



# *Town of Natick*

FY 2011 Appropriated Budget

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## **Section III: Education & Learning**

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Natick Public Schools	III.3
Keefe Tech	III.11
Morse Institute Library	III.15
Bacon Free Library	III.25

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# *Town of Natick*

FY 2011 Appropriated Budget

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# Town of Natick

Home of Champions

## Department: Natick Public Schools

### Appropriation Summary

	2008 Actual	2009 Actual	2010 Appropriated	2011 Appropriated	2010 vs. 2011	
					\$	%
<b>Personnel Services</b>						
<b>Total Personnel Services</b>	<b>31,778,586</b>	<b>33,810,903</b>	<b>34,412,097</b>	<b>34,721,867</b>	<b>309,770</b>	<b>0.90%</b>

### Expenses

<b>Total Other Chgs. &amp; Expenses</b>	<b>8,841,910</b>	<b>10,050,015</b>	<b>7,729,421</b>	<b>9,283,888</b>	<b>1,554,467</b>	<b>20.11%</b>
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<b>Total Natick Public Schools</b>	<b>40,620,496</b>	<b>43,860,918</b>	<b>42,141,518</b>	<b>44,005,755</b>	<b>1,864,237</b>	<b>4.42%</b>
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### Superintendent's FY 2011 Budget Message

Building the Future, One Child at a Time

To Town Meeting Members and Citizens of Natick:

I am proud to present this budget to Town Meeting Members and citizens of Natick as it represents our best work in deciding how to provide the finest education to the 4700 children who attend the Natick Public Schools.

For the past two years the Natick Public Schools have experienced financial stability predicated on the passage of an override in the spring of 2008 and the receipt of \$1,733,013 from the American Recovery and Reinvestment Act CARRA) in the spring of 2009. These stabilization funds were used to restore personnel reductions that provided a direct benefit to students.

This financial stability has translated into district-wide academic success highlighted by continued high graduation rate accentuated by many students being accepted to the most competitive colleges in the nation. Other notable marks of distinction include:

- Strong MCAS Scores at all levels
- Ongoing strong SAT scores
- A highly qualified and certified staff

There is no doubt that, when adequately funded, the Natick Public Schools has an educational strategic plan that is unsurpassed in Massachusetts. The foundation of that plan is built on the fact that the main determinant of student achievement is the ability of the classroom teacher.

The FY 11 Budget of \$44,005,754 is focused on maintaining our current staffing levels while at the same time building upon the academic success our students have experienced. In this budget our goals are the following:

- Meet all mandated and fixed costs due to our contractual obligations
- Negotiate collective bargaining for the teachers, custodians, cafeteria employees, education support



# Town of Natick

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## Department: Natick Public Schools

- Maintain all professional staff positions
- Appropriate calculated increases in energy costs
- Appropriate calculated increases in transportation costs
- Meet all mandated costs associated with Special Education

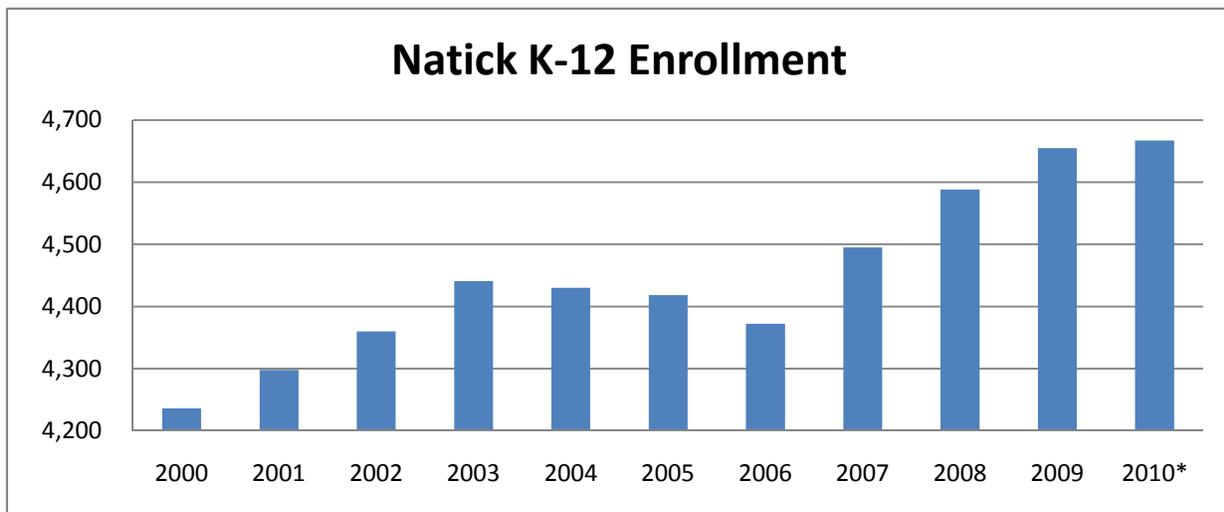
Unfortunately, the funded budget was unable to address our number one priority of maintaining all professional staff positions. As a result, there is a reduction of 3.2 PTE. Budgets are about priority choices, and I believe that the budget choices within this budget are the most prudent within fiscal constraints.

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

Sincerely,

Peter Sanchioni  
 Superintendent of Schools

### Enrollment Data



2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010*
4,236	4,298	4,360	4,441	4,430	4,418	4,372	4,495	4,588	4,655	4,667

\*Note: 2010 enrollment figure is for the 2009-2010 school year. It is 1,988 in elementary, 1,403 in middle and 1,276 at Natick High.



# Town of Natick

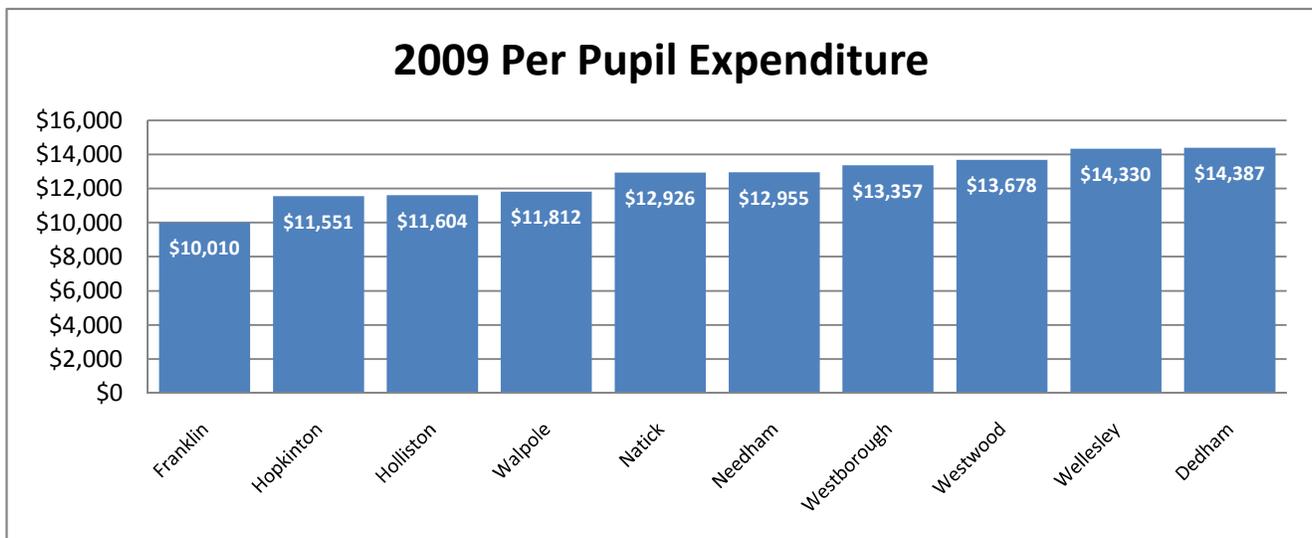
Home of Champions

## Department: Natick Public Schools

### Staffing Summary

	2011
<b>School Staff (in FTE's)</b>	
Elementary Classroom Teachers	109.5
Middle School Classroom Teachers	92
High School Classroom Teachers	76.8
High School Department Heads	4.2
Middle School Department Heads	2
Librarians & Assistants	12
Special Education Teachers	62
Guidance Counselors/Psychologists	20.2
Nurses	8.8
Medical & Therapeutics Services	16.6
Paraprofessionals	71.4
Custodians / Maintenance Personnel	37
Administrative & Clerical Staff	21.5
<b>Sub-Total - School Staff</b>	<b>534</b>
<b>Administrative Staff (in FTE's)</b>	
Principals & Vice Principals	14
District-Wide Administration	5
District - Wide Instruction	5
District-Wide Administrative and Finance Staff	12
Information Technology	10
<b>Sub-Total- Administrative Staff</b>	<b>46</b>
<b>Grand Total</b>	<b>580</b>

### Per Pupil Expenditure Data





# Town of Natick

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Department: Natick Public Schools

Compensation	2008	2009	2010	2011	2010 vs. 2011	
	Actual	Actual	Appropriated	Appropriated	\$	%
School Committee (1100)	3,640	3,618	4,020	4,500	480	11.9%
Superintendent & Asst. Superintendent (1200)	595,874	520,687	557,826	557,825	(1)	0.00%
Finance and Administrative Services (1400)	527,721	530,015	540,447	540,447	-	0.00%
District Wide Info. Manage. and Tech. (1450)	429,880	500,343	627,339	632,622	5,283	0.84%
<b>Sub-total District. Leader. &amp; Admin.</b>	<b>1,557,115</b>	<b>1,554,663</b>	<b>1,729,632</b>	<b>1,735,394</b>	<b>5,762</b>	<b>0.33%</b>
District Wide Academic Leadership (2100)	373,122	366,778	408,410	474,713	66,303	16.23%
Principal / Building Leadership (2200)	2,495,625	2,590,001	2,684,243	2,664,603	(19,640)	-0.73%
Instruction -Teaching Services (2300)	20,240,543	21,580,129	22,031,157	22,431,322	400,165	1.82%
Medical / Therapeutic Services (2320)	832,256	998,449	931,431	905,091	(26,340)	-2.83%
Non-Clerical Paraprofessionals (2330)	1,263,638	1,430,665	1,418,322	1,421,832	3,510	0.25%
Librarians and Media Center Directors (2340)	368,324	379,069	364,450	378,929	14,479	3.97%
Guidance, Counseling and Testing Services (2700)	1,168,402	1,293,533	1,298,624	1,215,401	(83,223)	-6.41%
Psychological Services (2800)	461,289	526,226	560,429	548,261	(12,168)	-2.17%
<b>Sub-total Instructional Services</b>	<b>27,203,199</b>	<b>29,164,850</b>	<b>29,697,066</b>	<b>30,040,152</b>	<b>343,086</b>	<b>1.16%</b>
Attendance and Parent Liaison Services (3100)	4,602	3,093	0	0	-	#DIV/0!
Health Services (3200)	478,878	522,694	501,720	508,485	6,765	1.35%
Transportation Services (3300)	48,037	48,449	48,549	48,549	-	0.00%
Athletic Program (3510)	497,011	517,861	495,665	498,265	2,600	0.52%
Other Student Activities (3520)	151,539	159,180	151,758	152,963	1,205	0.79%
<b>Sub-total Student Services</b>	<b>1,180,067</b>	<b>1,251,277</b>	<b>1,197,692</b>	<b>1,208,262</b>	<b>10,570</b>	<b>0.88%</b>
Custodial Services (4110)	1,838,205	1,840,113	1,787,707	1,738,059	-49,648	-2.78%
<b>Sub-total Operations &amp; Maintenance</b>	<b>1,838,205</b>	<b>1,840,113</b>	<b>1,787,707</b>	<b>1,738,059</b>	<b>-49,648</b>	<b>-2.78%</b>
<b>Personnel Services</b>	<b>31,778,586</b>	<b>33,810,903</b>	<b>34,412,097</b>	<b>34,721,867</b>	<b>309,770</b>	<b>0.90%</b>



# Town of Natick

Home of Champions

Department: Natick Public Schools

Expenses	2008	2009	2010	2011	2010 vs. 2011	
	Actual	Actual	Appropriated	Appropriated	\$	%
School Committee (1100)	36,609	13,934	16,500	16,500	0	0.00%
Superintendent & Asst. Superintendent (1200)	51,900	43,046	45,715	49,269	3554	7.77%
Finance and Administrative Services (1400)	209,593	168,848	220,635	196,963	-23672	-10.73%
Legal Services (1430)	79,988	202,865	40,000	56,000	16000	40.00%
District Wide Info. Manage. and Tech. (1450)	21,765	415,937	431,500	431,044	-456	-0.11%
<b>Sub-total District. Leader. &amp; Admin.</b>	<b>399,855</b>	<b>844,630</b>	<b>754,350</b>	<b>749,776</b>	<b>-4,574</b>	<b>-0.61%</b>
District Wide Academic Leadership (2100)	8,946	8,469	5,345	5,345	0	0.00%
Principal / Building Leadership (2200)	63,094	32,234	53,118	62,175	9,057	17.05%
Medical / Therapeutic Services	194,190	208,720	220,195	220,195	0	0.00%
Librarians and Media Center Directors (2340)	35,756	31,811	35,854	48,051	12,197	34.02%
Professional Development (2350)	206,953	197,938	194,204	119,969	-74,235	-38.23%
Instructional Materials & Equipment (2400)	736,101	690,572	692,565	747,585	55,020	7.94%
Guidance, Counseling and Testing Services (2700)	49,896	44,651	53,295	51,461	-1,834	-3.44%
Psychological Services (2800)	282	142	0	0	0	#DIV/0!
<b>Sub-total Instructional Services</b>	<b>1,295,218</b>	<b>1,214,537</b>	<b>1,254,576</b>	<b>1,254,781</b>	<b>205</b>	<b>0.02%</b>
Attendance and Parent Liaison Services (3100)	2,295	332	3,000	3,000	0	0.00%
Health Services (3200)	5,393	5,850	16,147	16,147	0	0.00%
Transportation Services (3300)						
<i>Net Reg Ed School Dept. Appropriation</i>	531,339	483,083	400,713	465,377	64,664	16.14%
<i>Special Needs -In Town Other</i>	248,400	411,676	446,771	548,850	102,079	22.85%
<i>Special Needs -Out of Town Other</i>	543,007	629,673	563,292	579,591	16,299	2.89%
<b>Sub-total Transportation Services (3300)</b>	<b>1,322,746</b>	<b>1,524,432</b>	<b>1,410,776</b>	<b>1,593,818</b>	<b>183,042</b>	<b>12.97%</b>
Athletic Program (3510)	158,841	90,295	68,422	68,500	78	0.11%
Other Student Activities (3520)	2,996	1,977	3,597	8,767	5,170	143.73%
<b>Sub-total Student Services</b>	<b>1,492,271</b>	<b>1,622,886</b>	<b>1,501,942</b>	<b>1,690,232</b>	<b>188,290</b>	<b>12.54%</b>
Custodial Services (4110)	109,447	120,047	110,000	115,000	5,000	4.55%
Fuel for heating of buildings (4120)	756,738	663,318	740,000	740,000	0	0.00%
Electricity (4130)	666,454	770,203	900,000	870,000	-30,000	-3.33%
Telephone (4140)	70,335	62,946	75,000	75,000	0	0.00%
Building Repairs (4220)	585,707	640,838	431,000	462,000	31,000	7.19%
Vehicle Maintenance Other (4230)	5,616	8,704	8,000	8,000	0	0.00%
Network and Telecommunications (4400)	95,694	146,971	192,864	197,592	4,728	2.45%
<b>Sub-total Operations &amp; Maintenance</b>	<b>2,289,991</b>	<b>2,413,027</b>	<b>2,456,864</b>	<b>2,467,592</b>	<b>10,728</b>	<b>0.44%</b>
Asset Acquisition & Improvement	17,484	82,250	-	-	0	#DIV/0!
<b>Sub-Total Asset Acquisition &amp; Improvement</b>	<b>17,484</b>	<b>82,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>#DIV/0!</b>
Vocational Education Tuition	72,515	55,799	62,029	65,000	2,971	4.79%
Net SPED Tuition-Appropriation	3,274,576	3,816,886	1,699,660	3,056,507	1,356,847	79.83%
<b>Sub-total Programs with Other School Districts</b>	<b>3,347,091</b>	<b>3,872,685</b>	<b>1,761,689</b>	<b>3,121,507</b>	<b>1,359,818</b>	<b>77.19%</b>
<b>Expenses</b>	<b>8,841,910</b>	<b>10,050,015</b>	<b>7,729,421</b>	<b>9,283,888</b>	<b>1,554,467</b>	<b>20.11%</b>
<b>Total Natick Budget Schools</b>	<b>40,620,496</b>	<b>43,860,918</b>	<b>42,141,518</b>	<b>44,005,755</b>	<b>1,864,237</b>	<b>4.42%</b>



# Town of Natick

Home of Champions

**Department: Natick Public Schools** **Line-Item Detail**

Narrative:

### District Leadership & Administration

- 1100 - School Committee - Includes cost of stipends, meetings, equipment, travel and organizational dues.
- 1200 - Superintendent & Assistant Superintendent - Expenses of Superintendent, Assistant Superintendent of Curriculum and Instruction and Director of Pupil Services and staffs.
- 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 SPED.
- 1450 - District Wide Information Management and Technology - Expenses that support the data processing needs of the school district, including student database.

### Instructional 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.

### Support Services

- 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 select special Salary needs, 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 will be \$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.

Regular Education Transportation Other	FY 08	FY 09	FY 10	FY 11
Gross cost of contract	\$ 1,001,648	\$ 996,161	\$ 1,012,899	\$ 1,045,899
Less Town Offset	\$ (263,756)	\$ (302,122)	\$ (311,186)	\$ (320,522)
Less Bus Fees and Offset	\$ (206,553)	\$ (210,956)	\$ (301,000)	\$ (260,000)
<b>Net Reg Ed School Department Appropriation</b>	<b>\$ 531,339</b>	<b>\$ 483,083</b>	<b>\$ 400,713</b>	<b>\$ 465,377</b>



# Town of Natick

Home of Champions

**Department: Natick Public Schools** **Line-Item Detail**

**Narrative:**

3510 - Athletic Program - Expenses for Athletic Director and staff, Coaches, Trainers and Assistants in support of intramural and interscholastic athletic programs. Also includes contracted services, transportation, rental of facilities, uniforms, supplies and materials, dues, subscription and travel expenses for staff.

3520 - Other Student Activities - Expenses for Musical Directors, Drama Coaches and other extra-curricular activities including printing, dues and subscriptions, supplies and materials, travel expenses for staff.

**Operations & Maintenance of School Facilities (*Expenses relating to the maintenance and operation of the 8 building campus including utility cost*)**

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 is estimated to be 4.5m kwh for FY 2010.

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. Appropriation is offset by State Circuit Breaker Reimbursement and ARRA grant funds in FY 10 and FY 11.

<b>Special Education Funding</b>				
SPED Tuition -Gross	\$ 3,993,334	\$ 4,647,756	\$ 5,157,692	\$ 5,216,530
Less: Offsets	\$ (718,758)	\$ (830,870)	\$ (3,458,032)	\$ (2,160,023)
<b>Net SPED Tuition-Appropriation</b>	<b>\$ 3,274,576</b>	<b>\$ 3,816,886</b>	<b>\$ 1,699,660</b>	<b>\$ 3,056,507</b>



# *Town of Natick*

FY 2011 Appropriated Budget

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# Town of Natick

Home of Champions

**Department: South Middlesex Regional Technical School**

## Appropriation Summary

### South Middlesex Regional Technical School

	2008	2009	2010	2011	2010 vs. 2011	
	Actual	Actual	Appropriated	Appropriated	\$	%
<b>Operating Expenses</b>						
Assessment	1,051,116	1,135,347	1,283,158	1,469,598	186,440	14.53%
<b>Total Operating Expenses</b>	<b>1,051,116</b>	<b>1,135,347</b>	<b>1,283,158</b>	<b>1,469,598</b>	<b>186,440</b>	<b>14.53%</b>

<b>Total South Middlesex Regional Tech.</b>	<b>1,051,116</b>	<b>1,135,347</b>	<b>1,283,158</b>	<b>1,469,598</b>	<b>186,440</b>	<b>14.53%</b>
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#### Mission:

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

#### 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 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.



# *Town of Natick*

Home of Champions

## Department: South Middlesex Regional Technical School

- 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 proposed Keefe Tech assessment for FY 2011 is increasing by 14.5%. The Town of Natick will realize an assessment of \$1,469,598.00. This figure is primarily driven by lower amounts of State Aid and an increase in enrollment from FY10 of 10 additional Natick students. Keefe Tech as worked to lower cost per student by \$146.00 in FY11. Part of the goal was to try to show the member towns level funding or possibly some savings.

In order to achieve this financial goal of lower/pupil cost, approximately 10 positions will be eliminated, there are no salary increases in the budget, there are no equipment purchases in the budget and there are no technology purchases in the budget. With the application of the local revenue stated above, the loss of regional transportation funding and chapter 70 funding (Keefe calculated a -4% for chapter 70) will be absorbed by the Keefe Tech District. This is the second consecutive year that they have done that. This is unsustainable and future increases higher than those witnessed in the last several years maybe unavoidable.

	2008 Actual	2009 Actual	2010 Appropriated	2011 Appropriated	2010 vs. 2011	
					\$	%
Assessment	1,051,116	1,135,347	1,283,158	1,469,598	186,440	14.5%
Expenses	1,051,116	1,135,347	1,283,158	1,469,598	186,440	14.5%
<b>Total Keefe Tech</b>	<b>\$1,051,116</b>	<b>1,135,347</b>	<b>1,283,158</b>	<b>1,469,598</b>	<b>186,440</b>	<b>14.5%</b>



# *Town of Natick*

FY 2011 Appropriated Budget

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# Town of Natick

Home of Champions

**Department: Morse Institute Library**

**Appropriation Summary**

	2008	2009	2010	2011	2010 vs. 2011	
	Actual	Actual	Appropriated	Appropriated	\$	%
<b>Salaries</b>						
Personnel Services	1,425,280	1,466,597	1,454,583	1,457,974	3,391	0.2%
<b>Total Salaries</b>	<b>1,425,280</b>	<b>1,466,597</b>	<b>1,454,583</b>	<b>1,457,974</b>	<b>3,391</b>	<b>0.2%</b>
<b>Operating Expenses</b>						
Purchase of Services	95,900	89,624	93,184	95,250	2,066	2.2%
Other Services Misc.	3,882	3,475	3,481	11,118	7,637	219.4%
Supplies	163,829	161,996	158,959	142,728	-16,231	-10.2%
Other Supplies	19,634	20,557	19,600	21,000	1,400	7.1%
<b>Total Operating Expenses</b>	<b>283,244</b>	<b>275,651</b>	<b>275,224</b>	<b>270,096</b>	<b>-5,128</b>	<b>-1.9%</b>

<b>Total Morse Institute Library</b>	<b>1,708,525</b>	<b>1,742,249</b>	<b>1,729,807</b>	<b>1,728,070</b>	<b>-1,737</b>	<b>-0.10%</b>
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**Mission:**

The Morse Institute Library's mission is:

- to provide print and non-print materials and quality reference service to library users of all ages;
- 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.

The Morse Institute Library's vision is to be the place where people of Natick and the MetroWest area can learn, enjoy and enrich their lives.

**Goals:**

**Local History and Special Collections:**

Continue with the description, organization and preservation of Natick history items and photographs.

Continue to research content, build and maintain local history databases relating to GAR, water records, Natick cemeteries, and other local history items.

As part of our long range plan, explore funding to create and implement a project that will identify and appropriately describe the library's digital assets with the end goal of making these materials available to the public on the Digital Commonwealth or other means.

Continue offering educational opportunities for all ages to learn about present day Natick and its history, as resources permit.

**Literacy**

Continue to maintain the literacy program, especially as outlined in the 2 year Conversation Circles grant, calling for conversation groups, programs, materials and outreach. Seek and establish ongoing funding for the maintenance of the literacy program after the end of the grant cycle on September 30, 2010.

**Bacon Free Library cooperation:** Continue to work cooperatively with the Bacon Free Library and its staff through joint staff trainings, library programs, shared collections, Minuteman Library Network, and Natick Reads. Continue to offer each other professional assistance when needed. We continue to benefit from counting Bacon's hours as part of the State Aid requirement for minimum hours open.



# *Town of Natick*

Home of Champions

Department: Morse Institute Library

## **Goals: (con't)**

### **Accessibility**

Continue upgrading services to patrons with special needs by seeking user and expert input and by upgrading or purchasing new assistive technology hardware and software. Develop and implement a marketing plan to improve the visibility of newly acquired assistive technology for users with special needs. Provide staff training on use of this equipment, which will promote positive interactions with patrons with disabilities.

### **Children's Services**

Target the 8-11 year old age group with specific programs designed for them. Develop an appealing reading area for this age group, away from the picture books and in proximity to the computer area. Develop and implement a book group for children in 4th, 5th, and 6th grades.

**Young Adult Services** Because we no longer have a Young Adult Services librarian, nor any spare staff available for this service, we are severely limited in how we can fulfill the following goals:

improve services to teens (8% of Natick's population) through strengthening the teen advisory group and teen programming, currently on hiatus for lack of staff. The following goals, created by the Equal Access grant, will be also on hiatus, again due to limited staff: maintain the teen employment center, and a youth recognition program and virtual teen center and blog. We will be maintaining the Teen Homework Center and the Virtual Teen space.

### **Collection Development and Maintenance**

Evaluate, update, weed, and shift as needed, parts of the collection, especially fiction. Continue with ongoing weeding of non-fiction and reference; continue updating and expanding the DVD, books on CD and music CD and Playaway collections. Update Standing Order programs in Reference Department and Large Print area. Work with the local non-profits to bring a Foundation Center Cooperating Collection to Morse Institute to aid these organizations in their fundraising efforts.

### **Public Relations**

Continue working to make the library's new website an effective, heavily used, more interactive and accessible 24/7 access point to library catalog, programs, policies, calendar and other information.

Develop an on-line newsletter, potentially replacing the current print newsletter. Expand and shift the focus from just events listing to fuller content. Build and continue to expand an electronic mailing list of subscribers. Continue Library fund raising activities beyond the Annual Fund Campaign.

Continue outreach to local organizations, businesses, and individuals. Continue to use our very popular Bookmobile as an effective means of outreach to the community.

Evaluate and improve library 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 program; add an additional shorter, half-day workshop.

### **Library Administration**

Review and revise existing Library policies which are out of date. Research and implement new policies, as appropriate for the Morse Institute. Revise and update the Library's staff manual.

### **Technology**

Develop, fund and implement a technology plan for replacing old or obsolete hardware and software and plan for new and emerging technologies.



# *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 (over 180,000 items) to meet the educational requirements, informational needs and recreational interests of the residents of Natick. Materials are offered in a variety of formats, including print, large print, online, video, CD, DVD and in multiple languages to provide the greatest range of accessibility. The Library presents the residents of Natick with a variety of educational and recreational programs and events at the Library itself and at other sites. Providing community meeting space for residents, Town functions, other governmental agencies and civic organizations is 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**

A new Library Director was hired in July 2009. While we will miss the many contributions of former Director Paula Polk, we will continue to build on the foundation that has been laid through her efforts and those of the Library staff. The Morse Institute is a true community center where all can meet and enrich their lives. It is the town's living room.

Because of the Library's efforts to organize and preserve Natick's historic records, photos, and documents, and to expand local history reference service, there has been a marked increase in the use of Natick local history items and answers to inquiries made to Reference staff and archives personnel.

The Community Language Center, created several years ago, is in year two of a 2-year LSTA grant. The number of programs, tutors, classes, and new classes has expanded. The collection of materials to support the program has continued to grow (English grammar, learn English materials, and foreign language materials). 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.

The Library successfully completed the federal *Equal Access* grant.

The Library's website has been redesigned to create an accessible and interactive site that meets the demands of today's users and can serve as a major 24/7 access point to library services, programs, news and information.



# Town of Natick

Home of Champions

## Department: Morse Institute Library

### Budget Overview (con't)

#### V. On the Horizon

The library's Strategic Plan ends in FY2010 and a new one will be created for FY 2011 forward. Goals set out in the current plan will be evaluated and updated. Devising a new strategic plan is a major undertaking and will involve the entire community in creating and setting new goals for the ensuing 3-5 years. The Strategic Plan will aid us in identifying other pertinent items on the horizon.

#### Staffing

	2007	2008	2009	2010	2011
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	1	0.83	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	1	1	1	0	0
Reference Librarian	1.8	2.46	2.46	2.47	2.64
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	1.54	0.88	0.88	0.88	1.21
Library Assistant	4.21	5.81	5.81	5.81	5.81
Library Associate	5.54	4.7	4.95	5.34	5.21
Bookkeeper	0.48	0.48	0.48	0.48	0.48
Library Clerk	1.02	0.72	0.72	0.69	0.69
Page	1.09	1.53	1.53	1.55	1.43
Project Worker	0.38	0.38	0.38	0.38	0
Archivist (.47 FTE)	Not Counted				
Sunday Reference Staff (.11 FTE)	Not Counted				
Other Pages (.20 FTE)	Not Counted				
<b>Total FTE</b>	<b>30.06</b>	<b>30.79</b>	<b>30.91</b>	<b>30.30</b>	<b>30.17</b>

#### Total FT/PT

16 FT / 33 PT 16 FT / 38 PT 16 FT / 39 PT 15 FT / 39 PT 15 FT / 38 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

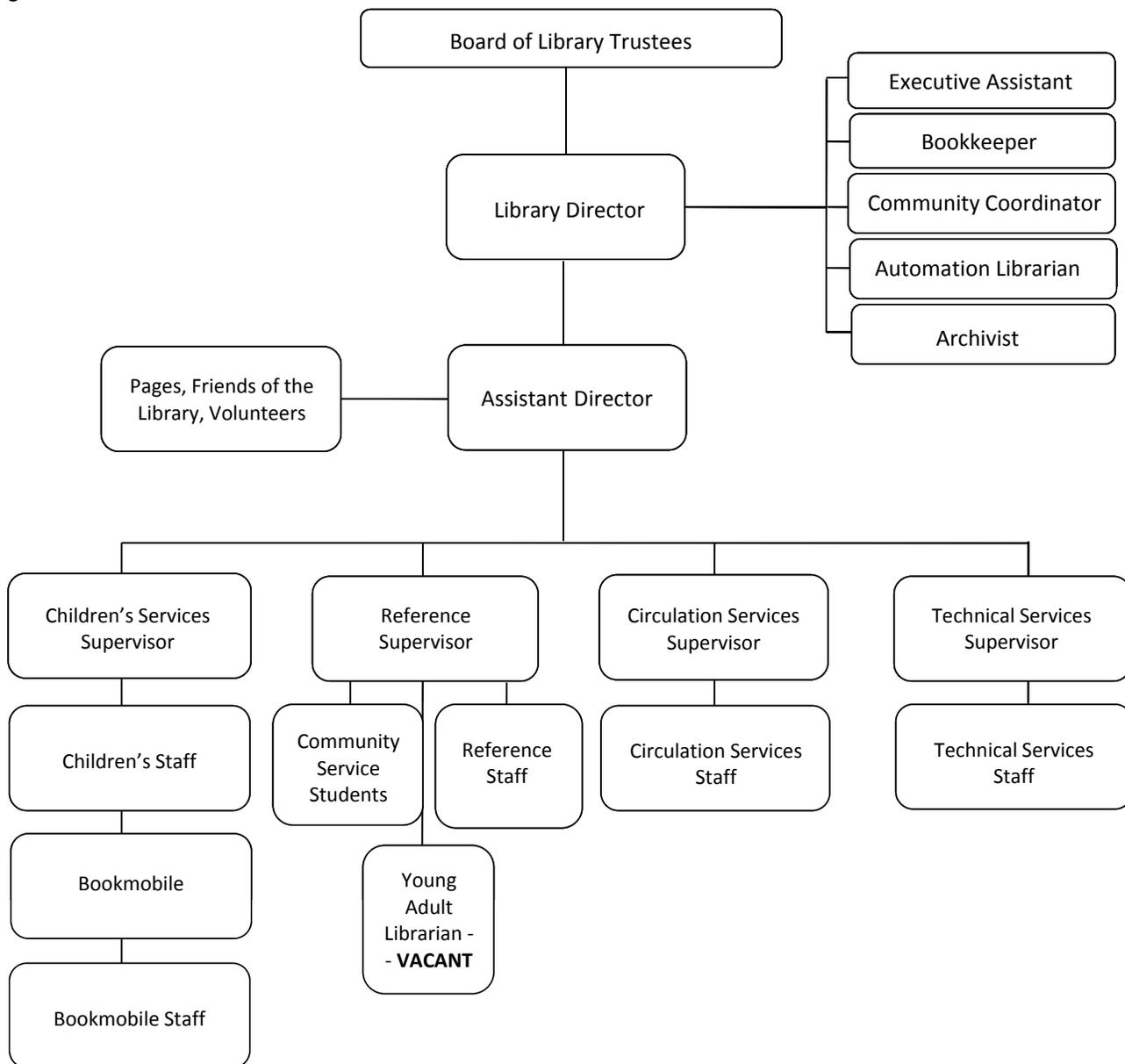
Department: Morse Institute Library

## Performance Indicators (Calendar Year)

	2007	2008	2009	2010	2011
Total Circulation	518,698	529,432	549,409	TBD	TBD
Total Programs offered	447	936	972	TBD	TBD
Total Program Participants	13,853	16,996	17,568	TBD	TBD
Number of Interlibrary Loans and MLN Transfers	102,622	116,759	136,548	TBD	TBD
Number of Reference Inquiries	28,997	29,643	33,065	TBD	TBD
Number of Events held (i.e. Meetings)	1,617	4,069	3,902	TBD	TBD
Number of Local History Inquiries	32	165	209	TBD	TBD
Items checked out from Bookmobile	12,234	12,891	12,553	TBD	TBD
Natick Residents with Library Cards	18,873	19,359	19,550	TBD	TBD



Organizational Chart





# Town of Natick

Home of Champions

## Department: Morse Institute Library

	2008 Actual	2009 Actual	2010 Appropriated	2011 Appropriated	2010 vs. 2011	
					\$	%
Salaries Management	86,063	\$ 73,750	83,110	78,193	-4,917	-5.9%
Salaries Administrative	107,407	\$ 103,257	142,861	145,475	2,614	1.8%
Salaries Part-time Benefited	234,997	\$ 264,350	274,821	277,515	2,694	1.0%
Salaries Technical/Professional	672,623	\$ 650,261	676,923	686,568	9,645	1.4%
Salaries Part-time Non Benefited	199,521	\$ 248,857	211,909	210,329	-1,580	-0.7%
Salaries Pages	15,045	\$ 20,041	29,163	26,671	-2,492	-8.5%
Salaries Substitutes	28,724	\$ 26,953	23,792	19,617	-4,175	-17.5%
Salaries Longevity	5,542	\$ 6,286	6,469	6,750	281	4.3%
Salaries Overtime/Sunday Hrs	71,683	\$ 72,841	5,535	6,856	1,321	23.9%
Retirement Buy-outs	3,674	\$ -	0	0	0	#DIV/0!
<b>Personnel Services</b>	<b>1,425,280</b>	<b>1,466,597</b>	<b>1,454,583</b>	<b>1,457,974</b>	<b>3,391</b>	<b>0.2%</b>
<b>Total Salaries</b>	<b>1,425,280</b>	<b>1,466,597</b>	<b>1,454,583</b>	<b>1,457,974</b>	<b>3,391</b>	<b>0.2%</b>
Maint of Computer System	76,415	\$ 70,943	69,934	72,000	2,066	3.0%
Communication Telephone	5,133	\$ 4,438	5,200	5,200	0	0.0%
Communication Postage	2,755	\$ 2,709	5,500	5,500	0	0.0%
Copy/Mail Center Fees	8,478	\$ 8,000	8,750	8,750	0	0.0%
Other Supplies & Services	3,119	\$ 3,535	3,800	3,800	0	0.0%
<b>Purchase of Services</b>	<b>95,900</b>	<b>89,624</b>	<b>93,184</b>	<b>95,250</b>	<b>2,066</b>	<b>2.2%</b>
Cleaning Allowance - Library Sta	3,882	\$ 3,475	3,481	3,618	137	3.9%
Education	0	\$ -	0	7,500	7,500	#DIV/0!
<b>Other Services Misc.</b>	<b>3,882</b>	<b>3,475</b>	<b>3,481</b>	<b>11,118</b>	<b>7,637</b>	<b>219.4%</b>
Library Materials	163,829	\$ 161,996	158,959	142,728	-16,231	-10.2%
<b>Supplies</b>	<b>163,829</b>	<b>161,996</b>	<b>158,959</b>	<b>142,728</b>	<b>-16,231</b>	<b>-10.2%</b>
Library Supplies	19,634	\$ 20,557	19,600	21,000	1,400	7.1%
<b>Other Supplies</b>	<b>19,634</b>	<b>20,557</b>	<b>19,600</b>	<b>21,000</b>	<b>1,400</b>	<b>7.1%</b>
<b>Total Expenses</b>	<b>283,244</b>	<b>275,651</b>	<b>275,224</b>	<b>270,096</b>	<b>-5,128</b>	<b>-1.86%</b>
<b>Total Morse Library</b>	<b>1,708,525</b>	<b>1,742,249</b>	<b>1,729,807</b>	<b>1,728,070</b>	<b>-1,737</b>	<b>-0.1%</b>



# Town of Natick

Home of Champions

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 account 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 52,000 items borrowed from other library's for Natick residents in FY09, 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.

**Cleaning Allowance:** This account covers the Library's contractually mandated dry cleaning allowance for full-time and part-time employees who work 20 or more hours weekly.

**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, videos, DVDs, CDs, magazines, 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.

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.

<b>REVENUE SOURCES</b>	<b><u>Fiscal Year 2009</u></b> (Actuals)	<b><u>Fiscal Year 2010</u></b> (Budget)	<b><u>Fiscal Year 2011</u></b> (Budget)	<b><u>Notes</u></b>
<b>Revolving Funds:</b>				
Meeting Rooms (for lib. Equip. & maint.)	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	
Fines & Fees (for materials)	\$ 76,957.00	\$ 75,000.00	\$ 75,000.00	
<b>Library State Aid:</b>	\$ 51,249.00	\$ 34,166.00	\$ 37,825.00	
(anticipating an award that is 1/3 less than received in FY09)				
<b>Annual Fund:</b>	\$ 8,900.00	\$ 30,000.00	\$ 30,000.00	
<b>Investments:</b>	\$ 42,000.00	\$ 42,000.00	\$ 42,000.00	dividends & interest FY09
<b>Friends of the Library:</b>	\$ 49,000.00	\$ 49,000.00	\$ 49,000.00	
<b>Other Recurring Grants:</b>	N/A	N/A	N/A	
<b>Town Meeting Appropriation:</b>	\$ 1,780,355.00	\$ 1,729,807.00	\$ 1,728,070.00	
<b>TOTAL:</b>	\$ 2,023,461.00	\$ 1,974,973.00	\$ 1,976,895.00	

<b>EXPENSES</b>	<b><u>Fiscal Year 2009</u></b> (Actuals)	<b><u>Fiscal Year 2010</u></b> (Budget)	<b><u>Fiscal Year 2011</u></b> (Budget)	<b><u>Notes</u></b>
Salaries	\$ 1,466,597.00	\$ 1,454,583.00	\$ 1,457,974.00	(Town Appropriation)
from Library State Aid:	\$ -	\$ 37,000.00	\$ 37,000.00	
Materials	\$ 161,996.00	\$ 158,959.00	\$ 142,728.00	(Town Appropriation)
from other sources:	\$ 135,213.00	\$ 135,000.00	\$ 135,000.00	(revolving fund, Friends, donations)
Purchase of Services	\$ 89,624.00	\$ 93,184.00	\$ 95,250.00	(Town Appropriation)
from other sources:	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	(revolving fund)
Other Services Misc.	\$ 3,475.00	\$ 3,481.00	\$ 11,118.00	(Town Appropriation)
Other Supplies	\$ 20,557.00	\$ 19,600.00	\$ 21,000.00	(Town Appropriation)
Admin, programs, consultants, staff dev.	\$ 103,000.00	\$ 50,000.00	\$ 50,000.00	(from annual fund & other donations)
<b>TOTAL:</b>	\$ 1,995,462.00	\$ 1,966,807.00	\$ 1,965,070.00	

**Notes:**

**Friends money goes to purchase the following:**

- Museum passes
- Speed Reads
- Bookmobile
- Programs
- Other things as needed, i.e. bookdrops



# *Town of Natick*

FY 2011 Appropriated Budget

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# Town of Natick

Home of Champions

Department: Bacon Free Library

## Appropriation Summary

	2008	2009	2010	2011	2010 vs. 2011	
	Actual	Actual	Appropriated	Appropriated	\$	%
<b>Salaries</b>						
Personnel Services	85,201	87,694	91,696	93,361	1,665	1.8%
<b>Operating Expenses</b>						
Purchase of Services	13,834	11,406	9,200	9,200	0	0.0%
Supplies	15,279	17,209	15,000	3,244	-11,756	-78.4%
<b>Total Bacon Free Library</b>	<b>114,313</b>	<b>116,309</b>	<b>115,896</b>	<b>105,805</b>	<b>-10,091</b>	<b>-8.7%</b>

### Mission:

The Bacon Free Library's mission is to provide popular materials and learning resources for the enjoyment and use of the public, with a special emphasis on supporting the educational needs of our 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 staying focused on our mission, providing high-quality customer service and responding to the needs of the community. In addition, we seek to include more of the community in our events by reaching out via new technologies. We will remain open to new ideas and we welcome suggestions for improvements.

We will also continue to work successfully with the Friends of the Bacon Free Library to raise additional funds for materials and programming. The Friends have made annual contributions for the purchase of materials, summer reading and library furniture for many years.

Our collections, programs and services depend on a healthy budget therefore we will continue to advocate for our fair share of the Town of Natick financial resources as well as to fundraise for the purpose of increasing our endowment. Our endowment supports building maintenance and upgrades as well as the costs of electricity, telephone, cleaning services and our web site.

In addition, the staff and Trustee will continue to pursue other funding opportunities for materials or building upgrades.

### Budget Overview:

#### I. Main Purpose of the Department

The goals of the Department are 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.



# *Town of Natick*

Home of Champions

## Department: Bacon Free Library

Budget Overview (con't):

### **II. Recent Developments**

The trend of increasing circulation continues. Library patrons checked out 28,950 items in FY09 compared to 23,599 in FY08. This was accomplished with the same part-time staff and within the same hours of operation. However, we did increase our hours by four per week at the start of FY10 (July 2009). With some adjustments to staff schedules we were able to do this with **no** additional cost to the town.

It was very encouraging to see the outpouring of support in early 2009 when our budget was threatened during official budget discussions with the town. However, we are open to suggestions for increasing cooperative efforts with the Morse Institute Library in order to reduce costs, as long as services remain intact. Natick residents can rely on the fact that we are committed to fulfilling their reading needs and that both libraries have their best interests at heart. For the past four years both libraries have hosted "Natick Reads" very successfully. This month long event has typically involved six months of prior planning and a lot of hard work. During our meetings for Natick Reads we often share other professional expertise and advice.

### **III. Current Challenges**

The increasing demand for services is welcome, but it also has its issues. The staff prides itself on being able to match readers with appropriate books and enjoys interacting with all of our patrons, but as we become busier and busier it's more difficult to complete other tasks such as book processing and shelving, paperwork and preparation for programs. The staff struggles to get these things accomplished both before and after our official hours of operation. Long-term projects and staff meetings especially suffer due to time constraints.

Staffing is still a major concern because all four staff members are part-time and the two library assistants actually share one position. Any increase in the hours of the library assistants would be extremely welcome. Coverage for sick days, vacations or personal days is difficult because salaried staff are not compensated for additional time and there's no room in the budget for have hourly staff work any extra hours.

The regular use of volunteers is something that we have come to depend upon in the past few years. We have several students who schedule weekly hours that help us on our busiest days. We also utilize older volunteers during story hours and special craft activities. They are a tremendous help to us. You might be interested to know that most all of our craft programs are run using materials that are either recycled, donated to us, or purchased with donated funds. We rarely purchase arts and crafts items that we can obtain in other ways.

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

There are no significant changes proposed for the upcoming budget. However, the Trustees of the Bacon Free Library have undertaken some recent fundraising efforts that will be used to fortify the endowment. It is hoped that the endowment will be able to support more capital improvements.

### **V. On the Horizon**

More of the same winning formula. Young families appreciate our drop-in story hours that are open to all pre-schoolers as well as our fine collection of children's books. We have also been seeing an increase in local grandparents bringing their grandchildren to programs. Older patrons also enjoy our collection and customer service.





# Town of Natick

Home of Champions

## Department: Bacon Free Library

	2008 Actual	2009 Actual	2010 Appropriated	2011 Appropriated	2010 vs. 2011	
					\$	%
Salaries Mngmt & Tech/Prof Staff	85,201	\$ 87,694	91,696	93,361	1,665	1.8%
<b>Personnel Services</b>	<b>85,201</b>	<b>87,694</b>	<b>91,696</b>	<b>93,361</b>	<b>1,665</b>	<b>1.8%</b>
Computer Maintenance	3,500	\$ 3,185	2,000	2,000	0	0.0%
Utilities: Fuel Oil	9,194	\$ 6,962	6,800	6,800	0	0.0%
Repairs & Maintenance	1,140	\$ 1,259	400	400	0	0.0%
<b>Purchase of Services</b>	<b>13,834</b>	<b>11,406</b>	<b>9,200</b>	<b>9,200</b>	<b>0</b>	<b>0.0%</b>
Books & Periodicals	12,471	\$ 13,664	12,200	3,244	-8,956	-73.4%
Library Supplies	2,524	\$ 863	2,600	0	-2,600	-100.0%
Other Miscellaneous	284	\$ 2,681	200	0	-200	-100.0%
<b>Supplies</b>	<b>15,279</b>	<b>17,209</b>	<b>15,000</b>	<b>3,244</b>	<b>-11,756</b>	<b>-78.4%</b>
<b>Sub-total Bacon Free Library</b>	<b>114,313</b>	<b>116,309</b>	<b>115,896</b>	<b>105,805</b>	<b>-10,091</b>	<b>-8.7%</b>

Trustee Budget - **Investment Allocations: **						
Utilities: Fuel Oil	0	0.0%	2,000	2,000	0	0.0%
Utilities: Electricity	4,087	\$2,955	3,800	3,800	0	0.0%
Communication Telephone	1,038	\$972	800	800	0	0.0%
Repairs & Maintenance	1,074	\$4,895	1,500	1,500	0	0.0%
Repairs & Maintenance - Grounds	354	\$298	600	600	0	0.0%
Library Supplies	0	\$0	0	2,600	2,600	#DIV/0!
Other Miscellaneous	0	\$0	0	200	200	#DIV/0!
Books & Periodicals	5,681	\$1,447	4,000	12,956	8,956	223.9%
Furniture & Equipment	2,550	\$0	800	800	0	0.0%
<b>Total Expended from Investment Allocation</b>	<b>14,784</b>	<b>10,567</b>	<b>13,500</b>	<b>25,256</b>	<b>11,756</b>	<b>87.1%</b>
Additional to Come From Trustees	0	0	0	-11,756	-11,756	100.0%
Investment Income Applied *	-9,103	-4,886	-7,819	-8,500	-681	8.7%
State Program *	-5,681	-5,681	-5,681	-5,000	681	-12.0%
<b>Total Bacon Free Library</b>	<b>114,313</b>	<b>116,309</b>	<b>115,896</b>	<b>105,805</b>	<b>-10,091</b>	<b>-8.7%</b>

### 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.

#### 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.

**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.

**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 supplies are also included.

**Miscellaneous:** This account covers the cost of additional supplies or unexpected building repairs.



# Town of Natick

Home of Champions

Department: Bacon Free Library

## Bacon Free Library Revenues vs. Expenditures - All Sources

Revenues	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
Town Appropriation	\$ 116,928	\$ 115,896	\$ 105,805
Trustees	\$ 12,100	\$ 13,500	\$ 25,256
Friends	\$ 7,093	\$ 4,000	\$ 4,000
<b>Total Revenues</b>	<b>\$ 136,121</b>	<b>\$ 133,396</b>	<b>\$ 135,061</b>

Expenditures	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
Salaries	\$ 87,694	\$ 91,696	\$ 93,361
Purchase of Services (no utilities)	\$ 10,609	\$ 5,300	\$ 8,100
Purchase of Services (utilities)	\$ 9,917	\$ 12,600	\$ 12,600
Supplies (Books, Materials, Furniture)	\$ 25,749	\$ 23,800	\$ 21,000
<b>Total Expenditures</b>	<b>\$ 133,969</b>	<b>\$ 133,396</b>	<b>\$ 135,061</b>

### Summary:

The **Town of Natick** funds most of the operating costs of the Bacon Free Library. Books, salaries, and some supplies and heating costs are included in this budget. Our budget must be approved by the Finance Committee, the Selectmen and finally, Town Meeting. Our FY10 budget total is \$115,896. 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, our web site, weekly cleaning and any staff training or conference attendance. Over the years they have replaced the roof, installed AC, replaced shelving, 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, replace children's classics and purchase museum passes as well. The Friends also pay for all costs associated with our popular summer reading programs. Finally, they have recently purchased new carpeting and book shelves.

All three funding sources are experiencing difficulties at this time, but the demand for library services is always growing.



# *Town of Natick*

FY 2011 Appropriated Budget

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