00
		Supervisory Additional Compensation										**319,641.96**	
Operational													
2140	Arena-Myers, Donna M.	2,250.00							500.00				
43683	Arsenault, Dianne C.												
1840	Doucette, Gary	2,777.69		833.31			3,831.30					2,000.00	625
2185	Melchiorri, Rockey	2,777.69	2,222.15	833.31			3,831.30					2,000.00	625
2412	Spencer, Thomas G.	2,777.69	5,277.62	833.31			3,831.30					2,000.00	625
2693	Wedgeworth, Johnny J.	2,777.69	2,222.15	833.31			3,831.30					2,000.00	625
2780	Perryman, Michael B.	2,777.69	2,222.15	833.31			3,831.30					2,000.00	625
2778	Hartwell, Daniel F.	2,777.69	5,277.62	833.31			3,831.30		1,666.62			2,000.00	625
2808	Haigis, Michael T.	2,777.69	5,277.62	833.31			3,831.30					2,000.00	625
2809	Headley, Grantley A.	2,777.69	2,222.15	833.31			3,831.30					2,000.00	625
2810	Hladick, Martin S.	2,777.69	2,222.15	833.31			3,831.30					2,000.00	625
2990	Black, Jr., [illegible]	1,549.55	1,549.55	581.08			3,831.30					2,000.00	625

A	B	J	K	L	M	N	O	P	Q	S	S	U	S
		Additional Compensation											
Emp #	Name	Longevity	EMS pay	Water Rescue	Fire Prevention	Stipends/ Stby Para. Coor.	Holiday Pay	In-Service Training pay	Education Incentive Pay	Standby Pay	Other	Education Reimburse.	Clothing Allowance
2990	Black, James L.	840.76	672.61	252.23									
2989	Alberghini, William P.	1,549.55	1,549.55	581.08			3,831.30		1,162.16			2,000.00	625
2989	Alberghini, William P.	840.76	672.61	252.23					504.45				
3137	Sticka, William T.	1,549.55	1,549.55	581.08			3,831.30					2,000.00	625
3137	Sticka, William T.	840.76	672.61	252.23									
3501	Quilty, Michael J.	2,222.15	5,277.62	833.31			3,831.30		2,777.69			2,000.00	625
3502	Arena, Stephen L.	2,222.15	2,222.15	833.31			3,831.30					2,000.00	625
3504	Biagi, Jr., Ronald	2,222.15	2,222.15	833.31			3,831.30		1,666.62			2,000.00	625
3506	Adams, Richard C.	2,222.15	2,222.15	833.31			3,831.30					2,000.00	625
3559	Herring, John F.	370.36	5,277.62	833.31			3,831.30		1,666.62			2,000.00	625
3559	Herring, John F.	1,728.34											
3558	Collins, Christopher P.	370.36	5,277.62	833.31			3,831.30		2,777.69			2,000.00	625
3558	Collins, Christopher P.	1,728.34											
3557	Hladick, Andrew	370.36	2,222.15	833.31			3,831.30					2,000.00	625
3557	Hladick, Andrew	1,728.34											
3802	Reynolds, Thomas G.	1,666.62	5,277.62	833.31			3,831.30					2,000.00	625
3972	Forrest, Barry A.	1,666.62	5,277.62	833.31			3,831.30		1,666.62			2,000.00	625
41174	Magliozzi, Robert J.	1,666.62	7,499.77	833.31		2,007.61	3,831.30					2,000.00	625
3021	Slattery, Joseph T.	1,983.76	1,983.76	743.91			3,831.30					2,000.00	625
3021	Slattery, Joseph T.	297.99	238.39	89.40									
3749	Farquharson, Douglas	1,666.62	5,277.62	833.31			3,831.30					2,000.00	625
41603	Smith, Scott A.	1,111.08	2,222.15	833.31			3,831.30		5,555.39			2,000.00	625
41601	Curley, John L.	1,111.08	2,222.15	833.31			3,831.30					2,000.00	625
41605	Kelley, Timothy P.	1,111.08	2,222.15	833.31			3,831.30		1,666.62			2,000.00	625
41602	Mortarelli, Joseph M.	1,111.08	2,222.15	833.31			3,831.30		1,666.62			2,000.00	625
41608	Topham, Thomas W.	1,111.08	7,499.77	833.31			3,831.30		1,666.62			2,000.00	625
41610	Wozny, Christopher	1,111.08	7,499.77	833.31			3,831.30		1,666.62			2,000.00	625
41611	Lee, Glynnis	1,111.08	7,499.77	833.31			3,831.30		1,666.62			2,000.00	625
42285	DiCicco, David T.		936.54	351.20			3,831.30		1,666.62			.	625
42285	DiCicco, David T.	642.81	1,285.61	482.11									
42288	Mabardy, Nicholas D.		936.54	351.20			3,831.30		4,444.31			2,000.00	625
42288	Mabardy, Nicholas D.	642.81	1,285.61	482.11									
42459	Caruso, Anthony M.		7,499.77	833.31			3,831.30					2,000.00	625
42630	Babineau, Kelly		7,499.77	833.31			3,831.30					2,000.00	625
42743	Chamberlain, Ian		2,222.15	833.31			3,831.30		1,666.62			2,000.00	625
6666	Linton, Brian	1,111.08	2,222.15	833.31			3,831.30		1,666.62			2,000.00	625
42891	Ferrari, Adam		7,499.77	833.31			3,831.30					2,000.00	625
42892	Sansossio, Ciro R.		7,499.77	833.31			3,831.30		5,555.39			2,000.00	625
42997	Corliss, Brett M.		2,222.15	833.31			3,831.30					2,000.00	625
43164	Mullen, Matthew		7,499.77	833.31			3,831.30					2,000.00	625
43189	Dangelo, Kevin		7,499.77	833.31			3,831.30		1,666.62			2,000.00	625
43188	Balcom, Andrew		7,499.77	833.31			3,831.30					2,000.00	625
43204	Williamson, Eric		7,499.77	833.31			3,831.30		1,666.62			2,000.00	625
42340	D'Innocenzo, Matthew		7,499.77	833.31			3,831.30					2,000.00	625
43522	Weitsen, II, Richard		7,499.77	833.31			3,831.30		2,777.69			2,000.00	625
44029	Mix, Christopher J.		1,950.80	216.76			857.25					2,000.00	625
44029	Mix, Christopher J.		3,604.77	400.53			2,672.33						

A	B	J	K	L	M	N	O	P	Q	S	S	U	S
		Additional Compensation											
Emp #	**Name**	**Longevity**	**EMS pay**	**Water Rescue**	**Fire Prevention**	**Stipends/ Stby Para. Coor.**	**Holiday Pay**	**In-Service Training pay**	**Education Incentive Pay**	**Standby Pay**	**Other**	**Education Reimburse.**	**Clothing Allowance**
44029	Mix, Christopher J.		1,666.62	185.18									
44307	Mellor, Justin P.		1,927.52	214.17			1,647.45					2,000.00	625
44307	Mellor, Justin P.		3,343.28	371.48			857.25						
44307	Mellor, Justin P.		1,416.33	157.37									
44377	Donovan, Joshua R.		721.53	80.17			1,714.50					2,000.00	625
44377	Donovan, Joshua R.		3,660.23	406.69			1,781.55						
44377	Donovan, Joshua R.		2,930.94	325.66									
44378	Latawiec, Wojciech		721.53	80.17			1,714.50					2,000.00	625
44378	Latawiec, Wojciech		3,660.23	406.69			1,781.55						
44378	Latawiec, Wojciech		2,930.94	325.66									
44400	Lamme, Daniel R.		1,255.99	139.55			1,714.50					2,000.00	625
44400	Lamme, Daniel R.		3,660.23	406.69			1,781.55						
44400	Lamme, Daniel R.		2,356.25	261.81									
44654	Stevenson, Robert H.		2,383.55	264.84			1,513.37					2,000.00	625
44654	Stevenson, Robert H.		3,034.40	337.16			1,580.42						
44654	Stevenson, Robert H.		691.93	76.88									
44656	Cantor, Eric A.		2,383.55	264.84			1,513.37					2,000.00	625
44656	Cantor, Eric A.		3,034.40	337.16			1,580.42						
44656	Cantor, Eric A.		691.93	76.88									
44655	Salvucci, Michael A.		2,383.55	264.84			1,513.37		882.80			2,000.00	625
44655	Salvucci, Michael A.		3,034.40	337.16			1,580.42		1,123.85				
44655	Salvucci, Michael A.		691.93	76.88					256.27				
60004	vacancy		2,905.67	264.84			1,513.37					2,000.00	625
60004	vacancy		3,129.23	337.16			1,580.42						
60004	vacancy		24.71	76.88									
60005	vacancy		2,905.67	264.84			1,513.37					2,000.00	625
60005	vacancy		3,129.23	337.16			1,580.42						
60005	vacancy		24.71	76.88									
		Operational Additional Compensation										**753,960.31**	
Technical & Supervisory													
2459	Franciose, Jr., Rocco	3,483.23	2,786.58	1,044.97	2,088.00	5,019.55	4,804.45		2,089.94			2,000.00	675
41260	Rothman, Eugene I.	1,067.66	9,404.71	1,044.97		2,088.00	4,804.45		3,483.23			2,000.00	675
41260	Rothman, Eugene I.	488.45											
42460	Quigley-Boyla, Tanya M.		7,499.77	833.31	2,088.00		3,831.30		1,666.62			2,000.00	625
2223	VanTassel, Gordon D.	3,483.23	2,786.58			2,088.00	1,868.40		3,483.23			2,000.00	625
		Technical & Supervisory Additional Compensation										**81,326.62**	

Total Salaries	**5,235,889.43**
FLSA Costs (Estimated)	**42,000.00**
Total Additional Compensation	**1,277,119.00**
Total Overtime	**687,500.00**
Total Personnel Services	**7,242,508.42**

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Section V:
Public Works

DPW Administration	V.7
DPW Building Maintenance	V.13
DPW Energy	V.17
DPW Engineering	V.19
DPW Equipment Maintenance	V.25
DPW Highway/Sanitation	V.31
DPW Land, Forestry & Natural Resources	V.39

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Town of Natick

Home of Champions

Department: Public Works

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Personnel Services	$ 3,002,073	$ 3,030,673	$ 2,989,561	$ 3,196,511	$ 206,950	6.92%
Expenses	$ 2,252,324	$ 2,679,338	$ 2,717,674	$ 2,275,157	$ (442,517)	-16.28%
Energy	$ 1,323,892	$ 1,342,239	$ 1,536,848	$ 1,509,448	$ (27,400)	-1.78%
Snow & Ice	$ 867,663	$ 299,508	$ 150,000	$ 150,000	$ -	0.00%
Total Public Works	$ 7,445,952	$ 7,351,758	$ 7,394,083	$ 7,131,116	$ (262,967)	-3.56%

Mission:

The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, buildings, equipment, and recreational facilities of the Town and be ready and available to provide immediate and professional response to emergency situations.

The Department will provide safe and adequate drinking water, and water for fire protection by maintaining and improving the water treatment plant, wells and water mains throughout town.

The Department will also provide dependable and reliable trash collection and recycling services to the residents of the Town.

The Department will assist, support and cooperate with other Town departments, boards and commissions as well as other municipalities, State and Federal agencies in all relevant activities that promote and benefit the Town and the quality of life for the citizens of the Town.

Goals:

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

Town of Natick

Home of Champions

Department: Public Works

Budget Overview:

I. Main Purpose of the Department

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

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

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

II. Recent Developments

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

III. Current Challenges

• Find ways to maximize the training opportunities as costs increase.
• Maintain a high level of customer service to all residents.
• Use available technology to improve day to day efficiency and operations.

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

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

Town of Natick

Home of Champions

Department: Public Works

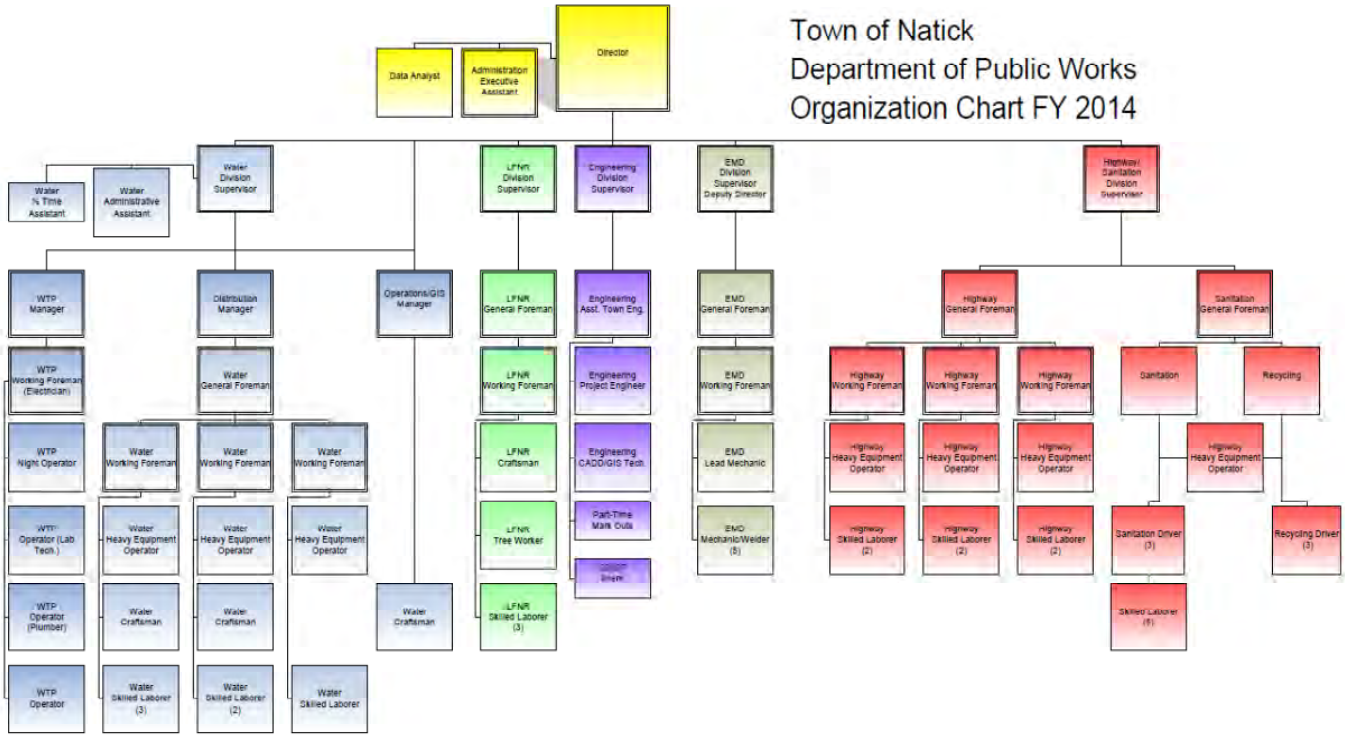
Staffing by Division (General Fund)	2010	2011	2012	2013	2014
Administration	3.5	2.5	3	3	3
Building Maintenance	7	7	7	0	0
Municipal Energy	0	0	0	0	0
Engineering	5	5	4.75	4.75	5.1
Equipment Maintenance	9	9	9	9	9
Highway & Sanitation	23	23	23	24	27
Land, Facilities & Natural Resources	7	7	7	7	7
Total FTE	**54.5**	**53.5**	**53.75**	**47.75**	**51.1**
Total FT/PT	**54 FT/1.5 PT**	**53 FT/1.5 PT**	**53 FT/3 PT**	**47 FT/3 PT**	**50 FT/ 5 PT**

Notes

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

Staffing for Municipal Energy is provided through the Administration Division

Organizational Chart



Town of Natick

Home of Champions

Department: Public Works

Budget Detail Summary	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	2013 vs. 2014 %
Personnel Services						
Administration	$ 169,805	$ 228,058	$ 242,286	$ 252,050	$ 9,764	4.03%
Building Maintenance	$ 387,253	$ 291,950	$ -	$ -	$ -	#DIV/0!
Engineering	$ 362,039	$ 367,073	$ 392,853	$ 412,147	$ 19,294	4.91%
Equipment Maintenance	$ 452,740	$ 443,184	$ 515,339	$ 523,699	$ 8,360	1.62%
Highway & Sanitation	$ 1,208,871	$ 1,291,344	$ 1,372,769	$ 1,536,333	$ 163,564	11.91%
Land, Facilities & Natural Resources	$ 421,365	$ 409,064	$ 466,314	$ 472,282	$ 5,968	1.28%
Personnel Services	**$ 3,002,073**	**$ 3,030,673**	**$ 2,989,561**	**$ 3,196,511**	$ 206,950	6.92%
Expenses						
Administration	$ 33,773	$ 39,809	$ 43,490	$ 47,985	$ 4,495	10.34%
Building Maintenance	$ 449,375	$ 382,464	$ 360,150	$ 358,400	$ (1,750)	-0.49%
Engineering	$ 36,425	$ 108,723	$ 100,400	$ 100,550	$ 150	0.15%
Equipment Maintenance	$ 267,014	$ 262,713	$ 269,889	$ 298,042	$ 28,153	10.43%
Surplus Equipment	$ -	$ 4,950	$ 5,000	$ 5,000	$ -	0.00%
Highway & Sanitation	$ 190,468	$ 399,097	$ 388,900	$ 431,650	$ 42,750	10.99%
Other - Charges & Expenditures	$ 1,127,880	$ 1,246,111	$ 1,311,800	$ 774,919	$ (536,881)	-40.93%
Land, Facilities & Natural Resources	$ 147,390	$ 235,471	$ 238,045	$ 258,611	$ 20,566	8.64%
Expenses	**$ 2,252,324**	**$ 2,679,338**	**$ 2,717,674**	**$ 2,275,157**	**$ (442,517)**	**-16.28%**
Energy						
Purchase of Services	$ 1,323,014	$ 1,341,514	$ 1,535,348	$ 1,507,948	$ (27,400)	-1.78%
Other Charges	$ 878	$ 725	$ 1,500	$ 1,500	$ -	0.00%
Municipal Energy	**$ 1,323,892**	**$ 1,342,239**	**$ 1,536,848**	**$ 1,509,448**	$ (27,400)	-1.78%
Snow & Ice						
Snow & Ice Charges	$ 867,663	$ 299,508	$ 150,000	$ 150,000	$ -	0.00%
Snow & Ice	**$ 867,663**	**$ 299,508**	**$ 150,000**	**$ 150,000**	$ -	0.00%
Total Public Works	**$ 7,445,952**	**$ 7,351,758**	**$ 7,394,083**	**$ 7,131,116**	**$ (262,967)**	**-3.56%**

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

Town of Natick

Home of Champions

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

Appropriation Summary

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

Mission:

The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, buildings, equipment, and recreational facilities of the Town and be ready and available to provide immediate and professional response to emergency situations.

The Department will provide safe and adequate drinking water, and water for fire protection by maintaining and improving the water treatment plant, wells and water mains throughout town.

The Department will also provide dependable and reliable trash collection and recycling services to the residents of the Town.

The Department will assist, support and cooperate with other Town departments, boards and commissions as well as other municipalities, State and Federal agencies in all relevant activities that promote and benefit the Town and the quality of life for the citizens of the Town.

Goals:

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

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

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

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

Town of Natick

Home of Champions

Department: Public Works

Budget Overview:

I. Main Purpose of the Department

The Administration Division provides all of the supervision, administration, administrative support and clerical services to the department. Office staff assists residents with questions or concerns relating to rubbish collection, recycling, highway maintenance, land facilities, street lights, snow removal, and water or sewer service. The staff is also responsible for:

- weekly payroll and updating/monitoring vacation, sick leave and personal days;
- preparing and processing over 3000 purchase orders and invoices;
- handling all emergency and storm-related inquiries;
- development and preparation of the annual budget;
- monitoring the budget on a monthly basis;
- working with the Procurement Officer in preparation and review of all bids and construction contracts;
- collecting fees from street openings, water and sewer permits, bulk pick-up, maps, and recycling;
- scheduling final water readings, high water bill inspections, irrigation meter appointments; and
- reporting street light outages to the contractor, and monitoring maintenance and outage reports.

II. Recent Developments

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

III. Current Challenges

- Find ways to maximize the training opportunities as costs increase.
- Maintain a high level of customer service to all residents.
- Use available technology to improve day to day efficiency and operations.

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

- Implementation of in-house recycling.
- The Department of Public Works will continue look for ways to improve efficiency and maintain level services.
- Continue to monitor the department's energy conservation measures.
- Continue to review the Fee Structure for all of the department's services.

Town of Natick

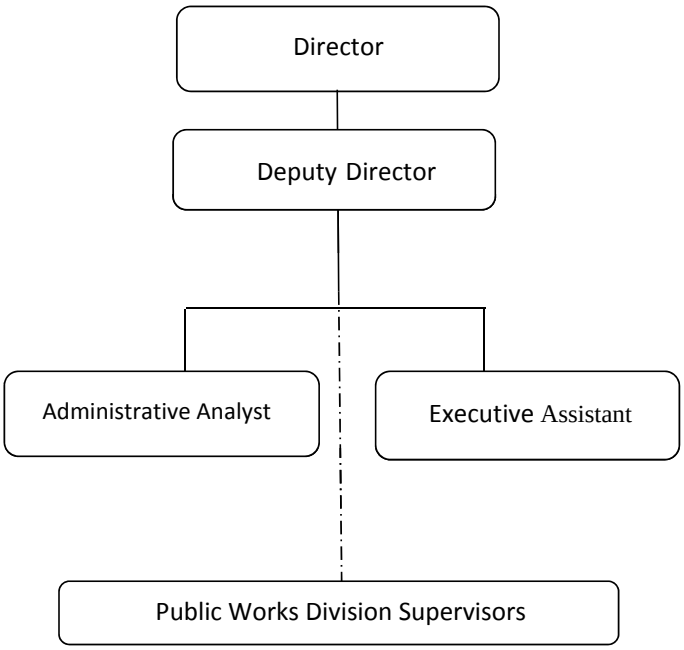
Home of Champions

Department: Public Works

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

Notes

Organizational Chart



Note:

For Division Supervisors and their employees, please refer to other Division budgets.
Deputy Director is also the Equipment Maintenance Supervisor and can be found budgeted under Equipment Maintenance

Town of Natick

Home of Champions

Department: Public Works

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

Town of Natick

Home of Champions

Department: Public Works Division: Administration Line-Item Detail

Narrative:

Personnel Services:

Salaries: Management: Salary to fund the Director of Public Works position.
Salaries: Supervisory: Previously Funded the Business Manager Position. The position was eliminated in FY2012.
Salaries: Operational Staff: Salaries to fund the positions of Executive Assistant and a Data Analyst for Public Works.
Temporary Operational Staff: Salary to fund part time summer interns to cover the staff vacations and peak volume.
Supervisory Additional Compensation: This fund was eliminated in FY 2012. This fund was for the education incentive stipends and service award.
Operational Staff Additional Compensation: This fund is for longevity per union contract.
Fair Labor Standards Act (FLSA) Salaries: This fund is for the additional compensation for overtime to employees who have longevity.

Purchase of Services:

Repairs/Maintenance Equipment: This fund is used to repair and/or replace the office equipment, including printers and time clock.
Communications Telephone: This fund is used to fund the department's pagers, cellular telephones and the public works portion of the Town telephone system.
Postage: This fund is used to fund the department's mailing costs.
Purchased Service Miscellaneous: This fund is for professional memberships to various organizations.
Communication Print and Advertising: This fund is used to fund newspaper advertisements for bid specifications, legal and public notices.

Technical & Professional Services:

Training and Education: This fund provides the staff with training via seminars and conferences. The retirement of senior staff will require additional training for their replacements. The increase in training for FY 2014 is aimed at assisting Equipment Maintenance in light of recent retirements.
Compliance Inspection & Training: This fund is for the required compliance inspection and testing of oil/water separators. Stage II gas pump, above ground tanks, safety inspection of the overhead equipment, bucket trucks and the fire suppression system at the fuel depot.
Licenses: This fund is for the reimbursement to the employees for license renewals required to operate department equipment (CDL, Hoisting, etc).

Supplies:

Office Supplies and Stationery: This fund is used to fund all of the office supplies, paper, purchase orders, time cards, etc. for all DPW Divisions.
GIS Supplies: This fund is used to provide the position of the GIS Division serving other Town Departments including training, office supplies, computer hardware/software, consultants and software licenses.

Other Supplies:

Supplies Protective Clothing: This fund is used to provide the employees with seasonal safety clothing including rain gear, safety vests, gloves, jackets, sweatshirts and shirts.

Town of Natick

Personnel Staffing Sheets

Department DPW Administration

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
											[(K-I)/D]		[(I+L)*M]				[N thru Q]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Step	Begin Step Amt.	Step	End Step Amt.	Pro-Rata Step	COLA	End Step	LGY	EDU	Other Comp.	Total FY 2014
Department		**DPW Administration**				**Munis Dept. #**			**41**				(@ 52 weeks)				(@ 52.2 weeks)
Salaries Management Staff						**MUNIS Code**			**5111**								
3853	Chenard	William	11/28/2007	1.0	Director	Pers. Bd.	G5-2	118,274	G5-2	118,274	0	0%	118,274				118,720
Total Salaries - Management Staff				**1.0**													**118,720**
Salaries Operational Staff						**MUNIS Code**			**5113**								
44177	Mui	Nelson	7/5/2011	1.0	Admin. Analyst	Pers. Bd.	G2-0	50,530	G2-0	50,530	0	0%	50,530				50,724
2041	Arena Blair	Cheryl	10/3/1983	1.0	Exec. Asst.	Clerical 1116	B6-4	49,742	B6-4	49,742	0	2%	50,737	2,250			53,182
Total Salaries - Operational Staff				**2.0**													**103,907**
																	101,657
Salaries Part Time Operational						**MUNIS Code**			**5123**								
	Temporary Help				Interns	Base	H3	12,106		12,106	0	0%	12,106				12,106
Salaries Temporary Operational																	**12,106**
Overtime																	**9,367**
FLSA Salaries (for entire Public Works Department)																	**7,950**
Total Salaries - DPW Administration				**3.00**													**252,050**

Key:

Per. Bd. - Personnel Board; 1116 - Clerical Union - Local 1116; COLA - Cost of Living Adjustment

Town of Natick

Home of Champions

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

Appropriation Summary

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

Mission:

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

Goals:

- Develop realistic budgets on maintaining all town assets while striving to achieve level funded guidelines.
- Continue to protect and preserve the levels of cleanliness and service as expected by the general public and employees.
- Explore renewable energy sources.

Town of Natick

Home of Champions

Department: Public Works

Budget Overview:

I. Main Purpose of the Department

The Building Maintenance Division is responsible for the Department of Public Works facility, Town Hall, Library, Police Station, all Fire Stations, Senior Center/Court House, Cole Recreation, Camp Arrowhead, Dug Pond / Memorial Beach, Camp Mary Bunker, the West Suburban Skate Arena, and the former East and Eliot Schools. In order to provide custodial services during the operating hours at each building, the division subcontracts a custodian service. The division utilizes a computerized management system to generate work orders, prepare accurate reports and project workloads. A computerized HVAC system allows the division to monitor and control the temperature and other HVAC functions of the buildings. In addition to routine custodial and maintenance activities for all of the buildings, the division is responsible for all of the service repair and maintenance of the fire alarms, security alarms and HVAC equipment. The division subcontracts all plumbing repairs and maintenance.

II. Recent Developments

• Combination of the School and Town Building Mantenance.
• Performed extensive interior painting at Cole Rec. Ctr., Police Station, D.P.W., and Morse Library.
• Utilized the inmates to police up trash on neighborhood streets town wide.
• The inmates also performed landscaping assignment at all town bldgs, painted the interior of the bldg located 90 Oak Street in preparation for the temporary home of the Senior Center, worked at the Bacon Free Library performing landscaping assignments and re-painted the wrought iron fencing that surrounds the entire property.
• During the month of March we spent three to four weeks pumping out the lower level of the Eliot School building located at 5 Auburn Street for the flooding conditions that occurred. The water soaked walls were removed and repainted and all lower level class rooms were restored to new condition.
• Under capital improvements all steam traps and rotted condensate return lines were removed at both 5 Auburn Street and 90 Oak Street.
• The town common gazebo was repaired and new cedar railings were installed with more to follow this spring.
• Installed two new energy efficient Lochinvar condensing boilers at the Police Station and also at Town Hall
• Installed new energy efficient Liebert A/C units for the IT server rooms located at the Town Hall and Police

III. Current Challenges

• Purchase green products that are environmentally friendly.
• Provide a safe, clean environment for all employees and general public in all buildings yet maintaining budget constraints.
• Constantly strive to find ways to improve efficiency in maintaining the different town buildings.

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

Find innovative ways to 'do more with less' and maintain the original established standards.
With the budget constraints many tasks continue to get postponed.

V. On the Horizon

• Perform exterior painting of the East School.
• Replace the roof at the Highway Garage of the DPW.

Town of Natick

Home of Champions

Department: Public Works

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

Notes

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

Performance Indicators

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

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

Town of Natick

Home of Champions

Department: Public Works

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

Line-Item Detail

Personnel Services:
Included in the Facility Maintenance Budget.

Purchase of Services:
Repairs and Maintenance Facilities: This fund is for parts, labor for replacement of broken or worn out equipment, quarterly fire alarm testing and repairs, police station repairs, emergency light testing and repairs, H.V.A.C. repairs and boiler repairs.
Repairs and Maintenance Eliot School: This fund is for parts, labor for replacement of broken or worn out equipment, quarterly fire alarm testing and repairs, emergency light testing and repairs, H.V.A.C. repairs and general maintenance. The new lease transfers the cost of utilities to the lessee.
Repairs and Maintenance to Elevators: This fund is for the elevators and lifts located at the Police Station, Fire Station, Town Hall, Cole Recreation Center, and the Morse Library including monthly maintenance and repairs and annual state inspection.

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

Technical & Professional Services:
Contractual Services – Custodian: This fund is for the cleaning, set-ups and maintenance of the Senior Center, Fire Station, Police Station, Morse Library, Town Hall and Public Works complex by the outside contractor. Included in the Facility maintenance Budget.

Other Supplies:
Custodial Supplies: This fund is for all cleaning supplies used on a daily routine of cleaning and maintaining all of the Town buildings.

Town of Natick

Home of Champions

Department: Public Works	Division: Municipal Energy

Appropriation Summary

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

Mission:

Provide affordable energy resources while maximizing conservation.

Goals:

Continue to review energy prices and long term contract options.
Work with all Town Departments to improve energy conservation.
Look for grants and alternative revenue to purchase products that reduce emissions and energy use.

Staffing:

No Staff are paid directly out of the energy budget.

Budget Overview:

I. Main Purpose of the Department

The Municipal Energy Division of the Department of Public Works was first implemented for the FY2008 Budget. This allows for energy cost monitoring for the Town of Natick. These costs consist of electricity, heating fuel oil, natural gas, diesel, unleaded gasoline, all metered traffic and school signals, public safety spotlights, town clocks, street lights and holiday lights.

II. Recent Developments

Extended our electricity supply contract with TransCanada
Implementation of a comprehensive energy audit throughout the town.

III. Current Challenges

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

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

Implementing the LED street light program.

V. On the Horizon

Continue to search for alternative energy sources and vehicles.

Town of Natick

Home of Champions

Department: Public Works

Performance Indicators

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

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

Budget Detail:	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs 2014 $ (+ / -)	% (+ / -)
Street Lighting						
Street Lighting Expenses	$ 178,703	$ 168,796	$ 217,500	$ 152,400	$ (65,100.00)	-29.93%
Contractual Services	$ 47,020	$ 61,786	$ 56,700	$ 54,600	$ (2,100.00)	-3.70%
Buildings						
Bldg Maint - Utilities: Electric	$ 512,571	$ 524,022	$ 608,198	$ 568,610	$ (39,588.00)	-6.51%
Recreation - Utilities Electric	$ -	$ 515	$ 4,200	$ 4,200	$ -	0.00%
Highway - Utilities Electric	$ -	$ -	$ 7,000	$ 7,000	$ -	0.00%
Bldg Maint - Utilities: Fuel Oil & Nat. Gas	$ 164,027	$ 102,061	$ 173,600	$ 155,391	$ (18,209.00)	-10.49%
Vehicles						
Eqp Maint - Vehicular Supplies: Gasoline	$ 420,693	$ 484,334	$ 468,150	$ 565,747	$ 97,597.00	20.85%
Purchase of Services	**$ 1,323,014**	**$ 1,341,514**	**$ 1,535,348**	**$ 1,507,948**	**$ (27,400)**	**-1.78%**
Holiday Lighting	$ 878	$ 725	$ 1,500	$ 1,500	$ -	0.00%
Other Supplies	**$ 878**	**$ 725**	**$ 1,500**	**$ 1,500**	**$ -**	**0.00%**
Total DPW Energy	**$ 1,323,892**	**$ 1,342,239**	**$ 1,536,848**	**$ 1,509,448**	**$ (27,400)**	**-1.78%**

Line-Item Detail:

Purchase of Services:

Street Lighting Expenses - This line item pays the energy and hardware costs for all street and traffic lights. There is a cost decrease for electricity due to more efficient light emitting diode (LED) lamps.

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

Bldg Maint - Utilities - This item pays the cost of electricity at town owned buildings accept those detailed below. The addition of the Community Senior Center is the primary reason for the price increase.

Recreation - Utilities - This item pays the cost of electricity for the fields at the Cole Recreation Center.

Highway - Utilities - This item pays the cost of electricity for the buildings at the recycling center and the Oak Street storage facility.

Bldg Maint - Utilities: Fuel Oil & Natural Gas - This item pays for the natural gas or fuel oil for hot water and heat at town buildings . Current natural gas prices are down.

Eqp Maint - Vehicular Supplies: Gasoline - This item pays the cost of all fuel used in town vehicles. This includes unleaded fuel 87 octane, ultra low sulfur diesel , and propane gas.

Holiday Lighting - This item pays the costs associated with holiday lighting. The increase is due to the loss of donates to fund the lights .

Town of Natick

Home of Champions

Department: Public Works | **Division: Engineering**

Appropriation Summary

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

Mission:

The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, buildings, equipment, and recreational facilities of the Town and be ready and available to provide immediate and professional response to emergency situations.

The Department will provide safe and adequate drinking water, and water for fire protection by maintaining and improving the water treatment plant, wells and water mains throughout town.

The Department will also provide dependable and reliable trash collection and recycling services to the residents of the Town.

The Department will assist, support and cooperate with other Town departments, boards and commissions as well as other municipalities, State and Federal agencies in all relevant activities that promote and benefit the Town and the quality of life for the citizens of the Town.

Goals:

- Scan archived development plans (paper copies) and link the digital copy to various GIS Coverages.
- Work with all Town Departments to improve the coordination and mitigation of the impacts to Town services for all current and future development projects.
- Working in conjunction with Community Development/Building Inspector create a driveway Curb Cut Policy.

Town of Natick

Home of Champions

Department: Public Works

Budget Overview:

Main Purpose of the Department

The Engineering Division responds to all inquiries by the public, and provides support to other divisions in Public Works and other departments through the Town. This Division:
- reviews subdivision/site plans for the Planning Board
- reviews development and aquifer protection plans for the Zoning Board of Appeals, and as requested by the Conservation Commission
- inspects developer's work to assure compliance with the approved plans
- recommends bond amounts to protect the Town should a developer not complete their obligations
- updates various Town maps and all Town as-built utility plans/records
- prepares easement plans and documents for Town utility easements
- prepares construction plans, specifications, documents , and provides construction management for various Town construction projects
- conducts field surveys to determine locations of all water, sewer, and drain lines
- manages the Town's Street Opening Policy, and issuance of all sewer & water permits
- ensures trench permits are issued for DPW related trench excavations
- work with the Building Department regarding the issuance of Certificates of Occupancy
- manages Storm Water Management Plan
- manages Town Pavement Management Plan
- ensures Town compliance with DCR's Office of Dam Safety requirements for the Charles River Dam and Jennings Pond Dam.
-The Division utilizes computers, GPS and traditional surveying equipment, data collectors, plotters, scanners, Civil 3D design and drafting software, GIS software, and various other software packages to perform these functions.

Recent Developments
- Complete all unfinished work for the Walnut Hill Estates and Waterview Subdivisions due to non-performance of the developer.
- Provide project coordination for town wide sidewalk condition survey.
- Provide DPW coordination for the State reconstruction project for Route 27, Oak Street/Route 9 Intersection, and the Route 27/Route 9 Interchange.
- Continue to coordinate the utility and roadway mitigation projects required by the MathWorks expansion, Chrysler Road Apartments, and FedEx development.
- Prepare and manage the construction contract for Chapter 90 Roadway Improvements for 2012, and completed Roadway & Drainage Improvements Contract for Oak Street.
- Completed street acceptance process for Karen Lane and Katie Path.

III. Current Challenges
- Work with MassDOT to expedite Marion Street bridge replacement, and provide Town project coordination.
- Design and permit Roadway & Drainage Improvements Plans for Cottage Street and Pine Street.
- Continue to achieve the stated goals in the Town's Storm Water Management Plan . As required by law, apply for a new MS4 General Permit through the EPA which will require the Town to create a new 5 year Stormwater Management Program with an increased effort in illicit discharge detection; water quality monitoring; and requirements to implement low impact development standards.
- Complete street acceptance process for Main Street. Work with Natick Center Associates and Main Street property owners to address discrepancies between layout and right of way.
- Address drainage problems in the Willow Street and Middle Street areas.
- Re-rate all the road conditions in the Pavement Management Plan.

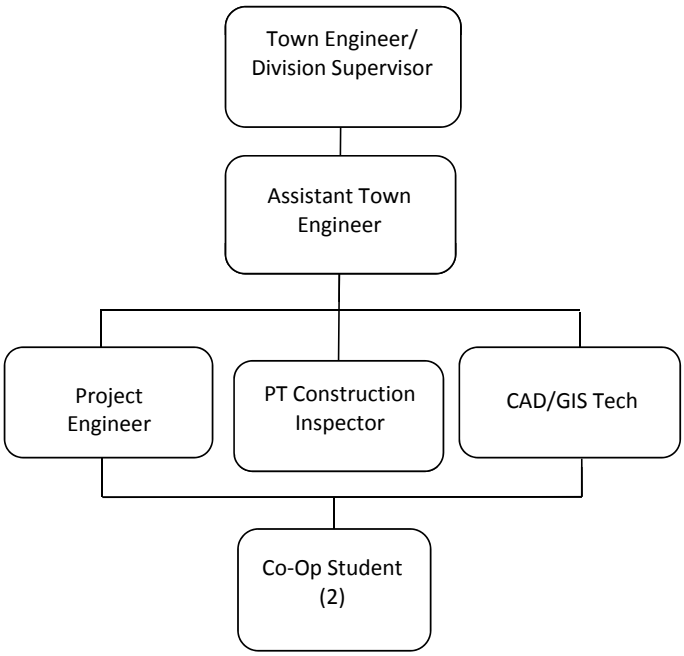
Town of Natick

Home of Champions

Department: Public Works Division: Engineering

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

Organizational Chart



Performance Indicators

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

** Chapter 90 funded work, and roadway improvements approved as part of the Capital Plan.*

*** Estimated figures.*

Town of Natick

Home of Champions

Department: Public Works

Budget Detail:

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

Line-Item Detail:

Personnel Services:

Supervisory & Operational Staff: Staff salaries for the daily operation of the Engineering Division. Personnel include the Town Engineer, Assistant Town Engineer, Project Engineer, CAD/GIS Technician, PT Co-Op, PT Construction Inspector.
Supervisory Staff Additional Compensation: Contractual obligations for continuing education and performance.

Purchase of Services:

Repairs & Maintenance Equipment: Repair and yearly service contract costs for engineering plotters, copy machines, survey equipment, and misc. office equipment.
Licenses, Dues & Training: Massachusetts Professional Engineers fee, yearly dues and memberships to various engineering organizations, and costs for miscellaneous seminars & employee training.

Technical & Professional Services:

Consulting Engineering: Costs for outside survey services in connection with preparing easement plans, and misc. engineering design software training. Phase I inspections for the Charles River and Jennings Pond Dam as required by DCR's Office of Dam Safety. Also, preparation and recording costs associated with street acceptance plans and documents.
Stormwater Management Plan: Costs to implement & complete stated goals for the Stormwater Management Plan. EPA unfunded mandate.

Other Supplies:

Engineering Supplies: Misc. costs office supplies including specialty paper for plotters, printers, and engineering copy machine. Costs for survey supplies such as stakes, measuring tapes, and marking paints, etc..

Town of Natick **Personnel Staffing Sheets**

Department Public Works - Engineering

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
											[(K-I)/D]		[(I+L)*M]				[N thru Q]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	LGY	EDU	Other Comp.	Total FY 2014
Department		**Public Works - Engineering**				**Munis Dept. #**			**42**				(@ 52 weeks)				(@ 52.2 weeks)
Salaries Supervisory Staff						**MUNIS Code**			**5112**								
40086	COVIELLO	MARK	05/05/97	1.0	DIV SUPVSR	SUPER/ADM	C2-5	98,670.42	C2-5	98,670.42	0	2%	100,644	0	5,500	1,500	108,135
Total Salaries - Supervisory Staff				1.0											**5,500**	**1,500**	**108,135**
																7,000	101,135
Salaries Technical/Professional Staff						**MUNIS Code**			**5113**								
42644	DIGIACOMO	JOHN	02/16/2005	1.0	ASST TWN ENGINEER	SUPER/ADM	C1-5	89,337.25	C1-5	89,337.25	0	2%	91,124	0	7,300	1,500	100,274
42456	HANSEN	JEFFREY	08/23/2006	1.0	PROJ ENGNR	SUPER/ADM	C8-2	66,991.81	C8-2	66,991.81	0	2%	68,332	0	5,500	1,500	75,594
3739	ALCOCK	BRIAN	09/19/1994	1.0	CAD/GIS TECH	SUPER/ADM	C10-2	56,257.34	C10-2	56,257.34	0	2%	57,382	0	4,500	1,500	63,603
Total Salaries - Technical/Professional Staff				3.0											**17,300**	**4,500**	**239,472**
																21,800	**217,672**
PT Operational																	
Co-op Student				0.4			17.5	52	40				36400				36,540
Construction Engineer				0.7			27.5	52	19.5				27885				28,000
																	64,540

Total Salaries - Public Works - Engineering 5.13 **412,147**

Key:

Per. Bd. - Personnel Board; 1116 - Labor Union - Local 1116; COLA - Cost of Living Adjustment

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Town of Natick

Home of Champions

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

Appropriation Summary

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

Mission:

The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, buildings, equipment, and recreational facilities of the Town and be ready and available to provide immediate and professional response to emergency situations.

The Department will provide safe and adequate drinking water, and water for fire protection by maintaining and improving the water treatment plant, wells and water mains throughout town.

The Department will also provide dependable and reliable trash collection and recycling services to the residents of the Town.

The Department will assist, support and cooperate with other Town departments, boards and commissions as well as other municipalities, State and Federal agencies in all relevant activities that promote and benefit the Town and the quality of life for the citizens of the Town.

Goals:

- Continue to look at new green technology vehicles that reduce fuel consumption and emissions.
- Work on training iniatives to upgrade staff proficiency with both new and existing technology.
- Continue to retrofit, reuse and recycle equipment within the town to maximize the useful life of all equipment.
- Continue the fuel conservation program to reduce fuel consumption.

Town of Natick

Home of Champions

Department: Public Works

Budget Overview:

Department of Public Works Equipment Maintenance Division

I. Main Purpose of the Division

This division maintains all of the town's fleet of vehicles and equipment. This fleet includes vehicles from Police, Fire, Recreation Bus, Town Hall, Schools, Facility Maintenance and Community Farm as well as Public Works. These consist of cars, cruisers, fire trucks, loaders, sanders, rubbish packers, plows, dump trucks, recreation buses, lawn mowers, pumps, and all emergency generators located throughout the town. The division also maintains the fuel depot on West Street.

II. Recent Developments

Replacing staff due to retirement and departures is challenging at the current pay scales.
Dealing with the cost increases for parts, tires, and fluids.

III. Current Challenges

Increased prices in fuel , tires and lubricants.
Locating parts for older equipment to keep it road ready

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

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

Implementation of recapped front tires on select equipment.

V. On the Horizon

Training to maintain proficiency as we upgrade equipment and replace staff.

Town of Natick

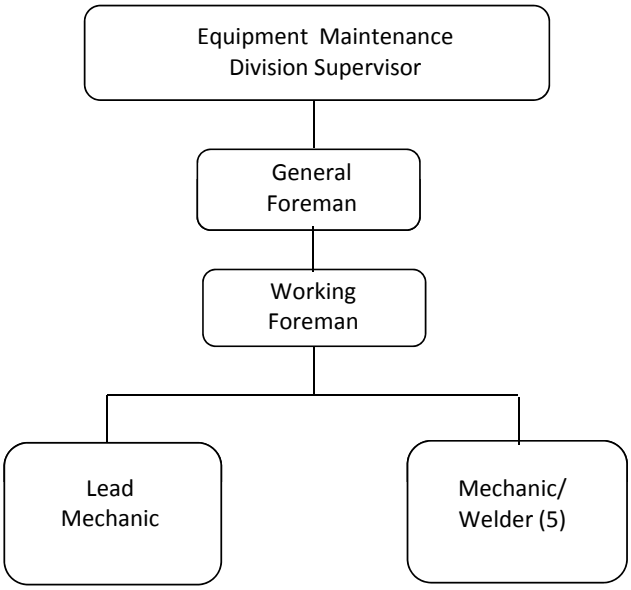
Home of Champions

Department: Public Works

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

Notes

Organizational Chart



Performance Indicators

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

Town of Natick

Home of Champions

Department: Public Works

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

Town of Natick

Home of Champions

Department: Public Works Division: Equip. Maint.

Narrative:

Personnel Services:

Salaries: Supervisory: Salary to fund the position of Supervisor for Equipment Maintenance who oversees this division.
Salaries: Operational Staff: Salaries to fund the eight mechanic/welders who repair and maintain all of the town – owned vehicle and equipment including automobiles, trucks, generator sets, fire apparatus, off road equipment and the recreation buses.
Supervisory Additional Compensation: This fund is for the education incentive stipends, service award and deputy director stipend.
Operational Staff Additional Compensation: This fund is for longevity and temporary upgrades.
Operational Overtime: This fund is for emergencies, callbacks and repairs after normal operating hours.

Purchase of Services:

Vehicle Inspection Stickers: This fund is for the annual safety/emissions Registry of Motor Vehicles stickers for all town registered motorized vehicles. Commercial vehicle inspection stickers have a fee of $124.00.
Vehicle Supplies – Oil Lubricants: This fund is for engine, transmission and hydraulic fluids, grease, etc. for all the equipment.
Rental and Leases of Uniforms: This fund is for the mechanics/welders' uniforms and cleaning service per union contract.
Repairs and Maintenance Radios: This fund is for the repairs and maintenance of all public works two-way radios.

Other Services (Misc.):

License/CDL and Special: This fund is for the reimbursement to the employees for license renewals, CDL, Hoisting, etc.
Clothing Allowance Operational Staff: This fund is for the tool allowance and winter jackets and safety boots per union contract.

Supplies:

Shop Supplies: This fund is for shop tools, rags, small equipment and meeting registrations.
Vehicle Supplies/Tires: This fund is for the purchase of all tires, wheels and tubes for the town owned equipment.
Vehicle Supplies/Parts: This fund is for all parts used on vehicles and equipment needed to maintain and repair the fleet including filters, lights, engine parts, radiators, springs, etc.
Body Damage and Repairs: This fund is to cover accident damage and small body repairs that is not recovered from insurance.

Other Capital Outlay:

Surplus Equipment Purchase: This fund is used for the purchase of surplus, demo and used equipment and trucks. This allows the town to purchase equipment at auction.

Town of Natick **Personnel Staffing Sheets**

Department Public Works - Equip. Maint.

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
											[(K-I)/D]		[(I+L)*M]					[N thru R]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	LGY	EDU	DIFF	Other Comp.	Total FY 2014
Department		**Public Works - Equip. Maint.**				**Munis Dept. #**			**43**				(@ 52 weeks)					(@ 52.2 weeks)
Salaries Supervisory Staff						**MUNIS Code**			**5112**									
2353	COLLINS	THOMAS	8/19/85	1.0	DIV SUPVSR	SUPER/ADM	C2-5	94,468	C2-5	94,468	0	2%	96,357		5,000	0	7,644	109,372
Total Salaries - Supervisory Staff				1.0													12,644	**109,372**
																		96,728
Salaries Operational Staff						**MUNIS Code**			**5113**									
43422	FISHER JR	KENNETH	2/20/08	1.0	GNL FOREMN	LL 1116	MD-4	51,492	MD-5	53,140	1,098	2%	53,642	0		1,600		55,449
2484	ST.GERMAIN	PETER	6/4/86	1.0	LEAD MECH	LL 1116	MB-7	52,401	MB-7	52,921	260	2%	53,714	900		400		55,221
44200	RUDY	RYAN	7/26/11	1.0	MECH WELDR	LL 1116	MA-5	46,416	MA-6	48,328	1,753	2%	49,132	0		150		49,471
42742	HAYNES II	WESLEY	8/3/05	1.0	WKG FOREMN	LL 1116	MC-7	53,060	MC-7	53,580	260	2%	54,386	0		450		55,046
44641	DAUKZ	MATTHEW	11/14/12	1.0	MECH WELDR	LL 1116	MA-2	41,340	MA-3	41,998	439	2%	42,614	0		105		42,883
44670	WETHERELL	CULLEN	12/19/12	1.0	MECH WELDR	LL 1116	MA-0	38,965	MA-1	39,690	423	2%	40,176	0		105		40,436
43911	MURPHY	BENJAMIN	5/19/10	1.0	MECH WELDR	LL 1116	MA-4	44,833	MA-5	46,416	1,451	2%	47,210	0		150		47,541
44138	WILHELM	MITCHELL	4/27/11	1.0	MECH WELDR	LL 1116	MA-2	41,340	MA-3	41,998	110	2%	42,279	0		150		42,591
Total Salaries - Operational Staff				8.0										**900**		**3,110**		**388,637**
																		384,627
Overtime																		**24,090**
Total Salaries -		**Public Works - Equip. Maint**		**9.00**														**522,099**

Town of Natick

Home of Champions

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

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries						
Personnel Services	$ 1,208,871	$ 1,291,344	$ 1,372,769	$ 1,536,333	$ 163,564	11.91%
Total Salaries	**$ 1,208,871**	**$ 1,291,344**	**$ 1,372,769**	**$ 1,536,333**	**$ 163,564**	**11.91%**
Operating Expenses						
Expenses	$ 287,207	$ 399,097	$ 388,900	$ 431,650	$ 42,750	10.99%
Other Chgs./Expend.	$ 1,995,543	$ 1,545,618	$ 1,461,800	$ 924,919	$ (536,881)	-36.73%
Total Operating Expenses	**$ 2,282,750**	**$ 1,944,716**	**$ 1,850,700**	**$ 1,356,569**	**$ (494,131)**	**-26.70%**
Total DPW - Highway/Sanitation	**$ 3,491,621**	**$ 3,236,060**	**$ 3,223,469**	**$ 2,892,902**	**$ (330,567)**	**-10.26%**

Mission:

The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, buildings, equipment, and recreational facilities of the Town and be ready and available to provide immediate and professional response to emergency situations.

The Department will provide safe and adequate drinking water and fire protection by maintaining and improving with available resources the water treatment plant, wells and water mains throughout town. The Department will also provide dependable and reliable trash collection and recycling services to the residents of the Town.

The Department will assist, support and cooperate with other Town departments, boards and commissions as well as other municipalities, State and Federal agencies in all relevant activities that promote and benefit the Town and the quality of life for the citizens of the Town.

Goals:

To continue work on the current tracking of taxpayers' complaints, problems, and suggestions . Tracking is difficult because many people take calls as opposed to one central operator. Make the transition from private recycling company to performing the collection in house and making the change smooth for the residents of the town.

Budget Overview:

I. Main Purpose of the Department

The Highway and Sanitation department is responsible for highway and road maintenance, repair, snow removal, signage, and street markings. The division is also responsible for the recycling center and curbside solid waste and recycling removal.

The Division maintains the 153.9 miles of road in town. The Division:

- performs paving (small hot top jobs, potholes, hot top curbing, some sidewalk paving)
- performs all street painting (crosswalks, fog lines and center lines)
- makes all street signs and letters all municipal vehicles
- sweeps streets and cleans and repairs alls catch basins
- identifies drainage outfall pipes as part of our storm water management program
- assists the Engineering Division in supervising contract paving
- plows streets, all schools, municipal lots and designated sidewalks and manages contracted plow services
- conducts all road sanding and salting; removes snow from downtown when warranted
- collects and disposes of all of the Town's solid waste.
- collects and disposes of all of the Town's recycling.
- collects yard waste each spring and fall
- manages the Town Recycling Center
- Assists Police and Fire Departments with all emergencies and road closers.

Department: Public Works

Budget Overview (con't):

II. Recent Developments

Fall Town meeting voted to purchase 3 recycling packer vehicles to perform in house recycling

III. Current Challenges

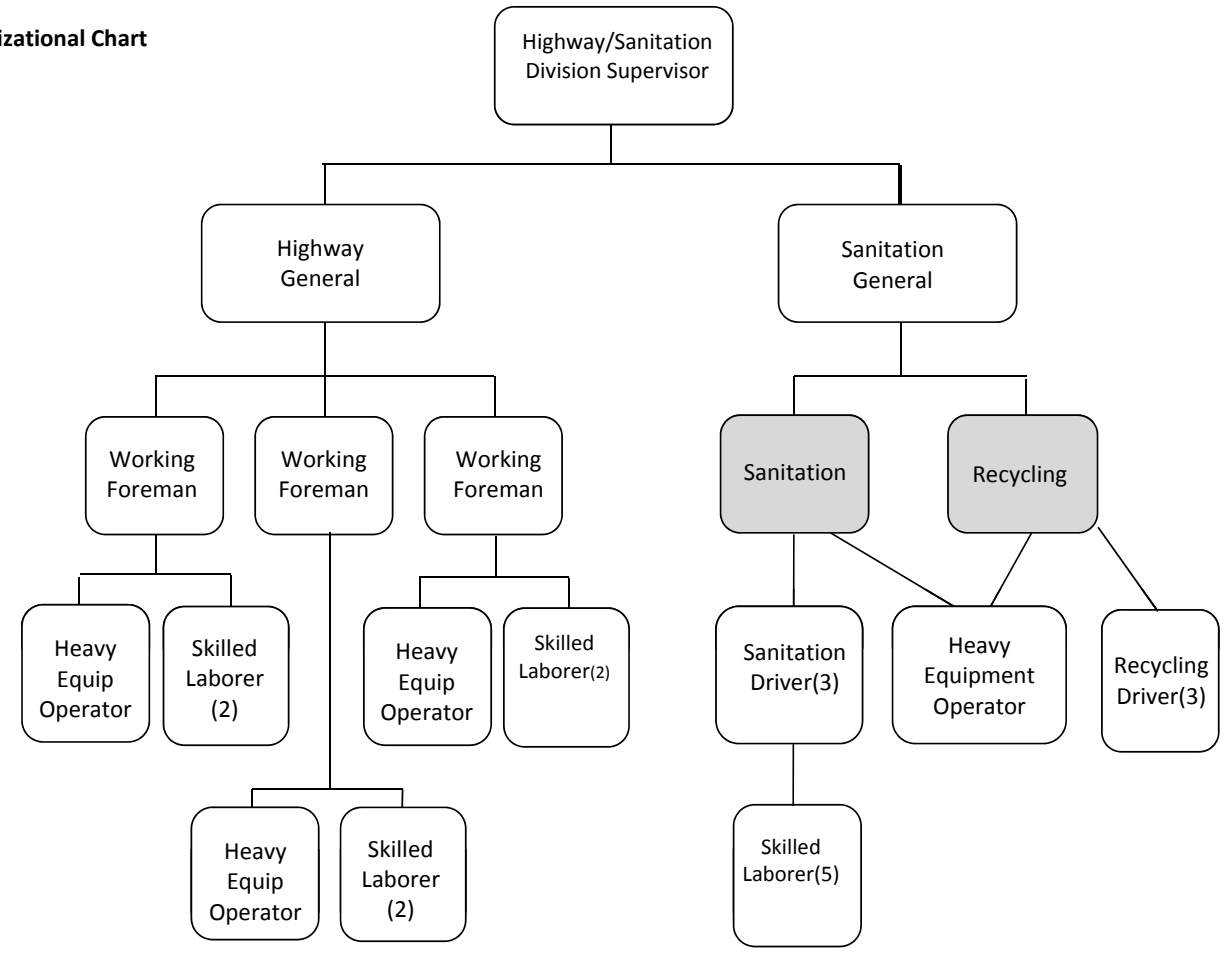
Budget concerns as the cost for materials and labor increase.

Because of the route 135 take over there is an increase of responsibilities such as plowing, sanding, sweeping, line painting

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

Staffing	**2010**	**2011**	**2012**	**2013**	**2014**
Division Supervisor	1	1	1	1	1
Highway General Foreman	1	1	1	1	1
Sanitation General Foreman	1	1	1	1	1
Working Foreman	3	3	3	3	3
Heavy Equipment Operator	4	4	4	4	4
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**	**27FT/0PT**

Organizational Chart



Town of Natick

Home of Champions

Department: Public Works Division:

Performance Indicators

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

** = Estimates*

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

Town of Natick

Home of Champions

Department: Public Works

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $ (+/-)	% (+/-)
Salaries Supervisory	$ 86,387	$ 95,133	$ 97,940	$ 99,955	$ 2,015	2.06%
Salaries Operational Staff	$ 942,005	$ 1,010,752	$ 1,104,452	$ 1,248,644	$ 144,192	13.06%
Salaries Temp Operational Staff	$ 35,152	$ 30,578	$ 31,922	$ 31,797	$ (125)	-0.39%
Supervisory Additional Comp	$ 11,827	$ 138,682	$ 6,500	$ 6,500	$ -	0.00%
Operational Staff Additional Comp	$ 14,370	$ 6,000	$ 11,855	$ 15,945	$ 4,090	34.50%
Operational Staff Overtime	$ 119,130	$ 10,199	$ 120,100	$ 133,492	$ 13,392	11.15%
Personnel Services	**$ 1,208,871**	**$ 1,291,344**	**$ 1,372,769**	**$ 1,536,333**	**$ 163,564**	**11.91%**
Clothing Allowance Operational Staff	$ 7,350	$ 8,138	$ 7,700	$ 9,100	$ 1,400	18.18%
Licenses - CDL & Special	$ 630	$ 605	$ 1,050	$ 1,050	$ -	0.00%
Repairs & Maint Supplies	$ 2,875	$ 2,705	$ 2,900	$ 2,900	$ -	0.00%
Traffic Signs & Markers^	***$ 35,368***	***$ 50,306***	***$ 52,250***	***$ 95,000***	***$ 42,750***	***81.82%***
Environmental Monitoring/Engineering	$ 16,017	$ 21,977	$ 27,500	$ 27,500	$ -	0.00%
Yard Waste Brush Grinding	$ 1,731	$ 15,351	$ 7,500	$ 10,000	$ 2,500	33.33%
Test/Disposal Street Sweepings	$ 16,533	$ 9,754	$ 18,000	$ 18,000	$ -	0.00%
Purchased Services: Sand/Gravel	$ 6,225	$ 15,001	$ 11,500	$ 11,500	$ -	0.00%
Purchased Services: Misc.	$ 647	$ 53	$ 1,500	$ 1,500	$ -	0.00%
Landfill Cap Maintenance	$ 4,116	$ 2,475	$ 6,250	$ 5,000	$ (1,250)	-20.00%
Landfill Gas/Flaring Station Maintenance	$ 5,247	$ 7,091	$ 6,800	$ 7,050	$ 250	3.68%
Purchased Services: Crack Sealing			$ 30,000	$ 30,000	$ -	0.00%
Condensate Disposal - Flaring Station		$ 90,000	$ 2,500	$ 2,500	$ -	0.00%
Maintenance Materials	$ 36,836	$ 51,094	$ 45,000	$ 45,000	$ -	0.00%
Off Street Drainage	$ 10,066	$ 10,000	$ 10,250	$ 12,000	$ 1,750	17.07%
Recycling Center Maint & Supplies	$ 1,141	$ 3,019	$ 5,600	$ 5,600	$ -	0.00%
Waste Bags - Pay as you Throw	$ 129,376	$ 99,307	$ 138,000	$ 133,350	$ (4,650)	-3.37%
Compost/Recycling Bins	$ 6,600	$ 5,244	$ 6,600	$ 6,600	$ -	0.00%
Other Supplies: Misc.	$ 6,449	$ 6,976	$ 8,000	$ 8,000	$ -	0.00%
Expenses	**$ 287,207**	**$ 399,097**	**$ 388,900**	**$ 431,650**	**$ 42,750**	**10.99%**
Snow Removal	$ 867,663	$ 299,508	$ 150,000	$ 150,000	$ -	0.00%
Household Hazardous Waste Disposal	$ 3,690	$ 12,222	$ 15,000	$ 15,000	$ -	0.00%
Street & Sidewalk Maintenance	$ 127,677	$ 148,371	$ 142,500	$ 142,500	$ -	0.00%
Tipping Fees Yard Waste	$ 13,888	$ 15,843	$ 17,500	$ 18,500	$ 1,000	5.71%
Tipping Fees - Solid Waste	$ 469,618	$ 510,705	$ 535,000	$ 561,919	$ 26,919	5.03%
Recycling - Curbside	$ 508,202	$ 554,000	$ 595,600	$ 25,000	$ (570,600)	-95.80%
Recycling - Education Materials	$ 1,907	$ 1,907	$ 3,000	$ 6,000	$ 3,000	100.00%
Transportation Hauling Tolls	$ 2,898	$ 3,063	$ 3,200	$ 6,000	$ 2,800	87.50%
Other Chgs./Expend.	**$ 1,995,543**	**$ 1,545,618**	**$ 1,461,800**	**$ 924,919**	**$ (536,881)**	**-36.73%**
Total DPW Highway & Sanitation	**$ 3,491,621**	**$ 3,236,060**	**$ 3,223,469**	**$ 2,892,902**	**$ (330,567)**	**-10.26%**

^ Includes Program Improvement Request

Town of Natick

Home of Champions

Department: Public Works Division: Highway, Sanitation, Recycling

Personnel Services:

Salaries Supervisory: To fund the position of Supervisor of Highway who oversees this division.
Salaries Operational Staff: To fund twenty-four employees positions who maintain and repair the roadways in the town, collecting trash and operating the recycling center.
Salaries Temporary Operational Staff: This fund is for police details for work done in the roadways and summer employees.
Supervisory Additional Compensation: This fund is for education incentive stipends and service award.
Operational Staff Additional Compensation: This fund is for longevity, differential pay and temporary upgrades per union contract.
Operational Staff Overtime: This fund is for emergencies and callbacks after normal operating hours.

Purchase of Services:

Equipment Repairs/Maintenance: This fund is for rental equipment.
Test/Disposal of Street Sweepings: This fund is use to have an outside contractor to test and dispose street sweepings and catch basin material.
Purchase Services Crack Sealing: This fund is for sealing certain roads to prolong their use and to minimize pothole repair.
Purchase Services Sand and Gravel: This fund is for the purchase of sand, gravel and stone from an outside vendor since the gravel pit operation has ceased.
Landfill Cap Maintenance: This fund is for the repairs and maintenance of the 34 acres landfill in accordance with all State and Federal regulations.
Condensate Disposal/Flaring Station: This fund is for the testing and disposal of liquid condensate from the operation of the Flaring Station.
Landfill Gas/Flaring Station Maintenance: This fund is for the maintenance and operational expense for the gas Flaring Station.
Yard Waste Brush Grinding: This fund is for the operation and maintenance of the brush grinder used at the Recycling Center.
Purchased Services Miscellaneous: This fund is used for membership dues, cellular phone and pagers.

Other Services (Misc.):

License/CDL and Special: This fund is for the reimbursement to the employees for license renewals, CDL, Hoisting, etc.
Clothing Allowance Operational Staff: This fund is for the tool allowance and winter jackets per union contract.

Other Supplies:

Maintenance Materials: This fund is for tools (saw, blowers, power tamps, rollers and wheel barrels), safety equipment, cold patch and other equipment.
Off Street Drainage: This fund is for all basin repair materials (block, brick, catch basins, manholes and pipe) and other equipment for drain work. This budget is increased to accommodate the requirements of the stormwater plan.
Recycling Center Maintenance and Supplies: This fund is for all supplies and materials for the operations at the Recycling Center, including tarps for the roll-off containers, spill containment items and cleaning products.
Traffic Markings and Signs: This fund is for road painting (center and side lines, crosswalks and parking spaces) and the material needed to make street signs including blanks, reflective paper and posts. The additional funds are for the replacement of thermoplastic markings and relining Route 135. Thermoplastic markings create greater visibility for pedestrian crosswalks and therefore safety.
Waste Bags – Pay as you Throw: This fund is for the purchase of the PAYT bags that are sold in various retail stores in town.
Other Supplies: Misc.: This fund is for all materials and supplies used by the Division including gloves, cleaning products and deodorant for the trucks, dumpster covers and repairs, spill equipment and other safety supplies.

Other Charges & Expenditures:

Snow Removal: This fund is for snow removal including road salt, liquid deicer, employee overtime, snow contractors and other expenses related to snow removal.
Household Hazardous Waste Disposal: This fund covers the cost associated with the proper disposal of all household and municipal hazardous waste. This involves the disposal of waste oil, paint and paint related material, abandoned waste left throughout Town at the roadside, materials for all municipal buildings such as fluorescent lamps and ballast for electrical fixtures. We plan to reopen the paint shed. We hope this will reduce the roadside disposal of paint.
Street and Sidewalk Maintenance: This fund is for the completion of all the town's paving including bituminous concrete and castings and for repairing sidewalks throughout the town.
Tipping Fees Yard Waste: This fund is for the proper disposal of all yard waste collected at curbside and at the Recycling Center.

Line-Item Detail

Tipping Fees- Solid Waste This fund is for all disposal costs for solid waste. The primary disposal site is the Millbury Waste-to-Energy facility. The tipping fee covers any additional cost for Federal and State mandated environmental pollution retrofits at the Millbury Facility such as Mercury separation plans, landfill ash stabilization process, various scrubbers.
Recycling Curbside: This fund is for the cost of the transitioning to in-house curbside.
Recycling- Education Materials: This fund is for additional public education materials in addition to the DEP supplied materials such as the calendar. In past years the bulk of this money has been used to purchase recycling bins for the residents.
Transportation-Hauling Tolls: This fund is for all costs associated with the Mass Turnpike including all DPW vehicles equipped with the appropriate turnpike readers.

Town of Natick **Personnel Staffing Sheets**

Department **Public Works - Highway/Sanitation**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
											[(K-I)/D]		[(I+L)*M]					[N thru R]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Step	Begin Step Amt.	Step	End Step Amt.	Pro-Rata Step	COLA	End Step	LGY	EDU	DIFF	Other Comp.	Total FY 2014
Department		**Public Works - Highway/Sanitation**				**Munis Dept. #**			**44**				(@ 52 weeks)					(@ 52.2 weeks)
Salaries Supervisory Staff						**MUNIS Code**			**5112**									
1445	HLADICK	THOMAS	10/31/84	1.0	DIV SUPVSR	SUPER/ADM	C2-5	97,620	C2-5	97,620	0	2%	99,572		5,000		1,500	106,455
Total Salaries - Supervisory Staff				1.0													**6,500**	**106,455**
																		99,955
Salaries Operational Staff						**MUNIS Code**			**5113**									
1657	MAGAZZU	ORAZIO	8/5/81	1.0	GNL FOREMN	LL 1116	MD-7	58,834.26	MD-7	59,354.26	260	2%	60,276	1,100		1,400		63,008
2649	HOPKINS	THOMAS	7/27/89	1.0	GNL FOREMN	LL 1116	MD-7	58,834.26	MD-7	59,354.26	260	2%	60,276	700		1,400		62,608
291	QUILTY	JOHN	1/14/87	1.0	WKG FOREMN	LL 1116	MC-7	53,059.97	MC-7	53,579.97	260	2%	54,386	900		600		56,096
2537	CLOUGHER	GERALD	9/28/88	1.0	WKG FOREMN	LL 1116	MC-7	53,059.97	MC-7	53,579.97	260	2%	54,386	700		600		55,896
3911	WALKER	GARY	2/16/96	1.0	WKG FOREMN	LL 1116	MC-7	53,059.97	MC-7	53,579.97	260	2%	54,386	500		600		55,696
2827	PONS	MICHAEL	7/21/88	1.0	HVY EQ OPR	LL 1116	M8-7	50,093.47	M8-7	50,613.47	260	2%	51,361	700		280		52,538
41164	LUTTRELL	MICHAEL	7/1/98	1.0	HVY EQ OPR	LL 1116	M8-7	50,093.47	M8-7	50,613.47	260	2%	51,361	500		280		52,338
41293	CURTIS	STEVEN	6/1/99	1.0	HVY EQ OPR	LL 1116	M8-7	50,093.47	M8-7	50,613.47	260	2%	51,361	300		440		52,298
41414	HOYT	MATTHEW	1/19/00	1.0	HVY EQ OPR	LL 1116	M8-7	50,093.47	M8-7	50,613.47	260	2%	51,361	300		440		52,298
41247	CAISSIE	BRIAN	6/15/07	1.0	SK LABORER	LL 1116	M4-7	48,906.42	M4-7	49,426.42	260	2%	50,150	0		220		50,563
43105	PYNE	DANIEL	9/20/06	1.0	SK LABORER	LL 1116	M4-6	45,887.92	M4-7	48,906.42	2,524	2%	49,380	0		220		49,790
43366	FRANCIOSE	JOSEPH	10/24/07	1.0	SK LABORER	LL 1116	M4-5	43,844.32	M4-6	45,887.92	681	2%	45,416	0		220		45,811
43881	CAISSIE	MICHAEL	2/10/10	1.0	SK LABORER	LL 1116	M4-4	42,129.98	M4-5	43,844.32	1,143	2%	44,138	0		250		44,558
3283	QUILTY	THOMAS	12/15/92	1.0	SAN DRIVER	LL 1116	M5-7	50,327.26	M5-7	50,847.26	260	2%	51,599	700		300		52,797
41262	PALMER	JAYSON	4/7/99	1.0	SAN DRIVER	LL 1116	M5-7	50,327.26	M5-7	50,847.26	260	2%	51,599	300		300		52,397
41476	SLAMIN	PETER	6/21/00	1.0	SAN DRIVER	LL 1116	M5-7	50,327.26	M5-7	50,847.26	260	2%	51,599	300		275		52,372
42942	CORNELIUS	MATTHEW	4/26/06	1.0	SK LABORER	LL 1116	M4-7	48,906.42	M4-7	49,426.42	260	2%	50,150	0		245		50,588
42946	IVESON	JEFFREY	5/3/06	1.0	SK LABORER	LL 1116	M4-7	48,906.42	M4-7	49,426.42	260	2%	50,150	0		245		50,588
44223	DANGELO	KEITH	8/17/11	1.0	SK LABORER	LL 1116	M4-1	37,250.93	M4-2	39,097.55	308	2%	38,310	0		90		38,547
44222	HOLMGREN	PAUL	8/17/11	1.0	SK LABORER	LL 1116	M4-1	37,250.93	M4-2	39,097.55	308	2%	38,310	0		90		38,547
41898	CARRIGG	THOMAS	10/21/03	1.0	SK LABORER	LL 1116	M4-4	42,129.98	M4-5	43,844.32	286	2%	43,264	0		90		43,520
	MELCHIORI	MICHAEL	12/19/12	1.0	SK LABORER	LL 1116	M4-0	36,328.66	M4-1	37,250.93	538	2%	37,604	0		90		37,839
	VACANT		12/26/12	1.0	SK LABORER	LL 1116	M4-0	36,328.66	M4-1	37,250.93	461	2%	37,526	0		90		37,760
	VACANT		7/1/13	1.0	SAN DRIVER	LL 1116	M5-0	37,749.30	M5-0	37,749.30	0	2%	38,504	0		60		38,712
	VACANT		7/1/13	1.0	SAN DRIVER	LL 1116	M5-0	37,749.30	M5-0	37,749.30	0	2%	38,504	0		60		38,712
	VACANT		7/1/13	1.0	SAN DRIVER	LL 1116	M5-0	37,749.30	M5-0	37,749.30	0	2%	38,504	0		60		38,712
Total Salaries - Operational Staff				26.0									**1,243,860**	**7,000**	**0**	**8,945**	**0**	**1,264,589**
													$23.0004				15,945	1,248,644
Salaries Operational Staff (Part Time)						**MUNIS Code**			**5123**									
	SUMMER TEMP				LABORER H3	Per. Bd.	H3-3	9,835.80	H3-3	9,835.80	0	0%	9,836					9,836
	SUMMER TEMP				LABORER H3	Per. Bd.	H3-3	9,835.80	H3-3	9,835.80	0	0%	9,836					9,836
	SUMMER TEMP				LABORER H3	Per. Bd.	H3-3	9,835.80	H3-3	9,835.80	0	0%	9,836					9,836
	POLICE DETAIL				POLICE DETAIL	HOURS	250	RATE	48.50	12,125.00	0	0%	12,125					12,125
Total Salaries - Operational Staff (Part Time)				0.00														31,797
Overtime																		**133,492**
Total Salaries -		**Public Works - Highway/Sa**		**27.00**														**1,536,333**

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Town of Natick

Home of Champions

Department: Public Works | **Division: Land, Facilities and Natural Resources**

Appropriation Summary

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

Mission:

The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, buildings, equipment, and recreational facilities of the Town and be ready and available to provide immediate and professional response to emergency situations.

The Department will provide safe and adequate drinking water and fire protection by maintaining and improving with available resources the water treatment plant, wells and water mains throughout town. The Department will also provide dependable and reliable trash collection and recycling services to the residents of the Town.

The Department will assist, support and cooperate with other Town departments, boards and commissions as well as other municipalities, State and Federal agencies in all relevant activities that promote and benefit the Town and the quality of life for the citizens of the Town.

Goals:

- To provide safe, clean, parks, playgrounds and athletic fields for the residents of Natick.
-Continue to move our field maintenance program toward an environmentally safe, sustainable, organic based management plan.
- To continue to repair or rebuild overused or underutilized sites to make them safe, presentable and representative of Natick's commitment to excellence.
- Complete the control system for all of our irrigation systems with a goal of providing better oversight, water management and conservation.
-Work with the school and recreation departments to create a comprehensive field management plan.
- Develop a comprehensive tree management program that effectively and efficiently reduces hazards and improves plant health of desirable species.

Town of Natick

Home of Champions

Department: Public Works

Budget Overview:

Department of Public Works Land Facilities and Natural Resources

Main Purpose of the Division

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

Recent Developments

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

Current Challenges

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

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

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

On the Horizon

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

Town of Natick

Home of Champions

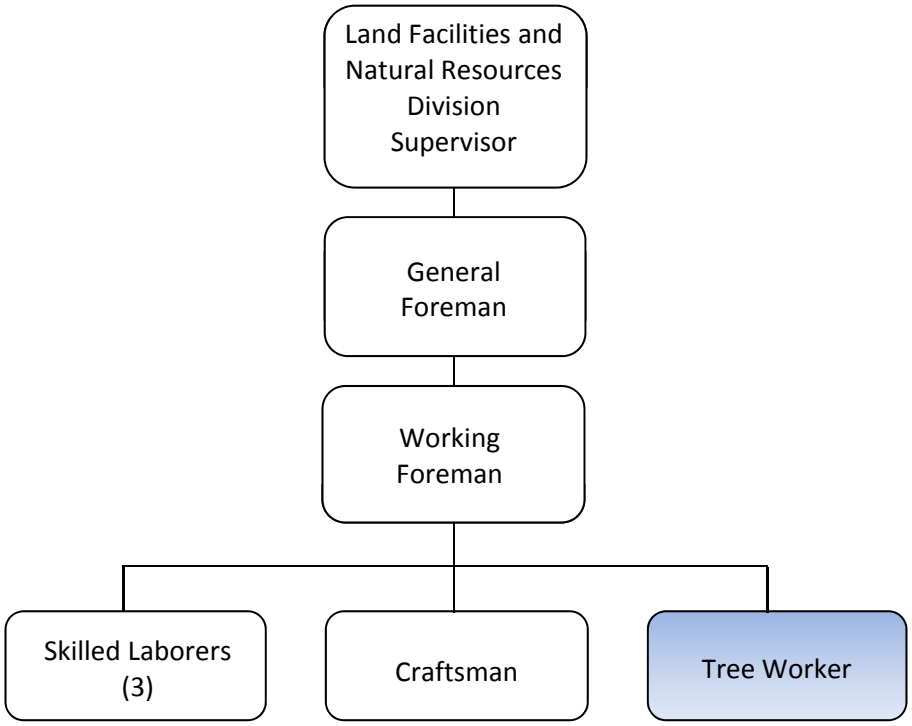
Department: Public Works

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

Notes

** The tree worker is currently the general foremen.*

Organizational Chart



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

**Estimate*

Town of Natick

Home of Champions

Department: Public Works

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

^ Includes Program Improvement Request

Personnel Services:

Salary Supervisory: Funds the department Supervisor who also serves as Tree Warden.
Salaries Operational Staff: Salaries to fund the 8 staff employees.
Salaries Temporary Operational: Funds to pay for police details for tree removals/pruning and misc. roadside work when necessary, part time employees to maintain flower gardens and part time summer help.
Supervisory Additional Comp.: This funds contractual obligations for continuing education, degree stipend, and performance evaluation.
Operational Staff Additional Comp.: This funds Union contractual obligations for working out of classification.
Operational Staff Overtime: This funds Union contractual obligations for work performed outside normal hours of operation.

Purchase of Services:

Purchased Services Misc.: This funds the purchase of misc. supplies, association dues, pesticide license renewals, conference fees.

Other Services (Misc.)

Licenses-CDL and Special: This funds the reimbursement of employees for license renewals (CDL, Hoisting, etc.) per contract agreement.
Clothing Allowance Operational Staff: This funds the clothing allowance for employees per contract agreement.

Technical & Professional Services:

Tree Service This funds the pruning and removal work done by outside contractors, poison ivy control in the parks and on school grounds, Hemlock Wooly Adelgid sprays, Dutch Elm Disease and winter moth controls, and deep root fertilization. A recent decision by the Attorney General requires all tree work to be completed under MGL Ch 30 39M. This requires contractors to pay prevailing wage, and post additional bonds.
Mowing Service: This funds the mowing of 16 sites which cover 60 acres of grass by an outside contractor as needed.

Supplies:

Materials Field Maintenance: This funds the purchase of pellet lime, fertilizer, infield conditioner, infield mix, herbicides, pesticides, contractual pesticide and herbicide applications, irrigation supplies, irrigation repairs, bark mulch, grass seed, loam, topdressing materials, fence repairs, and many other misc. items as needed. This item includes additional funding for turf maintenance.
Materials Playgrounds: This funds the purchase of playground resilient materials and parts needed to make repairs.
Materials Beach Maintenance: This funds the purchase of beach sand, turn boards, fence repairs, and repairs to the piers and playground equipment.
Materials Planting: This newly established line item funds the purchase of a limited number of trees, various plants in the landscape that are in need of replacement, and flowers for the gardens.
Tools and Hardware: This funds the purchase of misc. tools and hardware, flags for the buildings and parks, plastic bags for trash receptacles, padlocks, keys, 2cycle oil, saw chains, files, chain saw repairs, batteries, wire ties, light bulbs, park bench repairs, string, tape measures, RV antifreeze for winter shutdowns, gas cans, nuts, bolts etc.
Irrigation System: This fund is used to purchase irrigation parts for repairs, upgrades, and is used to fund irrigation contractor work on an as needed basis.

Town of Natick **Personnel Staffing Sheets**

Department **Public Works - Land, Facilities & Natural Resources**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
											[(K-I)/D]		[(I+L)*M]					[N thru R]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	LGY	EDU	DIFF	Other Comp.	Total FY 2014
Department		**Public Works - Land, Facilities & Natural Resources**				**Munis Dept. #**			**49**				(@ 52 weeks)					(@ 52.2 weeks)
Salaries Supervisory Staff						**MUNIS Code**			**5112**									
444442	GOODHIND	ARTHUR	05/16/2012	1.0	DIV SUPVSR	SUPER/ADM	C2-4	89,190.23	C2-5	94,468.12	880	2%	91,871		7,800		1,500	101,525
																	9,300	92,225
Total Salaries - Supervisory Staff				1.0														**101,525**
Salaries Operational Staff						**MUNIS Code**			**5113**									
158	ALLEN	RICHARD	03/20/1978	1.0	GNL FOREMN	LL 1116	MD-7	58,834.26	MD-7	59354.26	260	2%	60,276	1,100		900		62,508
3497	BACCARI	SCOTT	01/17/1996	1.0	WKG FOREMN	LL 1116	MC-7	53,059.97	MC-7	53579.97	260	2%	54,386	500		650		55,746
41075	PERRY	TIMOTHY	09/17/1997	1.0	CRAFTSMAN	LL 1116	M8-7	50,093.47	M8-7	50613.47	260	2%	51,361	500		420		52,478
42457	LEMONT	JOHN	07/21/2004	1.0	SK LABORER	LL 1116	M4-7	48,906.42	M4-7	49426.42	260	2%	50,150	0		420		50,763
42948	COTTER	WILLIAM	05/17/2006	1.0	SK LABORER	LL 1116	M4-7	48,906.42	M4-7	49426.42	260	2%	50,150	0		150		50,493
44470	HENDRICKS	CHRISTOPHER	06/18/2012	1.0	SK LABORER	LL 1116	M4-3	40,614.08	M4-4	41134.08	43	2%	41,471	0		150		41,780
Total Salaries - Operational Staff				6.0										**2,100**		**2,690**		**313,767**
																	4,790	308,977
Salaries Operational Staff (Part Time)						**MUNIS Code**			**5123**									
3721	HALPERN	NANCY	04/07/2005	0.25	GARDEN AST	Per. Bd.	H5-5	6,712.00	H5-5	6,712.00	0	0%	6,712					6,738
9050	MAGEE	JANE	04/07/2005	0.25	GARDEN AST	Per. Bd.	H5-5	6,712.00	H5-5	6,712.00	0	0%	6,712					6,738
	SUMMER TEMP				LABORER H3	Per. Bd.	H3-3	3,972.15	H3-3	3,972.15	0	0%	3,972					3,972
	SUMMER TEMP				LABORER H3	Per. Bd.	H3-3	3,972.15	H3-3	3,972.15	0	0%	3,972					3,972
	POLICE DETAIL				POLICE DETAIL	HOURS	150	RATE	48.50	7,275.00	0	0%	7,421					7,421
Total Salaries - Operational Staff (Part Time)				0.50														28,840
Overtime																		**28,150**
Total Salaries -		**Public Works - Land, Facilitie**		**7.50**														**472,282**

Key:

Per. Bd. - Personnel Board; 1116 - Labor Union - Local 1116; COLA - Cost of Living Adjustment

Notes:

Section VI:
Health & Community Services

Community Services VI.3
Human Services & Council on Aging VI.8
Veterans Services VI.16
Parks & Recreation VI.25
Board of Health VI.33

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Town of Natick

Home of Champions

Department: Community Services

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries						
Personnel Services	$ 919,714	$ 890,422	$ 1,121,526	$ 1,175,563	$ 54,037	4.82%
Total Salaries	**$ 919,714**	**$ 890,422**	**$ 1,121,526**	**$ 1,175,563**	**$ 54,037**	**4.82%**
Operating Expenses						
Purchase of Services	$ 48,883	$ 35,581	$ 42,926	$ 46,618	$ 3,692	8.60%
Tech/Professional Services	$ 10,933	$ 10,989	$ 12,078	$ 12,078	$ -	0.00%
Supplies	$ 6,964	$ 7,682	$ 10,813	$ 11,420	$ 607	5.61%
Other Supplies	$ 22,084	$ 23,266	$ 21,550	$ 21,550	$ -	0.00%
Other Charges	$ 194,939	$ 202,388	$ 204,310	$ 263,930	$ 59,620	29.18%
Total Operating Expenses	**$ 283,803**	**$ 279,905**	**$ 291,677**	**$ 355,596**	**$ 63,919**	**21.91%**
Total Community Services	$ 1,203,517	$ 1,170,327	$ 1,413,203	$ 1,531,159	$ 117,956	8.35%

Main Purpose of Department

The main purpose of the Community Services Department is to identify and fulfill the social, human and leisure needs of our residents, no matter what their age or abilities. This agency must work within the Town government structure and also with the community at large when trying to achieve these goals to the best of its capabilities. Department effectiveness and efficiency will be an important factor as Recreation and Parks, Veterans Services and Human Services & Council on Aging work together as one agency.

Goals:

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

Town of Natick

Home of Champions

Department: Community Services

Budget Overview:

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

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

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

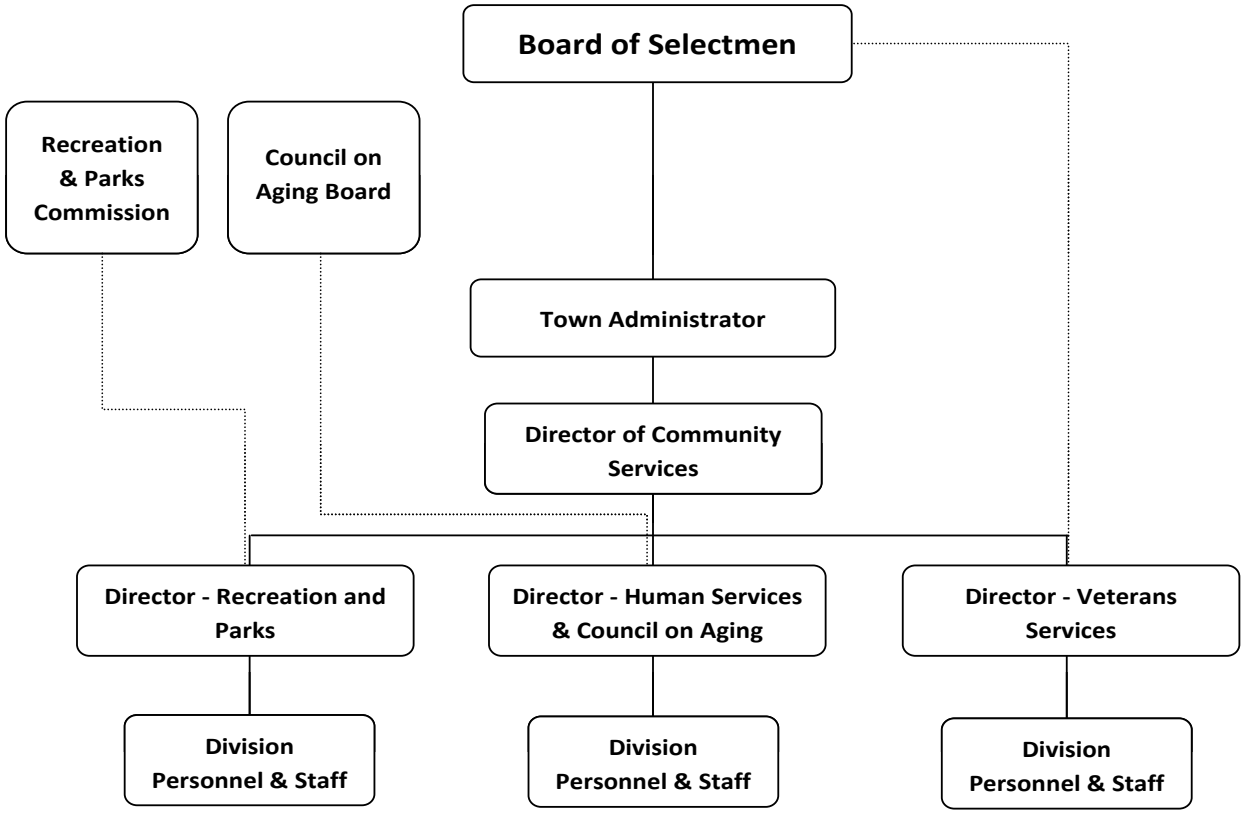
On The Horizon:
This department needs to constantly survey our program users and residents for their input and feedback about needed programs and services. Input and feedback from the Council on Aging and Recreation and Parks Commission is also needed within this process. Community Services Department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

Town of Natick

Home of Champions

Department: Community Services

Organizational Chart



Town of Natick

Home of Champions

Department: Community Services

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries Management	$ 217,126	$ 137,407	$ 331,712	$ 331,712	$ -	0.00%
Salaries Supervisory	$ 124,821	$ 137,525	$ 142,285	$ 142,285	$ -	0.00%
Salaries Operational Staff	$ 281,951	$ 310,965	$ 316,607	$ 337,319	$ 20,712	6.54%
Salaries Technical & Professional	$ 277,769	$ 290,831	$ 323,975	$ 357,383	$ 33,408	10.31%
Management Additional Comp	$ 5,350	$ 2,675	$ -	$ -	$ -	0.00%
Supervisory Staff Additional Comp	$ 3,200	$ 3,600	$ -	$ -	$ -	0.00%
Operational Staff Additional Comp	$ 2,397	$ 2,613	$ 4,753	$ 4,670	$ (83)	-1.75%
Tech/Prof Additional Comp	$ 4,594	$ 3,704	$ -	$ -	$ -	0.00%
O/T Operational & Supervisory Staff	$ 2,505	$ 1,102	$ 2,194	$ 2,194	$ -	0.00%
Personnel Services	**$ 919,714**	**$ 890,422**	**$ 1,121,526**	**$ 1,175,563**	**$ 54,037**	**4.82%**
Mileage	$ -	$ -	$ -	$ 1,200	$ 1,200	100.00%
Security Monitoring Alarm	$ -	$ -	$ -	$ 480	$ 480	100.00%
Repairs & Maint. Facilities	$ 1,629	$ 2,416	$ 2,021	$ 2,021	$ -	0.00%
Repairs & Maint. Equipment	$ 2,927	$ 2,980	$ 3,500	$ 3,800	$ 300	8.57%
Rental of Veterans Headquarters	$ 1,200	$ 1,200	$ 1,200	$ 1,200	$ -	0.00%
Communication Telephone	$ 7,153	$ 5,920	$ 8,960	$ 8,700	$ (260)	-2.90%
Communication Postage	$ 648	$ 554	$ 1,450	$ 1,450	$ -	0.00%
Dues & Subscriptions	$ 2,015	$ 3,098	$ 2,250	$ 2,840	$ 590	26.22%
Copy/Mail Center Fees	$ 18,957	$ 4,696	$ -	$ -	$ -	0.00%
Training & Education	$ 900	$ -	$ -	$ -	$ -	0.00%
Service Directory Support	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Wellness Programs	$ 4,137	$ 2,572	$ 4,069	$ 4,069	$ -	0.00%
Contract Services: Counseling	$ 824	$ -	$ 5,000	$ 5,000	$ -	0.00%
Care of Veterans Graves	$ 1,100	$ 1,096	$ 1,100	$ 1,000	$ (100)	-9.09%
In/Out of State Travel/Meetings	$ 6,849	$ 10,914	$ 12,726	$ 14,358	$ 1,632	12.82%
Other Services Misc.	$ 545	$ 135	$ 650	$ 500	$ (150)	-23.08%
Purchase of Services	**$ 48,883**	**$ 35,581**	**$ 42,926**	**$ 46,618**	**$ 3,692**	**8.60%**
Clothing Allowance Supervisory	$ 200	$ -	$ -	$ -	$ -	0.00%
Clothing Allowance Tech & Prof.	$ 200	$ 50	$ -	$ -	$ -	0.00%
Other Services Misc.	**$ 400**	**$ 50**	**$ -**	**$ -**	**$ -**	**0.00%**
Communication Photocopying	$ 3,089	$ 3,268	$ 3,978	$ 3,978	$ -	0.00%
School Custodial Charges	$ 1,800	$ 1,796	$ 2,100	$ 2,100	$ -	0.00%
Special Needs Tuition's	$ 5,644	$ 5,874	$ 6,000	$ 6,000	$ -	0.00%
Technical/Professional Serv.	**$ 10,533**	**$ 10,939**	**$ 12,078**	**$ 12,078**	**$ -**	**0.00%**
Office Supplies	$ 5,733	$ 6,009	$ 9,250	$ 9,820	$ 570	6.16%
Supplies Computer	$ 869	$ 1,466	$ 875	$ 1,200	$ 325	37.14%
Supplies Disposable Goods	$ 362	$ 207	$ 400	$ 400	$ -	0.00%
Youth Advisory Council	$ -	$ -	$ 288	$ -	$ (288)	-100.00%
Supplies	**$ 6,964**	**$ 7,682**	**$ 10,813**	**$ 11,420**	**$ 607**	**5.61%**
Dug Pond Treatment & Testing	$ 17,800	$ 17,550	$ 17,550	$ 17,550	$ -	0.00%
Recreation Program Supplies	$ 4,284	$ 5,716	$ 4,000	$ 4,000	$ -	0.00%
Other Supplies	**$ 22,084**	**$ 23,266**	**$ 21,550**	**$ 21,550**	**$ -**	**0.00%**
Transportation Program	$ 10,383	$ 13,174	$ 17,000	$ 17,000	$ -	0.00%
Veteran Benefits: Cash Allowance*	$ 88,259	$ 73,871	$ 99,000	$ 107,100	$ 8,100	8.18%
Veteran Benefits: Medical*	$ 81,267	$ 99,950	$ 68,200	$ 120,400	$ 52,200	76.54%
Veteran Benefits: Food/Clothing/Fuel	$ -	$ -	$ 550	$ -	$ (550)	-100.00%
Veteran Benefits: Nursing Home Trans	$ 258	$ -	$ 330	$ 500	$ 170	51.52%
Veteran Benefits: Miscellaneous	$ 1,430	$ 1,430	$ 1,430	$ 1,430	$ -	0.00%
Memorial Day Program	$ 11,213	$ 11,817	$ 14,500	$ 14,500	$ -	0.00%
Veterans Day Program	$ 2,130	$ 2,145	$ 3,300	$ 3,000	$ (300)	-9.09%
Other Chgs./Expend.	**$ 194,939**	**$ 202,388**	**$ 204,310**	**$ 263,930**	**$ 59,620**	**29.18%**
Total	**$ 1,203,517**	**$ 1,170,327**	**$ 1,413,203**	**$ 1,531,159**	**$ 117,956**	**8.35%**

Town of Natick

Personnel Staffing Sheets

Department **Community Services**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
											[(K-I)/D]		[(I+L)*M]		[N+O]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Other Comp.	Total FY 2014
Department		**Community Services**				**Munis Dept. #**			**56**				(@ 52 weeks)		(@ 52.2 weeks)
Salaries Management						**MUNIS Code**			**5111**						
	Richard Cugini			1.0	Dir of C.S.	Per. Bd.	5	116,725	5	116,725		0.0%	116,725	0	117,174
Sub-total Salaries Management															**117,174**
Total Salaries - Recreation & Parks				**1.00**											**$ 117,174**

Town of Natick

Home of Champions

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

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries						
Personnel Services	$ 330,963	$ 371,682	$ 392,558	$ 434,122	$ 41,564	10.59%
Total Salaries	**$ 330,963**	**$ 371,682**	**$ 392,558**	**$ 434,122**	**$ 41,564**	**10.59%**
Operating Expenses						
Expenses	$ 32,463	$ 28,580	$ 40,982	$ 43,907	$ 2,925	7.14%
Total Operating Expenses	**$ 32,463**	**$ 28,580**	**$ 40,982**	**$ 43,907**	**$ 2,925**	**7.14%**
Total COA & HS	**$ 363,426**	**$ 400,262**	**$ 433,540**	**$ 478,029**	**$ 44,489**	**10.26%**

Mission:

The mission of the Human Services & Council on Aging Department is to ensure that health and human services are provided, available and accessible to all residents of the town of Natick. We provide and promote advocacy and support systems working toward the ultimate goals of independence, improved quality of life and preparation for life change.

Goals:

Continue Work on Community Senior Center Project
- Continue service on Building Committee
- Continue activity on Furniture, Fixtures, and Equipment (FF&E) subcommittee
- Support public information effort
-Explore other funding opportunities

Continue Community Outreach Efforts
- Continue to enhance Human Services integration with the school system
- Update Internet information

Implement Healthy Communities Principles
- Develop and support Natick Interagency Community Support Team
-Participate in and support Natick Together 2 Drug Free Communities effort

Augment resources
-Pursue grant funded opportunities
-Continue AmeriCorps program in Natick

Goals (con't)

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

Miscellaneous

Budget Overview:

Main Purpose of the Department
The Department is a human service agency providing activities, education, information, social and support services and programs for children, adults, elders, families, and individuals with disabilities through a multipurpose community-senior center. We serve as an information resource; provide case management and crisis intervention; coordinate volunteer services; provide programs (wellness, intergenerational and others); provide health services and support for chronic disease self-management; assist in the planning of community projects that address youth and family issues; develop and foster partnerships with other agencies and organizations for planning wellness and prevention programs; work with the school department, area social service organizations & state agencies to address service needs; assist families and individuals in accessing public and private benefits; advocate for older adults (6502 Natick residents over age 60 according to 2010 U.S. Census, a 9.4% increase from the 2000 U.S. Census) and individuals with disabilities of all ages with local, state, and federal agencies and organizations.

Our services focus on empowering residents of all ages, incomes, and abilities to make informed decisions, to remain actively engaged in their community, and to maintain health, vitality and independence.

Recent Developments
- Continued successful partnership with Central Massachusetts Area Health Education Center (Central Mass. AHEC) to remain host site for four AmeriCorps volunteers focusing on Healthy Aging programs.
- Worked with Natick Service Council and Embrace a Family to bring Mammogram Van to Natick for mammography screenings.
- Expanded the Natick Interagency Community Support Team to increase communication among professionals in disparate organizations, agencies, and departments to create a method of accessing the most appropriate resources for Natick residents with complicated needs.
-Extended hours and days of operation to include evenings and weekends for working families to access our free income tax preparation for Earned Income Credit and Child Care Credit
- Relocated from temporary location at 90 Oak Street to newly completed Community-Senior Center

Current Challenges
- Assisting seniors with Medicare Part D and other enrollment and plan changes.
- Increased numbers of residents seeking assistance with Fuel Assistance and Food Stamp applications and applications for other benefits.
- Additional transportation resources are necessary.

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact
- Expansion of “Opportunity Knocks” job posting service requires outreach to local businesses with increased

Budget Overview (con't)

On the Horizon

- Increased need of residents for social and case management services due to challenges arising from such factors as increased energy costs and rising taxes balanced against reduced incomes.
- Expanding hours and days of operation.
- Ongoing transition to integrated Community Services Department

Staffing	2010	2011	2012	2013	2014
Director	1	1	1	1	1
Assistant Director/Program Coordinator	0.5	1	1	1	1
Program Assistant	0	0	0	0.3	0.3
Volunteer Resources Coordinator	0.8	0.79	0.9	0.9	0.9
Program Development Coordinator	1	0	0	0	0
Social Workers	1.75	1.75	1.75	1.75	1.75
Program Instructors	varies	varies	varies	varies	varies
Clerical Staff	1.49	1.49	1.49	1.49	1.49
Receptionist^	***0***	***0***	***0***	***0***	***1***
Outreach Coordinator	0.75	1	1	1	1
Clinical Social Worker	0.375	0.375	0.375	0.375	0.375
Building Monitor	*	*	*	*	*
Total FTE 0.00	**7.67**	**7.41**	**7.52**	**7.82**	**8.82**
Total FT/PT 4 FT / 8PT	**5 FT/5PT**	**5 FT / 5 PT**	**5 FT / 5 PT**	**5FT / 6PT**	**5FT / 8PT**

^Includes Program Improvement Request

Notes

** Building Monitor position paid for out of the Senior Center Revolving Fund.*
Not shown is a .5 FTE Executive Assistant position is split 1/2 between COA and Veterans Services. This position is allocated 100% in Veterans Services budget.

Performance Indicators

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

Town of Natick

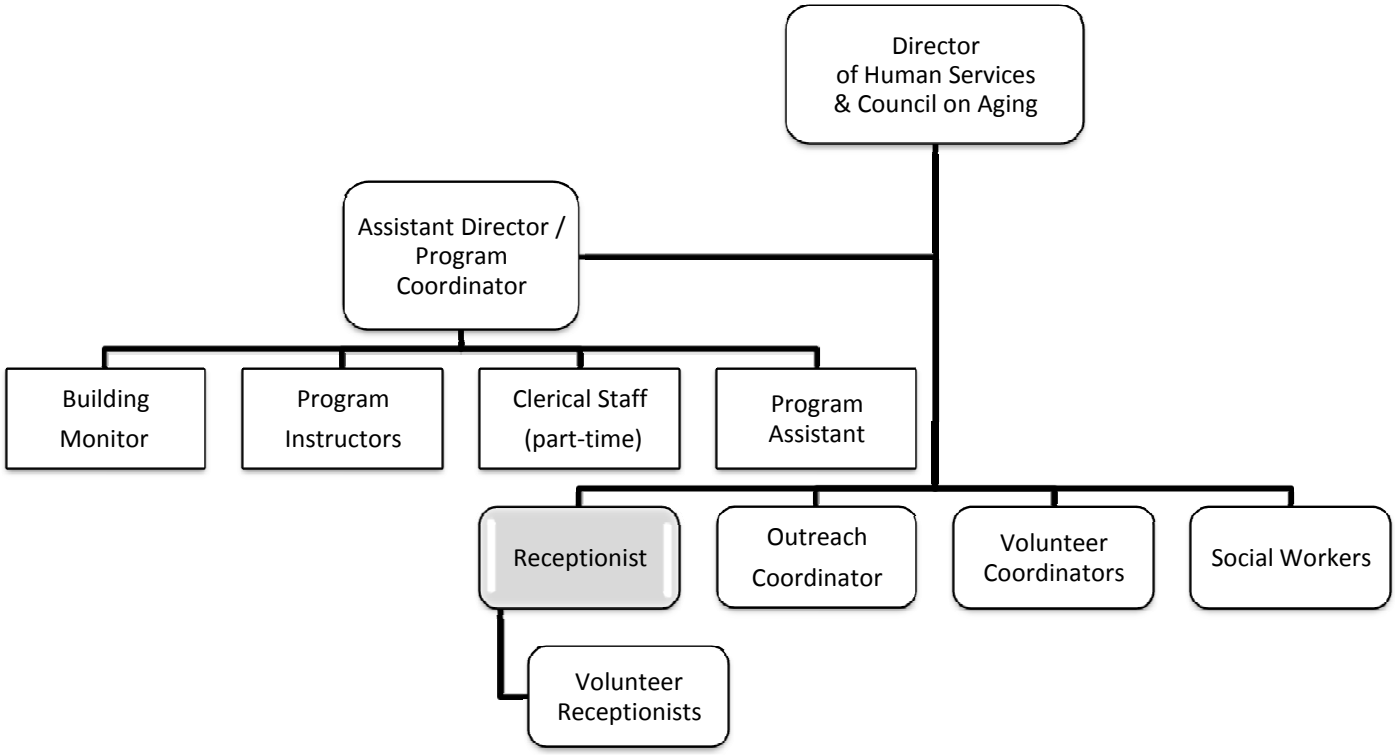
Home of Champions

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

Notes:

[1] *Recreational and Supportive units of service = the number of times participants engage in a service*
[2] *Unduplicated Clients Served = the number of individuals who engage in a service*

Organizational Chart



Town of Natick

Home of Champions

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

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries Management	63,897	74,288	75,064	75,064	0	0.00%
Salaries Operational Staff^	***119,928***	***144,015***	***148,513***	***190,077***	***41,564***	***27.99%***
Salaries Tech & Professional	147,138	153,379	168,981	168,981	0	0.00%
Personnel Services	**330,963**	**371,682**	**392,558**	**434,122**	**41,564**	**10.59%**
Repairs & Maint Equipment	1,535	1,586	1,600	1,900	300	18.75%
In/Out of State Travel	1,574	2,909	4,400	5,893	1,493	33.93%
Communication Telephone	2,646	2,264	2,600	2,820	220	8.46%
Dues & Subscriptions	1,182	1,355	1,450	1,955	505	34.83%
Communication Postage	367	469	950	950	0	0.00%
Copy/Mail Center Fees	5,613	819	0	0	0	0.00%
Contract Services: Counseling	824	0	5,000	5,000	0	0.00%
Other Services Misc.	545	135	500	500	0	0.00%
Wellness Programs	4,137	2,572	4,069	4,069	0	0.00%
Office Supplies	2,426	1,624	1,850	2,220	370	20.00%
Supplies Computer	869	1,466	875	1,200	325	37.14%
Supplies Disposable Goods	362	207	400	400	0	0.00%
Youth Advisory Council	0	0	288	0	-288	-100.00%
Transportation Program	10,383	13,174	17,000	17,000	0	0.00%
Service Directory Support	0		0	0	0	#DIV/0!
Expenses	**32,463**	**28,580**	**40,982**	**43,907**	**2,925**	**7.14%**
Total Council on Aging	**363,426**	**400,262**	**433,540**	**478,029**	**44,489**	**10.26%**

^ Includes Program Improvement Request

Line-Item Detail:

Personnel Services:

Salaries Management: Salary for the full time Director who provides the management functions of the Human Services & Council on Aging (COA) Department, and assists in the multipurpose Community-Senior Center operations. The functions of this position include meeting with the public and the COA Board to identify needs of elders and caregivers; advocating for service provision to fill gaps or resolve problems with existing services for residents of all ages and incomes through meetings with legislators, service providers and other agencies and organizations. Other responsibilities of this position include obtaining/leveraging funding, grants and in kind resources outside of tax appropriation to benefit Natick residents and their families.

Salaries Operational Staff: Salaries for a full time Assistant Director/Program Coordinator, two part-time (19 hrs/wk) Volunteer Resources Coordinators, a full time Administrative Assistant, a part time (19.5 hrs/wk) Clerk, a new full-time front-desk receptionist for the Community-Senior Center, and a part-time (12 hrs.wk) Program Assistant. The Assistant Director/Program Coordinator is responsible for researching, implementing, publicizing, room scheduling and set up, of all classes and programs held on behalf of the Human Services & COA Department at the multipurpose Community-Senior center and at other locations; publishes and edits the monthly newsletter; oversees routine financial operations including donations, deposits to the Treasurer, petty cash, purchase orders, invoices, and weekly payroll.
The Volunteer Resource Coordinators share responsibility for recruitment, training, placement, supervision and recognition of over 200 volunteers who provide direct and indirect services to members of our older adult community. The Administrative Assistant is responsible for providing administrative support to the Director, maintaining all COA participation and service records; medical equipment inventory; community resource information; office supplies; distributing, tracking and reporting use of transportation coupon program; donations, customer service; and supervision of all receptionists. The Clerical/Office position provides Telephone Reassurance to isolated, homebound elders referred by our social workers, family members and other agencies; maintains seasonal and special event communications with seniors; acts as relief receptionist; issues, records and reports senior parking tags; and supports other COA staff. The Program Assistant supports the Assistant Director/Program Coordinator with routine tasks regarding communication with program providers, room set-ups, and program supplies

Personnel Services (con't):

Salaries Technical & Professional: Salaries for the following positions:

- A full time Social Worker (LSW) who is primarily responsible for coordination and implementation of direct individual and group social services to community elders, family caregivers and other concerned parties. She provides information, case management (interpretation of individual needs assessment, referral and follow-up); crisis intervention particularly with elders at risk; assists with maximizing financial resources of Natick's elder residents including assistance with applications for programs such as fuel assistance, utility discounts, tax relief, and medication assistance. These are the primary areas of referral to our department. Referrals are from consumers, families, friends, neighbors, COA volunteers, Natick Police Department, Natick Fire Department, Natick Board of Health, and other local and distant agencies.
- A 30 hour per week social work position. (LSW)The social worker is primarily responsible for coordination and implementation of direct individual and group social services for Natick residents of any age. The social worker provides case management (interpretation of individual needs assessment, referral and follow-up); crisis intervention; assists with maximizing financial resources for individuals and families including assistance with applications for programs such as fuel assistance, utility discounts, tax relief, and medication assistance.
- A Full-time outreach coordinator position. Outreach coordinator responsibilities include assisting with maximizing financial resources including assistance with applications for programs such as fuel assistance, utility discounts, tax relief, supplemental nutrition assistance program (SNAP), and medication assistance. Also, outreach to school and municipal departments as well as community organizations, businesses and agencies. She coordinates the holiday meal delivery to homebound residents; works with Health Department to coordinate flu shots to homebound residents; coordinates the backpack program; coordinates the department's Toys for Tots distribution; serves as the department's representative on the Natick Together for Youth coalition, and assists the Director in developing new initiatives.
- A 15 hour per week clinical social work position (LICSW). The clinical social worker provides assessment and crisis intervention to those residents at risk, those with mental health and substance abuse issues and those in abusive situations. Limited counseling services are provided to these with no other resources or during the period where other resources are being established. She also facilitates support groups for family caregivers and parents. The clinical social worker coordinates our annual depression screening program offered as part of National Depression Screening day through tho organization, Screening for Mental Health.

Referrals to the department are from consumers, families, friends, neighbors, Natick Police Department, Natick Fire Department, Natick Schools, Board of Health, and other local and distant agencies.

Purchase of Services

Repairs/Maintenance Equipment: Covers any repairs/maintenance/replacements needed to current equipment regularly used in the course of operating a multipurpose Community-Senior Center: maintenance agreement for the copy machine, fax machine, computer printers, steam table, refrigerators, other kitchen equipment, assistive listening devices, sound equipment, chairs, tables, TV's, VCR's, projectors, pool tables, computers, and other misc. equipment. Office equipment is obtained and maintained by the Human Services & COA Department for its own use and fot the use of the Veterans Services Department.

Communication Telephone: Cost for local and long distance phone service related to serving residents, families of residents, and caregiver's needs. Families and caregivers are both local and distant. Fax transmission for benefits programs, for the elder nutrition program, and for Veteran's Services programs are also included.

Dues & Subscriptions: Massachusetts COA dues, MA Gerontology Association dues, Volunteer Administration membership, Risk Management, Information & Referral needs, professional subscriptions, updates on aging education and preventive resource information and programming to inform our residents. Most of the organizations with which we are affiliated have increased dues.

Communication Postage: This fund is used for general business postage, communication to volunteers, communication to consumers, families, and caregivers, and communication to community resources.

In/Out of State Travel: Includes staff and volunteer travel reimbursement when using personal vehicle for COA business. The volunteer coordinators, outreach coordinator, and social workers use their vehicles to visit the homes of seniors who request services. The program coordinator uses her vehicle to obtain program needs, and implement programs in other locations. The department director uses her personal vehicle to attend meetings, provide outreach to groups of seniors and network

Department: Human Services & Council on Aging Line-Item Detail

Narrative:

Purchase of Services (con't)

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

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

Contract Services: Contract with Advocates, Inc. for limited counseling services for Natick residents who lack insurance coverage or have other barriers to accessing care.

Supplies:

Office Supplies: For the purchase of general office supplies.

Supplies Computer: For the purchase of general office equipment toners and ink, cd's, labels for our monthly newsletter, etc.

Supplies Disposable Goods: Monthly calendars, wellness equipment, first aid supplies, supplies needed for care of our indoor plants and aquarium, and necessary kitchen/dining supplies such as soaps, bleach, aluminum foil, plastic wrap, napkins, and paper towels are included in this line request.

Other Charges & Expenditures:

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

Town of Natick — Personnel Staffing Sheets

Department Human Services & Council on Aging

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
											[(K-I)/D]		[(I+L)*M]		[N+O]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Other Comp.	Total FY 2014
Department		**Council on Aging**				**Munis Dept. #**			**30**				(@ 52 weeks)		(@ 52.2 weeks)
Salaries Management						**MUNIS Code**			**5111**						
40041	Munns	Moira	11/28/2005	1.0	Director	Per. Bd.	4	74,776	4	74,776	0	0%	74,776		75,064
Sub-total Salaries Management															**75,064**
Salaries Operational Staff						**MUNIS Code**			**5113**						
3263	Cugini	Elizabeth	6/18/1991	0.61	Receptionist	1116	BB-4	26,577	BB-4	26,577		2%	27,109	920	26,948
	Vacant			***0.39***	***Receptionist***	***1116***	***R4-1***	***13,000***	***R4-1***	***13,000***			***13,000***		***13,050***
43960	Murray	Mignonne	8/23/2010	1.0	Asst Dir	Per. Bd.	2	49,839	2	49,839	0	0.00%	49,839		50,031
44298	Edwards	Karen	10/18/2011	0.49	Vol. Coor.	Per. Bd.	H5-3	15,370	H5-4	16,236	650	0%	16,019		16,081
42281	Carr	Theresa	11/17/2003	1.0	Sr. Clerk	1116	B4-3	43,150	B4-3	43,150	0	2%	44,013		44,013
43692	McNally	Lorraine	4/6/2009	0.49	Vol. Coor.	Per. Bd.	H5-3	15,370	H5-4	16,236	217	0%	15,586		15,646
43113	Brown	Anna	9/18/2006	0.49	Clkr PT	Per. Bd.	H4-6	15,747	H4-6	15,747	0	0%	15,747		15,808
	Vacant				Program. Asst	Per. Bd.		8,500		8,500			8,500		8,500
Sub-total Salaries Operational Staff															**190,077**
Salaries Technical / Professional						**MUNIS Code**			**5123**						
42672	Checket	Helen	4/11/2005	1.0	Social Worker	Per. Bd.	2	60,019	2	60,019	0	0%	60,019		60,250
Sub-total Salaries Management															**60,250**
Total Salaries - Council on Aging				**6.47**											**$ 325,390**

^ Includes Program Improvement Request

Department		**Human Services**				**Munis Dept. #**			**57**				(@ 52 weeks)		(@ 52.2 weeks)
Salaries Operational Staff						**MUNIS Code**			**5113**						
41704	Carson	Nancy	3/3/2005	0.75	Social Worker	Per. Bd.	2	44,682	2	44,682	0	0.00%	44,682		44,855
43566	Budd	Debra	9/2/2008	1.00	Outreach Coor.	Per. Bd.	1	41,222	1	41,222	0	0.00%	41,222		41,381
43601	Player	Christina	9/24/2008	0.37	Social Worker	Per. Bd.	2	22,410	2	22,410	0	0.00%	22,410		22,496
Sub-total Salaries Operational Staff															**108,732**
Total Salaries - Human Services				**2.12**											**$ 108,732**

Key:

Per. Bd. - Personnel Board; 1116 - Clerical Union - Local 1116; COLA - Cost of Living Adjustment

$ 434,122

Notes:

Grant Funded Positions

Salaries Operational Staff (P-T)						**MUNIS Code**			**5123**						
44356	Durant	Laura	12/15/2011	0.49	Clerk - P/T	Per. Bd.	H4-3	**13,598**	H4-4	**14,450**	497	0%	14,095		14,149
Sub-total Salaries Operational Staff (P-T)															**14,149**

Town of Natick

Home of Champions

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

Appropriation Summary

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

Mission:

The primary mission of Natick Veterans Services will be to assist all veterans, eligible dependents, and others towards finding the path of least resistance towards realizing a maximum potential of the Veterans benefits and entitlement programs. To this end, department and staff will make every effort possible to provide benefits information and assistance in the areas of, but not limited to, Chapter 115 Emergency financial assistance application and benefits processing; applications and/or referrals for service connected and non service connected VA (Veterans Administration) pensions; state level benefits and exemption exploration; and all other areas common to the social service network. Further, we strive to assist the families and friends of indigent veterans with funeral and burial expenses; decorate graves on denoted holidays (Memorial Day and/or Veterans Day); provide ceremonial event coordination for town related Veterans events; and act as a liaison between Natick Veterans Council and the Town of Natick.

Goals:

Continued Ongoing Efforts to Enhance Services to Veterans:

* Develop assertive outreach concept to increase awareness of services available to Veterans and eligible dependents, with a focus on reaching seniors, widows, and widowers.
*Research possibility of establishing a family support program connected to Natick Veterans Services that will assist family members of currently serving residents with ongoing needs and provide a casual exposure to the Veterans benefits system of which their serving loved one can avail themselves on or after discharge. In some cases, current serving members have had previous service that has already established them eligible for veterans benefits, even though they are currently serving a subsequent deployment or term of reenlistment.
*Develop a comprehensive plan to monitor and track the effectiveness of Natick Veterans Services' ability to reach out and provide proper, thorough service to all consumers / veterans / constituents / family. (IE, develop metrics to measure programs efficacy and effectiveness.)
*Integrate VSO duties with VSOs role on Commission on Disability and develop a stronger, seamless link between disabled veterans needs and the Commission while enhancing identification of and outreach to disabled residents.
Assist “The Commission” with multimedia needs (website, outreach, print media etc)

Town of Natick

Home of Champions

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

Budget Overview:

Recent Developments:

There as been a change of Veterans Services staff with the departure of the Veteran's Director, Mr. John MacGillivary. Due to the high standards set by the department in previous years under the direction of Mr. MacGillivray and with the expert assistance of Ms. Sheila Young, the biggest immediate challenge facing the department staff will to become accustomed to the manners and means of doing business under a new Veterans Director.

After completion of almost three years as VSO this office has seen a large increase in VA benefits awarded. I brought to this office the ability to do claims work directly with the VA. In the first 14 months we brought awards of benefits of over $ 300,000 to our local veterans. Our chapter 115 case load, state and local benefits have also seen an increase. This work is through a great team approach with the expert assistance of Executive Assistant Sheila Young. Our caseload will continue to grow the next few years. With the assistance of Ms. Young and support of Town Government we will meet the challenges.

Current Challenges:

The next most immediate challenge is to try and forecast the increase in requests for assistance that all Veterans Services departments across the country have been experiencing since the onset of the Global War on Terror. The manner and rate in which new veterans are arriving in a community has changed since the close of the Vietnam War. The Global War on Terror (GWOT) fought by OEF/OIF (Operation Enduring Freedom and Operation Iraqi Freedom) forces has come largely from Guard and Reserve component units as opposed to the bulk of actions being supported principally by active duty personnel. This change has resulted in members of Guard and Reserve units nearly guaranteed at least one deployment during their enlistment.

As such, members of these units in years past did not have enough active duty time to be considered for veterans benefits. However, with a near guarantee of active duty “in theater” deployment, these members are ALL getting veterans status upon return from deployment or active duty in support of these operations. The principle difference is that once deployment complete for active duty forces, they continue their active duty as a entire unit at a location stateside where benefits information can be delivered to a targeted, captive audience. Conversely, when Guard or Reserve units reintegrate, most units are demobilized and the service members return to their communities, resuming their previously held status as a regular guard or reservist members. (I.E., AGR (Active Guard & Reserve), M-Day (normal guard/reserve commitment), Technician (40 hour work week in a military role, but not considered active duty). These metrics are difficult to track or forecast due to National Security concerns that protects the actual force strength using classified or confidential reporting methods. Such information is not made available to the general public or others lacking the "need to know." Mass. Department of Veterans Services notifies The Veterans Directors of each city and town of members from their community who have demobilized or discharged from active duty components, however the reporting is only a partial count of all returning veterans based on Mass. Department of War Records. those who have received the welcome home bonus.

The next issue to be addressed by the Department will be concerns related to the median age of our veterans’ population. More than 16 million people served in World War Two. As of 2008, there were an estimated 2.3 million still alive today. In 2007 the median age for all living veterans was 60 years old, 61 for men and 47 for women. Median ages by period of services: Gulf War: 37 years old; Vietnam War: 60 years old; Korean War 76 years old. World War Two veterans top out at 84 years old.

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

Whereas veterans' benefits often extend to eligible dependents we must consider spouses of veterans when forecasting demand for services. The main program of Veterans Services is Chapter 115, emergency financial assistance. Eligibility is first based on service and income, then on personal circumstances. Therefore, it is not unusual for a veteran and spouse both on fixed income (SSI) to be above 200% of the federal poverty threshold which is the income eligibility standard for the program. However, unless there are significant means of assets yet to be obtained, when one of the two passes on, the survivor becomes automatically cast below the threshold and thus becomes eligible for benefits.

Awareness of these income and eligibility guidelines are not well known to the community. Therefore, two significant challenges that will remain shall be to first conduct an assertive outreach and public awareness initiative and second to accommodate the needs of those who are reached by such a campaign. Often, these situations create somewhat of a conflict whereby Chapter 115 is meant to be a temporary bridge for veterans of low income who are unable to find work, are disabled, or are retired. The end goal is to either sustain the veteran while s/he finds gainful employment or for those unable to work or 65 or over, to assist them with obtaining other sources of fixed income such as SSDI, Service Connected and Non Service Connected VA Pensions, or other programs.

However, in the case of surviving spouses of retirement age sans any unexpected windfall, their income will not change dramatically and quite often, there are no other fixed income programs for which they qualify. Hence, they will remain on Chapter 115 permanently until either death increased income from other unanticipated sources. In other words, while the program is supposed to be "emergency financial assistance" of a temporary nature, there will be a growing number of cases whereby our spouse or other dependent will have no further avenue of assistance once placed on Chapter 115, in part, negating the "temporary" nature of the assistance.

In conclusion, while it is almost impossible to forecast the percentage for an increase of needs based assistance considering the above mentioned variables, one thing remains certain: The number of eligible veterans and dependents will most certainly rise as a result of 1. The aforementioned Global War on Terror demands. 2. The advancing median age of our veteran population is now approaching retirement age (62 years old). 3. The number of survivors needing assistance who will become financially eligible as a result of their spouse who is also on fixed income will increase in many instances. These will be the three driving forces behind the amount of actual budget expended for FY2014.

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

Veterans Service entities across the country will experience increased requests for assistance as detailed elsewhere in this budget summary. There simply is no way to stem the tide at this juncture, however, prudent use of existing resources can help negate the increase in demand for services. The Commonwealth annually raises the COLA amount of assistance we must render to each applicant by approximately 3% per annum. These two factors indicate that we can expect an increase in the funds that must be allocated for Veterans Benefits: Cash (and) Veterans Benefits: Medical. Whereas services to our veterans are mandated by state law and whereas there will inevitably be an increase in demand for services, the Director of Natick Veterans services recommends a sizeable increase over last years appropriation for those two line items. This office is sitting on a committee with the Commonwealth of MA Career Centers. We receive job opportunities from 4 Career Centers on a daily basis. We are seeing more and more veterans in need of employment.

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

On the Horizon:

Traditionally, global conflicts involving US Soldiers, Sailors, Airmen, or Marines were supported mainly by active duty forces that were augmented by activated Guard and Reserve component units. Since Desert Storm, this ratio has inverted having the bulk of our fighting forces coming from Reserve and Guard units augmented by the Active Duty components. The end result is we are producing more veterans in a shorter period of time. With this change comes a change in the average profile of those we serve.

Prior to the changes that took place throughout the 90's, a VSO would expect their average veteran consumer to be male, between 25-40 years old, usually single through divorce or never married, and having recently served a complete enlistment on active duty. Conversely, now that woman are allowed in combat roles and coupled with the aforementioned fact that the bulk of service is being provided by Guard and Reserve Units it becomes more and more likely that it is equally possible that the person seeking assistance could be male or female, married or unmarried, employed, underemployed, or unemployed; and have children. The traditional VSO normally does not have a network in place to deal with some of the unique scenarios that may arise for women as opposed to men and those with children as opposed to those who have no dependents. We do now have services for the women veterans and or male single fathers with dependents.

As such, we can expect that the services tailored to the needs of the individual's) will include resources not used as a rule in Veterans Services, such as family support programs, court assistance in child support problems, child care issues, and the particular mental and physical health needs that arise outside the male 25-40 year old populations. To meet this need and help educate and inform service providers, the Mass. Department of Veterans Services' Women's Veteran Network is perhaps one of the busiest efforts under this agency.

Town of Natick

Home of Champions

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

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

Notes

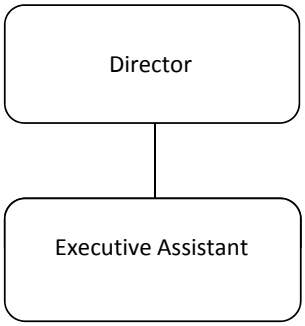
The Department of Veterans of is comprised of two (2) full time positions:

1) Director of Veterans Services
2) Executive Assistant

Natick Veterans Services has experienced small changes over the last 50 years, but for the most part has run consistently in terms of service and staffing during that period of time. Administrative support is utilized ½ time for Veterans Services support and ½ time for Human Services support. However, 100% of this salary is sourced from the Veterans Services personnel line item. The administrative support position was upgraded in 2007 to account for the additional responsibilities and required added skill sets of the individual.

The Director of Veterans Services shall remain as Liaison to the Commission on Disabilities and also Americans With Disabilities Act Compliance Officer.

Organizational Chart



Performance Indicators

	2010	**2011**	**2012**	**2013**	**2014**
Workload Measures					
Number of Veterans Served	N/A - Indicator under Development				
Number of Veterans seeking Assistance for First Time	N/A - Indicator under Development				

Town of Natick

Home of Champions

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

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

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

Personnel Services:

Salaries Management: Salary to fund the full-time position of Director of Veterans Services. This position is responsible for the development and management of all activities related to veterans. This position also serves as the Citizens Information Officer. Additionally, duties associated ADA Compliance Officer and the Commission on Disability are also fulfilled.

Salaries Operational Staff: Salary to fund the full-time position of Executive Assistant. This position assists both the Director of Veterans Services and the Director of the Council on Aging in performing clerical and administrative duties. For veterans this position does intake and referrals; payroll; coordinates rides; and answers basic questions. This position is also responsible for supervising the senior aides; trains and supervises receptionists; intakes for social workers; data entry clerk; and ride coordinator.

Operational Staff Additional Compensation: Longevity award is provided when employee has 10 years of employment and belongs to the union.

Purchase of Services:

Rental of Veterans Headquarters: State law requires that if there is a recognized veterans' organization in a municipality and that such veterans' organization does not have a physical headquarters of its own, the municipality must provide this organization with a place to meet or rent a place in which this organization may meet. The Town of Natick pays $50.00 per month to the American Legion to allow the Disabled American Veterans to meet at that location. The Town of Natick also pays $50.00 per month to the AMVETS to allow the Marine Corps League to meet there on a monthly basis.

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

Communication Telephone: Cost for local and long distance phone service related to veterans' services, citizens' information; citizens' complaints, and other related services.

Dues & Subscriptions: Dues for membership in professional organizations and subscriptions to magazines and papers that help to enhance the ability of this office to provide services.

Copy/Mail Center Fees: Those costs incurred by the use of our copy/mail center.

Other Services Miscellaneous: Discretionary account that allows for purchase of otherwise unanticipated goods or services.

Care of Veterans Graves: Physical cleaning and care at North Cemetery; purchase of flag holders; repair of veterans' memorials and headstones; and other related costs as needed.

Supplies:

Office Supplies: Purchase of supplies necessary for the efficient functioning of the office.

Postage: Separate line item for Veterans postage, previous request in mail/copy center line item, moved in FY 2011 request to better monitor by mail outreach.

Other Charges & Expenditures - Veterans:

Veterans Benefits: Cash Allowance: Under Chapter 115 of Massachusetts General Laws (M.G.L. ch. 115), the Commonwealth provides a uniform program of financial and medical assistance for indigent veterans and their dependents. Qualifying veterans and their dependents receive necessary financial assistance for food, shelter, clothing, fuel, and medical care in accordance with a formula which takes into account the number of dependents and income from all sources. Eligible dependents of deceased veterans are provided with the same benefits as if the veteran were still living.

State and local government leaders wanted to recognize service in the armed forces by providing certain essential benefits to men and women (both living and deceased) who had borne the burden of military duty—and to their families. Chapter 115 enables every eligible Massachusetts veteran to receive certain financial, medical, educational, employment, and other benefits

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

Today M.G.L. Chapter 115 requires every city and town to maintain a Department of Veterans' Services through which the municipality makes available to its residents the part-time or full-time services of either an exclusive or district Veterans' Service Officer (VSO). It is the job of the VSO to provide the veterans (living and deceased) and their dependents access to every federal, state, and local benefit and service to which they are entitled—including assisting in their funerals and honoring them on Memorial Day and Veterans' Day.

Veterans Benefits: Medical: In compliance with Massachusetts General Laws Annotated, Chapter 115, Veterans and dependents who do not qualify for direct financial assistance via Chapter 115, may qualify for reimbursement out of pocket medical expenses, to include pre approved dental services and insurance premium reimbursements. All bills must be properly coded and comply with the standards set by Massachusetts Rate Setting Commission. When properly submitted and authorized 75% of these funds are reimbursed to the Town of Natick by the Commonwealth.

Note: Due to the fact that the Commonwealth of Massachusetts has not raised benefit amounts for three years running and coupled with the fact that federal fixed income programs have kept pace with the sagging economy the gap between state allowed benefits and federal poverty level continues to widen. Thus, when and if the state budget standards increase to compliment federal poverty guidelines, it will result in a sudden influx of veterans becoming eligible for benefits whereby the applicant would have been over income under existing standards. This will impact both Veterans Benefits Cash Allowance and Veterans Benefits Medical should eligibility guidelines be readjusted at the state level to reflect today's economic needs of our veterans.

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

Veterans Benefits: Nursing Home Transportation: This fund provides for transportation of veterans and/or their families to and from nursing homes and/or medical facilities. This fund is not reimbursed by the Commonwealth.

Veterans Benefits: Miscellaneous: This fund allows for discretionary assistance to those veterans and/or their dependents who may not otherwise be eligible for assistance under the provisions of MGL, Ch. 115. This fund is not reimbursed by the Commonwealth.

Other Charges:

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

Veterans Day Program: This fund provides for those activities associated with Veterans Day. This includes the Veterans Day

Town of Natick

Personnel Staffing Sheets

Department **Veterans Services**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
											[(K-I)/D]		[(I+L)*M]		[N+O]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Other Comp.	Total FY 2014
Department		**Veterans Services**				**Munis Dept. #**			**29**				(@ 52 weeks)		(@ 52.2 weeks)
Salaries Management						**MUNIS Code**			**5111**						
43901	Carew	Paul	3/29/2010	1.0	Director	Per. Bd.	3	63,828	3	63,828	0	0.0%	63,828		64,074
Sub-total Salaries Management															**64,074**
Salaries Operational Staff						**MUNIS Code**			**5113**						
41437	Young	Sheila	4/12/2000	1.0	Exec Asst Clerk	1116	B6-4	49,743	B6-4	49,743	0	2%	50,738	750	51,683
Sub-total Salaries Operational Staff															**51,683**
Total Salaries - Veterans Services				**2.0**											**$ 115,757**

Key:

Per. Bd. - Personnel Board; 1116 - Clerical Union - Local 1116; COLA - Cost of Living Adjustment

Town of Natick

Home of Champions

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

Appropriation Summary

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

MISSION and GOALS:

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

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

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

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

Town of Natick

Home of Champions

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

The Recreation and Parks Commission believes strongly in citizen participation and a voice in the decision making process of the department. This is especially true when it comes to community leisure services and facilities where public input is needed and sought by our Commission and agency so that successfully leisure services planning can take place. Thanks to this type of interactive planning, a sound and realistic leisure services plan can be executed for the sake of our community.

BUDGET OVERVIEW:

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

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

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

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

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

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

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

ON THE HORIZON:

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

Town of Natick

Home of Champions

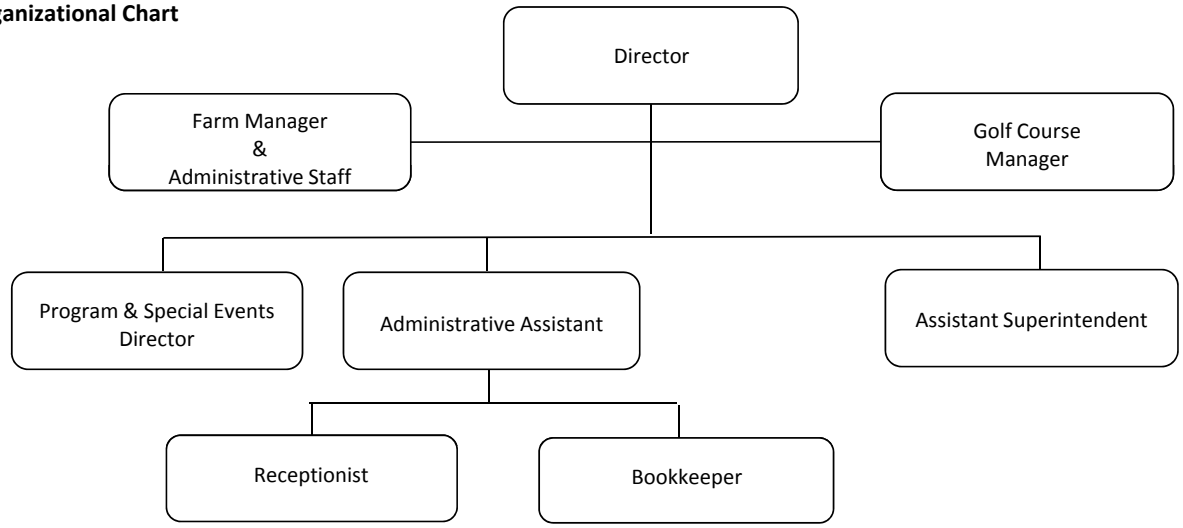
Department: Community Services	Division: Recreation & Parks				
Staffing	**2010**	**2011**	**2012**	**2013**	**2014**
Change from Superintendent to Director in 2012	1	1	1	1	1
Assistant Superintendent	1	1	1	1	1
Director of Natick Community Organic Farm*	1	1	1	1	1
Program/Special Events Director	1	1	1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

Notes

*These positions are totally offset by revenues. ** This position is partially offset by revenues.

Organizational Chart



Performance Indicators

*Estimated**	**2010**	**2011***	**2012***	**2013***	**2014***
Workload Measures					
Number of Programs Run					
- General Fund Supported Programs	10	10	10	10	10
- Revolving Fund Supported Programs	110	114	119	125	125
Number of Facilities Operated	28park/facility	28park/facility	29park/facility	29park/facility	29park/facility

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

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

Town of Natick

Home of Champions

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

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

^ Includes Program Improvement Request

Town of Natick

Home of Champions

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

Narrative:

Personnel Services

Salaries Management - This line item contains a full-time Director of Recreation & Parks

Salaries Supervisory - This line item contains a full-time Assistant Superintendent of Recreation & Parks and the full-time Farm Director of NCOF. Please note that $68,000 in local receipts will be returned to town for Farm Director position.

Salaries Operational Staff - This line item contains the total Office Staff of Recreation & Parks

Salaries Technical & Professional - This line item includes a full-time Program/Special Event Director for Recreation & Parks, a full-time Assistant Farm Director for NCOF, a part-time Administrative Assistant for NCOF. Please note that local receipts are returned to the town in the amount of $92,121 for the two NCOF positions, while Program/Special Events Director position is partially offset by $20,000.

Operational Staff Additional Comp - This account represents longevity compensation for the Office Staff of Recreation & Parks Department.

O/T Operational & Supervisory Staff - This line item contains overtime for two union positions.

Purchase of Services

Repairs & Maintenance of Facilities - This fund is used to pay for minor "trade" repairs to Memorial Beach. This account also provides a year-round security and alarm system to Memorial Beach and Camp Arrowhead.

Repairs & Maintenance of Equipment - This fund is used to maintain and repair the Recreation Department office and summer camp building equipment.

Communication/Telephone - Telephone account covers the phone system at the Cole Center, Beach, Camp Arrowhead and one line at the Natick Community Organic Farm. The Department's cell phone system is also included in this account.

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

Copy Center/Mail Fees - Recreation & Parks Department assessment for copies at the Copy center also included in this. Money for postage is also in this account.

In/Out of State Travel/Meetings - This fund is used to cover travel reimbursement for Recreation & Parks Department Staff using their own vehicles on Town Business. Training for Department staff is included in this line item. They include training for one administrative staff for Director' s School, computer and customer service training for the office staff and a modest amount of funds for the administrative staff to attend the state conference.

Technical / Professional Services

Communication/Photocopying - This fund pays for the operation of the Department's copy machine at the Cole Center.

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

Special Needs Tuition - This fund helps to cover the cost of the agreement between Town of Natick and the Amputee Veteran's Association for 10 camper weeks to be paid by the Town as a rental fee for using their camp grounds and the remainder is to cover the anticipated "short fall" of Camp Arrowhead's costs. Also included in this account is the Commonwealth of Mass (DCR) $500 Annual Fee.

Supplies

Office Stationary - This fund covers all other office operational costs for the Cole Center. This includes department printing costs, the printing and mailing of the Department's three main brochures, receipt machine supplies, computer software, related supplies, paper and other associated office supplies. The Department does charge a $2/program administration fee/registrant to help offset the printing and mailing costs within this account.

Other Supplies

Dug Pond Treatment - This account funds 80% of the annual testing and treatment of Dug Pond with an alum treatment that is provided by a qualified licensed applicator. The annual testing at Pegan Brook inlet to Dug Pond as requested by Natick DPW is also included in this line item.

Program Supplies - This fund calls for funds to provide training for year-round and summer staff, ads and subscriptions, specialized first aid supplies and uniforms for the beach staff. (The Department historically asks the Board of Selectmen for an additional $5,000 from BAA to help offset this line item and plans to do this again for the FY'13 budget year.) This request will include audio visual equipment, repair supplies for necessary maintenance at our Beach and Arrowhead waterfronts and supply funds for the Dug Pond pier upgrades (an ongoing project since 2004).

Town of Natick

Personnel Staffing Sheets

Department **Recreation & Parks**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
											[(K-I)/D]		[(I+L)*M]		[N+O]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Other Comp.	Total FY 2014
Department		**Recreation & Parks**				**Munis Dept. #**			**56**				(@ 52 weeks)		(@ 52.2 weeks)
Salaries Management						**MUNIS Code**			**5111**						
41003	Marshall	Jonathan	6/1/2004	1.0	Dir of Rec.	Per. Bd.	4	75,110	4	75,110		0%	75,110	0	75,400
Sub-total Salaries Management															**75,400**
Salaries Supervisory						**MUNIS Code**			**5112**						
3028	Keefe	Daniel	1/8/1990	1.0	Asst Dir	Per. Bd.	3	73,000	3	73,000	0	0%	73,000	0	73,000
1996	Simkins	Lynda	7/1/1983	1.0	Dir. NCOF	Per. Bd.	3	69,285	3	69,285	0	0.0%	69,285	0	69,285
Sub-total Salaries Management															**142,285**
Salaries Operational Staff						**MUNIS Code**			**5113**						
2265	Coffey	Marylou	1/17/1989	1.0	Bookkeeper	CL 1116	B4-4	44,455	B4-4	44,455		2%	45,344	1,500	47,019
3473	Pinualt	Linda	3/8/1993	1.0	Admin Asst	CL 1116	B5-4	46,674	B5-4	46,674		2%	47,607	1,500	49,291
Sub-total Salaries Operational Staff															**96,309**
Overtime															**2,194**
Salaries Technical/Professional						**MUNIS Code**			**5114**						
	Vacant		*2/5/1985*	*0.8*	*Coord S/NDS*	*Per. Bd.*		*33,280*		*33,280*	*0*	*0%*	*33,280*	*0*	*33,408*
43682	Umbrell	Patricia	3/23/2009	0.75	Farm O/Admin	Per. Bd.	2	35,246	2	35,246	0	0%	35,246	0	35,257
44427	Friedman	Aaron	4/9/2012	1.0	Prgm Coor	Per. Bd.	3	60,897	3	60,897	0	0%	60,897	0	61,131
43695	Lacouture	Jean-Claude	4/13/2009	1.0	Asst Director	Per. Bd.	2	58,381	2	58,381	0	0%	58,381	0	58,606
	Vacant		3/27/1995	0.00	Dir P/Sch	Per. Bd.		0		0		0%	0	0	0
	local receipts for these positions-		Umbrell-$34,920;Marshall-$20,250,Lacoutre-$57,200,Simkins-$68,000												
															188,402
Total Salaries - Recreation & Parks				**8.55**											**$ 504,590**

^ Includes Program Improvement Request

Key:

Per. Bd. - Personnel Board; CL 1116 - Clerical Union - Local 1116; RL 1116 - Recreation Union - Recreation Local 1116; COLA - Cost of Living Adjustment

NCOF - Natick Community Organic Farm

Notes:

Hours: Umbrell works 30 hours/week and E. Cugini works 23 hours/week.

Reimbursement information for Trish Umbrell, Jean Claude Lacoutute, and Lynda Simkins is 100% back to town. Jon Marshall's salary is reimbursed back to town in a 33% amount.

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Town of Natick

Home of Champions

Department: Board of Health

Appropriation Summary

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

Mission:

To protect and promote the health, the environment, and the well being of the Town of Natick residents and visitors.

Goals:

Ensure statutory and other key responsibilities are fulfilled in a timely and effective manner, including:
- Septic System design, installation and monitoring
- Food Service compliance monitoring
- Homeland Security functions
- Public Health and Environmental Health functions
- Housing/Sanitary code compliance monitoring

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

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

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

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

Town of Natick

Home of Champions

Department: Board of Health

Budget Overview:

Main Purpose of the Department

The Board of Health is charged by State statute with protecting the public health in Natick, both for residents and visitors. This is accomplished on the environmental side by licensing facilities, by reviewing plans for facilities and developments, by performing inspections as required and as needed, by investigating complaints from the public and by enforcing State and local regulations and statutes. On the clinical side, the Department provides for communicable disease investigation and follow-up, provides immunizations to both children and adults. The Board of Health participates with First Responder agencies in emergency planning activities, and also directs the Natick Medical Reserve Corps.

Recent Developments

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

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

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

Current Challenges

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

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

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

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

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

On the Horizon

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

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

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

Town of Natick

Home of Champions

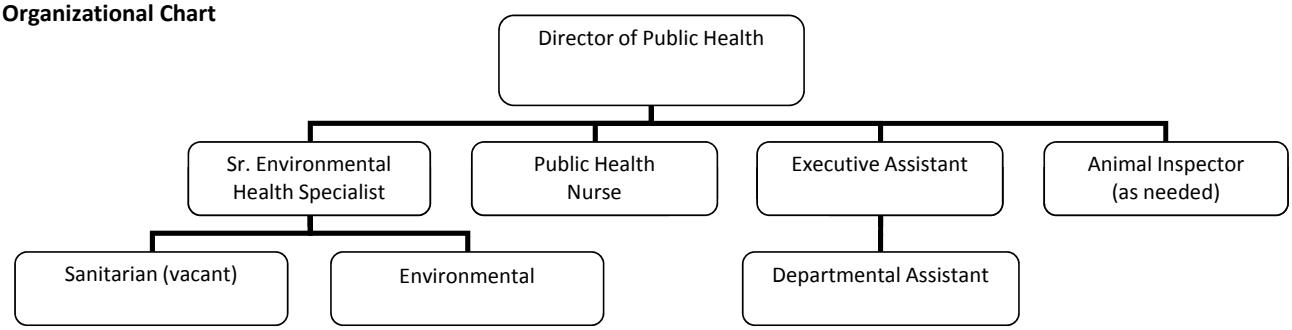
Department: Board of Health

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**	**6 FT**

Notes

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

Organizational Chart



Town of Natick

Home of Champions

Department: Board of Health

Performance Indicators (CALENDAR YEAR)	2010	2011	2012**	2013**	2014**
Workload Measures					
Number of Health Permits Issued	891	857	900	900	900
Number of Food Establishment inspections	952	945	1000	1100	1100
Total Number of Health Inspections	3470	3497	3500	3500	3500
Number of Communicable & Reportable Diseases	142	133	150	150	150
Number of Blood Pressure Clinics Conducted	47	44	45	45	45
Number of Flu Clinics Conducted	23	16	15	15	15
Number of Home Visits	47	95	100	100	100
Title 5 Consultations	263	227	300	300	300
Food Recalls	147	112	130	130	130
Certificate of Occupancy Inspections	324	347	400	500	500
Meetings in and out of Town Hall	511	424	400	400	400
Housing Complaint Based Inspections	147	93	125	125	125

	2010	2011	2012**	2013**	2014**
Efficiency Measures					
Number of Health Inspections/Inspector	1157	1166	1167	1167	1167

	2010	2011	2012**	2013**	2014**
Outcome Measures					
Number of Participants - Blood Pressure Clinics	266	255	250	250	250
Number of People Vaccinated via Flu Clinics	2239	1150	1500	1500	1500

**Note: All totals provided for the current year are estimates. Final totals will be available after 1/1/13.*
***Calendar years 2012 & 2013 figures are projected estimates.*

The Public Health Nurse also offers additional immunizations other than flu, this years total to date is 321.

The Medical Reserve Corp. continues to grow in numbers. Currently there are 140 members up from 136 in 2010.

A function of the Medical Reserve Corp. is to deploy during emergencies, the Reserve deployed on 3 occasions this year.

Town of Natick

Home of Champions

Department: Board of Health

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

Department: Board of Health

Narrative:

Personnel Services:

Salaries Management - This line item is the compensation for the Director of Public Health.
Salaries Operational Staff -
• Full Time Administrative Assistant
• Full Time Department Assistant
Salaries Technical and Professional -
• Senior Environmental Health Specialist
• Sanitarian
• Environmental Engineer
• Public Health Nurse
Salaries Additional Compensation -
• Longevity payment for Administrative Assistant - per union contract
Salaries Part Time Operational -
• Stipend for Secretary to the Board
Salaries Temp Tech/Prof Staff -
• Animal Inspector (position currently job-shared by 2 individuals
• Part Time Nurses, primarily for immunization clinics

Purchase of Services:

Repairs and Maintenance Equipment
• This line item is used for maintenance of equipment and for purchase of misc. small equipment (e.g. thermometers, batteries, temp strips)
In State Travel Meetings
• Primarily mileage reimbursement for employee use of their personal vehicles on the job.
• Is also used for registration fees at various educational seminars.
Communication Telephone
• Office Telephones
• 4 Nextel cell phones (Line item amount assumes grant for 4 Nextel cell phones will NOT be renewed.)
Dues and Subscriptions
• Dues for membership in professional associations.
• Subscriptions to professional publications.
Copy/Mail Center Fees
• Fees assessed for the use of the copy/mail center in Town Hall
Other Services Misc.
• Miscellaneous - otherwise unclassified expenses.

Technical & Professional Services:

Printing/Advertising
• Legal Notices for public hearings and for adoption of new or amended regulations.
• Employment advertisements

Supplies:

Office Supplies Stationery
• Postage
• Software updates
• Ink cartridges
• Miscellaneous office supplies

Narrative:

Other Supplies:

Professional Services: Clinics
• All expenses related to clinics (Flu, Lead Screening, Hepatitis B, School Clinics)
• Syringes, vaccines, alcohol, cotton, etc.
• Professional services
• Equipment, including rental
Communicable Disease Program
• Vaccines and syringes
• Educational brochures and pamphlets
• Current reference publications
• Professional seminars on communicable disease issues
Environmental Program Supplies
• Expenses directly related to environmental sanitation programs (UST's, Title 5, food protection, code enforcement, hazardous materials)
• Stem and strip thermometers, reference publications, constable fees, costs of boarding up condemned properties
• Professional seminars on environmental health issues
Laboratory Supplies
• Lab supplies
• Outside testing of beach water samples
• Other testing as needed

Other Charges & Expenditures:

Household Hazardous Waste Program
• Expenses related to the annual household hazardous waste collection day
• Hazardous waste contractor fee, including setup, sorting and disposal
• Police detail at collection site
• Other hazardous waste disposal costs as needed.

Town of Natick — Personnel Staffing Sheets

Department Board of Health

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
											[(K-I)/D]		[(I+L)*M]			[N+O+P]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Sec To Board	Longevity	Total FY 2014
Department		**Board of Health**				**Munis Dept. #**			**53**				(@ 52 weeks)			(@ 52.2 weeks)
Salaries Management						**MUNIS Code**			**5111**							
946	White	James	11/21/1979	1.0	Director	Per. Bd.	4	93,428	4	93,428	0	0.0%	93,428			93,787
Sub-total Salaries Management																**93,787**
Salaries Operational Staff						**MUNIS Code**			**5113**							
3843	Morgan	Pamela	7/5/1995	1.0	Exec Asst	1116	B6-4	49,743	B6-4	49,743	0	2%	50,738	1,039	1,125	53,148
42317	Cotter	Jean	8/2/2006	1.00	Dept Asst	1116	B4-4	44,454	B4-4	44,454	0	2%	45,343			45,517
Sub-total Salaries Operational Staff																**98,666**
Salaries Technical/Professional						**MUNIS Code**			**5114**							
	Vacant				Sanitarian	Per. Bd.	DB-4	0	DB-4	0	0	0.0%	0			0
42442	Mercer	Leila	7/1/2004	1.0	Pub Hlth Nurse	Per. Bd.	2	62,175	2	62,175	0	0.0%	62,175			62,414
41681	Boudreau	Michael	9/10/2001	1.0	Health Agnt	Per. Bd.	2	66,939	2	66,939	0	0.0%	66,939			67,196
43888	Anderson	Jane	3/3/2010	1.0	Env. Health Agent	Per. Bd.	2	64,677	2	64,677	0	0.0%	64,677			64,926
																2,572
Sub-total Salaries Technical/Professional																**197,107**
Technical/Professional-Inspectors - Part Time						**MUNIS Code**			**5124**							
44147	Tosi	Keith	4/1/2011		Animal Insp.	Per. Bd.	A2-1	3,378	A2-1	3,378	0	0%	3,378			3,391
	Clinic Nurses							2,227		2,227	0	0%	2,227			2,236
Sub-total Salaries Technical/Professional - Inspectors - Part time																**5,626**
Total Salaries - Board of Health				**6.00**												**$ 395,186**

Key:

Per. Bd. - Personnel Board; 1116 - Clerical Union - Local 1116; COLA - Cost of Living Adjustment

Notes:

The Secretary to the Board stipend is MUNIS code 5123 although it is placed on a different line here for clarity's sake.

Stipend goes to Pamela Morgan who holds that position. Other Comp for Pamela Morgan is Longevity per Clerical Union Local 1116 contract.

Section VII:
Administrative Support Services

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Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Salaries						
Personnel Services	512,395	564,807	591,168	616,264	25,096	4.25%
Total Personal Services	**512,395**	**564,807**	**591,168**	**616,264**	**25,096**	**4.25%**
Operating Expenses						
Expenses	179,888	202,242	248,750	257,250	8,500	3.42%
Other Chgs./Exp.	18,357	18,357	18,357	18,357	0	0.00%
Contract Settlements	0	0	214,451	276,824	62,373	29.08%
Total Operating Expenses	**198,245**	**220,599**	**481,558**	**552,431**	**70,873**	**14.72%**
Total BOS/TA	**710,640**	**785,407**	**1,072,726**	**1,168,695**	**95,969**	**8.95%**

Mission:

Board of Selectmen

The Board of Selectmen is composed of five members who are elected for three-year terms. As the Chief Elected and Executive Officers of the Town, the Selectmen are vested with all the municipal authority not specifically retained by the Town's legislative body, Town Meeting. The Selectmen appoint a Town Administrator who is responsible for the daily management of the Town and whose powers are specified in the Town of Natick Home Rule Charter.

The Selectmen issue the warrants for Town Meetings and make recommendations on the warrant articles, initiate legislative policy by including articles in Town Meeting Warrants, and then implement the terms of the votes as made by Town Meeting. They adopt town administrative policies, review and set fiscal guidelines for the annual operating budget and the capital improvements program, and make recommendations to Town Meeting on the same. The Selectmen appoint certain department heads and members of boards and commissions, hold public hearings on important town issues, hold periodic conferences with agencies under their jurisdiction and with community groups, represent the Town before the General Court, and enforce Town By-Laws and regulations.

The Selectmen also serve as the licensing board responsible for issuing and renewing licenses in 19 categories, including common victualler, liquor, daily/Sunday entertainment, innholder's, taxi cab, gasoline storage and lodging house.

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

Department: Board of Selectmen/Town Administrator

Mission (con't)

Town Administrator

The Town Administrator serves as the Chief Operating Officer of the Town. The Town Administrator's Office is committed to providing quality, cost-effective and innovative service in a supportive and creative environment. We will work cooperatively with the citizens of Natick and Town employees in setting direction and accomplishing goals as established by the Board of Selectmen.

The Town Administrator is appointed by the Board of Selectmen to oversee the daily operations of the Town, advise and administer the policies and procedures of the Board of Selectmen and enforce Town by-laws and actions passed by Town Meeting. The Town Administrator's authority and responsibilities are established and defined in Section 4 of the Town Charter.

The Town Administrator submits to the Board of Selectmen a proposed annual budget that includes revenue and expenditure projections for the upcoming fiscal year. The Town Administrator works with the Finance Director and other department heads to coordinate the development of the budget. The Town Administrator's budget is presented to the Board of Selectmen, reviewed by the Finance Committee and ultimately presented to Town Meeting for action.

The Town Administrator is responsible for the management of all Town departments (excluding the School Department), all Town funds, for providing support to the volunteer committee system, working with other levels of government, and managing special projects for the Board of Selectmen.

Goals:

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

Budget Overview:

I. Main Purpose of the Department

The Board of Selectmen is the chief executive and policymaking body in the Town of Natick. Elected by the people of the Town, the five member Board hires a Town Administrator to manage the day-to-day operations of the town. In addition to establishing the policies of the Town of Natick, the Board also serves as Water and Sewer Commissioners and Road Commissioners for public ways in the Town of Natick.

The Town Administrator is the Chief Operating Officer of the Town and executes the policies of the Board. In addition to managing the day-to-day operations of Town government, the Town Administrator works with department heads and relevant policy-making bodies to develop long-term financial, capital and service plans.

Department: Board of Selectmen/Town Administrator

Budget Overview (con't):

II. Recent Developments

• The Administration and Board of Selectmen continue to advance their efforts to provide comprehensive and long-range perspectives with respect to the Town's finances so as to best meet the needs of the community now and into the future. The administration's strategic financial planning allows the administration - as well as key boards and committees - to measure and monitor trends and changes in our financial condition, identify forces affecting our condition, and foresee emerging problems and identify strategies in response to these factors. Natick was also able to preserve its Aaa bond rating throughout the recent recession - a notable achievement.

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

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

III. Current Challenges

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

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

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

V. On the Horizon

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

Performance Indicators

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

**Estimated*

Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

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

^ Includes Program Improvement Request

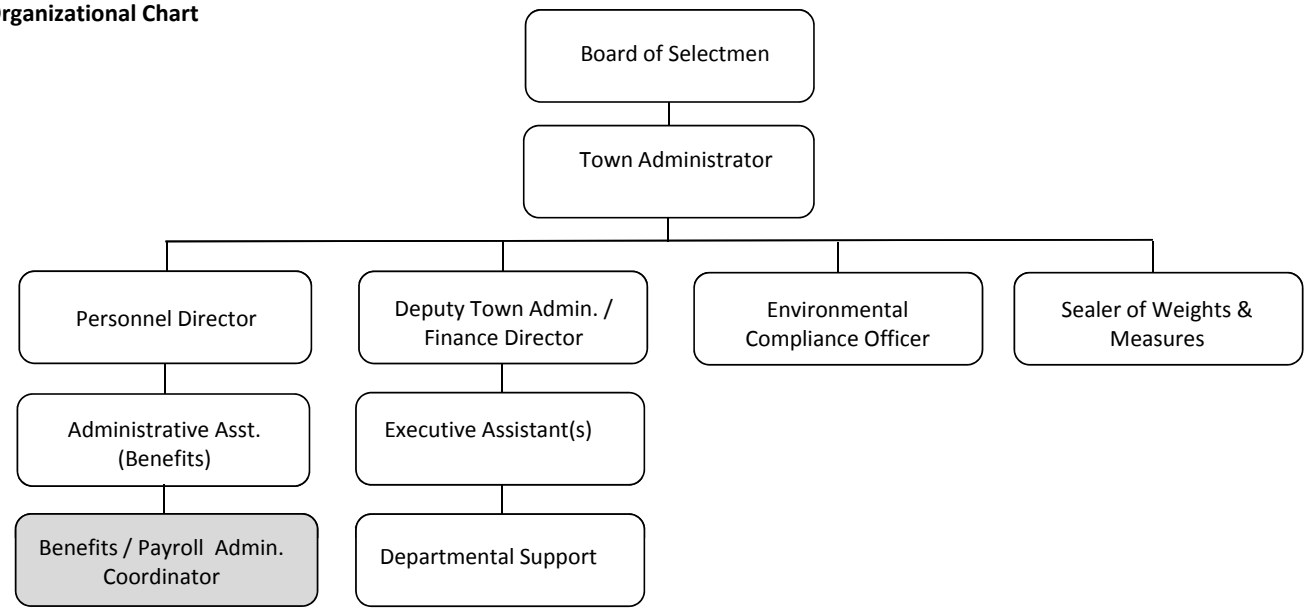
Notes

Ann Wiles retired August 31, 2007 from a full time department assistant position (union). After her retirement she was asked to return on a part-time basis and has been working part time since. In 2007, the Office of the Board of Selectmen was the only office that took a cut in personnel. This position is again being proposed for reduction for FY 2011. The Town has had a full-time Executive Assistant position reporting to the Town Administrator, Deputy Town Administrator and Personnel Director. The part-time (3/4) Executive Assistant position was established in 1985 and reports to the Board of Selectmen, both positions are within The Human Resources Director position was created in 2005 and Elizabeth Dennis was hired in August 2005. This was the first time the Town had such a position. Richard Tranfaglia has served as the organization's Human Resources Director since 2/8/2010. Prior to the creation of such position, the Deputy Town Administrator assumed those responsibilities along with procurement functions (Procurement Officer).

Linda Clark's position of Benefit's Coordinator (union) has been in existence for many years, however, as part of the creation of the H.R. Director position it was determined that this position would report to the H.R. Director and was moved to the Board of Selectmen's budget when Elizabeth Dennis was hired.

The Environment Compliance Officer position was created in 2002 when the Town hired Bob Bois in February of that year to help with environmental issues the Town faced and as part of a mandate with the Environmental Protection Agency. Later, in that same year when the part-time Conservation Agent left due to budget cuts, Bob Bois assumed those responsibilities as well, allowing half of his salary to come from the Conservation budget and one half from the Board of Selectmen's budget.

Organizational Chart



Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Salaries Management	303,797	345,561	365,283	365,283	-	0.0%
Salaries Supervisory	53,391	59,342	60,251	60,251	-	0.0%
Salaries Operational Staff ^	***93,750***	***102,496***	***105,934***	***131,030***	***25,096***	***23.7%***
Salaries Tech & Professional	46,454	48,327	48,814	48,814	-	0.0%
Salaries Part/Time Operational	10,003	9,082	10,886	10,886	-	0.0%
Management Add'l Comp	5,000		-		-	0.0%
Personnel Services	**512,395**	**564,807**	**591,168**	**616,264**	**25,096**	**4.2%**
Consultant Assistance	17,768	20,165	3,000	3,000	-	0.0%
Perambulation of Bounds	250	250	250	250	-	0.0%
Oil Tank Remediation	16,861	19,062	20,000	20,000	-	0.0%
Instate Travel/Meetings	37	367	2,000	2,000	-	0.0%
Out of State Travel	-	4,928	10,000	10,000	-	0.0%
Communication Telephone	2,465	2,984	3,000	3,000	-	0.0%
Dues/Subscriptions	12,051	11,015	13,000	13,000	-	0.0%
Training & Education	2,987	11,560	7,000	10,000	3,000	42.9%
Annual Financial Audit	68,650	90,120	80,000	90,000	10,000	12.5%
Copy/Mail Center Fees	7,891	10,206	65,000	65,000	-	0.0%
GASB 34 Updates	6,445	3,950	7,500	7,500	-	0.0%
GASB 45 / OPEB Study & Updates	9,500	-	10,000	-	(10,000)	-100.0%
Office Supplies: Stationary	5,580	10,084	7,500	10,000	2,500	33.3%
Printing & Advertising	6,668	15,178	7,000	10,000	3,000	42.9%
Supplies - Tn Administrator	3,395	2,373	3,500	3,500	-	0.0%
Surveys	-		10,000	10,000	-	0.0%
Police Chief Screening Committee	19,340	-	-	-	-	0.0%
Other Supplies - Personnel	**179,888**	**202,242**	**248,750**	**257,250**	**8,500**	**3.4%**
Natick Center Revitalization	8,000	8,000	8,000	8,000	-	0.0%
Metrowest Regional Collaborative	10,357	10,357	10,357	10,357	-	0.0%
Other Chgs./Exp.	**18,357**	**18,357**	**18,357**	**18,357**	**-**	**0.0%**
Selectmen Contract Settlements	-	-	214,451	276,824	62,373	29.1%
Selectmen Contract Settlements	**-**	**-**	**214,451**	**276,824**	**62,373**	**29.1%**
Total Board of Selectmen	**710,640**	**785,407**	**1,072,726**	**1,168,695**	**95,969**	**8.9%**

^ Includes Program Improvement Request

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

Narrative:

Personnel Services:

These line items represent the salaries for the Selectmen's Office. The positions covered are:
Town Administrator ~ Deputy Town Administrator/Finance Director ~ Human Resources ~ Town Administrator's Clerical Support ~ Board of Selectmen's Clerical Support (part time ¾ position) ~ Benefits Coordinator ~ Department Assistant (part time) ~ Environmental Compliance Officer (1/2 position) These positions execute the policy directives of the Board of Selectmen and process a variety of licenses and reports on behalf of the Town.

Purchase of Services:

Instate Travel/Meeting: The Board of Selectmen and Town Administrator utilize this account to pay for meetings and conference fees throughout the fiscal year.
Out-of-State Travel: This will fund out-of-state travel Town-wide for all departments. At the discretion of the Town Administrator.
Communication Tel: Office charges for telephone use.
Dues/Subscriptions: The bulk of the account is used for dues to the Massachusetts Municipal Association, MMPA, ICMA, APA, ATFC and SHRIM.
Copy/Mail Center Fees: Account is utilized for all copying and mail charges associated with all municipal departments.
Training & Education: These funds are available for training opportunities for staff members throughout the organization. This account is typically used to fund one-day training events on specialized topics or computer skills along with the Metrowest Leadership Academy.

Technical & Professional Services:

Audit Special Projects: This account is used for individual management audit issues or specific account audits as needed throughout the year.
Annual Financial Audit: Provides the required annual financial audit of the Town's transactions and accounts.
GASB 34 Updates: This account is used to update the Town's inventory and valuation of fixed assets as required by the Government Accounting Standards Board pursuant to it Rule 34.
GASB 45/OPEB Study & Updates: This account is used to fund updates to the OPEB actuarial under GASB standard #45.
Consultant Assistance: These funds support various special engineering projects throughout the Fiscal Year, typically related to the work of the Environmental Compliance Officer.
Surveys: This account, new for FY 2013, would allow for full or partial contracting of citizen and customer surveys for the Town of Natick. This is a stated goal of the Board of Selectmen for FY 2012.
Cons. Parking Garage: One time account that there is no longer a need for.
Perambulation of Bounds: This account funds the cost of the required visual inspection of the property bounds of the community.
Oil Tank Remediation: Long term monitoring required to be in compliance with state regulations.
Printing & Advertising: Funds are used to advertise Town Meeting, public hearings, sale of surplus property, employment opportunities and legal notices, etc.

Supplies:

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

Other Supplies:

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

Other Charges:

Cochituate Rail Trail Svc. No longer necessary.
Natick Center Revitalization: These funds are available to assist Natick Center Associates with continued revitalization efforts.
Metrowest Regional Collaborative: This line item funds the Town's annual dues to the Metrowest Regional Collaborative.

Town of Natick **Personnel Staffing Sheets**

Department **Board of Selectmen**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
											[(K-I)/D]		[(I+L)*M]		[N+O]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Other Comp.	Total FY 2014
Department		**Board of Selectmen**				**Munis Dept. #**			**13**				(@ 52 weeks)		(@ 52.2 weeks)
Salaries Management						**MUNIS Code**			**5111**						
43095	White	Martha	9/13/2006	1.00	Town Administrator	Per. Bd.		151,975		151,975		0.0%	151,975	5,000	156,975
43249	Walters Young	Michael	3/5/2008	1.00	Deputy TA/Fin. Dir.	Per. Bd.	5	112,840	5	112,840	0	0.0%	112,840		113,274
43880	Tranfaglia	Richard	2/8/2010	1.00	Human Resources Dir.	Per. Bd.	4	94,670	4	94,670	0	0.0%	94,670		95,034
Sub-total Salaries Management															**365,283**
Salaries Supervisory						**MUNIS Code**			**5112**						
2472	Fleming	Maureen	5/19/1986	1.00	Sen. Exec. Assist.	Per. Bd.	2	60,020	2	60,020		0.0%	60,020		60,251
Sub-total Salaries Supervisory															**60,251**
Salaries Operational Staff						**MUNIS Code**			**5113**						
1549	Challis	Donna	12/9/1980	0.80	Sen. Exec Assist PT	Per. Bd.	2	48,017	2	48,017		0.0%	48,017		48,202
42601	Clark	Linda	12/13/2004	1.00	Admin Assistant	Per. Bd.	3	57,511	3	57,511	0	0.0%	57,511		57,732
	Vacant			***0.5***	***Benefit/Payroll***	***Per. Bd***	***1***	***25,000***	***1***	***25,000***	***0***	***0%***	***25,000***		***25,096***
															131,030
Salaries Operational Staff - Part Time						**MUNIS Code**			**5123**						
2623	Wiles	Ann	1/12/1987	0.25	Dept Support PT	Per. Bd.	N/A	10,845	N/A	10,845	0	0.0%	10,845		**10,886**
Sub-total Salaries Operational Staff															**141,916**
Technical/Professional						**MUNIS Code**			**5123**						
41809	Bois	Robert	2/7/2002	0.50	Compliance Officer	Per. Bd.	4	48,627	4	48,627	0	0.0%	48,627		48,814
Sub-total Salaries Operational Staff - Part Time															**48,814**
Total Salaries - Board of Selectmen				**8.05**											**$ 616,264**

Key:

Per. Bd. - Personnel Board; 1116 - Clerical Union - Local 1116; COLA - Cost of Living Adjustment

Notes:

^ Includes Program Improvement Request

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Town of Natick

Home of Champions

Department: Personnel Board

Appropriation Summary

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

Line-Item Detail:

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

Town of Natick

Home of Champions

Department: Town Report

Appropriation Summary

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

Line-Item Detail:

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

Town of Natick

Home of Champions

Department: Legal

Appropriation Summary

	2011 Actual	2012 Actual	2014 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Operating Expenses						
Technical & Professional Serv.	213,924	195,874	291,980	267,500	0	0.00%
Supplies	3,071	2,380	2,500	2,500	0	0.00%
Total Operating Expenses	**216,995**	**198,254**	**294,480**	**270,000**	**0**	**0.00%**
Other Chgs & Expenses						
Sub-total - Other Charges & Expenses	1,576	500	10,000	10,000	0	0.00%
Total Other Chgs. & Expenses	**1,576**	**500**	**10,000**	**10,000**	**0**	**0.00%**
Total Legal Services	**218,571**	**198,754**	**304,480**	**280,000**	**0**	**0.0%**

Budget Overview:

I. Main Purpose of the Department

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

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

II. Recent Developments

None

III. Current Challenges

None

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

None

V. On the Horizon

None

Staffing	2010	2011	2012	2013	2014
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

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

Town of Natick

Home of Champions

Department: Legal

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

Line-Item Detail:

Tech & Prof. Services

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

Supplies

Law Updates/Books	MGL updates and books

Other Charges & Expenditures

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

Town of Natick

Home of Champions

Department: Finance

Appropriation Summary

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

Main Purpose of Department

The main purpose of the Finance Department is to professionally and responsibly manage the Town's finances in a prudent manner. We will do so by doing the following tasks: (1) maintaining current and accurate data about all financial activities of the Town; (2) maintaining internal financial controls and facilitating the evaluation of the Town's financial condition; (3) insuring that the delivery of Town services is done in compliance with Massachusetts General Laws that govern municipal finance; (4) providing timely and accurate financial information to managers of Town services to facilitate the evaluation of the cost effectiveness and efficiency of Town programs; (5) providing timely and accurate financial information to Town boards and committees to facilitate policy deliberation and formulation; and (6) safeguarding the financial assets of the Town.

Goals:

- Continue successful development of an integrated and consolidated Finance Department between the existing departments of Assessors, Comptroller and Collector/Treasurer.
- Timely submit required financial reports and materials to all applicable State and Federal Agencies as well as to all applicable Town Boards and Committees.
- Prudently manage all Town investments and funds.
- Continually work to improve the overall knowledge, skills and abilities of all employees within the department to facilitate the fullest extent of cross-training and enhanced customer service.

Town of Natick

Home of Champions

Department: Finance

Budget Overview:

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

Current Challenges:
The Finance Department is responsible for managing all daily, weekly, monthly and annual financial transactions, investments, reconciliations, and accounting for the over 570 funds and well over $120 million of financial activity of the Town of Natick. In addition, it is chiefly responsible for the valuations of real and personal property and management of abatements and exemptions of various taxes of the well over 6 Billion of valued property within the corporate boundaries of the Town of Natick. It does this today with less staff than it had 5 or 10 years ago, more governmental regulations - from additional exemption and abatement programs to accounting regulations to investment limitations - and with a high degree of turnover within certain positions.

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

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

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

Town of Natick

Home of Champions

Department: Finance

Staffing

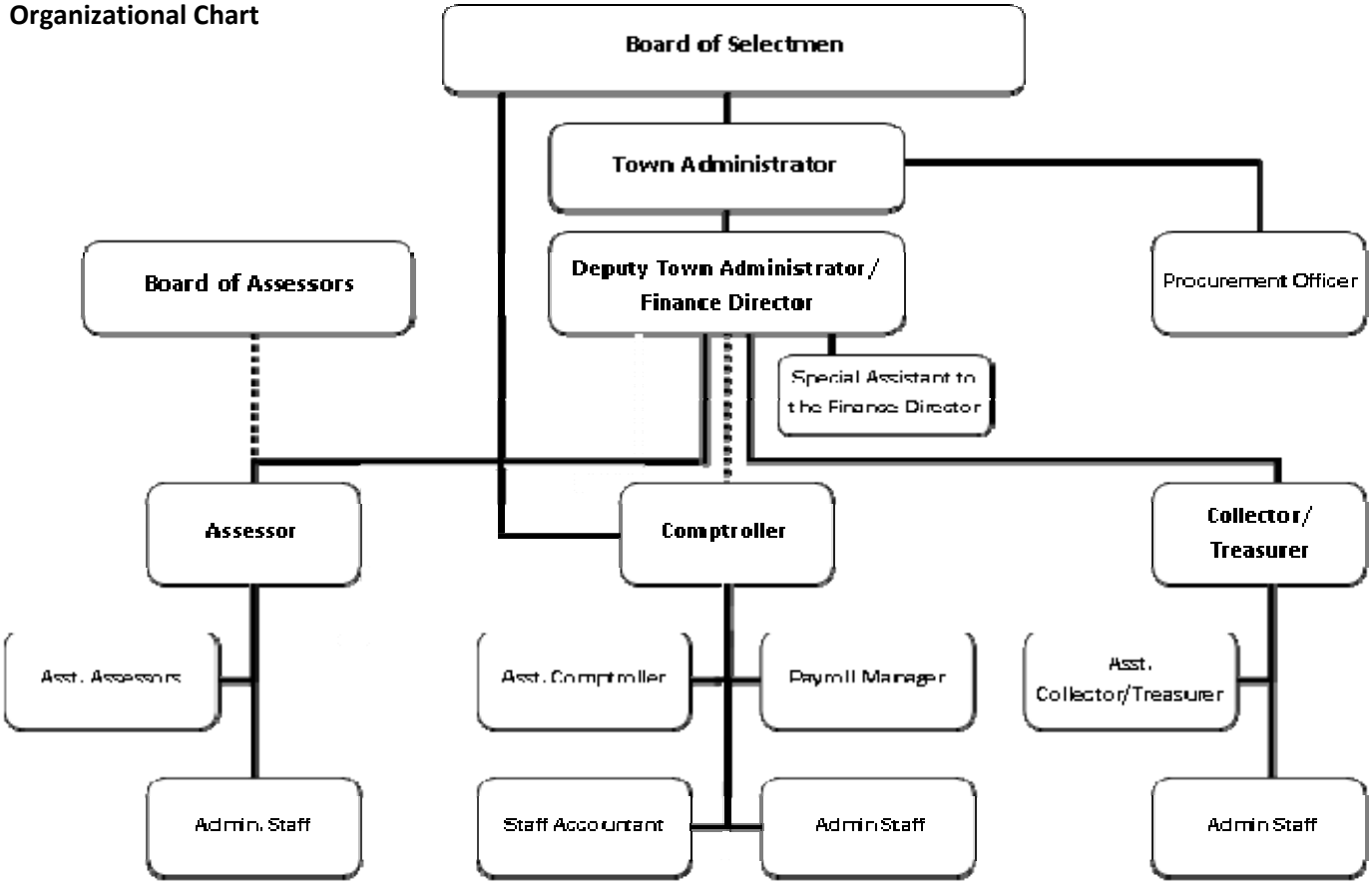
The Finance Department is led by the Deputy Town Administrator/Finance Director. In addition, a Special Assistant to the Finance Director reports directly to the Finance Director and is not allocated to any one division. All other staffing is detailed within the division breakouts.

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

**Finance Director in 2012 was also Collector/Treasurer. In FY 2013 and 2014 will be Deputy Town Administrator*

***An additional 2.09 FTE work within the office, but are shown in Utility Billing under the Water/Sewer Enterprise Fund.*

Organizational Chart



Town of Natick

Home of Champions

Department: Finance

Budget Detail	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	2013 vs. 2014 %
Salaries Management	260,650	258,121	233,251	303,772	70,521	30.23%
Salaries Supervisory	132,816	144,324	136,662	136,662	0	0.00%
Salaries Operational Staff	295,070	181,774	218,213	244,590	26,377	12.09%
Salaries Tech & Professional	123,527	289,920	341,490	341,490	0	0.00%
Part Time Operational Staff	40,767	47,178	44,823	46,367	1,544	3.44%
Operational Staff Additional Comp	1,345	3,242	9,000	2,625	-6,375	-70.83%
Operational Staff Overtime	13,118	2,335	7,765	7,765	0	0.00%
Personnel Services	**867,294**	**926,893**	**991,204**	**1,083,270**	**92,067**	**9.29%**
Repairs & Maint Equip	568	1,495	9,500	9,000	-500	-5.26%
In State Travel/Meetings	2,285	3,481	4,200	4,200	0	0.00%
Communication Telephone	4,966	3,784	5,550	5,550	0	0.00%
Education & Training	15,098	35,796	20,000	20,000	0	0.00%
Dues & Subscriptions	1,400	1,230	2,550	2,050	-500	-19.61%
Tax Mapping	0	11,689	20,000	20,000	0	0.00%
Copy/Mail Center Fees	11,571	11,980	0	0	0	#DIV/0!
Communication Postage	78,465	53,392	85,000	85,000	0	0.00%
Collection Activities	7,077	4,497	6,500	6,500	0	0.00%
BookBinding	0	0	500	500	0	0.00%
Consulting Services	31,225	37,824	80,000	5,000	-75,000	-93.75%
Purchase of Services	**152,654**	**165,168**	**233,800**	**157,800**	**-76,000**	**-32.51%**
Copy Center Supplies	2,790	2,359	2,000	2,000	0	0.00%
Office Supplies	17,791	21,726	20,000	19,500	-500	-2.50%
Supplies	**20,581**	**24,085**	**22,000**	**21,500**	**-500**	**-2.27%**
Real Estate Tax Billing	7,013	2,557	8,000	8,000	0	0.00%
Motor Vehicle Excise Tax Billing	3,558	3,011	4,000	4,000	0	0.00%
PAYT Billing	1,000	189	1,000	1,000	0	0.00%
Police Detail Billing	6,092	2,150	4,000	4,000	0	0.00%
Ambulance Fee Collections	56,515	54,467	82,500	82,500	0	0.00%
Banking Services Fees	38,127	39,957	40,000	45,000	5,000	12.50%
#REF!	**112,304**	**102,330**	**139,500**	**144,500**	**5,000**	**3.58%**
Revalue of Real Property	6,792	18,902	75,000	75,000	0	0.00%
Other Chgs. / Exp.	**6,792**	**18,902**	**75,000**	**75,000**	**0**	**0.00%**
Totals	**1,159,626**	**1,237,378**	**1,461,504**	**1,482,070**	**20,567**	**1.41%**

Town of Natick

Home of Champions

Department: Finance **Division: Comptroller**

Appropriation Summary

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

Mission:

The mission of the Comptroller 's Office is to safeguard the financial assets of the Town through the use of sound professional accounting practices and internal controls; to ensure that the financial integrity of the Town is preserved and protected; to report on the accounts of Town Departments, Commissions and Committees; to provide the Town's management with accurate and timely financial information; to provide audit functions for the Town and to provide support to all Town Departments.

Goals:

- Submit Free Cash Package to Department of Revenue by mid-October
- Close books on Prior Fiscal Year by early-October
- Munis Payroll Decentralization:
  Begin training Staff on "How to" enter their departmental payroll into the Town's Financial Software Package.
- Acquire and implement MUNIS upgrades to enhance financial monitoring and operational efficiencies.

Personnel Training and Advancement

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

Miscellaneous

- Investigate opportunities to better integrate accounting systems
- Enhance Communication Regarding Departmental Operations and Mission through annual presentations to Selectmen and Finance Committee re: department operations
- Continue working with the Audit Advisory Committee

Town of Natick

Home of Champions

Department: Finance **Division: Comptroller**

Budget Overview:

I. Main Purpose of the Department

The Department provides supervision and oversight of all financial activities of the Town; maintains the Town's financial information; and prepares and distributes financial reports to all Town departments, boards, committees, State and federal agencies and independent financial auditors in accordance with Massachusetts General Law and Generally Accepted Accounting Principles (GAAP). The Department also oversees day-to-day administration of the Town's contributory retirement system; the Comptroller serves on the Natick Contributory Retirement Board in an ex-officio capacity.

II. Developments in FY12

The Department has undergone significant change in recent years all designed to streamline the finance operations and to implement daily, weekly, monthly, quarterly, and annual internal controls. Specifically:

- New Chart of Accounts was implemented at the beginning of FY2012.
- Electronic Purchase Order system was implemented at the beginning of FY2012.
- Cash and receivable reconciliations are being prepared on a monthly basis.
- Department Heads and Admin. staff have started training on Munis discovering how the new chart affects their departments, as well as now entering their own departmental electronic purchase orders.
- The start of an ongoing effort to document and standard office procedures was initiated
- The tracking of capital assets is now being done in-house rather than using a third party vendor
- A new quarterly reporting procedure was instituted for all 535 non-major funds to improve the checks and balances on transactions posted in these funds and allow departments further insight into their "total" available budgets

III. Challenges for FY13 and beyond

The biggest challenge going into the close of FY13 and the start of FY14 will be incorporating the different payroll changes that are expected to come forward, based on union negations. At the same time we will be implementing the decentralization of payroll out to the various departments. We as a group need to figure out how the "potential union" changes will effect payroll and the timing of the roll out, so as not to confuse the end user.

*Continue to integrate and streamline financial operations.

*The FY12 audit must be completed and audit findings corrected.

* Wherever possible, we'll integrate and streamline finance operations .

* Monthly reconciliations will occur as these are the quality control checks on data transactions.

* Improve collaboration between comptroller office staff and work toward improving customer service skills of the office employees

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

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

Town of Natick

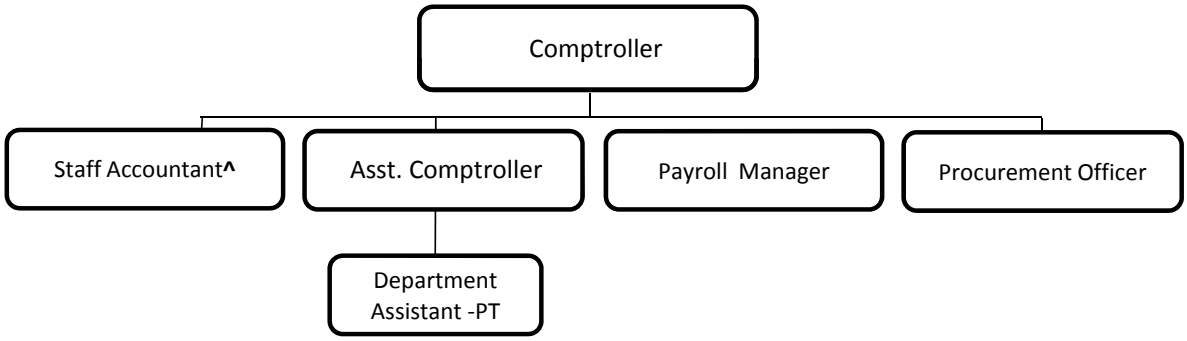
Home of Champions

Department: Finance | **Division: Comptroller**

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

^ Includes Program Improvement Request

Organizational Chart^



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

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

**Estimates*

Town of Natick

Home of Champions

Department: Finance | **Division: Comptroller**

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

^ Includes Program Improvement Request

Narrative:

Personnel Services

Salaries Management: Line item is the compensation for the position of Town Comptroller.
Salaries Supervisory: Line item is the compensation for the position of Assistant Comptroller.
Salaries Technical/Professional: Compensation for the positions of (1) Staff Accountant and (1) Procurement Officer.
Salaries Operational Staff: Compensation for the positions of: (1/2) Benefits/Payroll Administrative Coordinator, (1) Payroll Manager, and (1) Part-Time Department Assistant. Part-time staff are those who work up to 988 hours per year. These positions will be funded on a year-round basis.
Operational Staff Overtime: This amount is used for emergencies during peak work load times usually at the end of the fiscal year.
Additional Compensation: Line item represents longevity compensation for the Administrative Assistant.

Purchase of Services

In State Travel: Annual conference for the Accountants/Auditors which is held at the University of Mass and used as well by the Procurement Officer to attend various MAAPO meetings to keep up to date on procurement laws.
Training & Education: Continuing education for the Comptroller and Assistant Comptroller which includes Massachusetts Municipal Auditors and Accountants School (Comptroller also maintains "Certified Municipal Accountant" designation through this school) , MUNIS training to enable staff to keep up to date with current versions, as well as, organizing and encouraging Munis training courses within the Town of Natick for departmental staff, to enable full use of the Financial package by all staff members and courses for the Procurement Officer to maintain procurement certification.
Dues & Subscriptions: Various Professional Groups i.e. Mass Accounts/Auditors, Government Finance Officers Assoc, Mass Assoc of Public Purchasing Officers dues and related materials.
Communication Telephone: Office telephones, Fax Machine and mobile phone for Procurement Officer.
Copy/Mail Center Fees: These fees are moving to a central expense line within the General Fund Budget
Bookbinding: Permanent books and supplies for historical documents which are mandated by the Division of Public Records. Reduction in-line with previous years total spending.

Supplies:
Copy Center Supplies: Generic supplies needed for the operation of the center such as pens, pencils, card stock which supports the entire town.
Office Supplies: This line item is used to fund all the general office supplies.

Town of Natick

Home of Champions

Department: Finance | **Division: Assessor**

Appropriation Summary

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

Mission:

We the Assessors Office are responsible for assessing all property located within the Town of Natick, including real estate, personal property, excise on motor vehicles and boats.
In cooperation with the Department of Revenue, values are reviewed for accuracy each year. Assessors are audited and certified triennially. Motor Vehicle excise information is provided by the Registry of Motor Vehicles.

We strive to provide equality, compassion, and continued support while administering the personal exemption programs in accordance with Massachusetts General Laws chapter 59 clause 5.

We will work successfully to complete all aspects of the Assessing field. We will continue to ask for the support of the Natick Community.

Goals:

Customer Service/Personnel Advancement

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

Enhance Web and Other Computer Applications

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

Policy Issues

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

Miscellaneous

- Continue a process of cross training staff from the collectors and assessors, which will provide the public with an easier and smoother understanding of all tax issues.
- Outreach to homeowners for inspections of their properties that have not been reviewed for several years.

Town of Natick

Home of Champions

Department: Finance **Assessors**

Budget Overview:

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

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

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

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

Town of Natick

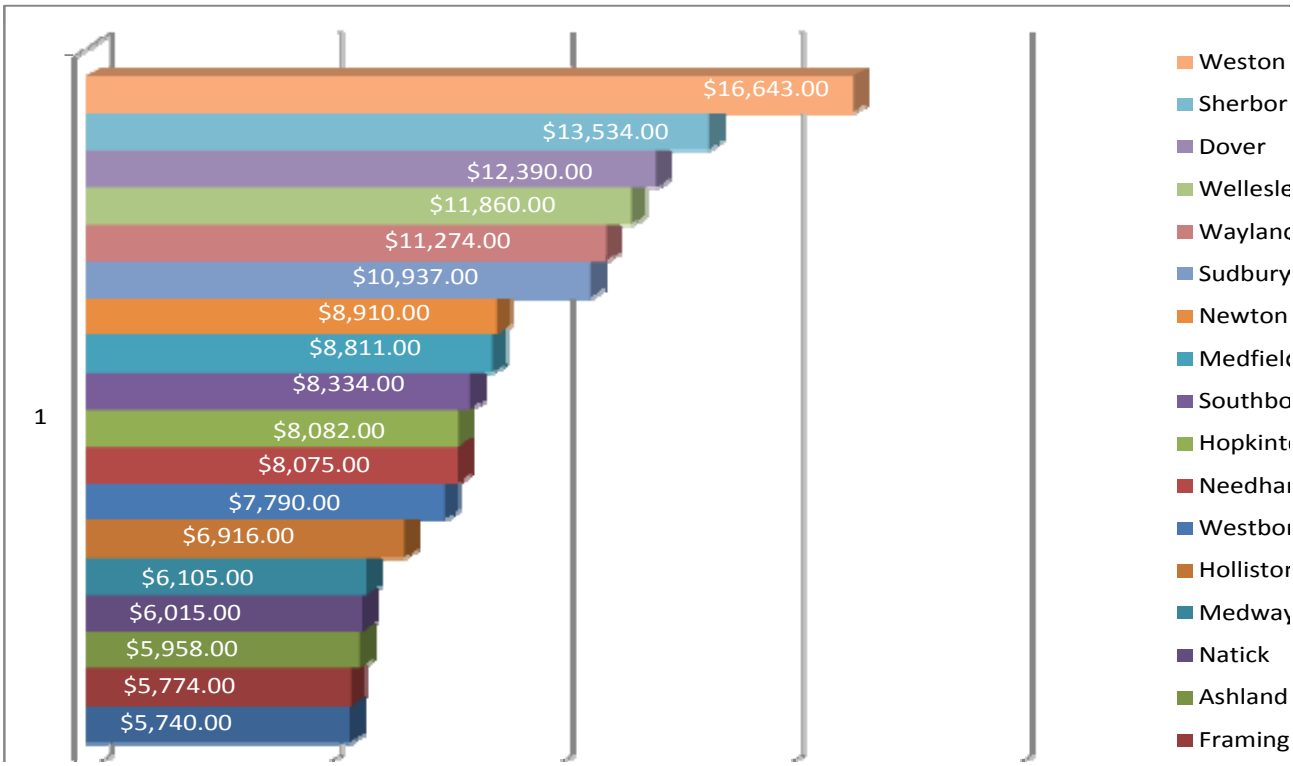
Home of Champions

Department: Finance **Division: Assessors**

Budget Overview:

V. On the Horizon – In Fiscal Year 2014 we will be required to comply with all mandated requirements of the Department of Revenue , although we just completed the 2013 revaluation all statistical requirements must be met. This is an enormous task for the Assessors staff, which includes extensive technical and statistical review. The Assessors will continue to conduct the necessary abatement and property inspections along with required sales review. The Assessors office will continue to move forward with technology advancements, such as the mobile application for GIS mapping program. Continued use of the Smart Board and enhancements will move the Assessors office forward in this technologically advanced society. We anticipate the "Exemption Filing Workshop" will further assist our senior population and hope it will be well attended.

FY2012 Single Family Tax Comparison



S - Designated Communities with a Split Tax Rate

Town of Natick

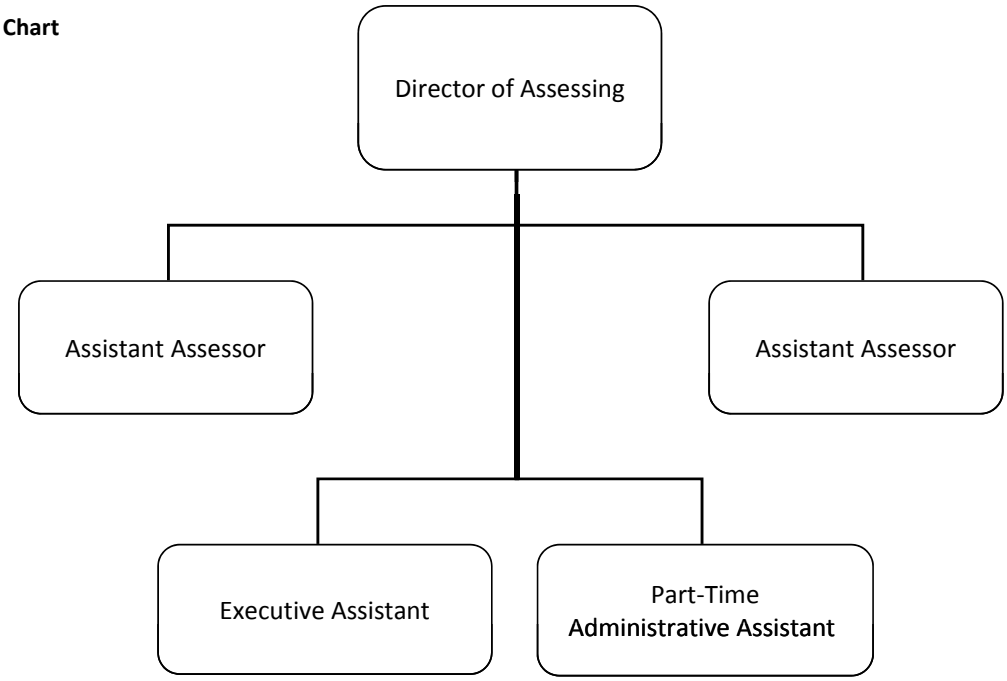
Home of Champions

Department: Finance | **Division: Assessor**

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

Notes

Organizational Chart



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

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

	2010	**2011**	**2012**	**2013**	**2014**
Efficiency Measures					
Number of Inspections/Appraiser(2)	900	851	950	925*	900*

Contract Revaluation 1 additional (total for all 2400) *500*

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

Notes:

** This number is uncertain at this time an estimate has been supplied.*

***The numbers represented in the abatement section reflect # received/# granted.*

Town of Natick

Home of Champions

Department: Finance | **Division: Assessor**

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

Narrative:

Salaries Management: Salary to fund the full time Director of Assessing. This position manages the day to day operations of the Assessors Office including: commercial valuation, residential valuation, personal property valuation, tax mapping, excise tax, personal exemptions, building permit and sales inspections, special assessments, abatements, and Appellate Tax Board appeals. Also responsible for Database and computer systems design and management for Landisc (assessors document archiving and picture storage software), Univers and AssessPro (CAMA and personal property valuation software), Assessors ArcGis (mapping and GIS), Point Software (abatements and excise), the Assessors management package, and the abutters program. Primary person for internet and website design and updates. This position is the liaison between the Board of Assessors and other boards, administrative offices, and the Department of Revenue.

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

The first Assistant Assessor is responsible for the following:
• 50% Residential Data Collection
• Assists w/ large complex data collection
• Residential Value Review
• 50% Sales Inspections
• 50% Building Permit Inspections
• Abatement Inspections
• Abatement Application Control
• Elderly & Disabled review and control
• Assist with ATB setup
• Excise Abatements
• Real Estate Abatement Reconciliation
• 100% of Chapter Applications and review processing
• Processing and review of 3ABC applications
• Data Entry

The second Assistant Assessor is responsible for the following:
•90% of Commercial data collection and value review
• Plan and Subdivision Cuts and Combos
• 35% Residential Data Collection
• 35% Sales Inspections
• 40% Building Permit Inspections
• Abatement Inspections
• Updates Landisc (document archiving and picture management)
• Assessors Map Update Coordinator
• Supports other Departments and the public with assessors' information requests
• Data Entry
• Assist with ATB setup
• Excise Abatements
• Residential Value Review

Salaries Operational Staff: Salaries for two Assistants, one full time Executive Assistant and one part time Administrative Assistant. The primary responsibilities are:
Executive Asst 1
• Personal Property Data Entry
• Real Estate Data Entry
• Deed Data Entry
• Customer Support (Counter and Phone)
• Process of Abutters Lists requests
• Form of List review and updates
Admin Asst 1 Part Time
• Customer Assistance (Counter and Phone)
• Excise Abatements
• Initial Building Permit Entry
• Mail
• Tax [illegible] Mailings

- Taxpayer Mailings
- Real Estate Data Entry

Town of Natick

Home of Champions

Department:	Finance	Division:	Assessor	Line-Item Detail

Narrative:

Operational Staff Additional Compensation: This line item is for staff that need compensation for longevity as of their employment date.

Operational Staff Overtime: This item is related to overtime requirements related to peak periods during property revaluations. The Assessors office is attempting to offset our outside revaluation costs by completing the tasks in house. The overtime hourly rate is less expensive than using a consultant to complete the same work.

Repairs & Maint Equip: This line item is used to repair and /or replace existing equipment required for the day to day operations of the Assessors Office. Time Clock (used to date stamp official documents), Fax Machine, and other miscellaneous equipment.

In State Travel/Meetings: This fund is used by the Assessors Staff and the Board of Assessors to attend training and professional meetings.

Education: This item is designed to offset the cost of professional education. The Massachusetts Association of Assessing Officers requires continued education for certification. The typical IAAO course cost is $525. The typical MAAO course ranges from $50 for seminars to over $575 for most formal courses. Continued professional education is a key to maintaining a knowledgeable staff.

Communications Postage: Costs for phone service and postage related to the Assessors Office.

Dues & Subscriptions: This line item is used to maintain the current status for the Town of Natick Assessing Staff and the Board of Assessors in the International Association of Assessing Officers, Massachusetts Association of Assessing Officers., and the Middlesex County Association of Assessing Officers. This allows the office to receive valuable training at discounted rates, newsletters and updates regarding the assessing profession.

Tax Mapping: This line item is used for professional services related to tax mapping. The town must update tax maps to receive certification from the Department of Revenue to tax property. The scope of these services was reduced in FY2010 but should be sufficient to retain certification of the maps. This is facilitated largely through increased utilization of the Town's GIS capacities.

Office Supplies: Cost for office supplies related the Assessors Office.

Revaluation of Property: This account is used to support the primary costs related to the revaluation of property required under the provisions of Massachusetts General Laws Chapter 59. This is used to augment the work of the assessing staff and for software/hardware costs not covered by the information technology budget that are directly related to property revaluation.

Town of Natick

Home of Champions

Department: Finance | **Division: Collector**

Collector Budget	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Salaries						
Personnel Services	186,684	197,789	180,049	186,820	6,770	3.8%
Total Salaries	**186,684**	**197,789**	**180,049**	**186,820**	**6,770**	**3.8%**
Operating Expenses						
Expenses	153,825	120,191	202,250	185,250	-17,000	-8.4%
Total Operating Expenses	**153,825**	**120,191**	**202,250**	**185,250**	**-17,000**	**-8.4%**
Total Collector	**340,510**	**317,980**	**382,299**	**372,070**	**-10,230**	**-2.7%**

Mission:

The Treasurer/Collector's office is responsible for the billing, collecting and investing of all monies due to the Town including but not limited to- Real Estate tax, Personal Property Tax, Motor Vehicle Excise Tax, Boat Excise Tax, Parking Ticket fines, Water and Sewer Bills, Parking Meter receipts, Pay as You Throw, Federal and State reimbursements and grants, as well as a myriad of miscellaneous departmental permits, license and fees.

The department is responsible for the reconciliation of checks and bank accounts.

The department issues all authorized debt for both short and long term borrowing.

The department is also responsible for the maintenance of all properties taken for nonpayment of taxes and for all public auction or disposition of all foreclosed properties.

Goals:

Assist in the selection and integration of Town Comptroller

Provide leadership/guidance for development of integrated Finance Department

Provide greater flexibility and ability to respond to evolving staffing needs

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

Town of Natick

Home of Champions

Department: Finance **Division: Collector**

Budget Overview:

I. Main Purpose of the Department

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

II. Recent Developments

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

III. Current Challenges

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

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

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

V. On the Horizon

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

Town of Natick

Home of Champions

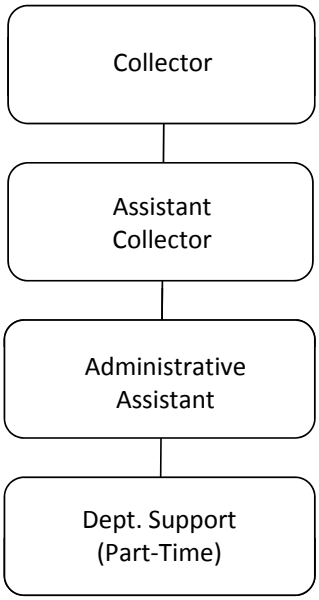
Department: Finance | **Division: Collector**

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

Notes

Collector & Assistant Collector are Full-time positions - split between the Collector & Treasurer budgets.

Organizational Chart



Performance Indicators	**2010**	**2011**	**2012**	**2013**	**2014**

Please see Treasurer's Budget for these Indicators

Town of Natick

Home of Champions

Department: Finance | **Division: Collector**

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Salaries Management	70,799	78,975	63,822	77,000	13,178	20.6%
Salaries Supervisory	47,278	50,975	45,411	45,508	97	0.2%
Salaries Operational Staff	45,029	46,389	47,545	47,791	246	0.5%
Salaries Temp Operational Staff	21,055	17,992	14,506	14,506	0	0.0%
Operational Staff Additional Comp	672	2,762	7,500	750	-6,750	-90.0%
Operational Staff Overtime	1,851	696	1,265	1,265	0	0.0%
Personnel Services	**186,684**	**197,789**	**180,049**	**186,820**	**6,770**	**3.8%**
Consultant Services	0	0	17,000	0	-17,000	-100.0%
Police Detail Billing	6,092	2,150	4,000	4,000	0	0.0%
PAYT Billing	1,000	189	1,000	1,000	0	0.0%
Repair & Maint Equipment	129	0	2,500	2,500	0	0.0%
Ambulance Fee Collections	56,515	54,467	82,500	82,500	0	0.0%
In State Travel/Meetings	0	272	500	500	0	0.0%
Communication Telephone	394	367	750	750	0	0.0%
Training & Education	335	415	1,000	1,000	0	0.0%
Communication Postage	67,221	43,048	70,000	70,000	0	0.0%
Copy/Mail Center Fees	1,720	1,619	0	0	0	0.0%
Collection Activities	7,077	4,497	6,500	6,500	0	0.0%
Office Supplies	2,772	7,601	4,500	4,500	0	0.0%
Motor Vehicle Excise Tax Billing	3,558	3,011	4,000	4,000	0	0.0%
Real Estate Tax Billing	7,013	2,557	8,000	8,000	0	0.0%
Supplies	**153,825**	**120,191**	**202,250**	**185,250**	**-17,000**	**-8.4%**
Total Collector	**340,510**	**317,980**	**382,299**	**372,070**	**-10,230**	**-2.7%**

Narrative:

Personnel Services

Salaries Management This is the prorated portion of the Finance Director/Treasurer's salary in the capacity as Town Collector (approximately 70% of total salary).
Salaries Supervisory This is the prorated portion of the Assistant Treasurer / Assistant Collector's salary in the capacity as the Town's Assistant Collector (approximately 2/3 of total salary).
Salaries Operational Staff Salary for one staff position is funded in this line item. This position is responsible for Municipal Lien Certificate preparation and is the primary public contact person at the Collector's public service window. A full time position was reduced from this line item in FY2008 after an employee retirement. A position listed in the Utility Billing budget will be funded in the amount of 50% via indirect charge to the General Fund. Adjustments in overtime
Part Time Operational This funds 720 hours of part time operational staff. This position will provide administrative / clerical support to the Finance Director/ Collector and will be available during peak tax receipt periods to supplement the full time Collector's staff.
Overtime Operational This funds overtime worked by operational staff during peak tax receipt periods. These include the weeks of the real estate and personal property due date (Aug 1, Nov 1, Feb 1, & May 1) and various excise tax billings randomly during the year.

Purchase of Services

Repairs and Maintenance This is for the maintenance and repair of business equipment such as date stamp, check signer, endorser, bar code readers, specialized printer, etc.
In State Travel/Meetings This line item was eliminated in FY2010. Limited funding for in-state professional meetings & travel.
Training and Education The costs related MUNIS or POINT Software training, PC-specialized training seminars, etc.
Communication Telephone This is the proportional costs assigned to the Collector's Office for telephone service.
Communication Postage This is the direct cost associated with the mailings from the Collector's Office.
Collection Activities These fund are for additional mailings of unpaid / delinquent tax, excise, police detail, tax title, betterment, and other accounts receivable. Priority will remain on real estate tax, tax title and other larger receivables.
Copy/Mail Center Fees This is the proportional cost assigned to the Collector's Office for mail center labor for mail handling and copy charges.

Technical & Professional Services

Real Estate Tax Billing The cost of producing and mailing (non postage) the real estate bills on a quarterly basis Motor Vehicle Tax Billing The cost of producing and mailing (non postage) the excise tax bills for multiple annual commitments
PAYT Billing The costs producing and mailing (non postage) Pay As You Throw invoices. These invoices are produced weekly with anticipated annual revenue of approximately $1,000,000.
Police Detail Billing The costs producing and mailing (non postage) Police Detail invoices. These invoices are produced weekly with anticipated annual collections of approximately $500,000. The requested appropriation represents approximately 25% of the service charges billed with the Police Detail invoices.
Ambulance Fee Collection These represent fees, based on 4.00% of collected revenue, for a service agency (ProEMS) to process all ambulance invoicing and insurance claim processing as well as costs for on-call ambulances when necessary.

Supplies

Office Supplies General office supplies for the Collector's Office for employee benefit and bank reconciliation functions.

Town of Natick

Home of Champions

Department: Finance | **Division: Treasurer**

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

Mission:

The Treasurer/Collector's office is responsible for the billing, collecting and investing of all monies due to the Town including but not limited to- Real Estate tax, Personal Property Tax, Motor Vehicle Excise Tax, Boat Excise Tax, Parking Ticket fines, Water and Sewer Bills, Parking Meter receipts, Pay as You Throw, Federal and State reimbursements and grants, as well as a myriad of miscellaneous departmental permits, license and fees.

The department is responsible for the reconciliation of checks and bank accounts.

The department issues all authorized debt for both short and long term borrowing.

The department is also responsible for the maintenance of all properties taken for nonpayment of taxes and for all public auction or disposition of all foreclosed properties.

Goals:

Assist in the selection and integration of Town Comptroller

Provide leadership/guidance for development of integrated Finance Department

Develop & Implement written investment policy; form internal investment committee

Improve and standardize cash management .

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

Town of Natick

Home of Champions

Department: Finance | **Division: Treasurer**

Budget Overview:

I. Main Purpose of the Department

The Treasurer's Office is responsible for all cash management activities for the Town of Natick. This includes the receipt, deposit, and disbursement of funds including accounts payable and payroll funds. The Treasurer is responsible for investment activities of available funds. The Treasurer's Office also maintains Tax Title accounts and is responsible for the collection of these delinquent property taxes. The Treasurer is also responsible for the issuance of all authorized debt for short and long term borrowing.

II. Recent Developments

The installation and conversion of all Tax Title accounts into Point Software's software module is completed. The goal of this effort is to improve the management of existing accounts and assist in the timely processing of Tax Title activity. Investment rates are now decreasing prompting a comprehensive review of the investment strategy for Town funds to maximize investment income.

III. Current Challenges

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

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

None.

V. On the Horizon

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

Town of Natick

Home of Champions

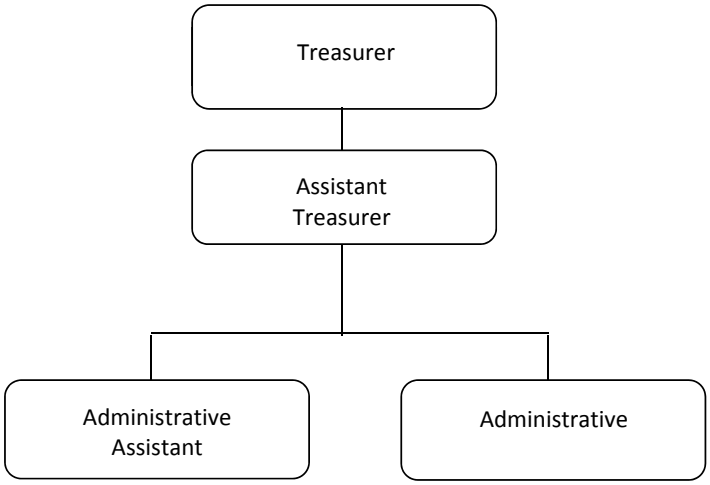
Department: Finance | **Division: Treasurer**

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

Notes

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

Organizational Chart



Performance Indicators

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

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

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

Town of Natick

Home of Champions

Department: Finance | **Division: Treasurer**

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

Narrative:

Personnel Services

Salaries Management This is the prorated portion of the Finance Director/Treasurer's salary in the capacity as Town Treasurer (approximately 30% of total salary).
Salaries Supervisory This is the prorated portion of the Assistant Treasurer / Assistant Collector's salary in the capacity as the Town's Assistant Treasurer (approximately 1/3 of total salary).
Salaries Operational Staff Salaries for one staff position is funded in this line item.
Overtime Operational Overtime for the operational staff member. These fund overtime in peak demand times to remain current for any cash / bank reconciliation requirements.

Purchase of Services

Repairs and Maintenance This is for the maintenance and repair of business equipment such as date stamp, check signer, endorser, bar code readers, specialized printer, etc.
In State Travel/Meetings This line item is level-funded.
Training and Education The costs related MUNIS or POINT Software training, PC specialized training seminars, etc. Only essential / mandatory training will be authorized.
Communication Telephone This is the proportional costs assigned to the Treasurer's Office for telephone service.
Communication Postage This is the direct cost associated with the mailings from the Treasurer's Office.

Tech. & Prof. Services

Banking Services Fees This is utilized for payment of charges for account services such as returned check fees, service fees charged by depository banks, paying agent fees for debt service, etc. This item is increasing by $5,000 from FY2013 due to increases in associated fees and processing.

Supplies

Office Supplies General office supplies for the Treasurer's Office for employee benefit and bank reconciliation functions.

Department Finance

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
											[(K-I)/D]		[(I+L)*M]		[N+O]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Other Comp.	Total FY 2014
Department		**Finance**				**Munis Dept. #**			**14-17**				(@ 52 weeks)		(@ 52.2 weeks)
Salaries Management						**MUNIS Code**			**5111**						
3849	Dangelo	Janice	7/17/1995	1.0	Assessor	Per. Bd.	4	93,047	4	93,047	0	0%	93,047		93,405
	Vacant			1.0	Comptroller	Per. Bd.	4	100,000	4	100,000	0	0%	100,000		100,367
	Jankowski	Thaddeus	1/9/2013	1.0	Collector/Treasurer	Per. Bd.		110,000		110,000	0	0%	110,000		110,000
Sub-total Salaries Management															**303,772**
Salaries Supervisory Staff						**MUNIS Code**			**5112**						
	Vacant			1.0	Asst. Collector	Per. Bd.	3	68,000	3	68,000	0	0%	68,000		68,262
40027	Tomasetti	Cynthia	11/12/1996	1.0	Asst. Comptroller	Per. Bd.	3	68,138	3	68,138	0	0%	68,138		68,400
Sub-total Salaries Supervisory															**136,662**
Salaries Technical / Professional						**MUNIS Code**			**5123**						
42740	Marshall	Carl	8/1/2005	1.0	Asst. Assessor	Per. Bd.	3	68,139	3	68,139	0	0%	68,139		68,400
42738	Niedbala	Carol	8/1/2005	1.0	Asst. Assessor	Per. Bd.	3	68,476	3	68,476	0	0%	68,476		68,740
44409	Shaugnessy	Meg	3/19/2012	1.0	Staff Accountant	Per. Bd.	3	75,704	3	75,704	0	0%	75,704		75,996
44375	Roche	Peter	2/1/2012	1.0	Procurement Off.	Per. Bd.	3	72,861	3	72,861	0	0%	72,861		73,142
41232	Sherman	Debbie Jo	12/7/1998	1.0	Spec. Asst. to FD	Per. Bd.	2	55,000	2	55,000	0	0%	55,000		55,212
Sub-total Salaries Management															**341,490**
Salaries Operational Staff						**MUNIS Code**			**5113**						
40060	Conrad	Lorna	2/25/1998	1.0	Exec. Asst.	1116	B6-4	49,742	B6-4	49,742	0	2%	50,737	1125	52,057
42108	Reddoch	Teresa	5/12/2003	1.0	Admin. Asst.	1116	B5-4	46,674	B5-4	46,674	0	2%	47,607	750	48,541
3844	Pilla	Justina	7/1/1999	1.0	Admin. Asst.	1116	B5-4	46,674	B5-4	46,674	0	2%	47,607	750	48,541
44365	Skipper	Julie	1/9/2012	1.0	Payroll Manager	Per. Bd	2	48,544	2	48,544	0	0%	48,544		48,731
	Vacant			***0.5***	***Benefit/Payroll***	***Per. Bd***	***1***	***25,000***	***1***	***25,000***	***0***	***0%***	***25,000***		***25,096***
Sub-total Salaries Operational Staff															**222,965**
Salaries Part Time Operational Staff						**MUNIS Code**			**5123**						
43742	Hansberry	Ann	7/2/2009	0.63	Admin. Asst.	1116	B5-3	30,202	B5-4	31,116	914	2%	31,738		31,860
2176	Spencer	Margaret	8/1/2005	0.4	Dept. Support	Per. Bd.	NA	14,423	NA	14,423	0	0%	14,423		14,506
44075	Philben	Vickie	12/6/2010	0.49	Dept. Assistant	Per. Bd	H10-4	23,717	H10-5	24,471	440	0%	24,157		24,250
Sub-total Salaries Operational Staff															**70,616**
Operational Staff Overtime															**7,765**
Total Salaries - Finance				**16.02**											**$ 1,083,270**
Utility Billing Staff - NOT Appropriated Here (Appropriated under Water & Sewer Enterprise Funds)															
Salaries Operational Staff						**MUNIS Code**			**5113**						
41220	Kelley	Elizabeth	10/13/1998	1.0	Exec. Asst.	1116	B6-4	49,742	B6-4	49,742	0	2%	50,737	1125	52,057
41451	Wurth	Carol	5/30/2000	1.0	Admin. Asst.	1116	B5-4	46,674	B5-4	46,674	0	2%	47,607	750	48,541
2176	Spencer	Margaret	8/1/2005	0.09	Dept. Support	Per. Bd.	NA	4,807	NA	4,807	0	0%	4,807		4,835
Sub-total Salaries Operational Staff															**105,433**
Operational Staff Overtime															**2,000**
Total ALL Salaries - General Fund & Water & Sewer Enterprise Fund															**1,190,703**

Key:

Per. Bd. - Personnel Board; 1116 - Clerical Union - Local 1116; COLA - Cost of Living Adjustment

Notes:

^ Includes Program Improvement Request

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Town of Natick

Home of Champions

Department: Information Technology

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries						
Personnel Services	$ 219,219	$ 238,944	$ 241,759	$ 291,950	$ 50,191	20.76%
Total Salaries	**$ 219,219**	**$ 238,944**	**$ 241,759**	**$ 291,950**	**$ 50,191**	**20.76%**
Operating Expenses						
Expenses	$ 290,053	$ 407,849	$ 374,100	$ 450,275	$ 76,175	20.36%
Other Chgs. & Exps.	$ 233,578	$ 218,791	$ 265,000	$ 304,500	$ 39,500	14.91%
Total Operating Expenses	**$ 523,632**	**$ 626,640**	**$ 639,100**	**$ 754,775**	**$ 115,675**	**18.10%**
Total Information Technology	$ 742,851	$ 865,584	$ 880,859	$ 1,046,725	$ 165,866	18.83%

Mission:

To create and maintain the data and telecommunications technology infrastructure by seeking, researching, evaluating and implementing systems to improve efficiency and increase productivity necessary to advance the Town's goals and objectives and the secure preservation of data.

Goals:

-Continue to work with the Town Administration and Town Departments to find and implement cost effective solutions that use current technologies to improve and streamline the day to day operations and facilitate easy access to that data for both the Town and the public via the town web site.
-Update all meeting rooms in Town Hall and EOC with Interactive Projectors, Smartboards and LCD TVs where needed
-Install Meeting Agenda and Scheduling Software System
-Install Town wide permitting system
-Identify and implement new technologies that will that help manage an ever growing IT infrastructure.
-Communicate and collaborate with School IT Department and other municipalities IT Department's.

Disaster Recovery Planning
- Install high availability and failover capabilities on critical systems not yet protected
-Implement cloud based data storage to supplement Town backup systems.

Miscellaneous
- Facilitate training for employees as needed & applicable, e.g. MUNIS, web, etc.
- Continue to evaluate cost effective alternatives for equipment & technology e.g. lease vs. purchase, return-on-investment, outsourcing, etc.
- Develop policies as appropriate re: use of technology, social networking and associated equipment

Town of Natick

Home of Champions

Department: Information Technology

Budget Overview:

I. Main Purpose of the Department

The IT Department is primarily a services based department and will continue to provide broad based data and voice services to municipal employees as well as services provided to the community via the Town web site. Data services include but are not limited to network administration, database administration, web site support, network security, end-user support, hardware and software deployment/upgrades/ maintenance/ troubleshooting and municipal staff training. Voice services provided by the IT Department include PBX administration, PBX installation, system configuration and deployment, voice mail account management, transaction box design, end-user support, telephone replacement and providing a point of contact with the telephone vendor.

II. Recent Developments

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

III. Current Challenges

- Day to day operations and ensuring integrity of data backups and data mirrors.
- Network monitoring and troubleshooting.
- Providing PBX support.
- Maintaining Patch levels and security on desktops and servers (i.e. spyware, adware, viruses).
- Life Cycle Replacement of all town IT equipment, which includes PCs, printers, UPS,servers, networking equipment, etc....

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

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

Department: Information Technology

Budget Overview:

V. On the Horizon

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

Town of Natick

Home of Champions

Department: Information Technology

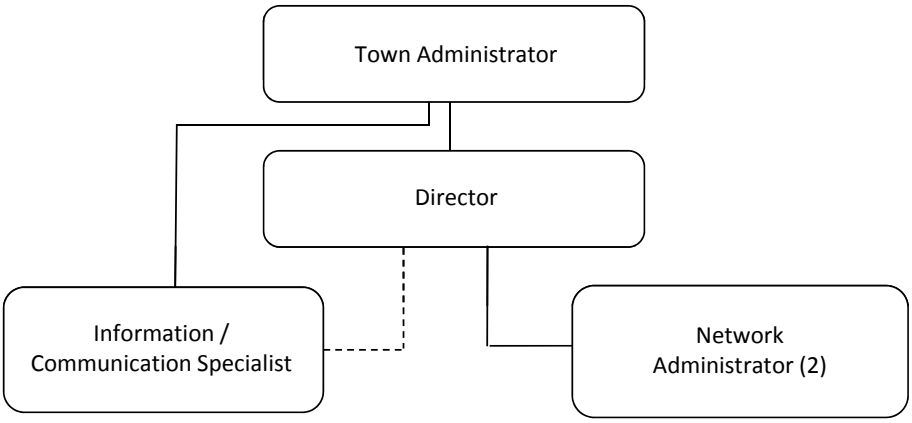
Staffing	2010	2011	2012	2013	2014
Director	1	1	1	1	1
Network Administrator	2	2	2	2	2
Information / Communication Specialist^	***0***	***0***	***0***	***0***	***1***
Total FTE	**3**	**3**	**3**	**3**	**4**
Total FT/PT	**3 FT / 0 PT**	**3 FT / 0 PT**	**3 FT / 0 PT**	**3 FT / 0 PT**	**3 FT / 0 PT**

Notes

Effective FY 2010, one budgeted Database Administrator position is officially being transferred to the Natick Public Schools. This position has been centrally involved with school-related IT functions in the past, and belonged within the schools budget.

^ Includes Program Improvement Request

Organizational Chart



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

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

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

Town of Natick

Home of Champions

Department: Information Technology

Budget Detail

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

^ Includes Program Improvement Requests

Personnel Services:

Salaries Management – Salary to fund the Information Technology Director's position. This position reports to the Town Administrator. Primary responsibilities include management of day to day operations, long term technology planning, evaluation of new technologies and project management, implementation of policies regarding technology and appropriate use and utilization of technology to improve services internally and to the community.

Salaries Technical/Professional – Salaries for (2) Network Administrator - position provides administration / support /deployment/upgrades and maintenance for the Town and personal computer hardware and software, voice/data network and Town telephone systems, general network security (monitoring and auditing network activity, network printers, network servers and proper authentication, data backups and restoration, anti-virus software) and account management (user network accounts and email). Salary also for Information/Communication Specialist. Reports to the Town Administrator directly, responsible for all web content management, social media and review of, management of and application of and training of software and communication soluitions for the Town.

Expenses:

Repairs and Maintenance Equipment – Cost of repairing, maintaining and if offered by the vendor, extending hardware maintenance on all existing equipment attached to the Town network. Includes but is not limited to personal computers, network printers and all network servers - Authentication, Email, File, Print, Application, Database and Web Servers.

Maintenance Contracts Software – Cost of replacing, maintaining and licensing of Town software applications. Includes but is not limited to Town's Financial Software (Munis), Operating Systems, Email System, Geographical Information System (GIS), Firewall Software and Police/Fire Computer Aided Dispatch Software, Virtual Servers Software (VMware, Vizioncore), Election System Software, database software (Informix, Oracle, Pervasive SQL, Microsoft SQL Server).

Communication Telephone – Cost for local and long distance phone service and mobile telephones for the Information Technology Department, the Town Web Site Hosting Services at Virtual Town Hall (VTH) and Town T1 Internet Access.

Copy/Mail Center Fees – Cost for services provided by Town copy and mail center.

Training Education – Cost of providing Information Technology Staff with training to effectively administer/support/deploy software applications and hardware currently supported by Information Technology Department. Also included are the purchase of technology documentation, manuals, on-line training and training for other department's staff as necessary.

Computer Supplies – Cost of purchasing miscellaneous computer supplies i.e. backup tapes, printer cartridges, storage media etc

Paper Supplies – Municipal – Cost for paper supplies used by Town Departments. Including but not limited to laser printer paper, green bar paper (line printers), Employee Paychecks and Tax Forms (W2, 1099).

Equipment Replacement Computers – Cost of cyclical replacement of personal computers, networked printers, network servers and uninterrupted power supplies (UPS).

Software Systems Upgrade & Replace – Cost of purchasing new software applications and new software licensing. Anticipated purchases include but are not limited to integration of Windows new Vista operating system and any associated client access licenses, improving disaster recovery and security applications, Virtual Server Software, File system and Email Archiving software and High-Availability Software.

LAN/WAN/INET Data Maintenance – Cost of maintenance of local area and wide area networking equipment. Includes network switches, firewall equipment and INET fiber optic switching equipment.

Telephone System/INET Voice Maintenance – Cost of maintenance for Town PBX Telephone system, T1 fiber optic emulators, Voice Mail System and Call Accounting System.

Town of Natick **Personnel Staffing Sheets**

Department Information Technology

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
											[(K-I)/D]		[(I+L)*M]		[N+O]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Band	Begin Step Amt.	End Band	End Step Amt.	Pro-Rata Step	COLA	End Step	Other Comp.	Total FY 2014
Department		**Information Technology**				**Munis Dept. #**			**31**				(@ 52 weeks)		(@ 52.2 weeks)
Salaries Management						**MUNIS Code**			**5111**						
3977	LeFrancois	Robert	8/19/1996	1.00	Director IS	Per. Bd.	4	97,790	4	97,790		0.0%	97,790		98,166
Sub-total Salaries Management															**98,166**
Salaries Technical / Professional						**MUNIS Code**			**5114**						
41400	Valentin	Joel	12/8/1999	1.00	I/S Netwrk	Per. Bd.	3	69,089	3	69,089		0.0%	69,089		69,354
41098	Whelan	Gerald	12/8/1997	1.00	I/S Netwrk	Per. Bd.	3	73,954	3	73,954		0.0%	73,954		74,239
	Vacant ^			***1.0***	***I/C Specialist***	***Per. Bd.***	***2***	***50,000***	***2***	***50,000***			***50,000***		***50,191***
															193,784
Total Salaries - Information Technology				**4.00**											**$ 291,950**

Key:

Per. Bd. - Personnel Board; COLA - Cost of Living Adjustment

Notes:

^ Includes Program Improvement Request

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Town of Natick

Home of Champions

Department: Town Clerk

Appropriation Summary

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

Goals for the Town Clerk and Elections Offices

Personnel Management and Training

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

Website development and maintenance & Technology

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

Records Retention, Preservation and Cataloguing

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

Miscellaneous

Implement the proposed changes for the Town Meeting caucus process. In addition, work within the town government structure to continue to inform residents regarding local elections and vacancies.

Town of Natick

Home of Champions

Department: Town Clerk and Board of Registrars

Budget Overview for the Clerk' Office and the Board of Registrars:

I. Main Purpose of the Department

To serve the citizens needs professionally, efficiently and courteously and to assure fair and impartial elections. The Town Clerk's Office is often the first point of contact for our residents and non-residents and it is our responsibility to make sure that they are directed to the appropriate departments.

II. Recent Developments

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

III. Current Challenges

The office continues to make changes and improve the data that is entered into the VRIS (voter registration information system). FY 2013 will include a state primary and presidential election which will result in increased volume in the Clerk's office (voter registration, party changes, nomination papers etc). Additional training in Virtual Town Hall which will allow the office to maintain and improve the information available through the Town Clerk's web page. We will continue to use technology to increase access to data electronically by creating databases for information that we access on a continual basis. (i.e.: zoning and planning decisions, OML and Conflict of interest tests).

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

We will be implementing the second year of the historic document restoration process. Codification of the Charter and By-laws will be complete and will provide much better access for residents and staff to the laws and regulations of the Town.

V. On the Horizon

In addition we will be working with the Town to help determine the most expedient and efficient methods for digitally storing data. This will not completely eliminate the need to keep and/or maintain paper records but will be critical in terms of storage space. In addition, this will improve access for both staff and residents to public data. The storage capabilities in the vault need to be addressed and improved. The Clerk's office will continue to use technology to improve efficiencies. The office looks forward to implement an on-line credit/debit system for transactions as well as the ability to increase payment options at the counter. I will be working toward attaining certification as Municipal Clerk.

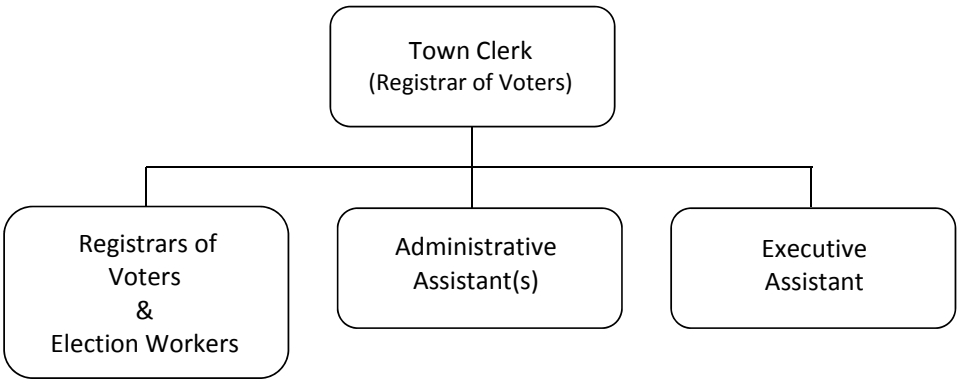
Town of Natick

Home of Champions

Department: Town Clerk

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

Organizational Chart



Performance Indicators

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

Town of Natick

Home of Champions

Department: Town Clerk

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

Line-Item Detail

Personnel Services

Covers the costs of 1 Town Clerk and 3 assistants within the Clerk's office. Overtime is used for elections and Town Meeting. We continue to reduce the use of overtime through flexible scheduling. I have requested part-time temporary staff to input data into a planning and zoning database. A senior in the property tax work program works each year helping at election time and in processing the census/street listing after it is returned to our office. Included are also the expenses of the pages for Town Meeting, constables for posting warrants and the Board of Registrars, in addition to election staffing.

Expenses

Repairs and Maintenance of Equipment – Level-funded.

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

Communication/Telephone – This line is funded at the same level as last year.

Dues & Membership – Cost associated with being a member of the Mass Town Clerk's Association and the Middlesex County Clerk's Association. Also pays for registration fees and dues for the conferences. In this budget I have increased this to cover membership in the International Institute of Municipal Clerks.

Copy/Mail Center Fees in the Clerk's and Registrars Budgets – These departments work jointly in one office. Copy and mail center fees include all voter related mailings, absentee ballots, overseas ballots, confirmation cards, dog license information and training materials for election workers. Mandates for the State Ethics, OCPF and OML laws will continue to require large amounts of copying and mailing. In addition, postage costs are again increasing at least by $.01and possibly more.

Binding - purchasing appropriate binders and storage sleeves for birth certificates. This will be a multi year project. In addition, there are funds requested in order to maintain these records on an ongoing basis.

Office Supplies – Materials needed for the day to day operation of the Town Clerk's Office. This includes increases to make sure that all Town Meeting minutes are appropriately recorded and maintained. This is level funded with no cost increases included.

Communication Printing & Advertising - This line-item covers the costs of printing & advertising of warrants for town meetings and elections, the printing of the mailing for the annual street listing and the related the books, printing updated versions of the charter and by-laws, confirmation cards and any other election or clerk office printing.

Town of Natick

Home of Champions

Department: Elections

Appropriation Summary

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

Budget Overview:

I. Main Purpose of the Department

To serve the citizens needs in a professional manner and to assure fair and impartial elections. This department is responsible for assures compliance with all voting laws and regulations.

II. Recent Developments

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

III. Current Challenges

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

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

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

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

Notes

*Registrars of Voters and Election Workers each receive stipends for their service during elections. They work extremely limited hours, not really quantifiable into a FTE.

Town of Natick

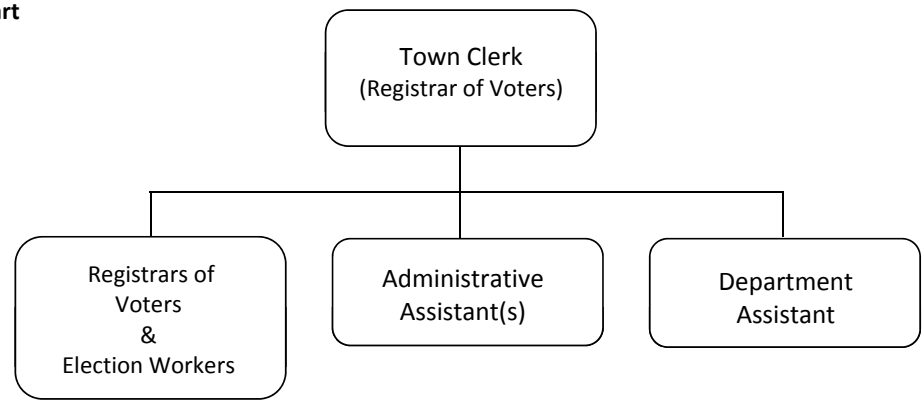
Home of Champions

Department: Elections

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

	2010	2011	2012	2013	2014
Outcome Indicators					
Voter Turnout					
- Municipal	N/A - Indicator under development				
- State	N/A - Indicator under development				
- Federal	N/A - Indicator under development				

Organizational Chart



Budget Detail

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

Department: Elections

Line-Item Detail:

Personnel Services
Pays for the salaries for the four (4) registrars and election workers (required under M.G.L. Ch. 51, Section 16A), as well as Constables and Town Meeting Pages. This year there will only be a town election in fiscal 2014. We will continue to use students to help with the elections, especially at the end of the night.

Purchase of Services
Postage – Covers election mailings including absentee ballots, the annual street listing, confirmation notices (with return postage) to all inactive voters and additional postage to forward returned mail. This also includes an increase in postage costs.

Printing & Advertising- See detail and notes in Clerk's budget

Election Coding – This includes the service contract for the voting machines, programming of the regular and the Automark machines and printing the ballots.

Communication Books – This item includes the street listing books

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

Department Town Clerk & Elections

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
											[(K-I)/D]		[(I+L)*M]		[N+O]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Other Comp.	Total FY 2014
Department		**Town Clerk**				**Munis Dept. #**			**19**				(@ 52 weeks)		(@ 52.2 weeks)
Salaries Management						**MUNIS Code**			**5111**						
42949	Packer	Diane	4/6/2010	1.0	Town Clerk	Non-Rep	N3-0	75,000	N3-0	75,000	0	0%	75,000		75,288
Sub-total Salaries Management															**75,288**
Salaries Operational Staff						**MUNIS Code**			**5113**						
42737	Graveline	Kerry	7/21/2005	1.0	Admin Assist.	1116	B6-3	48,305	B6-4	49,742	1,437	2%	50,737		50,932
43356	Hansen	Nancy	10/9/2007	1.0	Dept. Assist.	1116	B5-3	45,302	B5-4	46,674	1,029	2%	47,258		47,439
43848	Blatz	Debra	11/30/2009	1.0	Admin Assist.	1116	B5-4	46,674	B5-4	46,674	0	2%	47,607		47,791
Sub-total Salaries Operational Staff															**146,162**
Overtime															**2,000**
Total Salaries - Town Clerk				**4.00**											**$ 223,450**

Key:
Per. Bd. - Personnel Board; 1116 - Clerical Union - Local 1116; COLA - Cost of Living Adjustment

Department		**Board of Registrars**				**Munis Dept. #**			**20**				(@ 52 weeks)	(@ 52.2 weeks)
Salaries Management						**MUNIS Code**			**5111**					
42949	Packer	Diane	4/6/2010		Registrar	Non-Rep	A7-0	1,378	A7-0	1,378	0	0%	1,378	1,383
43661	Northgraves	Nancy	2/2/2009		Asst Registrar	Per. Bd.	A8-0	965	A8-0	965	0	0%	965	969
43023	Lambert	Donna	4/10/2006		Asst Registrar	Per. Bd.	A8-0	965	A8-0	965	0	0%	965	969
43989	Awkward	Robert	9/2/2010		Asst Registrar	Per. Bd.	A8-0	965	A8-0	965	0	0%	965	969
Sub-total Salaries Management														**4,290**
Wages Election Workers														Total Cost

Police details	# required	rate	total
25-Mar-14	6	960.00	5,760.00
Total police detail			**5,760.00**

Wardens	# required	rate	total
25-Mar-14	10	185.00	1,850.00
Total Wardens			**1,850.00**

Clerks	# required	rate	total
25-Mar-14	10	160.00	1,600.00
Total Clerks			**1,600.00**

Inspectors	# required	rate	total
25-Mar-14	40	140.00	5,600.00
Total Inspectors			**5,600.00**

Counters	# required	rate	total
25-Mar-14	10	8.25	330.00
Total Counters			**330.00**

Counters will be used as necessary to help count ballots at the end of the evening. They get paid minimum wage

All Election Workers	**15,140**
Constables	**1,200**
Town Meeting Pages	**1,600**
Total Salaries - Board of Registrars	**$ 22,230**

Town of Natick

Home of Champions

Department: Sealer of Weights & Measures

Appropriation Summary

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

Budget Overview:

The Department of Weights and Measures enforces the Massachusetts General laws relating to Weights and Measure. It tests, inspects, seals and/or condemns weighing and measuring devices used in the sale of commodities to consumers. This includes scales and balances, weights, gasoline meters, oil truck meters, taxi meters, and point of sale scanner systems. It also investigates sales transactions and practices upon initiative and complaint, and commences legal action for violations of laws.

Device statistics presented herein may increase or decrease as businesses move in and out of the Town; as they expand or downsize their operations; and as they remove, repair, or replace their equipment.

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

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

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

Town of Natick

Home of Champions

Department: Sealer of Weights & Measures

Budget Detail

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

Line-Item Detail

Personnel Services

Salaries Technical & Professional: Pays for the Sealer of Weights & Measures.

Purchase of Services

Repairs & Maintenance Supplies: Supplies required to carry out the duties of the office. Up-to-date weights and measures laws and regulations including National Institute of Standards Handbook 44 and other NIST handbooks and publications, Massachusetts General Laws, Massachusetts Code of Regulations, and Town By-laws. Avoirdupois, apothecary, metric, and troy weights and liquid test measures which meet NIST Handbook 44 requirements together with carrying cases, hand tools, cart, funnel, safety cones, and other safety items. Vinyl seals for display to the public that a device has been tested and sealed and is legal for trade, lead and wire seals to secure the device's adjustment mechanism to deter and to exhibit any tampering, a punch to mark the vinyl seals, a seal press to press and imprint the lead and wire seals, and dies for use with the seal press. Not sealed labels, condemned tags, inspection pads, citation and receipt books, and office supplies and postage. A level funded $500.00 is requested for FY 2014.

Training & Education: Massachusetts General Law and Division of Standards regulations require local Sealers to attend training and fulfill continuing education requirements. Actual annual cost for training to satisfy requirements is running upwards of $125.00, plus local travel. The Division recommends $200.00 be budgeted for training each year. A level funded $200.00 is requested for FY 2014.

Dues & Subscriptions: Handbooks and publications containing updated laws and regulations required for weights and measures enforcement are provided free with membership from the National Conference on Weights and Measures. The Massachusetts Weights and Measures Association and Eastern Massachusetts Weights and Measures Association provide updated Massachusetts General Law information and comment, and also offer training to satisfy regulatory requirements at an additional expense to its members. The actual cost for dues to the above organizations is presently $145.00 and costs are anticipated to increase. $175.00 funding is requested for FY 2014.

Town of Natick

Home of Champions

Department: Community Development

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	2013 vs. 2014 %
Salaries						
Personnel Services	$ 662,149	$ 676,671	$ 740,382	$ 745,398	$ 5,016	0.68%
Total Salaries	**$ 662,149**	**$ 676,671**	**$ 740,382**	**$ 745,398**	**$ 5,016**	**0.68%**
Operating Expenses						
Expenses	$ 23,985	$ 22,796	$ 23,811	$ 23,811	$ -	0.00%
Total Operating Expenses	**$ 23,985**	**$ 22,796**	**$ 23,811**	**$ 23,811**	**$ -**	**0.00%**
Total Community Development	**$ 686,134**	**$ 699,467**	**$ 764,193**	**$ 769,209**	**$ 5,016**	**0.66%**

Mission:

We are dedicated to making our town a better and safer place to live.

A place where people want to raise a family and have their children raise their children. The Community Development Department works to protect and enhance our built and natural resources by preserving the quality of life for the citizens of Natick. Through our staff , Boards and Commission we strive to serve by building lasting partnerships with individual residents, community groups, professional services, providers, contractors, business leaders, and local and state officials. We stand for a commitment to the long-term interests of our community, and to delivering the highest quality of service.

Goals:

Support Town Boards and official bodies
- Assist Planning Board , Zoning Board of Appeals, Conservation Commission, Board of Selectmen and other Town bodies with respect to planning, affordable housing, transportation and conservation related functions

Improve Downtown/In-Town Parking
- Advance appropriate recommendations of State sponsored parking study
- Continue to review on-street parking to maximize availability, utilization, economic opportunity
- Advance by-law modifications as appropriate

Participate in Rezoning Process
- Assist in management of process; serve as point of contact to consultant, committee members
- Provide technical review and data in support of process

Department: Community Development

Goals (con't)

Improve Local Traffic Conditions
- Oversee construction of Oak St./Rte 9 intersection on behalf of Town
- Oversee redesign of North Main Street / Route 27
- Participate in remaining redesign of Rte27/Rte9 intersection with State DOT
- Oversee MassWorks Grant to reconstruct Kansas Street
- Serve as Town's key liaison on transportation issues
- Identify and work to address problem traffic areas
- Oversee mitigation projects as part of permitted developments

Advance Proactive Approach to Affordable Housing
- Manage 40B, 40R and HOOP projects ; administer mitigation funds
- Administer HOME funds
- On-going review of Subsidized Housing Inventory (SHI) status
- Management of local affordable units
- Staff serves as Fair Housing Officer for Town
- Assist Affordable Housing Trust Fund Committee and Community Development Advisory Committee

Participate as Member of Cochituate Rail Trail Advisory Committee
- Pursue possible acquisition of right of way
- Advance design work
- Advocate for project inclusion on state "TIP" funding list

Miscellaneous
- Ensure continued compliance on permitted projects
- Serve as Economic Development Director ; participate in Economic Development Committee
- Participate in Safety Committee
- Promote and expand green technologies
- Compile data regarding departmental activities
- Assist in consideration of sale of town owned real property
- Implement new permitting software
- Deal with overdue departmental storage demands
- Member of Problem Property Task Force

Budget Overview:

I. Main Purpose of the Department

The Department works to protect and enhance the quality of life and environment in Natick through administration and enforcement of land development, building and conservation regulations. The Department does this by:
- Reviewing construction plans, issuing building permits and inspecting projects and properties.
- Working with municipal boards, businesses and residents to develop plans to guide our community's future.
- Reviewing, updating and enforcing applicable By Laws, as well as informing the public regarding these regulations.

Town of Natick

Home of Champions

Department: Community Development

Budget Overview:

II. Recent Developments

The Town continues to manage two significant 40B affordable housing projects. The South Natick Hills 40B project (268 units) is roughly three-quarters completed and the Chrysler Road 40B project (407 units) is anticipated to be finished in mid 2013. The expansion of the MathWork's Apple Hill facility is to be completed in early 2013. The Dept. continues undertaking several major roadway improvement projects including the redesign of North Main Street to the Wayland town line; oversee construction of improvements to the intersection of Oak Street and Route 9 in FY 2013 and FY2014; and, redesign of the intersection of Route 27 with Route 9. Also , the Town received a $2.5ml MassWorks Grant to rebuild Kansas Street based on an application made by this Dept.

III. Current Challenges

- High levels of permitting continue, placing a significant workload on the Department & Boards.
- Addressing major planning concerns such as affordable housing, development management and all forms of transportation while respecting local quality of life.
- On-going review of projects, special permits and subdivisions to assure permit conditions are met.
- Assisting various groups and boards (Selectmen, Planning, Zoning, Conservation, Open Space, Natick Center Associates and many other groups).
- The Department has long since reached a critical point regarding storage of its plans, documents and files.
- Professional participation within economic development efforts advanced by the Town.

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

-South Natick Hills 40B, Chrysler Road 40B, Mathworks, and the Paperboard property redevelopment with 150 units and constant Route 9 projects and others continue to place major demands our small staff. In the event that additional inspector time is necessary to satisfy the major project demands we may ask for additional funds to cover necessary project inspections.

- Addressing the management of affordable housing units being created in the Town (sales, lotteries, deed restrictions, obtaining State approvals, etc.) and assuring that the Town can obtain certification of the units as affordable units.
- Addressing economic development demands placed upon this Dept. without commensurate resources is a major concern and frequently presents work load and scheduling difficulties.

V. On the Horizon

- Implementation of an automated permit tracking system is necessary and will enhance oversight.
- Pursue applicable state and federal grants.
- Pursue design and state funding for the reconstruction of North Main Street, and major Rt. 9 intersections.
- Pursue scanning and electronic filing of 48 years of plans to address plan/document storage problems.
- Pursue linking to Town's electronic real property data system which Dept. currently cannot do.
- Maintaining appropriate staffing levels to address departmental and Town responsibilities while addressing the constant demand for assistance to committees and groups.
- Natick has attained a level of near build-out where easily developed sites have been built upon; the remaining sites are difficult to permit and build upon due to public pressure, site impediments or ownership impediments. All of which impose significant demands upon this department.

Town of Natick

Home of Champions

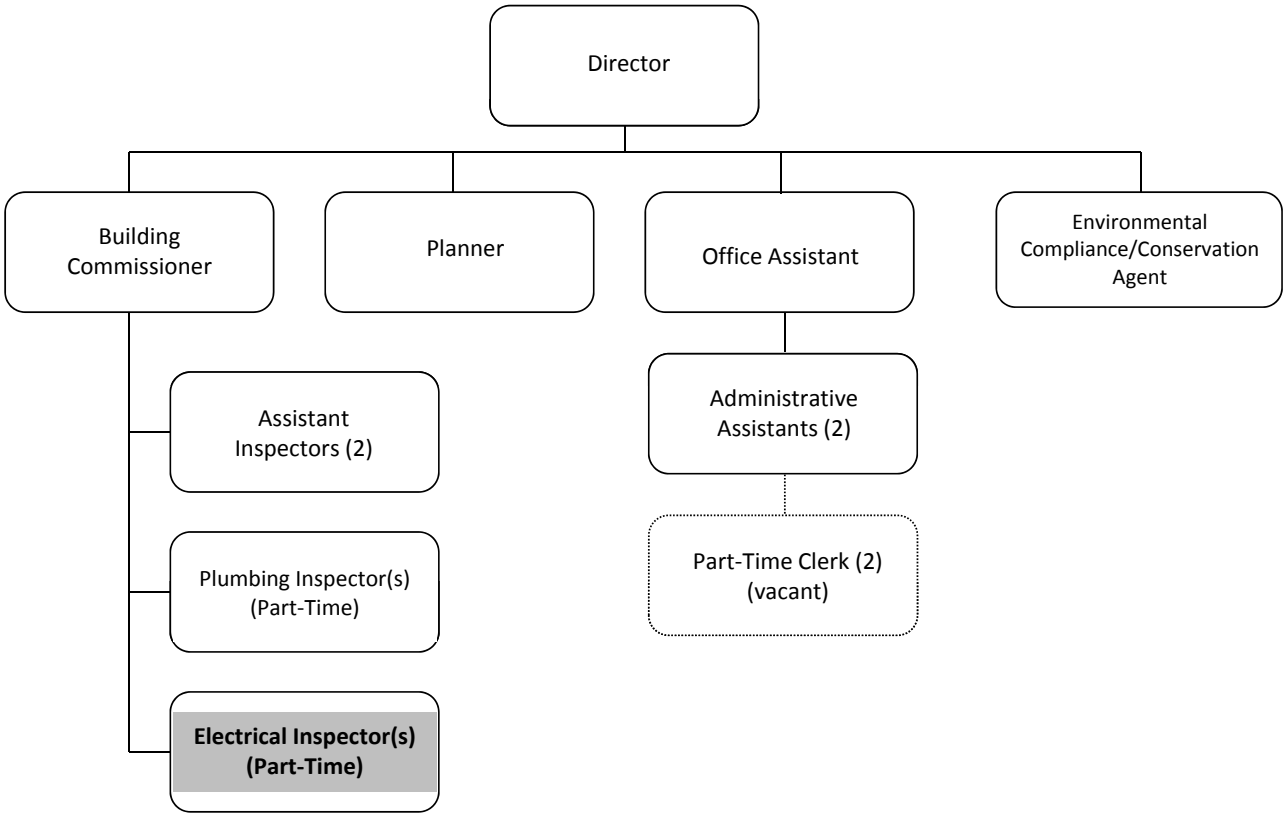
Department: Community Development

Staffing	2010	2011	2012	2013	2014
Director	1	1	1	1	1
Building Commissioner	1	1	1	1	1
Assistant Inspector	2	2	2	2	2
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	1.02	2.60	2.60
Total FTE	**10.35**	**9.52**	**9.52**	**11.10**	**11.10**
Total FT/PT	**9 FT / 5 PT**	**9 FT / 4 PT**	**9 FT / 4 PT**	**9 FT / 6 PT**	**9 FT / 6 PT**

Notes

The Environmental Compliance Officer/Conservation Agent is funded one-half through this department, one-half through the Selectmen's Office.

Organizational Chart



Town of Natick

Home of Champions

Department: Community Development

Performance Indicators (Tasks)

1	Department to prepare meeting postings and minutes for Planning Board, ZBA, and Conservation Committee	
2	Department to prepare list of zoning bylaw and map flaws and provide recommendations to Planning Board and ZBA	
3	Department to track / prepare information regarding implementation of Stretch Code	
4	Department to administer MORE grant and associated work (manage $1.3 million in traffic engineering contracts)	
5	Department to administer design contract and manage traffic engineers and public process for North Main (Rt. 27) Redesign	
6	Pursuit of roadway projects construction funding (Oak/9, 9/27, Rt 27).	
7	Updating of Departmental website information	
8	Address document/data storage (hopefully)	
9	Public outreach efforts regarding need to revise zoning bylaw and map	
10	Institute monthly staff meetings for project review coordination purposes	
11	Pursuit of Cochituate Rail Trail project – further design, ROW acquisition and funding	
12	Assist/participate in Economic Development Advisory Committee	
13	Participate in Natick Center Associates	
14	Review 2010 census data	
15	Manage and administer wetland protection program for Con Comm	
16	Manage and administer energy programs for general government	
17	Manage and administer environmental compliance programs for general government	
18	Manage and administer HOME program for Town	
19	Manage and administer Fair Housing requirements	
20	Assist Community Development Advisory Committee and Affordable Housing Trust Fund Committee	
21	Manage affordable housing stock (review transactions, file reporting, take actions as necessary)	
22	Prepare Commonwealth Capital Submission	
23	Undertake research regarding state proposed zoning reform	
24	Assist Planning Board in preparation of zoning bylaw modifications	

Town of Natick

Home of Champions

Department: Community Development

Budget Detail	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2012 vs. 2013 $ (+/-)	% (+/-)
Salaries Management	$ 174,577	$ 190,759	$ 193,228	$ 193,228	$ -	0.00%
Salaries Supervisory	$ 47,989	$ 49,439	$ 53,189	$ 55,865	$ 2,676	5.03%
Salaries Operational Staff	$ 90,058	$ 93,015	$ 93,703	$ 95,581	$ 1,878	2.00%
Salaries Technical & Professional	$ 234,132	$ 212,659	$ 252,611	$ 252,611	$ -	0.00%
Salaries Tech & Prof Inspector's	$ 96,962	$ 108,413	$ 127,113	$ 127,113	$ -	0.00%
Add'l Comp Supervisory Staff	$ 952	$ 996	$ 2,538	$ 3,000	$ 462	18.20%
Salaries Operation Staff Overtime	$ 17,480	$ 21,388	$ 18,000	$ 18,000	$ -	0.00%
Personnel Services	**$ 662,149**	**$ 676,671**	**$ 740,382**	**$ 745,398**	**$ 5,016**	**0.68%**
In State Travel/Meetings	$ 1,434	$ 605	$ 2,400	$ 2,400	$ -	0.00%
Communication Telephone	$ 1,892	$ 1,631	$ 2,875	$ 2,875	$ -	0.00%
Dues & Subscriptions	$ 520	$ 480	$ 800	$ 800	$ -	0.00%
Training & Education	$ 2,010	$ 1,455	$ 2,000	$ 2,000	$ -	0.00%
Communication Postage	$ 2,891	$ 2,270	$ 2,730	$ 2,730	$ -	0.00%
Copy/Mail Center Fees	$ 2,562	$ 4,015	$ -	$ -	$ -	0.00%
Communication Print & Advertising	$ 7,902	$ 5,256	$ 7,756	$ 7,756	$ -	0.00%
Communication Books & Publications	$ 411	$ -	$ 750	$ 750	$ -	0.00%
Professional Services - Other*	$ -	$ 3,520	$ -	$ -	$ -	0.00%
Office Supplies	$ 4,363	$ 3,565	$ 4,500	$ 4,500	$ -	0.00%
Expenses	**$ 23,985**	**$ 22,796**	**$ 23,811**	**$ 23,811**	**$ -**	**0.00%**
Total Community Development	**$ 686,134**	**$ 699,467**	**$ 764,193**	**$ 769,209**	**$ 5,016**	**0.66%**

Notes:

*Line-item used for legal consultation for 40B projects. Funding source was a $50,000 Town Meeting article in FY 2007. Balance as of 12/1/2011: $3,766.50

Line-Item Detail

Salaries Technical & Professional Inspectors - For 2014, level-funding is being requested.
Salaries Temp Operational Staff – After having eliminated temp staffing in FY 2010, the Department will continue to use existing staff and/or schedule non-essential work to be delayed during vacation periods.
Salaries Operation Staff Overtime – For 2014 we propose maintaining the FY2013 level of Operation Staff Overtime at $18,000 to address the on-going demands of night-time board work. This includes staffing to assist the functions of the Planning Board, Zoning Board and Conservation Commission which are critical to maintaining the functions of the boards.
Purchase of Services – An amount of $13,805, is proposed for FY2014 to cover travel, telephone, dues and subscriptions training and education (critical for inspectors), postage, copying and mailings. The reduction in Copy/Mail center fees is based upon actual results from 2008. The 0% increase will be adequate unless prices increase.
Technical & Professional Services - The FY2014 budget will cover rudimentary needs. It is noteworthy however that it allows no ability to hire consultant services to assist in various areas of departmental focus or assist municipal boards or groups in applicable activities or interests. It will hopefully allow us to maintain required legal notifications and postings in local papers for board review purposes so long as increases do not occur.
Supplies – The proposed budget is $4,500 consistent with the FY2013 budget. Should costs of paper and other office supplies increase this number may need to be increased.

Department: Community Development Line-Item Detail

Narrative:

Salaries Technical & Professional Inspectors - For 2014, level-funding is being requested.

Salaries Temp Operational Staff – After having eliminated temp staffing in FY 2010, the Department will continue to use existing staff and/or schedule non-essential work to be delayed during vacation periods.

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Supplies – The proposed budget is $4,500 consistent with the FY2013 budget. Should costs of paper and other office supplies increase this number may need to be increased.

Town of Natick — Personnel Staffing Sheets

Department Community Development

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
											[(K-I)/D]		[(I+L)*M]		[N+O]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Other Comp.	Total FY 2014
Department		**Community Development**				**Munis Dept. #**			**21**				(@ 52 weeks)		(@ 52.2 weeks)
Salaries Management						**MUNIS Code**			**5111**						
42745	Reffett	Patrick	8/15/2005	1.0	Director	Per. Bd.	4	103,441	4	104,992		0.0%	103,441		103,838
1603	Melchiorri	Michael	2/11/1981	1.0	Building Comm.	Per. Bd.	4	89,048	4	89,938		0.0%	89,048		89,390
Sub-total Salaries Management															**193,228**
Salaries Supervisory						**MUNIS Code**			**5112**						
1223	Greel	Anne	10/17/1979	1.0	Exec Asst Clerk	1116	B7-3	53,000	B7-4	55,080	1,560	2%	55,651	2,250.0	58,115
Sub-total Salaries Management															**58,115**
Salaries Operational Staff						**MUNIS Code**			**5113**						
41556	Calhoun	Susan	1/3/2002	1.0	Admin Assist.	1116	B5-4	46,674	B5-4	46,674	0	2%	47,607	750	48,541
42819	Condlin	M. Pamela	9/6/2005	1.0	Admin Assist.	1116	B5-4	46,674	B4-4	46,674	0	2%	47,607		47,791
Sub-total Salaries Operational Staff															**96,331**
Salaries Technical/Professional						**MUNIS Code**			**5114**						
41128	Connelly	Michael	4/27/1998	1.0	Assist Inspector	Per. Bd.	3	68,475	3	68,475	0	0.0%	68,475		68,738
44424	Libby	Eric	4/13/2012	1.0	Assist Inspector	Per. Bd.	3	62,705	3	62,705	0	0.0%	62,705		62,934
43597	Merkel	Joseph	9/22/2008	1.0	Housing/Gen Plan.	Per. Bd.	3	71,848	3	71,848	0	0.0%	71,848		72,125
															203,797
41809	Bois	Robert	2/7/2002	0.5	Compliance Off.	Per. Bd.	4	48,627	4	48,627	0	0%	48,627		48,814
Sub-total Salaries Technical/Professional															**252,611**
Technical/Professional-Inspectors - Part Time						**MUNIS Code**			**5124**						
2473	Dempsey	Robert	4/17/1986	0.70	Inspector, Plum.	Per. Bd.	M8-4	29,682		29,682		0%	29,682		29,796
44153	Bouret	Kevin	5/17/2011	0.25	Inspector, Wire	Per. Bd.	M7-0	29,502		29,502		0%	29,502		29,615
1882	Lessard	George	11/1/1982	0.25	Inspector, Plum.	Per. Bd.	M8-4	10,292		10,292		0%	10,292		10,332
3124	Chavious	Scott	6/29/1995	0.80	Inspector, Wire	Per. Bd.	M7-4	32,934		32,934		0%	32,934		33,061
	Vacant			0.40	Inspector, Wire	Per. Bd.	M7-2	16,144		16,144		0%	16,144		16,206
	Vacant			0.20	Inspector, Plum.	Per. Bd.	M8-0	8,072		8,072		0%	8,072		8,103
Sub-total Salaries Technical/Professional - Inspectors - Part time															**127,113**
Operational Staff Overtime															**18,000**
Total Salaries - Community Development				**11.10**											**$ 745,398**

Key:

Per. Bd. - Personnel Board; 1116 - Clerical Union - Local 1116; COLA - Cost of Living Adjustment

Notes:

Tech /Prof Inspectors - Part-Time are utilized in an as needed basis

Section VIII:
Committees & Commissions

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

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Town of Natick

Home of Champions

Department: Commissions & Committees

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Operating Expenses						
Total Finance Committee	21,979	15,203	22,000	22,000	0	0.00%
Total Commission on Disability	168	202	1,810	1,810	0	0.00%
Total Natick Cultural Council	570	382	700	700	0	0.00%
Total Historical Commission	198	858	1,000	1,000	0	0.00%
Total Historic District Commission	363	535	500	550	50	10.00%
Total Committees & Commissions	23,278	17,180	26,010	26,060	50	0.19%

Budget Overview:

The Town of Natick has over 40 volunteer boards, commissions and committees which serve in various capacities to ensure the citizens of Natick have the most responsive and accountable local government possible. Some of these receive modest budgetary outlays. They are detailed in this section of the budget.

Town of Natick

Home of Champions

Department: Finance Committee

Budget Overview:

As established under Article 23 of the By-laws of the Town of Natick, the Finance Committee holds public hearings on and conducts a detailed review of the proposed budget. The Finance Committee provides a report and recommendation to the representative Town Meeting and the Town. The Finance Committee can make recommendations about what to cut if an override is not approved by the voters.

It also is statutory responsible for the administration of and disbursement for the Reserve Fund as set for under M.G.L. Ch. 40, Sec. 6. Please see Section IX: Shared Expenses: Reserve Fund for more information.

Staffing:	2010	2011	2012	2013	2014
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

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

Budget Detail:

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	2013 vs. 2014 %
Secretarial Staff	8,224	8,705	9,000	9,000	0	0.00%
Personnel Services	**8,224**	**8,705**	**9,000**	**9,000**	**0**	**0.00%**
Communication Postage	0	1,320	0		0	0.00%
Purchase of Services	**0**	**1,320**	**0**	**0**	**0**	**0.00%**
Copy/Mail Center Fees	12,699	5,178	12,000	12,000	0	0.00%
Tech/Prof Services	**12,699**	**5,178**	**12,000**	**12,000**	**0**	**0.00%**
Office Supplies	1,056		1,000	1,000	0	0.00%
Supplies	**1,056**	**0**	**1,000**	**1,000**	**0**	**0.00%**
Total Finance Committee	**21,979**	**15,203**	**22,000**	**22,000**	**0**	**0.00%**

Line-Item Detail:

Secretarial Staff: Amount covers the costs of the Executive Secretary to the Finance Committee.

Communication/Postage: Covers the cost of mailing Finance Committee Reports to Town Meeting members. Recommend elimination of line item as postage has been included within cost of production (See Copy Mail Center Fees Line below)

Copy/Mail Center Fees: Covers the cost of printing Finance Committee Reports for Town Meeting. FY 2013 request covers productions of 275 copies of three separate recommendation books (one spring, one fall and one addendum for a total of 850 pages annually), and includes costs of printing, binding, and materials.

Office Supplies: Covers the various misc. costs of supplies for the executive secretary and the committee.

Town of Natick

Home of Champions

Department: Commission on Disability

Budget Overview:

The Commission on Disability is appointed by the Town Administrator with the purpose of advocacy on behalf of residents with disabilities in order to reach the goal of full inclusion of people with disabilities in the community. The Commission works with the Commonwealth, Town Departments and local officials, and the general public responding to concerns and complaints regarding accessibility concerns.

Staffing:	2010	2011	2012	2013	2014
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

Budget Detail:

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
ADA Expenses:						
Communication Telephone	0		100	100	0	0.00%
In State Travel	0		200	200	0	0.00%
Dues & Subscriptions	0		100	100	0	0.00%
Copy/Mail Center Fees	0		75	75	0	0.00%
Tech/Professional Services	**-**	**-**	**475**	**475**	**0**	**0.00%**
Copy/Mail Center Fees	0		500	500	0	0.00%
Operating Expense	168	202	835	835	0	0.00%
Supplies	**168**	**202**	**1,335**	**1,335**	**0**	**0.00%**
Total Commission on Disability	**168**	**202**	**1,810**	**1,810**	**0**	**0.00%**

Line-Item Detail:

Town of Natick

Home of Champions

Department: Natick Cultural Council

Budget Overview:

The Natick Cultural Council supports the promotion of arts and culture in Natick through the distribution of small amounts of grants from the Commonwealth.

For a list of grant disbursements, please visit: http://mass-culture.org/Natick#

Natick Cultural Council

Staffing:	2010	2011	2012	2011	2013
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Operating Expense	570	382	700	700	0	0.00%
Supplies	**570**	**382**	**700**	**700**	**0**	**0.00%**
Total Natick Cultural Council	**570**	**382**	**700**	**700**	**0**	**0.00%**

Line-Item Detail:

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

Town of Natick

Home of Champions

Department: Historical Commission

Budget Overview:

The Historical Commission serves to redevelop, protect and promote historic properties throughout Natick. Established under Articles 4 and 5 by Special Town Meeting through acceptance of M.G.L. Ch. 40, Section 8D, on March 30, 1967, the commission's charge is to preserve, protect and develop the historical or archeological assets of the town. They are also charged to "conduct researches for places of historic or archeological value, shall cooperate with the state archeologist in conducting such researches or other surveys, and shall seek to coordinate the activities of unofficial bodies organized for similar purposes, and may advertise, prepare, print and distribute books, maps, charts, plans and pamphlets which it deems necessary for its work. " Recommendations are made to the Selectmen and the Massachusetts Historical Commission, for any place to be certified as an historical or archeological landmark.

Staffing:	**2010**	**2011**	**2012**	**2013**	**2014**
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

	2011 Actual	**2012 Actual**	**2013 Appropriated**	**2014 Preliminary**	**2013 vs. 2014 $**	**% **
Operating Expense	198	858	1,000	1,000	0	0.00%
Supplies	**198**	**858**	**1,000**	**1,000**	**0**	**0.00%**
Total Historical Commission	**198**	**858**	**1,000**	**1,000**	**0**	**0.00%**

Line-Item Detail:

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

Town of Natick

Home of Champions

Department: Historic District Commission

Budget Overview:

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

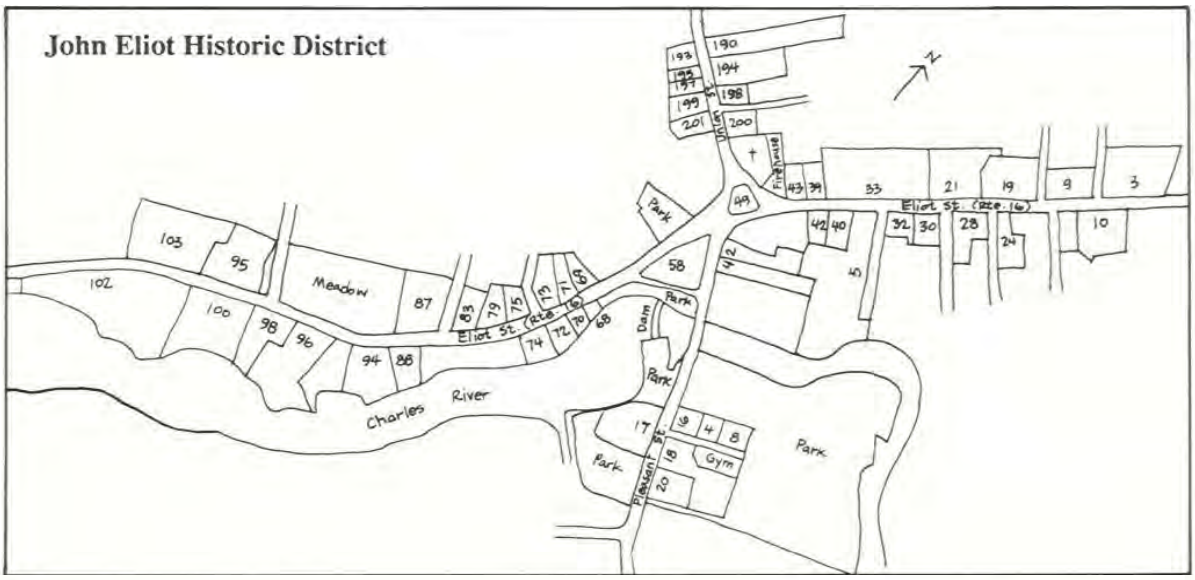
Staffing:	**2010**	**2011**	**2012**	**2013**	**2014**
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

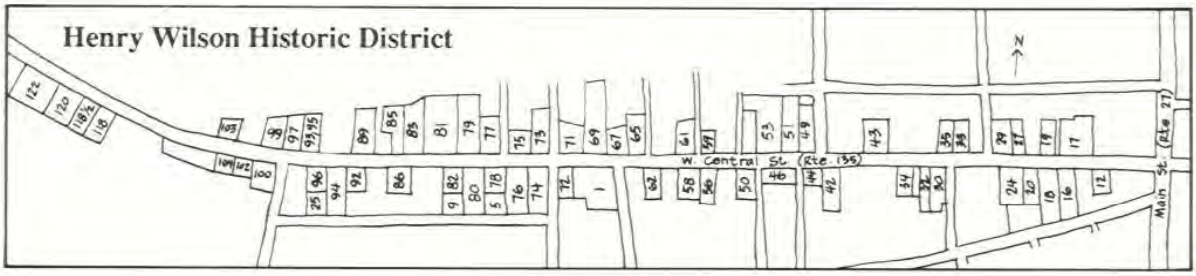
Budget Detail

	2011 Actual	**2012 Actual**	**2013 Appropriated**	**2014 Preliminary**	**2013 vs. 2014 $**	**%**
Operating Expense	363	535	500	550	50	10.00%
Supplies	**363**	**535**	**500**	**550**	**50**	**10.00%**
Total Historic District Commission	**363**	**535**	**500**	**550**	**50**	**10.00%**

Line-Item Detail:

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





Section IX:
Shared Expenses

Benefits
- Employee Fringe Benefits & Insurance IX.3
- Property & Liability Insurance IX.13
- Contributory Retirement IX.15
- Non-Contributory Retirement IX.20

Debt Service IX.21
Reserve Fund IX.31
Facilities Management IX.33

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Town of Natick

Home of Champions

Department: Employee Fringe

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Other Personnel Services						
Worker's Compensation	456,741	444,314	530,000	505,000	-25,000	-4.72%
Unemployment	187,467	201,375	215,000	240,000	25,000	11.63%
FICA (All)	727,919	824,854	750,500	850,000	99,500	13.26%
Drug & Alcohol testing	4,199	2,900	4,500	5,000	500	11.11%
Medical Insurance (s)	12,425,155	12,149,914	12,947,459	13,723,858	776,399	6.00%
Public Safety Medical (111F)	116,927	182,770	200,000	217,500	17,500	8.75%
LIUNA	177,279	178,444	187,550	196,548	8,998	4.80%
Benefits Reserve	0	17,024	50,000	50,000	0	0.00%
Retirement Buy-Out Program	97,294	125,031	200,000	200,000	0	0.00%
Total Other Personnel Services	**14,192,982**	**14,126,627**	**15,085,009**	**15,987,906**	**902,897**	**5.99%**
Merit/Performance Raises*	18,750	31,750	24,007	150,000	125,993	524.82%
Total Performance Plan	**18,750**	**31,750**	**24,007**	**150,000**	**125,993**	**524.82%**
Total Employee Fringe	**14,211,732**	**14,158,377**	**15,109,016**	**16,137,906**	**1,028,890**	**6.81%**

**Please see next page for explaination*

Budget Overview:

This budget covers all fringe benefits, insurances, testing's and non-retirement system related pension contributions for all employees of the Town of Natick funded through the General Fund. It includes the following budget allocations:

- Unemployment - Worker's Compensation - FICA (payroll taxes) - Health Insurance - Life Insurance - LIUNA Pension Contributions - Retirement Buy-Outs - Drug & Alcohol Testing

Major Points for Health Care/Benefits for FY 2014:

- Higher Health Care Rates: Health care rates are forecast to increase 8% from FY 2013 rates to FY 2014 for the Rate Saver plans. Non-rate saver plans (PPO's) are projected to increase 10%. A detailed summary of each HMO option is attached to this budget.
- Cushion for mid-year plan changes: Particularly with the continued downturn in the economy, it is certainly possible that employees who currently do not currently opt to take benefits may come onto the Town's plan either in an individual or family capacity. To that end we have budgeted 20 extra plans in the Insurance Group Health & Life categories to handle this increase.
- New Employee Hires: We are adding 3 new plans on top of the budget increases and plan changes and differentials for new employees to ensure that their benefits are accounted for. We may not need those appropriations. Any amount appropriated and unspent returns to Free Cash at year's end.

Town of Natick

Home of Champions

Department: Employee Fringe

Budget Detail:

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Worker's Compensation	456,741	444,314	530,000	505,000	-25,000	-4.72%
Insurance Unemployment	187,467	201,375	215,000	240,000	25,000	11.63%
FICA {Medicare}	727,919	824,854	750,000	850,000	100,000	13.33%
FICA {Social Security}	0	0	500	500	0	0.00%
DOT Testing	4,199	2,900	4,500	4,500	0	0.00%
Insurance Group Health & Life	12,425,155	12,149,914	12,947,459	13,723,858	776,399	6.00%
Public Safety C41 S111F Medical	116,927	182,770	200,000	217,500	17,500	8.75%
LIUNA Pension	177,279	178,444	187,550	196,548	8,998	4.80%
Employee Benefits Reserve	0	17,024	50,000	50,000	0	0.00%
-- Retirement Buy-out Program ---						
Fire Department	17,409	11,740	75,000	75,000	0	0.00%
Police Department	58,326	46,337	50,000	50,000	0	0.00%
DPW / Highway Division	10,780	66,954	75,000	75,000	0	0.00%
Salaries Sick/Vacation Buy-Back	0	9,579	0	0	0	0.00%
Other Personnel Services	**14,192,982**	**14,136,206**	**15,085,009**	**15,987,906**	**902,897**	**5.99%**
Merit/Performance Raises*	18,750	31,750	24,007	150,000	125,993	524.82%
Performance Plan	**18,750**	**31,750**	**24,007**	**150,000**	**125,993**	**524.82%**
Total Employee Fringe	**14,211,732**	**14,167,956**	**15,109,016**	**16,137,906**	**1,028,890**	**6.81%**

**Actual FY 2013 Appropriated amount is $90,000. To date, $65,993 has been dispursed in performance raises to Personnel Board employees, and is reflected in revised FY 2013 Appropriated amounts in each departmental budget. For more detail on the FY 2014 Preliminary request, please see detail on ensuing pages. For more detail on spenddown patterns FY 2011-2013, please see below.*

***Merit/Performance Raises**	**FY 2011**	**FY 2012**	**FY 2013**
Appropriated	$ 18,750	$ 37,500	$ 90,000
Expended (to-date)	$ 18,750	$ 31,750	$ 65,993
Remaining (or closed out)	**$ -**	**$ 5,750**	**$ 24,007**

Narrative:

Workers Compensation:
Line item contains the amount based on a premium assessed by our carrier MEGA as well as a portion for employees who have are currently on long term disability due to an injury during the performance of their job.

Unemployment Insurance:
Line item is set aside for any unforeseen lay offs or reduction in the work force. This amount is for both the School Department and the Municipal Departments. Estimate for Fiscal Year 2013 is higher than FY 2012; more is requested. *Please see the following pages for more detail.*

FICA (Medicare):
The Consolidated Omnibus Budget Reconciliation Act of 1985 amended the Internal Revenue Code so that the hospital insurance (Medicare) portion of the Federal Insurance Contributions Act (FICA) applies to wages paid for services rendered after 3/31/86 by employees hired after 3/31/86. The tax is equal to 1.45% of the employee's pay. The employer is required to contribute an amount equal to that deducted from the employee's pay, an additional 1.45%. With no increase in salaries (no COLA) included in the budget, no increase in Medicare is necessary at this time. *Please see the following pages for more detail.*

FICA (Social Security):
Small percentage of the work force three (3) employees who are ineligible to join the retirement system as they started their employment with the town at age 60 and would not be eligible for a pension.

DOT Testing:
Drug and alcohol testing done on a random basis for certain departments who operate Motor Vehicles (excludes uniformed personnel) this is performed on a monthly basis.

Insurance Group Health & Life:
Coverage for all town employees both currently employed and retirees of the town both school and municipal departments who work greater than 20 hours on a regular basis. Percentages paid by the town vary from plan to plan from a low of 50% to a high of 82.5% depending on the coverage selected by the employee. Charts are included in this section to provide greater understanding. Estimates for FY 2014 are based upon December 2012 enrollment counts assuming an 8% growth in rates from FY 2014 from the West Suburban Health Group. *Please see the following pages for more detail.*

Public Safety Chapter 41 Section 111F:
This coverage is paid on a premium basis for the uniformed members of the Town of Natick's Police & Fire workforce who become injured while on duty. This pays hospital and medical bills for the injured officer. The Town does receive reimbursement from insurance companies for expenses incurred under this line-item, up to 75% of the total claim. Average reimbursements for the last three fiscal years have been around $90,000. That money flows to fund balance at the end of year. *Please see the following pages for more detail.*

LIUNA Pension:
Laborers' International Union of North America National (Industrial) Pension Fund., a pension provided to the following units of the Town of Natick's workforce:

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

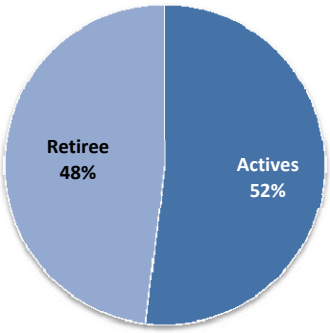
The contribution rate is set by the collective bargaining agreement or other agreement between the Employer and the Union. The rate must fall within the range of rates accepted by the Pension Fund. The rate may be cents, or dollars-and-cents, for each hour for which a covered employee is paid, or a fixed daily, weekly or monthly amount for each covered employee. The rate ranges. This provides these workers with an additional pension or annuity upon retirement. *Please see the following pages for more detail.*

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

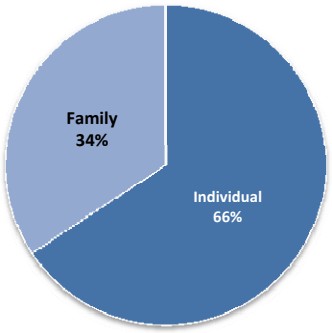
Employee Health Benefits Summary

	FY 2012	FY 2013	FY 2014
Active			
- Traditional HMO's	$ 65,292	$ 16,551	$ -
- Rate Saver HMO's	$ 8,922,313	$ 8,713,223	$ 9,355,348
Tier #1 Safety Net	$ 101,317	$ 123,000	$ 123,000
Tier #2 Safety Net	$ 100,000	$ 100,000	$ 100,000
Tier #3 Safety Net	$ 250,000	$ 250,000	$ 250,000
Sentinel Benefits Administration Fee	$ 39,960	$ 41,094	$ 42,390
Reserves: Individual Plan Adds (Mid-Year)		$ 63,288	$ 60,876
Reserves: Family Plan Adds (Mid-Year)		$ 146,784	$ 158,527
New Position Adds (Town: 3)		$ 213,016	$ 433,534
Retiree			
- Retiree Health Plans	$ 3,355,789	$ 3,162,242	$ 3,075,747
Life Insurance ($4.25/mo. x Total Benefited Employees)	$ 39,882	$ 38,862	$ 40,035
Flu Shots	$ 7,500	$ 7,500	$ 7,500
Occupational Health Nurse	$ -	$ 20,000	$ 20,000
Sentinel Benefits ($65/MO)	$ 780	$ 780	$ 780
Cook & Co - Consultants ($1,500/QTR)	$ 6,000	$ 6,000	$ 6,000
Medicare Penalty Re: Section 18 (FY 2012 - $2,700/mo. Vs. FY 2013 - $2,510/MO)	$ 32,400	$ 30,120	$ 30,120
All other Miscellaneous Items: (Wellness Programming, Luncheon Seminars, Health Fair, etc.)	$ 10,000	$ 15,000	$ 20,000
Total Employee Health Benefits	**$ 12,931,233**	**$ 12,947,459**	**$ 13,723,858**

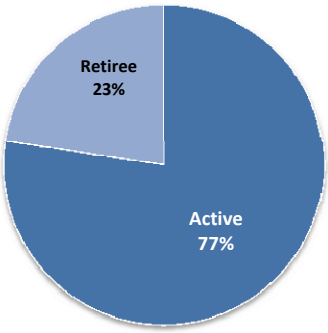
Participants - Actives vs. Retirees



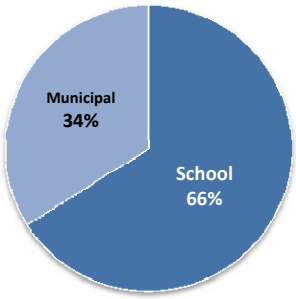
Participants - Individuals vs. Family



Cost - Actives vs. Retirees



Actives: School vs. Town Employees



Comparative Plan Usage	FY 2012	FY 2013	FY 2014
Actives			
Traditional			
- Single	1	0	0
- Family	3	0	0
Rate Savers			
- Single	319	315	317
- Family	439	446	468
Retirees			
Rate Savers/PPO			
- Single*	117	109	103
- Family	63	60	51
Retiree - Medicare Eligible	556	557	574
Total	**1498**	**1487**	**1513**

*Remaining Traditional HMO participants are retirees; participants counted under retiree health counts

All counts revised as of December 2012 Invoice from West Suburban Health Group.

Active Employees - Rate Saver HMO's

Active Employees							
Active Employees Plans:	**Individual**			**Family**			
HEALTH PLANS:	Total	Town Share		Total	Town Share		Total Cost
	$	%	$	$	%	$	$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	651.24	90.00%	586.12	1,749.60	80.00%	1,399.68	
Participants			0			0	
Monthly Rates (Regular Members)	651.24	82.50%	537.27	1,749.60	77.50%	1,355.94	
Participants			40			68	
Monthly Rates (Regular Members)	651.24	80.00%	520.99				
Participants			1				
Annual Total			**$264,143**			**$1,106,447**	**$ 1,370,590**
Fallon Group Direct Care							
Monthly Rates (Regular Members)	523.80	90.00%	471.42	1,409.40	80.00%	1,127.52	
Participants			0			0	
Monthly Rates (Regular Members)	523.80	82.50%	432.14	1,409.40	77.50%	1,092.29	
Participants			1			2	
Monthly Rates (Regular Members)	523.80	80.00%	419.04				
Participants			0				
Annual Total			**$5,186**			**$26,215**	**$ 31,400**
Fallon Group Select Care							
Monthly Rates (Regular Members)	562.68	90.00%	506.41	1,516.32	80.00%	1,213.06	
Participants			0			0	
Monthly Rates (Regular Members)	562.68	82.50%	464.21	1,516.32	77.50%	1,175.15	
Participants			28			32	
Monthly Rates (Regular Members)	562.68	80.00%	450.14				
Participants			0				
Annual Total			**$155,975**			**$451,257**	**$ 607,232**
Harvard / Pilgrim							
Monthly Rates (Regular Members)	632.88	90.00%	569.59	1,651.32	80.00%	1,321.06	
Participants			0			0	
Monthly Rates (Regular Members)	632.88	82.50%	522.13	1,651.32	77.50%	1,279.77	
Participants			136			211	
Monthly Rates (Regular Members)	632.88	80.00%	506.30	1,651.32	75.00%	1,238.49	
Participants			10			1	
Monthly Rates (Regular Members)	632.88	75.00%	474.66				
Participants			1				
Annual Total			**$918,562**			**$3,255,247**	**$ 4,173,809**
Tufts Rate Saver							
Monthly Rates (Regular Members)	669.60	90.00%	602.64	1,752.84	80.00%	1,402.27	
Participants			0			0	
Monthly Rates (Regular Members)	669.60	82.50%	552.42	1,752.84	77.50%	1,358.45	
Participants			95			154	
Monthly Rates (Regular Members)	669.60	80.00%	535.68				
Participants			5				
Annual Total			**$661,900**			**$2,510,417**	**$ 3,172,317**

Premium Cost Summary	**Enrollments**	**Single**	**317**	**Family**	**468**	
Active Health Plans						**$ 9,355,348**
Tier #1 Safety Net						**$ 123,000**
Tier #2 Safety Net						**$ 100,000**
Tier #3 Safety Net						**$ 250,000**
Sentinel FSA Costs						**$ 42,390**
Individual Plan Reserve	*(Total Count)*	*10*				**$ 60,876**
Family Plan Reserve	*(Total Count)*	*10*				**$ 158,527**
Additional Plans (School / Town Position Ad	***(Total)***	***34***				***$ 433,534***
Total Appropriation Needed						**$ 10,523,675**

Enrollments as of 12 / 2012

Retiree Health Care

Retirees - Non Medicare Eligible

Active Employees Plans:	Individual			Family			
HEALTH PLANS:	Total	Town Share		Total	Town Share		Total Cost
	$	%	$	$	%	$	$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	651.24	82.50%	537.27	1,749.60	77.50%	1,355.94	
			5			7	
Annual Total			**$32,236**			**$113,899**	**$ 146,135**
Fallon Group Select Care							
Monthly Rates (Regular Members)	562.68	82.50%	464.21	1,516.32	77.50%	1,175.15	
Participants			2			1	
Annual Total			**$11,141**			**$14,102**	**$ 25,243**
Harvard / Pilgrim							
Monthly Rates (Regular Members)	632.88	82.50%	522.13	1,651.32	77.50%	1,279.77	
Participants			47			31	
Annual Total			**$294,479**			**$476,076**	**$ 770,555**
Tufts Navigator							
Monthly Rates (Regular Members)	669.60	82.50%	552.42	1,752.84	77.50%	1,358.45	
Participants			41			9	
Annual Total			**$271,791**			**$146,713**	**$ 418,503**
Harvard / Pilgrim PPO							
Rates (Regular Members)	1,718.20	50.00%	859.10	3,815.90	50.00%	1,907.95	
Participants			7			3	
Annual Total			**$72,164**			**$68,686**	**$ 140,851**
Tufts POS							
Monthly Rates (Regular Members)	1,718.20	50.00%	859.10	3,816.34	50.00%	1,908.17	
Participants			1			0	
Annual Total			**$10,309**			**$0**	**$ 10,309**

Premium Cost Summary	Enrollments		
	Single	Family	
Active Health Plans	103	51	$ 1,511,596
Total Appropriation Needed			**$ 1,511,596**

Retirees - Medicare Eligible

Senior Plans:	Individual				Individual		
HEALTH PLANS:	Total	Town Share		HEALTH PLANS:	Total	Town Share	
	$	%	$		$	%	$
HPHC Medicare Enhancement				**Medex III**			
Monthly Rates (Senior Care)	378.00	62.75%	237.20	Monthly Rates (Senior Care)	424.00	61.37%	260.21
Monthly Rates (Senior Care)	415.80	62.75%	260.91	Monthly Rates (Senior Care)	466.40	61.37%	286.23
Participants			181	Participants			209
Total			**$540,947**	**Total**			**$685,234**
Fallon Senior Plan				**Tufts Medicare Plus**			
Monthly Rates (Senior Care)	279.00	68.05%	189.86	Monthly Rates (Senior Care)	332.00	65.20%	216.46
Monthly Rates (Senior Care)	293.70	68.05%	199.86	Monthly Rates (Senior Care)	365.20	65.20%	238.11
Participants			3	Participants			83
Total			**$7,015**	**Total**			**$107,799**
Tufts Medicare Preferred HMO				**BCBS Managed Blue for Seniors**			
Monthly Rates (Senior Care)	240.00	71.32%	171.17	Monthly Rates (Senior Care)	402.00	61.99%	249.20
Monthly Rates (Senior Care)	264.00	71.32%	188.28	Monthly Rates (Senior Care)	442.20	61.99%	274.12
Participants			86	Participants			12
			$185,478	**Total**			**$37,679**

Medicare Eligible Retirees	Enrollments		
	Single	Family	
	574	0	
Total Medicare Eligible Employees (Senior Plans)			**$1,564,151**

Total Retiree Health Care	**$3,075,747**

Town of Natick

Home of Champions

Medicare Analysis/LIUNA Details

FY 2011 Actuals

Appropriated Budget **$ 759,501.00**

Month		Medicare	Monthly	Cumulative
July	$	20,239	2.66%	2.66%
August	$	35,874	4.72%	7.39%
September	$	56,853	7.49%	14.87%
October	$	59,701	7.86%	22.73%
November	$	83,583	11.00%	33.74%
December	$	60,429	7.96%	41.70%
January	$	56,900	7.49%	49.19%
February	$	60,607	7.98%	57.17%
March	$	67,871	8.94%	66.10%
April	$	58,862	7.75%	73.85%
May	$	81,167	10.69%	84.54%
June	$	85,835	11.30%	95.84%
Total	**$**	**727,919**	95.84%	

Budget Balance @ year-end	**$**	**31,582**

FY 2012 Actuals

Appropriated Budget **$ 750,000.00**

Month		Medicare	Monthly	Cumulative
July	$	18,027	2.37%	2.37%
August	$	45,665	6.01%	8.39%
September	$	60,259	7.93%	16.32%
October	$	62,574	8.24%	24.56%
November	$	83,048	10.93%	35.49%
December	$	64,376	8.48%	43.97%
January	$	76,082	10.02%	53.99%
February	$	65,196	8.58%	62.57%
March	$	61,754	8.13%	70.70%
April	$	64,202	8.45%	79.15%
May	$	83,257	10.96%	90.12%
June	$	140,414	18.49%	108.60%
Total	**$**	**824,854**	108.60%	

Budget Balance @ year-end	**$**	**(74,854)**

Medicare Analysis/LIUNA Details

FY 2012 Y-T-D & Forecast		
(1) Appropriated Budget	**$**	**750,000**
Through December 15	***$***	***331,236***
(2) Forecast	**$**	**770,438**
(1-2) Surplus / (Deficit) @ year-end (*estimated*)	**$**	**(20,438)**
Budget Request for FY 2014	**$**	**850,000**

LIUNA Contribution for Fiscal Year 2014 Budget

	General Fund			
	#Employees	Total Hrs	Rate	Amount
Laborers	**36**	74,880	0.81	60,652.80
Clerical	**24**	46,800	0.71	33,228.00
Supervisors/Adm	**8**	16,640	0.81	13,478.40
Facilities	**42**	87,360	0.81	70,761.60
Morse Library	**21**	40,950	0.45	18,427.50
			Total	$196,548.30

	Water & Sewer Enterprise			
Laborers	**19**	39,520	0.81	32,011.20
Clerical	**2**	3,900	0.71	2,769.00
Supervisors/Adm	**4**	8,320	0.81	6,739.20
			Total	$41,519.40

Merit/Performance Set-Aside

Performance Adjustment (COLA)	**$**	**90,000**
Market Adjustment	**$**	**30,000**
One-time Merit Payments	**$**	**30,000**
Total Merit/Performance	**$**	**150,000**

Unemployment Estimates

Unemployment Insurance is available for any employee who has worked for the Town of Natick - either as a result of being laid off or reduced hours. Historically, the Town of Natick averaged less than $100,000 in total unemployment expenses until the most recent recession, when in recent years expenses have hovered close to $200,000 annually. Natick has been fortunate that wholesale reductions in force have not been necessary; but changes within Federal unemployment laws have resulted in much higher long-term benefits being paid to employees eligible to take unemployment from the Town. The estimate for FY 2012 is detailed below.

Fiscal Year 2013 Unemployment		
Original Appropriation	**$**	**215,000**
Amount Spent through December 2012	*$*	*110,915*
Balance	**$**	**104,085**
Average Weekly Expenses	$	4,621
Amount Needed through end of year assuming same rate of expense	$	129,401
Estimated Balance @ end of year	**$**	**(25,316)**

The Town of Natick is self-insured for purposes of unemployment insurance. The Town receives monthly invoices from the Commonwealth as to who has filed claims, the value of those claims and the duration of those claims. The Town pays those invoices to the state directly, who distributes unemployment checks to those who have filed and qualified for U/I benefits. Current unemployment laws allow for maximum benefit of 26 weeks. Additional 'emergency' or 'extended' benefits can be passed by the Congress at any time forcing the municipality (and any business) to continue providing the unemployed with extended benefits. The Town also employs a third party vendor, to handle direct claims between unemployed individuals and the Town of Natick, as well as reviews the claim requests from the state and assists in management of the Town's liability.

Estimates for FY 2014

At this time, we are proposing a lump-sum of $240,000 be budgeted for unemployment benefits for FY 2014. We believe the increase is necessary to handle the increaased cost of salaries due to contract settlements and seasonal unemployment costs.

Chapter 111F Medical (Police/Fire Worker's Compensation)

	FY09	FY10	FY11	FY12	FY13 (5 mos.)	FY14 Budget
CLAIMS	$ 48,320	$ 4,376	$ 8,941	$ 14,421	$ 15,580	$ 25,000
PREMIUMS	$ 52,949	$ 79,514	$ 107,986	$ 168,349	$ 134,778	$ 192,500
TOTAL	$ 101,269	$ 83,890	$ 116,927	$ 182,770	$ 150,358	$ 217,500

Worker's Compensation

	FY09	FY10	FY11	FY12	FY13 (5 mos.)	FY14 Budget
CLAIMS ADMIN	$ 6,000	$ 4,000	$ 4,000	$ 3,000	$ 1,000	$ 4,000
ON SITE NURSE	$ 19,344	$ 19,344	$ 4,914	$ -	$ -	$ -
PREMIUMS	$ 356,642	$ 320,586	$ 381,481	$ 397,341	$ 127,669	$ 400,000
CLAIMS	$ 137,527	$ 76,404	$ 66,346	$ 43,973	$ 16,511	$ 101,000
TOTAL	$ 519,513	$ 420,334	$ 456,741	$ 444,314	$ 145,180	$ 505,000

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Town of Natick

Home of Champions

Department: Property & Liability Insurance

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Operating Expenses						
Purchase of Services	451,853	471,865	553,175	588,175	35,000	6.33%
Total Operating Expenses	**451,853**	**471,865**	**553,175**	**588,175**	**35,000**	**6.33%**
Total Property & Liability Insurance	**451,853**	**471,865**	**553,175**	**588,175**	**35,000**	**6.33%**

Budget Overview:

I. Main Purpose of the Department

To provide property insurance on approximately $235 million dollars of buildings and $40 million in contents. Provide $3 million in general liability coverage plus an additional $2 million in an umbrella liability policy. Provide commercial fleet auto insurance including collision, comprehensive, and liability coverage. We are insured for boiler & machinery for $75 million. There are also separate specialty liability policies for public officials liability, school board legal liability, and law enforcement coverage.

II. Recent Developments

The escalating costs for property insurance in the "post 9/11 era" have subsided and increases are now tracking in the 5% - 8% range. Thru continually monitoring and bidding our insurance, we believe that we will be able to hold an increase to the 6.3% requested in FY2014. This is an initial estaimte - we will have refined estimates by March from our insurers.

III. Current Challenges

Continuing to provide the current level of overage within the budget limits imposed by Proposition 2 ½.

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

None

V. On the Horizon

Continue to monitor and sample the market to determine that the Town has solid insurance coverage while avoiding sharp premium increases.

Budget Detail:

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Package Policy Property/Liability	297,989	310,682	350,000	385,000	35,000	10.0%
Motor Vehicle	135,445	137,308	157,500	157,500	0	0.0%
Boiler {Steam Vessels}	18,419	17,909	19,425	19,425	0	0.0%
Insurance Deductibles	0	5,966	26,250	26,250	0	0.0%
Purchased Services	**451,853**	**471,865**	**553,175**	**588,175**	**35,000**	**6.3%**
Total Property & Liability Ins.	**451,853**	**471,865**	**553,175**	**588,175**	**35,000**	**6.3%**

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Town of Natick

Home of Champions

Department: Contributory Retirement

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Operating Expenses						
Funding Schedule - Completion 2030	5,384,366	5,626,663	6,082,991	6,567,165	484,174	8.0%
Total Operating Expenses	**5,384,366**	**5,626,663**	**6,082,991**	**6,567,165**	**484,174**	**8.0%**
Total Contributory Retirement	**5,384,366**	**5,626,663**	**6,082,991**	**6,567,165**	**484,174**	**8.0%**

Budget Overview:

I. Main Purpose of the Department

The Natick Retirement System provides pension benefits for many retired employees of the Town of Natick . Established under M.G.L. Chapter 32, the Natick Retirement System is funded via an annual appropriation at Town Meeting. As of 2010, there were 1012 participants in the Natick Retirement System - 559 active, 93 inactive and 360 retired participants and beneficiaries. Eligibility in the system is determined upon your employment status with the Town. If an employee is employed on a permanent basis and works 20 or more hours a week , then that employee is eligible. Enrollment is mandatory for all employees who qualify.

Employees who became members prior to April 1, 2012 are eligible to apply for a pension benefit when they have completed either ten years of creditable service and have reached the age of 55, or have 20 years of creditable service regardless of your age. Employees who became members on or after April 1, 2012 are eligible to apply for a benefit when they have reached age 60 with ten or more years of creditable service or have 20 years of service at any age. Recipients receive a defined benefit plan. The pension allowance is calculated using an employees years of creditable service, their age at retirement and their highest average salary for 36 consecutive months.

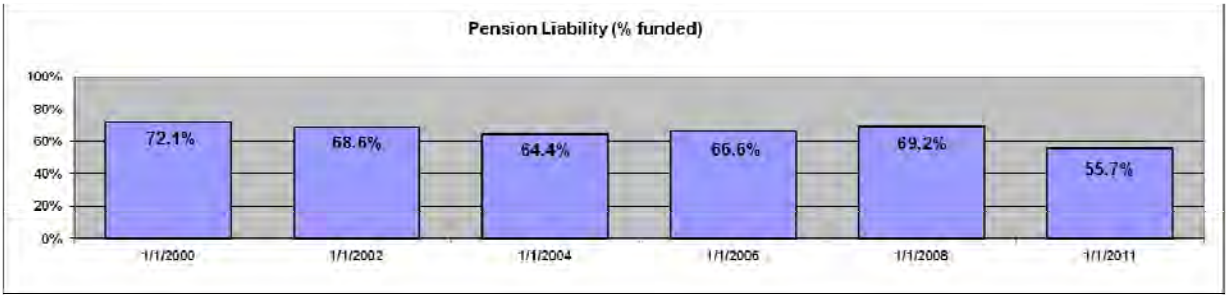
Employees are required by M.G.L. Ch. 32 to contribute a set percentage of their salary and an additional 2% on any salary over $30,000.00 by regular payroll deductions. The rate of contribution is determined by the date on which an employee first became eligible for membership in a Massachusetts Contributory Retirement System and maintained your funds on deposit.

Before January 1, 1975 - 5%
January 1, 1975 - December 31, 1983 - 7%
January 1, 1984 - June 30, 1996 - 8%
July 1, 1996 - or after - 9%
Employees who were members before January 1, 1979 are NOT subject to the additional 2%, while employees who became members after January 1, 1979 are subject to 2%.

Pension Liability

Indicator 8

The chart below shows the percent funded amounts for the Natick Retirement System since 2000.



Department: Contributory Retirement

Budget Overview: (con't)

II. Recent Developments
The latest actuarial report, conducted by The Segal Group effective January 1, 2011, found that the Natick Retirement System was funded at a ratio of 55.73%, with actuarial value of assets totaling $82,431,048 while the actuarial accrued liability totaled $147,904,433. This is a decrease from the last actuarial, dated January 1, 2008 where the system was 69.24% funded, though it is still less than in 1997 when the system was 73.91% funded. The next actuarial will be completed effective January 1, 2014 and should likely be available sometime in 2014.

III. Current Challenges
The funding schedule as shown in the FY 2014 budget . It has been approved by the Public Employees Retirement Advisory Commission (PERAC)

IV. Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact
As revenues become stagnant while the assessment for the Retirement System continues to increase in order to meet state mandated funding requirements, the impact of the retirement system upon Town operations will increase. State law mandates the pension system must be fully funded by 2040.

V. On the Horizon
Though formal state regulations mandating the funding of other post-employment benefits (such as retiree health care costs) have not been implemented, accounting regulations (GASB 45) require that municipalities disclose their OPEB liabilities on their year-end balance sheets. While not directly part of the retirement system, these benefits for pensioners will have to be funded somehow in the future, and the Town of Natick will have to develop strategies to manage this liability.

Budget Detail:

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Funding Schedule - Completion 2030	5,384,366	5,626,663	6,082,991	6,567,165	484,174	8.0%
Personnel Services	**5,384,366**	**5,626,663**	**6,082,991**	**6,567,165**	**484,174**	**8.0%**
Total Contributory Retirement	**5,384,366**	**5,626,663**	**6,082,991**	**6,567,165**	**484,174**	**8.0%**

Note: The amount shown under funding schedule is a net amount: less those pension assessments for the Natick Housing Authority, the Sassamon Trace Golf Course and the Water/Sewer Enterprise fund. The math is shown below.

Total Assessment for FY 2014	$ 6,901,304
less NHA Assessment	$ (107,718)
less Golf Course Assessment	$ (10,466)
less Water/Sewer Assessment	$ (215,955)
Net Retirement Assessment (General Fund)	**$ 6,567,165**

Line-Item Detail

Personnel Services: Funding Schedule: The annual contribution required under law to meet the Town's pension obligations to its pensioners. The Natick Retirement System is on pace to be fully funded by 2030. Under the most current Massachusetts General Law, the Retirement Board has the discretion to extend the deadline up to 2040.

This amount is **net** of the assessment for the Natick Housing Authority.

PERAC

COMMONWEALTH OF MASSACHUSETTS | PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION COMMISSION

DOMENIC J. F. RUSSO, *Chairman* JOSEPH E. CONNARTON, *Executive Director*

Auditor SUZANNE M. BUMP | ALAN MACDONALD | JAMES M. MACHADO | DONALD R. MARQUIS | ROBERT B. McCARTHY | GREGORY R. MENNIS

MEMORANDUM

TO: Natick Retirement Board

FROM: Joseph E. Connarton, Executive Director

RE: Appropriation for Fiscal Year 2014

DATE: October 16, 2012

Required Fiscal Year 2014 Appropriation: **$6,901,304**

This Commission is hereby furnishing you with the amount to be appropriated for your retirement system for Fiscal Year 2014 which commences July 1, 2013.

Attached please find summary information based on the present funding schedule for your system and the portion of the Fiscal Year 2014 appropriation to be paid by each of the governmental units within your system. The allocation by governmental unit was determined by Segal as part of their January 1, 2011 actuarial valuation.

If your System has a valuation currently in progress, you may submit a revised funding schedule to PERAC upon its completion. The current schedule is/was due to be updated by Fiscal Year 2015.

If you have any questions, please contact PERAC's Actuary, Jim Lamenzo, at (617) 666-4446 Extension 921.

RECEIVED
2012 OCT 22 PM 12:58
TOWN CLERK-NATICK

JEC/jrl
Attachments

cc: Board of Selectmen
Town Meeting
c/o Town Clerk

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FIVE MIDDLESEX AVENUE, SUITE 304 | SOMERVILLE, MA 02145
PH 617 666 4446 | FAX 617 628 4002 | TTY 617 591 8917 | WWW.MASS.GOV/PERAC

Natick Retirement Board

Projected Appropriations

Fiscal Year 2014 - July 1, 2013 to June 30, 2014

Aggregate amount of appropriation: **$6,901,304**

Fiscal Year	Estimated Cost of Benefits	Funding Schedule (Excluding ERI)	ERI	Total Appropriation	Pension Fund Allocation	Pension Reserve Fund Allocation	Transfer From PRF to PF
FY 2014	$7,733,277	$6,901,304	$0	$6,901,304	$6,901,304	$0	$831,973
FY 2015	$7,887,435	$7,453,409	$0	$7,453,409	$7,453,409	$0	$434,026
FY 2016	$8,044,676	$8,049,681	$0	$8,049,681	$8,044,676	$5,005	$0
FY 2017	$8,205,063	$8,693,656	$0	$8,693,656	$8,205,063	$488,593	$0
FY 2018	$8,368,657	$9,389,148	$0	$9,389,148	$8,368,657	$1,020,491	$0

The Total Appropriation column shown above is in accordance with your current funding schedule and the scheduled payment date(s) in that schedule. Whenever payments are made after the scheduled date(s), the total appropriation should be revised to reflect interest at the rate assumed in the most recent actuarial valuation. Payments should be made before the end of the fiscal year.

For illustration, we have shown the amount to be transferred from the Pension Reserve Fund to the Pension Fund to meet the estimated Cost of Benefits for each year. If there are sufficient assets in the Pension Fund to meet the Cost of Benefits, this transfer is optional.

SECTION 3: Supplemental Information for the Town of Natick Contributory Retirement System

EXHIBIT G

Department Results as of January 1, 2011

Category	Housing	Public Safety	Water & Sewer Enterprise Fund	Sassamon Trace Enterprise Fund	All Others	Total
1. Demographics						
Actives	13	149	25	2	370	559
Inactives	1	6	1	1	84	93
Retired	0	132	15	0	220	367
Total	14	287	41	3	674	1,019
2. Total normal cost	$78,449	$1,884,155	$130,964	$15,378	$2,279,170	4,388,116
3. Administrative expenses	3,933	94,463	6,566	771	114,267	220,000
4. Expected employee contributions	52,477	983,685	117,582	7,539	1,323,676	2,484,959
5. Employer normal cost: (2) + (3) - (4)	29,905	994,933	19,948	8,610	1,069,761	2,123,157
6. Employer normal cost as a percent of payroll	4.4%	9.4%	1.5%	11.5%	7.1%	7.7%
7. Actuarial accrued liability	$2,441,587	$73,265,629	$6,558,496	$94,091	$65,544,630	$147,904,433
8. Actuarial value of assets	1,562,696	46,892,426	4,197,654	94,091	41,950,733	94,697,600
9. Unfunded actuarial accrued liability: (7) – (8)	$878,891	$26,373,203	$2,360,842	$0	$23,593,897	$53,206,833
10. Payroll	673,966	10,541,427	1,357,758	75,024	14,979,000	27,627,175
11. Fiscal year 2012 appropriation	92,351	2,872,898	185,147	8,973	2,757,387	5,916,756
12. Fiscal year 2013 appropriation	99,739	3,102,730	199,959	9,691	2,977,978	6,390,096
13. Fiscal year 2014 appropriation	107,718	3,350,948	215,955	10,466	3,216,216	6,901,304

Notes: Recommended contributions are assumed to be paid on July 1 and December 31.

Town of Natick

Home of Champions

Department: Non - Contributory Retirement

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Other Personnel Services						
Pensions - Non-Contributory	91,373	75,012	67,209	42,903	-24,306	-36.2%
Total Other Personnel Services	**91,373**	**75,012**	**67,209**	**42,903**	**-24,306**	**-36.2%**
Total Non-Contributory Retirement	**91,373**	**75,012**	**67,209**	**42,903**	**-24,306**	**-36.2%**

Budget Overview:

Nearly all employees who have worked for the Town of Natick are part of the Natick Retirement System and have been required to contribute part of their weekly earnings towards the pension system. However a few employees and their beneficiaries have not been required to contribute. Prior to January 1, 1939, employees were not required to contribute into the retirement system. This budget provides for the pensions for those beneficiaries.

Budget Detail:

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Pensions Police	4,618	0	4,757	4,900	143	3.0%
Pensions Fire	52,404	40,182	40,902	15,733	-25,169	-61.5%
Pensions School	34,350	34,830	21,550	22,270	720	3.3%
Other Personnel Services	**91,373**	**75,012**	**67,209**	**42,903**	**-24,306**	**-36.2%**
Total Non-Contributory Retirement	**91,373**	**75,012**	**67,209**	**42,903**	**-24,306**	**-36.2%**

Line-Item Detail:

Other Personnel Services:

Pensions - Fire: Pays for 1 pension to beneficiaries of retired firemen.
Pensions - Schools: Pays for 2 pensions of retired school employees.
Pensions - Police: Shares the pension of one retiree with the Commonwealth of Massachusetts.

Town of Natick

Home of Champions

Department: Debt Service

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Operating Expenses						
Leased Equipment	38,066	68,590	82,000	82,000	0	0.00%
Principal	4,685,812	7,575,385	7,511,321	7,901,367	390,046	5.19%
Interest	2,063,373	3,412,016	2,615,110	2,604,164	-10,945	-0.42%
Total Operating Expenses	**6,787,251**	**11,055,991**	**10,208,431**	**10,587,531**	**379,101**	**3.71%**
Total Debt Service	**6,787,251**	**11,055,991**	**10,208,431**	**10,587,531**	**379,101**	**3.71%**

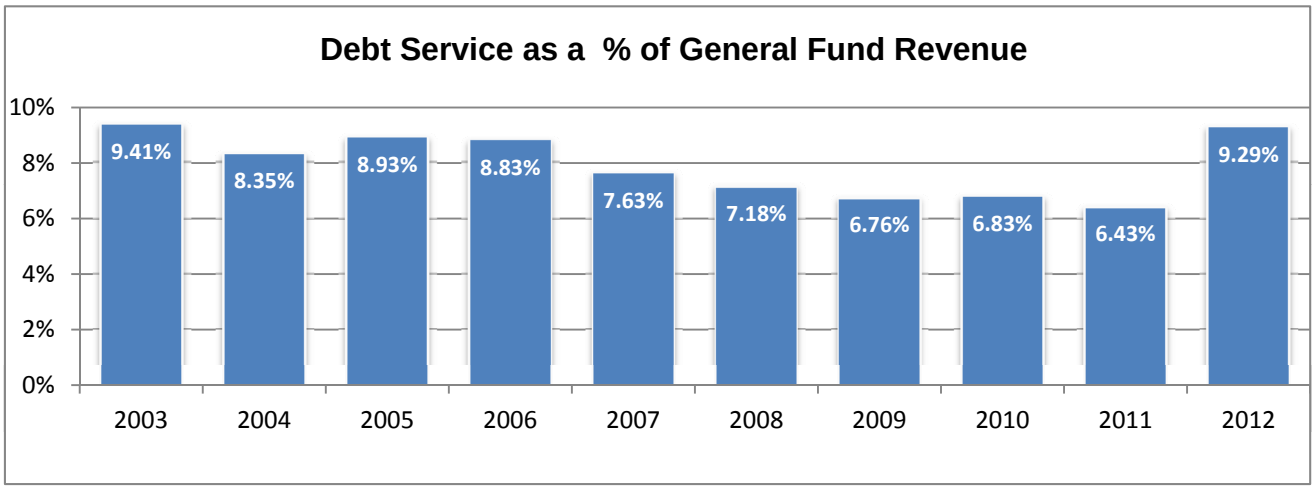
Budget Overview:

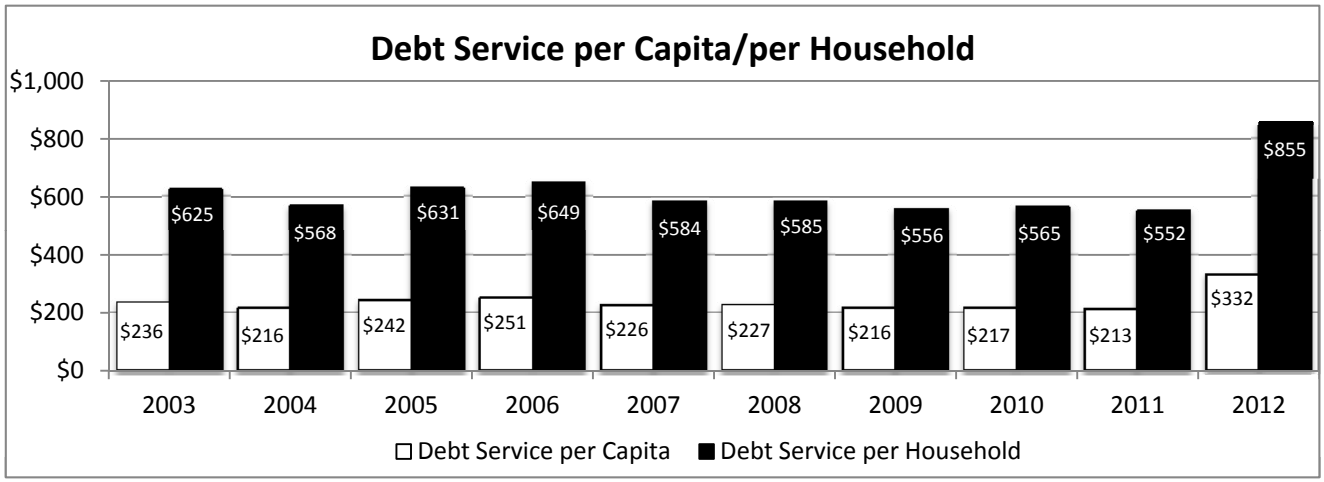
The Town assumes debt to finance many capital projects. Natick's debt is funded through bond issues. State statutes permit maximum terms of bond issues to vary from 5 to 20 years, depending on the purpose of the issue. The Town can only issue new debt with the approval of two-thirds of Town Meeting.

Debt service includes general fund principal and interest payments for both exempt and non-exempt debt as well as temporary borrowing. Also included in these figures are debt issuance costs and leased equipment costs.

Debt is the chief financing tool utilized by municipalities to continually replace and maintain its capital infrastructure. As such, it is important to monitor how much debt the community has at any one point in time and determine what impact the amount of debt service has on the operating budget and the taxpayers. Credit rating agencies monitor the amount of debt a community has just like they monitor individual credit. A variety of factors, including the level of debt service/annual revenues and level of debt service/capita and per household are evaluated by credit rating agencies.

Debt Service is one of the Town's twelve Financial Indicators checked annually for fiscal health.



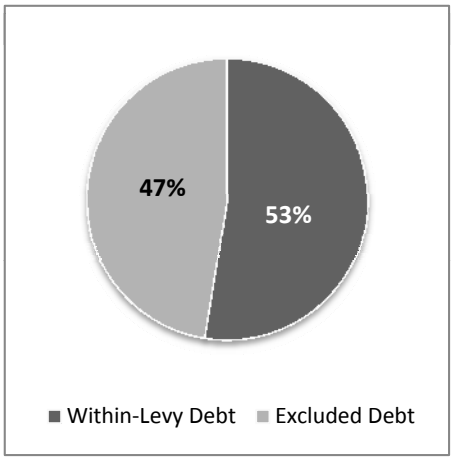


Positively for Natick, the community fares well on this indicator. Not only has debt service per capita remained well within recommended levels at between 8%-10.5% - debt service of 20% of operating revenues is considered a problem and 10% is considered acceptable - but decreased from FY 2006 until last year. Future issuance of debt should be timed so as to minimize its impact upon both the operating budget. This can be achieved by timing new issuances with retirement of current debt service and following the Town Administrator's Recommended Financial Policies on issuing large debt projects (over $1,000,000) outside of the tax levy.

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

Within-Levy vs. Excluded Debt

	Principal	Interest	Total
Within-Levy Debt	$ 4,776,367	$ 744,906	$ 5,521,273
Excluded Debt	$ 3,125,000	$ 1,859,259	$ 4,984,259
Total	**$ 7,901,367**	**$ 2,604,164**	**$ 10,505,531**



Debt Limit

As per M.G.L. Ch. 44, Sec. 10, the Town of Natick can authorize indebtedness up to 5% of the equalized value of the Town.

Current Equalized Value	**$**	**6,228,971,060**
Current Debt Limit	**$**	**311,448,553**
Current Authorized Debt	**$**	**95,287,419**

M.G.L. Chapter 44, Section 10: "Except as otherwise provided by law, a city or town shall not authorize indebtedness to an amount exceeding 5 per cent of the equalized valuation of the city or town. A city or town may authorize indebtedness in excess of 5 per cent but not in excess of 10 per cent, of the aforesaid equalized valuation; provided, however, that the amount of indebtedness so authorized shall be subject to the approval of the members of the municipal finance oversight board, which approval may be given either before or after such authorization."

Town of Natick

Home of Champions

Department: General Fund Debt Service - Principal

			Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Issue	Total Outstanding
Year of Issue	Project	Amount Issued	Principal	Principal	Principal	Principal	Principal	Principal	Balance	Principal
1996	Morse Institute Library	$ 2,814,028	$ 155,000	$ 155,000	$ 130,000	$ -	$ -		$ -	$ 285,000
2001	Septic Title V (MWPAT) T5-97-1026	$ 145,813	$ 7,735	$ 7,735	$ 7,735	$ 7,597	$ 7,597	$ 7,597	$ 15,194	$ 53,455
2002	Storm Water (MWPAT)	$ 287,297	$ 31,441	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2003	Land Acquisition *Refunded	$ 812,000	$ 81,200	$ 72,500	$ -	$ -	$ -	$ -	$ -	$ 72,500
2003	Fuel Storage (Residential) *Refunded	$ 490,000	$ 49,000	$ 43,750	$ -	$ -	$ -	$ -	$ -	$ 43,750
2003	Fuel Storage (Municipal) *Refunded	$ 98,000	$ 9,800	$ 8,750	$ -	$ -	$ -	$ -	$ -	$ 8,750
2004	Septic Title V (MWPAT) T5-97-1026-1	$ 92,122	$ 4,975	$ 5,102	$ 5,102	$ 5,102	$ 5,102	$ 5,102	$ 25,748	$ 51,258
2008	Landfill Capping *Refunded	$ 90,370	$ 10,000	$ 10,000	$ 10,000	$ 5,000	$ -	$ -	$ -	$ 25,000
2008	Oil Tank Removal / Remediation *Refunded	$ 306,254	$ 45,000	$ 40,000	$ 40,000	$ -	$ -	$ -	$ -	$ 80,000
2008	Morse Institute Library *Refunded	$ 1,511,188	$ 210,000	$ 205,000	$ 200,000	$ -	$ -	$ -	$ -	$ 405,000
2008	Municipal Complex (Town Hall / Safety) *Re	$ 341,398	$ 50,000	$ 45,000	$ 35,000	$ -	$ -	$ -	$ -	$ 80,000
2009	Glen Street Drainage	$ 1,065,000	$ 110,000	$ 105,000	$ 105,000	$ 105,000	$ 105,000	$ 80,000	$ -	$ 500,000
2009	Glen Street Sidewalk	$ 355,000	$ 70,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2009	Municipal Bldg Improvements	$ 158,000	$ 15,917	$ 15,917	$ 15,917	$ 15,917	$ 15,080	$ 15,080	$ -	$ 77,911
2009	Capital Equipment - Fire Pumper	$ 400,000	$ 45,000	$ 45,000	$ 45,000	$ 45,000	$ 40,000	$ -	$ -	$ 175,000
2009	Capital Equipment - Trash Packers	$ 525,000	$ 85,000	$ 85,000	$ -	$ -	$ -	$ -	$ -	$ 85,000
2009	Capital Equipment - Catch Basin Cleaner	$ 190,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 15,000	$ 15,000	$ -	$ 90,000
2009	Septic (MWPAT)	$ 150,000	$ 7,500	$ 7,500	$ 7,500	$ 7,500	$ 7,500	$ 7,500	$ 82,500	$ 120,000
2010	Trash Packer	$ 150,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ -	$ -	$ 100,000
2010	Municipal Complex HVAC	$ 410,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 80,000	$ 280,000
2010	Sidewalk Tractor	$ 117,000	$ 15,000	$ 15,000	$ 15,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 70,000
2011	Community Senior Center	$ 8,850,000	$ 445,000	$ 445,000	$ 445,000	$ 445,000	$ 445,000	$ 445,000	$ 5,735,000	$ 7,960,000
2011	Roads - Oak St	$ 2,000,000	$ 135,000	$ 135,000	$ 135,000	$ 135,000	$ 135,000	$ 135,000	$ 1,055,000	$ 1,730,000
2011	Roads - Pave Rt27	$ 120,000	$ 25,000	$ 25,000	$ 25,000	$ 20,000	$ -	$ -	$ -	$ 70,000
2011	Storage Bldg - Oak St Gravel Pit	$ 100,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 30,000	$ 80,000
2011	Ambulance	$ 130,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ -	$ -	$ -	$ 75,000
2011	Fire - Radio Equipment	$ 150,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	$ -	$ -	$ 90,000
2011	Fire - Engine Replacement	$ 400,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 120,000	$ 320,000
2011	Dept Equip - Fire C2 / DPW H52	$ 100,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ -	$ -	$ -	$ 60,000
2011	Bldg Remodel - Police Dispatch	$ 150,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 45,000	$ 120,000
2011	Replace DPW Dump Truck H-44	$ 180,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 15,000	$ 45,000	$ 140,000
2011	Replace DPW Dump Truck H-53	$ 180,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 15,000	$ 45,000	$ 140,000
2012	Community Senior Center	$ 1,150,000	$ 90,000	$ 90,000	$ 95,000	$ 95,000	$ 95,000	$ 95,000	$ 590,000	$ 1,060,000
2012	Voting Machines	$ 58,000	$ 18,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ -	$ -	$ 40,000
2012	DPW Equip - Dump Truck H-45	$ 190,000	$ 30,000	$ 30,000	$ 30,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 160,000
2012	DPW Equip - Sidewalk Plow	$ 142,000	$ 22,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 120,000
2012	DPW Equip - Backhoe H-59	$ 125,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 15,000	$ 15,000	$ 15,000	$ 105,000
2012	DPW Equip - Heavy Duty Truck - H-40	$ 60,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 5,000	$ 5,000	$ 50,000
2012	DPW Equip - Dump Truck LF-6	$ 130,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 15,000	$ 15,000	$ 110,000
2012	DPW Equip - Tractors - LF-14 & LF-15	$ 70,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 60,000
2012	Senior Center Generator	$ 120,000	$ 20,000	$ 20,000	$ 20,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 100,000
2012	Recreation Bus #2	$ 70,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 60,000
2012	DPW Garage Roof	$ 99,000	$ 19,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 10,000	$ 10,000	$ 80,000
2012	DPW Security Upgrades	$ 66,000	$ -	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 5,000	$ 55,000
2012	Eliot & South Street Repairs	$ 105,000	$ 25,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ -	$ -	$ 80,000
2012	Cole Center Repairs	$ 155,000	$ 25,000	$ 25,000	$ 25,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 130,000

Department: General Fund Debt Service - Principal

			Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Issue	Total Outstanding
Year of Issue	Project	Amount Issued	Principal	Principal	Principal	Principal	Principal	Principal	Balance	Principal
2012	Cole Center Fields	$ 80,000	$ 20,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ -	$ -	$ 60,000
2012	DPW - 75 West Street Expansion	$ 791,000	$ 81,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 310,000	$ 710,000
2012	Landfill Capping *Refunded	$ 2,500,000	$ 158,000	$ 146,000	$ 142,000	$ 139,000	$ 139,000	$ 120,000	$ -	$ 686,000
2012	Morse Institute Library *Refunded	$ 2,250,000	$ 133,000	$ 124,000	$ 120,000	$ 118,000	$ 116,000	$ -	$ -	$ 478,000
2012	Municipal Complex (Town Hall / Safety) *Re	$ 9,000,000	$ 530,000	$ 496,000	$ 481,000	$ 470,000	$ 464,000	$ -	$ -	$ 1,911,000
2012	Municipal Complex (Town Hall / Safety) *Re	$ 9,020,000	$ 543,000	$ 498,000	$ 480,000	$ 461,000	$ 460,000	$ 453,000	$ -	$ 2,352,000
2012	Landfill Capping (Net of Surplus to G.C.) *Re	$ 2,456,916	$ 125,670	$ 108,630	$ 107,210	$ 106,500	$ 104,370	$ 103,660	$ 179,630	$ 710,000
2013	(Est.) Police - Building Security	$ 85,000	$ -	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ -	$ 85,000
2013	(Est.) DPW - Redesign Cottage Street	$ 250,000	$ -	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ -	$ 250,000
2013	(Est.) DPW - Redesign Pine street	$ 250,000	$ -	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ -	$ 250,000
2013	(Est.) DPW Equip. - SnowMelter	$ 232,000	$ -	$ 33,143	$ 33,143	$ 33,143	$ 33,143	$ 33,143	$ 66,286	$ 232,000
2013	(Est.) DPW Equip. - Replace H-55	$ 170,000	$ -	$ 24,286	$ 24,286	$ 24,286	$ 24,286	$ 24,286	$ 48,571	$ 170,000
2013	(Est.) DPW Equip. - Replace H-42	$ 110,000	$ -	$ 15,714	$ 15,714	$ 15,714	$ 15,714	$ 15,714	$ 31,429	$ 110,000
2013	(Est.) DPW Equip. - Recycling Packers	$ 900,000	$ -	$ 128,571	$ 128,571	$ 128,571	$ 128,571	$ 128,571	$ 257,143	$ 900,000
2013	(Est.) DPW Equip - Log Loader	$ 62,000	$ -	$ 12,400	$ 12,400	$ 12,400	$ 12,400	$ 12,400	$ -	$ 62,000
2013	(Est.) DPW Equip - LF-3	$ 62,000	$ -	$ 8,857	$ 8,857	$ 8,857	$ 8,857	$ 8,857	$ 17,714	$ 62,000
2013	(Est.) Comm. Serv. - Cole North Field	$ 450,000	$ -	$ 45,000	$ 45,000	$ 45,000	$ 45,000	$ 45,000	$ 225,000	$ 450,000
Sub-Total (Gen'l Gov)			**$ 3,782,238**	**$ 3,898,856**	**$ 3,611,436**	**$ 3,140,587**	**$ 3,013,620**	**$ 2,246,910**	**$ 9,164,215**	**$ 25,075,624**

Department: General Fund Debt Service - Principal

			Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Issue	Total Outstanding
Year of Issue	Project	Amount Issued	Principal	Principal	Principal	Principal	Principal	Principal	Balance	Principal
2004	Wilson Middle School	$ 9,850,000	$ 495,000	$ 495,000	$ 490,000	$ 490,000	$ 490,000	$ 490,000	$ 2,940,000	$ 5,395,000
2004	Wilson Middle School	$ 1,300,000	$ 65,000	$ 65,000	$ 65,000	$ 65,000	$ 65,000	$ 65,000	$ 390,000	$ 715,000
2004	Kennedy Middle School	$ 1,000,000	$ 100,000	$ 100,000	$ -	$ -	$ -	$ -	$ -	$ 100,000
2008	Lilja School *Refunded	$ 135,555	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 5,000	$ -	$ -	$ 50,000
2008	Brown School *Refunded	$ 469,310	$ 55,000	$ 45,000	$ 40,000	$ -	$ -	$ -	$ -	$ 85,000
2009	School Bldg Improvements	$ 785,000	$ 79,083	$ 79,083	$ 79,083	$ 79,083	$ 74,920	$ 74,920	$ -	$ 387,088
2010	Kennedy Renovations	$ 1,200,000	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ 240,000	$ 840,000
2010	Memorial Renovations	$ 1,670,000	$ 170,000	$ 170,000	$ 165,000	$ 165,000	$ 165,000	$ 165,000	$ 330,000	$ 1,160,000
2011	High School - Construction	$ 38,500,000	$ 1,925,000	$ 1,925,000	$ 1,925,000	$ 1,925,000	$ 1,925,000	$ 1,925,000	$ 25,025,000	$ 34,650,000
2011	High School - Plans	$ 947,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 595,000	$ 845,000
2011	High School - Design	$ 520,000	$ 30,000	$ 30,000	$ 30,000	$ 25,000	$ 25,000	$ 25,000	$ 325,000	$ 460,000
2011	High School - Feasibility Study	$ 118,000	$ 25,000	$ 25,000	$ 20,000	$ 20,000	$ -	$ -	$ -	$ 65,000
2011	Johnson Boilers	$ 247,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 70,000	$ 195,000
2011	Memorial Fire Alarm System	$ 275,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 25,000	$ 25,000	$ 75,000	$ 215,000
2011	Johnson Exterior Windows	$ 110,000	$ 15,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 30,000	$ 80,000
2012	Johnson Repairs	$ 203,000	$ 33,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 25,000	$ 25,000	$ 170,000
2012	Johnson Repairs	$ 90,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 10,000	$ 10,000	$ 10,000	$ 75,000
2012	Kennedy School Equipment	$ 220,000	$ 35,000	$ 35,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 185,000
2012	Johnson School Paving	$ 75,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ -	$ -	$ 60,000
2012	Lilja School *Refunded	$ 7,490,000	$ 163,000	$ 141,000	$ 123,000	$ 106,000	$ 89,000	$ 72,000	$ -	$ 531,000
2012	Bennett-Hemenway School *Refunded	$ 13,200,000	$ 269,000	$ 231,000	$ 203,000	$ 174,000	$ 145,000	$ 116,000	$ 178,000	$ 1,047,000
2013	(Est.) Kennedy - 6 Modular Classrooms	$ 600,000	$ -	$ 300,000	$ 300,000	$ -	$ -	$ -	$ -	$ 600,000
2013	(Est.) Kennedy - Replace HVAC Units	$ 300,000	$ -	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 150,000	$ 300,000
2013	(Est.) Kennedy - Replace Electrical Serv.	$ 150,000	$ -	$ 21,429	$ 21,429	$ 21,429	$ 21,429	$ 21,429	$ 42,857	$ 150,000
Estimated	High School - Construction	$ 2,500,000	$ -	$ -	$ -	$ -	$ -		$ 2,500,000	$ 2,500,000
Sub-Total (Schools)			**$ 3,729,083**	**$ 4,002,511**	**$ 3,831,511**	**$ 3,440,512**	**$ 3,350,349**	**$ 3,279,349**	**$ 32,955,857**	**$ 50,860,088**
General Fund Total			**$ 7,511,321**	**$ 7,901,367**	**$ 7,442,947**	**$ 6,581,099**	**$ 6,363,969**	**$ 5,526,259**	**$ 42,120,072**	**$ 75,935,713**
Total Amount Remaining				**$ 75,935,713**	**$ 68,034,346**	**$ 60,591,399**	**$ 54,010,300**	**$ 47,646,331**	**$ 42,120,072**	**$ -**

Town of Natick

Home of Champions

Department: General Fund Debt Service - Interest

			Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Issue	Total Outstanding
Year of Issue	Project	Amount Issued	Interest	Interest	Interest	Interest	Interest	Interest	Balance	Interest
1996	Morse Institute Library	$ 2,814,028	$ 20,300	$ 11,620	$ 3,640	$ -	$ -	$ -	$ -	$ 15,260
2001	Septic Title V (MWPAT) T5-97-1026	$ 145,813	$ 3,191	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2002	Storm Water (MWPAT)	$ 287,297	$ 786	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2003	Land Acquisition *Refunded	$ 812,000	$ 4,524	$ 1,450	$ -	$ -	$ -	$ -	$ -	$ 1,450
2003	Fuel Storage (Residential) *Refunded	$ 490,000	$ 2,730	$ 875	$ -	$ -	$ -	$ -	$ -	$ 875
2003	Fuel Storage (Municipal) *Refunded	$ 98,000	$ 546	$ 175	$ -	$ -	$ -	$ -	$ -	$ 175
2004	Septic Title V (MWPAT) T5-97-1026-1	$ 92,122	$ 2,713	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2008	Landfill Capping *Refunded	$ 90,370	$ 1,175	$ 850	$ 525	$ 175	$ -	$ -	$ -	$ 1,550
2008	Oil Tank Removal / Remediation *Refunded	$ 306,254	$ 4,163	$ 2,700	$ 1,400	$ -	$ -	$ -	$ -	$ 4,100
2008	Morse Institute Library *Refunded	$ 1,511,188	$ 20,488	$ 13,663	$ 7,000	$ -	$ -	$ -	$ -	$ 20,663
2008	Municipal Complex (Town Hall / Safety) *Re	$ 341,398	$ 4,313	$ 2,688	$ 1,225	$ -	$ -	$ -	$ -	$ 3,913
2009	Glen Street Drainage	$ 1,065,000	$ 22,400	$ 18,688	$ 15,013	$ 11,206	$ 7,269	$ 3,200	$ -	$ 55,375
2009	Glen Street Sidewalk	$ 355,000	$ 2,363	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2009	Municipal Bldg Improvements	$ 158,000	$ 3,456	$ 2,919	$ 2,361	$ 1,784	$ 1,188	$ 603	$ -	$ 8,855
2009	Capital Equipment - Fire Pumper	$ 400,000	$ 7,963	$ 6,444	$ 4,869	$ 3,238	$ 1,550	$ -	$ -	$ 16,100
2009	Capital Equipment - Trash Packers	$ 525,000	$ 5,844	$ 2,975	$ -	$ -	$ -	$ -	$ -	$ 2,975
2009	Capital Equipment - Catch Basin Cleaner	$ 190,000	$ 4,031	$ 3,356	$ 2,656	$ 1,931	$ 1,181	$ 600	$ -	$ 9,725
2009	Septic (MWPAT)	$ 150,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2010	Trash Packer	$ 150,000	$ 2,500	$ 1,938	$ 1,313	$ 688	$ -	$ -	$ -	$ 3,938
2010	Municipal Complex HVAC	$ 410,000	$ 9,000	$ 8,100	$ 7,100	$ 6,100	$ 5,000	$ 3,800	$ 3,900	$ 34,000
2010	Sidewalk Tractor	$ 117,000	$ 2,288	$ 1,950	$ 1,575	$ 1,200	$ 925	$ 625	$ 325	$ 6,600
2011	Community Senior Center	$ 8,850,000	$ 293,000	$ 279,650	$ 266,300	$ 252,950	$ 230,700	$ 217,350	$ 1,185,100	$ 2,432,050
2011	Roads - Oak St	$ 2,000,000	$ 61,625	$ 57,575	$ 53,525	$ 49,475	$ 42,725	$ 38,675	$ 127,050	$ 369,025
2011	Roads - Pave Rt27	$ 120,000	$ 3,250	$ 2,500	$ 1,750	$ 1,000	$ -	$ -	$ -	$ 5,250
2011	Storage Bldg - Oak St Gravel Pit	$ 100,000	$ 3,000	$ 2,700	$ 2,400	$ 2,100	$ 1,600	$ 1,300	$ 1,900	$ 12,000
2011	Ambulance	$ 130,000	$ 3,500	$ 2,750	$ 2,000	$ 1,250	$ -	$ -	$ -	$ 6,000
2011	Fire - Radio Equipment	$ 150,000	$ 4,200	$ 3,300	$ 2,400	$ 1,500	$ -	$ -	$ -	$ 7,200
2011	Fire - Engine Replacement	$ 400,000	$ 12,000	$ 10,800	$ 9,600	$ 8,400	$ 6,400	$ 5,200	$ 7,600	$ 48,000
2011	Dept Equip - Fire C2 / DPW H52	$ 100,000	$ 2,800	$ 2,200	$ 1,600	$ 1,000	$ -	$ -	$ -	$ 4,800
2011	Bldg Remodel - Police Dispatch	$ 150,000	$ 4,500	$ 4,050	$ 3,600	$ 3,150	$ 2,400	$ 1,950	$ 2,850	$ 18,000
2011	Replace DPW Dump Truck H-44	$ 180,000	$ 5,350	$ 4,750	$ 4,150	$ 3,550	$ 2,550	$ 1,950	$ 2,850	$ 19,800
2011	Replace DPW Dump Truck H-53	$ 180,000	$ 5,350	$ 4,750	$ 4,150	$ 3,550	$ 2,550	$ 1,950	$ 2,850	$ 19,800
2012	Community Senior Center	$ 1,150,000	$ 33,525	$ 31,365	$ 29,025	$ 26,175	$ 23,325	$ 19,525	$ 48,150	$ 177,565
2012	Voting Machines	$ 58,000	$ 1,660	$ 1,300	$ 1,000	$ 700	$ 400	$ -	$ -	$ 3,400
2012	DPW Equip - Dump Truck H-45	$ 190,000	$ 6,150	$ 5,550	$ 4,650	$ 3,750	$ 3,000	$ 2,000	$ 1,000	$ 19,950
2012	DPW Equip - Sidewalk Plow	$ 142,000	$ 4,640	$ 4,200	$ 3,600	$ 3,000	$ 2,400	$ 1,600	$ 800	$ 15,600
2012	DPW Equip - Backhoe H-59	$ 125,000	$ 4,000	$ 3,600	$ 3,000	$ 2,400	$ 1,800	$ 1,200	$ 600	$ 12,600
2012	DPW Equip - Heavy Duty Truck - H-40	$ 60,000	$ 1,900	$ 1,700	$ 1,400	$ 1,100	$ 800	$ 400	$ 200	$ 5,600
2012	DPW Equip - Dump Truck LF-6	$ 130,000	$ 4,200	$ 3,800	$ 3,200	$ 2,600	$ 2,000	$ 1,200	$ 600	$ 13,400
2012	DPW Equip - Tractors - LF-14 & LF-15	$ 70,000	$ 2,300	$ 2,100	$ 1,800	$ 1,500	$ 1,200	$ 800	$ 400	$ 7,800
2012	Senior Center Generator	$ 120,000	$ 3,850	$ 3,450	$ 2,850	$ 2,250	$ 1,800	$ 1,200	$ 600	$ 12,150
2012	Recreation Bus #2	$ 70,000	$ 2,300	$ 2,100	$ 1,800	$ 1,500	$ 1,200	$ 800	$ 400	$ 7,800
2012	DPW Garage Roof	$ 99,000	$ 3,130	$ 2,750	$ 2,300	$ 1,850	$ 1,400	$ 800	$ 400	$ 9,500
2012	DPW Security Upgrades	$ 66,000	$ -	$ 1,900	$ 1,600	$ 1,300	$ 1,000	$ 600	$ 200	$ 6,600
2012	Eliot & South Street Repairs	$ 105,000	$ 3,100	$ 2,600	$ 2,000	$ 1,400	$ 800	$ -	$ -	$ 6,800
2012	Cole Center Repairs	$ 155,000	$ 5,000	$ 4,500	$ 3,750	$ 3,000	$ 2,400	$ 1,600	$ 800	$ 16,050

Department: General Fund Debt Service - Interest

			Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Issue	Total Outstanding
Year of Issue	Project	Amount Issued	Interest	Interest	Interest	Interest	Interest	Interest	Balance	Interest
2012	Cole Center Fields	$ 80,000	$ 2,350	$ 1,950	$ 1,500	$ 1,050	$ 600	$ -	$ -	$ 5,100
2012	DPW - 75 West Street	$ 791,000	$ 24,620	$ 23,000	$ 20,600	$ 18,200	$ 15,800	$ 12,600	$ 20,100	$ 110,300
2012	Landfill Capping *Refunded	$ 2,500,000	$ 14,717	$ 20,220	$ 17,340	$ 13,140	$ 7,580	$ 2,400	$ -	$ 60,680
2012	Morse Institute Library *Refunded	$ 2,250,000	$ 9,715	$ 13,000	$ 10,560	$ 7,000	$ 2,320	$ -	$ -	$ 32,880
2012	Municipal Complex (Town Hall / Safety) *Re	$ 9,000,000	$ 38,817	$ 51,940	$ 42,170	$ 27,960	$ 9,280	$ -	$ -	$ 131,350
2012	Municipal Complex (Town Hall / Safety) *Re	$ 9,020,000	$ 50,585	$ 69,540	$ 59,760	$ 45,740	$ 27,320	$ 9,060	$ -	$ 211,420
2012	Landfill Capping (Net of Surplus to G.C.) *Re	$ 2,456,916	$ 16,265	$ 22,997	$ 20,839	$ 17,636	$ 13,419	$ 9,258	$ 5,382	$ 89,531
2013	(Est.) Police - Building Security	$ 85,000	$ -	$ 2,550	$ 2,040	$ 1,530	$ 1,020	$ 510	$ -	$ 7,650
2013	(Est.) DPW - Redesign Cottage Street	$ 250,000	$ -	$ 7,500	$ 6,000	$ 4,500	$ 3,000	$ 1,500	$ -	$ 22,500
2013	(Est.) DPW - Redesign Pine street	$ 250,000	$ -	$ 7,500	$ 6,000	$ 4,500	$ 3,000	$ 1,500	$ -	$ 22,500
2013	(Est.) DPW Equip. - SnowMelter	$ 232,000	$ -	$ 6,960	$ 5,966	$ 4,971	$ 3,977	$ 2,983	$ 2,983	$ 27,840
2013	(Est.) DPW Equip. - Replace H-55	$ 170,000	$ -	$ 5,100	$ 4,371	$ 3,643	$ 2,914	$ 2,186	$ 2,186	$ 20,400
2013	(Est.) DPW Equip. - Replace H-42	$ 110,000	$ -	$ 3,300	$ 2,829	$ 2,357	$ 1,886	$ 1,414	$ 1,414	$ 13,200
2013	(Est.) DPW Equip. - Recycling Packers	$ 900,000	$ -	$ 27,000	$ 23,143	$ 19,286	$ 15,429	$ 11,571	$ 11,571	$ 108,000
2013	(Est.) DPW Equip - Log Loader	$ 62,000	$ -	$ 1,860	$ 1,488	$ 1,116	$ 744	$ 372	$ -	$ 5,580
2013	(Est.) DPW Equip - LF-3	$ 62,000	$ -	$ 1,860	$ 1,594	$ 1,329	$ 1,063	$ 797	$ 797	$ 7,440
2013	(Est.) Comm. Serv. - Cole North Field	$ 450,000	$ -	$ 13,500	$ 12,150	$ 10,800	$ 9,450	$ 8,100	$ 13,500	$ 67,500
	BANs and Issue Costs	$ -	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ -	$ 360,000
	Bond Refunding (2)	$ -	$ -	$ 30,000	$ -	$ -	$ -	$ -	$ -	$ 30,000
Sub-Total (Gen'l Gov)			**$ 816,169**	**$ 896,105**	**$ 760,476**	**$ 651,530**	**$ 528,364**	**$ 433,180**	**$ 1,446,508**	**$ 4,776,164**

Department: General Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2013 Interest	Fiscal Year 2014 Interest	Fiscal Year 2015 Interest	Fiscal Year 2016 Interest	Fiscal Year 2017 Interest	Fiscal Year 2018 Interest	Issue Balance	Total Outstanding Interest
2004	Wilson Middle School	$ 9,850,000	$ 269,288	$ 249,488	$ 229,688	$ 205,188	$ 180,688	$ 156,188	$ 456,925	$ 1,478,163
2004	Wilson Middle School	$ 1,300,000	$ 35,669	$ 33,069	$ 30,469	$ 27,219	$ 23,969	$ 20,719	$ 57,685	$ 193,128
2004	Kennedy Middle School	$ 1,000,000	$ 8,000	$ 4,000	$ -	$ -	$ -	$ -	$ -	$ 4,000
2008	Lilja School *Refunded	$ 135,555	$ 2,213	$ 1,725	$ 1,238	$ 713	$ 188	$ -	$ -	$ 3,863
2008	Brown School *Refunded	$ 469,310	$ 4,650	$ 2,863	$ 1,400	$ -	$ -	$ -	$ -	$ 4,263
2009	School Bldg Improvements	$ 785,000	$ 17,169	$ 14,500	$ 11,732	$ 8,866	$ 5,900	$ 2,997	$ -	$ 43,995
2010	Kennedy Renovations	$ 1,200,000	$ 27,000	$ 24,300	$ 21,300	$ 18,300	$ 15,000	$ 11,400	$ 11,700	$ 102,000
2010	Memorial Renovations	$ 1,670,000	$ 37,363	$ 33,538	$ 29,288	$ 25,163	$ 20,625	$ 15,675	$ 16,088	$ 140,375
2011	High School - Construction	$ 38,500,000	$ 1,275,313	$ 1,217,563	$ 1,159,813	$ 1,102,063	$ 1,005,813	$ 948,063	$ 6,506,500	$ 11,939,813
2011	High School - Plans	$ 947,000	$ 31,163	$ 29,663	$ 28,163	$ 26,663	$ 24,163	$ 22,663	$ 152,600	$ 283,913
2011	High School - Design	$ 520,000	$ 17,013	$ 16,113	$ 15,213	$ 14,313	$ 13,063	$ 12,313	$ 84,500	$ 155,513
2011	High School - Feasibility Study	$ 118,000	$ 3,100	$ 2,350	$ 1,600	$ 1,000	$ -	$ -	$ -	$ 4,950
2011	Johnson Boilers	$ 247,000	$ 7,350	$ 6,600	$ 5,850	$ 5,100	$ 3,850	$ 3,100	$ 4,300	$ 28,800
2011	Memorial Fire Alarm System	$ 275,000	$ 8,200	$ 7,300	$ 6,400	$ 5,500	$ 4,000	$ 3,250	$ 4,750	$ 31,200
2011	Johnson Exterior Windows	$ 110,000	$ 3,150	$ 2,700	$ 2,400	$ 2,100	$ 1,600	$ 1,300	$ 1,900	$ 12,000
2012	Johnson Repairs	$ 203,000	$ 6,560	$ 5,900	$ 5,000	$ 4,100	$ 3,200	$ 2,000	$ 1,000	$ 21,200
2012	Johnson Repairs	$ 90,000	$ 2,850	$ 2,550	$ 2,100	$ 1,650	$ 1,200	$ 800	$ 400	$ 8,700
2012	Kennedy School Equipment	$ 220,000	$ 7,150	$ 6,450	$ 5,400	$ 4,500	$ 1,800	$ 2,400	$ 1,200	$ 21,750
2012	Johnson School Paving	$ 75,000	$ 2,250	$ 1,950	$ 1,500	$ 1,050	$ 600	$ -	$ -	$ 5,100
2012	Lilja School *Refunded	$ 7,490,000	$ 10,912	$ 14,550	$ 11,910	$ 8,560	$ 4,660	$ 1,440	$ -	$ 41,120
2012	Bennett-Hemenway School *Refunded	$ 13,200,000	$ 22,582	$ 30,890	$ 26,550	$ 21,040	$ 14,660	$ 9,440	$ 9,120	$ 111,700
2013	(Est.) Kennedy - 6 Modular Classrooms	$ 600,000	$ -	$ 18,000	$ 9,000	$ -	$ -	$ -	$ -	$ 27,000
2013	(Est.) Kennedy - Replace HVAC Units	$ 300,000	$ -	$ 9,000	$ 8,100	$ 7,200	$ 6,300	$ 5,400	$ 13,500	$ 49,500
2013	(Est.) Kennedy - Replace Electrical Serv.	$ 150,000	$ -	$ 4,500	$ 3,857	$ 3,214	$ 2,571	$ 1,928	$ 1,929	$ 18,000
Estimated	High School - Construction	$ 2,500,000	$ -	$ 87,500	$ -	$ -	$ -	$ -	$ -	$ 87,500
Sub-Total (Schools)			**$ 1,798,941**	**$ 1,708,059**	**$ 1,597,011**	**$ 1,483,084**	**$ 1,324,976**	**$ 1,213,746**	**$ 7,308,667**	**$ 14,635,543**
General Fund Total			**$ 2,615,110**	**$ 2,604,164**	**$ 2,357,487**	**$ 2,134,614**	**$ 1,853,340**	**$ 1,646,926**	**$ 8,755,175**	**$ 19,351,707**
Total Amount Remaining				**$ 19,351,707**	**$ 16,747,542**	**$ 14,390,055**	**$ 12,255,441**	**$ 10,402,101**	**$ 8,755,175**	$ -

Summary of Debt - General Fund

	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Issue	Total
General Fund Principal	$ 7,511,321	$ 7,901,367	$ 7,442,947	$ 6,581,099	$ 6,363,969	$ 5,526,259	$ 42,120,072	$ 75,935,713
General Fund Interest	$ 2,615,110	$ 2,604,164	$ 2,357,487	$ 2,134,614	$ 1,853,340	$ 1,646,926	$ 8,755,175	$ 19,351,707
Total Annual Debt Service	**$ 10,126,431**	**$ 10,505,531**	**$ 9,800,434**	**$ 8,715,713**	**$ 8,217,309**	**$ 7,173,185**	**$ 50,875,247**	**$ 95,287,419**
Total Amount Remaining	**$ 105,413,850**	**$ 95,287,419**	**$ 84,781,888**	**$ 74,981,454**	**$ 66,265,741**	**$ 58,048,432**	**$ 50,875,247**	**$ -**

Town of Natick

Home of Champions

Department: Debt Service

Leased Equipment

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	2013 vs. 2014 %
Police Motorcycles	$ 14,220	$ 14,985	$ 15,000	$ 15,000	0	0.00%
Motor Vehicle Excise Tax	$ -	$ -	$ 750	$ 750	0	0.00%
Mailing Equipment	$ 23,846	$ 23,605	$ 24,250	$ 24,250	0	0.00%
Copiers	$ -	$ 30,000	$ 42,000	$ 42,000	0	0.00%
Purchased Services	**$ 38,066**	**$ 68,590**	**$ 82,000**	**$ 82,000**	**0**	**0.00%**
Total Leased Equipment	**$ 38,066**	**$ 68,590**	**$ 82,000**	**$ 82,000**	**0**	**0.00%**

Department: Debt Service Line-Item Detail

Narrative:

Principal Payments:
The requested budget amount of **$7,901,737** represents repayment of principal for multiple land acquisition, building projects, and capital improvements.

Interest Payments:
The requested budget amount of **$2,604,164** represents the respective interest payments associated with general obligation bonds issued for the projects referenced above.

Bond Anticipation Notes:
The requested budget amount of $**90,000** represents the estimated amount of interest associated potential short term borrowing. This amount also includes issue costs (bond counsel, financial advisor, rating agency fees, etc.) for authorized borrowings. (included within Interest payments total).

Leased Equipment:
Motorcycle leases for the Police Department $15,000, Excise Tax for leased motorcycles $750, leased postage / mail room equipment $24,250, copier equipment for the copy center $42,000. Total leased equipment budget **$82,000**.

Town of Natick

Home of Champions

Department: Reserve Fund

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Other Charges						
Reserve for Appropriation	0	0	400,000	400,000	0	0.00%
Total Operating Expenses	**0**	**0**	**400,000**	**400,000**	**0**	**0.00%**
Total Reserve Fund	**0**	**0**	**400,000**	**400,000**	**0**	**0.00%**

Budget Overview:

As provided for under M.G.L. Ch. 40, Section 6, every city or town in Massachusetts is allowed to maintain a reserve account or fund within their respective operating budget for "extraordinary or unforeseen expenditures." The Reserve Fund is under the control of the Finance Committee. Disbursements are made by department heads and/or the Town Administrator or the Superintendent requesting transfers be made to their respective budgets.

Reserve Fund History Summary - FY 2006 through 2012

	2007	2008	2009	2010	2011	2012
Appropriations						
Spring Town Meeting	$ 250,000	$ 300,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000
Fall Town Meeting	$ 63,500		$ 76,000	$ -	$ -	$ -
Total Appropriation	**$ 313,500**	**$ 300,000**	**$ 476,000**	**$ 400,000**	**$ 400,000**	**$ 400,000**
Total Transfers	**$ (225,408)**	**$ (220,912)**	**$ (402,153)**	**$ (208,774)**	**$ (213,518)**	**$ (174,119)**
Ending Balance	**$ 88,092**	**$ 79,088**	**$ 73,847**	**$ 191,226**	**$ 186,482**	**$ 225,881**

A detailed description of individual transfers is on the following page.

Town of Natick

Home of Champions

Department: Reserve Fund

Budget Detail:

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	2013 vs. 2014 %
Reserve for Appropriation	$ -	$ -	$ 400,000	$ 400,000	$ -	0.00%
Other Charges	**$ -**	**$ -**	**$ 400,000**	**$ 400,000**	**$ -**	**0.00%**
Total Reserve Fund	**$ -**	**$ -**	**$ 400,000**	**$ 400,000**	**$ -**	**0.00%**

Reserve Fund History

This sheet shows the Reserve Fund transfers for FY 2008-FY 2012.

	2008	2009	2010	2011	2012
Original Appropriation	$ 300,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000
Revised Appropriation	$ 300,000	$ 476,000	$ 400,000	$ 400,000	$ 400,000
Clerk - Salaries			$ (13,500)		
Clerk - Election Coding	$ (2,700)				
Comptroller - Audit (W-2)				$ (30,000)	
Comptroller - Audit (School Activity)				$ (32,000)	
DPW - Facility Repairs/Maintenance	$ (134,000)	$ (45,793)		$ (2,518)	
DPW - Hurricane Irene					$ (53,844)
DPW - Engineering - Pleasant Street		$ (50,000)			
DPW - Charles River Dam Project		$ (100,000)			
DPW - Town Hall & Fire/Police Boilers			$ (105,653)		
Finance Committee - Salaries	$ (2,700)				
Finance Committee - Printing			$ (9,621)		
Fire - Overtime		$ (23,000)	$ (35,000)	$ (120,000)	
Fire - Hurricane Irene					$ (9,108)
Fire - Radios	$ (6,559)				
Fire - Settlement (Labor)	$ (16,181)				
Legal - FLSA Accounting Services	$ (3,500)				
Morse Institute - Summer Cooling Hours					$ (3,260)
Police - Dispatch Reconfiguration					$ (65,000)
Police - Hurricane Irene					$ (5,036)
School Department - HS Emergency Repairs		$ (87,130)			
Selectmen - Home Condemnation and Arbitration					$ (2,870)
Veterans - Financial Assistance	$ (55,272)	$ (96,230)	$ (45,000)	$ (29,000)	$ (35,000)
Year-End Balance	**$ 79,088.10**	**$ 73,847.22**	**$ 191,225.66**	**$ 186,482.00**	**$ 225,881.48**

Town of Natick

Home of Champions

Department: Facilities Management

Appropriation Summary

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $ (+/-)	2013 vs. 2014 % (+/-)
Salaries						
Personnel Services	$ -	$ -	$ 2,354,646	$ 2,562,094	$ 2,354,646	100.00%
Total Salaries	**$ -**	**$ -**	**$ 2,354,646**	**$ 2,562,094**	**$ 2,354,646**	**100.00%**
Operating Expenses						
Other Services (Misc.)	$ -	$ -	$ 14,350	$ 14,350	$ 14,350	100.00%
Tech/Professional Services	$ -	$ -	$ 110,634	$ 110,634	$ 110,634	100.00%
Total Operating Expenses	**$ -**	**$ -**	**$ 124,984**	**$ 124,984**	**$ 124,984**	**100.00%**
Total Facilities Management	$ -	$ -	$ 2,479,630	$ 2,687,078	$ 2,479,630	100.00%

Purpose:

The Department of Facilities Management (DFM) is responsible for the coordination and care of all Town-owned buildings inclusive of those under the control of the Board of Selectmen, Library Trustees and School Committee. It coordinates for each building, except where noted, the following:

- custodial care/cleaning
- maintenance and repairs
- landscaping maintenance and pedestrian snow removal (landscaping in courtyards and to approx 20 feet from building and snow removal on walks to the property line)
- capital improvements
- procurement of necessary goods and services; such procurement shall be done in collaboration with the DPW director

Goals:

- Develop realistic budgets on maintaining all town assets while striving to achieve level funded guidelines.
- Continue to protect and preserve the levels of cleanliness and service as expected by the general public and employees.
- Investigate and institute cost saving equipment, environmental friendly purchases, supplies and labor saving techniques in a combined effort to reduce operational costs.
- Explore renewable energy sources.

Town of Natick

Home of Champions

Department: Facilities Management

Budget Overview:

I. Main Purpose of the Department

As provided by section 37M of the Massachusetts General Laws the Natick School Committee and Board of Selectmen agreed to the creation of a joint municipal and school facilities management department that will be known as the Department of Facilities Management (DFM). A Memorandum of Agreement was signed between the two boards on March 12, 2012; the DFM became officially established effective July 1, 2012.

The Department of Facilities Management is the combination of the Custodial and Facilities Department of the Natick Public Schools and the Building Maintenance Division of the Department of Public Works. It is responsible for maintaining all 34 Town facilities 26 municipal buildings & facilities and 8 schools. This budget includes all personnel costs - including all custodians, trades people and supervisors. In addition, expenses related to contracted custodial cleaning are included. NOT included are any other type of building related expense - supplies, trades contracts, capital costs and energy are still budgeted separately within the Natick Public schools and the Department of Public Works as applicable.

The Department is governed by the Facilities Management Board (FMB) which is comprised of the Town Administrator and the Superintendent of Public Schools or their designee. They appoint a Director of Facilities Management who is responsible for running day-to-day operations of the Department and developing Operating and Capital budgets. The FMB sets the goals and direction for the DFM.

II. Recent Developments

Paul Comerford was hired to be the Facilities Management Director in late spring 2012. He has taken on the task of the consolidation, learned about the buildings and put in place a management team to assist him in running the varied and various facilities within the Town of Natick. Significant effort was expended to clean municipal and school facilities during the fall, ensure schools were ready to open on-time and most significantly, assist employees and users in bringing on-line the new Natick High School and Community-Senior Center.

III. Current Challenges

The department continues to evolve into a cohesive combination of to separate operations - one municipal and one school. Achieving a cohesive and efficient consolidated Department of Facilities Management continues to be a challenge for the new Director. In addition, the coming on line of the new Natick High School and the Community/Senior Center with state-of-the-art building systems continues to provide a challenge for the department.

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

The proposed Program Improvement Request to add a Maintenance IV worker with specialty in electrical work is crucial to bring expensive contracting in house, boost our Trades division and aid in our ability to take care of our community facilities. It is requested at $50,000.

V. On the Horizon

Going forward, the budgeting methodology will continue to be evaluated to determine if further consolidation would be advantageous and/or more efficient. In addition, the Director, in conjunction with the FMB, will be tasked with development of Service Level Agreements for each facility.

Town of Natick

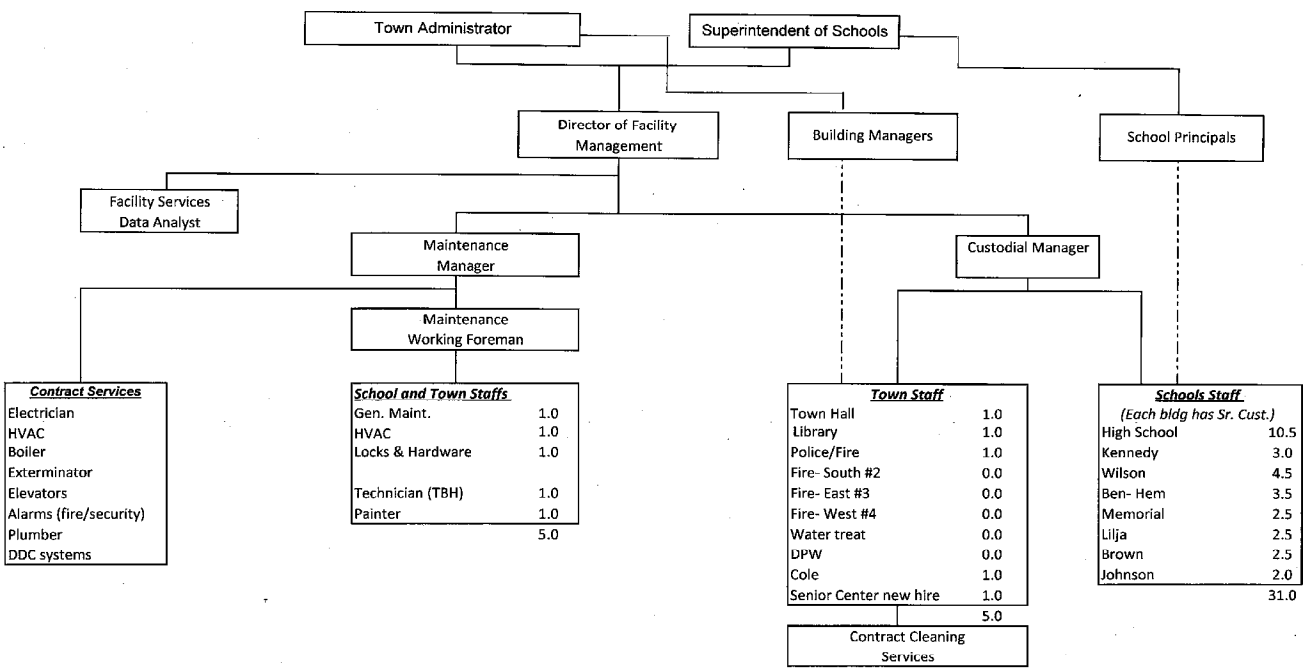
Home of Champions

Department: Facilities Management

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

^ Includes Program Improvement Request

Organizational Chart



Roles and responsibilities of each position:

Director of Facility Management:

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

Facility Services Data Analyst:

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

Maintenance Manager:

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

Custodial Manager:

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

Town of Natick

Home of Champions

Department: Facilities Management

Natick Buildings Systems Summary

	#	% of buildings
Overall		
Total Number of Buildings/Properties Managed & Maintained	**34**	
- Municipal Buildings/Properties	26	
- School Buildings/Properties	8	
Total Square Footage of all Buildings	**1,160,943**	
- Municipal Square Footage	387,943	
- School Square Footage	773,000	
Utility Consumption (annual)		
- Electric (kWH)	8,245,653	
- Natural Gas (therms)	308,919	
- Heating Oil (gallons)	195,412	
- Water* (HCF) **(partial - Municipal only)*	4,916	
Building Systems		
Climate		
- Heat		
Oil	6	18%
Gas	21	62%
None	5	15%
Other	2	6%
- Air Conditioning		
Central	16	47%
Unit	9	26%
None	9	26%
- Digital Controls (DDC) (Y/N)	16	47%
Electric		
Single Phase	12	35%
Three-Phase	13	38%
Unknown	9	26%
Solar Systems (# of buildings which <u>have</u> systems)	6	18%
Security Systems (# of buildings which <u>have</u> systems)	20	59%
Windows		
Excellent	6	18%
Good	13	38%
Fair/Average	9	26%
Poor	6	18%
Roof		
Excellent	7	21%
Good	10	29%
Fair	16	47%
Poor	1	3%
Fire Suppression/ Sprinklers (# of buildings which have Sprinklers)	16	47%
Users		
Individuals in all School Buildings (average daily)	5973	
Average Hours of Operation (schools) (daily)	12.5	

Town of Natick

Home of Champions

Department: Facilities Management

Budget Detail:	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2012 vs. 2013 $ (+/-)	2012 vs. 2013 % (+/-)
Salaries Supervisory	$ -	$ -	$ 255,600	$ 243,000	$ (12,600)	-4.93%
Salaries Technical & Professional	$ -	$ -	$ 48,000	$ 53,000	$ 5,000	10.42%
Salaries Operational Staff ^	***$ -***	***$ -***	***$ 1,848,919***	***$ 2,052,596***	***$ 203,677***	***11.02%***
Salaries Part-Time Operational	$ -	$ -	$ 35,015	$ 31,421	$ (3,594)	-10.26%
Operational Staff Add. Comp	$ -	$ -	$ 41,370	$ 53,820	$ 12,450	30.09%
Operational Staff Overtime	$ -	$ -	$ 125,742	$ 128,257	$ 2,515	2.00%
Personnel Services	**$ -**	**$ -**	**$ 2,354,646**	**$ 2,562,094**	**$ 207,448**	**8.81%**
Clothing Allowance Oper. Staff	$ -	$ -	$ 14,350	$ 14,350	$ -	0.00%
Other Services (Misc.)	**$ -**	**$ -**	**$ 14,350**	**$ 14,350**	**$ -**	**0.00%**
Contractual Svs - Cleaning	$ -	$ -	$ 110,634	$ 110,634	$ -	0.00%
Tech/Professional Services	**$ -**	**$ -**	**$ 110,634**	**$ 110,634**	**$ -**	**0.00%**
Total - Facilities Management	**$ -**	**$ -**	**$ 2,479,630**	**$ 2,687,078**	**$ 207,448**	**8.37%**

^ Includes Program Improvement Request

Line-Item Detail

Personnel Services:

Salaries: Supervisory: To fund three (3) the positions of Director of Facilities Maintenance, Custodial Manager and Maintenance Manager who oversees this division.
Salaries: Technical/Professional: To fund one (1) position of Data Analyst.
Salaries: Operational Staff: To fund forty-three (43) employees who maintain and care for town buildings.
Salaries: Part Time Operational: This fund is for extra help during summer vacations and for Police Details for Municipal buildings and Summer Maintenance Personnel for the Natick Public Schools.
Operational Staff Additional Compensation: This fund is for longevity and temporary upgrades per union contract.
Operational Staff Overtime: This fund is for emergencies and callbacks after normal operating hours for Municipal buildings, and Building Security & Substitutes and Rental of Facilities Overtime for the Natick Public Schools.

Other Services (Misc.):

Clothing Allowance/Operational Staff: This fund is for the clothing allowance per union agreement.

Technical & Professional Services:

Contractual Services – Custodian: This fund is for the cleaning, set-ups and maintenance of the Senior Center, Fire Station, Police Station, Morse Library, Town Hall and Public Works complex by the outside contractor.

Town of Natick

Home of Champions

Department: Facilities Management

The following table shows the comparative budget for those items currently in the Public Schools and Public Works vs. the FY 2013 Budget request for Facilities Management.

Comparative Budget Detail:	**2011 Actual**	**2012 Actual**	**2013 Appropriated**	**2014 Preliminary**	**2013 vs. 2014 $ (+/-)**	**% (+/-)**
Salaries Supervisory	$ 259,682	$ 209,754	$ 255,600	$ 243,000	$ (12,600)	-4.93%
Salaries Technical & Professional	$ -		$ 48,000	$ 53,000	$ 5,000	10.42%
Salaries Operational Staff	$ 1,777,151	$ 1,821,381	$ 1,848,919	$ 2,052,596	$ 203,677	11.02%
Salaries Part-Time Operational	$ -		$ 35,015	$ 31,421	$ (3,594)	-10.26%
Supervisory Staff Add'l Comp	$ 8,435		$ -	$ -	$ -	0.00%
Operational Staff Add. Comp	$ 2,450	$ 7,187	$ 41,370	$ 53,820	$ 12,450	30.09%
Operational Staff Overtime	$ 148,455	$ 139,590	$ 125,742	$ 128,257	$ 2,515	2.00%
Personnel Services	**$ 2,196,173**	**$ 2,177,912**	**$ 2,354,646**	**$ 2,562,094**	**$ 207,448**	**8.81%**
Clothing Allowance Oper. Staff	$ 2,100	$ 14,350	$ 14,350	$ 14,350	$ -	0.00%
Other Services (Misc.)	**$ 2,100**	**$ 14,350**	**$ 14,350**	**$ 14,350**	**$ -**	**0.00%**
Contractual Svs - Cleaning	$ 95,938	$ 91,829	$ 110,634	$ 110,634	$ -	0.00%
Tech/Professional Services	**$ 95,938**	**$ 91,829**	**$ 110,634**	**$ 110,634**	**$ -**	**0.00%**
Total - Facilities Management	**$ 2,294,211**	**$ 2,284,091**	**$ 2,479,630**	**$ 2,687,078**	**$ 207,448**	**8.37%**

Department **Facilities Management**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
										Other Compensation				
Emp. #	Name	Work Location		FTE	Differential	FY 13 Step	FY 14 Step	Hourly	Base Pay	Stipend	Differential	Longevity	Budget Salary	Account Number
Salaries Management							**MUNIS Code**			**5111**				
44462	Paul Comerford	System	Facility Director	1.0	N/A	N/A	N/A	50.4808	105,000.00		-	0.00	105,000.00	
44479	Kevin Coxall	System	Facility Manger	1.0	N/A	N/A	N/A	35.0962	73,000.00		-	0.00	73,000.00	
2588	James Lavezzo	System	Custodial Manager	1.0	N/A	N/A	N/A	31.2500	65,000.00		-	0.00	65,000.00	
Total Salaries Management													**243,000.00**	**0145001 511200**
Salaries Technical / Professional							**MUNIS Code**			**5123**				
44510	Stephanie Luz	System	Assistant / Analyst	1.0	N/A	N/A	N/A	25.4808	53,000.00		-	0.00	53,000.00	
Total Salaries Management													**53,000.00**	**0145001 511400**
Salaries Operational							**MUNIS Code**			**5113**				
8710	David Moores, Jr	Ben-Hem / Lilja	Cust Jr I	0.5	Afternoon	1.0	2.0	16.6237	17,288.60		520.00	0.00	17,808.60	
505	Robert Valle	Ben-Hem	Cust Sr III	1.0	Day	8.0	8.0	25.1773	57,418.55	5,000.00	-	1600.00	64,018.55	
41047	Robert Harris	Ben-Hem	Cust Jr II	1.0	Afternoon	8.0	8.0	20.4423	42,520.05		1,040.00	800.00	44,360.05	
42128	Mark D'Agostino	Ben-Hem	Cust Jr I	1.0	Afternoon	6.0	7.0	19.5405	40,644.34		1,040.00	0.00	41,684.34	
3201	James Hill	Brown Elementary	Cust Sr I	1.0	Day	8.0	8.0	22.7776	47,377.45		-	1200.00	48,577.45	
42572	Gerard Lindsey	Brown Elementary	Cust Jr II	1.0	Afternoon	7.0	8.0	20.4423	42,520.05		1,040.00	0.00	43,560.05	
44557	Greg White	Brown / Kennedy	Cust Jr I	0.5	Afternoon	1.0	2.0	16.6237	17,288.60		520.00	0.00	17,808.60	
2336	Shawn Gilbert	Johnson	Cust Sr I	1.0	Day	8.0	8.0	22.7776	47,377.45		-	1200.00	48,577.45	
43456	Patrick Kenney	Johnson / High School	Cust Jr I	0.5	Night	5.0	6.0	18.9761	19,735.12		780.00	0.00	20,515.12	
8710	David Moores, Jr	Lilja / Ben-Hem	Cust Jr I	0.5	Afternoon	1.0	2.0	16.6237	17,288.60		520.00	0.00	17,808.60	
2422	Timothy Repella	Lilja	Cust Sr I	1.0	Day	8.0	8.0	22.7776	47,377.45		-	1600.00	48,977.45	
7133	Luis Galan	Lilja	Cust Jr II	1.0	Afternoon	8.0	8.0	20.4423	42,520.05		1,040.00	400.00	43,960.05	
2463	Edward Harvey	Memorial	Cust Sr I	1.0	Day	8.0	8.0	22.7776	47,377.45		-	1600.00	48,977.45	
7130	Michael Allen	Memorial	Cust Jr II	1.0	Afternoon	8.0	8.0	20.4423	42,520.05		1,040.00	400.00	43,960.05	
N/A	Vacant	Memorial / Wilson	Cust Jr I	0.5	Afternoon	1.0	2.0	16.6237	17,288.60		520.00	0.00	17,808.60	
		Total Elementary School		**12.5**					**546,542.40**	**5,000.00**	**8,060.00**	**8800.00**	**568,402.40**	**0145001 511300**
44557	Greg White	Kennedy / Brown	Cust Jr I	0.5	Afternoon	1.0	2.0	16.6237	17,288.60		520.00	0.00	17,808.60	
40037	Carlos Famania	Kennedy	Cust Sr I	1.0	Day	8.0	8.0	22.7776	47,377.45		-	800.00	48,177.45	
7127	Jeffrey Bastien	Kennedy	Cust Jr II	1.0	Afternoon	8.0	8.0	20.4423	42,520.05		1,040.00	400.00	43,960.05	
43576	Deirdre Miller	Kennedy	Cust Jr I	1.0	Afternoon	5.0	6.0	18.9761	39,470.25		1,040.00	0.00	40,510.25	
2944	Leonard LaRosa	Wilson	Cust Jr II	1.0	Afternoon	8.0	8.0	20.4423	42,520.05		1,040.00	800.00	44,360.05	
41620	Lawrence Chapski	Wilson	Cust Jr I	1.0	Afternoon	8.0	8.0	19.9304	41,455.22		1,040.00	400.00	42,895.22	
42265	David Rodrigues	Wilson	Cust Sr II	1.0	Day	8.0	8.0	23.8333	49,573.31		-	0.00	49,573.31	
42983	James Wight	Wilson	Cust Jr I	1.0	Afternoon	2.0	3.0	17.1565	35,685.52		1,040.00	0.00	36,725.52	
N/A	Vacant	Wilson / Memorial	Cust Jr I	0.5	Afternoon	1.0	2.0	16.6237	17,288.60		520.00	0.00	17,808.60	
		Total Middle School		**8.0**					**333,179.03**		**5,720.00**	**2400.00**	**341,819.03**	**0145001 511300**
2289	David Moores	High School	Cust Sr III	1.0	Day	8.0	8.0	26.1773	54,448.73		-	1600.00	56,048.73	
2590	John Zicko	High School	Cust Jr I	1.0	Night	8.0	8.0	19.9304	41,455.22		1,560.00	1600.00	44,615.22	
293	Peter Henderson	High School	Cust Assistant, Sr I	1.0	Night	8.0	8.0	23.8333	49,573.31		1,560.00	1600.00	52,733.31	
41028	Walter Assencoa	High School	Cust Jr I	1.0	Night	8.0	8.0	19.9304	41,455.22		1,560.00	800.00	43,815.22	
40037	Gilberto Famania	High School	Cust Jr II	1.0	Night	8.0	8.0	20.4423	42,520.05		1,560.00	400.00	44,480.05	
42462	Chris Fowler	High School	Cust Jr I	1.0	Night	8.0	8.0	19.9304	41,455.22		1,560.00	0.00	43,015.22	
42536	Mark Plant	High School	Cust Jr II	1.0	Day	8.0	8.0	20.4423	42,520.05		-	0.00	42,520.05	
42564	Ismael Calderon	High School	Cust Jr I	1.0	Night	8.0	8.0	19.9304	41,455.22		1,560.00	0.00	43,015.22	

Personnel Staffing Sheets

Department **Facilities Management**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
										Other Compensation				
Emp. #	**Name**	**Work Location**		**FTE**	**Differential**	**FY 13 Step**	**FY 14 Step**	**Hourly**	**Base Pay**	**Stipend**	**Differential**	**Longevity**	**Budget Salary**	**Account Number**
43456	Patrick Kenney	High School / Johnson	Cust Jr I	0.5	Night	5.0	6.0	18.9761	19,348.16		780.00	0.00	20,128.16	
3711	Robert Lubinski	High School - Kitchen	Cust Jr I	1.0	Day	8.0	8.0	19.9304	41,455.22		-	500.00	41,955.22	
3815	John Ramalho	High School - Truck	Cust Jr I	1.0	Day	8.0	8.0	19.9304	41,455.22		-	800.00	42,255.22	
		Total High School		**10.5**					**457,141.58**		**10,140.00**	**7300.00**	**474,581.58**	**0145001 511300**
2169	James Graham	Maintenance	Foreman Sr III	1.0	Day	8.0	8.0	25.1525	52,317.17		-	1600.00	53,917.17	
2336	Chris Gilbert	Maintenance	Maintenance III	1.0	Day	8.0	8.0	24.1851	50,305.05		-	1600.00	51,905.05	
40085	Ron Rutkowski	Maintenance	Maint Mech IV	1.0	Day	8.0	8.0	31.2524	65,004.98		-	800.00	65,804.98	
42843	David Morrison	Maintenance	Maint Mech IV	1.0	Day	6.0	7.0	30.6411	63,733.50		-	0.00	63,733.50	
	Vacant^	***Maintenance***	***Maint Mech IV***	***1.0***	***Day***				***50,000.00***		***-***	***0.00***	***50,000.00***	
3594	Carolyn Mellish	Maintenance	Maintenance III	1.0	Day	8.0	8.0	24.1851	50,305.05		-	800.00	51,105.05	
3923	Jeffrey Carter	Town Hall	Sr Cust II	1.0	Day	7.0	8.0	23.8333	49,573.31		-	800.00	50,373.31	
43358	Christopher Jordan	Senior/Comm Center	Sr Cust I	1.0	Day	7.0	8.0	22.7776	47,377.45		-	0.00	47,377.45	
42319	Oscar Otero	Fire/Police Station	Sr Cust I	1.0	Day	7.0	8.0	22.7776	47,377.45		-	0.00	47,377.45	
43614	Edward Porter	Maint / Painter	Sr Cust I	1.0	Day	6.0	7.0	22.3323	46,451.16		-	0.00	46,451.16	
43518	David Rines	Library	Sr Cust I	1.0	Day	4.0	5.0	21.0462	43,776.03		-	0.00	43,776.03	
6136	Rodney Spinazola	Cole Center	Sr Cust II	1.0	Day	7.0	8.0	22.8133	47,451.71		-	800.00	48,251.71	
		Total Maintenance		**12.0**					**613,672.84**		**-**	**6400.00**	**620,072.84**	**0145001 511300**
Sub-Total Salaries Custodial & Maintenance									**1,950,535.85**					
Substitutes and Additional Work									65,577.00					
Rental of Facilities OT - Revolving 01075 510000									23,713.00					
Seasonal Maintenace Personnel									31,421.00					
Clothing Allowance									12,250.00					
Truck Driver - Revolving 123560 5001									(30,600.00)					
Total Salaries Custodial & Maintenance				**43.0**					**2,052,896.85**	**5,000.00**	**23,920.00**	**24900.00**	**2,106,716.85**	
										Total Other Comp.:		53820.00		
Salaries Part-Time Operational													**31,421.00**	
Overtime													**128,257.00**	
Total Facilities Management				**47.0**									**2,562,394.85**	

Section X:
Water/Sewer Enterprise Fund

Water & Sewer Enterprise Fund	X.3
Sanitary Sewer Collection & Disposal	X.10
Water Supply & Distribution	X.10
Utility Billing	X.11
Fringe Benefits	X.11
Debt Service	X.12
Budgetary Reserves	X.12
Indirects	X.21
Projections & Initial Rate	X.22

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Town of Natick

Home of Champions

Department: Water & Sewer | Enterprise Fund

Appropriation Summary

Water & Sewer Operations

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Total Salaries	**1,438,875**	**1,493,268**	**1,688,524**	**1,721,524**	**33,000**	**2.0%**
Total Operating Expenses	**5,539,348**	**5,612,540**	**6,109,600**	**6,250,421**	**140,821**	**2.3%**
Total Water & Sewer Operations	**6,978,223**	**7,105,808**	**7,798,124**	**7,971,945**	**173,821**	**2.23%**

Utility Billing Operations

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $ (+/-)	% (+/-)
Total Salaries	**98,349**	**101,777**	**103,619**	**107,433**	**3,814**	**3.7%**
Total Operating Expenses	**82,344**	**106,594**	**129,950**	**129,950**	**0**	**0.0%**
Total Utility Billing Operations	**180,693**	**208,371**	**233,569**	**237,383**	**3,814**	**1.63%**

Employee Benefits

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $ (+/-)	% (+/-)
Total Employee Benefits	**627,467**	**630,025**	**652,593**	**695,857**	**43,264**	**6.6%**
Total Employee Benefits	**627,467**	**630,025**	**652,593**	**695,857**	**43,264**	**6.6%**

Debt Service

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $ (+/-)	% (+/-)
Debt Service						
Principal	1,745,640	1,827,139	1,602,757	1,609,869	7,112	0.4%
Interest	541,589	501,804	493,946	466,109	-27,837	-5.6%
Total Debt Service	**2,287,229**	**2,328,943**	**2,096,702**	**2,075,978**	**-20,724**	**-1.0%**
Total Debt Service	**2,287,229**	**2,328,943**	**2,096,702**	**2,075,978**	**-20,724**	**-1.0%**

Reserves

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $ (+/-)	% (+/-)
Total Reserve Fund	**0**	**0**	**200,000**	**200,000**	**0**	**0.0%**
Total Reserve Fund	**0**	**0**	**200,000**	**200,000**	**0**	**0.00%**
Total Water & Sewer Enterprise Fund	**10,073,612**	**10,273,145**	**10,980,987**	**11,181,164**	**200,176**	**1.82%**
Indirects	**2,449,758**	**2,535,883**	**2,581,514**	**2,323,579**	**-257,935**	**-10.00%**

Town of Natick

Home of Champions

Department: Water & Sewer | Enterprise Fund

Mission:

Water & Sewer Operations:
The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, buildings, equipment, and recreational facilities of the Town and be ready and available to provide immediate and professional response to emergency situations.
The Department will provide safe and adequate drinking water and fire protection by maintaining and improving with available resources the water treatment plant, wells and water mains throughout town. The Department will also provide dependable and reliable trash collection and recycling services to the residents of the Town.
The Department will assist, support and cooperate with other Town departments, boards and commissions as well as other municipalities, State and Federal agencies in all relevant activities that promote and benefit the Town and the quality of life for the citizens of the Town.

Utility Billing Operations:
The Utility Billing office is responsible for the billing and collecting of Water and Sewer activity. This includes uploading the usage files received from DPW on a monthly basis, recording the receivable due to the Town of Natick, printing and mailing of water/sewer invoices, and posting water/sewer cash receipts. Also process abatements, corrections, final billing for real estate sales and special billings for backflows, valve work, etc, and maintain the senior citizen account designations with the Assessor's Office. Finally, this department is also responsible for answering customer inquiries and problem research.

Goals:

Water & Sewer Operations:
-Replace force sewer mains on Wethersfield Rd.
-Replace outdated water meter transmitters.
-Continue the upgrade SCADA software and hardware.
-Continue the relocation of Springvale Wells #1 and Evergreen #1.
-Repair Roof at Town Forest Reservoir.
-H&T Filter Controls Upgrade
-Pine Oaks Well MCC replacement
-Elm Bank VFD installation

Utility Billing Operations:
Personnel Advancement
- Work with Personnel Director on customer service/team building
- Reconfigure Collector's Office personnel to facilitate better service
Enhance On-line, Web, Computer Applications
- Work with DPW to add on-line Geographic Information System (GIS) capabilities; create Executive Committee to enhance usability throughout organization
- With DPW, consider alternatives to water billing system

Town of Natick

Home of Champions

Department: Water & Sewer | Enterprise Fund

Budget Overview:

The Water & Sewer Enterprise Fund has three divisions within it: Sanitary Sewer, Water & Utility Billing.

Department of Public Works Sewer Division

I. Main Purpose of the Department
The Sewer Division operates and maintains over 147 miles of the sewer collection system and seeks to meet or exceed all federal and state mandates and guidelines governing the sewer collection system. The division monitors the town's thirty four sewer pump stations seven days a week. Personnel from this division are on call twenty four hours a day, seven days a week to respond to any sewer emergency.

II. Recent Developments
• Continuation of the sewer mains relining program
• Upgrade to the sewer pump stations

III. Current Challenges
• Implementation of the Infiltration and Inflow (I/I) study of the Town's sewer system
• Maintain program to alleviate chronic sewer back up areas
• Monitoring the sulfides in the sewer system
• Loss of Rate Reduction funding by the MWRA may impact MWRA rates.

IV. Significant Proposed Changes for the Upcoming Fiscal Year and the Budget Impact
• Continue to fund the Sewer Pump Station/Line Maintenance to reline problem sewer mains and to continue the Degreasing Program.
• Increase of utility costs

V. On the Horizon
• Continual maintenance of an aging infrastructure

Department of Public Works Water Division

I. Main Purpose of the Department
The Water Division operates and maintains the Town's water wells and water treatment plant. It provides safe and potable drinking water throughout the 196 miles of distribution mains throughout Town. The Division is responsible for water meter calibration, reading over 12,500 meters, and the installation, inspection and testing of backflow prevention devices. In addition, the Division is responsible for water quality testing on a weekly basis, the testing and maintenance of 1,400 fire hydrants and the repair of water leaks. Personnel from this Division are on-call twenty four hours a day, seven days a week to respond to any water emergency.

II. Recent Developments
• Recertification of the Environmental Management System (ISO 14001) at the Springvale Water Treatment Plant
• Completion of Backflow Prevention Program
• Annual water leak detection program to reduce unaccounted for water.
• Replacement of residential water services on various streets before street rehabilitation.(168 services Rockland st.-14, Eisenhower -18, Irving Rd -21, Halsey Way -12, Liberty St - 20, Marshall Rd -18, Pamela Rd - 6, Terrane Ave - 11, Wethersfield Rd -31, Other streets -17)

III. Current Challenges
• Continue to update the ISO 14001 Certification of the Springvale Water Treatment Plant
• Repair of the Town Forest Reservoir Roof
• Replacement of Springvale Wells #1 & Evergreen Well #1
• Water Management act permit renewal

IV. Significant Proposed Changes for the Upcoming Fiscal Year and the Budget Impact
• Implement a new pump preventive maintenance schedule.
• Complete a review of the cost of electricity and review energy efficiency measures.

Budget Overview:

Department of Public Works Water Division (con't)

V. On the Horizon

• Continue the improvement and efficiency of the water system

Utility Billing Division

I. Main Purpose of the Department

The primary responsibility of the Department is the quarterly billing of 12,550 water and sewer accounts. These duties include preparation of quarterly invoices, dispute resolution with rate payers, special fee invoicing, etc. This Department is responsible for the certification of delinquent accounts to the Board of Assessors for inclusion as water and sewer liens transferred to real estate bills.

II. Recent Developments

None.

III. Current Challenges

The format and content of information included with the water and sewer bill is being evaluated for clarity. The goal is to improve the information provided to ratepayers.

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

A more informative billing format will be implemented in late FY2013. This format will at a minimum include usage history, comprehensive explanation of bill calculation, and other informational materials. The budget request for FY2014 continues to include funding for improved notification to delinquent accounts, notification to subsequent/new property owners, and additional research/resolution for returned mail.

V. On the Horizon

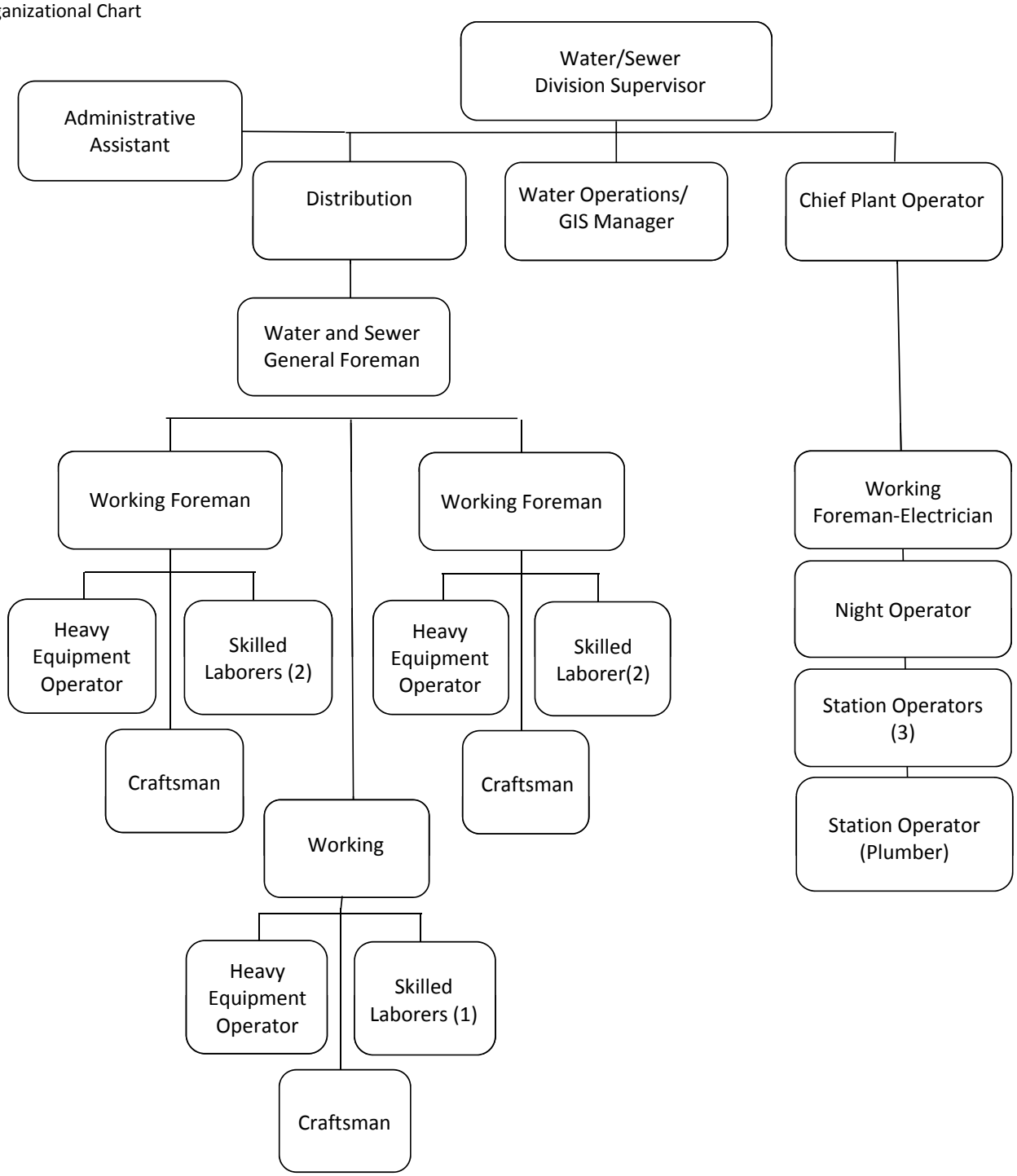
The development of increased Internet access to information and the development of information kiosks at Town Hall and Library are priorities for the near future.

Town of Natick

Home of Champions

Department: Water & Sewer Operations | Enterprise Fund

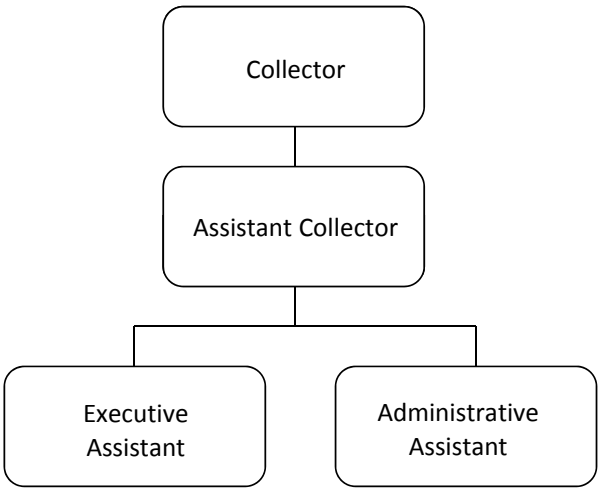
Organizational Chart



Note: Water & Sewer Divisions under the management of the Director of Public Works

Department: Water & Sewer Operations | Enterprise Fund

Organizational Chart: Utility Billing Operations



Note: Utility Billing Division is under the management of the Finance Director / Treasurer / Collector

Town of Natick

Home of Champions

Department: Water & Sewer Operations | Enterprise Fund

Staffing	2010	2011	2012	2013	2014
Water & Sewer Operations					
Water & Sewer Division Supervisor	1	1	1	1	1
Water & Sewer General Foreman	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Working Foreman	4	4	4	4	4
Heavy Equipment Operator	3	3	3	3	3
Skilled Laborer	5	5	5	5	5
Craftsman	3	3	3	3	3
Water Distribution Assistant Supervisor	1	1	1	1	1
Water Operations/ GIS Manager	1	1	1	1	1
Chief Plant Operator	1	1	1	1	1
Night Operator	1	1	1	1	1
Station Operator	4	4	4	4	4
Executive Assistant	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Department Support	0.1	0.1	0.1	0.1	0.1
Total FTE	**28.1**	**28.1**	**28.1**	**28.1**	**28.1**
Total FT/PT	**28 FT / 1 PT**	**28 FT / 1 PT**	**28 FT / 1 PT**	**28 FT / 1 PT**	**28 FT / 1 PT**

Notes

Utility Billing Notes:

Departmental Support person:
works 960 hours total
720 hours allocated to collections
240 hours allocated to utility billing

Performance Indicators	2010	2011	2012	2013*	2014*
Workload Indicators					
Water & Sewer Operations					
Number of Water Leaks/Repairs (CY)	28	40	32	30	35
# of Sewer Backups		7	8	14	14
Total Number of Hydrants Replaced (CY)	7	15	12	15	15
Total Mileage of Water & Sewer Pipes	196.7/147.3	200/150	200/150	200/151	200/150
Number of Sewer Main lines Lined (in feet) (CY)	2,553	3000	0	3000	3000
Water Pumped (in Millions of Gallons)	1,148	1,179	1250*	1251*	1251*

	2010	2011	2012	2013*	2014*
Outcome Indicators					
Water & Sewer Operations					
# of Sewer Backups causing Insurance Claims(CY)	6	4	2	5	5

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

Department: Water & Sewer | Enterprise Fund

Sewer Operations

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	2013 vs. 2014 %
Salaries Supervisory	$ 124,903	$ 133,775	$ 144,604	$ 162,587	$ 17,983	12.4%
Salaries Operational Staff	$ 393,609	$ 346,244	$ 464,598	$ 463,282	$ (1,316)	-0.3%
Salaries Temp Oper. - Police Details	$ 6,605	$ -	$ 8,624	$ 28,641	$ 20,017	232.1%
Supervisory Additional Comp	$ 11,965	$ 8,550	$ 57,850	$ 16,600	$ (41,250)	-71.3%
Operational Staff Additional Comp	$ 19,935	$ 17,381	$ 12,450	$ 18,050	$ 5,600	45.0%
Operational Staff Overtime	$ 58,522	$ 44,344	$ 23,150	$ 57,850	$ 34,700	149.9%
Personnel Services	**$ 615,540**	**$ 550,294**	**$ 711,276**	**$ 747,009**	**$ 35,733**	**5.0%**
Repairs & Maint. Equipment	$ 2,394	$ 2,401	$ 3,000	$ 3,000	$ -	0.0%
Repairs & Maint. Other	$ 2,955	$ 2,895	$ 3,000	$ 3,000	$ -	0.0%
Utilities Electric	$ 125,669	$ 87,337	$ 144,400	$ 128,600	$ (15,800)	-10.9%
Purchase of Services	**$ 131,018**	**$ 92,633**	**$ 150,400**	**$ 134,600**	**$ (15,800)**	**-10.5%**
Licenses - CDL & Special	$ 180	$ 793	$ 2,000	$ 2,000	$ -	0.0%
Clothing Allowance Operational Staff	$ 3,150	$ 2,800	$ 3,150	$ 3,150	$ -	0.0%
Other Services Inc.	**$ 3,330**	**$ 3,593**	**$ 5,150**	**$ 5,150**	**$ -**	**0.0%**
Tech & Prof Svs & MWRA Sulfide Testing	$ 12,986	$ 11,503	$ 15,000	$ 15,000	$ -	0.0%
Tech/ Prof. Services	**$ 12,986**	**$ 11,503**	**$ 15,000**	**$ 15,000**	**$ -**	**0.0%**
Repairs & Maint. Misc. Constr.	$ 3,128	$ 3,649	$ 4,000	$ 4,000	$ -	0.0%
Supplies	**$ 3,128**	**$ 3,649**	**$ 4,000**	**$ 4,000**	**$ -**	**0.0%**
Sewer Pump Station/Line Maintenance	$ 44,610	$ 96,942	$ 100,000	$ 100,000	$ -	0.0%
MWRA Sewer Assessment	$ 4,346,280	$ 4,460,551	$ 4,683,550	$ 4,866,121	$ 182,571	3.9%
Water/Sewer Damage Claims	$ 35,000	$ 11,824	$ 5,000	$ 15,000	$ 10,000	200.0%
Other Chgs. / Exp.	**$ 4,425,890**	**$ 4,569,317**	**$ 4,788,550**	**$ 4,981,121**	**$ 192,571**	**4.0%**
Total Operating Expenses	**$ 5,191,891**	**$ 5,230,989**	**$ 5,674,376**	**$ 5,886,880**	**$ 212,504**	**3.7%**

Water Operations

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	2013 vs. 2014 %
Salaries Supervisory	$ 215,968	$ 227,706	$ 227,870	$ 193,378	$ (34,492)	-15.1%
Salaries Operational Staff	$ 470,855	$ 580,110	$ 623,361	$ 660,670	$ 37,309	6.0%
Salaries Temp Operational	$ 23,192	$ 4,071	$ 26,157	$ 25,957	$ (200)	-0.8%
Supervisory Additional Comp	$ 27,861	$ 23,350	$ 22,250	$ 18,100	$ (4,150)	-18.7%
Operational Staff Additional Comp	$ 27,602	$ 32,008	$ 29,210	$ 25,310	$ (3,900)	-13.4%
Operational Staff Overtime	$ 57,856	$ 75,729	$ 48,400	$ 51,100	$ 2,700	5.6%
Personnel Services	**$ 823,335**	**$ 942,974**	**$ 977,248**	**$ 974,515**	**$ (2,733)**	**-0.3%**
Repairs & Maint. Software	$ 14,811	$ 5,323	$ 15,000	$ 15,000	$ -	0.0%
Utilities	$ 416,349	$ 450,689	$ 527,300	$ 492,500	$ (34,800)	-6.6%
GIS Software & Training	$ 13,117	$ 26,190	$ 25,500	$ 25,500	$ -	0.0%
Copy/Mail Center Fees	$ 11,813	$ 2,220	$ 18,000	$ 18,000	$ -	0.0%
Purchased Services: Miscellaneous	$ 6,680	$ 10,325	$ 12,000	$ 12,000	$ -	0.0%
Purchase of Services	**$ 462,770**	**$ 494,747**	**$ 597,800**	**$ 563,000**	**$ (34,800)**	**-5.8%**
Licenses - CDL & Special	$ 3,885	$ 5,830	$ 10,000	$ 8,500	$ (1,500)	-15.0%
Environmental Management - ISO 14001 Certification	$ 1,876	$ 8,457	$ 10,000	$ 10,000	$ -	0.0%
Clothing Allowance Operational Staff	$ 3,500	$ 4,200	$ 4,200	$ 4,550	$ 350	8.3%
Other Services Inc.	**$ 9,261**	**$ 18,487**	**$ 24,200**	**$ 23,050**	**$ (1,150)**	**-4.8%**
Implement SDWA Amendment	$ 19,238	$ 20,002	$ 30,000	$ 30,000	$ -	0.0%
Water Testing	$ 24,710	$ 21,593	$ 25,000	$ 25,000	$ -	0.0%
Tech./Prof. Services	**$ 43,948**	**$ 41,595**	**$ 55,000**	**$ 55,000**	**$ -**	**0.0%**
Repairs & Maint - Equipment	$ 2,768	$ 2,745	$ 3,000	$ 3,000	$ -	0.0%

Department: Water & Sewer	Enterprise Fund					
Repairs & Maint - Facilities	$ 2,000	$ 355	$ 2,000	$ 2,000	$ -	0.0%
Repairs & Maint - Hydrants	$ 10,000	$ 10,363	$ 10,000	$ 10,000	$ -	0.0%
Repairs & Maint - Misc. Repairs	$ 18,282	$ 6,620	$ 18,000	$ 18,000	$ -	0.0%
Repairs & Maint - Misc. Constr	$ 17,997	$ 14,192	$ 18,000	$ 18,000	$ -	0.0%
Supplies	**$ 51,047**	**$ 34,275**	**$ 51,000**	**$ 51,000**	**$ -**	**0.0%**
Chemical Supplies	$ 177,504	$ 143,902	$ 177,500	$ 177,500	$ -	0.0%
Obsolete Meters	$ 28,338	$ 7,034	$ 30,000	$ 30,000	$ -	0.0%
Service Connections	$ 14,889	$ 12,282	$ 18,000	$ 18,000	$ -	0.0%
Other Supplies	**$ 220,731**	**$ 163,218**	**$ 225,500**	**$ 225,500**	**$ -**	**0.0%**
Water Well/Water Line Maint.	$ 139,637	$ 145,478	$ 150,000	$ 150,000	$ -	0.0%
New Hydrant Installation	$ 9,924	$ 9,125	$ 10,000	$ 10,000	$ -	0.0%
Asphalt Crushing	$ 11,899	$ 12,714	$ 15,000	$ 15,000	$ -	0.0%
DEP Assessment	$ 10,704	$ 9,840	$ 14,000	$ 14,000	$ -	0.0%
MWRA Discharge Permit	$ 3,076	$ 2,366	$ 4,000	$ 4,000	$ -	0.0%
Other Charges/Expenditures	**$ 175,240**	**$ 179,523**	**$ 193,000**	**$ 193,000**	**$ -**	**0.0%**
Total Operating Expenses	**$ 1,786,332**	**$ 1,874,819**	**$ 2,123,748**	**$ 2,085,065**	**$ (38,683)**	**-1.8%**

Utility Billing

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Salaries Operational Staff	$ 93,451	$ 90,595	$ 95,829	$ 98,723	$ 2,894	3.0%
Part-Time Operational Staff	$ 3,766	$ 9,605	$ 4,835	$ 4,835	$ -	0.0%
Operational Staff - Additional Comp	$ 934	$ 757	$ 955	$ 1,875	$ 920	96.3%
Operational Staff Overtime	$ 199	$ 820	$ 2,000	$ 2,000	$ -	0.0%
Personnel Services	**$ 98,349**	**$ 101,777**	**$ 103,619**	**$ 107,433**	**$ 3,814**	**3.7%**
					$ -	#DIV/0!
Repair & Maint Equipment	$ -	$ 4,622	$ 4,000	$ 4,000	$ -	0.0%
Utility Billing Software	$ -	$ 6,900	$ 15,000	$ 15,000	$ -	0.0%
Utility Billing Printing	$ 7,951	$ 15,000	$ 30,200	$ 30,200	$ -	0.0%
In State Travel/Meetings	$ -	$ 17,470	$ 750	$ 750	$ -	0.0%
Communication Telephone	$ 861	$ -	$ 1,500	$ 1,500	$ -	0.0%
Training & Education	$ -	$ 1,105	$ 2,500	$ 2,500	$ -	0.0%
Communication Postage	$ 18,902	$ 3,750	$ 22,000	$ 22,000	$ -	0.0%
Copy/Mail Center Fees	$ 39,948	$ 23,934	$ 40,000	$ 40,000	$ -	0.0%
Collection Activities	$ 9,429	$ 27,683	$ 10,000	$ 10,000	$ -	0.0%
Office Supplies	$ 5,254	$ 2,856	$ 4,000	$ 4,000	$ -	0.0%
Supplies	**$ 82,344**	**$ 106,594**	**$ 129,950**	**$ 129,950**	**$ -**	**0.0%**
Total Utility Billing	**$ 180,693**	**$ 208,371**	**$ 233,569**	**$ 237,383**	**$ 3,814**	**1.6%**

Employee Benefits

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
FICA {Medicare}	$ 17,306	$ 20,100	$ 25,170	$ 26,520	$ 1,350	5.4%
Insurance Group Health & Life	$ 395,891	$ 380,795	$ 387,484	$ 411,863	$ 24,379	6.3%
LIUNA Pension	$ 34,817	$ 41,604	$ 39,980	$ 41,519	$ 1,539	3.9%
Other Personnel Services	**$ 448,014**	**$ 442,499**	**$ 452,634**	**$ 479,902**	**$ 27,268**	**6.0%**
Funding Schedule (22 Year) (W&S)	$ 179,453	$ 187,526	$ 199,959	$ 215,955	$ 15,996	8.0%
Other Charges & Expenditures	**$ 179,453**	**$ 187,526**	**$ 199,959**	**$ 215,955**	**$ 15,996**	**8.0%**
Total Employee Benefits	**$ 627,467**	**$ 630,025**	**$ 652,593**	**$ 695,857**	**$ 43,264**	**6.6%**

Department: Water & Sewer | Enterprise Fund

Water & Sewer Debt Service

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	2013 vs. 2014 %
Water Principal Sub-Totals	$ 1,233,640	$ 1,479,662	$ 1,184,911	$ 1,089,023	$ (95,888)	-8.1%
Sewer Principal Sub-Totals	$ 512,000	$ 347,477	$ 417,846	$ 520,846	$ 103,000	24.7%
Principal Totals	**$ 1,745,640**	**$ 1,827,139**	**$ 1,602,757**	**$ 1,609,869**	**$ 7,112**	**0.4%**
Interest on Debt Water Sub-Totals	$ 319,203	$ 329,529	$ 352,363	$ 262,302	$ (90,061)	-25.6%
Interest on Debt Sewer Sub-Totals	$ 200,574	$ 147,275	$ 116,583	$ 173,807	$ 57,224	49.1%
Bond Anticipation Notes	$ 21,812	$ 25,000	$ 25,000	$ 30,000	$ 5,000	20.0%
Interest Totals	**$ 541,589**	**$ 501,804**	**$ 493,946**	**$ 466,109**	**$ (27,837)**	**-5.6%**
Total Water & Service Debt Service	**$ 2,287,229**	**$ 2,328,943**	**$ 2,096,702**	**$ 2,075,978**	**$ (20,724)**	**-1.0%**

Reserve Fund

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	2013 vs. 2014 %
Reserve Fund	$ -	$ -	$ 200,000	$ 200,000	$ -	0.0%
Total Reserve Fund	**$ -**	**$ -**	**$ 200,000**	**$ 200,000**	**$ -**	**0.0%**

Narrative:

Sanitary Sewer Operations

Personnel Services

Salaries Supervisory: To fund the positions of Coordinator of Technical Services and .5 of the Supervisor of Sewer and Water, who oversees this division.
Salaries Operational Staff: To fund eleven employees who maintain and repair the sewer mains in the town.
Salaries Temporary Operational: This fund is for police details for work done in the roadways and part time help.
Supervisory Additional Compensation: This fund is for education incentive stipends and service award.
Operational Staff Additional Compensation: This fund is for longevity and temporary upgrades per union contract.
Operational Staff Overtime: This fund is for emergencies and callbacks after normal operating hours.

Purchase of Services

Equipment Repairs/Maintenance: This fund is for the repairs and maintenance of the town's thirty six sewer pump stations which include check valves, motor starters, mechanical seals, etc.
Repairs/Maintenance Other: This fund is for the repairs and maintenance of the alarms, wiring and fencing.
Electricity: This fund is for the use of electricity at the Sewer Pumping Stations.

Other Services (Misc.)

Licenses CDL and Special: This fund is for the reimbursement to the employees for license renewals, CDL, Hoisting, required training etc.
Clothing Allowance Operational Staff: This fund is for the clothing allowance per union agreement.

Tech & Professional Services

Professional Services-MWRA/Sulfide Testing: This fund is for the testing of the sewer before it enters the Massachusetts Water Resource Authority (MWRA) sewer system and other professional services dealing with this issue as required by the municipal discharge permit.

Supplies

Miscellaneous Construction Repairs and Maintenance: This fund is for the repairs and maintenance of sewer pipe, fittings, sewer camera, manhole covers and sewer rod equipment.

Other Charges

Sewer Line Maintenance: This fund is used for the engineering, repairing, maintenance and rehabilitation of the thirty six sewer pump stations and for the 150 miles of sewer mains such at television sewers, replacement of sewer pipe and manholes.
Massachusetts Water Resource Authority (MWRA) Assessment: This fund is for the costs of the town's sewer discharge into the MWRA sewer collection system.

Water Operations

Personnel Services

Salaries Supervisory: To fund the positions of GIS/Water Treatment Plant Supervisor, GIS Specialist and .5 Supervisor of Water and Sewer, who oversees this division.
Salaries Operational Staff: To fund thirteen employees positions who maintain and repair the water distribution system.
Salaries Temporary Operational: This fund is for police details for work done in the roadways and for part time help.
Supervisory Additional Compensation: This fund is for education incentive stipends and service award.

Narrative:

Water Operations (con't)

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

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

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

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

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

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

Narrative:

Utility Billing Operations

Personnel Services

Salaries Operational Staff Salaries for two staff positions are funded in this line item. This positions are responsible for preparation of monthly water and sewer charges, special billings (final bills, flat charges, etc.), printing of water / sewer bills, posting payments, customer service inquiries, file maintenance, etc. A full time position has been reduced in the Collector's budget after an employee retirement. This position (Administrative Assistant) will be funded in the amount of 50% via indirect charge to the General Fund. The addition of a part time position is also included in this staffing change.
Part Time Operational This funds 240 hours of part time operational staff. This position will provide administrative / clerical support to the Finance Director/ Collector and will be available during peak receipt periods to supplement the full time Utility Billing staff.
Overtime Operational This funds overtime worked by operational staff during peak receipt periods.

Purchase of Services

Repairs and Maintenance This is for the maintenance and repair of business equipment used in the Collector's office for Utility Billing purposes. The primary equipment is the high speed laser printer used for production of the water / sewer bills and bar code scanning equipment, etc.
In State Travel/Meetings For attendance at Department of Revenue seminars, Treasurer / Collector Association meetings, and administrative / clerical support staff seminars.
Training and Education The costs related to POINT Software training, Neptune meter reading and inventory systems, and PC specialized training seminars, etc.
Communication Telephone This is the proportional costs assigned to the Utility Billing for telephone service.
Communication Postage This is the direct cost associated with the mailings from the Utility Billing Collector's Office. (Water / Sewer bills, water quality survey, water ban, etc.) This item is reduced to reflect the actual amounts expended over the past several years. There has not been a need to mail notices for a mandatory water BAN.
Collection Activities These funds are for additional mailings of notices of unpaid / delinquent charges, and demand bills, and other accounts receivable.
Copy/Mail Center Fees This is the proportional cost assigned to the Utility Billing Collector's Office for mail center labor for mail handling and copy charges.

Technical & Professional Services

Utility Billing Software This is utilized for minor programming modifications for water / sewer billing. These would include modifications not included in the annual maintenance that Point Software provides for the Water and Sewer receivable / collection system. The annual maintenance contracts for all Point Software applications are included in the Information Technology budget.
Utility Billing Printing The cost of services and supplies for the preparation of water / sewer bills including forms, consumables (toner), CASS certification software (Accu-Zip).

Supplies

Office Supplies General office supplies for the Utility Billing Collector's Office for employee benefit and bank reconciliation functions.

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

Debt Service
Principal Payments:
The requested budget amount of $1,827,139 represents repayment of principal for multiple water and sewer capital improvement projects.
Interest Payments:
The requested budget amount of $514,079 represents the respective interest payments associated with general obligation bonds issued for water and sewer projects. Of that amount, $25,000 represents the estimated amount for Bond Anticipation Notes & issue costs (bond counsel, financial advisor, rating agency fees, etc.) for authorized borrowings.

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

Water & Sewer Employee Health Benefits Summary

Active		
- Rate Saver HMO's	$	358,163
Tier #1 Safety Net	$	11,200
Tier #2 Safety Net	$	-
Tier #3 Safety Net	$	-
Sentinel Benefits Administration Fee	$	1,620
Retiree		
- Retiree Health Plans	$	39,350
Life Insurance ($4.25/mo. x Total Benefited Employees)	$	1,530
Total Employee Health Benefits	**$**	**411,863**

Water & Sewer Enterprise - Active Employees - Rate Saver HMO's

Active Employees

Active Employees Plans:	Individual			Family			
HEALTH PLANS:	Total	Town Share		Total	Town Share		Total Cost
	$	%	$	$	%	$	$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	651.24	90.00%	586.12	1,749.60	80.00%	1,399.68	
Participants			0			0	
Monthly Rates (Regular Members)	651.24	82.50%	537.27	1,749.60	77.50%	1,355.94	
Participants			1			1	
Monthly Rates (Regular Members)	651.24	80.00%	520.99				
Participants			0				
Annual Total			**$6,447**			**$16,271**	**$ 22,719**
Fallon Group Direct Care							
Monthly Rates (Regular Members)	523.80	90.00%	471.42	1,409.40	80.00%	1,127.52	
Participants			0			0	
Monthly Rates (Regular Members)	523.80	82.50%	432.14	1,409.40	77.50%	1,092.29	
Participants			0			1	
Monthly Rates (Regular Members)	523.80	80.00%	419.04				
Participants			0				
Annual Total			**$0**			**$13,107**	**$ 13,107**
Fallon Group Select Care							
Monthly Rates (Regular Members)	562.68	90.00%	506.41	1,516.32	80.00%	1,213.06	
Participants			0			0	
Monthly Rates (Regular Members)	562.68	82.50%	464.21	1,516.32	77.50%	1,175.15	
Participants			0			0	
Monthly Rates (Regular Members)	562.68	80.00%	450.14				
Participants			0				
Annual Total			**$0**			**$0**	**$ -**
Harvard / Pilgrim							
Monthly Rates (Regular Members)	632.88	90.00%	569.59	1,651.32	80.00%	1,321.06	
Participants			0			0	
Monthly Rates (Regular Members)	632.88	82.50%	522.13	1,651.32	77.50%	1,279.77	
Participants			8			9	
Monthly Rates (Regular Members)	632.88	80.00%	506.30	1,651.32	75.00%	1,238.49	
Participants			0			0	
Monthly Rates (Regular Members)	632.88	75.00%	474.66				
Participants			0				
Annual Total			**$50,124**			**$138,215**	**$ 188,340**
Tufts Rate Saver							
Monthly Rates (Regular Members)	669.60	90.00%	602.64	1,752.84	80.00%	1,402.27	
Participants			0			0	
Monthly Rates (Regular Members)	669.60	82.50%	552.42	1,752.84	77.50%	1,358.45	
Participants			3			7	
Monthly Rates (Regular Members)	669.60	80.00%	535.68				
Participants			0				
Annual Total			**$19,887**			**$114,110**	**$ 133,997**

Premium Cost Summary	**Enrollments**	**Single**	**12**	**Family**	**18**	
Active Health Plans						**$ 358,163**
Tier #1 Safety Net						**$ 11,200**
Tier #2 Safety Net						**$ -**
Tier #3 Safety Net						**$ -**
Sentinel FSA Costs						**$ 1,620**
Total Appropriation Needed						**$ 370,983**

Retiree Health Care

Retirees - Non Medicare Eligible

Active Employees Plans:	Individual			Family			
HEALTH PLANS:	Total	Town Share		Total	Town Share		Total Cost
	$	%	$	$	%	$	$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	651.24	82.50%	537.27	1,749.60	77.50%	1,355.94	
			0			0	
Annual Total			**$0**			**$0**	**$ -**
Fallon Group Select Care							
Monthly Rates (Regular Members)	562.68	82.50%	464.21	1,516.32	77.50%	1,175.15	
Participants			0			0	
Annual Total			**$0**			**$0**	**$ -**
Harvard / Pilgrim							
Monthly Rates (Regular Members)	632.88	82.50%	522.13	1,651.32	77.50%	1,279.77	
Participants			0			0	
Annual Total			**$0**			**$0**	**$ -**
Tufts Navigator							
Monthly Rates (Regular Members)	669.60	82.50%	552.42	1,752.84	77.50%	1,358.45	
Participants			0			0	
Annual Total			**$0**			**$0**	**$ -**
Harvard / Pilgrim PPO							
Rates (Regular Members)	1,718.20	50.00%	859.10	3,815.90	50.00%	1,907.95	
Participants			1			0	
Annual Total			**$10,309**			**$0**	**$ 10,309**
Tufts POS							
Monthly Rates (Regular Members)	1,718.20	50.00%	859.10	3,816.34	50.00%	1,908.17	
Participants			0			0	
Annual Total			**$0**			**$0**	**$ -**

Premium Cost Summary	Enrollments		
	Single	Family	
Active Health Plans	1	0	$ 10,309
Total Appropriation Needed			**$ 10,309**

Retirees - Medicare Eligible

Senior Plans:	Individual				Individual		
HEALTH PLANS:	Total	Town Share		HEALTH PLANS:	Total	Town Share	
	$	%	$		$	%	$
HPHC Medicare Enhancement				**Medex III**			
Monthly Rates (Senior Care)	378.00	62.75%	237.20	Monthly Rates (Senior Care)	424.00	61.37%	260.21
Monthly Rates (Senior Care)	415.80	62.75%	260.91	Monthly Rates (Senior Care)	466.40	61.37%	286.23
Participants			2	Participants			4
Total			**$5,977**	**Total**			**$13,115**
Fallon Senior Plan				**Tufts Medicare Plus**			
Monthly Rates (Senior Care)	279.00	68.05%	189.86	Monthly Rates (Senior Care)	332.00	65.20%	216.46
Monthly Rates (Senior Care)	293.70	68.05%	199.86	Monthly Rates (Senior Care)	365.20	65.20%	238.11
Participants			0	Participants			6
Total			**$0**	**Total**			**$7,793**
Tufts Medicare Preferred HMO				**BCBS Managed Blue for Seniors**			
Monthly Rates (Senior Care)	240.00	71.32%	171.17	Monthly Rates (Senior Care)	402.00	61.99%	249.20
Monthly Rates (Senior Care)	264.00	71.32%	188.28	Monthly Rates (Senior Care)	442.20	61.99%	274.12
Participants			1	Participants			0
			$2,157	**Total**			**$0**

Medicare Eligible Retirees	Enrollments		
	Single	Family	
	13	0	
Total Medicare Eligible Employees (Senior Plans)			**$29,041**

Total Retiree Health Care	**$39,350**

Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2013 Principal	Fiscal Year 2014 Principal	Fiscal Year 2015 Principal	Fiscal Year 2016 Principal	Fiscal Year 2017 Principal	Fiscal Year 2018 Principal	Issue Balance	Total Principal
1998	Water Treatment Plant	$ 1,175,000	$ 81,000	$ 74,000	$ 65,000	$ 64,000	$ 64,000	$ 60,000	$ -	$ 327,000
1998	Sewer (Pleasant, Rockwood,etc.)	$ 285,000	$ 15,000	$ 14,000	$ 14,000	$ 13,000	$ 13,000	$ 13,000	$ -	$ 67,000
1999	Sewer (Pleasant, Eliot, Union, etc.)	$ 750,000	$ 39,000	$ 38,000	$ 38,000	$ 38,000	$ 35,000	$ 35,000	$ 42,000	$ 226,000
1999	Sewer (Union St)	$ 615,000	$ 34,000	$ 33,000	$ 33,000	$ 29,000	$ 26,000	$ 25,000	$ 25,000	$ 171,000
1999	Water (Lakeshore Dr)	$ 500,000	$ 29,000	$ 28,000	$ 28,000	$ 27,000	$ 27,000	$ 26,000	$ 25,000	$ 161,000
2000	Water (Lakeshore Dr)	$ 540,000	$ 27,000	$ 24,000	$ 24,000	$ 24,000	$ 23,000	$ 23,000	$ 66,000	$ 184,000
2000	Sewer (Boden Ln & Water, Lincoln, etc.)	$ 1,335,000	$ 44,000	$ 40,000	$ 38,000	$ 38,000	$ 37,000	$ 36,000	$ 106,000	$ 295,000
2002	Sewer (Lakeshore Rd)	$ 430,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 80,000	$ 180,000
2002	Sewer (Leach Ln)	$ 210,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 40,000	$ 90,000
2003	Water Elm Bank *Refunded	$ 1,375,000	$ 135,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2004	Water Meters	$ 350,000	$ 35,000	$ 35,000	$ -	$ -	$ -	$ -	$ -	$ 35,000
2006	Sewer (Speen St, Park Ave	$ 2,100,000	$ 105,000	$ 105,000	$ 105,000	$ 105,000	$ 105,000	$ 105,000	$ 1,050,000	$ 1,575,000
2007	Water Treatment (MWPAT) *Refunded	$ 4,884,838	$ 233,911	$ 243,023	$ 250,438	$ 258,294	$ 268,041	$ 277,787	$ 2,553,695	$ 3,851,277
2008	Water Treatment Plant *Refunded	$ 225,925	$ 30,000	$ 25,000	$ 20,000	$ 15,000	$ 15,000	$ -	$ -	$ 75,000
2009	Water Relining	$ 3,000,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 1,800,000
2009	Equipment W-9 Backhoe	$ 90,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ -	$ -	$ 40,000
2010	Water Relining	$ 600,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 120,000	$ 420,000
2010	Springvale Well	$ 250,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 50,000	$ 175,000
2010	Reservoir Refurbishment	$ 500,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 100,000	$ 350,000
2010	Sewer Pump Station 5	$ 300,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 60,000	$ 210,000
2010	Sewer Jet Truck	$ 250,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 50,000	$ 175,000
2010	Sewer I&I (MWRA)	$ 77,385	$ 15,477	$ 15,477	$ 15,477	$ -	$ -		$ -	$ 30,954
2011	Final Phase V	$ 800,000	$ 55,000	$ 55,000	$ 55,000	$ 55,000	$ 55,000	$ 55,000	$ 365,000	$ 640,000
2012	Radio Meter Transmitters	$ 150,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	$ -	$ 120,000
2012	Ground Water Wells	$ 300,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 120,000	$ 270,000
2012	Variable Frequency Drives	$ 260,000	$ 30,000	$ 30,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 100,000	$ 230,000
2012	DPW Headquarters Renovations	$ 504,000	$ 54,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 200,000	$ 450,000
2012	MWRA I&I	$ 196,845	$ 39,369	$ 39,369	$ 39,369	$ 39,369	$ 39,369	$ -	$ -	$ 157,476
2012	DPW Vehicle Garage Roof	$ 66,000	$ 11,000	$ 11,000	$ 11,000	$ 11,000	$ 11,000	$ 11,000		$ 55,000
2013	(Est.) Force Main Bradford / Pamela - Rt 9	$ 1,650,000		$ 110,000	$ 110,000	$ 110,000	$ 110,000	$ 110,000	$ 1,100,000	$ 1,650,000
2013	(Est.) Replace Ground Water Wells	$ 300,000		$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 150,000	$ 300,000
2013	(Est.) Filter Modification @ Springvale WTP	$ 200,000		$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 100,000	$ 200,000
Water and Sewer Enterprise Principal			**$ 1,602,757**	**$ 1,609,869**	**$ 1,561,284**	**$ 1,541,663**	**$ 1,543,410**	**$ 1,451,787**	**$ 6,802,695**	**$ 14,510,707**
Total Amount Remaining			**$ -**	**$ 14,510,707**	**$ 12,900,838**	**$ 11,339,555**	**$ 9,797,892**	**$ 8,254,482**	**$ 6,802,695**	**$ -**

Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2013 Interest	Fiscal Year 2014 Interest	Fiscal Year 2015 Interest	Fiscal Year 2016 Interest	Fiscal Year 2017 Interest	Fiscal Year 2018 Interest	Issue Balance	Total Interest
1998	Water Treatment Plant	$ 1,175,000	$ 7,002	$ 9,560	$ 8,170	$ 6,240	$ 3,680	$ 1,200	$ -	$ 28,850
1998	Sewer (Pleasant, Rockwood,etc.)	$ 285,000	$ 1,438	$ 1,980	$ 1,700	$ 1,300	$ 780	$ 260	$ -	$ 6,020
1999	Sewer (Pleasant, Eliot, Union, etc.)	$ 750,000	$ 5,078	$ 7,140	$ 6,380	$ 5,240	$ 3,680	$ 2,380	$ 1,640	$ 26,460
1999	Sewer (Union St)	$ 615,000	$ 3,737	$ 5,190	$ 4,530	$ 3,620	$ 780	$ 1,500	$ 980	$ 16,600
1999	Water (Lakeshore Dr)	$ 500,000	$ 3,595	$ 5,040	$ 4,480	$ 3,660	$ 3,780	$ 1,520	$ 980	$ 19,460
2000	Water (Lakeshore Dr)	$ 540,000	$ 4,312	$ 6,160	$ 5,680	$ 4,960	$ 2,520	$ 3,100	$ 3,960	$ 26,380
2000	Sewer (Boden Ln & Water, Lincoln, etc.)	$ 1,335,000	$ 6,873	$ 9,800	$ 9,020	$ 7,900	$ 6,420	$ 6,960	$ 6,320	$ 46,420
2002	Sewer (Lakeshore Rd)	$ 430,000	$ 9,920	$ 9,000	$ 8,040	$ 7,040	$ 6,040	$ 5,040	$ 10,140	$ 45,300
2002	Sewer (Leach Ln)	$ 210,000	$ 4,960	$ 4,500	$ 4,020	$ 3,520	$ 3,020	$ 2,520	$ 5,070	$ 22,650
2003	Water Elm Bank *Refunded	$ 1,375,000	$ 2,700	$ -	$ -	$ -	$ -		$ -	$ -
2004	Water Meters	$ 350,000	$ 2,800	$ 1,400	$ -	$ -	$ -		$ -	$ 1,400
2006	Sewer (Speen St, Park Ave	$ 2,100,000	$ 62,081	$ 58,144	$ 54,206	$ 50,138	$ 45,938	$ 41,213	$ 175,219	$ 424,856
2007	Water Treatment (MWPAT) *Refunded	$ 4,884,838	$ 175,811	$ 91,065	$ 83,651	$ 75,936	$ 123,775	$ 102,445	$ 208,822	$ 685,694
2008	Water Treatment Plant *Refunded	$ 225,925	$ 3,575	$ 2,600	$ 1,788	$ 1,088	$ 563	$ -	$ -	$ 6,038
2009	Water Relining	$ 3,000,000	$ 66,375	$ 56,250	$ 45,750	$ 34,875	$ 23,625	$ 12,000	$ -	$ 172,500
2009	Equipment W-9 Backhoe	$ 90,000	$ 1,814	$ 1,475	$ 1,125	$ 763	$ 388	$ -	$ -	$ 3,750
2010	Water Relining	$ 600,000	$ 13,500	$ 12,150	$ 10,650	$ 9,150	$ 7,500	$ 5,700	$ 5,850	$ 51,000
2010	Springvale Well	$ 250,000	$ 5,625	$ 5,063	$ 4,438	$ 3,813	$ 3,125	$ 4,750	$ 4,875	$ 26,063
2010	Reservoir Refurbishment	$ 500,000	$ 11,250	$ 10,125	$ 8,875	$ 7,625	$ 6,250	$ 2,850	$ 2,925	$ 38,650
2010	Sewer Pump Station 5	$ 300,000	$ 6,750	$ 6,075	$ 5,325	$ 4,575	$ 3,750	$ 2,375	$ 2,438	$ 24,538
2010	Sewer Jet Truck	$ 250,000	$ 5,625	$ 5,063	$ 4,438	$ 3,813	$ 3,125	$ 2,375	$ 2,438	$ 21,250
2011	Phase V	$ 800,000	$ 24,625	$ 22,975	$ 21,325	$ 19,675	$ 16,925	$ 15,275	$ 59,950	$ 156,125
2012	Radio Meter Transmitters	$ 150,000	$ 4,500	$ 3,900	$ 3,000	$ 2,100	$ 1,200	$ -		$ 10,200
2012	Ground Water Wells	$ 300,000	$ 9,300	$ 8,700	$ 7,800	$ 6,900	$ 6,000	$ 4,800	$ 7,800	$ 42,000
2012	Variable Frequency Drives	$ 260,000	$ 8,000	$ 7,400	$ 6,500	$ 5,750	$ 5,000	$ 4,000	$ 6,500	$ 35,150
2012	DPW Headquarters Renovations	$ 504,000	$ 15,580	$ 14,500	$ 13,000	$ 11,500	$ 10,000	$ 8,000	$ 13,000	$ 70,000
2012	MWRA I&I	$ 196,845	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2012	DPW Vehicle Garage Roof	$ 66,000	$ 2,120	$ 1,766	$ 1,412	$ 1,059	$ 706	$ 353	$ -	$ 5,297
2013	(Est.) Force Main Bradford / Pamela - Rt 9	$ 1,650,000		$ 57,750	$ 53,900	$ 50,050	$ 46,200	$ 42,350	$ 211,750	$ 462,000
2013	(Est.) Replace Ground Water Wells	$ 300,000		$ 10,500	$ 9,450	$ 8,400	$ 7,350	$ 6,300	$ 15,750	$ 57,750
2013	(Est.) Filter Modification @ Springvale WTP	$ 200,000		$ 7,000	$ 6,300	$ 5,600	$ 4,900	$ 4,200	$ 10,500	$ 38,500
	BANs and Issue Costs	$ -	$ 25,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	$ 150,000
Water and Sewer Enterprise Interest			**$ 493,945**	**$ 472,269**	**$ 424,952**	**$ 376,288**	**$ 377,019**	**$ 313,465**	**$ 756,906**	**$ 2,720,899**
Total Amount Remaining				**$ 2,720,899**	**$ 2,248,630**	**$ 1,823,678**	**$ 1,447,390**	**$ 1,070,371**	**$ 756,906**	**$ -**

Summary of Debt - Water & Sewer Enterprise Fund

	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Issue	Total
Water & Sewer Enterprise Fund Principal	$ 1,602,757	$ 1,609,869	$ 1,561,284	$ 1,541,663	$ 1,543,410	$ 1,451,787	$ 6,802,695	$ 14,510,707
Water & Sewer Enterprise Fund Interest	$ 493,945	$ 472,269	$ 424,952	$ 376,288	$ 377,019	$ 313,465	$ 756,906	$ 2,720,899
Total Annual Debt Service	**$ 2,096,701**	**$ 2,082,138**	**$ 1,986,236**	**$ 1,917,951**	**$ 1,920,428**	**$ 1,765,252**	**$ 7,559,601**	**$ 17,231,607**
Total Amount Remaining	**$ -**	**$ 17,231,607**	**$ 15,149,469**	**$ 13,163,233**	**$ 11,245,282**	**$ 9,324,853**	**$ 7,559,601**	**$ -**

Town of Natick

Home of Champions

Department: Water & Sewer Operations — **Indirect Cost Allocations**

PERCENTAGE ALLOCATIONS	PERSONNEL	FRINGE	EXPENSES	TOTAL
DPW ADMINISTRATION	$ 83,201	$ 32,122	$ 14,500	$ 129,823
BUILDING MAINTENANCE	$ -	$ -	$ 45,019	$ 45,019
ENGINEERING SERVICES	$ 202,320	$ 78,111	$ 50,200	$ 330,631
GIS SERVICES	$ (48,292)	$ (18,644)	$ -	$ (66,936)
EQUIPMENT MAINTENANCE	$ 176,968	$ 68,323	$ 91,648	$ 336,939
HIGHWAY MAINTENANCE	$ 141,395	$ 54,589	$ 185,070	$ 381,054
PUBLIC SAFETY	202,590	78,215	11,920	$ 292,725
FINANCIAL / ADMINISTRATIVE	267,414	103,242	175,501	$ 546,157
PROPERTY INSURANCE	-	-	221,270	$ 221,270
ENERGY	-	-	106,897	$ 106,897
SUBTOTAL - GENERAL FUND	1,025,597	395,958	902,025	$ 2,323,579

Notes:

Indirect Costs are based upon the Previous Fiscal Year's (FY 2013) Final Appropriated Budget.
Please remember that Town Meeting does not Appropriate these - the action taken is to approve these.
Appropriation occurs within the respective budgets listed above.

Indirects - FY2014

PERCENTAGE ALLOCATIONS	PERSONNEL	FRINGE	EXPENSES	TOTAL	Salary	Expense	Percent	Total 2013 Appr.	Description
DPW ADMINISTRATION	$ 83,201	$ 32,122	$ 14,500	$ 129,823	242,286	43,490	33.3%	285,776	DPW ADMIN. (Total Cost)
BUILDING MAINTENANCE	-	-	45,019	45,019	-	360,150	12.5%	360,150	BLDG MAINT (Total Cost)
ENGINEERING SERVICES	202,320	78,111	50,200	330,631	392,853	100,400	50.0%	493,253	ENGINEERING (Total Cost)
GIS SERVICES	(48,292)	(18,644)	-	(66,936)	(187,540)	-	25.0%		GIS ACTIVITIES SUPPORTING THE GENERAL FUND
EQUIPMENT MAINTENANCE	176,968	68,323	91,648	336,939	515,339	274,889	33.3%	790,228	EQUIPMENT MAINT. (Total Cost)
HIGHWAY MAINTENANCE	141,395	54,589	185,070	381,054	1,372,769	1,850,700	10.0%	3,223,469	HIGHWAY (Total Cost)
POLICE	91,542	35,342	3,505	130,389	5,925,092	233,688	1.5%	6,158,780	POLICE (Total Cost)
FIRE	111,047	42,873	2,931	156,851	7,187,556	195,400	1.5%	7,382,956	FIRE (Total Cost)
STREET LIGHTING	-	-	5,484	5,484		274,200	2.0%	286,500	STREETLIGHTS (Total Cost)
ASSESSING	3,229	1,247	1,125	5,601	313,544	112,500	1.0%	426,044	ASSESSING (Total Cost)
TOWN ADMINISTRATOR	75,151	29,014	33,388	137,553	583,693	267,107	12.5%	850,800	TOWN ADMINISTRATOR (Total Cost)
COMMUNITY DEVELOPMENT	76,259	29,442	2,681	108,382	740,382	26,811	10.0%	767,193	COMMUNITY DEVELOPMENT (Total Cost)
INFORMATION TECHNOLOGY	24,901	9,614	63,910	98,425	241,759	639,100	10.0%	880,859	INFORMATION TECHNOLOGY (Total Cost)
TREASURER	9,118	3,520	25,281	37,919	70,816	202,250	12.5%	273,066	TREASURER (General Office Personnel)
TREASURER	39,379	15,203	-	54,582	109,233	-	35.0%	109,233	TREASURER (Salaries of Treasurer & Asst. Treasurer)
COLLECTOR	(24,111)	(9,309)	-	(33,420)	(46,817)	-	50.0%	(46,817)	COLLECTOR
COLLECTOR	20,371	7,865	-	28,236	56,508	-	35.0%	56,508	COLLECTOR (Salaries of Collector & Asst. Collector)
COMPTROLLER	43,117	16,646	10,781	70,544	334,885	86,250	12.5%	421,135	COMPTROLLER (Total Cost)
ANNUAL REPORT	-	-	275	275		5,500	5.0%	5,500	ANNUAL REPORT (Total Cost)
LEGAL SERVICES	-	-	38,060	38,060		304,480	12.5%	304,480	LEGAL SERVICES (Total Cost)
PROPERTY INSURANCE	-	-	221,270	221,270		553,175	40.0%	553,175	PROPERTY INSURANCE (Total Cost)
ELECTRIC / NATURAL GAS	-	-	13,267	13,267		792,998	1.7%	792,998	ENERGY ELECTRIC / NATURAL GAS (DPW Admin. Use)
GASOLINE / DIESEL	-	-	93,630	93,630		468,150	20.0%	468,150	ENERGY GASOLINE / DIESEL (All W/S Vehicle Fuels charged here)
SUBTOTAL	**1,025,597**	**395,958**	**902,025**	**2,323,579**					

Water/Sewer Enterprise Fund Projection & Initial Proposed Single-Family Home Rate for FY 2014

Water/Sewer Enterprise Fund Projection - FY 2014 - FY 2016

Summary: The projection shown below is for planning purposes **ONLY**. It is not intended to serve as a budget or plan for expenditures. Accounting for level indirect costs and funding of requested capital projects through a mixture of debt and retained cash financing, FY 2014 should see an increase of 3.5% in most rates (See below). Later years, however, rates will likely be between 4-7% increases annually, driven mainly by anticipated 12.5% increases in the MWRA assessment annually and full funding of capital requests.

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2015 Estimate	2016 Estimate
Revenues						
User Charges	$ 12,353,351	$ 11,127,657	$ 12,143,096	$ 12,314,742	$ 13,177,285	$ 13,813,542
Connection Fees	$ 104,470	$ 71,064	$ 114,290	$ 70,000	$ 70,000	$ 70,000
Other Departmental Income	$ 758,698	$ 1,100,812	$ 1,120,000	$ 1,100,000	$ 1,100,000	$ 1,100,000
Investment Income	$ 66,356	$ 19,980	$ 25,000	$ 20,000	$ 20,000	$ 20,000
Capital Article Closeouts/Trans.	$ 150,000	$ -	39,369	$ -	$ -	$ -
Retained Earnings	$ -	$ 410,000	$ 1,291,746	$ 147,000	$ 90,000	$ 21,000
Total Revenues	**$ 13,432,875**	**$ 12,729,513**	**$ 14,733,501**	**$ 13,651,742**	**$ 14,457,285**	**$ 15,024,542**
Expenses						
Sewer	$ 5,191,891	$ 5,230,989	$ 5,674,376	$ 5,886,880	$ 6,505,002	$ 7,188,028
Water	$ 2,081,463	$ 1,874,819	$ 2,123,748	$ 2,085,065	$ 2,147,617	$ 2,212,045
Utility Billing	$ 180,693	$ 208,371	$ 233,569	$ 237,383	$ 244,504	$ 251,840
Fringe Benefits	$ 627,467	$ 630,025	$ 652,593	$ 695,857	$ 751,526	$ 811,648
Debt Service	$ 2,287,229	$ 2,328,943	$ 2,096,702	$ 2,075,978	$ 2,311,236	$ 2,242,951
Reserve Fund	$ -	$ -	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Indirects (included in G/F)	$ 2,449,757	$ 2,535,883	$ 2,851,514	$ 2,323,579	$ 2,207,400	$ 2,097,030
Capital	$ 312,000	$ 410,000	$ 1,171,000	$ 147,000	$ 90,000	$ 21,000
Total Expenses	**13,130,501**	**13,219,029**	**15,003,500**	**13,651,742**	**14,457,285**	**15,024,542**

Preliminary Proposed Single-Family Water & Sewer Rates for FY 2014

Summary: Just as the projection above, the projected rates below are purely for illustrative purposes only. Actual rates will be determined through recalibration of the rate model in preparation of meeting with the Water & Sewer Commissioners for FY 2014 rate setting, which will begin in April 2013. Should the budget be approved as it is recommended, including funding of the revised capital requests, the impact upon this years rates is shown below. Average W/S bills for a single family home would increase around 3.5%, or $36.10 annually.

Rate Options for the average Single-Family House (26.57 HCF/quarter)

2013	**Tier**	**Combined Rate**	**Consumption**	**Qtr. Cost**	**Annual Cost**	3.50%
Bills	0-10	$ 5.70	10	$ 57.00	$ 228.00	
	011-20	$ 9.76	10	$ 97.60	$ 390.40	
	021-40	$ 15.72	6.57	$ 103.28	$ 413.12	
			26.57	**$ 257.88**	**$ 1,031.52**	
2014 (draft)	**Tier**	**Combined Rate**	**Consumption**	**Qtr. Cost**	**Annual Cost**	
Bills	0-10	$ 5.90	10	$ 59.00	$ 235.98	
	011-20	$ 10.10	10	$ 101.02	$ 404.06	
	021-40	$ 16.27	6.57	$ 106.90	$ 427.58	
			26.57		**$ 1,067.62**	

Cost increase/year over FY 2014	$ 36.10	
Cost increase/quarter over FY 2014	$ 9.03	

Town of Natick **Personnel Staffing Sheets**

Department **Public Works - Water Enterprise**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
											[(K-I)/D]		[(I+L)*M]						[N thru S]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	LGY	EDU	DIFF	ON CALL	Other Comp.	Total FY 2014
Department		**Public Works - Water Enterprise**				**Munis Dept. #**			**46**				(@ 52 weeks)						(@ 52.2 weeks)
Salaries Supervisory Staff						**MUNIS Code**			**5112**										
41119	COMEAU	ANTHONY	4/6/98	1.0	DIV SUPVSR	SUPER/ADM	C2-5	97,544	C2-5	97,544	0	2%	99,495		7,300			1,500	108,678
42662	AMES	RICHARD	3/28/05	1.0	GIS/TECH	SUPER/ADM	C6-5	91,316	C6-5	91,316	0	2%	93,143		7,800			1,500	102,801
Total Salaries - Supervisory Staff				2.0											**15,100**			**3,000**	**211,478**
													192,638					*18,100*	***193,378***
Salaries Operational Staff						**MUNIS Code**			**5113**										
3820	JONES	JUDITH	9/15/03	1.0	ADMIN ASST	CL 1116	B5-4	46,683	B5-4	46,683	0	2%	47,617	0	500				48,300
2300	BURKE	EDWARD	5/22/85	1.0	GNL FOREMN	LL 1116	MD-7	58,834	MD-7	59,354	260	2%	60,276	900	900	1,760			64,068
				1.0	WKG FOREMN	LL 1116	MC-7	53,060	MC-7	53,580	260	2%	54,386	1,100					55,696
43706	LIENHARD	THOMAS	3/30/11	1.0	PS OPER	LL 1116	M10-3	57,228	M10-4	58,659	238	2%	58,616	0	300	150	2,500		61,791
42383	BROWN	ROBERT	5/5/04	1.0	PS NIGHT OPER	LL 1116	MB-7	50,883	M9-7	51,403	260	2%	52,166	0	150		500	1,560	54,577
3436	SPURLING	SCOTT	9/16/92	1.0	HVY EQ OPR	LL 1116	M8-7	50,093	M8-7	50,613	260	2%	51,361	700	450	300	2,500		55,508
40052	DOLLAWAY	JEFFREY	3/19/97	1.0	HVY EQ OPR	LL 1116	M8-7	50,093	M8-7	50,613	260	2%	51,361	500	150	300	2,500		55,008
41254	DREW	ALEX	3/31/99	1.0	CRFST/HVY	LL 1116	M4-7	48,906	M4-7	49,426	260	2%	50,150	300	300	140	1,000		52,083
41296	SULLIVAN	WAYNE	6/2/99	1.0	CRFST/HVY	LL 1116	M8-7	48,906	M4-7	49,426	260	2%	50,150	300	150	300	1,000		52,093
43706	BURKE	KENNITH	5/11/11	1.0	PS OPER	LL 1116	M9-2	40,943	M9-3	42,591	275	2%	42,042	0	150	150	1,000		43,504
44063	MILLER	AARON	11/3/10	1.0	SOLTECH	LL 1116	M9-6	47,866	M9-7	51,403	2,063	2%	50,928	0	300	200	1,000		52,624
41239	MAGAZZU	PETER	12/30/98	1.0	SK LABORER	LL 1116	M4-7	48,906	M4-7	49,426	260	2%	50,150	300			1,000		51,643
	HARTLEY	JEFFERY	1/3/12	1.0	SK LABORER	LL 1116	M4-0	37,251	M4-1	39,098	923	2%	38,938	0					39,087
Total Salaries - Operational Staff				13.0										**4,100**	**3,350**	**3,300**	**13,000**	**1,560**	**685,980**
																		25,310	*660,670*
Salaries Operational Staff - (Part Time)						**MUNIS Code**			**5123**										
Temporary Staff				0.25	LABORER H3	Pers. Bd.	H3-3	6,557	H3-3	6,557	0	0%	6,557						6,557
					POLICE DETAIL	HOURS	400	RATE	$48.50	19,400	0	0%	19,400						19,400
Total Salaries - Operational Staff				0.25															**25,957**
Overtime																			**51,100**
Total Salaries -		**Public Works - Water Enter**		**15.25**															**974,515**

Key:

Per. Bd. - Personnel Board; LL1116 - Labor Union - Local 1116; CL1116 - Clerical Union - Local 1116; COLA - Cost of Living Adjustment

Notes:

Town of Natick **Personnel Staffing Sheets**

Department **Public Works - Sewer Enterprise**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
											[(K-I)/D]		[(I+L)*M]						[N thru S]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Step	Begin Step Amt.	Step	End Step Amt.	Pro-Rata Step	COLA	End Step	LGY	EDU	DIFF	ON CALL	Other Comp.	Total FY 2014
Department		**Public Works - Sewer Enterprise**				**Munis Dept. #**			**45**				(@ 52 weeks)						(@ 52.2 weeks)
Salaries Supervisory Staff						**MUNIS Code**			**5112**										
				1.0	ASST SUPVSR	SUPER/ADM	C3-1	68,015	C3-2	71,461	1,436	2%	70,840		6,800			1,500	79,412
2896	PERODEAU	RICHARD	8/17/88	1.0	CF PLNT OP	SUPER/ADM	C5-5	89,337	C5-5	89,337	0	2%	91,124		6,800			1,500	99,774
Total Salaries - Supervisory Staff				2.0										**0**	**13,600**	**0**	**0**	**3,000**	**179,187**
																		16,600	*162,587*
Salaries Operational Staff						**MUNIS Code**			**5113**										
			7/1/12	1.0	CRFST/HVY	LL 1116	M8-7	50,093	M8-7	50,613	260	2%	51,361	0	150	80	1,000		52,788
41797	RUDD	SHAWN	1/16/02	1.0	SK LABORER	LL 1116	M4-7	48,906	M9-7	49,426	260	2%	50,150	300	150	70	1,000		51,863
41819	HEFFLER	STEVEN	2/21/02	1.0	PS FOREMAN	LL 1116	MC-7	66,968	MC-7	67,488	260	2%	68,572	300	150		2,000		71,286
42109	HENDRY	JAMIE	7/14/11	1.0	PS OPER	LL 1116	M9-2	40,943	M9-3	42,591	1,510	2%	43,303	0	150	240	2,000		45,859
2812	MCDANIEL	MICHAEL	3/2/88	1.0	WKG FOREMN	LL 1116	MC-7	53,060	MC-7	53,580	260	2%	54,386	900	300	240	2,000		58,036
3017	HALFREY	ALAN	5/10/89	1.0	WKG FOREMN	LL 1116	MC-7	53,060	MC-7	53,580	260	2%	54,386	700	150	240	2,000		57,686
41283	MCGEEVER	MICHAEL	4/21/99	1.0	HVY EQ OPR	LL 1116	M8-7	50,093	M8-7	50,613	260	2%	51,361	300	150	110	1,000		53,118
41648	CRISAFULLI	SAMUEL	7/1/09	1.0	SK LABORER	LL 1116	M4-7	48,906	M4-7	49,426	260	2%	50,150	0	150		1,000		51,493
44081	DINNOCENZO	DANIEL	9/5/12	1.0	SK LABORER	LL 1116	M4-1	36,329	M4-2	37,251	769	2%	37,839	0	150	70	1,000		39,205
Total Salaries - Operational Staff				9.0										**2,500**	**1,500**	**1,050**	**13,000**	**0**	**481,332**
																		18,050	*463,282*
	Part Time Admin		2/1/13	0.5	ADMIN. ASST.	CL 1116	B4-0	19,365	B4-1	20,175	270	2%	20,028	0	0	0	0		20,105
POLICE DETAIL							**HOURS**	**176.00**	**RATE**	**$48.50**	**8,536**	**0%**	**8,536**						8,536
																			28,641
Overtime																			**57,850**
Total Salaries -		**Public Works - Sewer Enter**		**11.50**															**747,009**

Key:

Town of Natick

Personnel Staffing Sheets

Department Finance

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
											[(K-I)/D]		[(I+L)*M]		[N+O]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Other Comp.	Total FY 2014
Department		**Finance**				**Munis Dept. #**			**14-17**				(@ 52 weeks)		(@ 52.2 weeks)
Salaries Management						**MUNIS Code**			**5111**						
3849	Dangelo	Janice	7/17/1995	1.0	Assessor	Per. Bd.	4	93,047	4	93,047	0	0%	93,047		93,405
	Vacant			1.0	Comptroller	Per. Bd.	4	100,000	4	100,000	0	0%	100,000		100,367
	Jankowski	Thaddeus	1/9/2013	1.0	Collector/Treasurer	Per. Bd.		110,000		110,000	0	0%	110,000		110,000
Sub-total Salaries Management															**303,772**
Salaries Supervisory Staff						**MUNIS Code**			**5112**						
	Vacant			1.0	Asst. Collector	Per. Bd.	3	68,000	3	68,000	0	0%	68,000		68,262
40027	Tomasetti	Cynthia	11/12/1996	1.0	Asst. Comptroller	Per. Bd.	3	68,138	3	68,138	0	0%	68,138		68,400
Sub-total Salaries Supervisory															**136,662**
Salaries Technical / Professional						**MUNIS Code**			**5123**						
42740	Marshall	Carl	8/1/2005	1.0	Asst. Assessor	Per. Bd.	3	68,139	3	68,139	0	0%	68,139		68,400
42738	Niedbala	Carol	8/1/2005	1.0	Asst. Assessor	Per. Bd.	3	68,476	3	68,476	0	0%	68,476		68,740
44409	Shaugnessy	Meg	3/19/2012	1.0	Staff Accountant	Per. Bd.	3	75,704	3	75,704	0	0%	75,704		75,996
44375	Roche	Peter	2/1/2012	1.0	Procurement Off.	Per. Bd.	3	72,861	3	72,861	0	0%	72,861		73,142
41232	Sherman	Debbie Jo	12/7/1998	1.0	Spec. Asst. to FD	Per. Bd.	2	55,000	2	55,000	0	0%	55,000		55,212
Sub-total Salaries Management															**341,490**
Salaries Operational Staff						**MUNIS Code**			**5113**						
40060	Conrad	Lorna	2/25/1998	1.0	Exec. Asst.	1116	B6-4	49,742	B6-4	49,742	0	2%	50,737	1125	52,057
42108	Reddoch	Teresa	5/12/2003	1.0	Admin. Asst.	1116	B5-4	46,674	B5-4	46,674	0	2%	47,607	750	48,541
3844	Pilla	Justina	7/1/1999	1.0	Admin. Asst.	1116	B5-4	46,674	B5-4	46,674	0	2%	47,607	750	48,541
44365	Skipper	Julie	1/9/2012	1.0	Payroll Manager	Per. Bd	2	48,544	2	48,544	0	0%	48,544		48,731
	Vacant			***0.5***	***Benefit/Payroll***	***Per. Bd***	***1***	***25,000***	***1***	***25,000***	***0***	***0%***	***25,000***		***25,096***
Sub-total Salaries Operational Staff															**222,965**
Salaries Part Time Operational Staff						**MUNIS Code**			**5123**						
43742	Hansberry	Ann	7/2/2009	0.63	Admin. Asst.	1116	B5-3	30,202	B5-4	31,116	914	2%	31,738		31,860
2176	Spencer	Margaret	8/1/2005	0.4	Dept. Support	Per. Bd.	NA	14,423	NA	14,423	0	0%	14,423		14,506
44075	Philben	Vickie	12/6/2010	0.49	Dept. Assistant	Per. Bd	H10-4	23,717	H10-5	24,471	440	0%	24,157		24,250
Sub-total Salaries Operational Staff															**70,616**
Operational Staff Overtime															**7,765**
Total Salaries - Finance				**16.02**											**$ 1,083,270**
Utility Billing Staff - NOT Appropriated Here (Appropriated under Water & Sewer Enterprise Funds)															
Salaries Operational Staff						**MUNIS Code**			**5113**						
41220	Kelley	Elizabeth	10/13/1998	1.0	Exec. Asst.	1116	B6-4	49,742	B6-4	49,742	0	2%	50,737	1125	52,057
41451	Wurth	Carol	5/30/2000	1.0	Admin. Asst.	1116	B5-4	46,674	B5-4	46,674	0	2%	47,607	750	48,541
2176	Spencer	Margaret	8/1/2005	0.09	Dept. Support	Per. Bd.	NA	4,807	NA	4,807	0	0%	4,807		4,835
Sub-total Salaries Operational Staff															**105,433**
Operational Staff Overtime															**2,000**
Total ALL Salaries - General Fund & Water & Sewer Enterprise Fund															**1,190,703**

Key:

Per. Bd. - Personnel Board; 1116 - Clerical Union - Local 1116; COLA - Cost of Living Adjustment

Notes:

^ Includes Program Improvement Request

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Section XI:
Sassamon Trace Golf Course
Enterprise Fund

Summary	XI.3
Operations	XI.7
Debt Service	XI.8
Fringe Benefits	XI.8
Indirects	XI.11
Three-Year Projection	XI.12

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Town of Natick

Home of Champions

Department: Sassamon Trace | Enterprise Fund

Appropriation Summary

Sassamon Trace Golf Course Enterprise Fund

Operations

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	2013 vs. 2014 %
Salaries						
Personnel Services	129,238	149,153	195,689	265,450	69,761	35.6%
Total Salaries	**129,238**	**149,153**	**195,689**	**265,450**	**69,761**	**35.6%**
Operating Expenses						
Club House Expense	360,639	364,310	253,752	108,645	-145,107	-57.2%
Supplies - Club House	28,135	25,668	21,500	22,500	1,000	4.7%
Other Facility Expense	1,335	2,237	2,000	2,000	0	0.0%
Golf Cart Expense	22,626	22,265	5,000	5,000	0	0.0%
Course Maintenance Expense	34,379	23,468	76,500	144,886	68,386	89.4%
Total Operating Expenses	**447,113**	**437,948**	**358,752**	**283,031**	**-75,721**	**-21.1%**
Total Operations	**576,351**	**587,101**	**554,441**	**548,481**	**-5,960**	**-1.07%**

Employee Benefits

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	2013 vs. 2014 %
Employee Benefits						
Other Personal Services	10,532	6,863	34,918	40,227	5,309	15.2%
Other Charges & Expenditures	11,799	12,331	9,691	10,466	775	8.0%
Total Employee Benefits	**22,331**	**19,194**	**44,609**	**50,693**	**6,084**	**13.6%**
Total Employee Benefits	**22,331**	**19,194**	**44,609**	**50,693**	**6,084**	**13.6%**

Debt Service

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	2013 vs. 2014 %
Debt Service						
Principal	191,482	195,931	201,330	217,580	16,250	8.1%
Interest	103,775	99,402	81,814	79,217	-2,597	-3.2%
Total Debt Service	**295,257**	**295,333**	**283,144**	**296,797**	**13,653**	**4.8%**
Total Debt Service	**295,257**	**295,333**	**283,144**	**296,797**	**13,653**	**4.8%**

Golf Course Operations	**893,940**	**901,627**	**882,194**	**895,971**	**13,777**	**1.6%**
Indirects	**-**	**-**	**-**	***32,246***	**32,246**	**100%**
Golf Course - All Expenses	**893,940**	**901,627**	**882,194**	**928,217**	**46,023**	**5.22%**

Town of Natick

Home of Champions

Department: Sassamon Trace | Enterprise Fund

Mission:

To provide an affordable, quality golf experience for the residents of Natick and surrounding communities by providing well maintained facilities, instructional programs, tournaments and leagues.

Goals:

To position Sassamon Trace as the best golf value in the MetroWest area
To grow business by creating attractive memberships and organized league play
To continue our participation in growth of the game initiatives developed by the Professional Golfers Association and the National Golf Course Owners Association
To continue to identify other potential non-golf revenue streams
To work with the Supporters of Sassamon Trace to raise revenue for course improvements

Budget Overview:

I. Main Purpose of the Department

The main purpose of the golf operation is to provide leisure golf opportunities, instruction, merchandise, organized league and tournament play all at reasonable fees on a well maintained golf course.

II. Recent Developments

Sassamon Trace is just coming of a robust golf season. Golf is a sensitive receptor to the economy and with over 30,000 rounds played for the 2012 season, it appears that the economy is improving. Weather is often a scapegoat for poor performance, however, just the opposite for 2012. The unprecedented mild winter provided golf opportunities in January and February. The early jump start to the season fueled a 15% increase in green fee revenue over 2011.

III. Current Challenges

The current challenge we face at Sassamon Trace and in the golf industry is attracting new golfers to the game and even more important is retaining existing players. In these uncertain economic times, it is difficult to justify fee increases to keep pace with expenses. It is a competitive market place and golf courses keep offering discounts to get people to their course. It is a buyers market and savvy golfers have abandoned loyalty and will travel to the course with the best deal. Sassamon Trace is unique in the market place in that it is not a regulation length course. With standard pricing already in the bottom tier, Sassamon Trace is an attractive alternative to the higher priced courses.

Budget Overview:

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

1. The most significant change in the FY14 budget compared to prior years is the restructuring of the maintenance contract for turf services. The maintenance contract with Sterling Golf Management has ended and the town will assume the turf maintenance for the golf course beginning in the Spring of 2013. The funds that were appropriated for the maintenance contract will be redistributed to cover such cost as salaries, wages, equipment, tools, materials and supplies. The end result is that there will be no added expense over and above what was appropriated for the maintenance contract.

2. Personnel Services (salaries and wages) will increase by 36% over FY13. This increase will provide for two new full time positions, specifically, the golf course superintendent and the assistant superintendent.

3. Indirect costs will be assessed for the first time in FY14. Town administration will assess the enterprise fund $32,426 in indirect costs to offset resources provided by the town to the course. this will be offset by an increase to the Tax Levy Subsidy. This measure is being instituted in order to more properly account for the total expense of the Golf Course as an Enterprise Fund, similar to how it is done in the Water & Sewer Enterprise Fund. This does not impact the bottom line of the golf course finances.

4. Finally, in early 2013 we will refinance the bonds attributable to the course itself. We anticipate potentially significant savings - which will be used to lower the tax levy subsidy.

V. On the Horizon

1. Now that the town is assuming the maintenance of the golf course the first step will be to identify a qualified Superintendent. A committee consisting of the Recreation and Parks Director, Land Facilities & Natural Resource Supervisor, Golf Committee Chairman and the Golf Course Manager will interview candidates for this position. This person will be critical to the success of the golf operation. He/ She must assemble a maintenance staff, maintain equipment, identify and treat disease and maintain grooming standards all while working within budget.

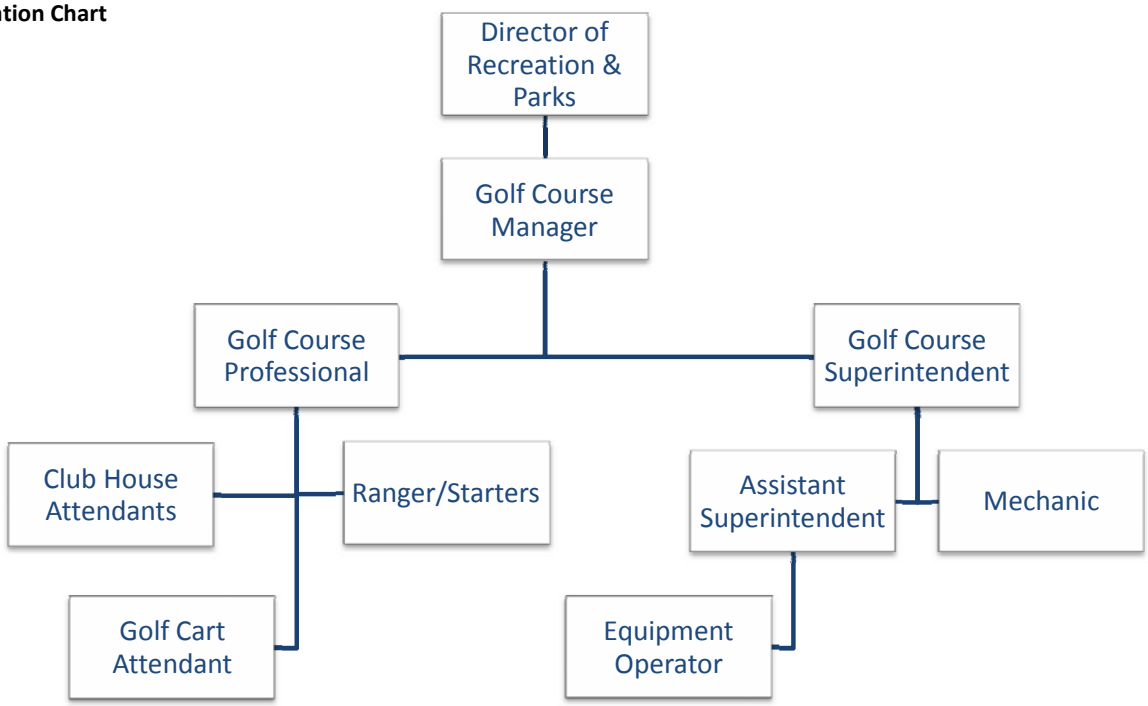
2. Attracting new business and retaining current customers has always been a priority, particularly in the recent economic downturn. The addition of the new assistant manager at the golf course in the spring of 2013 will allow the golf course manager to focus on a concerted effort to bring in new business and foster current customers. The newly redesigned website and a scheduled marketing plan using tools such as Constant Contact will enable us to better communicate our message. Facebook and Twitter are additional marketing brands we will employ that are commonly used by forward thinking enterprises.

Town of Natick

Home of Champions

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

Organization Chart



Performance Indicators	**2010**	**2011**	**2012**	**2013**	**2014**
Workload Indicators					
Number of Rounds Played	30,548	28,441	26,961	28,000	28,711
Green Fee Revenue	$ 364,693	$ 356,257	$ 312,600	$ 332,893	$ 339,956
Cart Fee Revenue	$ 64,182	$ 65,184	$ 61,609	$ 61,003	$ 63,927
Season Ticket Revenue	$ 78,568	$ 78,193	$ 87,080	$ 82,786	$ 83,343
Golf Instruction Revenue	$ 8,422	$ 9,417	$ 8,665	$ 9,275	$ 9,119

	2010	**2011**	**2012**	**2013**	**2014**
Efficiency Indicators					
Revenue Per Round	$18.39	$17.99	$19.24	$18.93	$18.98

	2010	**2011**	**2012**	**2013**	**2014**
Outcome Indicators					
Number of Season Pass Holders	163	162	191	185	180
Number of Senior Pass Holders	77	75	69	75	73
Number of Junior Pass Holders	25	25	42	40	41

Town of Natick

Home of Champions

Department: Sassamon Trace | Enterprise Fund

Operations

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
Salaries Management	62,000	67,705	68,739	68,739	0	0.0%
Salaries Operational Staff	0	0	62,158	110,100	47,942	77.1%
Salaries Part-time Operational	29,758	34,085	39,436	36,556	-2,880	-7.3%
Salaries Golf Support	37,481	47,363	25,356	50,055	24,699	97.4%
Personnel Services	**129,238**	**149,153**	**195,689**	**265,450**	**69,761**	**35.6%**
Utilities - Electric	22,021	22,537	18,300	18,300	0	0.0%
Building Lease/Repairs	31,120	19,923	5,485	2,485	-3,000	-54.7%
Lease Payment Land	59,987	61,847	63,959	65,750	1,791	2.8%
Management Contract Grounds	231,404	238,799	145,548	0	-145,548	-100.0%
Communication Telephone	2,577	3,097	3,360	3,360	0	0.0%
Dues/Subscriptions	0	1,411	1,000	1,250	250	25.0%
Advertising/Promotion	2,112	3,036	4,200	4,200	0	0.0%
Bank & Credit Card Fees	10,183	12,932	10,600	12,000	1,400	13.2%
Software Maintenance	1,234	728	1,300	1,300	0	0.0%
Club House Expense	**360,639**	**364,310**	**253,752**	**108,645**	**-145,107**	**-57.2%**
Supplies - Club House	2,971	3,555	2,000	2,000	0	0.0%
Merchandise Pro Shop	24,548	21,782	18,500	19,500	1,000	5.4%
Custodial Supplies	616	331	1,000	1,000	0	0.0%
Supplies - Club House	**28,135**	**25,668**	**21,500**	**22,500**	**1,000**	**4.7%**
Facility Upgrades	1,335	2,237	2,000	2,000	0	0.0%
Other Facility Expense	**1,335**	**2,237**	**2,000**	**2,000**	**0**	**0.0%**
Golf Cart Lease	17,423	17,431	0	0	0	#DIV/0!
Golf Use Sales Tax (ALL)	5,203	4,834	5,000	5,000	0	0.0%
Golf Cart Expense	**22,626**	**22,265**	**5,000**	**5,000**	**0**	**0.0%**
Utilities - Water	22,314	9,243	13,000	13,000	0	0.0%
Environmental Monitoring	8,986	9,215	14,000	8,500	-5,500	-39.3%
Irrigation Electricity			7,600	7,600	0	0.0%
Phragmites Control	2,700	2,700	2,700	2,700	0	0.0%
Top Soil, Sand&Gravel, Fertilizer, etc.	0		6,500	25,000	18,500	284.6%
Course Supplies	378	2,309	4,300	3,500	-800	-18.6%
Fuel	0		1,000	2,500	1,500	150.0%
Irrigation R& M	0		3,000	10,500	7,500	250.0%
Tools	0		2,500	9,500	7,000	280.0%
Mechanic Tool Stipend	0		200	450	250	125.0%
Equipment R & M	0		1,500	6,000	4,500	300.0%
Equipment Lease	0		19,000	53,136	34,136	179.7%
Education/Professinal Fees/Licenses	0		1,200	2,500	1,300	108.3%
Course Maintenance Expense	**$ 34,379**	**$ 23,468**	**$ 76,500**	**$ 144,886**	**68,386**	**89.4%**
Total Operating Expenses	**$ 576,351**	**$ 587,101**	**$ 554,441**	**$ 548,481**	**-5,960**	**-1.1%**

Department: Sassamon Trace | Enterprise Fund

Employee Benefits

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
FICA Medicare	1,871	120	2,156	3,849	1,693	78.5%
Group Insurance Health	7,262	6,743	24,007	30,378	6,371	26.5%
Unemployment	1,400	0	8,755	6,000	-2,755	-31.5%
Other Personal Services	**10,532**	**6,863**	**34,918**	**40,227**	**5,309**	**15.2%**
Retirement	11,799	12,331	9,691	10,466	775	8.0%
Other Charges & Expenditures	**11,799**	**12,331**	**9,691**	**10,466**	**775**	**8.0%**
Total Employee Benefits	**22,331**	**19,194**	**44,609**	**50,693**	**6,084**	**13.6%**

Debt Service

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 $	%
2002 Golf Course	150,000	150,000	150,000	150,000	0	0.0%
2002 Golf Course (Landfill Portion)	36,528	36,528	41,927	34,968	-6,959	-16.6%
2007 Golf Course (Landfill Portion)	4,954	9,403	9,403	9,403	0	0.0%
2013 Golf Carts	0	0	0	23,209	23,209	#DIV/0!
Principal	**191,482**	**195,931**	**201,330**	**217,580**	**16,250**	**8.1%**
2002 Golf Course	86,490	79,890	73,140	66,240	-6,900	-9.4%
2002 Golf Course (Landfill Portion)	17,285	15,518	3,113	6,149	3,035	97.5%
2007 Golf Course (Landfill Portion)	0	3,994	3,530	3,166	-364	-10.3%
2013 Golf Carts	0	0	2,031	3,662	1,631	80.3%
Interest	**103,775**	**99,402**	**81,814**	**79,217**	**-2,597**	**-3.2%**
Total Debt Service	**295,257**	**295,333**	**283,144**	**296,797**	**13,653**	**4.8%**
Total All Sassamon Trace	**893,940**	**901,627**	**882,194**	**895,971**	**13,777**	**1.6%**

Narrative:

Operational Expenses

Personnel Services:
Salaries Management - This line item contains a full-time Manager for the Sassamon Trace Golf Course Operation.
Salaries Operational Staff - This line item is for the salary of the Assistant Golf Course Manager, Maintenance Superintendent and Maintenance Foreman.
Salaries Part-Time Operational Staff - This line item represents seasonal part-time Club House Attendants that service customers within the golf shop and the Maintenance Mechanic.
Salaries Golf Support - This line item represents the seasonal part-time Rangers/Starters that service and monitor golfers on the course. This account also represents seasonal part-time Golf Car Attendants that maintain and clean golf carts, keep the trailer area clean and assist the rangers on the Course when needed. Finally, it accounts for seasonal golf course maintenance staff.

Club House Expense:
Utilities - Electricity - This account provides funds for the electrical operation of the clubhouse, golf carts and maintenance building.
Building Lease/ Repairs -
Lease Payment Land-This line item represents the current lease payment to Dowse Orchards for the rental of land that holes #4 through #8 are located on. By agreement, we are responsible for the taxes of this property.
Management Contract Grounds - The grounds management contract has been eliminated in FY14 as the town will assume the maintenance of the golf course.
Communications and Telephone- Account covers the phone system, internet and cable service for both the clubhouse and maintenance facility. The manager's cell phone is also part of this account.
Dues, Subscriptions & Travel - Covers the PGA membership dues for Golf Professional/Manager along with Massachusetts Golf Association membership for Sassamon Trace. Also covers educational seminars. Provides for mileage reimbursement to manager for use of personal vehicle for golf operations related use.
Advertisement/Promotion - This fund covers golf course promotional expenses related to direct mail print media. All legal notices, printed materials and postage costs are covered under this account. It also covers expenses related to website hosting and the media contact provider.
Bank & Credit Card fees - RBS Worldpay is the current provider for merchant services. This line item covers all expenses related to processing debit and credit cards.
Software Maintenance - This account provides funds for computer software, hardware, security and license fees.

Supplies - Club House:
Supplies - Club House - This represents the cost for golf pencils, gift certificates, postage, general office supplies and equipment supplies.
Merchandise Pro-Shop - This account represents the cost of merchandise, food & beverage and services for resale in the golf shop.
Custodial Supplies- Provides for all expenses related to the maintenance of the clubhouse .

Other Facility Expense :
Insurance- general liability insurance assessed to the course by the town
Facility upgrades - improvements or purchases to clubhouse and grounds such as deck furniture , signage, tents etc.

Golf Cart Expense :
Golf car lease - This expense was eliminated in FY13. The golf car expense will be realized under debt in FY14.
Golf use sales tax- This represents the Massachusetts 6.25% sales tax on all eligible food, beverage and merchandise sales. It also includes the use tax for all rental equipment (golf cars, pull carts and rental clubs)

Town of Natick

Home of Champions

Department: Sassamon Trace	Line-Item Detail	Enterprise Fund

Narrative:

Course Maintenance Expenses:
Utilities water - This is the fee charged to the course by the town for irrigation water.
Environmental Monitoring - This account represents the environmental monitoring and testing requirements that the Town of Natick must perform as per order of conditions through the Sherborn Conservation Commission. Also provided for in this account are consulting services for ground water, surface water and sediment analysis as required by the Sherborn Conservation Commission Order of Conditions.
Irrigation/Electricity - This represents the electrical cost for the operation of the irrigation system.
Phragmites Control - This line item represents the second year of a two-year agreement of the Contract with Lycotte Environmental.
Top soil, Sand, Gravel, Fertilizer, Pesticides - This iare the expenses to purchase materials and chemicals for golf course maintenance. This expense previously provided for under maintenance contract.
Course Supplies - This represents various items that are needed on the course for the convenience of the golfers. such as benches, water coolers. Replacement netting for the golf practice net is also included in this section.
Fuel - Diesel , gasoline and lubricants for all golf course equipment.
Irrigation R&M- PVC pipe, glue, irrigation heads, HDPE repair services, decoders, pump winterization, irrigation control services , service contracts and any cost related to the maintenance of the irrigation system.
Tools - rakes, shovels, back pack blowers, pruning shears, chainsaws, string trimmers and any maintenance tools related to the maintenance of the course.
Mechanic Tool Stipend - The mechanic owns his own tools and this expense will allow for depreciation and upgrade of his personal property.
Equipment R & M - This line item will cover the cost of parts and labor for the repair of the golf course equipment. I t will also pay for services such as sharpening of reels and blades .
Equipment Lease - This is the annual finance cost for the purchase of the specialized golf equipment to maintain the course.
Education/Professional Fees/Licenses - Will cover expenses related to professional licenses, dues, education and all expenses for the golf course superintendent and his assistant.

Reserve Fund- This is an unfunded account

Employee Benefits - Pays for the health care and retirement assessment costs for benefitted employees. Funds are also appropriated for unemployment costs along with funds for Medicare assessments for non-benefited employees.

Debt Service - Pays for principal and interest on the golf course development. Also provides for the annual finance charge for the purchase of the golf car fleet.

Town of Natick

Home of Champions

Department: Sassamon Trace | Enterprise Fund

COMPLETE ALLOCATIONS	PERSONNEL	FRINGE	EXPENSES	TOTAL
SASSAMON TRACE	$ 265,450	$ -	$ 283,031	$ 548,481
RETIREMENT COSTS	-	10,466	-	10,466
HEALTH, MEDICARE, LIFE, INS.	-	40,227	-	40,227
DEBT	-	-	296,797	296,797
SUBTOTAL - DIRECT	265,450	50,693	579,828	895,971

PERCENTAGE ALLOCATIONS	PERSONNEL	FRINGE	EXPENSES	TOTAL
DPW ADMINISTRATION	$ -	$ -	$ -	$ -
LF & NR	$ 4,803	$ 128	$ 2,200	$ 7,130
EQUIP. MAINTENANCE	$ -	$ -	$ -	$ -
RECREATION	$ 11,590	$ 128	$ -	$ 11,717
TOWN ADMINISTRATOR	$ 3,006	$ 64	$ -	$ 3,069
FINANCE	$ 5,105	$ 64	$ -	$ 5,168
PROPERTY INSURANCE	$ -	$ -	$ 4,767	$ 4,767
DEDUCTIBLES	$ -	$ -	$ 394	$ 394
SUBTOTAL - GENERAL FUND	24,503	383	7,361	32,246
TOTAL OPERATING COSTS	289,953	51,076	587,189	928,217

Sassamon Trace Golf Course Revenue/Expenditure Summary - Forecast

	FY10 Actual	FY11 Actual	FY 12 Actual	FY 13 Budget	FY 14 Budget	FY 15 Budget	FY 16 Budget
Revenue							
Golf Course Revenue	$ 561,918	$ 511,564	$ 576,694	$ 540,000	$ 550,800	$ 561,816	$ 573,052
Retained Earnings*	$ 41,430	$ 56,422	$ 48,364	$ 36,361	$ 40,171	$ 43,669	$ 48,214
Total Revenue	**$ 603,348**	**$ 567,986**	**$ 625,058**	**$576,361**	**$ 590,971**	**$605,485**	**$621,266**
Expenses							
Personnel Services							
Staffing	$ 129,639	$ 129,238	$ 149,153	195,689	265,450	274,741	284,357
Expenses							
Maint. Contract	$ 224,664	$ 231,404	$ 238,799	145,548	0	0	0
Water/Sewer	$ 21,305	$ 22,314	$ 9,243	13,000	13,000	13,000	13,000
Building Lease/Repair	$ 31,174	$ 31,120	$ 19,923	5,485	2,485	2,485	2,485
Electricity/heat	$ 17,749	$ 22,021	$ 22,537	25,900	25,900	26,677	27,477
Merchandise/food	$ 23,779	$ 24,548	$ 21,782	18,500	21,500	22,145	22,809
Environmental	$ 7,854	$ 8,986	$ 9,215	16,700	11,200	11,536	11,882
Land Lease	$ 58,016	$ 59,987	$ 61,847	63,959	65,750	69,038	72,489
Golf cart lease	$ 17,080	$ 17,830	$ 17,431	0	0	0	0
Other misc. costs	$ 24,796	$ 28,902	$ 37,170	69,660	143,196	147,492	151,917
Operations	$ 556,056	$ 576,351	$ 587,101	554,441	548,481	567,113	586,416
Fringe benefits	$ 24,660	$ 22,331	$ 19,194	44,609	50,693	55,763	61,339
Debt and Interest	$ 312,787	$ 295,257	$ 295,333	283,144	296,797	287,609	278,511
Indirects	$ -	$ -	$ -	0	32,246	33,052	33,879
Total Expense	**$ 893,503**	**$ 893,940**	**$ 901,627**	**$882,194**	**928,217**	**943,537**	**960,145**
Appropriated Subsidy	$ 355,006	$ 334,500	$ 320,000	$ 310,000	$ 337,246	$ 338,052	$ 338,879
Year-End Balance	**$ 64,851**	**$ 8,546**	**$ 43,431**	**$ 4,167**	**$ -**	**$ -**	**$ -**

Golf Course Certified Retained Earnings History & Spenddown proposal

FY2006	$ 51,191
FY2007	$ 90,917
FY2008	$ 103,010
FY2009	$ 97,364
FY2010	$ 83,126
FY2011	$ 111,897
FY2012	$ 71,576
FY2013	$ 72,642

FY 2014 Certified Retained Earnings Spenddown Proposal

Beginning	**$ 72,642**
Less FY 2014 Oper. Subsidy	**$ 40,171**
Remaining Proposed Balance	**$ 32,471**

Department Sassamon Trace Golf Course

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
											[(K-I)/D]		[(I+L)*M]		[N+O]
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Other Comp.	Total FY 2014
Department		**Sassamon Trace Golf Course**				**Munis Dept. #**			**60**				(@ 52 weeks)		(@ 52.2 weeks)
Salaries Management						**MUNIS Code**			**5111**						
42337	Meagher	Peter	3/5/2004	1.0	Manager	Per. Bd.	3	68,739	3	68,739		0%	68,739		68,986
Sub-total Salaries Management															**68,986**
Salaries Operational Staff						**MUNIS Code**									
	Vacant				Asst. Manager	0.60	1	27,600							27,600
	Vacant				Superintendent	1.00	2	50,000							50,000
	Vacant				Foreman	1.00	1	32,500							32,500
Sub-total Salaries Management															**110,100**
Operational Staff - PT 5123 (Club House Attendants)						**Hours**	**Rate**		**5123**						
42935	Rae	Bill	4/1/2006 GC-4			247.00	13.00	3,211							3,211
43439	Carlson	Cheryl	3/24/2008 GC-3			349.00	11.00	3,839							3,839
42377	Paoletti	Paul	4/14/2004 GC-3			428.00	11.00	4,708							4,708
42374	Fruneaux	Marco	4/12/2005 GC-3			560.00	11.00	6,160							6,160
42690	Fiorentino	Greg	5/1/2005 GC-3			530.00	11.00	5,830							5,830
42103	Fleming	Brian	5/21/2003 GC-3			306.00	11.00	3,366							3,366
43671	Bogle	Kerry	4/6/2009 GC-3			455.00	10.00	4,550							4,550
43704	Surface	Paul	4/15/2009 GC-3			239.00	10.00	2,390							2,390
43438	Davidson	Eric	3/31/2008 GC-3			278.00	9.00	2,502							2,502
Total Operational Staff PT						**4,800**		**36,556**							**36,556**
Support Staff PT - 5125 (Rangers-Starter & Cart Attendants)						**Hours**	**Rate**								
42389	Keniry	Robert	4/12/2005 GC-2			747.00	10.00	7,470							7,470
42372	Sheinfeld	Robert	4/12/2005 GC-2			502.00	10.00	5,020							5,020
42393	Tomasetti	James	5/12/2004 GC-2			72.00	10.00	720							720
42357	Filledes	Tassos	4/12/2005 GC-2			231.00	10.00	2,310							2,310
43596	Bardellini	Francis	9/3/2008 GC-2			33.00	9.00	297							297
43815	Kileen	Matthew	9/23/2009 GC-2			111.00	9.00	999							999
43905	Worthington	Carter	4/20/2010 GC-2			191.00	9.00	1,719							1,719
Total Support Staff PT						**2,050**		**18,535**							**18,535**
Golf Course Maintenance Staff PT						**Hours**	**Rate**								
	Mechanic	vacant	H-4			576	15.00	8,640							8,640
	Operator	vacant	H-3			528	12.00	6,336							6,336
	Operator	vacant	H-3			528	12.00	6,336							6,336
	Operator	vacant	H-3			415	12.00	4,980							4,980
	Operator	vacant	H-3			415	12.00	4,980							4,980
Total Maintenance Staff PT						**2,462**		**31,272**							**31,272**
Total Department						**9,312**									**265,450**

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Section XII:
Capital

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INTRODUCTION

Everything the Town does, from providing services to its residents and citizens, to equipping employees to effectively perform their jobs, requires the existence of certain basic physical assets. These assets include streets, water mains, parks, buildings, large equipment and technology. They must be purchased, maintained and replaced on a timely basis or their usefulness in providing public services will diminish. The Town's five-year Capital Improvement Program and annual Capital Budget are developed to ensure adequate capital investment in the Town's assets.

The Town of Natick is required under Section 5-7 of the Charter of the Town of Natick and Article 20, Section 2 of the By-Laws of the Town of Natick to issue a Capital Improvement Program thirty days prior to the date required for submission of the operating budget annually. That program must contain the following elements:

(a) A clear, concise, general summary of its contents.

(b) A listing of all capital expenditures proposed to be made, by years, during the five fiscal years next ensuing, with supporting information as to the need for each such expenditure.

(c) Cost estimates, methods of financing and recommended time schedules.

(d) The estimated annual cost of operating and of maintaining any new facility or piece of major equipment involved.

This document is taken from that document, the **FY 2014-2018 Capital Improvement Plan**. To find the full document, please go to http://natickma.gov/Public_Documents/NatickMA_Admin/capital.

FIVE-YEAR CAPITAL PROGRAM

A five-year capital improvement program is an important part of any organization's overall budgeting process. Multi-year planning allows proper staging and sequencing of capital projects to even out spikes and make funding needs more predictable. Capital investment requirements can be uneven, sometimes involving unique large projects such as a new fire engine or a new school building. Other capital investment needs are recurring. We will continue to refine the five-year planning process to identify – and hopefully fund - an appropriate annual level of capital investment.

Natick has recently invested a lot of money in our capital needs. The new Natick High School and the new Community/Senior Center have both come in on-time and either within budget (in the case of the Community-Senior Center) or under budget (in the case of the New Natick High School). We have also created the financial mechanisms – though the creation of a Capital Stabilization Fund and the funding of it annually with the Town's Local Option Meals and Hotel/Motel taxes – to ensure the Town's continued ability to adequately fund its capital needs.

To monitor this on an ongoing basis, for the last several years we have developed and utilized recommended targets for capital spending as part of our overall financial policies. For within-levy spending (exclusive of any debt excluded projects), that target is 6% of General Fund Revenues to be used in support of each year's "cash capital" plus debt budget. As shown below, we have done well over the last five years in meeting this 6% target.

Recommended Capital Spending - Financial Management Principles	Within-levy Dollars ONLY

The numbers shown below reflect ONLY General Fund Revenues & Expenditures.

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Total Revenues	**$ 100,954,999**	**$102,021,869**	**$ 103,904,157**	**$ 107,472,425**	**$ 118,267,009**
less debt exclusion taxes	$ 960,274	$ 937,705	$ 918,361	$ 921,017	$ 5,057,862
Net Revenues	**$ 99,994,725**	**$101,084,164**	**$ 102,985,796**	**$ 106,551,408**	**$ 113,209,147**
Target:	6%	6%	6%	6%	6%
6% (minimum) Target =	**$ 5,999,683**	**$ 6,065,050**	**$ 6,179,148**	**$ 6,393,084**	**$ 6,792,549**
Actual Capital Spending					
Cash	$ 1,077,378	$ 293,900	$ 300,940	$ 547,620	$ 1,401,900
Debt Service	$ 6,283,504	$ 5,977,493	$ 6,240,397	$ 6,096,302	$ 5,931,683
Total Capital Spending	**$ 7,360,882**	**$ 6,271,393**	**$ 6,541,337**	**$ 6,643,922**	**$ 7,333,583**
Total Cap. Spending As %	**7.29%**	**6.15%**	**6.30%**	**6.18%**	**6.20%**

Notes:
All columns reflect actual Town Meeting Appropriations and borrowing authorizations; some projects were subsequently deferred.

The good news is, that through the community's willingness to support the debt related projects and sound financial management by policymakers and officials, the Town finds itself for the first time in quite a while able to meet its capital needs on a recurring basis. Town of Natick Financial Indicator #9 – Capital Asset and Renewal – states that the warning sign for the community is when a three or more year decline in capital spending from operating funds as a percentage of gross operating revenues occurs. As the above charts show, although capital funds were restricted during the previous years of the recession, at no time did overall capital spending decline for three years in a row.

FINANCING METHODS

Traditionally, there are four potential methods for financing the Town's capital investments:

- **Available Funds (Free Cash)** – The town regularly appropriates monies from the general fund and the enterprise funds to finance short-term, small capital investment projects. Examples of available funds are free cash and enterprise fund retained earnings.

- **General Stabilization Fund** – Appropriations out of the stabilization fund can be used for any purpose, but do require a higher threshold (2/3 of Town Meeting) to be used as a funding source. Although used exclusively as a capital reserve in the past, no usage of Stabilization Fund monies are recommended for use moving forward, as the need to maintain adequate reserves is as important in the current fiscal climate as is capital renewal and replacement.

- **Capital Stabilization Fund –** Established at the 2010 Fall Annual Town Meeting, appropriations out of the stabilization fund can be used for the purpose of funding any capital-related project, or pieces of capital equipment, or debt-service payment related to capital purchases. Funding for the capital stabilization fund came from the Town's share of recently approved local option taxes. The 2012 Fall Annual Town Meeting appropriated $3,271,551 into this fund to provide the community with a substantial reserve from which to spend on future capital projects. This will continue to be a major source of capital financing moving forward.

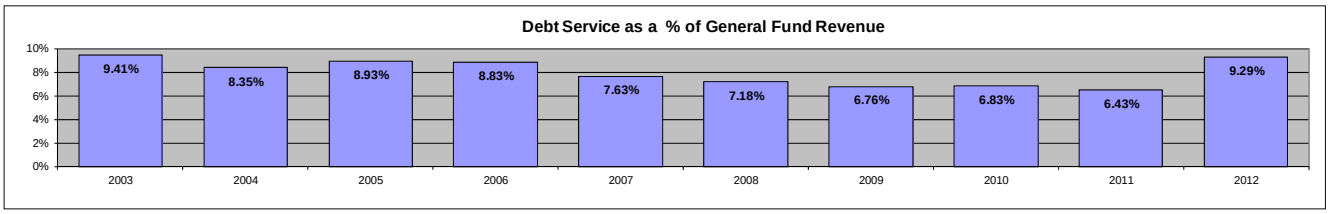
  It should be noted that at the 2012 Fall Annual Town Meeting we proposed a spending plan of Capital Stabilization Funds from FY 2013-2017. This plan slightly amends that proposed spenddown because we now have actual capital requests. The planned vs. revised spenddowns are shown below:

FY 2014 - Capital Stabilization Fund	2012 FATM	Jan-13
Starting Balance	$ 3,868,006	$ 3,868,006
Anticipated Add to Fund	$ 1,300,000	$ 1,300,000
Less Cash Appropriations	$ (1,764,000)	$ (1,921,180)
Less Subsidy for HS & CSC	$ (145,000)	$ (220,711)
Less Additional debt service to fund CIP	$ (534,135)	$ (449,079)
Capital Stab. Fund Balance at Fiscal Year End	**$ 2,724,871**	**$ 2,577,036**

- **Debt Service** – The Town has traditionally financed large capital projects or purchases through borrowing. The resulting debt obligations are appropriated under the General Fund Tax Levy (either within the levy limit or from a voter approved debt exclusion) or from Enterprise Funds.

Indicator 10

Over the last 10 years, the Town's General Fund Debt service has ranged significantly as a percentage of general fund revenue. As found in Indicator 10 of the Town's Financial Indicators, the chart below shows the wide range of debt service as a percentage of General Fund Revenue, from a high of 9.41% in 2003 to a low of 6.43% in FY 2011.

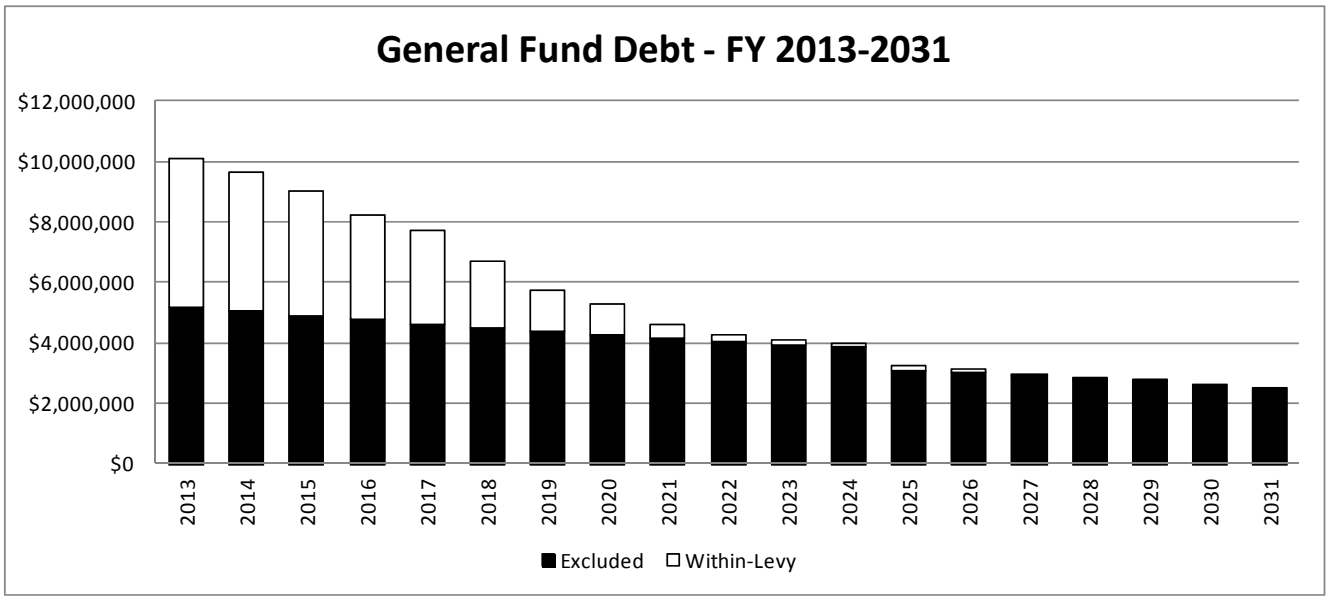


As shown above, the amount of general fund resources spent on capital-related items spiked in FY 2012 due to the addition of sizeable amounts of debt service related to the new Natick High School and Community Senior Center will increase this total however, beginning this fiscal year.

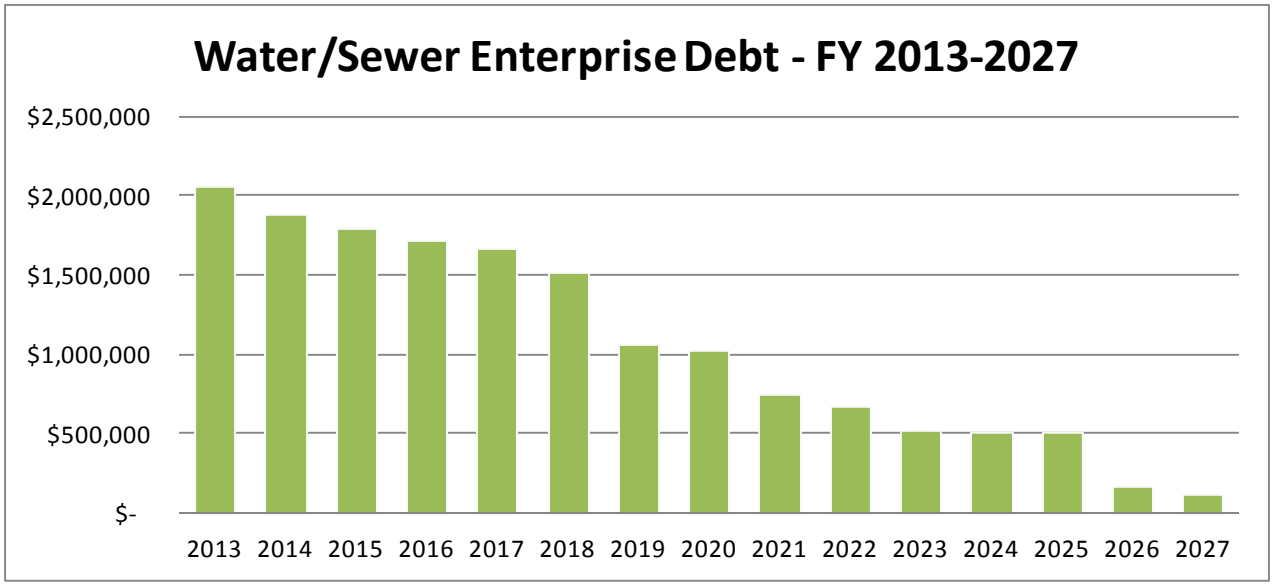
It is important to monitor how much debt the community has at any one point in time and determine what impact the amount of debt service has on the operating budget and the taxpayers. Credit rating agencies monitor the amount of debt a community has just like they monitor individual credit. A variety of factors, including the level of debt service/annual revenues and level of debt service/capita and per household are evaluated by credit rating agencies. We are proud that the Town of Natick holds a AAA/Stable bond rating from Standard & Poor's – the best possible credit rating and better than the U.S. Government (Sovereign)

Positively for Natick, the community has a reasonable level of serviceable debt. Not only has debt service per capita remained well within recommended levels at between 8%-10.5% (debt service of 20% of operating revenues is considered a problem and 10% is considered acceptable) but has been decreasing since FY 2006. Future issuance of debt should be timed so as to minimize its impact upon the operating budget. This can be achieved by timing new issuances with retirement of current debt service and following the Town Administrator's Recommended Financial Policies on issuing large debt projects (over $1,000,000) outside of the tax levy.

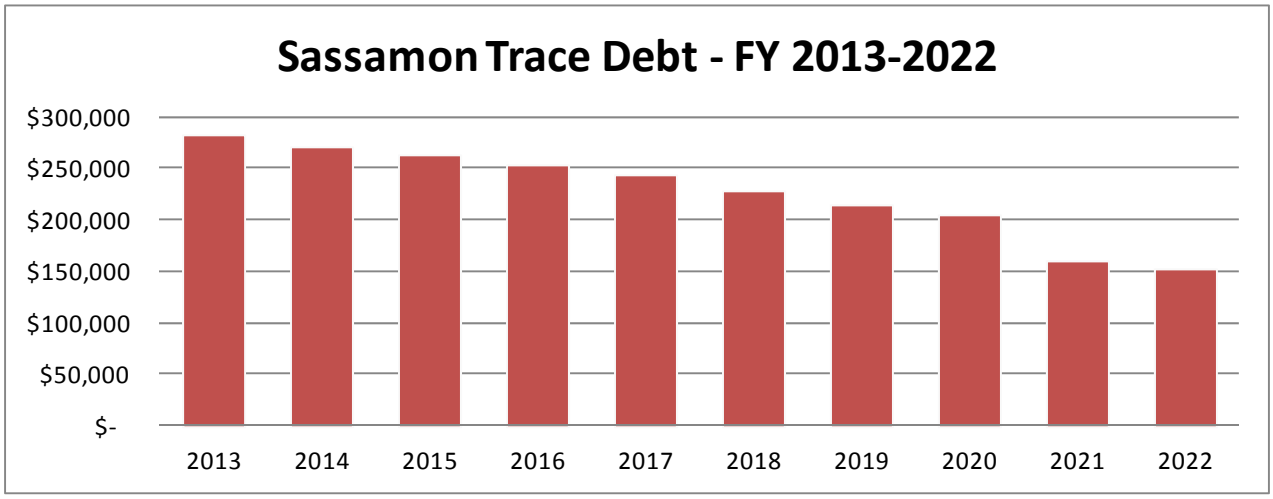
Looking into the future, the charts below show the Town's debt curves for the next fifteen years by fund. General Fund Debt steadily decreases every year going forward. This, of course, will change as new projects are funded through the use of debt. As a general rule, however, this debt curve should be utilized so as to not increase the debt burden upon the overall budget by selectively timing when and how much new debt to issue annually in support of capital renewal and replacement.



Water/Sewer Enterprise debt also declines annually from FY 2013-2027, though the rate of decline is different than the General Fund.



Finally, the Debt Service for Sassamon Trace steadily declines as interest payments decline until FY 2020, until it is paid off entirely in FY 2022.



- **Other Sources** – The Town uses dedicated state aid and grant funding to finance capital investment when these funds are available.

FY 2014-2018 CAPITAL IMPROVEMENT PROGRAM & PHILOSOPHY: ***(a.k.a. what gets funded and why)***

The FY 2013-2017 Capital Improvement Program is provided herein; first in summary form and then by program area of the budget in project-by-project detail. All told, there are requests for more than $76,800,000 of capital improvements, equipment and infrastructure. This amount of money is necessary to maintain the hundreds of millions of dollars the Town has invested in its properties, equipment and operations.

All capital projects have been and will continue to be evaluated according to the following criteria, listed in their order of priority. The priority areas which administration assigns capital projects are as follows:

a. Imminent threat to the health and safety of citizens or property
b. Timely improvement/replacement of a capital asses to avoid inevitable additional future costs incurred through deferment
c. Requirements of state or federal law or regulation
d. Improvement of infrastructure
e. Improvement of productivity/efficiency

In recent years, we have had to defer a vast number of capital needs; this issue has been a recurring cautionary theme in recent budget messages – that our failure to adequately fund our capital needs, while a reasonable short-term response to fiscal challenges, is not a sustainable pattern. However, the

administration's commitment – and achievements – in working toward adequately funding these needs appears to have been successful as we may well be able to fund all requests for capital projects within the 2014 fiscal year. This would be the third consecutive year of being able to achieve this. The draft FY 2014 Capital Improvement Budget is found on the following pages.

Changes & Innovations to the Capital Improvement Plan:

We encourage all who review this budget to go online to http://natickma.gov/Public_Documents/NatickMA_Admin/capital. To check out the full document. The FY 2014-2018 Capital Improvement Plan has several innovations and changes from previous plans and even added a few new items. These changes include:

- Full Implementation of the Priority Area Rating System: Previous Capital Improvement Plans either included an older rating system or none at all. All detailed capital project sheets contain a priority area rating.
- Long-Range Capital Forecast (to 2037): Included for the second time is a long-range capital forecast. This forecast goes out 20 additional years, or to FY 2037. The forecast contains mostly equipment. Improvements to facilities, infrastructure and building systems will be completed in future iterations. This forecast is designed to illustrate the ongoing capital needs and to highlight cyclical nature of capital improvements. So long as the community exists, it will have capital equipment and projects in order to sustain it. We hope to use this as a planning tool, especially for future debt service and excluded debt forecasting.
- Effects of Consolidated Departments: For the first time, departmental consolidation (Community Services, Facilities Management) are reflected within the Capital Improvement Plan. Reviewers will notice for the first time nearly all building-related projects consolidated from being scattered throughout departmental requests and lumped entirely into the Department of Facilities Management. This is particularly noticeable for Natick Public Schools projects.
- Pictures/Maps: Where ever possible, we have included pictures of the buildings to be renovated, equipment to be replaced, or asset to be improved upon. Many are still lacking pictures, but we at least begun to provide reviewers more visual information and we will continue to work to improve this presentation in the future.

Closing

We are pleased to present a comprehensive Capital Improvement Plan to the citizens of Natick. The community has made great strides in recent years to adequately fund and improve the Town's many capital assets. This will ensure that our public servants have the right tools they need to continue providing quality services to the citizens of Natick. We will continue to work to improve our planning, seek out innovative tools and search for efficiencies to grow and sustain Natick.

Town of Natick

FY 2014-2018 Capital Plan Summary

FY 2014 Capital Improvement Budget

Department/Division	Description	2014	Spring Town Meeting		Fall Town Meeting		Funding Source	
General Fund			**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
Natick Public Schools		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
NATICK PUBLIC SCHOOLS	BEN-HEM ENLARGE KINDERGARTEN PLAYGROUND	150000		150000			0	150000
NATICK PUBLIC SCHOOLS	FEASIBILITY STUDY FOR MEMORIAL FIELD IMPROVEMENTS	50000		50000			50000	
NATICK PUBLIC SCHOOLS	REPLACE NSD-86 (DELIVERY VAN)	26000	26000				26000	
Total Natick Public Schools		**226000**	**26000**	**200000**	**0**	**0**	**76000**	**150000**
Morse Institute Library		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
MORSE INSTITUTE LIBRARY	STACK LIGHTING FOR CHILDREN'S ROOM MAIN SHELVES	16000		16000			16000	
MORSE INSTITUTE LIBRARY	PICTURE BOOK SHELF LIGHTING	10000		10000			10000	
Total Morse Institute Library		**26000**	**0**	**26000**	**0**	**0**	**26000**	**0**
Police Department		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
POLICE DEPARTMENT	RECONFIGURE DISPATCH CENTER	230000		230000				230000
POLICE DEPARTMENT	CRUISER REPLACEMENT	188900	75560		113340		188900	
POLICE DEPARTMENT	VIDEO LAB UPGRADE	14000			14000		14000	
POLICE DEPARTMENT	CRUISER LAPTOP REPLACEMENT	10000	10000				10000	
Total Police Department		**442900**	**85560**	**230000**	**127340**	**0**	**212900**	**230000**
Fire Department		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
FIRE DEPARTMENT	REPLACE ENGINE 5 (1995)	500000			500000			500000
FIRE DEPARTMENT	TURN OUT GEAR/ FIREFIGHTER PROTECTIVE CLOTHING	120000	60000		60000		120000	
FIRE DEPARTMENT	INCIDENT SUPPORT VEHICLE/BOX TRUCK	90000	90000				90000	
Total Fire Department		**710000**	**150000**	**0**	**560000**	**0**	**210000**	**500000**
DPW Engineering		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
PUBLIC WORKS ENGINEERING	ROADWAY IMPROVEMENTS PINE STREET	1750000				1750000		1750000
PUBLIC WORKS ENGINEERING	ROADWAY IMPROVEMENTS COTTAGE STREET	1750000				1750000		1750000
PUBLIC WORKS ENGINEERING	ROADS (COLLECTOR/ARTERIAL)	300000		300000				300000
PUBLIC WORKS ENGINEERING	FEASIBILITY STUDY - STORMWATER UTILITY	50000		50000			50000	
PUBLIC WORKS ENGINEERING	ADD NEW E-3 (VEHICLE)	25000	25000				25000	
Total DPW Engineering		**3875000**	**25000**	**350000**	**0**	**3500000**	**75000**	**3800000**
DPW Equipment Maintenance		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
PUBLIC WORKS EQUIPMENT MAINT	FUEL MANAGEMENT SYSTEM	80000	80000				80000	
PUBLIC WORKS EQUIPMENT MAINT	REPLACE M-4 (TRUCK)	52000	52000				52000	
PUBLIC WORKS EQUIPMENT MAINT	REPLACE UTILITY TRAILERS	10000	10000				10000	
Total DPW Equipment Maintenance		**142000**	**142000**	**0**	**0**	**0**	**142000**	**0**

Town of Natick

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FY 2014 Capital Improvement Budget

Department/Division	Description	2014	Spring Town Meeting		Fall Town Meeting		Funding Source	
DPW Highway		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
PUBLIC WORKS HIGHWAY	REPLACE S-35 (TRASH PACKER)	275000			275000			275000
PUBLIC WORKS HIGHWAY	REPLACE H-51 (TRASH PACKER)	230000	230000					230000
PUBLIC WORKS HIGHWAY	REPLACE H-48 (DUMP TRUCK/SANDER/PLOW)	190000	190000					190000
PUBLIC WORKS HIGHWAY	REPLACE H-62 (STREET SWEEPER)	185000			185000			185000
PUBLIC WORKS HIGHWAY	STREET LIGHT REPLACEMENT	80000			80000		80000	
PUBLIC WORKS HIGHWAY	REPLACE H-41 (DUMP TRUCK W/PLOW)	65000	65000				65000	
PUBLIC WORKS HIGHWAY	GUARDRAIL (VARIOUS LOCATIONS)	10000			10000		10000	
PUBLIC WORKS HIGHWAY	REPLACE DUMPSTERS	10000			10000		10000	
Total DPW Highway		**1045000**	**485000**	**0**	**560000**	**0**	**165000**	**880000**
DPW Land, Facilities & Natural Resources		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
PUBLIC WORKS LND FAC/NAT RES	FIELD RENOVATIONS	65000		65000			65000	
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-12 (STUMP GRINDER)	35000	35000				35000	
PUBLIC WORKS LND FAC/NAT RES	SYNTHETIC MAINTENANCE EQUIPMENT	13000	13000				13000	
Total DPW L, F & NR		**113000**	**48000**	**65000**	**0**	**0**	**113000**	**0**
Community Services		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
PARKS & RECREATION	COLE NORTH FIELD RENOVATIONS	1300000		1300000				1300000
PARKS & RECREATION	FIELD FENCE WORK - MURPHY & COOLIDGE	140750		140750				140750
PARKS & RECREATION	MEMORIAL SCHOOL LIGHTING	125000		125000				125000
PARKS & RECREATION	J. J. LANE PARK	110000		110000				110000
PARKS & RECREATION	REPLACE REC BUS #1	70000			70000		70000	
PARKS & RECREATION	NAVY YARD DESIGN SERVICES	35000				35000	35000	
PARKS & RECREATION	TOWN GAZEBO ROOF	20000		20000			20000	
PARKS & RECREATION	HISTORICAL MONUMENT RESTORATION	15000				15000	15000	
Total Community Services		**1815750**	**0**	**1695750**	**70000**	**50000**	**140000**	**1675750**
Town Administrator/Selectmen/Moderator		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
Town Administrator/Moderator	ELECTRONIC VOTING DEVICES FOR TOWN MEETING	50000			50000		50000	
Total Town Administrator/Selectmen/Moderator		**50000**	**0**	**0**	**50000**	**0**	**50000**	**0**
Information Technology		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
INFORMATION TECHNOLOGY	DOCUMENT ARCHIVING	250000		250000				250000
Total Information Technology		**250000**	**0**	**250000**	**0**	**0**	**0**	**250000**
Town Clerk		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**

Town of Natick

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FY 2014 Capital Improvement Budget

Department/Division	Description	2014	Spring Town Meeting		Fall Town Meeting		Funding Source	
TOWN CLERK	PRESERVATION OF HISTORICAL RECORDS	100000				100000	100000	
TOWN CLERK	TOWN VAULT STORAGE	30000				30000	30000	
Total Town Clerk		**130000**	**0**	**0**	**0**	**130000**	**130000**	**0**

Facilities Management		2014	Equipment	Improvement	Equipment	Improvement	Cash	Debt
NATICK PUBLIC SCHOOLS	MEMORIAL SCHOOL BOILER REPLACEMENT	400000		400000				400000
MUNICIPAL GOVERNMENT	RENOVATION OF FINANCE OFFICES	250000				250000		250000
MUNICIPAL GOVERNMENT	REPLACE ROOF TOP UNITS AT THE POLICE STATION	180000		180000				180000
NATICK PUBLIC SCHOOLS	BEN-HEM - REPLACE DDC TEMPERATURE CONTROLS	150000				150000		150000
MUNICIPAL GOVERNMENT	AIR HANDLER UNITS (COLE)	100000			100000		100000	
NATICK PUBLIC SCHOOLS	WILSON-REPLACE A/C COMPRESSORS	100000				100000	100000	
MUNICIPAL GOVERNMENT	REPLACE ROOF TOP UNITS AT THE MAIN FIRE STATION	75000		75000			75000	
MUNICIPAL GOVERNMENT	REPLACE FIVE OVERHEAD DOORS TO FIRE STATION 1	75000		75000			75000	
NATICK PUBLIC SCHOOLS	BROWN SCHOOL INTERCOM SYSTEM	50000		50000			50000	
MUNICIPAL GOVERNMENT	BOILER REMOVAL (COLE)	45000			45000		45000	
NATICK PUBLIC SCHOOLS	BEN-HEM - REPLACE ROOFTOP EXHAUST FANS	45000	45000				45000	
NATICK PUBLIC SCHOOLS	BROWN- FLOORING REPLACEMENT	30000	30000				30000	
MUNICIPAL GOVERNMENT	DPW MAINT GARAGE HEATER REPLACEMENT	30000	30000				30000	
NATICK PUBLIC SCHOOLS	POWER FLAME BURNER FOR BENNETT-HEMENWAY SCHOOL	19280	19280				19280	
NATICK PUBLIC SCHOOLS	SCHOOL FREEZERS AND COOLERS MONITORING	12000	12000				12000	
Total Facilities Management		**1561280**	**136280**	**780000**	**145000**	**500000**	**581280**	**980000**

Total General Fund	**10386930**	**1097840**	**3596750**	**1512340**	**4180000**	**1921180**	**8465750**
less grants, subsidies, mititgation funds, etc…	-850000		-850000				-850000
Net General Fund	**9536930**	**1097840**	**2746750**	**1512340**	**4180000**	**1921180**	**7615750**

Notes

[1] Funded through M.G.L. Ch. 90 State Aid for Roadway Construction & Maintenance

[2] Funded only if grants are available

[3] Funded through B.A.A./Marathon funds

[4] Funded through the State

[5] Funded/partially funded through project specific mitigation funds

[6] Funded through Conservation Commission

Funding Summary		
G.F. Debt	**$**	**7,615,750**
2013 Spring ATM	**$**	**1,188,840**
2013 Fall ATM	**$**	**732,340**
Total Capital S.F. Allocation	**$**	**1,921,180**
Receipts Reserved, Mitigation Funds	**$**	**850,000**
Total General Fund Funding - FY 2014	**$**	**10,386,930**

Town of Natick

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FY 2014 Capital Improvement Budget

Department/Division	Description	2014	Spring Town Meeting		Fall Town Meeting		Funding Source	
Enterprise Funds								
Water-Sewer Enterprise		**2014**	**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
WATER SEWER ENTERPRISE	I/I MWRA GRANT	1374000		1374000				1374000
WATER SEWER ENTERPRISE	REPLACE GROUND WATER WELLS	300000		300000				300000
WATER SEWER ENTERPRISE	TOWN FOREST RESERVOIR ROOF COATING &MIXING SYSTEM	220000		220000				220000
WATER SEWER ENTERPRISE	SEWER MAIN RELINING	150000		150000				150000
WATER SEWER ENTERPRISE	PRIME PARK PUMP STATION WALL REPAIR	150000		150000				150000
WATER SEWER ENTERPRISE	ENERGY EFFICIENCY UPGRADES - SPRINGVALE WTP	150000		150000				150000
WATER SEWER ENTERPRISE	REPLACE CONTROL VALVES TONKA AND H&T FILTERS	100000		100000				100000
WATER SEWER ENTERPRISE	REPLACE W-28 (TRUCK W/PLOW)	47000			47000		47000	
WATER SEWER ENTERPRISE	REPLACE W-21 (1 TON WORK TRUCK)	40000			40000		40000	
WATER SEWER ENTERPRISE	REPLACE W-1 (VEHICLE)	30000			30000		30000	
WATER SEWER ENTERPRISE	REPLACE W-12 (AIR COMPRESSOR)	30000			30000		30000	
Total Water-Sewer		**2591000**	**0**	**2444000**	**147000**	**0**	**147000**	**2444000**
Less grants, subsides, etc.		*-1524000*	*0*	*-1524000*	*0*	*0*	*0*	*-1524000*
Net Water/Sewer (dependent upon rates)		**1067000**	**0**	**920000**	**147000**	**0**	**147000**	**920000**

Funding Summary		
Water/Sewer Debt	**$**	**920,000**
Grants, Subsidies	**$**	**1,524,000**
Retained Earnings	**$**	**147,000**
Total Water/Sewer Enterprise Funding	**$**	**2,591,000**

Sassamon Trace Enterprise		2014	Equipment	Improvement	Equipment	Improvement	Cash	Debt
SASSAMON TRACE GOLF COURSE	PARKING LOT EXTENSION	20000				20000		20000
SASSAMON TRACE GOLF COURSE	PAVING OF GOLF COURSE CART PATHS	10000		10000			10000	
Total Sassamon Trace Enterprise		**30000**	**0**	**10000**	**0**	**20000**	**10000**	**20000**

Funding Summary		
Golf Course Debt	**$**	**20,000**
Retained Earnings	**$**	**10,000**
Total Golf Course Debt	**$**	**30,000**

Town of Natick

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FY 2014-2018 Capital Improvement Plan

Department/Division	Description	2014	2015	2016	2017	2018	Total
General Fund							
Natick Public Schools		**2014**	**2015**	**2016**	**2017**	**2018**	**Total**
NATICK PUBLIC SCHOOLS	BEN-HEM ENLARGE KINDERGARTEN PLAYGROUND	150000	0	0	0	0	150000
NATICK PUBLIC SCHOOLS	FEASIBILITY STUDY FOR MEMORIAL FIELD IMPROVEMENTS	50000	0	0	0	0	50000
NATICK PUBLIC SCHOOLS	REPLACE NSD-86 (DELIVERY VAN)	26000	0	0	0	0	26000
NATICK PUBLIC SCHOOLS	MEMORIAL PLAYGROUND	0	60000	0	0	0	60000
NATICK PUBLIC SCHOOLS	REPLACE NSD-84 (PICK-UP TRUCK)	0	42000	0	0	0	42000
NATICK PUBLIC SCHOOLS	REPLACE NSD-80 (DELIVERY TRUCK)	0	0	0	41000	0	41000
Total Natick Public Schools		**226000**	**102000**	**0**	**41000**	**0**	**369000**
Morse Institute Library		**2014**	**2015**	**2016**	**2017**	**2018**	**Total**
MORSE INSTITUTE LIBRARY	STACK LIGHTING FOR CHILDREN'S ROOM MAIN SHELVES	16000	0	0	0	0	16000
MORSE INSTITUTE LIBRARY	PICTURE BOOK SHELF LIGHTING	10000	0	0	0	0	10000
MORSE INSTITUTE LIBRARY	RFID TAGGING OF LIBRARY'S BOOKS & MATERIALS	0	20000	0	0	0	20000
MORSE INSTITUTE LIBRARY	R.F.I.D. PROJECT /SECURITY SYSTEM	0	0	52000	0	0	52000
MORSE INSTITUTE LIBRARY	AUTOMATED MATERIALS HANDLER	0	0	0	138000	0	138000
Total Morse Institute Library		**26000**	**20000**	**52000**	**138000**	**0**	**236000**
Police Department		**2014**	**2015**	**2016**	**2017**	**2018**	**Total**
POLICE DEPARTMENT	RECONFIGURE DISPATCH CENTER	230000	0	0	0	0	230000
POLICE DEPARTMENT	CRUISER REPLACEMENT	188900	193900	198900	203900	208900	994500
POLICE DEPARTMENT	VIDEO LAB UPGRADE	14000	0	0	0	0	14000
POLICE DEPARTMENT	CRUISER LAPTOP REPLACEMENT	10000	0	0	0	0	10000
POLICE DEPARTMENT	DICTATION SYSTEM REPLACEMENT	0	30000	0	0	0	30000
Total Police Department		**442900**	**223900**	**198900**	**203900**	**208900**	**1278500**
Fire Department		**2014**	**2015**	**2016**	**2017**	**2018**	**Total**
FIRE DEPARTMENT	REPLACE ENGINE 5 (1995)	500000	0	0	0	0	500000
FIRE DEPARTMENT	TURN OUT GEAR/ FIREFIGHTER PROTECTIVE CLOTHING	120000	60000	0	0	0	180000
FIRE DEPARTMENT	INCIDENT SUPPORT VEHICLE/BOX TRUCK	90000	0	0	0	0	90000
FIRE DEPARTMENT	FIRE STATION 4/ WEST NATICK , REPLACEMENT [5]	0	7000000	0	0	0	7000000
FIRE DEPARTMENT	CONSTRUCTION OF TRAINING FACILITY	0	750000	0	0	0	750000
FIRE DEPARTMENT	MOBILE DATA TERMINALS/ COMPUTERS ON APPARATUS.	0	70000	0	0	0	70000
FIRE DEPARTMENT	REPLACE FIRE PICKUP 3/PLOW	0	70000	0	0	0	70000
FIRE DEPARTMENT	DEFIBRILATOR PURCHASE	0	30000	0	0	0	30000

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Department/Division	Description	2014	2015	2016	2017	2018	Total
FIRE DEPARTMENT	REPLACE NFD CAR-1	0	28500	0	0	0	28500
FIRE DEPARTMENT	PURCHASE ADDITIONAL AUTOMATED STRETCHER	0	14000	0	0	0	14000
FIRE DEPARTMENT	PURCHASE ADDITIONAL AUTO PULSE/ AUTOMATED CPR	0	13000	0	0	0	13000
FIRE DEPARTMENT	REPLACE LADDER / PLATFORM	0	0	1200000	0	0	1200000
FIRE DEPARTMENT	REPLACE 2001 FIRE PUMPER	0	0	500000	0	0	500000
FIRE DEPARTMENT	REPLACE AMBULANCE	0	0	200000	0	0	200000
Total Fire Department		**710000**	**8035500**	**1900000**	**0**	**0**	**10645500**

DPW Engineering		2014	2015	2016	2017	2018	Total
PUBLIC WORKS ENGINEERING	ROADWAY IMPROVEMENTS PINE STREET	1750000	0	0	0	0	1750000
PUBLIC WORKS ENGINEERING	ROADWAY IMPROVEMENTS COTTAGE STREET	1750000	0	0	0	0	1750000
PUBLIC WORKS ENGINEERING	CH90 ROAD IMPROVEMENTS [1]	1008000	1008000	1008000	1008000	1008000	5040000
PUBLIC WORKS ENGINEERING	ROADS (COLLECTOR/ARTERIAL)	300000	1500000	1500000	1500000	1500000	6300000
PUBLIC WORKS ENGINEERING	FEASIBILITY STUDY - STORMWATER UTILITY	50000	0	0	0	0	50000
PUBLIC WORKS ENGINEERING	ADD NEW E-3 (VEHICLE)	25000	0	0	0	0	25000
PUBLIC WORKS ENGINEERING	ENGINEERING & REPAIRS TO THE CHARLES RIVER DAM	0	500000	690000	0	0	1190000
PUBLIC WORKS ENGINEERING	REHAB. - CHARLES RIVER BRIDGE	0	500000	0	0	0	500000
PUBLIC WORKS ENGINEERING	WILLOW ST. DRAINAGE IMPROVEMENTS	0	300000	500000	0	0	800000
PUBLIC WORKS ENGINEERING	MIDDLE ST. DRAINAGE IMPROVEMENTS	0	250000	1000000	0	0	1250000
PUBLIC WORKS ENGINEERING	REHAB. - JENNINGS POND DAM	0	0	0	125000	0	125000
Total DPW Engineering		**4883000**	**4058000**	**4698000**	**2633000**	**2508000**	**18780000**

DPW Equipment Maintenance		2014	2015	2016	2017	2018	Total
PUBLIC WORKS EQUIPMENT MAINT	FUEL MANAGEMENT SYSTEM	80000	0	0	0	0	80000
PUBLIC WORKS EQUIPMENT MAINT	REPLACE M-4 (TRUCK)	52000	0	0	0	0	52000
PUBLIC WORKS EQUIPMENT MAINT	REPLACE UTILITY TRAILERS	10000	0	0	0	0	10000
PUBLIC WORKS EQUIPMENT MAINT	REPLACE M-2 (TRUCK)	0	75000	0	0	0	75000
PUBLIC WORKS EQUIPMENT MAINT	REPLACE M-1 (VEHICLE)	0	28000	0	0	0	28000
PUBLIC WORKS EQUIPMENT MAINT	FORK LIFT	0	20000	0	0	0	20000
PUBLIC WORKS EQUIPMENT MAINT	REPLACE PORTABLE LIFTS	0	0	0	50000	0	50000
Total DPW Equipment Maintenance		**142000**	**123000**	**0**	**50000**	**0**	**315000**

DPW Highway		2014	2015	2016	2017	2018	Total
PUBLIC WORKS HIGHWAY	REPLACE S-35 (TRASH PACKER)	275000	0	0	0	0	275000
PUBLIC WORKS HIGHWAY	REPLACE H-51 (TRASH PACKER)	230000	0	0	0	0	230000

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Department/Division	Description	2014	2015	2016	2017	2018	Total
PUBLIC WORKS HIGHWAY	REPLACE H-48 (DUMP TRUCK/SANDER/PLOW)	190000	0	0	0	0	190000
PUBLIC WORKS HIGHWAY	REPLACE H-62 (STREET SWEEPER)	185000	0	0	0	0	185000
PUBLIC WORKS HIGHWAY	STREET LIGHT REPLACEMENT	80000	80000	80000	80000	80000	400000
PUBLIC WORKS HIGHWAY	REPLACE H-41 (DUMP TRUCK W/PLOW)	65000	0	0	0	0	65000
PUBLIC WORKS HIGHWAY	GUARDRAIL (VARIOUS LOCATIONS)	10000	10000	10000	10000	10000	50000
PUBLIC WORKS HIGHWAY	REPLACE DUMPSTERS	10000	10000	10000	10000	10000	50000
PUBLIC WORKS HIGHWAY	REPLACE S-37 (CHASSIS AND HOOKLIFT)	0	230000	0	0	0	230000
PUBLIC WORKS HIGHWAY	IMPLEMENTATION OF GRAVEL PIT MASTER PLAN	0	100000	0	0	0	100000
PUBLIC WORKS HIGHWAY	REPLACE H-57 (FRONT END LOADER/PLOW)	0	0	175000	0	0	175000
PUBLIC WORKS HIGHWAY	REPLACE H-61 (SIDEWALK MACHINE)	0	0	142000	0	0	142000
PUBLIC WORKS HIGHWAY	REPLACE S-31 (TRASH PACKER)	0	0	0	280000	0	280000
PUBLIC WORKS HIGHWAY	REPLACE H-63 (STREET SWEEPER)	0	0	0	190000	0	190000
PUBLIC WORKS HIGHWAY	REPLACE H-58 (FRONT END LOADER)	0	0	0	185000	0	185000
PUBLIC WORKS HIGHWAY	REPLACE H-50 (DUMP TRUCK)	0	0	0	135000	0	135000
PUBLIC WORKS HIGHWAY	REPLACE S-38 (SMALL MULTI-BODY TRUCK)	0	0	0	130000	0	130000
PUBLIC WORKS HIGHWAY	REPLACE H-68 (1 TON ASPHALT ROLLER)	0	0	0	11000	0	11000
PUBLIC WORKS HIGHWAY	REPLACE S-32 (TRASH PACKER)	0	0	0	0	290000	290000
PUBLIC WORKS HIGHWAY	REPLACE H-73 (2 TON ASPHALT ROLLER)	0	0	0	0	18000	18000
Total DPW Highway		**1045000**	**430000**	**417000**	**1031000**	**408000**	**3331000**

DPW Land, Facilities & Natural Resources		2014	2015	2016	2017	2018	Total
PUBLIC WORKS LND FAC/NAT RES	FIELD RENOVATIONS	65000	66000	75000	146000	0	352000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-12 (STUMP GRINDER)	35000	0	0	0	0	35000
PUBLIC WORKS LND FAC/NAT RES	SYNTHETIC MAINTENANCE EQUIPMENT	13000	0	0	0	0	13000
PUBLIC WORKS LND FAC/NAT RES	TREE REPLACEMENT	0	30000	30000	30000	30000	120000
PUBLIC WORKS LND FAC/NAT RES	REPLACE FIELD UTILITY TRACTOR	0	20000	0	0	0	20000
PUBLIC WORKS LND FAC/NAT RES	ADDITIONAL EQUIPMENT ATTACHMENTS	0	16000	0	0	0	16000
PUBLIC WORKS LND FAC/NAT RES	SEEDING EQUIPMENT		14000	0	0	0	14000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-9 (BUCKET TRUCK)	0	0	200000	0	0	200000
PUBLIC WORKS LND FAC/NAT RES	REPLACE 1999 WOOD CHIPPER	0	0	90000	0	0	90000
PUBLIC WORKS LND FAC/NAT RES	REPLACE FIELD UTILITY TRACTOR	0	0	20000	0	0	20000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-11 (LAWN MOWER)	0	0	12500	0	0	12500
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-17 (LAWN MOWER)	0	0	10000	0	0	10000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-20 MOWER	0	0	0	12500	0	12500
Total DPW L, F & NR		**113000**	**146000**	**437500**	**188500**	**30000**	**915000**

Town of Natick

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Department/Division	Description	2014	2015	2016	2017	2018	Total
Community Services		**2014**	**2015**	**2016**	**2017**	**2018**	**Total**
PARKS & RECREATION	COLE NORTH FIELD RENOVATIONS [5]	1300000	0	0	0	0	1300000
PARKS & RECREATION	FIELD FENCE WORK - MURPHY & COOLIDGE	140750	0	0	0	0	140750
PARKS & RECREATION	MEMORIAL SCHOOL LIGHTING	125000	0	0	0	0	125000
PARKS & RECREATION	J. J. LANE PARK	110000	0	0	0	0	110000
PARKS & RECREATION	REPLACE REC BUS #1	70000	0	0	0	0	70000
PARKS & RECREATION	NAVY YARD DESIGN SERVICES	35000	0	0	0	0	35000
PARKS & RECREATION	TOWN GAZEBO ROOF	20000	0	0	0	0	20000
PARKS & RECREATION	HISTORICAL MONUMENT RESTORATION	15000	15000	15000	0	0	45000
PARKS & RECREATION	DUG POND PIER [3]	5000	5000	5000	5000	5000	25000
PARKS & RECREATION	SOUTH NATICK PARK SYSTEM	0	1000000	0	0	0	1000000
PARKS & RECREATION	EAST TENNIS/BASKETBALL COURTS	0	100000	0	0	0	100000
PARKS & RECREATION	JOHNSON SCH CT/BASKETBALL & HOCKEY RINK	0	75000	0	0	0	75000
PARKS & RECREATION	MEMORIAL BEACH WATER PLAY UNIT	0	75000	0	0	0	75000
COUNCIL ON AGING	BUS [2]	0	65000	0	0	0	65000
PARKS & RECREATION	COLE CENTER PLAYGROUND	0	50000	0	0	0	50000
PARKS & RECREATION	TENNIS/BASKETBALL COURT RENOVATIONS	0	15000	0	0	0	15000
PARKS & RECREATION	BASKETBALL COURT RENOVATIONS	0	0	100000	0	0	100000
PARKS & RECREATION	BACKSTOP/FENCE RENOVATION WORK	0	0	25000	25000	0	50000
PARKS & RECREATION	PEGAN COVE PARK	0	0	0	30000	0	30000
Total Community Services		**1820750**	**1400000**	**145000**	**60000**	**5000**	**3430750**
Town Administrator/Selectmen/Moderator		**2014**	**2015**	**2016**	**2017**	**2018**	**Total**
Town Administrator/Moderator	ELECTRONIC VOTING DEVICES FOR TOWN MEETING	50000	0	0	0	0	50000
Total Town Administrator/Selectmen/Moderator		**50000**	**0**	**0**	**0**	**0**	**50000**
Information Technology		**2014**	**2015**	**2016**	**2017**	**2018**	**Total**
INFORMATION TECHNOLOGY	DOCUMENT ARCHIVING	250000	250000	250000	0	0	750000
Total Information Technology		**250000**	**250000**	**250000**	**0**	**0**	**750000**
Town Clerk		**2014**	**2015**	**2016**	**2017**	**2018**	**Total**
TOWN CLERK	PRESERVATION OF HISTORICAL RECORDS	100000	100000	100000	100000	100000	500000
TOWN CLERK	TOWN VAULT STORAGE	30000	0	0	0	0	30000
Total Town Clerk		**130000**	**100000**	**100000**	**100000**	**100000**	**530000**

Town of Natick

FY 2014-2018 Capital Plan Summary

FY 2014-2018 Capital Improvement Plan

Department/Division	Description	2014	2015	2016	2017	2018	Total
Community Development		**2014**	**2015**	**2016**	**2017**	**2018**	**Total**
COMMUNITY DEVELOPMENT	KANSAS STREET RECONSTRUCTION [4]	2500000	0	0	0	0	2500000
COMMUNITY DEVELOPMENT	N. MAIN & BACON INT. IMP. - (MATHWORKS MITIGATION) [5]	620000	0	0	0	0	620000
COMMUNITY DEVELOPMENT	SPEEN STREET AND RELATED FEDEX TRAFFIC MITIGATION [5]	590000	0	0	0	0	590000
COMMUNITY DEVELOPMENT	WETHERSFIELD NEIGHBORHOOD TRAFFIC IMPROVEMENTS [5]	208000	0	0	0	0	208000
COMMUNITY DEVELOPMENT	SPEEN STREET TRAFFIC IMPROVEMENTS [5]	200000	0	0	0	0	200000
COMMUNITY DEVELOPMENT	PARK, BACON & WALNUT ST NEIGHBOR. TRAFFIC IMP. [5]	172000	0	0	0	0	172000
COMMUNITY DEVELOPMENT	COCHITUATE AQUADUCT IMPROVEMENTS [6]	50000	0	0	0	0	50000
COMMUNITY DEVELOPMENT	ROUTE 27 IMPROVEMENTS - CONSTRUCTION [45]	0	11000000	0	0	0	11000000
COMMUNITY DEVELOPMENT	DOWNTOWN PARKING GARAGE	0	7000000	0	0	0	7000000
Total Community Development		**4340000**	**18000000**	**0**	**0**	**0**	**22340000**

Facilities Management		2014	2015	2016	2017	2018	Total
NATICK PUBLIC SCHOOLS	MEMORIAL SCHOOL BOILER REPLACEMENT	400000	0	0	0	0	400000
MUNICIPAL GOVERNMENT	RENOVATION OF FINANCE OFFICES	250000	0	0	0	0	250000
MUNICIPAL GOVERNMENT	REPLACE ROOF TOP UNITS AT THE POLICE STATION	180000	0	0	0	0	180000
NATICK PUBLIC SCHOOLS	BEN-HEM - REPLACE DDC TEMPERATURE CONTROLS	150000	0	0	0	0	150000
MUNICIPAL GOVERNMENT	AIR HANDLER UNITS (COLE)	100000	0	0	0	0	100000
NATICK PUBLIC SCHOOLS	WILSON-REPLACE A/C COMPRESSORS	100000	0	0	0	0	100000
MUNICIPAL GOVERNMENT	REPLACE ROOF TOP UNITS AT THE MAIN FIRE STATION	75000	0	0	0	0	75000
MUNICIPAL GOVERNMENT	REPLACE FIVE OVERHEAD DOORS TO FIRE STATION 1	75000	0	0	0	0	75000
NATICK PUBLIC SCHOOLS	BROWN SCHOOL INTERCOM SYSTEM	50000	0	0	0	0	50000
MUNICIPAL GOVERNMENT	BOILER REMOVAL (COLE)	45000	0	0	0	0	45000
NATICK PUBLIC SCHOOLS	BEN-HEM - REPLACE ROOFTOP EXHAUST FANS	45000	0	0	0	0	45000
NATICK PUBLIC SCHOOLS	BROWN - FLOORING REPLACEMENT	30000	90000	0	0	0	120000
MUNICIPAL GOVERNMENT	DPW MAINT GARAGE HEATER REPLACEMENT	30000	0	0	0	0	30000
NATICK PUBLIC SCHOOLS	POWER FLAME BURNER FOR BENNETH HEMENWAY SCHOOL	19280	0	0	0	0	19280
NATICK PUBLIC SCHOOLS	REPLACE BURNER IN JOHNSON FURNACE	15000	0	0	0	0	15000
NATICK PUBLIC SCHOOLS	SCHOOL FREEZERS AND COOLERS MONITORING	12000	0	0	0	0	12000
NATICK PUBLIC SCHOOLS	LILJA- ROOF REPLACEMENT	0	550000	0	0	0	550000
NATICK PUBLIC SCHOOLS	BROWN- ROOF REPLACEMENT	0	550000	0	0	0	550000
NATICK PUBLIC SCHOOLS	MEMORIAL-REPLACE EXTERIOR WINDOWS	0	500000	0	0	0	500000
NATICK PUBLIC SCHOOLS	KENNEDY-REPLACE LARGE HVAC UNITS	0	300000	300000	0	0	600000
NATICK PUBLIC SCHOOLS	KENNEDY- REPLACE VAT FLOOR TILE	0	300000	300000	0	0	600000

Town of Natick

FY 2014-2018 Capital Plan Summary

FY 2014-2018 Capital Improvement Plan

Department/Division	Description	2014	2015	2016	2017	2018	Total
NATICK PUBLIC SCHOOLS	KENNEDY-REPLACE CLASSROOM UNIVENTS + DDC	0	200000	0	0	0	200000
MUNICIPAL GOVERNMENT	ROOF (90 OAK STREET)	0	135000	0	0	0	135000
NATICK PUBLIC SCHOOLS	KENNEDY- REPLACE EXTERIOR DOORS	0	120000	0	0	0	120000
NATICK PUBLIC SCHOOLS	JOHNSON-REMOVE VAT	0	120000	0	0	0	120000
NATICK PUBLIC SCHOOLS	JOHNSON-REFURBISH HALL CEILINGS	0	100000	0	0	0	100000
MUNICIPAL GOVERNMENT	TOWN HALL HVAC	0	80000	80000	0	0	160000
MUNICIPAL GOVERNMENT	REPLACE B-2 (VAN)	0	35000	0	0	0	35000
MUNICIPAL GOVERNMENT	EXTERIOR PAINTING (90 OAK ST)	0	30000	0	0	0	30000
MUNICIPAL GOVERNMENT	CARPET REPLACEMENT - TOWN HALL	0	15000	15000	15000	0	45000
NATICK PUBLIC SCHOOLS	KENNEDY-REPLACE EXTERIOR WINDOWS	0	0	650000	0	0	650000
NATICK PUBLIC SCHOOLS	BROWN- REPLACE UNIT VENTILATORS IN CLASSROOMS	0	0	170000	0	0	170000
NATICK PUBLIC SCHOOLS	MEMORIAL- REPAVE PARKING AREAS	0	0	150000	0	0	150000
NATICK PUBLIC SCHOOLS	BEN-HEM - REPLACE LIBRARY AND OFFICE CARPETS	0	0	25000	25000	0	50000
NATICK PUBLIC SCHOOLS	WILSON-REPLACE DOMESTIC WATER HEATERS	0	0	10000	0	0	10000
NATICK PUBLIC SCHOOLS	KENNEDY-INSTALL FIRE SPRINKLER SYSTEM	0	0	0	800000	0	800000
NATICK PUBLIC SCHOOLS	MEMORIAL-INSTALL FIRE SPRINKLER SYSTEM	0	0	0	500000	0	500000
NATICK PUBLIC SCHOOLS	WILSON-REPLACE AUDITORIUM A/C COMPRESSORS	0	0	0	50000	0	50000
Total Facilities Management		**1576280**	**3125000**	**1700000**	**1390000**	**0**	**7791280**

Total General Fund	**15754930**	**36013400**	**9898400**	**5835400**	**3259900**	**70762030**
less grants, subsidies, mititgation funds, etc…	-6203000	-12078000	-1013000	-1013000	-1013000	-20470000
Net General Fund	**9551930**	**23935400**	**8885400**	**4822400**	**2246900**	**50292030**

Notes

[1] Funded through M.G.L. Ch. 90 State Aid for Roadway Construction & Maintenance

[2] Funded only if grants are available

[3] Funded through B.A.A./Marathon funds

[4] Funded through the State

[5] Funded/partially funded through project specific mitigation funds

[6] Funded through Conservation Commission

Town of Natick

FY 2014-2018 Capital Plan Summary

FY 2014-2018 Capital Improvement Plan

Department/Division	Description	2014	2015	2016	2017	2018	Total
Enterprise Funds							
Water-Sewer Enterprise		**2014**	**2015**	**2016**	**2017**	**2018**	**Total**
WATER SEWER ENTERPRISE	I/I MWRA GRANT	1374000	0	0	0	0	1374000
WATER SEWER ENTERPRISE	REPLACE GROUND WATER WELLS	300000	300000	0	0	0	600000
WATER SEWER ENTERPRISE	TOWN FOREST RESERVOIR ROOF COATING &MIXING SYSTEM	220000	0	0	0	0	220000
WATER SEWER ENTERPRISE	SEWER MAIN RELINING	150000	150000	150000	150000	150000	750000
WATER SEWER ENTERPRISE	PRIME PARK PUMP STATION WALL REPAIR	150000	0	0	0	0	150000
WATER SEWER ENTERPRISE	ENERGY EFFICIENCY UPGRADES - SPRINGVALE WTP	150000	0	0	0	0	150000
WATER SEWER ENTERPRISE	REPLACE CONTROL VALVES TONKA AND H&T FILTERS	100000	0	0	0	0	100000
WATER SEWER ENTERPRISE	REPLACE W-28 (TRUCK W/PLOW)	47000	0	0	0	0	47000
WATER SEWER ENTERPRISE	REPLACE W-21 (1 TON WORK TRUCK)	40000	0	0	0	0	40000
WATER SEWER ENTERPRISE	REPLACE W-1 (VEHICLE)	30000	0	0	0	0	30000
WATER SEWER ENTERPRISE	REPLACE W-12 (AIR COMPRESSOR)	30000	0	0	0	0	30000
WATER SEWER ENTERPRISE	SEWER STATION GENERATORS	0	250000	0	0	0	250000
WATER SEWER ENTERPRISE	WATER METER RADIO TRANSMITTERS	0	200000	200000	0	0	400000
WATER SEWER ENTERPRISE	VFD INSTALLS & CONTROLS	0	180000	150000	0	0	330000
WATER SEWER ENTERPRISE	REPLACE W-16 (BACKHOE)	0	125000	0	0	0	125000
WATER SEWER ENTERPRISE	INSTALL SEWER GRINDER PUMP	0	90000	0	0	0	90000
WATER SEWER ENTERPRISE	BOOSTER PUMP - GLENRIDGE	0	0	250000	0	0	250000
WATER SEWER ENTERPRISE	REPLACE W-23 (DUMP TRUCK)	0	0	160000	0	0	160000
WATER SEWER ENTERPRISE	REPLACE W-4 RANGER (TRUCK)	0	0	21000	0	0	21000
WATER SEWER ENTERPRISE	RUNNING BROOK/VESTA RD PUMP STATION	0	0	0	500000	0	500000
WATER SEWER ENTERPRISE	GENERATOR BRADFORD RD	0	0	0	0	125000	125000
WATER SEWER ENTERPRISE	CAPT TOM'S BOOSTER PUMP	0	0	0	0	65000	65000
WATER SEWER ENTERPRISE	REPLACE W-10 (1 TON WORK TRUCK)	0	0	0	0	50000	50000
WATER SEWER ENTERPRISE	REPLACE W-8 (GENERATOR)	0	0	0	0	45000	45000
WATER SEWER ENTERPRISE	REPLACE W-11 (AIR COMPRESSOR)	0	0	0	0	30000	30000
WATER SEWER ENTERPRISE	WATER MAIN RELINING PHASE 6	0	0	0	0	0	0
WATER SEWER ENTERPRISE	CHLORINE UPGRADE ELM BANK/PINE OAKS/MORSE POND	0	0	0	0	0	0
WATER SEWER ENTERPRISE	ROUTE 30 WATER MAIN LOOP	0	0	0	0	0	0
WATER SEWER ENTERPRISE	SPRINGVALE TONKA FILTER MEDIA REPLACEMENT	0	0	0	0	0	0
Total Water-Sewer		**2591000**	**1295000**	**931000**	**650000**	**465000**	**5932000**
Less grants, subsides, etc.		*-1524000*	*-150000*	*-150000*	*-150000*	*-150000*	*-2124000*
Net Water/Sewer (dependent upon rates)		**1067000**	**1145000**	**781000**	**500000**	**315000**	**3808000**

Town of Natick

FY 2014-2018 Capital Plan Summary

FY 2014-2018 Capital Improvement Plan

Department/Division	Description	2014	2015	2016	2017	2018	Total
Sassamon Trace Enterprise		**2014**	**2015**	**2016**	**2017**	**2018**	**Total**
SASSAMON TRACE GOLF COURSE	PARKING LOT EXTENSION	20000	0	0	0	0	20000
SASSAMON TRACE GOLF COURSE	PAVING OF GOLF COURSE CART PATHS	10000	10000	10000	10000	0	40000
SASSAMON TRACE GOLF COURSE	SASSAMON TRACE IRRIGATION WELL	0	75000	0	0	0	75000
Total Sassamon Trace Enterprise		**30000**	**85000**	**10000**	**10000**	**0**	**135000**

Total All Funds						
General Fund	**15754930**	**36013400**	**9898400**	**5835400**	**3259900**	**70762030**
Water/Sewer Enterprise	**2591000**	**1295000**	**931000**	**650000**	**465000**	**5932000**
Sassamon Trace	**30000**	**85000**	**10000**	**10000**	**0**	**135000**
Gross Capital Requests	**18375930**	**37393400**	**10839400**	**6495400**	**3724900**	**76829030**
less subsidies/offsets	*-7727000*	*-12228000*	*-1163000*	*-1163000*	*-1163000*	*-22594000*
Net Capital Requests	**10648930**	**25165400**	**9676400**	**5332400**	**2561900**	**54235030**

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Appendices

A - Financial Information
B - Legal Information
C - Glossary
D - Demographics & Information
E – Program Improvement Requests

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Section XIII:
Appendix A: Financial Information

Financial Policies
Staffing History
Financial Indicators
Snow & Ice History
Statement on Reserves
FY 2013 Recap
FY 2008-2012 Historic Data
FY 2012 End-Of-Year Encumbrances
FY 2014 Budget Instructions

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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.

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.

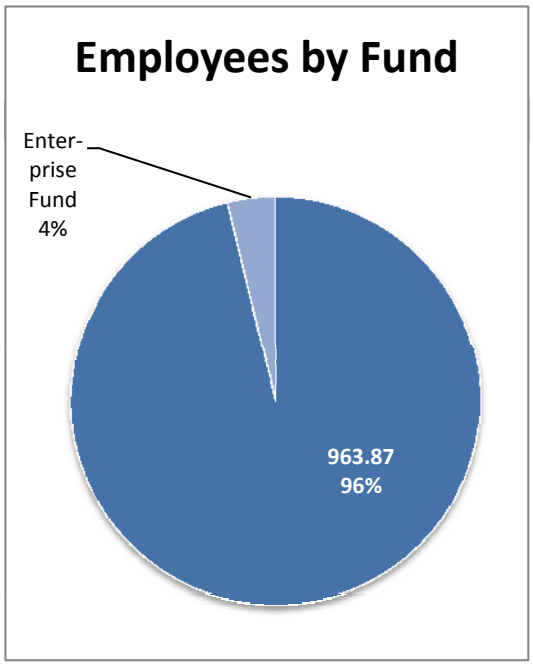
Cash Management

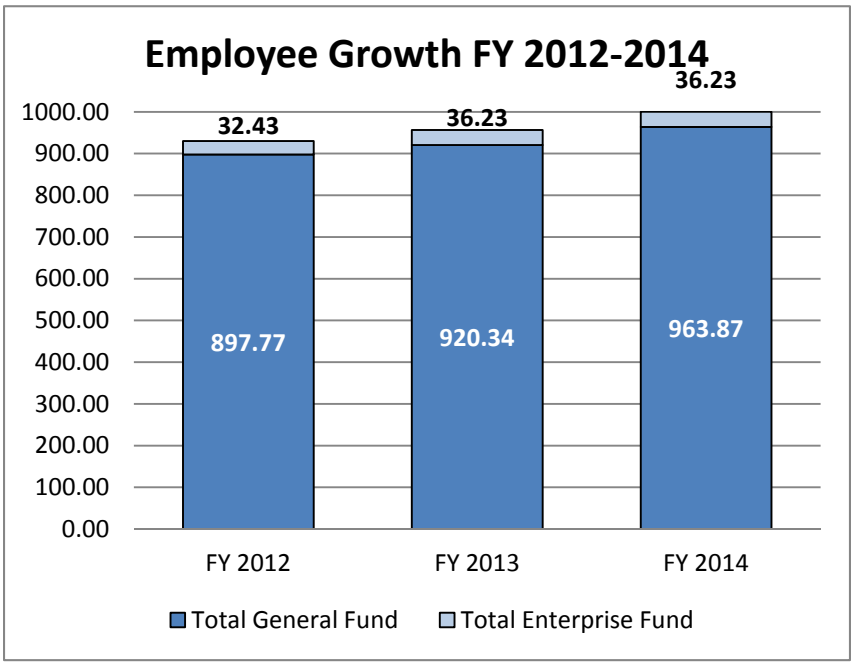
- Balances in prior Town Meeting funding articles shall be reviewed annually and excess balances shall be closed out to free cash.
- Fees and charges will be reviewed regularly to ensure that – where appropriate – they cover direct and indirect costs associated with the related service.

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	Not Counted	Not Counted	Not Counted	Not Counted
Sunday Reference Staff (.11 FTE)	Not Counted	Not Counted	Not Counted	Not Counted	Not Counted
Other Pages (.20 FTE)	Not Counted	Not Counted	Not Counted	Not Counted	Not Counted
Total FTE	**30.30**	**30.17**	**30.79**	**31.07**	**31.05**
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**	**3 PT**	**3 PT**	**3 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
Superintendant of Communications	1	1	1	1	1
Total FTE	**83**	**83**	**83**	**88**	**88**
Total FT/PT	**83 FT / 0 PT**	**83 FT / 0 PT**	**83 FT / 0 PT**	**88 FT / 0 PT**	**88 FT / 0 PT**

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/0PT**	**7 FT/0PT**	**7 FT/0PT**	**0 FT/0PT**	**0 FT/0PT**

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**	**9 FT/0 PT**	**9 FT/0 PT**	**9 FT/0 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**	**7 FT/0 PT**	**7 FT/0 PT**	**7 FT/0 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**	**2 FT /0 PT**	**2 FT /0 PT**	**2 FT /0 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**	**5 FT / 3 PT**	**5 FT / 3 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**	**4 FT / 1PT**	**4 FT / 1PT**	**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**	**3 FT / 1 PT**	**3 FT / 1 PT**	**3 FT / 1 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**	**3 FT / 0 PT**	**3 FT / 0 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**	**0 FT / 1 PT**	**0 FT / 1 PT**	**0 FT / 1 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	Department did not exist until FY 2013.			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**

Financial Indicators

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

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Introduction

This series of indicators are designed to achieve three goals:

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

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

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

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

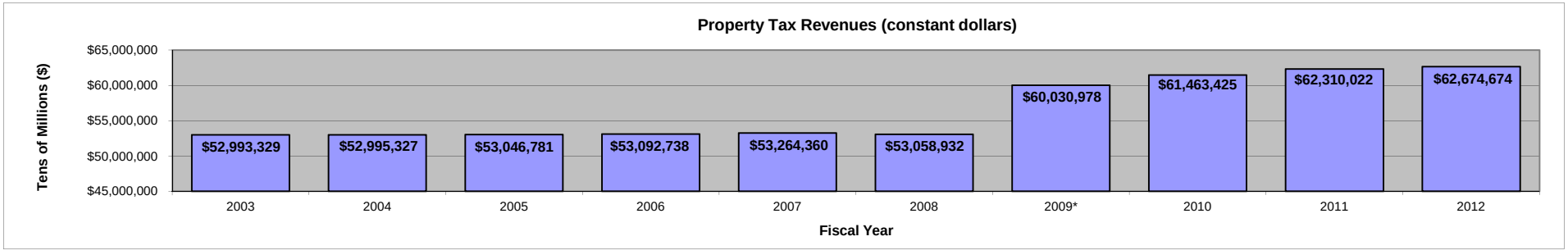
- Natick has favorable property tax collections, personnel costs, debt service levels (both as a percentage of operating revenues and per capita) and reserve levels.
- Natick has marginal and uncertain levels of State Aid, revenues related to economic growth, benefit expenditures, amounts of capital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

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

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

Property Tax Revenues

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



Formula:	Property Tax Revenues (constant dollars)

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

Notes:
*Denotes Fiscal Year where Proposition 2 1/2 Override was approved by voters.
**Source: Mass. Department of Revenue, Databank Reports, Fiscal Year 2000 - 2009 Excess Levy Capacity, Tax Recaps, FY 2012 Town of Natick 4th Quarter Revenue Report
***Amount shown for CPI-U data assumes half-year average for Boston-Brockton-Nashua Statistical Area, where 1982-1984 = 100. Source: U.S. Bureau of Local Accounts

Property Tax Revenues:

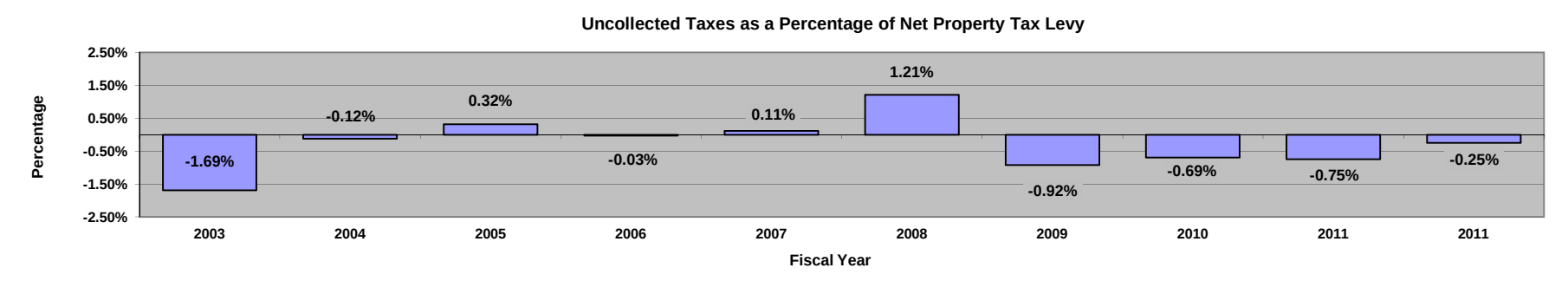
Property tax revenues are analyzed separately because they are the Town's primary revenue source for both operating and capital spending. Increases due to operating overrides, while enhancing the Town's ability to deliver services, must be weighed against their impact on taxpayers ability to pay.

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

Natick Trend	
favorable	x
marginal	x
unfavorable	
uncertain	

Uncollected Property Taxes

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



Formula:	Uncollected Property Taxes / Net Property Tax Levy

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

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

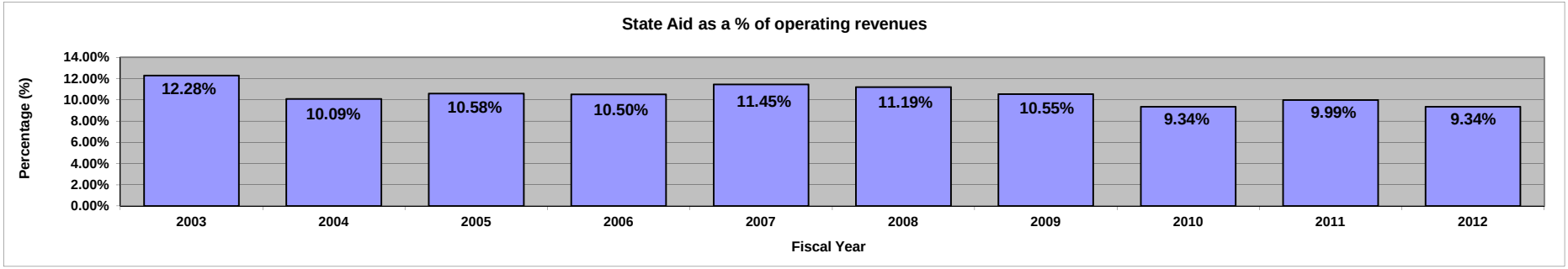
Natick Trend	
favorable	x
marginal	
unfavorable	
uncertain	

Uncollected Property Taxes:

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

State Aid

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



Formula:	State Aid / Operating Revenues

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

Notes:

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

Natick Trend	
favorable	
marginal	x
unfavorable	
uncertain	x

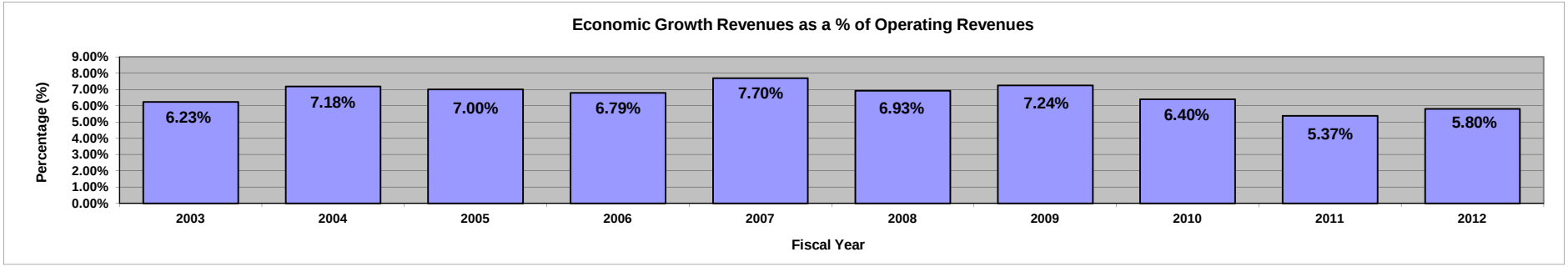
State Aid:

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

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

Revenues Related to Economic Growth

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



Formula:	Economic Growth Revenues / Operating Revenues

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

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

Natick Trend	
favorable	
marginal	x
unfavorable	
uncertain	x

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

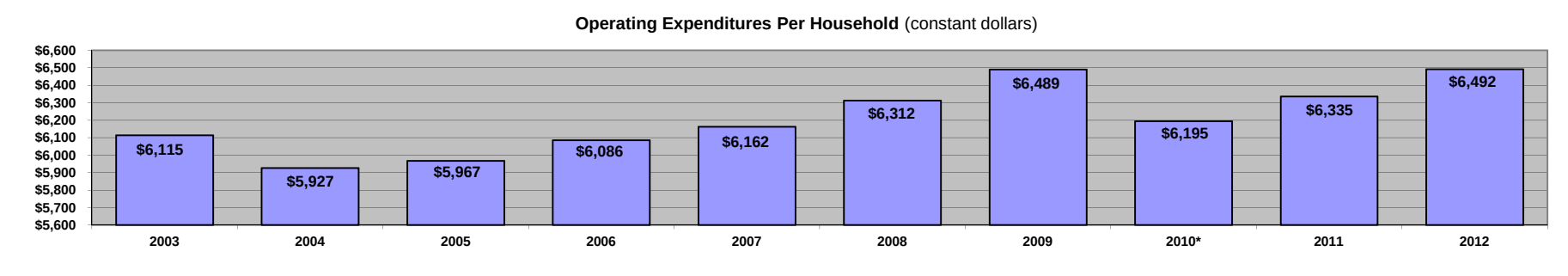
Revenues Related to Economic Growth:

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

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

Expenditures per Household

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



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

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

Source: Town of Natick, Town Reports, 2002-2011 & Comptroller's FY 2012 4th Qtr GF Expenditure Reports.
*Note: FY 2010 Education spending lower than previous years in part to ARRA allocation. Costs attributed to grant funds, not tax levy.

Natick Trend	
favorable	
marginal	
unfavorable	x
uncertain	

Expenditures per Household:

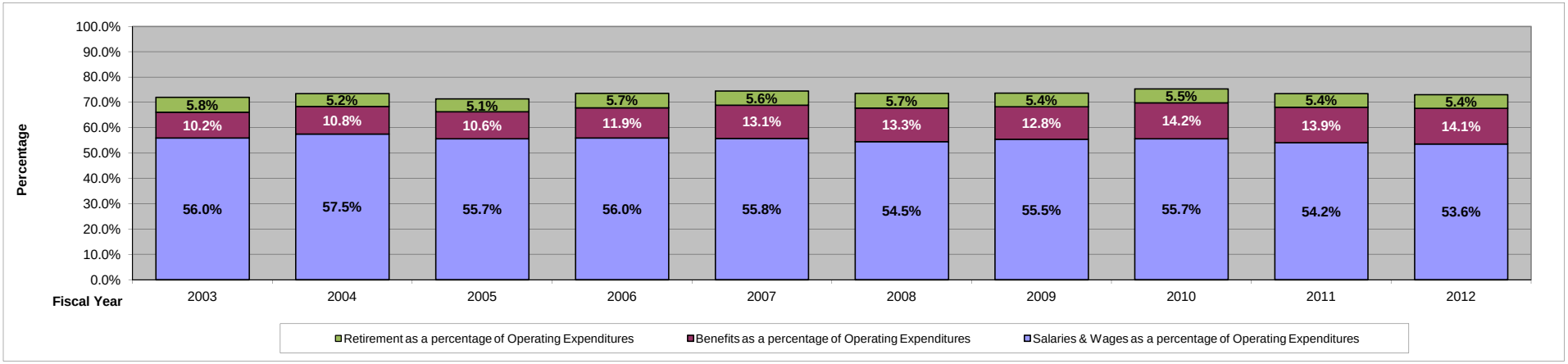
Increasing operating expenditures per household can indicate that the cost of providing services is outstripping taxpayer's ability to pay, especially if spending is increasing faster than household income. Increasing expenditures may also indicate that the demographics of the Town are changing, requiring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

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

The trend within the trend worth further examining is which sections of the budget have witnessed the greatest percentage increase since 2001. As this indicator shows and Indicators I.6, I.7 and I.10 further detail, the largest increase has been within Shared Expenses and not in direct services for the community. It is important to note that FY 2012 expenditures per household (in constant dollars) are just $3.00 more than in FY 2009.

Personnel Costs

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



Formula: **Salaries & Wages / Operating Expenditures**

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

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

Personnel Costs:

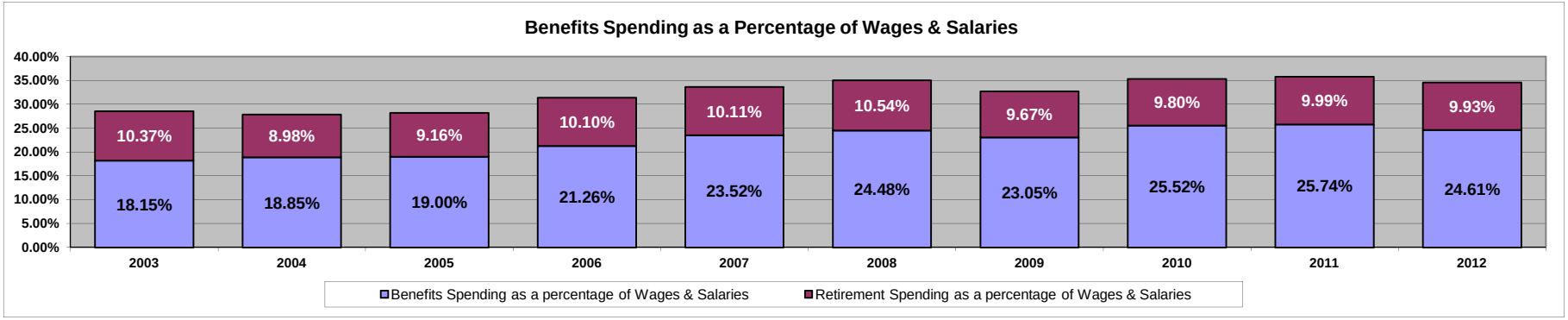
Increasing salaries and wages as a percent of operating expenditures may be an indicator of two trends: 1) First, it may point to future pension and health insurance costs since both of these items are related to the number and compensation level of employees. 2) Second, if salaries and wages as a percent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

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

Natick Trend	
favorable	x
marginal	
unfavorable	
uncertain	

Employee Benefits

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



Formula:	Employee Benefits / Wages & Salaries

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

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

Natick Trend	
favorable	
marginal	x
unfavorable	
uncertain	x

Employee Benefits:

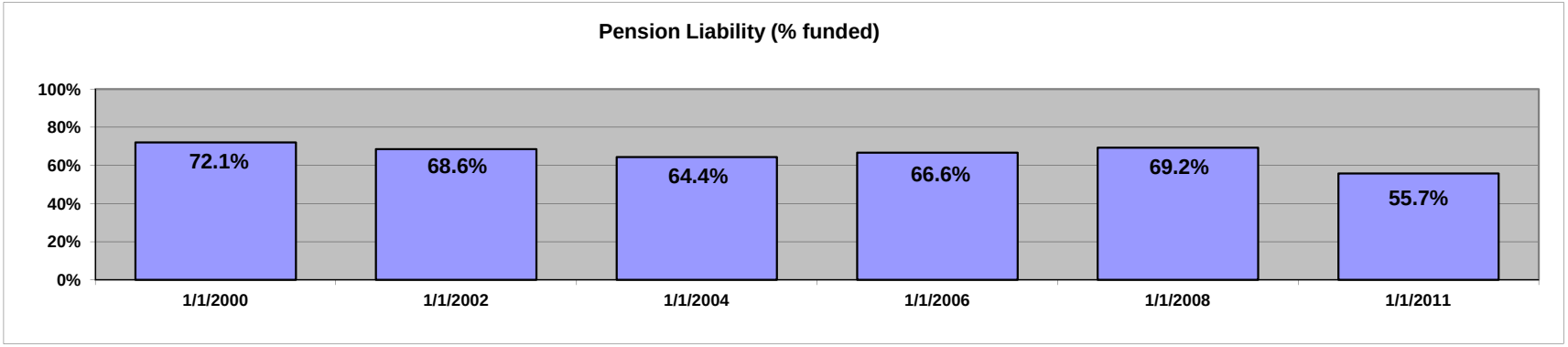
Fringe benefits represent a significant and increasing share of the Town's operating costs. Further, this analysis may understate certain fringe benefits such as sick leave buy-back liabilities and vacation accruals.

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

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

Pension Liability

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



Formula:	Pension Assets / Pension Liability

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

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

Natick Trend	
favorable	
marginal	
unfavorable	x
uncertain	

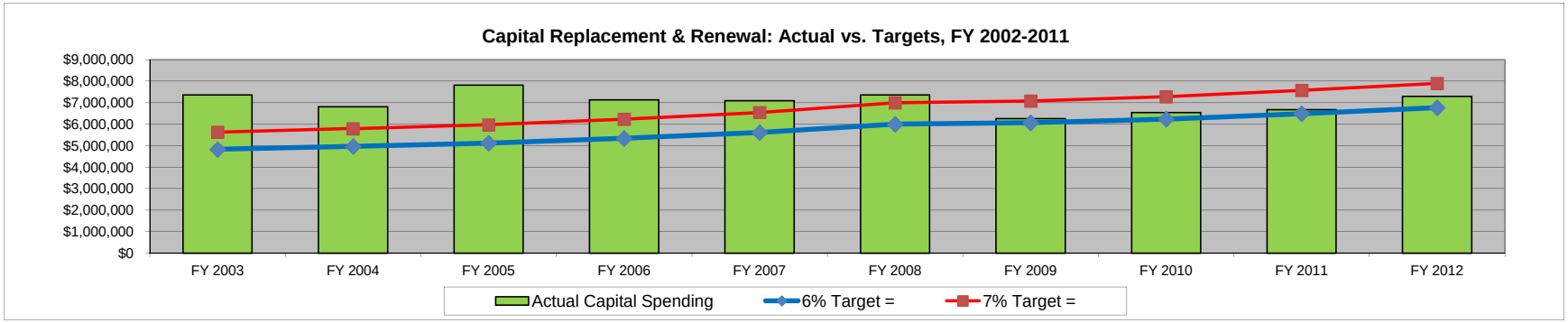
Pension Liability:

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

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

Capital Asset & Renewal

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



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

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

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

Natick Trend	
favorable	
marginal	x
unfavorable	
uncertain	

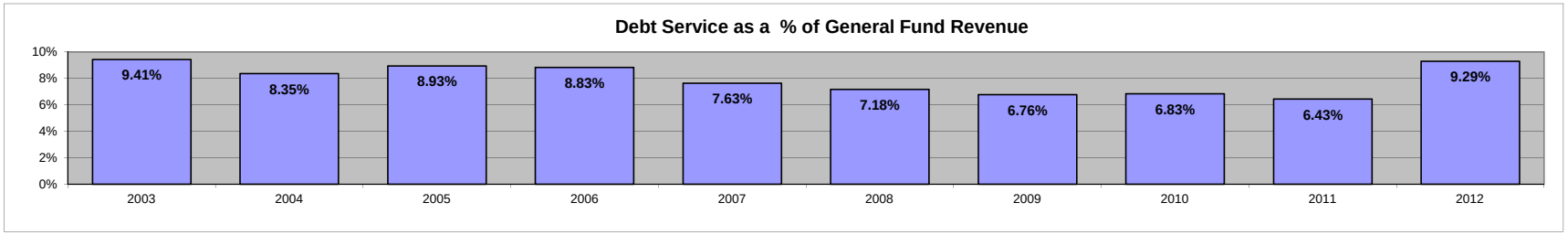
Capital Asset & Renewal:

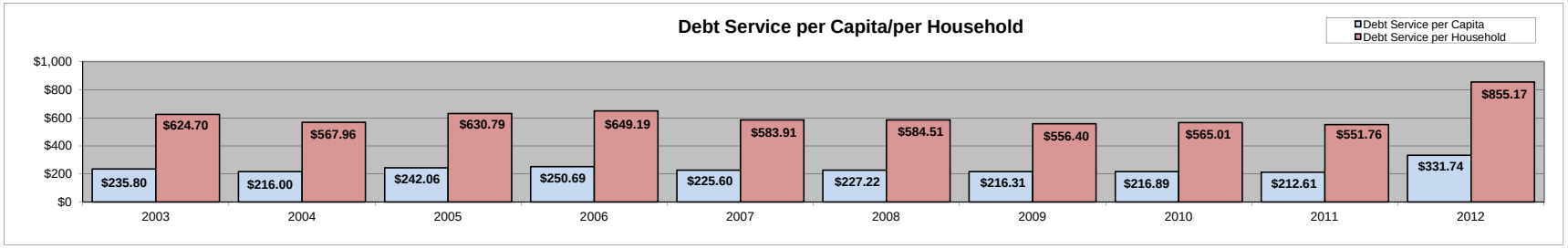
Companies of any size must maintain, renew and replace their infrastructure in a timely and cost effective manner. Municipalities are no different, and often have the daunting task of having to renew capital equipment and infrastructure with numerous other competing needs. Timely replacement of capital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

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

Debt Service

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





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

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

Debt Service:

Natick Trend	
favorable	x
marginal	
unfavorable	
uncertain	

Debt is the chief financing tool utilized by municipalities to continually replace and maintain its capital infrastructure. As such, it is important to monitor how much debt the community has at any one point in time and determine what impact the amount of debt service has on the operating budget and the taxpayers. Credit rating agencies monitor the amount of debt a community has just like they monitor individual credit. A variety of factors, including the level of debt service/annual revenues and level of debt service/capita and per household are evaluated by credit rating agencies.

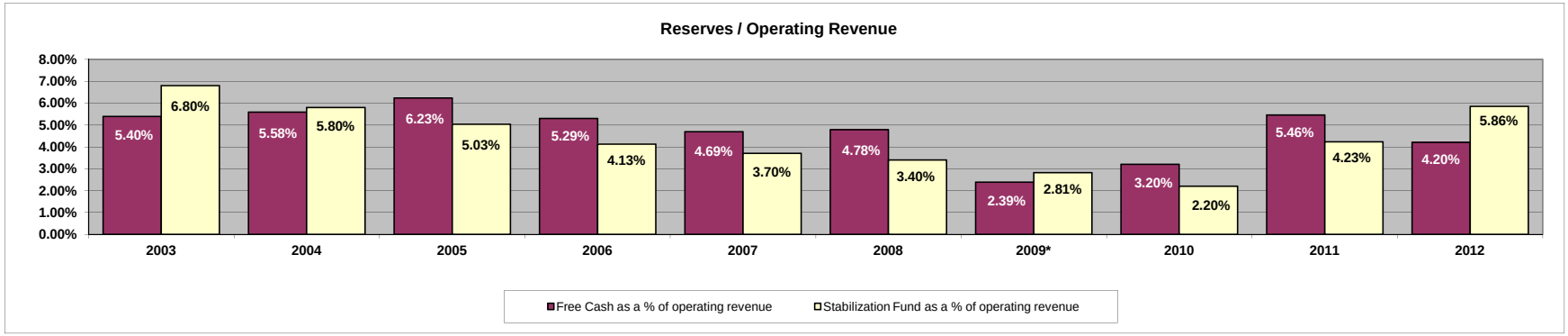
Positively for Natick, the community fares well on this indicator. Not only has debt service per capita remained well within recommended levels at between 6.5%-9.5% - debt service of 20% of operating revenues is considered a problem and 10% is considered acceptable - but decreased from FY 2006 through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

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

Reserves & Fund Balance

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

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



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

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

Notes:

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

Natick Trend	
favorable	x
marginal	
unfavorable	
uncertain	x

Reserves & Fund Balance:

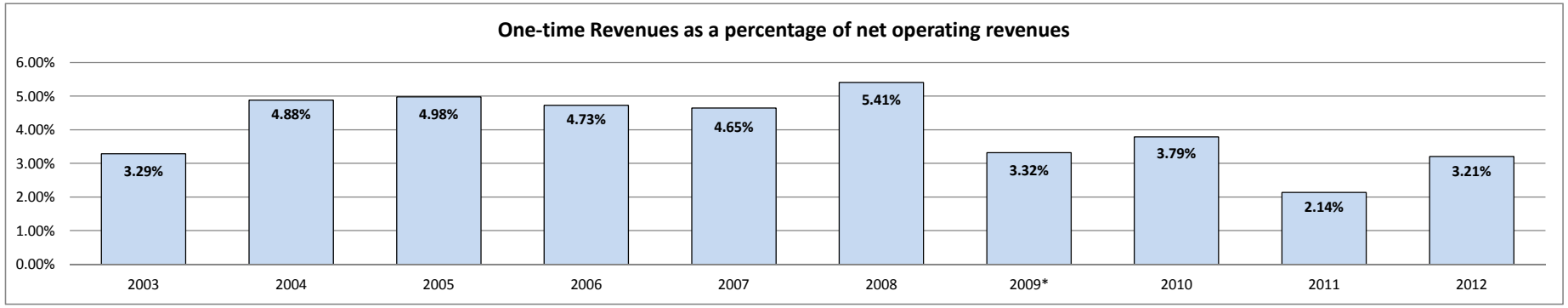
Reserves can be used by municipalities for many different purposes. Primarily, reserves are used to buffer against the need for severe reductions in service due to economic downturns, major emergencies which the community must respond to and as a sinking fund for major capital projects. Communities which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

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

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

Use of One-Time Revenues to Support Operations

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



Formula:	One-time Revenues / Net Operating Revenues

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

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

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

Natick Trend	
favorable	
marginal	x
unfavorable	
uncertain	

Use of One-Time Revenues to Support Operations:

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

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

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 unkown 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 accomodate 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

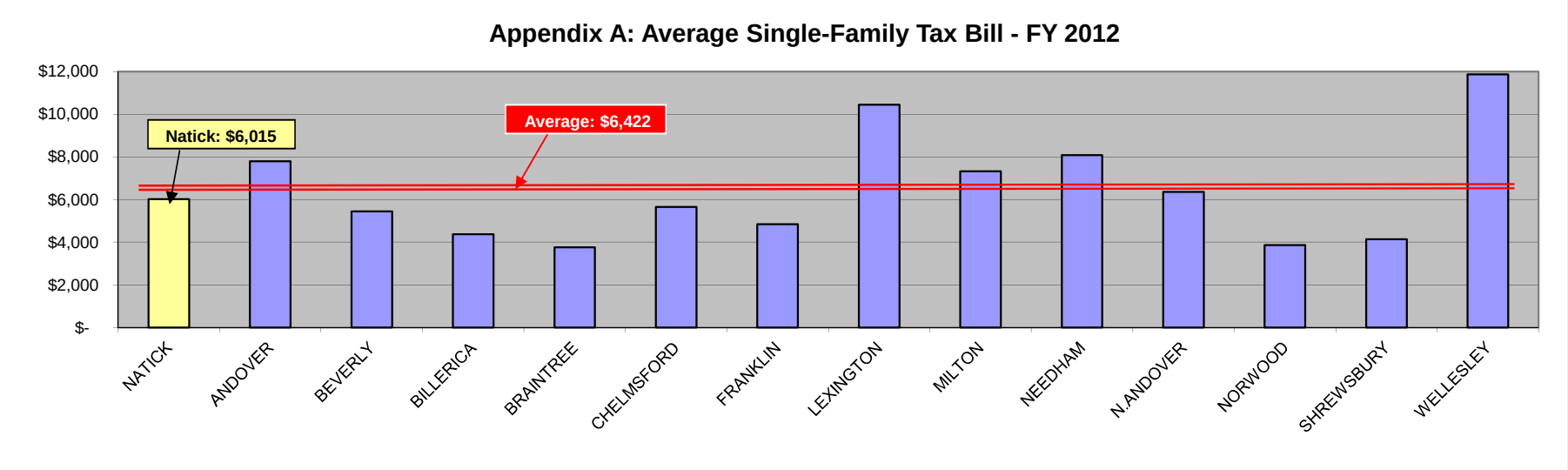
		2012 Appropriated	2013 through FATM	2014 Projection	2015 Projection	Comments
	General Fund Revenues					
1	Tax Levy	86,502,701	89,294,846	92,475,888	94,968,176	Assumes significant new growth in FY 2014
2	State Aid	11,509,427	11,657,952	11,657,952	11,657,952	Assumes level-funding at FY 2013 levels
3	Estimated 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 Reciepts, 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	Stablization 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 ot the excluded debt costs of the new Community-Senior Center and Natick High School. The average single family tax bill for the comparable communities increased $268 from FY 2011 to FY 2012.

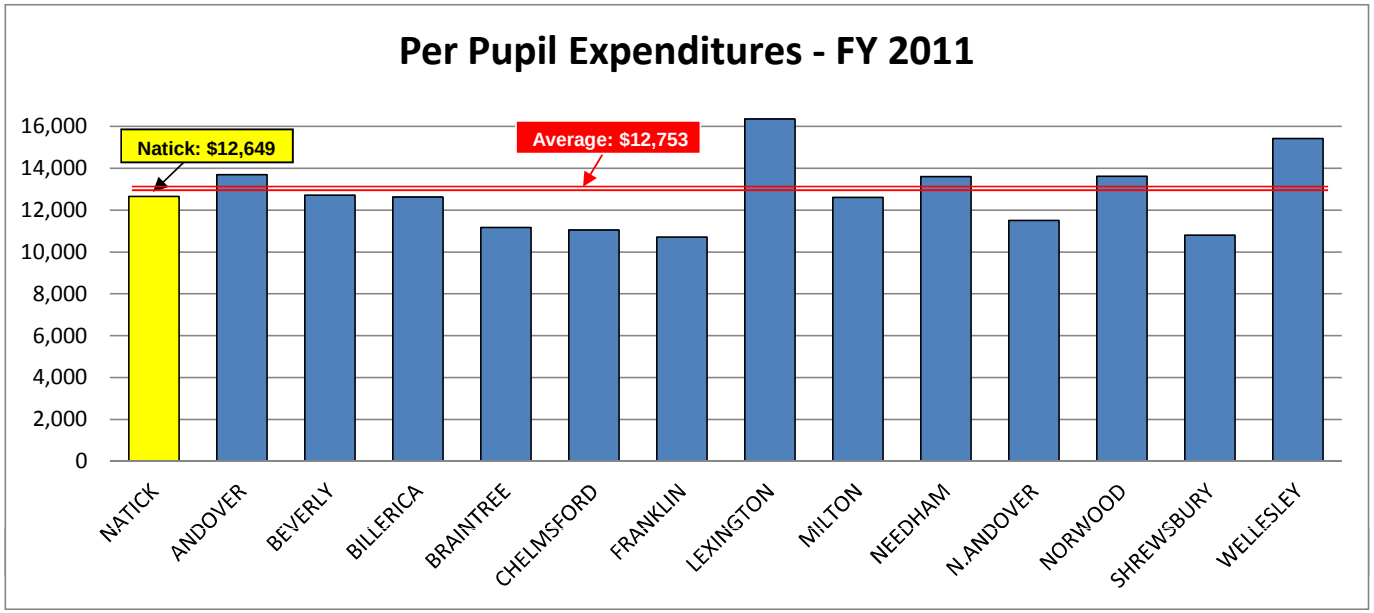
Source: Mass. Dept. of Revenue, Div. Of Local Services.

Appendix B: Per Pupil Expenditure Comparative Data

Per Pupil Expenditure Data:

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

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



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

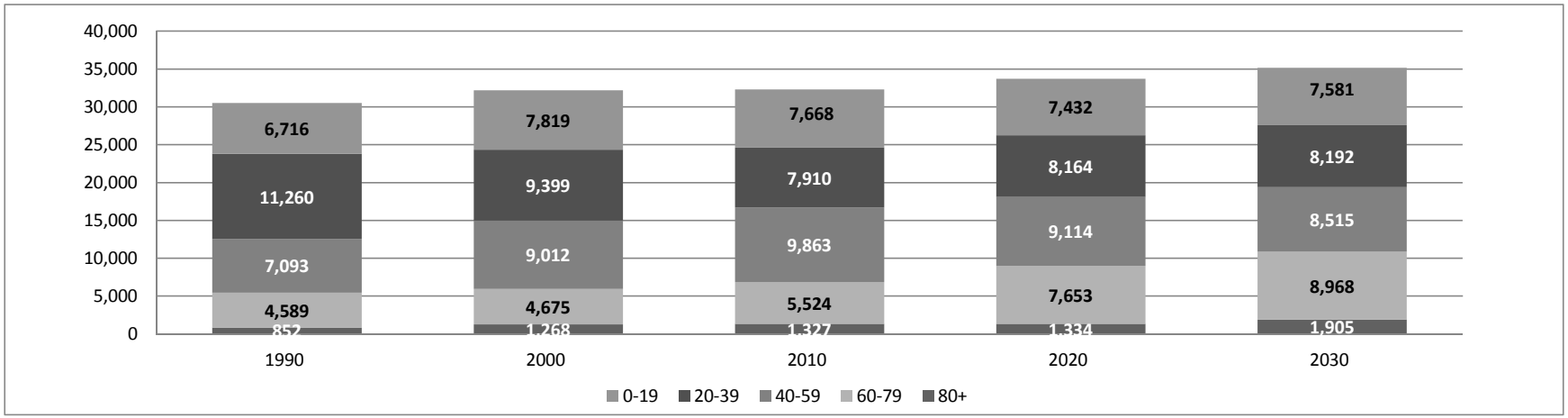
District	FY 2011 Total Pupils	FY 2011 Total Expenditure
LEXINGTON	6,420	16,358
MILTON	3,985	12,613
NEEDHAM	5,450	13,602
N.ANDOVER	4,757	11,503
NORWOOD	3,499	13,616
SHREWSBURY	6,291	10,804
WELLESLEY	4,979	15,421

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

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

Appendix C: Population Projections

Population Projections: 1990-2035, Town of Natick



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

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

Population:

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

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

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

Appendix D: Other Post Employment Benefits

Other Post Employment Benefits (OPEB):

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

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

After conducting the actuarial, USI has determined that our total unfunded actuarial accrued liability is $119,187,237. As a result, the Town's annual audits going forward will show a significant and growing liability, unless the Town chooses to begin setting aside funds in a restricted trust in order to put towards mitigating the liability. The 2011 Fall Annual Town allowing the Board of Selectmen Meeting to create the trust and $221,608 was appropriated into it by the 2012 Spring Annual Town Meeting. Some communities have chosen to begin setting aside funds towards the unfunded liability without additional legal mandate or guidance from state or federal legislators. They have taken advantage of a variety of funding sources, including but not limited to redirecting Medicare Part D monies (if they receive them), appropriating additional tax levy support to a trust designed to reduce the overall liability, or using decreases in the pension assessments , if they arise.

An updated actuarial will be conducted during FY 2013.

OPEB Liability Growth as a result of GASB 45

FY 2011

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

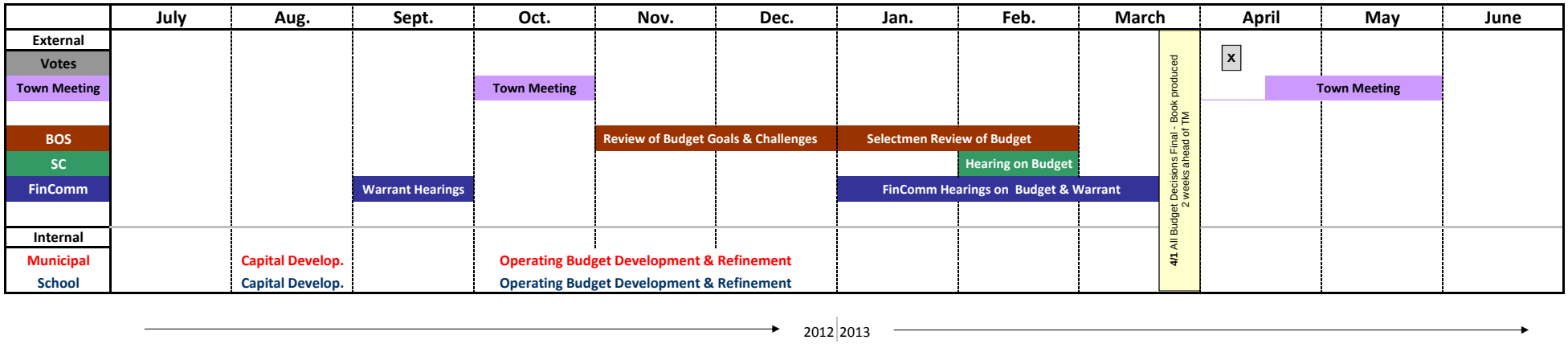
FY 2012

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

and so on…

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

Appendix E: FY 2014 Budget Schedule & Process



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	**January 1st**
Finance Committee Public Hearings on Budget	All January
BOS - Review of Budget	

February 2013

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

March 2013

Finance Committee Public Hearings on Budget	to April 1

April - May 2013

Preparation of Materials for Town Meeting	April 1-10
x Municipal Election	April 9th
Town Meeting	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

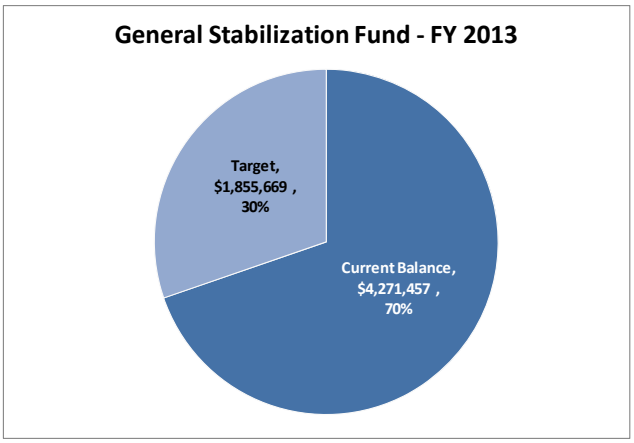
Overlay Surplus:

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.

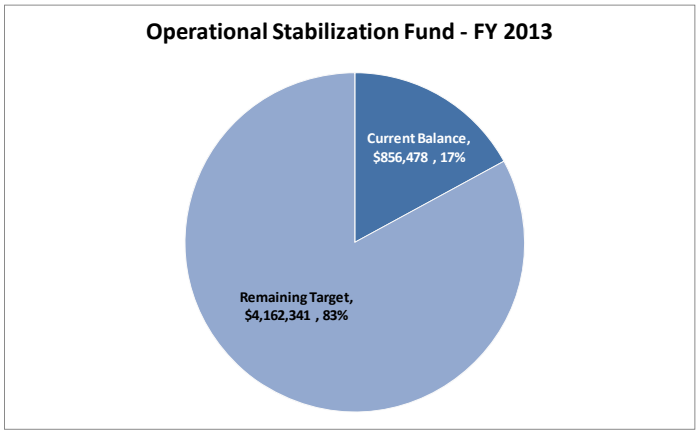
The Town maintains three Stabilization Funds:



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	Target	Balance to target	% Raised
			2%	5%		
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

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

IIa. Appropriations (col. (b) through col. (e) from Page 4)		$ 130,810,953.00
IIb. Other amounts to be raised		
1. Amounts certified for tax title purposes	25,000.00	
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)	239,005.00	
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	102,007.73	
10. Other (specify on separate letter)		
TOTAL IIb (Total lines 1 through 10)		366,012.73
IIc. State and county cherry sheet charge (C.S. 1-EC)		1,524,261.00
IId. Allowance for abatements and exemptions (overlay)		1,463,310.27
IIe. Total amount to be raised (Total IIa through IId)		$ 134,164,537.00

III. Estimated receipts and other revenue sources

IIIa. Estimated receipts - State		
1. Cherry sheet estimated receipts (C.S. 1-ER Total)	$ 11,657,952.00	
2. Massachusetts School Building Authority Payments	0.00	
TOTAL IIIa		11,657,952.00
IIIb. Estimated receipts - Local		
1. Local receipts not allocated (Page 3, col. (b), Line 23)	10,012,890.00	
2. Offset receipts (See Schedule A-1)	0.00	
3. Enterprise funds (See Schedule A-2)	15,304,661.00	
4. Community preservation funds (See Schedule A-4)	0.00	
TOTAL IIIb		25,317,551.00
IIIc. Revenue sources appropriated for particular purposes		
1. Free cash (Page 4, col. (c))	6,343,030.00	
2. Other available funds (Page 4, col. (d))	1,522,559.00	
TOTAL IIIc		7,865,589.00
IIId. 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 IIId		0.00
IIIe. Total estimated receipts and other revenue sources (Total IIIa through IIId)		$ 44,841,092.00

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

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

LOCAL RECEIPTS NOT ALLOCATED *

	(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.

CERTIFICATION OF APPROPRIATIONS AND SOURCES OF FUNDING

		APPROPRIATIONS					AUTHORIZATIONS MEMO ONLY	
City/Town Council or Town Meeting Dates	FY*	(a) Total Appropriations Of Each Meeting	(b) ** From Raise and Appropriate	(c) From Free Cash See B-1	(d) From Other Available Funds See B-2	(e) From Offset Receipts, See A-1 or Enterprise Funds, See A-2 Community Preservation See A-4	(f) *** Revolving Funds See A-3	(g) Borrowing Authorization (Other)
04/26/12	2013	125,987,585.00	109,191,793.00	2,979,340.00	938,219.00	12,878,233.00	290,000.00	3,927,300.00
10/25/12	2013	4,823,368.00	720,424.00	3,363,690.00	584,340.00	154,914.00	35,000.00	1,550,000.00
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Totals		130,810,953.00	109,912,217.00	6,343,030.00	1,522,559.00	13,033,147.00		
		Must Equal Cols. (b) thru (e)						

* Enter the fiscal year to which the appropriation relates, i.e., fiscal year 2012 or fiscal 2013.

** Appropriations included in column (b) must not be reduced by local receipts or any other funding source. Appropriations must be entered gross to avoid a duplication in the use of estimated or other sources of receipts.

*** Include only revolving funds pursuant to Chapter 44, Section 53 E 1/2.

I hereby certify that the appropriations correctly reflect the votes taken by City/Town/District Council.

NATICK			
City/Town	Date	Clerk	Tel. No.

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: SUBSIDY	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

a. Costs appropriated in the enterprise fund

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)	$	-310,000.00	

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 **		
Other enterprise available funds for PY costs		
Total revenues and available funds for PY costs		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

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-1
FREE CASH CERTIFICATION AND APPROPRIATION
NATICK
City/Town/District

PART I

1. 7/1/2011 FREE CASH CERTIFICATION	$	4,737,528.00
ADD:		
2. FREE CASH UPDATE PART I		
TOTAL		4,737,528.00
SUBTRACT FREE CASH APPROPRIATED FROM THIS CERTIFICATION:		
3. FY2012 RECAP		1,172,071.00
4. FY2013 RECAP		2,979,340.00
BALANCE OF UNAPPROPRIATED FREE CASH PART I	$	586,117.00

PART II

1. 7/1/2012 FREE CASH CERTIFICATION	$	6,791,984.00
ADD:		
2. FREE CASH UPDATE PART II		
TOTAL		6,791,984.00
SUBTRACT FREE CASH APPROPRIATED FROM THIS CERTIFICATION:		
3. FY2013 RECAP		3,363,690.00
BALANCE OF UNAPPROPRIATED FREE CASH PART II	$	3,428,294.00

Accounting Officer Date

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	COL. A Amount in Fund when Approp. was made	COL. B Amount of Appropriation
04/26/12	PARKING RECEIPTS	PARKING ENFRCMNT	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

BUREAU OF ACCOUNTS
SCHEDULE DE-1
DEBT EXCLUSION FORM

NATICK

City/Town/District

(A) BALLOT VOTE DATE	(B) PURPOSE(S) OF EXCLUSION VOTE	(C) DATE OF ORIGINAL ISSUANCE NOTE/BOND PER PURPOSES	(D) TEMP OR PERM (T/P)	(E) FY2012 NET EXCLUDED DEBT SERVICE	(F) FY2012 GROSS DEBT SERVICE EXPENDED	(G) FY2013 GROSS DEBT SERVICE EXCLUDABLE	(H) REIMBURSEMENTS/ ADJUSTMENTS	(I) FY2013 NET EXCLUDED DEBT SERVICE
11/07/00	Wilson Middle School	04/15/04	PERM	790,231.00	784,087.50	764,287.50	123,167.00	641,120.50
11/07/00	Kennedy Middle School	04/15/04	PERM	78,155.00	112,000.00	108,000.00	0.00	108,000.00
03/30/10	Natick High School	06/15/11	PERM	3,325,696.00	3,402,287.50	3,356,587.50	163,123.00	3,193,464.50
03/30/10	Community Senior Ctr	06/15/11	PERM	729,994.00	746,900.00	738,000.00	35,808.00	702,192.00
03/30/10	Community Senior Ctr	06/01/12	PERM	0.00	0.00	123,525.00	0.00	123,525.00
								0.00
								0.00
								0.00
								0.00
								0.00
								0.00
								0.00
								0.00
							SUBTOTAL	4,768,302.00

REIMBURSEMENTS: School Building Assistance, Library Construction Grants etc.
ADJUSTMENTS: prior year interest not included, rate or term different than estimate

Name/Title

Date

MASSACHUSETTS DEPARTMENT OF REVENUE
DIVISION OF LOCAL SERVICES

ASSESSMENT/CLASSIFICATION REPORT FY2013

NATICK as of January 1, 2012
City/Town/District

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] FY2012 VALUES BY CLASS (Committed / LA-4)	No.	[B] FY2012 REVISED & OMITTED VALUES	No.	[C] ABATEMENT VALUES	No.	[D] OTHER ADJUSTMENT VALUES	[E] 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
pen 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
ommercial - Chapter 61, 61A, 61B	1,279,507	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							

Actual ☐
Pro Forma ☐

LA-13 (2008)

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		
pen 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		
ommercial - 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	23.2766% Lines 3C+4C+5C	34.9149% Max % Share
Minimum Share of Levy for Classes One and Two:	100%	--	34.9149% Max % Share	65.0851% Min % Share
Minimum Residential Factor **(MRF)**	65.0851% Min % Share		76.7234% 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	78,763,162
A1.	ADD Amended FY2011 Growth	0
B.	ADD (IA + IA1) X 2.5%	1,969,079
C.	ADD FY2012 New Growth	846,384
C1.	ADD FY2012 New Growth Adjustment	0
D.	ADD FY2012 Override	0
E.	FY2012 Subtotal	81,578,625
F.	FY2012 Levy Ceiling	155,383,390

I. $ 81,578,625
FY2012 Levy Limit

II. TO CALCULATE THE FY2013 LEVY LIMIT

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

II. $ 84,573,555
FY2013 Levy Limit

III. TO CALCULATE THE FY2013 MAXIMUM ALLOWABLE LEVY

A.	FY2013 Levy Limit from II.	84,573,555
B.	FY2013 Debt Exclusion(s)	4,768,302
C.	FY2013 Capital Expenditure Exclusion(s)	
D.	FY2013 Stabilization Fund Override	
E.	FY2013 Other Adjustment	
F.	FY2013 Water / Sewer	
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 / Class I Total Parcel Count*	=	_____	X	_____ 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 _____

5. The following information was derived from the LA-7. Please indicate in column D percentages (accurate to 4 digits to the right of the decimal point) which result from your selected residential factor. (If a residential factor of "1" has been selected, you may leave Column D blank.)

A	B	C	D
Class	Certified Full and Fair Cash Value	Percentage Full Value Shares of Total Tax	New Percentage Shares of Total
1. Residential	4,779,077,420	76.7234%	76.7234%
2. Open Space	0	0.0000%	0.0000%
3. Commercial	1,291,280,110	20.7302%	20.7302%
4. Industrial	40,213,000	0.6456%	0.6456%
5. Personal Property	118,400,530	1.9008%	1.9008%
Totals	6,228,971,060	100.0000%	100.0000%

6. I hereby attest that notice was given to taxpayers that a public hearing on the issue of adopting the tax levy percentages for fiscal year 2013 would be held c 12/10/2012 (date), 7:00 P.M. (time), at Natick Town Hall Selec (place), by

By legal notice in Metrowest News (describe type of notice).

City/Town/District Clerk

7. We hereby attest that c 12/10/2012 (date) 7:00P.M. (time), at Natick Town Hall 13 Ea (place) a public hearing was held on the issue of adopting the percentages for fiscal year 2013, that the Board of Assessors presented information and data relevant to making such determination and the fiscal effect of the available alternatives at the hearing and that the percentages set forth above were duly adopted in public session on 12/10/2012 (date).

8. We have been informed by the Assessors of excess levy capacity $18,412.00

For cities: City Councilors, Aldermen, Mayor
For towns: Board of Selectmen
For districts: Prudential Committee or Commissioners

(LA-5)

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**

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**

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**

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
Contractural 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**
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**

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	
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 overaching 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**

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**

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	-	-	-	-	-	-	-	-	-

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 Lease				$ -	$ -	$ -	$ -	$ -	$
Education/Professinal Fees/Licenses	2,152	1,500	8	$ 1,500	$ 249	$ 1,800	$ 378	$ 1,800	$ 2,309

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**

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

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

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

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

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

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

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

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

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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 Fwrd
60018 CAROLINE HUIE	71201383	2012/11	150.00	150.00	YEAR END MILEAGE	Carry Fwrd
61045 MARK D'AGOSTINO	71201466	2012/12	50.00	50.00	YEAR END MILEAGE	Carry Fwrd
64088 JASON THISTLE	71201387	2012/11	310.00	310.00	YEAR END MILEAGE	Carry Fwrd
65486 DEREK BRAUNSCHWEIGER	71201388	2012/11	150.00	150.00	YEAR END MILEAGE	Carry Fwrd
	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 Fwrd
59866 UNIVERSAL MERCANTILE EXCHANG	71200174	2012/02	65.00	65.00	BADGE HOLDERS & LUGGAGE	Carry Fwrd
	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 Fwrd
	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 Fwrd
	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 Fwrd
	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 Fwrd
59360 JENNIFER BRENNEMAN	71201436	2012/12	279.79	279.79	TUITION REIMBURSEMENT	Carry Fwrd

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

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

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

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 Fwrd
	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 Fwrd
24954 LAKESHORE LEARNING MATERIALS	71200983	2012/09	174.09	174.09	MATERIALS	Carry Fwrd
35158 W B MASON	71201395	2012/12	93.82	93.82	NEW CLASSROOM SET UP	Carry Fwrd
	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 Fwrd
	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 Fwrd
	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 Fwrd
	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 Fwrd
	ACCOUNT TOTAL		337.50			
	ORG 76243115TOTAL		337.50			

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

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

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

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

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS
79248166	HS INSTRUC MATERIALS - RESERVE					
0001-310-3-2415-166-09-0012-00-551000-	EDUCATIONAL SUPPLIES					
2116 NATICK FOOD SERVICES	71201417	2012/12	100.00	100.00	YEAR END EXPENSES	Carry Fwrd
26249 ROSE BERTUCCI	71201422	2012/12	500.00	500.00	YEAR END EXPENSES	Carry Fwrd
	ACCOUNT TOTAL		600.00			
	ORG 79248166TOTAL		600.00			

FUND 0001 GENERAL FUND TOTAL: 800,120.86

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

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS

REPORT PO TOTALS: 800,120.86

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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
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 Fwrd
	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

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 Fwrd
10840	APPLE COMPUTER INC	7111935	2011/09	4,461.05	4,461.05	HIGH SCHOOL LAPTOPS	Carry Fwrd
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 & EQU	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 Fwrd
35158	W B MASON	71201273	2012/11	23,341.00	23,341.00	FURNISHINGS & EQUIPMENT	Carry Fwrd
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 Fwrd
				929,814.30			
35484	SCHOOL SPECIALTY INC	71201174	2012/10	1,018.94	1,018.94	FURNISHINGS	Carry Fwrd
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 Fwrd
				2,270.75			
42106	CREATIVE OFFICE PAVILLION	71201175	2012/10	241,947.00	241,947.00	FURNISHINGS	Carry Fwrd
42106	CREATIVE OFFICE PAVILLION	71201276	2012/11	4,408.00	4,408.00	FURNISHINGS & EQUIPMENT	Carry Fwrd
				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 Fwrd
45077	MEGAMEDICAL SUPPLY CO INC	71201404	2012/12	5,199.90	5,199.90	ADDITIONAL EQUIPMENT FO	Carry Fwrd
				55,151.04			
45371	OCE' IMAGISTICS INC	71201405	2012/12	6,700.00	6,700.00	OCE PROFESSIONAL SERVIC	Carry Fwrd
46018	DELL CORPORATION	71201336	2012/11	10,489.60	10,489.60	DELL OPTIPLEX	Closed

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 Fwrd
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 Fwrd
				70,393.65			
52288	MONITOR EQUIPMENT CO INC	71201166	2012/10	460,933.04	460,933.04	HIGH SCHOOL FURNISHINGS	Carry Fwrd
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 Fwrd
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 Fwrd
				12,675.44			
60003	AMERICOM INC	71201000	2012/09	33,600.00	33,600.00	SHORE TEL PHONES	Carry Fwrd
64536	HILLYARD/ROVIC	71201181	2012/10	30,315.63	30,315.63	CUSTODIAL EQUIPMENT	Carry Fwrd
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 C	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

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

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 Fwrd
10840	APPLE COMPUTER INC	20122579	2012/12	7,300.00	7,300.00	Provide for Natick IT D	Carry Fwrd
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 Fwrd
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 Fwrd
43593	PRECISION FITNESS EQUIPMENT	20122585	2012/12	7,436.00	7,436.00	Provide and install Rec	Closed
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 Fwrd
62994	WHALLEY COMPUTER ASSOC INC	20122593	2012/12	19,572.82	19,572.82	Provide all items as in	Carry Fwrd
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 Fwrd
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 Fwrd
65786	TXL HOLDING CORP	20122636	2012/12	3,120.00	3,120.00	Provide and install thr	Carry Fwrd
65787	SEASONAL SPECIALTY STORES	20122637	2012/12	6,912.00	6,912.00	Provide two Olhausen Dr	Carry Fwrd
65788	WTI	20122638	2012/12	10,000.00	10,000.00	Provide and install all	Carry Fwrd
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 rekicatuib	Carry Fwrd
		ACCOUNT TOTAL		1,724.40			
		ORG 50325 TOTAL		388,894.75			

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		

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 Fwrd
31972 TESSCO	20120234	2012/02	371.16	371.16	MISC SUPPLIES	Carry Fwrd
61228 COMTRONICS CORP	20121520	2012/08	470.00	470.00	lABOR TECH SPECIALIST	Carry Fwrd
	ACCOUNT TOTAL		14,137.79			
	ORG 50345 TOTAL		14,137.79			

FUND 5034 FIRE GRND REPEATR ART9 SPG 10 TOTAL: 14,137.79

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

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS

REPORT PO TOTALS: 3,605,295.61

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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
6000502	SASSAMON EXPENSES					
6000-632-6-0000-000-00-5000-02-522930-	BANK AND CREDIT CARD FEES					
49538 TOWN OF NATICK GOLF ACCOUNT	20122918	2012/12	203.52	203.52	AMEX FEES MAR-JUNE 2012	Carry Fwrd
	ACCOUNT TOTAL		203.52			
	ORG 6000502 TOTAL		203.52			

FUND 6000 SASSAMON TRACE GOLF COURSE TOTAL: 203.52

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

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS

REPORT PO TOTALS: 203.52

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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
653501	W/S CAPITAL ARTICLES FY10					
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 Fwrd
	ACCOUNT TOTAL		962.13			
	ORG 653501 TOTAL		962.13			

FUND 6535 W/S CAPITAL ARTICLES FY10 TOTAL: 962.13

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

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS

REPORT PO TOTALS: 962.13

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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
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 Fwrd
	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 Fwrd
	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 Fwrd
	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 Fwrd
	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 FITTI	Carry Fwrd
16343 PUTNAM PIPE CORP	20122492	2012/11	438.62	438.62	WATER PIPE AND FITTINGS	Carry Fwrd
16343 PUTNAM PIPE CORP	20122095	2012/10	367.06	367.06	WATER PIPE FITTINGS	Carry Fwrd
			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 Fwrd
59502 RI ANALYTICAL LABORATORIES I	20120068	2012/02	770.40	770.40	BACTERIA AND CHEM WATER	Carry Fwrd
			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, W	Carry Fwrd
	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 Fwrd
35788 APPLIED GEOGRAPHICS	4691150	2009/12	3,000.00	3,000.00	GIS WEB APPLICATION	Carry Fwrd
			6,000.00			

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

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 TI	Carry Fwrd
	ACCOUNT TOTAL		28,689.15			
6500-446-4-0000-000-00-0000-03-587200-	NEW HYDRANT INSTALLATION					
25771 BAY STATE WATER WORKS SUPPLY	20122532	2012/12	675.00	675.00	FIRE HYDRANT AND PARTS	Carry Fwrd
	ACCOUNT TOTAL		675.00			
6500-446-4-0000-000-00-0000-03-587300-	ASPHALT CRUSHING					
53725 CENTRAL MASS SAND & GRAVEL	20120721	2012/04	25.16	25.16	GRAVEL	Carry Fwrd
53725 CENTRAL MASS SAND & GRAVEL	20122704	2012/12	1,400.00	1,400.00	GRAVEL	Carry Fwrd
53725 CENTRAL MASS SAND & GRAVEL	20122474	2012/11	848.86	848.86	GRAVEL	Carry Fwrd
			2,274.02			
63267 GRANITEVILLE MATERIALS LLC	46111202	2011/12	3,101.09	3,101.09	GRAVEL	Carry Fwrd
	ACCOUNT TOTAL		5,375.11			
	ORG 6544603 TOTAL		41,111.13			

FUND 6500 SEWER ENTERPRISE FUND TOTAL: 56,976.95

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

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION	STATUS

REPORT PO TOTALS: 56,976.95

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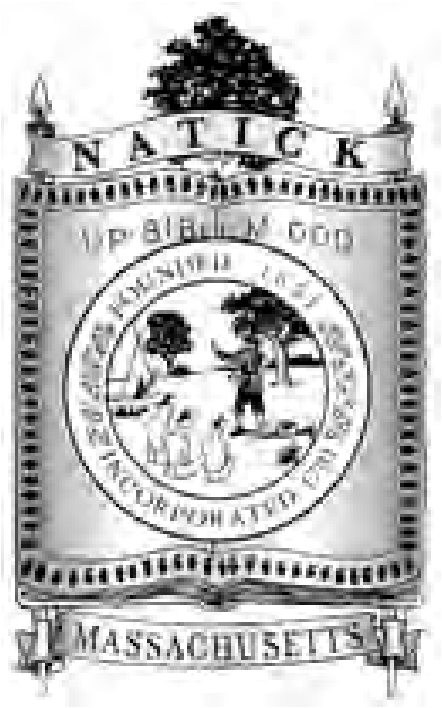
Town of Natick

FY 2014 BUDGET
PREPARATION MANUAL



"Home of Champions"

November 2012

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SECTION 1: PROCESS

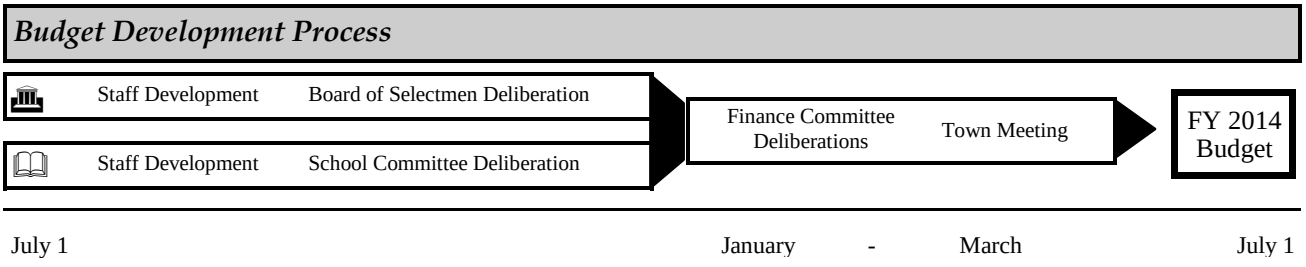
Building a budget is a lot like building a dam – it takes a lot of time, hard work, determination, the right materials and planning. Yet it all comes down to a lot of faith and hope when the water is released for the first time. In this climate of fiscal uncertainty, we all have to take care in preparing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

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 7th
[TA] - Town Administrator Reviews w/Departments	December 10th – December 21st
[SC] – Superintendent's Presentation of Budget	Mid-December
[TA] – Final Preparation of Budget Submission	December 27th-December 30th
Calendar 2012	
[BOS] – Presentation of Budget to Board of Selectmen	January 2nd, 2013
[FC] – Presentation of Budget to Finance Committee	January 3rd
[BOS] & [FC] – Budget Hearings	January - March
[TA] – Submission of Capital Plan Revisions to BOS & FC	March 1st
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.**

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.

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,

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.

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

- **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. ❷ 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. ❸

- **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. ❹

  - 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.

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.

Section XIII:
Appendix B: Legal

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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.

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.

Appendix C: Glossary & Basis of Budgeting & Accounting

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

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

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

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

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

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

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

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

ENTERPRISE FUNDS - Enterprise Funds are used to account for operations which are financed and operated in a manner similar to business operations and where the costs of providing goods or services are financed in whole or in part by user charges (charges for services). Services accounted for in Enterprise Funds are tangible and can be measured for determining a charge for services. In Massachusetts, the most common types of government enterprises include utility or utility-type services for water treatment and delivery, sewerage collection and treatment, and electricity generation and distribution. Less common but prevalent operations include hospitals, airports, parking, swimming pools, and golf courses.

Individual services must ordinarily be accounted for in separate Enterprise Funds. Segregation is essential for determining the total cost of services and the extent to which user charges cover that cost. Although a community may decide to recover only a portion of its costs from user charges, it is essential from a management point of view that it understands what its total costs are. Such costs include amounts for repayment of long-term debt and related interest and estimates for depreciation.

EXPENDITURE – Decrease in net financial resources for the purpose of acquiring and providing goods and services.

EXPENSES – Outflows or other using up of assets or incurring of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations. Expenses consist of the following objects of expenditure: Utilities, Supplies and Materials, Contractual Services, and Equipment.

FINES & FORFEITURES - Revenue collected from court fines, penalty charges for overdue taxes along with non-criminal fines are included in this category.

FISCAL YEAR (FY) - The Town of Natick operates on a July 1st through June 30th fiscal year.

FREE CASH - The amount certified annually by the Dept of Revenue that represents the unreserved fund balance less all outstanding tax receivables. This balance is created when actual revenues exceed those estimated and/or expenditures are less than appropriations for any given fiscal year. These funds may be appropriated by Town Meeting as a resource for the next fiscal year's operations or any other purpose authorized by state statute. The Massachusetts Department of Revenue certifies free cash each July 1st. Free Cash represents the savings account of the Town. Certified Free Cash is available for appropriation by Town Meeting for any lawful purpose.

FUND BALANCE - The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

FUNDING SOURCE – The specifically identified funds allocated to meet budget requirements/expenses.

GENERAL FUND - Revenues derived from the tax levy, state aid, local receipts and available funds are considered General Fund revenues. The General Fund is distinguished from Enterprise Funds and Special Revenue Funds.

GFOA – Government Finance Officers Association of the United States and Canada. The G.F.O.A.is a professional organization of governmental finance officers.

GRANT – A contribution by one government unit or outside agency to another governmental unit. The contribution is usually made for a specific purpose but is sometimes for general purposes.

INVESTMENT INCOME - The Town earns interest on cash held in savings accounts and invested in short term securities. The investment goal is to ensure that all funds are invested. The term of these is investments is short-term and risk adverse. The Treasurer is very restricted as to the instruments in which investments can be made. The amount of investment income is a function of the amount of funds invested and the interest rate.

LEVY LIMIT - The maximum amount of money, which the Town can raise from the property tax levy, without an override of proposition 2 1/2. Please refer to the explanation of Proposition 2 1/2 for a description of how the levy limit is calculated.

LIABILITY – Debt or other legal obligation which must be paid, renewed or refunded at some future date, but does not include encumbrances.

LOCAL RECEIPTS - A category of revenue sources including school department charges for services, investment income, fines and forfeitures, building permits and excise taxes. These revenues are not considered part of the Proposition 2 ½ Tax Levy.

MODIFIED ACCRUAL BASIS FOR ACCOUNTING – A method of accounting that recognizes revenue when it is actually received and recognizes expenditures when a commitment is made.

MOTOR VEHICLE EXCISE - All Massachusetts vehicle owners who have their vehicle(s) registered in the State of Massachusetts pay an annual motor vehicle excise tax to the city or town in which they reside. The Registry of Motor Vehicles creates a listing of all vehicles registered in Natick and the book value assigned to each vehicle. The Town uses this information to bill all owners an annual tax equal to 2 ½ percent or $25 for each $1,000 of the vehicle's value.

MWRA – Massachusetts Water Resources Authority

NEW GROWTH - In addition to a standard 2 1/2% annual increase in the property tax levy, Proposition 2 1/2 allows the levy to be increased further by the sum of certain qualifying new construction valuation, multiplied by the prior year tax rate. Qualifying new construction valuation is known as "New Growth". In general, in order to qualify as "New Growth" the new construction valuation must be either a newly constructed house or an addition to an existing house, which adds at least 50% to the preconstruction value (residential properties). For commercial/industrial properties, "New Growth" consists of both newly built buildings, and additions, which add at least $100,000 to the prior value of the improved property. It permanently becomes part of the tax levy.

OBLIGATION - A commitment to pay a particular sum of money (e.g. as required by contract or a bond).

OPERATING BUDGET – The portion of the budget that pertains to daily operations, which provide basic services for the fiscal year. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel and the proposed means of financing them.

OPERATING EXPENDITURE - An ongoing or recurring cost of performing a function or providing a service. Operating expenditures include personal services, supplies and materials, utilities, contractual services, minor equipment, and debt service.

OVERLAY - The amount raised in the tax levy for funding abatements granted by the Board of Assessors due to overvaluation.

OVERRIDE - An action taken by the voters of the town to exceed the limit placed on tax revenue growth by the State tax limitation law known as Proposition 2 ½. The tax levy limit can be exceeded only if a majority of residents voting approve an override. This sum is then added to the base levy for the next fiscal year and this becomes a permanent addition to the tax levy limit.

PROPOSITION 2 ½ - A tax limitation measure passed by Massachusetts voters in 1980 which limits the growth of the total property tax levy to 2.5% per year. In other words, the total revenue allowed to be raised through real estate and personal property taxes cannot increase by more than 2.5% from one fiscal year to the next unless the citizens of the town approve a debt exclusion or an operating override. New construction values are in addition to this limit. Two provisions within Proposition 2 ½ allow the citizens of a community by popular vote to authorize the Town to raise taxes above the tax levy limit: an operating override or a debt exclusion.

As a consequence of this proposition, the Property Tax currently accounts for 2/3 of the Town's total revenue budget. Proposition 2 1/2, is a statutory limit on the annual rate of growth in the property tax levy of the Town. In the absence of a majority vote of approval by the Natick electorate (an over-ride), the total amount of revenue which may be generated from the property tax is limited to: 2 1/2 more than the prior year levy limit, plus the sum of all qualifying new construction valuation multiplied by the prior year tax rate.

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

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

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

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

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

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

charged for all associated fringe benefits.

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

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

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

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

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

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

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

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

Basis of Accounting & Budgeting – Terminology

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

- Basis of Accounting: General fund accounting is done on a modified accrual basis meaning that revenues are recognized when they become measurable or available (cash basis), while expenditures are accounted for in the accounting period incurred (accrual basis).

- Basis of Budgeting: Budgeting for all enterprise funds is done on a GAAP (Generally Accepted Accounting Principles) or full accrual basis. This means that expenditures and revenues are accounted for in the accounting period incurred.

Appendix D:
Town Information & Demographics

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

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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 3rd Party: 7	MA Independent Party: 2

Town Offices: Town Hall, 13 East Central Street

US Senators: John F. Kerry & Elizabeth Warren

Representative in Congress: Edward J. Markey

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

State Representatives: David Paul Linsky, Precincts 1-10

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

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

Where to Vote (Precinct Numbers):

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

Natick 360

Honoring Our Past. Planning Our Future.

Final Recommendations to Sponsoring Boards from the Strategic Planning Oversight Committee

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

Place Strategic Planning Action Items on your Agenda

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

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

Review Progress Toward Goals Quarterly

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

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

Collaborate with Other Boards at least Annually

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

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

Continue to Engage the Public

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

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

Make it happen

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

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

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

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

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

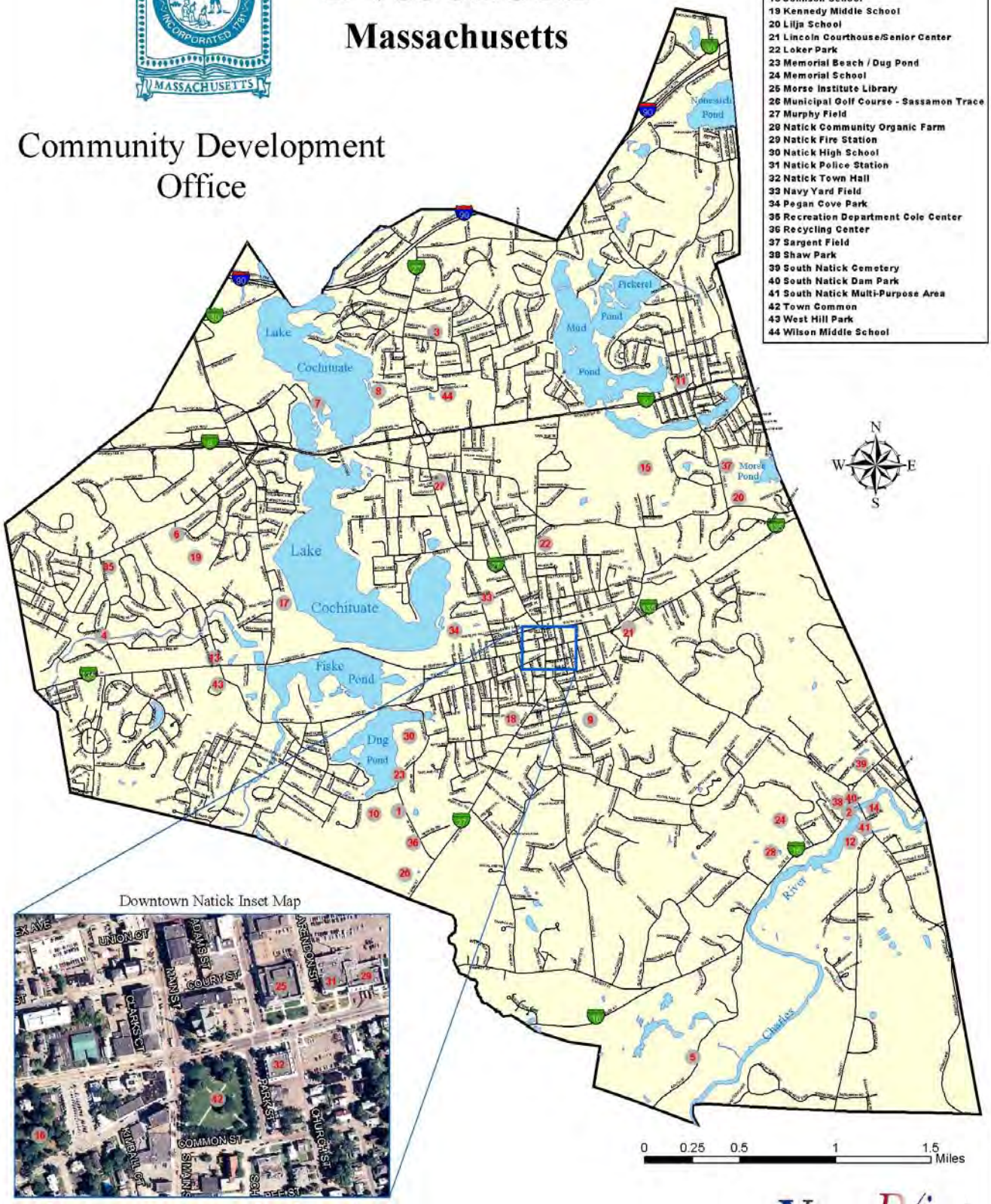
Areas of Interest

Town of Natick Massachusetts

Community Development Office

Key to Areas of Interest

1 Track around NHS Football Field
2 Bacon Free Library
3 Bennet Hemenway School
4 Boden Lane Cemetery
5 Broadmoor Sanctuary
6 Brown School
7 Camp Arrowhead
8 Camp Mary Bunker
9 Coolidge Field/Woods
10 Department of Public Works
11 East Natick School
12 Grove Park
13 Henry Wilson Memorial
14 Hunnewell Fields
15 Hunnewell Town Forest
16 Indian Burial Ground
17 John J. Lane Park
18 Johnson School
19 Kennedy Middle School
20 Lilja School
21 Lincoln Courthouse/Senior Center
22 Loker Park
23 Memorial Beach / Dug Pond
24 Memorial School
25 Morse Institute Library
26 Municipal Golf Course - Sassamon Trace
27 Murphy Field
28 Natick Community Organic Farm
29 Natick Fire Station
30 Natick High School
31 Natick Police Station
32 Natick Town Hall
33 Navy Yard Field
34 Pegan Cove Park
35 Recreation Department Cole Center
36 Recycling Center
37 Sargent Field
38 Shaw Park
39 South Natick Cemetery
40 South Natick Dam Park
41 South Natick Multi-Purpose Area
42 Town Common
43 West Hill Park
44 Wilson Middle School



ViewPoint Intelligent Mapping & Planning
300 West Cummings Park, Suite 3000
Woburn, MA 01801 • (617) 577-9000
http://viewpoint-gis.com

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Appendix E:
Program Improvement Requests

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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**
		(+/- 11.55 FTE)			*(4.6 FTE)*	

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
Compensation				$29,800	$29,800
					$0
					$0
Benefits		(each new FTE has $12,751 in cost)		$12,751	$12,751
Expenses					$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
Compensation					$0
					$0
					$0
Benefits		(each new FTE has $12,751 in cost)			$0
Expenses				$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
Compensation				$5,327	$5,327
	511400	161501			$0
					$0
Benefits	(each new FTE has $12,751 in cost)				$0
Expenses					$0
					$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	(each new FTE has $12,751 in cost)				$0
Expenses					$0
					$0
					$0
					$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
Compensation				$17,711	$17,711
					$0
					$0
Benefits	(each new FTE has $12,751 in cost)				$0
Expenses					$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 enforcment 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 actviely 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
Compensation					$0
	121001	511300		$50,202	$50,202
	121001	513070		$8,411	$8,411
Benefits		(each new FTE has $12,751 in cost)		$12,751	$12,751
Expenses					$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
Compensation					$0
	511110	Sal. Manage.		$125,000	$125,000
					$0
Benefits		(each new FTE has $12,751 in cost)		$12,751	$12,751
Expenses					$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: I) 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
Expenses					$0
					$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 succesfull transition in this Division an assistant or intern position must be filled. Inyears past there were two communications officers and the second or junior officer recieved the same base pay as that of a Fire Lieutenant and the Senior recieved 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 statitical analysists.

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
		TOTAL	**$0**	**$35,000**	**$35,000**

PURPOSE / DESCRIPTION OF REQUEST

This request is submiitted 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
Compensation				$40,000	$40,000
					$0
					$0
Benefits	(each new FTE has $12,181 in cost)				$0
Expenses					$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					$0
				$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 grately 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: 1 of 3

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

Munis Dept #: 30
Title: Front Desk Receptionist

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
				$37,869	$37,869
					$0
Benefits		(each new FTE has $12,751 in cost)		$12,751	$12,751
Expenses					$0
					$0
					$0
					$0
					$0
		TOTAL	$0	$50,620	$50,620

PURPOSE / DESCRIPTION OF REQUEST

This request is for a full-time front desk receptionist for the Community-Senior Center. The number of residents and transactions at the front counter is sufficiently heavy that we find the need to have two people on duty at a time between the hours of 8:30 am and 6:00 pm. This proposal calls for the Office Manager to have a direct link to the receptionist to ensure accurate information and improved customer service are provided to Natick residents. The front desk is currently staffed with elders who are primarily Property Tax Work volunteers. They are generally scheduled to work in three-hour shifts such that it is possible to have six (6) different receptionists over the course of a single day. It is equally likely that there will be six different receptionists the following day and so on through the week.

Even with the best of intentions and supervision, this staffing system leads to inaccurate information being given and inconsistent service to Natick residents. In addition, when the receptionists do not know the answer to a question or are unable to perform a task, they usually turn to regular staff members for assistance. In our open office setting all staff members are interupted throughout each day to assist the receptionists. These interuptions result in staff members being pulled off task from their regular responsibilities which creates delays in work performance and other multiple inefficiencies.

If each staff member is pulled off task for as little as 15 minutes each day the cumulative dollar value of 15 minutes of lost time is $26.11 per day. With multiple interuptions throughout the day, it is more likely that the combination of time off task is equivalent to a half hour each day per staff member with a cumulative dollar value of $52.22 in lost productivity to the Town of Natick each day, or $261.10 each week. In addition the work of the regular staff is not able to be completed in a timely manner which slows the progress of the entire department in providing service and information to residents and in developing and conducting programs.

SERVICE IMPLICATION

We would continue to have a volunteer receptionist work with the "professional" receptionist. The addition of a full-time, professional receptionist would standardize the operations of the front desk guaranteeing consistently accurate information being provided and continuity across work shifts. It would also eliminate or at the very least decrease the interuptions to the work of other staff allowing them to complete their own responsibilities and increase the efficiency of the department. The $261.10 value of their time would be devoted to their own responsibilities for increased value to the town. Most of all the customer service to Natick residents would be consistent and of high quality.

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
Compensation					$0
					$0
					$0
Benefits		(each new FTE has $12,751 in cost)			$0
Expenses				$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 newslettter 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 publishe 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
Compensation					$0
					$0
					$0
Benefits		(each new FTE has $12,751 in cost)			$0
Expenses				$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
Benefits (each new FTE has $12,751 in cost)					$0
Expenses					$0
	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 benifits 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 resourse 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					$0
	511300	Salaries Operational Staff		$41,600	$41,600
					$0
Benefits	(each new FTE has $12,751 in cost)				$0
Expenses					$0
	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 postion would have several functions in the department that will help with long term stability, volunteer recruiment, training and developement, and special needs programing. This postion 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 appropraite staffing adjustments. We propose the follwing to reduce the burden of tax payers for this position:

1) Reduce the hours of the receptionist postion from 23hrs/wk to 16hrs/wk. We would also look to pay the receptiontionist postion out of the revolving fund and shift the hours from morning to afternoon.
2) We would offset a portion of the speical services coordinator's salary with funds that are collected for the directors postion 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 numbers 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
Compensation					$0
	521500	Telephone	$1,500		$1,500
					$0
Benefits	(each new FTE has $12,751 in cost)				$0
Expenses					$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
Compensation					$0
				$43,000	$43,000
					$0
Benefits	(each new FTE has $12,751 in cost)			$12,751	$12,751
Expenses					$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 Polices 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
Compensation					$0
	Grade 2			$50,000	$50,000
					$0
Benefits	(each new FTE has $12,751 in cost)			$12,751	$12,751
Expenses					$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 reflects 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
Compensation					$0
				$50,000	$50,000
					$0
Benefits		(each new FTE has $12,75 in cost)		$12,751	$12,751
Expenses					$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
Compensation					$0
					$0
					$0
Benefits		(each new FTE has $12,751 in cost)			$0
Expenses					$0
			$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
Compensation					$0
					$0
					$0
Benefits		(each new FTE has $12,751 in cost)			$0
Expenses			$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: 2 of 2

Department: Town Clerk's Office
Division:

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

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
		$10.00/hour	$3,000		$3,000
					$0
Benefits		(each new FTE has $12,751 in cost)			$0
Expenses					$0
					$0
					$0
					$0
					$0
		TOTAL	$3,000	$0	$3,000

PURPOSE / DESCRIPTION OF REQUEST

The purpose of this is to request part time temporary staff to help in put data into a planning/zoning database. This will allow us to input all the decisions (going back to the 1950's) and be able to help find information for residents and employees regarding zoning and planning decisions and applications. The information will be organized using universal map and lot information. Currently the information is filed by applicant.

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
Compensation					$0
				$85,000	$85,000
					$0
Benefits		(each new FTE has $12,751 in cost)		$12,751	$12,751
Expenses					$0
					$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 indivdual 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 maintenace 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
Compensation					$0
					$0
					$0
Benefits		(each new FTE has $12,751 in cost)			$0
Expenses					$0
				$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 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.