

Town of Natick

FY 2017 Town Administrator's Preliminary Budget

**Martha White, Town Administrator
January 4, 2016**



Town of Natick

FY 2017 Preliminary Budget

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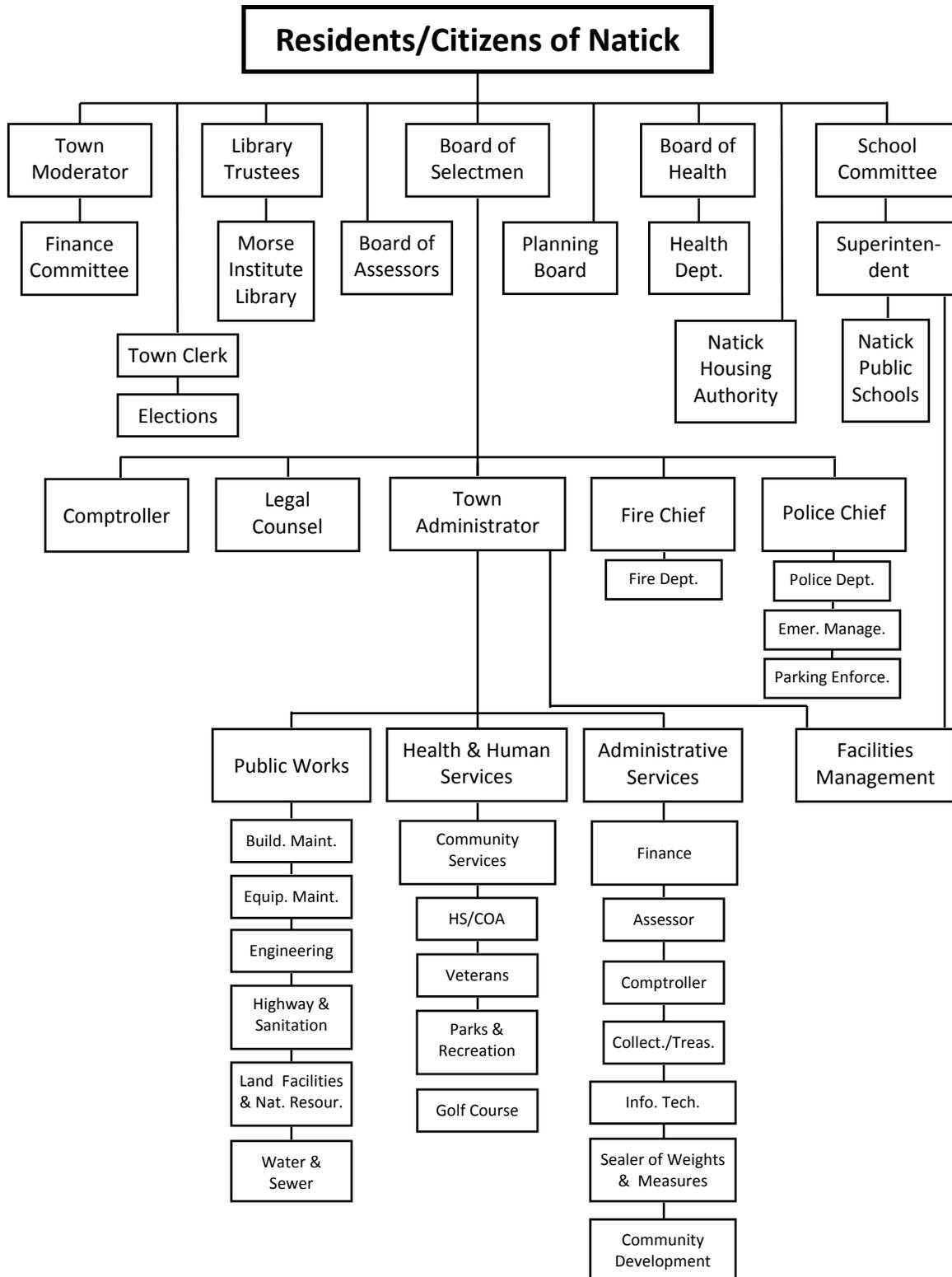
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Town of Natick - Organizational Chart



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's Budget Message



Town of Natick

FY 2017 Preliminary Budget

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TOWN ADMINISTRATOR
FISCAL YEAR 2017 BUDGET MESSAGE

January 4, 2016

To the Honorable Board of Selectmen, School Committee, Finance Committee and residents of Natick, it is my pleasure to submit the Town Administrator's Preliminary Budget for Fiscal Year 2017. This budget and supporting materials represent the culmination of weeks of effort across all general government and school operations.

Jeff Towne, Deputy Town Administrator/Finance Director, coordinates and manages preparation of the annual operating budget, an undertaking of enormous scope and responsibility. Jeff's budgeting skills, collaborative approach and good judgment help ensure that the budget process challenges municipal department heads to evaluate services for need, effectiveness and cost-effectiveness, and that the operating budget adequately funds necessary and desired community services, always mindful of the community's long-term financial stability.

Developing an operating budget that is responsive to all community expectations is virtually impossible, as perspectives and priorities are widely varied. Many residents strongly desire expanded services, particularly within the School Department. Others oppose the budget growth - and property tax impacts - associated with expanding services. Each year, this Administration presents a Preliminary Budget intended to strike the proper balance between such expectations - funding a range of services and programs intended to meet community needs while limiting budget increases to the extent practicable. In doing so we seek input from Department Heads and Managers to ascertain their perspectives regarding community needs and how to best and most cost-effectively meet these needs.

Over the coming weeks, there will be extensive public discussion and debate regarding the Preliminary Budget. This Administration is committed to a budget process that is open and informative; it is our conviction that a well-informed and engaged citizenry enhances the level of debate and often leads to creative problem-solving. To this end, we have continuously improved the clarity and depth of information provided in the Town Administrator's Preliminary Budget. Together with the extensive material accompanying this Budget Message, we provide a comprehensive overview of the town's financial position, as required by Article 5 of the Charter of the Town of Natick.

Within this Budget Message, highlights of the FY 2017 Preliminary Budget will be discussed, along with the challenges and opportunities we face in coming fiscal years. The Budget Message also provides an opportunity to review innovations and cost-saving measures that have been incorporated into programs and operations.

Identification and implementation of savings and innovations must be, and is, an ongoing effort. Such conservatism is essential in light of inevitable budget growth over time; in particular we have faced significant growth in recent years within the School Department budget as well as in health insurance and pension costs.

Recent school enrollment growth has been substantial; between FY 2012 – 2016, enrollment has grown by over 470 students, and in the last decade almost 835 students have been added to the Natick school system. To maintain appropriate class sizes, respond to evolving educational mandates and further advance the district's academic successes, additional teaching and other positions have been essential. Without question, to accommodate, on average, 95 new students per year for the past 7 years, budgetary growth is certain. The School Department doesn't anticipate this pace of enrollment growth to lessen in the foreseeable future.

With respect to health insurance, we have introduced numerous initiatives in recent years to help contain costs including requiring Medicare-eligible retirees to transfer from employee insurance programs to Medicare and a Town-sponsored supplement plan, eliminating traditional HMO plans in favor of more cost-effective Rate Saver plans, evaluating alternative options for procurement of health insurance (including the state-sponsored Group Insurance Commission - GIC), negotiating reductions in the percentage that the Town contributes toward employees' health insurance, and more. Despite these initiatives, health insurance costs increased \$2,348,000 (19%) over the past 5 years with the last two years being the highest increase amounts. Recently, however, we successfully negotiated with General Government and School Department unions to reduce the Town's health insurance contribution from 75% to 62% on all Rate Saver plans with the exception of the Fallon plans; the Town will continue to contribute 75% toward Fallon plans. The goal of this initiative is to encourage employees to enroll in one of the two Fallon plans offered by the Town; these plans are more affordable for both the Town and the employees and, with Fallon's expanded service area, we are confident that they can well serve Natick's employees. This change in contribution rates is expected to save the Town approximately \$1 million as compared to FY 2016 costs; this projected savings assumes that FY 2017 health insurance rate increases will not exceed 10%. I am very grateful to the union representatives who participated in these negotiations as well as the union memberships who supported this proposal.

With respect to pension cost increases, we have been faced with 8% increases - mandated by the state Public Employee Retirement Administration Commission (PERAC) - for the last several years. Given the substantial cost of the Town's retirement program, such increases significantly impact the annual budget (increases of \$567K in FY 2016 and projected \$538K in FY2017). The Town will continue to face an annual increase of 7% each year through Fiscal Year 2024 and between 4.2 to 5.45% annually from Fiscal Year 2025 to Fiscal Year 2030.

Despite these and other challenges, for the first time during my tenure (and well before), a balanced budget is being presented for Fiscal Year 2017. This is due, in large part, to the aforementioned great work of Jeff Towne and the Town's Department Heads and Managers with whom he collaborates to build the budget, all of whom enthusiastically share our interest in delivering quality cost-effective services to the community.

A key factor in achieving a balanced budget was the work of the School Department. Given the challenges they faced with respect to enrollment growth and associated budgetary

demands, the School Committee initiated discussions regarding their FY 2017 budget throughout last summer and into early fall; through this process several service levels and associated budgets were discussed and debated. Pursuant to this process, the Superintendent will be recommending a Fiscal Year 2017 School Department budget of \$57,778,570, reflecting a 7.36% increase over FY 2016. This budget can be funded within projected revenues, and the Superintendent is confident that, with this budget, district needs will be met. This budget will be discussed and debated by the School Committee at their meeting of January 4, 2016.

Another key contributor to the balanced budget is the availability of one-time funds due to our unusually high FY 2016 Free Cash certification of over \$9.2 million. This amount is substantially higher than past certifications which, in recent years, have ranged from \$4.7 - \$6.8 million. This Free Cash amount was driven in part by the good work of Jeff Towne and the managers and staff in the Finance Department, through which a backlog of delinquent property tax cases was addressed, resulting in revenues of \$823,985 (as compared to more typical amounts in the range of \$65,000), as well as closure of numerous Special Revenue and Capital Project funds totaling \$144,087. In addition, in several categories, actual revenues substantially exceeded projections, including motor vehicle excise (exceeded projections by \$733,837) and receipts from licenses and permits (exceeded projections by over \$1.1 million).

The FY 2017 Preliminary Budget proposes to use \$3 million of Free Cash in support of operating expenses. An additional \$400,000 of Free Cash is shown as a place-holder within the FY 2017 Preliminary Budget for settlements with collective bargaining units only if the contracts are not settled within FY 2016.

It has been the longstanding policy of this Administration - and our accepted Financial Principles stipulate - that reserves and one-time revenues should be used only for capital or other non-recurring expenses. Nonetheless, for the last several years we have used between \$1,500,000 and \$2,400,000 of Free Cash in support of the operating budget. Given our sizable Free Cash certifications of recent years, this use of one-time revenues has not been overly objectionable, but is contrary to our Financial Management Principles and unwise from the perspective of stable, sustainable long-term financial planning.

With respect to the overall plan for use of Free Cash, \$1,343,888 was expended at the 2015 Fall Annual Town Meeting in support of the capital plan in the form of a transfer to the Capital Stabilization Fund. Further, the Administration will present a Free Cash spend-down plan to the 2016 Spring Annual Town Meeting; in developing this plan we will carefully consider contributions to specific Stabilization Funds as well as the OPEB Fund.

The FY 2017 balanced budget is particularly remarkable in light of preliminary projections developed last spring, which forecasted an FY 2017 shortfall in the range of \$4.1 to \$6.2 million. In response to these projections, over this past spring, summer and into early fall, the Financial Planning Committee - comprised of 2 members from the Board of Selectmen, School Committee and Finance Committee, as well as the Town Administrator and School Superintendent - met numerous times to discuss the budgetary challenges. Innumerable ideas to increase available revenues and reduce expenses were discussed and evaluated and,

inevitably, the possibility of an FY 2017 operating override was discussed. Instead, we have the pleasure of presenting a balanced budget for Fiscal Year 2017.

Yet, significant systemic challenges remain due to unavoidable budget growth in certain areas; these challenges cannot be solved with continued and increasing use of one-time funds to balance the budget. We anticipate continued budgetary demands associated with ongoing school enrollment growth and, as noted earlier, pension costs will continue to significantly impact future budgets.

In addition, despite our cost-containment successes, health insurance cost increases are also an area of great concern. The spiraling costs of new prescription drugs - \$100,000 per treatment and above - are driving insurance costs through the roof. And the so-called Cadillac Tax, a component of the Affordable Care Act, may significantly impact employers in 2020.

Municipal facility needs must also be considered when evaluating potential future budget demands and associated taxpayer impacts, specifically:

- A request for funding assistance for a new or renovated Kennedy Middle School is presently pending with the Massachusetts School Building Authority; the Board of Selectmen will inevitably be asked to present a debt exclusion request to the voters if the MSBA approves the project. Additional personnel (i.e. ongoing operating expenses) are unknown at this time.
- Pursuant to a 2008 Space Needs Program and report of the West Natick Fire Station Study Committee, we must advance the development of a new West Natick Fire Station (Station #4). Numerous conditions within the existing Station #4 are poor at best with respect to safety and building soundness, and the existing facility is inadequate to house the apparatus and personnel necessary to respond to the growing demands of the West Natick area. We have acquired additional property adjacent to the existing site to facilitate development of a larger facility sited to allow improved egress and response to the service area. While some mitigation funds are available for this project, the balance of needed funding may need to come through debt exclusion. To staff the recommended apparatus for the busy West Natick area, additional personnel will be needed.
- Preliminary review of a soon-to-be-completed analysis of all parks and recreational facilities indicates that extensive improvements are recommended to meet growing demands for passive and active recreational facilities and to comply with state and federal accessibility requirements. Evaluation of these recommendations is in the very early stages but, if fully implemented, would be several million dollars. With the issuance of this analysis, we will evaluate the recommendations, associated costs, timetable for implementation, and associated funding mechanism.

Importantly, the Administration, with Town Meeting's support, has built - to the greatest extent possible - the Capital Stabilization Fund, such that these within-levy funds can be used to minimize the need for debt excluded funds. However, the availability of these funds falls far short of the above needs.

Looking forward, it is unlikely that the community will be able to respond to these and other budgetary demands without substantial additional revenues - through debt exclusions, operating overrides, or both.

Accordingly, as always, the Administration cautions against complacency in our fiscal conservatism. On a continual basis, we must contain operating budget growth to the minimum necessary and always be mindful of long-term impacts and sustainability, delicately balancing this conservative approach with an eye on evolving community needs.

Towards this end, throughout my tenure numerous initiatives and operational changes have been developed and implemented, producing substantial budget savings and/or enhancing service delivery, including:

- Replacing all streetlights throughout the community with longer-lasting, energy efficient LED bulbs resulting in annual energy savings of over \$90,000 and reduced maintenance costs
- Introduction of an in-house curbside recycling collection program, with estimated net savings of over \$100,000 annually
- Introduction of in-house course maintenance at the Sassamon Trace Golf Course resulting in annual savings of approximately \$10,000 and, by all accounts, substantially enhancing the course's appearance
- Aggressively pursuing cost-saving energy-efficiency initiatives:
 - Natick has received over \$790,000 in grants and incentives from the Department of Energy Resources and state utilities in support of energy reduction initiatives expected to save the Town over \$240,000 annually. Future projects and grant applications are planned.
 - Natick was recognized as one of only 7 communities in the state to achieve a 20% energy reduction over a 5 year period
- Evaluating opportunities to partner with neighboring communities in the delivery of services, including public safety dispatch (determined to not be cost-effective) and animal control (study is currently underway)
- Evaluating opportunities to consolidate departments, where it has been determined that doing so would promote collaboration and enhance service delivery
 - The Offices of Assessor, Comptroller and Treasurer/Collector were consolidated into a Finance Department
 - The Council on Aging, Veterans' Services, Human Services and Recreation & Parks Departments were consolidated into a Community Services Department
 - The two Building Maintenance Departments operated separately by the School Department and the General Government were consolidated into a Facilities Management Department that is responsible for all municipally-owned buildings

And, importantly, in this current fiscal year, we have developed the staff capacity necessary to strengthen our focus on economic development initiatives with the goal of expanding the community's business tax base. This is by far the soundest and most sustainable means of minimizing residential tax increases.

With respect to program enhancement and development, municipal departments submitted a total of 12 Program Improvement Requests, all of which are included in the Appendix. While they all have merit, just two have been included in the Preliminary Budget:

- DPW Land, Facilities and Natural Resources (LFNR) Division - This request would add a Skilled Laborer dedicated to care of the grounds around municipal (general government and school) facilities. It is becoming increasingly clear that the LFNR staffing level is inadequate to properly care for all parks, fields, public shade trees and landscaped areas, and we need to better maintain our substantial investment in the grounds around Town facilities.
- Comptroller's Office - This request would fund software support for Munis as we enhance the security of user access and user-defined roles, a section of Munis that needs a complete rebuild. During a recent upgrade and implementation of v10.5 in MUNIS far too much of the Comptroller's time and that of her staff was spent on implementation, troubleshooting, testing and training. We are preparing to add the Munis receivables module and thereby making full use of the revenue module during FY17. This will require significant time spent on set up, security changes, training, etc. In addition, this will create more items that will need trouble shooting in the course of the daily work process. There will also be more users with procedural and technical questions on a day-to-day basis. In addition the school is looking to integrate AESOP software with Munis payroll. There is not enough time for anyone in the Comptroller's office to properly address all of the above and also assist all Town staff in "how to" use Munis effectively in addition to adequately performing required financial tasks. We have determined that consulting services for this purpose will be more cost-effective than adding personnel.

As noted within this Budget Message, throughout my tenure this Administration has been keenly focused on and committed to providing a wide range of quality, cost-effective services; not only essential services such as public safety and infrastructure maintenance but also the services that enhance residents' quality of life and make Natick such a great community in which to live, raise a family, do business and retire. We greatly appreciate Town Meeting's favorable consideration of the Administration's budgetary proposals and initiatives and look forward to your continued support.

Sincerely,



Martha L. White
Town Administrator



Town of Natick

FY 2017 Preliminary Budget

Section I: Budget Overview

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General Fund Appropriation Summary	1.7
Three-Year Projection	1.11



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FY 2017 Budget Schedule & Process

	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June
External												
Votes												
Town Meeting				Town Meeting						Town Meeting		
BOS					Review of Budget Goals & Challenges		Selectmen Review of Budget					
SC								Hearing on Budget				
FinComm			Warrant Hearings				FinCom Hearings on Budget & Warrant					
Internal												
Municipal		Capital Develop.		Operating Budget Development & Refinement								
School		Capital Develop.		Operating Budget Development & Refinement					3/19 All Budget Decisions Final - Book produced 2 weeks ahead of TM			



Significant Dates

August 2015

Capital Development (Internal - Schools & Municipal)

September 2015

Capital Update Submitted

September 1st

October 2015

Operating Budget Development (Internal)
2015 Fall Town Meeting

Mid-to- Late October
Begins October 20th

November 2015

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

All November
November Meetings

December 2015

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

All December
December Meetings
Early December

January 2016

Submittal of FY 2017 Administrator's Proposed Budget to BOS & FC
Finance Committee Public Hearings on Budget
BOS - Review of Budget

January 4th
All January

February 2016

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

February
February
All February

March 2016

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

to March 15
March 16-31
March 29th

April - May 2016

Town Meeting

Commences April 12th

July 2016

Start of FY 2017

July 1

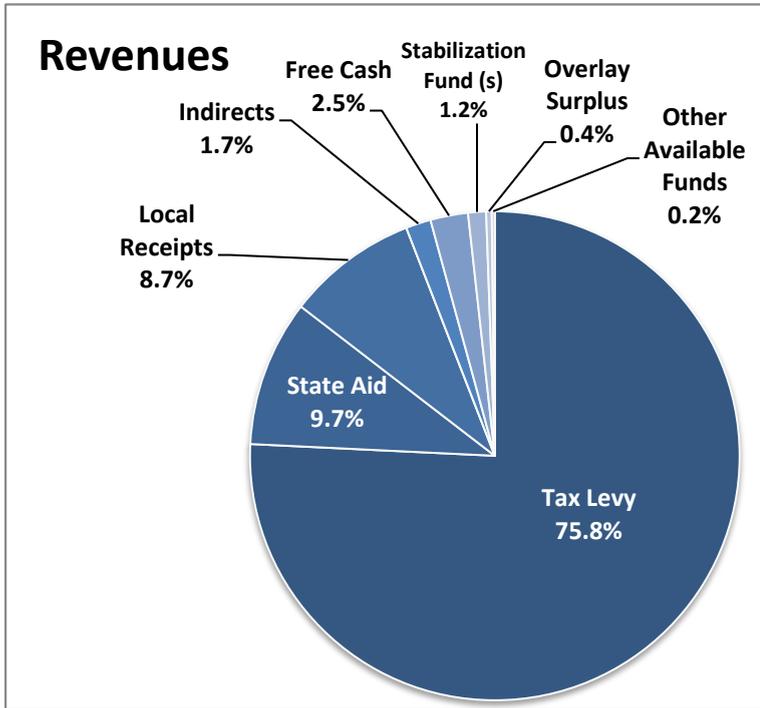
General Fund Revenue/Expenditure Summary

	2014	2015	2016	2017	2016 vs. 2017	
General Fund Revenues	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Tax Levy	\$ 92,881,529	\$ 96,560,382	\$ 99,819,851	\$ 103,635,890	3,816,039	3.82%
State Aid	\$ 12,328,363	\$ 12,828,730	\$ 13,016,665	\$ 13,249,531	232,866	1.79%
Local Receipts	\$ 14,004,838	\$ 16,546,852	\$ 11,735,542	\$ 11,846,650	111,108	0.95%
Other Local Receipts						
Indirects	\$ 2,355,825	\$ 2,207,400	\$ 2,241,487	\$ 2,260,123	18,636	0.83%
Free Cash	\$ 6,313,951	\$ 5,668,115	\$ 5,100,289	\$ 3,400,000	(1,700,289)	-33.34%
Stabilization Fund (s)	\$ 2,424,229	\$ 3,058,758	\$ 2,033,264	\$ 1,619,700	(413,564)	-20.34%
Overlay Surplus	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	-	0.00%
Other Available Funds	\$ 307,234	\$ 317,609	\$ 317,609	\$ 275,533	(42,076)	-13.25%
Total General Fund Revenues	131,115,969	137,687,846	134,764,707	136,787,427	2,022,720	1.50%
General Fund Expenses						
Education & Learning						
Natick Public Schools	\$ 48,531,430	\$ 51,481,402	\$ 53,817,355	\$ 57,778,570	3,961,215	7.36%
Keefe Tech	\$ 1,270,852	\$ 1,091,902	\$ 1,247,313	\$ 1,528,000	280,687	22.50%
Morse Institute Library	\$ 1,940,756	\$ 2,074,442	\$ 2,090,345	\$ 2,109,608	19,263	0.92%
Bacon Free Library	\$ 141,694	\$ 145,615	\$ 153,968	\$ 164,864	10,896	7.08%
Public Safety	\$ 14,186,967	\$ 14,159,001	\$ 14,887,016	\$ 14,885,566	(1,450)	-0.01%
Public Works	\$ 7,400,254	\$ 7,506,759	\$ 7,323,125	\$ 7,484,832	161,707	2.21%
Health & Human Services	\$ 1,940,513	\$ 2,027,627	\$ 2,196,152	\$ 2,279,158	83,006	3.78%
Administrative Support Services	\$ 4,753,421	\$ 4,846,378	\$ 5,822,069	\$ 6,635,654	813,585	13.97%
Committees	\$ 13,759	\$ 16,429	\$ 23,550	\$ 20,200	(3,350)	-14.23%
Shared Expenses						
Fringe Benefits	\$ 14,402,721	\$ 15,209,526	\$ 17,382,667	\$ 16,186,495	(1,196,172)	-6.88%
Prop & Liab. Insurance	\$ 495,234	\$ 532,389	\$ 644,300	\$ 641,750	(2,550)	-0.40%
Retirement	\$ 6,567,165	\$ 7,119,320	\$ 7,688,521	\$ 8,237,157	548,636	7.14%
Debt Services	\$ 10,945,923	\$ 10,884,737	\$ 10,717,600	\$ 10,491,457	(226,143)	-2.11%
Reserve Fund	\$ -	\$ -	\$ 250,000	\$ 250,000	-	0.00%
Facilities Management	\$ 2,523,236	\$ 2,957,512	\$ 3,002,683	\$ 3,017,398	14,715	0.49%
General Fund Oper. Expenses	\$ 115,113,925	\$ 120,053,039	\$ 127,246,664	\$ 131,710,709	\$ 4,464,045	3.51%
Capital Improvements	\$ 1,725,150	\$ 2,003,250	\$ 1,402,850	\$ 1,619,700	216,850	15.46%
School Bus Transportation	\$ 350,243	\$ 355,602	\$ 371,573	\$ 382,720	11,147	3.00%
State & County Assessments	\$ 1,420,072	\$ 1,450,370	\$ 1,352,418	\$ 1,352,418	-	0.00%
Cherry Sheet Offsets	\$ 257,572	\$ 300,641	\$ 291,510	\$ 291,510	-	0.00%
Tax Title	\$ -	\$ -	\$ -	\$ -	-	#DIV/0!
Snow Removal Supplement	\$ 712,115	\$ 253,499	\$ 699,569	\$ 153,370	(546,199)	-78.08%
Overlay	\$ 1,349,903	\$ 1,160,387	\$ 1,000,000	\$ 1,000,000	-	0.00%
Golf Course Deficit	\$ 312,246	\$ 309,087	\$ 280,000	\$ 277,000	(3,000)	-1.07%
General Stabilization Fund	\$ -	\$ 150,000	\$ -	\$ -	-	#DIV/0!
Operational Stabilization Fund	\$ 856,633	\$ 625,000	\$ -	\$ -	-	#DIV/0!
Capital Stabilization Fund	\$ 4,240,207	\$ 2,005,092	\$ 1,343,888	\$ -	(1,343,888)	-100.00%
One-to-One Technology Stab Fund	\$ -	\$ 100,000	\$ -	\$ -	-	#DIV/0!
FAR Bonus Stabilization Fund	\$ -	\$ -	\$ 433,635	\$ -	(433,635)	-100.00%
OPEB Trust Fund	\$ -	\$ 250,000	\$ -	\$ -	-	#DIV/0!
Misc. Articles	\$ 269,596	\$ 333,000	\$ 342,600	\$ -	(342,600)	-100.00%
Total General Fund Expenses	\$ 126,607,662	\$ 129,348,967	\$ 134,764,707	\$ 136,787,427	2,022,720	1.50%
Net Excess / (Deficit)	4,508,307	8,338,879	-	(0)	(0)	#DIV/0!

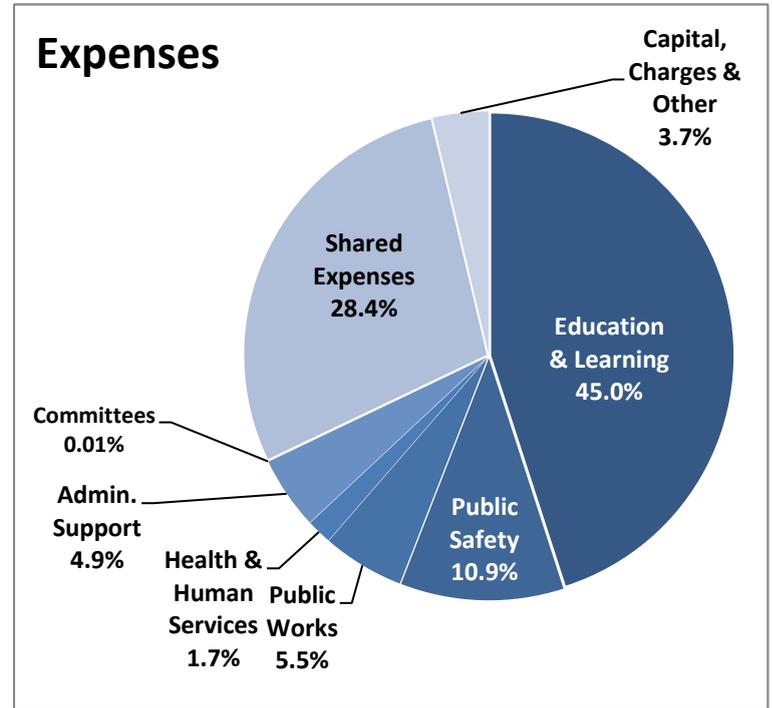
General Fund Revenue/Expenditure Summary

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

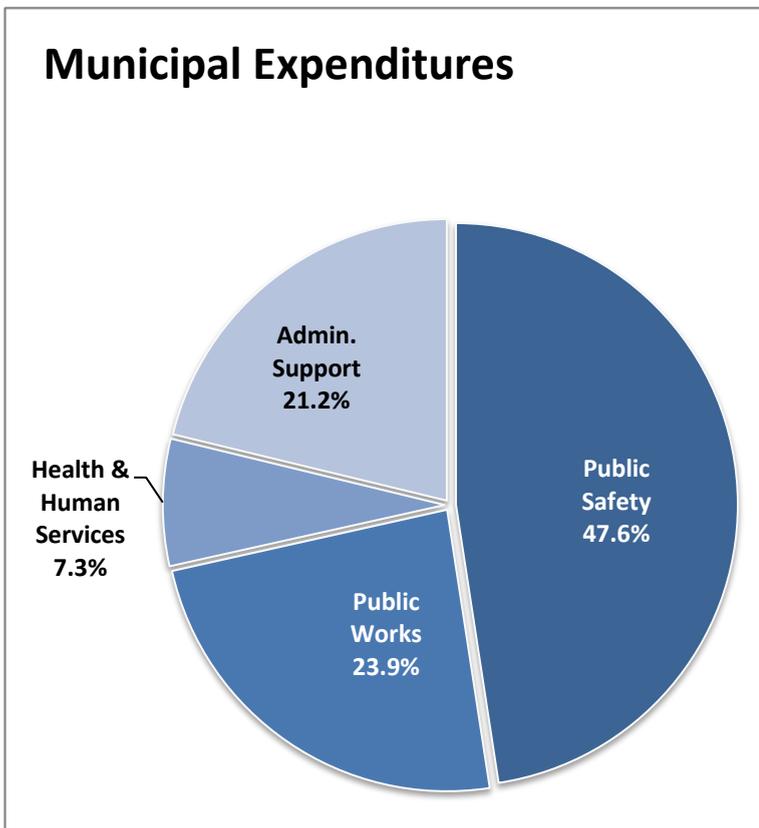
General Fund Revenues - FY 2017



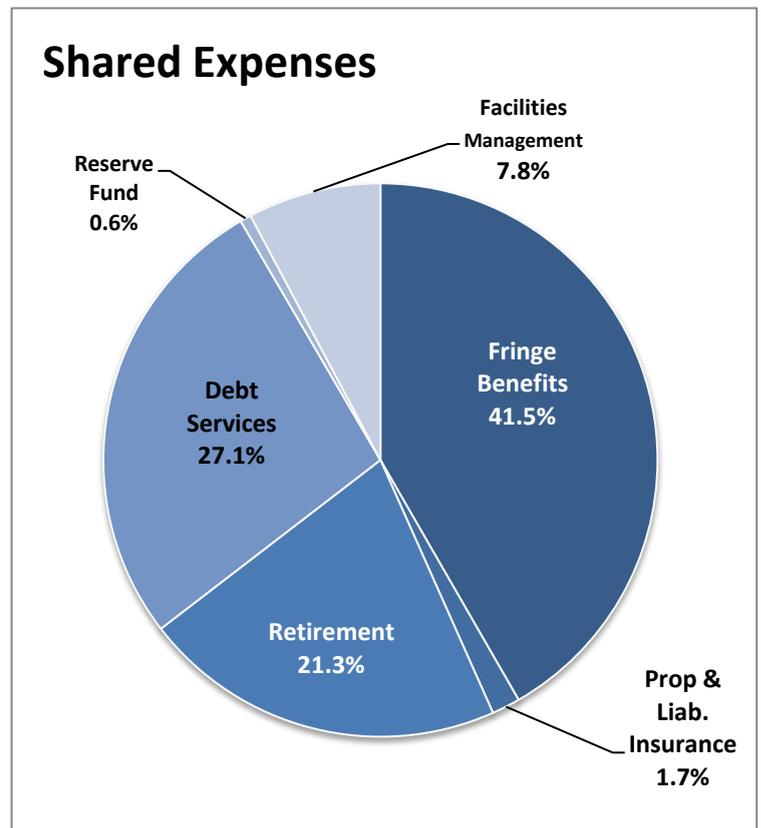
General Fund Expenditures - FY 2017



Municipal Expenditures - FY 2017



Shared Expenditures - FY 2017



General Fund Appropriation Summary

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

	2014 Actual	2015 Actual	2016 Appropriated (After 2015 FATM Votes)	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Education & Learning						
Section III - Education & Learning						
Natick Public Schools						
Total Natick Public Schools	\$ 48,531,430	\$ 51,481,402	\$ 53,817,355	\$ 57,778,570	\$ 3,961,215	7.36%
Keefe Tech						
Expenses (Assessment)	\$ 1,270,852	\$ 1,091,902	\$ 1,247,313	\$ 1,528,000	\$ 280,687	22.50%
Total Keefe Tech	\$ 1,270,852	\$ 1,091,902	\$ 1,247,313	\$ 1,528,000	\$ 280,687	22.50%
Morse Institute Library						
Salaries & Expenses	\$ 1,940,755	\$ 2,074,442	\$ 2,090,345	\$ 2,109,608	\$ 19,263	0.92%
Total Morse Institute Library	\$ 1,940,755	\$ 2,074,442	\$ 2,090,345	\$ 2,109,608	\$ 19,263	0.92%
Bacon Free Library						
Salaries & Expenses	141,694	145,615	\$ 153,968	\$ 164,864	\$ 10,896	7.08%
Total Bacon Free Library	\$ 141,694	\$ 145,615	\$ 153,968	\$ 164,864	\$ 10,896	7.08%
Total Education & Learning	\$ 51,884,731	\$ 54,793,361	\$ 57,308,981	\$ 61,581,042	\$ 4,272,061	7.45%
Public Safety						
Section IV - Public Safety						
Emergency Management						
Salaries	\$ -	\$ -	\$ 3,000	\$ 5,000	\$ 2,000	66.67%
Expenses	\$ 24,333	\$ 23,259	\$ 32,600	\$ 30,600	\$ (2,000)	-6.13%
Total Emergency Management	\$ 24,333	\$ 23,259	\$ 35,600	\$ 35,600	\$ 35,600	0.00%
Parking Enforcement						
Salaries	\$ 33,352	\$ 37,759	\$ 52,844	\$ 53,695	\$ 851	1.61%
Expenses	\$ 82,896	\$ 66,050	\$ 79,560	\$ 81,704	\$ 2,144	2.69%
Total Parking Enforcement	\$ 116,248	\$ 103,809	\$ 132,404	\$ 135,399	\$ 2,995	2.26%
Police						
Salaries	\$ 5,831,933	\$ 5,969,498	\$ 6,365,202	\$ 6,365,363	\$ 161	0.00%
Expenses	\$ 206,804	\$ 205,094	\$ 251,513	\$ 218,513	\$ (33,000)	-13.12%
Other Chgs. & Expenses	\$ 4,123	\$ 5,662	\$ 7,500	\$ 7,500	\$ -	0.00%
Total Police	\$ 6,042,860	\$ 6,180,254	\$ 6,624,215	\$ 6,591,376	\$ (32,839)	-0.50%
Fire						
Salaries	\$ 7,798,772	\$ 7,635,349	\$ 7,863,787	\$ 7,893,341	\$ 29,554	0.38%
Expenses	\$ 204,754	\$ 216,330	\$ 231,000	\$ 229,850	\$ (1,150)	-0.50%
Total Fire	\$ 8,003,526	\$ 7,851,679	\$ 8,094,787	\$ 8,123,191	\$ 28,404	0.35%
Total Public Safety	14,186,967	14,159,001	14,887,006	14,885,566	34,160	-0.01%
Public Works						
Section V - Public Works						
Salaries	\$ 3,082,618	\$ 3,209,952	\$ 3,464,840	\$ 3,521,633	\$ 56,793	1.64%
Expenses	\$ 1,786,440	\$ 1,725,383	\$ 1,861,301	\$ 1,938,965	\$ 77,664	4.17%
Municipal Energy	\$ 1,491,898	\$ 1,307,105	\$ 1,427,107	\$ 1,474,234	\$ 47,127	3.30%
Snow & Ice	\$ 1,042,022	\$ 1,264,319	\$ 550,000	\$ 550,000	\$ -	0.00%
Total Public Works	\$ 7,402,978	\$ 7,506,759	\$ 7,303,248	\$ 7,484,832	\$ 181,584	2.49%

General Fund Appropriation Summary

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

	2014 Actual	2015 Actual	2016 Appropriated (After 2015 FATM Votes)	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Health & Human Services						
Section VI - Health & Human Services						
Community Services						
Salaries	\$ 1,178,161	\$ 1,186,369	\$ 1,269,631	\$ 1,271,206	\$ 1,575	0.12%
Expenses	\$ 337,046	\$ 395,923	\$ 461,745	\$ 486,006	\$ 24,261	5.25%
Total Community Services	\$ 1,515,207	\$ 1,582,292	\$ 1,731,376	\$ 1,757,212	\$ 25,836	1.49%
Board of Health						
Salaries	\$ 390,566	\$ 406,542	\$ 443,361	\$ 471,196	\$ 27,835	6.28%
Expenses	\$ 27,225	\$ 28,172	\$ 35,250	\$ 35,750	\$ 500	1.42%
Other Changes & Expenditures	\$ 7,514	\$ 10,621	\$ 15,000	\$ 15,000	\$ -	0.00%
Total Board of Health	\$ 425,305	\$ 445,335	\$ 493,611	\$ 521,946	\$ 28,335	5.74%
Total Health & Human Services	\$ 1,940,512	\$ 2,027,627	\$ 2,224,987	\$ 2,279,158	\$ 54,171	2.43%
Administrative Support Services						
Section VII - Administrative Support Services						
Board of Selectmen						
Salaries	\$ 701,123	\$ 821,914	\$ 981,829	\$ 970,733	\$ (11,096)	-1.13%
Expenses	\$ 195,787	\$ 246,786	\$ 292,450	\$ 267,450	\$ (25,000)	-8.55%
Other Charges & Expenditures	\$ 18,357	\$ 20,042	\$ 21,000	\$ 93,000	\$ 72,000	342.86%
Contract Settlements	\$ -	\$ -	\$ 450,000	\$ 875,000	\$ 425,000	94.44%
Zoning By-Law Re-write - Second Review	\$ 2,490	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Recruitment	\$ -	\$ 23,595	\$ -	\$ -	\$ -	#DIV/0!
Total Board of Selectmen	\$ 917,757	\$ 1,112,337	\$ 1,745,279	\$ 2,206,183	\$ 460,904	26.41%
Personnel Board						
Other Charges & Expenditures	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%
Total Personnel Board	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%
Town Report						
Professional Services	\$ 3,711	\$ 3,682	\$ 4,100	\$ 4,100	\$ -	0.00%
Total Town Report	\$ 3,711	\$ 3,682	\$ 4,100	\$ 4,100	\$ -	0.00%
Legal						
Expenses	\$ 420,522	\$ 273,678	\$ 278,400	\$ 349,600	\$ 71,200	25.57%
Other Charges & Expenditures	\$ 6,749	\$ 7,513	\$ 10,000	\$ 7,500	\$ (2,500)	-25.00%
Total Legal Services	\$ 427,271	\$ 281,191	\$ 288,400	\$ 357,100	\$ 68,700	23.82%
Finance						
Salaries	\$ 1,044,959	\$ 1,104,222	\$ 1,104,394	\$ 1,103,512	\$ (882)	-0.08%
Expenses	\$ 302,536	\$ 257,996	\$ 356,400	\$ 387,350	\$ 30,950	8.68%
Other Charges & Expenditures	\$ 10,808	\$ 61,359	\$ 75,000	\$ 75,000	\$ -	0.00%
Total Finance	\$ 1,358,303	\$ 1,423,577	\$ 1,535,794	\$ 1,565,862	\$ 30,068	1.96%
Information Technology						
Salaries	\$ 296,364	\$ 322,130	\$ 323,364	\$ 333,170	\$ 9,806	3.03%
Expenses	\$ 370,995	\$ 419,671	\$ 469,100	\$ 566,500	\$ 97,400	20.76%
Other Chgs. & Expenditures	\$ 310,415	\$ 235,237	\$ 286,400	\$ 305,000	\$ 18,600	6.49%
Total Information Technology	\$ 977,774	\$ 977,038	\$ 1,078,864	\$ 1,204,670	\$ 125,806	11.66%
Town Clerk						
Salaries	\$ 223,377	\$ 232,989	\$ 239,672	\$ 244,337	\$ 4,665	1.95%
Expenses	\$ 8,804	\$ 12,628	\$ 22,050	\$ 42,200	\$ 20,150	91.38%
Total Town Clerk	\$ 232,181	\$ 245,617	\$ 261,722	\$ 286,537	\$ 24,815	9.48%

General Fund Appropriation Summary

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

	2014 Actual	2015 Actual	2016 Appropriated (After 2015 FATM Votes)	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Administrative Support Services (con't)						
Elections						
Salaries (Registrars)	\$ 21,338	\$ 33,378	\$ 37,306	\$ 69,463	\$ 32,157	86.20%
Expenses (Registrars)	\$ 25,869	\$ 36,422	\$ 34,400	\$ 55,300	\$ 20,900	60.76%
Total Elections	\$ 47,207	\$ 69,800	\$ 71,706	\$ 124,763	\$ 53,057	73.99%
Sealer of Weights & Measures						
Salaries	\$ 14,658	\$ 14,658	\$ 14,715	\$ 14,659	\$ (56)	-0.38%
Expenses	\$ 726	\$ 783	\$ 875	\$ 875	\$ -	0.00%
Total Sealer Weights/Meas.	\$ 15,384	\$ 15,441	\$ 15,590	\$ 15,534	\$ (56)	-0.36%
Community Development						
Salaries	\$ 748,980	\$ 695,942	\$ 847,277	\$ 840,155	\$ (7,122)	-0.84%
Expenses	\$ 24,853	\$ 21,753	\$ 26,800	\$ 29,750	\$ 2,950	11.01%
Total Community Development	\$ 773,833	\$ 717,695	\$ 874,077	\$ 869,905	\$ (4,172)	-0.48%
Total Admin. Support Services	\$ 4,753,421	\$ 4,846,378	\$ 5,876,532	\$ 6,635,654	\$ 759,122	12.92%

Commissions & Committees						
Section VIII - Commissions & Committees						
Finance Committee						
Expenses	\$ 12,537	\$ 15,894	\$ 20,800	\$ 17,450	\$ (3,350)	-16.11%
Total Finance Committee	\$ 12,537	\$ 15,894	\$ 20,800	\$ 17,450	\$ (3,350)	-16.11%
Commission on Disability						
Expenses	\$ 351	\$ -	\$ 750	\$ 750	\$ -	0.00%
Total Commission on Disability	\$ 351	\$ -	\$ 750	\$ 750	\$ -	0.00%
Natick Cultural Council						
Expenses	\$ 408	\$ 226	\$ 700	\$ 700	\$ -	0.00%
Total Natick Cultural Council	\$ 408	\$ 226	\$ 700	\$ 700	\$ -	0.00%
Historical Commission						
Expenses	\$ -	\$ -	\$ 750	\$ 750	\$ -	0.00%
Total Historical Commission	\$ -	\$ -	\$ 750	\$ 750	\$ -	0.00%
Historic District Commission						
Expenses	\$ 463	\$ 309	\$ 550	\$ 550	\$ -	0.00%
Total Historic District Comm.	\$ 463	\$ 309	\$ 550	\$ 550	\$ -	0.00%
Total Section VIII: Comm.	\$ 13,759	\$ 16,429	\$ 23,550	\$ 20,200	\$ (3,350)	-14.23%

Shared Expenses (Unclassified)						
Section IX - Shared Expenses						
Employee Fringe						
Other Personnel Services	\$ 14,396,221	\$ 15,187,276	\$ 17,246,599	\$ 16,055,645	\$ (1,190,954)	-6.91%
Other Personnel Services	\$ 6,500	\$ 22,250	\$ 40,884	\$ 130,850	\$ 89,966	220.05%
Total Employee Fringe	\$ 14,402,721	\$ 15,209,526	\$ 17,287,483	\$ 16,186,495	\$ (1,100,988)	-6.37%
Property & Liability Insurance						
Purchased Services	\$ 495,234	\$ 532,389	\$ 644,300	\$ 641,750	\$ (2,550)	-0.40%
Total Prop. & Liab. Insurance	\$ 495,234	\$ 532,389	\$ 644,300	\$ 641,750	\$ (2,550)	-0.40%

General Fund Appropriation Summary

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

	2014 Actual	2015 Actual	2016		2016 vs. 2017	
			Appropriated (After 2015 FATM Votes)	2017 Preliminary	\$ (+/-)	% (+/-)
Shared Expenses (Unclassified) (con't)						
Contributory Retirement						
Pension Assessment	\$ 6,567,165	\$ 7,079,771	\$ 7,646,153	\$ 8,194,354	\$ 548,201	7.17%
Total Contributory Retirement	\$ 6,567,165	\$ 7,079,771	\$ 7,646,153	\$ 8,194,354	\$ 548,201	7.17%
Non-Contributory Retirement						
Pensions	\$ 41,836	\$ 39,549	\$ 42,368	\$ 42,803	\$ 435	1.03%
Total Non-Contributory Retire.	\$ 41,836	\$ 39,549	\$ 42,368	\$ 42,803	\$ 435	1.03%
Debt Service						
Leased Equipment	\$ 66,880	\$ 111,096	\$ 150,371	\$ 148,703	\$ (1,668)	-1.11%
Principal	\$ 8,125,967	\$ 8,195,297	\$ 7,860,855	\$ 7,893,357	\$ 32,502	0.41%
Interest	\$ 2,753,076	\$ 2,578,344	\$ 2,706,374	\$ 2,449,397	\$ (256,977)	-9.50%
Total Debt Service	\$ 10,945,923	\$ 10,884,737	\$ 10,717,600	\$ 10,491,457	\$ (226,143)	-2.11%
Reserve Fund						
Other Charges	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -	0.00%
Total Reserve Fund	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -	0.00%
Facilities Management						
Salaries	\$ 2,402,236	\$ 2,426,077	\$ 2,444,604	\$ 2,440,848	\$ (3,756)	-0.15%
Expenses	\$ 121,000	\$ 531,435	\$ 559,615	\$ 576,550	\$ 16,935	3.03%
Total Facilities Management	\$ 2,523,236	\$ 2,957,512	\$ 3,004,219	\$ 3,017,398	\$ 13,179	0.44%
Total Shared Expenses	\$ 34,976,115	\$ 36,703,484	\$ 39,592,123	\$ 38,824,257	\$ (767,866)	-1.94%
Total General Fund Operations	\$ 115,158,483	\$ 120,053,039	\$ 127,216,427	\$ 131,710,709	\$ 4,494,282	3.53%
Reconciliation						
Total General Fund Operations	\$ 115,158,483	\$ 120,053,039	\$ 127,216,427	\$ 131,710,709	\$ 4,494,282	3.53%
Other General Fund Appropriations						
Capital Equipment and Improvements	\$ 1,725,150	\$ 2,003,250	\$ 1,402,850	\$ 1,619,700	\$ 216,850	15.46%
School Bus Subsidy	\$ 350,243	\$ 355,602	\$ 371,573	\$ 382,720	\$ 11,147	3.00%
Misc. Articles	\$ 269,596	\$ 333,000	\$ 433,635	\$ -	\$ (433,635)	-100.00%
Golf Course Deficit	\$ 312,246	\$ 309,087	\$ 280,000	\$ 277,000	\$ (3,000)	-1.07%
General Stabilization Fund		\$ 150,000	\$ -		\$ -	#DIV/0!
Capital Stabilization Fund	\$ 4,240,207	\$ 2,005,092	\$ 1,343,888		\$ (1,343,888)	-100.00%
Operational Stabilization Fund	\$ 856,633	\$ 625,000			\$ -	#DIV/0!
One-to-One Tech Stabilization Fund		\$ 100,000			\$ -	#DIV/0!
OPEB Trust Fund		\$ 250,000			\$ -	#DIV/0!
Total Other G/F Appropriations	\$ 7,754,075	\$ 6,131,031	\$ 3,831,946	\$ 2,279,420	\$ (1,552,526)	-40.52%
Other General Fund Expenses (Not appropriated by Town Meeting)						
State & County Assessments	\$ 1,420,072	\$ 1,450,370	\$ 1,352,418	\$ 1,352,418	\$ -	0.00%
Cherry Sheet Offsets	\$ 257,572	\$ 300,641	\$ 291,510	\$ 291,510	\$ -	0.00%
Snow Removal Supplement	\$ 712,115	\$ 253,499	\$ 699,569	\$ 153,370	\$ (546,199)	-78.08%
Overlay	\$ 1,349,903	\$ 1,160,387	\$ 997,192	\$ 1,000,000	\$ 2,808	0.28%
Total Other G/F Expenses	\$ 3,739,662	\$ 3,164,897	\$ 3,340,689	\$ 2,797,298	\$ (543,391)	-16.27%
Total General Fund	\$ 126,652,220	\$ 129,348,967	\$ 134,389,062	\$ 136,787,427	\$ 2,398,365	1.78%

Three-Year Projection

METHODOLOGY

The table on the next pages shows projections of total expenditure requirements and revenues for the next three years, FY 2017 - FY 2019. Projections are calculated in the aggregate, using conservative assumptions, with the intention of giving an overall perspective on the Town's budget outlook. The projections are presented in sequence with the current year for comparison.

Revenues

Revenues are comprised of four primary components: the Tax Levy, State Aid, Local Receipts and Other Available Funds. The Tax Levy will remain constantly growing at the Proposition 2.5% level annually and minimal new growth due to construction. State Aid increased by 1.79% in FY17. Chapter 70 and Unrestricted General Government Aid revenue increased ever so slightly. Local receipts are projected to increase moderately over the period of FY 2017-FY 2019. Other Available Funds are level at FY 2017 levels. Indirects are proposed to remain the same or decrease slightly for the three year period. \$3.0M in Free Cash and Overlay Surplus are proposed to be applied to operations annually and small amounts of other revenue expect to support small parts of operations. Finally, the Capital Stabilization Fund, using revenues generated from local option taxes, will support new cash capital projects.

Expenses

In the operating budget, wage projections are estimated at 1.0% -2.0% increases. On the whole, we have calculated a 7.39% increase in total expenses for the Natick Public Schools, a 22.5% increase for the Keefe Tech Assessment due to a 19% increase in enrollment and anticipated operational budget increase of 3.5% and between a 1.0% and 2.0% increase for all municipal departments, consistent with past forecast practices of the Town. These increases may not be sustainable into future years; it is incumbent on the Town and School administrations and elected officials to budget responsibly and identify areas for cost reduction and revenue enhancement to ensure Natick's sound financial future.

The greatest changes going forward rest within the categories of Shared Expenses. The Administration and the Public Employees Committee negotiated new town contribution rates for most health insurance plans. This will have a direct impact and will reduce the Town's cost toward employee health care. The changes are expected to save approximately \$1,000,000 in FY2017 versus FY2016 anticipated costs. This will also have a positive effect on reducing the Town's Other Post Employment Benefits liability going forward.

RESULTS

These projections forecast a sizable gap between the cost of providing the current level of services and the revenue that may be generated over the next several years. In FY 2018, the budget gap is estimated to be \$2.1M and in FY 2019 approaches a deficit of over \$3.8M. The changes to health care costs have a dramatic impact on future costs in this projection. Though just a forecast, and with the realization that the community must produce a balanced budget, these forecasts demonstrate one clear reality: The Town of Natick continues to have a structural budget imbalance. This can no longer be filled with one-time resources. It simply is not sustainably. In order to achieve sustainability within Town services in the future, either efficiencies will have to be found, services reduced, or new revenue streams developed. As we move forward, Town Officials will continue to monitor revenue receipts, examine new ways of doing business and continue working to make Natick's government more sustainable. Increased student enrollment, if it does not level off, will outpace the revenue that is obtained through new development in Town. Strong consideration would have to be given to an additional operational over-ride if student enrollment growth keeps increasing as it has for the past 5 years.

Through the hard work of Town and School Administration, the Board of Selectmen, School Committee and the Financial Planning Committee the future budget deficit gaps have been reduced dramatically. We still have work to do to reduce the remaining projected gaps.

Three-Year Projection

	2015 Actual	2016 Projection	2017 Projection	2018 Projection	2019 Projection	Comments
General Fund Revenues						
1 Tax Levy	96,560,382	99,819,851	103,635,890	107,040,890	110,424,573	2.5% allowable; \$750K for growth with the exception of FY17 where an additional \$400K is estimated for Modera + Excluded Debt Service (Net) has also been adjusted each year of the projection.
2 State Aid	12,828,730	13,016,665	13,249,531	13,394,531	13,539,531	Assumes slight increase from FY 2015 State Aid each year forward
3 Estimated Receipts	16,546,852	11,735,542	11,846,650	12,083,583	12,325,255	Assumes 2% growth annually - increased \$400,000 for MV Excise Taxes in FY16 above original estimate
4 Other Local Receipts						
5 Indirects	2,207,400	2,241,487	2,260,123	2,241,487	2,241,487	Dependent Upon General Fund Operating Budget
6 Free Cash	5,668,115	5,100,289	3,400,000	3,000,000	3,000,000	
7 Capital Stabilization Fund	3,058,758	2,033,264	1,619,700	1,300,000	1,300,000	CSF funds spent on cash capital
8 Overlay Surplus	500,000	500,000	500,000	500,000	500,000	Can change based upon final settlement of outstanding ATB cases
9 Other Available Funds	317,609	317,609	275,533	275,533	275,533	Parking Meter Receipts, Other State Remb., Bond Premiums- Wilson & HS/CSC
Total General Fund Revenues	137,687,846	134,764,707	136,787,427	139,836,024	143,606,378	
General Fund Expenses						
Education & Learning						
11 Natick Public Schools	51,481,402	53,817,355	57,778,570	61,155,500	64,213,275	7.36% increase in FY17 over FY16 Appropriation and 5.84% increase in FY18 over FY17 and 5% increase in FY19 over FY18
Shared Expenses for above			-	225,000	450,000	Estimated increases in shared expenses for staffing for level services budget. Assuming adding staff each year.
12 Keefe Tech	1,091,902	1,247,313	1,528,000	1,604,400	1,684,620	22.5% increase in FY17; Assumes increase of 19% increase in Natick students & 3.5% budget increase. 5% increase assumption in FY18 & FY19
13 Morse Institute Library	2,074,442	2,090,345	2,109,608	2,130,704	2,152,011	Assumes 1% increase
14 Bacon Free Library	145,615	153,968	164,864	168,161	171,525	Assumes 2% increase
15 Public Safety	14,159,001	14,887,016	14,885,566	15,034,422	15,184,766	Assumes 1% increase
16 Public Works	7,506,759	7,323,125	7,484,832	7,559,680	7,635,277	Assumes 1% increase (Snow & Ice at \$550,000 in FY17 and beyond with an inflationary factor of 1% starting in FY18)
17 Health & Human Services	2,027,627	2,196,152	2,279,158	2,301,950	2,324,969	Assumes 1% increase
18 Administrative Support Services	4,846,378	5,822,069	6,635,654	6,768,367	6,903,734	Assumes 2% increase
19 Committees	16,429	23,550	20,200	20,200	20,200	Assumes 0% increase
20 Shared Expenses						
21 Fringe Benefits	15,209,526	17,382,667	16,186,495	17,186,495	18,186,495	Assumes increase each year for Workers Comp and Health Insurance
22 Prop & Liab. Insurance	532,389	644,300	641,750	654,585	667,677	Assumes higher rates in FY 2016 & 2017 (2% annually)
23 Retirement	7,119,320	7,688,521	8,237,157	8,813,758	9,430,721	Assumes 7% increase annually
24 Debt Services	10,884,737	10,717,600	10,491,457	10,405,871	10,405,871	Includes existing and proposed W/L and Excluded debt
25 Reserve Fund	-	250,000	250,000	250,000	250,000	Level-Funded
26 Facilities Management	2,957,512	3,002,683	3,017,398	3,047,572	3,078,048	Assumes 1% increase for FY18 and beyond
General Fund Oper. Expenses	120,053,039	127,246,664	131,710,709	137,326,665	142,759,189	
26 Capital Improvements	2,003,250	1,402,850	1,619,700	1,300,000	1,300,000	Capital Stab. Fund provides cash funding moving forward.
27 School Bus Transportation	355,602	371,573	382,720	394,202	406,028	3% annual increase
28 State & County Assessments	1,450,370	1,352,418	1,352,418	1,365,942	1,379,602	Assumes 1.0% increase from FY 2017 Amended Cherry Sheet total
29 Cherry Sheet Offsets	300,641	291,510	291,510	291,510	291,510	Assumes 0% increase from FY 2017 Cherry Sheet figures
30 Tax Title	-	-	-	-	-	Revolving Fund proposed for FY16 and beyond
31 Snow Removal Supplement	253,499	699,569	153,370	-	-	DPW Budget has a S&I Budget of \$550,000 in FY16 and beyond.
32 Overlay	1,160,387	1,000,000	1,000,000	1,000,000	1,000,000	Level amount
33 Golf Course Deficit	309,087	280,000	277,000	250,000	235,000	See Sassamon Trace Golf Course Enterprise Fund 10 Year Projection
34 General Stabilization Fund	150,000	-	-	-	-	Not yet determined for FY17-19
35 Operational Stabilization Fund	625,000	-	-	-	-	Not yet determined for FY17-19
36 Capital Stabilization Fund	2,005,092	1,343,888	-	-	-	Not yet determined for FY17-19
37 One-to-One Stab Fund	100,000	-	-	-	-	Not yet determined for FY17-19
38 FAR Bonus Stab Fund	-	433,635	-	-	-	Not yet determined for FY17-19
39 OPEB Trust Fund	250,000	-	-	-	-	Not yet determined for FY17-19
41 Misc. Articles	333,000	342,600	-	-	-	Not yet determined for FY17-19
Total General Fund Expenses	129,348,967	134,764,707	136,787,427	141,928,319	147,371,328	
Net Excess / (Deficit)	8,338,879	-	(0)	(2,092,295)	(3,764,950)	



Town of Natick

FY 2017 Preliminary Budget

Section II: Revenues

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Estimated (Local) Receipts	II.8
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Free Cash	II.28
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Town of Natick

FY 2017 Preliminary Budget

Natick Public Schools FY2017 Budget Information



Town of Natick

Revenue Model

FY 2017 Recommended Budget

FY 2016 Appropriated Budget

FY 2012-2015 Actual Collections



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

Revenue Model

Revenue Summary

The summary below presents all general fund revenues for use in FY 2017. The projection is based on the most current data available. Overall, General Fund operating revenues are proposed to **increase \$2,022,721 or 1.50%** over the prior fiscal year. Available Funds (Free Cash) used in previous years for capital and reserve building is not currently available. This should not raise alarm, however, as the Available Funds are a one-time occurrence and means that the Town will not be depositing money into reserve accounts at this time of the year, but operations should not be affected. Fall Annual Town Meeting typically acts upon free cash to fund those reserves and capital items.

General Fund Revenue Summary	FY 2014		FY 2015		FY 2016		FY 2017		2016 vs. 2017		
		Actual		Actual		Appropriated		Preliminary	\$ (+/-)	% (+/-)	
Property Tax Levy	\$	93,436,666	\$	96,530,612	\$	99,819,851	\$	103,635,890	\$	3,816,039	3.82%
State Aid	\$	12,363,740	\$	12,852,023	\$	13,016,665	\$	13,249,531	\$	232,866	1.79%
Local Receipts	\$	14,022,824	\$	16,546,852	\$	11,735,542	\$	11,846,650	\$	111,108	0.95%
Indirects	\$	2,355,825	\$	2,207,400	\$	2,241,487	\$	2,260,123	\$	18,636	0.83%
Sub-total GF Operating Revenues	\$	122,179,055	\$	128,136,887	\$	126,813,545	\$	130,992,194	\$	4,178,650	3.30%
Available Funds	\$	9,545,414	\$	9,544,482	\$	7,951,162	\$	5,795,233	\$	(2,155,929)	-27.11%
Gross General Fund Revenues	\$	131,724,469	\$	137,681,369	\$	134,764,707	\$	136,787,427	\$	2,022,721	1.50%

Detailed Description:

Property Tax Levy: Property tax revenues are projected to increase in FY 2017. The increase shown, 3.82% includes the statutory increase in the tax levy allowed under Proposition 2 1/2 and an amount for estimated new growth (new construction). The excluded debt amount is not being reduced by funds from the Capital Stabilization Fund in FY 2017. The net excluded debt raised on the tax rate will still be less than it was in FY's 2012 and 2013.

State Aid: State Aid is predicted to be stable in FY 2017. Typically the Administration does not know what the Governor's proposed budget, including State Aid, to municipalities will be until after this budget is presented to the Board of Selectmen on January 4, 2016. The Administration is estimating a slight increase in State Aid for FY 2017 over FY 2016. This number is subject to fluctuation and change prior to the 2016 Spring Annual Town Meeting.

Local Receipts: Local receipts are projected to increase by \$111,108 or .95%. Motor vehicle excise tax has been trending upward and revenue projections have supported increasing this source. Motor vehicle excise tax was increased significantly in FY 2016. Generally, local receipt projections are based on the average revenue received in each category for the prior five-year period. No fee increases are assumed in these local receipt projections unless otherwise noted. To the extent the Board of Selectmen or other boards increase specific fees, this projection will be revised. The local options tax estimation is **not** included in this section for budgetary purposes. That estimate of \$1,300,000 is expected to be realized in FY 2017 and will close to free cash at the end of the year as has been the practice.

Available Funds: Available Funds are projected to decrease \$2,155,929. This category of revenue is typically associated with funding one-time items. This category includes the parking meter receipts, Free Cash (used to support operations and transfers to Trust and Stabilization Funds), Overlay Surplus and the amount anticipated from the Capital Stabilization Fund for the purpose of funding the Capital Budget for those expenses categorized as being paid for in cash. The largest portion of this decrease is attributable to using far less free cash. This will most likely change as the budget cycle unfolds and new free cash certification is achieved in September 2016. Typically additional appropriations are made at the Fall Annual Town Meeting to increase funding for the General Stabilization Fund, the Operating/Rainy Day Stabilization Fund, the Capital Stabilization Fund and the Other Post Employment Benefits Trust Fund. There will not be as much free cash available as has been in previous years because of the increases that have been made to estimated local revenues.

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 2017 amount represents funds received from the Water & Sewer Enterprise and the Sassamon Trace Golf Course Funds.



Town of Natick

Revenue Model

Revenue Summary

Table 1: Property Tax Levy	FY 2012 Recap	FY 2013 Recap	FY 2014 Recap	FY 2015 Recap	FY 2016 Recap	FY 2017 Preliminary
Tax Levy	\$ 78,763,162	\$ 81,600,345	\$ 84,573,555	\$ 89,191,083	\$ 92,549,664	\$ 95,604,635
Prop. 2.5%	\$ 1,969,079	\$ 2,040,009	\$ 2,114,339	\$ 2,229,777	\$ 2,313,742	\$ 2,390,116
New Growth	\$ 846,384	\$ 933,201	\$ 2,503,189	\$ 1,128,804	\$ 741,229	\$ 1,150,000
Sub-Total	\$ 81,578,625	\$ 84,573,555	\$ 89,191,083	\$ 92,549,664	\$ 95,604,635	\$ 99,144,751
Excluded Debt	\$ 4,924,076	\$ 4,768,302	\$ 4,276,702	\$ 4,215,216	\$ 4,215,216	\$ 4,491,139
Subtotal	\$ 86,502,701	\$ 89,341,857	\$ 93,467,785	\$ 96,764,880	\$ 99,819,851	\$ 103,635,890
Actual Tax Levy	\$ 86,502,701	\$ 89,341,857	\$ 93,436,666	\$ 96,530,612	\$ 99,817,043	

Table 2: State Aid	FY 2012 Cherry Sheet	FY 2013 Cherry Sheet	FY 2014 Cherry Sheet	FY 2015 Cherry Sheet	FY 2016 Recap	FY 2017 Preliminary
Ch 70, Charter Tuition, School Offsets	\$ 7,245,287	\$ 8,053,067	\$ 8,659,358	\$ 9,066,512	\$ 9,090,841	\$ 9,238,598
Unrestricted Local Aid	\$ 2,990,066	\$ 3,223,110	\$ 3,299,298	\$ 3,390,794	\$ 3,512,863	\$ 3,600,000
Veterans' Benefits & Exemptions	\$ 209,682	\$ 234,781	\$ 256,268	\$ 260,853	\$ 279,028	\$ 277,000
State Owned Land & Mitigation	\$ 110,151	\$ 110,187	\$ 112,366	\$ 88,023	\$ 88,023	\$ 88,023
Offsets (Library)	\$ 37,402	\$ 36,807	\$ 36,450	\$ 45,841	\$ 45,910	\$ 45,910
sub-Total (Cherry Sheet)	\$ 10,592,588	\$ 11,657,952	\$ 12,363,740	\$ 12,852,023	\$ 13,016,665	\$ 13,249,531
Subtotal	\$ 10,592,588	\$ 11,657,952	\$ 12,363,740	\$ 12,852,023	\$ 13,016,665	\$ 13,249,531

Table 3: Local Receipts	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Recap	FY 2017 Preliminary
Motor Vehicle	\$ 4,082,872	\$ 4,338,121	\$ 4,938,973	\$ 5,191,836	\$ 4,996,250	\$ 4,996,250
Other Excise	\$ 2,143,965	\$ 2,153,685	\$ 2,211,290	\$ 2,282,475	\$ 803,150	\$ 877,920
Penalties & Interest Taxes/Excise	\$ 415,195	\$ 379,195	\$ 473,270	\$ 483,115	\$ 485,500	\$ 371,000
Payment in Lieu of Taxes	\$ 47,583	\$ 35,301	\$ 35,150	\$ 34,822	\$ 35,000	\$ 34,700
Trash Disposal Charges	\$ 942,223	\$ 1,019,244	\$ 987,795	\$ 998,551	\$ 950,000	\$ 965,000
Police Special Duty Service Charges	\$ 51,548	\$ 27,051	\$ 74,818	\$ 75,101	\$ 55,000	\$ 65,000
Ambulance Fees - Other Charges	\$ 1,469,941	\$ 1,492,335	\$ 1,551,134	\$ 1,576,690	\$ 1,500,000	\$ 1,550,000
Rentals	\$ 52,324	\$ 49,780	\$ 43,616	\$ 49,032	\$ 46,324	\$ 46,324
Recreation	\$ 175,305	\$ 184,073	\$ 183,081	\$ 191,190	\$ 98,048	\$ 122,096
Other Departmental Revenue	\$ 985,538	\$ 819,959	\$ 770,054	\$ 789,606	\$ 681,350	\$ 726,640
License/Permits	\$ 2,254,443	\$ 2,011,091	\$ 1,646,503	\$ 2,774,340	\$ 1,580,000	\$ 1,591,820



Town of Natick

Revenue Model

Revenue Summary

Special Assessments	\$ 13,660	\$ 13,130	\$ 11,532	\$ 12,616	\$ 4,920	\$ 4,900
Fines/Forfeits	\$ 187,866	\$ 190,361	\$ 229,075	\$ 210,097	\$ 200,000	\$ 195,000
Investment Income	\$ 157,159	\$ 89,485	\$ 104,083	\$ 255,356	\$ 150,000	\$ 150,000
Miscellaneous Recurring	\$ 194,624	\$ 671,948	\$ 224,068	\$ 377,014	\$ 150,000	\$ 150,000
Miscellaneous Non-Recurring	\$ 1,213,343	\$ 1,171,662	\$ 538,382	\$ 1,245,011	\$ -	\$ -
Subtotal	\$ 14,387,588	\$ 14,646,420	\$ 14,022,824	\$ 16,546,852	\$ 11,735,542	\$ 11,846,650

Table 4: Available Funds

	FY 2012 Appropriated	FY 2013 Appropriated	FY 2014 Appropriated	FY 2015 Appropriated	FY 2016 Recap	FY 2017 Preliminary
Free Cash	\$ 5,466,393	\$ 6,343,030	\$ 6,313,951	\$ 5,668,115	\$ 5,100,289	\$ 3,400,000
Overlay Surplus	\$ 1,000,000	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Capital Stabilization Fund	\$ 689,340	\$ 1,062,152	\$ 2,424,229	\$ 3,058,758	\$ 2,033,264	\$ 1,619,700
Title V	\$ 7,684	\$ 7,684	\$ 7,684	\$ 7,684	\$ 7,684	\$ 7,684
Parking Meter Revenue	\$ 60,000	\$ 60,000	\$ 60,000	\$ 80,000	\$ 80,000	\$ 80,000
School Building Assistance	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167
Premiums (For Debt Exclusions)	\$ 90,681	\$ 90,681	\$ 106,758	\$ 106,758	\$ 106,758	\$ 64,682
Receipts Reserved	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -
Insurance Proceeds < \$20,000	\$ -	\$ 28,875	\$ 9,625	\$ -	\$ -	\$ -
Subtotal	\$ 7,437,265	\$ 7,865,589	\$ 9,545,414	\$ 9,544,482	\$ 7,951,162	\$ 5,795,233

Table 5: Enterprise Receipts

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Recap	FY 2017 Preliminary
Water & Sewer Indirects	\$ 2,535,883	\$ 2,581,514	\$ 2,323,579	\$ 2,207,400	\$ 2,207,400	\$ 2,218,150
Sassamon Trace Indirects	\$ -	\$ -	\$ 32,246	\$ 34,087	\$ 34,087	\$ 41,973
Subtotal	\$ 2,535,883	\$ 2,581,514	\$ 2,355,825	\$ 2,207,400	\$ 2,241,487	\$ 2,260,123

Total - G/F Available for Appr.	\$ 121,397,259	\$ 125,668,617	\$ 131,724,469	\$ 137,681,369	\$ 134,764,707	\$ 136,787,427
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Town of Natick

Revenue Model

1-A Tax Levy Summary

Components	Fiscal Year 2012 Levy Recap	Fiscal Year 2013 Levy Recap	Fiscal Year 2014 Levy Recap	Fiscal Year 2015 Levy Recap	Fiscal Year 2016 Levy Recap	Fiscal Year 2017 Levy Preliminary	2016 vs. 2017	
							\$ (+/-) Change	% (+/-) Change
Prior Year Levy Limit	\$ 78,763,162	\$ 81,600,345	\$ 84,573,555	\$ 89,191,083	\$ 92,549,664	\$ 95,604,635	\$ 3,054,971	3.30%
Proposition 2 1/2% Levy Increase	\$ 1,969,079	\$ 2,040,009	\$ 2,114,339	\$ 2,229,777	\$ 2,313,742	\$ 2,390,116	\$ 76,374	3.30%
New Growth	\$ 846,384	\$ 933,201	\$ 2,503,189	\$ 1,128,804	\$ 741,229	\$ 1,150,000	\$ 408,771	55.15%
Net Levy Increase	\$ 2,837,183	\$ 2,973,210	\$ 4,617,528	\$ 3,358,581	\$ 3,054,971	\$ 3,540,116	\$ 485,145	15.88%
<i>Levy Limit</i>	\$ 81,600,345	\$ 84,573,555	\$ 89,191,083	\$ 92,549,664	\$ 95,604,635	\$ 99,144,751	\$ 3,540,116	3.70%
Debt Exclusion Levy*	\$ 4,924,076	\$ 4,768,302	\$ 4,276,702	\$ 4,215,216	\$ 4,215,216	\$ 4,491,139	\$ 275,923	6.55%
Total Tax Levy	\$ 86,524,421	\$ 89,341,857	\$ 93,467,785	\$ 96,764,880	\$ 99,819,851	\$ 103,635,890	\$ 3,816,039	3.82%
Actual Levy			\$ 93,436,666	\$ 96,530,612	\$ 99,817,043			

Note:

*Amount shown for excluded debt is net of subsidies. Gross estimated debt service for FY 2017 is \$4,678,887. Less School Building Assistance payments for the Wilson Middle School Project of \$123,167 and the application of premiums from the High School, Community Senior Center and Wilson Middle School projects of \$64,581 results in the net figure shown above.



Town of Natick

Revenue Model

2-A State Aid Summary

State Aid	Cherry Sheet FY 2012	Cherry Sheet FY 2013	Cherry Sheet FY 2014	Cherry Sheet FY 2015	Cherry Sheet FY 2016	Preliminary FY 2017	2016 vs. 2017 \$ (+/-) % (+/-) Change Change	
A. EDUCATION								
Chapter 70	\$ 7,062,013	\$ 7,640,286	\$ 8,312,752	\$ 8,681,240	\$ 8,816,665	\$ 8,992,998	\$ 176,333	2.00%
Charter School Tuition Reimbursement	\$ 65,378	\$ 210,583	\$ 125,484	\$ 130,472	\$ 28,576	\$ -	\$ (28,576)	-100.00%
Off-Set: School Choice Receiving Tuition	\$ 98,864	\$ 181,996	\$ 200,233	\$ 233,152	\$ 245,600	\$ 245,600	\$ -	0.00%
Off-Set: School Lunch	\$ 19,032	\$ 20,202	\$ 20,889	\$ 21,648	\$ -	\$ -	\$ -	#DIV/0!
Sub-Total, All Education Items	\$ 7,245,287	\$ 8,053,067	\$ 8,659,358	\$ 9,066,512	\$ 9,090,841	\$ 9,238,598	\$ 147,757	1.63%
B. GENERAL GOVERNMENT								
Unrestricted General Government Aid	\$ 2,990,066	\$ 3,223,110	\$ 3,299,298	\$ 3,390,794	\$ 3,512,863	\$ 3,600,000	\$ 87,137	2.48%
Veterans Benefits	\$ 98,032	\$ 124,841	\$ 147,113	\$ 160,215	\$ 175,891	\$ 180,000	\$ 4,109	2.34%
Exemptions: Vets, Blind & Surviving Spouse	\$ 111,650	\$ 109,940	\$ 109,155	\$ 100,638	\$ 103,137	\$ 97,000	\$ (6,137)	-5.95%
State Owned Land	\$ 110,151	\$ 110,187	\$ 112,366	\$ 88,023	\$ 88,023	\$ 88,023	\$ -	0.00%
Off-Set: Public Libraries	\$ 37,402	\$ 36,807	\$ 36,450	\$ 45,841	\$ 45,910	\$ 45,910	\$ -	0.00%
Sub-Total, All General Government	\$ 3,347,301	\$ 3,604,885	\$ 3,704,382	\$ 3,785,511	\$ 3,925,824	\$ 4,010,933	\$ 85,109	2.17%
C. TOTAL ESTIMATED RECEIPTS FOR FISCAL YEAR	\$ 10,592,588	\$ 11,657,952	\$ 12,363,740	\$ 12,852,023	\$ 13,016,665	\$ 13,249,531	\$ 232,866	1.79%
Dollar Change From Previous Year	\$ (202,452)	\$ 1,065,364	\$ 1,568,700	\$ 488,283	\$ 164,642	\$ 232,866		
Percentage Change	-1.88%	10.06%	14.53%	3.95%	1.28%	1.79%		
Total State Aid	\$ 10,592,588	\$ 11,657,952	\$ 12,363,740	\$ 12,852,023	\$ 13,016,665	\$ 13,249,531	\$ 232,866	1.79%



Town of Natick

Revenue Model

3-A Local Receipts summary

Local Receipts

Receipt	FY 2012	FY 2013	FY 2014	FY 2015	Recap	Preliminary	Averages
					FY 2016	FY 2017	3-year
							\$ 14,101,739
Motor Vehicle	\$ 4,082,872	\$ 4,338,121	\$ 4,938,973	\$ 5,191,836	\$ 4,996,250	\$ 4,996,250	5-year
Other Excise	\$ 2,143,965	\$ 2,153,685	\$ 2,211,290	\$ 2,282,475	\$ 803,150	\$ 877,920	\$ 14,267,845
Penalties & Interest Taxes/Excise	\$ 415,195	\$ 379,195	\$ 473,270	\$ 483,115	\$ 485,500	\$ 371,000	10-year
Payment in Lieu of Taxes	\$ 47,583	\$ 35,301	\$ 35,150	\$ 34,822	\$ 35,000	\$ 34,700	\$ 13,324,117
Trash Disposal Charges	\$ 942,223	\$ 1,019,244	\$ 987,795	\$ 998,551	\$ 950,000	\$ 965,000	
Other Charges for Services							
Police Special Duty Service Charges	\$ 51,548	\$ 27,051	\$ 74,818	\$ 75,101	\$ 55,000	\$ 65,000	
Ambulance Fees - Other Charges	\$ 1,469,941	\$ 1,492,335	\$ 1,551,134	\$ 1,576,690	\$ 1,500,000	\$ 1,550,000	
Rentals	\$ 52,324	\$ 49,780	\$ 43,616	\$ 49,032	\$ 46,324	\$ 46,324	
Recreation	\$ 175,305	\$ 184,073	\$ 183,081	\$ 191,190	\$ 98,048	\$ 122,096	
Other Departmental Revenue							
Other Departmental Revenue	\$ 985,538	\$ 819,959	\$ 770,054	\$ 789,606	\$ 681,350	\$ 726,640	
License/Permits	\$ 2,254,443	\$ 2,011,091	\$ 1,646,503	\$ 2,774,340	\$ 1,580,000	\$ 1,591,820	
Special Assessments	\$ 13,660	\$ 13,130	\$ 11,532	\$ 12,616	\$ 4,920	\$ 4,900	
Fines/Forfeits	\$ 187,866	\$ 190,361	\$ 229,075	\$ 210,097	\$ 200,000	\$ 195,000	
Investment Income	\$ 157,159	\$ 89,485	\$ 104,083	\$ 255,356	\$ 150,000	\$ 150,000	
Miscellaneous Recurring							
Tax Per Chap 59 Sec D	\$ 194,624	\$ 671,948	\$ 224,068	\$ 377,014	\$ 150,000	\$ 150,000	
Miscellaneous Non-Recurring							
Tax Title	\$ 517,430	\$ 129,504	\$ 67,100	\$ 823,985	\$ -	\$ -	
Premiums on Bonds/BANs	\$ -	\$ 482,092	\$ 407,561	\$ 97,778	\$ -	\$ -	
Other	\$ 695,913	\$ 560,066	\$ 63,721	\$ 323,248	\$ -	\$ -	
Total Estimated Receipts	\$ 14,387,588	\$ 14,646,420	\$ 14,022,824	\$ 16,546,852	\$ 11,735,542	\$ 11,846,650	



Town of Natick

Revenue Model

3-B Motor Vehicle Excise Taxes

Item	FY 2012	FY 2013	FY 2014	FY 2015	Recap	Preliminary	Averages
					FY 2016	FY 2017	
00146150-415008 MOTOR VEHICLE TAX 2008	\$ 3,093	\$ 3,080	\$ 180	\$ 510	\$ -	\$ -	3-year
00146150-415009 MOTOR VEHICLE TAX 2009	\$ 6,268	\$ 1,843	\$ 1,599	\$ 430	\$ -	\$ -	\$ 5,042,353
00146150-415010 MOTOR VEHICLE TAX 2010	\$ 36,669	\$ 5,491	\$ 2,220	\$ 1,293	\$ 150	\$ -	
00146150-415011 MOTOR VEHICLE TAX 2011	\$ 565,005	\$ 33,769	\$ 7,893	\$ 2,686	\$ 1,600	\$ 150	5-year
00146150-415012 MOTOR VEHICLE TAX 2012	\$ 3,467,329	\$ 604,331	\$ 38,542	\$ 8,856	\$ 2,000	\$ 1,600	\$ 4,709,610
00146150-415013 MOTOR VEHICLE TAX 2013	\$ -	\$ 3,679,888	\$ 751,327	\$ 43,641	\$ 7,500	\$ 2,000	
00146150-415014 MOTOR VEHICLE TAX 2014	\$ -	\$ -	\$ 4,136,499	\$ 672,502	\$ 35,000	\$ 7,500	10-year
00146150-415015 MOTOR VEHICLE TAX 2015	\$ -	\$ -	\$ -	\$ 4,460,323	\$ 650,000	\$ 35,000	\$ 4,351,715
00146150-415016 MOTOR VEHICLE TAX 2016	\$ -	\$ -	\$ -	\$ -	\$ 4,300,000	\$ 650,000	
00146150-415017 MOTOR VEHICLE TAX 2017	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,300,000	
00146160-415999 MOTOR VEHICLE PRIOR YRS	\$ 2,744	\$ 6,702	\$ -	\$ 410	\$ -	\$ -	
00146162-416200 RECOVERY EXERCISE	\$ 1,765	\$ 3,017	\$ 713	\$ 1,185	\$ -	\$ -	
Total Motor Vehicle Taxes	\$ 4,082,872	\$ 4,338,121	\$ 4,938,973	\$ 5,191,836	\$ 4,996,250	\$ 4,996,250	



Town of Natick

Revenue Model

3-C Other Excise

Item	FY 2012	FY 2013	FY 2014	FY 2015	Recap	Preliminary	Averages
					FY 2016	FY 2017	3-year
00146190-419100 OTHER TAXES HOTEL/MOTEL	\$ 1,297,423	\$ 1,301,972	\$ 1,355,092	\$ 1,403,268	\$ 800,000	\$ 875,000	\$ 1,765,638
00146190-467500 LOCAL OPTION MEALS	\$ 843,077	\$ 848,495	\$ 852,879	\$ 876,132	\$ -	\$ -	
00146160-416011 BOAT EXCISE 2011	\$ 76	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,918,913
00146160-416012 BOAT EXCISE 2012	\$ 3,388	\$ 210	\$ -	\$ -	\$ -	\$ -	
00146160-416013 BOAT EXCISE 2013	\$ -	\$ 3,008	\$ 150	\$ 31	\$ -	\$ -	10-year
00146160-416014 BOAT EXCISE 2014	\$ -	\$ -	\$ 3,169	\$ 93	\$ -	\$ -	\$ 1,503,422
00146160-416015 BOAT EXCISE 2015	\$ -	\$ -	\$ -	\$ 2,951	\$ 150	\$ -	
00146160-416016 BOAT EXCISE 2016	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ 120	
00146160-416017 BOAT EXCISE 2017	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,800	
Total Other Excise	\$ 2,143,965	\$ 2,153,685	\$ 2,211,290	\$ 2,282,475	\$ 803,150	\$ 877,920	

Breakout:						
Local Option Taxes	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Actual	Actual	Actual	Projection	Projection
Hotel Motel Taxes - State Portion (4%)	\$ 864,949	\$ 867,981	\$ 903,395	\$ 935,512	\$ 942,000	\$ 940,000
Hotel Motel Taxes - Town Portion (2%)*	\$ 432,474	\$ 433,991	\$ 451,697	\$ 467,756	\$ 471,000	\$ 470,000
Local Option Meals Taxes - Town Portion (.75%)**	\$ 843,077	\$ 848,495	\$ 852,879	\$ 876,132	\$ 880,000	\$ 885,000

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 2012	FY 2013	FY 2014	FY 2015	Recap	Preliminary	Averages
					FY 2016	FY 2017	3-year
00146170-417000 PENALTIES ON TAXES & EXCISE	\$ 69,296	\$ 78,631	\$ 66,221	\$ 106,845	\$ 60,000	\$ 60,000	\$ 480,628
00146170-417100 INTEREST ON TAXES	\$ 184,479	\$ 213,142	\$ 346,062	\$ 274,394	\$ 250,000	\$ 250,000	5-year
00146170-417200 INTEREST ON MOTOR VEHICLE	\$ 24,220	\$ 32,166	\$ 28,262	\$ 30,131	\$ 25,000	\$ 25,000	\$ 447,255
00146170-417300 INTEREST TAX TITLES	\$ 134,579	\$ 52,893	\$ 30,373	\$ 69,997	\$ 150,000	\$ 35,000	10-year
00146170-417400 INTEREST ON BETTERMENTS	\$ 2,609	\$ 2,335	\$ 1,829	\$ 1,717	\$ 500	\$ 1,000	\$ 410,588
00146170-417600 INTEREST BOAT EXCISE	\$ 12	\$ 27	\$ 523	\$ 31	\$ -	\$ -	
Total Penalties and Interest	\$ 415,195	\$ 379,195	\$ 473,270	\$ 483,115	\$ 485,500	\$ 371,000	

Assumption:

Notes:

In FY16 Municipal Lien Certificate revenue, including revenue history, was moved to Other Departmental Revenue for proper reporting purposes.



Town of Natick

Revenue Model

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

Item	FY 2012	FY 2013	FY 2014	FY 2015	Recap	Preliminary	Averages
					FY 2016	FY 2017	3-year
00146180-418100 IN LIEU TAX MA MORSE HEALTHCARE	\$ 31,878	\$ 19,473	\$ 19,256	\$ 18,738	\$ 19,500	\$ 19,000	\$ 34,991
00146180-418200 IN LIEU TAX HOUSING AUTHORITY	\$ 12,300	\$ 12,325	\$ 12,315	\$ 12,295	\$ 12,000	\$ 12,200	5-year
00146180-418400 IN LIEU TAX TCAN NATICK ARTS	\$ 3,405	\$ 3,503	\$ 3,579	\$ 3,789	\$ 3,500	\$ 3,500	\$ 37,571
							10-year
							\$ 31,578
Total PILOT's	\$ 47,583	\$ 35,301	\$ 35,150	\$ 34,822	\$ 35,000	\$ 34,700	

Assumption:

FY17 Revenues will be similar to FY16 estimated revenue estimates and are based upon a 3 year average.



Town of Natick

Revenue Model

3-F Trash Disposal Charges

Item	FY 2012	FY 2013	FY 2014	FY 2015	Recap	Preliminary	Averages
					FY 2016	FY 2017	3-year
00146320-432000 PAYT FEES	\$ 845,923	\$ 928,926	\$ 895,804	\$ 906,726	\$ 860,000	\$ 875,000	\$ 978,782
00420250-425100 BULKY WASTE PICKUP	\$ 96,300	\$ 90,319	\$ 91,991	\$ 91,825	\$ 90,000	\$ 90,000	5-year \$ 979,563
Total Trash Disposal Fees	\$ 942,223	\$ 1,019,244	\$ 987,795	\$ 998,551	\$ 950,000	\$ 965,000	10-year \$ 985,495

Assumption:

FY17 revenues will be similar to FY16 estimated revenues.



Town of Natick

Revenue Model

3-G Other Charges

Item	FY 2012	FY 2013	FY 2014	FY 2015	Recap	Preliminary	Averages
					FY 2016	FY 2017	3-year
00220320-432017 AMBULANCE SERVICE FEES	\$ 1,469,941	\$ 1,492,335	\$ 1,551,134	\$ 1,576,690	\$ 1,500,000	\$ 1,550,000	\$ 1,610,914
00210370-437105 POLICE SPECIAL DUTY S/CHGS	\$ 51,548	\$ 27,051	\$ 74,818	\$ 75,101	\$ 55,000	\$ 65,000	5-year
							\$ 1,574,723
							10-year
							\$ 1,328,838
Total Other Charges	\$ 1,521,489	\$ 1,519,385	\$ 1,625,952	\$ 1,651,791	\$ 1,555,000	\$ 1,615,000	

Assumption:

Ambulance service fees could be negatively impacted by federal laws regarding healthcare in the future. This revenue source will need to be closely monitored.



Town of Natick

Revenue Model

3-H Rentals

Item	FY 2012	FY 2013	FY 2014	FY 2015	Recap	Preliminary	Averages
					FY 2016	FY 2017	3-year
							\$ 46,324
							5-year
							\$ 48,215
							10-year
							\$ 147,743
Total Rentals	\$ 52,324	\$ 49,780	\$ 43,616	\$ 49,032	\$ 46,324	\$ 46,324	

Assumption:

FY 2017 Projection is based upon current rental agreements.



Town of Natick

Revenue Model

3-I Recreation Dept. Revenue

Item	FY 2012	FY 2013	FY 2014	FY 2015	Recap FY 2016	Preliminary FY 2017	Averages
							3-year
00134320-432071 FARM SALARY	\$ 155,055	\$ 163,998	\$ 159,081	\$ 166,190	\$ 74,048	\$ 98,096	\$ 157,440
00134320-432066 REGISTRATION FEES- REC PRGRM	\$ 20,250	\$ 20,075	\$ 24,000	\$ 25,000	\$ 24,000	\$ 24,000	\$ 166,339
							10-year
							\$ 140,378
Total Dept. Revenue - Recreation	\$ 175,305	\$ 184,073	\$ 183,081	\$ 191,190	\$ 98,048	\$ 122,096	

Assumption:

Note:

In FY 2017, the General Fund will be reimbursed for the Assistant Director and Office Administrator's wages.



Town of Natick

Revenue Model

3-J Other Departmental Revenue

Item	FY 2012	FY 2013	FY 2014	FY 2015	Recap	Preliminary	Averages
					FY 2016	FY 2017	
00123320-432013 CABLE FRANCHISE FEES	\$ 2,890	\$ 2,615	\$ 2,571	\$ 2,554	\$ 2,500	\$ 2,500	3-year
00141320-432001 ASSESSOR COPIES OF RECORDS	\$ 1,321	\$ 1,447	\$ 2,011	\$ 1,721	\$ 1,000	\$ 1,400	\$ 747,003
00145320-432015 RETURN CHECK FEES	\$ 386	\$ 675	\$ 650	\$ 350	\$ 350	\$ 350	
00145320-432050 SAFETY NATIONAL W/COMP REIMB	\$ 21,672	\$ -	\$ -	\$ -	\$ -	\$ -	5-year
00145320-432052 REINS POLICE/FIRE THE HARTFORD	\$ 26,737	\$ 41,856	\$ -	\$ 6,859	\$ -	\$ -	\$ 809,301
00145320-432074 GENERAL REINSURANCE W/COMP	\$ 18,518	\$ -	\$ -	\$ -	\$ -	\$ -	
00146170-437110 CH38D INVENTORY FILING PENALTY	\$ -	\$ -	\$ 22,325	\$ 32,550	\$ 10,000	\$ 15,000	
00146320-432016 DEPUTY COLLECTOR CLEARING FEES	\$ 264	\$ -	\$ -	\$ -	\$ -	\$ -	10-year
00146320-432065 SENTINEL BENEFIT FORFEITURES	\$ 2,067	\$ 4,835	\$ 1,545	\$ -	\$ 1,000	\$ -	\$ 819,587
00146370-437100 MUNICIPAL LIEN CERTIFICATES	\$ 129,685	\$ 150,505	\$ 104,855	\$ 99,155	\$ 100,000	\$ 99,000	
00146370-437144 DEMAND RESPONSE	\$ 3,323	\$ 4,393	\$ 656	\$ -	\$ 1,000	\$ -	
00146450-445000 SENIOR CITIZEN PARKING PERMITS	\$ 1,765	\$ 3,699	\$ 2,032	\$ 2,201	\$ 1,500	\$ 2,000	
00146692-431300 TOWN DEPTS MISC INCOME	\$ 2,913	\$ 5,283	\$ 405	\$ -	\$ 1,000	\$ -	
00146692-484005 PENSIONS REIMBURSEMENT COLA	\$ 16,708	\$ 8,507	\$ 4,990	\$ 4,990	\$ 4,000	\$ 4,990	
00146840-484000 COLLECTOR MISCELLANEOUS INCOM	\$ 133,478	\$ 4,921	\$ 2,167	\$ 3,765	\$ 2,000	\$ 2,100	
00161320-432002 TN CLERK DOG LICENSE FEES	\$ 33,451	\$ 34,596	\$ 36,745	\$ 37,837	\$ 33,000	\$ 35,000	
00161320-432003 TN CLERK ANIMAL BYLAW VIOLATION	\$ -	\$ -	\$ 25	\$ -	\$ -	\$ -	
00161450-445001 TN CLERK POLICE FINES	\$ 1,025	\$ 800	\$ 600	\$ 700	\$ 500	\$ 500	
00161770-477000 TN CLERK FINES	\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	
00161810-481001 TN CLERK SALE RESIDENT BOOKS	\$ 1,176	\$ 785	\$ 1,050	\$ 830	\$ 1,000	\$ 800	
00180320-432014 PLANNING BOARD FEES	\$ 39,770	\$ 17,350	\$ 26,250	\$ 11,400	\$ 22,000	\$ 11,400	
00180320-432025 COMM DEV COMMUTER PARKING	\$ 52,734	\$ 63,347	\$ 70,240	\$ 71,052	\$ 65,000	\$ 71,000	
00180370-437000 COMM DEV ANR PLANS	\$ 2,200	\$ 3,200	\$ 1,800	\$ 4,400	\$ 1,800	\$ 1,800	
00180370-437001 COMM DEV BOOKS/MAPS/BYLAWS	\$ 171	\$ 460	\$ 290	\$ 258	\$ 200	\$ 200	
00180370-437002 COMM DEV DEFINITIVE PLAN FILE	\$ 2,400	\$ 7,400	\$ -	\$ -	\$ -	\$ -	
00180370-437003 COMM DEV PARKING STICKERS	\$ 91,431	\$ 84,179	\$ 95,897	\$ 87,183	\$ 90,000	\$ 87,000	
00180370-437004 COMM DEV PERMIT RESEARCH	\$ 156	\$ 613	\$ 391	\$ 234	\$ 100	\$ 200	
00180370-437005 COMM DEV DESIGN REVIEW BD	\$ 150	\$ 150	\$ 300	\$ 450	\$ 100	\$ 300	
00210320-432010 POLICE REPORT FEES	\$ 4,492	\$ 5,720	\$ 5,666	\$ 5,404	\$ 5,000	\$ 5,000	
00210320-432012 POLICE SOLICITOR FEES	\$ 205	\$ 220	\$ 290	\$ 590	\$ 200	\$ 200	
00210320-432038 POLICE FINGERPRINTS	\$ 10	\$ 5	\$ -	\$ -	\$ -	\$ -	
00210320-432039 POLICE SUBPOENAS	\$ 185	\$ 29	\$ -	\$ -	\$ -	\$ -	
00210320-432070 RMV FEES	\$ 12,840	\$ 21,507	\$ 19,440	\$ 16,160	\$ 15,000	\$ 15,000	



Town of Natick

Revenue Model

3-J Other Departmental Revenue

Item					Recap	Preliminary	Averages
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	
00210370-437142 POLICE RECOVERED DETAILS	\$ 7,243	\$ -	\$ -	\$ 54	\$ -	\$ -	
00210840-484000 POLICE MISCELLANEOUS INCOME	\$ 4,823	\$ 760	\$ 430	\$ 583	\$ 400	\$ 400	
00220320-432033 FIRE MASS PIKE ASSISTANCE	\$ 1,400	\$ 11,950	\$ 3,000	\$ 6,800	\$ 1,000	\$ 3,000	
00220320-432034 FIRE REPORT COPIES	\$ 282	\$ 166	\$ 227	\$ 105	\$ 150	\$ 100	
00220320-432035 FIRE SPECIAL DUTY S/CHARGES	\$ 7,505	\$ 7,355	\$ 7,450	\$ 5,925	\$ 7,000	\$ 5,900	
00220840-484000 FIRE MISCELLANEOUS REVENUE	\$ 12	\$ -		\$ 3	\$ -	\$ -	
00300320-432063 SCHOOL HLTH REIMBURSEMENTS	\$ 150,536	\$ 139,097	\$ 129,130	\$ 175,896	\$ 130,000	\$ 175,000	
00300320-432064 SCHOOL MEDICARE REIMBURSEMENT	\$ 44,088	\$ 48,159	\$ 48,640	\$ 55,122	\$ 48,000	\$ 50,000	
00420320-432040 PUB WKS MAPS	\$ 55	\$ 70	\$ 104	\$ 37	\$ 100	\$ 50	
00420320-432041 PUB WKS RECYCLING BINS	\$ 1,140	\$ 1,048	\$ 12,466	\$ 5,560	\$ 1,200	\$ 1,200	
00420320-432042 PUB WKS RECYCLED GLASS	\$ -	\$ -	\$ -	\$ 2,429	\$ -	\$ -	
00420320-432044 PUB WKS RECYCLED METAL	\$ 39,312	\$ 33,397	\$ 34,740	\$ 19,745	\$ 30,000	\$ 19,000	
00420320-432045 PUB WKS RECYCLED PAPER	\$ 5,955	\$ 6,174	\$ 25,163	\$ 24,228	\$ 4,000	\$ 15,000	
00420320-432061 RECYCLE OIL PRODUCTS	\$ 213	\$ 666	\$ 810	\$ 325	\$ 250	\$ 250	
00420320-484000 PUB WKS MISCELLANEOUS INCOME	\$ 242	\$ -	\$ 290	\$ 30	\$ -	\$ -	
00512320-432009 BD HLTH LATE FEES	\$ -	\$ -	\$ 415	\$ 971	\$ -	\$ -	
00512370-477010 TN CLERK BD HEALTH FINES	\$ 1,425	\$ 1,725	\$ 1,350	\$ 750	\$ 1,000	\$ 1,000	
00630370-437150 RECREATION LIGHTS REIMB	\$ -	\$ -	\$ 1,483	\$ -	\$ -	\$ -	
00180320-432006 COMM DEV SUBDIVISION FILE FEE	\$ -	\$ -	\$ -	\$ 400	\$ -	\$ -	
00800660-468010 MUNICIPAL MEDICAID REIMBURSEMENT	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	
00800660-468098 ABANDONED PROPERTY STATE	\$ 17,184	\$ 46	\$ 1,165	\$ -	\$ -	\$ -	
Total Dept. Revenue - Other	\$ 985,538	\$ 819,959	\$ 770,054	\$ 789,606	\$ 681,350	\$ 726,640	

Assumption:

FY 2017 Projection based at 95% of 5-year collection average, FY 2012-2016.



Town of Natick

Revenue Model

3-K Licenses and Permits

Item					Recap	Preliminary	Averages
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	
00123320-432022 SELECT MISC FEES	\$ 4,965	\$ 1,380	\$ 178	\$ -	\$ 150	\$ 150	
00123450-445012 SELECT CLASS I LICENSE	\$ 900	\$ 950	\$ 1,000	\$ 800	\$ 900	\$ 800	3-year
00123450-445013 SELECT CLASS II LICENSE	\$ 2,100	\$ 2,000	\$ 2,050	\$ 2,200	\$ 2,000	\$ 2,000	\$ 2,000,281
00123450-445014 SELECT CLASS III LICENSE	\$ 2,300	\$ 200	\$ 300	\$ 200	\$ 200	\$ 200	
00123450-445015 SELECT COMMON VICTUALLER LIC	\$ 4,650	\$ 6,400	\$ 6,900	\$ 6,800	\$ 6,000	\$ 6,800	5-year
00123450-445016 SELECT DAILY ENTERTAINMENT LIC	\$ 350	\$ 1,000	\$ 825	\$ 1,025	\$ 800	\$ 1,000	\$ 2,053,275
00123450-445017 SELECT SUNDAY ENTERTAINMNT LIC	\$ 850	\$ 1,250	\$ 1,000	\$ 1,000	\$ 850	\$ 1,000	
00123450-445018 SELECT HAWKERS/PEDDLARS LIC	\$ -	\$ 10	\$ -	\$ -	\$ -	\$ -	10-year
00123450-445019 SELECT JUNK COLLECTOR LICENSE	\$ 625	\$ 525	\$ 400	\$ 375	\$ 400	\$ 375	\$ 1,978,540
00123450-445020 SELECT INN HOLDERS LICENSE	\$ 150	\$ 200	\$ 150	\$ 150	\$ 150	\$ 150	
00123450-445021 SELECT TAXI CAB LICENSE	\$ 650	\$ 540	\$ 520	\$ 520	\$ 500	\$ 500	
00123450-445011 SELECT BILLARD LICENSE	\$ -	\$ 80	\$ 40	\$ 10	\$ -	\$ -	
00123450-445026 ALCOHOLIC BEVERAGE LICENSE	\$ 104,450	\$ 101,300	\$ 108,875	\$ 97,500	\$ 100,000	\$ 97,500	
00123450-445027 SELECT AUTOMATIC AMUSEMENT LIC	\$ 3,710	\$ 3,675	\$ 3,290	\$ 3,390	\$ 3,000	\$ 3,000	
00123450-445029 SELECT MISCELLANEOUS LICENSE	\$ 212	\$ 67	\$ 52	\$ 52	\$ 50	\$ 50	
00161320-432018 TN CLERK HISTORIC DISTRICT FEE	\$ 220	\$ 115	\$ 280	\$ 265	\$ 100	\$ 100	
00161320-432019 TN CLERK ZBA FILING FEES	\$ 12,593	\$ 12,555	\$ 13,445	\$ 22,088	\$ 12,500	\$ 12,500	
00161370-437035 TN CLERK MARRIAGE INTENTIONS	\$ 3,925	\$ 4,050	\$ 4,825	\$ 3,900	\$ 4,000	\$ 4,000	
00161370-437010 TN CLERK BUSINESS CERTIFICATE	\$ 16,435	\$ 14,900	\$ 13,160	\$ 14,070	\$ 13,000	\$ 13,000	
00161370-437020 TN CLERK BIRTH CERTIFICATE	\$ 16,185	\$ 16,206	\$ 14,841	\$ 15,255	\$ 15,000	\$ 15,000	
00161370-437025 TN CLERK DEATH CERTIFICATE	\$ 16,410	\$ 15,580	\$ 17,860	\$ 18,575	\$ 16,000	\$ 16,000	
00161450-445003 TN CLERK MARRIAGE LICENSE	\$ 5,055	\$ 5,775	\$ 5,610	\$ 4,900	\$ 5,000	\$ 4,900	
00161450-445704 TN CLERK BAZZAR PERMIT	\$ -	\$ 525	\$ 375	\$ 250	\$ 300	\$ 300	
00161450-445705 TN CLERK GASOLINE STORAGE PERM	\$ 935	\$ 890	\$ 935	\$ 958	\$ 800	\$ 800	
00161450-445025 TN CLERK RAFFLE PERMITS	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ -	
00161770-477010 TN CLERK BD HEALTH FINES	\$ 450	\$ 770	\$ 900	\$ 450	\$ 700	\$ 700	
00180320-432023 SEALER WEIGHTS MEASURER FEES	\$ 6,780	\$ 5,914	\$ 6,479	\$ 6,444	\$ 5,750	\$ 5,750	
00180370-437007 BLDG DEPT ALTERATIONS	\$ 838,420	\$ 647,350	\$ 580,493	\$ 1,240,333	\$ 510,000	\$ 525,000	
00180370-437008 BLDG DEPT NEW BUILDINGS	\$ 472,370	\$ 456,105	\$ 200,880	\$ 566,050	\$ 300,000	\$ 300,000	
00180370-437009 BLDG DEPT CERT OF INSPECTION	\$ 11,300	\$ 6,411	\$ 3,965	\$ 3,907	\$ 3,500	\$ 3,500	



Town of Natick

Revenue Model

3-K Licenses and Permits

Item					Recap	Preliminary	Averages
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	
00180370-437011 BLDG DEPT REINSPECTIONS	\$ -	\$ 730	\$ 440	\$ 320	\$ -	\$ 300	
00180457-445701 BLDG DEPT ELECTRICAL PERMIT	\$ 243,493	\$ 196,407	\$ 156,582	\$ 267,160	\$ 152,000	\$ 155,000	
00180457-445702 BLDG DEPT GAS PERMIT	\$ 20,105	\$ 27,141	\$ 22,972	\$ 26,603	\$ 20,000	\$ 20,000	
00180457-445703 BLDG DEPT PLUMBING PERMIT	\$ 38,035	\$ 63,209	\$ 40,614	\$ 59,385	\$ 40,000	\$ 40,000	
00180457-445723 BLDG DEPT CERT OF OCCUPANCY	\$ 3,050	\$ 4,344	\$ 3,188	\$ 2,400	\$ 3,000	\$ 2,400	
00180770-477001 BLDG DEPT ELECTRICAL FINE	\$ 46,038	\$ -	\$ -	\$ -	\$ -	\$ -	
00180840-484000 BLDG DEPT MISCELLANEOUS INCOME	\$ -	\$ 80	\$ 26	\$ -	\$ -	\$ -	
00210360-436070 POLICE ALARM VIOLATION	\$ -	\$ -	\$ 7,100	\$ -	\$ -	\$ -	
00210370-437056 POLICE FIREARM ID'S	\$ 6,063	\$ 9,488	\$ 6,962	\$ 4,713	\$ 5,000	\$ 5,000	
00210450-445010 POLICE TAXI LICENSE	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	
00210450-445719 POLICE WORK PERMITS	\$ 20	\$ -	\$ 40	\$ 20	\$ -	\$ -	
00210450-445730 POLICE SUNDAY/HOLIDAY PERMITS	\$ 40	\$ 20	\$ -	\$ 50	\$ -	\$ -	
00220320-432020 FIRE ALARM BOX ANNUAL FEE	\$ 62,800	\$ 64,000	\$ 61,600	\$ 68,400	\$ 61,000	\$ 62,000	
00220450-445706 FIRE VARIOUS PERMITS	\$ 45,965	\$ 55,010	\$ 54,500	\$ 58,150	\$ 51,000	\$ 52,000	
00420450-445732 PUBLIC WORKS HYDRANT USE PERMIT	\$ -	\$ -	\$ 1,937	\$ 1,700	\$ -	\$ 1,000	
00420450-445733 PUB WKS SEWER PERMITS	\$ 12,650	\$ 12,325	\$ 15,200	\$ 15,206	\$ 12,000	\$ 14,000	
00420450-445734 PUB WKS STREET OPENING PERMIT	\$ 44,573	\$ 47,155	\$ 61,005	\$ 66,170	\$ 42,000	\$ 42,000	
00420450-445735 PUB WKS WATER METER PERMIT	\$ 3,325	\$ 1,425	\$ 2,000	\$ 1,200	\$ 2,000	\$ 1,500	
00420450-445736 PUB WKS WATER PERMITS	\$ 3,800	\$ 7,000	\$ 8,675	\$ 10,000	\$ 6,000	\$ 7,000	
00512370-437015 BD HLTH UNDERGRND TNK REGISTRY	\$ 2,350	\$ 2,600	\$ 2,450	\$ 2,700	\$ 2,000	\$ 2,500	
00512370-437016 BD HLTH UNDERGRND TANK INSPCTN	\$ -	\$ 350	\$ 900	\$ 300	\$ 350	\$ 300	
00512370-437055 BD HLTH UNDERGRND TANK REMOVA	\$ 300	\$ 800	\$ 250	\$ 250	\$ 300	\$ 250	
00512370-437060 BD HLTH HOUSEHLD HAZARDOUS WS	\$ 830	\$ 950	\$ 900	\$ 1,350	\$ 900	\$ 900	
00512370-437065 BD HLTH PERC TEST/APPLICATION	\$ 5,000	\$ 5,700	\$ 4,200	\$ 1,700	\$ 4,000	\$ 1,700	
00512370-437080 BD HLTH PLAN REVIEW	\$ 4,150	\$ 5,156	\$ 2,500	\$ -	\$ 2,500	\$ -	
00512370-437090 BD HLTH SWIMMING POOL INSTALLER	\$ 2,275	\$ 2,300	\$ 9,300	\$ 7,675	\$ 2,000	\$ 4,000	
00512370-437130 BD HEALTH RUBBISH CONTRACTORS	\$ 1,500	\$ 1,150	\$ 1,400	\$ 1,400	\$ 1,000	\$ 1,000	
00512450-445004 BD HLTH DAY CAMP LICENSE	\$ 50	\$ 793	\$ 50	\$ -	\$ 50	\$ 50	
00512450-445005 BD HLTH FROZEN DESERT LICENSE	\$ 750	\$ 650	\$ 850	\$ 1,000	\$ 600	\$ 700	
00512450-445006 BD HLTH FUNERAL DIRECTR LICENS	\$ 400	\$ 300	\$ -	\$ 600	\$ 300	\$ 300	



Town of Natick

Revenue Model

3-K Licenses and Permits

Item					Recap	Preliminary	Averages
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	
00512450-445007 BD HLTH MILK/CREAM LICENSE	\$ 1,806	\$ 1,796	\$ 1,760	\$ 1,340	\$ 1,700	\$ 1,350	
00512450-445008 BD HLTH MOTEL LICENSE	\$ 370	\$ 850	\$ 550	\$ 250	\$ 350	\$ 250	
00512450-445009 BD HLTH TANNING LICENSE	\$ 1,575	\$ 300	\$ 900	\$ 300	\$ 500	\$ 300	
00512450-445707 BD HLTH BAKERY PERMIT	\$ 2,125	\$ 2,600	\$ 2,100	\$ 2,100	\$ 3,100	\$ 2,100	
00512450-445708 BD HLTH BEE PERMIT	\$ 40	\$ 160	\$ 240	\$ 200	\$ 150	\$ 200	
00512450-445710 BD HLTH CAMP PERMIT	\$ 1,150	\$ 200	\$ 850	\$ 850	\$ 200	\$ 850	
00512450-445711 BD HLTH CATERING PERMIT	\$ -	\$ 2,450	\$ 2,400	\$ 3,000	\$ 2,400	\$ 2,400	
00512450-445712 BD HLTH CHEMICAL TOILET PERMIT	\$ 120	\$ 225	\$ 150	\$ 125	\$ 100	\$ 125	
00512450-445713 BD HLTH FOOD ESTABLISHMNT PERM	\$ 100,084	\$ 103,973	\$ 108,834	\$ 102,475	\$ 102,000	\$ 102,000	
00512450-445714 BD HLTH FOOD CERTIFICATES	\$ 1,110	\$ -	\$ -	\$ -	\$ -	\$ -	
00512450-445715 BD HLTH FOOD SERVICE PLAN	\$ -	\$ -	\$ 950	\$ 3,250	\$ 950	\$ 950	
00512450-445716 BD HLTH FOOD ESTABLISHMNT S/C	\$ -	\$ -	\$ -	\$ 3,206	\$ -	\$ -	
00512450-445719 BD HLTH LIVE STOCK PERMIT	\$ 2,000	\$ 1,730	\$ 1,900	\$ 1,550	\$ 1,200	\$ 1,500	
00512450-445721 BD HLTH METHYL ALCOHOL PERMIT	\$ 180	\$ 180	\$ 180	\$ 160	\$ 180	\$ 160	
00512450-445722 BD HLTH MOBILE FOOD SERVER	\$ -	\$ 120	\$ 260	\$ 160	\$ 120	\$ 160	
00512450-445723 BD HLTH OCCUPANCY INSPECTION	\$ 31,290	\$ 45,170	\$ 41,685	\$ 24,330	\$ 30,000	\$ 30,000	
00512450-445724 BD HLTH SEPTAGE HAULER PERMIT	\$ 8,775	\$ 7,800	\$ 7,475	\$ 7,800	\$ 7,000	\$ 7,500	
00512450-445725 BD HLTH SEPTIC INSTALLER PERM	\$ 4,550	\$ 2,750	\$ 4,550	\$ 2,600	\$ 4,000	\$ 2,600	
00512450-445726 BD HLTH SEPTIC SYSTEM PERMIT	\$ 10,350	\$ 9,550	\$ 8,550	\$ 6,125	\$ 8,000	\$ 6,000	
00512450-445727 BD HLTH SWIMMING POOL PERMIT	\$ 10,713	\$ 12,131	\$ 5,500	\$ 4,075	\$ 6,000	\$ 4,000	
00512450-445728 BD HLTH TOBACCO PERMIT	\$ 2,500	\$ 2,400	\$ 2,400	\$ 75	\$ 2,400	\$ -	
00512450-445747 BD HLTH WELL PERMIT	\$ 750	\$ 900	\$ -	\$ 450	\$ -	\$ 400	
Total	\$ 2,254,443	\$ 2,011,091	\$ 1,646,503	\$ 2,774,340	\$ 1,580,000	\$ 1,591,820	

Assumption:

FY 2017 Projection based at 80% of 5-year collection average, FY 2012-2015. Higher building levels within Natick over the last few years are not expected to continue.



Town of Natick

Revenue Model

3-L Special Assessments

Item	FY 2012	FY 2013	FY 2014	FY 2015	Recap	Preliminary	Averages
					FY 2016	FY 2017	3-year
00146170-417405 C/S/S BETTERMENT COMM INTEREST	\$ 8,990	\$ 8,324	\$ 6,884	\$ 8,984	\$ 1,517	\$ 1,500	\$ 9,689
00146190-419560 APPORT CURB/ST/SWLK BETTERMNT	\$ 4,671	\$ 4,807	\$ 4,648	\$ 3,632	\$ 3,403	\$ 3,400	\$ 11,172
Total Special Assessments	\$ 13,660	\$ 13,130	\$ 11,532	\$ 12,616	\$ 4,920	\$ 4,900	\$ 18,521

Assumption:

FY 2017 Projection based on current betterments.



Town of Natick

Revenue Model

3-M Fines and Forfeits

Item	FY 2012	FY 2013	FY 2014	FY 2015	Recap	Preliminary	Averages
					FY 2016	FY 2017	3-year
00146770-477003 DISTRICT COURT FINES	\$ 134,524	\$ 111,557	\$ 101,867	\$ 95,231	100,000	\$ 95,000	\$ 213,057
00146770-477004 PARKING FINES	\$ 41,499	\$ 68,181	\$ 112,199	\$ 104,568	88,000	\$ 90,000	5-year
00146370-437141 POLICE RESTITUTION	\$ -	\$ -	\$ 150	\$ -	-	\$ -	\$ 203,480
00146770-477005 AUTO LEASE SURCHARGE	\$ 11,843	\$ 10,622	\$ 14,859	\$ 10,298	12,000	\$ 10,000	10-year
Total Fines and Forfeits	\$ 187,866	\$ 190,361	\$ 229,075	\$ 210,097	\$ 200,000	\$ 195,000	\$ 199,659

Assumption:

FY 2017 Projection based trending of revenues and anticipation of continued reliability.



Town of Natick

Revenue Model

3-N Investment Income

Item	FY 2012	FY 2013	FY 2014	FY 2015	Recap	Preliminary	Averages
					FY 2016	FY 2017	3-year
00145820-482000 INTEREST EARNED INVESTMENTS	\$ 98,917	\$ 45,757	\$ 39,930	\$ -		\$ -	\$ 169,813
00145820-482200 INTEREST EARNED	\$ 56,453	\$ 43,729	\$ 64,153	\$ 255,356	\$ 150,000	\$ 150,000	
00145820-482300 INTEREST PREMIUM BAN'S	\$ 1,789	\$ -		\$ -		\$ -	5-year
							\$ 151,217
							10-year
							\$ 417,433
Total Investment Income	\$ 157,159	\$ 89,485	\$ 104,083	\$ 255,356	\$ 150,000	\$ 150,000	

Assumption:

FY 2017 Projection based on recurring investment income and current interest rates.



Town of Natick

Revenue Model

3-O Miscellaneous Recurring

Item	FY 2012	FY 2013	FY 2014	FY 2015	Recap	Preliminary	Averages
					FY 2016	FY 2017	3-year
00146220-422000 TX PER CH59 SEC D OCCUPANCY PERMIT	\$ 194,624	\$ 671,948	\$ 224,068	\$ 377,014	\$ 150,000	\$ 150,000	\$ 250,361
							5-year
							\$ 323,531
							10-year
							\$ 435,792
Total Miscellaneous Recurring	\$ 194,624	\$ 671,948	\$ 224,068	\$ 377,014	\$ 150,000	\$ 150,000	

Assumption:

FY 2017 Projection based on expected building activity.



Town of Natick

Revenue Model

3-O Miscellaneous Non-Recurring

Item	Actual	Actual	Actual	Actual	Recap	Preliminary	Averages
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	3-year
00145820-482300 INTEREST PREMIUM	\$ 326,920	\$ -	\$ -	\$ -	\$ -	-	\$ 985,018
00146140-414200 TAX TITLES	\$ 517,430	\$ 129,504	\$ 67,100	\$ 823,985	\$ -	-	
00146800-480000 MISC. NON-RECURRING	\$ 135,949	\$ 560,066	\$ 63,721	\$ 323,248	\$ -	-	
00146930-493000 PREMIUM BOND ISSUE	\$ -	\$ 482,092	\$ 407,561	\$ 97,778	\$ -	-	
00800660-466010 2012 ONE TIME STATE AID	\$ 233,044	\$ -	\$ -	\$ -	\$ -	-	
Total Misc. Non-Recurring	\$ 1,213,343	\$ 1,171,662	\$ 538,382	\$ 1,245,011	\$ -	\$ -	

Assumption:

Miscellaneous non-recurring revenues are received by the Town and they do not recur with any frequency. The Department of Revenue does not allow the Town to budget for revenue items in this category.



Town of Natick

Revenue Model

4-A Available Funds

Item	FY 2012	FY 2013	FY 2014	FY 2015	Recap	Preliminary	Averages
					FY 2016	FY 2017	3-year
Overlay Surplus	\$ 1,000,000	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,319,568
Capital Stabilization Fund	\$ 689,340	\$ 1,062,152	\$ 2,424,229	\$ 3,058,758	\$ 2,033,264	\$ 1,619,700	5-year
Title V	\$ 7,684	\$ 7,684	\$ 7,684	\$ 7,684	\$ 7,684	\$ 7,684	\$ 2,690,427
Parking Meter Revenue	\$ 60,000	\$ 60,000	\$ 60,000	\$ 80,000	\$ 80,000	\$ 80,000	
School Building Assistance	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167	
Premium (Debt Exclusion Projects)	\$ 90,681	\$ 90,681	\$ 106,758	\$ 106,758	\$ 106,758	\$ 64,682	
Receipts Reserved		\$ 150,000	\$ 9,625	\$ -	\$ -		
Insurance Proceeds < \$20,000		\$ 28,875	\$ -	\$ -	\$ -		
Total Available Funds	\$ 1,970,872	\$ 1,522,559	\$ 3,231,463	\$ 3,876,367	\$ 2,850,873	\$ 2,395,233	

Assumptions

1. Projected use of Available Funds in FY 2017 is based upon current balances and historic usage of the funds listed above.
2. The Capital Stabilization Fund is only used in support of capital and debt service related costs. Figure for FY 2017 includes \$1,619,700 in direct support of 2017 SATM capital projects being paid for in cash.



Town of Natick

Revenue Model

4-B Free Cash

Item	FY 2012	FY 2013	FY 2014	FY 2015	Recap	Projected	Averages
					FY 2016	FY 2017	3-year
Free Cash	\$ 5,466,393	\$ 6,343,030	\$ 6,313,951	\$ 5,668,115	\$ 5,100,289	\$ 3,400,000	\$ 5,694,118
							5-year
							\$ 5,778,356
Total Free Cash	\$ 5,466,393	\$ 6,343,030	\$ 6,313,951	\$ 5,668,115	\$ 5,100,289	\$ 3,400,000	

Assumptions:

At least \$3,000,000 is set aside to fund ongoing (recurring) operations annually. FY 2017 proposal includes \$3,400,000 for operations.



Town of Natick

Revenue Model

5-A Indirects

Item	FY 2012	FY 2013	FY 2014	FY 2015	Recap	Projection	Averages
					FY 2016	FY 2017	3-year
Indirects (W/S Enterprise Fund)	\$ 2,535,883	\$ 2,581,514	\$ 2,323,579	\$ 2,207,400	\$ 2,207,400	\$ 2,218,150	\$ 2,279,600
Indirects (Sassamon Trace Enterprise Fund)	\$ -	\$ -	\$ 32,246	\$ 34,087	\$ 34,087	\$ 41,973	5-year
							\$ 2,391,239
Total Indirects	\$ 2,535,883	\$ 2,581,514	\$ 2,355,825	\$ 2,241,487	\$ 2,241,487	\$ 2,260,123	



Town of Natick

FY 2017 Preliminary Budget

Section III: Education & Learning

Natick Public Schools	III.3
Keefe Tech	III.12
Morse Institute Library	III.15
Bacon Free Library	III.25



Town of Natick

FY 2017 Preliminary Budget

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Department: Natick Public Schools

I am pleased to submit the FY 17 Budget Request for the Natick School Department. This budget will allow us to continue to fund the dynamic and complex system required to educate a continually growing student population, currently 5,500 students, as well as address several key areas to enhance student achievement and support the staff responsible for daily, high-quality instruction.

The major factors contributing to the requested 7.3% increase over the FY 16 budget include:

- Contractual compensation adjustments with the NPS bargaining units
- A responsible and conservative placeholder for anticipated COLA's for all employees. The current three-year contract expires at the end of fiscal year 2016.
- The addition of 17.1 new FTE staff positions to hold class-sizes constant by addressing continued rising enrollments from both single-family home turnover and additional housing developments, both new single-family homes and multi-unit housing developments. These positions address enrollment, caseload, and, compliance-driven needs.

Strategic investment in

- Response-to-Intervention (RTI) materials
- Professional development – *“Research shows that an inspiring and informed teacher is the most important school-related factor influencing student achievement.” - Edutopia*
- Technology replacement and a 1:1 sustainability plan.
- Student suicide prevention
- Online class opportunities that allow students to achieve expanded graduation requirements as well as reduce pressure on teacher-taught, classroom-based sizes
- Increased transportation costs from a rising student population as well as continued expense from the McKinney-Vento homeless population that Natick is required to either educate or transport to their home district daily.

Natick is a victim of its own desirability. Natick is an attractive, affordable, accessible, and well-run municipality. The school system is strong and students are achieving at high standards in multiple metrics. Our high-school graduation rate is almost 100% and 94% of our students are going on to further study. The top 20% of Natick High School students are earning admittance to the most competitive colleges in the country and now internationally. All these factors influence NPS enrollment, which has increased by 957 students since 2006, an average of 96 students annually. This approximate 100-student annual increase is expected to continue for the next five years, which is as far as reasonable projections can extend.

We recognize that the citizens of Natick take exceptional pride in and have high expectations for their public school system. We appreciate the collaboration and careful decision-making of town officials and the support of Natick citizens to invest in the school system with sustained financial resources. We are particularly appreciative of the leadership and collaboration by the School Committee, Selectmen, Finance Committee, Financial Planning Committee, and Town Administrator Ms. Martha White and Deputy Town Administrator - Finance Mr. Jeffrey Towne, and Deputy Town Administrator - Operations Mr. Bill Chenard, who share and support our collective obligation to educate the children of Natick to the greatest extent possible given the resources available.

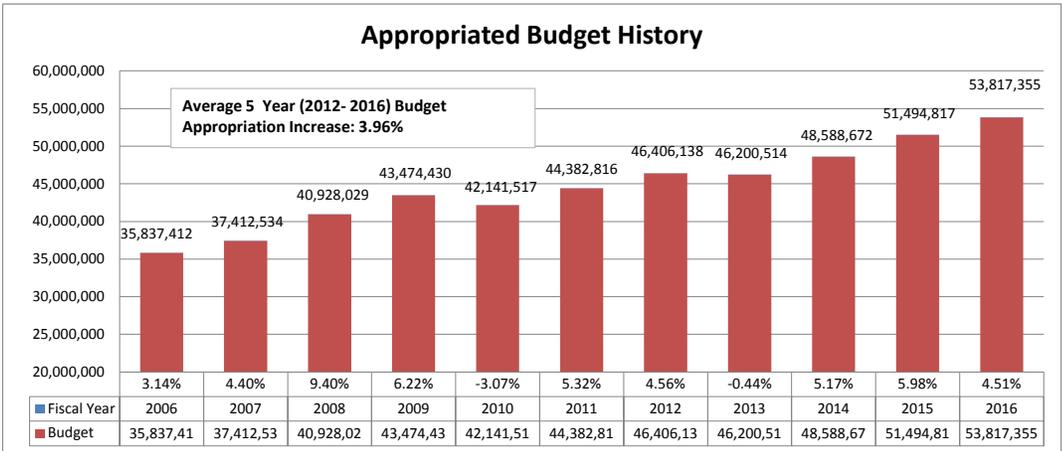
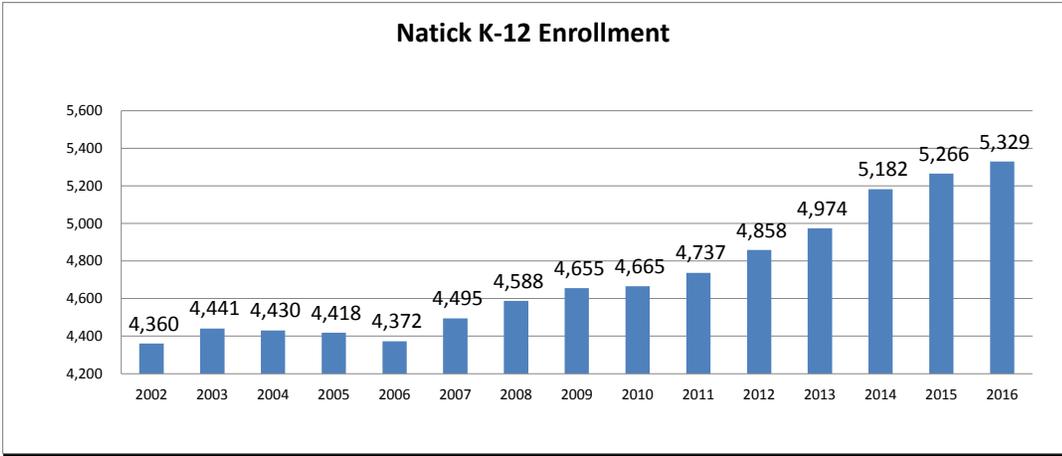
Sincerely,
Dr. Peter Sanchioni, Ph. D.
Superintendent of Schools

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017	
					\$	%
Personnel Services						
Total Personnel Services	37,959,865	39,565,184	42,017,232	44,552,667	2,535,435	6.0%
Expenses						
Total Other Expenses	10,571,565	11,916,218	11,800,123	13,225,903	1,425,780	12.1%
Total Natick Public Schools	48,531,430	51,481,402	53,817,355	57,778,570	3,961,215	7.4%



Enrollment Data



Appropriated Budget Staffing Summary		2014	2015	2016	2017	2017
School Staff (in FTE's)	Actual	Actual	Appropriation	Incr/Decr.	Superintendent Recommendation	
Elementary Classroom Teachers	114.7	118.5	118.5	2.2	120.7	
Middle School Classroom Teachers	99.2	98.9	101.4	5.0	106.4	
High School Classroom Teachers	83.2	85.6	88.0	3.0	91.0	
High School Department Heads	3.6	3.6	3.6		3.6	
Middle School Department Heads	2.0	2.0	2.0		2.0	
Librarians & Assistants	11.8	11.8	11.8		11.8	
Special Education Teachers	56.5	59.3	60.3	1.0	61.3	
Guidance Counselors/Psychologists	24.4	25.0	26.0	2.5	28.5	
Nurses	10.9	10.9	11.9	1.0	12.9	
Medical & Therapeutics Services	21.2	25.4	24.9	1.4	26.3	
Paraprofessionals	97.8	99.7	106.7	1.0	107.7	
Custodians / Maintenance Personnel	0.0	0.0	0.0		0.0	
Administrative & Clerical Staff	23.9	26.6	26.6		26.6	
Sub-Total - School Staff	549.2	567.2	581.6	17.1	598.7	
Administrative Staff (in FTE's)						
Principals & Vice Principals	15.0	15.0	16.0		16.0	
District-Wide Administration	6.0	6.0	6.0		6.0	
District - Wide Instruction	5.2	5.2	5.2		5.2	
District-Wide Admin and Finance	12.0	12.0	12.0		12.0	
Information Technology	11.0	12.0	12.0		12.0	
Sub-Total- Administrative Staff	49.2	50.2	51.2	0.0	51.2	
Grand Total	598.4	617.4	632.8	17.1	649.9	



Town of Natick

Home of Champions

Department: Natick Public Schools

Compensation	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$	%
School Committee (1100)	4,347	3,936	5,010	5,010	0	0.0%
Superintendent & Other District Leadership (1210 & 1220 & 1230)	732,249	713,760	748,019	774,686	26,667	3.6%
Business and Finance (1410)	424,341	451,106	473,816	448,522	(25,294)	-5.3%
Human Resources (1420)	196,189	200,767	204,883	204,111	(772)	-0.4%
District Wide Information Mgt & Technology (1450 & 4400)	768,062	783,971	861,097	868,975	7,878	0.9%
Sub-total District. Leader. & Admin.	2,125,188	2,153,540	2,292,825	2,301,304	8,479	0.4%
District Wide Academic Leadership- Curriculum Directors (2110)	579,699	585,865	590,372	586,329	(4,043)	-0.7%
School Leadership - Building - Principal's Office (2210)	2,494,365	2,683,301	2,851,496	2,865,448	13,952	0.5%
Department Heads - Building Level (2220)	513,082	534,767	551,060	552,374	1,314	0.2%
Teachers -Classroom & Substitutes (2305 & 2325)	23,520,380	24,422,420	25,796,666	25,912,960	116,294	0.5%
Teachers - Specialists (2310) (Literacy/Reading/ELL Teachers)	744,830	803,215	945,923	911,965	(33,958)	-3.6%
Instructional Coordinators/Evaluation Team Leaders (2315)	431,567	412,163	465,544	464,451	(1,093)	-0.2%
Medical/Therapeutic Services (2320) (OT/PT/Vision/Speech)	1,141,522	1,336,554	1,386,114	1,358,483	(27,631)	-2.0%
Paraprofessionals (2330)	2,212,278	2,192,253	2,513,244	2,587,007	73,763	2.9%
Librarians and Media Center Directors (2340)	439,230	455,905	480,379	470,601	(9,778)	-2.0%
Professional Development (2351)	90,346	107,410	94,356	95,000	644	0.7%
Guidance, Counseling and Testing Services (2710)	1,233,615	1,338,841	1,467,505	1,555,327	87,822	6.0%
Psychological Services (2800)	758,128	765,129	779,038	787,817	8,779	1.1%
Sub-total Instructional Services	34,159,042	35,637,823	37,921,697	38,147,762	226,065	0.6%
Attendance and Parent Liaison Services (3100)	559					
Health Services (3200)	783,204	810,214	859,120	894,956	35,836	4.2%
Transportation Services (3300)	48,266	46,774	48,988	52,972	3,984	8.1%
Athletic Program (3510)	587,230	613,519	591,485	599,707	8,222	1.4%
Other Student Activities (3520)	207,935	228,221	233,117	240,553	7,436	3.2%
Sub-total Student Services	1,627,194	1,698,728	1,732,710	1,788,188	55,478	3.2%
Custodial Services (4110)	0	0	0		0	
Sub-total Operations & Maintenance	0	0	0	0	0	
Employer Retirement - LIUNA Payment (5100)	11,323	12,013			0	
Employee Separation Costs (5150)	37,118	63,080	70,000	70,000	0	0.0%
Sub-total Employer Retirement	48,441	75,093	70,000	70,000	0	0.0%
Degree Changes (All Contractual Step changes have been accounted for above)				431,961		
Negotiations and Merit Adjustments				904,783		
New Staff 17.1 FTE				908,669		
Total Personnel Services	37,959,865	39,565,184	42,017,232	44,552,667	2,535,435	6.0%

Other Expenses	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$	%
School Committee (1100)	12,143	9,119	8,935	10,059	1,124	12.6%
Superintendent & Other District Leadership (1210,1220 & 1230)	82,730	80,251	77,815	88,829	11,014	14.2%
Business and Finance (1410)	92,458	175,578	126,210	154,873	28,663	22.7%
Human Resources (1420)	17,164	18,710	36,634	33,800	(2,834)	-7.7%
Legal Services (1430)	100,688	258,305	92,000	92,000	0	0.0%
District Wide Information Mgt & Technology (1450)	282,772	342,302	288,906	728,079	439,173	152.0%
Network and Telecommunications (4400)	341,919	372,017	551,698	626,198	74,500	13.5%
Sub-total District. Leader. & Admin.	929,874	1,256,282	1,182,198	1,733,838	551,640	46.7%
District Wide Academic Leadership (2100)	8,286	9,741	5,345	5,345	0	0.0%
School Building Leadership (2210)	32,885	36,042	51,927	73,403	21,476	41.4%
Building Technology (2250)	46,493	59,652	1,590	5,868	4,278	269.1%
Teachers - Classroom (2305)	61,474	32,633	50,550	50,550	0	0.0%
Medical / Therapeutic Services (2320)	254,177	204,052	250,604	250,604	0	0.0%
Librarians and Media Center Directors (2340)	49,434	43,505	66,140	76,883	10,743	16.2%
Professional Development (2351 & 2357)	315,244	323,234	375,066	411,559	36,493	9.7%
Instructional Materials & Equipment (2400)	1,381,075	1,287,368	1,383,917	1,812,216	428,299	30.9%
Guidance and Adjustment Counselors (2710)	16,530	14,695	15,583	21,928	6,345	40.7%
Testing and Assessment (2720)	87,116	59,595	54,532	68,543	14,011	25.7%
Sub-total Instructional Services	2,252,714	2,070,517	2,255,254	2,776,899	521,645	23.1%
Transportation Services (3300)						
Cost of Regular Education Buses	576,578	582,919	582,263	650,286	68,023	11.7%
Transportation for Homeless Families	11,183	271,583	145,000	271,380	126,380	87.2%
Special Needs -In Town Other	377,703	379,815	413,000	522,725	109,725	26.6%
Special Needs -Out of Town Other	602,423	851,256	714,000	632,829	(81,171)	-11.4%
Sub-total Transportation Services (3300)	1,567,887	2,085,573	1,854,263	2,077,220	222,957	12.0%
Attendance and Parent Liaison Services (3100)	0	0	3,000	0	(3,000)	-100.0%
Health Services (3200)	24,376	20,167	24,147	128,147	104,000	430.7%
Athletic Program (3510)	141,910	139,106	33,497	50,000	16,503	49.3%
Other Student Activities (3520)	3,409	6,722	16,385	16,385	0	0.0%
Sub-total Student Services	169,695	165,995	77,029	194,532	117,503	152.5%
Custodial Services (4110)	124,152	142,808	120,000	130,000	10,000	8.3%
Fuel for heating of buildings (4120)	266,961	303,209	287,925	287,925	0	0.0%
Utilities - Electricity(4130) ***	885,315	850,066	748,245	725,000	(23,245)	-3.1%
Utilities - Telephone (4140)	35,400	54,513	60,000	60,000	0	0.0%
General Maintenance (4220)	269,655	209,995	175,000	195,000	20,000	11.4%
General Maintenance Glass (4220)	3,635	2,831	9,000	9,000	0	0.0%
General Maintenance Roof (4220)	6,054	4,026	10,000	10,000	0	0.0%
General Maintenance Painting (4220)	3,569	3,655	8,000	8,000	0	0.0%
General Maintenance Plumbing (4220)	6,840	50,340	20,000	25,000	5,000	25.0%
General Maintenance Electrical Repair (4220)	32,709	22,846	40,000	40,000	0	0.0%
General Maintenance HVAC (4220)	30,298	45,569	40,000	40,000	0	0.0%
General Maintenance Boilers (4220)	21,312	23,412	25,000	30,000	5,000	20.0%
Building Security Services - Alarms (4225)	35,323	54,085	30,000	35,000	5,000	16.7%
Vehicle Maintenance Other (4230)	3,253	5,969	8,000	8,000	0	0.0%
Equipment Replacement (7400)	33,138	46,281	58,000	96,264	38,264	66.0%
Sub-total Operations & Maintenance	1,757,614	1,819,605	1,639,170	1,699,189	60,019	3.5%

Other Expenses	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$	%
Tuition - MA Public Schools (9100)	22,594	82,140	103,232	153,053	49,821	48.3%
Tuition - Non-Public Schools (9300)	2,074,978	2,228,018	2,714,468	2,854,923	140,455	5.2%
Tuition - Residential Schools (9310)	1,200,398	1,435,435	1,345,061	1,119,047	(226,014)	-16.8%
Tuitions - Collaborative Schools (9400)	595,811	772,653	629,448	617,202	(12,246)	-1.9%
Sub-total Programs with Other School Districts	3,893,781	4,518,246	4,792,209	4,744,225	(47,984)	-1.0%
Total Other Expenses	10,571,565	11,916,218	11,800,123	13,225,903	1,425,780	12.1%
Subtotal NPS Appropriation	48,531,430	51,481,402	53,817,355	57,778,570	3,961,215	7.4%

EXPENDITURES FROM OTHER MAJOR FUNDING SOURCES *	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Projection	Preliminary	\$	%
Description**						
Federal and State Grants	2,191,561	2,335,510	2,135,510	2,185,510	50,000	2.3%
Special Education Circuit Breaker	2,254,878	1,966,393	2,000,000	2,200,000	200,000	9.1%
Private Grants and Gifts	217,031	219,449	225,000	225,000	0	0.0%
School Choice and Other Tuitions	769,726	882,411	800,000	800,000	0	0.0%
Athletic Fund	310,622	309,935	410,000	410,000	0	0.0%
School Lunch Program	1,512,978	1,568,042	1,550,000	1,550,000	0	0.0%
Other Local Receipts	2,234,599	2,743,579	2,700,000	2,700,000	0	0.0%
Town Transportation Subsidy	561,646	355,602	371,573	382,720	11,147	2.9%
Family Bus Fee Offset	282,631	281,840	300,000	300,000	0	0.0%
Total Other Funding Sources	10,335,672	10,662,761	10,492,083	10,753,230	261,147	2.4%
Gross School Budget	58,867,102	62,144,163	64,309,438	68,531,800	4,222,362	6.6%

*As Reported on the End of Year Report for FY14, and FY15

**Line item description is integral part of understanding the Department of Elementary and Secondary Education's account structure.

*** Electricity is offset by \$150,000 from the ASAP and Facility Rental accounts



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 and legal settlements.

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 and Clerical 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. Also includes substitute teachers.

2320 - Medical / Therapeutic Services - Costs for Occupational Therapy, Physical Therapy, Speech, Vision and other therapeutic services that are provided by licensed practitioners.

2330 - 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 - Director of Online Learning and Includes cost for 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 all 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 that qualify on the Free and Reduced Meal Program.



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.

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 two (2) vehicles.

4400 - Network and Telecommunications Wiring, WAN/LAN Networks, file servers, supplies and materials for technology maintenance, equipment and tools.

FIXED CHARGES - Retirement and Insurance programs, rental of land and buildings, debt service for current loans, and other recurring items, which are not generally provided for under another function.

5100 - Employee Retirement - Contributions to employee retirement systems. Contractual requirement for custodians and maintenance staff whose salaries are in the Facilities management budget. This is a chargeback from the Town, which is the only such retirement contribution that the School Committee pays.

5150 - Employee Separation Costs - Vacation pay, sick leave buy back and other benefits payable upon termination/retirement.

5200 - Insurance Programs - Employee unemployment, health, and life insurance premiums or payments, and workers compensation for active employees.

ASSET ACQUISITION & IMPROVEMENT

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

7400- Replacement of Equipment - Lease/Purchase of equipment. This is only used for leasing our photocopiers.

Programs with Other School Districts

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



Town of Natick

Home of Champions

Department: Natick Public Schools

Line-Item Detail

Narrative

OTHER MAJOR FUNDING EXPENDITURES:

Federal and State Grants - Includes expenditures for Federal Grants - Teacher Quality Grant, SPED 94-142 Grant, Title I, SPED Program Improvement Grant, Early Childhood Special Education Program Improvement Grant, State Grants - METCO, Kindergarten Enhancement Grant, and Academic Support Services, and Other Federal Grants - Early Childhood (Preschool), and Natick Together 2 Substance Abuse, and Other State Grants - Enhanced School Health.

Circuit Breaker Reimbursement - This funding is provided by the state to school districts for high-cost special education students. The threshold for eligibility is tied to four times the state average foundation budget per pupil as calculated under the chapter 70 program, with the state paying 75 percent of the costs above that threshold. The revenue received is used to pay tuition payments for out of district Special Education students.

Private Grants and Donations - These include expenditures from the Natick Education Foundation and the Metro west Health Foundation as well as various donations from multiple sources. The School Committee must accept all private grants and donations.

School Choice and Other Tuitions - This includes expenditures from our School Choice program which is received from the state for students attending Natick Public Schools from other districts. This also includes Preschool Tuition, Northstar Tuition, Foreign Student Tuition and Summer School Tuitions.

Athletic Fund - This includes expenditures for a portion of operating expenses including transportation, ice rentals, athletic trainer, referees, equipment and supplies and other operating expenses associated with the athletics department. The revenue is collected from athletic fees, gate receipts and team funded athletic equipment.

School Lunch Program - Expenditures for the operation of the breakfast and lunch program including food costs, labor, and other operating expenses. Revenue is received from student and adult paid meals as well as state and federal reimbursements.

Other Local Receipts - This includes expenditures for a variety of programs including the Early Risers and ASAP program, Rental of Facilities, NHS Testing Fund, Guidance Transcripts, Wall of Achievement, Instrumental Music Lessons, Lost Textbooks, Laptop fees, Activity Fees, Textile recycling, the HS Laptop program, and Medicaid- school portion funding.

Town Transportation Subsidy - This is a separately voted appropriation by Town Meeting to help offset the high cost of regular transportation to help keep the family bus fee to a reasonable and affordable level.

Family Bus Fee Offset - As mandated by State Law, Grade K-6 students who reside more than two miles from their districted school are eligible for Town Paid transportation (bus pass). All other Students grades 7-12 who reside in their districted school, have the option to purchase a bus pass. NPS charges these families \$150 per student with a \$300 Family cap. The revenue is used to cover expenses for regular education busing costs.

More detailed information can be found in the School Budget documents. All expenditures must be associated with and related to the program revenue in which the money was intended to be used.

**NATICK PUBLIC SCHOOLS
FY17 BUDGET WORKSHEET
ADDITIONAL STAFF REQUEST FORM**

POSITION REQUESTED & SCHOOL or DEPARTMENT	Comments	Benefit Eligibility (Yes/No)	FTE STATUS	Budgeted Salary	Health Insurance and Other Benefits*	Total Cost
HIGH SCHOOL						
0.6 English Teacher (existing staff increase)	Account for enrollment and ELL Sections	Yes	0.6	\$ 32,854	\$ 20,000	\$ 52,854
0.4 Social Studies Teacher (two existing staff member increase)	Enrollment Increases	No	0.4	\$ 21,902		\$ 21,902
0.4 Science Teacher (two existing staff increases by .2)	Enrollment Increases	No	0.4	\$ 21,902		\$ 21,902
0.4 Math Teacher (Master Step 3)	Enrollment Increases	No	0.4	\$ 21,902		\$ 21,902
0.5 Guidance/Adjustment Counselor (Master Step 3)	Caseload Need	Yes	0.5	\$ 27,378	\$ 20,000	\$ 47,378
0.6 Health/PE Teacher (Masters Step 3)	Enrollment Increases	Yes	0.6	\$ 32,854	\$ 20,000	\$ 52,854
0.6 World Language Teacher (two existing staff increases)	Enrollment Increases	Yes (For 1 Staff)	0.6	\$ 32,854	\$ 20,000	\$ 52,854
High School/Middle School Evaluation Team Leader (Masters Step 3)	Compliance - Increased meeting numbers as well as intensity & duration of meetings, require increase necessary for compliance with timelines.	Yes	0.5	\$ 27,378	\$ 10,000	\$ 37,378
Nurse Split between HS and Wilson (Masters Step 3)	Caseload Need	Yes	0.5	\$ 27,378	\$ 10,000	\$ 37,378
WILSON MS						
Two General Education Teachers for enrollment (Masters Step 3)	Enrollment driven	Yes	2.0	\$ 109,512	\$ 40,000	\$ 149,512
Kennedy and Wilson PE Teacher (Masters Step 3)	Enrollment driven	Yes	0.5	\$ 27,378	\$ 10,000	\$ 37,378
Wilson Guidance Counselor (Masters Step 5)	Caseload Need	Yes	1.0	\$ 54,756	\$ 20,000	\$ 74,756
Math Specialist (Masters Step 3)	Enrollment driven	Yes	1.0	\$ 54,756	\$ 20,000	\$ 74,756
Nurse Split between HS and Wilson (Masters Step 3)	Caseload Need	Yes	0.5	\$ 27,378	\$ 10,000	\$ 37,378
KENNEDY MS						
Kennedy and Wilson PE Teacher (Masters Step 3)	Enrollment driven	Yes	0.5	\$ 27,378	\$ 10,000	\$ 37,378
Math Specialist (Masters Step 3)	Enrollment driven	Yes	1.0	\$ 54,756	\$ 20,000	\$ 74,756
High School/Middle School Evaluation Team Leader (Masters Step 3)	Compliance - Increased meeting numbers as well as intensity & duration of meetings, require increase necessary for compliance with timelines.	Yes	0.5	\$ 27,378	\$ 10,000	\$ 37,378
Kennedy Guidance Counselor (Masters Step 5)	Caseload Need	Yes	1.0	\$ 54,756	\$ 20,000	\$ 74,756
BROWN						
1.0 Brown General Education Teacher (Masters Step 3)	Rise in Enrollment	Yes	1.0	\$ 54,756	\$ 20,000	\$ 74,756
0.1 PE Teacher (Masters Step 3)	Rise in Enrollment	No	0.1	\$ 5,476		\$ 5,476
0.1 Art Teacher (Masters Step 3)	Rise in Enrollment	No	0.1	\$ 5,476		\$ 5,476
PRESCHOOL						
0.4 Preschool BCBA (Master Step 3)	Behavioral needs required	Yes	0.4	\$ 24,000		\$ 24,000
OTHER						
1.0 General Education Teacher - Location TBD based on need	Enrollment	Yes	1.0	\$ 54,756	\$ 20,000	\$ 74,756
District Wide Assistive Technology Specialist (Masters Step 3)	Compliance - Increase usage of Technology as well as number of evaluations requires district support.	Yes	1.0	\$ 54,756	\$ 20,000	\$ 74,756
District Wide Paraprofessional	Self-contained programs are over-subscribed	Yes	1.0	\$ 25,000	\$ 20,000	\$ 45,000
GRAND TOTAL STAFFING REQUEST			17.1	\$ 908,669	\$ 340,000	\$ 1,248,669

* Benefits and Health Insurance Costs are budgeted in the Towns Shared Expense Budget



Town of Natick

FY 2017 Preliminary Budget

Joseph P. Keefe

South Middlesex Regional Technical School

FY2017 Budget Information



Town of Natick

Home of Champions

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

Appropriation Summary

South Middlesex Regional Technical School

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
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Operating Expenses

Assessment	1,270,852	1,091,902	1,247,313	1,528,000	280,687	22.50%
Total Operating Expenses	1,270,852	1,091,902	1,247,313	1,528,000	280,687	22.50%

Total So. Middlesex Regional Tech.	1,270,852	1,091,902	1,247,313	1,528,000	280,687	22.50%
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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



Town of Natick

Home of Champions

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

Philosophy (con't):

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

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

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

Goals:

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



Town of Natick

Home of Champions

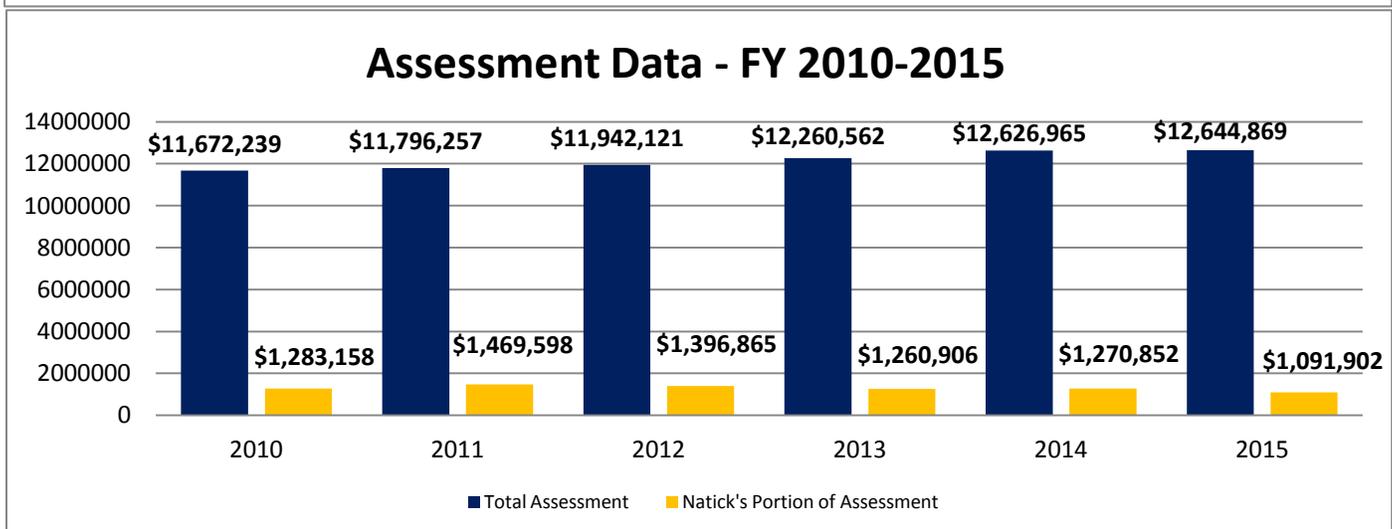
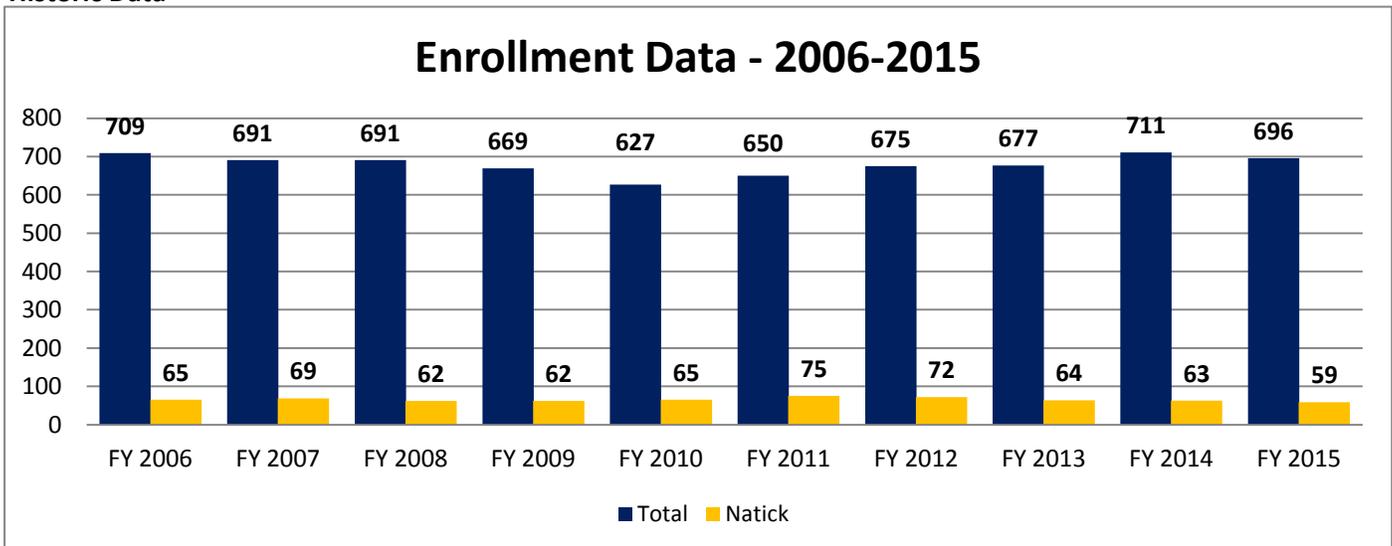
Department: (Joseph P. Keefe) South Middlesex Regional Technical School

Budget Overview

The Keefe Tech assessment is as shown below. As a result of an estimated increase of 22.5% for Keefe Tech's budget and 11 more students from Natick, the anticipated revised budget for the Keefe Tech assessment represents an increase from the FY16 appropriated budget of \$280,687.

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017	
					\$ (+/-)	% (+/-)
Assessment	1,270,852	1,091,902	1,247,313	1,528,000	280,687	22.50%
Expenses	1,270,852	1,091,902	1,247,313	1,528,000	280,687	22.50%
Total Keefe Tech	1,270,852	1,091,902	1,247,313	1,528,000	280,687	22.50%

Historic Data





Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

Home of Champions

Department: Morse Institute Library

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 1,672,830	\$ 1,757,850	\$1,765,908	\$1,771,941	\$ 6,033	0.34%
Total Salaries	\$ 1,672,830	\$ 1,757,850	\$1,765,908	\$1,771,941	\$ 6,033	0.34%

Operating Expenses

Total Expenses	\$ 267,926	\$ 316,592	\$ 328,882	\$ 337,667	\$ 8,785	2.67%
Total Operating Expenses	\$ 267,926	\$ 316,592	\$ 328,882	\$ 337,667	\$ 8,785	2.67%

Total Morse Institute Library	\$ 1,940,756	\$ 2,074,442	\$2,094,790	\$2,109,608	\$ 14,818	0.71%
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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.

I. Main Purpose of the Department:

Who do we serve?

At the Morse Institute Library we serve all of the people of Natick. On any given day, we see young families and children come to the library to find books for school or recreational reading and attend library events. Teens using the renovated Teen Room and the new Innovation Studio, and exploring the options of our expanding Teen programming. Adults are in the library for many reasons--recreational reading, tutoring, business meetings, quiet study. The Bookmobile serves homebound citizens, as well as families in several neighborhood stops. Those looking for a quiet place to work or study in downtown Natick, those looking for a fun book or movie, those looking to join a book or knitting group, those looking to use our technology resources: all will find what they need within our library. Between 900 - 1,000 people visit the library every day.



Town of Natick

Home of Champions

Department: Morse Institute Library

Goals:

Print and Non-Print Materials

1. Maintain a top-notch collection of books, audio books, and other materials.
2. Add technology-based learning tools to the children's room, including audio books in multiple formats.
3. Build multimedia learning tools into the collection for both in library use and circulating collections.

Quality Reference Service

1. As the Internet has opened up the world of information, reference services have become more specialized. Patrons are increasingly turning to reference librarians for help with issues that lie at the intersection of information and technology.
2. Reference tasks include: helping patrons applying for jobs, filling out official documents, using a school-based app or educational platform, or taking a test require a level of technology savvy.
3. Staff working with adults, teens and children are committed to helping all patrons navigate both the technology and the information sources required by citizens in an informed society.
4. The library is investigating different models and service needs, including reference by appointment, on- and off-site classes for specific topics, and partnering with other town departments such as the Community Senior Center to offer classes on-site to seniors.

Programs and Hands-on Learning

1. Programming at the library ranges from story times for the very young, to concerts for the whole family. We aim to provide learning opportunities for the entire community.
2. This year, with the help of a generous grant from Cognex, we opened the library's *Innovation Studio*. The Innovation Studio functions as the home for adult and teen hands-on learning in the library.
3. Part makerspace and part computer lab, classes and workshops in the lab will give teens and adults experiences with maker technologies such as 3D printers as well as offering reference staff a home for hands-on learning.

Community and Cultural Center

1. The library serves as an important gathering space for the community, providing meeting rooms and study rooms.
2. We continue in our role of being a key player in building a stronger community.
3. Book groups bring community members together to discuss titles ranging from classics to graphic novels.
4. Our expanding English Language learners program gives a home to two important groups: those who look to improve their English, and the volunteers from the community who give their own time to help others.
5. We will continue to seek other ways to offer a safe and comfortable place for Natick's residents to gather and learn, strengthening their community ties.



Town of Natick

Home of Champions

Department: Morse Institute Library

Goals continued:

Meeting and Exhibit Space

1. The library's central location in Natick Center makes us an ideal spot for meetings.
2. The library offers free Wi-Fi and Wi-Fi printing.
3. Our exhibit space helps us support the artists of Natick while making art readily available to the public.
4. We continue to use our exhibit spaces to partner with community organizations including the Natick Historical Society and the Natick Public Schools.
5. *Our study rooms are used nearly 4,000 times a year, providing a quiet place for study, meetings, and learning.*

Special Projects

1. The library houses a number of unique collections and projects, most notably the *Natick Veterans Oral History Project*. Dedicated to collecting the oral histories of wartime veterans as well as others who have served their country, this project is a unique collection of videos documenting the experiences of veterans from a number of conflicts.
2. In partnership with the Natick Public Schools, we have created a memorable Veterans Day celebration, the annual Veterans Breakfast, at Kennedy Middle School that bridges the distance between Natick 8th graders and veterans.
3. Our partnership with the Framingham Public Library and the *Literacy Unlimited* program has been central to the success of our tutoring program for English language learners.

Accessibility

1. The library continues its commitment to serving people with disabilities, ensuring that the library building and website meet ADA standards.
2. The Bookmobile brings library services to assisted living facilities, senior housing, and to numerous neighborhood stops that reach children, families, the elderly and homebound.
3. Also in support of this outreach, the Library provides a number of adaptive technologies, especially for individuals with visual impairments. Many of the adaptive items are available for checkout by our patrons.

Building Partnerships for Sustainability

1. Our community partners provide us with volunteers, financial support, and community engagement that will help carry us well into the 21st century.
2. Our partner library, the Bacon Free Library, is always a wonderful support for us. Over the summer, staff from the Bacon and the Morse Institute worked to create a town-wide Summer Reading program for adults. That program gave rise to the Graphic Novel Book group, another joint reading program.
3. With generous support from the *Friends of the Morse Institute Library*, we are able to offer numerous programs and projects not otherwise funded by the town. The Friends provide funding for speed reads, large print books for the Bookmobile, and programs for all ages.
4. Other community partners include : the Natick Historical Society and our shared exhibit space focusing on local history topics.
5. Other community partnerships include: Natick Rotary, the Natick Lions Club, and Natick Kiwanis .
6. From the business sector: *MathWorks* has helped us staff and fund our popular Teen MakerLAB. *Cognex Corporation in Natick* donated \$20,000 to purchase new equipment for the Innovation Studio. A community grant from Mutual One Bank will support our growing media collection for the children's room.
7. Additional partners include: Natick Artists Open Studios, Natick Center Associates, Fourth of July Committee, Natick Veterans Services Officer to host Memorial Day, Veterans Day, and one of the few Pearl Harbor Day ceremonies held in the Commonwealth.



Town of Natick

Home of Champions

Department: Morse Institute Library

Goals continued:

Our Building

1. Our physical building is open to the community nearly 3,000 hours per year for all who come to read, study, attend a program, use our technology, volunteer, or visit with friends and neighbors.
2. We see between 900 and 1,000 people a day come through our doors.
3. Our online collection of research tools and downloadable eBooks and audio books is open 24/7.

II. Recent Developments

1. Library patrons get information about library and community events on our new electronic bulletin board.
2. Newly installed lighting in the children's room is a huge improvement in that space, brightening up corners that have been dim for years.
3. New paint in the Teen Room is helping to redefine that space, making it stand out to our teen users.
4. Touch-up painting around the building has brought a fresh feeling to the whole library.
5. Several "collections" have been separated from the main stacks to make searching for what you are looking for easier. Look for our new sections on cooking, travel and languages.
6. We have recently begun to circulate items not traditionally seen in libraries. We offer knitting needles and crochet hooks, as well as a telescope for library patrons to borrow. Adding unusual collections to our library is a way to connect tools with information.
7. The opening of the new *Innovation Studio* is an exciting change for the library this year.
8. STEAM and STEM learning -- On Oct. 3, we hosted an opening house for the Innovation Studio and over 100 people came to the library to learn about STEAM in the library, including 3D printing and manufacturing.

III. Current Challenges:

1. Currently, we face two major challenges.: We must improve lighting in our lobby area. During evening and overcast hours our lobby is very dim, especially in the winter time. This is a safety concern.
2. Full-time bookkeeper needed -- We also face challenges brought on by insufficient hours for our bookkeeper. This past summer, with the help of an outside consultant, we created a professional bookkeeping department to more efficiently manage the library's resources, including payroll and accounts payable and receivable. We filled a vacant part-time bookkeeper position, but soon discovered we need a full-time bookkeeper to do all of the tasks associated with this position.

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

The library's need for a full time bookkeeper is essential. With a budget in excess of \$2 million, it has become clear that a full time, professional bookkeeper needs to be added to the staff. The projected cost is \$22,386, plus benefits. We have submitted a PIR for consideration of this request.



Town of Natick

Home of Champions

Department: Morse Institute Library

Performance Indicators (Fiscal Year)	2013	2014	2015	2016	2017
Workload Measures					
Total Circulation	518,858	522,311	518,017	525,000	535,500
Total Programs offered	695	642	712	1,083	1,100
Items checked out from Bookmobile	14,590	10,667*	11,706	14,838	15,000
Number of Reference Inquiries	33,650	38,492	43,682	44,500	45,300
Number of volunteer hours	4,725	4,662	5,674	5,600	5,600
Self Checkouts	150,063	159,706	164,557	169,500	172,000
Library Attendance	289,175	302,878	298,729	330,000	340,000
Number of Times Study Rooms Used**	3,008	3,244	3,599	3,645	3,800
Number of Times Meeting Rooms Used***	n/a	n/a	3,200	3,356	3,390
Number of Wireless Sessions in Library	n/a	n/a	14,248	69,000	75,000

FY16 & FY17 are estimates

* Bookmobile driver out for one month due to injury

**6 study rooms

*** 4 meeting rooms; Innovation Studio.

	2013	2014	2015	2016	2017
Efficiency Measures					
Circulation per capita	15.72	16.28	17.39	16.37	16.70
Circulation items/staff	16,700	16,550	16,888	16,551	16,882
% Self Checkout	31%	31%	32%	33%	33%

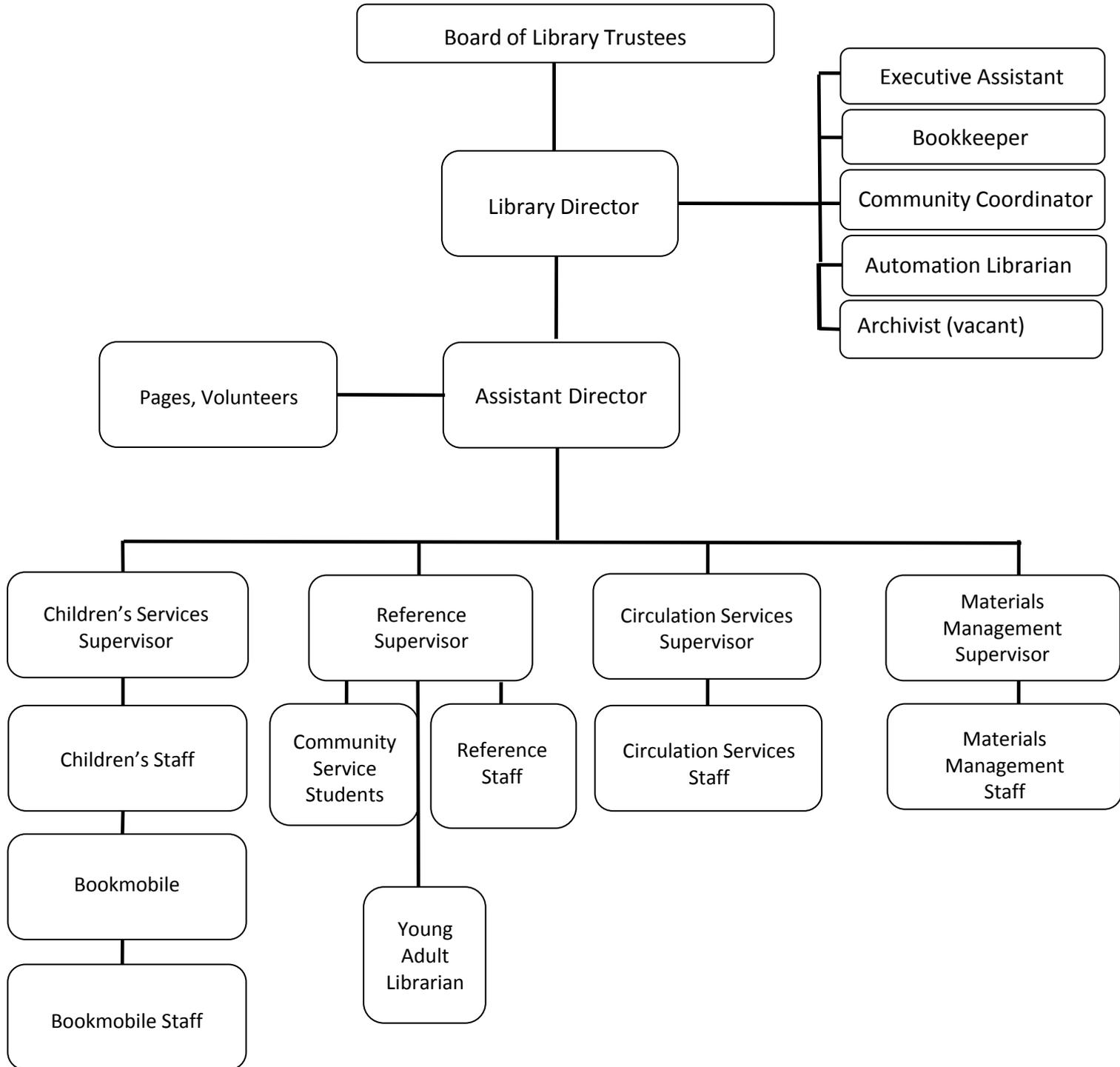
FY16 & FY17 are estimates

	2013	2014	2015	2016	2017
Outcome Measures					
Natick Residents with Library Cards	19,595	19,788	19,985	21,492	21,775
% of Natick Residents with Library Cards	62.50%	62.80%	62%	64%	66%
Adult Program Participants	4,125	3,943	6,708	9,171	9,200
YA Program Participants	664	571	472	2,151	2,300
Childrens Program Participants	5,936	6,977	7,584	8,841	9,000
Number of Patrons Using Study Rooms	5,314	6,307	7,605	7,700	7,800

FY16 & FY17 are estimates



Organizational Chart





Town of Natick

Home of Champions

Department: Morse Institute Library

	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries Management	\$ 97,982	\$ 100,407	\$ 102,807	\$ 102,415	\$ (392)	-0.38%
Salaries Administrative	\$ 169,771	\$ 161,465	\$ 178,593	\$ 177,912	\$ (681)	-0.38%
Salaries Part-time Benefited	\$ 250,989	\$ 282,509	\$ 271,261	\$ 273,574	\$ 2,313	0.85%
Salaries Technical/Professional	\$ 812,338	\$ 809,311	\$ 829,713	\$ 832,308	\$ 2,595	0.31%
Salaries Part-time Non Benefited	\$ 260,812	\$ 324,458	\$ 307,655	\$ 309,585	\$ 1,930	0.63%
Salaries Pages	\$ 20,863	\$ 22,688	\$ 28,357	\$ 27,568	\$ (789)	-2.78%
Salaries Substitutes	\$ 19,778	\$ 2,890	\$ 5,196	\$ 7,764	\$ 2,568	49.42%
Salaries Longevity	\$ 9,341	\$ 11,830	\$ 12,326	\$ 10,815	\$ (1,511)	-12.26%
Salaries Sunday/Pay Differential	\$ 30,956	\$ 42,292	\$ 30,000	\$ 30,000	\$ -	0.00%
Personnel Services	\$ 1,672,830	\$ 1,757,850	\$ 1,765,908	\$ 1,771,941	\$ 6,033	0.34%
Maint of Computer System	\$ 69,501	\$ 77,534	\$ 78,000	\$ 81,900	\$ 3,900	5.00%
Communication Telephone	\$ 2,354	\$ 2,881	\$ 6,630	\$ 4,000	\$ (2,630)	-39.67%
Communication Postage	\$ 2,143	\$ 2,264	\$ 5,636	\$ 3,500	\$ (2,136)	-37.90%
Copy/Mail Center Fees	\$ -	\$ 220	\$ 663	\$ 550	\$ (113)	-17.04%
Education	\$ -	\$ 4,189	\$ 7,500	\$ 7,500	\$ -	0.00%
Purchase of Services	\$ 73,998	\$ 87,088	\$ 98,429	\$ 97,450	\$ (979)	-0.99%
Library Materials	\$ 167,089	\$ 200,275	\$ 201,684	\$ 210,255	\$ 8,571	4.25%
Library Supplies	\$ 23,342	\$ 25,745	\$ 24,424	\$ 25,462	\$ 1,038	4.25%
Supplies	\$ 190,431	\$ 226,020	\$ 226,108	\$ 235,717	\$ 9,609	4.25%
Other Supplies & Services	\$ 3,496	\$ 3,484	\$ 4,345	\$ 4,500	\$ 155	3.57%
Other Charges/Expenses	\$ 3,496	\$ 3,484	\$ 4,345	\$ 4,500	\$ 155	3.57%
Total Expenses	\$ 267,925	\$ 316,592	\$ 328,882	\$ 337,667	\$ 8,785	2.67%
Total Morse Library	\$ 1,940,755	\$ 2,074,442	\$ 2,094,790	\$ 2,109,608	\$ 14,818	0.71%



Town of Natick

Home of Champions

Department: Morse Institute Library

Line-Item Detail

Narrative:

Salaries:

Salaries Management: Library Director.

Salaries Administrative: Assistant Director, Executive Assistant, and the Community Relations Coordinator.

Salaries Part-time Benefited: Permanent part-time reference staff and library assistants who work 20 hours or more per week and receive pro-rated benefits.

Salaries Technical/Professional: Full-time, benefited, technical and professional staff. Includes 4 department heads, the children's programmer, bookmobile coordinator, technology associate and other librarians and library associates.

Salaries Part-time Non-Benefited: Part-time non-benefited reference staff, and library associates.

Salaries Pages: Library pages who perform essential work shelving and organizing materials.

Salaries Substitutes: Reference staff and library associates who work some regular hours but may also be called in to cover absences.

Salaries Longevity: Longevity for all eligible staff as outlined in the union contract.

Salaries Sunday / Pay Differential: Sunday hours, summer Saturday hours, and holidays.

Purchase of Services:

Maintenance Computer System: Library's internal computer network, hardware, software, computer supplies, and the Minuteman Library Network annual contract costs. Minuteman contract costs include membership in the 43 member library network, over 60,000 items borrowed from other library's for Natick residents in FY15. Hardware and software upgrades, staff training, product documentation, access to online databases, grants, use statistics, security and library access from home or office.

Communication Telephone: Telecommunication costs including phones, fax, and Bookmobile air card.

Communication Postage: Mailing and postage costs.

Copy/Mail Center Fees: Copy service and publishing costs, as well as office copies, flyers and newsletters.

Supplies:

Library Materials: Purchase of materials that are added to the Library's collection, including but not limited to books, audio books, large print, books on players, videos, DVDs, CDs, magazines, newspapers, and databases. It also includes the purchase of materials in other languages and in formats accessible to users with special needs.

Library Supplies: Book processing supplies - includes basic office items as well as bar code labels, book and DVD covers and local history supplies.

Other Charges/Expenses: Purchase of basic office supplies such as copy paper, writing utensils, and other items.

Revenue/Expenditure Summary - All Sources - Morse Institute Library - FY 2013 thru FY 2017

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	FY 2013 (Actual)	FY 2014 (Actual)	FY 2015 (Actual)	FY 2016 (Budget)	FY 2017 (Budget)	Notes
Revolving Funds:						
Meeting Rooms (for lib. Equip. & maint.)	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	
Fines & Fees (for materials)	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	
Library State Aid:	\$ 37,071	\$ 37,202	\$ 45,302	\$ 45,000	\$ 45,000	* See note below
Annual Appeal:	\$ 20,000	\$ 37,931	\$ 39,308	\$ 35,000	\$ 38,000	
Investments:	\$ 42,000	\$ 47,460	\$ 46,487	\$ 45,000	\$ 45,000	
Friends of the Library:	\$ 38,000	\$ 46,431	\$ 33,800	\$ 33,800	\$ 33,800	
Other Recurring Grants:	\$ 30,000	\$ 30,000	\$ -	\$ 30,000	\$ 30,000	Veterans Oral History Project grant
Town Meeting Appropriation:	\$ 1,884,687	\$ 1,974,507	\$ 2,094,950	\$ 2,094,790	\$ 2,109,608	
TOTAL:	\$ 2,161,758	\$ 2,283,531	\$ 2,369,847	\$ 2,393,590	\$ 2,411,408	
EXPENSES	FY 2013 (Actual)	FY 2014 (Actual)	FY 2015 (Budget)	FY 2016 (Budget)	FY 2017 (Budget)	Notes
Salaries	\$ 1,592,416	\$ 1,672,830	\$ 1,757,850	\$ 1,765,908	\$ 1,771,941	(Town Appropriation)
from Library State Aid:	\$ 34,000	\$ 37,000	\$ 45,000	\$ 34,000	\$ 45,000	(State Aid)
Materials	\$ 165,018	\$ 167,089	\$ 200,275	\$ 201,684	\$ 210,255	(Town Appropriation)
from other sources:	\$ 150,000	\$ 160,709	\$ 150,000	\$ 149,800	\$ 164,800	(Revolving fund, Friends, donations)
Purchase of Services	\$ 81,505	\$ 77,494	\$ 86,383	\$ 95,274	\$ 94,450	(Town Appropriation)
from other sources:	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	(Revolving fund)
Other Services Misc.	\$ -	\$ -	\$ 4,189	\$ 7,500	\$ 7,500	(Town Appropriation)
Other Supplies	\$ 23,099	\$ 23,343	\$ 25,745	\$ 24,424	\$ 25,462	(Town Appropriation)
Admin, programs, consultants, staff dev.	\$ 65,000	\$ 65,000	\$ 65,000	\$ 77,000	\$ 77,000	(From annual fund & other donations)
TOTAL:	\$ 2,126,039	\$ 2,218,465	\$ 2,349,442	\$ 2,370,590	\$ 2,411,408	

Notes:

Friends money goes to purchase the following: Museum passes, Speed Reds, Bookmobile, Programs and other items as needed, i.e. book drops.

* 5% of Library State Aid is given to the Bacon Free Library



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

Home of Champions

Department: Bacon Free Library

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 123,532	\$ 127,484	\$ 137,819	\$ 143,973	\$ 6,154	4.47%
Operating Expenses						
Purchase of Services	\$ 5,926	\$ 7,859	\$ 8,315	\$ 10,839	\$ 2,524	30.35%
Supplies	\$ 12,236	\$ 10,272	\$ 9,830	\$ 9,872	\$ 42	0.43%
Total Expenses	\$ 18,162	\$ 18,131	\$ 18,145	\$ 20,711	\$ 2,566	14.14%
Total Bacon Free Library	\$ 141,694	\$ 145,615	\$ 155,964	\$ 164,684	\$ 8,720	5.59%

Mission:

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



Budget Overview:

I. Main Purpose of the Department

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

II. Significant Accomplishments from FY16

The BFL has been able to successfully work towards our FY16 goals:

- a. Increased circulation which, with the Morse Institute Library, brought Natick up to **5th** in the State for circulation (up from 6th in FY15!) among 45 towns of this size
- b. Boosted the BFL profile through a very successful Fall Fundraiser which reached both the immediate Natick community and more national library/books/art/political interest groups
- c. The BFL is currently averaging 2400 patrons in the library per month, up from an average of 2200
- d. Continued collaborative relationships with many entities including the Charles River Community Groups, Morse Institute Library, Natick Center Associate, Natick Historical Society, Natick Businesses and area non-profits
- e. Brought award winning and bestselling authors to the BFL for our patrons of all ages and interests
- f. Submitted a five year Strategic Plan to the MBLC (Mass Board of Library Commissioners) which has been accepted and filed. The BFL is now eligible for grant opportunities from the State

III. Goals for FY17:

Our main goal for FY17 is to seek opportunities to improve the historic Bacon Free Library building. The Library has seen its share of building issues which need to be stabilized. In addition, we will be looking for ways to fund updating our windows and improving the buildings accessibility. In addition, our goals for FY17 include:



Town of Natick

Home of Champions

Department: Bacon Free Library

Budget Overview (Continued):

a. **Library environment:** The BFL will always strive to be a welcoming and safe environment for all who walk through the door or access us online. Our goal is to find ways to continually improve our space to meet the needs of the community. This includes surveying our patrons about our space, hours of operation, ways of communicating, what they want/need from the library, etc.

b. **Programming:** We had an amazing year of programming in FY16 with increases in both number of programs and program attendance. Our goal for FY17 is to analyze the success of our programs based on attendance, requests, and anecdotal information. We will then make decisions on the viability of our programs for the future

c. **Collaboration:** After a year of working towards partnerships with a large variety of entities in Natick and in the Library community we've determined that collaborative programming and sharing resources is in the best interest of the BFL and our patrons. We've been able to accomplish much more than we would have been able to as individual entities. Now that these relationships are solidified, we will continue to explore the best way to use these partners for the betterment of the BFL while reaching even further to find collaborators for additional advancement of BFL objectives

d. **Technology:** We continue to seek ways of including new technologies into the BFL spectrum of services. We would like to be able to reach a larger audience by promoting the services already available to the community and collaborating with interested entities to bring new technology and training to our patrons

e. **Books and Periodicals:** Our continued goal in FY17 is to have our materials budget fully funded from \$9,000 to \$12,000 a year. Our circulation and patron counts have increased yearly while our materials budget has not managed to stay abreast of the demand. These numbers now include downloadable ebooks and audiobooks which has to be funded as well. We hope that the town will bring us up to pre-recessionary levels so we can continue to provide the best, most current and wide range of literary and educational resources to our patrons and the library community at large.

IV. Current Challenges

a. **Books, Periodicals and Online Resources:** When the library materials budget is not fully funded, the community is adversely affected. The Library is limited in collection development and using online tools to enhance our services. We hope that the town will agree to increase our materials budget so we can further meet the needs of our patrons.

b. **Library building:** The BFL historic building needs updates which require capital funding.

i. We will work with Natick's Director of Facilities and the BFL Trustee responsible for building maintenance to assess what are the options through the town.

ii. We will research grant opportunities through the MBLC, the National Trust for Historic Preservation and other entities which serve libraries and historic buildings



Town of Natick

Home of Champions

Department: Bacon Free Library

Budget Overview (Continued):

iv. Continue to find creative ways to reach our patrons who are not able to use our building due to its inaccessibility

c. **Library Building Safety:** As the Library building is not accessible and has only one egress, we will be discussing safety concerns with the Police and Fire Dept. and creating protocols for emergencies

d. **Staffing:** The library is fully staffed for the hours open at this time. We appreciate FinCom and Town Meeting's understanding for the need of 2 staff on at all times. In considering our patrons needs, we would like to offer an additional evening open or possibly extended Saturday hours for our working families.

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

We will be submitting 2 PIR's –

1. \$3,000 to bring our materials budget up to pre-recessionary levels to best serve our patrons.. If our book budget is returned to pre-recessionary levels, we do not anticipate asking for funds for materials again in the near future...
2. \$7,100 to increase our hours open to include an additional evening or to add to our Saturday hours as a service to our working families.

VI. On the Horizon

One of the biggest areas of change in the library is building improvement. We will be working on securing grants to change the windows and exploring ways to make the library more accessible. These will be big projects which we expect to take several years but will greatly improve the patron experience at the BFL. We hope to collaborate with town departments as we go along the process to make sure we meet all of the requirements for our beautiful, historic building.

With the Strategic Plan on file with MBLC, our options for moving forward in these projects are greatly increased. We look forward to finding ways to improve our building (without losing its historic appeal) for the enjoyment of all.

In addition, we will leverage the momentum our improved and increased profile in the community to reach further in our fundraising efforts, our programming and outreach, and our relationships with our partners.

This is an exciting time for the Bacon Free Library - we recognize the efforts of so many people and entities who have brought us to this point, including Town Meeting members who have recognized what a gem the BFL is and how important it is to the Natick community



Town of Natick

Home of Champions

Department: Bacon Free Library

	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries Management	\$ 53,560	\$ 58,199	\$ 61,415	\$ 61,181	\$ (234)	-0.38%
Salaries Technical/Professional	\$ 69,972	\$ 69,285	\$ 76,404	\$ 82,792	\$ 6,388	8.36%
Personnel Services	\$ 123,532	\$ 127,484	\$ 137,819	\$ 143,973	\$ 6,154	4.47%
Minutemen Library Network Member	\$ 3,700	\$ 3,778	\$ 4,179	\$ 4,996	\$ 817	19.55%
Utilities	\$ 2,226	\$ 4,081	\$ 4,136	\$ 4,343	\$ 207	5.00%
Repairs & Maintenance	\$ -	\$ -	\$ -	\$ 1,500	\$ 1,500	#DIV/0!
Purchase of Services	\$ 5,926	\$ 7,859	\$ 8,315	\$ 10,839	\$ 2,524	30.35%
Books & periodicals	\$ 12,236	\$ 9,431	\$ 9,000	\$ 9,000	\$ -	0.00%
Library supplies	\$ -	\$ 841	\$ 830	\$ 872	\$ 42	5.06%
Supplies	\$ 12,236	\$ 10,272	\$ 9,830	\$ 9,872	\$ 42	0.43%
Total Expenses	\$ 18,162	\$ 18,131	\$ 18,145	\$ 20,711	\$ 2,566	14.14%
Total Town Appropriation	\$ 141,694	\$ 145,615	\$ 155,964	\$ 164,684	\$ 8,720	5.59%

Line-Item Detail

Personal Services:

Salaries - Management: Compensation for the position of Library Director

Salaries - Technical/Professional: One Assistant Director/Children's Librarian and four part-time Library Assistants. *Note: BFL Library Assistants salaries were brought to the appropriate pay scale on the recommendation of the Town Administrator.

Purchase of Services:

Maintenance Computer System: Library's internal computer network, staff and public computers, fees for the Minuteman Library Network *Note - Our Minuteman fees have increased by 5% due to increased circulation and patron usage, hardware, software, ink and other computer supplies.

Utilities: Water, gas, electric, telephones

Repairs & Maintenance: On the recommendation of Director of Facilities, Jim Kane, an appropriation of \$1500 to maintain the town installed boiler, to cover yearly servicing costs.

Supplies:

Books and Periodicals: The current amount shown is for a level service request. Our goal in FY17 is to have our materials budget fully funded from \$9,000 to \$12,000 a year. Our circulation and patron counts have increased yearly while our materials budget has not managed to stay abreast of the demand. We hope that the town will bring us up to pre-recessionary levels so we can continue to provide the best, most current and wide range of literary and educational resources to our patrons and the library community at large.

Library Supplies: Purchase of necessary office supplies and materials needed to process new books and other library materials. Barcode labels, book covers and library cards as well as bathroom and cleaning supplies are also included.



Town of Natick

Home of Champions

Department: Bacon Free Library

Bacon Free Library Revenues vs. Expenditures - All Sources

Revenues	FY 2014 Actual	FY 2015 Actual	FY 2016 Appropriated	FY 2017 Preliminary
Town Appropriation	\$ 141,694	\$ 145,615	\$ 153,968	\$ 164,684
Trustees	\$ 8,250	\$ 22,720	\$ 15,000	\$ 15,000
Friends	\$ 11,600	\$ 12,000	\$ 12,000	\$ 12,000
Total Revenues	\$ 161,544	\$ 180,335	\$ 180,968	\$ 191,684

Expenditures	FY 2014 Actual	FY 2015 Actual	FY 2016 Appropriated	FY 2017 Preliminary
Salaries	\$ 124,032	\$ 127,484	\$ 135,824	\$ 143,973
Purchase of Services (no utilities)	\$ 12,236	\$ 12,895	\$ 13,000	\$ 17,496
Purchase of Services (utilities)	\$ 2,988	\$ 8,250	\$ 7,145	\$ 8,343
Supplies (Books, Materials, Furniture)	\$ 22,288	\$ 31,706	\$ 24,999	\$ 21,872
Total Expenditures	\$ 161,544	\$ 180,335	\$ 180,968	\$ 191,684

Summary:

The Town of Natick funds a large portion of the operating costs of the Bacon Free Library. Books, salaries, some supplies and heating costs are included in this budget. This budget request must be approved by the Finance Committee, the Selectmen and finally, Town Meeting. **Our FY17 General Fund budget request is \$164,684.**

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

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

The Bacon Free Library is able to function as well as it does with the support of these three funding sources and, though fiscally responsible policies, is able to give the Natick community great "bang for its buck".



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

FY 2017 Preliminary Budget

Section IV: Public Safety

Emergency Management	IV.3
Parking Enforcement	IV.5
Police	IV.7
Fire	IV.16



Town of Natick

Home of Champions

Department: Emergency Management

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries						
Salaries Operational Staff	-	-	\$ 3,000	\$ 5,000	\$ 2,000	66.67%
Personnel Services	-	-	3,000	5,000	\$ 2,000	66.67%
Operating Expenses						
Total Operating Expenses	\$ 24,333	\$ 23,259	\$ 32,600	\$ 30,600	\$ (2,000)	-6.13%
Total Operating Expenses	\$ 24,333	\$ 23,259	\$ 32,600	\$ 30,600	\$ (2,000)	-6.13%
Total Emergency Management	\$ 24,333	\$ 23,259	\$ 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 evaluate and respond to improvement needs and training suggestions for emergency response as identified in Table Top Exercise for Natick Mall response
- To use functional exercise to practice emergency response by town departments
- To continue to plan for an extensive full scale exercise for 2017
- To evaluate establishment of a volunteer emergency response group

Budget Overview:

The budget for the operations of the Emergency Management for the town has been adequate with the addition of state and federal grants. These grants are likely to continue so we are not recommending any change in the overall budget. However, in FY2016 we created a line item for Salaries Operational. This allowed us to apply the cost of staff time (overtime) when performing emergency management functions so that department budgets can be spared these costs. FY2017 we are recommending increasing this line item based on our 2016 experience

Staffing	2014	2015	2016	2017
None	0	0	0	0
Total FTE	0	0	0	0
Total FT/PT	0 FT / 0 PT			

Notes

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

Budget Detail

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries						
Salaries Operational Staff	-	-	\$ 3,000	\$ 5,000	\$ 2,000	66.67%
Total Personnel Services	-	-	\$ 3,000	\$ 5,000	\$ 2,000	66.67%
Operating Expenses						
Repairs/Maintenance Equipment	\$ 21,708	\$ 12,000	\$ 21,000	\$ 19,000	\$ (2,000)	-9.52%
Professional Development	\$ -	\$ -	\$ 2,500	\$ 2,500	\$ -	0.00%
Supplies - Miscellaneous	\$ -	\$ 8,767	\$ 5,000	\$ 5,000	\$ -	0.00%
Technical/Professional Services	\$ 2,625	\$ 2,492	\$ 4,100	\$ 4,100	\$ -	0.00%
Total Operating Expenses	\$ 24,333	\$ 23,259	\$ 32,600	\$ 30,600	\$ (2,000)	-6.13%
Total Emergency Management	\$ 24,333	\$ 23,259	\$ 35,600	\$ 35,600	\$ -	0.00%



Town of Natick

Home of Champions

Department: Emergency Management

Line-Item Detail

Salaries:

Salaries Operational Staff: Employees performing Emergency Management functions outside of their regular work day

Tech/Professional Services:

Repairs/maintenance equipment: Maintenance Fee for CodeRed Community Notification System (\$10,000 second year of contract); Maintenance of radio systems in EOC and technical equipment necessary to maintain operations

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

Supplies miscellaneous: Consists of costs associated with printing, office supplies, software, storage cabinets, laptops and accessories

Technical / professional fees: Costs associated with procuring technical assistance in emergency management plan development including updating and certification



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

Home of Champions

Department: Parking Enforcement

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 33,352	\$ 37,759	\$ 52,844	\$ 53,695	\$ 851	1.61%
Total Salaries	\$ 33,352	\$ 37,759	\$ 52,844	\$ 53,695	\$ 851	1.61%

Operating Expenses

Expenses	\$ 82,896	\$ 66,050	\$ 79,560	\$ 81,704	\$ 2,144	2.69%
Total Operating Expenses	\$ 82,896	\$ 66,050	\$ 79,560	\$ 81,704	\$ 2,144	2.69%

Total Parking Enforcement	\$ 116,248	\$ 103,809	\$ 132,404	\$ 135,399	\$ 2,995	2.26%
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Mission:

Enforce parking rules and regulations in Natick Center through monitoring and ticketing as applicable.
Assist with Parking Management Program implementation and maintenance.

Goals:

- To continue implementation of parking management plan as approved.
- To continue to monitor parking program and make recommendations to allow for adjustments for the betterment of parking in the community.

Budget Overview:

FY2017 budget requested the need to add resources required to manage parking and the recently approved Parking Management Program. One priority that we believe will be needed is to add staff resources to efficiently manage and maintain the new technology that has been added to the parking program. Currently all parking staff are part-time. Maintenance of equipment is done by a contractor with the ability to work only on weekends. Given the complexity of the equipment moving forward dedicated staff to these needs will be necessary in the department's opinion.

Performance Indicators	2013	2014	2015*	2016*	2017*
Workload Measures					
Number of parking tickets issued by Parking Enforcement Officer	3,486	5,173	4,500	4,500	4,500
Number of meters maintained	350	350	218	218	218

* Estimation



Town of Natick

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Department: Parking Enforcement

Staffing	2013	2014	2015	2016	2017
Parking Clerk	0	0	0	0	0
Parking Enforcement Officer	0.8	1.2	1.2	1.2	1.2
Total FTE	0.8	1.2	1.2	1.2	1.2
Total FT/PT	3 PT	3 PT	3 PT	3 PT	3PT

Notes

The Tax Collector, in FY2015, has taken over the duties of Parking Clerk. The Natick Police Department has staffed the Parking Enforcement Officer position with multiple individuals working part-time since 2007.

Budget Overview

	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries Operational Staff	\$ 33,352	\$ 37,759	\$ 52,844	\$ 53,695	\$ 851	1.61%
Personnel Services	\$ 33,352	\$ 37,759	\$ 52,844	\$ 53,695	\$ 851	1.61%
Repairs/Maintenance Equipment	\$ 18,506	\$ 6,616	\$ 11,000	\$ 11,000	\$ -	0.00%
Parking Collection Service	\$ 6,956	\$ 2,892	\$ 11,000	\$ 11,000	\$ -	0.00%
Lease Payment Church MBTA Lot	\$ 52,020	\$ 53,060	\$ 53,060	\$ 55,204	\$ 2,144	4.04%
Parking Tickets/Stickers	\$ 5,414	\$ 3,482	\$ 4,500	\$ 4,500	\$ -	0.00%
Expenses	\$ 82,896	\$ 66,050	\$ 79,560	\$ 81,704	\$ 2,144	2.69%
Total Parking Enforcement	\$ 116,248	\$ 103,809	\$ 132,404	\$ 135,399	\$ 2,995	2.26%

Personnel Services:

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

Expenses:

Repairs/maintenance equipment: Costs associated with routine repairs to meter mechanisms as preventative maintenance. The parking kiosks that will be installed for the first time in FY2015 will most likely come with a one-year maintenance agreement that will cover parts replacement. The one-year maintenance agreement probably will not include the labor necessary to make any repairs to the kiosks. The budget is increased as a result of anticipated maintenance that may be necessary.

Parking collection service: Contractual agreement with the Town of Natick's Deputy Collector for collection of delinquent parking tickets, including non-payment notices, warrant for collection, Registry of Motor Vehicles notification, etc.

Lease payment church MBTA lot: Lease payment for the St. Patrick's Church parking lot utilized for MBTA commuter parking and whose appropriation request of \$55,204 effective January 1, 2017 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

FY 2017 Preliminary Budget

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Town of Natick

Home of Champions

Department: Police

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
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Salaries

Personnel Services	\$ 5,831,933	\$ 5,969,498	\$ 6,365,202	\$ 6,365,363	\$ 161	0.00%
Total Salaries	\$5,831,933	\$5,969,498	\$6,365,202	\$6,365,363	\$ 161	0.00%

Operating Expenses

Purchase of Services	\$ 85,467	\$ 85,821	\$ 138,500	\$ 105,500	\$ (33,000)	-23.83%
Other Services (Miscellaneous)	\$ 35,895	\$ 44,988	\$ 36,000	\$ 36,000	\$ -	0.00%
Tech/Professional Services	\$ 19,145	\$ 15,586	\$ 31,313	\$ 31,313	\$ -	0.00%
Supplies	\$ 17,225	\$ 15,205	\$ 20,000	\$ 20,000	\$ -	0.00%
Other Supplies	\$ 49,072	\$ 43,494	\$ 25,700	\$ 25,700	\$ -	0.00%
Total Operating Expenses	\$ 206,804	\$ 205,094	\$ 251,513	\$ 218,513	\$ (33,000)	-13.12%

Other Charges & Expenditures

Other Charges & Expenditures	\$ 4,123	\$ 5,662	\$ 7,500	\$ 7,500	\$ -	0.00%
Total Other Charges & Expend.	\$ 4,123	\$ 5,662	\$ 7,500	\$ 7,500	\$ -	0.00%

Total Police	\$6,042,860	\$6,180,254	\$6,624,215	\$6,591,376	\$ (32,839)	-0.50%
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Mission:

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

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

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

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

Service will be our commitment.

Goals:

Strategic Plan Implementation

We have completed our 3 year Natick Police Strategic Plan late in FY2015. This plan will be used to guide our programmatic priorities beginning with FY2016. Priorities will include public feedback on the current plan and public priorities for the organization. In this budget cycle adding a School Resource Officer is critical to our approach to stave off the the influence of opiod and drug addiction.

Accreditation

Continues to be a priority for the organization although difficult to attain. We will continue to update policies, procedures, rules and regulations based on national standards for police departments.



Town of Natick

Home of Champions

Department: Police

Goals (con't):

Organizational Overview

The Natick Police Department has completed its first Strategic Plan for the organization. During the development of this plan it became obvious that the organization needed to remain flexible while being responsive to the needs of the community.

Budget Overview:

Recent Developments

FY2016 has seen a continued turnover in staffing with the organization. With the retirement of two long time members in late FY2015 brought several new faces to the organization. This staffing trend will continue with another member Sergeant Robert Dunlop retiring in December and the transfer of an officer to another department. With another officer on long term leave staffing continues to be a challenge.

On The Horizon

FY2016 the Natick Police Department will need to focus on several issues that will effect the quality of life for the community. We are observing an increase in the effects of the opioid and heroin epidemic in our community. In addition to overdoses and deaths there is also the increase of motor vehicle break-ins and larcenies that are a direct result of drug abuse and addiction. The need to remain aggressive in the investigation of these crimes and the prevention of this drug activity will be crucial. Also important is to remain an active partner with citizen's groups that have made a commitment to fight this issue.

Also the department must remain cognizance to the needs of the changing population in the community. With new multi-unit housing developments coming online we must prepare for the increase in services that will be required to include response to calls for service as well as related traffic issues.

Finally, with the completion of the Natick Police Strategic Plan we have a blueprint for future goals and objectives. Key to this plan is engagement of the community in determining what priorities they want for police services.



Town of Natick

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Department: Police

Staffing	Rank	2013	2014	2015	2016	2017
Chief of Police	Chief	1	1	1	1	1
Executive Officer	Lieutenant	0	0	0	0	0
Executive Officer/Inv. Svcs. Commander	Lieutenant	1	1	1	1	1
Operations (Patrol) Division Commander	Lieutenant	1	1	1	1	1
Investigative Services Division Commander	Lieutenant	0	0	0	0	0
Operations Commander	Lieutenant	0	0	0	0	0
Administration/Traffic Division Commander	Lieutenant	1	1	1	1	1
Records/Support Svcs Division Commander	Lieutenant	1	1	1	1	1
Administrative Services	Sergeant	1	1	1	1	1
Administration/Traffic Supervisor	Sergeant	0	1	1	1	1
Patrol Sergeants	Sergeant	10	9	9	9	9
Patrol Officers	Officer	31	30	31	31	31
General Investigators	Detective	4	4	4	4	4
Narcotics Investigators	Detective	2	2	2	2	2
Youth Services Investigator	Detective	1	1	1	1	1
Middle School Resource Officer	Officer	1	1	1	1	1
Court Liaison/Investigator	Detective	0	1	1	1	1
Animal Control Officer	N/A	1	1	1	1	1
School Traffic Supervisors	N/A	1.88	1.88	1.88	1.88	1.88
Records Unit Department Assistant	N/A	1.85	1.85	1.85	1.85	1.85
Court Liaison Officer	Officer	0	0	0	0	0
Executive Assistant	N/A	1	1	1	1	1
Dispatchers	Dispatcher	9	9	10	10	10
Total FTE Count		69.73	69.73	71.73	71.73	71.73
Total Actual Personnel		79.0	79.0	81.0	81.0	81.0



Town of Natick

Home of Champions

Department: Police

Performance Indicators (Calendar Year)

	2012	2013	2014	2015	2016
Enforcement					
Number of crimes	2393	1906	1710	N/A	N/A
Number of individuals processed for criminal activity					
- Adults	1273	1064	1114	N/A	N/A
- Juveniles	77	61	89	N/A	N/A
Traffic					
Number of Motor Vehicle Citations					
- Civil Infractions	1260	813	1074	N/A	N/A
- Written Warnings	1185	1389	2218	N/A	N/A
- Arrests	197	162	144	N/A	N/A
- Criminal Complaints	420	390	478	N/A	N/A
- OUI	71	54	50	N/A	N/A
Crash particulars					
- Total Crashes	823	890	857	N/A	N/A
- Fatal Injury	0	0	1	N/A	N/A
- Non-fatal injury	157	175	152	N/A	N/A
Dispatch					
Number of 911 calls received	7073	7002	7351	N/A	N/A
Number of service calls dispatched					
- Police (with crime)	2392	1643	1710	N/A	N/A
- Police (without crimes)	15847	16560	17286	N/A	N/A
- Fire/EMS	4498	4644	4773	N/A	N/A
Animal Control					
Number of animal calls responded to					
- Domestic	191	236	258	N/A	N/A
- Wildlife	198	129	77	N/A	N/A
High Impact Calls (Time Spent In Hours)					
911 Hang Up	168.2	162.8	168.7	N/A	N/A
Alarm Burglar	522.5	514.5	517.7	N/A	N/A
Alarm Hold-Up	5.7	9.7	10.1	N/A	N/A
Annoying Phone Call	34.5	33.5	19.7	N/A	N/A
Arrest	118.5	64.9	45.2	N/A	N/A
Assault	196.1	122.2	170.4	N/A	N/A
Assist Other Agency	319.4	344.2	366.6	N/A	N/A
B&E Motor Vehicle	146.9	41.8	72.3	N/A	N/A
Burglary (B&E)	371.5	311.2	218.3	N/A	N/A
Disturbance	524.5	419.6	402.1	N/A	N/A
Domestic	465.8	650.8	594.6	N/A	N/A
Larceny/Forgery/Fraud	842.5	866.1	874	N/A	N/A
Lost/Stolen Plate	14.8	25.5	17	N/A	N/A
Missing Child	88.6	177.2	210.8	N/A	N/A
Missing Person	132.7	119.1	124.5	N/A	N/A
MV Crash	2064.1	1923.5	1989.8	N/A	N/A



Town of Natick
Home of Champions

Performance Indicators
(Calendar year)

	2012	2013	2014	2015	2015
MV Crash Private Property	89.5	71	65.2	N/A	N/A
MV Crash With Injury	446.1	599.3	514.2	N/A	N/A
MV Crash w/Injury Rt 9	231.1	178.4	125.7	N/A	N/A
Noise Complaint	227.8	208.4	196.3	N/A	N/A
Remove Unwanted	99.4	172.5	180	N/A	N/A
Robbery	21.2	14.2	0	N/A	N/A
Serve Warrant	94.9	106.4	161.6	N/A	N/A
Shoplifting	520.1	369.4	320.6	N/A	N/A
Solicitor	15.5	18.9	18.9	N/A	N/A
Sudden Death	69.7	160.4	139.4	N/A	N/A
Suspicious Activity	1092	1018.4	944.8	N/A	N/A
Vandalism	156.7	106.4	123.2	N/A	N/A
Violation Of Restraining Order	48.7	60.3	39.4	N/A	N/A
OUI	355	270	250	N/A	N/A

	2012	2013	2014	2015	2015
Average Response Time (Police)	4.42 min	4.52 min	N/A	N/A	N/A
Number of 911 calls answered per FTE (Dispatch)	785.89	778.00	735.10	N/A	N/A
Number of service calls per FTE (Patrol)	444.85	466.74	474.90	N/A	N/A
Number of investigations per FTE (investigator)	55.44				

	2012	2013	2014	2015	2015
Reported Crime Rates (Crimes per 1000 citizens)	72.50	57.75	51.81	N/A	N/A
Number of accidents per 1,000 residents					
- Fatal Injury	0	0	0	N/A	N/A
- Non-fatal injury	4.76	5.30	4.61	N/A	N/A
Percent of assigned crimes cleared Investigations	N/A - Indicator under development				

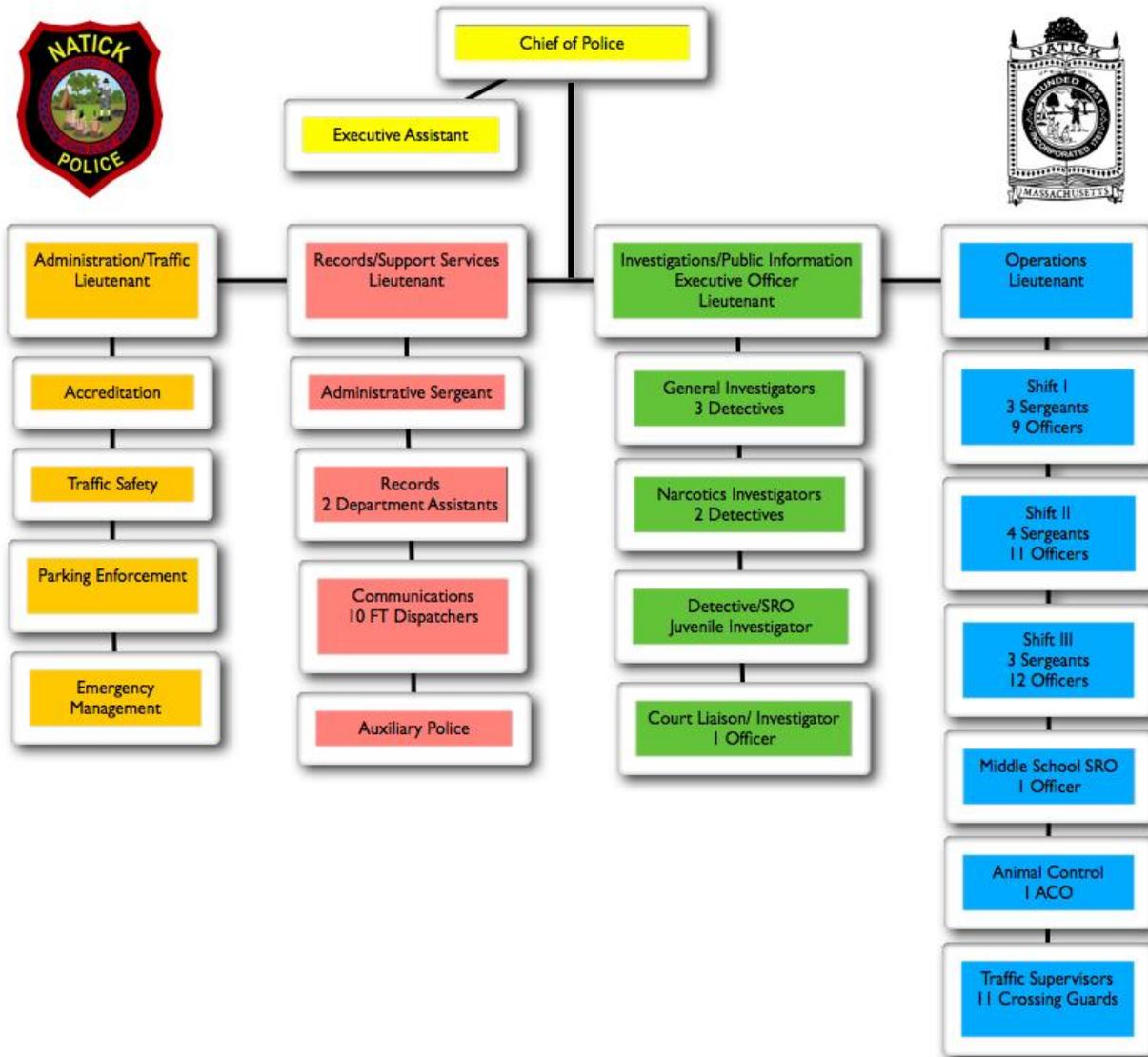


Town of Natick

Home of Champions

Department: Police

Organizational Chart





Town of Natick

Home of Champions

Department: Police

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries Management	\$ 572,796	\$ 583,099	\$ 608,209	\$ 609,466	\$ 1,257	0.21%
Salaries Supervisory	\$ 930,647	\$ 883,969	\$ 1,000,496	\$ 996,426	\$ (4,070)	-0.41%
Salaries Operational Staff	\$ 2,987,493	\$ 3,143,583	\$ 3,205,648	\$ 3,204,196	\$ (1,452)	-0.05%
Salaries Non-Uniform Staff	\$ 141,189	\$ 152,272	\$ 138,259	\$ 142,241	\$ 3,982	2.88%
Management Additional Comp	\$ 60,093	\$ 60,543	\$ 65,960	\$ 65,960	\$ -	0.00%
Supervisory Additional Comp	\$ 120,297	\$ 113,996	\$ 140,717	\$ 145,188	\$ 4,471	3.18%
Operational Staff Additional Comp	\$ 585,155	\$ 582,783	\$ 605,633	\$ 601,578	\$ (4,055)	-0.67%
Non-Uniform Staff Additional Comp	\$ 1,098	\$ 652	\$ 750	\$ 750	\$ -	0.00%
<u>Court Overtime</u>						
Supervisory Overtime	\$ 13,015	\$ 10,105	\$ 24,637	\$ 24,637	\$ -	0.00%
Operational Staff Overtime	\$ 35,457	\$ 27,521	\$ 83,968	\$ 83,968	\$ -	0.00%
<u>Regular Overtime</u>						
Management Overtime	\$ 34,395	\$ 95,268	\$ 20,997	\$ 20,997	\$ -	0.00%
Supervisory Overtime	\$ 68,278	\$ 68,507	\$ 134,043	\$ 134,043	\$ -	0.00%
Operational Staff Overtime	\$ 278,232	\$ 245,176	\$ 333,174	\$ 333,174	\$ -	0.00%
Non-Uniform Staff Overtime	\$ 3,788	\$ 2,024	\$ 2,711	\$ 2,739	\$ 28	1.03%
Personnel Services	\$ 5,831,933	\$ 5,969,498	\$ 6,365,202	\$ 6,365,363	\$ 161	0.00%
Repairs & maintenance equipment	\$ 1,028	\$ 1,260	\$ 2,000	\$ 2,000	\$ -	0.00%
In-State travel/meetings	\$ 1,274	\$ 1,413	\$ 1,000	\$ 1,000	\$ -	0.00%
Out-of-State travel	\$ 2,680	\$ 5,625	\$ 2,500	\$ 5,500	\$ 3,000	120.00%
Communication telephone	\$ 16,732	\$ 19,000	\$ 23,000	\$ 23,000	\$ -	0.00%
Dues & subscriptions	\$ 9,184	\$ 10,187	\$ 9,000	\$ 9,000	\$ -	0.00%
Training & education	\$ 13,537	\$ 27,951	\$ 25,000	\$ 25,000	\$ -	0.00%
Assessment center	\$ 6,300	\$ -	\$ 36,000	\$ -	\$ (36,000)	-100.00%
Professional services selection	\$ 12,487	\$ 2,988	\$ 3,000	\$ 3,000	\$ -	0.00%
Communication postage	\$ 2,122	\$ 2,093	\$ 2,000	\$ 2,000	\$ -	0.00%
Maintenance contract radios	\$ 17,922	\$ 11,920	\$ 19,000	\$ 19,000	\$ -	0.00%
Accreditation consultant	\$ -	\$ -	\$ 12,000	\$ 12,000	\$ -	0.00%
Other services: Miscellaneous	\$ 2,201	\$ 3,384	\$ 4,000	\$ 4,000	\$ -	0.00%
Purchase of Services	\$ 85,467	\$ 85,821	\$ 138,500	\$ 105,500	\$ (33,000)	-23.83%
Clothing allowance management	\$ 4,221	\$ 3,212	\$ 4,300	\$ 4,300	\$ -	0.00%
Clothing allowance supervisory	\$ 11,661	\$ 10,920	\$ 11,825	\$ 11,825	\$ -	0.00%
Clothing allowance operational	\$ 4,239	\$ 4,124	\$ 4,875	\$ 4,875	\$ -	0.00%
Clothing equipment/replacement	\$ 15,774	\$ 26,732	\$ 15,000	\$ 15,000	\$ -	0.00%
Other Services (Miscellaneous)	\$ 35,895	\$ 44,988	\$ 36,000	\$ 36,000	\$ -	0.00%
Communication photocopying	\$ 410	\$ 509	\$ 1,500	\$ 1,500	\$ -	0.00%
Communication teleprocessing	\$ 18,735	\$ 15,077	\$ 29,813	\$ 29,813	\$ -	0.00%
Tech/Professional Services	\$ 19,145	\$ 15,586	\$ 31,313	\$ 31,313	\$ -	0.00%
Office supplies	\$ 17,225	\$ 15,205	\$ 20,000	\$ 20,000	\$ -	0.00%
Supplies	\$ 17,225	\$ 15,205	\$ 20,000	\$ 20,000	\$ -	0.00%
Supplies other	\$ 750	\$ 750	\$ 2,000	\$ 2,000	\$ -	0.00%
Supplies public safety	\$ 24,935	\$ 38,758	\$ 20,000	\$ 20,000	\$ -	0.00%
Supplies photographic	\$ 244	\$ -	\$ 1,500	\$ 1,500	\$ -	0.00%



Town of Natick

Home of Champions

Department: Police

	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Supplies prisoners	\$ 1,441	\$ 1,023	\$ 1,200	\$ 1,200	\$ -	0.00%
Supplies safety equipment	\$ 21,702	\$ 2,963	\$ 1,000	\$ 1,000	\$ -	0.00%
Other Supplies	\$ 49,072	\$ 43,494	\$ 25,700	\$ 25,700	\$ -	0.00%
Total Operating Expenses	\$ 206,804	\$ 205,094	\$ 251,513	\$ 218,513	\$ (33,000)	-13.12%
Care of stray animals	\$ 1,623	\$ 4,232	\$ 5,000	\$ 5,000	\$ -	0.00%
Motorcycle repairs/maintenance	\$ 2,500	\$ 1,430	\$ 2,500	\$ 2,500	\$ -	0.00%
Other Charges & Expenditures	\$ 4,123	\$ 5,662	\$ 7,500	\$ 7,500	\$ -	0.00%
Total Police	\$ 6,042,860	\$ 6,180,254	\$ 6,624,215	\$ 6,591,376	\$ (32,839)	-0.50%

Line-Item Detail

Personnel Services:

Salaries Management: Contractually obligated salaries for Chief of Police (PB), and 4 Lieutenants (NEPBA 82).

Salaries Supervisory: Contractually obligated salaries and appropriate night differential for 11 Sergeants (NEPBA 82)

Salaries Operational Staff: Contractually obligated salaries and appropriate night differential for 40 Patrol Officers (NPPOA), 10 Dispatchers (NEPBA 182), 1 Animal Control Officer (PB) and 11 Crossing Guards.

Salaries Non-Uniformed Staff: Contractually obligated salaries for 1 Executive Assistant (PB), 1 FT Administrative Assistant (1116) and 1 PT Department Assistant (1116).

Management Additional Comp: Contractually obligated stipends for longevity, holidays, accreditation and in-service incentive for 4 Lieutenants.

Supervisory Additional Comp: Contractually obligated stipends for Longevity, Holidays, Accreditation and In-Service Incentive for 11 Sergeants.

Operational Staff Additional Comp: Contractually obligated stipends for longevity, education (Quinn Bill), specialty positions, on call, holidays, and community service incentives for 40 Patrol Officers. Also includes contractually obligated stipends for Emergency Medical Dispatch (EMD), longevity, holidays, and in-service incentive for 10 Dispatchers.

Non-Uniform Staff Additional Comp: Contractually obligated stipends for longevity and education for Clerical Personnel.

Supervisory Court Overtime: Consists of beyond tour of duty court appearances required of 11 Sergeants.

Operational Staff Court Overtime: Consists of beyond tour of duty court appearances required of 40 Patrol Officers.

Management Overtime: Consists of work performed beyond regular tours of duty by 4 Lieutenants, including, but not limited to vacant shifts, parades, Boston Marathon, training, administrative functions, etc.

Supervisory Overtime: Consists of work performed beyond regular tours of duty by 11 Sergeants, including, but not limited to vacant shifts, extended tours of duty, public events, training, etc.

Operational Staff Overtime: Consists of work performed beyond regular tours of duty by 40 Patrol Officers and 10 Dispatchers, including, but not limited to vacant shifts, extended tours of duty, public events, training, etc.

Non-Uniform Staff Overtime: Consists of work performed beyond regularly scheduled hours for Clerical Staff including, but not limited to holiday coverage, vacation coverage, etc.

Purchase of Services:

Repairs and maintenance equipment: Consists of repairs to RADARs, LIDARs, and other equipment

In-State travel meetings: Consists of costs associated with the Department vehicles' E-Z Pass usage and other travel within the state.

Out-of-State travel: Includes travel to the IACP Conference and any other beneficial out-of-state trainings.

Communication telephone: Includes Department-issued telephones, telephone system, local and long distance service and interpreter line assistance.

Dues and subscriptions: Consists of dues associated with memberships in organizations such as METLEC, IACP, NESPIN, FBINAA and PERF, child safety seat certifications and Massachusetts Police Accreditation Commission membership.

Training and education: Consists of contractually obligated college incentive and assignment of Department members



Town of Natick

Home of Champions

Department: Police

Police Department

Professional services selection: Includes items such as outside range supervision, personal history questionnaire analysis, and other professional services.

Communication postage: Consists mainly of Federal Express deliveries ranging from grant delivery to equipment repairs and IKON postage charges.

Maintenance contract radios: Consists of the Motorola maintenance agreement and non-contracted repairs & replacements.

Accreditation consultant: Contractor hired to assist with the complicated process to attain statewide accreditation. The consultant will guide us to insure policies are correctly written and adhere to standards as established.

Other services - Miscellaneous: Includes new employee health screenings and Frederick C. Conley Public Safety Training Center supplies.

Other Services (Misc.)

Clothing allowance management: Contractually obligated clothing stipend/allowance for 4 Lieutenants.

Clothing allowance supervisory: Contractually obligated clothing stipend/allowance for 11 Sergeants.

Clothing allowance operational: Contractually obligated clothing stipend/allowance for 10 Dispatchers and 1 Animal Control Officer.

Clothing equipment/replacement: Miscellaneous clothing/equipment expenses such as equipping new Officers, outfitting Crossing Guards, etc.

Technical & Professional Services:

Communication photocopying: Primarily supports the dispatch copier/fax maintenance agreement.

Communication teleprocessing: Includes CJIS computer equipment maintenance agreements, dictation system maintenance agreement, automated license plate reader (ALPR), LiveScan fingerprint acquisition system and online reporting maintenance agreements, and CDMA Lines for cruiser laptops.

Supplies:

Office supplies: Includes yearly diaries for all Department members, business cards and assorted office supplies.

Other Supplies:

Supplies other: Consists mainly of water and first aid supplies.

Supplies public safety: Includes range supplies, evidence processing materials and cruiser equipment.

Supplies photographic: Includes supplies required for the production of crime bulletins, evidentiary photographs, firearms permits processing and fingerprint and photograph sessions.

Supplies prisoners: Includes prisoner food and blankets.

Supplies safety equipment: Includes traffic cones, meter bags and "No Parking" signs for Boston Marathon and other public events.

Other Charges & Expenditures:

Care of stray animals: Shelter, treatment and/or disposal of stray, unclaimed or dead animals.

Motorcycle repairs / maintenance: Incidental repairs of the Department's 3 leased motorcycles.



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

Home of Champions

Department: Fire

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 7,798,772	\$ 7,635,349	\$ 7,863,787	\$ 7,893,341	\$ 29,554	0.38%
Total Salaries	\$ 7,798,772	\$ 7,635,349	\$ 7,863,787	\$ 7,893,341	\$ 29,554	0.38%

Operating Expenses

Purchase of Services	\$ 44,592	\$ 59,920	\$ 56,000	\$ 56,000	\$ -	0.00%
Other Services (Miscellaneous)	\$ 55,334	\$ 57,250	\$ 58,000	\$ 56,850	\$ (1,150)	-1.98%
Supplies	\$ 6,766	\$ 4,521	\$ 7,000	\$ 7,000	\$ -	0.00%
Other Supplies	\$ 96,146	\$ 92,821	\$ 102,000	\$ 102,000	\$ -	0.00%
Public Safety Education	\$ 1,916	\$ 1,818	\$ 8,000	\$ 8,000	\$ -	0.00%
Total Operating Expenses	\$ 204,754	\$ 216,330	\$ 231,000	\$ 229,850	\$ (1,150)	-0.50%

Total Fire	\$ 8,003,526	\$ 7,851,679	\$ 8,094,787	\$ 8,123,191	\$ 28,404	0.35%
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Mission:

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



Goals:

- Monitor and improve Emergency Medical Dispatch (EMD), this is a longterm work in progress.
- Discuss the possibility of an Assistant Chief's position with the priority focusing on successor training with the Board of Selectmen and the Town Administrator.
- Institute a ticketing process so Fire Prevention has the ability to make violators comply with the code.
- We are always striving to improve our EMS delivery.
- Cross-train my administrative assistants so they can do each others jobs.
- Work with the public works to improve the Towns I.S.O. Rating.
- Continue to assist the Police Chief in efforts to improve the Towns Emergency Management capabilities.
- Collaborate with Town Administrator and the Board of Selectmen to explore revenue enhancement opportunities: can we staff our spare ambulance to provide hospital transfers



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

We had our SCBA tanks hydro-tested for the final time that is allowed. This means that all the tanks and the harnesses will need to be replaced in the next five years.

Natick Firefighters have trained 98% of the Natick High School student body (all four grades) and some teachers in CPR as of February 2015. This was supported by a grant from the Metro West Health Care Foundation for the past three years. We will continue to train the freshmen and junior classes this year with support from the town administration and the school department, this will maintain that all four grades of the Natick High School student body are trained in CPR.

We now have 10 Divers on the Dive Team, one being a police officer, this makes the team a multiagency team. This can be important especially when diving to recover criminal evidence.

We submitted a grant for software and mobile data terminals so we can start collecting site information on commercial property (we're waiting to hear if we are awarded the grant).

Current Challenges

As the building boom continues in Natick and more complexes are added, is the fire department in terms of service and emergency response going to be overtaxed. This will be an ongoing assessment as more and more residential complexes are being built. We will continue to monitor this.

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

The Fire Department is in the process of hiring one firefighter and will hire two more in early 2016 with two Firefighters retiring.

On the Horizon

I talked with the Town Administrator about the West Natick Fire Station (Speen Street), it will need to be addressed in the very near future, the decision to be made is whether to renovate the existing station at a significant cost or replace it with a new station, there is no easy fix here. The Department will continue to look at different staffing configurations. The Town agrees that a training facility to help facilitate firefighting skill maintenance is important but at this time we do not have any available land to put it on, we will keep this on the back burner.



Town of Natick

Home of Champions

Department: Fire

Staffing (Fiscal Year)	2013	2014	2015	2016	2017
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	56	56	56	56	56
Executive Administrative Assistant	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Fire Prevention Officer	1	1	1	1	1
Assistant Fire Prevention Officer	1	1	1	1	1
Training Officer - Captain	1	1	1	1	1
Superintendent of Communications	1	1	1	1	1
Total FTE	88	88	88	88	88
Total FT/PT	88 FT / 0 PT				

Notes

EMT - Paramedic Total 36

EMT - Intermediate - Total 13

EMTs - Total 33

All the above totals include all personnel. Deputy's, Captains, Lieutenants, Firefighters.

Performance Indicators (Calendar Year)	2013	2014	2015*	2016**	2017**
Workload Indicators - Calls					
Fire Suppression					
Fire/Explosion	109	103	86*	N/A**	N/A**
Overpressure Rupture	3	3	1*	N/A**	N/A**
Emergency Medical Response					
Rescue Call	2860	3076	2354*	N/A**	N/A**
Hazardous Condition	311	272	261*	N/A**	N/A**
Service Call	438	453	436*	N/A**	N/A**
Good Intent Call	250	247	221*	N/A**	N/A**
False Alarms	732	706	605*	N/A**	N/A**
Severe Weather/Natural Disaster	10	22	5*	N/A**	N/A**
Special Type/Complaint	13	19	17*	N/A**	N/A**
Undetermined	0	0	0*	N/A**	N/A**
Mutual Aid Calls					
- Calls for Fire & EMS Given	133	114	98*	N/A**	N/A**
- Calls for Fire & EMS Received	54	69	33*	N/A**	N/A**



Town of Natick

Home of Champions

Department: Fire

Performance Indicators (Calendar Year) con't

	2013	2014	2015*	2016**	2017**
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Workload Indicators - All Other

Prevention

Number of smoke detector inspections	530	551	455*	N/A**	N/A**
Number of quarterly inspections	68	68	68*	N/A**	N/A**
Visits to schools	100	100	100*	N/A**	N/A**

Training - Departmental

Number of training sessions for fire	82	78	56*	N/A**	N/A**
Number of training sessions for EMS	66	72	45*	N/A**	N/A**

	2013	2014	2015*	2016**	2017**
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Efficiency Indicators

Percent of Fire Department EMT certified	99%				
Percent of Fire Dept. Paramedic certified	43%				
Average Response Time (All Calls)	N/A - Indicator under development				

	2013	2014	2015*	2016**	2017**
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Outcome Indicators

Percent of EMS service recipients rating services as good or better	98	98	98*	N/A**	N/A**
Percent of quarterly inspections completed on time	100	100	100*	100	100

* Through September 30, 2015

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.

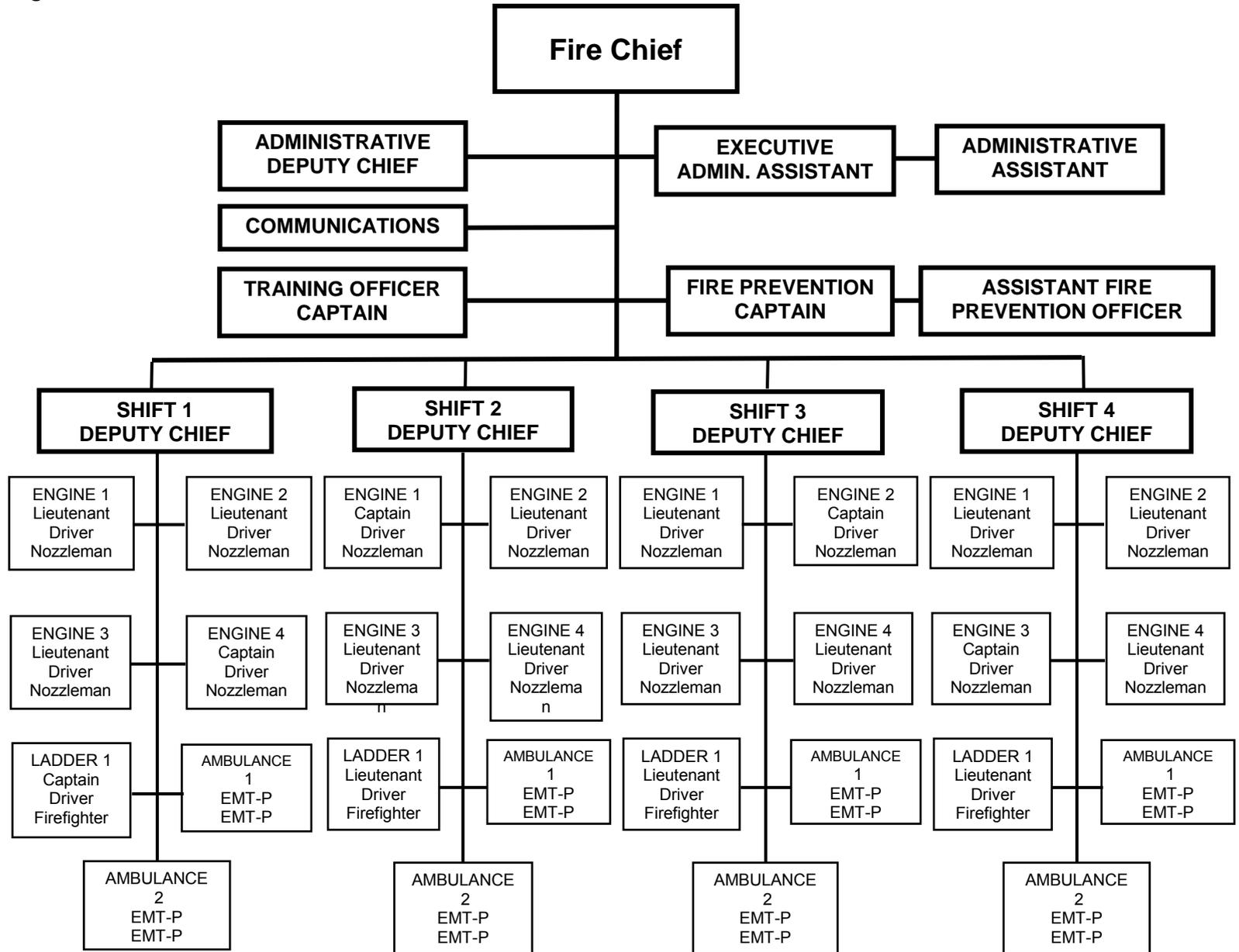


Town of Natick

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 2016 is 17/shift.



Town of Natick

Home of Champions

Department: Fire

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries						
Salaries Management	\$ 629,855	\$ 608,629	\$ 591,863	\$ 592,694	\$ 831	0.14%
Salaries Supervisory	\$ 1,376,000	\$ 1,404,661	\$ 1,376,933	\$ 1,390,860	\$ 13,927	1.01%
Salaries Operational Staff	\$ 3,126,010	\$ 3,161,805	\$ 3,373,503	\$ 3,374,639	\$ 1,136	0.03%
Salaries Technical/Professional	\$ 297,837	\$ 279,934	\$ 284,641	\$ 282,091	\$ (2,550)	-0.90%
Management Additional Comp	\$ 148,111	\$ 129,921	\$ 124,599	\$ 124,369	\$ (230)	-0.18%
Supervisory Additional Comp	\$ 382,358	\$ 365,103	\$ 370,371	\$ 377,817	\$ 7,446	2.01%
Operational Staff Additional Comp	\$ 825,314	\$ 778,670	\$ 854,177	\$ 868,672	\$ 14,495	1.70%
Technical/Professional Additional Comp	\$ 102,890	\$ 86,973	\$ 98,772	\$ 93,271	\$ (5,501)	-5.57%
FLSA Costs	\$ 42,668	\$ 37,748	\$ 45,000	\$ 45,000	\$ -	0.00%
Sub-total Salaries & Other Comp.	\$ 6,931,043	\$ 6,853,444	\$ 7,119,859	\$ 7,149,413	\$ 29,554	0.42%
Regular Overtime						
Management Overtime	\$ 78,548	\$ 53,270	\$ 90,000	\$ 90,000	\$ -	0.00%
Supervisory Overtime	\$ 252,240	\$ 216,367	\$ 190,000	\$ 190,000	\$ -	0.00%
Operational Staff Overtime	\$ 382,968	\$ 356,772	\$ 220,000	\$ 220,000	\$ -	0.00%
Technical/Professional Overtime	\$ 13,404	\$ 13,216	\$ 45,000	\$ 45,000	\$ -	0.00%
Sub-total Regular Overtime	\$ 727,160	\$ 639,625	\$ 545,000	\$ 545,000	\$ -	0.00%
All Other Overtime						
Management Overtime	\$ 18,339	\$ 12,496	\$ 25,000	\$ 25,000	\$ -	0.00%
Supervisory Overtime	\$ 32,396	\$ 27,326	\$ 39,828	\$ 39,828	\$ -	0.00%
Operational Staff Overtime	\$ 67,492	\$ 64,419	\$ 82,100	\$ 82,100	\$ -	0.00%
Technical/Professional Overtime	\$ 12,188	\$ 14,368	\$ 15,000	\$ 15,000	\$ -	0.00%
Sub-total All Other Overtime	\$ 130,415	\$ 118,609	\$ 161,928	\$ 161,928	\$ -	0.00%
Total all Overtime	\$ 857,575	\$ 758,234	\$ 706,928	\$ 706,928	\$ -	0.00%
Public Safety Education	\$ 10,154	\$ 23,671	\$ 37,000	\$ 37,000	\$ -	0.00%
Personnel Services	\$ 7,798,772	\$ 7,635,349	\$ 7,863,787	\$ 7,893,341	\$ 29,554	0.38%
Repairs & Maint. (Communications Equip.	\$ 13,300	\$ 24,234	\$ 12,000	\$ 12,000	\$ -	0.00%
Communication Telephone	\$ 14,834	\$ 15,850	\$ 14,000	\$ 14,000	\$ -	0.00%
Laundry Service	\$ -	\$ 300	\$ 300	\$ 300	\$ -	0.00%
Training & Education	\$ 2,877	\$ 1,552	\$ 12,000	\$ 12,000	\$ -	0.00%
Dues/Subscriptions	\$ 1,905	\$ 3,270	\$ 4,700	\$ 4,700	\$ -	0.00%
Fire Apparatus Equipment	\$ 4,086	\$ 6,871	\$ 6,000	\$ 6,000	\$ -	0.00%
Other Services Miscellaneous	\$ 7,590	\$ 7,843	\$ 7,000	\$ 7,000	\$ -	0.00%
Purchase of Services	\$ 44,592	\$ 59,920	\$ 56,000	\$ 56,000	\$ -	0.00%
Clothing Allowance Mgmt	\$ 7,250	\$ 7,400	\$ 6,900	\$ 5,750	\$ (1,150)	-16.67%
Clothing Allowance Supervisory	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ -	0.00%
Clothing Allowance Operational Staff	\$ 31,875	\$ 33,750	\$ 35,000	\$ 35,000	\$ -	0.00%
Clothing Allowance Tech/Prof	\$ 2,709	\$ 2,600	\$ 2,600	\$ 2,600	\$ -	0.00%
Other Services (Miscellaneous)	\$ 55,334	\$ 57,250	\$ 58,000	\$ 56,850	\$ (1,150)	-1.98%
Office Supplies	\$ 6,149	\$ 4,152	\$ 5,000	\$ 5,000	\$ -	0.00%
Supplies Computer	\$ 617	\$ 369	\$ 2,000	\$ 2,000	\$ -	0.00%
Supplies	\$ 6,766	\$ 4,521	\$ 7,000	\$ 7,000	\$ -	0.00%
Supplies Apparatus	\$ 22,174	\$ 21,904	\$ 22,000	\$ 22,000	\$ -	0.00%
Supplies Ambulance	\$ 55,732	\$ 50,596	\$ 50,000	\$ 50,000	\$ -	0.00%
Supplies Diving Equipment	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	0.00%
Supplies Personnel	\$ 14,240	\$ 16,321	\$ 26,000	\$ 26,000	\$ -	0.00%
Other Supplies	\$ 96,146	\$ 92,821	\$ 102,000	\$ 102,000	\$ -	0.00%
Public Safety Education	\$ 1,916	\$ 1,818	\$ 8,000	\$ 8,000	\$ -	0.00%
Public Safety Education	\$ 1,916	\$ 1,818	\$ 8,000	\$ 8,000	\$ -	0.00%
Total Fire Department	\$ 8,003,526	\$ 7,851,679	\$ 8,094,787	\$ 8,123,191	\$ 28,404	0.35%



Town of Natick

Home of Champions

Department: Fire

Line-Item Detail

Personnel Services:

Salaries Management - Salaries for (1) Chief and (5) Deputy Chiefs

Salaries Supervisory - Salaries for (5) Captains and (15) Lieutenants

Salaries Operational - Salaries for (56) Firefighters and (2) Administrative Personnel.

Salaries Tech/Professional - Salaries for (1) Training Officer, (2) Fire Prevention personnel and (1) Superintendent of Communications

Additional Compensation - This line includes longevity pay, EMS, educational, and Holiday Pay.

Regular Overtime - Full Overtime shifts either Ten (10) hour days or Fourteen (14) hour nights. This Overtime is used to maintain daily staffing requirements. Generally this overtime is used to fill vacancies created by vacation, sick leave, personnel days or Firefighters injured in the line of duty.

All Other Overtime - Working out of grade. Deferred Vacations, Storms, Fire Investigation, Partial Shift (held over, called in). M&M Rounds, Dive Training, Technical Rescue Training, Emergency Management, Command Staff Meetings and Miscellaneous Training.

Purchase of Services:

Repair & Maintain Communications Equipment - Purchase and maintain mobile and portable radios and fire alarm Equipment and electrical purchases, etc.

Communication Telephone - Land lines and Nextel

Laundry - Annual cleaning of blankets and bedspreads.

Training and Education - Covers mandatory CPR Recertification, Audio Visual Equipment, Courses brought into Natick, vehicle for stabilization training. P.A.T. testing for new hires.

In/Out State Travel - Conferences, Seminars, etc.

Dues/Subscriptions - Professional organizations, District 14 Fire Chiefs Assoc., Mass. Fire Chiefs Assoc.

Fire Apparatus Equipment - Repair of nozzles, valves and all other ancillary equipment.

Other Services-Miscellaneous - Miscellaneous small purchases.

Other Services (Misc.):

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

Purchased Supplies:

Office Supplies - Self explanatory

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

Supplies - Fire:

Supplies Apparatus - Replacement of Firefighting foam, hose replacement, SCBA (self contained breathing apparatus).

Supplies Ambulance - Re-stock day to day supplies, gloves, meds, bandages, oxygen, repair and replacement of all EMS equipment. An increase in this line-item is needed due to increase calls for ambulance service and a reduction in subsidies from area hospitals and the Department of Public Health.

Supplies Diving Equipment - Yearly testing and repair, replacement of equipment.

Supplies Personnel - Turnout Gear (boots, gloves, helmets, etc.), uniforms for new hires (contractual).



Town of Natick

FY 2017 Preliminary Budget

Section V: Public Works

DPW Summary – All Divisions	V.3
DPW Administration	V.7
DPW Energy	V.12
DPW Engineering	V.14
DPW Equipment Maintenance	V.18
DPW Highway, Sanitation & Recycling	V.23
DPW Land Facilities & Natural Resources	V.28



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

Home of Champions

Department: Public Works

Appropriation Summary

	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Personnel Services	\$ 3,082,618	\$ 3,209,952	\$ 3,464,840	\$ 3,521,633	\$ 56,793	1.64%
Expenses	\$ 1,783,716	\$ 1,713,043	\$ 1,861,301	\$ 1,938,965	\$ 77,664	4.17%
Energy	\$ 1,491,898	\$ 1,307,105	\$ 1,427,107	\$ 1,474,234	\$ 47,127	3.30%
Snow & Ice	\$ 1,042,022	\$ 1,264,319	\$ 550,000	\$ 550,000	\$ -	0.00%
Total Public Works	\$ 7,400,254	\$ 7,494,419	\$ 7,303,248	\$ 7,484,832	\$ 181,584	2.49%

Mission:

The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, vehicles, 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, supply wells, and water mains throughout town. The Department will also provide safe and sanitary collection and disposal of wastewater by maintaining and improving sewer pump stations, force mains, and gravity sewer mains.

The Department will maintain and improve the Town's roadway and sidewalk network. The Department will also provide dependable and reliable trash collection and recycling services to the residents of the Town.

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

Goals:

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



Town of Natick

Home of Champions

Department: Public Works

Budget Overview:

I. Main Purpose of the Department

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

General Fund

- Administration
- Municipal Energy
- Engineering
- Equipment Maintenance
- Highway, Sanitation, & Recycling
- Land, Facilities & Natural Resources

Water & Sewer Enterprise Fund

- Water
- Sewer
- Utility Billing

II. Recent Developments

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

III. Current Challenges

- Research and implement new improved instructional/educational techniques in the face of ever rising costs.
- Perpetuate superior customer service and ensure it is extended to all citizens.
- Refine daily productivity by utilizing the latest techniques and technology.

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

See individual departments for comments



Town of Natick

Home of Champions

Department: Public Works

All Divisions

Staffing by Division (General Fund)

	2013	2014	2015	2016	2017
Administration	3	3	3	4	4
Building Maintenance	0	0	0	0	0
Municipal Energy	0	0	0	0	0
Engineering	4.75	5.1	5.49	5.49	5.7
Equipment Maintenance	9	9	9	9	9
Highway & Sanitation	24	26	27	27	27
Land Facilities & Natural Resources	7	7	8.5	8.5	8.5
Total FTE	47.75	50.1	52.99	53.99	54.2

Total FT/PT

47 FT/5 PT 49 FT/ 7 PT 52 FT / 7 PT 53 FT/ 7 PT 53 FT/ 8 PT

Notes

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

Staffing for Municipal Energy is provided through the Administration Division

Organizational Charts are contained in each Division section.



Town of Natick

Home of Champions

Department: Public Works - All Divisions

Budget Detail Summary	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Personnel Services						
Administration	\$ 193,817	\$ 197,069	\$ 300,287	\$ 303,697	\$ 3,410	1.14%
Engineering	\$ 399,534	\$ 413,933	\$ 432,393	\$ 442,672	\$ 10,279	2.38%
Equipment Maintenance	\$ 484,184	\$ 520,545	\$ 554,626	\$ 551,079	\$ (3,547)	-0.64%
Highway & Sanitation	\$ 1,538,781	\$ 1,583,931	\$ 1,626,695	\$ 1,625,762	\$ (933)	-0.06%
Land Facilities & Natural Resources	\$ 466,302	\$ 494,474	\$ 550,839	\$ 598,423	\$ 47,584	8.64%
Personnel Services	\$ 3,082,618	\$ 3,209,952	\$ 3,464,840	\$ 3,521,633	\$ 56,793	1.64%
Expenses						
Administration	\$ 35,447	\$ 46,394	\$ 54,180	\$ 54,630	\$ 450	0.83%
Building Maintenance	\$ 358,400	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Engineering	\$ 63,124	\$ 50,345	\$ 101,650	\$ 102,200	\$ 550	0.54%
Equipment Maintenance	\$ 34,797	\$ 316,945	\$ 317,527	\$ 336,115	\$ 18,588	5.85%
Surplus Equipment	\$ 4,815	\$ 525	\$ 5,000	\$ 5,000	\$ -	0.00%
Highway & Sanitation	\$ 292,201	\$ 405,050	\$ 450,400	\$ 464,780	\$ 14,380	3.19%
Other - Charges & Expenditures	\$ 708,364	\$ 639,977	\$ 664,362	\$ 672,000	\$ 7,638	1.15%
Land Facilities & Natural Resources	\$ 286,568	\$ 253,807	\$ 268,182	\$ 304,240	\$ 36,058	13.45%
Expenses	\$ 1,783,716	\$ 1,713,043	\$ 1,861,301	\$ 1,938,965	\$ 77,664	4.17%
Energy						
Purchase of Services	\$ 1,490,906	\$ 1,306,258	\$ 1,425,607	\$ 1,472,734	\$ 47,127	3.31%
Other Charges	\$ 992	\$ 847	\$ 1,500	\$ 1,500	\$ -	0.00%
Municipal Energy	\$ 1,491,898	\$ 1,307,105	\$ 1,427,107	\$ 1,474,234	\$ 47,127	3.30%
Snow & Ice						
Snow & Ice Charges	\$ 1,042,022	\$ 1,264,319	\$ 550,000	\$ 550,000	\$ -	0.00%
Snow & Ice	\$ 1,042,022	\$ 1,264,319	\$ 550,000	\$ 550,000	\$ -	0.00%
Total Public Works	\$ 7,400,254	\$ 7,494,419	\$ 7,303,248	\$ 7,484,832	\$ 181,584	2.49%

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

	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries						
Personnel Services	\$ 193,817	\$ 197,069	\$ 300,287	\$ 303,697	\$ 3,410	1.14%
Total Salaries	\$ 193,817	\$ 197,069	\$ 300,287	\$ 303,697	\$ 3,410	1.14%

Operating Expenses

Purchased Services	\$ 6,816	\$ 10,827	\$ 11,245	\$ 11,495	\$ 250	2.22%
Technical & Professional Serv.	\$ 8,119	\$ 15,717	\$ 22,935	\$ 22,935	\$ -	0.00%
Supplies	\$ 15,683	\$ 17,837	\$ 16,500	\$ 16,700	\$ 200	1.21%
Other Supplies	\$ 4,829	\$ 2,013	\$ 3,500	\$ 3,500	\$ -	0.00%
Total Operating Expenses	\$ 35,447	\$ 46,394	\$ 54,180	\$ 54,630	\$ 450	0.83%

Total DPW Administration	\$ 229,264	\$ 243,463	\$ 354,467	\$ 358,327	\$ 3,860	1.09%
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Mission:

The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, vehicles, 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, supply wells, and water mains. The Department will provide safe and sanitary collection and disposal of wastewater by maintaining and improving sewer pump stations and sewer mains. The Department will maintain and improve the Town's roadway and sidewalk network. The Department will also provide dependable and reliable trash collection and recycling services to the residents of the Town.

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

Goals:

Enhance On-Line Opportunities

Residents may soon have the option of making payments using a credit card.
Work towards scheduling bulky waste pick-up/payment on-line.

Continue to discover and implement more streamlined ways to serve the citizens of Natick

Other

Maximize Training opportunities that will develop a young workforce.



Town of Natick

Home of Champions

Department: Public Works **Division: Administration**

Budget Overview:

I. Main Purpose of the Division

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 4,000 purchase orders and invoices;
- Handling all emergency and storm-related inquiries;
- Development and preparation of the annual budget;
- Monitoring the budget on a continuous 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 waste 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

- Implementation of electronic time clock system
- Preparation and submission of Snow Assistance Grant to FEMA for January 2015 Blizzard
- Grants from MaDEP for Sanitation Program Improvements
- Developed and deployed an electronic reminder/notification application for Sanitation Collections

III. Current Challenges

- Research and implement new and improved instructional/educational techniques in the face of ever-rising costs.
- Perpetuate superior customer service and ensure it is extended to all citizens.
- Refine daily productivity utilizing the latest accessible technology.



Town of Natick

Home of Champions

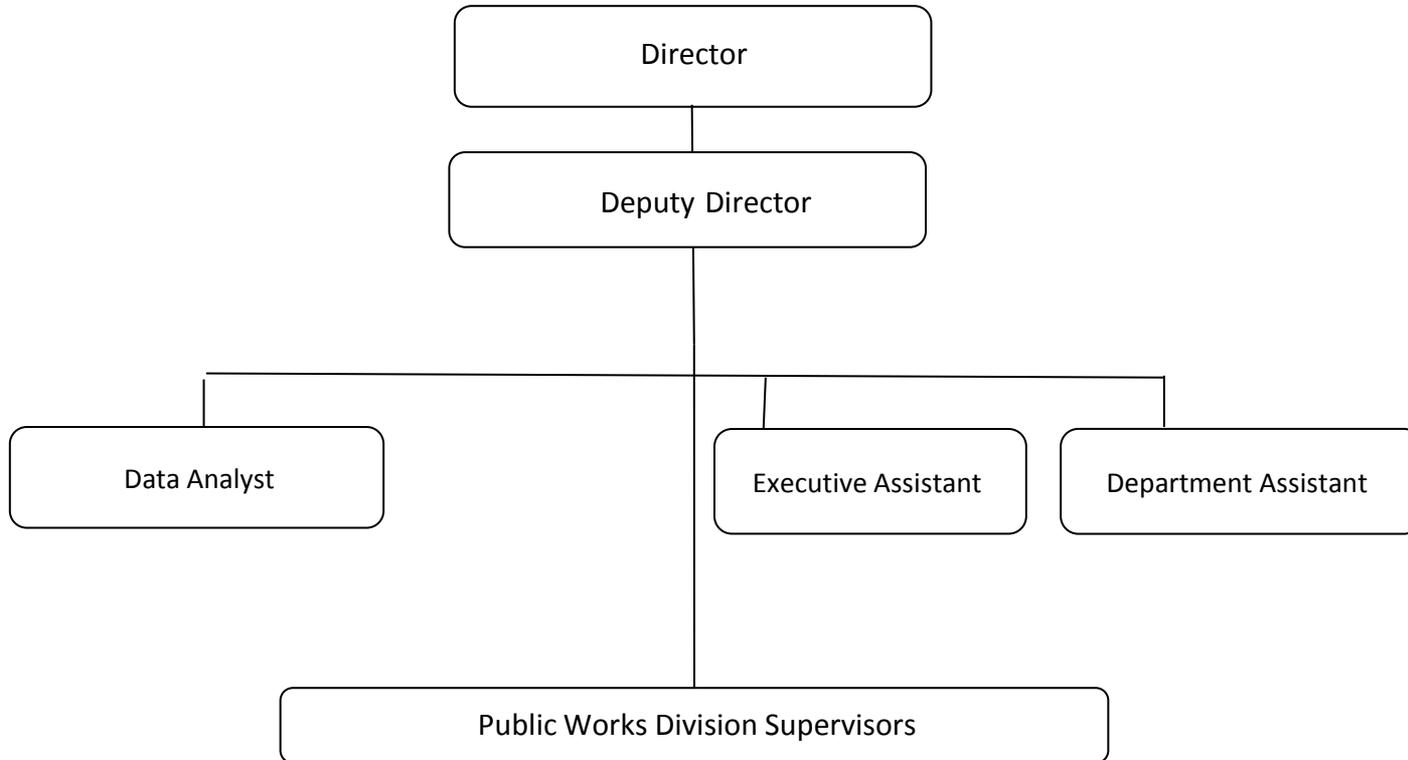
Department: Public Works Division: Administration

Staffing	2013	2014	2015	2016	2017
Director	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Data Analyst	1	1	1	1	1
Department Assistant	0	0	0	1	1
Temp Clerical Interns	1	2	2	2	2
Total FTE	3	3	3	4	4

Total FT/PT 3 FT / 1 PT 3 FT / 2 PT 3 FT / 2 PT 4 FT / 2 PT 4 FT / 2 PT

Notes

Organizational Chart



Note:

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



Town of Natick

Home of Champions

Department: Public Works Division: Administration

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries Management	\$ 79,601	\$ 97,171	\$ 123,946	\$ 123,473	\$ (473)	-0.38%
Salaries Operational Staff	\$ 103,850	\$ 87,978	\$ 146,450	\$ 150,380	\$ 3,930	2.68%
Salaries Part-time Operational	\$ -	\$ -	\$ 12,200	\$ 12,153	\$ (47)	-0.39%
Operational Staff Additional Comp	\$ 2,250	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.00%
Operational Staff Overtime	\$ 5,994	\$ 6,415	\$ 10,191	\$ 10,191	\$ -	0.00%
FLSA Salaries	\$ 2,122	\$ 3,005	\$ 5,000	\$ 5,000	\$ -	0.00%
Personnel Services	\$ 193,817	\$ 197,069	\$ 300,287	\$ 303,697	\$ 3,410	1.14%
Repairs & Maint Equipment	\$ -	\$ 498	\$ 300	\$ 300	\$ -	0.00%
Communication Telephone	\$ 5,170	\$ 7,001	\$ 7,275	\$ 7,275	\$ -	0.00%
Postage	\$ 403	\$ 452	\$ 1,020	\$ 1,020	\$ -	0.00%
Purchased Services: Miscellaneous	\$ 1,243	\$ 1,960	\$ 1,400	\$ 1,650	\$ 250	17.86%
Communication Print & Advertising	\$ -	\$ 916	\$ 1,250	\$ 1,250	\$ -	0.00%
Purchased Services	\$ 6,816	\$ 10,827	\$ 11,245	\$ 11,495	\$ 250	2.22%
Training & Education	\$ 1,525	\$ 6,262	\$ 10,000	\$ 10,000	\$ -	0.00%
Compliance Inspection & Training	\$ 6,594	\$ 9,455	\$ 12,750	\$ 12,750	\$ -	0.00%
Licenses	\$ -	\$ -	\$ 185	\$ 185	\$ -	0.00%
Technical & Professional Services	\$ 8,119	\$ 15,717	\$ 22,935	\$ 22,935	\$ -	0.00%
Office Supplies	\$ 7,407	\$ 9,891	\$ 8,000	\$ 8,200	\$ 200	2.50%
GIS Supplies	\$ 8,276	\$ 7,946	\$ 8,500	\$ 8,500	\$ -	0.00%
Supplies	\$ 15,683	\$ 17,837	\$ 16,500	\$ 16,700	\$ 200	1.21%
Supplies Protective Clothing	\$ 4,829	\$ 2,013	\$ 3,500	\$ 3,500	\$ -	0.00%
Other Supplies	\$ 4,829	\$ 2,013	\$ 3,500	\$ 3,500	\$ -	0.00%
Expenses	\$ 35,447	\$ 46,394	\$ 54,180	\$ 54,630	\$ 450	0.83%
Total DPW Administration	\$ 229,264	\$ 243,463	\$ 354,467	\$ 358,327	\$ 3,860	1.09%



Town of Natick

Home of Champions

Department: Public Works

Division: Administration

Personnel Services:

Salaries Management: Salary for the Director of Public Works position.

Salaries Operational Staff: Salaries for the positions of Executive Assistant, Department Assistant and Data Analyst.

Temporary Operational Staff: Salaries for part-time summer interns to cover the staff vacations and peak volume.

Operational Staff Additional Compensation: Longevity stipends per union contract.

Operational Staff Overtime: To pay overtime to operational staff for work performed beyond the scheduled shifts.

Fair Labor Standards Act (FLSA) Salaries: Additional compensation for overtime to employees who have applicable stipends.

Purchase of Services:

Repairs/Maintenance Equipment: Repairs and/or replacement of office equipment, including specialty printers and time clock.

Communications Telephone: Department pagers, mobile telephones, and the public works portion of the Town telephone system.

Postage: Postage for departmental notifications, mailings, etc.

Purchased Service Miscellaneous: Professional memberships to various organizations (primarily the APWA).

Communication Print and Advertising: Newspaper advertisements for bid specifications, legal, and public notices.

Technical & Professional Services:

Training and Education: Training for employees - seminars and conferences.

Compliance Inspection & Training: To pay for required compliance inspection and testing of oil/water separators, Stage II gas pump, above ground tanks, safety inspection of the overhead equipment, bucket trucks and the fire suppression system at the fuel depot.

Licenses: The cost of license renewals required to operate department equipment (CDL, Hoisting, etc).

Supplies:

Office Supplies and Stationery: Office supplies, paper, purchase orders, time cards, etc. for all DPW Divisions.

GIS Supplies: Cost of providing GIS services to other Town Departments including training, office supplies, computer hardware/software, consultants and software licenses.

Other Supplies:

Supplies Protective Clothing: Seasonal safety clothing including rain gear, safety vests, gloves, jackets, sweatshirts and shirts.



Town of Natick

Home of Champions

Department: Public Works **Division: Municipal Energy**

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Operating Expenses						
Purchase of Services	\$ 1,490,906	\$ 1,306,258	\$ 1,425,607	\$ 1,472,734	\$ 47,127	3.31%
Other Supplies	\$ 992	\$ 847	\$ 1,500	\$ 1,500	\$ -	0.00%
Total Operating Expenses	\$ 1,491,898	\$ 1,307,105	\$ 1,427,107	\$ 1,474,234	\$ 47,127	3.30%

Total DPW Energy	\$ 1,491,898	\$ 1,307,105	\$ 1,427,107	\$ 1,474,234	\$ 47,127	3.30%
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Mission:

To provide affordable energy resources while maximizing conservation.

Goals:

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

Staffing:

No staff are paid directly out of the energy budget.

Budget Overview:

I. Main Purpose of the Division

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

II. Recent Developments

- Continued the conversion of streetlights to energy efficient LED fixtures.
- Completed the conversion of Fleet Storage Garage lighting to energy efficient LED fixtures.
- Upgraded the Fuel System Controls at the Municipal Fuel Depot.

III. Current Challenges

- Energy cost fluctuations.
- Lack of stability makes the budget process very difficult.
- Preventative maintenance and repairs to decorative lighting and traffic signals.

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

- Completing the cost benefit analysis for alternative fuel vehicles (Hybrid, CNG).

V. On the Horizon

- Continue to search for alternative energy sources and vehicles.
- Coordinate with the Metrowest RTA regarding availability of CNG fuel. Partner with MAPC for hybrid conversions.



Town of Natick

Home of Champions

Department: Public Works **Division: Municipal Energy**

Performance Indicators

<i>* Estimated</i>	2013	2014	2015*	2016*	2017*
Workload Indicators					
Natural Gas Use (Therms)	97,521	113,327	119,841	115,000	115,000
Electrical Use (kW)	2,953,523	2,828,822	3,463,875	2,960,000	2,900,000
Ultra Low Sulfur Diesel Use (Gallons)	88,330	98,507	104,174	98,500	98,500
Unleaded Fuel 87 Octane Use (Gallons)	77,622	85,534	81,950	79,500	79,500

<i>* Estimated</i>	2013	2014	2015	2016*	2017*
Efficiency Indicators					
Gross S.F. of General Fund Municipal Bldgs	374,821	374,821	374,821	374,821	377,570
Building Energy Costs/Gross Square Foot	\$ 1.82	\$ 1.71	\$ 1.79	\$ 2.00	\$ 2.11

Budget Detail:	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Street Lighting						
Street Lighting Expenses	\$ 148,254	\$ 92,427	\$ 92,100	\$ 93,021	\$ 921	1.00%
Contractual Services	\$ 65,796	\$ 42,962	\$ 56,250	\$ 56,250	\$ -	0.00%
Buildings						
Bldg Maint - Utilities: Electric	\$ 512,054	\$ 515,194	\$ 607,266	\$ 651,763	\$ 44,497	7.33%
Bldg Maint - Utilities: Fuel Oil & Nat. Gas	\$ 127,534	\$ 154,776	\$ 143,291	\$ 145,000	\$ 1,709	1.19%
Vehicles						
Equip Maint - Vehicular Supplies: Gasoline	\$ 637,268	\$ 500,899	\$ 526,700	\$ 526,700	\$ -	0.00%
Purchase of Services	\$ 1,490,906	\$ 1,306,258	\$ 1,425,607	\$ 1,472,734	\$ 47,127	3.31%
Holiday Lighting	\$ 992	\$ 847	\$ 1,500	\$ 1,500	\$ -	0.00%
Other Supplies	\$ 992	\$ 847	\$ 1,500	\$ 1,500	\$ -	0.00%
Total DPW Energy	\$ 1,491,898	\$ 1,307,105	\$ 1,427,107	\$ 1,474,234	\$ 47,127	3.30%

Line-Item Detail:

Purchase of Services:

Street Lighting Expenses - Energy and hardware costs for all street and traffic lights.

Contractual Services - Cost to maintain and repair street, traffic and exterior lights throughout the town.

Building Maintenance - Utilities - Cost of electricity at town owned buildings.

Building Maintenance - Utilities: Fuel Oil & Natural Gas - Cost for natural gas and fuel oil for hot water and heat at town buildings. Current natural gas prices remain stable.

Equipment Maintenance - Vehicular Supplies: Gasoline - Cost of all fuel used in town vehicles. This includes unleaded fuel 87 octane, ultra low sulfur diesel, and propane gas.

Other Supplies:

Holiday Lighting - Costs associated with holiday lighting.



Town of Natick

Home of Champions

Department: Public Works Division: Engineering

Appropriation Summary

	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries						
Personnel Services	\$ 399,534	\$ 413,933	\$ 432,393	\$ 442,672	\$ 10,279	2.38%
Total Salaries	\$ 399,534	\$ 413,933	\$ 432,393	\$ 442,672	\$ 10,279	2.38%

Operating Expenses

Purchased Services	\$ 5,443	\$ 5,346	\$ 6,850	\$ 7,000	\$ 150	2.19%
Technical & Professional Services	\$ 52,981	\$ 39,744	\$ 89,600	\$ 90,000	\$ 400	0.45%
Other Supplies	\$ 4,700	\$ 5,255	\$ 5,200	\$ 5,200	\$ -	0.00%
Total Operating Expenses	\$ 63,124	\$ 50,345	\$ 101,650	\$ 102,200	\$ 550	0.54%

Total DPW - Engineering	\$ 462,658	\$ 464,278	\$ 534,043	\$ 544,872	\$ 10,829	2.03%
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Mission:

The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, vehicles, 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, supply wells, and water mains. The Department will provide safe and sanitary collection and disposal of wastewater by maintaining and improving sewer pump stations and sewer mains. The Department will maintain and improve the Town's roadway and sidewalk network. The Department will also provide dependable and reliable trash collection and recycling services to the residents of the Town.

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

Goals:

- Integrate DPW Issued permits into Municipality Permit Program.
- Create Drain Layers License requirements for DPW, and submit to the Board of Selectmen for approval.
- Complete updating and publish the DPW construction standards and specifications . Make available on-line.
- Continue to work with all Town Departments to improve the coordination and mitigation of the impacts to Town services for all current and future development projects.
- Create a Driveway Curb Cut Policy to work in conjunction with Community Development/Building Inspector .



Town of Natick

Home of Champions

Department: Public Works

Budget Overview:

Main Purpose of the Division

The Engineering Division responds to all inquiries by the public, and provides support to other divisions in Public Works and other departments throughout 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 water, sewer, and drain lines.
- Manages the Town's Street Opening Policy, and issuance of all sewer & water connection permits.
- Ensures trench permits are issued for trench excavations.
- Works with the Building Department regarding the issuance of Certificates of Occupancy.
- Manages the Town's U.S.EPA issued Storm Water Management Permit.
- Manages Town Pavement Management Plan/Roadway Improvement Plan.
- Ensures Town compliance with DCR's Office of Dam Safety requirements for the Charles River Dam and Jennings Pond Dam.
- The Division utilizes computers, GPS and traditional surveying equipment, data collectors, plotters, scanners, Civil 3D design and drafting software, GIS software, and various other software packages to perform these functions.

Recent Developments

- Provided construction management/inspection services for the Pine Street Roadway and Drainage Improvements project, Willow Street Drainage Improvements project, Pond Street Retaining Wall project and the Kansas Street Roadway Improvements project.
- Continued to provide DPW coordination for the State reconstruction projects for the Marion Street Bridge Replacement, Route 27, Oak Street/Route 9 Intersection, and the Route 27/Route 9 Interchange.
- Continued to coordinate the utility and roadway mitigation projects required by the MathWorks expansion, and Natick Paperboard Site development.
- Prepared and managed the construction contract for Chapter 90 Roadway Improvements for 2015.
- Completed street acceptance process for Cider Mill Lane.

III. Current Challenges

- Update the Town's 5 Year Roadway Improvement Plan.
- Design, permit, bid and construct roadway & drainage improvements for Cottage Street, and the sidewalk & guardrail/retaining wall replacement project for a portion of Pond 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 Storm water Management Program with an increased effort on system maintenance, illicit discharge detection; water quality monitoring; and requirements to implement low impact development standards.
- Design/bid/construct the roadway improvements at various locations contract for 2016.
- Design/permit/bid Pleasant Street Bridge Rehabilitation.

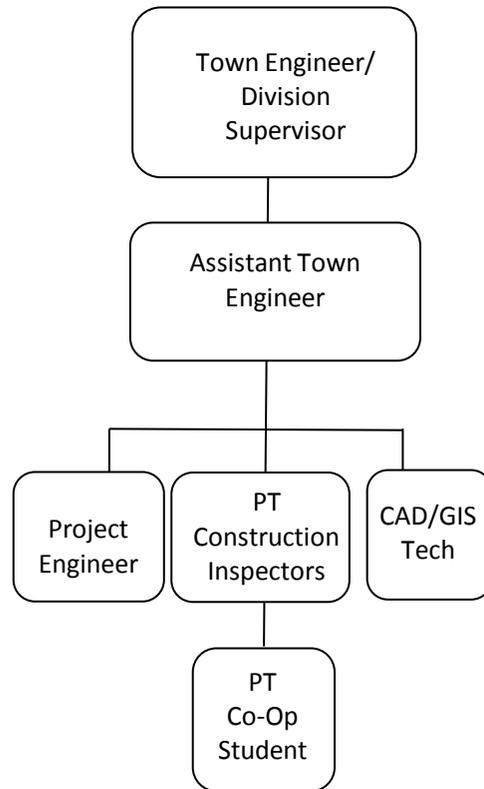


Town of Natick

Home of Champions

Department: Public Works		Division: Engineering				
Staffing	2013	2014	2015	2016	2017	
Town Engineer/Division Supervisor	1	1	1	1	1	
Assistant Town Engineer	1	1	1	1	1	
Project Engineer	1	1	1	1	1	
CAD/GIS Technician	1	1	1	1	1	
Construction Inspectors (Part-time)	0.49	0.49	0.49	0.49	0.98	
Co-Op Student (Part-time)	1	1	1	1	0.5	
Total FTE	4	4	4	4	4	
Total FT/PT	4 FT / 2 PT	4 FT / 2 PT	4 FT / 2PT	4 FT / 2 PT	4 FT / 3 PT	

Organizational Chart



Performance Indicators

	2013	2014	2015	2016*	2017*
Workload Indicators					
Value of Town Roadway Improvement & various utility Projects - Provided Construction Management & Inspection Services	\$2,500,000	\$3,800,000	\$4,100,000	\$4,500,000	\$4,500,000
Number of Water and Sewer Service Permits Issued - Provided Inspections and As-built Plan Revisions	128	135	123	140	140
Number of Street Opening Permits Issued - Provided Necessary Inspections	250	252	205	220	220
Number of Utility Mark-outs Provided for Town Wide Construction Activities	286	293	300	280	280
Building Permit Reviews	211	241	295	300	300
Planning Board & ZBA Plan Reviews	40	66	65	69	74

* Estimated figures.



Town of Natick

Home of Champions

Department: Public Works Division: Engineering

Budget Detail:

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries Supervisory	\$ 101,067	\$ 103,089	\$ 103,446	\$ 103,052	\$ (394)	-0.38%
Salaries Technical Professional	\$ 217,750	\$ 228,168	\$ 235,067	\$ 245,074	\$ 10,007	4.26%
Salaries Part-Time Operational	\$ 53,717	\$ 55,676	\$ 64,780	\$ 65,746	\$ 966	1.49%
Supervisory Additional Comp	\$ 27,000	\$ 27,000	\$ 29,100	\$ 28,800	\$ (300)	-1.03%
Personnel Services	\$ 399,534	\$ 413,933	\$ 432,393	\$ 442,672	\$ 10,279	2.38%
Licenses, Dues & Training	\$ 2,293	\$ 2,256	\$ 4,000	\$ 4,000	\$ -	0.00%
Repairs & Maint. Equipment	\$ 3,150	\$ 3,090	\$ 2,850	\$ 3,000	\$ 150	5.26%
Purchased Services	\$ 5,443	\$ 5,346	\$ 6,850	\$ 7,000	\$ 150	2.19%
Consultant Engineering	\$ 9,948	\$ 8,778	\$ 9,600	\$ 10,000	\$ 400	4.17%
Storm Water Master Plan	\$ 43,033	\$ 30,966	\$ 80,000	\$ 80,000	\$ -	0.00%
Technical & Professional Services	\$ 52,981	\$ 39,744	\$ 89,600	\$ 90,000	\$ 400	0.45%
Engineering Supplies	\$ 4,700	\$ 5,255	\$ 5,200	\$ 5,200	\$ -	0.00%
Other Supplies	\$ 4,700	\$ 5,255	\$ 5,200	\$ 5,200	\$ -	0.00%
Total Operating Expenses	\$ 63,124	\$ 50,345	\$ 101,650	\$ 102,200	\$ 550	0.54%
Total DPW Engineering	\$ 462,658	\$ 464,278	\$ 534,043	\$ 544,872	\$ 10,829	2.03%

Line-Item Detail:

Personnel Services:

Supervisory & Operational Staff: Staff salaries for the daily operation of the Engineering Division. Personnel include the Town Engineer, Assistant Town Engineer, Project Engineer, CAD/GIS Technician, PT Co-Op, PT Construction Inspector.

Supervisory Staff Additional Compensation: Contractual obligations for continuing education and performance.

Purchased Services:

Licenses, Dues & Training: Massachusetts Professional Engineers fee, yearly dues and memberships to various engineering organizations, and costs for miscellaneous seminars and employee training.

Repairs & Maintenance Equipment: Repair and yearly service contract costs for engineering plotters, copy machines, survey equipment, and miscellaneous office equipment.

Technical & Professional Services:

Consulting Engineering: Costs for outside survey services in connection with preparing easement plans, and miscellaneous engineering design software training. Phase I inspections for the Charles River and Jennings Pond Dam as required by DCR's Office of Dam Safety. Also, preparation and recording costs associated with street acceptance plans and documents.

Stormwater Management Plan: Costs to implement and complete stated goals for the Stormwater Management Plan. EPA unfunded mandate.

Other Supplies:

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



Town of Natick

Home of Champions

Department: Public Works Division: Equipment Maintenance

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
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Salaries

Personnel Services	\$ 484,184	\$ 520,545	\$ 554,626	\$ 551,079	\$ (3,547)	-0.64%
Total Salaries	\$ 484,184	\$ 520,545	\$ 554,626	\$ 551,079	\$ (3,547)	-0.64%

Operating Expenses

Purchased Services	\$ 34,797	\$ 42,689	\$ 42,682	\$ 44,270	\$ 1,588	3.72%
Supplies	\$ 250,686	\$ 274,256	\$ 274,845	\$ 291,845	\$ 17,000	6.19%
Other Capital Outlay	\$ 4,815	\$ 525	\$ 5,000	\$ 5,000	\$ -	0.00%
Total Operating Expenses	\$ 290,298	\$ 317,470	\$ 322,527	\$ 341,115	\$ 18,588	5.76%

Total DPW - Equip. Maintenance	\$ 774,482	\$ 838,015	\$ 877,153	\$ 892,194	\$ 15,041	1.71%
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Mission:

The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, vehicles, 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, supply wells, and water mains throughout town. The Department will also provide safe and sanitary collection and disposal of wastewater by maintaining and improving sewer pump stations, force mains, and gravity sewer mains.

The Department will maintain and improve the Town's roadway and sidewalk network. The Department will also provide dependable and reliable trash collection and recycling services to the residents of the Town.

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

Goals:

- Continue to look at new green technology vehicles and equipment that reduce fuel consumption and emissions.
- Work on training initiatives to upgrade staff proficiency with both new and existing technology.
- Continue to retrofit, reuse and recycle vehicles and equipment within the town to maximize the useful life of all equipment.
- Update service order, work order, and parts inventory management systems.
- Expand the training/safety programs with the Town's insurance companies.



Town of Natick

Home of Champions

Department: Public Works

Division: Equipment Maintenance

Budget Overview:

Department of Public Works Equipment Maintenance Division

I. Main Purpose of the Division

This division maintains the town's fleet of vehicles and equipment. This fleet includes vehicles from Police, Fire, Recreation, Town Hall, Schools, Facility Management, Community Farm and all Public Works Divisions. The fleet consist of cars, police cruisers, fire trucks, front-end loaders, excavators, sanders, rubbish packers, plows, dump trucks, recycle trucks, recreation buses, lawn mowers, pumps, and all emergency generators located throughout the town. The division also maintains the municipal fuel depot on West Street.

II. Recent Developments

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

III. Current Challenges

Increased prices in tires and lubricants.
Locating parts for equipment at an affordable cost.
Training and mentoring less experienced staff

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

Staff departures and retirements have created a younger less experienced workforce requiring additional training and supervision. Sixty-two percent (5) of the division's eight (8) mechanics have less than 5 years experience.

V. On the Horizon

Continue training to maintain proficiency as we upgrade equipment and replace staff. Find and retain well-trained staff. The Division is reviewing an incentive program that would help encourage staff to complete Emergency Vehicle Technician (EVT) and Automotive Service Excellence (ASE) certifications.



Town of Natick

Home of Champions

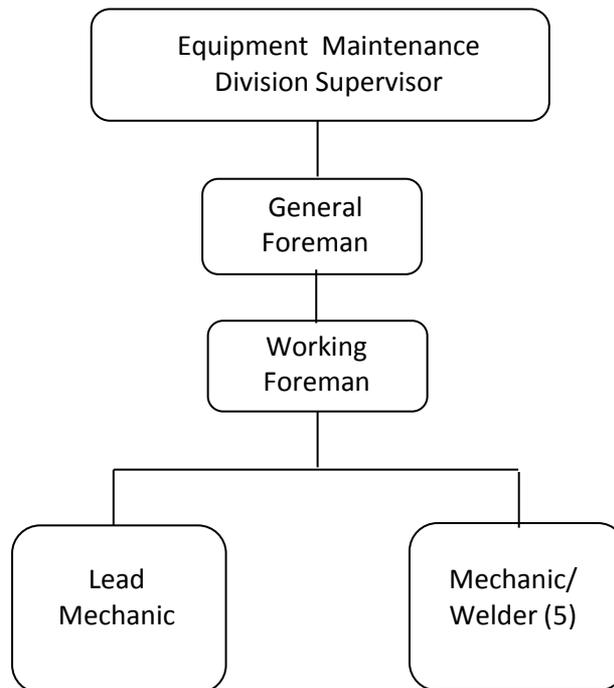
Department: Public Works Division: **Equipment Maintenance**

Staffing	2013	2014	2015	2016	2017
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

Notes

Organizational Chart



Performance Indicators

	2013	2014	2015	2016	2017
Workload Indicators					
Number of pieces of equipment maintained	485	488	490	491	491
Number of pieces repaired outside of DPW yard	11	11	11	11	11



Town of Natick

Home of Champions

Department: Public Works Division: Equipment Maintenance

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries Supervisory	\$ 101,018	\$ 98,951	\$ 99,041	\$ 98,663	\$ (378)	-0.38%
Salaries Operational Staff	\$ 343,891	\$ 355,534	\$ 412,461	\$ 408,992	\$ (3,469)	-0.84%
Supervisory Additional Comp	\$ 12,980	\$ 21,738	\$ 13,084	\$ 13,084	\$ -	0.00%
Operational Staff Additional Comp	\$ 2,309	\$ 2,947	\$ 3,110	\$ 3,410	\$ 300	9.65%
Operational Overtime	\$ 23,986	\$ 41,375	\$ 26,930	\$ 26,930	\$ -	0.00%
Personnel Services	\$ 484,184	\$ 520,545	\$ 554,626	\$ 551,079	\$ (3,547)	-0.64%

Vehicle inspection (stickers)	\$ 9,925	\$ 11,293	\$ 13,970	\$ 13,970	\$ -	0.00%
Vehicular supplies: Oil lubricants	\$ 17,086	\$ 20,964	\$ 19,050	\$ 20,000	\$ 950	4.99%
Rental and leases of uniforms	\$ 3,345	\$ 3,312	\$ 4,062	\$ 4,500	\$ 438	10.78%
Repairs and maintenance - radios	\$ 4,441	\$ 7,120	\$ 5,600	\$ 5,800	\$ 200	3.57%
Purchased Services	\$ 34,797	\$ 42,689	\$ 42,682	\$ 44,270	\$ 1,588	3.72%
Licenses - CDL & special	\$ 345	\$ 270	\$ 400	\$ 400	\$ -	0.00%
Clothing allowance Operational Staff	\$ 3,920	\$ 4,880	\$ 4,200	\$ 4,200	\$ -	0.00%
Shop supplies	\$ 6,422	\$ 10,078	\$ 7,000	\$ 8,000	\$ 1,000	14.29%
Vehicular supplies: Tires	\$ 48,371	\$ 55,235	\$ 65,745	\$ 65,745	\$ -	0.00%
Vehicular supplies: Parts	\$ 188,883	\$ 202,485	\$ 190,000	\$ 190,000	\$ -	0.00%
Body damage and repairs	\$ 2,745	\$ 1,308	\$ 7,500	\$ 7,500	\$ -	0.00%
Generator Maintenance	\$ -	\$ -	\$ -	\$ 16,000	\$ 16,000	#DIV/0!
Supplies	\$ 250,686	\$ 274,256	\$ 274,845	\$ 291,845	\$ 17,000	6.19%
Surplus equipment purchase	\$ 4,815	\$ 525	\$ 5,000	\$ 5,000	\$ -	0.00%
Other Capital Outlay	\$ 4,815	\$ 525	\$ 5,000	\$ 5,000	\$ -	0.00%
Total Operating Expenses	\$ 290,298	\$ 317,470	\$ 322,527	\$ 341,115	\$ 18,588	5.76%

Total DPW Equipment Maint. \$ 774,482 \$ 838,015 \$ 877,153 \$ 892,194 \$ 15,041 1.71%



Town of Natick

Home of Champions

Department: Public Works

Division: Equipment Maintenance

Narrative:

Personnel Services:

Salaries: Supervisory: Supervisor for Equipment Maintenance who oversees this division.

Salaries: Operational Staff: Eight mechanic/welders who repair and maintain town-owned vehicle and equipment including automobiles, trucks, generator sets, fire apparatus, off road equipment and the recreation buses.

Supervisory Additional Compensation: Educational incentive stipends, service award and Deputy Director stipend.

Operational Staff Additional Compensation: Longevity and temporary upgrades.

Operational Overtime: Emergencies, callbacks and repairs after normal operating hours.

Purchase of Services:

Vehicle Inspection Stickers: Annual safety/emissions, Registry of Motor Vehicles stickers for all town registered motorized vehicles. Commercial vehicle inspection stickers have a fee of \$145.00.

Vehicle Supplies – Oil Lubricants: Engine, transmission and hydraulic fluids, grease, etc. for all equipment.

Rental and Leases of Uniforms: Mechanics/welders' uniforms and cleaning service per union contract.

Repairs and Maintenance Radios: Repairs and maintenance of all Public Works two-way radios.

Supplies:

License/CDL and Special: Reimbursement to the employees for license renewals, CDL, Hoisting, etc.

Clothing Allowance Operational Staff: Tool allowance, winter jackets and safety boots per union contract.

Shop Supplies: Shop tools, rags, small equipment and meeting registrations.

Vehicle Supplies/Tires: Tires, wheels and tubes for the town-owned equipment.

Vehicle Supplies/Parts: Parts used on vehicles and equipment needed to maintain and repair the fleet including filters, lights, engine parts, radiators, springs, etc.

Body Damage and Repairs: Accident damage and small body repairs that is not recovered by insurance.

Generator Maintenance: Parts and services for repair and routine maintenance of stand-by electrical generators at all Town buildings.

Other Capital Outlay:

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



Town of Natick

Home of Champions

Department: Public Works Division: Highway, Sanitation & Recycling

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017	
					\$ (+/-)	% (+/-)

Salaries

Personnel Services	\$ 1,538,781	\$ 1,583,931	\$ 1,626,695	\$ 1,625,762	\$ (933)	-0.06%
Total Salaries	\$ 1,538,781	\$ 1,583,931	\$ 1,626,695	\$ 1,625,762	\$ (933)	-0.06%

Operating Expenses

Purchased Services	\$ 110,438	\$ 112,456	\$ 123,250	\$ 126,250	\$ 3,000	2.43%
Supplies	\$ 292,201	\$ 292,594	\$ 327,150	\$ 338,530	\$ 11,380	3.48%
Other Charges/Expenses	\$ 1,750,386	\$ 1,904,296	\$ 1,214,362	\$ 1,222,000	\$ 7,638	0.63%
Total Operating Expenses	\$ 2,153,025	\$ 2,309,346	\$ 1,664,762	\$ 1,686,780	\$ 22,018	1.32%

Total DPW - Highway/Sanitation \$ 3,691,806 \$ 3,893,277 \$ 3,291,457 \$ 3,312,542 \$ 21,085 0.64%

Mission:

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

The Department will maintain and improve the Town's roadway and sidewalk network. The Department will also provide dependable and reliable trash collection and recycling services to the residents of the Town.

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

Goals:

To computerize all work orders and have the foreman enter information for better tracking. Work with sustainability coordinator to implement the food/organic waste composting pilot program. Develop a solution to collect bulky waste during curbside yard waste season without financial impacts.

Budget Overview:

I. Main Purpose of the Division

The Highway Sanitation and Recycling Division is responsible for road and sidewalk maintenance, repair, snow removal, traffic signage and street markings. The division is also responsible for the recycling center and curbside solid waste and recycling collections and disposal.

The Division maintains the 156 miles of road in town. The Division:

- Performs paving (small paving projects, pothole repair, curbing installation, and sidewalk paving).
- Paints all crosswalks, stop bars and stop stencils.
- Oversees contract pavement marking (center and edge lines).
- Makes all street signs and letters all municipal vehicles.
- Sweeps streets and cleans and repairs all catch basins.
- Identifies drainage outfall pipes as part of our storm water management program.
- Assists the Engineering Division in supervising contract paving.
- Plows streets, all schools and municipal parking lots and designated sidewalks. Manages contracted plow services.
- Conducts all road sanding and salting; removes snow from downtown and High School parking lot when warranted.
- Collects and disposes of all of the Town's solid waste.
- Collects and disposes of all of the Town's recycling.
- Collects yard waste each spring and fall.
- Manages the Town Recycling Center.
- Assists Police and Fire Departments with all emergencies and road closures.



Town of Natick

Home of Champions

Department: Public Works

Division: Highway, Sanitation & Recycling

Budget Overview (can't):

II. Recent Developments

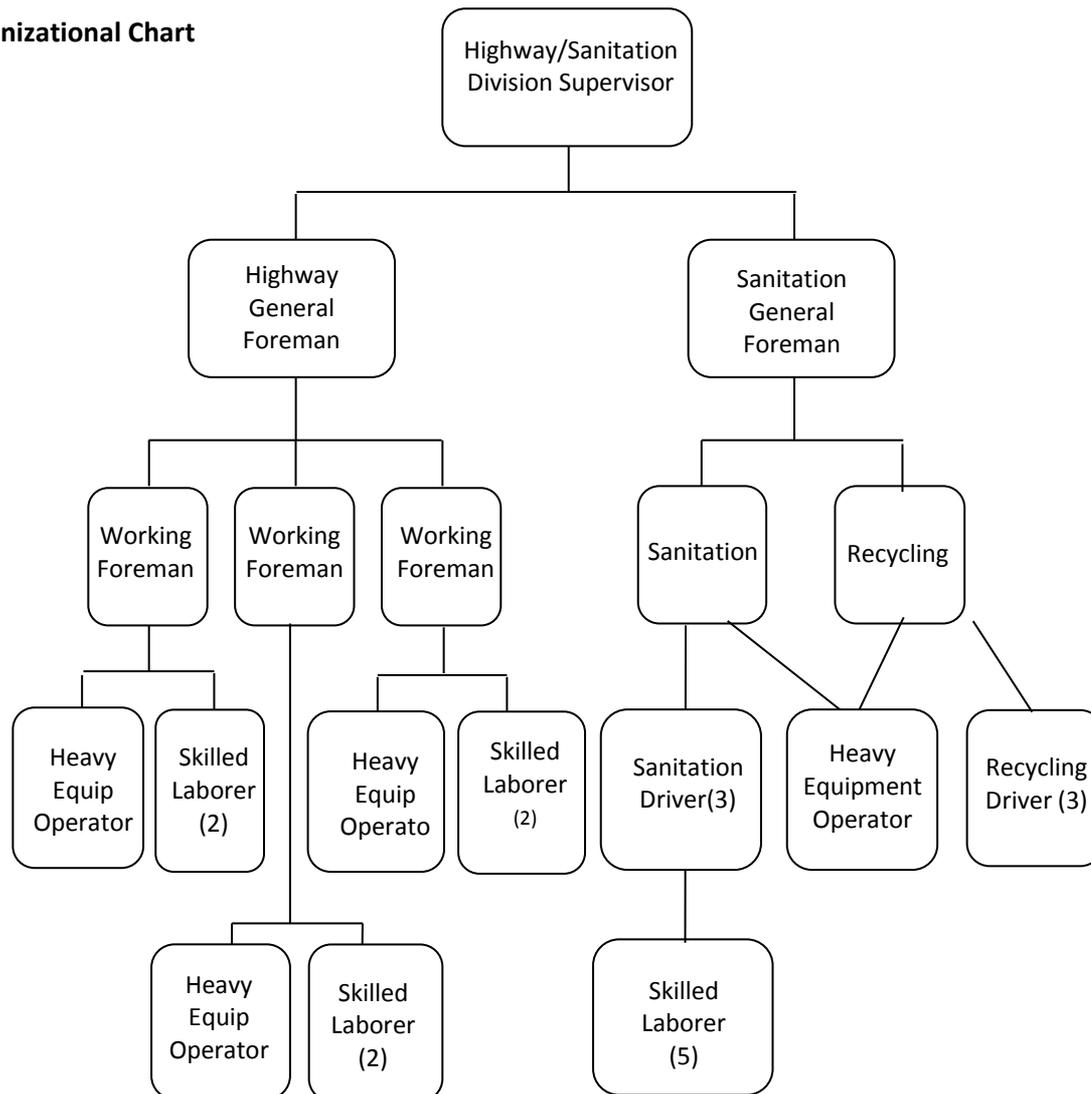
Approval of cardboard compactor at Recycling Center which will make for more efficient disposal. The implementation of the My Waste App which will give residents the ability to electronically receive their personalized trash and recycle notifications and information. The installation of (2) computerized sander controls to reduce winter salt use and have better control of material dispensing.

III. Current Challenges

Work with engineering Division on new Storm Water permitting. The start up grant for mattress pickup and how it will effect pickups going forward. Provide resources (staff and equipment) for the food waste pilot program.

Staffing	2013	2014	2015	2016	2017
Division Supervisor	1	1	1	1	1
Highway General Foreman	1	1	1	1	1
Sanitation General Foreman	1	1	1	1	1
Working Foreman	3	3	3	3	3
Heavy Equipment Operator	4	4	4	4	4
Sanitation Driver	3	5	5	6	6
Skilled Laborer	11	11	12	11	11
Total FTE	24	26	27	27	27
Total FT/PT	24 FT/0 PT	26FT/0PT	27 FT / 0 PT	27FT/0PT	27FT/0PT

Organizational Chart





Town of Natick

Home of Champions

Department: Public Works

Division: Highway, Sanitation & Recycling

Performance Indicators

Calendar year

	CY 2013	CY 2014	FY 2015	FY 2016*	FY 2017*
Workload Indicators					
Highway					
Total miles of accepted roadways maintained	132	132	132	132	132
Number of catch basins cleaned	1285	1300	1800	1800	1800
Sanitation					
Total tons of municipal solid waste collected curbside	5963	5780	6142	6150	6200
Total number of households provided with sanitation collection	9421	9435	9435	9440	9445
Total tons of recyclables collected					
- Curbside	3220	3487	3518	3550	3600
- At Recycling Center	705	600	656	675	675
Total tons of yard waste collected at curbside	3100	3000	6000	4000	4000
Number of curbside yard waste collection days	8	8	8	8	8
Total tons of yard waste and brush accepted at Recycling Center	4700	4400	4500	5000	5000
Snow & Ice Removal					
Number of snow events					
- Minor storms	20	24	38	25	25
- Major storms	5	7	7	8	8
Tons of materials used to treat Natick Streets					
- Salt	5000	4508	5280	4500	4500
- Sand	4200	5322	4845	4000	4000
- Liquid			4050	3500	3500
Sidewalk & Curb Repair					
Asphalt curbing (lf)	2800	3545	3645	5000	5000
Asphalt sidewalks (lf)	200	0	0	2000	2000
Street and Traffic Signs					
New	90	82	98	95	100
Repaired & replaced	245	248	300	250	250
Catch Basin & Manhole Repair					
Manholes	10	9	13	10	10
Catch basins	45	56	59	50	55
New structures	4	5	4	5	5
Line Painting					
Crosswalks	285	288	288	265	275
Center & fog Lines	35	35	35	35	35

* Estimates

	CY 2013	CY 2014	FY 2015	FY 2016*	FY 2017*
Efficiency Indicators					
Average cost per snow storm	\$48,500	\$66,948	\$70,000	\$65,000	\$65,000
Average cost per catch basin repair	\$300 - \$500	\$200 - \$400	\$300 - \$500	\$300 - \$500	\$350 - \$550
Average disposal cost/ton of solid waste	\$74.81	\$75.66	\$64.00	\$66.00	\$68.00
Average response time to perform routine street maint.	24	24	24	24	24



Town of Natick

Home of Champions

Department: Public Works

Division: Highway, Sanitation & Recycling

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries Supervisory	\$ 99,991	\$ 101,991	\$ 102,345	\$ 101,954	\$ (391)	-0.38%
Salaries Operational Staff	\$ 1,180,153	\$ 1,238,635	\$ 1,314,709	\$ 1,309,517	\$ (5,192)	-0.39%
Salaries Temp Operational Staff	\$ 50,710	\$ 49,056	\$ 35,731	\$ 35,731	\$ -	0.00%
Supervisory Additional Comp	\$ 6,000	\$ 6,000	\$ 6,500	\$ 6,500	\$ -	0.00%
Operational Staff Additional Comp	\$ 17,030	\$ 16,123	\$ 17,760	\$ 16,060	\$ (1,700)	-9.57%
Operational Staff Overtime	\$ 184,897	\$ 172,126	\$ 149,650	\$ 156,000	\$ 6,350	4.24%
Personnel Services	\$ 1,538,781	\$ 1,583,931	\$ 1,626,695	\$ 1,625,762	\$ (933)	-0.06%
Communication telephone	\$ 3,418	\$ 3,636	\$ 3,250	\$ 3,250	\$ -	0.00%
Test/disposal street sweepings	\$ 14,247	\$ 25,792	\$ 18,000	\$ 20,000	\$ 2,000	11.11%
Purchased Services: Crack sealing	\$ 59,166	\$ 30,386	\$ 30,000	\$ 30,000	\$ -	0.00%
Purchased Services: Sand/gravel	\$ 10,921	\$ 6,834	\$ 12,000	\$ 12,000	\$ -	0.00%
Landfill cap maintenance	\$ 4,967	\$ 7,549	\$ 6,500	\$ 6,500	\$ -	0.00%
Condensate disposal - flaring station	\$ -	\$ -	\$ 2,500	\$ 2,500	\$ -	0.00%
Landfill gas/flaring station maintenance	\$ 11,074	\$ 9,825	\$ 10,000	\$ 10,500	\$ 500	5.00%
Landfill environmental testing	\$ 5,445	\$ 19,772	\$ 30,000	\$ 30,000	\$ -	0.00%
Yard waste brush grinding	\$ 1,200	\$ 3,976	\$ 9,500	\$ 9,500	\$ -	0.00%
Purchased Services: Miscellaneous	\$ -	\$ 4,686	\$ 1,500	\$ 2,000	\$ 500	33.33%
Purchased Services	\$ 110,438	\$ 112,456	\$ 123,250	\$ 126,250	\$ 3,000	2.43%
Licenses - CDL and special	\$ 585	\$ 734	\$ 1,050	\$ 1,100	\$ 50	4.76%
Clothing allowance Operational Staff	\$ 8,050	\$ 8,400	\$ 9,100	\$ 9,100	\$ -	0.00%
Maintenance materials	\$ 45,741	\$ 49,261	\$ 52,500	\$ 52,500	\$ -	0.00%
Off-street drainage	\$ 3,643	\$ 10,412	\$ 12,000	\$ 12,000	\$ -	0.00%
Recycling Center maintenance & supplies	\$ 4,996	\$ 4,468	\$ 5,000	\$ 5,000	\$ -	0.00%
Traffic markings and signs	\$ 79,578	\$ 76,095	\$ 95,000	\$ 95,000	\$ -	0.00%
Waste bags: Pay-as-you-throw	\$ 124,763	\$ 127,751	\$ 132,000	\$ 143,330	\$ 11,330	8.58%
Compost/recycling bins	\$ 19,578	\$ 7,458	\$ 12,500	\$ 12,500	\$ -	0.00%
Other supplies: Miscellaneous	\$ 5,267	\$ 8,015	\$ 8,000	\$ 8,000	\$ -	0.00%
Supplies	\$ 292,201	\$ 292,594	\$ 327,150	\$ 338,530	\$ 11,380	3.48%
Snow removal	\$ 1,042,022	\$ 1,264,319	\$ 550,000	\$ 550,000	\$ -	0.00%
Household hazardous waste disposal	\$ 15,000	\$ 14,052	\$ 15,000	\$ 15,000	\$ -	0.00%
Street & sidewalk maintenance	\$ 113,802	\$ 162,552	\$ 145,000	\$ 160,000	\$ 15,000	10.34%
Tipping fees - yard waste	\$ 11,351	\$ 18,500	\$ 19,500	\$ 19,500	\$ -	0.00%
Tipping fees - solid waste	\$ 493,159	\$ 433,161	\$ 472,862	\$ 465,000	\$ (7,862)	-1.66%
Recycling - curbside	\$ 70,677	\$ 4,831	\$ 5,000	\$ 5,000	\$ -	0.00%
Recycling - education materials	\$ 1,738	\$ 3,872	\$ 3,000	\$ 3,500	\$ 500	16.67%
Transportation - hauling tolls	\$ 2,637	\$ 3,009	\$ 4,000	\$ 4,000	\$ -	0.00%
Other Charges/Expenses	\$ 1,750,386	\$ 1,904,296	\$ 1,214,362	\$ 1,222,000	\$ 7,638	0.63%
Total Expenses	\$ 2,153,025	\$ 2,309,346	\$ 1,664,762	\$ 1,686,780	\$ 22,018	1.32%

Total DPW Highway, Sanitation & Recycle \$ 3,691,806 \$ 3,893,277 \$ 3,291,457 \$ 3,312,542 \$ 21,085 0.64%



Town of Natick

Home of Champions

Department: Public Works

Division: Highway, Sanitation, Recycling

Personnel Services:

Salaries Supervisory: Supervisor of Highway, Sanitation, and Recycling who oversees this division.

Salaries Operational Staff: Twenty-six employee positions who maintain and repair the roadways in the town, collect trash and recycling and operate the recycling center.

Salaries Temporary Operational Staff: Police details for work done in the roadways and pay for summer employees.

Supervisory Additional Compensation: Education incentive stipends and service awards.

Operational Staff Additional Compensation: Longevity, differential pay and temporary upgrades per union contract.

Operational Staff Overtime: Emergencies and callbacks after normal operating hours.

Purchase of Services:

Communication telephone: Telephone, cable, cellular phone service.

Test/disposal of street sweepings: To utilize an outside contractor to test and dispose street sweepings and catch basin material.

Purchase services - crack Sealing: Sealing certain roads to prolong their use and to minimize pothole repair.

Purchase services - sand and gravel: Purchase sand, gravel and stone from an outside vendors.

Landfill cap maintenance: Repairs and maintenance of the 34 acre municipal landfill in accordance with all State and Federal regulations.

Condensate disposal flaring station: Testing and disposal of liquid condensate from the operation of the Flaring Station at landfill.

Landfill gas flaring station maintenance: Maintenance and operational expense for the gas Flaring Station at landfill.

Yard waste brush grinding: Operation and maintenance of the brush grinder used at the Recycling Center.

Purchased services miscellaneous: Membership dues, training, certifications, etc.

Supplies:

License - CDL and special: Reimbursement to the employees for license renewals, CDL, Hoisting, etc.

Clothing allowance operational staff: Clothing allowance and winter jackets per union contract.

Maintenance materials: Tools (saws, blowers, rollers and wheel barrels), safety equipment, cold patch and other equipment.

Off-street drainage: Basin repair materials (block, brick, catch basins, manholes and pipe) and other equipment for drain work.

Recycling Center maintenance and supplies: Supplies and materials for the operations at the Recycling Center, including tarps for the roll-off containers, spill containment items and cleaning products.

Traffic markings and signs: Road pavement markings (center and side lines, crosswalks and parking spaces) and the material needed to make street/traffic signs including blanks, reflective paper and posts. therefore safety.

Waste Bags – Pay-as-you-throw: This fund is for the purchase of the PAYT bags that are sold in various retail stores in town.

Other Supplies: Miscellaneous: This fund is for 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 and sanding operations.

Household hazardous waste disposal: This fund covers the cost associated with the proper disposal of 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.

Street and sidewalk maintenance: This fund is for the completion of 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 yard waste collected at curbside and at the Recycling Center.

Tipping fees - solid waste This fund is for all disposal costs for solid waste. The primary disposal site is the Millbury Waste-to-Energy facility. The tipping fee covers additional cost for Federal and State mandated environmental pollution retrofits at the Millbury Facility such as Mercury separation plans, landfill ash stabilization process, various scrubbers.

Recycling curbside: This is for the cost of disposal for goods that are not recyclable.

Recycling - education materials: This fund is for public education materials in addition to the DEP supplied materials such as the calendar.

Transportation - hauling tolls: This fund is for all costs associated with the Mass Turnpike including all DPW vehicles equipped with the appropriate turnpike readers.



Town of Natick

Home of Champions

Department: Public Works Division: Land Facilities and Natural Resources

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
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Salaries

Personnel Services	\$ 466,302	\$ 494,474	\$ 550,839	\$ 598,423	\$ 47,584	8.64%
Total Salaries	\$ 466,302	\$ 494,474	\$ 550,839	\$ 598,423	\$ 47,584	8.64%

Operating Expenses

Supplies	\$ 147,933	\$ 128,635	\$ 135,342	\$ 171,300	\$ 35,958	26.57%
Purchased Services	\$ 5,181	\$ 5,075	\$ 5,150	\$ 5,250	\$ 100	1.94%
Technical & Professional Services	\$ 133,454	\$ 120,097	\$ 127,690	\$ 127,690	\$ -	0.00%
Total Operating Expenses	\$ 286,568	\$ 253,807	\$ 268,182	\$ 304,240	\$ 36,058	13.45%

Total LF & NR \$ 752,870 \$ 748,281 \$ 819,021 \$ 902,663 \$ 83,642 10.21%

Mission:

The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, vehicles, 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, supply wells, and water mains. The Department will provide safe and sanitary collection and disposal of wastewater by maintaining and improving sewer pump stations and sewer mains. The Department will maintain and improve the Town's roadway and sidewalk network. The Department will also provide dependable and reliable trash collection and recycling services to the residents of the Town.

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

Goals:

- Provide safe, clean, parks, playgrounds and athletic fields for the residents and visitors of Natick.
- Complete and follow Town wide capital plan.
- Reduce and better monitor well water use.
- Continue to follow a Comprehensive Shade Tree Management Plan to reduce risk and promote preservation.
- Continue to improve recreation and athletic field space.
- Continue to develop Tree Inventory.



Town of Natick

Home of Champions

Department: Public Works

Budget Overview:

Main Purpose of the Division

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

Recent Developments

Continuous improvement of athletic field conditions and management techniques
Park and Field Study near substantial completion
Centralized Irrigation installed at six athletic fields
Tree Planting Program started with thirty-eight trees planted in FY2015
Collaboration with Sustainability Coordinator for Healthier Lawn Initiative kick-off
Tree City USA award for FY2015. Natick has eight years as a Tree City USA
Implementation of Champion Tree Inventory and preservation strategies.
Improved scheduling and tasks prioritization

Current Challenges

Time- The Department's greatest challenge is time. Time to perform needed tasks associated with field care and tree work. The Department continually searches for new innovations and modifies procedures to find efficiency improvements.

Intense Use- The Department is constantly challenged with the high use model for the athletic fields. Fields are used everyday by user groups including the general public, youth groups, physical education classes, and high school events.

Dogs on Athletic Fields - The Department Supervisor and Staff constantly asks dog owners to follow the bylaw of the town to please leash their pet and pick up after the pet. Dog feces is common on some athletic space and dogs also urinate on field equipment.

Tree Decline, Environmental, Pathogen, and Insect Threats- The Department is constantly challenged with tree decline and the work load associated with hazard removals and efforts to replant what has been lost. Environmental factors such as recent drought and insect pressures such as the threat of Emerald Ash Borer pose a significant risk to tree population of Natick.

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

None

On the Horizon

Completion of Field and Park study
Tree City USA recertification
Continuation of Tree Planting Program
Continuous improvements to tree inventory
Improvements in operational excellence

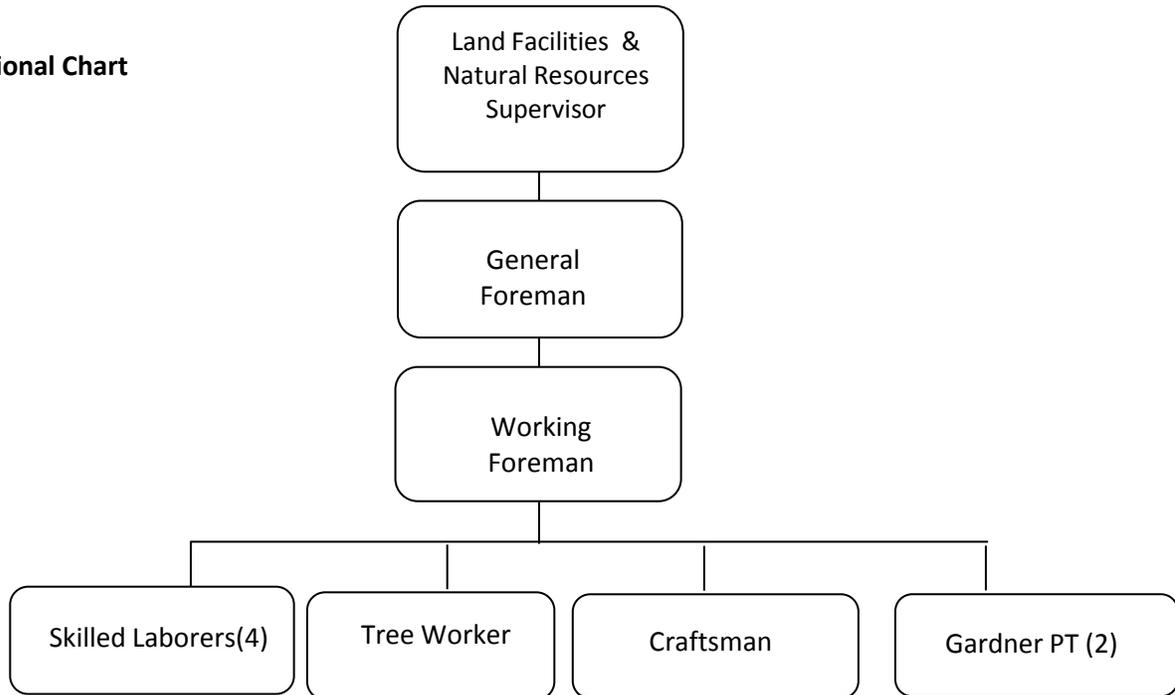


Town of Natick

Home of Champions

Department: Public Works	Division: Land Facilities & Natural Resources				
Staffing	2013	2014	2015	2016	2017
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	1	1
Skilled Laborers	3	3	4	3	4
Gardner (Part-time)	2	2	2	2	2
Total FTE	7	7	8	8	9
Total FT/PT	7 FT / 2 PT	7 FT / 2 PT	8 FT / 2 PT	8 FT / 2 PT	9 FT / 2 PT

Organizational Chart



Performance Indicators	2013	2014	2015	2016*	2017*
Workload Indicators					
Land Facilities					
Number of fields & parks maintained	62	62	62	62	62
Acres Mowed Via Contract	60	60	57.5	57.5	57.5
Forestry					
Number of hazard trees removed	50	30	37	35	35
Number of trees pruned	-	-	31	35	35
Number of stumps removed	-	-	29	30	30



Town of Natick

Home of Champions

Department: Public Works Division: Land Facilities & Natural Resources

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries Supervisory	\$ 92,013	\$ 98,698	\$ 99,041	\$ 98,663	\$ (378)	-0.38%
Salaries Operational Staff	\$ 309,873	\$ 325,726	\$ 370,160	\$ 416,997	\$ 46,837	12.65%
Salaries Temporary Operational	\$ 28,040	\$ 29,096	\$ 38,298	\$ 38,723	\$ 425	1.11%
Supervisory Additional Comp	\$ 9,300	\$ 9,300	\$ 9,300	\$ 9,300	\$ -	0.00%
Operational Staff Additional Comp	\$ 4,883	\$ 5,620	\$ 5,740	\$ 6,440	\$ 700	12.20%
Operational Staff Overtime	\$ 22,193	\$ 26,034	\$ 28,300	\$ 28,300	\$ -	0.00%
Personnel Services	\$ 466,302	\$ 494,474	\$ 550,839	\$ 598,423	\$ 47,584	8.64%

Licenses - CDL & special	\$ 195	\$ 255	\$ 300	\$ 300	\$ -	0.00%
Clothing allowance operational staff	\$ 1,750	\$ 2,100	\$ 2,450	\$ 2,450	\$ -	0.00%
Materials field maintenance	\$ 90,590	\$ 83,833	\$ 88,992	\$ 118,950	\$ 29,958	33.66%
Materials playground	\$ 25,017	\$ 15,779	\$ 16,000	\$ 18,000	\$ 2,000	12.50%
Materials beach maintenance	\$ 572	\$ 317	\$ 600	\$ 600	\$ -	0.00%
Tools & hardware	\$ 11,659	\$ 12,548	\$ 12,000	\$ 16,000	\$ 4,000	33.33%
Materials planting	\$ 13,850	\$ 8,927	\$ 10,000	\$ 10,000	\$ -	0.00%
Irrigation system	\$ 4,300	\$ 4,876	\$ 5,000	\$ 5,000	\$ -	0.00%
Supplies	\$ 147,933	\$ 128,635	\$ 135,342	\$ 171,300	\$ 35,958	26.57%
Purchased Services: miscellaneous	\$ 5,181	\$ 5,075	\$ 5,150	\$ 5,250	\$ 100	1.94%
Purchased Services	\$ 5,181	\$ 5,075	\$ 5,150	\$ 5,250	\$ 100	1.94%
Tree services	\$ 74,052	\$ 61,767	\$ 62,180	\$ 62,180	\$ -	0.00%
Mowing services	\$ 59,402	\$ 58,330	\$ 65,510	\$ 65,510	\$ -	0.00%
Technical & Professional Services	\$ 133,454	\$ 120,097	\$ 127,690	\$ 127,690	\$ -	0.00%
Total Expenses	\$ 286,568	\$ 253,807	\$ 268,182	\$ 304,240	\$ 36,058	13.45%

Total DPW LF & NR \$ 752,870 \$ 748,281 \$ 819,021 \$ 902,663 \$ 83,642 10.21%



Town of Natick

Home of Champions

Department: Public Works

Division: Land Facilities & Natural Resources

Personnel Services:

Salary Supervisory: Supervisor who also serves as Tree Warden.

Salaries Operational Staff: Salaries to fund the 8 staff employees.

Salaries Temporary Operational: Police details for tree removals/pruning and miscellaneous roadside work when necessary, part-time employees to maintain flower gardens and part-time summer help.

Supervisory Additional Compensation: Contractual obligations for continuing education, degree stipend, and performance evaluation.

Operational Staff Additional Compensation: Union contractual obligations for working out of classification.

Operational Staff Overtime: Union contractual obligations for work performed outside normal hours of operation.

Supplies:

Licenses-CDL and special: Reimbursement of employees for license renewals (CDL, hoisting, etc.) per contract agreement.

Clothing allowance operational staff: Clothing allowance for employees per contract agreement.

Materials field maintenance: Purchase of pellet lime, fertilizer, infield conditioner, infield mix, herbicides, pesticides, contractual pesticide and herbicide applications, irrigation supplies, irrigation repairs, bark mulch, grass seed, loam, topdressing materials, fence repairs, and many other misc. items as needed.

Materials playgrounds: Purchase of playground resilient materials and parts needed to make repairs.

Materials beach maintenance: Purchase of beach sand, turn boards, fence repairs, and repairs to the piers and playground equipment.

Tools and hardware: Purchase of misc. tools and hardware, flags for the buildings and parks, plastic bags for trash receptacles, padlocks, keys, 2-cycle oil, saw chains, files, chain saw repairs, batteries, wire ties, light bulbs, park bench repairs, string, tape measures, RV antifreeze for winter shutdowns, gas cans, nuts, bolts, etc.

Materials planting: Purchase of a limited number of trees, various plants in the landscape that are in need of replacement, and flowers for the gardens.

Irrigation system: Purchase irrigation parts for repairs, upgrades, and is used to fund irrigation contractor work on an as needed basis.

Purchase of Services:

Purchased Services - miscellaneous: Purchase of miscellaneous supplies, association dues, pesticide license renewals, conference fees.

Technical & Professional Services:

Tree service: Pruning and removal work done by outside contractors, poison ivy control in the parks and on school grounds, Hemlock Woolly Adelgid sprays, Dutch Elm Disease and winter moth controls, and deep root fertilization. A recent decision by the Attorney General requires all tree work to be completed under MGL Ch 30 39M. This requires contractors to pay prevailing wage, and post additional bonds.

Mowing service: Mowing of 16 sites, which covers 57.5 acres of grass, by an outside contractor.



Town of Natick

FY 2017 Preliminary Budget

Section VI: Community & Health Services

Community Services	
Summary of All Divisions	VI.3
Administration	VI.7
Council on Aging	VI.8
Human Services	VI.14
Veterans' Services	VI.18
Recreation & Parks	VI.24
Natick Community Organic Farm	VI.30
Board of Health	VI.32



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

Home of Champions

Department: Community Services All Divisions

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017	
					\$ (+/-)	% (+/-)

Salaries

Personnel Services	\$ 1,178,161	\$ 1,186,369	\$ 1,269,631	\$ 1,271,206	\$ 1,575	0.12%
Total Salaries	\$ 1,178,161	\$ 1,186,369	\$ 1,269,631	\$ 1,271,206	\$ 1,575	0.12%

Operating Expenses

Purchase of Services	\$ 39,223	\$ 60,368	\$ 75,069	\$ 81,164	\$ 6,095	8.12%
Tech/Professional Services	\$ 20,882	\$ 46,326	\$ 52,720	\$ 52,790	\$ 70	0.13%
Supplies	\$ 11,904	\$ 14,997	\$ 16,500	\$ 18,950	\$ 2,450	14.85%
Other Supplies	\$ 4,395	\$ 3,750	\$ 4,200	\$ 4,200	\$ -	0.00%
Other Charges/Expenses	\$ 260,642	\$ 270,482	\$ 313,256	\$ 328,902	\$ 15,646	4.99%
Total Operating Expenses	\$ 337,046	\$ 395,923	\$ 461,745	\$ 486,006	\$ 24,261	5.25%

Total Community Services	\$ 1,515,207	\$ 1,582,292	\$ 1,731,376	\$ 1,757,212	\$ 25,836	1.49%
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Main Purpose of Department

Comprised of Recreation and Parks, Council on Aging, Human Services, Veteran's Services, and the Natick Community Organic Farm, the Community Services Department is charged with responding to the needs, interests and quality of life issues of all who call Natick home.

Our mission focuses on supporting the people of Natick through advocacy and targeted programming, protecting Natick's treasured places through responsible trusteeship of lands, parks and open spaces, and by strengthening community through engagement, education and the creation of opportunities to interact with one another.

The following goals describe departmental priorities for FY 17:

1. Continued optimization of departmental operations including:
 - Completion of the roll-out of a new, department-wide software management program
 - Interdepartmental collaboration in the interest of addressing service gaps
2. Continued enhancement of public communications through the use of technology
4. Encourage community capacity building through partnerships, volunteerism and education
5. Diversification of funding base through grantmaking, donations and the like



Town of Natick

Home of Champions

Department: Community Services

Budget Overview:

Recent Developments

The Community Services Department, in its third year of operation, continues to experience increasing public demand for its services. With 1100 user groups vying for space at the Community Center, in excess of 10,000 Natick residents registered in one or more of the Department's programs, 2,200 youth participating in summer programming alone, 3300 elders benefitting from an array of initiatives, and 1,100 volunteers helping to make it all happen, the Department continues to meet the challenge. This past year's Department highlights include: Development and roll-out of the highly acclaimed Citizen's Leadership Academy; a ten week course providing residents a meaningful opportunity to learn about and interact with municipal administration; Initiation of a new, local transportation program designed to get our residents where they need to go with accessible, door to door services; Substantial completion of a comprehensive Field and Park study enabling the Department to more effectively plan for capital investments over time; Completion of the Cole North Field; Initiation of the Care and Prepare Program designed to help ensure the safety of residents during weather emergencies.

Current Challenges:

Managing significant growth and demand

Significant Proposed Changes for the Upcoming FY and Budget Impact:

None

Community Services FTEs Community Services Department

Division	FTE FY 14	FTE FY 15	FTE FY16	FTE FY17	Change +/-
Administration	1*	2	3	3	---
Council on Aging	5.69	5.87	6.24**	6.24**	---
Human Services	3.75	2	2	2	---
Veterans Services	2	2	2	2	---
Recreation and Parks	6.2	6.2	5.28	5.28	
Natick Community Organic Farm	3	3	3	3	---
TOTALS	21.64	21.07	21.52	21.52	---

*While the Administration Division did not exist in FY 14, the position of Department Director did.

** Part-time Transportation Coordinator. No general fund impact.



Town of Natick

Home of Champions

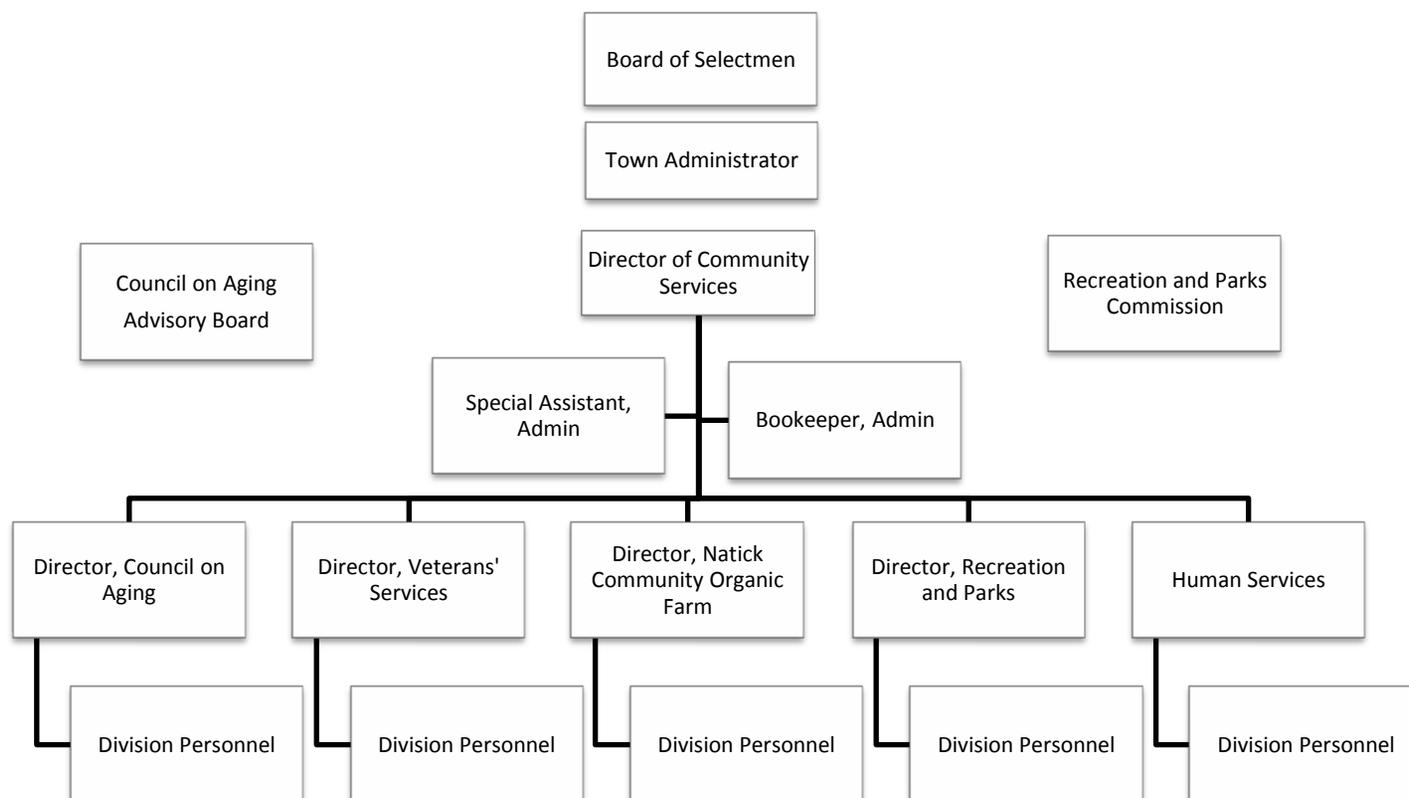
Department: Community Services

Budget Overview:

On the Horizon

The department will oversee several initiatives in FY 17:

- Creation of Community Services Advisory Committee
- Expansion of Community Garden, Hartford Street
- Final phase roll-out of software management program
- Development of long-range capital plan for parks and fields
- Enhancement of transportation program
- Continued management of Citizen's Leadership Academy
- Analysis of and programmatic response to existing service gaps with particular focus on at-risk youth





Town of Natick

Home of Champions

Department: Community Services

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries						
Salaries Management	\$ 321,285	\$ 301,722	\$ 331,633	\$ 330,367	\$ (1,266)	-0.38%
Salaries Supervisory	\$ 146,712	\$ 150,381	\$ 153,976	\$ 153,388	\$ (588)	-0.38%
Salaries Operational Staff	\$ 342,871	\$ 404,622	\$ 459,022	\$ 454,854	\$ (4,168)	-0.91%
Salaries Technical & Professional	\$ 360,626	\$ 323,423	\$ 320,091	\$ 325,222	\$ 5,131	1.60%
Operational Staff Additional Comp	\$ 3,750	\$ 4,750	\$ 2,625	\$ 5,125	\$ 2,500	95.24%
O/T Operational & Supervisory Staff	\$ 2,917	\$ 1,471	\$ 2,284	\$ 2,250	\$ (34)	-1.49%
Personnel Services	\$ 1,178,161	\$ 1,186,369	\$ 1,269,631	\$ 1,271,206	\$ 1,575	0.12%
Mileage	\$ 1,325	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	0.00%
Security Monitoring Alarm	\$ 240	\$ -	\$ 500	\$ 500	\$ -	0.00%
Repairs & Maint. Facilities	\$ 5,917	\$ 2,145	\$ 5,021	\$ 5,371	\$ 350	6.97%
Repairs & Maint. Equipment	\$ 3,053	\$ 6,506	\$ 6,200	\$ 6,000	\$ (200)	-3.23%
Rental of Veterans Headquarters	\$ 1,200	\$ 1,200	\$ 1,200	\$ 600	\$ (600)	-50.00%
Communication Telephone	\$ 8,434	\$ 7,292	\$ 9,300	\$ 8,900	\$ (400)	-4.30%
Communication Postage	\$ 719	\$ 11,614	\$ 9,775	\$ 10,100	\$ 325	3.32%
Dues & Subscriptions	\$ 3,133	\$ 2,960	\$ 3,590	\$ 3,835	\$ 245	6.82%
Copy/Mail Center Fees	\$ 203	\$ 2,000	\$ 8,200	\$ 8,350	\$ 150	1.83%
Citizen Leadership Academy	\$ -	\$ 2,244	\$ 5,000	\$ 5,000	\$ -	0.00%
Training & Education	\$ -	\$ 4,409	\$ 2,500	\$ 4,500	\$ 2,000	80.00%
Wellness Programs	\$ 3,974	\$ 5,553	\$ 4,500	\$ 8,743	\$ 4,243	94.29%
Contract Services: Counseling	\$ 1,300	\$ 401	\$ 5,000	\$ 5,000	\$ -	0.00%
In/Out of State Travel/Meetings	\$ 9,000	\$ 12,349	\$ 12,358	\$ 12,540	\$ 182	1.47%
Other Services Misc.	\$ 725	\$ 495	\$ 725	\$ 525	\$ (200)	-27.59%
Purchase of Services	\$ 39,223	\$ 60,368	\$ 75,069	\$ 81,164	\$ 6,095	8.12%
Communication Photocopying	\$ 2,213	\$ 25,762	\$ 27,750	\$ 27,750	\$ -	0.00%
School Custodial Charges	\$ 2,100	\$ 3,084	\$ 2,660	\$ 2,730	\$ 70	2.63%
Special Needs Tuition	\$ 5,089	\$ 6,000	\$ 6,000	\$ 6,000	\$ -	0.00%
Dug Pond Treatment & Testing	\$ 11,480	\$ 11,480	\$ 16,310	\$ 16,310	\$ -	0.00%
Technical/Professional Services	\$ 20,882	\$ 46,326	\$ 52,720	\$ 52,790	\$ 70	0.13%
Care of Veterans Graves	\$ 1,000	\$ 1,197	\$ 1,400	\$ 1,400	\$ -	0.00%
Office Supplies	\$ 9,332	\$ 11,907	\$ 12,500	\$ 13,800	\$ 1,300	10.40%
Supplies Computer	\$ 1,200	\$ 1,265	\$ 1,600	\$ 1,750	\$ 150	9.38%
Supplies Disposable Goods	\$ 372	\$ 628	\$ 1,000	\$ 2,000	\$ 1,000	100.00%
Supplies	\$ 11,904	\$ 14,997	\$ 16,500	\$ 18,950	\$ 2,450	14.85%
Recreation Program Supplies	\$ 4,395	\$ 3,750	\$ 4,200	\$ 4,200	\$ -	0.00%
Other Supplies	\$ 4,395	\$ 3,750	\$ 4,200	\$ 4,200	\$ -	0.00%
Transportation Program	\$ 14,201	\$ 14,712	\$ 17,000	\$ 12,000	\$ (5,000)	-29.41%
Veteran Benefits: Cash Allowance*	\$ 100,747	\$ 113,800	\$ 129,591	\$ 139,311	\$ 9,720	7.50%
Veteran Benefits: Medical*	\$ 129,539	\$ 124,945	\$ 145,685	\$ 156,611	\$ 10,926	7.50%
Veteran Benefits: Food/Clothing/Fuel	\$ -	\$ 550	\$ 550	\$ 550	\$ -	0.00%
Veteran Benefits: Nursing Home Trans	\$ -	\$ 500	\$ 500	\$ 500	\$ -	0.00%
Veteran Benefits: Miscellaneous	\$ 1,430	\$ 1,425	\$ 1,430	\$ 1,430	\$ -	0.00%
Memorial Day Program	\$ 12,550	\$ 12,375	\$ 15,000	\$ 15,000	\$ -	0.00%
Veterans' Day Program	\$ 2,175	\$ 2,175	\$ 3,500	\$ 3,500	\$ -	0.00%
Other Charges/Expenses	\$ 260,642	\$ 270,482	\$ 313,256	\$ 328,902	\$ 15,646	4.99%
Total Operating Expenses	\$ 337,046	\$ 395,923	\$ 461,745	\$ 486,006	\$ 24,261	5.25%
Total	\$ 1,515,207	\$ 1,582,292	\$ 1,731,376	\$ 1,757,212	\$ 25,836	1.49%

* 75% reimbursed by the Commonwealth of Massachusetts



Department: Community Services Administration

Summary

The Department of Community Services is comprised of five divisions: Recreation and Parks, Council on Aging, Veteran's Services, Human Services, and the Natick Community Organic Farm. From a budgetary perspective, the department also maintains an administrative budget for those costs associated with department-wide activities.

Budget Detail

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries Management	\$ 100,385	\$ 103,396	\$ 105,868	\$ 105,464	\$ (404)	-0.38%
Salaries Operational Staff ¹	\$ -	\$ 55,925	\$ 103,777	\$ 107,203	\$ 3,426	3.30%
Operational Staff Other Compensation	\$ -	\$ -	\$ -	\$ 2,500	\$ 2,500	#DIV/0!
Personnel Services	\$ 100,385	\$ 159,321	\$ 209,645	\$ 215,167	\$ 5,522	2.63%
Mileage	\$ 1,325	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	0.00%
Security Monitoring Alarm	\$ 240	\$ -	\$ 500	\$ 500	\$ -	0.00%
Repairs & Maintenance Facilities	\$ -	\$ 500	\$ 3,000	\$ 3,000	\$ -	0.00%
Repairs & Maintenance Equipment	\$ -	\$ 1,929	\$ 1,500	\$ 1,500	\$ -	0.00%
Communication Telephone	\$ 562	\$ 760	\$ 600	\$ 600	\$ -	0.00%
Communication Postage	\$ -	\$ 9,353	\$ 8,600	\$ 9,000	\$ 400	4.65%
Copy/Mail Center Fees	\$ -	\$ 2,000	\$ 2,000	\$ 2,500	\$ 500	25.00%
Citizen Leadership Academy	\$ -	\$ 2,244	\$ 5,000	\$ 5,000	\$ -	0.00%
Training & Education	\$ -	\$ 757	\$ 500	\$ 1,500	\$ 1,000	200.00%
Purchase of Services	\$ 2,127	\$ 18,743	\$ 22,900	\$ 24,800	\$ 1,900	8.30%
Communication Photocopying	\$ -	\$ 22,705	\$ 23,500	\$ 23,500	\$ -	0.00%
Technical/Professional Services	\$ -	\$ 22,705	\$ 23,500	\$ 23,500	\$ -	0.00%
Office Supplies	\$ -	\$ -	\$ 300	\$ 300	\$ -	0.00%
Supplies Computer	\$ -	\$ -	\$ -	\$ 150	\$ 150	#DIV/0!
Supplies	\$ -	\$ -	\$ 300	\$ 450	\$ 150	50.00%
Total Operating Expenses	\$ 2,127	\$ 41,448	\$ 46,700	\$ 48,750	\$ 2,050	4.39%
Total	\$ 102,512	\$ 200,769	\$ 256,345	\$ 263,917	\$ 7,572	2.95%

Line-Item Detail

Salaries Management - Salary of the Director of the Community Services Department

Salaries Operational Staff - The positions represented in this line item include the following: *Special Assistant to the Director of Community Services* who manages departmental publications, communications, special projects and, as well, coordinates our robust after hours rental program. ¹ *Bookkeeper* - As a result of a departmental realignment, bookkeeping/accounting functions for all of the department's divisions have been combined. That position is now accounted for under the Community Services Administrative budget. The funds for this position have been reallocated within the department.

Purchase of Services:

Repairs and Maintenance Facilities: As the result of heavy use of the new Community Center it is necessary at this time to identify a modest allocation of funds to address unforeseen issues.

Repairs and Maintenance Equipment: Similar investments are necessary in order to attend to the unforeseen damage to equipment as the result of heavy use.

Communication Postage - Funds in this line item support the costs associated with mailing the department's quarterly publication, the Natick Common Guide as well as other informational materials.

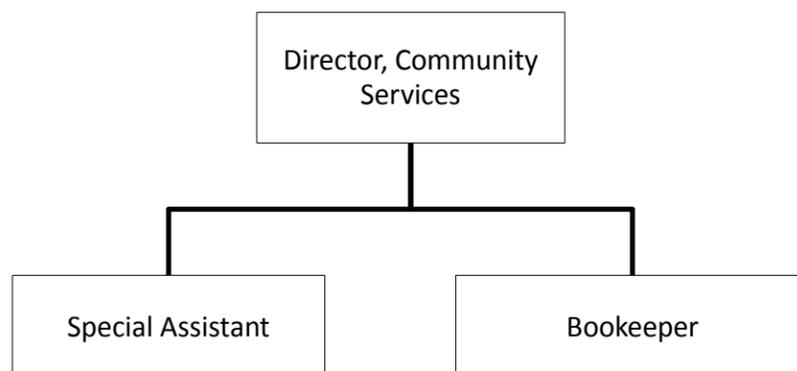
Copy/Mail Center Fees - Funds in this line item help to support misc. departmental publications and mailings.

Training & Education - Funds in this line the costs associated with staff training and professional development.

Technical/Professional Services:

Communication Photocopying - Funds in this line item support the costs associated with producing the department's quarterly publication, the Natick Common Guide.

Supplies:





Town of Natick

Home of Champions

Department: Community Division: Council on Aging

Appropriation Summary

	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries						
Personnel Services	\$ 441,934	\$ 366,297	\$ 303,890	\$ 303,291	\$ (599)	-0.20%
Total Salaries	\$ 441,934	\$ 366,297	\$ 303,890	\$ 303,291	\$ (599)	-0.20%
Operating Expenses						
Purchased Services	\$ 14,752	\$ 20,653	\$ 24,793	\$ 27,493	\$ 2,700	10.89%
Supplies	\$ 3,786	\$ 6,519	\$ 7,200	\$ 9,500	\$ 2,300	31.94%
Other Charges/Expenses	\$ 14,201	\$ 14,712	\$ 17,000	\$ 12,000	\$ (5,000)	-29.41%
Total Operating Expenses	\$ 32,739	\$ 41,884	\$ 48,993	\$ 48,993	\$ -	0.00%
Total COA & HS	\$ 474,673	\$ 408,181	\$ 352,883	\$ 352,284	\$ (599)	-0.17%

Mission:

The mission of the Council on Aging is to design and deliver services which improve the quality of life for those aging in our community through education, support and advocacy

Goals:

- Expand opportunities that promote healthy aging.
- Develop reporting system to track participation and costs. Use data to identify trends and recommend - policy.
- Review taxi voucher and volunteer transportation program. Revise as needed as Natick Connector service expands.
- Finalize strategic plan goals and work plan.



Town of Natick

Home of Champions

Department: Community Division: Council on Aging

Main Purpose of the Department

The COA strives to create a welcoming place for Natick residents which promotes lifelong learning, independence, well-being and opportunities to contribute ones time and talents.

Recent Developments

- Received funding to pilot a telephone conference calling program intended to ensure isolated elders reconnect with peers and COA activities.
- Scheduled the following community events: Volunteer Fair, Housing Fair, Caregiving Series, Welcome to Natick.
- Launched enhanced, accessible local transportation for Natick residents in partnership with MWRTA
- Provided workshops on brain wellness and how to improve your memory.
- Adopted a “welcoming statement” that supports our commitment to be both inclusive and culturally responsive.

Current Challenges

- Managing the increasing demand for educational and cultural programming
- Integrating technology to expand reach
- Preparing to meet the needs of the growing baby boomer cohort
- Understanding Natick’s housing options for residents looking to downsize and remain local
- Developing volunteer opportunities to meet professional skill sets

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

None



Town of Natick

Home of Champions

Department: Community Services **Division: Council on Aging**

Budget Overview (con't)

Staffing	2013	2014	2015	2016	2017
Director	1	1	1	1	1
Assistant Director/Program Coordinator	1	1	1	1	1
Program Assistant	0.3	0.3	0.3	0.62	0.62
Volunteer Resources Coordinator	0.9	0.9	0.9	1	1
Program Instructors	varies	varies	varies	varies	varies
Clerical Staff	1.49	1.49	2.49	2.47	2.47
Transportation Coordinator	0	0	0	0.49	0.49
Building Monitors	*	*	*	*	*
Clinical Social Worker	0.375	0.375	0.375	0	0**
Outreach Coordinator	1	1	1	0	0***
Social Worker	1.75	1.75	1	0	0***

Total FTE	7.82	7.82	8.06	6.58	6.58
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Total FT/PT	5FT / 6PT	5FT / 6PT	6FT / 5PT	5FT/4PT	5FT/4PT
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Notes

* Building Monitor position paid for out of the CSC Revolving Fund and varies as needed. P/t Transportation Coordinator non GF funded

**Clinical Social Worker position eliminated. MOU for Contract Services developed.

*** Outreach Coordinator and Social Worker moved to Human Services Division.

	2013	2014	2015*	2016*	2017*
Workload Measures					
Units of Programs, Services, Activities ¹				50,304	50,500
Number of Seniors who:					
- Have Senior Parking Passes	1,106	1,196	1,159	1,100	1,155
Number of Volunteers	345	357	481	759	834
Unduplicated Elders Served	2915	3155	3505	2798	2938
Number of Volunteer Hours Served	15,634	15,985	16,038	16,741	17,294
Efficiency Measures					
Average Hours per Volunteer	58.8	58.6	57.1	22	24
Outcome Measures					
Est. Value of Volunteers (annually)	\$346,137	\$353,908	\$355,081	\$343,420	\$360,580

¹ Professional Services, Advocacy, Wellness/Cultural/Education Activities * Estimated



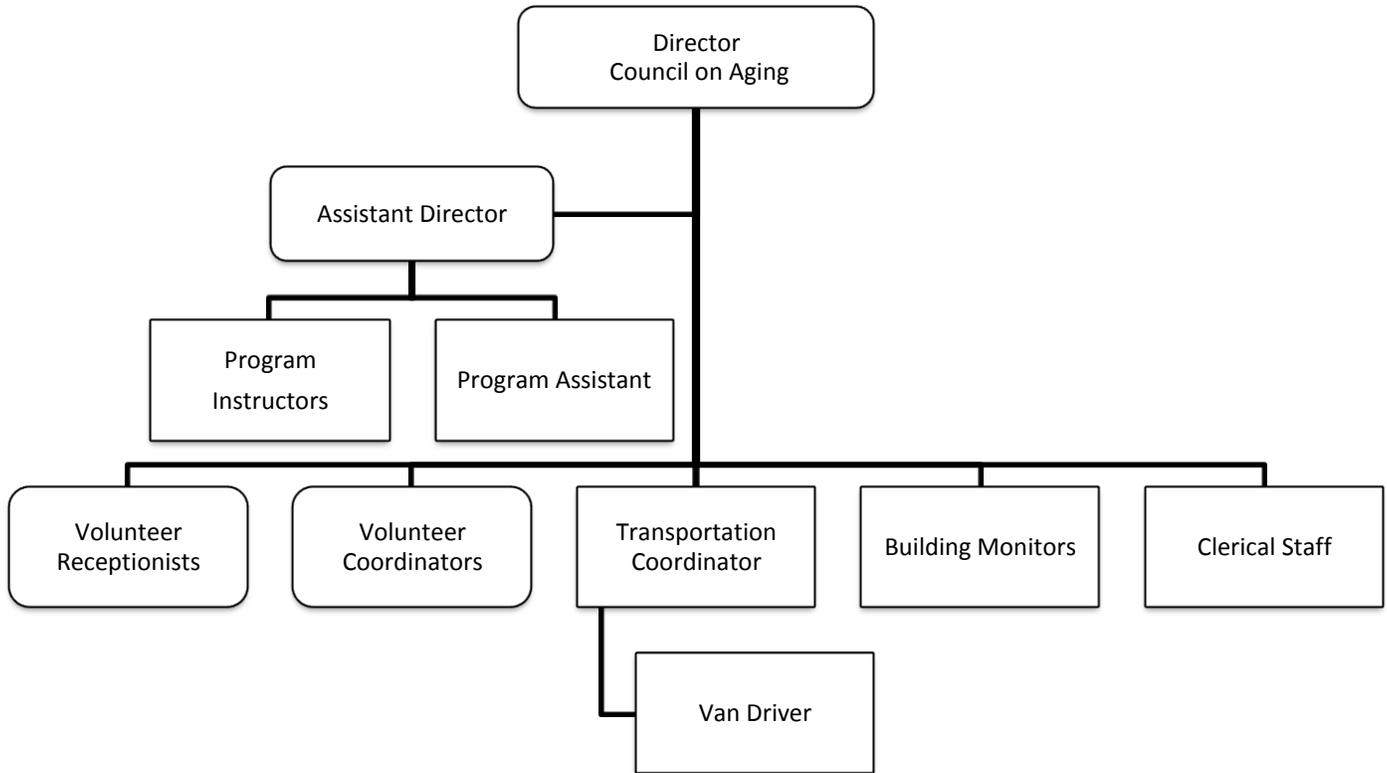
Town of Natick

Home of Champions

Department: Community Services

Division: Council on Aging

Organizational Chart





Town of Natick

Home of Champions

Department: Community Services		Division: Council on Aging					
	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)		
Salaries Management	\$ 77,664	\$ 50,504	\$ 74,005	\$ 73,722	\$ (283)	-0.38%	
Salaries Operational Staff	\$ 198,630	\$ 194,336	\$ 229,885	\$ 229,569	\$ (316)	-0.14%	
Salaries Tech & Professional	\$ 165,640	\$ 121,457	\$ -	\$ -	\$ -	#DIV/0!	
Personnel Services	\$ 441,934	\$ 366,297	\$ 303,890	\$ 303,291	\$ (599)	-0.20%	
Repairs & Maintenance Equipment	\$ 1,974	\$ 2,683	\$ 2,800	\$ 2,600	\$ (200)	-7.14%	
In/Out of State Travel	\$ 2,616	\$ 6,424	\$ 4,893	\$ 5,000	\$ 107	2.19%	
Communication Telephone	\$ 1,874	\$ 1,864	\$ 2,900	\$ 2,500	\$ (400)	-13.79%	
Dues & Subscriptions	\$ 1,880	\$ 1,282	\$ 2,050	\$ 2,100	\$ 50	2.44%	
Communication Postage	\$ 634	\$ 2,176	\$ 950	\$ 400	\$ (550)	-57.89%	
Copy/Mail Center Fees	\$ -	\$ -	\$ 6,200	\$ 5,850	\$ (350)	-5.65%	
Contract Services: Counseling	\$ 1,300	\$ 401	\$ -	\$ -	\$ -	#DIV/0!	
Other Services Miscellaneous	\$ 500	\$ 270	\$ 500	\$ 300	\$ (200)	-40.00%	
Wellness Programs	\$ 3,974	\$ 5,553	\$ 4,500	\$ 8,743	\$ 4,243	94.29%	
Purchase of Services	\$ 14,752	\$ 20,653	\$ 24,793	\$ 27,493	\$ 2,700	10.89%	
Office Supplies	\$ 2,214	\$ 4,626	\$ 4,600	\$ 5,900	\$ 1,300	28.26%	
Supplies Computer	\$ 1,200	\$ 1,265	\$ 1,600	\$ 1,600	\$ -	0.00%	
Supplies Disposable Goods	\$ 372	\$ 628	\$ 1,000	\$ 2,000	\$ 1,000	100.00%	
Supplies	\$ 3,786	\$ 6,519	\$ 7,200	\$ 9,500	\$ 2,300	31.94%	
Transportation Program	\$ 14,201	\$ 14,712	\$ 17,000	\$ 12,000	\$ (5,000)	-29.41%	
Other Charges/Expenses	\$ 14,201	\$ 14,712	\$ 17,000	\$ 12,000	\$ (5,000)	-29.41%	
Total Operating Expenses	\$ 32,739	\$ 41,884	\$ 48,993	\$ 48,993	\$ 7,109	0.00%	
Total Council on Aging	\$ 474,673	\$ 408,181	\$ 352,883	\$ 352,284	\$ (599)	-0.17%	

Personnel Services:

Salaries Management: Salary for the full time Director who provides the management functions of Council on Aging and assists with the operation of the multi-purpose Community-Senior Center.

Salaries Operational Staff: Costs associated with support staff.

Purchase of Services:

Repairs/Maintenance Equipment: Covers any repairs/maintenance/replacement needed to current equipment regularly used in the course of operating a multipurpose Community-Senior Center.

In/Out of State Travel: Supports mileage, travel and conference expenses for staff and volunteers

Communication Telephone: Cost for COA phone service and one mobile phone.

Dues & Subscriptions: Dues and fees associated with joining Aging and Volunteer Associations.

Communication Postage: Supports annualized cost of COA general business postage.

Copy/Mail Center Fees/Printing: Reflects the costs associated with printing the COAs newsletter which is mailed to 6,000 Natick seniors and general printing needs, ie: stationary, posters.

Other Services Miscellaneous: For database maintenance and a fee for the Motion Picture Industry License. This fee is required to show videos and DVDs at the community-senior center.



Town of Natick

Home of Champions

Department: Community Services

Division: Council on Aging

Wellness Programs: Funds programs that promote healthy aging.

Supplies:

Office Supplies: Funds general office supplies for the COA.

Supplies Computer: Supports the cost of computer and printer supplies.

Supplies Disposable Goods: Provides for the expenses associated with the sponsorship of classes, programs, events and meetings held at the Center.

Other Charges & Expenditures:

Transportation Assistance Program: Provides taxi coupon vouchers to elders whose transportation needs cannot be met through existing options, and provides mileage reimbursement to drivers who bring seniors to medical appointments.



Town of Natick

Home of Champions

Department: Community Services

Division: Human Services

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ -	\$ -	\$ 117,878	\$ 117,429	\$ (449)	-0.38%
Total Salaries	\$ -	\$ -	\$ 117,878	\$ 117,429	\$ (449)	-0.38%
Operating Expenses						
Purchased Services	\$ -	\$ -	\$ 6,000	\$ 6,000	\$ -	0.00%
Total Operating Expenses	\$ -	\$ -	\$ 6,000	\$ 6,000	\$ -	0.00%
Total Human Services	\$ -	\$ -	\$ 123,878	\$ 123,429	\$ (449)	-0.36%

Mission:

To provide a safety net for families and individuals in the community in need of supportive case management services, information and referral and/or advocacy.

Goals:

Ensure families or individuals at risk receive the assistance they need to remain safely and comfortably in their homes.

To work collaboratively with other town departments and community organizations in the best interest of Natick residents.

Continue to participate in local and regional coalitions whose missions compliment those of the Human Services Division.

Notes:

This division, formerly part of the Council on Aging, was created to more clearly articulate costs associated with service delivery and in recognition that individuals of all ages seek out and are provided services.



Town of Natick

Home of Champions

Department: Community Services

Division: Human Services

Budget Overview:

Recent Developments:

Human Services has recently become a stand-alone division in the department, recognizing that the breadth and scope of services our residents require spans all cohorts in the community.

This past year the Division, in collaboration with the Natick Fire and Police Departments launched a new home safety initiative; Care and Prepare which is intended to help ensure for the safety of Natick citizens during significant weather events. This same team continued to work extremely well together to address complex hoarding cases in our community and, as well, help to reduce in-home risks through inspection and installation of fire and CO detectors. Staff continued to work in close partnership with the Natick Service Council and the NPD to ensure for the success of our Court Diversion Program.

Human Services staff facilitate Natick's Interdisciplinary Task Forces with an array of local human service providers. This past year that team hosted trainings on a number of topics including opioid abuse and Mandated Reporting Laws.

Current Challenges:

- Facilitating the resolution of hoarding cases.
- Identification of resources to make necessary home repairs for those living in unsafe/unhealthful conditions
- Identification of resources to assist those who cannot afford oral health care.

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

None.

On the Horizon:

The division will work closely with the community to identify unmet support needs and to creatively meet those



Town of Natick

Home of Champions

Department: Community Services **Division: Human Services**

Staffing	2013	2014	2015	2016	2017
Social Worker Coordinator	0	0	0	1	1
Outreach Coordinator	0	0	0	1	1
Total FTE	0	0	0	2	2

Total FT/PT **N/A** **N/A** **N/A** **2 FT /0 PT** **2 FT /0 PT**

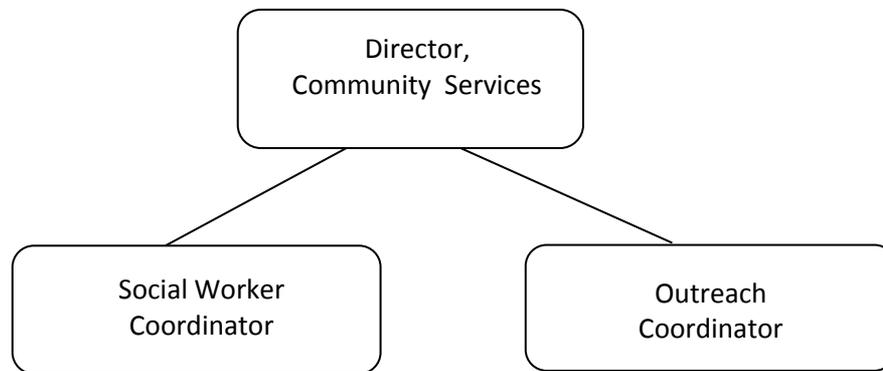
Notes

Salary to fund the full-time positions of the Social Worker Coordinator and the Outreach Coordinator.

Social Worker Coordinator receives and either assigns or refers new cases, ensures for the timely closure of cases and assists with the maintenance of statistics. Position carries a full case load and participates in multi-disciplinary case conferencing.

Outreach coordinator manages a full caseload, provides outreach and community education, maintains statistics and case notes and participates in multi-disciplinary case conferencing.

Organizational Chart



Performance Indicators

	2014	2015*	2016*	2017*
Workload Measures				
Information and Referral Calls	528	371	433	506
Financial Assistance/Tax Credit	71,503	72,114	72,814	72,814
Unduplicated Client Count	488	313	340	360

* Estimated Projections



Town of Natick

Home of Champions

Department: Community Services Division: Human Services

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries Tech/Professional Staff	\$ -	\$ -	\$ 117,878	\$ 117,429	\$ (449)	-0.38%
Personnel Services	\$ -	\$ -	\$ 117,878	\$ 117,429	\$ (449)	-0.38%
In State Travel/Meetings	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%
Contractual Services - Counseling	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ -	0.00%
Purchase of Services	\$ -	\$ -	\$ 6,000	\$ 6,000	\$ -	0.00%
Total Operating Expenses	\$ -	\$ -	\$ 6,000	\$ 6,000	\$ -	0.00%
Total Human Services	\$ -	\$ -	\$ 123,878	\$ 123,429	\$ (449)	-0.36%

Personnel Services:

Salaries Tech/Professional Staff: Salary to fund the full-time positions of the Social Worker Coordinator and the Outreach Coordinator. Social Worker Coordinator receives and either assigns or refers new cases, ensures for the timely closure of cases and assists with the maintenance of statistics. Position carries a full case load and participates in multi-disciplinary case conferencing. Outreach coordinator manages a full caseload, provides outreach and community education, maintains statistics and case notes and participates in multi-disciplinary case conferencing.

Purchase of Services:

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

Contractual Services - Counseling: Funds in this line item are used to contract out for clinical social work sessions for those in need of short-term crisis services for which no other resources for payment exists. Funds are also used to hire support group facilitators as needed.



Town of Natick

Home of Champions

Department: Community Services

Division: Veterans' Services

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
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Salaries

Personnel Services	\$ 116,032	\$ 119,948	\$ 122,782	\$ 122,450	\$ (332)	-0.27%
Total Salaries	\$ 116,032	\$ 119,948	\$ 122,782	\$ 122,450	\$ (332)	-0.27%

Operating Expenses

Purchase of Services	\$ 4,927	\$ 5,234	\$ 5,790	\$ 5,665	\$ (125)	-2.16%
Supplies	\$ 2,165	\$ 2,512	\$ 3,100	\$ 3,100	\$ -	0.00%
Other Charges / Expenses	\$ 246,441	\$ 255,770	\$ 296,256	\$ 316,902	\$ 20,646	6.97%
Total Operating Expenses	\$ 253,533	\$ 263,516	\$ 305,146	\$ 325,667	\$ 20,521	6.72%

Total Veterans' Services	\$ 369,565	\$ 383,464	\$ 427,928	\$ 448,117	\$ 20,189	4.72%
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Mission:

The mission of the Veterans' Services Division is to assist all veterans, eligible dependents and others in realizing the maximum potential of their Veterans benefits and entitlement programs. Further, we strive to assist the families and friends of indigent veterans with funeral and burial expenses; decorate graves on denoted holidays, provide ceremonial event coordination for town related Veterans events; and act as a liaison between Natick Veterans Council and the Town of Natick.

Goals:

Continued focus on enhancing services to Veterans:

Increase awareness of services available to Veterans and eligible dependents. We will be doing workshops to inform and discuss benefits with both veterans and their dependents.

Assist family members with ongoing needs in the Veterans' benefits system.

Increase participation in the Veterans in the classroom program.

Explore and implement new and different treatment approaches for those veterans suffering from PTSD.



Town of Natick

Home of Champions

Department: Community Services

Division: Veterans' Services

Budget Overview:

Recent Developments:

This office has seen a large increase in VA benefits awarded, totaling some \$1,215,276.00 this year. Our chapter 115 case load, state and local benefits have also seen an increase of approximately 8.5% this past year.

Current Challenges:

Getting more veterans and dependents involved in programs we plan to present to them.

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

We are proposing a 7.5% increase in veterans benefits this year, down from 10% last year.



Town of Natick

Home of Champions

Department: Community Services **Veterans' Services**

Staffing	2013	2014	2015	2016	2017
Veterans' Agent	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Total FTE	2	2	2	2	2

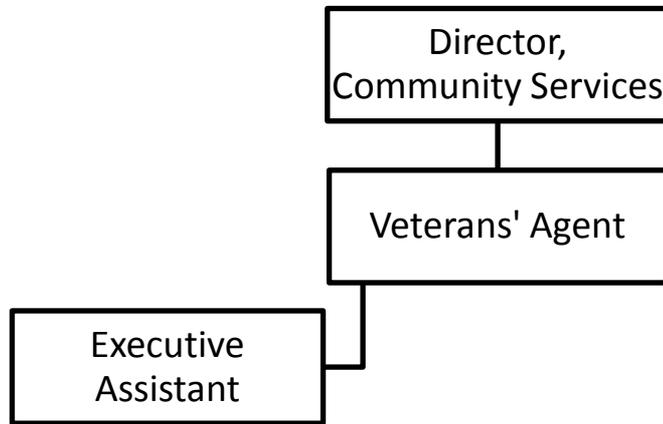
Total FT/PT	2 FT /0 PT				
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Notes

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

- 1) Veterans' Agent
- 2) Executive Assistant

Organizational Chart



Performance Indicators

	2014	2015*	2016*	2017*
Workload Measures				
Number of Veterans Served	83	89	95	95
Number of Veterans Seeking Assistance for First Time	8	10	10	10

* Estimated Projections



Town of Natick

Home of Champions

Department: Community Services **Division: Veterans' Services**

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries Management	\$ 64,350	\$ 67,247	\$ 68,855	\$ 68,592	\$ (263)	-0.38%
Salaries Operational Staff	\$ 50,932	\$ 51,951	\$ 52,802	\$ 52,733	\$ (69)	-0.13%
Operational Staff Other Comp	\$ 750	\$ 750	\$ 1,125	\$ 1,125	\$ -	0.00%
Personnel Services	\$ 116,032	\$ 119,948	\$ 122,782	\$ 122,450	\$ (332)	-0.27%

Rental of Veterans' headquarters	\$ 1,200	\$ 1,200	\$ 1,200	\$ 600	\$ (600)	-50.00%
In-State travel/meetings	\$ 1,969	\$ 2,193	\$ 2,640	\$ 2,640	\$ -	0.00%
Communication telephone	\$ 1,135	\$ 928	\$ 1,000	\$ 1,000	\$ -	0.00%
Dues & subscriptions	\$ 85	\$ 85	\$ 500	\$ 500	\$ -	0.00%
Communication Postage	\$ 313	\$ 603	\$ 225	\$ 700	\$ 475	211.11%
Other services miscellaneous	\$ 225	\$ 225	\$ 225	\$ 225	\$ -	0.00%
Purchase of Services	\$ 4,927	\$ 5,234	\$ 5,790	\$ 5,665	\$ (125)	-2.16%
Care of Veterans' graves	\$ 1,000	\$ 1,197	\$ 1,400	\$ 1,400	\$ -	0.00%
Office supplies	\$ 1,165	\$ 1,315	\$ 1,700	\$ 1,700	\$ -	0.00%
Supplies	\$ 2,165	\$ 2,512	\$ 3,100	\$ 3,100	\$ -	0.00%
Veteran benefits: Cash allowance*	\$ 100,747	\$ 113,800	\$ 129,591	\$ 139,311	\$ 9,720	7.50%
Veteran benefits: Medical*	\$ 129,539	\$ 124,945	\$ 145,685	\$ 156,611	\$ 10,926	7.50%
Veteran benefits: Food/clothing/fuel	\$ -	\$ 550	\$ 550	\$ 550	\$ -	0.00%
Veteran benefits: Transportation	\$ -	\$ 500	\$ 500	\$ 500	\$ -	0.00%
Veteran benefits: Miscellaneous	\$ 1,430	\$ 1,425	\$ 1,430	\$ 1,430	\$ -	0.00%
Memorial Day Program	\$ 12,550	\$ 12,375	\$ 15,000	\$ 15,000	\$ -	0.00%
Veterans' Day Program	\$ 2,175	\$ 2,175	\$ 3,500	\$ 3,500	\$ -	0.00%
Other Charges/Expenses	\$ 246,441	\$ 255,770	\$ 296,256	\$ 316,902	\$ 20,646	6.97%
Total Operating Expenses	\$ 253,533	\$ 263,516	\$ 305,146	\$ 325,667	\$ 20,521	6.72%

Total Veterans' Services \$ 369,565 \$ 383,464 \$ 427,928 \$ 448,117 \$ 20,189 4.72%

* 75% reimbursed by the Commonwealth of Massachusetts



Town of Natick

Home of Champions

Department: Community Services

Division: Veterans' Services

Personnel Services:

Salaries Management: Salary to fund the full-time position of Director of Veterans' Services.

Salaries Operational Staff: Salary to fund the full-time position of Executive Assistant.

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

Purchase of Services:

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

In State Travel/Meetings: This line item is used to cover the cost of attending in state conferences, meetings, and training sessions.

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

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

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

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

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

Supplies:

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

Postage: Separate line item for Veterans postage, previous request in mail/copy center line item.

Other Charges & Expenditures :

Veterans' Benefits: Cash Allowance: State and local government leaders wanted to recognize service in the armed forces by providing certain essential benefits to men and women (both living and deceased) who had borne the burden of military duty—and to their families. Chapter 115 enables every eligible Massachusetts veteran to receive certain financial, medical, educational, employment, and other benefits earned by military service. Veterans, their dependents, and surviving spouses have been singled out to receive counsel and assistance dispensed through the 351 municipal Veterans Services offices.

Education/Training: This line item expense for the Division is the result of new certification requirements for veterans services staff.

Chapter 115 Benefits: Both line items are projected to increase in FY 17.

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

Veterans' Benefits: Nursing Home Transportation: Provides for transportation of veterans and/or their families to and



Town of Natick

Home of Champions

Department: Community Services

Division: Veterans' Services

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

Other Charges:

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

Veterans' Day Program: Provides for those activities associated with Veterans Day. This includes the Veterans Day parade and ceremony. It also supports the activities associated with the Town's annual Pearl Harbor Day Remembrance Ceremony.



Town of Natick

Home of Champions

Department: Community Services

Division: Recreation & Parks

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 360,771	\$ 374,612	\$ 347,812	\$ 339,532	\$ (8,280)	-2.38%
Total Salaries	\$ 360,771	\$ 374,612	\$ 347,812	\$ 339,532	\$ (8,280)	-2.38%
Operating Expenses						
Purchase of Services	\$ 17,417	\$ 15,738	\$ 15,586	\$ 17,206	\$ 1,620	10.39%
Technical & Professional	\$ 20,882	\$ 23,621	\$ 29,220	\$ 29,290	\$ 70	0.24%
Supplies	\$ 5,953	\$ 5,966	\$ 5,900	\$ 5,900	\$ -	0.00%
Other Supplies	\$ 4,395	\$ 3,750	\$ 4,200	\$ 4,200	\$ -	0.00%
Total Operating Expenses	\$ 48,647	\$ 49,075	\$ 54,906	\$ 56,596	\$ 1,690	3.08%
Total Recreation	\$ 409,418	\$ 423,687	\$ 402,718	\$ 396,128	\$ (6,590)	-1.64%

Mission:

To provide recreational opportunities for residents of all ages and abilities. To enhance the fabric of Natick's Community through People, Parks and Programs.

Goals:

- Develop a Capital Improvement Plan for Natick's parks and fields utilizing the Park and Field Study as a guide
- Enhance communication with students/youth to determine gaps in services
- Make improvements to our summer camps brochures and companion policies
- Secure long-term MOU with state for Camp Arrowhead



Town of Natick

Home of Champions

Department: Community Services

Division: Recreation & Parks

Budget Overview:

Main Purpose of the Department:

The Recreation & Parks Division is responsible for developing and managing a wide range of year round leisure and cultural programming for people of all ages. With a particular focus on youth, the Division oversees activities for those not yet of school age, those with special needs, as well as afterschool and summer programming for Natick's youth and young adults. We work with businesses, nonprofit groups and fellow departments to offer a number of high profile community events which enrich and strengthen our collective sense of community and are, as well, stewards of the many parks and fields Natick is fortunate to have.

Recent Developments:

The Division had a busy year. We had 4 successful seasons of programming and participant numbers continue to be steady. We offered over 20 unique large scale community events.

The Division has completed work on the Cole North multipurpose field. We have seen heavy use since opening the field in May. We are already seeing the benefits by redistributing play, taking increased stress off of surrounding fields and enabling use after wet weather. We are seeing numerous residents taking advantage of the walking track daily and parking at the site has improved with the additional spaces on Boden Lane. The town has received over \$350,000 to date in donations from the Natick Soccer Club and will be receiving further donations over the next 5 years.

The Division worked with local veterans, the Carpenters Union Local 275, Public Works, and PATH (Parents' Association for the Handicapped) to create a pavilion area at the Camp Arrowhead site. We now have a covered area that provides shade and shelter from the elements. This 850 square foot area has enabled us to better serve the veterans and special needs campers who use the site. This project was completed through many volunteer labor hours, supply donations and funding raised by PATH.

The Division has continued to work with several boy scout and girl scout groups to make enhancements to our parks, open space and programs. We have added new fitness equipment at John J. Lane Park, improved the trails and access at Tony Anniballi Park at Pegan Cove, completed site clean-up and bench repair at Camp Arrowhead, cleared an overgrown path at Memorial School and created a portable library for Camp Arrowhead. We continue to receive support from Public Works on these projects.

The Division has worked with Weston and Sampson to complete a comprehensive field and park study. We have had several meetings with residents, key stake holders and town officials to assess and determine the needs of the community. Weston and Sampson has compiled comprehensive site data by visiting each site to assess their conditions. They are creating concept plans to depict the recommended needs at the various fields and parks in the community. The study is anticipated to be completed this winter.

The Division has added new piers at Memorial Beach, completed historical restorations at Henry Wilson Park, and begun restoration work at Boden Lane Cemetery.



Town of Natick

Home of Champions

Department: Community Services

Division: Recreation & Parks

Current Challenges:

We continue to look to meet the needs of our residents by providing an easier experience when registering or when looking to book out a facility. We have a new registration software that has streamlined our ability to serve residents. We are working with the other divisions within the Community Services Department to aid in the software implementation process.

We are working at ways to best meet the changes in youth athletics and increase in youth participation. The field and park study will be one way we can start to make adjustments as there is a shift in participation.

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

We are identifying deficiencies and issues with our field and park system in Natick. There are several parks and fields that will need to be brought up to appropriate standards. The division will need funding to make enhancements and improvements to these facilities. We will work with town officials to identify all funding opportunities available, including grants, donations, etc...

On the Horizon:

The department is working to identify opportunities for youth in the community that do not fall in the program or special event category. We are working on ways to make youth a bigger part of the decision making process. We have had mixed success with the youth advisory board and are considering alternatives to make sure the youth have a voice in the community.



Town of Natick

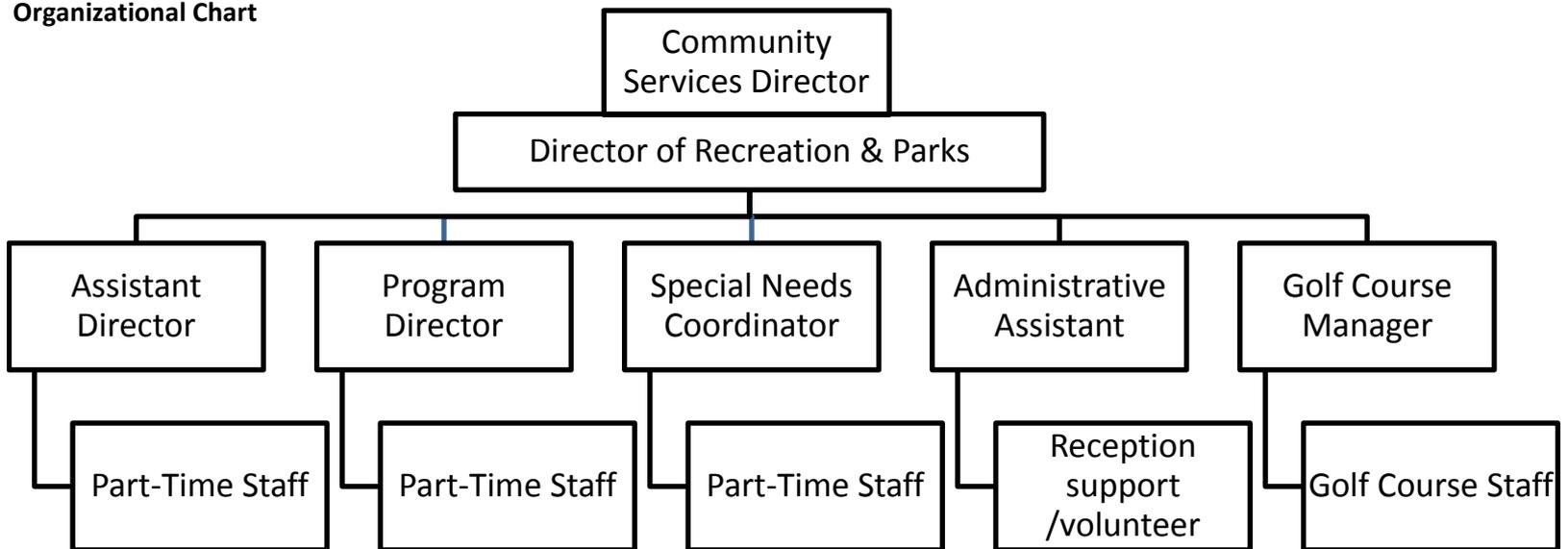
Home of Champions

Department: Community Services	Division: Recreation & Parks				
Staffing	2013	2014	2015	2016	2017
Director	1	1	1	1	1
Assistant Director	1	1	1	1	1
Program and Special Events Director *	1	1	1	1	1
Special Needs Coordinator *	-	0.8	0.8	0.8	0.8
Administrative Assistant	1	1	1	1	1
Bookkeeper	1	1	1	0	0
Playgroup Director	0	0	0	0	0
Receptionist**	0.61	0.4	0.4	0.48	0.48
Total FTE	5.61	6.2	6.2	5.28	5.28
Part-time Receptionist **				0.37	0.37
Part Time Program Staff**	22.8	23	23	23	23
Total FT/PT	5FT/202PT	5FT/204PT	5FT/204PT	4FT/204 PT	4FT/204 PT

Notes

* Positions are partially offset by revolving fund receipts. ** Positions are fully funded through user fees.

Organizational Chart



Performance Indicators

	2013	2014	2015*	2016*	2017*
Workload Measures					
Program Offerings	359	362	371	375	375
Number of Facilities	29park/facility	29park/facility	29 park/facility	29 park/facility	29 park/facility
Efficiency Measures					
Number of Year Round Volunteers	652	664	728	750	750
Number of Volunteer Hours	28,239	28,311	29,407	30,000	30,000
Outcome Measures					
Number of Participants for Registered Programs	8,680	9,483	9,494	9,525	9,525
Number of Participants (Unduplicated)	3,741	3,807	3,823	3,850	3,850
Number of Community Events Run	23	21	20	20	20

* Estimated projections



Town of Natick

Home of Champions

Department: Community Services

Division: Recreation & Parks

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries Management	\$ 78,886	\$ 80,575	\$ 82,905	\$ 82,589	\$ (316)	-0.38%
Salaries Supervisory	\$ 74,746	\$ 76,615	\$ 78,447	\$ 78,147	\$ (300)	-0.38%
Salaries Operational Staff	\$ 93,309	\$ 102,410	\$ 72,558	\$ 65,349	\$ (7,209)	-9.94%
Salaries Technical & Professional	\$ 107,913	\$ 109,541	\$ 110,118	\$ 109,697	\$ (421)	-0.38%
Operational Staff Additional Compensation	\$ 3,000	\$ 4,000	\$ 1,500	\$ 1,500	\$ -	0.00%
Operational Staff - Overtime	\$ 2,917	\$ 1,471	\$ 2,284	\$ 2,250	\$ (34)	-1.49%
Personnel Services	\$ 360,771	\$ 374,612	\$ 347,812	\$ 339,532	\$ (8,280)	-2.38%

Repairs & Maintenance Of Facilities	\$ 5,917	\$ 1,645	\$ 2,021	\$ 2,371	\$ 350	17.32%
Repairs & Maintenance Of Equipment	\$ 1,079	\$ 1,894	\$ 1,900	\$ 1,900	\$ -	0.00%
In/Out of State Travel/Meetings	\$ 4,415	\$ 3,732	\$ 3,825	\$ 3,900	\$ 75	1.96%
Communication Telephone	\$ 4,863	\$ 3,740	\$ 4,800	\$ 4,800	\$ -	0.00%
Training & Education	\$ -	\$ 3,652	\$ 2,000	\$ 3,000	\$ 1,000	50.00%
Dues & Subscriptions	\$ 940	\$ 1,075	\$ 1,040	\$ 1,235	\$ 195	18.75%
Copy/Mail Center Fees	\$ 203	\$ -	\$ -		\$ -	#DIV/0!
Purchase of Services	\$ 17,417	\$ 15,738	\$ 15,586	\$ 17,206	\$ 1,620	10.39%
Communication/Photocopying	\$ 2,213	\$ 3,057	\$ 4,250	\$ 4,250	\$ -	0.00%
School Custodian Charges	\$ 2,100	\$ 3,084	\$ 2,660	\$ 2,730	\$ 70	2.63%
Dug Pond Treatment & Testing	\$ 11,480	\$ 11,480	\$ 16,310	\$ 16,310	\$ -	0.00%
Special Needs Tuition	\$ 5,089	\$ 6,000	\$ 6,000	\$ 6,000	\$ -	0.00%
Technical/Professional Services	\$ 20,882	\$ 23,621	\$ 29,220	\$ 29,290	\$ 70	0.24%
Office Supplies	\$ 5,953	\$ 5,966	\$ 5,900	\$ 5,900	\$ -	0.00%
Supplies	\$ 5,953	\$ 5,966	\$ 5,900	\$ 5,900	\$ -	0.00%
Program Supplies	\$ 4,395	\$ 3,750	\$ 4,200	\$ 4,200	\$ -	0.00%
Other Supplies	\$ 4,395	\$ 3,750	\$ 4,200	\$ 4,200	\$ -	0.00%
Total Operating Expenses	\$ 48,647	\$ 49,075	\$ 54,906	\$ 56,596	\$ 1,690	3.08%

Total Recreation & Parks Budget	\$ 409,418	\$ 423,687	\$ 402,718	\$ 396,128	\$ (6,590)	-1.64%
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Note:



Town of Natick

Home of Champions

Department: Community Services

Division: Recreation & Parks

Narrative:

Personnel Services

Salaries Management - This line item contains a full-time Director

Salaries Supervisory - This line item contains a full-time Assistant Director.

Salaries Operational Staff - This line item contains a full-time Office Administrator and part-time receptionist hours.

Salaries Technical & Professional - This line item includes a full-time Program Director, and a part-time Special Needs Coordinator.

Operational Staff Additional Comp - This account represents longevity compensation for the operational staff.

O/T Operational - This line item contains overtime for union positions.

Purchase of Services

Repairs & Maintenance of Facilities - This is used to pay for minor repairs at the parks in town. This account also provides a year-round security and door system at Memorial Beach, Camp Arrowhead & Mary Bunker Park.

Repairs & Maintenance of Equipment - This is used to maintain and repair the department's office and building equipment.

In/Out of State Travel/Meetings - This is used to cover travel reimbursement for Recreation & Parks Department Staff using their own vehicles on Town Business. This covers funding for state meetings and the annual conference.

Communication/Telephone - This covers the phone system at the Cole Center, Beach, Camp Marybunker & Camp Arrowhead. The Department's cell phones and tablets are also included in this account.

Training & Education - This will ensure staff receive the technical training necessary to perform their jobs efficiently and effectively.

Dues & Subscriptions - This covers state and national membership dues for the Department.

Technical / Professional Services

Communication/Photocopying - This covers the cost of paper and postage.

School Custodian Charges - This covers a portion of the custodial costs incurred for the "rehearsal week hours" for the two Natick Drama Workshop Productions.

Dug Pond Treatment & Testing - This covers the annual testing and treatment of Dug Pond. The annual testing at Pegan Brook inlet to Dug Pond as requested by Natick DPW is also included in this line item.

Special Needs Tuition - This covers some of the cost of the agreement between the Town of Natick and the Amputee Veteran's Association for camper weeks to be paid by the Town as a rental fee for using the camp grounds. Also included in this account is the Commonwealth of Mass (DCR) Annual Fee.

Supplies

Office Supplies - This covers all other office operational costs for the Department.

Other Supplies

Program Supplies - This covers the cost of first aid supplies, uniforms and specialized program equipment.



Town of Natick

Home of Champions

Department: Community Services

Division: Natick Community Organic Farm

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 159,039	\$ 166,191	\$ 167,624	\$ 173,337	\$ 5,713	3.41%
Total Personnel Services	\$ 159,039	\$ 166,191	\$ 167,624	\$ 173,337	\$ 5,713	3.41%
Total NCOF	\$ 159,039	\$ 166,191	\$ 167,624	\$ 173,337	\$ 5,713	3.41%

Mission:

Founded in 1975, The Natick Community Organic Farm is a nonprofit, certified-organic farm providing productive open space, farm products, and hands-on education for all ages, year-round.

Committed to farming methods that are ecologically healthy and sustainable, the Farm places special emphasis on service to youth through year-round classes, work-experience programs and volunteer opportunities for working the land.

Main Purpose of the Department:

To connect people of all ages and abilities, including those with special abilities, in a hands-on, purposeful manner, to where healthy food comes from through the act of meaningful work. By doing so, we will maintain 30 acres of Natick's productive open space.

Recent Developments:

- Diversified our markets
- Increased fall production
- Pursued educational partnership with Natick schools
- Increased CSA shares
- Completed a rebranding initiative
- Expanded the Mentoring Teen Program

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

None

On the Horizon:

- Implement new online registration system.
- Repair barn and greenhouse roofs
- Implement forest management plan.



Town of Natick

Home of Champions

Department: Community Services **Division: Natick Community Organic Farm**

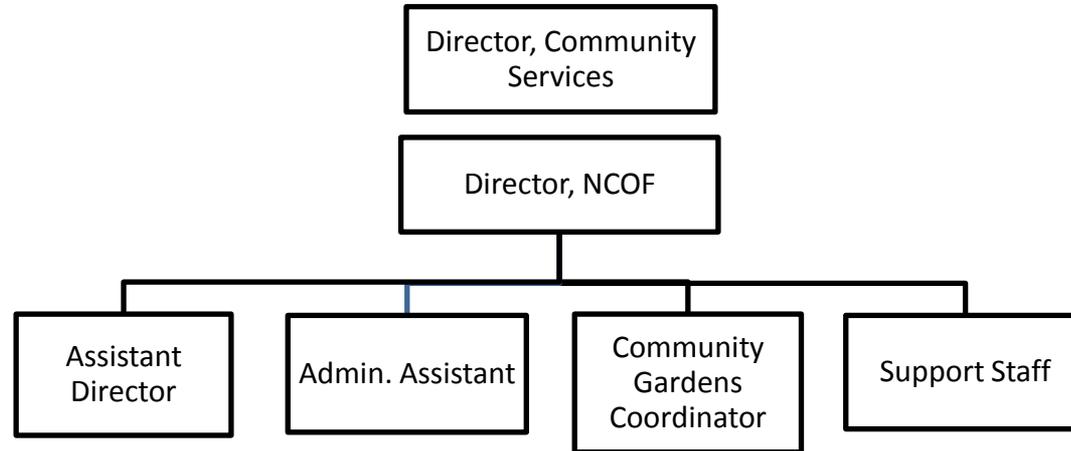
Staffing	2013	2014	2015	2016	2017
Director of Natick Community Organic Farm	1	1	1	1	1
Assistant Director, NCOF*	1	1	1	1	1
Administrative Assistant, NCOF*	0.75	0.75	0.75	0.88	0.88
Total FTE	2.75	2.75	2.75	2.88	2.88

Total FT/PT 2 FT / 1PT 2 FT / 1PT 2 FT / 1PT 2 FT / 1PT 2 FT / 1PT

Notes

*Positions are fully offset by revenues.

Organizational Chart



Performance Indicators

	2013	2014	2015*	2016*	2017*
Workload Measures					
Number of programs offered	Not available	1,092	1097	1102	1102
Efficiency Measures					
Number of volunteers	Not available	250	332	362	362
Outcome Measures					
Number of participants	Not available	4,126	4231	4431	4431

* Estimates

Budget Detail	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries Supervisory	\$ 71,966	\$ 73,766	\$ 75,529	\$ 75,241	\$ (288)	-0.38%
Salaries Technical & Professional	\$ 87,073	\$ 92,425	\$ 92,095	\$ 98,096	\$ 6,001	6.52%
Personnel Services	\$ 159,039	\$ 166,191	\$ 167,624	\$ 173,337	\$ 5,713	3.41%
Total NCOF	\$ 159,039	\$ 166,191	\$ 167,624	\$ 173,337	\$ 5,713	3.41%

Line-Item Detail

Personnel Services

Salaries Supervisory - This line item contains a full-time Farm Director.

Salaries Technical & Professional - This line item includes a full-time Assistant Farm Director and a part-time Administrative Assistant.

The part-time Administrative Assistant's hours increased from 30 to 35 hours per week in FY16.



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

Home of Champions

Department: Board of Health

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 390,566	\$ 406,542	\$ 443,361	\$ 471,196	\$ 27,835	6.28%
Total Salaries	\$ 390,566	\$ 406,542	\$ 443,361	\$ 471,196	\$ 27,835	6.28%
Operating Expenses						
Expenses	\$ 27,226	\$ 28,172	\$ 35,250	\$ 35,750	\$ 500	1.42%
Other Chgs./Expend.	\$ 7,514	\$ 10,621	\$ 15,000	\$ 15,000	\$ -	0.00%
Total Operating Expenses	\$ 34,740	\$ 38,793	\$ 50,250	\$ 50,750	\$ 11,457	1.00%
Total Board of Health	\$ 425,306	\$ 445,335	\$ 493,611	\$ 521,946	\$ 28,335	5.74%

Mission:

The Natick Health Department is empowered by state statute with protecting and promoting the health, safety and well-being of our residents, visitors and the environment. This is accomplished by providing inspectional services, code enforcement, clinical wellness and immunization programs, communicable disease investigations, education and public awareness campaigns.

Goals

Ensure statutory and other key responsibilities are fulfilled in a timely and effective manner, including:

- Compliance and monitoring of food establishments, sanitary housing, septic system design and installation, etc.
- Compliance with Public and Environmental Health mandates
- Federal, state and local regulatory code enforcement
- Providing preventative clinical and immunization services; communicable disease monitoring and investigations.
- Emergency Preparedness

Addressing Challenges

- To further involve the department in supporting programs to address the opioid and drug addiction epidemic.
- Continue working in unison with the Natick Police Dept. to promote and maintain the pill dropoff kiosk .
- Continue to update and revise antiquated local regulations to address current trends.
- Collaborate with other Town Depts and personnel to join efforts to address common issues.

Enhance Departmental Communication

- Stressing customer service as a department priority for providing timely and thorough responses to citizens concerns.
- Continue to provide constant and timely updates on the Town website so the public has access to current public health services.
- Provide a Facebook and possible Twitter accounts to promote department programs and services.
- Utilizing media outlets for up-to-date Board of Health happenings.
- Support personnel involvement on pertinent committees and working groups to represent department's positions and/or requirements on issues at hand.

Enhance Environmental Protection

- Begin daily hotwash sessions with environmental staff for information updates, brainstorming and to assure uniformed responses to common issues and situations.
- Provide educational material and alternative solutions to residents as Phase II of the Septrak program rolls out.
- Hiring and training the Sanitarian to assist, maintain and expand the department's environmental services.

Miscellaneous

- Begin enforcing recently adopted Tobacco regulations governing youth access and tobacco use in workplaces and certain municipal owned public places.
- Provide Health Department in kind services in order to assist the Sustainability Coordinator with the TURI grant green initiative.

Main Purpose of the Department

The ultimate purpose of all levels of public health is prevention. State and local public health regulations, inspectional services and clinical programs, education and awareness campaigns are all based upon preventative disease measures. The Health Department is the provider of those means for the residents of the Town of Natick.



Town of Natick

Home of Champions

Department: Board of Health

Recent Developments

The Board of Health has adopted revised regulations addressing access of tobacco products to youth, raising the age for purchasing tobacco products to 21 years, and prohibiting tobacco use in work and certain public places. Both of these were part of the written agreement with the grant funded by the MetroWest Health Foundation for the 9 town tobacco control coalition grant. The grant is currently in the second year of a three year grant cycle.

The Board of Health and the Natick Police Department have joined together to purchase and maintain a pill disposal kiosk located in the police station lobby and available for 24 hour disposal of unused or unwanted pills for all residents of the Town. This is part of an effort to get excess medications, especially opioids and other potentially addictive drugs, out of homes, off the streets and out of the hands of those for which they were not intended.

Current Challenges

There are currently several large scale projects in the planning phase, all of which will require some review and oversight of the Health Department. The Town Paint building and St. Patrick's School sites are both considering mixed residential and commercial retail use. The preliminary plans propose some type of restaurant establishments at both locations.

Additionally, the Natick Mall is proposing to have Wegmans fill the space vacated by J. C. Pennies. The size and complexity of a Wegmans supermarket offers a challenge to the inspectional process required of health departments.

The Fall Town Meeting voted to endorse a Board of Health led effort to reduce the use of certain plastic bags in the Town. This will include educational and voluntary reduction programs for retail vendors, as well as, the crafting of regulations to eventually address enforcement. The biggest challenge will be working with the subgroup that was formed to discuss the process and to get a consensus on how to proceed, what will be the priorities and what the regulations will encompass.

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

The full-time Sanitarian position, that has been held and non-funded for the past seven years, has been re-instated. The plan is to have the position filled and to begin employment in early January 2016.

On the Horizon

The Board has expressed the need to assure that the Natick Together for Youth Community Coalition and their staff remain sustainable for the upcoming years. There have been great strides made to address drug and alcohol abuse in the community, especially in our youth. Still, with the increasing opioid epidemic throughout, there needs to be more attention given and work to be done in this area whether funded through a CADCA grant or not. The Board has made it clear that public health must be part of the solution.

The hiring of the Sanitarian should assist in relieving some of the burden placed on this department. With the extensive range of knowledge required to perform the duties of the position there will be the need to properly train the individual. Continued education, training and certifications will be highly encouraged and supported.

Staffing	2013	2014	2015	2016	2017
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	1	1
Environmental Health Agent	1	1	1	1	1
Public Health Nurse	1	1	1	1	1
Departmental Assistant	1	1	1	1	1
Animal Inspector	*	*	*	*	*
Total FTE	6	6	6	7	7
Total FT/PT	6 FT	6 FT	6 FT	7 FT	7 FT

Notes

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

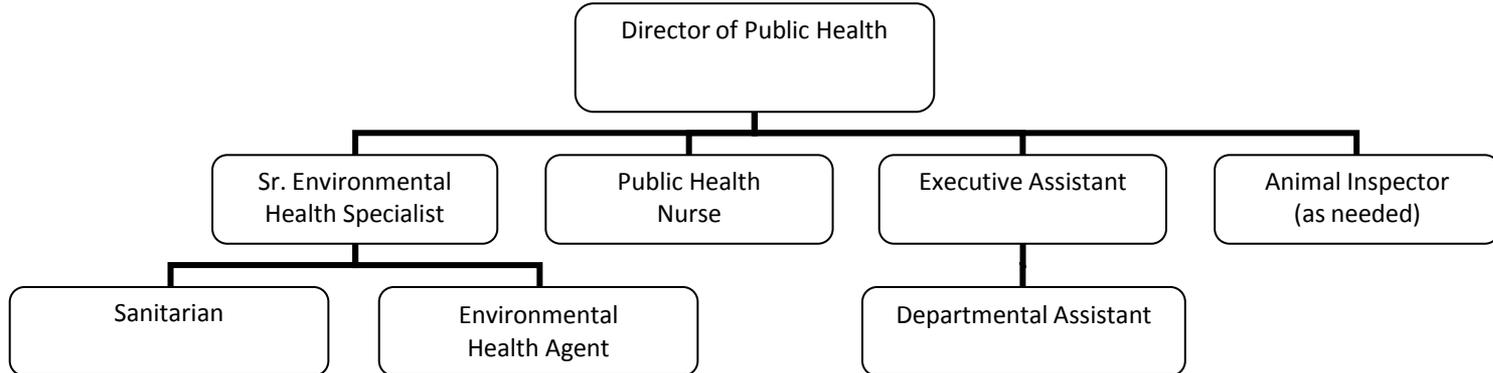


Town of Natick

Home of Champions

Department: Board of Health

Organizational Chart



Performance Indicators (CALENDAR YEAR)	2013	2014	2015**	2016**	2017**
Workload Measures					
Number of Health Permits Issued	1968	1634	1525	1400	1400
Number of Food Establishment inspections	1368	1087	812	1100	1100
Total Number of Health Inspections	4233	4327	3799	4000	4000
Number of Communicable & Reportable Diseases	221	*255*	229	200	200
Number of Blood Pressure Clinics Conducted	45	47	38	45	45
Number of Flu Clinics Conducted	17	16	15	15	15
Number of Home Visits	183	104	102	150	150
Title 5 Consultations	197	215	52	200	200
Food Recalls	105	99	109	125	125
Certificate of Occupancy Inspections	*653*	268	325	250	250
Meetings in and out of Town Hall	*548*	473	488	500	500
Complaint Based Inspections	240	272	268	250	250

	2013	2014	2015**	2016**	2016**
Efficiency Measures					
Number of Health Inspections/Inspector	1440	1386	1266	1350	1000

	2013	2014	2015**	2016**	2016**
Outcome Measures					
Number of Participants - Blood Pressure Clinics	175	192	151	200	200
Number of People Vaccinated via Flu Clinics	1402	1390	1380	1400	1400

* Calendar year 2015 figures are actual through 11/13/15; final totals will be included in the Board of Health annual report.

* Calendar years 2016** and 2017** are projected numbers based on previous years and current trends.

The Board of Health received and reviewed a total of 327 septic system pumpouts and Title V inspections to date in 2015.

The Department issued 455 food related permits to date in 2015.

The Modera Apartments at 80 - 86 North Main Street alone required an additional 94 occupancy inspections this year to date.

The Health Department staff organized and presented educational sessions for day camp directors to aid in regulatory compliance.

The department has reviewed 274 building applications and 45 Zoning Board Cases to date in 2015.



Town of Natick

Home of Champions

Department: Board of Health

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries Management	\$ 98,530	\$ 101,389	\$ 105,808	\$ 105,404	\$ (404)	-0.38%
Salaries Operational Staff	\$ 85,410	\$ 92,720	\$ 95,094	\$ 99,413	\$ 4,319	4.54%
Salaries Technical & Professional	\$ 202,261	\$ 207,317	\$ 235,772	\$ 258,643	\$ 22,871	9.70%
Salaries Add'l Comp Operational	\$ -	\$ 750	\$ -	\$ 750	\$ 750	#DIV/0!
Salaries Temp Tech/Prof Staff	\$ 3,377	\$ 3,378	\$ 5,648	\$ 5,986	\$ 338	5.98%
Salaries Part Time Operational	\$ 988	\$ 988	\$ 1,039	\$ 1,000	\$ (39)	-3.75%
Personnel Services	\$ 390,566	\$ 406,542	\$ 443,361	\$ 471,196	\$ 27,835	6.28%

Food Consultants	\$ 10,555	\$ 11,510	\$ 12,000	\$ 12,000		0.00%
Repairs & Maint. Equipment	\$ -	\$ 314	\$ 700	\$ 700	\$ -	0.00%
In State Travel/Meetings	\$ 2,026	\$ 3,173	\$ 2,500	\$ 3,000	\$ 500	20.00%
Communication Telephone	\$ 321	\$ 433	\$ 3,000	\$ 3,000	\$ -	0.00%
Dues & Subscriptions	\$ 932	\$ 1,206	\$ 1,250	\$ 1,250	\$ -	0.00%
Other Services Misc.	\$ -	\$ -	\$ 500	\$ 500	\$ -	0.00%
Office Supplies	\$ 3,397	\$ 2,715	\$ 2,850	\$ 2,850	\$ -	0.00%
Printing/Advertising	\$ -	\$ 651	\$ 500	\$ 500	\$ -	0.00%
Professional Services: Clinics	\$ 4,185	\$ 3,154	\$ 4,500	\$ 4,500	\$ -	0.00%
Communicable Disease Program	\$ 308	\$ 659	\$ 1,250	\$ 1,250	\$ -	0.00%
Environmental Program Supplies	\$ 4,567	\$ 3,387	\$ 5,000	\$ 5,000	\$ -	0.00%
Laboratory Supplies	\$ 935	\$ 970	\$ 1,200	\$ 1,200	\$ -	0.00%
Expenses	\$ 27,226	\$ 28,172	\$ 35,250	\$ 35,750	\$ 500	1.42%

Household Hazardous Waste Program	\$ 7,514	\$ 10,621	\$ 15,000	\$ 15,000	\$ -	0.00%
Other Chgs./Expend.	\$ 7,514	\$ 10,621	\$ 15,000	\$ 15,000	\$ -	0.00%

Total Board of Health	\$ 425,306	\$ 445,335	\$ 493,611	\$ 521,946	\$ 28,335	5.74%
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Town of Natick

Home of Champions

Department: Board of Health

Narrative:

Personnel Services:

Salaries Management - This line item is the compensation for the Director of Public Health.

Salaries Operational Staff -

- Full Time Administrative Assistant
- Full Time Department Assistant

Salaries Technical and Professional -

- Senior Environmental Health Specialist
- Sanitarian
- Environmental Health Agent
- Public Health Nurse

Salaries Additional Compensation -

- Longevity payment for Administrative Assistant - per union contract

Salaries Part Time Operational -

- Stipend for Secretary to the Board

Salaries Temp Tech/Prof Staff -

- Animal Inspector
- Part Time Nurses, primarily for immunization clinics

Purchase of Services:

Repairs and Maintenance Equipment

- This line item is used for maintenance of equipment and for purchase of misc. small equipment (e.g. thermometers, batteries, temp strips)

In State Travel Meetings

- Primarily mileage reimbursement for employee use of their personal vehicles on the job.
- Is also used for registration fees at various educational seminars.

Communication Telephone

- Office Telephones, Samsung tablet for Building Dept related inspections.
- 4 iPhone cell phones (Line item assumes grant for 4 iPhone cell phones will NOT be renewed.)

Dues and Subscriptions

- Dues for membership in professional associations.
- Subscriptions to professional publications.

Copy/Mail Center Fees

- Fees assessed for the use of the copy/mail center in Town Hall

Other Services Misc.

- Miscellaneous - otherwise unclassified expenses.

Technical & Professional Services:

Food Consultant

- To assist mandated food inspection program.

Printing/Advertising

- Legal Notices for public hearings and for adoption of new or amended regulations.
- Employment advertisements

Supplies:

Office Supplies Stationery

- Postage
- Software updates
- Ink cartridges
- Miscellaneous office supplies



Town of Natick

Home of Champions

Department: Board of Health

Narrative:

Other Supplies:

Professional Services: Consultants

- Food Consultant to assist with food establishment inspections

Professional Services: Clinics

- All expenses related to clinics (Flu, Lead Screening, Hepatitis B, School Clinics)
- Syringes, vaccines, alcohol, cotton, etc.
- Professional services
- Equipment, including rental

Communicable Disease Program

- Vaccines and syringes
- Educational brochures and pamphlets
- Current reference publications
- Professional seminars on communicable disease issues

Environmental Program Supplies

- Expenses directly related to environmental sanitation programs (UST's, Title 5, food protection, code enforcement, hazardous materials)
- Stem and strip thermometers, reference publications, constable fees, costs of boarding up condemned properties
- Professional seminars on environmental health issues

Laboratory Supplies

- Lab supplies
- Outside testing of beach water samples
- Other testing as needed

Other Charges & Expenditures:

Household Hazardous Waste Program

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

Mandated Syringe/sharps collection program



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

Appropriation Summary

	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries						
Personnel Services	\$ 701,123	\$ 821,914	\$ 981,829	\$ 970,733	\$ (11,096)	-1.1%
Total Personal Services	\$701,123	\$ 821,914	\$ 981,829	\$ 970,733	\$ (11,096)	-1.1%

Operating Expenses

Purchase of Services	\$ 84,974	\$ 83,921	\$ 110,700	\$ 118,700	\$ 8,000	7.2%
Technical & Professional	\$ 98,089	\$ 129,139	\$ 161,750	\$ 118,750	\$ (43,000)	-26.6%
Supplies	\$ 10,267	\$ 18,140	\$ 15,000	\$ 25,000	\$ 10,000	66.7%
Other Supplies	\$ 2,457	\$ 15,586	\$ 5,000	\$ 5,000	\$ -	0.0%
Other Charges/expenses	\$ 18,357	\$ 20,042	\$ 21,000	\$ 93,000	\$ 72,000	342.9%
Selectment Contract Settlements	\$ -	\$ -	\$ 436,481	\$ 875,000	\$ 438,519	100.5%
Zoning By-Law Re-Write	\$ 2,490	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Total Operating Expenses	\$216,634	\$ 266,828	\$ 749,931	\$ 1,235,450	\$ 485,519	64.7%
Total BOS/TA	\$ 917,757	\$ 1,088,742	\$ 1,731,760	\$ 2,206,183	\$ 474,423	27.4%

Mission:

Board of Selectmen

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

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

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

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



Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

Mission (con't)

Town Administrator

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

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

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

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

Goals:

The Selectmen have established a set of goals that revolve around several key themes:

- To develop a budget strategy that seeks to preserve town services while minimizing the need for an operational override, and provide affordability for taxpayers on limited means.
- Advance the Town's economic development efforts both Town-wide and in Natick Center specifically, to ensure a vibrant community while building the commercial tax base
- Enhance communication within Town government and to the community at large
- Enhance customer service
- Continue strategic planning efforts with respect to the Town's finances, departmental operations and the development of the community
- Evaluate opportunities to improve the Town's transportation infrastructure, including sidewalks and parking in Natick Center.

Budget Overview:

I. Main Purpose of the Department

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

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



Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

Budget Overview (con't):

II. Recent Developments

- The Administration and Board of Selectmen continue to advance their efforts to provide comprehensive and long-range perspectives with respect to the Town's finances so as to best meet the needs of the community now and into the future. The administration's strategic financial planning allows the administration - as well as key boards and committees - to measure and monitor trends and changes in our financial condition, identify forces affecting our condition, and foresee emerging problems and identify strategies in response to these factors. Natick was also able to preserve its AAA bond rating throughout the recent recession - a notable achievement.
- The Administration successfully worked with the Public Employees Committee to negotiate reduced employer contribution percentages for all Town and School active employees and retirees. The results of the cooperative effort equates to a costs savings in FY2017, compared to FY2016 costs, of over \$1,000,000. That savings is estimated assuming that the Town will have no greater than a 10% increase in premiums in FY2017. The premiums are not determined by the West Suburban Health Group until January or February 2016.

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. The enrollment increases in the Natick Public Schools will continue to be a financial challenge for the Town.

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

All Town union contracts expired at the end of FY15. To date (December 2015) only two union contracts, Clerical and Custodians, have settled. Both contracts are one year contracts expiring June 30, 2016. The Board of Selectmen and the Town Administrator have met to discuss parameters for the upcoming collective bargaining meetings will all union officials (Town). The impact of the collective bargaining is not known at the time of printing this years' preliminary budget for FY17. An estimated amount has been included in the BOS/TA budget line item - Selectmen Contract Settlements.

Balancing the needs of the School Department due to increasing enrollments and the need to provide for staffing needs will continue to drive the budget higher than resources may be able to provide. The Administration will continue focusing on long-range financial planning.

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 2013	FY2014	FY 2015*	FY 2016*	FY 2017*
Workload Indicators					
Number of Licenses Issued	268	170	170	170	170
Number of Meetings Held	36	37	41	41	41
Number of Selectmen's Office Hours Held	24	24	24	24	24

*Estimated



Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

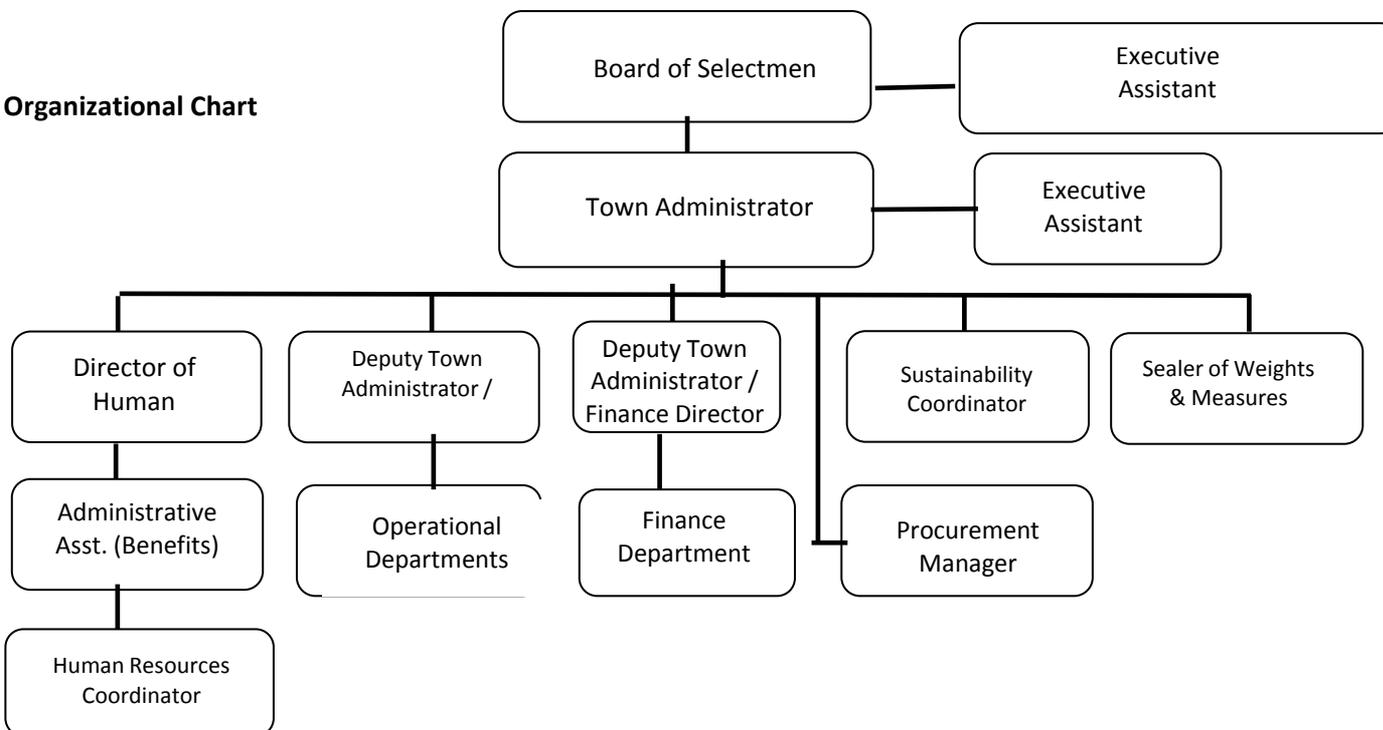
Staffing	2014	2015	2016	2017
Town Administrator	1	1	1	1
Deputy Town Administrator/Finance Director	1	1	1	1
Deputy Town Administrator/Operations	1	1	1	1
Director of Human Resources	1	1	1	1
Executive Assistants	1.8	2.8	2	2
Administrative Assistant (Benefits)	1	1	1	1
Human Resources Coordinator	0.5	0.5	1	1
Department Support	0.25	0.25	0.25	0.25
Sustainability Coordinator	0	1	1	1
Procurement Manager	0	0	1	1
Environmental Compliance Officer	0.5	0	0	0
Total FTE	8.05	9.55	10.25	10.25

Total FT/PT	6 FT / 3 PT	8 FT / 3 PT	10 FT / 1 PT	10 FT / 1 PT
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Notes

There are no proposed changes to staffing in FY17.

Organizational Chart





Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries Management	\$ 471,677	\$ 554,929	\$ 572,202	\$ 570,018	\$ (2,184)	-0.4%
Salaries Supervisory	\$ 62,716	\$ 64,606	\$ 64,853	\$ 60,231	\$ (4,622)	-7.1%
Salaries Operational Staff	\$ 124,457	\$ 147,188	\$ 177,918	\$ 174,227	\$ (3,691)	-2.1%
Salaries Tech & Professional	\$ 33,943	\$ 49,500	\$ 156,856	\$ 156,257	\$ (599)	-0.4%
Salaries Part/Time Operational	\$ 8,330	\$ 5,691	\$ 10,000	\$ 10,000	\$ -	0.0%
Personnel Services	\$ 701,123	\$ 821,914	\$ 981,829	\$ 970,733	\$ (11,096)	-1.1%
In-State travel/meetings	\$ 2,911	\$ 894	\$ 3,200	\$ 3,200	\$ -	0.0%
Out of State travel	\$ 4,056	\$ 3,285	\$ 10,000	\$ 10,000	\$ -	0.0%
Communication telephone	\$ 3,855	\$ 3,658	\$ 4,500	\$ 4,500	\$ -	0.0%
Dues/subscriptions	\$ 11,074	\$ 10,670	\$ 13,000	\$ 13,000	\$ -	0.0%
Copy/mail center fees	\$ 47,750	\$ 58,185	\$ 68,000	\$ 68,000	\$ -	0.0%
Training & education	\$ 15,328	\$ 7,229	\$ 12,000	\$ 20,000	\$ 8,000	66.7%
Purchase of Services	\$ 84,974	\$ 83,921	\$ 110,700	\$ 118,700	\$ 8,000	7.2%
Annual financial audit	\$ 81,600	\$ 80,000	\$ 87,000	\$ 87,000	\$ -	0.0%
Consultant Parking Garage	\$ -	\$ 8,765	\$ -	\$ -	\$ -	#DIV/0!
GASB 45 / OPEB study & updates	\$ -	\$ 9,500	\$ -	\$ 9,500	\$ 9,500	#DIV/0!
Economic Development Study	\$ -	\$ -	\$ 40,000	\$ -	\$ (40,000)	-100.0%
Consultant assistance	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ -	0.0%
Surveys	\$ -	\$ -	\$ 2,500	\$ -	\$ (2,500)	-100.0%
Perambulation of Bounds	\$ 250	\$ 200	\$ 250	\$ 250	\$ -	0.0%
Oil tank remediation	\$ 9,325	\$ 23,548	\$ 20,000	\$ 10,000	\$ (10,000)	-50.0%
Printing & advertising	\$ 6,914	\$ 7,126	\$ 9,000	\$ 9,000	\$ -	0.0%
Technical & Professional	\$ 98,089	\$ 129,139	\$ 161,750	\$ 118,750	\$ (43,000)	-26.6%
Office supplies: Furniture	\$ 1,180	\$ 7,998	\$ 5,000	\$ 15,000	\$ 10,000	200.0%
Office supplies	\$ 9,087	\$ 10,142	\$ 10,000	\$ 10,000	\$ -	0.0%
Supplies	\$ 10,267	\$ 18,140	\$ 15,000	\$ 25,000	\$ 10,000	66.7%
Supplies - Town Administrator	\$ 2,457	\$ 3,810	\$ 5,000	\$ 5,000	\$ -	0.0%
Community Senior Center Survey	\$ -	\$ 11,776	\$ -	\$ -	\$ -	#DIV/0!
Other Supplies	\$ 2,457	\$ 15,586	\$ 5,000	\$ 5,000	\$ -	0.0%
Natick Center revitalization	\$ 8,000	\$ 8,000	\$ 8,000	\$ 80,000	\$ 72,000	900.0%
Metrowest Regional Collaborative	\$ 10,357	\$ 12,042	\$ 13,000	\$ 13,000	\$ -	0.0%
Other Charges/Expenses	\$ 18,357	\$ 20,042	\$ 21,000	\$ 93,000	\$ 72,000	342.9%
Selectmen contract settlements	\$ -	\$ -	\$ 436,481	\$ 875,000	\$ 438,519	100.5%
Selectmen Contract Settlements	\$ -	\$ -	\$ 436,481	\$ 875,000	\$ 438,519	100.5%
Selectmen Recruitment	-	\$ 23,595	-	-	\$ -	#DIV/0!
Zoning By-Law re-write	\$ 2,490	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Total Expenses	216,634	\$ 290,423	749,931	1,235,450	485,519	64.7%
Total Board of Selectmen	\$ 917,757	\$ 1,112,337	\$ 1,731,760	\$ 2,206,183	\$ 474,423	27.4%



Town of Natick

Home of Champions

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

Narrative:

Personnel Services:

Salaries - Management: Town Administrator, Deputy Town Administrator/Operations, Deputy Town Administrator/Finance Director, Director of Human Resources.

Salaries - Supervisory: Senior Executive Administrator to the Town Administrator.

Salaries - Operational Staff: Senior Executive Administrator to the Board of Selectmen, Administrative Assistant - Benefits, and the Human Resources Coordinator.

Salaries - Technical / Professional: Procurement Manager and the Sustainability Coordinator.

Purchase of Services:

Instate Travel/Meeting: The Board of Selectmen and Town Administrator utilize this account to pay for meetings and conference fees throughout the fiscal year.

Out-of-State Travel: This will fund out-of-state travel Town-wide for all departments. At the discretion of the Town Administrator.

Communication Telephone: Office charges for telephone use.

Dues/Subscriptions: The bulk of the account is used for dues to the Massachusetts Municipal Association, MMPA, ICMA, APA, ATFC and SHRIM.

Copy/Mail Center Fees: Account is utilized for all copying and mail charges associated with all municipal departments.

Training & Education: These funds are available for training opportunities for staff members throughout the organization. This account is typically used to fund one-day training events on specialized topics or computer skills along with the Metrowest Leadership Academy.

Technical & Professional Services:

Annual Financial Audit: Provides the required annual financial audit of the Town's transactions and accounts.

GASB 45/OPEB Study & Updates: This account is used to fund updates to the OPEB actuarial under GASB standard #45. These updates are only needed every other year. With the change in health insurance contributions by the Town, through negotiations with the Public Employees Committee in FY16, the Town will update its OPEB actuarial report in FY17.

Consultant Assistance: These funds support various special engineering projects throughout the Fiscal Year, typically related to the work of the Environmental Compliance Officer.

Surveys: This account would allow for full or partial contracting of citizen and customer surveys for the Town of Natick.

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. The Court House monitoring was completed in FY16 and no additional remediation is necessary in the future.

Printing & Advertising: Funds are used to advertise Town Meeting, public hearings, sale of surplus property, employment opportunities and legal notices, etc.

Supplies:

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

Office Supplies: Furniture: Increasingly as offices age new chairs and desks are required. We plan on replacing a majority of the office chairs in Town Hall. We are also planning on replacing the conference room furniture in the Community Development Office conference room.

Other Supplies:

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

Other Charges:

Natick Center Revitalization: These funds are available to assist Natick Center Associates with continued revitalization efforts.

Metrowest Regional Collaborative: This line item funds the Town's annual dues to the Metrowest Regional Collaborative. This amount increased in FY16 and is expected to remain stable in FY17.

Selectmen Contract Settlements: This line item is used to fund collective bargaining settlements for all Town unions. There are no contracts that extend beyond June 30, 2016. Contracts are in process of negotiations.



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

Home of Champions

Department: Personnel Board

Appropriation Summary

	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Appropriated	Preliminary	Preliminary	\$ (+/-)	% (+/-)
Classification Program	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0%
Other Charges/Expenses	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0%
Total Personnel Board	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0%

Line-Item Detail:

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



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

Home of Champions

Department: Town Report

Appropriation Summary

	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Printing & Advertising	\$ 3,711	\$ 3,682	\$ 4,100	\$ 4,100	\$ -	0.0%
Professional Services	\$ 3,711	\$ 3,682	\$ 4,100	\$ 4,100	\$ -	0.0%
Total Town Report	\$ 3,711	\$ 3,682	\$ 4,100	\$ 4,100	\$ -	0.0%

Line-Item Detail:

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



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

Home of Champions

Department: Legal

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
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Operating Expenses

Technical & Professional Serv.	\$ 417,765	\$ 270,202	\$ 275,100	\$ 346,100	\$ 71,000	25.81%
Supplies	\$ 2,757	\$ 3,476	\$ 3,300	\$ 3,500	\$ 200	6.06%
Total Operating Expenses	\$ 420,522	\$ 273,678	\$ 278,400	\$ 349,600	\$ 71,200	25.57%

Other Chgs & Expenses

Sub-total - Other Charges & Expenses	\$ 6,749	\$ 7,513	\$ 10,000	\$ 7,500	\$ (2,500)	-25.00%
Total Other Chgs. & Expenses	\$ 6,749	\$ 7,513	\$ 10,000	\$ 7,500	\$ (2,500)	-25.00%

Total Legal Services	\$ 427,271	\$ 281,191	\$ 288,400	\$ 357,100	\$ 68,700	23.82%
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Budget Overview:

I. Main Purpose of the Department

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

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

II. Recent Developments

Town Counsel services were primarily required for Selectmen, Town Administrator, building, zoning, Planning Board, liquor licenses, contracts (a broad scope including sewer projects, water projects, DPW projects, tree services, consultant services, and numerous other subjects), easements, leases, preparation of Town Meeting warrant articles and motions, and participation at Town Meeting. Notable Town Meeting action involved the purchase of a conservation restriction on 193 Pegan Lane, multiple proposals for moratoriums on development and changes to Use Districts and Use Regulations, proposed amendments to Zoning By-laws for multiple items, proposal to purchase 22 Pleasant Street, etc.

Labor Counsel services include various personnel matters, collective bargaining and grievances and arbitrations related to contract issues and related to employment issues.

III. Current Challenges

None

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

The Town is in the process of negotiating all union contracts in FY16. The Town intends to negotiate all union contracts again in FY17. Additional funding for Legal Services - Labor has been requested in FY17 to assist the Town in successful negotiations.

V. On the Horizon

None



Town of Natick

Home of Champions

Department: Legal

Staffing	2013	2014	2015	2016	2017
None	0	0	0	0	0
Total FTE	0	0	0	0	0

Total FT/PT	0 FT / 0 PT				
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Notes

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

Budget Summary	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017	
					\$ (+/-)	% (+/-)
Legal Services - Appellate Tax	\$ 7,032	\$ 4,006	\$ 15,000	\$ 15,000	\$ -	0.0%
Legal Services - Labor	\$ 210,939	\$ 75,052	\$ 75,000	\$ 150,000	\$ 75,000	100.0%
Communication Telephone	\$ 40	\$ 48	\$ 100	\$ 100	\$ -	0.0%
Legal Services - Retainer	\$ 67,200	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	0.0%
Legal Services - Litigation	\$ 83,217	\$ 43,241	\$ 60,000	\$ 60,000	\$ -	0.0%
Legal Services - ZBA Decisions	\$ 25,737	\$ 17,539	\$ 20,000	\$ 20,000	\$ -	0.0%
Legal Services - Cable	\$ -	\$ -	\$ 5,000	\$ 1,000	\$ (4,000)	-80.0%
Legal Services - Affordable Housing	\$ 5,435	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Legal Services - Tax Titles	\$ 18,165	\$ 30,316	\$ -	\$ -	\$ -	#DIV/0!
Technical & Professional Serv.	\$ 417,765	\$ 270,202	\$ 275,100	\$ 346,100	\$ 71,000	25.8%
Law Updates/Books	\$ 2,757	\$ 3,476	\$ 3,300	\$ 3,500	\$ 200	6.1%
Supplies	\$ 2,757	\$ 3,476	\$ 3,300	\$ 3,500	\$ 200	6.1%
Sub-total - Operating Expenses	\$ 420,522	\$ 273,678	\$ 278,400	\$ 349,600	\$ 71,200	25.6%
Judgments - Damage Claims	\$ 1,849	\$ 2,907	\$ 2,500	\$ 2,500	\$ -	0.0%
Judgments - Litigation	\$ 4,900	\$ 4,606	\$ 7,500	\$ 5,000	\$ (2,500)	-33.3%
Sub-total - Other Charges & Expenses	\$ 6,749	\$ 7,513	\$ 10,000	\$ 7,500	\$ (2,500)	-25.0%
Total Legal	\$ 427,271	\$ 281,191	\$ 288,400	\$ 357,100	\$ 68,700	23.8%

Line-Item Detail:

Tech & Prof. Services

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

Supplies

Law Updates/Books	MGL updates and books
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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

FY 2017 Preliminary Budget

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Town of Natick

Home of Champions

Department: Finance

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Personnel Services	\$ 1,044,959	\$ 1,104,222	\$ 1,104,393	\$ 1,103,512	\$ (881)	-0.08%
Total Personnel Services	\$ 1,044,959	\$ 1,104,222	\$ 1,104,393	\$ 1,103,512	\$ (881)	-0.08%

Purchase of Services	\$ 191,579	\$ 135,527	\$ 198,250	\$ 234,050	\$ 35,800	18.06%
Supplies	\$ 13,331	\$ 16,673	\$ 21,150	\$ 21,300	\$ 150	0.71%
Technical & Professional Services	\$ 97,626	\$ 105,796	\$ 137,000	\$ 132,000	\$ (5,000)	-3.65%
Total Expenses	\$ 302,536	\$ 257,996	\$ 356,400	\$ 387,350	\$ 30,950	8.68%

Revalue of real property	\$ 10,808	\$ 61,359	\$ 75,000	\$ 75,000	\$ -	0.00%
Total Other Charges/Expenses	\$ 10,808	\$ 61,359	\$ 75,000	\$ 75,000	\$ -	0.00%

Total Finance Department	\$ 1,358,303	\$ 1,423,577	\$ 1,535,793	\$ 1,565,862	\$ 30,069	1.96%
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Main Purpose of Department

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

Goals:

- Continue successful development of an integrated and consolidated Finance Department between the existing departments of Administration, Assessors, Comptroller and Collector/Treasurer.
- Please see the goals section under each division for additional information.

Recent Developments:

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



Town of Natick

Home of Champions

Department: Finance

Budget Overview:

Current Challenges:

The Finance Department is responsible for managing all daily, weekly, monthly and annual financial transactions, investments, reconciliations, and accounting for the over 630 funds and well over \$130 million of financial activity of the Town of Natick. In addition, it is chiefly responsible for the valuations of real and personal property and management of abatements and exemptions of various taxes of over \$7 Billion of valued property within the corporate boundaries of the Town of Natick. It does this today with less staff than it had 5 or 10 years ago.

Responding to the requests from our constituents for more technology driven options for delivery of service (tax billing and collection, debit/credit card payment options, electronic submissions for requests for information, etc) our staff has to continue to be forward thinking when processing the business of our department as a whole.

Effective communication is essential for any consolidated department. The sheer volume of the transactions that are handled by all four divisions is astounding at times. With volume comes requests for additional options on how to process / conduct business.

Federal and State regulations are also very important to monitor and comply with. Providing existing staff, again lower in numbers than 5 years ago, with the time to stay abreast of changes to regulatory requirements is very important. Oftentimes changes to regulatory matters require software changes to be made and testing of new data to make sure it meets those regulations. This all takes a concentrated effort and energy.

The Town is well served by the nucleus of Finance Department staff it currently has. The professionalism and dedication brought by the individuals in the office not only should make taxpayers feel confident their investment is being taken care of, but proud of their community.

Significant Changes to the Upcoming Fiscal Year and Budget Impact

Each division has outlined this information as it pertains to their individual departments. A significant challenge to the Department as a whole relates to the creation and presentation of the annual budget. Significant time is devoted to developing the budget with the Town Administrator in a very short window of time. More time is spent on presenting and defending the budget to the Board of Selectmen, the Finance Committee and the two Annual Town Meetings than is spent on creating the operating and capital budget. In future years a better balance has to be developed which provides for more time to thoughtfully and carefully develop a budget of this importance and magnitude. More time for the School Department and the Town Administration is needed to develop the vision for future years and the financial impacts for the community as a whole.



Town of Natick

Home of Champions

Department: Finance

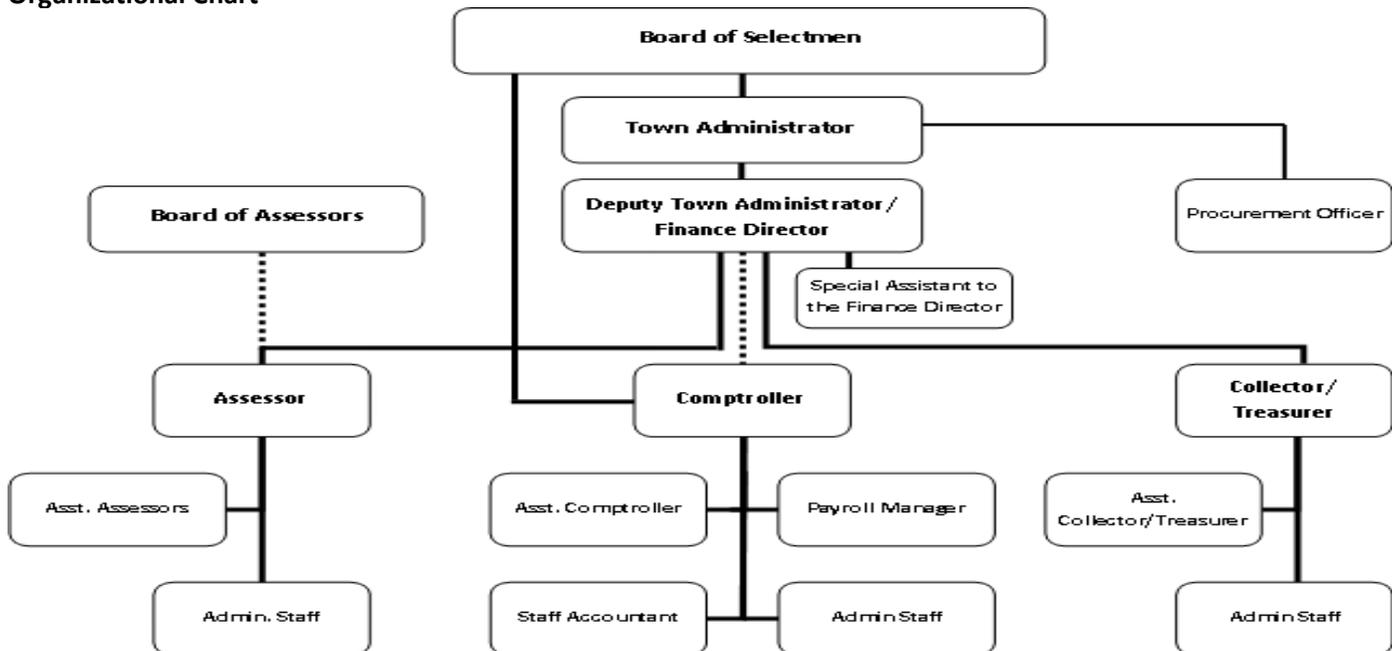
Staffing

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

Staffing Summary Table	FY 2013	FY 2014	FY 2015	2016	2016
Finance Director	0	0	0	0	0
Special Assistant to Finance Director	1	1	1	1	1
Comptroller	5.49	5.99	5.69	5	5
Assessing	4.63	4.63	4.94	4.94	5
Collector**	2.77	2.77	3.77	2.80	2.80
Treasurer**	1.63	1.63	1.63	1.60	1.60
Total Staffing	15.52	16.02	17.03	15.34	15.40

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

Organizational Chart





Town of Natick

Home of Champions

Department: Finance

All Divisions

Budget Detail	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries Management	\$ 281,845	\$ 337,420	\$ 337,577	\$ 336,289	\$ (1,288)	-0.38%
Salaries Supervisory	\$ 94,859	\$ 109,895	\$ 153,250	\$ 151,782	\$ (1,468)	-0.96%
Salaries Operational Staff	\$ 265,158	\$ 266,031	\$ 325,236	\$ 325,086	\$ (150)	-0.05%
Salaries Tech & Professional	\$ 339,320	\$ 324,356	\$ 214,832	\$ 211,566	\$ (3,266)	-1.52%
Part Time Operational Staff	\$ 56,494	\$ 62,098	\$ 61,106	\$ 66,539	\$ 5,433	8.89%
Operational Staff Additional Comp	\$ 750	\$ 750	\$ 750	\$ 750	\$ -	0.00%
Operational Staff Overtime	\$ 6,534	\$ 3,672	\$ 11,643	\$ 11,500	\$ (143)	-1.23%
Personnel Services	\$ 1,044,959	\$ 1,104,222	\$ 1,104,393	\$ 1,103,512	\$ (881)	-0.08%
Repairs & maintenance equipment	\$ 7,889	\$ 1,942	\$ 8,500	\$ 9,500	\$ 1,000	11.76%
Tax title	\$ 11,607	\$ 24,652	\$ 50,000	\$ 40,000	\$ (10,000)	-20.00%
In-state travel/meetings	\$ 3,482	\$ 3,463	\$ 5,000	\$ 4,650	\$ (350)	-7.00%
Communication telephone	\$ 3,741	\$ 4,648	\$ 5,150	\$ 4,400	\$ (750)	-14.56%
Training & education	\$ 7,615	\$ 4,386	\$ 22,150	\$ 25,350	\$ 3,200	14.45%
Dues & subscriptions	\$ 995	\$ 1,339	\$ 1,950	\$ 1,950	\$ -	0.00%
Tax mapping	\$ 3,000	\$ 7,065	\$ 10,000	\$ 10,000	\$ -	0.00%
Communication postage	\$ 79,024	\$ 82,594	\$ 88,500	\$ 91,200	\$ 2,700	3.05%
Collection activities	\$ 118	\$ 83	\$ 2,000	\$ 2,000	\$ -	0.00%
Consulting services	\$ 74,108	\$ 5,355	\$ 5,000	\$ 45,000	\$ 40,000	800.00%
Purchase of Services	\$ 191,579	\$ 135,527	\$ 198,250	\$ 234,050	\$ 35,800	18.06%
Copy center supplies	\$ 2,457	\$ 255	\$ 2,800	\$ 2,800	\$ -	0.00%
Office supplies	\$ 10,874	\$ 16,418	\$ 18,350	\$ 18,500	\$ 150	0.82%
Supplies	\$ 13,331	\$ 16,673	\$ 21,150	\$ 21,300	\$ 150	0.71%
Real estate tax billing	\$ 5,723	\$ 5,029	\$ 8,000	\$ 7,000	\$ (1,000)	-12.50%
Motor vehicle excise tax billing	\$ 117	\$ -	\$ 4,000	\$ 4,000	\$ -	0.00%
Ambulance fee collections	\$ 61,149	\$ 63,033	\$ 75,000	\$ 71,000	\$ (4,000)	-5.33%
Banking service fees	\$ 30,637	\$ 37,734	\$ 50,000	\$ 50,000	\$ -	0.00%
Technical & Professional Services	\$ 97,626	\$ 105,796	\$ 137,000	\$ 132,000	\$ (5,000)	-3.65%
Revalue of real property	\$ 10,808	\$ 61,359	\$ 75,000	\$ 75,000	\$ -	0.00%
Other Charges / Expenses	\$ 10,808	\$ 61,359	\$ 75,000	\$ 75,000	\$ -	0.00%
Total Expenses	\$ 313,344	\$ 319,355	\$ 431,400	\$ 462,350	\$ 30,950	7.17%
Totals	\$ 1,358,303	\$ 1,423,577	\$ 1,535,793	\$ 1,565,862	\$ 30,069	1.96%



Town of Natick

Home of Champions

Department: Finance Division: Administration 1

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries Tech/Professional *	\$ 57,621	\$ 59,289	\$ 64,948	\$ 62,253	\$ (2,695)	-4.1%
Personnel Services	\$ 57,621	\$ 59,289	\$ 64,948	\$ 62,253	\$ (2,695)	-4.1%
In-state travel	\$ -	\$ -	\$ 300	\$ 300	\$ -	0.0%
Dues & subscriptions	\$ -	\$ -	\$ 400	\$ 400	\$ -	0.0%
Training & education	\$ -	\$ -	\$ 650	\$ 650	\$ -	0.0%
Purchase of Services	\$ -	\$ -	\$ 1,350	\$ 1,350	\$ -	0.0%
Office supplies	\$ -	\$ -	\$ 350	\$ 350	\$ -	0.0%
Supplies	\$ -	\$ -	\$ 350	\$ 350	\$ -	0.0%
Total Expenses	\$ -	\$ -	\$ 1,700	\$ 1,700	\$ -	0.0%

Total Administration \$ 57,621 \$ 59,289 \$ 66,648 \$ 63,953 \$ (2,695) -4.0%

Line item details:

Personnel Services

Salaries: Special Assistant to the Finance Director.

Purchase of Services

In State Travel: Annual conference for the Accountants/Auditors which is held at the University of Massachusetts.

Dues & Subscriptions: For professional association dues and subscriptions to enhance professional development.

Training & Education: Continuing education opportunities to enhance professional development.

Supplies:

Office Supplies: General office supplies including binders, toner, pens, pencils, etc.



Town of Natick

Home of Champions

Department: Finance Division: Comptroller

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
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Salaries

Personnel Services	\$ 334,660	\$ 400,566	\$ 392,883	\$ 391,976	\$ (907)	-0.23%
Total Salaries	\$ 334,660	\$ 400,566	\$ 392,883	\$ 391,976	\$ (907)	-0.23%

Operating Expenses

Purchase of Services	\$ 80,511	\$ 9,968	\$ 22,650	\$ 62,500	\$ 39,850	175.94%
Supplies	\$ 3,641	\$ 3,351	\$ 4,800	\$ 4,950	\$ 150	3.13%
Total Operating Expenses	\$ 84,152	\$ 13,319	\$ 27,450	\$ 67,450	\$ 40,000	145.72%

Total Comptroller	\$ 418,812	\$ 413,885	\$ 420,333	\$ 459,426	\$ 39,093	9.30%
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Mission:

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

Goals:

Close the books and submit Free Cash request to the Department of Revenue by early September each year
 Meet other external reporting deadlines as needed during the fiscal year
 Ensure that external audit requirements are met annually

Munis Enhancements:

- Implement MUNIS upgrades as needed
- Determine if improved utilization of existing software modules will benefit the Town and implement those portions that will enhance productivity without loss of internal controls
- Determine if MUNIS can integrate with other software used in the finance department to enable more timely, efficient data processing
- Continue to investigate opportunities for the electronic processing of payments via payroll or accounts payable

Personnel Training and Advancement:

- Fill any staff vacancies with succession planning in mind
- Continue to look for opportunities in training staff on Munis software and overall financial functions
- Advance the skills of staff to be capable of growing within the Town to maintain continuity of service
- Meet with staff regularly to discuss overall progress and operations and communicate ideas
- Ensure people are cross-trained in priority functions so there is back-up for unexpected emergencies

Miscellaneous:

- Provide departments with adequate financial reporting to help them better monitor their budgets
- Assist departments as needed in processing new fund requests or making payroll & vendor changes. This will allow departmental transactions to be processed timely and properly.



Town of Natick

Home of Champions

Department: Finance Division: Comptroller

Budget Overview:

I. Main Purpose of the Department

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

II. Recent Developments

The Department has instituted procedural changes in recent years designed to streamline finance operations and maintain internal controls. Some recent changes are:

- Efforts are being made to decentralize payroll accrual accounting to streamline the process and gather more accurate and timely information
- An ongoing effort to document and standardize office procedures continues to be a priority
- A quarterly reporting procedure was instituted for all 600 plus non-major funds to allow departments further insight into their "total" available budgets . Training of staff throughout the Town has been ongoing to assist them in understanding the details of these reports
- An effort to clean up old fund balances and close old accounts started in FY15, as staffing and time permit
- Some training and assistance has been provided to other finance department staff to help them understand how their daily work impacts the accuracy of the ledger and the ability to reconcile the ledger accounts

III. Current Challenges

- * To establish a successful succession plan which would create a smooth transition when current employees retire or leave the Town's employ. Currently the Assistant Comptroller position must be filled.
- * Finding opportunities for existing qualified staff to grow within the organization.
- * The FY15 audit must be completed and audit findings corrected.
- * Monthly reconciliations and reporting are a challenge due to staff turnover and absences. The ability to process transactions on an accurate and timely basis is directly impacted by this factor.
- * Implementation of the upgrade to Munis v10.5, from the current v9.4, to include Dashboard capability is underway
- *Implementation of the additional payroll reporting requirements of the Affordable Care Act for the 2015 calendar year is underway

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

- * If necessary, new software modules may need to be purchased and/or implemented to accomplish goals as they are prioritized for future fiscal years. This may include cash management software and tax reporting software
- *As the Town becomes more reliant on various modules in the Munis software suite of functions, the time to support and trouble shoot the software is becoming more intensive. The Town needs to consider the need for hiring knowledgeable IT support for a variety of functions in Munis



Town of Natick

Home of Champions

Department: Finance Division: Comptroller

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries Management	\$ 47,615	\$ 124,364	\$ 125,961	\$ 125,481	\$ (480)	-0.38%
Salaries Supervisory	\$ 70,167	\$ 71,409	\$ 91,579	\$ 90,347	\$ (1,232)	-1.35%
Salaries Operational Staff	\$ 77,758	\$ 86,361	\$ 173,343	\$ 174,148	\$ 805	0.46%
Salaries Tech/Professional	\$ 139,120	\$ 118,432	\$ -	\$ -	\$ -	#DIV/0!
Operational Staff Overtime	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ -	0.00%
Personnel Services	\$ 334,660	\$ 400,566	\$ 392,883	\$ 391,976	\$ (907)	-0.23%
Consulting services	\$ 74,108	\$ 5,355	\$ 5,000	\$ 45,000	\$ 40,000	800.00%
In-State travel	\$ 261	\$ 165	\$ 500	\$ 350	\$ (150)	-30.00%
Training & education	\$ 4,498	\$ 2,476	\$ 15,000	\$ 15,000	\$ -	0.00%
Dues & subscriptions	\$ 215	\$ 509	\$ 550	\$ 550	\$ -	0.00%
Communication telephone	\$ 1,429	\$ 1,463	\$ 1,600	\$ 1,600	\$ -	0.00%
Purchase of Services	\$ 80,511	\$ 9,968	\$ 22,650	\$ 62,500	\$ 39,850	175.94%
Copy center supplies	\$ 2,457	\$ 255	\$ 2,800	\$ 2,800	\$ -	0.00%
Office supplies	\$ 1,184	\$ 3,096	\$ 2,000	\$ 2,150	\$ 150	7.50%
Supplies	\$ 3,641	\$ 3,351	\$ 4,800	\$ 4,950	\$ 150	3.13%
Total Expenses	\$ 84,152	\$ 13,319	\$ 27,450	\$ 67,450	\$ 40,000	145.72%

Total Comptroller \$ 418,812 \$ 413,885 \$ 420,333 \$ 459,426 \$ 39,093 9.30%



Town of Natick

Home of Champions

Department: Finance

Division: Comptroller

Narrative:

Personnel Services

Salaries Management: Town Comptroller.

Salaries Supervisory: Assistant Comptroller.

Salaries Operational Staff: Compensation for the positions of (1) Staff Accountant , (1) Payroll Manager and (1) Administrative Assistant

Operational Staff Overtime: This amount is used for emergencies during peak work load times usually at the end of the fiscal year.

Purchase of Services

Consulting Services: To hire outside professional help to provide payroll tax advice or hire temporary assistance when the office is short staffed. Also, beginning in FY2017, consulting services for assistance with the MUNIS software suite will be funded via this line item. The Comptroller is responsible by law for the accounting software and there is currently no in-house staff that is able to do the software maintenance, updates, training and administrative control rights properly. The IT Department doesn't have the technical expertise in MUNIS. We have gone as far as we can by doing it in-house all these years but the time has come to utilize a qualified MUNIS technician.

In State Travel: Annual conference for the Accountants/Auditors which is held at the University of Massachusetts. and Melanson Heath course for new accounting hires

Training & Education: Continuing education for the Comptroller and Assistant Comptroller which includes Massachusetts Municipal Auditors and Accountants Association School. MUNIS training to enable staff to keep up to date with current versions, to include all Town of Natick departmental staff as needed. Munis implementation, set up and training assistance when converting to, and/or, adding new software modules

Dues & Subscriptions: Various professional associations: Massachusetts Accountants/Auditors Association, Government Finance Officers Association, American Payroll Association - local chapter, dues and related materials.

Communication Telephone: Office telephones and fax machine.

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

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
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Salaries

Personnel Services	\$ 338,678	\$ 351,186	\$ 357,096	\$ 358,421	\$ 1,325	0.37%
Total Salaries	\$ 338,678	\$ 351,186	\$ 357,096	\$ 358,421	\$ 1,325	0.37%

Operating Expenses

Expenses	\$ 13,545	\$ 22,499	\$ 26,700	\$ 26,900	\$ 200	0.75%
Other Chgs. / Exp.	\$ 10,808	\$ 61,359	\$ 75,000	\$ 75,000	\$ -	0.00%
Total Operating Expenses	\$ 24,353	\$ 83,858	\$ 101,700	\$ 101,900	\$ 200	0.20%

Total Assessor	\$ 363,031	\$ 435,044	\$ 458,796	\$ 460,321	\$ 1,525	0.33%
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Mission:

The Assessors Office is responsible for assessing all property located within the Town of Natick, including real estate, personal property, excise on motor vehicles and boats.

In cooperation with the Department of Revenue, values are reviewed for accuracy each year. Assessors are audited and certified triennially. Motor Vehicle excise information is provided by the Registry of Motor Vehicles. We strive to provide equality, compassion, and continued support while administering the personal exemption programs in accordance with Massachusetts General Laws chapter 59 clause 5. We will work successfully to complete all aspects of the Assessing field. We will continue to ask for the support of the Natick Community.

Goals:

Customer Service/ Personnel Advancement

- Provide a welcoming and informative location for the public to ask questions and learn about the assessment process.
- Continue to attend Leadership Academy with intent interest to inform the public.
- Enter into a new version of CAMA software which will enable us to implement newer methods of assessing all classes of property.
- Staff members must be allowed to continue to receive educational credits to maintain certification. Additional staff members that intend to become appraisers must be allowed to register for and attend classroom instruction. This will be a must to continue to move current employees along with the certification process with eyes to succession planning.

Web and Other Computer Applications

- Transfer to a technically assisted presentation of our current information board.

Policy Issues

- Maintain a working relationship with the affordable housing planner to help regulate and oversee Affordable Housing Applicants and policies.

Miscellaneous

- Work with the Director of Economic and Community Development to generate revenue in an efficient managed way. Share ideas for revenue enhancement.
- Continue to communicate with all Town Departments with the use of "Municipity", our permitting software, which allows us to share and see all inspections done by all Town departments .



Town of Natick

Home of Champions

Department: Finance **Division: Assessor**

Budget Overview:

I. Main Purpose of the Department – The Assessors Office serves as an advisory department to the Board of Assessors. The department is responsible for the assessment of all taxable property within the community. This includes; residential real estate, commercial and industrial real estate, motor vehicle excise, personal property, and boat excise tax. The department also manages betterment assessments, personal exemptions, abatements and tax appeals. The Assessors are also required to update Assessors' maps annually.

II. Recent Developments – Continued efforts to visit and inspect all recent sales and each and every building permit continue and are ongoing. This year we expect to receive over 1400 building permits and about 350 sales. The town-wide street review of all residential properties has been completed. This was a huge undertaking and a very valuable project. Revaluation was a large project as well and has resulted in an approved tax rate of \$13.57. The Assessor's staff completed all reviews in-house, along with the subsequent data entry; a project that took many man hours, over many weeks.

The Town's "New Growth" value for fiscal year 2016 is: Fifty three million six hundred thirty four thousand five hundred and thirty -four (53,634,534). The major contributing projects include 41 new homes , 43 large additions to mostly residential properties, with Commercial projects contributing another \$ 4,000,000. The Assessor's Office completing all measurements, sketches and creation of property record cards for each of the new parcels. The staff this year will undertake a new project. We will be contacting property owners that have not had an interior inspection in the last six years.

III. Current Challenges – Modera will continue to consume a large amount of staff time. The project is expected to be completed by spring. The project will add an additional 150 units to Natick's apartment availability. All units must be inspected and a valuation conducted. The project is expected to have several different components and will be a lengthy process to properly assess. The constant increase to building permit numbers take a toll on our staff, Assistant Assessor's are stretched thin. Anticipated projects include the redevelopment of several past exempt properties, each have special circumstances and will continue to require staff time and experience. Our Administrative Assistant is pursuing a career in assessing and her new skills will reduce some of the burden. Along with a revaluation year comes an increase to abatement filings. We will anticipate one hundred plus filings and all will need complete inspections and corrections. After the inspection process a complete analysis must be conducted. This will consume a great deal of the staff's time. The large reinspection of properties that have not allowed interior inspections will be a daily process and will help establish fair assessments for all Natick residents.



Town of Natick

Home of Champions

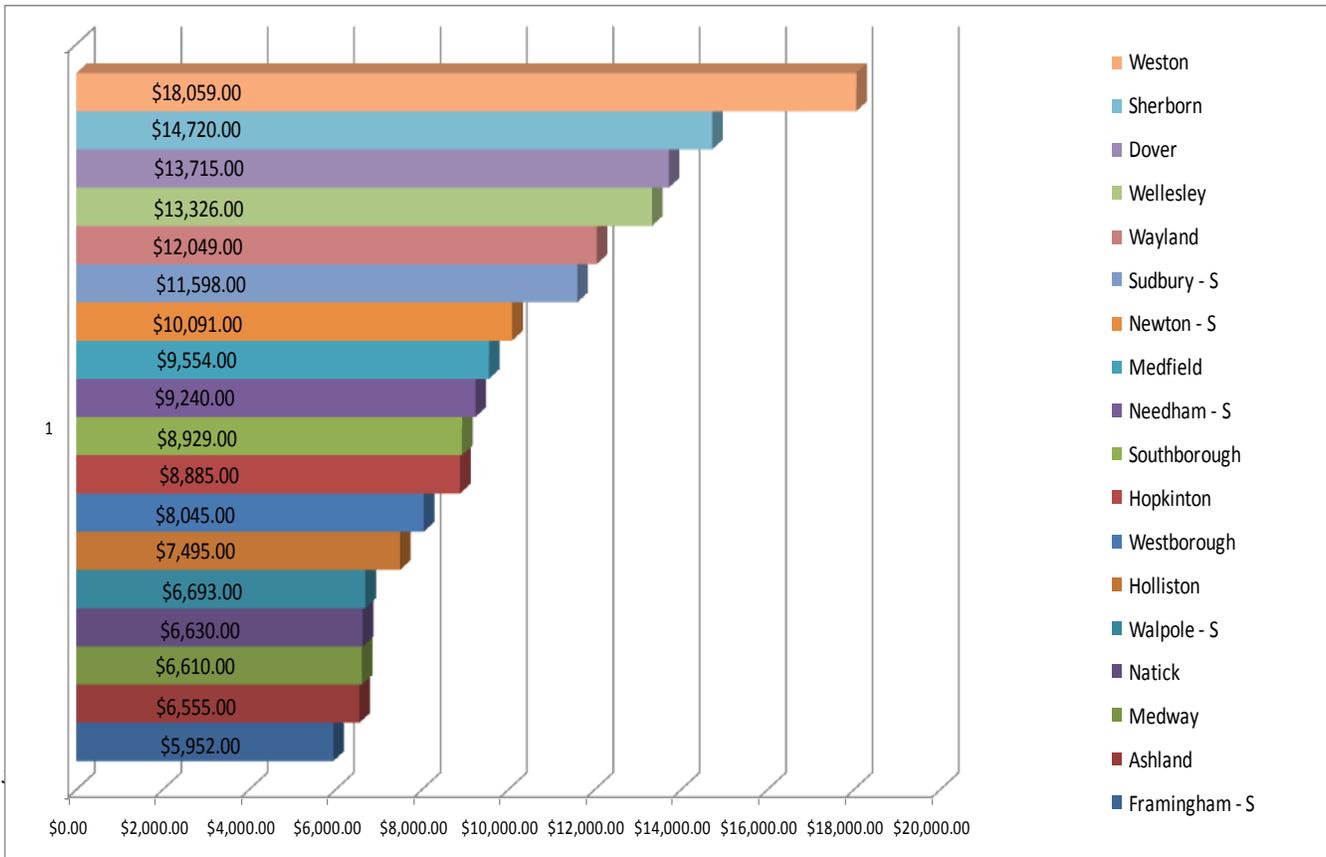
Department: Finance Division: Assessor

Budget Overview:

In Fiscal Year 2016, we will be looking to upgrade our CAMA database. The Assessors currently use a product by Tyler Technologies, appraisal and property tax solutions. Specifically it is called "Unifers". We are in the process of reviewing with Tyler Technologies and perhaps with other software appraisal groups the best way for Natick to move forward. Depending on the information we receive from the software companies we will be definitively moving forward to an updated software. The conversion of the CAMA software will impact the budget line item "revaluation" and will also impact the IT department going

V. On the Horizon – Now that the revaluation process is completed, we will begin the update to a newer version of the CAMA software. The entire staff will need to be trained again on the new software. We will be up to speed in a short time with the help of a consultant that is knowledgeable and proficient with the upgrade. The office will not only be learning a new software that impacts their jobs daily, but we will begin an outreach to homes that we have not been able to conduct an interior inspection. We have completed full reviews in the last couple of years of all classes of properties. We are most always able to inspect the exterior of a property but we are not always invited in. The Office Staff will be sending notice to properties that have not had an interior inspection conducted recently. Assessments and taxes paid by owners depend on accurate information.

FY2015 Single Family Tax Comparison





Town of Natick

Home of Champions

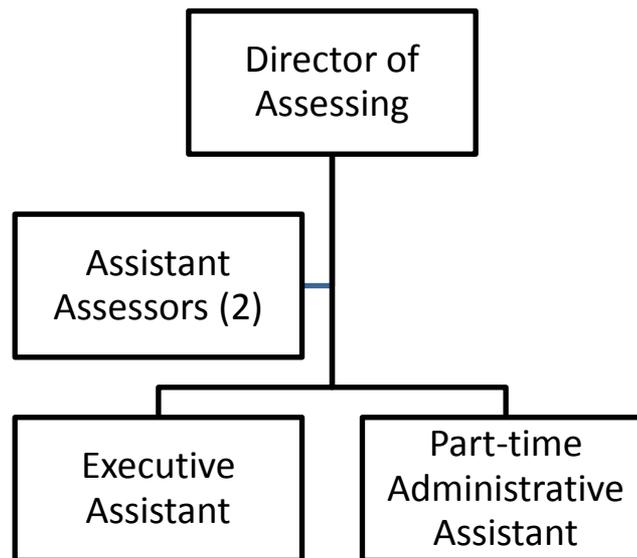
Department: Finance **Division: Assessor**

Assessor Staffing	2013	2014	2015	2016	2017
Director of Assessing	1	1	1	1	1
Assistant Assessor	2	2	2	2	2
Executive Assistant	1	1	1	1	1
Administrative Assistant	0.63	0.63	0.94	0.94	1
Total FTE	4.63	4.63	4.94	4.94	5

Total FT/PT **4 FT / 1PT** **4 FT / 1PT** **4 FT / 1PT** **4 FT / 1 PT** **5 FT / 0 PT**

Notes

Organizational Chart



Performance Indicators	2013	2014	2015	2016	2017
Workload Measures					
Number of Parcels	13342	13392	13496	13522	13550*
Number of Personal Property Accounts	1549	1555	1661	1729	1735*
Number of Personal Exemptions	334	302	294	300*	310*
Number of Inspections Performed Annually	2480	2500	2850	2975*	3000*
Number of Outstanding ATB Cases	2	3	15	20*	18*

Total Outstanding ATB all years = 46 (2003-2012)

	2013	2014	2015	2016	2017
Efficiency Measures					
Number of Inspections/Appraiser(2)	1240	860	1400	1500*	1600*

Street review total of 8,237 (completed by staff in addition to regular inspections)

	2013	2014	2015	2016	2017
Outcome Measures					
Number of Abatements (Applications/Granted)					
- Real **	97/46	85/31	92/31	TBD	TBD
- Personal Property**	7/3	8/6	5/4	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

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 v. 2017 \$ (+/-) % (+/-)	
Salaries Management	\$ 99,620	\$ 105,527	\$ 105,808	\$ 105,404	\$ (404)	-0.38%
Salaries Operational Staff	\$ 51,303	\$ 52,031	\$ 52,802	\$ 52,470	\$ (332)	-0.63%
Salaries Tech & Professional	\$ 142,579	\$ 146,635	\$ 149,884	\$ 149,313	\$ (571)	-0.38%
Part Time Operational Staff	\$ 44,630	\$ 45,861	\$ 46,572	\$ 49,234	\$ 2,662	5.72%
Operational Staff Overtime	\$ 546	\$ 1,132	\$ 2,030	\$ 2,000	\$ (30)	-1.48%
Personnel Services	\$ 338,678	\$ 351,186	\$ 357,096	\$ 358,421	\$ 1,325	0.37%

Repairs & Maint Equip	\$ 185	\$ -	\$ 500	\$ 500	\$ -	0.00%
In State Travel/Meetings	\$ 2,995	\$ 3,275	\$ 3,200	\$ 3,000	\$ (200)	-6.25%
Communication Telephone	\$ 972	\$ 2,338	\$ 1,500	\$ 1,500	\$ -	0.00%
Education & Training	\$ 1,899	\$ 1,580	\$ 3,000	\$ 3,200	\$ 200	6.67%
Tax Mapping	\$ 3,000	\$ 7,065	\$ 10,000	\$ 10,000	\$ -	0.00%
Dues & Subscriptions	\$ 780	\$ 830	\$ 1,000	\$ 1,000	\$ -	0.00%
Communication Postage	\$ 2,224	\$ 4,311	\$ 4,500	\$ 4,700	\$ 200	4.44%
Purchase of Services	\$ 12,055	\$ 19,399	\$ 23,700	\$ 23,900	\$ 200	0.84%
Office Supplies	\$ 1,490	\$ 3,100	\$ 3,000	\$ 3,000	\$ -	0.00%
Supplies	\$ 1,490	\$ 3,100	\$ 3,000	\$ 3,000	\$ -	0.00%

Revalue of Real Property	\$ 10,808	\$ 61,359	\$ 75,000	\$ 75,000	\$ -	0.00%
Other Chgs. / Exp.	\$ 10,808	\$ 61,359	\$ 75,000	\$ 75,000	\$ -	0.00%
Total Expenses	\$ 24,353	\$ 83,858	\$ 101,700	\$ 101,900	\$ 200	0.20%

Total Assessor \$ 363,031 \$ 435,044 \$ 458,796 \$ 460,321 \$ 1,525 0.33%



Town of Natick

Home of Champions

Department: Finance

Division:

Assessor

Narrative:

Salaries:

Salaries Management: Salary for the Director of Assessing.

Salaries Operational Staff: Salaries for two Assistants, one full-time Executive Assistant and one part-time Administrative Assistant.

Salaries Technical & Professional: Salaries for two full-time Assistant Assessors.

Operational Staff Overtime: This item is related to overtime requirements related to peak periods during property revaluations. The Assessors office is attempting to offset our outside revaluation costs by completing the tasks in house. The overtime hourly rate is less expensive than using a consultant to complete the same work.

Supplies:

Repairs & Maintenance Equipment: This line item is used to repair and /or replace existing equipment (time clock - used to date stamp official documents) and other miscellaneous equipment.

Travel/Meetings: Travel to attend training and professional meetings. Also mileage reimbursements for inspections conducted in private vehicles, which has been decreased due to the purchase of the Electric Car. This coming year this number for mileage reimbursement will drop.

Training & Education: The Massachusetts Association of Assessing Officers requires continued education for certification. The typical IAAO course cost is \$525. The typical MAAO course ranges from \$50 for seminars to over \$575 for formal courses. Continued professional education is a key to maintaining a knowledgeable staff.

Communication Telephone: Telephone systems, cellular telephone.

Tax Mapping: Professional services related to tax mapping. The town must update tax maps to receive certification from the Department of Revenue to tax property. We rely on increased utilization of the Town's GIS capabilities. Additionally, the department will work with "Municipity", new permitting software program, and add to our current maps making detailed mapping requests.

Dues & Subscriptions, (Memberships): To maintain the current status for the Town of Natick Assessing Staff and the Board of Assessors in the International Association of Assessing Officers, Massachusetts Association of Assessing Officers., and the Middlesex County Association of Assessing Officers. This allows the office to receive valuable training at discounted rates, newsletters and updates regarding the assessing profession.

Communication Postage: Communication, mailings and information requests from taxpayers.

Office Supplies: Miscellaneous office supplies - paper, binders, folders, pens, pencils, etc.

Other Charges/Expenses:

Revaluation of Property: This account is used to support the primary costs related to the revaluation of property required under the provisions of Massachusetts General Laws Chapter 59. This is used to augment the work of the assessing staff and for software/hardware costs not covered by the information technology budget that are directly related to property revaluation. After the conclusion of the 2016 Revaluation, we intend to update our "CAMA" software. The planned update will be time consuming and will require additional support and licensing. The transfer of our "CAMA" data is beginning and we hope to have the conversion done by the start of this Fiscal Year.



Town of Natick

Home of Champions

Department: Finance Division: Collector

Collector Budget

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
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Salaries

Personnel Services	\$ 214,440	\$ 204,201	\$ 186,389	\$ 188,326	\$ 1,937	1.04%
Total Salaries	\$ 214,440	\$ 204,201	\$ 186,389	\$ 188,326	\$ 1,937	1.04%

Operating Expenses

Purchase of Services	\$ 67,142	\$ 65,422	\$ 80,750	\$ 80,650	\$ (100)	-0.12%
Supplies	\$ 3,010	\$ 4,709	\$ 5,000	\$ 5,000	\$ -	0.00%
Technical & Prof. Services	\$ 66,988	\$ 68,062	\$ 87,000	\$ 82,000	\$ (5,000)	-5.75%
Total Operating Expenses	\$ 137,140	\$ 138,193	\$ 172,750	\$ 167,650	\$ (5,100)	-2.95%

Total Collector	\$ 351,580	\$ 342,394	\$ 359,139	\$ 355,976	\$ 16,745	-0.88%
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Mission:

The Collector's office is responsible for the billing and collecting of all monies due to the Town including but not limited to: Real estate tax, personal property tax, motor vehicle excise tax, boat excise tax, parking ticket fines, water and sewer bills, parking meter receipts, pay-as-you-throw trash bag billing and collection, police outside duty billing and collection, Federal and State reimbursements and grants, as well as a myriad of miscellaneous departmental permits, license and fees.

The Collector's office offers in person, online and payment options through a lock-box payment system.

Goals:

To effectively and efficiently bill and collect all revenue statutorily required of our office.

Provide greater flexibility and ability to respond to evolving staffing needs.

Provide great customer service through a personable office environment that is here to lend assistance to the public.

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. We have implemented Invoice Cloud to allow for the payment both online and via credit and debt card, as well as electronic check options for real estate and personal property bills. In FY 2014, this system was extended to include utility bills and Motor Vehicle Excise taxes.

In Fiscal 2015, in addition to accepting online payments for Real Estate and Personal Property Taxes, Water/Sewer Utility, Motor Vehicle Excise and donations to the Elderly and Disabled fund may now be accepted via Invoice Cloud. In fiscal 2015, 3,012 online payments were processed for real estate totaling \$5,028,710.98, 191 online payments for personal property taxes, totaling \$11,113.28, 2,081 online payments for water/sewer utility totaling \$265,186.56, and 1,724 payments for Motor Vehicle Excise totaling \$214,158.06.

In Fiscal 2015, The Collector's Office entered into a Lock Box agreement with a banking institution. The bank processes real estate, personal property, water/sewer utility, and motor vehicle excise tax bills. Implementing lock box has dramatically improved efficiencies, reducing the need for additional personnel and enhanced timely deposits as well as interest earned in our depository.

III. Current Challenges

The Town installed Point Software systems for real estate, personal property, and motor excise billing in FY2002. Although this has served us well in the past, we have experienced decreasing functionality of maintaining two separate systems - one for accounts receivable and one for the general ledger. The Comptroller has investigated alternatives and we are considering shifting our receivables software into a unified package via a Capital Improvement Request for FY 2016. We will be implementing a conversion of our accounts receivable processing to the software company that we currently use for our accounting system.

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

The Finance Department as a whole will be re-engineered for the future transition that is going to occur with retirements coming soon in a number of divisions. Our goal will be to have a succession plan established and implemented to assure a smooth transition. When long-standing and dedicated employees retire it typically leaves a hole in the operation due to lack of foresight and planning. We will lose "institutional knowledge" but our desire is to minimize interruptions to our departmental operations. Our succession plan includes cross training, and professional staff development of new and long term employees.



Town of Natick

Home of Champions

Department: Finance

Collector

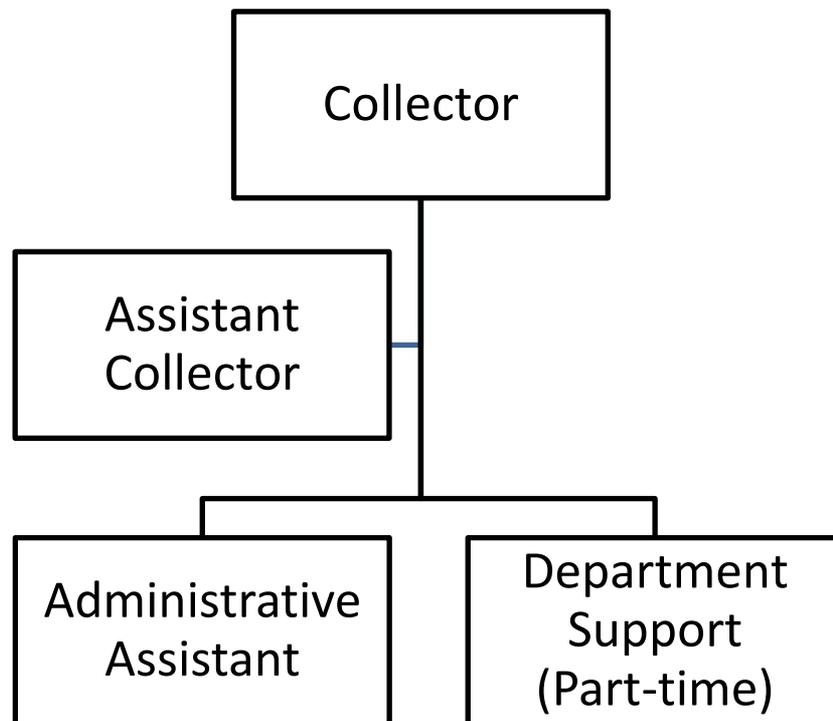
Collector Staffing	2013	2014	2015	2016	2017
Collector	0.7	0.7	0.7	0.7	0.7
Assistant Collector	0.7	0.7	0.7	0.7	0.7
Administrative Assistant	1	1	2	1	1
Department Support	0.4	0.4	0.4	0.4	0.4
Total FTE	2.8	2.8	3.8	2.8	2.8

Total FT/PT	3 FT / 1 PT	3 FT / 1 PT	4 FT / 1 PT	3 FT / 1 PT	3 FT / 1 PT
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Notes

Collector & Assistant Collector are Full-time positions - split between the Collector & Treasurer budgets.

Organizational Chart



Performance Indicators

2013	2014	2015	2016	2017
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Please see Treasurer's Budget for these Indicators



Town of Natick

Home of Champions

Department: Finance

Division: Collector

	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries Management	\$ 94,905	\$ 75,978	\$ 74,066	\$ 73,783	\$ (283)	-0.38%
Salaries Supervisory	\$ 16,428	\$ 26,940	\$ 43,170	\$ 43,005	\$ (165)	-0.38%
Salaries Operational Staff	\$ 88,057	\$ 83,774	\$ 49,545	\$ 49,234	\$ (311)	-0.63%
Salaries Part-Time Operational Staff	\$ 11,864	\$ 16,237	\$ 14,534	\$ 17,305	\$ 2,771	19.07%
Operational Staff Overtime	\$ 3,186	\$ 1,272	\$ 5,075	\$ 5,000	\$ (75)	-1.48%
Personnel Services	\$ 214,440	\$ 204,201	\$ 186,389	\$ 188,326	\$ 1,937	1.04%
Repair & Maint Equipment	\$ 135	\$ 320	\$ 3,000	\$ 3,000	\$ -	0.00%
In State Travel/Meetings	\$ 226	\$ -	\$ 500	\$ 500	\$ -	0.00%
Communication Telephone	\$ 1,090	\$ 847	\$ 1,250	\$ 650	\$ (600)	-48.00%
Training & Education	\$ 285	\$ 280	\$ 2,000	\$ 2,500	\$ 500	25.00%
Communication Postage	\$ 65,288	\$ 63,892	\$ 72,000	\$ 72,000	\$ -	0.00%
Collection Activities	\$ 118	\$ 83	\$ 2,000	\$ 2,000	\$ -	0.00%
Purchase of Services	\$ 67,142	\$ 65,422	\$ 80,750	\$ 80,650	\$ (100)	-0.12%
Office Supplies	\$ 3,010	\$ 4,709	\$ 5,000	\$ 5,000	\$ -	0.00%
Supplies	\$ 3,010	\$ 4,709	\$ 5,000	\$ 5,000	\$ -	0.00%
Real Estate Tax Billing	\$ 5,723	\$ 5,029	\$ 8,000	\$ 7,000	\$ (1,000)	-12.50%
Motor Vehicle Excise Tax Billing	\$ 117	\$ -	\$ 4,000	\$ 4,000	\$ -	0.00%
Ambulance Fee Collections	\$ 61,149	\$ 63,033	\$ 75,000	\$ 71,000	\$ (4,000)	-5.33%
Technical & Professional Services	\$ 66,988	\$ 68,062	\$ 87,000	\$ 82,000	\$ (5,000)	-5.75%
Total Expenses	\$ 137,140	\$ 138,193	\$ 172,750	\$ 167,650	\$ (5,100)	-2.95%
Total Collector	\$ 351,580	\$ 342,394	\$ 359,139	\$ 355,976	\$ (3,163)	-0.88%



Town of Natick

Home of Champions

Department: Finance

Division: Collector

Narrative:

Personnel Services

Salaries Management: Pro-rated portion of the Finance Director/Treasurer's salary in the capacity as Town Collector (70% of total salary).

Salaries Supervisory: Pro-rated portion of the Assistant Treasurer / Assistant Collector's salary in the capacity as the Town's Assistant Collector (70% of total salary).

Salaries Operational Staff: Salary for one staff position is funded in this line item. This position is responsible for Municipal Lien Certificate preparation and is the primary public contact person at the Collector's public service window.

Part Time Operational: 720 hours of part-time operational staff. This position will provide administrative / clerical support to the Finance Director and Collector's office and will be available during peak tax receipt periods to supplement the full time Collector's staff.

Overtime Operational: Overtime worked by operational staff during peak tax receipt periods. These include the weeks of the real estate and personal property due date (Aug 1, Nov 1, Feb 1, & May 1) and various excise tax billings during the peak times (January - March).

Purchase of Services

Repairs and Maintenance: Maintenance and repair of business equipment such as date stamp, check signer, endorser, bar code readers, specialized printer, etc.

In State Travel/Meetings: Limited funding for in-state professional meetings & travel.

Training and Education: The costs related MUNIS Software training, attendance for staff at the Treasurer/Collector association conference, PC-specialized training seminars, etc.

Communication Telephone: Proportional costs assigned to the Collector's Office for telephone service.

Communication Postage: Cost associated with the mailings from the Collector's Office.

Collection Activities: Additional mailings of unpaid / delinquent tax, excise, police detail, tax title, betterment, and other accounts receivable.

Copy/Mail Center Fees: Cost assigned to the Collector's Office for mail center labor for mail handling and copy charges.

Technical & Professional Services

Real Estate Tax Billing: The cost of producing and mailing (non-postage) the real estate bills on a quarterly basis. The cost of producing and mailing (non-postage) the motor vehicle excise tax bills for multiple annual commitments.

PAYT Billing: This line item expense was eliminated in FY16. All billing is done in-house by the Finance Director.

Police Detail Billing: This line item expense was eliminated in FY16. All billing is done in-house by the Finance Director.

Ambulance Fee Collection: These represent fees, based on 4.00% of collected revenue, for a service agency (ProEMS) to process all ambulance invoicing and insurance claim processing as well as costs for on-call ambulances when necessary.

Supplies

Office Supplies: General office supplies.



Town of Natick

Home of Champions

Department: Finance

Division: Treasurer

Treasurer Budget	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
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Salaries

Personnel Services	\$ 99,560	\$ 88,980	\$ 103,077	\$ 102,536	\$ (541)	-0.53%
Total Salaries	\$ 99,560	\$ 88,980	\$ 103,077	\$ 102,536	\$ (541)	-0.53%

Operating Expenses

Purchase of Services	\$ 31,871	\$ 40,738	\$ 69,800	\$ 65,650	\$ (4,150)	-5.95%
Supplies	\$ 5,190	\$ 5,513	\$ 8,000	\$ 8,000	\$ -	0.00%
Technical & Professional	\$ 30,637	\$ 37,734	\$ 50,000	\$ 50,000	\$ -	0.00%
Total Operating Expenses	\$ 67,698	\$ 83,985	\$ 127,800	\$ 123,650	\$ (4,150)	-3.25%

Total Treasurer	\$ 167,258	\$ 172,965	\$ 230,877	\$ 226,186	\$ (4,691)	-2.03%
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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 non-payment of taxes and for all public auction or disposition of all foreclosed properties.

Goals:

Provide leadership/guidance for development of integrated Finance Department.

Maximize return on investment with safety and liquidity in mind.

Improve and standardize cash management .

Work with the Town's Comptroller to improve timeliness and accessibility of revenue collections for staff and citizens.

Continue to monitor property tax delinquencies, perfect the tax title lien in a timely manner, and dispose of tax possession properties by public auction to maximize tax title revenue.

Convert manual cash book system to "Zobrio Treasury Cash Management" software.



Town of Natick

Home of Champions

Department: Finance **Treasurer**

Budget Overview:

II. Main Purpose of the Department

The Treasurer's Office is responsible for all cash management activities for the Town of Natick. This includes the receipt, deposit, and disbursement of funds including accounts payable and payroll funds. The Treasurer is responsible for investment activities of available funds. The Treasurer's Office also maintains Tax Title accounts and is responsible for the collection of delinquent property taxes. The Treasurer's Office is also responsible for the issuance of all authorized debt for short and long-term borrowing.

II. Recent Developments

As the investment market has been slow to recover from the Great Recession, the Town continues to investigate our investment strategy for Town funds to maximize investment income. In FY 2015, a greater emphasis on the types of investments was undertaken. Stabilization funds and OPEB Trust Funds, funds that have the ability to invest in longer-term products have been structured to maximize revenue while still maintaining a moderate risk tolerance. Weekly monitoring of cash and investment balances is performed and funds are invested, mainly in money market funds (short-term) to maximize interest with no risk of loss. We have already seen significant improvements to the amount of interest earned. We will continue to strategize the investment possibilities in order to be good fiscal stewards with the funds provided by taxpayers.

In fiscal year 2016, we implemented the use of a lock box system at a banking institution. This enabled us to not fill a position in the office that was vacant due to a lateral transfer to another department. The use of a lock box system greatly reduced the volume of payments flowing through the personnel in the office and was instead processed at the banking institution and an electronic file containing the receipts that were processed by the bank is uploaded into the Town's receivable software for posting.

III. Current Challenges

The current challenges facing the Treasurer's division is the low interest rate prevalent in the market place today. It is difficult to earn any significant amount of interest income due to the very low rates. Succession planning is also a current challenge. Our goal is to properly cross-train employees so that we ensure a smooth transition when upcoming retirements occur. Another challenge to the department is handling the volume of transactions that are handled by the department. We encourage the taxpayers of Natick to utilize the various online payment options to help keep personnel costs as low as possible.

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

None.

V. On the Horizon

This office plans on continuing the use of technology to improve processing of transactions. We plan on converting our electronic cashbook system using Microsoft Excel to a software program called "Zobrio Treasury Cash Management". This will enable remote capture of transactions by departments that will then directly enter the amounts into the "cash book" eliminating the need to take manual deposit documentation from the various Town departments and re-enter them into our cash book and then again onto a separate document that then is used to post to the general ledger. This will allow for a great efficiency of work. In Fiscal 2016, Article 28 was passed, which allows the Treasurer to establish a tax title revolving account. Costs associated with the collection of tax title fees, charges and costs upon redemption of tax titles and or the sale of foreclosed property, may be used for future expenses and will eliminate the need to appropriate such costs in



Town of Natick

Home of Champions

Department: Finance **Treasurer**

Treasurer Staffing

	2013	2014	2015	2016	2017
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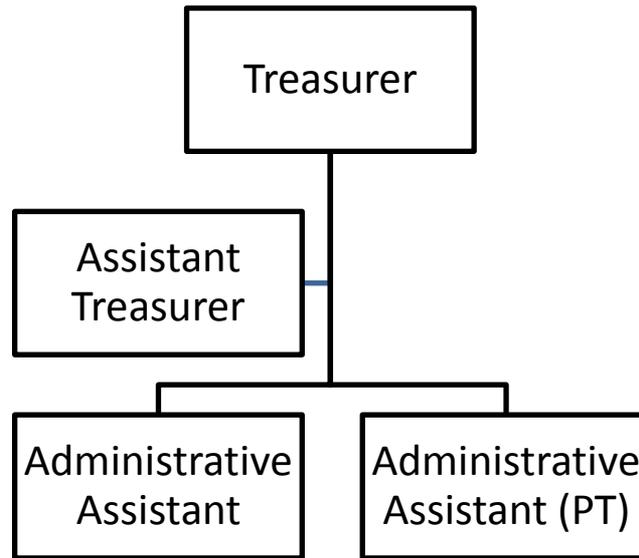
Treasurer	0.29	0.29	0.29	0.30	0.30
Assistant Treasurer	0.33	0.33	0.33	0.30	0.30
Administrative Assistant	1	1	1	1	1
Total FTE	1.63	1.63	1.63	1.60	1.60

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

Notes

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

Organizational Chart



Performance Indicators

	2013	2014	2015*	2016*	2017*
Workload Measures					
Number of real estate tax bills issued	53,368	53,420	53,800	53,800	53,800
Number of personal property tax bills issued	6,196	6,200	6,220	6,220	6,220
Number of motor vehicle excise bills issued	30,948	34,196	34,000	34,000	34,000
Efficiency Measures					
Number of On-line payments	12,409	21,900	21,900	25,000	25,000
Outcome Measures					
Collection Rate - Personal Property Tax Bills	98.80%	98.80%	98.80%	98.80%	98.80%
Collection Rate - Real Estate Tax Bills	98.30%	98.30%	98.30%	98.30%	98.30%

Estimates*



Town of Natick

Home of Champions

Department: Finance Division: Treasurer

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries Management	\$ 39,704	\$ 31,551	\$ 31,742	\$ 31,621	\$ (121)	-0.38%
Salaries Supervisory	\$ 8,264	\$ 11,546	\$ 18,501	\$ 18,431	\$ (71)	-0.38%
Salaries Operational Staff	\$ 48,040	\$ 43,865	\$ 49,546	\$ 49,234	\$ (312)	-0.63%
Other Compensation Oper. Staff	\$ 750	\$ 750	\$ 750	\$ 750	\$ -	0.00%
Overtime Operational Staff	\$ 2,802	\$ 1,268	\$ 2,538	\$ 2,500	\$ (38)	-1.50%
Personnel Services	\$ 99,560	\$ 88,980	\$ 103,077	\$ 102,536	\$ (541)	-0.53%
Repair & Maint Equipment	\$ 7,569	\$ 1,622	\$ 5,000	\$ 6,000	\$ 1,000	20.00%
Tax Title	\$ 11,607	\$ 24,652	\$ 50,000	\$ 40,000	\$ (10,000)	-20.00%
In State Travel/Meetings	\$ -	\$ 23	\$ 500	\$ 500	\$ -	0.00%
Communication Telephone	\$ 250	\$ -	\$ 800	\$ 650	\$ (150)	-18.75%
Training & Education	\$ 933	\$ 50	\$ 1,500	\$ 4,000	\$ 2,500	166.67%
Communication Postage/Envelopes	\$ 11,512	\$ 14,391	\$ 12,000	\$ 14,500	\$ 2,500	20.83%
Purchase of Services	\$ 31,871	\$ 40,738	\$ 69,800	\$ 65,650	\$ (4,150)	-5.95%
Office Supplies	\$ 5,190	\$ 5,513	\$ 8,000	\$ 8,000	\$ -	0.00%
Supplies	\$ 5,190	\$ 5,513	\$ 8,000	\$ 8,000	\$ -	0.00%
Banking Services Fees	\$ 30,637	\$ 37,734	\$ 50,000	\$ 50,000	\$ -	0.00%
Technical & Professional	\$ 30,637	\$ 37,734	\$ 50,000	\$ 50,000	\$ -	0.00%
Total Expenses	\$ 67,698	\$ 83,985	\$ 127,800	\$ 123,650	\$ (4,150)	-3.25%
Total Treasurer	\$ 167,258	\$ 172,965	\$ 230,877	\$ 226,186	\$ (4,691)	-2.03%



Town of Natick

Home of Champions

Department: Finance

Division: Treasurer

Line-Item Detail

Narrative:

Personnel Services

Salaries Management: Pro-rated portion of the Finance Director/Treasurer's salary in the capacity as Town Treasurer (30% of total salary).

Salaries Supervisory: Pro-rated portion of the Assistant Treasurer / Assistant Collector's salary in the capacity as the Town's Assistant Treasurer (30% of total salary).

Salaries Operational Staff: Administrative Assistant (1).

Overtime Operational: Overtime for the operational staff member. Overtime in peak demand times only.

Purchase of Services

Repairs and Maintenance: Maintenance and repair of business equipment such as date stamp, check signer, endorser, bar code readers, specialized printer, etc.

In State Travel/Meetings: Travel to and from meetings, conference, seminar or professional association meetings.

Training and Education: With the conversion of the Accounts Receivable software package training will be required. Also, training and education is provided to keep up with Massachusetts General Laws, investment training, etc.

Communication Telephone: Costs assigned to the Treasurer's Office for telephone service.

Communication Postage: Cost associated with the mailings from the Treasurer's Office.

Supplies

Office Supplies: General office supplies.

Tech. & Prof. Services

Banking Services Fees: This is utilized for payment of charges for account services such as returned check fees, service fees charged by depository and lockbox banks, paying agent fees for debt service, etc.



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

Home of Champions

Department: Information Technology

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
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Salaries

Personnel Services	\$ 296,364	\$ 322,130	\$ 323,364	\$ 333,170	\$ 9,806	3.03%
Total Salaries	\$ 296,364	\$ 322,130	\$ 323,364	\$ 333,170	\$ 9,806	3.03%

Operating Expenses

Purchase of Services	\$ 370,995	\$ 419,671	\$ 469,100	\$ 566,500	\$ 97,400	20.76%
Other Charges & Expenses	\$ 310,415	\$ 235,237	\$ 286,400	\$ 305,000	\$ 18,600	6.49%
Total Operating Expenses	\$ 681,410	\$ 654,908	\$ 755,500	\$ 871,500	\$ 116,000	15.35%

Total Information Technology	\$ 977,774	\$ 977,038	\$ 1,078,864	\$ 1,204,670	\$ 125,806	11.66%
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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.
- Work with Public Safety to evaluate and implement the rapidly changing field of public safety technology
- Communicate and collaborate with School IT Department and other municipalities' IT Department's.
- Continue to improve Town Web Site and add-on services (NovusAgenda, See-Click-Fix, etc) to provide more transparency to government operations and service to the public.

Miscellaneous

- Facilitate training for employees as needed & applicable, e.g. MUNIS, web, etc.
- Continue to evaluate cost effective alternatives for equipment & technology e.g. lease vs. purchase, return-on-investment, outsourcing, cloud based solutions vs. on-premise solutions, etc.
- Develop policies as appropriate re: use of technology, social networking and associated equipment



Town of Natick

Home of Champions

Department: Information Technology

Budget Overview:

I. Main Purpose of the Department

The IT Department is primarily a services based department and will continue to provide broad based data service to the general government and voice services to the general government and schools employment, as well as services provided to the community via the Town web site. Data services include but are not limited to network administration, database administration, web site support, network security, end-user support, hardware and software deployment/upgrades/ maintenance/ troubleshooting and municipal staff training. Voice services provided by the IT Department include PBX administration, PBX installation, system configuration and deployment, voice mail account management, transaction box design, end-user support, telephone replacement and providing a point of contact with the telephone vendor.

II. Recent Developments

- Upgrade and installation of the data/voice network in the DPW Building and new second floor.
- Installation of new web and mobile services such as See-ClickFix App- roads and streetlight repair , My-Waste App - trash and recycle pickup schedule and Granicus App - boards and committees .
- Installation of new Muncicity mobility module for inspectors in the field
- Financial Software - Munis upgrade
- Installation of new Dell VRTX server
- Sonicwall Firewall High Availability appliances installed

III. Current Challenges

- Day to day operations and ensuring integrity of data backups and data mirrors.
- Network monitoring and troubleshooting.
- Providing PBX and VOIP telephone support.
- Maintaining Patch levels and security on desktops and servers (i.e. spyware, adware, viruses).
- Life Cycle Replacement of all town IT equipment, which includes PCs, printers, UPS, servers, networking equipment, etc.

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

- 1) Equipment Repairs and Maintenance - Decreased \$62,000 due to moving hosted applications to the new 'Hosted Application' line item.
- 2) Software Maintenance - increased \$10,000 to cover increases for maintenance and software support for the Town's financial software - Munis, Permitting system - Muncicity and Public Safety Dispatch Software - IMC
- 3) Hosted Applications - This line item was created to identify the cost all the hosted solutions currently used by the Town. These software as a service (SAAS) solutions include Google Apps (email, calendar, etc.), Town web site and many web applications linked to from the Town web site such as NovusAgenda (meeting scheduling and packets), See-ClickFix, My-Waste, Granicus (boards and committees application), Collector software, Community Services software and off site backup storage.
- 4) Telephone System Maintenance - increased \$25,000 to cover ShoreTel Telephone Support.



Town of Natick

Home of Champions

Department: Information Technology

Performance Indicators	FY 2014	FY 2015	FY 2016	FY 2017
Workload Measures				
*Software Support and Hosted Solutions Cost	\$ 297,354	\$ 325,000	\$ 299,107	\$ 492,000
% of PC support calls for Viruses and Malware	3%	3%	2%	1%
Number of PC's/Laptops/Tablets Supported	325	325	350	375
**Staff	3	4	4	4

Efficiency Measures				
Number of PC's Supported/Staff Member	108	108	117	125

Outcome Measures				
Percentage of time:				
- E-mail systems fully operational	99%	99%	99%	99%
- Network systems fully operational	99%	99%	99%	99%
- Website fully operational	99%	99%	99%	99%

**Increase due to inclusion of hosted solutions*

*** Information / Communication Specialist reports to Town Administrator*



Town of Natick

Home of Champions

Department: Information Technology

Budget Detail

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries Management	\$ 101,538	\$ 104,077	\$ 104,476	\$ 106,158	\$ 1,682	1.61%
Salaries Technical/Professional	\$ 194,826	\$ 218,053	\$ 218,888	\$ 227,012	\$ 8,124	3.71%
Personnel Services	\$ 296,364	\$ 322,130	\$ 323,364	\$ 333,170	\$ 9,806	3.03%
Equipment Repairs and Maintenance	\$ 40,954	\$ 79,885	\$ 87,000	\$ 25,000	\$ (62,000)	-71.26%
Software Maintenance	\$ 297,354	\$ 299,107	\$ 340,000	\$ 350,000	\$ 10,000	2.94%
Hosted Applications	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	#DIV/0!
Communication telephone	\$ 16,734	\$ 19,428	\$ 19,600	\$ 19,000	\$ (600)	-3.06%
Copy/mail center fees	\$ 41	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%
Training & education	\$ 2,050	\$ 64	\$ 5,000	\$ 5,000	\$ -	0.00%
Computer supplies	\$ 4,862	\$ 12,187	\$ 7,500	\$ 7,500	\$ -	0.00%
Paper supplies - municipal	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ -	0.00%
Purchase of Services	\$ 370,995	\$ 419,671	\$ 469,100	\$ 566,500	\$ 97,400	20.76%
Telephone system maintenance	\$ 59,005	\$ 54,781	\$ 40,000	\$ 65,000	\$ 25,000	62.50%
LAN/WAN maintenance	\$ 68,894	\$ 61,525	\$ 50,000	\$ 50,000	\$ -	0.00%
Equipment replacement computers	\$ 92,022	\$ 70,081	\$ 115,000	\$ 115,000	\$ -	0.00%
Software systems upgrade & replace	\$ 90,494	\$ 48,850	\$ 81,400	\$ 75,000	\$ (6,400)	-7.86%
Other Charges & Expenses	\$ 310,415	\$ 235,237	\$ 286,400	\$ 305,000	\$ 18,600	6.49%
Total Operating Expenses	\$ 681,410	\$ 654,908	\$ 755,500	\$ 871,500	\$ 116,000	15.35%
Total Information Technology	\$ 977,774	\$ 977,038	\$ 1,078,864	\$ 1,204,670	\$ 125,806	11.66%



Town of Natick

Home of Champions

Department: Information Technology

Line-Item Detail

Personnel Services:

Salaries Management – Information Technology Director.

Salaries Technical/Professional – Salaries for three positions, (1) Information/Communication Specialist and (2) Network Administrators.

Purchase of Services:

Equipment Repairs and Maintenance – 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, laptops, tablets, network printers and network servers

Software Maintenance – Cost of replacing, maintaining and licensing of Town software applications. Includes, but is not limited to, financial software (Munis), Permitting System (Municipality), operating systems, Geographical Information System (GIS), firewall software and police/fire Computer Aided Dispatch software, virtual servers software (VMware, Vizioncore), election system software, database software (Pervasive SQL, Microsoft SQL Server).

Hosted Applications - Cost of hosted solutions currently used by the Town. These software as a service (SAAS) solutions include Google Apps (email, calendar, etc.), Town web site and many web applications linked to from the Town web site such as NovusAgenda (meeting scheduling and packets), See-ClickFix, My-Waste, Granicus (boards and committees application), Collector software, Community Services software and off site backup storage.

Communication Telephone – Cost for local and long distance phone service and mobile telephones, the town web site hosting services at CivicPlus and town internet access.

Copy/Mail Center Fees – Cost for services provided by copy and mail center.

Training Education – Cost of providing training to effectively administer/support/deploy software applications and hardware currently supported by Information Technology Department. Also included are the purchase of technology documentation, manuals, on-line training and training for other department staff as necessary.

Computer Supplies – Cost of purchasing miscellaneous computer supplies, i.e. backup tapes, printer cartridges, storage media, etc.

Paper Supplies – Municipal – Cost for paper supplies used by town departments. Including, but not limited to, laser printer paper, computer paper and tax forms (W2, 1099).

Other Charges & Expenses:

Telephone System/INET Voice Maintenance – Cost of maintenance for town PBX and VOIP ShoreTel telephone system, T1 fiber optic emulators, voice mail system and call accounting system.

LAN/WAN/INET Data Maintenance – Cost of maintenance of local area and wide area networking equipment. Includes network switches, firewall equipment and INET fiber optic switching equipment.

Equipment Replacement Computers – Cost of cyclical replacement of personal computers, laptops, tablets, printers, network servers, storage arrays and uninterrupted power supplies (UPS).

Software Systems Upgrade & Replace – Used for purchasing new software applications (on-premise and hosted solutions) and software licensing.



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

Home of Champions

Department: Town Clerk

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
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Salaries

Personnel Services	\$ 223,377	\$ 232,989	\$ 239,672	\$ 244,337	\$ 4,665	1.95%
Total Salaries	\$ 223,377	\$ 232,989	\$ 239,672	\$ 244,337	\$ 4,665	1.95%

Operating Expenses

Expenses	\$ 8,804	\$ 12,628	\$ 22,050	\$ 42,200	\$ 20,150	91.38%
Total Operating Expenses	\$ 8,804	\$ 12,628	\$ 22,050	\$ 42,200	\$ 20,150	91.38%

Total Town Clerk	\$ 232,181	\$ 245,617	\$ 261,722	\$ 286,537	\$ 24,815	9.48%
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Goals for the Town Clerk and Elections Offices

1. Assure a successful and smooth presidential election. The process to prepare for this election has already started and will require the attention of the entire office throughout the remainder of this fiscal year and into FY 17. This will include training for the new administrative assistant and several training sessions for election personnel. This includes implementing the new voting legislation which was approved last year. For the upcoming presidential election this will include an early voting for the first time. It will also include a pre-registration process for 16 and 17 year olds who would like to pre-register to vote. The law also required the State to implement on-line voter registration which has already begun.
2. Continue the process of the codification of the charter and by-laws with the aid and support of the Charter and By-law review committee.
3. Complete the purchase of new voting booths so that they are in place for the presidential election. The new booths will take up less space and easing any congestion in the polling locations.
4. Continue to improve accessibility and availability of information on the Town website. This has greatly improved over the past year but it is a fluid process and continues to be a priority in the office. During the upcoming year Town Meeting attendance will be available on the website not just in the annual report. This year we will also take advantage of the Town's presence on social media to publicize elections, changes to elections and the availability of information.
5. Continue the process of preserving historical documents (this program is funded by a Town Meeting appropriation).
6. Continue to implement technology improvements to the office. This will include increasing the use of technology to monitor and update more of the information that is maintained in the office.
7. Manage the budget for electronic voting devices.



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

The Town Clerk's office is the gateway to local government. The Town Clerk is the chief election officer responsible for overseeing and managing all elections, assuring that they are fair and impartial. The Town Clerk's office provides residents and non-residents access to vital records (births, deaths and marriages), issues dog licenses, maintains permanent records of planning and zoning decisions, issues Doing Business As (DBA) licenses and maintains historical records. The Clerk is also responsible for mailing and compiling the data from the Annual Street Listing (census) and confirmation cards. This data is used to maintain current voting lists. The Town Clerk serves as the Clerk of Town Meeting with responsibility for publishing and maintaining all Town Meeting records and submitting all the necessary documents to the Attorney General's office for approvals. We aim to provide all services professionally, efficiently and courteously.

II. Recent Developments

During FY 2016, the office completed the capital project which allowed the purchase of movable shelving in the vault. This has allowed for vastly improved storage space and increased capacity, including moving permanent records previously stored in the basement into the vault. The office has also completed the current year restoration of documents and will begin the next step using resources approved at Fall 2015 Town Meeting. During this fiscal year there will be two elections, however, one is the presidential primary and there will be increased number of new and or change voter registrations. Although the Presidential election will occur in FY 2017, preparations have already begun and the planning process for that election is underway. That will be the first election for which the State will have early voting. Due to a recent retirement of one of the employees in the office, we will have a new staff member. The staff person will be trained during the remainder of this fiscal year. During 2015, the office changed to a dog licensing program which is part of MuniCity, the program that the Community and Economic Development and Building departments are using.

III. Current Challenges

The biggest challenge in the upcoming year is the preparation to assure that the November 8, 2016 presidential election runs smoothly. Turnout for this election will be high and preparation has already begun and will require focus and diligence throughout the next year. This will include developing internal procedures required to implement the new election law (regulations have not yet been written) and training. In addition, the offices continues to transition in as many ways as possible to a more technology based workflow. One of the major challenges that the department continues to face is providing appropriate training for current employees as the emphasis is on electronic tools.

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

This budget includes significant increases in costs related to a smooth and efficient presidential election. The costs are in labor (primarily in the elections budget), postage, supplies and costs related to the implementation of early voting. Although the regulations have not been finalized estimates based on drafts are included in this budget. One of the significant increases is for the purchase of an additional voting machine. In the Town Clerk's budget the increases are in ancillary supplies related to this election. The Town Clerk's budget proposal also includes funding for electronic voting devices which were funded last year under a separate warrant article.

V. On the Horizon

The biggest issue on the horizon will be implementing the new election law. In addition, to early voting the law allows for the preregistration of 16 and 17 year olds to vote. The Clerk's office will continue to use technology to improve efficiency and access to information. The office continues to look forward to implementing an on-line credit/debit system for transactions in order to increase payment options at the counter and on-line.



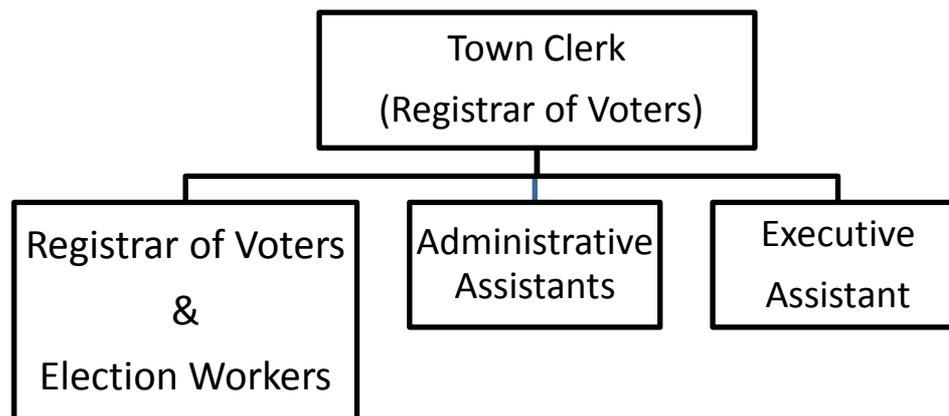
Town of Natick

Home of Champions

Department: Town Clerk

Staffing	2013	2014	2015	2016	2017
Town Clerk	1	1	1	1	1
Assistant Town Clerk	0	0	0	0	0
Department Assistant	0	0	0	0	0
Administrative Assistant	2	2	2	2	2
Executive Assistant	1	1	1	1	1
Total FTE	4	4	4	4	4

Organizational Chart



Performance Indicators:

The Town Clerk's office uses calendar year numbers rather than the fiscal year ones when we look at registered records, requests for records, dog licenses, business licenses and voter registration and census numbers, some of the potential performance indicators. It is very difficult to correlate numbers of records with staff efficiency. One example is that last year we registered over 3,200 dogs, the largest number we have ever done. However, over 60% are done within the first three months of the year. The majority of census returns and data input from them are completed in the first two months of the year.

Another excellent example is the minimum amount of preparation for any and all elections is the same, regardless of expected turnout. In elections in which voter turnout is expected to be high (State elections, presidential primary, presidential election) the office is busier, processing larger number of voter registrations, absentee ballots, overseas voters thereby increasing the quantity of time and work for that election. The remainder of FY 16 and the first part of FY 17 will in great part be spent getting ready for the November 8, 2016 presidential election. The preparation for this election is a long and detailed process. The number of absentee and early voting ballots will most likely be greater than in 2012 when it was over 2,000.



Town of Natick

Home of Champions

Department: Town Clerk

Budget Detail	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries Management	\$ 75,932	\$ 80,000	\$ 85,000	\$ 85,000	\$ -	0.00%
Salaries Operational Staff	\$ 144,969	\$ 149,963	\$ 151,892	\$ 151,087	\$ (805)	-0.53%
Additional Comp Operational Staff	\$ -	\$ -	\$ 750	\$ 750	\$ -	0.00%
Operational Staff Overtime	\$ 2,476	\$ 3,026	\$ 2,030	\$ 7,500	\$ 5,470	269.46%
Personnel Services	\$ 223,377	\$ 232,989	\$ 239,672	\$ 244,337	\$ 4,665	1.95%
Repairs & maintenance equipment	\$ 383	\$ 105	\$ 500	\$ 500	\$ -	0.00%
In-State travel/meetings	\$ 1,465	\$ 1,040	\$ 2,500	\$ 2,500	\$ -	0.00%
Communication telephone	\$ 321	\$ 386	\$ 600	\$ 600	\$ -	0.00%
Dues & memberships	\$ 435	\$ 420	\$ 500	\$ 600	\$ 100	20.00%
Copy/mail center fees	\$ 2,827	\$ 3,328	\$ 4,500	\$ 5,000	\$ 500	11.11%
Binding	\$ -	\$ 3,275	\$ 7,200	\$ 7,500	\$ 300	4.17%
Office supplies	\$ 3,326	\$ 3,314	\$ 4,200	\$ 5,500	\$ 1,300	30.95%
Communication print & advertising	\$ -	\$ 760	\$ 2,000	\$ 2,000	\$ -	0.00%
Other services miscellaneous	\$ 47	\$ -	\$ 50	\$ 18,000	\$ 17,950	35900.00%
Supplies	\$ 8,804	\$ 12,628	\$ 22,050	\$ 42,200	\$ 20,150	91.38%
Total Town Clerk	\$ 232,181	\$ 245,617	\$ 261,722	\$ 286,537	\$ 24,815	9.48%

Line-Item Detail

Personnel Services

Salaries Management: Town Clerk

Salaries Operational Staff: Executive Assistant (1) and Administrative Assistants (2). The office uses a participant in the property tax work program to help get ready for elections and to process census/street listings after they are returned to the office.

Operational Staff Overtime: Overtime is associated with elections and Town Meeting. Overtime is increased significantly to \$7,500 because it is a presidential election year. In FY 13 (2012 presidential election) actual overtime costs were \$6,200. In addition, this year there will be overtime costs associated with early voting

Expenses

Repairs and maintenance of equipment – Cost associated with repairing/replacing equipment operated by the department.

In-State travel/meetings – In-state travel to meetings and reimbursement of travel for use of private vehicles.

Communication/telephone – Telephone expenses for the department.

Dues & membership – Dues for Mass Town Clerk's Association, Middlesex County Clerk's Association, New England Clerk's Association and the International Institute of Municipal Clerks. This account is also used to pay for conference registration fees. Some of the membership fees and registrations are increasing next year.

Copy/mail center fees in the Clerks' and Registrars' budgets – These departments work jointly in one office. Copy and mail center fees include all voter related mailings, the annual street listing, absentee ballots, overseas ballots, confirmation cards (including pre-paid return postage), dog license information, election materials to candidates and current office holders and training materials for election workers. Mandates for the State Ethics, OCPF and OML laws will continue to require large amounts of copying and mailing. We expect postage to be greater this year because it is a presidential election year.

Binding - This budget includes the continuation of a process to make sure that all vital records are appropriately stored. This process is on-going until all materials are appropriately stored in vitals binders in the vault.

Office supplies – Materials needed for the day-to-day operation of the Town Clerks' Office. There is an increase in order to replace desk chairs which have not been replaced since the building opened.

Communication printing & advertising - This line-item covers the costs of printing & advertising warrants for town meetings and elections, the printing of the mailing for the annual street listing and the related books, printing updated versions of the charter and by-laws, confirmation cards and any other election or clerk office printing.

Other Services - Cost for electronic voting devices for use at Town Meetings (2 annual meetings and 1 Special Town Meeting)



Town of Natick

Home of Champions

Department: Elections

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
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Salaries

Personnel Services	\$ 21,338	\$ 33,378	\$ 37,306	\$ 69,463	\$ 32,157	86.20%
Total Salaries	\$ 21,338	\$ 33,378	\$ 37,306	\$ 69,463	\$ 32,157	86.20%

Operating Expenses

Purchase of Services	\$ 25,869	\$ 36,422	\$ 34,400	\$ 55,300	\$ 20,900	60.76%
Total Operating Expenses	\$ 25,869	\$ 36,422	\$ 34,400	\$ 55,300	\$ 20,900	60.76%

Total Elections/Bd. of Reg.	\$ 47,207	\$ 69,800	\$ 71,706	\$ 124,763	\$ 53,057	73.99%
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Budget Overview:

I. Main Purpose of the Department

The Elections department is responsible for assuring fair and impartial elections. It is important to note that the same amount of preparation is necessary for an election that ultimately has only 10% turnout as there is for an election with 70% turnout.

II. Recent Developments

The election law passed last year and it will go into effect during FY 2017. The funding required for these law changes is included in this budget.

III. Current Challenges

Recruiting and training election personnel continues to be a challenge. The presidential election requires a lot of extra work, there is a significant need for an increase in staff at the polls. I am planning to use high school students to help on November 8th as the schools will be closed and that worked well in 2012. It remains important to manage this process and keep fluid and flexible staffing lists for upcoming elections. During this year it is critical that we continue to update and maintain an accurate list of voters.

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

The FY 2017 budget includes funding for 3 elections and estimated costs for having early voting. This includes increased costs for a presidential election. Although the regulations have not been written or approved, the law includes 10 days of early voting. We must be able to process early voting ballots during all of the hours that the Clerk's office will be open. This budget includes an estimate of 3 people to handle this task for a total of 100 hours. In addition this budget includes the purchase of an additional voting machine which will allow those ballots to be processed on election day.

Staffing	2013	2014	2015	2016	2017
Board of Registrars	4*	4*	4*	4*	4*
Election Workers	80*	80*	80*	80*	80*
Total FTE	Varied	Varied	Varied	Varied	Varied

Notes

*Registrars of Voters and Election Workers each receive stipends for their service during elections. They work extremely limited hours, not really quantifiable into a FTE.



Town of Natick

Home of Champions

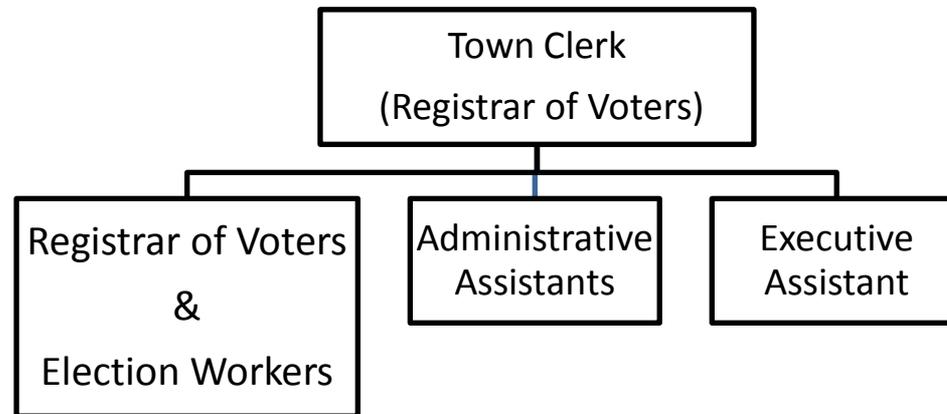
Department: Elections

Performance Indicators	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Workload Indicators					
Number of Elections	3	1	3	2	3+

	2013	2014	2015	2016	2017
Outcome Indicators					
Voter Turnout	Indicator under development				
- Municipal					
- State					
- Federal					

3+: The plus accounts for 10 days of early voting

Organizational Chart



Budget Detail

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017	
					\$ (+/-)	% (+/-)
Salaries Management	\$ 5,832	\$ 4,274	\$ 4,306	\$ 4,274	\$ (32)	-0.74%
Salaries Election Workers	\$ 14,906	\$ 27,289	\$ 30,900	\$ 63,089	\$ 32,189	104.17%
Salaries Miscellaneous	\$ 600	\$ 1,815	\$ 2,100	\$ 2,100	\$ -	0.00%
Personnel Services	\$ 21,338	\$ 33,378	\$ 37,306	\$ 69,463	\$ 32,157	86.20%
Communication election coding	\$ 868	\$ 9,421	\$ 10,000	\$ 11,000	\$ 1,000	10.00%
Communication postage	\$ 14,584	\$ 14,107	\$ 13,000	\$ 18,000	\$ 5,000	38.46%
Communication printing of ballots	\$ 8,066	\$ 9,293	\$ 5,000	\$ 11,000	\$ 6,000	120.00%
Communication books	\$ -	\$ 1,206	\$ 1,300	\$ 1,300	\$ -	0.00%
Election supplies	\$ 1,633	\$ 1,040	\$ 3,000	\$ 10,000	\$ 7,000	233.33%
Supplies food	\$ 718	\$ 1,355	\$ 2,100	\$ 4,000	\$ 1,900	90.48%
Purchase of Services	\$ 25,869	\$ 36,422	\$ 34,400	\$ 55,300	\$ 20,900	60.76%
Total Board of Registrars	\$ 47,207	\$ 69,800	\$ 71,706	\$ 124,763	\$ 53,057	73.99%



Town of Natick

Home of Champions

Department: Elections

Line-Item Detail:

Personnel Services

This includes stipends for the registrars. Three of the registrars are appointed by the Board of Selectmen (2 Republicans and 1 Democrat) and the Town Clerk is the fourth member (Democrat). The two political parties must be equally represented. This also includes the stipends for the poll workers and the special duty police officers for each election. At a minimum, each precinct must have 1 Warden, 1 Clerk, and 4 poll workers (checkers) and each polling location must have a special duty police officer. This budget includes extra staff for the presidential primary (extra poll workers).

In addition, this budget includes the cost of pages for Town Meeting and the expenses for posting Town Meeting warrants, election warrants and AG approvals of by-laws.

Purchase of Services

Postage – Covers election mailings including absentee ballots, the annual street listing, confirmation notices (with return postage) to all inactive voters and additional postage to forward returned mail. This also includes an increase in postage costs. The increase this year is for the increased number of early and absentee ballots that will be mailed.

Printing & Advertising- See detail and notes in Clerk's budget.

Election Coding – This includes the service contract for the voting machines, programming of the regular and the Automark machines.

Communication Books – This item includes the street listing books. The increase in requests has been for electronic data rather than hard copy books therefore this line item is flat.

Election Supplies - This includes extra supplies for early voting, a presidential election and the purchase of an additional voting machine which would come with a ballot box, two programmable cards and a two-year warranty.



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

Home of Champions

Department: Sealer of Weights & Measures

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Personnel Services						
Personnel Services	\$ 14,658	\$ 14,658	\$ 14,715	\$ 14,659	\$ (56)	-0.38%
Total Operating Expenses	\$ 14,658	\$ 14,658	\$ 14,715	\$ 14,659	\$ (56)	-0.38%

Operating Expenses

Purchase of Services	\$ 726	\$ 783	\$ 875	\$ 875	\$ -	0.00%
Total Other Charges & Expenses	\$ 726	\$ 783	\$ 875	\$ 875	\$ -	0.00%

Total Sealer of Weights & Measures	\$ 15,384	\$ 15,441	\$ 15,590	\$ 15,534	\$ (56)	-0.36%
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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	2013	2014	2015	2016	2017
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 / 1PT	0 FT / 1 PT	0 FT / 1 PT
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Performance Indicators	2013	2014*	2015*	2016*	2017*
Workload Measures					
Scales Tested					
- Over 10,000lbs	1	1	1	1	1
- 100lbs-1000lbs	11	8	8	8	8
- 10lbs-100lbs	84	88	88	88	88
- Less than 10lbs	11	10	10	10	10
- Metric & Apothecary Weights	29	29	29	29	29
Liquid Measuring Device					
- Gasoline Meters	172	154	154	154	154
- Vehicle Tank Meters	12	16	16	16	16
- Taxi Meters	30	28	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

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries Technical & Professional	\$ 14,658	\$ 14,658	\$ 14,715	\$ 14,659	\$ (56)	-0.38%
Personnel Services	\$ 14,658	\$ 14,658	\$ 14,715	\$ 14,659	\$ (56)	-0.38%
Repairs & Maint Supplies	\$ 491	\$ 493	\$ 500	\$ 500	\$ -	0.00%
Dues & Subscriptions	\$ 145	\$ 145	\$ 175	\$ 175	\$ -	0.00%
Training & Education	\$ 90	\$ 145	\$ 200	\$ 200	\$ -	0.00%
Purchase of Services	\$ 726	\$ 783	\$ 875	\$ 875	\$ -	0.00%
Total Sealer of Weights & Measures	\$ 15,384	\$ 15,441	\$ 15,590	\$ 15,534	\$ (56)	-0.36%

Line-Item Detail

Personnel Services

Salaries Technical & Professional: Pays for the Sealer of Weights & Measures.

Purchase of Services

Repairs & Maintenance Supplies: Supplies required to carry out the duties of the office. Up-to-date weights and measures laws and regulations including National Institute of Standards Handbook 44 and other NIST handbooks and publications, Massachusetts General Laws, Massachusetts Code of Regulations, and Town By-laws. Avoirdupois, apothecary, metric, and troy weights and liquid test measures which meet NIST Handbook 44 requirements together with carrying cases, hand tools, cart, funnel, safety cones, and other safety items. Vinyl seals for display to the public that a device has been tested and sealed and is legal for trade, lead and wire seals to secure the device's adjustment mechanism to deter and to exhibit any tampering, a punch to mark the vinyl seals, a seal press to press and imprint the lead and wire seals, and dies for use with the seal press. Not sealed labels, condemned tags, inspection pads, citation and receipt books, and office supplies and postage.

Dues & subscriptions: Handbooks and publications containing updated laws and regulations required for weights and measures enforcement are provided free with membership from the National Conference on Weights and Measures. The Massachusetts Weights and Measures Association and Eastern Massachusetts Weights and Measures Association provide updated Massachusetts General Law information and comment, and also offer training to satisfy regulatory requirements at an additional expense to its members.

Training & education: Massachusetts General Law and Division of Standards regulations require local Sealers to attend training and fulfill continuing education requirements. Actual annual cost for training to satisfy requirements is running upwards of \$125 plus local travel. The Division recommends \$200 be budgeted for training each year.



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

Home of Champions

Department: Community Development

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
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Salaries

Personnel Services	\$ 748,980	\$ 695,942	\$ 847,277	\$ 840,155	\$ (7,122)	-0.84%
Total Salaries	\$ 748,980	\$ 695,942	\$ 847,277	\$ 840,155	\$ (7,122)	-0.84%

Operating Expenses

Expenses	\$ 24,853	\$ 21,753	\$ 26,800	\$ 29,750	\$ 2,950	11.01%
Total Operating Expenses	\$ 24,853	\$ 21,753	\$ 26,800	\$ 29,750	\$ 2,950	11.01%

Total Community Development	\$ 773,833	\$ 717,695	\$ 874,077	\$ 869,905	\$ (4,172)	-0.48%
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Mission:

We are dedicated to making Natick a better and safer place to live and work

To ensure that Natick is a great community to raise a family, enjoy recreation, work and invest in the community. The Department works to protect and enhance Natick's built and natural resources, and preserve the high quality of life for its citizens. CED Staff work toward preserving and enhancing the long-term interests of the community, and to delivering the highest quality of service.

Goals:

- Administer and enforce all applicable building and land use regulations
- Support Town Boards and official bodies
- Improve Downtown/In-Town parking and mobility for all users
- Advance Revision of Zoning Bylaw and Map
- Promote Local Access / Address local traffic issues
- Advance / Manage affordable housing resources
- Promote economic development and commercial vitality
- Advance the creation of a comprehensive master plan to establish and advance short and long-range planning
- Develop a mechanism to track conditions associated with approved projects



Town of Natick

Home of Champions

Budget Overview:

I. Main Purpose of the Department

The Department works to protect the quality of life and environment through administration and enforcement of numerous land use 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 the community's future.
- Reviewing, updating and enforcing applicable town by laws, state regulations and federal requirements.

II. Recent Developments

The department continues to monitor multiple private developments, including the Modera Natick project, MathWorks expansion on Superior Drive, redevelopment of the Old Town Paint property, and many others. The Dept. continues involvement in several major roadway improvement projects including the redesign of North Main Street (Rt. 27) from Natick Center to the Wayland town line; redesign of the intersection of Route 27 with Route 9; design of the Cochituate Rail Trail; and advancement of a redesign of the MBTA Natick Center station. The department will soon be managing multiple short and long range planning efforts, including the Natick Center Study, a targeted Economic Development Action Plan, and a Town-wide Comprehensive Master Plan. The Dept. has recently added a Senior Planner to undertake multiple planning and development activities on behalf of the town.

III. Current Challenges

- Aggressive levels of permitting continue, placing a significant workload on the Department and Boards.
- Appropriate application of growth management best practices while respecting local quality of life.
- On-going review of projects, special permits and subdivisions to assure permit conditions are met.
- Assisting various groups and boards (Selectmen, Planning, Zoning, Conservation, Open Space, Natick Center Associates, Parking RFP Committee, Economic Development Committee, Problem Property Task Force, Zoning Bylaw Review Committee, Metro West Growth Council, MBTA Station Redesign Comm, Cochituate Rail Trail Comm., and many other groups).
- The Department has long since reached a critical point regarding storage of its plans, documents and files.

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

- The implementation of a new filing system to better manage filing needs (pending funding).
- Completion of a town-wide Comprehensive Master Plan and a targeted Economic Development Action Plan, designed to advance and guide the future development of Natick;
- Continue the advancement and integration of the Muni-City permit tracking system into the Department and Town Hall processes to better track permitting processes;
- Integration of all aspects of the Department (Conservation Commission, ZBA, Planning, permitting, etc) into a cohesive department that can provide a more comprehensive approach to community and economic development within Natick.

V. On the Horizon

- Advance design and state funding for the reconstruction of major roadways, CRT and other projects.
- Advance the creation of a Town-wide Comprehensive Master Plan and targeted Econ. Development Action plan
- Pursue parking and mobility solutions and improvements for Natick Center, and other key corridors in town.
- Pursue multiple economic development related activities.
- Advance the comprehensive revision of zoning bylaw and zoning map.
- Improve the local permitting and board review process to ensure a predictable, transparent, and streamlined program.



Town of Natick

Home of Champions

Department: Community & Economic Development

Performance Indicators (Tasks)

1	Prepare meeting postings and minutes for Planning Board, ZBA, and Conservation Commission
2	Prepare list of zoning bylaw and map amendments and provide recommendations to Planning Board and ZBA
3	Track / prepare information regarding implementation of Stretch Code
4	Provide staff support to various development related committees, including Econ. Dev., Parking RFP, DRB, and others
5	Administer design contract and manage traffic engineers and public process for Route 27 Corridor/North Main St. Redesign
6	Pursuit of roadway projects construction funding (Rt. 9 & 27 Interchange, Rt 27 Corridor).
7	Update of Department website information
8	Implement document storage/filing system and improve data storage
9	Conduct public outreach efforts regarding any revision to zoning bylaw and map
10	Spearhead departmental staff meetings for project review coordination purposes
11	Manage design development and funding appropriation for Cochituate Rail Trail project
12	Assist/participate in Economic Development Advisory Committee
13	Participate in Natick Center Associates and continued development of Natick Center Cultural District
14	Manage the short and long-range planning processes (i.e. Natick Center Study, Economic Development Study, etc.)
15	Manage and administer wetland protection program for Conservation Commission
16	Manage the Natick 2030 Comprehensive Master Planning process
17	Manage the entire Building, Inspectional Services, and enforcement program for the community
18	Manage and administer Affordable Housing program and HOME funding for Town
19	Manage and administer Fair Housing requirements
20	Provide oversight to Community Development Advisory Committee and Affordable Housing Trust Fund Committee
21	Manage affordable housing stock (review transactions, file reporting, take actions as necessary)
22	Manage the transportation and mobility short and long-range planning
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	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries Management	\$ 107,872	\$ 151,998	\$ 216,204	\$ 205,341	\$ (10,863)	-5.02%
Salaries Supervisory	\$ 55,631	\$ 56,398	\$ 57,322	\$ 57,246	\$ (76)	-0.13%
Salaries Operational Staff	\$ 90,475	\$ 96,889	\$ 99,090	\$ 117,029	\$ 17,939	18.10%
Salaries Technical & Professional	\$ 372,169	\$ 252,925	\$ 312,592	\$ 298,348	\$ (14,244)	-4.56%
Salaries Tech & Prof Inspector's	\$ 97,658	\$ 111,496	\$ 135,474	\$ 135,941	\$ 467	0.34%
Add'l Comp Supervisory Staff	\$ 2,250	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.00%
Add'l Comp Operational Staff	\$ 750	\$ 750	\$ 750	\$ 750	\$ -	0.00%
Salaries Operation Staff Overtime	\$ 22,175	\$ 22,986	\$ 23,345	\$ 23,000	\$ (345)	-1.48%
Personnel Services	\$ 748,980	\$ 695,942	\$ 847,277	\$ 840,155	\$ (7,122)	-0.84%
In State Travel/Meetings	\$ 2,204	\$ 836	\$ 2,000	\$ 2,000	\$ -	0.00%
Communication Telephone	\$ 2,658	\$ 3,510	\$ 2,500	\$ 2,750	\$ 250	10.00%
Dues & Subscriptions	\$ 630	\$ 590	\$ 800	\$ 1,000	\$ 200	25.00%
Training & Education	\$ 3,097	\$ 1,610	\$ 2,500	\$ 3,000	\$ 500	20.00%
Communication Postage	\$ 3,593	\$ 4,626	\$ 3,500	\$ 3,750	\$ 250	7.14%
Communication Print & Advertising	\$ 8,075	\$ 6,839	\$ 8,000	\$ 8,000	\$ -	0.00%
Communication Books & Publications	\$ -	\$ 378	\$ -	\$ 1,000	\$ 1,000	#DIV/0!
Professional Services - Other	\$ 760	\$ -	\$ 3,500	\$ 3,500	\$ -	0.00%
Office Supplies	\$ 3,836	\$ 3,364	\$ 4,000	\$ 4,750	\$ 750	18.75%
Expenses	\$ 24,853	\$ 21,753	\$ 26,800	\$ 29,750	\$ 2,950	11.01%
Total Community Development	\$ 773,833	\$ 717,695	\$ 874,077	\$ 869,905	\$ (4,172)	-0.48%

Line-Item Detail

Personnel Services:

Salaries - Management: In FY16, the Administration combined the positions of Community Development Director and the Economic Development Planner. This line item also includes the Building Commissioner.

Salaries - Supervisory: Salary for the Executive Assistant.

Salaries - Operational Staff: Salaries for the Administrative Assistants (2).

Salaries - Technical/Professional: Salaries for the Inspectors (2), the Housing / General Planner (1) and the Senior Planner (1).

Salaries - Technical/Professional - Part-time Inspectors : Salaries for the Part-time Plumbing and Wiring Inspectors.

Additional Compensation - To fund longevity payments for Executive Assistant and one Administrative Assistant for various lengths of services achieved.

Salaries - Operational Staff Overtime: To provide overtime wages to address the on-going demands of night-time board work. This includes staffing to assist the functions of the Planning Board, Zoning Board and Conservation Commission which are critical to maintaining the functions of the boards.



Town of Natick

Home of Champions

Department: Community & Economic Development Line-Item Detail

Narrative:

Purchase of Services:

In State Travel/Meetings: Provides funding for mileage reimbursement for employees who utilize their own vehicles for Town business and for travel costs associated with meetings/educational opportunities.

Communication Telephone: Office and cell phones for staff.

Dues/Subscriptions: Dues for professional associations in order to stay abreast of current issues, trends and regulatory matters.

Training and Education: To pay for course, seminar, association educational opportunities for professional staff. This budgetary line is especially important to make sure that our professional staff is able to maintain knowledge of regulatory matters, building codes, etc.

Communication Postage: Postage for departmental required mailings for abutter notification, departmental communications, etc.

Communication Print/Advertising: Advertising expenses associated with departmental and board/committee requirements such as legal notices, etc.

Communication Books and Publications: To pay for the purchase of building code books and manuals, and other trade publications necessary to ensure compliance with state regulations and requirements.

Professional Services - Other: To provide basic funding for outside technical help that the department may need on specific topics such as 40B regulations, traffic related matters and/or other technical reviews that are not paid for by developers or other town resources.

Office Supplies: To cover the cost of paper, office supplies, materials needed to perform the essential functions of the department. Added to this line item in FY17 is funding for protective equipment and clothing for staff working out in the field. Items such as hard hats, vests, protective foot wear and other gear to ensure the safety and protection of the staff.



Town of Natick

FY 2017 Preliminary Budget

Section VIII: Committees & Commissions

Committees & Commissions

Summary	VIII.3
Finance Committee	VIII.4
Commission on Disability	VIII.5
Cultural Council	VIII.6
Historical Commission	VIII.7
Historic District Commission	VIII.8



Town of Natick

Home of Champions

Department: Commissions & Committees

Appropriation Summary

2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
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Operating Expenses

Total Finance Committee	\$ 12,537	\$ 15,894	\$ 20,800	\$ 17,450	\$ (3,350)	-16.11%
Total Commission on Disability	\$ 351	\$ -	\$ 750	\$ 750	\$ -	0.00%
Total Natick Cultural Council	\$ 408	\$ 226	\$ 700	\$ 700	\$ -	0.00%
Total Historical Commission	\$ -	\$ -	\$ 750	\$ 750	\$ -	0.00%
Total Historic District Commission	\$ 463	\$ 309	\$ 550	\$ 550	\$ -	0.00%

Total Committees & Commissions	13,759	16,429	23,550	20,200	(3,350)	-14.23%
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Budget Overview:

The Town of Natick has over 40 volunteer boards, commissions and committees which serve in various capacities to ensure the citizens of Natick have the most responsive and accountable local government possible. Some of these receive modest budgetary outlays. They are detailed in this section of the budget.



Town of Natick

Home of Champions

Department: Finance Committee

Budget Overview:

As established under Article 23 of the By-laws of the Town of Natick, the Finance Committee holds public hearings on and conducts a detailed review of the proposed budget. The Finance Committee provides reports and recommendations to the representative Town Meeting and the Town. The Finance Committee can make recommendations about what to cut if an override is not approved by the voters.

It also is statutory responsible for the administration of and disbursement for the Reserve Fund as set for under M.G.L. Ch. 40, Sec. 6. Please see Section IX: Shared Expenses: Reserve Fund for more information.

Staffing:	2013	2014	2015	2016	2017
None	0	0	0	0	0
Total FTE	0	0	0	0	0
Total FT/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:

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017	
					\$ (+/-)	% (+/-)
Secretarial Staff	\$ 7,290	\$ 6,005	\$ 9,800	\$ -	\$ (9,800)	-100.00%
Personnel Services	\$ 7,290	\$ 6,005	\$ 9,800	\$ -	\$ (9,800)	-100.00%
Communication Postage	\$ 964	\$ 1,725	\$ 1,000	\$ 1,800	\$ 800	80.00%
Purchase of Services	\$ 964	\$ 1,725	\$ 1,000	\$ 1,800	\$ 800	80.00%
Dues & Subscriptions	\$ 333	\$ -	\$ 500	\$ 350	\$ (150)	-30.00%
Consultant	\$ -	\$ -	\$ -	\$ 9,800	\$ 9,800	#DIV/0!
Copy/Mail Center Fees	\$ 3,950	\$ 3,912	\$ 9,000	\$ 5,000	\$ (4,000)	-44.44%
Tech/Prof Services	\$ 4,283	\$ 3,912	\$ 9,500	\$ 15,150	\$ 5,650	59.47%
Office Supplies	\$ -	\$ 333	\$ 500	\$ 500	\$ -	0.00%
Supplies	\$ -	\$ 333	\$ 500	\$ 500	\$ -	0.00%
Equipment Purchases	\$ -	\$ 3,919	\$ -	\$ -	\$ -	#DIV/0!
Equipment Purchases	\$ -	\$ 3,919	\$ -	\$ -	\$ -	#DIV/0!
Total Finance Committee	\$ 12,537	\$ 15,894	\$ 20,800	\$ 17,450	\$ (3,350)	-16.11%

Line-Item Detail:

Secretarial Staff: This appropriation was moved to consultant expenses. The Finance Committee contracts for its recording secretary to a private contractor.

Communication/Postage: Covers the cost of mailing Finance Committee Reports to Town Meeting members.

Contract Services: Contractual services for recording secretarial work.

Copy/Mail Center Fees: Covers the cost of printing Finance Committee Reports for Town Meeting. FY 2017 request covers productions of 220 copies of three separate recommendation books and includes costs of printing, binding, and materials.

Office Supplies: Covers the various miscellaneous costs of supplies for the executive secretary and the committee.



Town of Natick

Home of Champions

Department: Commission on Disability

Budget Overview:

The Commission on Disability is appointed by the Town Administrator with the purpose of advocacy on behalf of residents with disabilities in order to reach the goal of full inclusion of people with disabilities in the community. The Commission works with the Commonwealth, Town Departments and local officials, and the general public responding to concerns and complaints regarding accessibility concerns.

Staffing:	2013	2014	2015	2016	2017
None	0	0	0	0	0
Total FTE	0	0	0	0	0
Total FT/PT	0 FT / 0 PT				

Notes

Budget Detail:

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
ADA Expenses:						
Communication Telephone	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
In State Travel	\$ -	\$ -	\$ 50	\$ 50	\$ -	0.00%
Dues & Subscriptions	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Copy/Mail Center Fees	\$ -	\$ -	\$ 75	\$ 75	\$ -	0.00%
Tech/Professional Services	\$ -	\$ -	\$ 125	\$ 125	\$ -	0.00%
Operating Expense	\$ 351	\$ -	\$ 625	\$ 625	\$ -	0.00%
Supplies	\$ 351	\$ -	\$ 625	\$ 625	\$ -	0.00%
Total Commission on Disability	\$ 351	\$ -	\$ 750	\$ 750	\$ -	0.00%

Line-Item Detail:

In State Travel: Funds available for committee members to be reimbursed for travel, if necessary.

Copy/Mail Center Fees: Funds available for printing, materials, etc.

Operating Expense: Funds for funding any operating expense related need to support those with disabilities within the Town of Natick.



Town of Natick

Home of Champions

Department: Natick Cultural Council

Budget Overview:

The Natick Cultural Council supports the promotion of arts and culture in Natick through the distribution of small amounts of grants from the Commonwealth.

For a list of grant disbursements, please visit:

<http://mass-culture.org/Natick#>



Staffing:	2013	2014	2015	2016	2017
None	0	0	0	0	0
Total FTE	0	0	0	0	0
Total FT/PT	0 FT / 0 PT				

2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017	
				\$ (+/-)	% (+/-)

Operating Expense	\$ 408	\$ 226	\$ 700	\$ 700	\$ -	0.00%
Supplies	\$ 408	\$ 226	\$ 700	\$ 700	\$ -	0.00%
Total Natick Cultural Council	\$ 408	\$ 226	\$ 700	\$ 700	\$ -	0.00%

Line-Item Detail:

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



Town of Natick

Home of Champions

Department: Historical Commission

Budget Overview:

The Historical Commission serves to redevelop, protect and promote historic properties throughout Natick. Established under Articles 4 and 5 by Special Town Meeting through acceptance of M.G.L. Ch. 40, Section 8D, on March 30, 1967, the commission's charge is to preserve, protect and develop the historical or archeological assets of the town. They are also charged to "conduct researches for places of historic or archeological value, shall cooperate with the state archeologist in conducting such researches or other surveys, and shall seek to coordinate the activities of unofficial bodies organized for similar purposes, and may advertise, prepare, print and distribute books, maps, charts, plans and pamphlets which it deems necessary for its work. " Recommendations are made to the Selectmen and the Massachusetts Historical Commission, for any place to be certified as an historical or archeological landmark.

Staffing:	2013	2014	2015	2016	2017
None	0	0	0	0	0
Total FTE	0	0	0	0	0
Total FT/PT	0 FT / 0 PT				

Notes

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017	
					\$ (+/-)	% (+/-)
Operating Expense	\$ -	\$ -	\$ 750	\$ 750	\$ -	0.00%
Supplies	\$ -	\$ -	\$ 750	\$ 750	\$ -	0.00%
Total Historical Commission	\$ -	\$ -	\$ 750	\$ 750	\$ -	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:

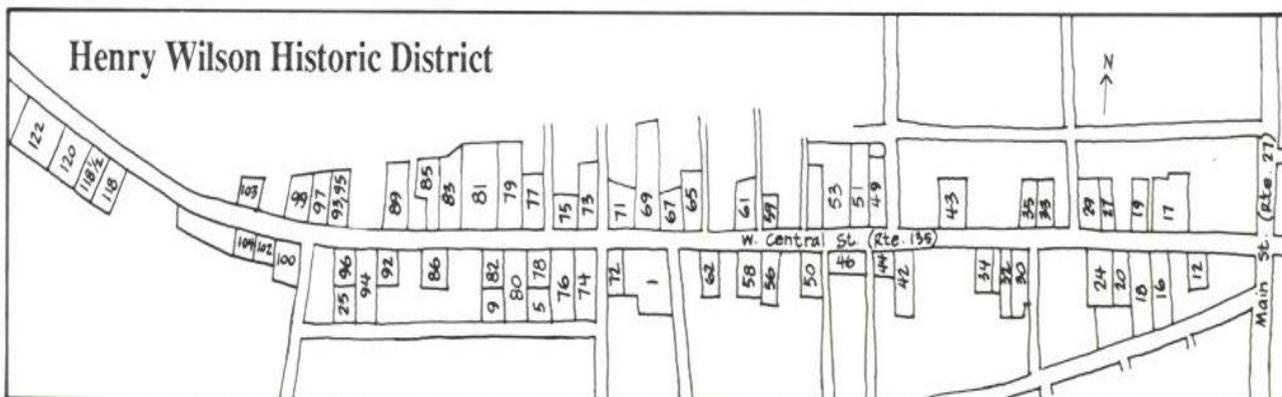
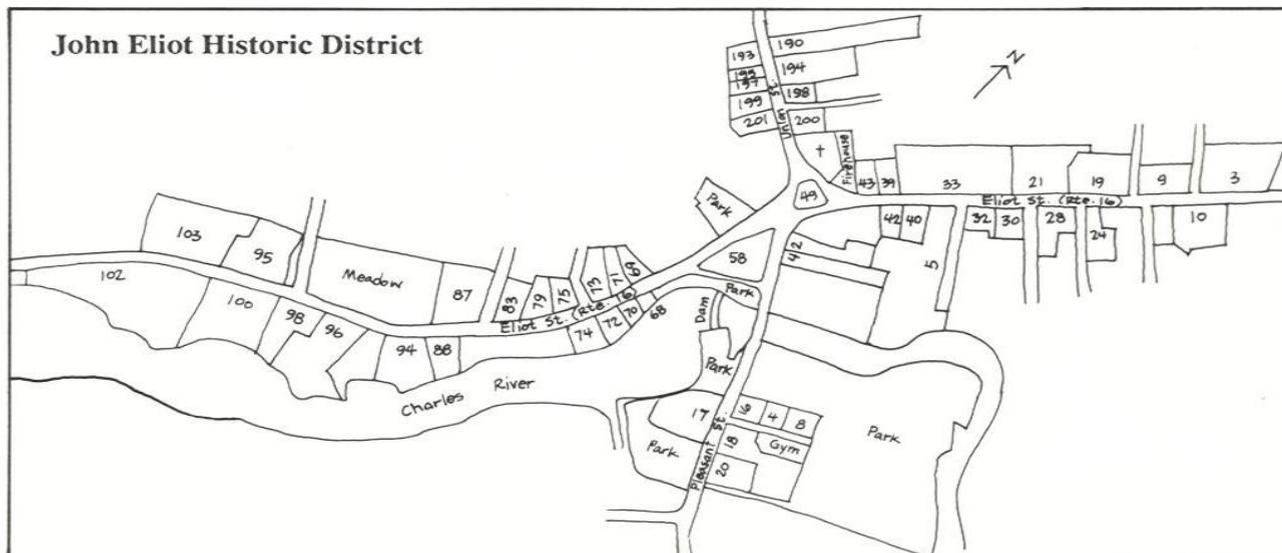
	2013	2014	2015	2016	2017
None	0	0	0	0	0
Total FTE	0	0	0	0	0
Total FT/PT	0 FT / 0 PT				

Budget Detail

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017	
					\$ (+/-)	% (+/-)
Operating Expense	\$ 463	\$ 309	\$ 550	\$ 550	\$ -	0.00%
Supplies	\$ 463	\$ 309	\$ 550	\$ 550	\$ -	0.00%
Total Historic District Commission	\$ 463	\$ 309	\$ 550	\$ 550	\$ -	0.00%

Line-Item Detail:

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





Town of Natick

FY 2017 Preliminary Budget

Section IX: Shared Expenses

Benefits

Employee Fringe Benefits & Insurance	IX.3
Property & Liability Insurance	IX.14
Contributory Retirement	IX.15
Non-Contributory Retirement	IX.17
Debt Service	IX.18
Facilities Management	IX.31
Reserve Fund	IX.37



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

Home of Champions

Department: Employee Fringe

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
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Other Personnel Services

Worker's Compensation	\$ 411,639	\$ 471,640	\$ 568,800	\$ 536,775	\$ (32,025)	-5.63%
Unemployment	\$ 67,227	\$ 189,799	\$ 150,000	\$ 100,000	\$ (50,000)	-33.33%
Medicare (All)	\$ 922,196	\$ 969,734	\$ 1,025,911	\$ 1,065,000	\$ 39,089	3.81%
Drug & Alcohol testing	\$ 9,475	\$ 5,825	\$ 7,500	\$ 10,000	\$ 2,500	33.33%
Medical Insurance (s)	\$ 12,247,066	\$ 12,995,926	\$ 14,829,677	\$ 13,694,539	\$ (1,135,139)	-7.65%
Public Safety Medical (111F)	\$ 171,292	\$ 147,110	\$ 205,000	\$ 150,000	\$ (55,000)	-26.83%
LIUNA/Mass Lab. Pension	\$ 204,831	\$ 238,235	\$ 226,711	\$ 264,331	\$ 37,620	16.59%
Benefits Reserve	\$ 14,036	\$ 1,000	\$ 50,000	\$ 50,000	\$ -	0.00%
Long-Term Disability	\$ 12,935	\$ 16,706	\$ 18,000	\$ 20,000	\$ 2,000	11.11%
Retirement Buy-Out Program	\$ 155,524	\$ 151,301	\$ 165,000	\$ 165,000	\$ -	0.00%
Total Other Personnel Services	\$ 14,216,221	\$ 15,187,276	\$ 17,246,600	\$ 16,055,645	\$ (1,190,956)	-6.91%

Merit/Performance Raises*	\$ 6,500	\$ 22,250	\$ 40,884	\$ 130,850	See next page	
Total Performance Plan	\$ 6,500	\$ 22,250	\$ 40,884	\$ 130,850	See next page	

*Please see next page for explanation

Total Employee Fringe	\$ 14,222,721	\$ 15,209,526	\$ 17,287,484	\$ 16,186,495	\$ (1,100,990)	-6.37%
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Budget Overview:

This budget covers all fringe benefits, insurances, testing's and non-retirement system related pension contributions for all employees of the Town of Natick funded through the General Fund. It includes the following budget allocations:
 Unemployment - Worker's Compensation - Medicare (payroll taxes) - Health Insurance - Life Insurance -
 LIUNA/Massachusetts's Laborers' Pension Contributions - Retirement Buy-Outs - Drug & Alcohol Testing

Major Points for Health Care/Benefits for FY 2016:

Higher Health Care Rates: The Town and the Public Employees Committee negotiated health insurance during FY16. The results of the negotiations reduced the Town's contribution toward health care on all non-Fallon Health Care plans. The Town will continue to pay 75% of health insurance plans if employees choose Fallon Select or Fallon Direct Health Care plans. The Town will only pay 62% (formerly 75% or 80%) for Harvard Pilgrim Health Care, Tufts or Blue Choice Health Care plans. There are a number of other sections to the agreement which help protect employees who may have major medical issues that are ongoing presently, employees who are on active plans who live outside of the Fallon Network Area, etc. The Town has estimated that health care rates may increase on average 10% for the plans that have a majority of our insured in FY17 for the Rate Saver plans.

Mid-year plan changes: It is possible (and experience shows likely) that employees who currently do not currently opt to take benefits may come onto the Town's plan either in an individual or family capacity. To that end we have budgeted 8 extra plans in the Insurance Group Health & Life categories to handle this increase.

New Employee Hires: The School Department is adding 17.1 new plans on top of the budget increases and plan changes and differentials for new employees to ensure that their benefits are accounted for. Any amount appropriated and unspent returns to Free Cash at year's end.



Town of Natick

Home of Champions

Department: Employee Fringe

Budget Detail:

	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Worker's Compensation	\$ 411,639	\$ 471,640	\$ 568,800	\$ 536,775	\$ (32,025)	-5.63%
Unemployment Insurance	\$ 67,227	\$ 189,799	\$ 150,000	\$ 100,000	\$ (50,000)	-33.33%
Medicare (Payroll)	\$ 922,196	\$ 969,734	\$ 1,025,911	\$ 1,065,000	\$ 39,089	3.81%
DOT Testing	\$ 9,475	\$ 5,825	\$ 7,500	\$ 10,000	\$ 2,500	33.33%
Insurance Group Health & Life	\$ 12,247,066	\$ 12,995,926	\$ 14,829,677	\$ 13,694,539	\$ (1,135,139)	-7.65%
Public Safety C41 S111F Medical	\$ 171,292	\$ 147,110	\$ 205,000	\$ 150,000	\$ (55,000)	-26.83%
LIUNA/Mass Laborers' Pension	\$ 204,831	\$ 238,235	\$ 226,711	\$ 264,331	\$ 37,620	16.59%
Employee Benefits Reserve	\$ 14,036	\$ 1,000	\$ 50,000	\$ 50,000	\$ -	0.00%
Long-Term Disability	\$ 12,935	\$ 16,706	\$ 18,000	\$ 20,000	\$ 2,000	11.11%
-- Retirement Buy-out Program ---						
Salaries Sick/Vacation Buy-Back	\$ 155,524	\$ 151,301	\$ 165,000	\$ 165,000	\$ -	0.00%
Other Personnel Services	\$ 14,216,221	\$ 15,187,276	\$ 17,246,599	\$ 16,055,645	\$ (1,190,955)	-6.91%
Merit/Performance Raises*	\$ 6,500	\$ 22,250	\$ 40,884	\$ 130,850	See Below	
Performance Plan	\$ 6,500	\$ 22,250	\$ 40,884	\$ 130,850	See Below	
Total Employee Fringe	\$ 14,222,721	\$ 15,209,526	\$ 17,287,483	\$ 16,186,495	\$ (1,100,989)	-6.37%

*Actual FY 2016 Appropriated amount is \$135,850. To date, \$94,966 has been dispersed for merit increases or market adjustments to Personnel Board employees for 48 employees. These amounts are now reflected in revised FY 2016 Appropriated amounts in each departmental budget and will be presented to the 2016 Spring Annual Town Meeting for approval. For more detail on the FY 2017 Preliminary request, please see detail on ensuing pages. For more detail on spend down patterns FY 2014-2016, please see below.

*Merit/Performance Raises	FY 2014	FY 2015	FY 2016	FY 2017	Diff \$ (+/-)	Diff % (+/-)
Appropriated	\$ 150,000	\$ 157,500	\$ 135,850	\$ 130,850	\$ (5,000)	-3.68%
Expended (to-date)	\$ 144,464	110,104	94,966			
Remaining (or closed out)	\$ 5,536	\$ 47,396	\$ 40,884	\$ 130,850		



Town of Natick

Home of Champions

Department: Employee Fringe

Line-Item Detail

Workers Compensation:

Line item contains the amount based on a premium assessed by our carrier MEGA as well as a portion for employees who are currently on long term disability due to an injury during the performance of their job. This line item is anticipating an increase in premiums for FY2017. However, one portion of this budgeted line item, "claims" is reduced from \$49,600 to zero in FY2017.

Unemployment Insurance:

Line item is set aside for any unforeseen lay offs or reduction in the work force. This amount is for both the School Department and the Municipal Departments. *Please see the following pages for more detail.*

Medicare (Payroll):

The Consolidated Omnibus Budget Reconciliation Act of 1985 amended the Internal Revenue Code so that the hospital insurance (Medicare) portion of the Federal Insurance Contributions Act (FICA) applies to wages paid for services rendered after 3/31/86 by employees hired after 3/31/86. The tax is equal to 1.45% of the employee's pay. The employer is required to contribute an amount equal to that deducted from the employee's pay, an additional 1.45%. *Please see the following pages for more detail.*

DOT Testing:

Drug and alcohol testing done on a random basis for certain departments who operate Motor Vehicles (excludes uniformed personnel) this is performed on a monthly basis.

Insurance Group Health & Life:

Coverage for all town employees both currently employed and retirees of the town both school and municipal departments who work greater than 20 hours on a regular basis. Percentages paid by the town vary from plan to plan from a low of 50% to a high of 75.0% depending on the coverage selected by the employee. Charts are included in this section to provide greater understanding. Estimates for FY 2017 are based upon November 2015 enrollment counts accounting for voted rate increases over from the West Suburban Health Group. The Town negotiated with the Public Employees Committee reduced rates for health insurance which decreased the cost to the Town for health insurance for active employees by over \$1,000,000 in FY2017 over what is estimated as the cost for FY2016. See the Town Administrator's budget message for more detail. *Please see the following pages for more detail.*

Public Safety Chapter 41 Section 111F:

This coverage is paid on a premium basis for the uniformed members of the Town of Natick's Police & Fire workforce who become injured while on duty. This pays hospital and medical bills for the injured officer. The Town does receive reimbursement from insurance companies for expenses incurred under this line-item, up to 75% of the total claim. *Please see the following pages for more detail.*

LIUNA/Mass. Laborers' Pensions:

Laborers' International Union of North America National (Industrial) Pension Fund., a pension provided to the following units of the Town of Natick's workforce:

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

The contribution rate is set by the collective bargaining agreement or other agreement between the Employer and the Union. The rate must fall within the range of rates accepted by the Pension Fund. The rate may be cents, or dollars-and-cents, for each hour for which a covered employee is paid, or a fixed daily, weekly or monthly amount for each covered employee. The rate ranges. This provides these workers with an additional pension or annuity upon retirement. *Please see the following pages for more detail.*

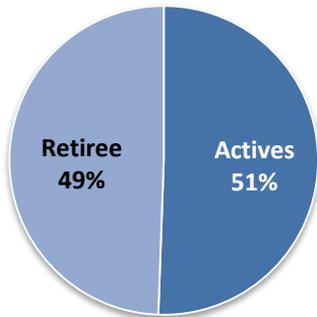
Retirement Buyout:

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

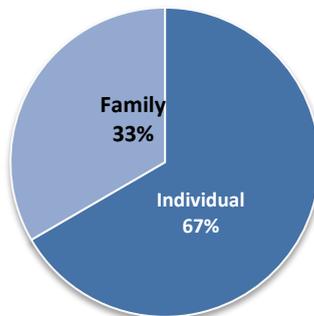
Employee Health Benefits Summary

	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Active				
- Traditional PPO	\$ -	\$ -	\$ 14,876	\$ 15,625
- Traditional HMO's	\$ -	\$ -		
- Rate Saver HMO's	\$ 9,037,975	\$ 9,684,604	\$ 10,542,861	\$ 9,376,261
Safety Nets	\$ 310,000	\$ 210,000	\$ 100,000	\$ -
Continuity of Care Mitigation				\$ 100,000
Retiree Mitigation				\$ 60,000
Sentinel Benefits Administration Fee	\$ 42,822	\$ 42,768	\$ 42,876	\$ 40,200
Reserves: Individual Plan Adds (Mid-Year)	\$ 58,405	\$ 50,575	\$ 26,479	\$ 24,145
Reserves: Family Plan Adds (Mid-Year)	\$ 152,640	\$ 121,104	\$ 69,049	\$ 64,004
New Position Adds (FY17 School: 17 / Municipal 1)	\$ 217,879	\$ 134,566	\$ 123,480	\$ 266,160
Retiree				
- Retiree Health Plans	\$ 3,019,593	\$ 3,180,433	\$ 3,767,996	\$ 3,604,312
Life Insurance	\$ 40,475	\$ 40,424	\$ 47,000	\$ 47,772
Flu Shots	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
Occupational Health Nurse	\$ 20,000	\$ 20,000	\$ 20,000	\$ 21,000
Sentinel Benefits	\$ 780	\$ 780	\$ 780	\$ 780
Cook & Co - Consultants	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Medicare Penalty Re: Section 18	\$ 30,120	\$ 30,120	\$ 33,780	\$ 33,780
All other Miscellaneous Items: (Wellness Programming, Luncheon Seminars, Health Fair, etc.)	\$ 20,000	\$ 20,000	\$ 27,000	\$ 27,000
Total Employee Health Benefits	\$ 12,964,188	\$ 13,548,874	\$ 14,829,677	\$ 13,694,539

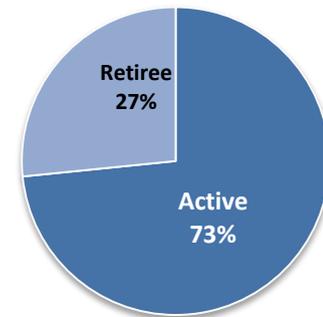
Participants - Actives vs. Retirees



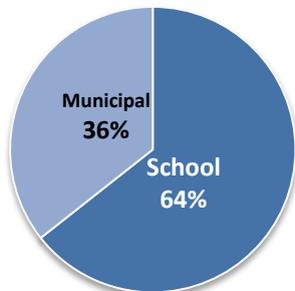
Participants - Individuals vs. Family



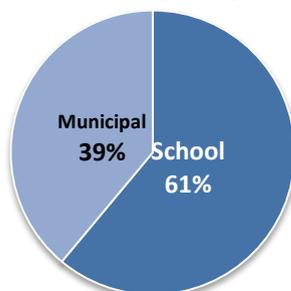
Cost - Actives vs. Retirees



Actives: School vs. Town Employees



Retirees: School vs. Town Employees



Comparative Plan Usage

Actives

Traditional

- Single

- Family

Rate Savers

- Single

- Family

Retirees

Rate Savers/PPO

- Single*

- Family

Retiree - Medicare Eligible

Total

	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
- Single	0	0	0	0
- Family	0	0	1	1
- Single	324	335	336	342
- Family	469	457	458	443
- Single*	103	110	116	119
- Family	51	66	70	75
Retiree - Medicare Eligible	575	577	574	574
Total	1522	1545	1555	1554

Town - Active Employees - Rate Saver Plans

Active Employees							
Active Employees Plans:	Individual			Family			Total Employer Cost
	Total	Town Share		Total	Town Share		
HEALTH PLANS:	\$	%	\$	\$	%	\$	\$
RATE SAVER PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	927.30	62.00%	574.93	2,487.10	62.00%	1,542.00	
Participants			6			9	
Annual Total			\$41,395			\$166,536	\$ 207,931
Fallon Group Direct Care							
Monthly Rates (Regular Members)	627.00	75.00%	470.25	1,684.10	75.00%	1,263.08	
Participants			0			0	
Annual Total			\$0			\$0	\$ -
Fallon Group Select Care							
Monthly Rates (Regular Members)	672.10	75.00%	504.08	1,811.70	75.00%	1,358.78	
Participants			61			91	
Annual Total			\$368,983			\$1,483,782	\$ 1,852,765
Harvard/Pilgrim							
Monthly Rates (Regular Members)	809.60	62.00%	501.95	2,109.80	62.00%	1,308.08	
Participants			27			43	
Annual Total			\$162,632			\$674,967	\$ 837,600
Tufts Rate Saver							
Monthly Rates (Regular Members)	876.70	62.00%	543.55	2,296.80	62.00%	1,424.02	
Participants			16			27	
Annual Total			\$104,362			\$452,837	\$ 557,199
Premium Cost Summary		Enrollments	Single	110	Family	170	
Active Health Plans							\$ 3,455,495
Sentinel FSA Costs							\$ 15,093
Individual Plan Reserve			(Total Count) 2				\$ 12,047
Family Plan Reserve			(Total Count) 2				\$ 31,394
Additional Plans (Town Position Adds)			(Total Count) 1				14,787
Town Active Employee Health Insurance Appropriation Request for FY2017							\$ 3,528,816

Enrollments as of 11/2015 with conversion expectation of 50% to Fallon Group Select Care

School Department - Active Employees - Rate Saver Plans

Active Employees							
Active Employees Plans:	Individual			Family			Total Employer Cost
HEALTH PLANS:	Total	Town Share		Total	Town Share		
	\$	%	\$	\$	%	\$	\$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	927.30	62.00%	574.93	2,487.10	62.00%	1,542.00	
Participants			14			20	
Annual Total	\$93,138			\$370,080			\$ 463,218
Fallon Group Direct Care							
Monthly Rates (Regular Members)	627.00	75.00%	470.25	1,684.10	75.00%	1,263.08	
Participants			3			1	
Annual Total	\$16,929			\$15,157			\$ 32,086
Fallon Group Select Care							
Monthly Rates (Regular Members)	672.10	75.00%	504.08	1,811.70	75.00%	1,358.78	
Participants			130	27.00		155	
Annual Total	\$786,357			\$2,527,322			\$ 3,313,679
Harvard/Pilgrim							
Monthly Rates (Regular Members)	809.60	62.00%	501.95	2,109.80	62.00%	1,308.08	
Participants			52			60	
Annual Total	\$313,218			\$933,966			\$ 1,247,184
Tufts Rate Saver							
Monthly Rates (Regular Members)	876.70	62.00%	543.55	2,296.80	62.00%	1,424.02	
Participants			33			38	
Annual Total	\$215,247			\$649,351			\$ 864,599

Premium Cost Summary	Enrollments	Single	232	Family	274	
Active Health Plans						\$ 5,920,766
Sentinel FSA Costs						\$ 27,270
Individual Plan Reserve		(Total Count)	2			\$ 12,098
Family Plan Reserve		(Total Count)	2			\$ 32,611
Additional Plans (School Position Adds)		(Total Count)	17			\$ 251,373
School Department Active Employee Health Insurance Appropriation Request for FY2017						\$ 6,244,118

Enrollments as of 11/2015 with conversion expectation of 50% to Fallon Group Select Care

Town Retiree Health Care

Retirees - Non Medicare Eligible

Active Employees Plans: HEALTH PLANS:	Individual			Family			Total Cost
	Total	Town Share		Total	Town Share		
	\$	%	\$	\$	%	\$	\$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	927.30	62.00%	574.93	2,487.10	62.00%	1,542.00	
			2			5	
Annual Total			\$13,798			\$92,520	\$ 106,318
Fallon Group Select Care							
Monthly Rates (Regular Members)	672.10	75.00%	504.08	1,811.70	75.00%	1,358.78	
Participants			1			0	
Annual Total			\$6,049			\$0	\$ 6,049
Harvard/Pilgrim							
Monthly Rates (Regular Members)	809.60	62.00%	501.95	2,109.80	62.00%	1,308.08	
Participants			18			28	
Annual Total			\$108,422			\$439,514	\$ 547,935
Tufts Navigator							
Monthly Rates (Regular Members)	876.70	62.00%	543.55	2,296.80	62.00%	1,424.02	
Participants			20			10	
Annual Total			\$130,453			\$170,882	\$ 301,335
Harvard/Pilgrim PPO							
Rates (Regular Members)	2,494.80	50.00%	1,247.40	5,539.60	50.00%	2,769.80	
Participants			1			0	
Annual Total			\$14,969			\$0	\$ 14,969

Premium Cost Summary	Enrollments		
	Single	Family	
Active Health Plans	42	43	\$ 976,606
Town Retiree Non-Medicare Eligible Health Insurance Appropriation Request for FY2017			\$ 976,606

Retirees - Medicare Eligible

Senior Plans: HEALTH PLANS:	Individual			HEALTH PLANS:	Individual		
	Total	Town Share			Total	Town Share	
	\$	%	\$	\$	%	\$	
HPHC Medicare Enhancement				BCBS Medex Enhanced			
Monthly Rates (Jul-Dec)	342.00	65.34%	223.46	Monthly Rates (Jul-Dec)	360.00	64.57%	232.45
Monthly Rates (Jan-Jun) *	376.20	65.34%	245.81	Monthly Rates (Jan-Jun) *	396.00	64.57%	255.70
Participants			60	Participants			71
Annual Total			\$168,938	Total			\$207,952
Fallon Senior Plan				Tufts Medicare Plus			
Monthly Rates (Jul-Dec)	310.00	66.92%	207.45	Monthly Rates (Jul-Dec)	321.00	66.34%	212.95
Monthly Rates (Jan-Jun) *	341.00	66.92%	228.20	Monthly Rates (Jan-Jun) *	353.10	66.34%	234.25
Participants			2	Participants			46
Annual Total			\$5,228	Total			\$123,427
Tufts Medicare Preferred HMO				BCBS Managed Blue for Seniors			
Monthly Rates (Jul-Dec)	267.00	69.64%	185.94	Monthly Rates (Jul-Dec)	313.20	66.75%	209.06
Monthly Rates (Jan-Jun) *	293.70	69.64%	204.53	Monthly Rates (Jan-Jun) *	344.52	66.75%	229.97
Participants			35	Participants			0
Annual Total			\$81,999	Total			\$0

Medicare Eligible Retirees	Enrollments		
	Single	Family	
	214	0	
Medicare Eligible Employee (Senior Plans) Insurance Appropriation Request for FY2017			\$587,543

Total Retiree Health Insurance Appropriation Request for FY2017	\$1,564,149
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*Rates Change on 1/1

Enrollments as of 11/2015

School Department - Retiree Health Care

Retirees - Non Medicare Eligible

Active Employees Plans: HEALTH PLANS:	Individual			Family			Total Cost
	Total	Town Share		Total	Town Share		
	\$	%	\$	\$	%	\$	\$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	927.30	62.00%	574.93	2,487.10	62.00%	1,542.00	
Participants			5			6	
Annual Total			\$34,496			\$111,024	\$ 145,520
Fallon Group Select Care							
Monthly Rates (Regular Members)	672.10	75.00%	504.08	1,811.70	75.00%	1,358.78	
Participants			0			3	
Annual Total			\$0			\$48,916	\$ 48,916
Harvard/Pilgrim							
Monthly Rates (Regular Members)	809.60	62.00%	501.95	2,109.80	62.00%	1,308.08	
Participants			43			17	
Annual Total			\$259,007			\$266,848	\$ 525,855
Tufts Navigator							
Monthly Rates (Regular Members)	876.70	62.00%	543.55	2,296.80	62.00%	1,424.02	
Participants			25			6	
Annual Total			\$163,066			\$102,529	\$ 265,595
Harvard/Pilgrim PPO							
Rates (Regular Members)	2,494.80	50.00%	1,247.40	5,539.60	50.00%	2,769.80	
Participants			4			0	
Annual Total			\$59,875			\$0	\$ 59,875

Premium Cost Summary	Enrollments	
	Single	Family
Active Health Plans	77	32
School Retiree Non-Medicare Eligible Insurance Appropriation Request for FY2017	\$ 1,045,761	

Retirees - Medicare Eligible

Senior Plans: HEALTH PLANS:	Individual			HEALTH PLANS:	Individual		
	Total	Town Share			Total	Town Share	
	\$	%	\$	\$	%	\$	
HPHC Medicare Enhancement				BCBS			
Monthly Rates (Jul-Dec)	342.00	65.34%	223.46	Medex Enhanced			
Monthly Rates (Jan-Jun) *	376.20	65.34%	245.81	Monthly Rates (Jul-Dec)	360.00	64.57%	232.45
Participants			141	Monthly Rates (Jan-Jun) *	396.00	64.57%	255.70
Annual Total			\$397,004	Participants			106
Fallon Senior Plan				Total			\$310,463
Monthly Rates (Jul-Dec)	310.00	66.92%	207.45	Tufts			
Monthly Rates (Jan-Jun) *	341.00	66.92%	228.20	Medicare Preferred			
Participants			1	Monthly Rates (Jul-Dec)	321.00	66.34%	212.95
Annual Total			\$2,614	Monthly Rates (Jan-Jun) *	353.10	66.34%	234.25
Tufts Medicare Preferred				Participants			55
Monthly Rates (Jul-Dec)	267.00	69.64%	185.94	Total			\$147,575
Monthly Rates (Jan-Jun) *	293.70	69.64%	204.53	BCBS Managed			
Participants			46	Blue for Seniors			
Annual Total			\$107,770	Monthly Rates (Jul-Dec)	313.20	66.75%	209.06
				Monthly Rates (Jan-Jun) *	344.52	66.75%	229.97
				Participants			11
				Total			\$28,976

Medicare Eligible Retirees	Enrollments	
	Single	Family
	360	0
Medicare Eligible Insurance (Senior Plans) Insurance Appropriate Request for FY2017	\$994,402	

Total Retiree Health Insurance Appropriation Request for FY2017	\$2,040,163
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*Rates Change on 1/1



Town of Natick

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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. FY2017 should be less than in previous years as former employees are or have reached their benefits limit and are no longer eligible to receive benefits. 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 2017 is detailed below.

Fiscal Year 2016 Unemployment			
Original Appropriation			\$ 150,000
<i>Amount Spent through October 2015</i>			<i>\$ 33,761</i>
Balance			\$ 116,239
School Department expenses through October 2015	\$	29,995	
Town expenses through October 2015	\$	2,466	
Average Monthly Expenses	\$	6,750	
Amount Needed through end of year based upon case load			\$ 35,000
Estimated Unspent Balance @ 6/30/16			\$ 81,239

The Town of Natick is self-insured for purposes of unemployment insurance. The Town receives monthly invoices from the Commonwealth as to who has filed claims, the value of those claims and the duration of those claims. The Town pays those invoices to the state directly, who distributes unemployment checks to those who have filed and qualified for U/I benefits. Current unemployment laws allow for maximum benefit of 26 weeks. Additional 'emergency' or 'extended' benefits can be passed by the Congress at any time forcing the municipality (and any business) to continue providing the unemployed with extended benefits. The Town also employs a third party vendor, to handle direct claims between unemployed individuals and the Town of Natick, as well as reviews the claim requests from the state and assists in management of the Town's liability.

Estimate for FY 2017

At this time, we are proposing that \$100,000 be budgeted for unemployment benefits for FY 2017. Based upon claims analysis for FY16 through the end of October 2015 and projected claims for the next fiscal year this expense account will not exceed the FY16 appropriated amount of \$150,000.

Chapter 111F Medical (Police/Fire Worker's Compensation)

	FY14 Actual	FY15 Actual	FY16 Appropriated	FY17 Preliminary
CLAIMS	\$ 17,802	\$ 2,275	\$ 20,000	\$ 18,000
PREMIUMS & ADMIN	\$ 153,490	\$ 144,835	\$ 185,000	\$ 132,000
TOTAL	<u>\$ 171,292</u>	<u>\$ 147,110</u>	<u>\$ 205,000</u>	<u>\$ 150,000</u>

Worker's Compensation

	FY14 Actual	FY15 Actual	FY16 Preliminary	FY17 Preliminary
CLAIMS ADMIN	\$ 4,000	\$ 4,000	\$ 4,200	\$ 4,000
PREMIUMS	\$ 366,565	\$ 438,167	\$ 515,000	\$ 532,775
CLAIMS	\$ 41,074	\$ 29,473	\$ 49,600	\$ -
TOTAL	<u>\$ 411,639</u>	<u>\$ 471,640</u>	<u>\$ 568,800</u>	<u>\$ 536,775</u>



Town of Natick

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Medicare Analysis/LIUNA Details

FY10-FY11 ACTUAL, FY12 FORECAST AND FY13 BUDGET

FY2014 Actuals

Appropriated Budget \$ 850,000

Month	Medicare	Monthly	Cumulative
July	30,371	3.57%	3.57%
August	36,488	4.29%	7.87%
September	68,750	8.09%	15.95%
October	94,967	11.17%	27.13%
November	72,175	8.49%	35.62%
December	88,895	10.46%	46.08%
January	71,617	8.43%	54.50%
February	72,849	8.57%	63.07%
March	73,080	8.60%	71.67%
April	93,891	11.05%	82.72%
May	71,797	8.45%	91.16%
June	147,318	17.33%	108.49%
Total	\$ 922,198	108.49%	

Budget Balance @ year-end \$ (72,198)

FY2015 Actuals

Appropriated Budget \$ 925,500

Month	Medicare	Monthly	Cumulative
July	31,398	3.39%	3.39%
August	38,945	4.21%	7.60%
September	93,815	10.14%	17.74%
October	76,019	8.21%	25.95%
November	79,223	8.56%	34.51%
December	83,560	9.03%	43.54%
January	72,650	7.85%	51.39%
February	76,638	8.28%	59.67%
March	98,626	10.66%	70.33%
April	72,688	7.85%	78.18%
May	73,818	7.98%	86.16%
June	172,354	18.62%	104.78%
Total	\$ 969,734	104.78%	



Town of Natick

Home of Champions

Medicare Analysis/LIUNA Details

FY10-FY11 ACTUAL, FY12 FORECAST AND FY13 BUDGET

Budget Balance @ year-end	\$	(44,234)
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FY 2017 Y-T-D & Forecast

(1) Appropriated Budget	\$	1,025,911
<i>Through December 8, 2015</i>	\$	354,464
(2) Forecast	\$	1,018,221
(1-2) Surplus / (Deficit) @ year-end (estimated)	\$	7,690

Budget Request for FY 2017	\$	1,065,000
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LIUNA/MASS Laborers' Benefits Fund Contribution for Fiscal Year 2017 Budget

General Fund

	#Employees	Rate	Amount
Laborers ** (July - January)	45	\$ 1.17	\$ 63,882
Laborers ** (February - June)	45	\$ 1.26	\$ 49,280
Clerical ** (July - January)	21	\$ 1.03	\$ 24,604
Clerical ** (February - June)	21	\$ 1.11	\$ 20,246
Supervisors/Adm ** (July - January)	7	\$ 1.17	\$ 9,937
Supervisors/Adm ** (February - June)	7	\$ 1.26	\$ 7,666
Facilities ** (July - January)	38	\$ 0.91	\$ 41,957
Facilities ** (February - June)	38	\$ 0.91	\$ 29,969
Morse Library * (All year)	21	\$ 0.41	\$ 16,790

Budget Request for FY 2017	\$264,331
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Merit/Performance Set-Aside

Performance Adjustment	\$	90,850
Market Adjustment	\$	20,000
One-time Merit Payments	\$	20,000
Total Merit/Performance	\$	130,850



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

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Department: Property & Liability Insurance

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Operating Expenses						
Purchase of Services	\$ 495,234	\$ 532,389	\$ 644,300	\$ 641,750	\$ (2,550)	-0.40%
Total Operating Expenses	\$ 495,234	\$ 532,389	\$ 644,300	\$ 641,750	\$ (2,550)	-0.40%
Total Property & Liability Insurance	\$ 495,234	\$ 532,389	\$ 644,300	\$ 641,750	(2,550)	-0.40%

Budget Overview:

I. Main Purpose of the Department

To provide property insurance on approximately \$304 million dollars of buildings and contents. Provide \$3 million in general liability coverage plus an additional \$5 million in an excess liability policy. Provide commercial fleet auto insurance including collision, comprehensive, and liability coverage. The Town is insured for boiler & machinery for \$100 million. There are also separate specialty liability policies for public officials liability, school board legal liability, social workers, and law enforcement coverage.

II. Recent Developments

The Town continues to work with our insurer to reduce accidents and injuries. The Town recently offered accident investigation training as well. The purpose of the training was to help employees understand causes and which in turn will hopefully reduce the number of accidents in the future.

III. Current Challenges

It is always a challenge to forecast the cost of insurance due to the market. Our plan is to do our best to train our employees in areas of potential risk of injury and/or damage in order to prevent future accidents. By taking a proactive approach to safety and training we hope to make improvements in this area.

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

The Town's insurance rating is increasing as a result of past accidents. While the increase is modest, we hope that our safety programs will help keep costs reasonable.

V. On the Horizon

New buildings or portable classrooms will need to be included in our future insurance forecasts.

Budget Detail:

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Package Policy Property/Liability	\$ 345,240	\$ 367,855	\$ 444,400	\$ 438,000	\$ (6,400)	-1.44%
Motor Vehicle	\$ 144,871	\$ 162,126	\$ 173,650	\$ 177,500	\$ 3,850	2.22%
Insurance Deductibles	\$ 5,123	\$ 2,408	\$ 26,250	\$ 26,250	\$ -	0.00%
Purchased Services	\$ 495,234	\$ 532,389	\$ 644,300	\$ 641,750	\$ (2,550)	-0.40%
Total Property & Liability Ins.	\$ 495,234	\$ 532,389	\$ 644,300	\$ 641,750	\$ (2,550)	-0.40%



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

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Department: Contributory Retirement

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Operating Expenses						
Funding Schedule - Completion 2030	\$ 6,567,165	\$ 7,079,771	\$ 7,646,153	\$ 8,194,354	\$ 548,201	7.17%
Total Operating Expenses	\$ 6,567,165	\$ 7,079,771	\$ 7,646,153	\$ 8,194,354	\$548,201	7.17%
Total Contributory Retirement	\$ 6,567,165	\$ 7,079,771	\$ 7,646,153	\$ 8,194,354	\$ 548,201	7.17%

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 2015, there were 1117 participants in the Natick Retirement System - 620 active, 114 inactive and 383 retired participants and beneficiaries. Eligibility in the system is determined upon your employment status with the Town. If an employee is employed on a permanent basis and works 20 or more hours a week, then that employee is eligible. Enrollment is mandatory for all employees who qualify.

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

Before January 1, 1975 - 5%

January 1, 1975 - December 31, 1983 - 7%

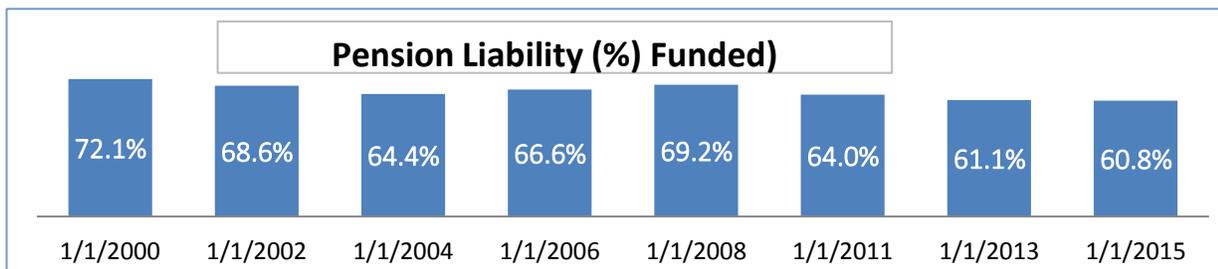
January 1, 1984 - June 30, 1996 - 8%

July 1, 1996 - or after - 9%

Employees who were members before January 1, 1979 are NOT subject to the additional 2%, while employees who became members after January 1, 1979 are subject to 2%.

Pension Liability

The chart below shows the percent funded amounts for the Natick Retirement System since 2000.





Town of Natick

Home of Champions

Department: Contributory Retirement

Budget Overview: (continued)

II. Recent Developments

The latest actuarial report, conducted by The Segal Group effective January 1, 2015, found that the Natick Retirement System was funded at a ratio of 60.79%, with actuarial value of assets totaling \$119,777,862 while the actuarial accrued liability totaled \$197,036,372. This is a decrease from the last actuarial, dated January 1, 2013 where the system was 61.13% funded.

III. Current Challenges

The funding schedule for FY2017 has been approved by the Public Employee Retirement Administration Commission (PERAC). The *Actuarial Valuation and Review as of January 1, 2015* of the Town of Natick Contributory Retirement System shows, the unfunded liability has increased from \$65.6 Million as of January 1, 2013 to \$77.3 Million as of January 1, 2015. Changes in assumptions made for the most recent valuation increased the unfunded liability by \$12.7 Million and increased the normal cost by \$662,000." ⁽¹⁾ The valuation reflects changes in actuarial assumptions such as the net investment return assumption was decreased from 8% to 7.5%, the administrative expense assumption was increased from \$240,000 for calendar year 2013 to \$280,000 for the calendar year 2015 to reflect budget ed expenses, mortality assumption changes and changes to the assumed retirement age for inactive vested participants. ⁽¹⁾

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

The Actuarial Valuation and Review as of January 1, 2015, details demographic data comparison (page v) that shows the total payroll for 2013 as \$30.7 Million and for 2015 as \$33.1 Million. The number of active participants increased from 591 to 620 from 2013 to 2015, and increase of 5%. State law mandates the pension system must be fully funded by 2040. The funding schedule shows that the Town will be fully funded by 2030, no change from the 1/1/13 report.

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 and determine a way to fund this liability.

Budget Detail:

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017	
					\$ (+/-)	% (+/-)
Funding Schedule - Completion 2030	\$ 6,567,165	\$ 7,079,771	\$ 7,646,153	\$ 8,194,354	\$ 548,201	7.17%
Personnel Services	\$ 6,567,165	\$ 7,079,771	\$ 7,646,153	\$ 8,194,354	\$ 548,201	7.17%

Total Contributory Retirement	\$ 6,567,165	\$ 7,079,771	\$ 7,646,153	\$ 8,194,354	\$ 548,201	7.17%
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Note: The amount shown under funding schedule is a net amount: less those pension assessments for the Natick Housing Authority, the Sassamon Trace Golf Course and the Water/Sewer Enterprise fund. The math is shown below.

Total ESTIMATED Assessment for FY 2017	\$ 8,613,159
less Natick Housing Authority Assessment	\$ (128,570)
less Golf Course Assessment	\$ (16,423)
less Water/Sewer Assessment	\$ (273,812)
Net Retirement Assessment (General Fund)	\$ 8,194,354

Line-Item Detail

Personnel Services: Funding Schedule: The annual contribution required under law to meet the Town's pension obligations to its pensioners. The Natick Retirement System is on pace to be fully funded by 2030. Under the most current Massachusetts General Law, the Retirement Board has the discretion to extend the deadline up to 2040.

This amount is **net** of the assessment for the Golf Course and Water/Sewer Enterprise Funds and the Natick Housing Authority.

(1) The *Actuarial Valuation and Review as of January 1, 2015* of the Town of Natick Contributory Retirement System - Page ii.



Town of Natick

Home of Champions

Department: Non - Contributory Retirement

Appropriation Summary

2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
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Other Personnel Services

Pensions - Non-Contributory	\$ 41,836	\$ 39,549	\$ 42,368	\$ 42,803	\$ 435	1.0%
Total Other Personnel Services	\$ 41,836	\$ 39,549	\$ 42,368	\$ 42,803	\$ 435	1.0%

Total Non-Contributory Retirement	\$ 41,836	\$ 39,549	\$ 42,368	\$ 42,803	\$ 435	1.0%
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Budget Overview:

Nearly all employees who have worked for the Town of Natick are part of the Natick Retirement System and have been required to contribute part of their earnings towards the pension system. However a few past employees and their beneficiaries were not required to contribute, specifically those who were employed by the Town prior to January 1, 1939. This budget provides for the pensions for those employees/beneficiaries.

Budget Detail:

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Pensions Police	\$ 4,618	\$ 4,618	\$ 5,198	\$ 4,913	\$ (285)	-5.5%
Pensions Fire	\$ 16,388	\$ 15,422	\$ 16,453	\$ 16,813	\$ 360	2.2%
Pensions School	\$ 20,830	\$ 19,509	\$ 20,717	\$ 21,077	\$ 360	1.7%
Other Personnel Services	\$ 41,836	\$ 39,549	\$ 42,368	\$ 42,803	\$ 435	1.0%
Total Non-Contributory Retirement	\$ 41,836	\$ 39,549	\$ 42,368	\$ 42,803	\$ 435	1.0%

Line-Item Detail:

Other Personnel Services:

Pensions - Fire: Pays for 1 pension to beneficiaries of retired firemen.

Pensions - Schools: Pays for 1 pension of a retired school employee.

Pensions - Police: Shares the pension of one retiree with the Commonwealth of Massachusetts.



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

Home of Champions

Department: Debt Service

Appropriation Summary

	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Operating Expenses						
Leased Equipment	\$ 66,880	\$ 111,096	\$ 150,371	\$ 148,703	\$ (1,668)	-1.11%
Principal	\$ 8,125,967	\$ 8,195,297	\$ 7,860,855	\$ 7,893,357	\$ 32,502	0.41%
Interest	\$ 2,663,076	\$ 2,578,344	\$ 2,706,374	\$ 2,449,397	\$ (256,977)	-9.50%
Total Expense	\$10,855,923	\$10,884,737	\$ 10,717,600	\$ 10,491,457	\$ (226,144)	-2.11%
Total Debt Service	\$10,855,923	\$ 10,884,737	\$ 10,717,600	\$ 10,491,457	\$ (226,144)	-2.11%

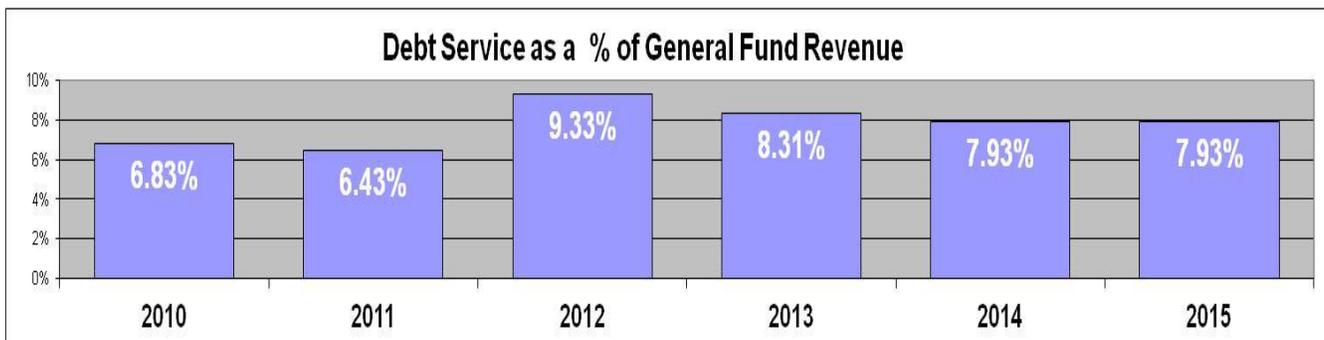
Budget Overview:

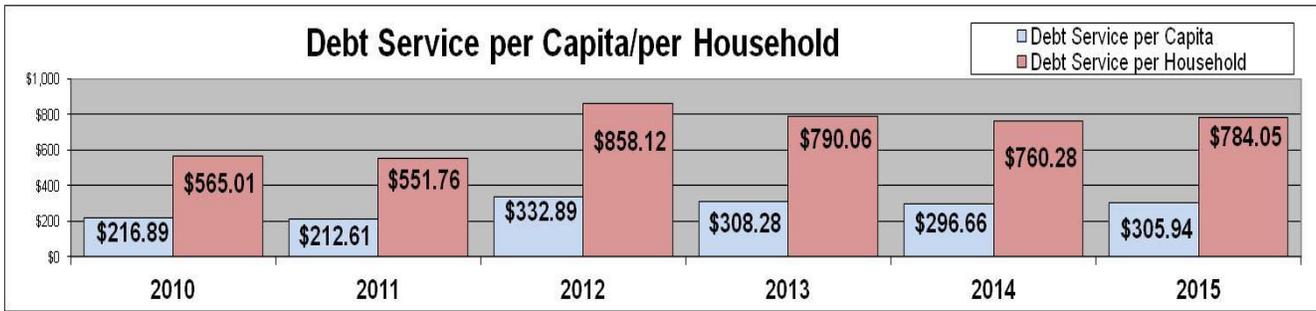
The Town assumes debt to finance many capital projects. Natick's debt is funded through bond issues. State statutes permit maximum terms of bond issues to vary from 5 to 30 years, depending on the purpose of the issue. The Town can only issue new debt with the approval of two-thirds of Town Meeting.

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.



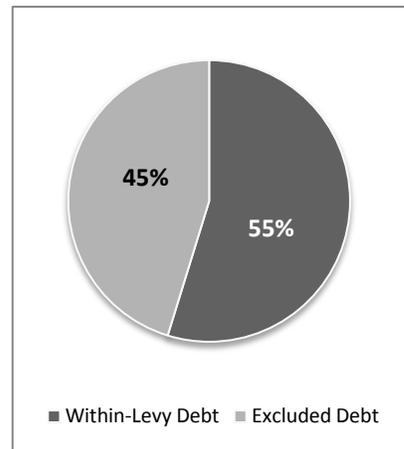


Positively for Natick, the community fares well on this indicator. Not only has debt service per capita remained well within recommended levels at between 8%-10.5% - debt service of 20% of operating revenues is considered a problem and 10% is considered acceptable - but decreased from FY 2006 FY 2012. Future issuance of debt should be timed so as to minimize its impact upon both the operating budget. This can be achieved by timing new issuances with retirement of current debt service and following the Town Administrator's Recommended Financial Policies on issuing large debt projects (over \$1,000,000) outside of the tax levy.

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

Within-Levy vs. Excluded Debt

	FY 2017		
	Principal	Interest	Total
Within-Levy Debt	\$ 4,737,323	\$ 926,545	\$ 5,663,867
Excluded Debt	\$ 3,156,034	\$ 1,522,853	\$ 4,678,887
Total	\$ 7,893,357	\$ 2,449,397	\$ 10,342,754



Debt Limit

Current Equalized Value	\$ 6,961,523,100
Current Debt Limit	\$ 348,076,155

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

Year of Issue	Project	Amount Issued	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Issue	Total Outstanding 6/30/16
			Principal	Principal	Principal	Principal	Principal	Principal	Balance	Principal
2001	Septic Title V (MWPAT) T5-97-1026	\$ 145,813	\$ 7,597	\$ 7,597	\$ 7,597	\$ 7,597	\$ 7,597	\$ -	\$ -	\$ 30,388
2004	Septic Title V (MWPAT) T5-97-1026-1	\$ 92,122	\$ 5,102	\$ 5,102	\$ 5,102	\$ 5,102	\$ 5,102	\$ 5,102	\$ 10,442	\$ 35,952
2008	Landfill Capping *Refunded	\$ 90,370	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2009	Glen Street Drainage	\$ 1,065,000	\$ 105,000	\$ 105,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 185,000
2009	Municipal Bldg Improvements	\$ 158,000	\$ 15,917	\$ 15,080	\$ 15,080	\$ -	\$ -	\$ -	\$ -	\$ 30,160
2009	Capital Equipment - Fire Pumper	\$ 400,000	\$ 45,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000
2009	Capital Equipment - Catch Basin Cleaner	\$ 190,000	\$ 20,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
2009	Septic (MWPAT)	\$ 150,000	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 60,000	\$ 97,500
2010	Trash Packer	\$ 150,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2010	Municipal Complex HVAC	\$ 410,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ 160,000
2010	Sidewalk Tractor	\$ 117,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ 30,000
2011	Community Senior Center	\$ 8,850,000	\$ 445,000	\$ 445,000	\$ 445,000	\$ 445,000	\$ 445,000	\$ 445,000	\$ 4,400,000	\$ 6,625,000
2011	Roads - Oak St	\$ 2,000,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 650,000	\$ 1,325,000
2011	Roads - Pave Rt27	\$ 120,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2011	Storage Bldg - Oak St Gravel Pit	\$ 100,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ 50,000
2011	Ambulance	\$ 130,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2011	Fire - Radio Equipment	\$ 150,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2011	Fire - Engine Replacement	\$ 400,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	\$ 200,000
2011	Dept Equip - Fire C2 / DPW H52	\$ 100,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2011	Bldg Remodel - Police Dispatch	\$ 150,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 90,000
2011	Replace DPW Dump Truck H-44	\$ 180,000	\$ 20,000	\$ 20,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 95,000
2011	Replace DPW Dump Truck H-53	\$ 180,000	\$ 20,000	\$ 20,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 95,000
2012	Community Senior Center	\$ 1,150,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 100,000	\$ 300,000	\$ 780,000
2012	Voting Machines	\$ 58,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
2012	DPW Equip - Dump Truck H-45	\$ 190,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 75,000
2012	DPW Equip - Sidewalk Plow	\$ 142,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 60,000
2012	DPW Equip - Backhoe H-59	\$ 125,000	\$ 20,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ 45,000
2012	DPW Equip - Heavy Duty Truck - H-40	\$ 60,000	\$ 10,000	\$ 10,000	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ 20,000
2012	DPW Equip - Dump Truck LF-6	\$ 130,000	\$ 20,000	\$ 20,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ 50,000
2012	DPW Equip - Tractors - LF-14 & LF-15	\$ 70,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ 30,000
2012	Recreation Bus #2	\$ 70,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ 30,000
2012	DPW Garage Roof	\$ 99,000	\$ 15,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ 35,000
2012	DPW Security Upgrades	\$ 66,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 5,000	\$ -	\$ -	\$ -	\$ 25,000
2012	Eliot & South Street Repairs	\$ 105,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
2012	Cole Center Repairs	\$ 155,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 60,000
2012	Cole Center Fields	\$ 80,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
2012	DPW - 75 West Street Expansion	\$ 791,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 75,000	\$ 75,000	\$ 470,000
2012	Landfill Capping *Refunded	\$ 2,500,000	\$ 139,000	\$ 139,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 259,000
2012	Morse Institute Library *Refunded	\$ 2,250,000	\$ 118,000	\$ 116,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 116,000
2012	Municipal Complex (Town Hall / Safety) *Refunded	\$ 9,000,000	\$ 470,000	\$ 464,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 464,000
2012	Municipal Complex (Town Hall / Safety) *Refunded	\$ 9,020,000	\$ 461,000	\$ 460,000	\$ 453,000	\$ -	\$ -	\$ -	\$ -	\$ 913,000
2012	Landfill Capping (Net of Surplus to G.C.) *Refunded	\$ 2,456,916	\$ 106,500	\$ 104,370	\$ 103,660	\$ 90,170	\$ 89,460	\$ -	\$ -	\$ 387,660
2013	Police - Building Security	\$ 85,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
2013	DPW - Redesign Cottage Street	\$ 250,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 50,000	\$ 175,000
2013	DPW - Redesign Pine street	\$ 250,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 50,000	\$ 175,000



Town of Natick

Home of Champions

Department: General Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Issue	Total Outstanding
			Principal	Principal	Principal	Principal	Principal	Principal	Balance	6/30/16
2013	DPW Equip. - SnowMelter	\$ 232,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 90,000
2013	DPW Equip. - Replace H-55	\$ 170,000	\$ 35,000	\$ 35,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000
2013	DPW Equip. - Replace H-42	\$ 110,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
2013	DPW Equip. - Recycling Packers	\$ 900,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 125,000	\$ 125,000	\$ -	\$ -	\$ 510,000
2013	DPW Equip - Log Loader	\$ 62,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
2013	DPW Equip - LF-3	\$ 62,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
2013	Community Senior Center (Re-Approp. 2015 FATM -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2014	DPW Equip. - Replace Dump Truck H-48	\$ 190,000	\$ 30,000	\$ 30,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ 130,000
2014	DPW Equip. - Replace Hooklift H-51	\$ 230,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ 160,000
2014	DPW Equip. - Recycling Toters	\$ 428,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ -	\$ -	\$ -	\$ 255,000
2014	Police - Replace Rooftop HVAC	\$ 125,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 30,000	\$ 95,000
2014	JJ Lane Park	\$ 110,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 30,000	\$ 80,000
2014	Field Fence Work	\$ 140,750	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 35,000	\$ 110,000
2014	Retaining Wall - Pond & Cemetery	\$ 455,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 240,000	\$ 390,000
2014	Roads (Collector/Arterial)	\$ 300,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 160,000	\$ 260,000
2014	Police - Dispatch Center	\$ 230,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 120,000	\$ 195,000
2014	Fire - Engine Replacement (#5)	\$ 520,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	\$ 375,000
2014	DPW Equip. - Replace S-35 (Packer)	\$ 275,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 35,000	\$ -	\$ 195,000
2014	DPW Equip. - Replace H-62 (Sweeper)	\$ 185,000	\$ 40,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ 105,000
2014	Cole North Field Improvements	\$ 400,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 120,000	\$ 320,000
2015	Cole North Field Improvements	\$ 195,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 75,000	\$ 175,000
2015	Fire - Ambulance #3	\$ 205,000	\$ 45,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ 160,000
2015	DPW Equip.-Replace Hooklift & Chassis S-37	\$ 230,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 80,000	\$ 205,000
2015	DPW Equip. - Replace Truck S-38	\$ 130,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 40,000	\$ 115,000
2015	Roads - Pine Street	\$ 1,000,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 65,000	\$ 585,000	\$ 930,000
2015	DPW - Public Works Bldg Expansion	\$ 248,000	\$ 28,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 95,000	\$ 220,000
2015	DPW - Roads & Sidewalks	\$ 350,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 140,000	\$ 315,000
2015	Comm. Serv. - Replace Dug Pond Pier	\$ 115,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 40,000	\$ 100,000
est. 2016	Drainage Improvements - Willow St.	\$ 350,000		\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 175,000	\$ 350,000
est. 2016	Police - Replace Rooftop HVAC	\$ 55,000		\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 27,500	\$ 55,000
est. 2016	Town Hall HVAC Rooftop Units	\$ 110,000		\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 55,000	\$ 110,000
est. 2016	Pond Street Sidewalk & Guardrail Replace	\$ 285,000		\$ 28,500	\$ 28,500	\$ 28,500	\$ 28,500	\$ 28,500	\$ 142,500	\$ 285,000
est. 2016	Parking Meter Upgrade (After Re-appropriation 2015)	\$ 50,000		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ 50,000
est. 2016	DPW - Replace M-2 (Truck)	\$ 100,000		\$ 14,286	\$ 14,286	\$ 14,286	\$ 14,286	\$ 14,286	\$ 28,570	\$ 100,000
est. 2016	IT - Telephone System Upgrade	\$ 750,000		\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000	\$ 750,000
est. 2016	Comm. Dev. - Main Street Improvements	\$ 280,000		\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 210,000	\$ 280,000
est. 2016	Facilities - Air Handler (Cole Center)	\$ 100,000		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000	\$ 100,000
est. 2016	Roads - Pine Street	\$ 1,000,000		\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 650,000	\$ 1,000,000
est. 2016	Replace S-31 Trask Packer	\$ 280,000		\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 80,000	\$ 280,000
est. 2016	Purchase new Recycling Side Arm Packer	\$ 275,000		\$ 35,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 80,000	\$ 275,000
est. 2016	Replace H-61 Sidewalk Machine	\$ 142,000		\$ 16,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 70,000	\$ 142,000
est. 2016	Replace H-56 Two Loader Mounted Snow Blowers	\$ 275,000		\$ 35,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 80,000	\$ 275,000
est. 2016	Replace LF-9 Bucket Truck	\$ 200,000		\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000	\$ 200,000
est. 2016	Willow Street Drainage	\$ 150,000		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000	\$ 150,000
est. 2016	Replace H-57 Front-end Loader	\$ 245,000		\$ 29,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 120,000	\$ 245,000



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Year of Issue	Project	Amount Issued	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Issue	Total Outstanding
			Principal	Principal	Principal	Principal	Principal	Principal	Balance	6/30/16
est. 2016	Roads & Sidewalks (Re-approp. 2015 FATM - Art 10)	\$ 200,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 50,000	\$ 175,000
est. 2016	Roads & Sidewalks	\$ 100,000		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000	\$ 100,000
est. 2016	Parking Meter Upgrade (Re-approp 2015 FATM - Art	\$ 60,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ 45,000
est. 2016	Charles River Bridge - Engineering	\$ 250,000		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		\$ 250,000
est. 2017	Replace Ambulance	\$ 225,000		\$ -	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 225,000
est. 2017	Roads & Sidewalks (Coll/Art)	\$ 1,000,000			\$ 66,666	\$ 66,666	\$ 66,666	\$ 66,666	\$ 733,336	\$ 1,000,000
est. 2017	Charles River Dam - Engineering & Repairs	\$ 600,000			\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 600,000
est. 2017	Charles River Bridge - Rehab	\$ 750,000			\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 450,000	\$ 750,000
est. 2017	Replace H-63 - Street Sweeper	\$ 190,000			\$ 28,000	\$ 27,000	\$ 27,000	\$ 27,000	\$ 81,000	\$ 190,000
est. 2017	Replace H-50 - Dump Truck	\$ 135,000			\$ 18,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 78,000	\$ 135,000
est. 2017	Road Improvements - Cottage Street	\$ 2,500,000			\$ 166,666	\$ 166,666	\$ 166,666	\$ 166,666	\$ 1,833,336	\$ 2,500,000
est. 2017	Replace East School Roof	\$ 190,000			\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 114,000	\$ 190,000
est. 2017	Replace DPW Roof - Equip Maint Garage	\$ 250,000			\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 200,000	\$ 250,000
est. 2017	Replace S-33	\$ 295,000			\$ 42,145	\$ 42,145	\$ 42,145	\$ 42,145	\$ 126,420	\$ 295,000
est. 2017	Field Renovations	\$ 167,000			\$ 16,700	\$ 16,700	\$ 16,700	\$ 16,700	\$ 100,200	\$ 167,000
est. 2017	East Field Renovation - Engineering	\$ 200,000			\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 200,000
est. 2017	Navy Yard Field Renovation - Engineering	\$ 100,000			\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000
est. 2017	Document Archiving - Information Technology	\$ 250,000			\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
est. 2017	Accounts Receivable Software	\$ 260,000			\$ 52,000	\$ 52,000	\$ 52,000	\$ 52,000	\$ 52,000	\$ 260,000
Sub-Total (Gen'l Gov)			\$ 3,803,616	\$ 4,156,935	\$ 4,179,902	\$ 3,327,332	\$ 3,041,622	\$ 2,729,565	\$ 13,892,304	\$ 31,327,660



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Department: General Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Issue	Total Outstanding
			Principal	Principal	Principal	Principal	Principal	Principal	Balance	6/30/16
2004	Wilson Middle School (Refunded 2014)	\$ 9,850,000	\$ 465,000	\$ 465,000	\$ 465,000	\$ 465,000	\$ 460,000	\$ 455,000	\$ 1,340,000	\$ 3,650,000
2004	Wilson Middle School (Refunded 2014)	\$ 1,300,000	\$ 65,000	\$ 65,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 180,000	\$ 485,000
2004	Kennedy Middle School	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -			\$ -	\$ -
2008	Brown School *Refunded	\$ 469,310	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2008	School Bldg Improvements	\$ 785,000	\$ 79,083	\$ 74,920	\$ 74,920	\$ -	\$ -	\$ -	\$ -	\$ 149,840
2009	Kennedy Renovations	\$ 1,200,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ 480,000
2010	Memorial Renovations	\$ 1,670,000	\$ 165,000	\$ 165,000	\$ 165,000	\$ 165,000	\$ 165,000	\$ -	\$ -	\$ 660,000
2010	High School - Construction	\$ 38,500,000	\$ 1,925,000	\$ 1,925,000	\$ 1,925,000	\$ 1,925,000	\$ 1,925,000	\$ 1,925,000	\$ 19,250,000	\$ 28,875,000
2011	High School - Plans	\$ 947,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 45,000	\$ 450,000	\$ 695,000
2011	High School - Design	\$ 520,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 250,000	\$ 375,000
2011	High School - Feasibility Study	\$ 118,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2011	Johnson Boilers	\$ 247,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 20,000	\$ -	\$ 120,000
2011	Memorial Fire Alarm System	\$ 275,000	\$ 30,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ 125,000
2011	Johnson Exterior Windows	\$ 110,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ 50,000
2011	Johnson Repairs	\$ 203,000	\$ 30,000	\$ 30,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 80,000
2012	Johnson Repairs	\$ 90,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ 30,000
2012	Kennedy School Equipment	\$ 220,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ 90,000
2012	Johnson School Paving	\$ 75,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
2013	Kennedy - Replace Electrical Serv.	\$ 150,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 30,000	\$ 105,000
2013	High School - Construction (Re-Approp. 2015 FATM)	\$ 3,268,600	\$ 151,034	\$ 151,034	\$ 151,034	\$ 151,034	\$ 151,034	\$ 151,034	\$ 1,812,408	\$ 2,567,578
2013	Ben-Hem - School Playground	\$ 175,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 15,000	\$ 15,000	\$ 45,000	\$ 135,000
2014	Memorial - Boiler Replacement	\$ 400,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 25,000	\$ 200,000	\$ 345,000
2014	Memorial - School Lighting	\$ 125,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 30,000	\$ 95,000
2014	Replace Windows - Johnson	\$ 175,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 15,000	\$ 15,000	\$ 45,000	\$ 135,000
2014	Kennedy Middle School Portable Classrooms	\$ 212,000	\$ 47,000	\$ 45,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ 165,000
est. 2016	Ben-Hem - Replace DDC Controls	\$ 150,000		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ 150,000
est. 2016	Replace Windows - Johnson	\$ 125,000		\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 62,500	\$ 125,000
2015	Purchase & Install Portable Classrooms(Re-Approp. 2015 FATM)	\$ 1,097,800	\$ 60,989	\$ 60,989	\$ 60,989	\$ 60,989	\$ 60,989	\$ 60,989	\$ 731,866	\$ 1,036,811
2015	Purchase & Install Portable Classrooms (Re-Approp. 2015 FATM)	\$ 583,600	\$ 32,423	\$ 32,423	\$ 32,423	\$ 32,423	\$ 32,423	\$ 32,423	\$ 389,062	\$ 551,177
2015	Lilja - Roof Replacement(Re-Approp. 2015 FATM - Ar	\$ 550,000	\$ 30,556	\$ 30,556	\$ 30,556	\$ 30,556	\$ 30,556	\$ 30,556	\$ 397,220	\$ 550,000
est. 2017	Memorial - Repave Parking Areas	\$ 313,000			\$ 31,300	\$ 31,300	\$ 31,300	\$ 31,300	\$ 187,800	\$ 313,000
est. 2017	Memorial - Replace Exterior Windows	\$ 1,000,000			\$ 76,000	\$ 66,000	\$ 66,000	\$ 66,000	\$ 726,000	\$ 1,000,000
est. 2017	Brown - Replace sidewalks	\$ 105,000			\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	\$ 63,000	\$ 105,000
est. 2017	Wilson - Replace sidewalks	\$ 108,000			\$ 10,800	\$ 10,800	\$ 10,800	\$ 10,800	\$ 64,800	\$ 108,000
est. 2017	Lilja - Replace Hallway Flooring	\$ 105,000			\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	\$ 63,000	\$ 105,000
est. 2017	Ben Hem - Additional Storage	\$ 210,000			\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 126,000	\$ 210,000
Sub-Total (Schools)			\$ 3,786,085	\$ 3,736,422	\$ 3,815,522	\$ 3,624,602	\$ 3,510,602	\$ 3,155,602	\$ 26,443,656	\$ 44,286,406
General Fund Total			\$ 7,589,701	\$ 7,893,357	\$ 7,995,424	\$ 6,951,934	\$ 6,552,224	\$ 5,885,167	\$ 40,335,960	\$ 75,614,066
Total Amount Remaining			\$ 83,203,767	\$ 75,614,066	\$ 67,720,709	\$ 59,725,285	\$ 52,773,351	\$ 46,221,127	\$ 40,335,960	



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Year of Issue	Project	Amount Issued	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Remaining Issue	Total Outstanding 6/30/16
			Interest	Interest	Interest	Interest	Interest	Interest	Balance	Interest
2008	Landfill Capping *Refunded	\$ 90,370	\$ 175	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2009	Glen Street Drainage	\$ 1,065,000	\$ 11,207	\$ 7,269	\$ 3,200	\$ -	\$ -	\$ -	\$ -	\$ 10,469
2009	Municipal Bldg Improvements	\$ 158,000	\$ 1,784	\$ 1,188	\$ 603	\$ -	\$ -	\$ -	\$ -	\$ 1,791
2009	Capital Equipment - Fire Pumper	\$ 400,000	\$ 3,238	\$ 1,550	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,550
2009	Capital Equipment - Catch Basin Cleaner	\$ 190,000	\$ 1,932	\$ 1,182	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ 1,782
2010	Trash Packer	\$ 150,000	\$ 688	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2010	Municipal Complex HVAC	\$ 410,000	\$ 6,100	\$ 5,000	\$ 3,800	\$ 2,600	\$ 1,300	\$ -	\$ -	\$ 12,700
2010	Sidewalk Tractor	\$ 117,000	\$ 1,200	\$ 925	\$ 625	\$ 325	\$ -	\$ -	\$ -	\$ 1,875
2011	Community Senior Center	\$ 8,850,000	\$ 252,950	\$ 230,700	\$ 217,350	\$ 204,000	\$ 186,200	\$ 172,850	\$ 925,100	\$ 1,936,200
2011	Roads - Oak St	\$ 2,000,000	\$ 49,475	\$ 42,725	\$ 38,675	\$ 34,625	\$ 29,225	\$ 25,175	\$ 65,325	\$ 235,750
2011	Roads - Pave Rt27	\$ 120,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2011	Storage Bldg - Oak St Gravel Pit	\$ 100,000	\$ 2,100	\$ 1,600	\$ 1,300	\$ 1,000	\$ 600	\$ 300	\$ -	\$ 4,800
2011	Ambulance	\$ 130,000	\$ 1,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2011	Fire - Radio Equipment	\$ 150,000	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2011	Fire - Engine Replacement	\$ 400,000	\$ 8,400	\$ 6,400	\$ 5,200	\$ 4,000	\$ 2,400	\$ 1,200	\$ -	\$ 19,200
2011	Dept Equip - Fire C2 / DPW H52	\$ 100,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2011	Bldg Remodel - Police Dispatch	\$ 150,000	\$ 3,150	\$ 2,400	\$ 1,950	\$ 1,500	\$ 900	\$ 450	\$ -	\$ 7,200
2011	Replace DPW Dump Truck H-44	\$ 180,000	\$ 3,550	\$ 2,550	\$ 1,950	\$ 1,500	\$ 900	\$ 450	\$ -	\$ 7,350
2011	Replace DPW Dump Truck H-53	\$ 180,000	\$ 3,550	\$ 2,550	\$ 1,950	\$ 1,500	\$ 900	\$ 450	\$ -	\$ 7,350
2012	Community Senior Center	\$ 1,150,000	\$ 26,175	\$ 23,325	\$ 19,525	\$ 15,725	\$ 11,925	\$ 8,125	\$ 12,375	\$ 91,000
2012	Voting Machines	\$ 58,000	\$ 700	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400
2012	DPW Equip - Dump Truck H-45	\$ 190,000	\$ 3,750	\$ 3,000	\$ 2,000	\$ 1,000	\$ -	\$ -	\$ -	\$ 6,000
2012	DPW Equip - Sidewalk Plow	\$ 142,000	\$ 3,000	\$ 2,400	\$ 1,600	\$ 800	\$ -	\$ -	\$ -	\$ 4,800
2012	DPW Equip - Backhoe H-59	\$ 125,000	\$ 2,400	\$ 1,800	\$ 1,200	\$ 600	\$ -	\$ -	\$ -	\$ 3,600
2012	DPW Equip - Heavy Duty Truck - H-40	\$ 60,000	\$ 1,100	\$ 800	\$ 400	\$ 200	\$ -	\$ -	\$ -	\$ 1,400
2012	DPW Equip - Dump Truck LF-6	\$ 130,000	\$ 2,600	\$ 2,000	\$ 1,200	\$ 600	\$ -	\$ -	\$ -	\$ 3,800
2012	DPW Equip - Tractors - LF-14 & LF-15	\$ 70,000	\$ 1,500	\$ 1,200	\$ 800	\$ 400	\$ -	\$ -	\$ -	\$ 2,400
2012	SCS Generator (Re-approp. 2015 FATM - Art 10 to	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2012	Recreation Bus #2	\$ 70,000	\$ 1,500	\$ 1,200	\$ 800	\$ 400	\$ -	\$ -	\$ -	\$ 2,400
2012	DPW Garage Roof	\$ 99,000	\$ 1,850	\$ 1,400	\$ 800	\$ 400	\$ -	\$ -	\$ -	\$ 2,600
2012	DPW Security Upgrades	\$ 66,000	\$ 1,300	\$ 1,000	\$ 600	\$ 200	\$ -	\$ -	\$ -	\$ 1,800
2012	Eliot & South Street Repairs	\$ 105,000	\$ 1,400	\$ 800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800
2012	Cole Center Repairs	\$ 155,000	\$ 3,000	\$ 2,400	\$ 1,600	\$ 800	\$ -	\$ -	\$ -	\$ 4,800
2012	Cole Center Fields	\$ 80,000	\$ 1,050	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600
2012	DPW - 75 West Street	\$ 791,000	\$ 18,200	\$ 15,800	\$ 12,600	\$ 9,400	\$ 6,200	\$ 3,000	\$ 1,500	\$ 48,500
2012	Landfill Capping *Refunded	\$ 2,500,000	\$ 13,140	\$ 7,580	\$ 2,400	\$ -	\$ -	\$ -	\$ -	\$ 9,980
2012	Morse Institute Library *Refunded	\$ 2,250,000	\$ 7,000	\$ 2,320	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,320
2012	Municipal Complex (Town Hall / Safety) *Refunde	\$ 9,000,000	\$ 27,960	\$ 9,280	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,280
2012	Municipal Complex (Town Hall / Safety) *Refunde	\$ 9,020,000	\$ 45,740	\$ 27,320	\$ 9,060	\$ -	\$ -	\$ -	\$ -	\$ 36,380
2012	Landfill Capping (Net of Surplus to G.C.) *Refunde	\$ 2,456,916	\$ 17,637	\$ 13,419	\$ 9,258	\$ 5,382	\$ 1,819	\$ -	\$ -	\$ 29,878
2013	Police - Building Security	\$ 85,000	\$ 1,650	\$ 1,200	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ 1,800
2013	DPW - Redesign Cottage Street	\$ 250,000	\$ 7,250	\$ 6,500	\$ 5,500	\$ 4,500	\$ 3,500	\$ 2,500	\$ 2,000	\$ 24,500
2013	DPW - Redesign Pine street	\$ 250,000	\$ 7,250	\$ 6,500	\$ 5,500	\$ 4,500	\$ 3,500	\$ 2,500	\$ 2,000	\$ 24,500
2013	DPW Equip. - SnowMelter	\$ 232,000	\$ 4,950	\$ 3,600	\$ 1,800	\$ -	\$ -	\$ -	\$ -	\$ 5,400



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Year of Issue	Project	Amount Issued	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Remaining Issue	Total Outstanding 6/30/16
			Interest	Interest	Interest	Interest	Interest	Interest	Balance	Interest
2013	DPW Equip. - Replace H-55	\$ 170,000	\$ 3,650	\$ 2,600	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ 3,800
2013	DPW Equip. - Replace H-42	\$ 110,000	\$ 2,200	\$ 1,600	\$ 800	\$ -	\$ -	\$ -	\$ -	\$ 2,400
2013	DPW Equip. - Recycling Packers	\$ 900,000	\$ 24,300	\$ 20,400	\$ 15,200	\$ 10,000	\$ 5,000	\$ -	\$ -	\$ 50,600
2013	DPW Equip - Log Loader	\$ 62,000	\$ 1,100	\$ 800	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ 1,200
2013	DPW Equip - LF-3	\$ 62,000	\$ 1,100	\$ 800	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ 1,200
2013	CSC (Re-Approp. 2015 FATM - Art 10)	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2014	DPW Equip. - Replace Dump Truck H-48	\$ 190,000	\$ 7,250	\$ 5,750	\$ 4,250	\$ 3,000	\$ 2,000	\$ 1,000	\$ -	\$ 16,000
2014	DPW Equip. - Replace Hooklift H-51	\$ 230,000	\$ 8,850	\$ 7,100	\$ 5,350	\$ 3,600	\$ 2,400	\$ 1,200	\$ -	\$ 19,650
2014	DPW Equip. - Recycling Toters	\$ 428,000	\$ 16,150	\$ 11,900	\$ 7,650	\$ 3,400	\$ -	\$ -	\$ -	\$ 22,950
2014	Police - Replace Rooftop HVAC	\$ 125,000	\$ 4,575	\$ 3,825	\$ 3,075	\$ 2,325	\$ 1,725	\$ 1,325	\$ 1,675	\$ 13,950
2014	JJ Lane Park	\$ 110,000	\$ 3,875	\$ 3,125	\$ 2,625	\$ 2,125	\$ 1,725	\$ 1,325	\$ 1,675	\$ 12,600
2014	Field Fence Work	\$ 140,750	\$ 5,176	\$ 4,425	\$ 3,675	\$ 2,925	\$ 2,325	\$ 1,725	\$ 1,875	\$ 16,950
2014	Retaining Wall - Pond & Cemetery	\$ 455,000	\$ 15,038	\$ 13,538	\$ 12,038	\$ 10,538	\$ 9,338	\$ 8,138	\$ 30,418	\$ 84,008
2014	Roads (Collector/Arterial)	\$ 300,000	\$ 10,026	\$ 9,025	\$ 8,025	\$ 7,025	\$ 6,225	\$ 5,425	\$ 20,275	\$ 56,000
2014	Police - Dispatch Center	\$ 230,000	\$ 7,520	\$ 6,770	\$ 6,020	\$ 5,270	\$ 4,670	\$ 4,070	\$ 15,214	\$ 42,014
2014	Fire - Engine Replacement (#5)	\$ 520,000	\$ 20,250	\$ 16,500	\$ 12,750	\$ 9,000	\$ 6,000	\$ 3,000	\$ -	\$ 47,250
2014	DPW Equip. - Replace S-35 (Packer)	\$ 275,000	\$ 10,600	\$ 8,600	\$ 6,600	\$ 4,600	\$ 3,000	\$ 1,400	\$ -	\$ 24,200
2014	DPW Equip. - Replace H-62 (Sweeper)	\$ 185,000	\$ 6,900	\$ 4,900	\$ 3,150	\$ 1,400	\$ -	\$ -	\$ -	\$ 9,450
2014	Cole North Field Improvements	\$ 400,000	\$ 14,500	\$ 12,500	\$ 10,500	\$ 8,500	\$ 6,900	\$ 5,300	\$ 6,700	\$ 50,400
2015	Cole North Field Improvements	\$ 195,000	\$ 4,713	\$ 5,250	\$ 4,650	\$ 4,050	\$ 3,450	\$ 2,850	\$ 5,400	\$ 25,650
2015	Fire - Ambulance #3	\$ 205,000	\$ 4,954	\$ 4,800	\$ 3,600	\$ 2,400	\$ 1,200	\$ -	\$ -	\$ 12,000
2015	DPW Equip.-Replace Hooklift & Chassis S-37	\$ 230,000	\$ 5,558	\$ 6,150	\$ 5,400	\$ 4,650	\$ 3,900	\$ 3,150	\$ 6,000	\$ 29,250
2015	DPW Equip. - Replace Truck S-38	\$ 130,000	\$ 3,142	\$ 3,450	\$ 3,000	\$ 2,550	\$ 2,100	\$ 1,650	\$ 3,000	\$ 15,750
2015	Roads - Pine Street	\$ 1,000,000	\$ 23,329	\$ 26,860	\$ 24,760	\$ 22,660	\$ 20,560	\$ 18,460	\$ 81,055	\$ 194,355
2015	DPW - Public Works Bldg Expansion	\$ 248,000	\$ 5,993	\$ 6,600	\$ 5,850	\$ 5,100	\$ 4,350	\$ 3,600	\$ 6,900	\$ 32,400
2015	DPW - Roads & Sidewalks	\$ 350,000	\$ 8,458	\$ 9,450	\$ 8,400	\$ 7,350	\$ 6,300	\$ 5,250	\$ 10,500	\$ 47,250
2015	Comm. Serv. - Replace Dug Pond Pier	\$ 120,000	\$ 2,779	\$ 3,000	\$ 2,550	\$ 2,100	\$ 1,800	\$ 1,500	\$ 3,000	\$ 13,950
est. 2016	Drainage Improvements - Willow St.	\$ 350,000		\$ 14,000	\$ 12,600	\$ 11,200	\$ 9,800	\$ 8,400	\$ 15,750	\$ 71,750
est. 2016	Police - Replace Rooftop HVAC	\$ 55,000		\$ 2,200	\$ 1,980	\$ 1,760	\$ 1,540	\$ 1,320	\$ 2,640	\$ 11,440
est. 2016	Town Hall HVAC Rooftop Units	\$ 110,000		\$ 4,400	\$ 3,960	\$ 3,520	\$ 3,080	\$ 2,640	\$ 6,600	\$ 24,200
est. 2016	Pond Street Sidewalk & Guardrail Replace	\$ 285,000		\$ 11,400	\$ 10,260	\$ 9,120	\$ 7,980	\$ 6,840	\$ 17,100	\$ 62,700
est. 2016	Parking Meter Upgrade	\$ 50,000		\$ 2,000	\$ 1,800	\$ 1,600	\$ 1,400	\$ 1,200	\$ 3,000	\$ 11,000
est. 2016	DPW - Replace M-2 (Truck)	\$ 100,000		\$ 4,000	\$ 3,429	\$ 2,857	\$ 2,286	\$ 1,714	\$ 1,714	\$ 16,000
est. 2016	IT - Telephone System Upgrade	\$ 750,000		\$ 30,000	\$ 27,000	\$ 24,000	\$ 21,000	\$ 18,000	\$ 45,000	\$ 165,000
est. 2016	Comm. Dev. - Main Street Improvements	\$ 280,000		\$ 11,200	\$ 10,640	\$ 10,080	\$ 9,520	\$ 8,960	\$ 40,320	\$ 90,720
est. 2016	Facilities - Air Handler (Cole Center)	\$ 100,000		\$ 4,000	\$ 3,600	\$ 3,200	\$ 2,800	\$ 2,400	\$ 6,000	\$ 22,000
est. 2016	Roads - Pine Street	\$ 1,000,000		\$ 40,000	\$ 37,333	\$ 34,667	\$ 32,000	\$ 29,333	\$ 146,667	\$ 320,000
est. 2016	Replace S-31 Trask Packer	\$ 280,000		\$ 11,200	\$ 9,600	\$ 8,000	\$ 6,400	\$ 4,800	\$ 4,800	\$ 44,800
est. 2016	Purchase new Recycling Side Arm Packer	\$ 275,000		\$ 11,000	\$ 9,429	\$ 7,857	\$ 6,286	\$ 4,714	\$ 4,714	\$ 44,000
est. 2016	Replace H-61 Sidewalk Machine	\$ 142,000		\$ 5,680	\$ 5,112	\$ 4,544	\$ 3,976	\$ 3,408	\$ 8,520	\$ 31,240
est. 2016	Replace H-56 Two Loader Mounted Snow Blowers	\$ 275,000		\$ 11,000	\$ 9,429	\$ 7,857	\$ 6,286	\$ 4,714	\$ 4,714	\$ 44,000
est. 2016	Replace LF-9 Bucket Truck	\$ 200,000		\$ 8,000	\$ 7,200	\$ 6,400	\$ 5,600	\$ 4,800	\$ 12,000	\$ 44,000
est. 2016	Willow Street Drainage	\$ 150,000		\$ 6,000	\$ 5,400	\$ 4,800	\$ 4,200	\$ 3,600	\$ 9,000	\$ 33,000
est. 2016	Replace H-57 Front-end Loader	\$ 245,000		\$ 9,800	\$ 8,820	\$ 7,840	\$ 6,860	\$ 5,880	\$ 14,700	\$ 53,900



Town of Natick

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Department: General Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Remaining Issue	Total Outstanding 6/30/16
			Interest	Interest	Interest	Interest	Interest	Interest	Balance	Interest
2015	Roads & Sidewalks (Re-approp 2015 FATM - Art 10)	\$ 200,000	\$ 7,250	\$ 6,500	\$ 5,500	\$ 4,500	\$ 3,500	\$ 2,500	\$ 2,000	\$ 24,500
est. 2016	Roads & Sidewalks	\$ 100,000		\$ 4,000	\$ 3,600	\$ 3,200	\$ 2,800	\$ 2,400	\$ 6,000	\$ 22,000
2015	Parking Meter Upgrade (Re-approp 2015 FATM -	\$ 60,000	\$ 2,250	\$ 1,800	\$ 1,200	\$ 600	\$ -	\$ -	\$ -	\$ 3,600
est. 2016	Charles River Bridge - Engineering	\$ 250,000		\$ -	\$ 10,000	\$ 8,000	\$ 6,000	\$ 4,000	\$ 2,000	\$ 30,000
est. 2017	Replace Ambulance	\$ 225,000			\$ 9,000	\$ 7,200	\$ 5,400	\$ 3,600	\$ 1,800	\$ 27,000
est. 2017	Roads & Sidewalks (Coll/Art)	\$ 1,000,000		\$ 40,000	\$ 37,333	\$ 34,667	\$ 32,000	\$ 29,333	\$ 146,667	\$ 320,000
est. 2017	Charles River Dam - Engineering & Repairs	\$ 600,000			\$ 24,000	\$ 19,200	\$ 14,400	\$ 9,600	\$ 4,800	\$ 72,000
est. 2017	Charles River Bridge - Rehab	\$ 750,000			\$ 30,000	\$ 27,000	\$ 24,000	\$ 21,000	\$ 63,000	\$ 165,000
est. 2017	Replace H-63 - Street Sweeper	\$ 190,000			\$ 7,600	\$ 6,514	\$ 5,429	\$ 4,343	\$ 6,514	\$ 30,400
est. 2017	Replace H-50 - Dump Truck	\$ 135,000			\$ 5,400	\$ 4,860	\$ 4,320	\$ 3,780	\$ 11,340	\$ 29,700
est. 2017	Replace East School Roof	\$ 190,000			\$ 7,600	\$ 6,840	\$ 6,080	\$ 5,320	\$ 15,960	\$ 41,800
est. 2017	Replace DPW Roof - Equip Maint Garage	\$ 250,000			\$ 10,000	\$ 9,500	\$ 9,000	\$ 8,500	\$ 68,000	\$ 105,000
est. 2017	Road Improvements - Cottage Street	\$ 2,500,000			\$ 100,000	\$ 93,333	\$ 86,667	\$ 80,000	\$ 440,000	\$ 800,000
est. 2017	Replace S-33	\$ 295,000			\$ 11,800	\$ 10,114	\$ 8,429	\$ 6,743	\$ 10,114	\$ 47,200
est. 2017	Field Renovations	\$ 167,000			\$ 6,680	\$ 6,012	\$ 5,344	\$ 4,676	\$ 14,028	\$ 36,740
est. 2017	East Field Renovation - Engineering	\$ 200,000			\$ 8,000	\$ 6,400	\$ 4,800	\$ 3,200	\$ 1,600	\$ 24,000
est. 2017	Navy Yard Field Renovation - Engineering	\$ 100,000			\$ 4,000	\$ 3,200	\$ 2,400	\$ 1,600	\$ 800	\$ 12,000
est. 2017	Document Archiving - Information Technology	\$ 250,000			\$ 10,000	\$ 8,000	\$ 6,000	\$ 4,000	\$ 2,000	\$ 30,000
est. 2017	Accounts Receivable Software	\$ 260,000			\$ 10,400	\$ 8,320	\$ 6,240	\$ 4,160	\$ 2,080	\$ 31,200
Sub-Total (Gen'l Gov)			\$ 787,837	\$ 879,780	\$ 986,069	\$ 837,287	\$ 708,158	\$ 598,847	\$ 2,343,930	\$ 6,354,072



Town of Natick

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Department: General Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Remaining Issue	Total Outstanding 6/30/16
			Interest	Interest	Interest	Interest	Interest	Interest	Balance	Interest
2004	Wilson Middle School (Refunded 2014)	\$ 9,850,000	\$ 166,350	\$ 143,100	\$ 119,850	\$ 96,600	\$ 78,000	\$ 59,600	\$ 74,700	\$ 571,850
2004	Wilson Middle School (Refunded 2014)	\$ 1,300,000	\$ 22,250	\$ 19,000	\$ 15,750	\$ 12,750	\$ 10,350	\$ 7,950	\$ 10,050	\$ 75,850
2008	Lilja School *Refunded	\$ 135,555	\$ 714	\$ 188	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 188
2009	School Bldg Improvements	\$ 785,000	\$ 8,866	\$ 5,900	\$ 2,997	\$ -	\$ -	\$ -	\$ -	\$ 8,897
2010	Kennedy Renovations	\$ 1,200,000	\$ 18,300	\$ 15,000	\$ 11,400	\$ 7,800	\$ 3,900	\$ -	\$ -	\$ 38,100
2010	Memorial Renovations	\$ 1,670,000	\$ 25,163	\$ 20,625	\$ 15,675	\$ 10,725	\$ 5,363	\$ -	\$ -	\$ 52,388
2011	High School - Construction	\$ 38,500,000	\$ 1,102,063	\$ 1,005,813	\$ 948,063	\$ 890,313	\$ 813,313	\$ 755,563	\$ 4,047,313	\$ 8,460,375
2011	High School - Plans	\$ 947,000	\$ 26,663	\$ 24,163	\$ 22,663	\$ 21,163	\$ 19,163	\$ 17,663	\$ 94,613	\$ 199,425
2011	High School - Design	\$ 520,000	\$ 14,313	\$ 13,063	\$ 12,313	\$ 11,563	\$ 10,563	\$ 9,813	\$ 52,563	\$ 109,875
2011	High School - Feasibility Study	\$ 118,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2011	Johnson Boilers	\$ 247,000	\$ 5,100	\$ 3,850	\$ 3,100	\$ 2,350	\$ 1,350	\$ 600	\$ -	\$ 11,250
2011	Memorial Fire Alarm System	\$ 275,000	\$ 5,500	\$ 4,000	\$ 3,250	\$ 2,500	\$ 1,500	\$ 750	\$ -	\$ 12,000
2011	Johnson Exterior Windows	\$ 110,000	\$ 2,100	\$ 1,600	\$ 1,300	\$ 1,000	\$ 600	\$ 300	\$ -	\$ 4,800
2012	Johnson Repairs	\$ 203,000	\$ 4,100	\$ 3,200	\$ 2,000	\$ 1,000	\$ -	\$ -	\$ -	\$ 6,200
2012	Johnson Repairs	\$ 90,000	\$ 1,650	\$ 1,200	\$ 800	\$ 400	\$ -	\$ -	\$ -	\$ 2,400
2012	Kennedy School Equipment	\$ 220,000	\$ 4,500	\$ 1,800	\$ 2,400	\$ 1,200	\$ -	\$ -	\$ -	\$ 5,400
2012	Johnson School Paving	\$ 75,000	\$ 1,050	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600
2012	Lilja School *Refunded	\$ 7,490,000	\$ 8,560	\$ 4,660	\$ 1,440	\$ -	\$ -	\$ -	\$ -	\$ 6,100
2012	Bennett-Hemenway School *Refunded	\$ 13,200,000	\$ 21,040	\$ 14,660	\$ 9,440	\$ 5,480	\$ 2,780	\$ 860	\$ -	\$ 33,220
2013	Kennedy - Replace Electrical Serv.	\$ 150,000	\$ 4,350	\$ 3,900	\$ 3,300	\$ 2,700	\$ 2,100	\$ 1,500	\$ 1,200	\$ 14,700
2013	High School - Construction (Re-approp. FY15 FATM)	\$ 3,268,600	\$ 87,222	\$ 82,690	\$ 76,650	\$ 70,608	\$ 64,567	\$ 58,526	\$ 348,509	\$ 701,550
2014	Ben-Hem - School Playground	\$ 175,000	\$ 6,388	\$ 5,388	\$ 4,388	\$ 3,388	\$ 2,588	\$ 1,988	\$ 2,514	\$ 20,254
2014	Memorial - Boiler Replacement	\$ 400,000	\$ 13,682	\$ 12,182	\$ 10,682	\$ 9,182	\$ 7,982	\$ 6,782	\$ 25,348	\$ 72,158
2014	Memorial - School Lighting	\$ 125,000	\$ 4,575	\$ 3,825	\$ 3,075	\$ 2,325	\$ 1,725	\$ 1,325	\$ 1,675	\$ 13,950
2014	Replace Windows - Johnson	\$ 175,000	\$ 6,388	\$ 5,388	\$ 4,388	\$ 3,388	\$ 2,588	\$ 1,988	\$ 2,514	\$ 20,254
2015	Kennedy Middle School Portable Classrooms	\$ 212,000	\$ 5,123	\$ 4,950	\$ 3,600	\$ 2,400	\$ 1,200	\$ -	\$ -	\$ 12,150
est. 2016	Ben-Hem - Replace DDC Controls	\$ 150,000		\$ 6,000	\$ 4,800	\$ 3,600	\$ 2,400	\$ 1,200	\$ -	\$ 18,000
est. 2016	Replace Windows - Johnson	\$ 125,000		\$ 5,000	\$ 4,500	\$ 4,000	\$ 3,500	\$ 3,000	\$ 7,500	\$ 27,500
2015	Purchase & Install Portable Classrooms (Re-approp)	\$ 1,097,800	\$ 35,222	\$ 33,392	\$ 30,952	\$ 28,513	\$ 26,073	\$ 23,634	\$ 140,729	\$ 283,293
2015	Purchase & Install Portable Classrooms (Re-approp)	\$ 583,600	\$ 18,724	\$ 17,752	\$ 16,456	\$ 15,158	\$ 13,862	\$ 12,564	\$ 74,809	\$ 150,601
2015	Lilja - Roof Replacement (Re-approp 2015 FATM -	\$ 550,000	\$ 17,646	\$ 16,730	\$ 15,508	\$ 14,286	\$ 13,064	\$ 11,842	\$ 70,500	\$ 141,930
est. 2017	Memorial - Repave Parking Areas	\$ 313,000			\$ 12,520	\$ 11,268	\$ 10,016	\$ 8,764	\$ 26,292	\$ 68,860
est. 2017	Memorial - Replace Exterior Windows	\$ 1,000,000			\$ 40,000	\$ 37,333	\$ 34,667	\$ 32,000	\$ 176,000	\$ 320,000
est. 2017	Brown - Replace sidewalks	\$ 105,000			\$ 4,200	\$ 3,780	\$ 3,360	\$ 2,940	\$ 8,820	\$ 23,100
est. 2017	Wilson - Replace sidewalks	\$ 108,000			\$ 4,320	\$ 3,888	\$ 3,456	\$ 4,320	\$ 9,072	\$ 25,056
est. 2017	Lilja - Replace Hallway Flooring	\$ 105,000			\$ 4,200	\$ 3,780	\$ 3,360	\$ 4,200	\$ 8,820	\$ 24,360
est. 2017	Ben Hem - Additional Storage	\$ 210,000			\$ 8,400	\$ 7,560	\$ 6,720	\$ 8,400	\$ 17,640	\$ 48,720
Sub-Total (Schools)			\$ 1,638,600	\$ 1,479,617	\$ 1,424,378	\$ 1,292,000	\$ 1,150,108	\$ 1,038,071	\$ 5,201,180	\$ 11,585,353
General Fund Total			\$ 2,426,436	\$ 2,359,397	\$ 2,410,447	\$ 2,129,287	\$ 1,858,266	\$ 1,636,918	\$ 7,545,109	\$ 17,939,425
Total Amount Remaining			\$ 20,365,862	\$ 17,939,425	\$ 15,580,028	\$ 13,169,581	\$ 11,040,293	\$ 9,182,027	\$ 7,545,109	



Town of Natick

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Department: General Fund Debt Service - Interest

			Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Remaining Issue	Total Outstanding 6/30/16
Year of Issue	Project	Amount Issued	Interest	Interest	Interest	Interest	Interest	Interest	Balance	Interest
Summary of Debt - General Fund										
			Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Issue Balance	Total
General Fund Principal			\$ 7,589,701	\$ 7,893,357	\$ 7,995,424	\$ 6,951,934	\$ 6,552,224	\$ 5,885,167	\$ 40,335,960	\$ 75,614,066
General Fund Interest			\$ 2,426,436	\$ 2,359,397	\$ 2,410,447	\$ 2,129,287	\$ 1,858,266	\$ 1,636,918	\$ 7,545,109	\$ 17,939,425
BAN/Refunding Costs				\$ 90,000						
Total Annual Debt Service			\$ 10,016,137	\$ 10,342,754	\$ 10,405,871	\$ 9,081,221	\$ 8,410,490	\$ 7,522,085	\$ 47,881,069	\$ 93,553,491
Total Amount Remaining			\$ 103,569,628	\$ 93,553,491	\$ 83,300,737	\$ 72,894,866	\$ 63,813,644	\$ 55,403,154	\$ 47,881,069	\$ -



Town of Natick

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Department: Debt Service

Leased Equipment

	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Police Motorcycles	\$ 12,744	\$ 12,594	\$ 15,000	\$ 13,000	\$ (2,000)	-13.33%
Motor Vehicle Excise Tax	\$ 1,737	\$ 1,098	\$ 1,800	\$ 1,200	\$ (600)	-33.33%
Municipal Street Lights	\$ -	\$ -	\$ 73,503	\$ 73,503	\$ -	0.00%
Mailing Equipment	\$ 17,594	\$ 18,462	\$ 20,068	\$ 21,000	\$ 932	4.64%
Copiers	\$ 34,805	\$ 34,627	\$ 40,000	\$ 40,000	\$ -	0.00%
Purchased Services	\$ 66,880	\$ 66,781	\$ 150,371	\$ 148,703	\$ (1,668)	-1.11%
Total Leased Equipment	66,880	66,781	150,371	148,703	83,590	125.17%



Town of Natick

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Department: Debt Service

Line-Item Detail

Narrative:

Principal Payments:

The requested budget amount of \$7,893,357 represents repayment of principal for multiple land acquisition, building projects, and capital improvements.

Interest Payments:

The requested budget amount of \$2,449,397 represents the respective interest payments associated with general obligation bonds issued for the projects referenced above. Within that amount includes \$90,000 for bond anticipation and issue costs (bond counsel, financial advisor, rating agency fees, etc.) for authorized borrowings (included within Interest payments total).

Leased Equipment:

Motorcycle leases for the Police Department \$13,000, Excise Tax for leased motorcycles \$1,200, leased postage / mail room equipment \$21,000, copier equipment for the copy center \$40,000. As authorized by Article 8 of the 2012 Fall Annual Town Meeting, the Town has entered into a 10-year lease for LED streetlights. The lease will be fully paid off on April 30, 2023. The annual amount of the LED street light lease is \$73,073. Total leased equipment budget \$148,703.



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

Home of Champions

Department: Facilities Management

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
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Salaries

Personnel Services	\$ 2,402,236	\$ 2,426,077	\$ 2,444,604	\$ 2,440,848	\$ (3,756)	-0.15%
Total Salaries	\$ 2,402,236	\$ 2,426,077	\$ 2,444,604	\$ 2,440,848	\$ (3,756)	-0.15%

Operating Expenses

Purchase of Services	\$ -	\$ 366,155	\$ 383,365	\$ 390,550	\$ 7,185	1.87%
Other Services (Misc.)	\$ 10,366	\$ 10,750	\$ 12,250	\$ 13,000	\$ 750	6.12%
Tech/Professional Services	\$ 110,634	\$ 107,791	\$ 119,500	\$ 125,000	\$ 5,500	4.60%
Other Supplies	\$ -	\$ 46,739	\$ 44,500	\$ 48,000	\$ 3,500	7.87%
Total Operating Expenses	\$ 121,000	\$ 531,435	\$ 559,615	\$ 576,550	\$ 16,935	3.03%

Total Facilities Management	\$ 2,523,236	\$ 2,957,512	\$ 3,004,219	\$ 3,017,398	\$ 13,179	0.44%
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Mission:

The Department of Facilities Management strives to provide efficient and effective operation and stewardship of the Town of Natick school and town owned facilities. The department objective is to provide customer satisfaction by recognizing and meeting the needs of various departments, providing a safe and comfortable environment for employees and patrons, while maintaining fiscal responsibility, in accordance with the policies and procedures set forth by the Town of Natick School Committee and Board of Selectmen.

Responsibilities

- Custodial cleaning and services to town and school buildings
- Building maintenance and repairs to town and school buildings
- Landscaping maintenance around all school buildings including interior courtyards
- Snow removal around all public buildings
- Facilities capital requests and implementation
- Procurement of necessary goods and services

Goals:

- Efficient operation of all environmental systems including custodial services and snow removal of grounds
- Protect and preserve cleanliness and service as expected by the general public and town and school employees
- Investigate and institute cost saving equipment, environmental friendly purchases, supplies and labor saving techniques in a combined effort to reduce operational costs



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 utilities are still budgeted separately within the Natick Public schools and the Department of Public Works, as applicable.

The Department is governed by the Facilities Management Board (FMB) which is comprised of the Town Administrator and the Superintendent of Public Schools or their designee. They appoint a Director of Facilities Management who is responsible for running day-to-day operations of the Department and developing the operating and capital budgets. The FMB sets the goals and direction for the DFM.

II. Recent Developments

The Facilities Management Department has a new director who was hired in July of 2015. The new Director will continue to create a cohesive and efficient department by maximizing the resources available to him and identifying new opportunities to reduce operating expenses. All supervisory and administrative staff including the Director, Maintenance Manager and Data Analyst/Special Assistant have been moved from the third floor of Town Hall to the newly renovated DPW building. Major capital projects have been completed such as the installation of heaters in the DPW Vehicle Garage and rooftop units at the Natick Police Headquarters/ Fire Department headquarters. The Johnson Elementary School bathrooms were completely renovated and now utilize touchless low-flow fixtures. Currently the Town Hall is undergoing a re-carpeting project on the top floor of the building. Increased collaboration with the Sustainability Coordinator was undertaken to improve system functionality and help to create positive behavioral changes in each building to reduce energy consumption.

III. Current Challenges

The department continues to evolve into a cohesive combination of separate operations - one municipal and one school. Achieving cohesion and efficiency in the consolidated Department of Facilities Management department presents challenges for the new Director, but much progress has been made just in the past four months. Another challenge was the elimination of a Custodial Manager who played a vital role in managing a maintenance staff of 31 employees. With ever increasing budget constraints and further cuts possible, maintaining a level of service for students, staff and residents will prove to be challenging.

IV. On the Horizon

Under new leadership, the Facilities Management department continues to move in the direction of truly one cohesive department by working very closely with principals, building managers and department heads in all 34 municipal and school buildings. Tasked with the absence of a Custodial Manager, the new Director is working with vendors and contractors to procure competitive rates and services to serve the Town of Natick. The Director is also seeking to update an antiquated work order system and make it more easy-to-use, efficient and tablet friendly. Finally, the department continues to work closely with the Sustainability Coordinator in an effort to establish an eco-friendly, cost-effective Town.



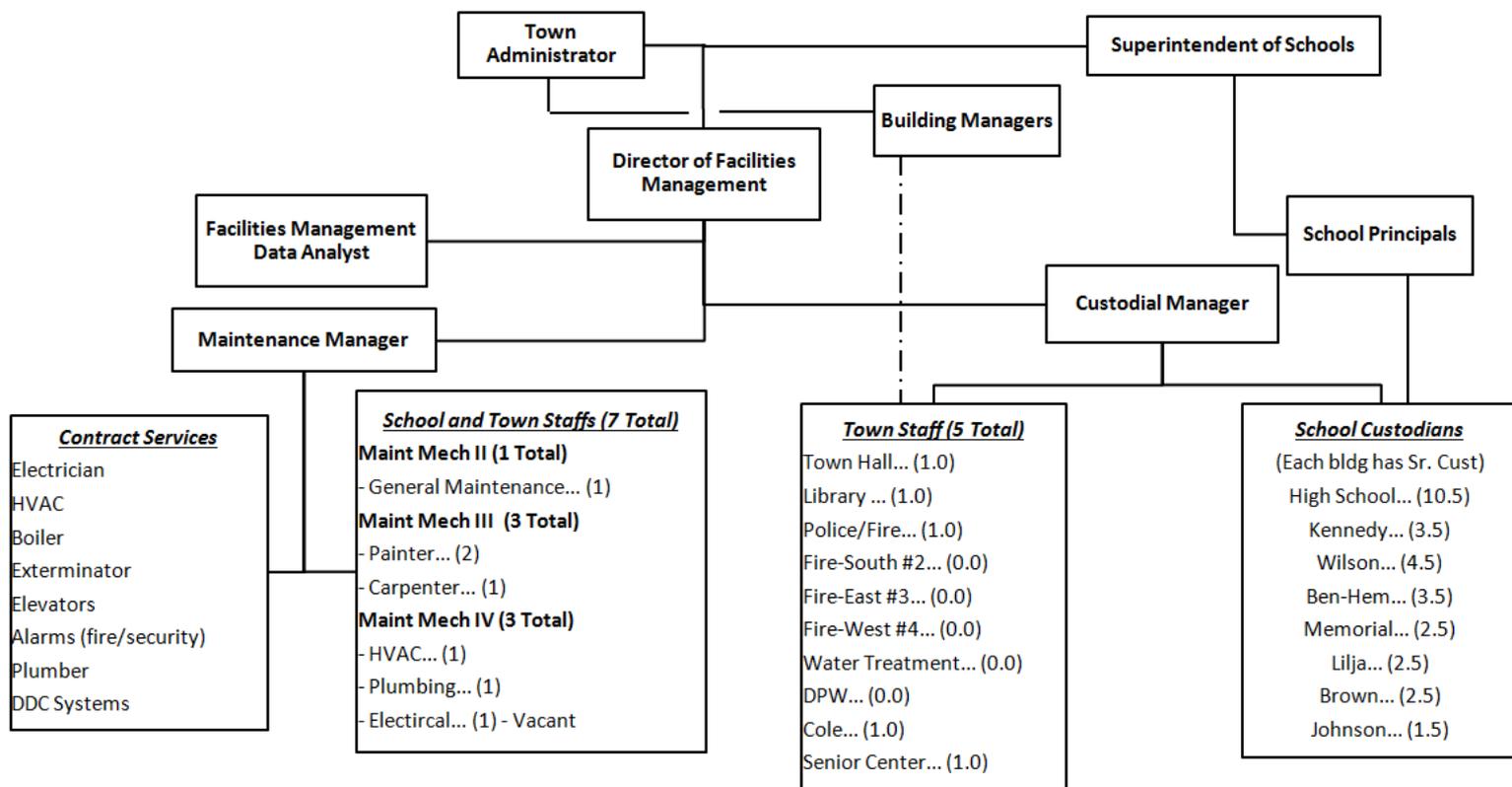
Town of Natick

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Department: Facilities Management

Staffing	2013	2014	2015	2016	2017
Director of Facility Maintenance	1	1	1	1	1
Custodial Manager	1	1	1	0	0
Maintenance Manager	1	1	1	1	1
Assistant / Analyst	1	1	1	1	1
Assistant Senior Custodian	1	1	1	1	1
Senior Custodian III	1	1	1	1	1
Senior Custodian II	1	1	1	1	3
Senior Custodian I	6	6	6	6	10
Junior Custodian II	7	7	7	7	7
Junior Custodian I	15	15	15	15	14
Plumber	1	1	1	1	0
Maintenance Foreman	1	1	1	1	0
Maintenance IV	1	2	2	2	3
Maintenance III	2	2	2	2	3
Maintenance II	0	0	0	0	1
General Foreman	1	1	1	1	0
Custodian	4	4	4	4	0
Painter	1	1	1	1	0
Total FTE	46	47	47	46	46
Total FT/PT	46 FT/OPT	47 FT/OPT	47 FT/OPT	46 FT/OPT	46 FT/OPT

Organizational Chart



Roles and responsibilities of each position:

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

Facilities Data Analyst
 Data Analysis
 Work Order System
 Accounting (Invoices, PO's)
 Payroll
 Paid Time Off Tracking

Maintenance Manager
 Building Systems Operations & Repairs
 Personnel Scheduling
 Contractor Scheduling
 New Building Systems and Training
 Maintenance Staff Supervisor

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	1,170,843	
- Municipal Square Footage	390,743	
- School Square Footage	780,100	
Utility Consumption (annual)		
- Electric (kWH)	8,239,687	
- Natural Gas (therms)	447,580	
- Heating Oil (gallons)	8,752	
- Water* (HCF) *(partial - Municipal only)	5,122	
Building Systems		
Climate		
- Heat		
Oil	3	9%
Gas	24	71%
None	5	15%
Other	2	6%
- Air Conditioning		
Central Unit	16	47%
None	9	26%
None	9	26%
- Digital Controls (DDC) (Y/N)	16	47%
Electric		
Single Phase	12	35%
Three-Phase	13	38%
Unknown	9	26%
Solar Systems (# of buildings which have systems)	6	18%
Security Systems (# of buildings which have systems)	21	62%
Windows		
Excellent	6	18%
Good	13	38%
Fair/Average	9	26%
Poor	6	18%
Roof		
Excellent	7	21%
Good	10	29%
Fair	16	47%
Poor	1	3%
Fire Suppression/ Sprinklers (# of buildings which have Sprinklers)	16	47%
Users		
Individuals in all School Buildings (average daily)	6,220	
Average Hours of Operation (schools) (daily)	12.5	



Town of Natick

Home of Champions

Department: Facilities Management

Budget Detail:	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries Supervisory	\$ 253,006	\$ 171,979	\$ 187,688	\$ 186,851	\$ (837)	-0.45%
Salaries Technical & Professional	\$ 55,813	\$ 56,952	\$ 58,314	\$ 58,091	\$ (223)	-0.38%
Salaries Operational Staff	\$ 1,901,344	\$ 1,932,963	\$ 1,985,081	\$ 1,975,306	\$ (9,775)	-0.49%
Salaries Part-Time Operational	\$ 31,421	\$ 42,014	\$ 31,421	\$ 35,000	\$ 3,579	11.39%
Operational Staff Add. Comp	\$ 23,300	\$ 29,800	\$ 28,100	\$ 25,600	\$ (2,500)	-8.90%
Operational Staff Overtime	\$ 137,352	\$ 192,369	\$ 154,000	\$ 160,000	\$ 6,000	3.90%
Personnel Services	\$ 2,402,236	\$ 2,426,077	\$ 2,444,604	\$ 2,440,848	\$ (3,756)	-0.15%
Repairs & Maint. Facilities	\$ -	\$ 332,991	\$ 333,715	\$ 340,900	\$ 7,185	2.15%
Repairs & Maint. (5 Auburn Street)	\$ -	\$ 13,307	\$ 26,000	\$ 26,000	\$ -	0.00%
Repairs & Maint. Elevator/Chair lift	\$ -	\$ 19,857	\$ 23,650	\$ 23,650	\$ -	0.00%
Purchase of Services	\$ -	\$ 366,155	\$ 383,365	\$ 390,550	\$ 7,185	1.87%
Clothing Allowance Oper. Staff	\$ 10,366	\$ 10,750	\$ 12,250	\$ 13,000	\$ 750	6.12%
Other Services (Misc.)	\$ 10,366	\$ 10,750	\$ 12,250	\$ 13,000	\$ 750	6.12%
Contractual Svs - Cleaning	\$ 110,634	\$ 107,791	\$ 119,500	\$ 125,000	\$ 5,500	4.60%
Tech/Professional Services	\$ 110,634	\$ 107,791	\$ 119,500	\$ 125,000	\$ 5,500	4.60%
Custodial Supplies	\$ -	\$ 46,739	\$ 44,500	\$ 48,000	\$ 3,500	7.87%
Other Supplies	\$ -	\$ 46,739	\$ 44,500	\$ 48,000	\$ 3,500	7.87%
Total - Facilities Management	\$ 2,523,236	\$ 2,957,512	\$ 3,004,219	\$ 3,017,398	\$ 13,179	0.44%

Line-Item Detail

Personnel Services:

Salaries: Supervisory: To fund two (2) positions including the Director of Facilities Management and Maintenance Manager.

Salaries: Technical/Professional: To fund one (1) position of Data Analyst.

Salaries: Operational Staff: To fund forty-three (43) employees who maintain and care for town buildings.

Salaries: Part Time Operational: This fund is for extra help during summer vacations and for Police Details for Municipal buildings and Summer Maintenance Personnel for the Natick Public Schools.

Operational Staff Additional Compensation: This fund is for longevity and temporary upgrades per union contract.

Operational Staff Overtime: This fund is for emergencies and callbacks after normal operating hours for Municipal buildings, and Building Security & Substitutes and Rental of Facilities Overtime for the Natick Public Schools.

Purchase of Services:

Repairs and Maintenance Facilities: This fund is for parts, labor for replacement of broken or worn out equipment, quarterly fire alarm testing and repairs, police station repairs, emergency light testing and repairs, H.V.A.C. repairs and boiler repairs.

Repairs and Maintenance (5 Auburn Street): This fund is for parts, labor for replacement of broken or worn out equipment, quarterly fire alarm testing and repairs, emergency light testing and repairs, H.V.A.C. repairs and general maintenance.

Repairs and Maintenance to Elevators: This fund is for the elevators and lifts located at the Police Station, Fire Station, Town Hall, Cole Recreation Center, and the Morse Library including monthly maintenance and repairs and annual state inspection.

Other Services (Misc.):

Clothing Allowance/Operational Staff: This fund is for the clothing allowance per union agreement.

Technical & Professional Services:

Contractual Services – Custodian: This fund is for the cleaning, set-ups and maintenance of the Senior Center, Fire Station, Police Station, Morse Institute Library, Town Hall, Public Works including the addition to the second floor, Water dept and Natick Organic Farm.

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: Facilities Management

The following table shows the comparative budget for those items currently in the Public Schools and Public Works vs. the FY 2017 Budget request for Facilities Management. In FY2014, the repairs and maintenance budget were in a different budget.

Comparative Budget Detail:	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Salaries Supervisory	\$ 253,006	\$ 171,979	\$ 187,688	\$ 186,851	\$ (837)	-0.45%
Salaries Technical & Professional	\$ 55,813	\$ 56,952	\$ 58,314	\$ 58,091	\$ (223)	-0.38%
Salaries Operational Staff	\$ 1,901,344	\$ 1,932,963	\$ 1,985,081	\$ 1,975,306	\$ (9,775)	-0.49%
Salaries Part-Time Operational	\$ 31,421	\$ 42,014	\$ 31,421	\$ 35,000	\$ 3,579	11.39%
Operational Staff Add. Comp	\$ 23,300	\$ 29,800	\$ 28,100	\$ 25,600	\$ (2,500)	-8.90%
Operational Staff Overtime	\$ 137,352	\$ 192,369	\$ 154,000	\$ 160,000	\$ 6,000	3.90%
Personnel Services	\$ 2,402,236	\$ 2,426,077	\$ 2,444,604	\$ 2,440,848	\$ (3,756)	-0.15%
Repairs & Maint. Facilities	\$ 262,529	\$ 332,991	\$ 333,715	\$ 340,900	\$ 7,185	2.15%
Repairs & Maint. Eliot School	\$ 12,142	\$ 13,307	\$ 26,000	\$ 26,000	\$ -	0.00%
Repairs & Maint. Elevator/Chair lift	\$ 33,917	\$ 19,857	\$ 23,650	\$ 23,650	\$ -	0.00%
Purchase of Services	\$ 308,588	\$ 366,155	\$ 383,365	\$ 390,550	\$ 7,185	1.87%
Clothing Allowance Oper. Staff	\$ 10,366	\$ 10,750	\$ 12,250	\$ 13,000	\$ 750	6.12%
Other Services (Misc.)	\$ 10,366	\$ 10,750	\$ 12,250	\$ 13,000	\$ 750	6.12%
Contractual Svs - Cleaning	\$ 110,634	\$ 107,791	\$ 119,500	\$ 125,000	\$ 5,500	4.60%
Tech/Professional Services	\$ 110,634	\$ 107,791	\$ 119,500	\$ 125,000	\$ 5,500	4.60%
Custodial Supplies	\$ 47,991	\$ 46,739	\$ 44,500	\$ 48,000	\$ 3,500	7.87%
Other Supplies	\$ 47,991	\$ 46,739	\$ 44,500	\$ 48,000	\$ 3,500	7.87%
Total - Facilities Management	\$ 2,879,815	\$ 2,957,512	\$ 3,004,219	\$ 3,017,398	\$ 13,179	0.44%



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

Home of Champions

Department: Reserve Fund

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
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Other Charges

Reserve for Appropriation	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -	0.00%
Total Operating Expenses	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -	0.00%

Total Reserve Fund	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -	0.00%
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Budget Overview:

As provided for under M.G.L. Ch. 40, Section 6, every city or town in Massachusetts is allowed to maintain a reserve account or fund within their respective operating budget for "extraordinary or unforeseen expenditures." The Reserve Fund is under the control of the Finance Committee. Disbursements are requested by department heads and/or the Town Administrator or Superintendent. They can be dispersed with the approval of the Finance Committee for use in any operating or capital budget, so long the expenditure meets the criterion set forth under M.G.L. Ch. 40, Section 6.

Reserve Fund History Summary - FY 2012 through 2016

	2012	2013	2014	2015	2016
Appropriations					
Spring Town Meeting	\$ 400,000	\$ 400,000	\$ 300,000	\$ 300,000	\$ 250,000
Fall Town Meeting	\$ -	\$ -	\$ -	\$ -	\$ -
Total Appropriation	\$ 400,000	\$ 400,000	\$ 300,000	\$ 300,000	\$ 250,000
Total Transfers Voted	\$ (174,119)	\$ (86,000)	\$ (258,000)	\$ -	
Year-end Balance	\$ 225,881	\$ 314,000	\$ 42,000	\$ 300,000	

A detailed description of individual transfers is on the following page.



Town of Natick

Home of Champions

Department: Reserve Fund

Budget Detail:

	2014 Actual	2015 Actual	2016 Preliminary	2017 Preliminary	2016 vs. 2017	
					\$ (+/-)	% (+/-)
Reserve for Appropriation	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -	0.00%
Other Charges	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -	0.00%
Total Reserve Fund	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -	0.00%

Reserve Fund History

This sheet shows the Reserve Fund transfers for FY 2012 - FY 2016.

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Original Appropriation	\$ 400,000	\$ 400,000	\$ 300,000	\$ 300,000	\$ 250,000	\$ 250,000
Revised Appropriation	\$ 400,000	\$ 400,000	\$ 300,000	\$ 300,000	\$ 250,000	\$ 250,000

Clerk - Elections		\$ (18,000)				
Comptroller - Audit (W-2)						
Comptroller - Audit (School Activity)						
DPW - Facility Repairs/Maintenance						
DPW - Hurricane Irene	\$ (53,844)					
Fire - Overtime						
Fire - Hurricane Irene	\$ (9,108)					
Morse Institute - Summer Cooling Hours	\$ (3,260)					
Police - Dispatch Reconfiguration	\$ (65,000)					
Police - Hurricane Irene	\$ (5,036)					
Pond Street Retaining Wall			(258,000)			
BOS - Home Condemned and Arbitration	\$ (2,870)					
Veterans - Financial Assistance	\$ (35,000)	\$ (68,000)				

Year-End Balance \$ 225,881 \$ 314,000 \$ 42,000 \$ 300,000



Town of Natick

FY 2017 Preliminary Budget

Section X: Water/Sewer Enterprise Fund

Water & Sewer Enterprise Fund	
Summary	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
Indirect Cost Allocations	X.24
Projections & Initial Rate	X.25



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

Home of Champions

Department: Water & Sewer **Enterprise Fund**

Appropriation Summary

Water & Sewer Operations

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017	
					\$ (+/-)	% (+/-)
Total Salaries	1,574,537	1,673,657	1,858,308	1,878,441	20,133	1.08%
Total Operating Expenses	6,111,897	6,663,911	6,932,896	7,152,446	219,551	3.17%
Total Water & Sewer Operations	7,686,434	8,337,568	8,791,204	9,030,887	239,684	2.73%

Utility Billing Operations

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017	
					\$ (+/-)	% (+/-)
Total Salaries	81,134	100,662	105,793	112,214	6,421	6.07%
Total Operating Expenses	37,992	83,152	83,000	89,000	6,000	7.23%
Total Utility Billing Operations	119,126	183,814	188,793	201,214	12,421	6.58%

Employee Benefits

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017	
					\$ (+/-)	% (+/-)
Total Employee Benefits	650,033	723,751	791,486	748,986	(42,500)	-5.37%

Debt Service

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017	
					\$ (+/-)	% (+/-)
Debt Service						
Principal	1,613,869	1,884,424	1,998,403	1,996,150	(2,253)	-0.11%
Interest	431,571	446,491	464,326	394,638	(69,688)	-15.01%
Total Debt Service	2,045,440	2,330,915	2,462,729	2,390,788	(71,941)	-2.92%
Total Debt Service	2,045,440	2,330,915	2,462,729	2,390,788	(71,941)	-2.92%

Reserves

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017	
					\$ (+/-)	% (+/-)
Total Reserve Fund	-	-	200,000	200,000	-	0.00%
Total Reserve Fund	-	-	200,000	200,000	-	0.00%

Total Water & Sewer Enterprise Fund **10,501,033** **11,576,048** **12,434,212** **12,571,875** **137,663** **1.11%**

Indirects **2,323,579** **2,207,400** **2,207,400** **2,218,150** **10,750** **0.49%**



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, vehicles, equipment, and facilities of the town's water and sewer system and be ready and available to provide immediate and professional response to emergency situations.

The Department will provide safe and adequate drinking water and water for fire protection by maintaining and improving the water treatment plant, supply wells, and water mains throughout town. The Department will also provide safe and sanitary collection and disposal of wastewater by maintaining and improving sewer pump stations, force mains, and gravity sewer mains.

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 division is also responsible for answering customer inquiries and conduct problem research.

Goals:

Water & Sewer Operations:

- *Replace water/sewer services prior to roadway improvement projects*
- *Replace aging and substandard (2" diameter) water mains*
- *Update Asset Management Plan*
- *Maintain sewer pump stations and mains to prevent backups and overflows*
- *Repair water main breaks in a timely fashion*
- *Provide quality potable water for consumption and fire protection*
- *Continue to replace outdated water meter transmitters.*
- *Replace the Eliot Hill Sewer Pump Station*
- *Continue to implement work order management software*
- *Update SCADA equipment*

Utility Billing Operations:

Personnel Advancement

- *Continue to work on customer service/team building.*
- *Reconfigure Collector's Office personnel to facilitate better service.*

Enhance On-line, Web, Computer Applications

- *Work with DPW to add on-line Geographic Information System (GIS) capabilities; create Executive Committee to enhance usability throughout organization .*
- *With DPW, consider alternatives to water billing/accounts receivable systems.*
- *Institute a lock box system that will enhance the posting of deposits.*



Town of Natick

Home of Champions

Department: Water & Sewer

Enterprise Fund

Budget Overview:

The Water & Sewer Enterprise Fund has three divisions within it: Sanitary Sewer, Water, and Utility Billing.

Department of Public Works Sewer Division

I. Main Purpose of the Division

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 main relining program, pipeline video inspections, point repairs
- Upgrade and repair sewer pump stations
- Interim emergency repairs to 4m (Route 9) Sewer Force Main

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 sulfides in the sewer system to prevent premature deterioration of collection piping and equipment
- Repair/replacement of aging and failing sewer chimney services

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

- Continue to fund the Sewer Pump Station/Line Maintenance to maintain the sewer main and pump stations and to continue the Degreasing Program
- Update asset management plan for sewer infrastructure
- Implement capital projects to repair/replace aging and substandard infrastructure

V. On the Horizon

- Continual maintenance of an aging infrastructure and increased volume of capital projects Installation of new
- Bradford Road sewer force main
- Rehabilitation of Travis Road and Eliot Hill Sewer Pump Stations
- Route 9 / Route 27 Infrastructure Improvement Project
- 4M Sewer Force main replacement project (Route 9)

Department of Public Works Water Division

I. Main Purpose of the Division

The Water Division operates and maintains the Town's water supply wells, water treatment plant, and water distribution system. It provides safe and potable drinking water through 196 miles of distribution mains within Town. The Division is responsible for water meter calibration, quarterly reading over 13,000 meters, and the installation, inspection and testing of backflow prevention devices. In addition, the Division is responsible for water quality testing on a daily basis, the testing and maintenance of 1,400 fire hydrants, the repair of water leaks, maintain compliance with state and federal drinking water requirements, and maintain sufficient supply for fire protection. Personnel from this Division are on-call twenty four hours a day, seven days a week to respond to any water emergency.

II. Recent Developments

- Completion of Backflow Prevention Program
- Annual water leak detection program to reduce unaccounted for water.
- Replacement of residential water services on various streets before street rehabilitation. (116 total services replaced on the following streets: Oak Knoll, Hammond Rd, Travis Rd, Peterson Rd, Pleasant St)
- Conducted twice yearly uni-directional flushing program

III. Current Challenges

- Update of ISO 14001 Certification for the Springvale Water Treatment Plant
- Update SCADA equipment
- Replacement of Springvale #4 & Morses Pond Well
- Water Management Act permit implementation
- Increase in backflow prevention device testing and inspections



Town of Natick

Home of Champions

Department: Water & Sewer

Enterprise Fund

Budget Overview:

Department of Public Works Water Division (con't)

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

- Implement new pump preventive maintenance schedule
- Implement new state and federal requirements
- Update asset management plan for water infrastructure
- Implement capital projects to repair/replace aging and substandard infrastructure

V. On the Horizon

- Continue the improvement and efficiency of the water system
- Update outdated automation equipment
- Water Distribution system maintenance and upkeep
- East and West Central Street Water Main Replacement Projects
- Route 9 / Route 27 Infrastructure Improvement Project

Utility Billing Division

I. Main Purpose of the Division

The primary responsibility of the Division is the quarterly billing of 13,000 water and sewer accounts. These duties include preparation of quarterly invoices, dispute resolution with rate payers, special fee invoicing, etc. This Division 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

Implemented online payment of Water & Sewer bills

III. Current Challenges

The format and content of information included with the water and sewer bill is being evaluated for clarity. The goal is to improve the information provided to ratepayers.

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

The budget request for FY2017 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

None.



Town of Natick

Home of Champions

Department: Water & Sewer Operations	Enterprise Fund
---	------------------------

Staffing	2013	2014	2015	2016	2017
Water & Sewer Operations					
Water & Sewer Division Supervisor	1	1	1	1	1
Water & Sewer General Foreman	1	1	1	1	1
Regulatory Compliance Coordinator	0	0	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
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	29.1	29.1	29.1
Total FT/PT	28 FT / 1 PT	28 FT / 1 PT	29 FT / 1PT	29 FT / 1 PT	29 FT / 1 PT

Notes

Utility Billing Notes:

Departmental Support person:
works 960 hours total
720 hours allocated to collections
240 hours allocated to utility billing

Performance Indicators	2013	2014	FY2015	FY2016*	FY2017*
Workload Indicators					
Water & Sewer Operations					
Number of Water Leaks/Repairs	28	25	60	25	25
Number of Sewer Backups	11	9	12	9	9
Total Number of Hydrants Replaced/ Repaired	4	15	14	15	15
Total Mileage of Water & Sewer Pipes	200/150	200/150	200/150	200/150	200/150
Number of Sewer Main lines Lined (in feet)	0	2000	4600	2000	2000
Water Pumped (in Millions of Gallons)	1,155	1,180	1,230	1,180	1,180
Water Services (Main to Stop) replaced			116	75	75
	2013	2014	2015	2016*	2016*

Outcome Indicators

Water & Sewer Operations	2013	2014	2015	2016*	2016*
# of Sewer Backups causing Insurance Claims(CY)	2	4		4	4

*Estimated

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



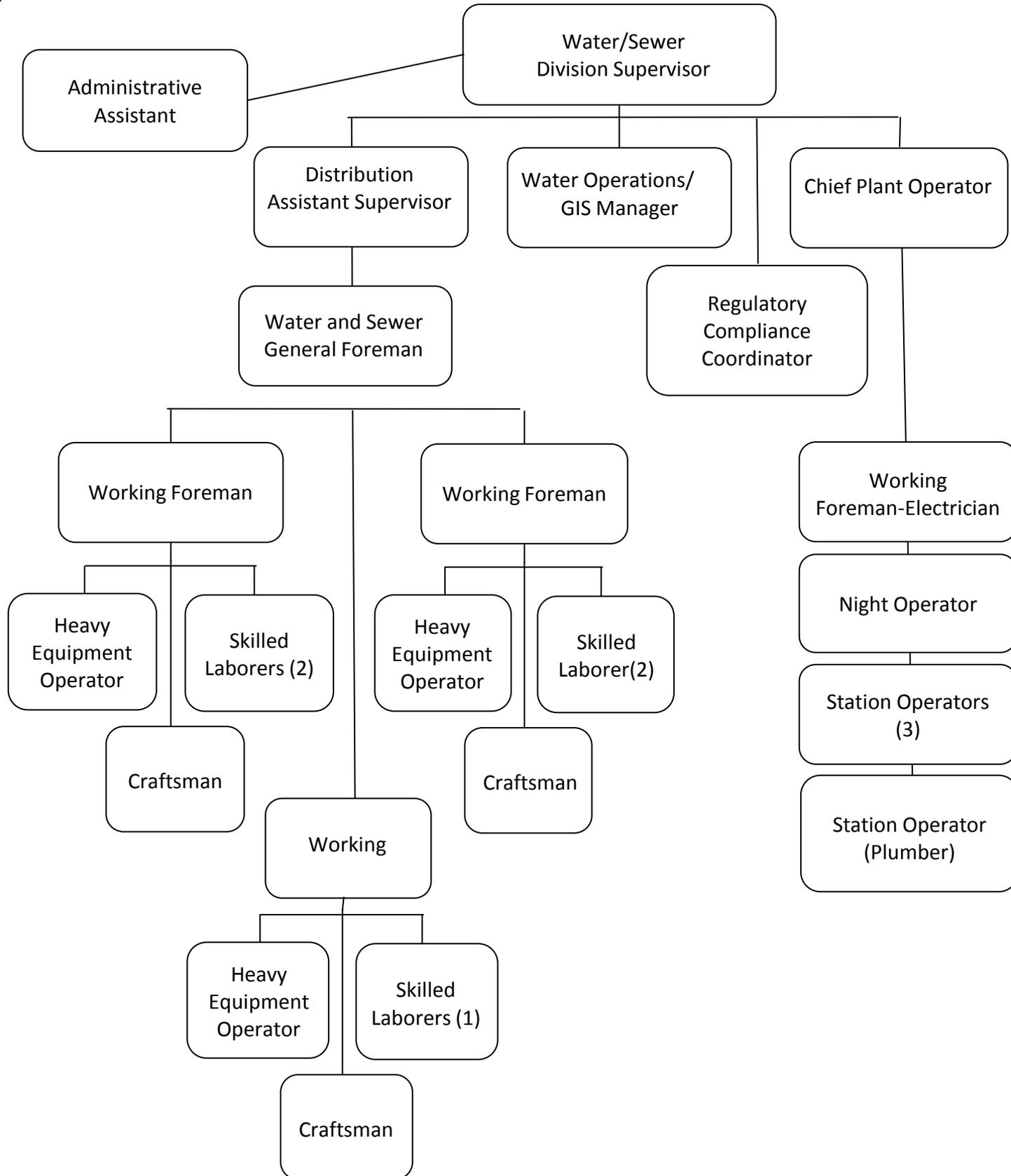
Town of Natick

Home of Champions

Department: Water & Sewer Operations

Enterprise Fund

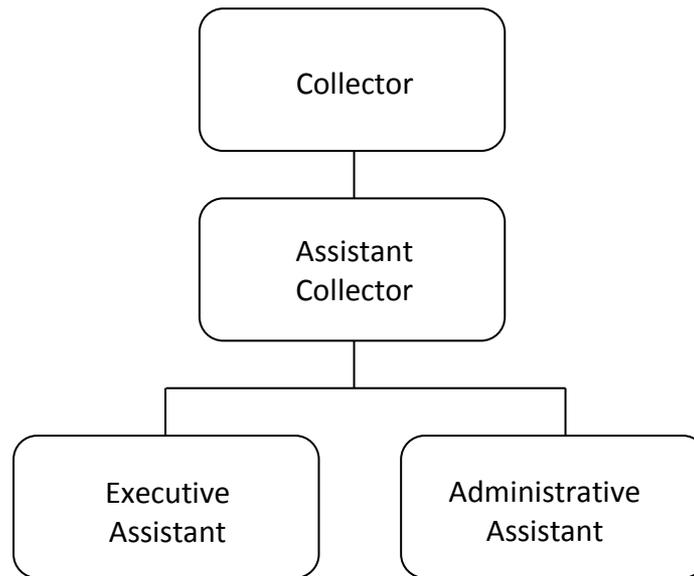
Organizational Chart



Note: Water & Sewer Divisions are under the management of the Director of Public Works



Organizational Chart: Utility Billing Operations



Note: Utility Billing Division is under the management of the Treasurer/Collector.



Town of Natick

Home of Champions

Department: Water & Sewer

Enterprise Fund

Sewer Operations

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries Supervisory	\$ 91,507	\$ 172,602	\$ 175,805	\$ 175,134	\$ (671)	-0.38%
Salaries Operational Staff	\$ 350,704	\$ 356,467	\$ 457,532	\$ 437,419	\$ (20,113)	-4.40%
Salaries Part-time Operational/Police Details	\$ 7,512	\$ 21,406	\$ 30,150	\$ 30,068	\$ (82)	-0.27%
Supervisory Additional Comp	\$ 7,800	\$ 15,600	\$ 16,600	\$ 16,600	\$ -	0.00%
Operational Staff Additional Comp	\$ 15,938	\$ 14,388	\$ 17,030	\$ 16,450	\$ (580)	-3.41%
Operational Staff Overtime	\$ 60,536	\$ 61,330	\$ 57,850	\$ 61,000	\$ 3,150	5.45%
Contract Settlements/Merit Increases	\$ -	\$ -	\$ -	\$ 13,471	\$ 13,471	#DIV/0!
Personnel Services	\$ 533,997	\$ 641,793	\$ 754,967	\$ 750,142	\$ (4,825)	-0.64%
Repairs & Maint. Equipment	\$ 2,923	\$ 2,933	\$ 3,000	\$ 3,000	\$ -	0.00%
Repairs & Maint. Other	\$ 2,882	\$ 2,884	\$ 3,000	\$ 3,000	\$ -	0.00%
Utilities Electric	\$ 86,659	\$ 75,091	\$ 90,850	\$ 99,695	\$ 8,845	9.74%
Purchase of Services	\$ 92,464	\$ 80,908	\$ 96,850	\$ 105,695	\$ 8,845	9.13%
Licenses - CDL & Special	\$ 747	\$ 679	\$ 2,000	\$ 2,000	\$ -	0.00%
Clothing Allowance Operational Staff	\$ 2,450	\$ 2,450	\$ 3,150	\$ 3,150	\$ -	0.00%
Other Services Inc.	\$ 3,197	\$ 3,129	\$ 5,150	\$ 5,150	\$ -	0.00%
Tech & Prof Svs & MWRA Sulfide Testing	\$ 4,939	\$ 6,829	\$ 15,000	\$ 15,000	\$ -	0.00%
Tech/ Prof. Services	\$ 4,939	\$ 6,829	\$ 15,000	\$ 15,000	\$ -	0.00%
Repairs & Maint. Misc. Constr.	\$ 4,549	\$ 3,608	\$ 4,000	\$ 4,000	\$ -	0.00%
Supplies	\$ 4,549	\$ 3,608	\$ 4,000	\$ 4,000	\$ -	0.00%
Sewer Pump Station/Line Maintenance	\$ 102,849	\$ 259,208	\$ 100,000	\$ 125,000	\$ 25,000	25.00%
MWRA Sewer Assessment	\$ 4,903,457	\$ 5,330,710	\$ 5,597,246	\$ 5,709,000	\$ 111,754	2.00%
Water/Sewer Damage Claims	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ -	0.00%
Other Chgs. / Exp.	\$ 5,006,306	\$ 5,589,918	\$ 5,712,246	\$ 5,849,000	\$ 136,754	2.39%
Total Operating Expenses	\$ 5,645,452	\$ 6,326,185	\$ 6,588,213	\$ 6,728,987	\$ 140,774	2.14%

Water Operations

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries Supervisory	\$ 267,230	\$ 197,396	\$ 198,081	\$ 197,325	\$ (756)	-0.38%
Salaries Operational Staff	\$ 602,039	\$ 644,938	\$ 764,123	\$ 756,540	\$ (7,583)	-0.99%
Salaries Temp Operational	\$ 16,502	\$ 28,378	\$ 25,957	\$ 25,957	\$ -	0.00%
Supervisory Additional Comp	\$ 25,775	\$ 18,100	\$ 18,100	\$ 18,100	\$ -	0.00%
Operational Staff Additional Comp	\$ 27,516	\$ 28,886	\$ 24,580	\$ 24,600	\$ 20	0.08%
Operational Staff Overtime	\$ 101,478	\$ 114,166	\$ 72,500	\$ 85,000	\$ 12,500	17.24%
Contract Settlements/Merit Increases	\$ -	\$ -	\$ -	\$ 20,777	\$ 20,777	#DIV/0!
Personnel Services	\$ 1,040,540	\$ 1,031,864	\$ 1,103,341	\$ 1,128,299	\$ 24,958	2.26%
Repairs & Maint. Software	\$ 19,929	\$ 15,278	\$ 15,000	\$ 15,000	\$ -	0.00%
Utilities	\$ 470,397	\$ 466,179	\$ 494,600	\$ 563,051	\$ 68,451	13.84%
GIS Software & Training	\$ 22,832	\$ 21,959	\$ 25,500	\$ 25,500	\$ -	0.00%
Copy/Mail Center Fees	\$ 9,391	\$ 11,976	\$ 11,000	\$ 11,000	\$ -	0.00%
Purchased Services: Miscellaneous	\$ 11,969	\$ 12,334	\$ 12,000	\$ 12,000	\$ -	0.00%
Purchase of Services	\$ 534,518	\$ 527,726	\$ 558,100	\$ 626,551	\$ 68,451	12.27%
Licenses - CDL & Special	\$ 7,570	\$ 8,013	\$ 8,500	\$ 8,500	\$ -	0.00%
Environmental Management - ISO 14001 Certification	\$ 4,056	\$ 6,933	\$ 4,000	\$ 4,000	\$ -	0.00%
Clothing Allowance Operational Staff	\$ 3,850	\$ 3,850	\$ 4,550	\$ 4,550	\$ -	0.00%
Other Services Inc.	\$ 15,476	\$ 18,796	\$ 17,050	\$ 17,050	\$ -	0.00%
Implement SDWA Amendment	\$ 27,318	\$ 31,296	\$ 30,000	\$ 30,000	\$ -	0.00%
Water Testing	\$ 24,729	\$ 21,876	\$ 25,000	\$ 25,000	\$ -	0.00%
Tech./Prof. Services	\$ 52,047	\$ 53,172	\$ 55,000	\$ 55,000	\$ -	0.00%



Town of Natick

Home of Champions

Department: Water & Sewer	Enterprise Fund
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Repairs & Maint - Equipment	\$ 2,942	\$ 14,490	\$ 3,000	\$ 3,000	\$ -	0.00%
Repairs & Maint - Facilities	\$ 1,945	\$ 1,746	\$ 2,000	\$ 2,500	\$ 500	25.00%
Repairs & Maint - Hydrants	\$ 8,207	\$ 9,801	\$ 10,000	\$ 10,000	\$ -	0.00%
Repairs & Maint - Misc. Repairs	\$ 17,529	\$ 18,641	\$ 18,000	\$ 20,000	\$ 2,000	11.11%
Repairs & Maint - Misc. Constr	\$ 19,631	\$ 17,971	\$ 18,000	\$ 20,000	\$ 2,000	11.11%
Supplies	\$ 50,254	\$ 62,649	\$ 51,000	\$ 55,500	\$ 4,500	8.82%

Chemical Supplies	\$ 111,309	\$ 88,268	\$ 177,500	\$ 174,000	\$ (3,500)	-1.97%
Obsolete Meters	\$ 36,918	\$ 27,282	\$ 30,000	\$ 30,000	\$ -	0.00%
Service Connections	\$ 18,713	\$ 17,423	\$ 18,000	\$ 20,000	\$ 2,000	11.11%
Other Supplies	\$ 166,940	\$ 132,973	\$ 225,500	\$ 224,000	\$ (1,500)	-0.67%

Water Well/Water Line Maint.	\$ 144,632	\$ 147,650	\$ 150,000	\$ 150,000	\$ -	0.00%
New Hydrant Installation	\$ 11,101	\$ 9,975	\$ 10,000	\$ 10,000	\$ -	0.00%
Asphalt Crushing	\$ 13,770	\$ 14,802	\$ 15,000	\$ 20,000	\$ 5,000	33.33%
DEP Assessment	\$ 9,922	\$ 9,994	\$ 14,000	\$ 12,000	\$ (2,000)	-14.29%
MWRA Discharge Permit	\$ 1,782	\$ 1,782	\$ 4,000	\$ 3,500	\$ (500)	-12.50%
Other Charges/Expenditures	\$ 181,207	\$ 184,203	\$ 193,000	\$ 195,500	\$ 2,500	1.30%

Total Operating Expenses	\$ 2,040,982	\$ 2,011,383	\$ 2,202,991	\$ 2,301,900	\$ 98,909	4.49%
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Utility Billing

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries Operational Staff	\$ 77,759	\$ 95,842	\$ 98,178	\$ 105,273	\$ 7,095	7.23%
Part-Time Operational Staff	\$ 721	\$ 3,690	\$ 4,835	\$ 3,786	\$ (1,049)	-21.70%
Operational Staff - Additional Comp	\$ 1,500	\$ 750	\$ 750	\$ 1,125	\$ 375	50.00%
Operational Staff Overtime	\$ 1,154	\$ 380	\$ 2,030	\$ 2,030	\$ -	0.00%
Contract Settlements/Merit Increases	\$ -	\$ -	\$ -	\$ 2,146	\$ 2,146	#DIV/0!
Personnel Services	\$ 81,134	\$ 100,662	\$ 105,793	\$ 112,214	\$ 6,421	6.07%

Repair, Maint, Replace Equipment	\$ -	\$ -	\$ 500	\$ 500	\$ -	0.00%
Utility Billing Software	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	0.00%
Utility Billing Printing	\$ 3,923	\$ 7,885	\$ 12,000	\$ 10,000	\$ (2,000)	-16.67%
In State Travel/Meetings	\$ -	\$ -	\$ 500	\$ 500	\$ -	0.00%
Communication Telephone	\$ -	\$ -	\$ 1,500	\$ 1,500	\$ -	0.00%
Training & Education	\$ 60	\$ -	\$ 4,000	\$ 3,000	\$ (1,000)	-25.00%
Communication Postage	\$ 22,745	\$ 25,218	\$ 23,000	\$ 25,000	\$ 2,000	8.70%
Copy/Mail Center Fees	\$ 10,935	\$ 31,429	\$ 25,000	\$ 32,000	\$ 7,000	28.00%
Collection Activities	\$ -	\$ -	\$ 500	\$ 500	\$ -	0.00%
Office Supplies	\$ 329	\$ 3,620	\$ 1,000	\$ 1,000	\$ -	0.00%
Supplies	\$ 37,992	\$ 83,152	\$ 83,000	\$ 89,000	\$ 6,000	7.23%

Total Utility Billing	\$ 119,126	\$ 183,814	\$ 188,793	\$ 201,214	\$ 12,421	6.58%
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Town of Natick

Home of Champions

Department: Water & Sewer

Enterprise Fund

Employee Benefits

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
FICA {Medicare}	\$ 22,969	\$ 23,864	\$ 28,453	\$ 28,865	\$ 412	1.45%
Insurance Group Health & Life	\$ 370,021	\$ 392,278	\$ 432,255	\$ 377,215	\$ (55,040)	-12.73%
LIUNA Pension	\$ 41,088	\$ 47,683	\$ 50,059	\$ 69,094	\$ 19,035	38.03%
Other Personnel Services	\$ 434,078	\$ 463,826	\$ 510,767	\$ 475,174	\$ (35,593)	-6.97%
Funding Schedule	\$ 215,955	\$ 259,925	\$ 280,719	\$ 273,812	\$ (6,907)	-2.46%
Other Charges & Expenditures	\$ 215,955	\$ 259,925	\$ 280,719	\$ 273,812	\$ (6,907)	-2.46%
Total Employee Benefits	\$ 650,033	\$ 723,751	\$ 791,486	\$ 748,986	\$ (42,500)	-5.37%

Water & Sewer Debt Service

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Water Principal Sub-Totals	\$ 1,089,023	\$ 1,172,438	\$ 1,203,444	\$ 1,207,191	\$ 3,747	0.31%
Sewer Principal Sub-Totals	\$ 524,846	\$ 711,986	\$ 794,959	\$ 788,959	\$ (6,000)	-0.75%
Principal Totals	\$ 1,613,869	\$ 1,884,424	\$ 1,998,403	\$ 1,996,150	\$ (2,253)	-0.11%
Interest on Debt Water Sub-Totals	\$ 265,171	\$ 279,029	\$ 258,702	\$ 209,247	\$ (49,455)	-19.12%
Interest on Debt Sewer Sub-Totals	\$ 154,487	\$ 165,562	\$ 175,624	\$ 155,391	\$ (20,233)	-11.52%
Bond Anticipation Notes	\$ 11,913	\$ 1,900	\$ 30,000	\$ 30,000	\$ -	0.00%
Interest Totals	\$ 431,571	\$ 446,491	\$ 464,326	\$ 394,638	\$ (69,688)	-15.01%
Total Water & Service Debt Service	\$ 2,045,440	\$ 2,330,915	\$ 2,462,729	\$ 2,390,788	\$ (71,941)	-2.92%

Reserve Fund

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Reserve Fund	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	0.00%
Total Reserve Fund	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	0.00%



Town of Natick

Home of Champions

Department: Water & Sewer Operations

Enterprise Fund

Narrative:

Sanitary Sewer Operations

Personnel Services

Salaries Supervisory: To fund the positions of Distribution Manager and Chief Plant Operator.

Salaries Operational Staff: To fund eleven employees who maintain and repair the wastewater collection system.

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 awards.

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 four 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 four sewer pump stations and for the 150 miles of sewer mains such as video inspection of sewers, replacement of sewer pipe, and manholes.

Massachusetts Water Resource Authority (MWRA) Assessment: This fund is for the costs of the Town's sewer discharge into the MWRA sewer collection system.

Water Operations

Personnel Services

Salaries Supervisory: To fund the positions of GIS Coordinator/Water Information Management, Compliance Coordinator, and Supervisor of Water and Sewer, who oversees this division.

Salaries Operational Staff: To fund fourteen employees positions who maintain and repair the water distribution system.

Salaries Temporary Operational: This fund is for police details for work done in the roadways and for part time help.

Supervisory Additional Compensation: This fund is for education incentive stipends and service awards.



Town of Natick

Home of Champions

Department: Water & Sewer Operations Line-Item Detail

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 maintaining the SCADA System at the Water Treatment Plants. 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 Division'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 Massachusetts Department of Environment Protection (DEP), U.S. 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 (among many other compounds).

Equipment Repairs/Service: This fund is for the repair of metal detectors, hoses, and service 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 1,400 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 water gates.

Other Supplies

Chemical Supplies: This fund is for the chemicals (chlorine gas, hydroflousilic acid and potassium permanganate) injected into the water.

Replace Obsolete Meters: This fund is for the replacement of large water meters and flow meters for the water wells and for the calibration of large meters, etc.

Service Connections: This fund is to replace old water line services and replacing the water line in the streets that are to be repaved, including one inch plastic water pipe, curb stops, brass fittings, service boxes and cellar valves, etc.

Other Charges & Expenditures

Water Line Maintenance: This fund is for repairs and maintenance at the water treatment plant, water pump stations and water wells, consultant fees and emergencies.

New Hydrant Installation: This fund is for the installation and replacement of old fire hydrants.

Asphalt Crushing: This fund is used to hire a crusher for the gravel pit to recycle extra dirt and asphalt.

Department of Environment Protection Assessment: This fund is used for the DEP annual assessment.

Massachusetts Water Resource Authority Discharge Permit: This fund is used to pay the Massachusetts Water Resource Authority for the water discharge permit at the water treatment plant.



Town of Natick

Home of Champions

Department: Water & Sewer Operations Line-Item Detail

Narrative:

Utility Billing Operations

Personnel Services

Salaries Operational Staff Salaries: Two full-time staff positions are funded in this line item. These positions are responsible for preparation of monthly water and sewer charges, special billings (final bills, flat charges, etc.), printing of water/sewer bills, posting payments, customer service inquiries, file maintenance, etc.

Part Time Operational: This funds 240 hours of part-time operational staff. This position provides administrative / clerical support to the Treasurer/ Collector and will be available during peak receipt periods to supplement the full-time Utility Billing staff.

Overtime Operational: This funds overtime worked by operational staff during peak receipt periods.

Purchase of Services

Repairs and Maintenance: This is for the maintenance and repair of business equipment used in the Collector's office for Utility Billing purposes. The primary equipment is the high speed laser printer used for production of the water / sewer bills and bar code scanning equipment, etc.

In State Travel/Meetings: For attendance at Department of Revenue seminars, Treasurer/Collector Association meetings, and administrative/clerical support staff seminars.

Training and Education: These costs related to POINT Software training, Neptune meter reading and inventory systems, Invoice Cloud software, and PC specialized training seminars, etc.

Communication Telephone: Costs assigned to the Utility Billing for telephone service.

Communication Postage: Direct cost associated with the mailings from the Utility Billing Collector's Office. (Water/ Sewer bills, water quality survey, water ban, etc.). This item is reduced to reflect the actual amounts expended over the past several years. There has not been a need to mail notices for a mandatory water BAN.

Collection Activities: Printing and mailing notices of unpaid/delinquent charges, and demand bills, and other accounts receivable.

Copy/Mail Center Fees: Cost assigned to the Utility Billing Collector's Office for mail center labor for mail handling and copy charges.

Technical & Professional Services

Utility Billing Software: This is utilized for minor programming modifications for water / sewer billing. These would include modifications not included in the annual maintenance that Point Software provides for the Water and Sewer receivable / collection system.

Utility Billing Printing: The cost of services and supplies for the preparation of water/sewer bills including forms, consumables (toner), CASS certification software (Accu-Zip).

Supplies

Office Supplies : General office supplies for the Utility Billing Collector's Office for employee benefit and bank reconciliation functions.



Town of Natick

Home of Champions

Department: Water & Sewer Operations Line-Item Detail

Employee Benefits

Pays for benefits for Water & Sewer Benefit eligible employees.

Debt Service

Principal Payments:

Principal on debt service for multiple water and sewer capital improvement projects.

Interest Payments:

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

Reserve Fund

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

Water & Sewer Employee Health Benefits Summary

Active

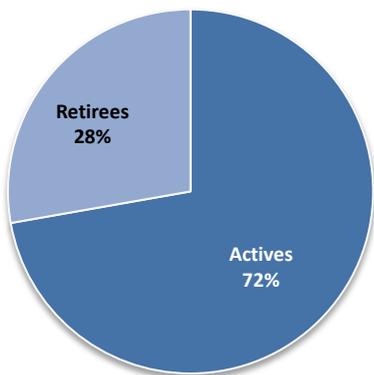
- Traditional HMO's	\$	-
- Rate Saver HMO's	\$	280,793
Continuity of Care Mitigation	\$	10,000
Retiree Mitigation	\$	-
Sentinel Benefits Administration Fee	\$	1,188
Additional Plans	\$	35,957

Retiree

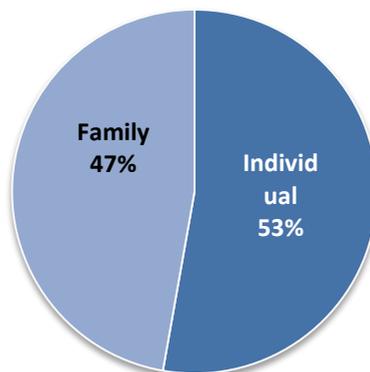
- Retiree Health Plans	\$	39,155
Life Insurance (\$4.25/mo. x Total Benefited Employees)	\$	1,122
Hepatitis Shots	\$	7,500
All other Miscellaneous Items: (Health Fair/Legal Issues, etc.)	\$	1,500

Total Employee Health Benefits	\$	377,215
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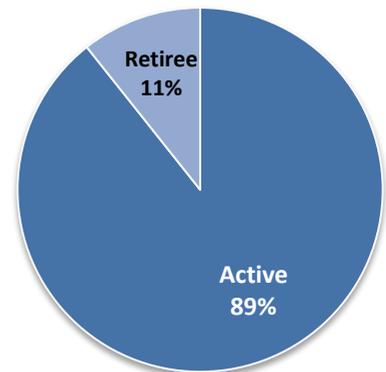
**Participants -
Actives
vs. Retirees**



**Active Participants -
Individuals vs.
Family**



**Cost - Actives
vs. Retirees**



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)	927.30	62.00%	574.93	2,487.10	62.00%	1,542.00	
Participants			3			1	
Annual Total			\$20,697			\$18,504	\$ 39,201
Fallon Group Direct Care							
Monthly Rates (Regular Members)	627.00	75.00%	470.25	1,684.10	75.00%	1,263.08	
Participants			0			1	
Annual Total			\$0			\$15,157	\$ 15,157
Harvard/Pilgrim							
Monthly Rates (Regular Members)	809.60	62.00%	501.95	2,109.80	62.00%	1,308.08	
Participants			3			7	
Annual Total			\$18,070			\$109,878	\$ 127,949
Tufts Rate Saver							
Monthly Rates (Regular Members)	876.70	62.00%	543.55	2,296.80	62.00%	1,424.02	
Participants			2			5	
Annual Total			\$13,045			\$85,441	\$ 98,486

Premium Cost Summary	Enrollments	Single	8	Family	14	
Active Health Plans						\$ 280,793
Continuity of Care Mitigation						\$ 10,000
Retiree Mitigation						\$ -
Sentinel FSA Costs						\$ 1,188
Vacant Positions (1)						\$ 15,157
Individual Plan Reserve (1)						\$ 5,643
Family Plan Reserve (1)						\$ 15,157
Total Appropriation Needed						\$ 307,138

Enrollments as of 12/2015

Retiree Health Care

Retirees - Non Medicare Eligible

Active Employees Plans:	Individual			Family			Total Cost
	Total	Town Share		Total	Town Share		
HEALTH PLANS:	\$	%	\$	\$	%	\$	\$
RATE SAVER EPO PLANS:							
Harvard/Pilgrim PPO							
Rates (Regular Members)	2,494.80	50.00%	\$ 1,247.40	5,539.60	50.00%	\$ 2,769.80	
Participants			1			0	
Annual Total			\$14,969			\$0	\$ 14,969

Premium Cost Summary	Enrollments		\$	14,969
	Single	Family		
Active Health Plans	1	0		
Total Appropriation Needed			\$	14,969

Retirees - Medicare Eligible

Senior Plans:	Individual			HEALTH PLANS:	Individual		
HEALTH PLANS:	Total	Town Share		HEALTH PLANS:	Total	Town Share	
	\$	%	\$		\$	%	\$
HPHC Medicare Enhancement				BCBS Medex Enhanced			
Monthly Rates (Jul-Dec)	342.00	65.34%	223.46	Monthly Rates (Jul-Dec)	360.00	64.57%	232.45
Monthly Rates (Jan-June)	376.20	65.34%	245.81	Monthly Rates (Jan-June)	396.00	64.57%	255.70
Participants			1	Participants			1
Total			\$2,816	Total			\$2,929
Fallon Senior Plan				Tufts Medicare Prime			
Monthly Rates (Jul-Dec)	310.00	66.92%	207.45	Monthly Rates (Jul-Dec)	321.00	66.34%	212.95
Monthly Rates (Jan-June)	341.00	66.92%	228.20	Monthly Rates (Jan-June)	353.10	66.34%	234.25
Participants			0	Participants			6
Total			\$0	Total			\$16,099
Tufts Medicare Preferred HMO				BCBS Managed Blue for Seniors			
Monthly Rates (Jul-Dec)	267.00	69.64%	185.94	Monthly Rates (Jul-Dec)	313.20	66.75%	209.06
Monthly Rates (Jan-June)	293.70	69.64%	204.53	Monthly Rates (Jan-June)	344.52	66.75%	229.97
Participants			1	Participants			0
Total			\$2,343	Total			\$0

Medicare Eligible Retirees	Enrollments		
	Single	Family	
	9	0	
Total Medicare Eligible Employees (Senior Plans)			\$24,186

Total Retiree Health Care	\$39,155
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Enrollments as of December 2015



Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Issue	Total
			Principal	Principal	Principal	Principal	Principal	Principal	Balance	Principal
1998	Water Treatment Plant *Refunded 2012	\$ 1,175,000	\$ 64,000	\$ 64,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 124,000
1998	Sewer (Pleasant, Rockwood, etc.) *Refunded 2012	\$ 285,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ -	\$ -	\$ -	\$ -	\$ 26,000
1999	Sewer (Pleasant, Eliot, Union, etc.) *Refunded 2012	\$ 750,000	\$ 38,000	\$ 35,000	\$ 35,000	\$ 22,000	\$ 20,000	\$ -	\$ -	\$ 112,000
1999	Sewer (Union St) *Refunded 2012	\$ 615,000	\$ 29,000	\$ 26,000	\$ 25,000	\$ 13,000	\$ 12,000	\$ -	\$ -	\$ 76,000
1999	Water (Lakeshore Dr) *Refunded 2012	\$ 500,000	\$ 27,000	\$ 27,000	\$ 26,000	\$ 13,000	\$ 12,000	\$ -	\$ -	\$ 78,000
2000	Water (Lakeshore Dr) *Refunded 2012	\$ 540,000	\$ 24,000	\$ 23,000	\$ 23,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ -	\$ 112,000
2000	Sewer (Boden Ln & Water, Lincoln, etc.) *Refunded 2012	\$ 1,335,000	\$ 37,000	\$ 37,000	\$ 36,000	\$ 36,000	\$ 35,000	\$ 35,000	\$ -	\$ 179,000
2002	Sewer (Lakeshore Rd) *Refunded 2013	\$ 430,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 15,000	\$ 15,000	\$ 110,000
2002	Sewer (Leach Ln) *Refunded 2013	\$ 210,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 60,000
2006	Sewer (Speen St, Park Ave)	\$ 2,100,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 630,000	\$ 1,155,000
2007	Water Treatment (MWPAT) *Refunded (Net amount)	\$ 4,884,838	\$ 258,294	\$ 268,041	\$ 277,787	\$ 292,408	\$ 302,155	\$ 311,902	\$ 1,312,393	\$ 2,764,686
2008	Water Treatment Plant *Refunded	\$ 225,925	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
2009	Water Relining	\$ 3,000,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000
2009	Equipment W-9 Backhoe	\$ 90,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
2010	Water Relining	\$ 600,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ 240,000
2010	Springvale Well	\$ 250,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ 100,000
2010	Reservoir Refurbishment	\$ 500,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 200,000
2010	Sewer Pump Station 5	\$ 300,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ 120,000
2010	Sewer Jet Truck	\$ 250,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ 100,000
2010	Sewer I&I (MWRA)	\$ 77,385	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2011	Final Phase V	\$ 800,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 250,000	\$ 525,000
2012	Radio Meter Transmitters	\$ 150,000	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
2012	Ground Water Wells	\$ 300,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 180,000
2012	Variable Frequency Drives	\$ 260,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 150,000
2012	DPW Headquarters Renovations	\$ 504,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000
2012	MWRA I&I	\$ 196,845	\$ 39,369	\$ 39,369	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,369
2012	DPW Vehicle Garage Roof	\$ 66,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 5,000	\$ -	\$ -	\$ -	\$ 25,000
2013	Force Main Bradford / Pamela - Rt 9	\$ 1,650,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 770,000	\$ 1,320,000
2013	Replace Ground Water Wells	\$ 300,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 60,000	\$ 210,000
2013	Filter Modification @ Springvale WTP	\$ 200,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 40,000	\$ 140,000
2014	Replace Ground Water Wells	\$ 300,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 160,000	\$ 260,000
2014	Town Forest Reservoir Roof	\$ 220,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 115,000	\$ 190,000
2014	Prime Park Pump Station Wall	\$ 150,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 45,000	\$ 120,000
2014	Energy Efficiency Upgrades - Springvale WTP	\$ 150,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 45,000	\$ 120,000
2014	Tonka Valves & Filters - Springvale WTP	\$ 100,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 30,000	\$ 80,000
2014	Chrysler Road Sewer Line Replacement	\$ 48,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 5,000	\$ -	\$ -	\$ -	\$ 25,000
2014	MWRA I&I	\$ 755,700	\$ 151,140	\$ 151,140	\$ 151,140	\$ 151,140	\$ -	\$ -	\$ -	\$ 453,420
2014	W-22 (Dump Truck w/Plow)	\$ 220,000	\$ 40,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ 140,000
2014	W-14 (Backhoe w/Plow)	\$ 135,000	\$ 25,000	\$ 25,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 85,000
2014	Speen Street Sewer Work	\$ 180,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 40,000	\$ 140,000
Est. 2015	Sewer Station and Generator Upgrades (Travis Road)	\$ 360,000		\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 180,000	\$ 360,000
Est. 2015	Sewer Pump Station Replacement (Eliot Hill)	\$ 230,000		\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 115,000	\$ 230,000
Est. 2015	Public Works Expansion	\$ 101,500		\$ 10,150	\$ 10,150	\$ 10,150	\$ 10,150	\$ 10,150	\$ 50,750	\$ 101,500
Est. 2015	Ground Water Wells	\$ 300,000		\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 200,000	\$ 300,000
Est. 2015	MWRA I&I - Sewer Main Relining	\$ 242,250		\$ 48,450	\$ 48,450	\$ 48,450	\$ 48,450	\$ 48,450	\$ -	\$ 242,250
Est. 2016	VFD's for Pumps - Springvale Water Treatment	\$ 120,000		\$ -	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 72,000	\$ 120,000
Est. 2016	Covered Storage Building	\$ 200,000		\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 160,000	\$ 200,000



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Department: Enterprise Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Issue	Total
			Principal	Principal	Principal	Principal	Principal	Principal	Balance	Principal
Est. 2016	Water Distribution System Enhancements	\$ 150,000		\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 90,000	\$ 150,000
Est. 2016	Replace Ground Water Wells	\$ 300,000		\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 180,000	\$ 300,000
Est. 2016	Springvale Water Treatment Plant - Re-use Tank	\$ 390,000		\$ -	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 234,000	\$ 390,000
Est. 2016	Route 30 Water Main Loop	\$ 450,000		\$ -	\$ 22,500	\$ 22,500	\$ 22,500	\$ 22,500	\$ 360,000	\$ 450,000
Est. 2016	West Central Water Main Replacement	\$ 1,200,000		\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 960,000	\$ 1,200,000
Est. 2016	Replace W-23 (Dump Truck)	\$ 225,000		\$ -	\$ 32,150	\$ 32,150	\$ 32,150	\$ 32,150	\$ 96,400	\$ 225,000
Water and Sewer Enterprise Principal			\$ 1,998,403	\$ 1,996,150	\$ 2,120,177	\$ 1,712,798	\$ 1,556,405	\$ 1,272,152	\$ 6,325,543	\$ 14,983,225
Total Amount Remaining			\$ 16,981,628	\$ 14,983,225	\$ 12,987,075	\$ 10,866,898	\$ 9,154,100	\$ 7,597,695	\$ 6,325,543	-



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Department: Enterprise Fund Debt Service - Interest

Year of Issue	Project	Fiscal Year 2016		Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Issue	Total
		Amount Issued	Interest	Interest	Interest	Interest	Interest	Interest	Balance	Interest
1998	Water Treatment Plant *Refunded 2012	\$ 1,175,000	\$ 6,240	\$ 3,680	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ 19,290
1998	Sewer (Pleasant, Rockwood, etc.) *Refunded 2012	\$ 285,000	\$ 1,300	\$ 780	\$ 260	\$ -	\$ -	\$ -	\$ -	\$ 4,040
1999	Sewer (Pleasant, Eliot, Union, etc.) *Refunded 2012	\$ 750,000	\$ 5,240	\$ 3,680	\$ 2,380	\$ 1,240	\$ 400	\$ -	\$ -	\$ 19,320
1999	Sewer (Union St) *Refunded 2012	\$ 615,000	\$ 3,620	\$ 2,520	\$ 1,500	\$ 740	\$ 240	\$ -	\$ -	\$ 13,150
1999	Water (Lakeshore Dr) *Refunded 2012	\$ 500,000	\$ 3,660	\$ 2,580	\$ 1,520	\$ 740	\$ 240	\$ -	\$ -	\$ 13,220
2000	Water (Lakeshore Dr) *Refunded 2012	\$ 540,000	\$ 4,960	\$ 4,020	\$ 3,100	\$ 2,200	\$ 1,320	\$ 440	\$ -	\$ 21,720
2000	Sewer (Boden Ln & Water, Lincoln, etc.) *Refunded 2012	\$ 1,335,000	\$ 7,900	\$ 6,420	\$ 4,960	\$ 3,520	\$ 2,100	\$ 700	\$ -	\$ 34,620
2002	Sewer (Lakeshore Rd) *Refunded 2013	\$ 430,000	\$ 5,000	\$ 4,400	\$ 3,600	\$ 2,800	\$ 2,000	\$ 1,200	\$ 600	\$ 25,000
2002	Sewer (Leach Ln) *Refunded 2013	\$ 210,000	\$ 2,700	\$ 2,400	\$ 2,000	\$ 1,600	\$ 1,200	\$ 800	\$ 400	\$ 14,000
2006	Sewer (Speen St, Park Ave)	\$ 2,100,000	\$ 50,138	\$ 45,938	\$ 41,213	\$ 36,488	\$ 32,288	\$ 28,088	\$ 78,360	\$ 366,720
2007	Water Treatment (MWPAT) *Refunded (Net amount)	\$ 4,884,838	\$ 75,937	\$ 61,931	\$ 51,225	\$ 40,439	\$ 29,667	\$ 18,691	\$ 15,618	\$ 379,469
2008	Water Treatment Plant *Refunded	\$ 225,925	\$ 1,088	\$ 563	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,438
2009	Water Relining	\$ 3,000,000	\$ 34,875	\$ 23,625	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 116,250
2009	Equipment W-9 Backhoe	\$ 90,000	\$ 763	\$ 388	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,275
2010	Water Relining	\$ 600,000	\$ 9,150	\$ 7,500	\$ 5,700	\$ 3,900	\$ 1,950	\$ -	\$ -	\$ 38,850
2010	Springvale Well	\$ 250,000	\$ 3,813	\$ 3,125	\$ 2,375	\$ 1,625	\$ 813	\$ -	\$ -	\$ 16,188
2010	Reservoir Refurbishment	\$ 500,000	\$ 7,625	\$ 6,250	\$ 4,750	\$ 3,250	\$ 1,625	\$ -	\$ -	\$ 32,375
2010	Sewer Pump Station 5	\$ 300,000	\$ 4,575	\$ 3,750	\$ 2,850	\$ 1,950	\$ 975	\$ -	\$ -	\$ 19,425
2010	Sewer Jet Truck	\$ 250,000	\$ 3,813	\$ 3,125	\$ 2,375	\$ 1,625	\$ 813	\$ 813	\$ -	\$ 17,001
2011	Phase V	\$ 800,000	\$ 19,675	\$ 16,925	\$ 15,275	\$ 13,625	\$ 11,425	\$ 9,775	\$ 25,125	\$ 133,150
2012	Radio Meter Transmitters	\$ 150,000	\$ 2,100	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,300
2012	Ground Water Wells	\$ 300,000	\$ 6,900	\$ 6,000	\$ 4,800	\$ 3,600	\$ 2,400	\$ 1,200	\$ 600	\$ 33,300
2012	Variable Frequency Drives	\$ 260,000	\$ 5,750	\$ 5,000	\$ 4,000	\$ 3,000	\$ 2,000	\$ 1,000	\$ 500	\$ 27,750
2012	DPW Headquarters Renovations	\$ 504,000	\$ 11,500	\$ 10,000	\$ 8,000	\$ 6,000	\$ 4,000	\$ 2,000	\$ 1,000	\$ 55,500
2012	MWRA I&I (0% interest loan)	\$ 196,845	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2012	DPW Vehicle Garage Roof	\$ 66,000	\$ 1,300	\$ 1,000	\$ 600	\$ 200	\$ -	\$ -	\$ -	\$ 4,700
2013	Force Main Bradford / Pamela - Rt 9	\$ 1,650,000	\$ 46,750	\$ 43,450	\$ 39,050	\$ 34,650	\$ 30,250	\$ 25,850	\$ 85,663	\$ 354,613
2013	Replace Ground Water Wells	\$ 300,000	\$ 8,700	\$ 7,800	\$ 6,600	\$ 5,400	\$ 4,200	\$ 3,000	\$ 2,400	\$ 47,400
2013	Filter Modification @ Springvale WTP	\$ 200,000	\$ 5,800	\$ 5,200	\$ 4,400	\$ 3,600	\$ 2,800	\$ 2,000	\$ 1,600	\$ 31,600
2014	Replace Ground Water Wells	\$ 300,000	\$ 10,025	\$ 9,025	\$ 8,025	\$ 7,025	\$ 6,225	\$ 5,425	\$ 20,275	\$ 76,296
2014	Town Forest Reservoir Roof	\$ 220,000	\$ 7,369	\$ 6,619	\$ 5,869	\$ 5,119	\$ 4,519	\$ 3,919	\$ 14,007	\$ 54,976
2014	Prime Park Pump Station Wall	\$ 150,000	\$ 5,438	\$ 4,688	\$ 3,938	\$ 3,188	\$ 2,588	\$ 1,988	\$ 2,514	\$ 29,982
2014	Energy Efficiency Upgrades - Springvale WTP	\$ 150,000	\$ 5,438	\$ 4,688	\$ 3,938	\$ 3,188	\$ 2,588	\$ 1,988	\$ 2,514	\$ 29,982
2014	Tonka Valves & Filters - Springvale WTP	\$ 100,000	\$ 3,625	\$ 3,125	\$ 2,625	\$ 2,125	\$ 1,725	\$ 1,325	\$ 1,675	\$ 19,985
2014	Chrysler Road Sewer Line Replacement	\$ 48,000	\$ 1,700	\$ 1,200	\$ 700	\$ 200	\$ -	\$ -	\$ -	\$ 5,701
2014	MWRA I&I (0% interest loan)	\$ 755,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2014	W-22 (Dump Truck w/Plow)	\$ 220,000	\$ 8,300	\$ 6,300	\$ 4,550	\$ 2,800	\$ 1,400	\$ -	\$ -	\$ 32,241
2014	W-14 (Backhoe w/Plow)	\$ 135,000	\$ 5,100	\$ 3,850	\$ 2,600	\$ 1,600	\$ 800	\$ -	\$ -	\$ 19,420
2014	Speen Street Sewer Work	\$ 180,000	\$ 6,800	\$ 5,800	\$ 4,800	\$ 3,800	\$ 3,000	\$ 1,325	\$ 2,000	\$ 34,599
Est. 2015	Sewer Station and Generator Upgrades (Travis Road)	\$ 360,000	\$ 14,400	\$ 12,960	\$ 11,520	\$ 10,080	\$ 8,640	\$ 7,200	\$ 14,400	\$ 79,200
Est. 2015	Sewer Pump Station Replacement (Eliot Hill)	\$ 230,000	\$ 9,200	\$ 8,280	\$ 7,360	\$ 6,440	\$ 5,520	\$ 4,600	\$ 9,200	\$ 50,600
Est. 2015	Public Works Expansion	\$ 101,500	\$ 4,060	\$ 3,654	\$ 3,248	\$ 2,842	\$ 2,436	\$ 2,030	\$ 4,060	\$ 22,330
Est. 2015	Ground Water Wells	\$ 300,000	\$ 12,000	\$ 11,200	\$ 10,400	\$ 9,600	\$ 8,800	\$ 8,000	\$ 36,000	\$ 96,000



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Department: Enterprise Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Issue	Total
			Interest	Interest	Interest	Interest	Interest	Interest	Balance	Interest
Est. 2015	MWRA I&I - Sewer Main Relining	\$ 242,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Est. 2016	VFD's for Pumps - Springvale Water Treatment	\$ 120,000	\$ -	\$ -	\$ 4,800	\$ 4,320	\$ 3,840	\$ 3,360	\$ 10,080	\$ 26,400
Est. 2016	Covered Storage Building	\$ 200,000	\$ -	\$ -	\$ 8,000	\$ 7,600	\$ 7,200	\$ 6,800	\$ 54,400	\$ 84,000
Est. 2016	Water Distribution System Enhancements	\$ 150,000	\$ -	\$ -	\$ 6,000	\$ 5,400	\$ 4,800	\$ 4,200	\$ 12,600	\$ 33,000
Est. 2016	Replace Ground Water Wells	\$ 300,000	\$ -	\$ -	\$ 12,000	\$ 10,800	\$ 9,600	\$ 8,400	\$ 25,200	\$ 66,000
Est. 2016	Springvale Water Treatment Plant - Re-use Tank	\$ 390,000	\$ -	\$ -	\$ 15,600	\$ 14,040	\$ 12,480	\$ 10,920	\$ 32,760	\$ 85,800
Est. 2016	Route 30 Water Main Loop	\$ 450,000	\$ -	\$ -	\$ 18,000	\$ 17,100	\$ 16,200	\$ 15,300	\$ 122,400	\$ 189,000
Est. 2016	West Central Water Main Replacement	\$ 1,200,000	\$ -	\$ -	\$ 48,000	\$ 45,600	\$ 43,200	\$ 40,800	\$ 326,400	\$ 504,000
Est. 2016	Replace W-23 (Dump Truck)	\$ 225,000	\$ -	\$ -	\$ 9,000	\$ 7,714	\$ 6,429	\$ 5,143	\$ 7,714	\$ 36,000
Water and Sewer Enterprise Interest			\$ 434,325	\$ 364,638	\$ 416,706	\$ 342,773	\$ 284,695	\$ 228,280	\$ 910,065	\$ 3,426,175

Total Amount Remaining	\$ 2,981,483	\$ 2,547,158	\$ 2,182,520	\$ 1,765,814	\$ 1,423,040	\$ 1,138,345	\$ 910,065	\$ -
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Summary of Debt - Water & Sewer Enterprise Fund

	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Issue	Total
Water & Sewer Enterprise Fund Principal	\$ 1,998,403	\$ 1,996,150	\$ 2,120,177	\$ 1,712,798	\$ 1,556,405	\$ 1,272,152	\$ 6,325,543	\$ 14,983,225
Water & Sewer Enterprise Fund Interest	\$ 434,325	\$ 364,638	\$ 416,706	\$ 342,773	\$ 284,695	\$ 228,280	\$ 910,065	\$ 3,426,175
BAN interest, Admin Fees and Issue Costs	\$ 30,000	\$ 30,000						
Total Annual Debt Service	\$ 2,462,728	\$ 2,390,788	\$ 2,536,883	\$ 2,055,571	\$ 1,841,100	\$ 1,500,432	\$ 7,235,608	\$ 18,409,400
Total Amount Remaining	\$ 19,963,111	\$ 17,530,383	\$ 15,169,595	\$ 12,632,712	\$ 10,577,141	\$ 8,736,041	\$ 7,235,608	\$ -



Town of Natick

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Department: Water & Sewer Operations Indirect Cost Allocations

	<u>Personnel Cost</u>	<u>Fringe</u>	<u>Expense Cost</u>	<u>Total</u>
DPW Administration	97,882	20,477	16,250	134,609
Engineering Services	302,675	57,388	26,848	386,911
Equipment Maintenance	225,221	45,485	120,947	391,653
Highway Sanitation Recycling	122,002	33,851	126,507	282,360
Facility Maintenance	28,636	8,465	32,380	69,481
Public Safety	86,982	20,759	3,152	110,893
Finance - Administration	9,296	907	-	10,203
Finance - Assessing	7,692	1,134	50	8,876
Finance - Collector/Treasurer	59,465	15,774	9,650	84,890
Finance - Comptroller	51,917	10,299	-	62,216
Town Administrator	112,101	21,840	27,975	161,916
Community Development	65,946	18,046	2,205	86,196
Information Technology	32,336	6,744	77,810	116,890
Procurement	26,480	7,224	685	34,389
Human Resources	1,928	526	405	2,859
Legal Services	-	-	35,710	35,710
Property & Liability Insurance	-	-	256,700	256,700
Utilities	-	-	52,002	52,002
Vehicle Fuel	-	-	100,562	100,562
Sub Total - General Fund				2,389,319

Water Sewer Staff Performing General Fund Functions:

	<u>Personnel Cost</u>	<u>Fringe</u>	<u>Expense Cost</u>	<u>Total</u>
GIS Services	(31,352)	(7,177)	-	(38,529)
W/S Admin. Asst. - DPW	(28,950)	(8,181)	-	(37,131)
W/S Admin. Asst. - Collector	(48,610)	(13,963)	-	(62,572)
Snow and Ice Removal	(32,485)	(451)	-	(32,936)
Subtotal - Water Sewer				(171,169)

Total Water and Sewer Indirect Costs **2,218,150**

Notes:

Indirect Costs are based upon the Previous Fiscal Year's (FY 2016) Final Appropriated Budget. Please remember that Town Meeting does not appropriate these the action taken is to approve these. Appropriation occurs within the respective budgets listed above are approved by Town meeting.

Water/Sewer Enterprise Fund Projection & Initial Proposed Single-Family Home Rate for FY 2017

Water/Sewer Enterprise Fund Projection - FY 2017 - FY 2019

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 practically level indirect costs and funding of requested capital projects through a mixture of debt and retained earnings financing and considering a slight reduction in consumption, FY 2017 should see an increase of 3% in most rates (See below). Later years, however, rates will likely be between 4.0-6.0% increases annually, driven mainly by anticipated increases in the cost of electricity, the MWRA Assessment and full funding of capital requests.

	2015 Appropriation	2016 Appropriation	2017 Preliminary	2018 Estimate	2019 Estimate
Revenues					
User Charges	\$ 12,793,448	\$ 13,421,612	\$ 13,570,025	\$ 14,519,784	\$ 15,020,440
Connection Fees	\$ 70,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Other Departmental Income	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000
Investment Income	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Retained Earnings	\$ 245,000	\$ 373,000	\$ 291,000	\$ 197,000	\$ 144,000
Total Revenues	\$ 14,228,448	\$ 15,014,612	\$ 15,081,025	\$ 15,936,784	\$ 16,384,440
Expenses					
Sewer	\$ 6,326,185	\$ 6,588,213	\$ 6,728,987	\$ 7,065,436	\$ 7,418,708
Water	\$ 2,011,383	\$ 2,202,991	\$ 2,301,900	\$ 2,370,957	\$ 2,442,086
Utility Billing	\$ 183,814	\$ 188,793	\$ 201,214	\$ 207,250	\$ 213,468
Fringe Benefits	\$ 723,751	\$ 791,486	\$ 748,986	\$ 793,925	\$ 841,560
Debt Service	\$ 2,330,915	\$ 2,462,729	\$ 2,390,788	\$ 2,861,883	\$ 2,861,883
Reserve Fund	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Indirects (included in G/F)	\$ 2,207,400	\$ 2,207,400	\$ 2,218,150	\$ 2,240,332	\$ 2,262,735
Capital	\$ 245,000	\$ 373,000	\$ 291,000	\$ 197,000	\$ 144,000
Total Expenses	\$ 14,228,448	\$ 15,014,612	\$ 15,081,025	\$ 15,936,784	\$ 16,384,440

Preliminary Proposed Single-Family Water & Sewer Rates for FY 2017

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 2017 rate setting, which will begin in April 2016. 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 **3.0%, or \$16.84** annually.

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

					Increase of:
2016	Combined Rate	Consumption	Qtr. Cost	Annual Cost	3.00%
Bills	\$ 6.21	10	\$ 62.10	\$ 248.40	
	\$ 10.64	7.35	\$ 78.20	\$ 312.82	
		17.35	\$ 140.30	\$ 561.22	
2017 (draft)	Combined Rate	Consumption	Qtr. Cost	Annual Cost	
Bills	\$ 6.40	10	\$ 63.96	\$ 255.85	
	\$ 10.96	7.35	\$ 80.55	\$ 322.20	
		17.35	\$ 578.05		
Cost increase/year over FY 2016				\$ 16.84	
Cost increase/quarter over FY 2016				\$ 4.21	



Town of Natick

FY 2017 Preliminary Budget

Section XI: Sassamon Trace Golf Course Enterprise Fund

Summary	XI.3
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Debt Service	XI.8
Fringe Benefits	XI.8
Indirect Cost Allocations	XI.12
Ten-Year Projection	XI.13



Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

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Department: **Sassamon Trace**

Enterprise Fund

Appropriation Summary

Sassamon Trace Golf Course Enterprise Fund

Operations

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
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Salaries

Personnel Services	\$ 265,108	\$ 265,470	\$ 287,028	\$ 296,776	\$ 9,748	3.40%
Total Salaries	\$ 265,108	\$ 265,470	\$ 287,028	\$ 296,776	\$ 9,748	3.40%

Operating Expenses

Club House Expense	\$ 110,030	\$ 113,030	\$ 113,897	\$ 114,553	\$ 656	0.58%
Supplies - Club House	\$ 29,199	\$ 25,878	\$ 30,000	\$ 30,000	\$ -	0.00%
Other Facility Expense	\$ 117	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Sales Tax	\$ 6,268	\$ 6,816	\$ 7,500	\$ 7,500	\$ -	0.00%
Course Maintenance Expense	\$ 128,002	\$ 131,851	\$ 147,502	\$ 151,548	\$ 4,046	2.74%
Total Operating Expenses	\$ 273,616	\$ 277,575	\$ 298,899	\$ 303,601	\$ 4,702	1.57%
Total Operations	\$ 538,724	\$ 543,045	\$ 585,927	\$ 600,377	\$ 14,450	2.47%

Employee Benefits

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
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Employee Benefits

Other Personal Services	\$ 19,773	\$ 48,417	\$ 58,828	\$ 55,312	\$ (3,516)	-5.98%
Other Charges & Expenditures	\$ 10,466	\$ 4,816	\$ 5,201	\$ 16,423	\$ 11,222	215.77%
Total Employee Benefits	\$ 30,239	\$ 53,233	\$ 64,029	\$ 71,735	\$ 7,706	12.04%
Total Employee Benefits	\$ 30,239	\$ 53,233	\$ 64,029	\$ 71,735	\$ 7,706	12.04%

Debt Service

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
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Debt Service

Principal	\$ 199,370	\$ 220,790	\$ 213,500	\$ 214,630	\$ 1,130	0.53%
Interest	\$ 45,577	\$ 51,155	\$ 46,454	\$ 40,151	\$ (6,303)	-13.57%
Total Debt Service	\$ 244,947	\$ 271,945	\$ 259,954	\$ 254,781	\$ (5,173)	-1.99%
Total Debt Service	\$ 244,947	\$ 271,945	\$ 259,954	\$ 254,781	\$ (5,173)	-1.99%

Golf Course Operations	\$ 813,910	\$ 868,223	\$ 909,910	\$ 926,893	\$ 16,984	1.87%
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Indirects	\$ 32,246	\$ 34,087	\$ 34,087	\$ 41,973
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Golf Course - All Expenses	\$ 846,156	\$ 902,310	\$ 943,997	\$ 968,866
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Town of Natick

Home of Champions

Department: Sassamon Trace

Enterprise Fund

Mission:

To provide an affordable, quality golf experience for the residents of Natick and surrounding communities by providing well maintained



Goals:

- To position Sassamon Trace as the best golf value in the MetroWest area
- To increase rounds by creating attractive memberships and organized league play
- To continue our participation in growth of the game initiatives
- To continue to identify other potential revenue streams
- To continue to reduce expenses whenever possible
- To work with the Supporters of Sassamon Trace to raise revenue for course improvements

Budget Overview:

I. Main Purpose of the Department

The main purpose of the department is to operate, maintain and promote the 9 hole Sassamon Trace Golf Course. The golf course is situated on a 72 acre parcel of land in Natick and 50 acres of leased land in Sherborn. There is a small clubhouse and maintenance facility with three full time employees and approximately 26 part time employees. The typical golf season runs from mid March through November.

II. Recent Developments

The FY2015 golf season was heavily impacted by weather at the end of the fall and beginning of the spring. Rain during the fall limited our ability to utilize golf carts on the course resulting in lost cart and green fee revenue. Heavy snow cover in late march delayed the opening of the course by two weeks again having an impact on revenue. Despite the weather impact, revenue for FY2015 exceeded expectations in part due to steady weather during the prime season. We were also able to reduce expenses, with the loss of weeks at the beginning of the season, saving thousands in salaries.

The FY2016 projections for revenue show significant increases over FY2015. Due to a favorable weather pattern to date, it is estimated that revenue will hit projections. Once again weather will play a factor and a good start to the season this spring is needed to achieve projections.

The learning center is on pace to be completed by May 1. This new area will enable Sassamon Trace to grow instructional programming. It will also enable us to reduce the impact to the first tee. In previous seasons we had to shut the first tee down to conduct instruction. The ability to keep the first hole open will allow us to better manage play and make a better playing experience for golfers.



Town of Natick

Home of Champions

Department: Sassamon Trace

Enterprise Fund

Budget Overview:

III. Current Challenges

The golf course is now 15 years old and the infrastructure is showing signs of age. The irrigation pond liner has been compromised hindering the ability to store water. We have significantly benefited from a recent agreement with a land owner in Sherborn, saving close to \$275,000 in water since utilizing this shared water supply. To maximize the potential of this supply we must address the issue with the irrigation pond to properly retain water.

The golf cart charging station is failing and needs immediate replacement. The current charging station was a temporary solution when the course was built and has well outlived its useful life. Management has had conversations with the Town's Sustainability Coordinator to see if there would be a way to get this completed while at the same time adding solar options at the course.

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

There are many significant changes for FY 17. Our long time golf course manager Pete Meagher will be retiring after 15 years at the course. Pete has been with the course since its opening. We will be hiring a new manager this winter .

We will be opening the learning center at the course in FY 17. Plans are to increase instruction opportunities as well as reduce the impact to those looking to play 9 holes.

V. On The Horizon

The success of the golf course is directly tied to the economy. The course is on pace to generate significantly more revenue in FY2016 than it did in FY2011 due to the modest and selective fee increases during the last 5 years of economic growth. The 10 year forecast has us on target to significantly reduce the reliance on the annual subsidy. Management must continue to evaluate ways to increase revenues and decrease expenses. The goal is to make sure the cost to play is reasonable, that golfers are enjoying themselves and that residents are utilizing this wonderful community asset.



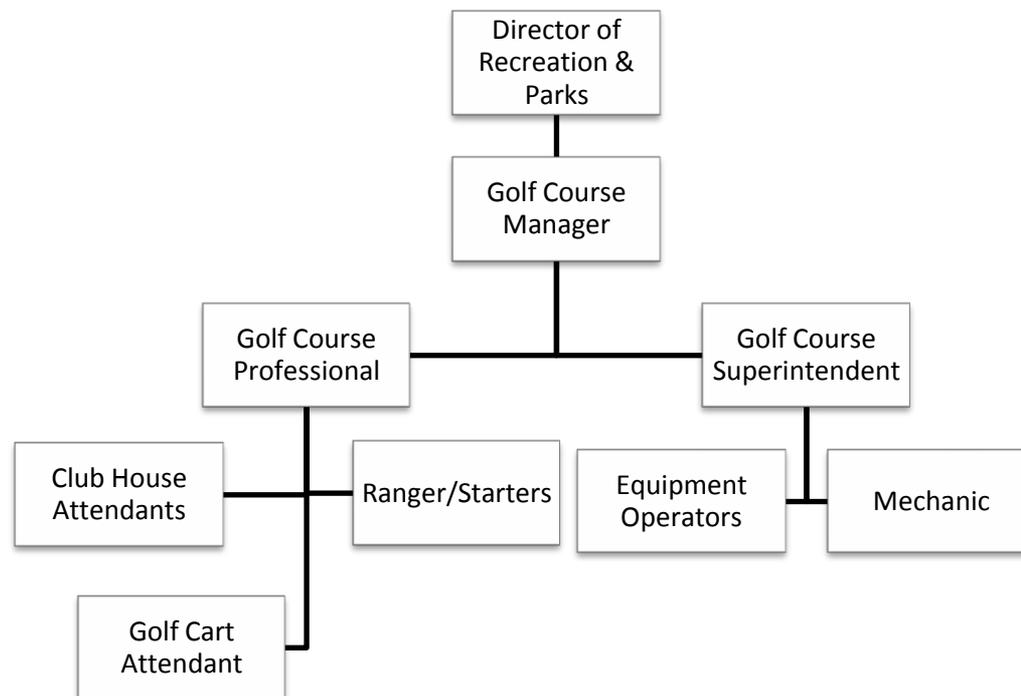
Town of Natick

Home of Champions

Department: Sassamon Trace	Enterprise Fund				
Staffing	2013	2014	2015	2016	2017
Golf Course Manager	1	1	1	1	1
Assistant Golf Course Manager	0.8	0.8	0.8	0.8	0.8
Maintenance Superintendent	1	1	1	1	1
Maintenance Foreman	1	1	1	0 *	0 *
Mechanic	0.28	0.28	0.28	0.28	0.28
Part-time/Seasonal Maintenance Staff	0.93	0.93	0.93	1.93	1.93
Seasonal Golf Shop Supervisor	0	0	0	0	0
Golf Shop Attendants	1.8	1.8	1.8	1.8	1.8
Rangers/starters/cart attendants	1.0	1.0	1.0	1.0	1.0
Total FTE	7.8	7.8	7.8	7.8	7.8
Total FT/PT	3FT/25PT	3FT/25PT	3FT/25PT	3FT/26PT	3FT/26PT

Notes: * In FY16, one FT position was eliminated.

Organization Chart



Performance Indicators	2013	2014	2015	2016*	2017*
Workload Indicators					
Number of Rounds Played	28,179	29,541	29,387	29,000	29,000
Green Fee Revenue	\$ 341,408	\$ 366,738	\$ 366,060	\$ 390,487	\$ 392,000
Cart Fee Revenue	\$ 71,157	\$ 79,744	\$ 77,060	\$ 77,135	\$ 78,000
Season Ticket Revenue	\$ 97,970	\$ 120,305	\$ 114,313	\$ 123,778	\$ 125,000
Golf Instruction Revenue	\$ 8,615	\$ 7,376	\$ 10,598	\$ 8,240	\$ 13,000
Efficiency Indicators					
Revenue Per Round	\$19.83	\$20.97	\$20.77	\$22.24	\$22.55
Outcome Indicators					
Number of Season Pass Holders	213	247	212	218	221
Number of Senior Pass Holders	85	96	100	83	96
Number of Junior Pass Holders	52	74	60	51	63

* Projected Numbers



Town of Natick

Home of Champions

Department: Sassamon Trace

Enterprise Fund

Operations

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 \$ (+/-) % (+/-)	
Salaries Management	\$ 70,658	\$ 100,804	\$ 104,093	\$ 103,696	\$ (397)	-0.38%
Salaries Operational Staff	\$ 109,141	\$ 62,798	\$ 64,241	\$ 63,995	\$ (246)	-0.38%
Salaries Golf Support	\$ 49,844	\$ 29,508	\$ 37,542	\$ 39,531	\$ 1,989	5.30%
Salaries Part-time Operational	\$ 35,465	\$ 22,568	\$ 28,016	\$ 30,999	\$ 2,983	10.65%
Salaries Maintenance Support	\$ -	\$ 49,792	\$ 52,703	\$ 53,545	\$ 842	1.60%
Merit/Performance	\$ -	\$ -	\$ 433	\$ 5,010	\$ 4,577	1057.04%
Personnel Services	\$ 265,108	\$ 265,470	\$ 287,028	\$ 296,776	\$ 9,748	3.40%
Utilities - electricity	\$ 22,582	\$ 25,008	\$ 16,502	\$ 17,825	\$ 1,323	8.02%
Building lease/repairs	\$ 2,016	\$ 3,309	\$ 4,500	\$ 4,000	\$ (500)	-11.11%
Lease payment land	\$ 66,050	\$ 68,114	\$ 70,945	\$ 73,428	\$ 2,483	3.50%
Communication telephone	\$ 3,851	\$ 3,805	\$ 3,900	\$ 3,950	\$ 50	1.28%
Dues/subscriptions	\$ 1,557	\$ 2,903	\$ 1,250	\$ 1,350	\$ 100	8.00%
Advertising/promotion	\$ 1,545	\$ 145	\$ 2,500	\$ 1,500	\$ (1,000)	-40.00%
Bank & credit card fees	\$ 10,807	\$ 9,557	\$ 13,000	\$ 11,500	\$ (1,500)	-11.54%
Software maintenance	\$ 1,622	\$ 189	\$ 1,300	\$ 1,000	\$ (300)	-23.08%
Club House Expense	\$ 110,030	\$ 113,030	\$ 113,897	\$ 114,553	\$ 656	0.58%
Supplies - club house	\$ 2,090	\$ 3,303	\$ 2,000	\$ 2,500	\$ 500	25.00%
Merchandise pro shop	\$ 26,892	\$ 22,396	\$ 27,000	\$ 27,000	\$ -	0.00%
Custodial supplies	\$ 217	\$ 179	\$ 1,000	\$ 500	\$ (500)	-50.00%
Supplies - Club House	\$ 29,199	\$ 25,878	\$ 30,000	\$ 30,000	\$ -	0.00%
Facility upgrades	\$ 117	\$ -	\$ -		\$ -	#DIV/0!
Other Facility Expense	\$ 117	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Golf use sales tax (All)	\$ 6,268	\$ 6,816	\$ 7,500	\$ 7,500	\$ -	0.00%
Sales Tax	\$ 6,268	\$ 6,816	\$ 7,500	\$ 7,500	\$ -	0.00%
Utilities - water	\$ 6,373	\$ 1,169	\$ 9,000	\$ 9,000	\$ -	0.00%
Environmental monitoring	\$ -	\$ 14,100	\$ 9,215	\$ 9,215	\$ -	0.00%
Irrigation electricity	\$ -	\$ -	\$ 8,034	\$ 8,675	\$ 641	7.98%
Phragmites control	\$ 2,700	\$ -	\$ 2,800	\$ 2,800	\$ -	0.00%
Top soil, sand & gravel, fertilizer	\$ 36,236	\$ -	\$ -		\$ -	#DIV/0!
Course materials	\$ -	\$ 6,360	\$ 6,180	\$ 6,250	\$ 70	1.13%
Course chemicals/fertilizers	\$ -	\$ 25,885	\$ 23,175	\$ 25,000	\$ 1,825	7.87%
Course seed/sod	\$ -	\$ 1,733	\$ 7,500	\$ 6,500	\$ (1,000)	-13.33%
Course supplies	\$ 3,253	\$ 5,449	\$ 4,500	\$ 5,000	\$ 500	11.11%
Irrigation repairs and maintenance	\$ 6,629	\$ 5,552	\$ 10,000	\$ 9,000	\$ (1,000)	-10.00%
Tools	\$ 11,827	\$ 1,739	\$ 3,500	\$ 1,750	\$ (1,750)	-50.00%
Mechanic tool stipend	\$ -	\$ -	\$ 450	\$ 450	\$ -	0.00%
Equipment repairs and maintenance	\$ 4,935	\$ 15,620	\$ 8,240	\$ 13,000	\$ 4,760	57.77%
Equipment lease	\$ 52,908	\$ 52,908	\$ 52,908	\$ 52,908	\$ -	0.00%
Shop maintenance	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%
Other maintenance	\$ 1,263	\$ 526	\$ -	\$ -	\$ -	#DIV/0!



Town of Natick

Home of Champions

Department: Sassamon Trace

Enterprise Fund

Operations

	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Education/professional fees/licenses	\$ 1,878	\$ 810	\$ 1,000	\$ 1,000	\$ -	0.00%
Course Maintenance Expense	\$ 128,002	\$ 131,851	\$ 147,502	\$ 151,548	\$ 4,046	2.74%
Total Operating Expenses	\$ 538,724	\$ 543,045	\$ 585,927	\$ 600,377	\$ 14,450	2.47%

Employee Benefits

	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Medicare	\$ 3,844	\$ 3,849	\$ 4,162	\$ 4,303	\$ 141	3.40%
Health, life insurance	\$ 11,659	\$ 39,214	\$ 48,666	\$ 44,709	\$ (3,957)	-8.13%
Unemployment	\$ 4,270	\$ 5,354	\$ 6,000	\$ 6,300	\$ 300	5.00%
Other Personal Services	\$ 19,773	\$ 48,417	\$ 58,828	\$ 55,312	\$ (3,516)	-5.98%
Retirement	\$ 10,466	\$ 4,816	\$ 5,201	\$ 16,423	\$ 11,222	215.77%
Other Charges & Expenditures	\$ 10,466	\$ 4,816	\$ 5,201	\$ 16,423	\$ 11,222	215.77%
Total Employee Benefits	\$ 30,239	\$ 53,233	\$ 64,029	\$ 71,735	\$ 7,706	12.04%

Debt Service

	2014	2015	2016	2017	2016 vs. 2017	
	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
2002 Golf course (Refunded 2013)	\$ 155,000	\$ 145,000	\$ 140,000	\$ 135,000	\$ (5,000)	-3.6%
2002 Golf course (Landfill Portion)	\$ 35,190	\$ 34,730	\$ 34,098	\$ 33,228	\$ (870)	-2.6%
2007 Golf course (Landfill Portion)	\$ 9,180	\$ 9,060	\$ 9,402	\$ 9,402	\$ -	0.0%
2013 Golf carts	\$ -	\$ 32,000	\$ 30,000	\$ 30,000	\$ -	0.0%
2015 Greens Aerator	\$ -	\$ -	\$ -	\$ 7,000	\$ 7,000	#DIV/0!
Principal	\$ 199,370	\$ 220,790	\$ 213,500	\$ 214,630	\$ 1,130	0.5%
2002 Golf course (Refunded 2013)	\$ 35,306	\$ 37,900	\$ 35,000	\$ 30,800	\$ (4,200)	-12.0%
2002 Golf course (Landfill Portion)	\$ 7,450	\$ 6,751	\$ 4,996	\$ 3,760	\$ (1,236)	-24.7%
2007 Golf course (Landfill Portion)	\$ 1,943	\$ 1,761	\$ 2,207	\$ 1,721	\$ (487)	-22.0%
2013 Golf carts	\$ -	\$ 4,743	\$ 4,250	\$ 2,750	\$ (1,500)	-35.3%
BAN's & issuance costs	\$ 878	\$ -	\$ -	\$ 1,120	\$ 1,120	#DIV/0!
Interest	\$ 45,577	\$ 51,155	\$ 46,454	\$ 40,151	\$ (6,303)	-13.6%
Total Debt Service	\$ 244,947	\$ 271,945	\$ 259,954	\$ 254,781	\$ (5,173)	-1.99%
Total All Sassamon Trace	\$ 813,910	\$ 868,223	\$ 909,910	\$ 926,893	\$ 16,984	1.87%



Town of Natick

Home of Champions

Department: Sassamon Trace

Line-Item Detail

Enterprise Fund

Narrative:

Operational Expenses

Personnel Services:

Salaries Management : Golf Course Manager and the Assistant Manager/ Head Golf Professional.

Salaries Operational Staff: Golf Course Superintendent .

Salaries Part-time Operational: Seasonal part-time golf shop attendants .

Salaries Golf Support: This line item represents the seasonal part-time rangers/starters and golf cart attendants.

Salaries Maintenance Support: Seasonal hourly maintenance personnel including equipment operators, summer laborers and the mechanic.

Merit/Performance: Performance increase pool for management and operational staff positions.

Club House:

Utilities - Electricity: Electric service for the clubhouse, golf carts , maintenance building and irrigation pump.

Building Lease/ Repairs: For repairs to the clubhouse and parking area. Also pays for clubhouse security monitoring service and the service for the on-course portable toilet. It will also cover expenses related to the maintenance building , storage areas and golf car repairs.

Lease Payment Land: Current land lease payment to Dowse Orchards for land that holes #4 through #8 are located on. It also covers the property tax for the leased land.

Communications and Telephone: Phone system, internet and cable service for both the clubhouse and maintenance facility. Cell phones for the Course Manager and Superintendent.

Dues, Subscriptions & Travel: PGA membership dues for Golf Course manager and Assistant manager along with Massachusetts Golf Association membership for Sassamon Trace. Mileage reimbursement to manager for use of personal vehicle for golf operations related use.

Advertisement/Promotion: Golf course promotional expenses related to direct mail print media. Printed materials and postage costs are covered under this account.

Bank & Credit Card Fees: Expenses related to processing debit and credit cards.

Software Maintenance: Computer software, hardware, security and license fees.

Supplies - Club House:

Supplies - Club House: Golf pencils, gift certificates, postage, general office supplies and equipment supplies.

Merchandise Pro-Shop: Merchandise, food & beverage sales and services for resale in the golf shop.

Custodial Supplies: Expenses related to the maintenance of the clubhouse .

Sales Tax:

Golf use sales tax: Massachusetts 6.25% sales tax on all eligible food, beverage and merchandise sales. It also includes the use tax for all rental equipment (golf cars, pull carts and rental clubs).



Town of Natick

Home of Champions

Department: Sassamon Trace

Line-Item Detail

Enterprise Fund

Narrative:

Course Maintenance Expenses:

Utilities water: Town charge for irrigation water.

Environmental Monitoring: Environmental monitoring and testing requirements that the Town of Natick must perform to satisfy the Sherborn Conservation Commission's *Order of Conditions*. Consulting services for ground water, surface water and sediment analysis as required by the aforementioned *Order of Conditions*.

Irrigation/Electricity: Electrical cost for the operation of the irrigation system.

Phragmites Control: Annual contractor fee to chemically treat phragmites surrounding the landfill.

Course Materials: The purchase of sand, gravel and bit concrete.

Chemicals/Fertilizers: Pesticides, herbicides and fungicides needed to maintain turf.

Seed/Sod: Grass seed and sod.

Course Supplies: Signage, markers, flags, cups and water coolers.

Irrigation R&M: PVC pipe, glue, irrigation heads, HDPE repair services, decoders, pump winterization, irrigation control services, service contracts and any cost related to the maintenance of the irrigation system. Also covers irrigation computer control system insurance and service plan.

Tools: Rakes, shovels, back pack blowers, pruning shears, chainsaws, string trimmers and any maintenance tools.

Mechanic Tool Stipend: The mechanic owns his own tools and this expense will allow for depreciation and upgrade of his personal property.

Equipment R & M: Parts and labor for equipment repair. Services such as sharpening of reels and blades.

Equipment Lease: Annual finance cost for the purchase of the specialized golf equipment to maintain the course.

Shop Maintenance: Rags, cleaning supplies, shelving and other miscellaneous items.

Education/Professional Fees/Licenses: Professional licenses, dues, education and associated expenses for the golf course superintendent.

Employee Benefits: Health and life insurance, medicare expense and retirement assessment costs for benefitted employees. Unemployment and Medicare expenses for non-benefitted employees.

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



Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Issue	Total
			Principal	Principal	Principal	Principal	Principal	Principal	Balance	Principal
2002	2002 Golf Course (Refinanced 2013)	\$ 2,975,000	\$ 140,000	\$ 135,000	\$ 130,000	\$ 130,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 910,000
2004	2002 Golf Course (Landfill Portion)	\$ 576,453	\$ 34,098	\$ 33,228	\$ 32,938	\$ 27,428	\$ 27,138	\$ -	\$ -	\$ 154,830
2006	2007 Golf Course (Landfill Portion)	\$ 131,631	\$ 9,402	\$ 9,402	\$ 9,402	\$ 9,402	\$ 9,402	\$ -	\$ -	\$ 47,010
2014	2013 Golf Carts	\$ 117,000	\$ 30,000	\$ 30,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 85,000
est. 2016	2015 Greens Aerator	\$ 28,000	\$ -	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	\$ -	\$ 28,000
est. 2017	Irrigation Pond Liner Replacement	\$ 100,000	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 60,000	\$ 100,000
Golf Course Enterprise Principal		\$ 3,928,084	\$ 213,500	\$ 214,630	\$ 214,340	\$ 183,830	\$ 178,540	\$ 135,000	\$ 185,000	\$ 1,324,840
Total Amount Remaining			\$ 1,111,340	\$ 896,710	\$ 682,370	\$ 498,540	\$ 320,000	\$ 185,000	\$ -	

Department: Enterprise Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Issue	Total
			Interest	Interest	Interest	Interest	Interest	Interest	Balance	Interest
2002	2002 Golf Course (Refinanced 2013)	\$ 2,975,000	\$ 35,000	\$ 30,800	\$ 25,400	\$ 20,200	\$ 15,000	\$ 10,000	\$ 5,000	\$ 141,400
2004	2002 Golf Course (Landfill Portion)	\$ 576,453	\$ 4,996	\$ 3,760	\$ 2,550	\$ 1,458	\$ 454	\$ -	\$ -	\$ 13,219
2006	2007 Golf Course (Landfill Portion)	\$ 131,631	\$ 2,207	\$ 1,721	\$ 1,232	\$ 740	\$ 247	\$ -	\$ -	\$ 6,147
2014	2013 Golf Carts	\$ 117,000	\$ 4,250	\$ 2,750	\$ 1,250	\$ -	\$ -	\$ -	\$ -	\$ 8,250
est. 2016	2015 Greens Aerator	\$ 28,000	\$ -	\$ 1,120	\$ 840	\$ 560	\$ 280	\$ -	\$ -	\$ 2,800
est. 2017	Irrigation Pond Liner Replacement	\$ 100,000	\$ -	\$ -	\$ 4,000	\$ 3,600	\$ 3,200	\$ 2,800	\$ 8,400	\$ 22,000
Golf Course Enterprise Interest		3,928,084	46,454	40,151	35,272	26,558	19,181	12,800	13,400	\$ 193,815
Total Amount Remaining			\$ 147,362	\$ 107,211	\$ 71,939	\$ 45,381	\$ 26,200	\$ 13,400	\$ -	

Summary of Debt - Golf Course Enterprise Fund

	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Issue Balance	Total P&I
Golf Course Enterprise Fund Principal	\$ 213,500	\$ 214,630	\$ 214,340	\$ 183,830	\$ 178,540	\$ 135,000	\$ 185,000	\$ 1,324,840
Golf Course Enterprise Fund Interest	\$ 46,454	\$ 40,151	\$ 35,272	\$ 26,558	\$ 19,181	\$ 12,800	\$ 13,400	\$ 193,815
Total Annual Debt Service	\$ 259,954	\$ 254,781	\$ 249,612	\$ 210,388	\$ 197,721	\$ 147,800	\$ 198,400	\$ 1,518,655
Total Amount Remaining	\$ 1,258,702	\$ 1,003,921	\$ 754,309	\$ 543,921	\$ 346,200	\$ 198,400	\$ -	



Town of Natick

Home of Champions

Department:

Sassamon Trace

Enterprise Fund

FY2017 Indirect Costs

	Personnel			Total
	Cost	Fringe	Expense Cost	
Community Services -Recreation and Parks	8,227	1,076	-	9,303
DPW LFNR	5,508	912	2,682	9,102
Equipment Maintenance	2,773	465	1,613	4,851
Highway Sanitation Recycling	610	169	633	1,412
Finance	5,397	810	-	6,207
Town Administrator	3,557	692	-	4,249
Procurement	189	52	-	241
Human Resources	596	156	-	753
Property & Liability Insurance	-	-	3,222	3,222
Vehicle Fuel	-	-	2,634	2,634
Total - General Fund				41,973

Total Sassamon Trace Golf Course Indirect Costs

41,973

Notes:

Indirect Costs are based upon the Previous Fiscal Year's (FY 2016) Final Appropriated Budget.

Please remember that Town Meeting does not appropriate these costs - the action taken is to approve these.

Appropriation occurs within the respective budgets listed above are approved by Town meeting.



Sassamon Trace Golf Course - Ten Year Revenue and Expenditure Forecast

The following spreadsheet demonstrates the latest ten-year forecast for the Sassamon Trace Golf Course. Should there be regular increases in revenues, the taxpayer subsidy will be reduced to approximately \$50,000 once the debt to building and capping of the course is paid off in FY2022. Should there be favorable years and higher than anticipated revenue growth, this maybe eliminated entirely once the debt is retired. We look to keep a minimum of 10% of our annual expenses in retained earnings.

	FY 15 Actual	FY 16 Appropriated	FY 17 Proposed	FY 18 Forecasted	FY 19 Forecasted	FY 20 Forecasted	FY 21 Forecasted	FY 22 Forecasted	FY 23 Forecasted	FY 24 Forecasted	FY 25 Forecasted	FY 26 Forecasted
Starting Balance Retained Earnings	\$ 201,094	\$ 218,305	\$ 183,366	\$ 110,500	\$ 62,656	\$ 74,801	\$ 63,503	\$ 92,115	\$ 121,693	\$ 95,141	\$ 65,308	\$ 49,764
Revenue												
Golf Course Revenue												
Season Passes	\$ 114,313	\$ 123,778	\$ 125,000	\$ 128,750	\$ 132,613	\$ 136,591	\$ 140,689	\$ 144,909	\$ 149,257	\$ 153,734	\$ 158,346	\$ 163,097
Greens Fees	\$ 366,059	\$ 390,487	\$ 392,000	\$ 403,760	\$ 415,873	\$ 428,349	\$ 441,199	\$ 454,435	\$ 468,069	\$ 482,111	\$ 496,574	\$ 511,471
Rental	\$ 77,060	\$ 77,135	\$ 78,000	\$ 80,340	\$ 82,750	\$ 85,233	\$ 87,790	\$ 90,423	\$ 93,136	\$ 95,930	\$ 98,808	\$ 101,772
Instruction	\$ 10,598	\$ 8,240	\$ 13,000	\$ 15,000	\$ 15,450	\$ 15,914	\$ 16,391	\$ 16,883	\$ 17,389	\$ 17,911	\$ 18,448	\$ 19,002
F&B, Merc, Tax	\$ 42,404	\$ 45,419	\$ 46,000	\$ 47,380	\$ 48,801	\$ 50,265	\$ 51,773	\$ 53,327	\$ 54,926	\$ 56,574	\$ 58,271	\$ 60,020
Golf Course Revenue	\$ 610,434	\$ 645,058	\$ 654,000	\$ 675,230	\$ 695,487	\$ 716,352	\$ 737,842	\$ 759,977	\$ 782,777	\$ 806,260	\$ 830,448	\$ 855,361
Retained Earnings*	\$ 35,000	\$ 34,939	\$ 41,973	\$ 42,393	\$ 42,816	\$ 43,245	\$ 43,677	\$ 44,114	\$ -	\$ -	\$ -	\$ -
Appropriated Subsidy	\$ 309,087	\$ 280,000	\$ 277,000	\$ 274,000	\$ 271,000	\$ 268,000	\$ 265,000	\$ 262,000	\$ 44,555	\$ 45,001	\$ 45,451	\$ 45,905
Total Revenue	\$ 954,521	\$ 959,997	\$ 972,973	\$ 991,623	\$ 1,009,303	\$ 1,027,596	\$ 1,046,519	\$ 1,066,091	\$ 827,332	\$ 851,260	\$ 875,898	\$ 901,266
Salaries	\$ 265,470	\$ 287,028	\$ 296,776	\$ 304,257	\$ 291,004	\$ 298,282	\$ 305,739	\$ 313,379	\$ 321,208	\$ 329,229	\$ 337,478	\$ 345,899
Operating Expenses	\$ 277,575	\$ 298,899	\$ 303,601	\$ 303,038	\$ 267,480	\$ 276,299	\$ 285,414	\$ 294,835	\$ 304,574	\$ 314,640	\$ 325,045	\$ 335,802
Employee Benefits	\$ 53,233	\$ 64,029	\$ 71,735	\$ 77,775	\$ 84,373	\$ 91,584	\$ 99,464	\$ 108,079	\$ 117,499	\$ 127,800	\$ 139,068	\$ 151,395
Indirects	\$ 34,087	\$ 34,087	\$ 41,973	\$ 42,393	\$ 42,816	\$ 43,245	\$ 43,677	\$ 44,114	\$ 44,555	\$ 45,001	\$ 45,451	\$ 45,905
Debt	\$ 271,945	\$ 259,954	\$ 254,781	\$ 249,612	\$ 248,668	\$ 261,241	\$ 219,936	\$ 211,992	\$ 46,048	\$ 44,424	\$ 24,400	\$ 14,512
Total Expenses	\$ 902,310	\$ 943,997	\$ 968,866	\$ 977,074	\$ 934,342	\$ 970,650	\$ 954,230	\$ 972,400	\$ 833,883	\$ 861,094	\$ 871,442	\$ 893,512
Capital Estimated (Cash)		\$ 16,000	\$ 35,000	\$ 20,000	\$ 20,000	\$ 25,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Capital Estimated	\$ -	\$ 16,000	\$ 35,000	\$ 20,000	\$ 20,000	\$ 25,000	\$ 20,000					
Year-End Balance	\$ 52,211	\$ -	\$ (30,893)	\$ (5,451)	\$ 54,961	\$ 31,946	\$ 72,289	\$ 73,692	\$ (26,552)	\$ (29,833)	\$ (15,543)	\$ (12,246)
Ending Balance Retained Earnings	\$ 218,305	\$ 183,366	\$ 110,500	\$ 62,656	\$ 74,801	\$ 63,503	\$ 92,115	\$ 121,693	\$ 95,141	\$ 65,308	\$ 49,764	\$ 37,518



Town of Natick

FY 2017 Preliminary Budget

Section XII: Capital

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Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

FY 2017 – 2021 Capital Improvement Program

Section I: Executive Summary

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 that submission for FY 2017.

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.

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 Department of Public Works addition, the new modular classrooms at the Brown School, plumbing upgrade at the Johnson School, and a new fire engine are examples. The following table highlights capital equipment and improvements approved at the 2015 Spring and Fall Annual Town Meetings.



Town of Natick

FY 2017 – 2021 Capital Improvement Program

2015 Spring and Fall Annual Town Meetings Capital Appropriations

Department	Item	Funding Source	Amount	Authorization
Public Works	Roads and Sidewalks	\$200K Reap/\$100K TLBOR	\$ 300,000	2015 FATM Article 10 #2
Community Services	Historical Monument Restoration	Capital Stab. Fund	\$ 15,000	2015 SATM Article 22 # 4
Facilities Management	Replace Rotted Plumbing At Johnson School	Capital Stab. Fund	\$ 175,000	2015 SATM Article 22 # 5
Facilities Management	Partial Roof Replacement -75WestStreet	Capital Stab. Fund	\$ 85,000	2015 SATM Article 22 # 6
Facilities Management	Town Hall Carpet Replacement	Capital Stab. Fund	\$ 30,000	2015 SATM Article 22 # 7
Facilities Management	Wilson Concrete Entry and Approach	Capital Stab. Fund	\$ 20,350	2015 SATM Article 22 # 8
Facilities Management	Bennett Hemenway Library Carpet Replacement	Capital Stab. Fund	\$ 20,000	2015 SATM Article 22 # 9
Facilities Management	Wilson Roof Repair	Capital Stab. Fund	\$ 10,000	2015 SATM Article 22 # 10
Facilities Management	Replace Public Works Exterior Lighting - LED Retrofit	Capital Stab. Fund	\$ 15,000	2015 FATM Article 9 #6
Facilities Management	Community Farm Roof	Capital Stab. Fund	\$ 65,000	2015 FATM Article 10 #8
Facilities Management	Restore HVAC Units at Bennett Hemenway School	Capital Stab. Fund	\$ 25,000	2015 SATM Article 21 #11
Fire Department	Replace NFD Car2	Capital Stab. Fund	\$ 48,000	2015 SATM Article 21 # 5
Fire Department	Replace NFD Car1	Capital Stab. Fund	\$ 31,500	2015 SATM Article 21 # 6
Information Technology	Town LAN Core Router	Capital Stab. Fund	\$ 50,000	2015 SATM Article 21 # 14
Police Department	Cruiser Replacement	Capital Stab. Fund	\$ 80,000	2015 SATM Article 21 # 3
Police Department	Replace Electronic Control devices	Capital Stab. Fund	\$ 19,500	2015 SATM Article 21 # 4
Police Department	Cruiser Replacement	Capital Stab. Fund	\$ 80,000	2015 FATM Article 9 #1
Public Schools	Purchase Portable Radios And Building Equipment	Capital Stab. Fund	\$ 162,000	2015 SATM Article 21 # 1
Public Schools	Purchase Van For Transporting Academic Teams, Clubs, and Athletes	Capital Stab. Fund	\$ 65,000	2015 SATM Article 21 # 2
Public Works	Purchase Three Loader Mounted One Way Snow Plows	Capital Stab. Fund	\$ 35,000	2015 SATM Article 21 # 11
Public Works	Replace Infield Groomer Tractor	Capital Stab. Fund	\$ 27,000	2015 SATM Article 21 # 13
Public Works	Replace Dumpsters	Capital Stab. Fund	\$ 12,500	2015 SATM Article 9 #3
Public Works	Cardboard Compactor	Capital Stab. Fund	\$ 37,000	2015 FATM Article 9 #4
Public Works	Replace LF-10 (Wood Chipper)	Capital Stab. Fund	\$ 70,000	2015 FATM Article 9 #5
Public Works	Guardrail	Capital Stab. Fund	\$ 10,000	2015 FATM Article 10 #4
Public Works	Field Renovations	Capital Stab. Fund	\$ 75,000	2015 FATM Article 10 #6
Town Clerk	Preservation of Historical Records	Capital Stab. Fund	\$ 100,000	2015 FATM Article 9 #7
Public Works	Tree Replacement	Capital Stab. Fund	\$ 35,000	2015 SATM Article 22 # 3
Public Works	DPW Memorial	Free Cash	\$ 5,000	2015 FATM Article 10 #5
Golf Course Enterprise	Greens Aerator	Golf Ent. Borrowing	\$ 28,000	2015 SATM Article 22 # 11
Golf Course Enterprise	Construction of Instruction Facility	Golf Ent. Retained Earn.	\$ 10,000	2015 SATM Article 22 # 12
Golf Course Enterprise	Repair of Landfill Access Road	Golf Ent. Retained Earn.	\$ 6,000	2015 SATM Article 22 # 13
Water Sewer Enterprise	Sewer Collection System and Upgrades	I&I Stabilization Fund	\$ 150,000	2015 FATM Article 10 #10
Facilities Management	Lilja School Roof	Reappropriation	\$ 550,000	2015 FATM Article 10 #7
Public Schools	Purchase & Install Portable Classrooms and Playground Equipment	Reappropriation	\$ 583,600	2015 FATM Article 10 #1
Public Schools	Purchase & Install Portable Classrooms	Tax Levy Borrowing	\$ 1,097,800	2015 SATM Article 22 # 1
Public Works	Replace S-31(Trash Packer)	Tax Levy Borrowing	\$ 280,000	2015 SATM Article 21 # 7
Public Works	Purchase One New Recycling Side Arm Packer	Tax Levy Borrowing	\$ 275,000	2015 SATM Article 21 # 8
Public Works	Replace H-61(Sidewalk Machine)	Tax Levy Borrowing	\$ 142,000	2015 SATM Article 21 # 9
Public Works	Replace H-56(Two Loader Mounted Snow Blowers)	Tax Levy Borrowing	\$ 275,000	2015 SATM Article 21 # 10
Public Works	Replace LF-9(Bucket Truck)	Tax Levy Borrowing	\$ 200,000	2015 SATM Article 21 # 12
Public Works	Willow St. Drainage Improvements	Tax Levy Borrowing	\$ 500,000	2015 SATM Article 22 # 2
Public Works	Replace H-57 (Front End Loader)	Tax Levy Borrowing	\$ 245,000	2015 FATM Article 9 #2
Public Works	Engineering Charles River Bridge	Tax Levy Borrowing	\$ 250,000	2015 FATM Article 10 #3
Water Sewer Enterprise	Replace W - 19 Vactor	W/S Borrowing	\$ 410,000	2015 FATM Article 9 #8
Water Sewer Enterprise	Water Distribution System Repairs and Upgrades	W/S Borrowing	\$ 250,000	2015 FATM Article 10 #9
Water Sewer Enterprise	VFD Installs and Controls	W/S Borrowing	\$ 195,000	2015 SATM Article 21 # 16
Water Sewer Enterprise	Replace SCADA PLC/CPU Equipment	W/S Borrowing	\$ 285,000	2015 SATM Article 21 # 17
Water Sewer Enterprise	H&T Filter Piping Painting and Maintenance	W/S Retained Earn.	\$ 250,000	2015 SATM Article 21 # 15
Water Sewer Enterprise	Replace WS#6 Generator	W/S Retained Earn.	\$ 47,000	2015 SATM Article 21 # 18
Water Sewer Enterprise	Replace W-27 (1Ton Work Truck)	W/S Retained Earn.	\$ 45,000	2015 SATM Article 21 # 19
Water Sewer Enterprise	Replace W - 2 (Vehicle)	W/S Retained Earn.	\$ 31,000	2015 FATM Article 9 #9

We have also created the financial mechanisms – through 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 recommends that 6% of General Fund Revenues be used to fund 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.



Town of Natick

FY 2017 – 2021 Capital Improvement Program

Recommended Capital Spending - Financial Management Principles

	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY2015</u>
Total Revenues	\$107,472,425	\$116,594,383	\$122,741,389	\$128,293,395	\$132,289,167
<i>Les Debt Exclusion Taxes</i>	\$921,017	\$5,057,862	\$4,768,302	\$4,276,702	\$4,215,216
Net Revenues	\$106,551,408	\$111,536,521	\$117,973,087	\$124,016,693	\$128,073,951
Target:	6%	6%	6%	6%	6%
6% (minimum) Target =	\$6,393,084	\$6,692,191	\$7,078,385	\$7,441,002	\$7,684,437
Actual Capital Spending					
Cash	\$543,120	\$1,401,900	\$1,282,777	\$1,925,150	\$1,628,250
Debt Service	\$6,096,302	\$5,892,283	\$5,440,219	\$5,521,273	\$5,882,868
Total Capital Spending	\$6,639,422	\$7,294,183	\$6,722,996	\$7,446,423	\$7,511,118
Spending as a %	6.23%	6.54%	5.70%	6.00%	5.86%

Town of Natick’s 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 occurs. As the above charts show, although capital funds were restricted during the previous years, at no time did overall capital spending decline for three years in a row. Through the community’s willingness to support the debt related projects and sound financial management by policymakers and officials, the Town has found itself in recent years able to meet its capital needs on a recurring basis; this was not always the case in years past.

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. Five thousand dollars (\$5,000) of Free Cash was spent for capital items at the 2015 Annual Town Meetings. \$373,000 of Water/Sewer Enterprise Retained Earnings was spent at the 2015 Annual Town Meetings, \$28,500 of Golf Enterprise Retained Earnings was spent at the 2015 Annual Town Meetings.

General Stabilization Fund – Appropriations out of the stabilization fund can be used for any purpose, but do require a higher (2/3) quantum vote of Town Meeting to be used as a funding source. Although used as a capital reserve in the past, the Town has not used General Stabilization Funds in support of capital needs since the creation of the Capital Stabilization Fund (discussed below). It is the Administration’s recommendation that the General Stabilization Fund serve as a reserve only for true emergencies and extraordinary needs. No capital needs were funded from the General Stabilization Fund during the past year.



Town of Natick

FY 2017 – 2021 Capital Improvement Program

Capital Stabilization Fund – Established at the 2010 Fall Annual Town Meeting, appropriations out of this stabilization fund can be used to fund capital equipment and improvements as well as debt-service payment related to capital purchases. Funding for the capital stabilization fund comes primarily 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. Additional funds (totaling \$2,005,092) including the FY 2014 Local Option Sales Tax collections were added to the fund at the 2014 Fall Annual Town Meeting as per the Town’s Financial Management Principles. The history of appropriations and current balance of the fund are shown below.

Capital Stabilization Fund History

FY 2015

FY2010		
	2010 FATM - Initial Balance (Article 3)	\$ 307,913
		\$ 307,913
FY2011		
	2011 SATM - Appropriated from Free Cash (Article 3)	\$ 687,440
		\$ 995,353
FY2012		
	2011 FATM - Capital Equipment & Improvement (Articles 9 and 10)	\$ (689,340)
	2011 FATM - Appropriated from Free Cash (Article 7)	\$ 1,172,071
		\$ 1,478,084
FY2013		
	2012 SATM - Capital Equipment & Improvement (Articles 15 and 16)	\$ (477,812)
	2012 FATM - Appropriated for use (Articles 5 and 6)	\$ (584,340)
	2012 FATM - Appropriated from Local Option Taxes (Free Cash Article 4)	\$ 1,275,551
	2012 FATM - Additional Appropriation from Free Cash (Article 4)	\$ 2,000,000
		\$ 3,691,483
FY2014		
	2013 SATM - Capital Equipment & Improvement (Articles 13 and 14)	\$ (925,840)
	2013 SATM - Debt Service	\$ (449,079)
	2013 SATM - Excluded Debt Service - Tax Reduction	\$ (250,000)
	2013 SATM - Appropriated from Free Cash (Article 3)	\$ 211,364
	2013 SATM - Appropriated from Tax Levy (Article 3)	\$ 254,211
	2013 FATM - Appropriated for use (Articles 18 and 19)	\$ (799,310)
	2013 FATM - Appropriated from Local Option Taxes (Free Cash Article 16)	\$ 1,334,123
	2013 FATM - Additional Appropriation from Free Cash (Article 16)	\$ 1,000,000



Town of Natick

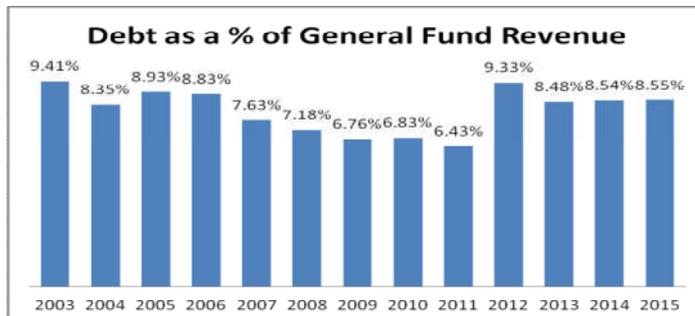
FY 2017 – 2021 Capital Improvement Program

2013 FATM - Additional Appropriation from Tax Levy (Article 16)	\$ 1,440,509
Interest Earned	\$ 19,703
	\$ 5,527,164
FY2015	
Interest Earned	\$ 33,585
2014 SATM - Capital Equipment & Improvement (Articles 13 and 14)	\$ (1,353,100)
2014 SATM - Reduce the Tax Impact	\$ (1,055,508)
2014 FATM - Appropriated for use (Articles 32 and 33)	\$ (650,150)
2014 FATM - Appropriated (Free Cash Article 27)	\$ 2,005,092
	\$ 4,507,083
FY2016	
Interest Earned (1 st Quarter)	\$ 5,269
2015 SATM - Capital Equipment & Improvement (Articles 21 and 22)	\$ (908,350)
2015 SATM - Reduce the Tax Impact	\$ (634,414)
2015 FATM - Appropriated for use (Articles 32 and 33)	\$ (489,500)
2015 FATM - Appropriated (Free Cash Article 5)	\$ 1,343,888
	\$ 3,822,977

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.

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.

Indicator 10



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



Town of Natick

FY 2017 – 2021 Capital Improvement Program

Community Senior Center. That percentage will remain stable over the next few years and will increase if we add large projects such as a new middle school.

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 bond rating from Standard & Poor's – the best possible credit rating.

Not only has Natick's 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 in recent years. Future issuance of debt should be timed so as to minimize fluctuations and their resulting 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.

General Fund Debt steadily decreases every year going forward as project debt is retired. This will change as new projects are funded through the use of debt. Analysis allows the Administration to selectively time when and how much new debt to issue annually in support of capital renewal and replacement so as to not increase the debt burden on the overall budget.

Water/Sewer Enterprise debt also declines annually, though the rate of decline is different than the General Fund. Several planned water sewer projects will be adding to the debt load over the next five years.

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. The debt will be paid down quicker than previously anticipated thanks to refinancing of the bonds in June 2013.

Other Sources – The Town uses dedicated state aid, mitigation funds, receipts reserved, and grant funding and even re-appropriation of unspent capital funds to finance capital investment when these funds are available.

FY 2017-2021 CAPITAL IMPROVEMENT PROGRAM & PHILOSOPHY: (*a.k.a. what gets funded and why*)

The FY 2017-2021 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 nearly one hundred million dollars 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.



Town of Natick

FY 2017 – 2021 Capital Improvement Program

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 asset 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 past years, we 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. We will continue to review all requests for capital projects. The draft FY 2017 Capital Improvement Budget is found in Section II.

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.

Department/Division	Description	2017	2016 Spring Town Meeting		2016 Fall Town Meeting		Funding Source	
General Fund			Equipment	Improvement	Equipment	Improvement	Cash	Debt
Natick Public Schools		2017						
NATICK PUBLIC SCHOOLS	REPLACE NSD-80 (DELIVERY TRUCK)	\$42,000	42,000	0	0	0	42,000	0
Natick Public Schools Total		42,000	42,000	0	0	0	42,000	0
Morse Institute Library		2017						
MORSE INSTITUTE LIBRARY	PICTURE BOOK SHELF LIGHTING	\$10,000	0	0	0	10,000	10,000	0
MORSE INSTITUTE LIBRARY	STACK LIGHTING FOR CHILDREN'S ROOM MAIN SHELVES	\$16,000	0	0	0	16,000	16,000	0
Morse Institute Library Total		26,000	0	0	0	26,000	26,000	0
Police Department		2017						
POLICE DEPARTMENT	CRUISER REPLACEMENT	\$205,000	82,000	0	123,000	0	205,000	0
POLICE DEPARTMENT	REPLACE AUTOMATIC EXTERNAL DEFIBRILLATORS	\$35,200	35,200	0	0	0	35,200	0
POLICE DEPARTMENT	REPLACE/ADD SECURITY CAMERAS	\$15,000	15,000	0	0	0	15,000	0
POLICE DEPARTMENT	911 SOFTWARE ENHANCEMENT	\$14,000	14,000	0	0	0	14,000	0
POLICE DEPARTMENT	REPLACEMENT RADIO EQUIPMENT PARTS	\$24,000	24,000	0	0	0	24,000	0
Police Department Total		293,200	170,200	0	123,000	0	293,200	0
Fire Department		2017						
FIRE DEPARTMENT	REPLACE FIRE STATION 4 (WEST NATICK) - PLANS	\$560,000	0	560,000	0	0	0	560,000
FIRE DEPARTMENT	REPLACE AMBULANCE	\$225,000	225,000	0	0	0	0	225,000
FIRE DEPARTMENT	MOBILE DATA TERMINALS/ COMPUTERS ON APPARATUS	\$70,000	0	0	70,000	0	70,000	0
Fire Department Total		855,000	225,000	560,000	70,000	0	70,000	785,000
Community and Economic Development		2017						
COMMUNITY AND ECONOMIC DEVELOPMENT	COCHITUATE AQUADUCT IMPROVEMENTS	700,000	0	700,000	0	0	0	700,000
COMMUNITY AND ECONOMIC DEVELOPMENT	COCHITUATERAIL TRAIL	2,500,000	0	2,500,000	0	0	0	2,500,000
Community and Economic Development		3,200,000	0	3,200,000	0	0	0	3,200,000
DPW Municipal Energy		2017						
PUBLIC WORKS ENERGY	LED STREETLIGHT CONVERSION	65,000	0	65,000	0	0	65,000	0
DPW Municipal Energy		65,000	0	65,000	0	0	65,000	0
DPW Engineering		2017						
PUBLIC WORKS ENGINEERING	ROADWAY & SIDEWALKS SUPPLEMENT	1,000,000	0	1,000,000	0	0	0	1,000,000
PUBLIC WORKS ENGINEERING	REHAB. - CHARLES RIVER BRIDGE	750,000	0	0	0	750,000	0	750,000
PUBLIC WORKS ENGINEERING	NORTH AVE AREA DRAINAGE IMPROVEMENTS	50,000	0	0	0	50,000	0	50,000
PUBLIC WORKS ENGINEERING	ROADWAY IMPROVEMENTS COTTAGE STREET	2,500,000	0	2,500,000	0	0	0	2,500,000
PUBLIC WORKS ENGINEERING	STORMWATER PERMIT IMPACT STUDY	50,000	50,000	0	0	0	0	50,000
PUBLIC WORKS ENGINEERING	ENGINEERING & REPAIRS TO THE CHARLES RIVER DAM	600,000	0	0	0	600,000	0	600,000
PUBLIC WORKS ENGINEERING	RESURFACE PUBLIC WORKS FACILITY	100,000	0	100,000	0	0	0	100,000
PUBLIC WORKS ENGINEERING	INSTALL CROSSWALK SIGNAL SYSTEMS (TWO LOCATIONS)	60,000	60,000	0	0	0	0	60,000
DPW Engineering Total		5,110,000	110,000	3,600,000	0	1,400,000	260,000	4,850,000
DPW Highway Sanitation Recycling		2017						
PUBLIC WORKS HIGHWAY	REPLACE S-33	295,000	295,000	0	0	0	0	295,000
PUBLIC WORKS HIGHWAY	GUARDRAIL (VARIOUS LOCATIONS)	10,000	0	0	10,000	0	10,000	0
PUBLIC WORKS HIGHWAY	REPLACE DUMPSTERS	12,500	0	0	12,500	0	12,500	0
PUBLIC WORKS HIGHWAY	REPLACE H-50 (DUMP TRUCK)	135,000	135,000	0	0	0	0	135,000
PUBLIC WORKS HIGHWAY	REPLACE H-63 (STREET SWEEPER)	190,000	190,000	0	0	0	0	190,000
DPW Highway Sanitation Recycling Total		642,500	620,000	0	22,500	0	22,500	620,000

Department/Division	Description	2017	2016 Spring Town Meeting	2016 Fall Town Meeting	Funding Source		
DPW Land Facilities and Natural Resources		2017					
PUBLIC WORKS LND FAC/NAT RES	TREE REPLACEMENT	30,000	0	30,000	0	0	30,000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-16 ATHLETIC FIELD MOWER	80,000	80,000	0	0	0	80,000
PUBLIC WORKS LND FAC/NAT RES	FIELD RENOVATIONS (NEWLY AMENDED)	167,000	0	167,000	0	0	167,000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-1	35,000	35,000	0	0	0	35,000
PUBLIC WORKS LND FAC/NAT RES	TREE INVENTORY	10,000	10,000	0	0	0	10,000
DPW Land Facilities and Natural Resources		322,000	125,000	197,000	0	0	155,000
Community Services		2017					
PARKS & RECREATION	EAST FIELD RENOVATION - ENGINEERING	200,000	0	200,000	0	0	200,000
PARKS & RECREATION	NAVY YARD FIELD RENOVATION - ENGINEERING	100,000	0	100,000	0	0	100,000
PARKS & RECREATION	PLAYGROUND SAFETY UPDATES	25,000	25,000	0	0	0	25,000
Community Services Total		325,000	25,000	300,000	0	0	25,000
Facilities Management		2017					
FACILITIES MANAGEMENT	INSTALL IRRIGATION SYSTEM	55,000	55,000	0	0	0	55,000
FACILITIES MANAGEMENT	REPLACE THE EAST SCHOOL ROOF	190,000	190,000	0	0	0	190,000
FACILITIES MANAGEMENT	BROWN - REPLACE PRIVACY PARTITIONS IN BATHROOMS	50,000	50,000	0	0	0	50,000
FACILITIES MANAGEMENT	BROWN - REMOVE ISLAND TO EXPAND PARKING	85,000	85,000	0	0	0	85,000
FACILITIES MANAGEMENT	BROWN - REPLACE SIDEWALKS AROUND SCHOOL	105,000	105,000	0	0	0	105,000
FACILITIES MANAGEMENT	WILSON - REPLACE SIDEWALKS AROUND SCHOOL	108,000	108,000	0	0	0	108,000
FACILITIES MANAGEMENT	REPLACE 7 WATER BUBBLERS WITH BOTTLE FILLERS	12,000	12,000	0	0	0	12,000
FACILITIES MANAGEMENT	CARPET REPLACEMENT, WILSON ADMINISTRATION AREA	20,000	0	20,000	0	0	20,000
FACILITIES MANAGEMENT	COMPLET JOHNSON WINDOW PROJECT	19,000	0	19,000	0	0	19,000
FACILITIES MANAGEMENT	REPLACE ROOF AT THE DPW EQUIPMENT MAIN. GARAGE	250,000	0	250,000	0	0	250,000
FACILITIES MANAGEMENT	BENNETT HEMENWAY ADDITIONAL STORAGE	210,000	0	210,000	0	0	210,000
FACILITIES MANAGEMENT	REPLACE RHODE ISLAND AVE FIRE STATION ROOF	65,000	0	65,000	0	0	65,000
FACILITIES MANAGEMENT	REPLACE AIR HANDLING UNITS AT BROWN SCHOOL	100,000	0	0	100,000	0	100,000
FACILITIES MANAGEMENT	MEMORIAL-REPLACE EXTERIOR WINDOWS	1,000,000	0	0	0	1,000,000	1,000,000
FACILITIES MANAGEMENT	WILSON-REPLACE AUDITORIUM A/C COMPRESSORS	50,000	50,000	0	0	0	50,000
FACILITIES MANAGEMENT	CARPET REPLACEMENT - TOWN HALL	30,000	0	30,000	0	0	30,000
FACILITIES MANAGEMENT	REPLACE HALLWAY FLOORING AT THE LILJA SCHOOL	105,000	0	0	105,000	0	105,000
FACILITIES MANAGEMENT	MEMORIAL- REPAVE PARKING AREAS	313,000	0	0	0	313,000	313,000
FACILITIES MANAGEMENT	REPLACE NFM-88	40,000	40,000	0	0	0	40,000
Facilities Management Total		2,807,000	695,000	594,000	205,000	1,313,000	526,000
Human Resources		2017					
HUMAN RESOURCES	HR MANAGEMENT SOFTWARE	35,000	35,000	0	0	0	35,000
Human Resources		35,000	35,000	0	0	0	35,000
Information Technology		2017					
INFORMATION TECHNOLOGY	DOCUMENT ARCHIVING	250,000	0	0	250,000	0	250,000
Information Technology		250,000	0	0	250,000	0	250,000
Finance Department		2017					
FINANCE	ACCOUNTS RECIEVABLE SOFTWARE CONVERSION	260,000	260,000	0	0	0	260,000
Finance Department		260,000	260,000	0	0	0	260,000

Department/Division	Description	2017	2016 Spring Town Meeting	2016 Fall Town Meeting	Funding Source
Town Clerk		2017			
TOWN CLERK	PRESERVATION OF HISTORICAL RECORDS	100,000		100,000	100,000
Town Clerk Total		100,000	0	100,000	100,000
Total General Fund		14,332,700	2,307,200	8,516,000	770,500
				2,739,000	1,619,700
					12,713,000

Funding Summary	
G.F. Debt	12,713,000
Capital S.F.	1,619,700
Total	14,332,700

Enterprise Fund	Description	2017	Equipment	Improvement	Equipment	Improvement	Cash	Debt
Water Sewer Enterprise								
WATER SEWER ENTERPRISE	VFD'S FOR PUMPS AT SPRINGVALE WATER TREATMENT	120,000	120,000	0	0	0		120,000
WATER SEWER ENTERPRISE	WATER/SEWER COVERED STORAGE BLDG	200,000	0	0	0	200,000		200,000
WATER SEWER ENTERPRISE	WATER DISTRIBUTION SYSTEM ENHANCEMENTS	150,000	0	0	0	150,000		150,000
WATER SEWER ENTERPRISE	REPLACE GROUND WATER WELLS	300,000	0	300,000	0	0		300,000
WATER SEWER ENTERPRISE	SPRINGVALE WATER TREATMENT PLANT RE-USE TANK	390,000	0	390,000	0	0		390,000
WATER SEWER ENTERPRISE	SEWER GRINDER PUMP AT BRADFORD RD PUMP STATION	50,000	50,000	0	0	0	50,000	
WATER SEWER ENTERPRISE	ROUTE 30 WATER MAIN LOOP	450,000	0	0	0	450,000		450,000
WATER SEWER ENTERPRISE	WEST CENTRAL WATER MAIN REPLACEMENT	1,200,000	0	0	0	1,200,000		1,200,000
WATER SEWER ENTERPRISE	SEWER COLLECTION SYSTEM REPAIRS & MAINT	150,000	0	0	0	150,000	150,000	
WATER SEWER ENTERPRISE	WATER CREW TRUCK (LIGHT-DUTY PICKUP TRUCK)	30,000	0	0	30,000	0	30,000	
WATER SEWER ENTERPRISE	REPLACE W-23 (DUMP TRUCK)	225,000	225,000	0	0	0		225,000
WATER SEWER ENTERPRISE	REPLACE W-12 (AIR COMPRESSOR)	30,000	30,000	0	0	0	30,000	
WATER SEWER ENTERPRISE	REPLACE W-18 VAN	40,000	0	0	40,000	0	40,000	
WATER SEWER ENTERPRISE	REPLACE HYDRO-HAMMER ATTACHMENT	19,000	19,000	0	0	0	19,000	
WATER SEWER ENTERPRISE	REPLACE STAND-BY GENERATOR TRANSFER SWITCHES	75,000	75,000	0	0	0	75,000	
WATER SEWER ENTERPRISE	REPLACE W-6 PORTABLE GENERATOR	47,000	47,000	0	0	0	47,000	
Total Water & Sewer Enterprise		3,476,000	566,000	690,000	70,000	2,150,000	441,000	3,035,000
	<i>Less grants, subsidies, etc.</i>	-150,000	-150,000	0	0	0	-150,000	0
	Net Water/Sewer (dependent upon rates)	3,326,000	416,000	690,000	70,000	2,150,000	291,000	3,035,000

Enterprise Fund	Description	2017	Equipment	Improvement	Equipment	Improvement	Cash	Debt
Golf Course Enterprise								
SASSAMON TRACE GOLF COURSE	REPLACEMENT OF IRRIGATION POND LINER	100,000	0	100,000	0	0		100,000
SASSAMON TRACE GOLF COURSE	GOLF CART STORAGE STRUCTURE	20,000	0	0	20,000	0	20,000	
SASSAMON TRACE GOLF COURSE	LIGHT WEIGHT UTILITY VEHICLES	15,000	0	0	15,000	0	15,000	
Golf Course Enterprise Total		135,000	0	100,000	35,000	0	35,000	100,000

Department/Division	Description	2017	2018	2019	2020	2021	Total
General Fund							
Natick Public Schools		2017	2018	2019	2020	2021	Total
NATICK PUBLIC SCHOOLS	REPLACE NSD-80 (DELIVERY TRUCK)	42,000	0	0	0	0	42,000
Natick Public Schools Total		42,000	0	0	0	0	42,000
Morse Institute Library		2017	2018	2019	2020	2021	Total
MORSE INSTITUTE LIBRARY	STACK LIGHTING FOR CHILDREN'S ROOM MAIN SHELVES	16,000	0	0	0	0	16,000
MORSE INSTITUTE LIBRARY	PICTURE BOOK SHELF LIGHTING	10,000	0	0	0	0	10,000
MORSE INSTITUTE LIBRARY	REPLACE BOOKMOBILE	0	0	0	175,000	0	175,000
Morse Institute Library Total		26,000	0	0	175,000	0	201,000
Police Department		2017	2018	2019	2020	2021	Total
POLICE DEPARTMENT	CRUISER REPLACEMENT	205,000	207,500	210,000	212,500	210,000	1,045,000
POLICE DEPARTMENT	REPLACE AUTOMATIC EXTERNAL DEFIBRILLATORS	35,200	0	0	0	0	35,200
POLICE DEPARTMENT	REPLACEMENT RADIO EQUIPMENT PARTS	24,000	0	0	0	0	24,000
POLICE DEPARTMENT	REPLACEMENT FIREARMS (HANDGUNS)	0	39,000	0	0	0	39,000
POLICE DEPARTMENT	REPLACE/ADD SECURITY CAMERAS	15,000	0	0	0	0	15,000
POLICE DEPARTMENT	REPLACE POLICE K9	0	0	0	0	6,000	6,000
POLICE DEPARTMENT	PARKING METER REPLACEMENT	0	80,000	0	0	0	80,000
POLICE DEPARTMENT	911 SOFTWARE ENHANCEMENT	14,000	0	0	0	0	14,000
POLICE DEPARTMENT	REPLACE SHOTGUNS	0	10,500	0	0	0	10,500
POLICE DEPARTMENT	REPLACE LIFT AND GARAGE EQUIPMENT	0	25,000	0	0	0	25,000
POLICE DEPARTMENT	REPLACE BULLET PROOF VESTS	0	0	50,000	0	0	50,000
Police Department Totals		293,200	362,000	260,000	212,500	216,000	1,343,700
Fire Department		2017	2018	2019	2020	2021	Total
FIRE DEPARTMENT	REPLACE AMBULANCE	225,000	0	0	0	0	225,000
FIRE DEPARTMENT	MOBILE DATA TERMINALS	70,000	0	0	0	0	70,000
FIRE DEPARTMENT	INCIDENT SUPPORT VEHICLE/BOX TRUCK	0	90,000	0	0	0	90,000
FIRE DEPARTMENT	DEFIBRILATOR PURCHASE	0	30,000	0	0	0	30,000
FIRE DEPARTMENT	PURCHASE ADDITIONAL AUTO PULSE/ AUTOMATED CPR	0	13,000	0	0	0	13,000
FIRE DEPARTMENT	REPLACEMENT OF SCBA EQUIPMENT	0	300,000	100,000	0	0	400,000
FIRE DEPARTMENT	REPLACE FIRE STATION 4 (WEST NATICK)	560,000	7,000,000	0	0	0	7,560,000
FIRE DEPARTMENT	CONSTRUCTION OF TRAINING FACILITY	0	750,000	0	0	0	750,000
FIRE DEPARTMENT	REPLACE 2001 FIRE PUMPER	0	535,000	0	0	0	535,000
FIRE DEPARTMENT	REPLACE L-1 WITH A PLATFORM/LADDER	0	0	1,250,000	0	0	1,250,000
FIRE DEPARTMENT	REPLACE 2005 FIRE PUMPER	0	0	0	550,000	0	550,000
FIRE DEPARTMENT	REPLACE AMBULANCE	0	0	0	0	245,000	245,000
Fire Department Total		855,000	8,718,000	1,350,000	550,000	245,000	11,718,000

Department/Division	Description	2017	2018	2019	2020	2021	Total
DPW Municipal Energy		2017	2018	2019	2020	2021	Total
PUBLIC WORKS ENERGY	LED STREET LIGHT CONVERSIONS	65,000	0	0	0	0	65,000
DPW Engineering Total		65,000	0	0	0	0	65,000
DPW Engineering		2017	2018	2019	2020	2021	Total
PUBLIC WORKS ENGINEERING	CH90 ROAD IMPROVEMENTS ¹	995,502	995,502	995,502	995,502	995,502	4,977,510
PUBLIC WORKS ENGINEERING	ROADS & SIDEWALKS SUPPLEMENT	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
PUBLIC WORKS ENGINEERING	ROADWAY IMPROVEMENTS COTTAGE STREET	2,500,000	0	0	0	0	2,500,000
PUBLIC WORKS ENGINEERING	ROADWAY IMPROVEMENTS COLLECTOR & ARTERIAL ROADWAYS		1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
PUBLIC WORKS ENGINEERING	STORMWATER PERMIT IMPACT STUDY	50,000	0	0	0	0	50,000
PUBLIC WORKS ENGINEERING	ENGINEERING & REPAIRS TO THE CHARLES RIVER DAM	600,000		950,000	0	0	1,550,000
PUBLIC WORKS ENGINEERING	REHAB. - CHARLES RIVER BRIDGE	750,000	0	0	0	0	750,000
PUBLIC WORKS ENGINEERING	NORTH AVE AREA DRAINAGE IMPROVEMENTS	50,000	1,300,000	0	0	0	1,350,000
PUBLIC WORKS ENGINEERING	RESURFACE PUBLIC WORKS FACILITY	100,000	0	0	0	0	100,000
PUBLIC WORKS ENGINEERING	INSTALL CROSSWALK SIGNAL SYSTEM (TWO LOCATIONS)	60,000	0	0	0	0	60,000
PUBLIC WORKS ENGINEERING	REHAB. - JENNINGS POND DAM	0	0	125,000	0	0	125,000
PUBLIC WORKS ENGINEERING	REPLACE E-2	0	0	30,000	0	0	30,000
PUBLIC WORKS ENGINEERING	REPLACE E-3	0	0	0	28,000	0	28,000
DPW Engineering Total		6,105,502	4,795,502	4,600,502	3,523,502	3,495,502	22,520,510
DPW Equipment Maintenance		2017	2018	2019	2020	2021	Total
PUBLIC WORKS EQUIPMENT MAINT	REPLACE FORK LIFT	0	25,000	0	0	0	25,000
PUBLIC WORKS EQUIPMENT MAINT	UPGRADE PUBLIC WORKS RADIO/COMMUNICATION SYSTEM	0	250,000	0	0	0	250,000
PUBLIC WORKS EQUIPMENT MAINT	UPGRADE GARAGE EQUIPMENT	0	0	30,000	0	0	30,000
DPW Equipment Maintenance Total		0	275,000	30,000	0	0	305,000
DPW Highway Sanitation Recycling		2017	2018	2019	2020	2021	Total
PUBLIC WORKS HIGHWAY	REPLACE DUMPSTERS	12,500	12,500	12,500	12,500	12,500	62,500
PUBLIC WORKS HIGHWAY	GUARDRAIL (VARIOUS LOCATIONS)	10,000	10,000	10,000	10,000	10,000	50,000
PUBLIC WORKS HIGHWAY	REPLACE H-63 STREET SWEEPER	190,000	0	0	0	0	190,000
PUBLIC WORKS HIGHWAY	REPLACE H-50 DUMP TRUCK	135,000	0	0	0	0	135,000
PUBLIC WORKS HIGHWAY	REPLACE S-33 TRASH PACKER	295,000	0	0	0	0	295,000
PUBLIC WORKS HIGHWAY	IMPLEMENTATION OF GRAVEL PIT MASTER PLAN	0	100,000	0	0	0	100,000
PUBLIC WORKS HIGHWAY	REPLACE S-31 TRASH PACKER	0	295,000	0	0	0	295,000
PUBLIC WORKS HIGHWAY	REPLACE H-72 SIDE WALK BOMBADIER	0	200,000	0	0	0	200,000
PUBLIC WORKS HIGHWAY	REPLACE H-54 TRUCK/PLOW	0	50,000	0	0	0	50,000
PUBLIC WORKS HIGHWAY	REPLACE H-73 2 TON ASPHALT ROLLER	0	23,000	0	0	0	23,000
PUBLIC WORKS HIGHWAY	REPLACE H-58 FRONT-END LOADER	0	250,000	0	0	0	250,000
PUBLIC WORKS HIGHWAY	REPLACING S-34 TRASH PACKER	0	0	295,000	0	0	295,000
PUBLIC WORKS HIGHWAY	REPLACE H-43 TRUCK/SANDER	0	0	200,000	0	0	200,000
PUBLIC WORKS HIGHWAY	REPLACE H-56 LARGE SNOW BLOWER	0	0	0	225,000	0	225,000
PUBLIC WORKS HIGHWAY	REPLACE H-46 TRUCK/SANDER	0	0	0	250,000	0	250,000
PUBLIC WORKS HIGHWAY	REPLACE H-62 STREET SWEEPER	0	0	0	200,000	0	200,000

Department/Division	Description	2017	2018	2019	2020	2021	Total
PUBLIC WORKS HIGHWAY	REPLACE S-101 RECYCLING SIDE ARM PACKER	0	0	0	275,000	0	275,000
PUBLIC WORKS HIGHWAY	REPLACING H-49 DUMP TRUCK/SANDER	0	0	0	0	210,000	210,000
PUBLIC WORKS HIGHWAY	REPLACE S-102 RECYCLING SIDE ARM PACKER	0	0	0	0	280,000	280,000
DPW Highway Sanitation Recycling Total		642,500	940,500	517,500	972,500	512,500	3,585,500
DPW Land Facilities and Natural Resources		2017	2018	2019	2020	2021	Total
PUBLIC WORKS LND FAC/NAT RES	FIELD RENOVATIONS	167,000	175,000	175,000	175,000	175,000	867,000
PUBLIC WORKS LND FAC/NAT RES	TREE REPLACEMENT	30,000	30,000	30,000	30,000	30,000	150,000
PUBLIC WORKS LND FAC/NAT RES	REPLACE ATHLETIC FIELD MOWER LF-16	80,000	0	0	0	0	80,000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-1	35,000	0	0	0	0	35,000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-5	0	135,000	0	0	0	135,000
PUBLIC WORKS LND FAC/NAT RES	ADDITIONAL EQUIPMENT ATTACHMENTS - SEEDER	0	16,000	0	0	0	16,000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-11 (LAWN MOWER)	0	20,000	0	0	0	20,000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-4	0	0	40,000	0	0	40,000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-17 (LAWN MOWER)	0	0	15,000	0	0	15,000
PUBLIC WORKS LND FAC/NAT RES	REPLACE FERTILIZER SPEADER	0	0	12,000	0	0	12,000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-2	0	0	0	40,000	0	40,000
PUBLIC WORKS LND FAC/NAT RES	REPLACE SYNTHETIC TURF MEMORIAL FIELD	0	0	0	600,000	0	600,000
PUBLIC WORKS LND FAC/NAT RES	TREE INVENTORY	10,000	10,000	10,000	10,000	10,000	50,000
DPW Land Facilities and Natural Resources Total		322,000	386,000	282,000	855,000	215,000	2,060,000
Town Administrator/Selectmen/Moderator		2017	2018	2019	2020	2021	Total
ADMINISTRATION-HUMAN RESOURCES	HR SOFTWARE MANAGEMENT PROGRAM	35,000	0	0	0	0	35,000
ADMINISTRATION-BORD OF HEALTH	REPLACE HEALTH-1	0	0	0	35,000	0	35,000
Town Administrator/Selectmen/Moderator Total		35,000	0	0	35,000	0	70,000
Community Services		2017	2018	2019	2020	2021	Total
PARKS & RECREATION	EAST FIELD RENOVATION - ENGINEERING	200,000	1,850,000	0	0	0	2,050,000
PARKS & RECREATION	NAVY YARD FIELD RENOVATION - ENGINEERING	100,000	950,000	0	0	0	1,050,000
PARKS & RECREATION	PLAYGROUND SAFETY UPDATES	25,000		0	0	0	25,000
PARKS & RECREATION	HISTORICAL MONUMENT RESTORATION	0	15,000	15,000	0	0	30,000
PARKS & RECREATION	DUG POND PIER ³	0	5,000	5,000	5,000	0	15,000
Community Services Total		325,000	2,820,000	20,000	5,000	0	3,170,000
Community and Economic Development		2017	2018	2019	2020	2021	Total
COMMUNITY & ECONOMIC DEVELOPMENT	DOWNTOWN PARKING GARAGE	0	7,000,000	0	0	0	7,000,000
COMMUNITY & ECONOMIC DEVELOPMENT	N. MAIN & BACON INT. IMP. - (MATHWORKS MITIGATION) ⁵	620,000	0	0	0	0	620,000
COMMUNITY & ECONOMIC DEVELOPMENT	WETHERSFIELD NEIGHBORHOOD TRAFFIC IMPROVEMENTS	0	208,000	0	0	0	208,000
COMMUNITY & ECONOMIC DEVELOPMENT	SPEEN STREET TRAFFIC IMPROVEMENTS	0	200,000	0	0	0	200,000
COMMUNITY & ECONOMIC DEVELOPMENT	PARK, BACON & WALNUT ST NEIGHBOR. TRAFFIC IMP.	0	172,000	0	0	0	172,000
COMMUNITY & ECONOMIC DEVELOPMENT	COCHITUATE RAIL TRAIL	2,500,000	0	0	0	0	2,500,000
COMMUNITY & ECONOMIC DEVELOPMENT	COCHITUATE AQUADUCT IMPROVEMENTS	700,000	0	0	0	0	700,000
COMMUNITY & ECONOMIC DEVELOPMENT	ROUTE 27 IMPROVEMENTS - CONSTRUCTION ⁴	0	14,725,286	0	0	0	14,725,286
COMMUNITY & ECONOMIC DEVELOPMENT	REPLACE CD-1	0	0	0	0	30,000	30,000

Department/Division	Description	2017	2018	2019	2020	2021	Total
Community Development		3,820,000	22,305,286	0	0	30,000	26,155,286
Facilities Management		2017	2018	2019	2020	2021	Total
FACILITIES MANAGEMENT	LILJA - REPLACE HALLAWAY FLOORING	105,000	0	0	0	0	105,000
FACILITIES MANAGEMENT	JOHNSON -COMPLETE WINDOW REPLACEMENT	19,000	0	0	0	0	19,000
FACILITIES MANAGEMENT	WILSON - REPLACE SIDEWALKS AROUND SCHOOL	108,000	0	0	0	0	108,000
FACILITIES MANAGEMENT	WILSON- REPAVE PARKING AREAS	0	35,000	0	0	0	35,000
FACILITIES MANAGEMENT	INSTALL IRRIGATION SYSTEM	55,000	0	0	0	0	55,000
FACILITIES MANAGEMENT	REPLACE 7 WATER BUBBLERS WITH BOTTLE FILLERS	12,000	0	0	0	0	12,000
FACILITIES MANAGEMENT	REPLACE ROOF AT THE DPW EQUIPMENT MAINTENANCE GARAGE	250,000	0	0	0	0	250,000
FACILITIES MANAGEMENT	REPLACE BOILER AT BROWN SCHOOL	0	0	0	400,000	0	400,000
FACILITIES MANAGEMENT	REPLACE LAMINATE FLOORING IN BROWN SCHOOL CLASSROOMS	0	45,000	0	0	0	45,000
FACILITIES MANAGEMENT	REPLACE CARPETING IN BROWN SCHOOL CLASSROOMS	0	55,000	0	0	0	55,000
FACILITIES MANAGEMENT	BROWN - REPLACE PRIVACY SCREENS IN BATHROOMS	50,000	0	0	0	0	50,000
FACILITIES MANAGEMENT	BROWN - REPLACE SIDEWALKS AROUND SCHOOL	105,000	0	0	0	0	105,000
FACILITIES MANAGEMENT	BROWN - REMOVE ISLAND REPLACE PARKING	85,000	0	0	0	0	85,000
FACILITIES MANAGEMENT	BENNETT HEMENWAY ADDITIONAL STORAGE	210,000	0	0	0	0	210,000
FACILITIES MANAGEMENT	REPLACE AIR HANDLING UNITS AT BROWN SCHOOL	100,000	0	0	0	0	100,000
FACILITIES MANAGEMENT	REPLACE RTU'S AT MORSE LIBRARY	0	0	0	0	300,000	300,000
FACILITIES MANAGEMENT	REPLACE CARPETING AT POLICE AND FIRE STATION	0	0	25,000	0	0	25,000
FACILITIES MANAGEMENT	REPLACE CARPETING AT MORSE LIBRARY	0	0	150,000	0	0	150,000
FACILITIES MANAGEMENT	REPLACE BOILER AT 90 OAK ST	0	0	0	120,000	0	120,000
FACILITIES MANAGEMENT	REPLACE SPEEN ST FIRE STATION ROOF	0	0	0	15,000	0	15,000
FACILITIES MANAGEMENT	REPLACE COLE ROOF	0	0	275,000	0	0	275,000
FACILITIES MANAGEMENT	REPLACE STATION 3 FIRE STATION ROOF	65,000	0	0	0	0	65,000
FACILITIES MANAGEMENT	CARPET REPLACEMENT, WILSON ADMINISTRATION AREA	20,000	0	0	0	0	20,000
FACILITIES MANAGEMENT	CARPET REPLACEMENT - TOWN HALL	30,000	30,000	0	0	0	60,000
FACILITIES MANAGEMENT	RENOVATION OF TOWN HALL OFFICES	0	100,000	0	0	0	100,000
FACILITIES MANAGEMENT	BROWN- REPLACE UNIT VENTILATORS IN CLASSROOMS	0	0	185,000	0	0	185,000
FACILITIES MANAGEMENT	MEMORIAL- REPAVE PARKING AREAS	313,000	0	0	0	0	313,000
FACILITIES MANAGEMENT	WILSON-REPLACE AUDITORIUM A/C COMPRESSORS	50,000	0	0	0	0	50,000
FACILITIES MANAGEMENT	MEMORIAL-REPLACE EXTERIOR WINDOWS	1,000,000	0	0	0	0	1,000,000
FACILITIES MANAGEMENT	MEMORIAL-INSTALL FIRE SPRINKLER SYSTEM	0	550,000	0	0	0	550,000
FACILITIES MANAGEMENT	REPLACE NFM-88	40,000	0	0	0	0	40,000
FACILITIES MANAGEMENT	ROOF (90 OAK STREET)	190,000	0	0	0	0	190,000
FACILITIES MANAGEMENT	BROWN- ROOF RESTORATION	0	180,000	0	0	0	180,000
FACILITIES MANAGEMENT	KENNEDY- REPLACE VAT FLOOR TILE	0	300,000	300,000	0	0	600,000
FACILITIES MANAGEMENT	KENNEDY-REPLACE HVAC UNITS	0	0	600,000	0	0	600,000
FACILITIES MANAGEMENT	KENNEDY- REPLACE EXTERIOR DOORS	0	0	140,000	0	0	140,000
FACILITIES MANAGEMENT	KENNEDY-REPLACE EXTERIOR WINDOWS	0	0	950,000	0	0	950,000
FACILITIES MANAGEMENT	KENNEDY-REPLACE CLASSROOM UNIVENTS + DDC	0	0	220,000	0	0	220,000
FACILITIES MANAGEMENT	KENNEDY-INSTALL FIRE SPRINKLER SYSTEM	0	0	850,000	0	0	850,000

Department/Division	Description	2017	2018	2019	2020	2021	Total
Facilities Management Total		2,807,000	1,295,000	3,695,000	535,000	300,000	8,632,000
Finance Department		2017	2018	2019	2020	2021	Total
FINANCE	ACCOUNTS RECEIVABLE SOFTWARE CONVERSION	260,000	0	0	0	0	260,000
Finance Department Total		260,000	0	0	0	0	260,000
Information Technology		2017	2018	2019	2020	2021	Total
INFORMATION TECHNOLOGY	DOCUMENT ARCHIVING	250,000	250,000	0	0	0	500,000
INFORMATION TECHNOLOGY	COMMUNITY SENIOR CENTER DAS SYSTEM	0	100,000	0	0	0	100,000
Information Technology		250,000	350,000	0	0	0	600,000
Town Clerk		2017	2018	2019	2020	2021	Total
TOWN CLERK	PRESERVATION OF HISTORICAL RECORDS	100,000	100,000	0	0	0	200,000
Town Clerk Total		100,000	100,000	0	0	0	200,000
Total General Fund		15,948,202	42,347,288	10,755,002	6,863,502	5,014,002	80,927,996
less grants, subsidies, mitigation funds, etc...		-1,615,502	-15,725,788	-995,502	-1,000,502	-995,502	-20,337,796
Net General Fund		14,332,700	26,621,500	9,759,500	5,863,000	4,018,500	60,590,200

Notes

¹ Funded through M.G.L. Ch. 90 State Aid for Roadway Construction & Maintenance

² Funded only if grants are available

³ Funded through B.A.A./Marathon funds

⁴ Funded through the State

⁵ Funded/partially funded through project specific mitigation funds

Water Sewer Enterprise	Description	2017	2018	2019	2020	2021	Total
WATER SEWER ENTERPRISE	WATER DISTRIBUTION SYSTEM ENHANCEMENTS	150,000	150,000	150,000	150,000	150,000	750,000
WATER SEWER ENTERPRISE	REPLACE W-23 (DUMP TRUCK)	225,000	0	0	0	0	225,000
WATER SEWER ENTERPRISE	SEWER COLLECTION SYSTEM REPAIRS & MAINTENANCE	150,000	150,000	150,000	150,000	150,000	750,000
WATER SEWER ENTERPRISE	WATER/SEWER COVERED STORAGE BUILDING	200,000	0	0	0	0	200,000
WATER SEWER ENTERPRISE	ROUTE 30 WATER MAIN LOOP	450,000	0	0	0	0	450,000
WATER SEWER ENTERPRISE	REPLACE GROUND WATER WELLS	300,000	300,000	300,000	0	300,000	1,200,000
WATER SEWER ENTERPRISE	REPLACE W-12 (AIR COMPRESSOR)	30,000	0	0	0	0	30,000
WATER SEWER ENTERPRISE	REPLACE W-18 VAN	40,000	0	0	0	0	40,000
WATER SEWER ENTERPRISE	REPLACE HYDRO-HAMMER (BACKHOE ATTACHEMENT)	19,000	0	0	0	0	19,000
WATER SEWER ENTERPRISE	SEWER GRINDER PUMPS AT BRADFORD ROAD PUMP STATION	50,000	0	0	0	0	50,000
WATER SEWER ENTERPRISE	SPRINGVALE WATER TREATMENT PLANT RE-USE TANK	390,000	0	0	0	0	390,000
WATER SEWER ENTERPRISE	VFD'S FOR PUMPS AT SPRINGVALE WATER TREATMENT PLANT	120,000	0	0	0	150,000	270,000
WATER SEWER ENTERPRISE	WEST CENTRAL WATER MAIN REPLACEMENT	1,200,000	0	0	0	0	1,200,000
WATER SEWER ENTERPRISE	REPLACE W-6 PORTABLE GENERATOR	0	47,000	0	0	0	47,000
WATER SEWER ENTERPRISE	BOOSTER PUMP - GLENRIDGE	0	500,000	0	0	0	500,000
WATER SEWER ENTERPRISE	CAPT TOM'S BOOSTER PUMP	0	350,000	0	0	0	350,000
WATER SEWER ENTERPRISE	TOWN FOREST RESERVOIR WATER MAIN UPGRADE	0	360,000	0	0	0	360,000
WATER SEWER ENTERPRISE	SEWER STATION GENERATORS	0	190,000	0	0	0	190,000

Department/Division	Description	2017	2018	2019	2020	2021	Total
WATER SEWER ENTERPRISE	REPLACE W-29 2008 SERVICE TRUCK	0	56,000	0	0	0	56,000
WATER SEWER ENTERPRISE	REPLACE W-8 (GENERATOR)	0	60,000	0	0	0	60,000
WATER SEWER ENTERPRISE	REPLACE W-24 2007 PICK UP TRUCK	0	56,000	0	0	0	56,000
WATER SEWER ENTERPRISE	ELM BANK CHLORINE GAS AIR SCRUBBER	0	100,000	0	0	0	100,000
WATER SEWER ENTERPRISE	4M SEWER PUMP STATION FORCE MAIN REPLACEMENT	0	1,740,000	0	0	0	1,740,000
WATER SEWER ENTERPRISE	RTE 9 & RTE 27 WATER/SEWER INFRASTRUCTURE	0	1,750,000	1,600,000	0	0	3,350,000
WATER SEWER ENTERPRISE	EAST CENTRAL WATER MAIN ABANDONMENT	0	0	800,000	0	0	800,000
WATER SEWER ENTERPRISE	REPLACE EQUIPMENT TRAILERS	0	0	10,000	0	0	10,000
WATER SEWER ENTERPRISE	REPLACE W-26 SMALL DUMP TRUCK	0	0	65,000	0	0	65,000
WATER SEWER ENTERPRISE	SPRINGVALE TONKA FILTER MEDIA REPLACEMENT	0	0	300,000	0	0	300,000
WATER SEWER ENTERPRISE	REPLACE W-30 2010 VACTOR	0	0	425,000	0	0	425,000
WATER SEWER ENTERPRISE	WATER MAIN RELINING /REPLACEMENT	0	0	950,000	950,000	950,000	2,850,000
WATER SEWER ENTERPRISE	RUNNING BROOK/VESTA RD PUMP STATION	0	0	0	500,000	0	500,000
WATER SEWER ENTERPRISE	REPLACE W-11 (AIR COMPRESSOR)	0	0	0	0	30,000	30,000
WATER SEWER ENTERPRISE	REPLACE W-15 FRONT END LOADER	0	0	0	0	245,000	245,000
WATER SEWER ENTERPRISE	REPLACE W-21 SERVICE TRUCK	0	0	0	0	60,000	60,000
WATER SEWER ENTERPRISE	REPLACE W-17 CRANE TRUCK	0	0	0	0	75,000	75,000
WATER SEWER ENTERPRISE	REPLACE WATER TREATMENT PLANT STAND-BY GENERATORS	75,000	200,000	0	0	0	275,000
WATER SEWER ENTERPRISE	WATER CREW TRUCK (LIGHT-DUTY PICKUP TRUCK)	30,000	0	0	0	0	30,000
WATER SEWER ENTERPRISE	REPLACE W-6 PORTABLE GENERATOR	47,000	0	0	0	0	47,000
Water Sewer Enterprise		3,476,000	6,009,000	4,750,000	1,750,000	2,110,000	18,095,000
Total Water & Sewer Enterprise		3,476,000	6,009,000	4,750,000	1,750,000	2,110,000	18,095,000
	<i>Less grants, subsidies, etc.</i>	-150,000	-150,000	-150,000	-150,000	-150,000	-750,000
	Net Water/Sewer (dependent upon rates)	3,326,000	5,859,000	4,600,000	1,600,000	1,960,000	17,345,000

Golf Course Enterprise	Description	2017	2018	2019	2020	2021	Total
SASSAMON TRACE GOLF COURSE	PAVING OF GOLF COURSE CART PATHS	0	10,000	10,000	0	0	20,000
SASSAMON TRACE GOLF COURSE	REPLACEMENT OF IRRIGATION POND LINER	100,000	0	0	0	0	100,000
SASSAMON TRACE GOLF COURSE	SASSAMON TRACE IRRIGATION WELL	0	75,000	0	0	0	75,000
SASSAMON TRACE GOLF COURSE	GOLF CART STORAGE STRUCTURE	20,000	0	0	0	0	20,000
SASSAMON TRACE GOLF COURSE	TREE WORK	0	10,000	0	0	0	10,000
SASSAMON TRACE GOLF COURSE	GOLF CART FLEET REPLACEMENT	0	132,000	0	0	0	132,000
SASSAMON TRACE GOLF COURSE	LIGHT WEIGHT UTILITY VEHICLES	15,000	0	0	0	0	15,000
SASSAMON TRACE GOLF COURSE	GREENS AND TEE MOWERS	0	0	56,000	0	0	56,000
SASSAMON TRACE GOLF COURSE	TRIM MOWER	0	0	36,000	0	0	36,000
SASSAMON TRACE GOLF COURSE	PARKING LOT EXTENSION	0	20,000	0	0	0	20,000
SASSAMON TRACE GOLF COURSE	TRACTOR WITH BACKHOE ATTACHMENT	0	0	32,000	0	0	32,000
SASSAMON TRACE GOLF COURSE	BUNKER RENOVATION	0	0	10,000	10,000	0	20,000
SASSAMON TRACE GOLF COURSE	TOPDRESSER	0	0	0	15,000	0	15,000
SASSAMON TRACE GOLF COURSE	FAIRWAY MOWER	0	0	0	45,000	0	45,000
SASSAMON TRACE GOLF COURSE	REPLACE MAINTENANCE TRUCK	0	35,000	0	0	0	35,000
Golf Course Enterprise Total		135,000	282,000	144,000	70,000	0	631,000

Department/Division	Description	2017	2018	2019	2020	2021	Total
Total All Funds		2017	2018	2019	2020	2021	Total
General Fund		15,948,202	42,347,288	10,755,002	6,863,502	5,014,002	10,095
Water/Sewer Enterprise		3,476,000	6,009,000	4,750,000	1,750,000	2,110,000	75,913,994
Sassamon Trace		135,000	282,000	144,000	70,000	0	15,985,000
Gross Capital Requests		19,559,202	48,638,288	15,649,002	8,683,502	7,124,002	91,909,089
<i>less subsidies/offsets</i>		<i>-1,765,502</i>	<i>-15,875,788</i>	<i>-1,145,502</i>	<i>-1,150,502</i>	<i>-1,145,502</i>	<i>-21,087,796</i>
Net Capital Requests		17,793,700	32,762,500	14,503,500	7,533,000	5,978,500	70,821,293



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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

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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. These policies shall be reviewed no less than annually and may be, but are not required to be, revised as a result.

PART 2: PRINCIPLES

Reserves: Use and Recommended Balances

- The Town shall appropriate reserve funds in accordance with M.G.L. C40 Section 6 for extraordinary and unforeseen expenditures. The reserve amount may not exceed three per cent of the tax levy for the fiscal year. No direct drafts against this fund shall be made, but transfers from the fund may from time-to-time be voted by the Finance Committee and the Town Comptroller shall make such transfers accordingly. The Board of Selectmen, in the case of the Water/Sewer Enterprise Fund vote transfers from the water/sewer reserve fund and the Town Comptroller makes such transfers accordingly.
- 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.
- Encumbrances shall be reviewed annually and released as deemed appropriate by the Town Administration.

Stabilization Funds:

- The Town will maintain a diversified series of permanent reserves in the form of stabilization funds. These stabilization funds will consist of six 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. This fund was adopted in accordance with M.G.L. C40, Section 5B at the Annual Town Meeting in 1961.
 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. This fund was adopted in accordance with M.G.L. C40, Section 5B at the 2011 Spring Annual Town Meeting.
 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 primarily through local option taxes though other funding sources as may be available from time to time are not precluded. This fund was adopted in accordance with M.G.L. C40, Section 5B at the 2010 Fall Annual Town Meeting.
 4. An Inflow & Infiltration Stabilization Fund should be maintained for the purpose of funding repairs to and replacement of sewer lines to reduce inflow and infiltration into the Town's sewer system. It can also be used to pay debt service related to this purpose. Sewer connection fees will be the primary source of funding although other funding sources as may be available from time to time are not precluded. This fund was adopted in accordance with M.G.L. C40, Section 5B at the 2014 Spring Annual Town Meeting.
 5. A One-to-One Technology Stabilization Fund should be maintained for the purpose of funding the one-to-one technology program for Natick High School Students. This fund was adopted in accordance with M.G.L. C40, Section 5B at the 2014 Spring Annual Town Meeting.
 6. A FAR Bonus Stabilization Fund should be maintained for the purpose of the creation of additional open space and public parks. More specifically, FAR Bonus monies are to be used for "Open Space Public

Benefit Amenities” which are defined as either parks or excess pervious landscaping available for the active or passive recreation, or leisure use, by the public. This fund was adopted in accordance with M. G.L. C40, Section 5B at the 2015 Fall Annual Town Meeting.

- Stabilization Funds should be enhanced whenever possible in order to meet and/or maintain the desired target levels.

Capital Planning and Budgeting

- A 5-Year capital plan should be developed and updated annually, per Section 5-7 of the Town’s Charter.
- Funding for capital projects shall be timed to maximize efficiency, cost-effectiveness and return on investment
- 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.
- All capital needs of all Town Departments, including the School Department shall be included within the capital plan.
- Credit rating agency guidelines recommend that a town maintain a general fund debt service payment burden ratio, as a percentage of available revenue or expenditures, between 8% and 12%. The Town shall strive to maintain its burden ratio below 10%. Affordability analysis as determined by this measure will be undertaken prior to General Fund debt being authorized by Town Meeting.

Debt Issuance and Management

- Capital projects should be carefully scheduled and monitored to minimize borrowing costs while optimizing investment opportunities.
- Large capital projects, generally costing over \$1 million and having a useful life of ten years or more, are typically funded with debt to spread the cost out over many years.
- The Town will strive to issue debt on a level principal payment basis in order to reduce the total amount of interest that is paid on the issuance.
- Refinancing existing debt to reduce interest rates and costs will be reviewed annually.
- Projects with balances remaining after project completion shall be reviewed annually and excess balances shall be closed to free cash or appropriated for other projects of similar nature.
- Authorized unissued debt remaining after a capital project has been completed shall be presented to Town Meeting for rescission.

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 reviewed and updated no less than annually.

Cash/Investments Management

- Fees and charges will be reviewed regularly to ensure that – where appropriate – they cover direct and indirect costs associated with the related service and/or that they fulfill a policy objective or other purpose of the Town.
- The Town’s Investment Policy shall be reviewed annually by Board of Selectmen and Town Administrator.
- The Treasurer shall report the cash and investments balances of the Town, as of June 30 each year, to the Board of Selectmen and Town Administrator and provide a report of the safety, liquidity, investment earnings and the amount of insurance/collateralization for all funds.

Retirement System Funding

- The Town will use an actuarially accepted method of funding its pension system to achieve a fully-funded position. The Town’s contribution to employee retirement costs will be adjusted annually as necessary to maintain the funding schedule. If the Town reaches its actuarial-required contribution (defined as Town and employee contributions that when expressed as a percent of annual covered payroll are sufficient to accumulate assets to pay benefits when due), the Town may reduce its contribution provided that the amount reduced from the

annual actuarial requirement will only be used to fund other unfunded liabilities (i.e. OPEB liability), for one-time, non-recurring expenses, and/or to enhance the Town's Stabilization Funds in order to provide the ability to increase contributions as may be required by future market conditions.

Other Post-Employment Benefits (OPEB) Funding

- The Town will develop an actuarially accepted method of funding its Other Post-Employment Benefits to achieve a fully-funded position. The Town will strive to get its contributions to the level required by such a plan. The Town's contribution to Other Post-Employment Benefit costs will be funded into the OPEB Trust Fund established for this purpose using one-time funds (free cash) or annual appropriation in the future. If the Town reaches its actuarial-required contribution (defined as Town and employee contributions that when expressed as a percent of annual covered payroll are sufficient to accumulate assets to pay benefits when due), the Town may reduce its contribution provided that the amount reduced from the annual actuarial requirement will only be used to fund other unfunded liabilities, for one-time, non-recurring expenses, and/or to enhance the Town's Stabilization Funds in order to provide the ability to increase contributions as may be required by future market conditions.

*Adopted by the Board of Selectmen, March 2011
Revised by Board of Selectmen, February 6, 2012
Revised by Board of Selectmen, March 10, 2014
Revised by Board of Selectmen, November 23, 2015*



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

	<i>FY00</i>	<i>FY01</i>	<i>FY02</i>	<i>FY03</i>
Budgeted Amount	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Total Expenses	\$ 220,944	\$ 546,000	\$ 232,386	\$ 595,726

	<i>FY04</i>	<i>FY05</i>	<i>FY06</i>	<i>FY07</i>
Budgeted Amount	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Total Expenses	\$ 449,538	\$ 895,551	\$ 449,627	\$ 352,978

	<i>FY08</i>	<i>FY09</i>	<i>FY10</i>	<i>FY11</i>
Budgeted Amount	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Total Expenses	\$ 882,779	\$ 827,745	\$ 670,901	\$ 867,663

	<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>
Budgeted Amount	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Total Expenses	\$ 299,508	\$ 862,115	\$ 1,042,022	\$ 1,264,319

	<i>5 Year Average</i>	<i>10 Year Average</i>	<i>5 Year Median</i>	<i>10 Year Median</i>
Total Expenses	\$ 867,125	\$ 751,966	\$ 867,663	\$ 844,930



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Status of Municipal Reserves

Overlay Surplus:

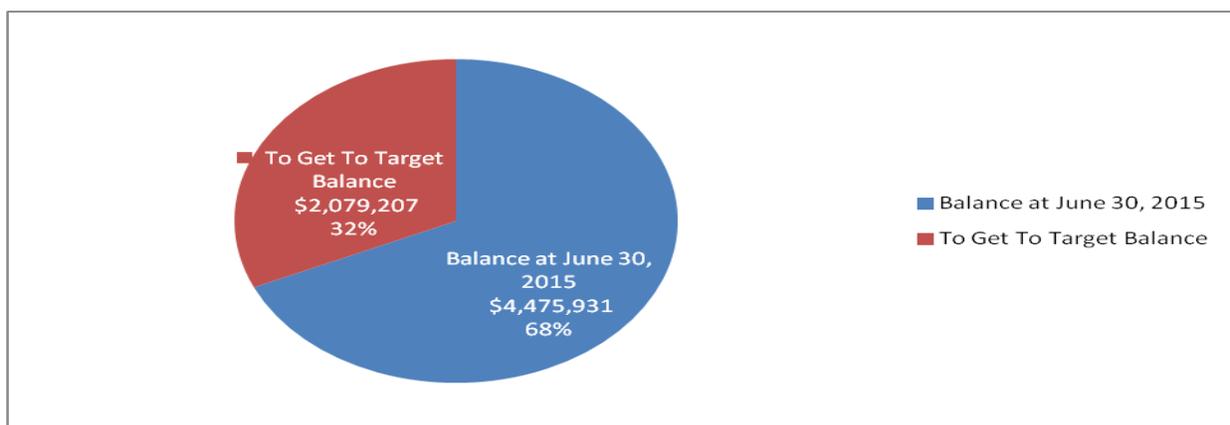
The purpose of the overlay surplus account is to fund property tax abatements and exemptions that may be granted in a particular fiscal year. Each fiscal year has an associated Overlay Reserve account; once all exemption and abatement requests for a particular fiscal year have been resolved or can be 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. No overlay surplus was used in building the FY 2013 Preliminary Budget. \$500,000 was used in FY 2014, FY 2015 and FY 2016, and the same amount is proposed for use in FY 2017.

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 six Stabilization Funds:

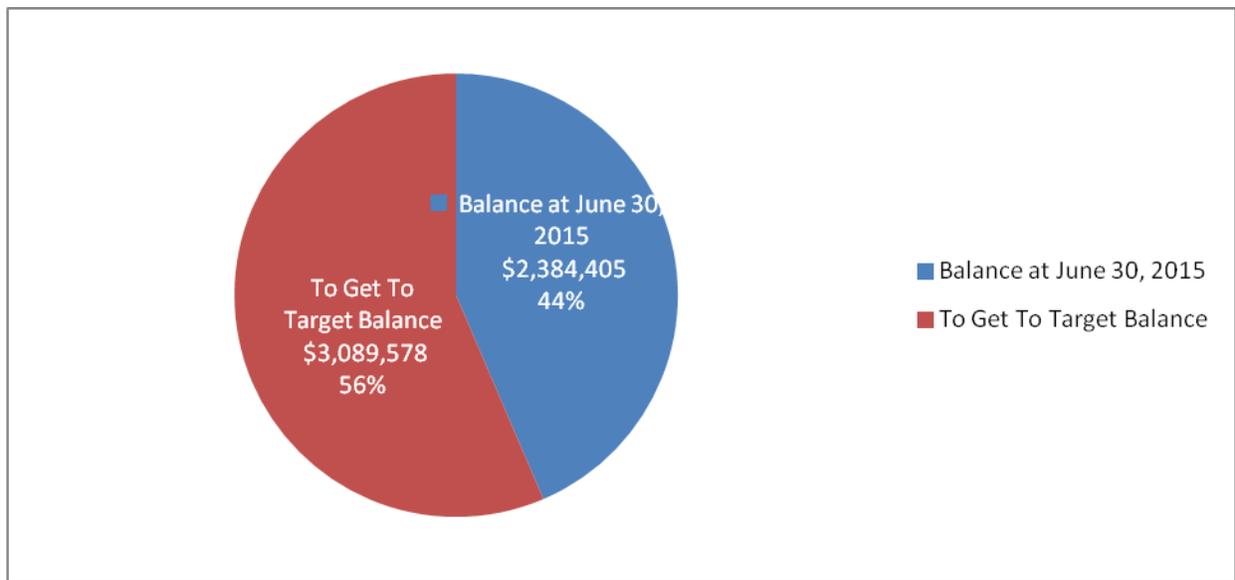
General Stabilization Fund: The National Advisory Council on State and Local Budgeting recommends that Stabilization Funds be used to address temporary cash flow shortages, emergencies, unanticipated economic downturns, and one-time opportunities. A prudent level of financial resources is recommended 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 \$6.5 million.



	6/30/15 Balance	G.F. Revenues*	Minimum Level	Target	Balance to target	% Raised
General Stabilization Fund	\$4,475,931	\$ 131,102,761	2%	5%	\$ 2,079,207	68%

Operational Stabilization Fund: An Operational Stabilization Fund should be maintained for the purpose of augmenting operations in case of sustained economic downturn and associated loss of revenues in support of operations. Sustained economic downturn will be any situation whereby State Aid and/or local receipts are significantly reduced from one-year to the next. "Significantly" is defined as more than 5% of the total for the respective revenue category.

The target amount of money in the Operational Stabilization Fund should be sufficient to sustain operations through a three-year period of economic downturn. This shall be equivalent to 10% of State Aid Revenues and 5% of Estimated Receipts cumulative for a three-year period. As resources allow, it is the intent of Town Administration to build the Operational Stabilization Fund over the coming years to prepare for the next economic downturn.



	6/30/15 Balance	Target - 5% of Local Receipts for last 3 years*	Target - 10% of State Aid for last 3 years*	Total Target	Remaining Target	Percentage of Target
Operational Stabilization Fund	\$ 2,384,405	\$ 1,652,393	\$ 3,821,590	\$ 5,473,983	\$ 3,089,578	44%

Capital Stabilization Fund: This stabilization fund was created by the 2010 Fall Annual Town Meeting and is predominantly funded through local option taxes. It is exclusively to be used for the purposes of funding any capital-related project, or pieces of capital equipment, or debt-service payment related thereto. The Capital Stabilization Fund is a great resource to the Town. It provides a funding mechanism for a significant portion of the capital budget each year. The Town’s capital budget (exclusive of debt excluded projects), as indicated in the capital plan, is approximately 6% of general fund revenues. Annual Town Meetings appropriate funds out of the Capital Stabilization Fund in order to pay for capital and debt related expenditures.

July 1, 2014 Balance	\$5,527,164
<u>FY2015</u>	
Interest Earned	33,585
2014 SATM - Capital Equipment and Improvement (Articles 13 & 14)	(1,353,100)
2014 SATM - Reduce Tax Impact	(1,055,508)
2014 FATM - Appropriated for use (Articles 32 & 33)	(650,150)
2014 FATM - Appropriated from Local Option Taxes (Free Cash Article 27)	1,355,092
2014 FATM – Additional Appropriation (Free Cash Article 27)	<u>650,000</u>
June 30, 2015 Balance	\$4,507,083

Article 5 of the 2015 Fall Annual Town Meeting authorized a transfer of \$1,343,888 from Free Cash into the Capital Stabilization Fund. This amount represents the amount of local options taxes collected during fiscal year 2015 which was certified to Free Cash as of July 1, 2015. Town Meeting has transferred the full amount of the local options taxes to the Capital Stabilization Fund each year after the local options taxes were received and certified as Free Cash.

One-to-One Technology Stabilization Fund: This stabilization fund was created by the 2014 Spring Annual Town Meeting – Article 31 for the purpose of providing sustainability of student devices/computers for grades 9-12. This fund, as was discussed at the 2014 Spring Annual Town Meeting, may not cover all of the costs in the future for this program but will serve as a partial funding source to ease the financial burden when these purchases come up. Funding will be needed in the near future for replacement of student devices/computers. To date only one appropriation of \$100,000 has been placed in the fund at the 2014 Fall Annual Town Meeting – Article 29. As of June 30, 2015, the balance in this fund totaled \$100,343.

Inflow and Infiltration Stabilization Fund: This stabilization fund was created by the 2014 Spring Annual Town Meeting – Article 30 for the purpose of funding programs and activities designed to reduce inflow and infiltration in the Town’s sewer system. Each year the Town collects revenue from new or expanding sewer connections. Prior to FY2014 these funds were held in a receipts reserved fund for the purpose of inflow and infiltration removal. This new fund was necessitated by a change directed by the Commonwealth of Massachusetts - Department of Revenue policy which no longer allowed funds to be carried forward in retained earnings from year to year in the Water Sewer Enterprise Fund. Article 28 of the 2014 Fall Annual Town Meeting funded an appropriation from the Water Sewer Enterprise Fund retained earnings in the amount of \$1,126,405 as a first time deposit into this stabilization fund. As of June 30, 2015, the balance in this fund totaled \$1,130,271.

FAR Bonus Stabilization Fund: This stabilization fund was created by the 2015 Fall Annual Town Meeting Article – Article 24 for the purpose of the creation of additional open space and public parks. More specifically, FAR Bonus monies are to be used for “Open Space Public Benefit Amenities” which are defined as either parks or excess pervious landscaping available for the active or passive recreation, or leisure use, by the public. Article 24 funded two appropriations, \$5,162,690 and \$433,635, from the Conservation Commission Fund and General Fund, respectively to the FAR Bonus Stabilization Fund.

Free Cash:

Free Cash is cyclical, as a new amount is certified by the Department of Revenue each year based upon remaining funds from operations of the previous fiscal year and actual receipts in excess of revenue estimates, with offsets applied such as unpaid property taxes and certain deficits, all as based on the Town's balance sheet as of June 30. That is, Free Cash is, to some extent, replenished at the end of each fiscal year, but the extent cannot be accurately predicted until the subject fiscal year is “closed out.”

The MA Department of Revenue recommends that "A community should maintain a free cash balance to provide a hedge against unforeseen expenditures and to ensure there will be an adequate reserve to prevent sharp fluctuations in the tax rate. Maintenance of an adequate free cash level is not a luxury but a necessary component of sound local fiscal management. Credit rating agencies and other members of the financial community expect municipalities to maintain free cash reserves and make judgments regarding a community's fiscal stability, in part, on the basis of free cash."

One unofficial target for unappropriated Free Cash (the balances remaining after all appropriations are made from the fund during the fiscal year) is that it should not go below 1/2% of general fund revenues, or approximately \$650,000 for Natick.

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

Free Cash Balances

Fiscal Year		FY 2012	FY 2013		FY 2014	FY 2015	FY 2016
Effective Date		7/1/2011	7/1/2012		7/1/2013	7/1/2014	7/1/2015
General Fund (Free Cash)		\$ 4,737,528	\$ 6,791,984		\$ 6,827,707	\$ 6,832,003	\$ 9,212,607
Water/Sewer Enterprise		\$ 2,386,297	\$ 849,404		\$ 2,866,906	\$ 3,342,357	\$ 1,753,150
Golf Course Enterprise		\$ 71,576	\$ 72,642		\$ 100,674	\$ 201,094	\$ 211,371

Finally, this table shows the planned usage of the \$9,212,607 Certified Free Cash amount as of 7/1/15.

FY16 Free Cash Utilization Proposal

<u>Item</u>	<u>Amount</u>	<u>Rationale</u>
Certified Free Cash as of 7/1/2015	\$ 9,212,607	
.5% of G/F Revenue Set-Aside	\$ (655,514)	As per Financial Management Principles
2015 Fall Town Meeting		
Article 2: FY15 Snow & Ice Deficit	\$ (699,569)	To fund deficit
Article 2: Town Clerk Salaries	\$ (5,000)	See Warrant Article
Article 5: Transfer of FY 2015 Local Option Taxes to CSF	\$ (1,343,888)	As per Financial Management Principles
Article 10: Capital Improvement	\$ (5,000)	See Warrant Article
Article 24: Transfer to FAR Bonus Stabilization Fund	\$ (433,635)	See Warrant Article
Article 27: Route 30 / Speen Street	\$ (12,600)	See Warrant Article
Article 29: Comprehensive Master Plan	\$ (200,000)	See Warrant Article
Article 33: Appropriate Funds for Sewage Disposal System For Affordable Housing	\$ (35,000)	See Warrant Article
Article 35: Thomas Sawin Homestead	\$ (30,000)	See Warrant Article
2016 Spring Annual Town Meeting		
Reserved for FY17 Budget Support	\$ (3,400,000)	FY17 Budget Support
Remaining Unallocated Balance	\$ 2,392,401	



Town of Natick

FY 2017 Preliminary Budget

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**THE COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF REVENUE
TAX RATE RECAPITULATION**

FISCAL 2016

**OF
NATICK**

City / Town / District

I. TAX RATE SUMMARY

Ia. Total amount to be raised (from IIe)	\$	<u>156,920,819.64</u>
Ib. Total estimated receipts and other revenue sources (from IIIe)		<u>57,103,777.00</u>
Ic. Tax levy (Ia minus Ib)	\$	<u>99,817,042.64</u>
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	77.6299%	77,487,870.38	5,710,234,800	13.57	77,487,886.24
Net of Exempt					0.00
Open Space	0.0000%	0.00	0		0.00
Commercial	19.9863%	19,949,733.59	1,470,137,200	13.57	19,949,761.80
Net of Exempt					0.00
Industrial	0.5434%	542,405.81	39,968,900	13.57	542,377.97
SUBTOTAL	98.1596%		7,220,340,900		97,980,026.01
Personal	1.8404%	1,837,032.85	135,373,370	13.57	1,837,016.63
TOTAL	100.0000%		7,355,714,270		99,817,042.64

Board of Assessors of NATICK
City / Town / District

MUST EQUAL IC

NOTE : The information was Approved on 11/12/2015.

<u>Janice Dangelo, Dir. of Assessing, Natick, 508-647-6420</u>	<u>11/9/2015 11:29 AM</u>	<u>Signing as Chairman of the Board of Assessors...</u>
Assessor	Date	(Comments)

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

Reviewed By	Andrew Nelson
Date :	12-NOV-15
Approved :	Thomas Guilfoyle
Director of Accounts	



(Anthony A Rassias)

TAX RATE RECAPITULATION

FISCAL 2016

NATICK

City / Town / District

II. Amounts to be raised

Ila. Appropriations (col.(b) through col.(e) from page 4)		\$	154,279,700.00
Ilb. Other amounts to be raised			
1. Amounts certified for tax title purposes	0.00		
2. Debt and interest charges not included on page 4	0.00		
3. Final court judgements	0.00		
4. Total overlay deficits of prior years	0.00		
5. Total cherry sheet offsets (see cherry sheet 1-ER)	291,510.00		
6. Revenue deficits	0.00		
7. Offset receipts deficits Ch. 44, Sec. 53E	0.00		
8. Authorized Deferral of Teachers' Pay	0.00		
9. Snow and ice deficit Ch. 44, Sec. 31D	0.00		
10. Other (specify on separate letter)	0.00		
TOTAL Ilb (Total lines 1 through 10)			291,510.00
Ilc. State and county cherry sheet charges (C.S. 1-EC)			1,352,418.00
Ild. Allowance for abatements and exemptions (overlay)			997,191.64
Ile. Total amount to be raised (Total Ila through Ild)		\$	156,920,819.64

III. Estimated receipts and other revenue sources

IIIa. Estimated receipts - State			
1. Cherry sheet estimated receipts (C.S. 1-ER Total)	\$	13,016,665.00	
2. Massachusetts school building authority payments		0.00	
TOTAL IIIa			13,016,665.00
IIIb. Estimated receipts - Local			
1. Local receipts not allocated (page 3, col(b), Line 24)		11,735,542.00	
2. Offset Receipts (Schedule A-1)		0.00	
3. Enterprise Funds (Schedule A-2)		15,851,193.00	
4. Community Preservation Funds (See Schedule A-4)		0.00	
TOTAL IIIb			27,586,735.00
IIIc. Revenue sources appropriated for particular purposes			
1. Free cash (page 4, col.(c))		5,100,289.00	
2. Other available funds (page 4, col.(d))		11,400,088.00	
TOTAL IIIc			16,500,377.00
IIId. Other revenue sources appropriated specifically to reduce the tax rate			
1a. Free cash..appropriated on or before June 30, 2015		0.00	
b. Free cash..appropriated on or after July 1, 2015		0.00	
2. Municipal light source		0.00	
3. Teachers' pay deferral		0.00	
4. Other source :		0.00	
TOTAL IIId			0.00
IIIe. Total estimated receipts and other revenue sources		\$	57,103,777.00
(Total IIIa through IIId)			

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

a. Total amount to be raised (from Ile)		\$	156,920,819.64
b. Total estimated receipts and other revenue sources (from IIIe)	\$	57,103,777.00	
c. Total real and personal property tax levy (from Ic)	\$	99,817,042.64	
d. Total receipts from all sources (total IVb plus IVc)		\$	156,920,819.64

LOCAL RECEIPTS NOT ALLOCATED *

TAX RATE RECAPITULATION

NATICK

City/Town/District

	(a) Actual Receipts Fiscal 2015	(b) Estimated Receipts Fiscal 2016
==> 1 MOTOR VEHICLE EXCISE	5,191,837.00	4,996,250.00
2 OTHER EXCISE		
==> a.Meals	876,131.00	800,150.00
==> b.Room	1,403,267.00	0.00
==> c.Other	3,076.00	3,000.00
==> 3 PENALTIES AND INTEREST ON TAXES AND EXCISES	515,666.00	485,500.00
==> 4 PAYMENTS IN LIEU OF TAXES	34,822.00	35,000.00
5 CHARGES FOR SERVICES - WATER	0.00	0.00
6 CHARGES FOR SERVICES - SEWER	0.00	0.00
7 CHARGES FOR SERVICES - HOSPITAL	0.00	0.00
8 CHARGES FOR SERVICES - SOLID WASTE FEES	998,551.00	950,000.00
9 OTHER CHARGES FOR SERVICES	1,576,690.00	1,500,000.00
10 FEES	0.00	0.00
11 RENTALS	49,033.00	46,324.00
12 DEPARTMENTAL REVENUE - SCHOOLS	0.00	0.00
13 DEPARTMENTAL REVENUE - LIBRARIES	0.00	0.00
14 DEPARTMENTAL REVENUE - CEMETERIES	0.00	0.00
15 DEPARTMENTAL REVENUE - RECREATION	191,190.00	98,048.00
16 OTHER DEPARTMENTAL REVENUE	890,419.00	636,350.00
17 LICENSES AND PERMITS	2,605,524.00	1,580,000.00
18 SPECIAL ASSESSMENTS	12,617.00	4,920.00
==> 19 FINES AND FORFEITS	211,296.00	200,000.00
==> 20 INVESTMENT INCOME	255,356.00	150,000.00
==> 21 MEDICAID REIMBURSEMENT	100,000.00	100,000.00
==> 22 MISCELLANEOUS RECURRING (PLEASE SPECIFY)	9,371.00	150,000.00
23 MISCELLANEOUS NON-RECURRING (PLEASE SPECIFY)	1,245,011.00	0.00
24 TOTALS	\$ 16,169,857.00	\$ 11,735,542.00

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 2016 tax rate recapitulation form by the City, Town or District Clerk and hereby acknowledge that such entries correctly reflect the appropriations made and the sources from which such appropriations are to be met.

Virginia Cahill, Comptroller, Natick, 508-647-6435

11/12/2015 8:25 AM

Accounting Officer

Date

* 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 should be submitted to support increases / decreases of estimated receipts to actual receipts.

==> Written documentation should be submitted to support increases/ decreases of FY 2015 estimated receipts to FY2016 estimated

CERTIFICATION OF APPROPRIATIONS AND SOURCES OF FUNDING

TAX RATE RECAPITULATION

NATICK

FISCAL 2016

City / Town / District

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), Enterprise Funds (See A-2), or Community Preservation Fund (See A-4)	(f) *** Revolving Funds (See A-3)	(g) Borrowing Authorization
05/19/2015	2016	141,722,487.00	123,325,252.00	2,335,597.00	2,361,373.00	13,700,265.00	465,000.00	3,277,800.00
11/12/2015	2016	12,557,213.00	564,365.00	2,764,692.00	9,038,715.00	189,441.00	100,000.00	-4,067,008.00
Totals		154,279,700.00	123,889,617.00	5,100,289.00	11,400,088.00	13,889,706.00		
		Must Equal Cols. (b) thru (e)						

I hereby certify that the appropriations correctly reflect the votes taken by City / Town / District Council.

<u>NATICK</u>	<u>Diane Packer, Town Clerk, Natick, 508-647-6432</u>	<u>11/12/2015 9:40 AM</u>	<u>Signing as Town Clerk</u>
City/Town/District	Clerk	Date	(Comments)

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

City/Town/District

WATER/SEWER

Type of enterprise fund/statutory reference

	(a) FY2015 Actual Revenues	(b) FY2016 Estimated Revenues
1. Enterprise revenues & available funds		
a. User charges	\$ 12,865,947.00	\$ 13,419,755.00 *
Connection fees	156,586.00	160,000.00 *
Other departmental revenue	984,946.00	1,040,000.00 *
Investment income	19,663.00	20,000.00 *
Total revenues	14,027,142.00	14,639,755.00
Retained earnings appropriated **	1,721,906.00	531,441.00
Other enterprise available funds		
Specify: _____		
Total current year revenues and available funds	15,749,048.00	15,171,196.00
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	 \$ 15,749,048.00	 \$ 15,171,196.00

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	\$	<u>1,964,100.00</u>	
Expenses		<u>7,807,382.00</u>	
Capital outlay		<u>373,000.00</u>	
Reserve Fund		<u>200,000.00</u>	
Other:---> <u>Debt Service and I&I Stabilization</u>		<u>2,619,314.00</u>	
Prior year costs appropriated from retained earnings or other enterprise available funds			(Must equal total part 1b)
Total costs appropriated in enterprise fund	\$		<u>12,963,796.00</u>

b. Costs appropriated in general fund

Health insurance	\$		
Pensions			
Shared employees		<u>1,341,678.00</u>	
Shared facilities		<u>865,722.00</u>	
Other:---> _____			
Other:---> _____			
Total costs appropriated in general fund	\$		<u>2,207,400.00</u>
Total Costs	\$		<u>15,171,196.00</u>

3. Calculation of subsidy (see instructions)

Revenue & available funds	\$	<u>15,171,196.00</u>
less: Total costs		<u>15,171,196.00</u>
(Negative represents subsidy)	\$	<u>0.00</u>

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

a. Revenue and available funds	\$	<u>12,963,796.00</u>
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)	\$	<u>12,963,796.00</u>

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

City/Town/District

SASSAMON TRACE GOLF COURSE

Type of enterprise fund/statutory reference

	(a) FY2015 Actual Revenues	(b) FY2016 Estimated Revenues
1. Enterprise revenues & available funds		
a. User charges	\$ 615,526.00	\$ 629,058.00 *
Connection fees		*
Other departmental revenue		*
Investment income		*
Total revenues	615,526.00	629,058.00
Retained earnings appropriated **	56,766.00	50,939.00
Other enterprise available funds		
Specify: <u>General Fund Subsidy</u>	309,087.00	
Total current year revenues and available funds	981,379.00	679,997.00
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	\$ 981,379.00	\$ 679,997.00

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	\$	287,028.00	
Expenses		362,928.00	
Capital outlay		16,000.00	
Reserve Fund			
Other:---> <u>Debt Service</u>		259,954.00	
Prior year costs appropriated from retained earnings or other enterprise available funds			(Must equal total part 1b)
Total costs appropriated in enterprise fund	\$		925,910.00

b. Costs appropriated in general fund

Health insurance	\$		
Pensions			
Shared employees		25,863.00	
Shared facilities		8,224.00	
Other:---> _____			
Other:---> _____			
Total costs appropriated in general fund	\$		34,087.00
Total Costs	\$		959,997.00

3. Calculation of subsidy (see instructions)

Revenue & available funds	\$	679,997.00
less: Total costs		959,997.00
(Negative represents subsidy)	\$	<u>-280,000.00</u>

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

a. Revenue and available funds	\$	925,910.00
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)	\$	925,910.00

**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) FY2015 Actual Revenues	(e) FY2016 Receipts Authorized
	Town Admnstr	Energy Rewards	0.00	25,000.00
	Board of Health	Tobacco Fees/Fines	13,350.00	25,000.00
	Council on Aging	Transportation Fines	30.00	15,000.00
	Public Works	Sale Surplus Vehicles	79,955.00	80,000.00
	Morse Library	Overdue Fines	53,880.00	85,000.00
subtotal page 2			169,188.00	335,000.00
TOTAL			316,403.00	565,000.00 *

* 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



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
04/30/15	Parking Meter Receipts	Parking Enforcement	210,052.00	80,000.00
04/30/15	Title V Septic	Debt Service	161,965.00	7,684.00
04/30/15	School Bldg Assistance	Debt Service	1,097,769.00	123,167.00
04/30/15	Bond Premiums	Debt Service	1,081,702.00	106,758.00
04/30/15	Capital Stabilization	Gen Fd Capital Expense	4,507,083.00	635,414.00
04/30/15	Overlay Surplus	FY16 Gen. Fund Budget	956,945.00	500,000.00
04/30/15	Capital Stabilization	Capital Equipment	3,871,669.00	518,000.00
04/30/15	Capital Stabilization	Capital Improvements	3,353,669.00	390,350.00
11/12/15	Capital Stabilization	Capital Equipment	4,307,207.00	314,500.00
11/12/15	Capital Stabilization	Capital Improvements	3,992,707.00	175,000.00
11/12/15	Re-Appropriate Debt	Capital Improvements	2,451,993.00	1,097,800.00
11/12/15	Re-Appropriate Debt	Capital Improvements	1,354,193.00	583,600.00
11/12/15	Re-Appropriate Debt	Capital Improvements	770,593.00	550,000.00
11/12/15	Re-Appropriate Debt	Capital Improvements	201,484.00	200,000.00
11/12/15	Re-Appropriate Debt	Capital Equipment	120,000.00	120,000.00
11/12/15	I & I Stabilization	Capital Improvements	1134440.00	150,000.00
11/12/15	Conservation Trust Fd	FAR Stabilization Trust	5,300,501.00	5,162,690.00
11/12/15	Capital Improvements	Capital Improvements	448,000.00	448,000.00
11/12/15	Aff. Housing 165 N Main	Creation of Aff. Housing	237,125.00	237,125.00 #
				Total Approp.
			35,559,097.00	11,400,088.00

(Must equal Recap
Page 4 Column d)

**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) FY2015 NET EXCLUDED DEBT SERVICE	(F) FY2015 GROSS DEBT SERVICE EXPENDED	(G) FY2016 GROSS DEBT SERVICE EXCLUDABLE	(H) REIMBURSEMENTS/ ADJUSTMENTS	(I) FY2016 NET EXCLUDED DEBT SERVICE
11/07/00	Wilson Middle School	04/15/04	PERM	534,799.25	657,966.25	631,350.00	127,279.00	504,071.00
03/30/10	Natick High School	06/15/11	PERM	2,924,141.66	3,229,787.50	3,164,039.00	254,790.00	2,909,249.00
03/30/10	Community Snr Center	06/15/11	PERM	643,987.25	711,300.00	697,950.00	7,573.00	690,377.00
03/30/10	Community Snr Center	06/01/12	PERM	112,288.09	124,025.00	121,175.00	9,656.00	111,519.00
03/30/10	Natick High School	06/15/13	PERM	0.00	439,312.50	238,255.00	238,255.00	0.00
								0.00
								0.00
								0.00
	106758							0.00
	635414							0.00
								0.00
								0.00
								0.00
							SUBTOTAL	4,215,216.00

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 FY2016

NATICK
City/Town/District

as of January 1, 2015

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	8,508	4,305,760,000				
102	2,688	776,377,500				
Misc 103,109	40	32,799,500				
104	589	268,893,800				
105	81	37,576,500				
111-125	56	213,578,900				
130-132, 106	867	57,337,700				
200-231	0		0			
300-393	559			1,454,333,200		
400-452	53				39,968,900	
CH 61 Land	1		0	9,500		
CH 61A Land	18		0	162,900		
CH 61B Land	17		0	1,094,400		
012-043	45	17,910,900	0	14,537,200	0	
501	922					14,729,840
502	787					28,103,580
503	1					484,550
504,550-552	3					62,946,570
505	12					24,936,100
506	0					0
508	4					4,172,730
TOTALS	15,251	5,710,234,800	0	1,470,137,200	39,968,900	135,373,370
REAL AND PERSONAL PROPERTY TOTAL VALUE						7,355,714,270
EXEMPT VALUE						641,107,400

Submitted by: Board of Assessors

_____ Date

LA-4 (7/2008)

TAX BASE LEVY GROWTH FY2016 - LA13
Retain documentation for 5 years in the event of DOR audit

PROPERTY CLASS	[A] FY2015 VALUES BY CLASS (Committed / LA-4)	No.	[B] FY2015 REVISED & OMITTED VALUES	No.	[C] ABATEMENT VALUES	No.	[D] OTHER ADJUSTMENT VALUES	[E] FY2015 ADJ VALUE BASE
RESIDENTIAL:								
Single Family (101)	4,067,880,400	0	0	14	467,400	28	1,863,100	4,069,276,100
Condominium (102)	724,440,300	0	0	2	250,000	21	4,488,400	728,678,700
Two & Three Family (104 & 105)	299,227,100	0	0	3	123,000	4	2,328,000	301,432,100
Multi - Family (111 - 125)	202,660,100	0	0	2	895,900	1	(1,658,300)	200,105,900
Vacant Land (130 - 132 & 106)	62,654,900	0	0	2	130,700	53	(6,583,400)	55,940,800
Others (103, 109, Res mixed use)	48,419,000	0	0	0	0	7	(919,800)	47,499,200
TOTAL RESIDENTIAL	5,405,281,800	0	0	23	1,867,000	114	(482,000)	5,402,932,800
Open Space	0	0	0	0	0	0	0	0
Open Space - Chapter 61, 61A, 61B	0	0	0	0	0	0	0	0
TOTAL OPEN SPACE	0	0	0	0	0	0	0	0
Commercial	1,417,520,900	0	0	8	4,114,100	4	152,000	1,413,558,800
Commercial - Chapter 61, 61A, 61B	1,260,500	0	0	0	0	0	0	1,260,500
TOTAL COMMERCIAL	1,418,781,400	0	0	8	4,114,100	4	152,000	1,414,819,300
INDUSTRIAL	38,307,700	0	0	0	0	1	379,400	38,687,100
PERSONAL PROPERTY	122,478,000							
TOTAL REAL & PERSONAL	6,984,848,900							

TAX BASE LEVY GROWTH FY2016 - LA13

PROPERTY CLASS	REVAL %	[F] + or - REVAL ADJUSTMENT VALUES	[G] TOTAL ADJUSTED VALUE BASE	[H] FY2016 PROPOSED VALUES	[I] NEW GROWTH VALUATION	[J] PRIOR YEAR TAX RATE	[K] TAX LEVY GROWTH
RESIDENTIAL:							
Single Family (101)	0.04908	199,712,600	4,268,988,700	4,305,760,000	36,771,300		
Condominium (102)	0.05900	42,990,200	771,668,900	776,377,500	4,708,600		
Two & Three Family (104 & 105)	0.01347	4,060,900	305,493,000	306,470,300	977,300		
Multi - Family (111 - 125)	0.06733	13,473,000	213,578,900	213,578,900	0		
Vacant Land (130 - 132 & 106)	-0.01422	(795,400)	55,145,400	57,337,700	2,192,300		
Others (103, 109, Res mixed use)	0.06306	2,995,200	50,494,400	50,710,400	216,000		
TOTAL RESIDENTIAL	0.04857	262,436,500	5,665,369,300	5,710,234,800	44,865,500	13.82	\$620,041
Open Space		0	0	0	0		
Open Space - Chapter 61, 61A, 61B		0	0	0	0		
TOTAL OPEN SPACE		0	0	0	0	0.00	\$0
Commercial	0.03626	51,254,800	1,464,813,600	1,468,870,400	4,056,800		
Commercial - Chapter 61, 61A, 61B	0.00500	6,300	1,266,800	1,266,800	0		
TOTAL COMMERCIAL	0.03623	51,261,100	1,466,080,400	1,470,137,200	4,056,800	13.82	\$56,065
INDUSTRIAL	0.03313	1,281,800	39,968,900	39,968,900	0	13.82	\$0
PERSONAL PROPERTY				135,373,370	4,712,234	13.82	\$65,123
TOTAL REAL & PERSONAL				7,355,714,270	53,634,534		\$741,229

Assessors Signature

Date

THE COMMONWEALTH OF MASSACHUSETTS

DEPARTMENT OF REVENUE
FISCAL 2016 TAX LEVY LIMITATION FOR

NATICK

FOR BUDGET PLANNING PURPOSES

Final Tax Rate Set

I. TO CALCULATE THE FY 2015 LEVY LIMIT

A. FY 2014 Levy Limit	89,191,083
A1. ADD Amended FY 2014 Growth	0
B. ADD (IA + IA1) * 2.5%	2,229,777
C. ADD FY 2015 New Growth	1,128,804
C1. ADD FY 2015 New Growth Adjustment	0
D. ADD FY 2015 Override	0
E. FY 2015 Subtotal	92,549,664
F. FY 2015 Levy Ceiling	174,621,223

I. **\$92,549,664**
FY 2015 Levy Limit

II. TO CALCULATE THE FY 2016 LEVY LIMIT

A. FY 2015 Levy Limit from I.	92,549,664
A1. ADD Amended FY 2015 Growth	
B. ADD (IIA + IIA1) * 2.5%	2,313,742
C. ADD FY 2016 New Growth	741,229
C1. ADD FY 2016 New Growth Adjustment	0
D. ADD FY 2016 Override	0
E. FY 2016 Subtotal	95,604,635
F. FY 2016 Levy Ceiling	183,892,857

II. **\$95,604,635**
FY 2016 Levy Limit

III. TO CALCULATE THE FY 2016 MAXIMUM ALLOWABLE LEVY

A. FY 2016 Levy Limit from II.	95,604,635
B. FY 2016 Debt Exclusion(s)	4,215,216
C. FY 2016 Capital Expenditure Exclusion(s)	0
D. FY 2016 Stabilization Fund Override	0
E. FY 2016 Other Adjustment	0
F. FY 2016 Water / Sewer	0
G. FY 2016 Maximum Allowable Levy	\$99,819,851

NOTE : The information was Approved on 11/12/2015.

Janice Dangelo, Dir. of Assessing, Natick, 508-647-6420
(Board of Assessors)

11/9/2015 11:18 AM
(Date)

Signing as Chairman of the Board of Assessors, signatures on file.
(Comments)

**DEPARTMENT OF REVENUE
MINIMUM RESIDENTIAL FACTOR COMPUTATION
FOR FY2016**

NATICK
City/Town/District

A	B	C	
Class	Full and Fair Cash Valuation	Percentage Share	
1. Residential	5,710,234,800	77.6299%	77.6299%
2. Open Space	0	0.0000%	
3. Commercial	1,470,137,200	19.9863%	22.3701%
4. Industrial	39,968,900	0.5434%	
5. Personal Property	135,373,370	1.8404%	
TOTALS	7,355,714,270	100.0000%	

Maximum Share of Levy for Classes Three, Four and Personal Property; 150% X $\frac{22.3701\%}{\text{Lines 3C+4C+5C}}$ $\frac{33.5552\%}{\text{Max \% Share}}$

Minimum Share of Levy for Classes One and Two: 100% -- $\frac{33.5552\%}{\text{Max \% Share}}$ $\frac{66.4448\%}{\text{Min \% Share}}$

Minimum Residential Factor (MRF) $\frac{66.4448\%}{\text{Min \% Share}}$ | $\frac{77.6299\%}{\text{Lines 1C+2C}}$ **85.5918%**
Minimum Residential Factor

MINIMUM RESIDENTIAL FACTOR 85.5918%

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

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

City/Town/District NATICK

	A. FY2015	B. FY2014	C. FY2013	D. PRIOR YRS	E. TOTAL
1. Overlay raised per recap	1,160,386.80	1,349,902.93	1,463,310.27		
2. Overlay deficits raised					
3. Less - total abatements and exemptions charged through 6/30/2015	387,167.77	339,535.30	477,307.56		
4. Less - amount transferred to overlay surplus if any					
5. Totals - should equal FY2015 balance sheet	773,219.03	1,010,367.63	986,002.71	1,376,145.76	4,145,735.13

Accountant/ Auditor

Date

6. Potential additional liability (ATB Cases)	176,000.00	68,300.00	386,000.00	1,011,793.25	1,642,093.25
7. Total potential liability (add 3+6)	563,167.77	407,835.30	863,307.56		

Assessor

Date



Town of Natick

FY 2017 Preliminary Budget

Purchase Orders Outstanding As Of: June 30, 2015

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0112302	BOS - EXPENSES			
0001-123-1-0000-000-00-0000-02-520312-	NATICK CTR REVITALIZATION			
34403 NATICK CENTER ASSOCIATES, INC	20151982	2015/12	74,000.00	PROGRAMMING, FUND RAISING & MA
	ACCOUNT TOTAL		74,000.00	
0001-123-1-0000-000-00-0000-02-520325-	ZONING BYLAW REWRITE			
1522 MURPHY HESSE TOOMEY & LEHANE	20142268	2014/12	17,509.75	zoning by law rewrite
	ACCOUNT TOTAL		17,509.75	
0001-123-1-0000-000-00-0000-02-521500-	TELEPHONE			
7253 VERIZON	20152001	2015/12	22.27	june town telephones
	ACCOUNT TOTAL		22.27	
0001-123-1-0000-000-00-0000-02-522725-	SURVEYS			
67757 NATIONAL RESEARCH CENTER INC	20132971	2013/12	10,000.00	SURVEYS
67757 NATIONAL RESEARCH CENTER INC	20151962	2015/12	5,000.00	encumbrance 2014 icma
			15,000.00	
	ACCOUNT TOTAL		15,000.00	
0001-123-1-0000-000-00-0000-02-522750-	CONSULTANT PK GARAGE			
1000 ENCUMBERED FUNDS G/GOVERNMENT	1372022	2007/12	32,206.00	ENC BAL CONSULTANT PK GARAGE
	ACCOUNT TOTAL		32,206.00	
0001-123-1-0000-000-00-0000-02-540100-	OFFICE SUPPLIES			
43488 NEW ENGLAND OFFICE SUPPLY	20152008	2015/12	120.32	OUTSTANDING FISCAL 2015 INVOIC
44741 SHRED-IT	20151998	2015/12	72.42	JUNE 4 2015 TOWN HALL
	ACCOUNT TOTAL		192.74	
0001-123-1-0000-000-00-0000-02-540205-	PRINTING/ADVERTISING			
31343 GATEHOUSE MEDIA	20152002	2015/12	33.66	PK METER RFP
	ACCOUNT TOTAL		33.66	
	ORG 0112302 TOTAL		138,964.42	
0113101	FINCOM - SALARIES			
0001-131-1-0000-000-00-0000-01-511300-	SALARIES OPERATIONAL STAFF			
16168 FAITH CASLER ASSOC INC	20151972	2015/12	114.75	TO COVER LAST JUNE MEETING AND
	ACCOUNT TOTAL		114.75	
	ORG 0113101 TOTAL		114.75	

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0113402	COMPTROLLER - EXPENSES			
0001-134-1-0000-000-00-0000-02-521500-7253 VERIZON	TELEPHONE 20152001	2015/12	79.72	june town telephones
	ACCOUNT TOTAL		79.72	
0001-134-1-0000-000-00-0000-02-540100-43488 NEW ENGLAND OFFICE SUPPLY	OFFICE SUPPLIES 20152009	2015/12	595.71	SUPPLIES
43488 NEW ENGLAND OFFICE SUPPLY	20152007	2015/12	594.01	OUTSTANDING FISCAL 15 INVOICES
			1,189.72	
	ACCOUNT TOTAL		1,189.72	
	ORG 0113402 TOTAL		1,269.44	
0114102	ASSESSOR - EXPENSES			
0001-141-1-0000-000-00-0000-02-521500-7253 VERIZON	TELEPHONE 20152001	2015/12	44.55	june town telephones
	ACCOUNT TOTAL		44.55	
0001-141-1-0000-000-00-0000-02-522100-35788 APPLIED GEOGRAPHICS	TAX MAPPING 20152013	2015/12	9,700.00	MAPPING PARCEL ZONING
35788 APPLIED GEOGRAPHICS	20152012	2015/12	9,875.00	TAX MAPPING UPDATES
			19,575.00	
	ACCOUNT TOTAL		19,575.00	
0001-141-1-0000-000-00-0000-02-530900-25349 TYLER TECHNOLOGIES, INC	REVALUATION OF PROPERTY 20151995	2015/12	45,000.00	CAMA UPDATE
55625 MHQ SUPPLY	20151994	2015/12	22,365.00	REVALUATION SUPPORT - EVIP GRA
64815 OUT TO BID	20151993	2015/12	3,000.00	EV Charging Station - EV Grant
	ACCOUNT TOTAL		70,365.00	
	ORG 0114102 TOTAL		89,984.55	
0114602	COLLECTOR - EXPENSES			
0001-146-1-0000-000-00-0000-02-520450-63736 PRO EMS SOLUTIONS	AMBULANCE SERVICE BILLING 20151986	2015/12	9,299.27	AMBULANCE BILLING
	ACCOUNT TOTAL		9,299.27	
0001-146-1-0000-000-00-0000-02-521500-7253 VERIZON	TELEPHONE 20152001	2015/12	26.73	june town telephones
	ACCOUNT TOTAL		26.73	

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0001-146-1-0000-000-00-0000-02-522500-1316 NATICK POSTMASTER	POSTAGE 20151967	2015/12	75.00	COLLECTOR POSTAGE
	ACCOUNT TOTAL		75.00	
	ORG 0114602 TOTAL		9,401.00	
0115102	LEGAL - EXPENSES			
0001-151-1-0000-000-00-0000-02-521500-7253 VERIZON	TELEPHONE 20152001	2015/12	4.46	june town telephones
	ACCOUNT TOTAL		4.46	
0001-151-1-0000-000-00-0000-02-521964-1345 WEST GROUP	MASS GENERAL LAW UPDATES 20152011	2015/12	281.54	PRINT PRICING CHARGES
	ACCOUNT TOTAL		281.54	
	ORG 0115102 TOTAL		286.00	
0115502	I.T. - EXPENSES			
0001-155-1-0000-000-00-0000-02-520210-2096 IBM	EQUIPMENT REPAIRS/SERVICING 20150138	2015/ 1	203.42	IBM Tape Library Support FY15
63239 CAROUSEL INDUSTRIES OF NO AMERICA	20151385	2015/10	1,824.12	Aruba Support
	ACCOUNT TOTAL		2,027.54	
0001-155-1-0000-000-00-0000-02-520216-64690 HIGH TECHNIQUE INC	SOFTWARE SERVICING 20151953	2015/12	13,800.00	Sonicwall HA
67082 SHI INTERNATIONAL CO	20151960	2015/12	15,000.00	Adobe Acrobat and Symantec
	ACCOUNT TOTAL		28,800.00	
0001-155-1-0000-000-00-0000-02-521500-7253 VERIZON	TELEPHONE 20152001	2015/12	18.00	june town telephones
67303 VERIZON BUSINESS	20152010	2015/12	107.78	june 2015 long distance
	ACCOUNT TOTAL		125.78	
0001-155-1-0000-000-00-0000-02-521800-69703 HARBOR NETWORKS INC	TRAINING & EDUCATION 20151964	2015/12	4,500.00	ShoreTel Training
	ACCOUNT TOTAL		4,500.00	
0001-155-1-0000-000-00-0000-02-581021-69703 HARBOR NETWORKS INC	TELEPHONE SYS MAINTENANCE 20151734	2015/12	5,000.73	30 ShoreTel Ext and Mailbox Li
	ACCOUNT TOTAL		5,000.73	

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0001-155-1-0000-000-00-0000-02-581022-60003 AMERICOM INC	IAN/WAN MAINTENANCE 20142203	2014/12	2,346.36	NEC 2400 Battery Backup
64815 OUT TO BID	20151954	2015/12	30,000.00	POE Switches
	ACCOUNT TOTAL		32,346.36	
	ORG 0115502 TOTAL		72,800.41	
0115503 0001-155-1-0000-000-00-0000-03-583900-25349 TYLER TECHNOLOGIES, INC	INFORMATION SYSTEM CAPITAL SOFTWARE SYSTEM UPGRAND/REPLAC 20132763	2013/12	22,450.00	Munis modules
53848 ACCESSIBLE SOLUTIONS, INC	20150643	2015/ 4	2,835.00	SERVTraker Hosted Solution -
67082 SHI INTERNATIONAL CO	20151959	2015/12	6,780.00	MS Office 2013 (20)
67082 SHI INTERNATIONAL CO	20151853	2015/12	22,470.00	MS 2012 R2 Srvr, SQL 2014, MS
			29,250.00	
	ACCOUNT TOTAL		54,535.00	
0001-155-1-0000-000-00-0000-03-585750-29005 DELL MARKETING L.P.	COMPUTER EQU REPLACEMENT 20151843	2015/12	69,848.19	Dell VRTX Server
29005 DELL MARKETING L.P.	20151749	2015/12	10,093.31	Dell Optiplex 9020 PCs (11)
			79,941.50	
46018 DELL CORPORATION	20151928	2015/12	6,991.64	Dell Latitude E7450 Laptops (4
	ACCOUNT TOTAL		86,933.14	
	ORG 0115503 TOTAL		141,468.14	
0116102 0001-161-1-0000-000-00-0000-02-521500-7253 VERIZON	CLERK - EXPENSES TELEPHONE 20152001	2015/12	35.52	june town telephones
	ACCOUNT TOTAL		35.52	
0001-161-1-0000-000-00-0000-02-528300-65871 KOFIELD PRESERVATION INC	BOOKBINDING 20151991	2015/12	6,800.00	Binders for vitals
	ACCOUNT TOTAL		6,800.00	
0001-161-1-0000-000-00-0000-02-540100-43488 NEW ENGLAND OFFICE SUPPLY	OFFICE SUPPLIES 20152006	2015/12	173.36	OUTSTANDING INVOICES NEW ENG O
	ACCOUNT TOTAL		173.36	
	ORG 0116102 TOTAL		7,008.88	

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0116202	ELECTIONS - EXPENSES			
0001-162-1-0000-000-00-0000-02-540205-39982 LHS ASSOCIATES INC	PRINTING/ADVERTISING 20151990	2015/12	1,312.50	Street Listing Books
	ACCOUNT TOTAL		1,312.50	
	ORG 0116202 TOTAL		1,312.50	
0118002	COMMUNITY DEVELOPMENT - EXPENS			
0001-180-1-0000-000-00-0000-02-521500-7253 VERIZON	TELEPHONE 20152001	2015/12	57.91	june town telephones
	ACCOUNT TOTAL		57.91	
0001-180-1-0000-000-00-0000-02-540100-43488 NEW ENGLAND OFFICE SUPPLY	OFFICE SUPPLIES 20151874	2015/12	1,390.09	Office Supplies
	ACCOUNT TOTAL		1,390.09	
0001-180-1-0000-000-00-0000-02-540205-31343 GATEHOUSE MEDIA	PRINTING/ADVERTISING 20151868	2015/12	875.00	Printing & Advertising
	ACCOUNT TOTAL		875.00	
	ORG 0118002 TOTAL		2,323.00	
0119202	PUBLIC BLDGS & PROP MAINT			
0001-192-1-0000-000-00-0000-02-521100-54035 TRANSCANADA POWER MARKETING LTD	ELECTRICITY 20151984	2015/12	20,982.24	POWER - ENERGY
	ACCOUNT TOTAL		20,982.24	
0001-192-1-0000-000-00-0000-02-521400-7253 VERIZON	HEAT (OIL & GAS) 20151789	2015/12	167.74	SERVICE
	ACCOUNT TOTAL		167.74	
0001-192-1-0000-000-00-0000-02-521800-1155 EVERSOURCE ENERGY - ELECTRIC	UTILITIES STREET LIGHTING 20151996	2015/12	820.51	JUNE ST LIGHTING
54035 TRANSCANADA POWER MARKETING LTD	20151933	2015/12	1,618.38	POWER - STREET LIGHTS
65567 SIEMENS	20151501	2015/11	529.00	Replace Street Light - Glen St
65567 SIEMENS	20151511	2015/11	6,230.00	Replace Street Light - Common
			6,759.00	
	ACCOUNT TOTAL		9,197.89	

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0001-192-1-0000-000-00-0000-02-522750-	OTHER CONTRACTED SERVICES			
65567 SIEMENS	20132923	2013/12	15,887.90	STREET LIGHTS REPLACE KNOCK D
65567 SIEMENS	20142281	2014/12	18,000.00	STREET LIGHTS
65567 SIEMENS	20151955	2015/12	8,500.00	STREET LIGHT POLE TRANSFERS
			42,387.90	
	ACCOUNT TOTAL		42,387.90	
	ORG 0119202 TOTAL		72,735.77	
0121002	POLICE - EXPENSES			
0001-210-2-0000-000-00-0000-02-519117-	CLOTHING EQUIPMENT & REPLACE			
37310 DOUGHBOY POLICE FIRE & EMS SUPPLY	20151920	2015/12	700.00	Motorcycle Breeches - Nguyen
	ACCOUNT TOTAL		700.00	
0001-210-2-0000-000-00-0000-02-520900-	TRAVEL			
44497 E-XPASS MA SERVICE CENTER	20151927	2015/12	37.90	June Statement
	ACCOUNT TOTAL		37.90	
0001-210-2-0000-000-00-0000-02-521500-	TELEPHONE			
7253 VERIZON	20152001	2015/12	316.96	june town telephones
55052 LANGUAGE LINE SERVICES	20151940	2015/12	293.83	Invoice 06/30/15
	ACCOUNT TOTAL		610.79	
0001-210-2-0000-000-00-0000-02-521700-	DUES & MEMBERSHIPS			
1345 WEST GROUP	20151889	2015/12	132.30	Clear Investigator - June 2015
	ACCOUNT TOTAL		132.30	
0001-210-2-0000-000-00-0000-02-540100-	OFFICE SUPPLIES			
43488 NEW ENGLAND OFFICE SUPPLY	20152015	2015/12	625.73	outstanding invoices from neos
	ACCOUNT TOTAL		625.73	
0001-210-2-0000-000-00-0000-02-540650-	SUPPLIES OTHER			
5935 POLAND SPRING WATER	20151898	2015/12	50.57	June Invoice
60277 TR MILLER CO INC	20151534	2015/11	867.00	Youth Academy Supplies
	ACCOUNT TOTAL		917.57	
0001-210-2-0000-000-00-0000-02-540840-	SUPPLIES PUBLIC SAFETY			
1489 AAA POLICE SUPPLY	20151969	2015/12	3,000.00	Ammunition
58477 SYMBOLARTS LLC	20151942	2015/12	1,800.00	Challenge Coins

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
64904 RED HAWK FIRE & SECURITY LLC	20151261	2015/ 9	3,056.00	Software Update & Maintenance
	ACCOUNT TOTAL		7,856.00	
0001-210-2-0000-000-00-0000-02-540855-65573 GO TECHNOLOGIES INC	SUPPLIES SAFETY EQUIP 20151880	2015/12	3,970.50	Public Safety Workstation
66576 TRITECH SOFTWARE SYSTEMS	20151883	2015/12	4,425.00	Fingerprint Interface
	ACCOUNT TOTAL		8,395.50	
0001-210-2-0000-000-00-0000-02-578319-64213 BADGEQUEST INC	ASSESSMENT CENTER 20142279	2014/12	20,000.00	Police Sergeant Assessment Cen
	ACCOUNT TOTAL		20,000.00	
	ORG 0121002 TOTAL		39,275.79	
0122002	FIRE - EXPENSES			
0001-220-2-0000-000-00-0000-02-521500-7253 VERIZON	TELEPHONE 20152001	2015/12	384.07	june town telephones
	ACCOUNT TOTAL		384.07	
0001-220-2-0000-000-00-0000-02-521800-69234 MODELTECH INTL	TRAINING & EDUCATION 20151617	2015/12	1,189.75	FP. 11 hazard house
	ACCOUNT TOTAL		1,189.75	
0001-220-2-0000-000-00-0000-02-530110-7783 GREENWOOD EMERGENCY VEHICLES INC	FIRE APPARATUS REPAIRS/MAINT 20151601	2015/12	353.14	fuel tank and fuel cap
7783 GREENWOOD EMERGENCY VEHICLES INC	20151971	2015/12	638.08	engine 4 repair
			991.22	
	ACCOUNT TOTAL		991.22	
0001-220-2-0000-000-00-0000-02-540100-43488 NEW ENGLAND OFFICE SUPPLY	OFFICE SUPPLIES 20151976	2015/12	506.61	Office Supplies
65818 STAPLES CREDIT PLAN	20151980	2015/12	1,004.89	CPR training laptop
	ACCOUNT TOTAL		1,511.50	
0001-220-2-0000-000-00-0000-02-540110-65818 STAPLES CREDIT PLAN	COMPUTER SUPPLIES 20151776	2015/12	99.99	HP OfficeJet printer
69721 ANYPROMO INC	20151743	2015/12	155.00	Stylus pens
	ACCOUNT TOTAL		254.99	

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION	
0001-220-2-0000-000-00-0000-02-540820-47671	NORTHEAST RESCUE SYSTEMS, INC	SUPPLIES FOAM & HOSE 20151582	2015/12	1,098.00	15 Aquaflow fire hose - assort
65752	HOME DEPOT	20151956	2015/12	35.01	inflatable screen, various bui
		ACCOUNT TOTAL		1,133.01	
0001-220-2-0000-000-00-0000-02-540825-69642	SAFETY SOURCE INC	SUPPLIES AMBULANCE 20151618	2015/12	665.25	one case Provent 10000 suit wi
69836	UNIVERSAL MOUNTS DIRECT LLC	20151988	2015/12	449.16	tablet mounts for ambulances
		ACCOUNT TOTAL		1,114.41	
0001-220-2-0000-000-00-0000-02-540840-69798	BERNIE & PHYL'S FURNITURE	SUPPLIES PUBLIC SAFETY 20151966	2015/12	3,212.79	mattresses
		ACCOUNT TOTAL		3,212.79	
	ORG 0122002	TOTAL		9,791.74	
0124602		PARKING ENFORCEMENT - EXPENSES			
0001-246-2-0000-000-00-0000-02-520210-46609	DUNCAN PARKING TECHNOLOGIES INC	EQUIPMENT REPAIRS/SERVICING 27109003	2011/ 1	6,300.00	UPGRADE PARK SYSTEM
		ACCOUNT TOTAL		6,300.00	
0001-246-2-0000-000-00-0000-02-520317-64815	OUT TO BID	PARKING COLLECTION SERVICE 2790100	2009/12	10,000.00	UPGRADE PARK SYS CALIBRATION
		ACCOUNT TOTAL		10,000.00	
0001-246-2-0000-000-00-0000-02-529700-64815	OUT TO BID	LEASE PYMT CHURCH PARK LOT 27119011	2011/12	8,800.00	park lot meter station
		ACCOUNT TOTAL		8,800.00	
	ORG 0124602	TOTAL		25,100.00	
0141002		DPW ENGINEERING - EXPENSES			
0001-410-4-0000-000-00-0000-02-520308-1211	B.L. MAKEPEACE INC	ENGINEERING CONSULTANT 20151784	2015/12	1,320.00	OCE PLOTWAVE SERVICE AGREEMENT
27623	VERIZON WIRELESS	20151814	2015/12	280.20	JUNE CELLS
54936	METROWEST ENGINEERING	20152014	2015/12	480.00	Zoning Classification Study
67169	HUNNEMAN APPRAISAL & CONSULTING	20151752	2015/12	7,500.00	APPRAISAL SERV HUNNEWELL FIELD
		ACCOUNT TOTAL		9,580.20	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0001-410-4-0000-000-00-0000-02-520320-10090 BETA GROUP, INC	STORM WATER MASTER PLAN 20142270	2014/12	37,000.00	ENGINEERING SERVICES
60484 AT & T MOBILITY	20151800	2015/12	49.25	SERVICE
69928 ENVIRONMENTAL PARTNERS GROUP INC	20152005	2015/12	20,000.00	STORMWATER SYSTEM SERVICES - N
	ACCOUNT TOTAL		57,049.25	
	ORG 0141002 TOTAL		66,629.45	
0142002	PUBLIC WORKS ADMIN - EXPENSES			
0001-420-4-0000-000-00-0000-02-521500-7253 VERIZON	TELEPHONE 20152001	2015/12	298.47	june town telephones
27623 VERIZON WIRELESS	20151814	2015/12	226.96	JUNE CELLS
	ACCOUNT TOTAL		525.43	
0001-420-4-0000-000-00-0000-02-521800-36322 MASTERCARD	TRAINING & EDUCATION 20151818	2015/12	664.08	MISC SUPPLIES
	ACCOUNT TOTAL		664.08	
0001-420-4-0000-000-00-0000-02-540100-39740 AMERICAN PUBLIC WORKS ASSOCIATION	OFFICE SUPPLIES 20151795	2015/12	400.40	PAWS PENCILS/PAW STICKERS/COLO
	ACCOUNT TOTAL		400.40	
0001-420-4-0000-000-00-0000-02-540205-43488 NEW ENGLAND OFFICE SUPPLY	PRINTING/ADVERTISING 20151923	2015/12	4,359.84	MISC OFFICE FURNITURE - DATA A
	ACCOUNT TOTAL		4,359.84	
	ORG 0142002 TOTAL		5,949.75	
0142602	DPW EQUIPMENT MAINT - EXPENSES			
0001-426-4-0000-000-00-0000-02-540084-33875 ALRETTA TRUCK PARTS INC	VEHICLE SUPPLIES PARTS 20151815	2015/12	402.80	ROTORS/PADS
	ACCOUNT TOTAL		402.80	
0001-426-4-0000-000-00-0000-02-540700-27623 VERIZON WIRELESS	SHOP SUPPLIES 20151814	2015/12	165.46	JUNE CELLS
	ACCOUNT TOTAL		165.46	
	ORG 0142602 TOTAL		568.26	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0142702	DPW LAND/FAC NAT RES -			EXPENSE
0001-427-4-0000-000-00-0000-02-520318-	TREE SERVICE CONTRACT			
66775 BARTLETT TREE EXPERTS	20151588	2015/12	2,450.00	WINTER MOTH APPLICATIONS
	ACCOUNT TOTAL		2,450.00	
0001-427-4-0000-000-00-0000-02-528800-	PURCHASED SERVICES MISC			
27623 VERIZON WIRELESS	20151814	2015/12	91.23	JUNE CELLS
	ACCOUNT TOTAL		91.23	
	ORG 0142702 TOTAL		2,541.23	
0142901	DPW OTHER - SALARIES			
0001-429-4-0000-000-00-0000-01-512300-	SALARIES PART TIME OPERATIONAL			
18095 TOWN OF NATICK	20151812	2015/12	1,610.70	POLICE SPEC DETAILS
	ACCOUNT TOTAL		1,610.70	
	ORG 0142901 TOTAL		1,610.70	
0142902	DPW OTHER - EXPENSES			
0001-429-4-0000-000-00-0000-02-520220-	REPAIRS/MAINTENANCE OTHER			
27623 VERIZON WIRELESS	20151814	2015/12	197.37	JUNE CELLS
	ACCOUNT TOTAL		197.37	
0001-429-4-0000-000-00-0000-02-520275-	TRAFFIC MARKS & SIGNS			
29570 JAMES E BROCHU	20151867	2015/12	2,500.00	LANDSCAPING AT DPW
51554 STAY SAFE TRAFFIC PRODUCTS	20151549	2015/11	4,000.00	plastic barricades
	ACCOUNT TOTAL		6,500.00	
0001-429-4-0000-000-00-0000-02-520308-	ENVIRON MONITORING ENGINEER			
54263 KAMCO SUPPLY CORP OF BOSTON	20151936	2015/12	5,000.00	DPW EXTERIOR DOORS
62658 FAY SPOFFORD & THORNDIKE	20151830	2015/12	4,671.25	LANDFILL SAMPLIGNS
	ACCOUNT TOTAL		9,671.25	
0001-429-4-0000-000-00-0000-02-522400-	PURCHASE OF SAND/GRAVEL			
44465 MASS CORRECTIONAL INDUSTRIES	20151926	2015/12	3,500.00	MISC FURNITURE DPW CONF ROOM
	ACCOUNT TOTAL		3,500.00	
0001-429-4-0000-000-00-0000-02-530225-	GAS/FLARING STA MAINTENANCE			
63809 WERNER ENVIRONMENTAL LLC	20151831	2015/12	2,000.00	LFG MONTHLY SERVICES
	ACCOUNT TOTAL		2,000.00	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0001-429-4-0000-000-00-0000-02-540810-46401 MR. FENCE, INC	MAINTENANCE MATERIALS 20150611	2015/ 4	1,169.57	REPLACE SPLIT RAIL FENCE 5 TOU
	ACCOUNT TOTAL		1,169.57	
0001-429-4-0000-000-00-0000-02-578800-21722 WHEELABRATOR MILLBURY, INC	TIPPING FEE SOLID WASTE 20151863	2015/12	38,920.96	DISPOSAL
42597 WELLESLEY TRUCKING SERV INC	20151820	2015/12	616.99	TONNAGE
54953 BROX INDUSTRIES INC	20151875	2015/12	4,246.56	HOT TOP
	ACCOUNT TOTAL		43,784.51	
0001-429-4-0000-000-00-0000-02-579100-44497 E-XPASS MA SERVICE CENTER	TRASH HAULING TOLLS 20151821	2015/12	362.45	TOLLS
	ACCOUNT TOTAL		362.45	
	ORG 0142902 TOTAL		67,185.15	
0145002	FACILITIES MGMT EXPENSES			
0001-450-4-0000-000-00-0000-50-520200-5069 POWER PRODUCTS	FACILITY REPAIRS/MAINTENANCE 20151895	2015/12	5,000.00	YEAR END EXPENSES
5935 POLAND SPRING WATER	20151806	2015/12	179.38	WATER
7253 VERIZON	20152001	2015/12	104.78	june town telephones
27623 VERIZON WIRELESS	20151814	2015/12	158.62	JUNE CELLS
31048 NORTHEAST ELECTRIC CO	20151661	2015/12	1,500.00	YEAR END EXPENSES
32645 SHERWIN WILLIAMS	20151663	2015/12	500.00	YEAR END EXPENSES
38327 TRANE	20151666	2015/12	2,000.00	YEAR END EXPENSES
38327 TRANE	20151530	2015/11	1,496.00	MORSE LIBRARY - ICE CHILLER
			3,496.00	
58765 LOWE'S BUSINESS ACCOUNT	20151679	2015/12	200.00	YEAR END EXPENSES
63505 ELECTRONIC ENVIRONMENTS CORP	20151054	2015/ 7	1,000.00	TOWN - A/C
64976 24 TRAUMA	20151683	2015/12	475.00	POLICE - CELL CLEANUP
65748 HOME DEPOT	20151684	2015/12	1,431.33	YEAR END EXPENSES
	ACCOUNT TOTAL		14,045.11	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0001-450-4-0000-000-00-0000-50-527000- 49743 UNIVERSAL ENVIRONMENTAL CONSULTANTS	REP/MAINT ELLIOT SCHOOL 20151983	2015/12	5,500.00	ASBESTOS ABATEMENT
	ACCOUNT TOTAL		5,500.00	
0001-450-4-0000-000-00-0000-50-540865- 58582 MILHENCH SUPPLY COMPANY	CUSTODIAL SUPPLIES 20151945	2015/12	2,500.00	YEAR END EXPENSES
58582 MILHENCH SUPPLY COMPANY	20151575	2015/12	56.27	TOWN HALL - CUSTODIAL SUPPLIES
58582 MILHENCH SUPPLY COMPANY	20151946	2015/12	493.99	CUSTODIAL
58582 MILHENCH SUPPLY COMPANY	20151572	2015/12	1,514.91	SENIOR CENTER - SUPPLIES
58582 MILHENCH SUPPLY COMPANY	20151577	2015/12	1,830.49	MORSE LIBRARY - CUSTODIAL SUPP
58582 MILHENCH SUPPLY COMPANY	20151573	2015/12	396.95	DPW
	ACCOUNT TOTAL		6,792.61	
	ORG 0145002 TOTAL		26,337.72	
0151202 0001-512-5-0000-000-00-0000-02-521500- 7253 VERIZON	B.O.H. - EXPENSES TELEPHONE 20152001	2015/12	35.64	june town telephones
	ACCOUNT TOTAL		35.64	
0001-512-5-0000-000-00-0000-02-540625- 67958 CURTIS BAY ENERGY IN	SUPPLIES ENVIRONMENTAL PROGRAM 20151648	2015/12	65.80	environ kiosk sharps pu Curtis
	ACCOUNT TOTAL		65.80	
0001-512-5-0000-000-00-0000-02-540640- 46467 G & L LABORATORIES	SUPPLIES LABORATORY 20151641	2015/12	660.00	laborartory supplies beach wat
	ACCOUNT TOTAL		660.00	
0001-512-5-0000-000-00-0000-02-577900- 67958 CURTIS BAY ENERGY IN	HOUSEHOLD HAZARDOUS WASTE 20151753	2015/12	2,500.00	hazard waste pill kiosk
	ACCOUNT TOTAL		2,500.00	
	ORG 0151202 TOTAL		3,261.44	
0154102 0001-541-5-0000-000-00-5700-02-521500- 7253 VERIZON	C.O.A. - EXPENSES TELEPHONE 20152001	2015/12	124.29	june town telephones
	ACCOUNT TOTAL		124.29	
0001-541-5-0000-000-00-5700-02-571900- 1775 JFK TRANSPORTATION	TRANSPORTATION PROGRAM 20151891	2015/12	205.00	cab share

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
36489 NATICK CAB CO	20151916	2015/12	850.00	cab share
	ACCOUNT TOTAL		1,055.00	
	ORG 0154102 TOTAL		1,179.29	
0154302 0001-543-5-0000-000-00-5700-02-521500- 7253 VERIZON	VETERAN SERVICES - EXPENSES TELEPHONE 20152001	2015/12	22.83	june town telephones
	ACCOUNT TOTAL		22.83	
0001-543-5-0000-000-00-5700-02-571100- 69403 MANUEL WITT	VETERAN HOSP/MEDICAL/DENTAL 20151517	2015/11	205.00	TUFTS AND COPAYS
	ACCOUNT TOTAL		205.00	
	ORG 0154302 TOTAL		227.83	
0161002 0001-610-6-0000-000-00-0000-02-521500- 7253 VERIZON	MORSE LIBRARY - EXPENSES TELEPHONE 20152001	2015/12	170.28	june town telephones
	ACCOUNT TOTAL		170.28	
0001-610-6-0000-000-00-0000-02-528800- 54101 KAREN PERKINS	PURCHASED SERVICES MISC 20151979	2015/12	380.00	Education reimbursement
62421 LINDA STETSON	20151878	2015/12	30.10	Travel reimbursement
	ACCOUNT TOTAL		410.10	
0001-610-6-0000-000-00-0000-02-551010- 1385 BAKER & TAYLOR CO 1385 BAKER & TAYLOR CO	LIBRARY MATERIALS 20151968 20151857	2015/12 2015/12	149.28 999.35	Dvd's Books
			1,148.63	
10670 RANDOM HOUSE	20151862	2015/12	24.00	Books On CD
42163 RECORDED BOOKS, INC.	20151873	2015/12	579.24	Books on CD
	ACCOUNT TOTAL		1,751.87	
	ORG 0161002 TOTAL		2,332.25	
0163002 0001-630-6-0000-000-00-5700-02-520200- 35100 BANK OF AMERICA	RECREATION & PARKS - EXPENSES FACILITY REPAIRS/MAINTENANCE 20151665	2015/12	397.00	PARTS
	ACCOUNT TOTAL		397.00	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0001-630-6-0000-000-00-5700-02-521500-7253 VERIZON	TELEPHONE 20152001	2015/12	167.90	june town telephones
	ACCOUNT TOTAL		167.90	
	ORG 0163002 TOTAL		564.90	
0169202 0001-692-6-0000-000-00-0000-02-528800-31343 GATEHOUSE MEDIA	HISTORIC DISTRICT COMMISSION - PURCHASED SERVICES MISC 20151997	2015/12	24.48	ad for historic district comm
	ACCOUNT TOTAL		24.48	
	ORG 0169202 TOTAL		24.48	
0191001 0001-910-9-0000-000-00-0000-01-517002-2235 DEPARTMENT OF UNEMPLOYMENT ASSISTAN	OTHER EMPLOYEE BENEFITS UNEMPLOYMENT INSURANCE 20152003	2015/12	7,330.00	JUNE UNEMPLOY 78301770
	ACCOUNT TOTAL		7,330.00	
0001-910-9-0000-000-00-0000-01-517010-40248 CITIZENS BANK OF MASSACHUSETTS	INSURANCE GRP HLTH/LIFE 20151872	2015/12	104.85	encumbrance for DTA credit car
64802 TOWN OF NATICK/HRA	20151987	2015/12	7,000.00	TO COVER REIMBURSEMENTS FOR HR
	ACCOUNT TOTAL		7,104.85	
	ORG 0191001 TOTAL		14,434.85	
70121000 0001-300-3-1210-100-00-0000-01-520900-1031 ENCUMBERED FUNDS SCHOOL	SUPERINTENDENT TRAVEL 71501585	2015/11	124.12	TRAVEL
30227 ALISON L CARUSO	71501536	2015/10	11.27	YEAR END MILEAGE
31011 MARIANNE E DAVIS	71501725	2015/11	70.00	YEAR END EXPENSES
31149 MARION GUILD	71501623	2015/11	30.00	YEAR END EXPENSES
34510 DIANE HOLMES	71501482	2015/10	100.00	YEAR END MILEAGE
40248 CITIZENS BANK OF MASSACHUSETTS	71501851	2015/12	1,478.85	YEAR END EXPENSES
55106 MATTHEW ROGERS	71501658	2015/11	60.00	YEAR END EXPENSES
56059 SHERRY CULVER	71500399	2015/ 1	19.09	MILEAGE
61296 HILLARY HOTCHKISS	71501672	2015/11	120.00	YEAR END EXPENSES

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
61948 PAUL TAGLIAPIETRA	71501675	2015/11	150.00	YEAR END EXPENSES
64126 LATANYA MOORE	71501680	2015/11	90.00	YEAR END EXPENSES
65875 MATTHEW JOSEPH	71501691	2015/11	177.10	YEAR END MILEAGE
68117 LAURA IVES	71501701	2015/11	210.00	YEAR END EXPENSES
68117 LAURA IVES	71501518	2015/10	100.00	YEAR END MILEAGE
			310.00	
68831 KATHRYN GARCIA	71501705	2015/11	812.92	YEAR END MILEAGE
68832 TERESA CARNEY	71501520	2015/10	75.00	YEAR END MILEAGE
69417 CHRIS GOLLNICK	71501708	2015/11	100.00	MILEAGE
	ACCOUNT TOTAL		3,728.35	
0001-300-3-1210-100-00-0000-01-542100-61817 SOUTHERN CHARM LLC	OFFICE SUPPLIES 71501394	2015/ 9	495.00	NATICK PUBLIC SCHOOLS THROWS
	ACCOUNT TOTAL		495.00	
	ORG 70121000TOTAL		4,223.35	
70122000	ASST SUPERINTENDENT CURR			
0001-300-3-1220-100-00-0000-01-542100-36765 OFFICE DEPOT	OFFICE SUPPLIES 71501787	2015/11	725.00	SUPPLIES
42311 DISCOUNT OFFICE FURNITURE SALES INC	71501860	2015/12	2,240.20	OFFICE FURNITURE
	ACCOUNT TOTAL		2,965.20	
	ORG 70122000TOTAL		2,965.20	
70141000	BUSINESS & FINANCE			
0001-300-3-1410-100-00-0000-01-528800-62199 MIDAMERICA ADMINISTRATIVE &	PURCHASE OF SERVICE MISC 71500493	2015/ 1	1,321.86	SERVICES
	ACCOUNT TOTAL		1,321.86	
	ORG 70141000TOTAL		1,321.86	
70142000	HUMAN RESOURCES			
0001-300-3-1420-100-00-0000-01-528800-63977 ADVANCE NOTICE INC	PURCHASE OF SERV ADVERTISING 71501679	2015/11	500.00	YEAR END EXPENSES
69555 PROFESSIONAL SYSTEMS SOFTWARE &	71501854	2015/12	2,840.00	SETUP, INSTALLATION & TRAINING
	ACCOUNT TOTAL		3,340.00	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0001-300-3-1420-100-00-0000-01-542100-61238 4IMPRINT INC	OFFICE SUPPLIES 71501671	2015/11	96.73	TABLE COVER W/LOGO
65561 SMART SCAN LLC	71501687	2015/11	200.00	YEAR END EXPENSES
	ACCOUNT TOTAL		296.73	
0001-300-3-1420-100-00-0000-01-550500-66631 DOCTORS EXPRESS-NATICK	OCCUPATIONAL HEALTH PROGRAM 71501696	2015/11	300.00	YEAR END EXPENSES
	ACCOUNT TOTAL		300.00	
	ORG 70142000TOTAL		3,936.73	
70145908	INFORMATION MGT & TECHNOLOGY			
0001-390-3-1450-108-00-0000-01-542100-5935 POLAND SPRING WATER	OFFICE SUPPLIES 71500012	2015/ 1	126.49	BOTTLED WATER SERVICE
	ACCOUNT TOTAL		126.49	
0001-390-3-1450-108-00-0000-01-585300-10840 APPLE COMPUTER INC	EQUIPMENT REPLACEMENT 71501609	2015/11	1,339.00	REPAIRS AND PARTS
37074 CDW GOVERNMENT INC.	71501859	2015/12	280.22	3D PRINTER
	ACCOUNT TOTAL		1,619.22	
	ORG 70145908TOTAL		1,745.71	
70200100	INSTRUC SERV-ENCUM INSTRUC			
0001-310-3-2000-100-00-0000-02-551000-1031 ENCUMBERED FUNDS SCHOOL	EDUCATIONAL SUPPLIES 71501587	2015/11	20,000.00	FY15 EXPENSES
	ACCOUNT TOTAL		20,000.00	
	ORG 70200100TOTAL		20,000.00	
70211297	SYS CURR DIRECTORS-SPEC EDUC			
0001-320-3-2110-197-00-0000-01-542100-36061 BARNES & NOBLE INC	OFFICE SUPPLIES 71501170	2015/ 7	12.78	MATERIALS
	ACCOUNT TOTAL		12.78	
	ORG 70211297TOTAL		12.78	
70230297	SYS TEACHER SPED			
0001-320-3-2305-197-00-0000-01-528800-22957 PSYCHIATRIC EDUCATION	PURCHASED SERVICES MISC 71501019	2015/ 6	2,162.50	TUTORING SERVICES
50245 EDUCATION INC	71501553	2015/10	891.44	HOSPITAL TUTORING
	ACCOUNT TOTAL		3,053.94	

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
	ORG 70230297	TOTAL	3,053.94	
70232297		SYS OT/PT/VISION/SPEECH/ABA		
0001-320-3-2320-197-00-0000-01-528800-		PURCHASED SERVICES MISC		
2106 LEARNING CENTER FOR THE DEAF	71501596	2015/11	2,684.09	YEAR END SERVICES
15449 PERKINS SCHOOL FOR THE BLIND	71501815	2015/11	400.00	MEETING FEE FOR STUDENT E.S.
42540 MARCY B KAMMER	71501642	2015/11	1,800.00	YEAR END SERVICES
47879 EASTER SEALS	71501551	2015/10	2,538.00	SPEECH THERAPY/EVALUATIONS
56230 ABC CPR SERVICES INC	71501559	2015/10	200.00	CPR INSTRUCTION
57230 CATHOLIC CHARITIES	71501823	2015/11	2,490.00	INTERPRETER SERVICES
58766 PROSHRED SECURITY	71501662	2015/11	450.00	YEAR END EXPENSES
65753 SARAH SCAMIHORN	71501689	2015/11	1,855.00	YEAR END SERVICES
66450 QBS INC	71501694	2015/11	125.00	SAFETY CERTIFICATES
66627 AMANDA DUROCHER	71501568	2015/10	346.00	RESPITE/ABA
66712 MARY M SCHAEFER	71501697	2015/11	2,000.00	ASSESSMENTS
67606 KRISTINA BRETON	71501571	2015/10	1,586.00	RESPITE HOURS
67677 CBS THERAPY	71501572	2015/10	135.00	SLP BILINGUAL
67728 ANGELA KELLY	71501698	2015/11	2,220.00	YEAR END SERVICES
67790 MARGO PORTER	71501699	2015/11	420.00	YEAR END EXPENSES
67902 ESPED.COM, INC	71501573	2015/10	2,341.88	TRANSLATION SERVICES
68532 ELEANOR R GILES	71501703	2015/11	1,485.00	YEAR END EXPENSES
68678 SARAH DRYDEN	71501577	2015/10	1,250.00	RESPITE/ABA
68716 ADAM BRETT FEINBERG	71501578	2015/10	1,125.00	YEAR END EXPENSES
69451 CHRISTINA CAIAZZO	71501710	2015/11	630.00	YEAR END EXPENSES
	ACCOUNT TOTAL		26,080.97	
	ORG 70232297	TOTAL	26,080.97	

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
70232597	SEC 504 MEDICAL/THERAPEUTIC			
0001-350-3-2320-197-00-0001-02-528800-	PURCHASED SERVICES			
52155 SHRIVER NURSING SERVICES INC	71501655	2015/11	4,342.11	NURSING SERVICES
67290 CENTRUS PREMIER HOME CARE INC	71501569	2015/10	1,491.04	YEAR END NURSING SERVICES
	ACCOUNT TOTAL		5,833.15	
	ORG 70232597TOTAL		5,833.15	
70237138	SYS PROF DEVELOPMENT & TEC			
0001-310-3-2357-138-00-0000-02-521800-	TRAINING & EDUCATION			
1031 ENCUMBERED FUNDS SCHOOL	71501586	2015/11	5,643.10	TUITION REIMBURSEMENT
69276 BARD COLLEGE	71501297	2015/ 9	1,000.00	WORKSHOP REGISTRATION
	ACCOUNT TOTAL		6,643.10	
	ORG 70237138TOTAL		6,643.10	
70248166	SYS INSTRUC MATERIALS-RESERVE			
0001-310-3-2415-166-00-0000-02-551000-	EDUCATIONAL SUPPLIES			
36061 BARNES & NOBLE INC	71501841	2015/12	2,000.86	MATERIALS
	ACCOUNT TOTAL		2,000.86	
	ORG 70248166TOTAL		2,000.86	
70248297	SYS TEXT/SOFTWARE/MEDIA - SPED			
0001-320-3-2415-197-00-0001-02-551000-	EDUCATIONAL SUPPLIES			
36765 OFFICE DEPOT	71500537	2015/ 1	314.36	SUPPLIES
	ACCOUNT TOTAL		314.36	
	ORG 70248297TOTAL		314.36	
70251097	SYS PPS PROF DEVELOPMENT			
0001-300-3-2351-197-00-0000-02-521800-	TRAINING & EDUCATION			
58755 HARVARD MEDICAL SCHOOL	71501249	2015/ 9	290.00	CONFERENCE REGISTRATION
	ACCOUNT TOTAL		290.00	
	ORG 70251097TOTAL		290.00	
70251138	SYS PROF DEVELOPMENT OFFICE			
0001-310-3-2351-138-00-0000-01-542100-	OFFICE SUPPLIES			
10840 APPLE COMPUTER INC	71501840	2015/12	2,274.00	IPAD AIR
37074 CDW GOVERNMENT INC.	71501842	2015/12	217.26	GIFFIN SURVIVOR
	ACCOUNT TOTAL		2,491.26	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
	ORG 70251138	TOTAL	2,491.26	
70320000	SYS HEALTH SERVICES - NURSES			
0001-300-3-3200-100-00-0000-01-550100-	HEALTH			
34057 SCHOOL HEALTH CORP	71500828	2015/ 4	182.26	SUPPLIES
34057 SCHOOL HEALTH CORP	71501729	2015/11	1,500.00	YEAR END EXPENSES
			1,682.26	
36765 OFFICE DEPOT	71501739	2015/11	896.97	YEAR END EXPENSES
37596 RICOH USA INC	71501741	2015/11	100.00	YEAR END EXPENSES
37702 NORTHEASTERN UNIVERSITY	71501348	2015/ 9	375.00	REGISTRATIONS
38447 BURKE SPECIAL PRODUCTS	71501743	2015/11	91.00	HEALTH SUPPLIES
46041 KAREN RUFO	71501752	2015/11	215.91	YEAR END EXPENSES
67958 CURTIS BAY ENERGY IN	71501766	2015/11	100.00	MEDICAL WASTE
	ACCOUNT TOTAL		3,461.14	
	ORG 70320000	TOTAL	3,461.14	
70330184	SYS TRANSPORTATION - REGULAR			
0001-310-3-3300-184-00-0000-01-533900-	MCKINNEY-VENTO ACT			
1775 JFK TRANSPORTATION	71501668	2015/11	19,063.75	TRANSPORTATION
60381 VAN POOL TRANSPORTATION LLC	71501666	2015/11	3,090.00	TRANSPORTATION
60434 NORTH SHORE SHUTTLE	71501667	2015/11	1,800.00	TRANSPORTATION
63253 MCJ TRANSPORTATION	71501678	2015/11	22,063.00	TRANSPORTATION
67812 EVERETT PUBLIC SCHOOLS	71501700	2015/11	6,900.00	TRANSPORTATION
	ACCOUNT TOTAL		52,916.75	
	ORG 70330184	TOTAL	52,916.75	
70330297	SYS TRANSPORTATION - SPED			
0001-320-3-3300-197-00-0000-02-533500-	TRANSPORTATION			
64537 DAVID STANLEY	71501682	2015/11	2,100.00	MILEAGE REIMBURSEMENT
66607 TIFFANY LUND	71501695	2015/11	1,540.00	MILEAGE REIMBURSEMENT
66805 LISA ANDREU	71501829	2015/11	1,475.00	YEAR END MILEAGE
	ACCOUNT TOTAL		5,115.00	
	ORG 70330297	TOTAL	5,115.00	

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
70412000				SYS BUILDINGS-HEATING
0001-300-3-4120-100-00-0000-02-521400-1497	EVERSOURCE ENERGY-GAS	2015/11	573.82	HEAT (OIL & GAS) YEAR END EXPENSES
				ACCOUNT TOTAL
	ORG 70412000	TOTAL	573.82	
70413000				SYS BUILDINGS-UTILITY SERVICES
0001-300-3-4130-100-00-0000-02-521100-1155	EVERSOURCE ENERGY - ELECTRIC	2015/11	65,679.00	ELECTRICITY YEAR END EXPENSES
54035	TRANSCANADA POWER MARKETING LTD	2015/11	20,860.00	YEAR END EXPENSES
54035	TRANSCANADA POWER MARKETING LTD	2015/11	16,220.00	YEAR END EXPENSES
			37,080.00	
65362	AMERESCO INC	2015/11	10,936.03	YEAR END EXPENSES
				ACCOUNT TOTAL
			113,695.03	
0001-300-3-4130-100-00-0000-02-521500-7253	VERIZON	2015/11	400.00	TELEPHONE YEAR END EXPENSES
7253	VERIZON	2015/12	2,738.38	june town telephones
			3,138.38	
53707	GAIL BARBATO	2015/11	19.98	YEAR END EXPENSES
				ACCOUNT TOTAL
			3,158.36	
	ORG 70413000	TOTAL	116,853.39	
70422000				SYS MAINTENANCE -BUILDINGS
0001-300-3-4220-100-00-0000-02-520200-1031	ENCUMBERED FUNDS SCHOOL	2015/11	1,500.00	GENERAL MAINTENANCE YEAR END SUPPLIES
1031	ENCUMBERED FUNDS SCHOOL	2015/11	52.50	FACILITIES SUPPLIES
			1,552.50	
32645	SHERWIN WILLIAMS	2015/11	200.00	YEAR END SUPPLIES
38327	TRANE	2015/11	2,500.00	YEAR END EXPENSES
42597	WELLESLEY TRUCKING SERV INC	2015/11	1,100.00	YEAR END EXPENSES
49620	KEYES NORTH ATLANTIC	2015/12	885.70	FIRE ALARM
58765	LOWE'S BUSINESS ACCOUNT	2015/11	53.12	YEAR END SUPPLIES

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
65748 HOME DEPOT	71501863	2015/12	1,500.00	YEAR END SUPPLIES
	ACCOUNT TOTAL		7,791.32	
	ORG 70422000	TOTAL	7,791.32	
70440908 0001-390-3-4400-108-00-0000-02-528800- 64207 CUMULUS GLOBAL	SYS NETWORKING PURCHASE OF SERVICE 71500515	2015/ 1	1,070.21	SERVICE RENEWAL
	ACCOUNT TOTAL		1,070.21	
	ORG 70440908	TOTAL	1,070.21	
71221000 0001-300-3-2210-100-01-0001-01-521700- 22710 ASCD	BH PRINCIPAL DUES & MEMBERSHIPS 71501532	2015/10	239.00	MEMBERSHIP
	ACCOUNT TOTAL		239.00	
0001-300-3-2210-100-01-0001-01-542100- 5935 POLAND SPRING WATER	OFFICE SUPPLIES 71500206	2015/ 1	222.29	BOTTLED WATER
	ACCOUNT TOTAL		222.29	
	ORG 71221000	TOTAL	461.29	
71237138 0001-310-3-2357-138-01-0001-02-521800- 40199 MASS CUE INC	BH PROFESSIONAL DEVELOPMENT TRAINING & EDUCATION 71500867	2015/ 4	340.00	CONFERENCE REGISTRATION
45300 STONEMAN CHANDLER & MILLER	71501549	2015/10	350.00	SEMINAR REGISTRATIONS
	ACCOUNT TOTAL		690.00	
	ORG 71237138	TOTAL	690.00	
71241101 0001-310-3-2410-101-01-0001-02-551000- 51774 OPEN CIRCLE-WELLESLEY COLLEGE	BH TEXT/SOFTWARE CLASSROOM EDUCATIONAL SUPPLIES 71500318	2015/ 1	200.00	OPEN CIRCLE CURRICULUM
	ACCOUNT TOTAL		200.00	
	ORG 71241101	TOTAL	200.00	
71241132 0001-310-3-2410-132-01-0001-02-551000- 19924 HEINEMANN EDUCATIONAL	BH TEXT/SOFTWARE READING EDUCATIONAL SUPPLIES 71501531	2015/10	25.00	SUBSCRIPTION
19924 HEINEMANN EDUCATIONAL	71501615	2015/11	1,779.96	MATERIALS
			1,804.96	

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
61044 THE BOOKSOURCE INC	71500572	2015/ 1	85.44	MATERIALS
61044 THE BOOKSOURCE INC	71501670	2015/11	6,000.00	MATERIALS
			6,085.44	
	ACCOUNT TOTAL		7,890.40	
	ORG 71241132TOTAL		7,890.40	
71242101	BH INSTRUC EQUIPMENT-CLASSROOM			
0001-310-3-2420-101-01-0001-02-585300-1985 M.E. O'BRIEN & SONS INC	EQUIPMENT REPLACEMENT			
	71501523	2015/10	275.00	SHADE SHELTER
57058 METROWEST IRRIGATION COMPANY	71501660	2015/11	115.00	SYSTEM MAINTENANCE
	ACCOUNT TOTAL		390.00	
	ORG 71242101TOTAL		390.00	
71243101	BH GENERAL SUPPLIES-CLASSROOM			
0001-310-3-2430-101-01-0001-02-551000-24954 LAKESHORE LEARNING MATERIALS	EDUCATIONAL SUPPLIES			
	71500349	2015/ 1	65.08	SUPPLIES
35158 W B MASON	71500249	2015/ 1	17.40	SUPPLIES
35158 W B MASON	71500252	2015/ 1	3.48	SUPPLIES
			20.88	
36765 OFFICE DEPOT	71500278	2015/ 1	9.08	SUPPLIES
36765 OFFICE DEPOT	71501633	2015/11	176.49	SUPPLIES
36765 OFFICE DEPOT	71500279	2015/ 1	48.28	SUPPLIES
36765 OFFICE DEPOT	71500280	2015/ 1	36.28	SUPPLIES
36765 OFFICE DEPOT	71500282	2015/ 1	80.40	SUPPLIES
			350.53	
43944 PEARSON EDUCATION	71401623	2014/ 9	481.74	COMMON CORE
58157 EXPERT LASER SERVICES INC	71500329	2015/ 1	869.10	TONER CARTRIDGES
58766 PROSHRED SECURITY	71500330	2015/ 1	450.00	SHREDDING SERVICES
	ACCOUNT TOTAL		2,237.33	
	ORG 71243101TOTAL		2,237.33	
71243190	BH GENERAL SUPPLIES - LIBRARY			
0001-310-3-2430-190-01-0001-02-558000-1314 DEMCO INC	LIBRARY SUPPLIES			
	71501193	2015/ 8	64.41	SUPPLIES

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
68037 FOLLETT SCHOOL SOLUTIONS INC	71500772	2015/ 1	22.22	MATERIALS
68037 FOLLETT SCHOOL SOLUTIONS INC	71501574	2015/10	674.40	LIBRARY MATERIALS
68037 FOLLETT SCHOOL SOLUTIONS INC	71501575	2015/10	527.71	LIBRARY MATERIALS
			1,224.33	
	ACCOUNT TOTAL		1,288.74	
	ORG 71243190TOTAL		1,288.74	
71244115	BH INSTRUC SERV - FIELD TRIPS			
0001-310-3-2440-115-01-0001-02-551000-	EDUCATIONAL SUPPLIES			
1954 MICHAEL J. CONNOLLY & SONS, INC	71500205	2015/ 1	3,000.00	FIELD TRIPS
1954 MICHAEL J. CONNOLLY & SONS, INC	71501594	2015/11	3,300.00	YEAR END FIELD TRIPS
			6,300.00	
	ACCOUNT TOTAL		6,300.00	
	ORG 71244115TOTAL		6,300.00	
71248126	BH INSTRUC MATERIALS - MUSIC			
0001-310-3-2415-126-01-0001-02-551000-	EDUCATIONAL SUPPLIES			
33196 WEST MUSIC	71500230	2015/ 1	185.97	MUSIC SUPPLIES
			185.97	
	ACCOUNT TOTAL		185.97	
	ORG 71248126TOTAL		185.97	
71248128	BH INSTRUC MATERIALS - PHYS ED			
0001-310-3-2415-128-01-0001-02-551000-	EDUCATIONAL SUPPLIES			
45111 US GAMES	71500293	2015/ 1	28.76	MATERIALS
			28.76	
	ACCOUNT TOTAL		28.76	
	ORG 71248128TOTAL		28.76	
71248297	BH INSTRUC MATERIALS-SPED			
0001-320-3-2415-197-01-0001-02-551000-	EDUCATIONAL SUPPLIES			
25046 NEW ENGLAND CENTER FOR CHILDREN INC	71501037	2015/ 6	1,200.00	TRAINING & ACCESS FEE
			1,200.00	
	ACCOUNT TOTAL		1,200.00	
	ORG 71248297TOTAL		1,200.00	
71248992	BH INSTRUC MATERIALS-AV			
0001-390-3-2415-192-01-0001-02-558000-	SUPPLIES			
35484 SCHOOL SPECIALTY INC	71501631	2015/11	82.01	SUPPLIES
			82.01	
	ACCOUNT TOTAL		82.01	
	ORG 71248992TOTAL		82.01	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
72237138				BR PROFESSIONAL DEVELOPMENT
0001-310-3-2357-138-02-0001-02-521800-				TRAINING & EDUCATION
40248 CITIZENS BANK OF MASSACHUSETTS	71501455	2015/10	668.62	CONFERENCE REGISTRATION
	ACCOUNT TOTAL		668.62	
	ORG 72237138	TOTAL	668.62	
72243101				BR GENERAL SUPPLIES-CLASSROOM
0001-310-3-2430-101-02-0001-02-551000-				EDUCATIONAL SUPPLIES
24954 LAKESHORE LEARNING MATERIALS	71500466	2015/ 1	213.08	SUPPLIES
35158 W B MASON	71501345	2015/ 9	30.33	SCHOOL CALENDARS
36765 OFFICE DEPOT	71500475	2015/ 1	86.70	SUPPLIES
36765 OFFICE DEPOT	71500445	2015/ 1	165.83	SUPPLIES
			252.53	
43944 PEARSON EDUCATION	71501383	2015/ 9	284.20	SUPPLIES
43944 PEARSON EDUCATION	71501820	2015/11	2,224.07	MATERIALS
			2,508.27	
46750 REALLY GOOD STUFF	71501385	2015/ 9	92.23	SUPPLIES
68037 FOLLETT SCHOOL SOLUTIONS INC	71501354	2015/ 9	1,749.85	MATERIALS
	ACCOUNT TOTAL		4,846.29	
	ORG 72243101	TOTAL	4,846.29	
72243102				BR GENERAL SUPPLIES ART
0001-310-3-2430-102-02-0001-02-551000-				EDUCATIONAL SUPPLIES
35484 SCHOOL SPECIALTY INC	71501081	2015/ 6	352.37	SUPPLIES
35484 SCHOOL SPECIALTY INC	71501446	2015/10	171.77	MATERIALS
			524.14	
	ACCOUNT TOTAL		524.14	
	ORG 72243102	TOTAL	524.14	
73242697				PRE INSTRUC MATERIALS-SPED
0001-360-3-2420-197-03-0006-02-551000-				EDUCATIONAL SUPPLIES
30412 ORIENTAL TRADING CO INC	71501771	2015/11	14.99	PRESCHOOL SUPPLIES
35158 W B MASON	71501443	2015/10	31.68	SUPPLIES
	ACCOUNT TOTAL		46.67	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE	AMT	DESCRIPTION
	ORG 73242697	TOTAL		46.67	
73243601		PRESCH GENERL SUPPLIES	CLASSRM		
0001-360-3-2430-101-03-0006-02-551000-		EDUCATIONAL SUPPLIES			
35158 W B MASON	71500057	2015/ 1		9.65	SUPPLIES
35158 W B MASON	71500640	2015/ 3		13.25	SUPPLIES
				22.90	
	ACCOUNT TOTAL			22.90	
	ORG 73243601	TOTAL		22.90	
73248992		PRESCH INSTR MATERIALS	AV		
0001-390-3-2415-192-03-0006-02-558000-		SUPPLIES			
39688 MAYER JOHNSON CO	71501490	2015/10		508.00	PRESCHOOL MATERIALS
	ACCOUNT TOTAL			508.00	
	ORG 73248992	TOTAL		508.00	
74241101		JO TEXT/SOFTWARE	CLASSROOM		
0001-310-3-2410-101-04-0001-02-551000-		EDUCATIONAL SUPPLIES			
36061 BARNES & NOBLE INC	71500091	2015/ 1		403.39	MATERIALS
68037 FOLLETT SCHOOL SOLUTIONS INC	71501192	2015/ 8		37.99	MATERIALS
	ACCOUNT TOTAL			441.38	
	ORG 74241101	TOTAL		441.38	
74242101		JO INSTRUC EQUIPMENT-CLASSROOM			
0001-310-3-2420-101-04-0001-02-585300-		EQUIPMENT REPLACEMENT			
58157 EXPERT LASER SERVICES INC	71501773	2015/11		164.00	YEAR END EXPENSES
	ACCOUNT TOTAL			164.00	
	ORG 74242101	TOTAL		164.00	
74243101		JO GENERAL SUPPLIES-CLASSROOM			
0001-310-3-2430-101-04-0001-02-551000-		EDUCATIONAL SUPPLIES			
25503 SUPER DUPER SCHOOL CO	71500436	2015/ 1		64.95	MATERIALS
35158 W B MASON	71500471	2015/ 1		3.48	SUPPLIES
36765 OFFICE DEPOT	71500097	2015/ 1		289.49	SUPPLIES
39604 ETA HAND2MIND	71500110	2015/ 1		51.39	STICKERS
46750 REALLY GOOD STUFF	71500976	2015/ 5		31.12	MATERIALS
	ACCOUNT TOTAL			440.43	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
	ORG 74243101	TOTAL	440.43	
75221000	LJ PRINCIPAL			
0001-300-3-2210-100-05-0001-01-542100-	OFFICE SUPPLIES			
58766 PROSHRED SECURITY	71500706	2015/ 1	150.00	SHREDDING SERVICES
	ACCOUNT TOTAL		150.00	
	ORG 75221000	TOTAL	150.00	
75237138	LJ PROFESSIONAL DEVELOPMENT			
0001-310-3-2357-138-05-0001-02-521800-	TRAINING & EDUCATION			
67304 HEATHER SMITH	71501765	2015/11	2,458.98	YEAR END EXPENSES
69462 CAST INC	71501813	2015/11	1,000.00	PROFESSIONAL DEVELOPMENT
	ACCOUNT TOTAL		3,458.98	
	ORG 75237138	TOTAL	3,458.98	
75241132	LJ TEXT/SOFTWARE READING			
0001-310-3-2410-132-05-0001-02-551000-	EDUCATIONAL SUPPLIES			
12898 NATIONAL WILDLIFE FEDERATION	71500019	2015/ 1	30.00	SUBSCRIPTION RENEWAL
	ACCOUNT TOTAL		30.00	
	ORG 75241132	TOTAL	30.00	
75242101	LJ INSTRUC EQUIPMENT-CLASSROOM			
0001-310-3-2420-101-05-0001-02-585300-	EQUIPMENT REPLACEMENT			
42404 ROBERT H LORD COMPANY	71501749	2015/11	6,774.60	SEATING
42404 ROBERT H LORD COMPANY	71501748	2015/11	6,979.20	MOBILE SHELVING
			13,753.80	
	ACCOUNT TOTAL		13,753.80	
	ORG 75242101	TOTAL	13,753.80	
75243101	LJ GENERAL SUPPLIES-CLASSROOM			
0001-310-3-2430-101-05-0001-02-551000-	EDUCATIONAL SUPPLIES			
3089 GENERAL BINDING CORP/ACCO BRANDS	71500424	2015/ 1	363.40	SUPPLIES
35158 W B MASON	71500078	2015/ 1	6.96	SUPPLIES
36765 OFFICE DEPOT	71500521	2015/ 1	13.97	SUPPLIES
	ACCOUNT TOTAL		384.33	
	ORG 75243101	TOTAL	384.33	

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
75243190	LJ GENERAL SUPPLIES - LIBRARY			
0001-310-3-2430-190-05-0001-02-558000-	LIBRARY SUPPLIES			
68037 FOLLETT SCHOOL SOLUTIONS INC	71501767	2015/11	28.20	MATERIALS
	ACCOUNT TOTAL		28.20	
	ORG 75243190TOTAL		28.20	
75245908	LJ CLASSRM INSTRUC TECHNOLOGY			
0001-390-3-2451-108-05-0001-02-585300-	EQUIPMENT REPLACEMENT			
36765 OFFICE DEPOT	71501317	2015/ 9	531.18	SUPPLIES
36765 OFFICE DEPOT	71501737	2015/11	405.74	YEAR END SUPPLIES
			936.92	
58157 EXPERT LASER SERVICES INC	71501028	2015/ 6	1,859.00	TONER AND SUPPLIES
	ACCOUNT TOTAL		2,795.92	
	ORG 75245908TOTAL		2,795.92	
75248126	LJ INSTRUC MATERIALS - MUSIC			
0001-310-3-2415-126-05-0001-02-551000-	EDUCATIONAL SUPPLIES			
33196 WEST MUSIC	71500518	2015/ 1	38.18	MATERIALS
33196 WEST MUSIC	71500519	2015/ 1	53.20	XYLOPHONES
			91.38	
	ACCOUNT TOTAL		91.38	
	ORG 75248126TOTAL		91.38	
75248128	LJ INSTRUC MATERIALS - PHYS ED			
0001-310-3-2415-128-05-0001-02-551000-	EDUCATIONAL SUPPLIES			
49941 TOLEDO PE SUPPLY CO	71500145	2015/ 1	176.29	SUPPLIES
	ACCOUNT TOTAL		176.29	
	ORG 75248128TOTAL		176.29	
76243101	MM GENERAL SUPPLIES-CLASSROOM			
0001-310-3-2430-101-06-0001-02-551000-	EDUCATIONAL SUPPLIES			
35158 W B MASON	71501629	2015/11	3,153.54	SUPPLIES
36765 OFFICE DEPOT	71500271	2015/ 1	180.42	SUPPLIES
43944 PEARSON EDUCATION	71501384	2015/ 9	11.11	MATERIALS
	ACCOUNT TOTAL		3,345.07	
	ORG 76243101TOTAL		3,345.07	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
76243190	MM GENERAL SUPPLIES - LIBRARY			
0001-310-3-2430-190-06-0001-02-558000-	LIBRARY SUPPLIES			
68037 FOLLETT SCHOOL SOLUTIONS INC	71501327	2015/ 9	27.32	MATERIALS
	ACCOUNT TOTAL		27.32	
	ORG 76243190TOTAL		27.32	
76248160	MM INSTRUC MATERIALS-PHOTOCOPY			
0001-310-3-2415-160-06-0001-02-534300-	PHOTOCOPYING			
37596 RICOH USA INC	71500662	2015/ 1	23.15	TONER & STAPLES
65463 CANON USA INC	71500766	2015/ 1	600.00	SERVICE AND PARTS
	ACCOUNT TOTAL		623.15	
	ORG 76248160TOTAL		623.15	
77221000	KN PRINCIPAL			
0001-300-3-2210-100-07-0005-01-542100-	OFFICE SUPPLIES			
36765 OFFICE DEPOT	71500833	2015/ 4	292.52	SUPPLIES
	ACCOUNT TOTAL		292.52	
	ORG 77221000TOTAL		292.52	
77242101	KN INSTRUC EQUIPMENT-CLASSROOM			
0001-310-3-2420-101-07-0005-02-585300-	EQUIPMENT REPLACEMENT			
36765 OFFICE DEPOT	71501266	2015/ 9	114.30	SUPPLIES
36765 OFFICE DEPOT	71501263	2015/ 9	.25	SUPPLIES
			114.55	
52288 MONITOR EQUIPMENT CO INC	71501821	2015/11	4,756.10	CLASSROOM FURNITURE
58157 EXPERT LASER SERVICES INC	71501500	2015/10	1,100.00	YEAR END EXPENSES
66302 B & H ELECTRONICS CO	71501222	2015/ 8	150.00	KEYBOARDS
	ACCOUNT TOTAL		6,120.65	
	ORG 77242101TOTAL		6,120.65	
77243101	KN GENERAL SUPPLIES-CLASSROOM			
0001-310-3-2430-101-07-0005-02-551000-	EDUCATIONAL SUPPLIES			
35158 W B MASON	71500352	2015/ 1	45.26	SUPPLIES
36765 OFFICE DEPOT	71500369	2015/ 1	191.68	SUPPLIES
	ACCOUNT TOTAL		236.94	
	ORG 77243101TOTAL		236.94	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE	AMT	DESCRIPTION
77243190					KN GENERAL SUPPLIES - LIBRARY
0001-310-3-2430-190-07-0005-02-558000-1385 BAKER & TAYLOR CO	71500575	2015/ 1		349.02	LIBRARY BOOKS
36061 BARNES & NOBLE INC	71500832	2015/ 4		148.31	MATERIALS
36765 OFFICE DEPOT	71500835	2015/ 4		.35	SUPPLIES
	ACCOUNT TOTAL			497.68	
	ORG 77243190TOTAL			497.68	
77248110					KN INSTRUC MATERIALS-ENGLISH
0001-310-3-2415-110-07-0005-02-551000-53974 WELLESLEY BOOKSMITH	71500842	2015/ 4		121.98	MATERIALS
53974 WELLESLEY BOOKSMITH	71501158	2015/ 7		300.00	MATERIALS
				421.98	
	ACCOUNT TOTAL			421.98	
	ORG 77248110TOTAL			421.98	
77248126					KN INSTRUC MATERIALS - MUSIC
0001-310-3-2415-126-07-0005-02-551000-28548 LEONARDS MUSIC	71500970	2015/ 5		125.00	REPAIRS
	ACCOUNT TOTAL			125.00	
	ORG 77248126TOTAL			125.00	
77248134					KN INSTRUC MATERIALS-SCIENCE
0001-310-3-2415-134-07-0005-02-551000-51050 PAUL V POWER	71501453	2015/10		915.59	SCIENCE SUPPLIES
	ACCOUNT TOTAL			915.59	
	ORG 77248134TOTAL			915.59	
77248144					KN INSTRUC MATERIALS-GRADE 6
0001-310-3-2415-144-07-0005-02-551000-36765 OFFICE DEPOT	71501319	2015/ 9		545.97	SUPPLIES
	ACCOUNT TOTAL			545.97	
	ORG 77248144TOTAL			545.97	
77248146					KN INSTRUC MATERIALS-WEATHER

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0001-310-3-2415-146-07-0005-02-551000-36765 OFFICE DEPOT	EDUCATIONAL SUPPLIES 71501448	2015/10	3,000.00	SUPPLIES
59885 MEGAN HATT	71501503	2015/10	1,718.02	YEAR END EXPENSES
59885 MEGAN HATT	71501454	2015/10	300.00	YEAR END EXPENSES
			2,018.02	
	ACCOUNT TOTAL		5,018.02	
	ORG 77248146TOTAL		5,018.02	
77248396	KN ELL PROGRAM			
0001-310-3-2415-196-07-0005-02-551000-36765 OFFICE DEPOT	EDUCATIONAL SUPPLIES 71501318	2015/ 9	27.00	SUPPLIES
	ACCOUNT TOTAL		27.00	
	ORG 77248396TOTAL		27.00	
78237138	WL PROFESSIONAL DEVELOPMENT			
0001-310-3-2357-138-08-0005-02-521800-2130 ACCEPT EDUCATION COLLABORATIVE	TRAINING & EDUCATION 71501526	2015/10	100.00	CONFERENCE REGISTRATION
5662 MSSAA	71501135	2015/ 7	195.00	CONFERENCE REGISTRATION
17284 MAY INSTITUTE INC	71500857	2015/ 4	525.00	CONFERENCE REGISTRATION
	ACCOUNT TOTAL		820.00	
	ORG 78237138TOTAL		820.00	
78241110	WL TEXT/SOFTWARE ENGLISH			
0001-310-3-2410-110-08-0005-02-551000-53974 WELLESLEY BOOKSMITH	EDUCATIONAL SUPPLIES 71501497	2015/10	1,000.00	MATERIALS
	ACCOUNT TOTAL		1,000.00	
	ORG 78241110TOTAL		1,000.00	
78242101	WL INSTRUC EQUIPMENT-CLASSROOM			
0001-310-3-2420-101-08-0005-02-585300-36765 OFFICE DEPOT	EQUIPMENT REPLACEMENT 71500371	2015/ 1	588.34	SUPPLIES
58157 EXPERT LASER SERVICES INC	71501501	2015/10	98.00	YEAR END EXPENSES
64119 JARED CAVAGNUOLO	71501762	2015/11	31.55	YEAR END EXPENSES
	ACCOUNT TOTAL		717.89	
	ORG 78242101TOTAL		717.89	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
78242297	WL INSTRUC EQUIPMENT SPED			
0001-320-3-2420-197-08-0005-02-585300-37074 CDW GOVERNMENT INC.	EQUIPMENT REPLACEMENT 71501137	2015/ 7	11.42	TECH EQUIPMENT
	ACCOUNT TOTAL		11.42	
	ORG 78242297TOTAL		11.42	
78243101	WL GENERAL SUPPLIES-CLASSROOM			
0001-310-3-2430-101-08-0005-02-551000-35158 W B MASON	EDUCATIONAL SUPPLIES 71501418	2015/10	575.60	SUPPLIES
35158 W B MASON	71500442	2015/ 1	15.97	SUPPLIES
			591.57	
	ACCOUNT TOTAL		591.57	
	ORG 78243101TOTAL		591.57	
78243190	WL GENERAL SUPPLIES - LIBRARY			
0001-310-3-2430-190-08-0005-02-558000-1433 EBSCO SUBSCRIPTION SERV	LIBRARY MATERIALS 71500462	2015/ 1	212.74	LIBRARY MATERIALS
	ACCOUNT TOTAL		212.74	
	ORG 78243190TOTAL		212.74	
78244115	WL INSTRUC SERV - FIELD TRIPS			
0001-310-3-2440-115-08-0005-00-551000-1954 MICHAEL J. CONNOLLY & SONS, INC	EDUCATIONAL SUPPLIES 71501593	2015/11	1,500.00	YEAR END FIELD TRIPS
	ACCOUNT TOTAL		1,500.00	
	ORG 78244115TOTAL		1,500.00	
78248110	WL INSTRUC MATERIALS-ENGLISH			
0001-310-3-2415-110-08-0005-02-551000-40624 ROBIN CACCAVELLI	EDUCATIONAL SUPPLIES 71501746	2015/11	25.00	YEAR END EXPENSES
42125 PAMELA L HURD	71501747	2015/11	50.00	YEAR END EXPENSES
64167 MARY WALTON	71501507	2015/10	170.17	YEAR END EXPENSES
	ACCOUNT TOTAL		245.17	
	ORG 78248110TOTAL		245.17	
78248114	WL INSTRUC MAT-WORLD LANGUAGES			
0001-310-3-2415-114-08-0005-02-551000-3628 FOLLETT EDUCATIONAL SERV	EDUCATIONAL SUPPLIES 71501307	2015/ 9	147.58	MATERIALS
	ACCOUNT TOTAL		147.58	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
	ORG 78248114	TOTAL	147.58	
78248120	WL INSTRUC MATERIALS - TECH ED			
0001-310-3-2415-120-08-0005-02-551000-	EDUCATIONAL SUPPLIES			
35484 SCHOOL SPECIALTY INC	71501288	2015/ 9	44.05	SUPPLIES
65748 HOME DEPOT	71501510	2015/10	20.14	MATERIALS
	ACCOUNT TOTAL		64.19	
	ORG 78248120	TOTAL	64.19	
78248126	WL INSTRUC MATERIALS - MUSIC			
0001-310-3-2415-126-08-0005-02-551000-	EDUCATIONAL SUPPLIES			
37567 WOODWIND BRASSWIND OF SO BEND LLC	71501486	2015/10	24.02	MATERIALS
49313 DAVID FRENCH MUSIC COMPANY	71501552	2015/10	100.00	YEAR END EXPENSES
49364 MAKEMUSIC! INC	71500799	2015/ 1	140.00	SUBSCRIPTIONS
	ACCOUNT TOTAL		264.02	
	ORG 78248126	TOTAL	264.02	
78248134	WL INSTRUC MATERIALS-SCIENCE			
0001-310-3-2415-134-08-0005-02-551000-	EDUCATIONAL SUPPLIES			
4780 FREY SCIENTIFIC CO	71501604	2015/11	113.31	MATERIALS
35158 W B MASON	71500783	2015/ 1	162.26	SUPPLIES
66782 US GEOLOGICAL SURVEY	71501764	2015/11	190.00	MATERIALS
	ACCOUNT TOTAL		465.57	
	ORG 78248134	TOTAL	465.57	
78248136	WL INSTRUC MAT-SOCIAL STUDIES			
0001-310-3-2415-136-08-0005-02-551000-	EDUCATIONAL SUPPLIES			
9053 SCHOLASTIC INC	71501299	2015/ 9	273.05	MATERIALS
32992 NATIONAL GEOGRAPHIC SOCIETY	71500911	2015/ 4	100.00	REGISTRATION
	ACCOUNT TOTAL		373.05	
	ORG 78248136	TOTAL	373.05	
78248166	WL INSTRUC MATERIALS - RESERVE			
0001-310-3-2415-166-08-0005-00-551000-	EDUCATIONAL SUPPLIES			
53974 WELLESLEY BOOKSMITH	71501407	2015/ 9	22.38	MATERIALS
	ACCOUNT TOTAL		22.38	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
	ORG 78248166	TOTAL	22.38	
78248297	WL INSTRUC MATERIALS-SPED			
0001-320-3-2415-197-08-0005-02-551000-	EDUCATIONAL SUPPLIES			
35158 W B MASON	71500714	2015/ 1	20.46	SUPPLIES
	ACCOUNT TOTAL		20.46	
	ORG 78248297	TOTAL	20.46	
78271194	WL GUIDANCE			
0001-310-3-2710-194-08-0005-01-551000-	EDUCATIONAL SUPPLIES			
1954 MICHAEL J. CONNOLLY & SONS, INC	71501195	2015/ 8	180.00	SPECIAL OLYMPICS
	ACCOUNT TOTAL		180.00	
	ORG 78271194	TOTAL	180.00	
79221000	HS PRINCIPAL			
0001-300-3-2210-100-09-0012-01-542100-	OFFICE SUPPLIES			
36765 OFFICE DEPOT	71500272	2015/ 1	1,000.14	SUPPLIES
58766 PROSHRED SECURITY	71500401	2015/ 1	400.00	SHREDDING SERVICES
	ACCOUNT TOTAL		1,400.14	
	ORG 79221000	TOTAL	1,400.14	
79241110	HS TEXT/SOFTWARE - ENGLISH			
0001-310-3-2410-110-09-0012-02-551000-	EDUCATIONAL SUPPLIES			
68037 FOLLETT SCHOOL SOLUTIONS INC	71501777	2015/11	4,900.00	ENGLISH MATERIALS
	ACCOUNT TOTAL		4,900.00	
	ORG 79241110	TOTAL	4,900.00	
79241114	HS TEXT/SOFTWARE - WORLD LANG			
0001-310-3-2410-114-09-0012-02-551000-	EDUCATIONAL SUPPLIES			
35158 W B MASON	71501542	2015/10	128.90	SUPPLIES
67238 BETTER CHINESE LLC	71501466	2015/10	3,147.82	MATERIALS
	ACCOUNT TOTAL		3,276.72	
	ORG 79241114	TOTAL	3,276.72	
79241124	HS TEXT/SOFTWARE/MEDIA/MATERIA			
0001-310-3-2410-124-09-0012-02-551000-	EDUCATIONAL SUPPLIES			
36765 OFFICE DEPOT	71501738	2015/11	1,024.98	SUPPLIES
	ACCOUNT TOTAL		1,024.98	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
	ORG 79241124	TOTAL	1,024.98	
79241132		HS TEXT/SOFTWARE READING		
0001-310-3-2410-132-09-0012-02-551000-		EDUCATIONAL SUPPLIES		
35158 W B MASON	71501831	2015/12	136.40	SUPPLIES
	ACCOUNT TOTAL		136.40	
	ORG 79241132	TOTAL	136.40	
79241134		HS TEXT/SOFTWARE/MEDIA/MATERIA		
0001-310-3-2410-134-09-0012-02-551000-		EDUCATIONAL SUPPLIES		
13527 CLEAN HARBORS	71501720	2015/11	2,500.00	YEAR END EXPENSES
63361 LINDA WEBER	71501759	2015/11	80.79	YEAR END EXPENSES
	ACCOUNT TOTAL		2,580.79	
	ORG 79241134	TOTAL	2,580.79	
79242101		HS INSTRUC EQUIPMENT-CLASSROOM		
0001-310-3-2420-101-09-0012-02-585300-		EQUIPMENT REPLACEMENT		
26281 GLOBAL EQUIPMENT CO	71501442	2015/10	4,904.25	STEEL 964-2 BASKET
65748 HOME DEPOT	71501688	2015/11	500.00	TABLES
	ACCOUNT TOTAL		5,404.25	
	ORG 79242101	TOTAL	5,404.25	
79243190		HS GENERAL SUPPLIES - LIBRARY		
0001-310-3-2430-190-09-0012-02-558000-		LIBRARY MATERIALS		
1314 DEMCO INC	71500775	2015/ 1	156.62	SUPPLIES
36765 OFFICE DEPOT	71500749	2015/ 1	48.07	SUPPLIES
68037 FOLLETT SCHOOL SOLUTIONS INC	71501278	2015/ 9	88.51	LIBRARY MATERIALS
68037 FOLLETT SCHOOL SOLUTIONS INC	71500981	2015/ 5	499.71	BOOK ORDER
68037 FOLLETT SCHOOL SOLUTIONS INC	71500873	2015/ 4	45.17	LIBRARY BOOKS
68037 FOLLETT SCHOOL SOLUTIONS INC	71501576	2015/10	159.24	LIBRARY MATERIALS
68037 FOLLETT SCHOOL SOLUTIONS INC	71500635	2015/ 3	10.24	LIBRARY MATERIALS
			802.87	
	ACCOUNT TOTAL		1,007.56	
	ORG 79243190	TOTAL	1,007.56	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
79244164	HS INSTRUC SERV-GRADUATION			
0001-310-3-2440-164-09-0012-02-551000-	EDUCATIONAL SUPPLIES			
4924 JOSTEN'S INC	71501089	2015/ 7	438.34	CERTIFICATES AND DIPLOMAS
18095 TOWN OF NATICK	71501530	2015/10	264.00	GRADUATION POLICE DETAIL
35420 TOWN OF NATICK	71501543	2015/10	400.00	GRADUATION DETAIL
54773 UNIVERSITY CAP & GOWN CO INC	71501556	2015/10	156.70	GRADUATION
	ACCOUNT TOTAL		1,259.04	
	ORG 79244164TOTAL		1,259.04	
79248102	HS INSTRUC MATERIALS - ART			
0001-310-3-2415-102-09-0012-02-551000-	EDUCATIONAL SUPPLIES			
35915 BLICK ART MATERIALS	71501547	2015/10	140.00	SUPPLIES
	ACCOUNT TOTAL		140.00	
	ORG 79248102TOTAL		140.00	
79248110	HS INSTRUC MATERIALS-ENGLISH			
0001-310-3-2415-110-09-0012-02-551000-	EDUCATIONAL SUPPLIES			
2116 NATICK FOOD SERVICES	71501770	2015/11	70.00	YEAR END EXPENSES
	ACCOUNT TOTAL		70.00	
	ORG 79248110TOTAL		70.00	
79248114	HS INSTRUC MAT-WORLD LANGUAGES			
0001-310-3-2415-114-09-0012-02-551000-	EDUCATIONAL SUPPLIES			
35158 W B MASON	71501098	2015/ 7	8.86	SUPPLIES
35158 W B MASON	71500914	2015/ 5	17.32	SUPPLIES
35158 W B MASON	71501230	2015/ 8	37.14	SUPPLIES
35158 W B MASON	71501432	2015/10	79.39	SUPPLIES
35158 W B MASON	71500915	2015/ 5	41.73	SUPPLIES
			184.44	
64034 DENISE-IVRA CAULFIELD	71501775	2015/11	200.00	YEAR END EXPENSES
64034 DENISE-IVRA CAULFIELD	71501761	2015/11	400.00	YEAR END EXPENSES
64034 DENISE-IVRA CAULFIELD	71501760	2015/11	120.00	YEAR END EXPENSES
			720.00	
	ACCOUNT TOTAL		904.44	
	ORG 79248114TOTAL		904.44	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
79248126	HS INSTRUC MATERIALS - MUSIC			
0001-310-3-2415-126-09-0012-02-551000-	EDUCATIONAL SUPPLIES			
7553 J W PEPPER & SON INC	71501310	2015/ 9	360.81	SUPPLIES
7553 J W PEPPER & SON INC	71500208	2015/ 1	539.17	SUPPLIES
			899.98	
28548 LEONARDS MUSIC	71500952	2015/ 5	470.00	INSTRUMENT REPAIRS
28548 LEONARDS MUSIC	71501535	2015/10	2,000.00	INSTRUMENT REPAIRS
			2,470.00	
35158 W B MASON	71501807	2015/11	13.98	SUPPLIES
36765 OFFICE DEPOT	71500942	2015/ 5	300.36	SUPPLIES
45573 MICCA	71501044	2015/ 6	300.00	REGISTRATION FEE
54220 SAMUEL FRENCH INC	71501555	2015/10	500.00	YEAR END EXPENSES
59895 STRIKE UP THE BAND INC	71500802	2015/ 1	300.00	MATERIALS
	ACCOUNT TOTAL		4,784.32	
	ORG 79248126TOTAL		4,784.32	
79248128	HS INSTRUC MATERIALS - PHYS ED			
0001-310-3-2415-128-09-0012-02-551000-	EDUCATIONAL SUPPLIES			
36765 OFFICE DEPOT	71500631	2015/ 3	45.51	SUPPLIES
	ACCOUNT TOTAL		45.51	
	ORG 79248128TOTAL		45.51	
79248132	HS INSTRUC MATERIALS-READING			
0001-310-3-2415-132-09-0012-02-551000-	EDUCATIONAL SUPPLIES			
36765 OFFICE DEPOT	71500834	2015/ 4	453.21	SUPPLIES
	ACCOUNT TOTAL		453.21	
	ORG 79248132TOTAL		453.21	
79248134	HS INSTRUC MATERIALS-SCIENCE			
0001-310-3-2415-134-09-0012-02-551000-	EDUCATIONAL SUPPLIES			
1533 FISHER SCIENTIFIC	71500655	2015/ 1	160.50	MATERIALS
1923 WARD'S NATURAL SCIENCE	71501714	2015/11	116.69	SCIENCE MATERIALS
4780 FREY SCIENTIFIC CO	71500427	2015/ 1	15.98	SCIENCE SUPPLIES
4780 FREY SCIENTIFIC CO	71500982	2015/ 6	138.51	SCIENCE MATERIALS
			154.49	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
36765 OFFICE DEPOT	71500593	2015/ 1	1.12	SUPPLIES
36765 OFFICE DEPOT	71501264	2015/ 9	1,000.00	SUPPLIES
			1,001.12	
39686 FLINN SCIENTIFIC INC	71501489	2015/10	37.88	SCIENCE MATERIALS
	ACCOUNT TOTAL		1,470.68	
	ORG 79248134TOTAL		1,470.68	
79248136 0001-310-3-2415-136-09-0012-02-551000- 35158 W B MASON	HS INSTRUC MAT-SOCIAL STUDIES EDUCATIONAL SUPPLIES 71501733	2015/11	5.71	SUPPLIES
44599 MPS	71500386	2015/ 1	1,267.71	MATERIALS
50462 NAT'L GEOGRAPHIC SOCIETY	71501753	2015/11	42.90	MATERIALS
	ACCOUNT TOTAL		1,316.32	
	ORG 79248136TOTAL		1,316.32	
79248160 0001-310-3-2415-160-09-0012-02-534300- 58157 EXPERT LASER SERVICES INC	HS INSTRUC MATERIALS-PHOTOCOPY PHOTOCOPYING 71501561	2015/10	1,422.00	YEAR END EXPENSES
65463 CANON USA INC	71501839	2015/12	15,038.36	GPQ59370 NHS MAIN OFFICE
	ACCOUNT TOTAL		16,460.36	
	ORG 79248160TOTAL		16,460.36	
79248166 0001-310-3-2415-166-09-0012-02-551000- 2116 NATICK FOOD SERVICES	HS INSTRUC MATERIALS - RESERVE EDUCATIONAL SUPPLIES 71501524	2015/10	50.00	YEAR END EXPENSES
26249 ROSE BERTUCCI	71501534	2015/10	200.00	YEAR END EXPENSES
	ACCOUNT TOTAL		250.00	
	ORG 79248166TOTAL		250.00	
79248297 0001-320-3-2415-197-09-0012-02-551000- 35158 W B MASON 35158 W B MASON	HS INSTRUC MATERIALS-SPED EDUCATIONAL SUPPLIES 71500687 71500236	2015/ 1 2015/ 1	24.68 31.47	SUPPLIES SUPPLIES
			56.15	
	ACCOUNT TOTAL		56.15	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
	ORG 79248297	TOTAL	56.15	
79248797		NORTHSTAR INSTRUC MATERIALS		
0001-370-3-2415-197-09-0012-02-551000-36765	EDUCATIONAL SUPPLIES 71501063	2015/ 6	217.66	SUPPLIES
69460 KEVIN FAIR	71501790	2015/11	71.04	REWARDS PROGRAM
	ACCOUNT TOTAL		288.70	
	ORG 79248797	TOTAL	288.70	
79248897		ACHIEVE INSTRUC MATERIALS		
0001-380-3-2415-197-09-0012-02-551000-10840	GENERAL 71501613	2015/11	82.00	TECH MATERIALS
36765 OFFICE DEPOT	71500954	2015/ 5	35.35	SUPPLIES - EAST SCHOOL
58157 EXPERT LASER SERVICES INC	71501562	2015/10	292.00	YEAR END EXPENSES
	ACCOUNT TOTAL		409.35	
	ORG 79248897	TOTAL	409.35	
79271194		HS GUIDANCE		
0001-310-3-2710-194-09-0012-01-551000-2116	EDUCATIONAL SUPPLIES 71501715	2015/11	323.00	YEAR END EXPENSES
7199 COLLEGE BOARD	71500207	2015/ 1	1,000.00	MATERIALS
35158 W B MASON	71500587	2015/ 1	1,222.37	SUPPLIES
36061 BARNES & NOBLE INC	71501736	2015/11	181.06	MATERIALS
36765 OFFICE DEPOT	71500273	2015/ 1	2,302.69	SUPPLIES
	ACCOUNT TOTAL		5,029.12	
	ORG 79271194	TOTAL	5,029.12	
79352172		HS STUDENT ACTIVITIES/CLUB		
0001-310-3-3520-172-09-0012-02-548600-1954	SUPPLIES 71501522	2015/10	1,150.00	YEAR END EXPENSES
2116 NATICK FOOD SERVICES	71501525	2015/10	177.35	YEAR END EXPENSES
	ACCOUNT TOTAL		1,327.35	
	ORG 79352172	TOTAL	1,327.35	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
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FUND 0001 GENERAL FUND		TOTAL:	1,201,692.74	
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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
00020011	#9-7A 11/10	IRRIGATION CONTROL		
0002-449-4-0011-000-00-2011-00-584000-37074 CDW GOVERNMENT INC.	#9-7A 11/10	IRRIGATION CONTROL		
	20151634	2015/12	1,557.46	SURFACE PRO 3 / BLACK COVER
	ACCOUNT TOTAL		1,557.46	
	ORG 00020011TOTAL		1,557.46	
00020027		FIRE SAFETY TRAINING		
0002-220-2-0027-000-00-0000-00-584511-69234 MODELTECH INTL	FIRE SAFETY TRAINING			
	20151617	2015/12	466.58	FP. 11 hazard house
	ACCOUNT TOTAL		466.58	
	ORG 00020027TOTAL		466.58	
00020045		SFTY/TRAFFIC IMPROVEMENTS		
0002-180-4-0045-000-00-0000-00-584000-10090 BETA GROUP, INC	SFTY/TRAFFIC IMPROVEMENTS			
	20151699	2015/12	1,000.00	North Main Street Roadway Impr
	ACCOUNT TOTAL		1,000.00	
	ORG 00020045TOTAL		1,000.00	
00020052		I.S. LAN/WAN MAINTENANCE		
0002-155-1-0052-000-00-0000-00-581022-66871 EFOLDER, INC	IAN/WAN MAINTENANCE			
	20152016	2015/12	600.00	eFolder March 2015
	ACCOUNT TOTAL		600.00	
	ORG 00020052TOTAL		600.00	
00020056		RADIO REPLACEMENTS		
0002-210-2-0056-000-00-0000-00-587000-5613 MOTOROLA SOLUTIONS	RADIO REPLACEMENTS			
	20142120	2014/12	3,231.00	Site Manager Basic & Expansion
	ACCOUNT TOTAL		3,231.00	
	ORG 00020056TOTAL		3,231.00	
00020109		#13A-10 4/11 TWN MTG TECH UPGD		
0002-123-1-0109-000-00-2012-00-585000-37074 CDW GOVERNMENT INC.	#13A-10 4/11 TWN MTG TECH UPGD			
	20122225	2012/ 9	2,422.35	CONF PHONES WEBCAMS & USB MEET
	ACCOUNT TOTAL		2,422.35	
	ORG 00020109TOTAL		2,422.35	
00020127		#10-8 10/11 EOC CONF UPGRADES		

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
0002-210-2-0178-000-00-2012-00-587000-61228 COMTRONICS CORP	EOC CONFIGURATION UPGRADES 20140351	2014/ 1	1,240.28	Headset (Tom Collins)
	ACCOUNT TOTAL		1,240.28	
	ORG 00020127TOTAL		1,240.28	
00020152 0002-210-2-0225-000-00-2013-00-585000-66526 ALL-COMM TECHNOLOGIES INC	PS RADIO EQMT ART 5A 10/12 FTM PS RADIO EQP-ART 5A 10/12 FTM 20131412	2013/ 1	175.00	VHF Narrowband Radio For Dispa
	ACCOUNT TOTAL		175.00	
	ORG 00020152TOTAL		175.00	
00020184 0002-450-4-0257-000-00-2014-00-584000-56510 RUSSO BARR ASSOCIATES	FIRE OVHD DR STN 1-14A SPG '13 OVERHEAD DOORS-FIRE STN #1 20150465	2015/ 1	1,050.00	FIRE STATION - DOORS CONSTRUCT
	ACCOUNT TOTAL		1,050.00	
	ORG 00020184TOTAL		1,050.00	
00020195 0002-210-2-0268-000-00-2014-00-584000-28067 MHQ MUNICIPAL VEHICLES	WALNUT ST TRAFFIC - 23 SPG '13 WALNUT ST TRAFFIC CALMING 20151154	2015/ 8	4,514.00	Speed Trailer Laptop
	ACCOUNT TOTAL		4,514.00	
	ORG 00020195TOTAL		4,514.00	
00020216 0002-630-6-0310-000-00-2014-00-584000-68514 HUNTRESS ASSOCIATES INC	COLE NO FIELD FTM '13 ART 19D COLE NO FIELD ART 19D FTM '13 20150136	2015/ 1	9,700.28	Landscape Design Work
	ACCOUNT TOTAL		9,700.28	
	ORG 00020216TOTAL		9,700.28	
00020232 0002-427-4-0326-000-00-2015-00-581000-66775 BARTLETT TREE EXPERTS 66775 BARTLETT TREE EXPERTS	TREE RPLCMT ART 36A5 SPG 14 TREE RPLCMT ART 36A5 SPG '14 20151725 20151724	2015/12 2015/12	9,500.00 17,500.00	ADDITIONAL TREE REPLACEMENTS TREEE REPLACEMENT CONTRACT
			27,000.00	
	ACCOUNT TOTAL		27,000.00	
	ORG 00020232TOTAL		27,000.00	

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
00020233	R&P FLD STUDY ART 36A6	SPG 14		
0002-630-6-0327-000-00-2015-00-581000-	FIELD STUDY ART 36A6	SPG '14		
40692 WESTON & SAMPSON ENG INC	20150917	2015/ 6	29,540.00	Field and Park Study
	ACCOUNT TOTAL		29,540.00	
	ORG 00020233TOTAL		29,540.00	
00020238	TH CARPET ART 36A11	SPRG '14		
0002-450-1-0332-000-00-2015-00-584000-	TH CARPET REP ART 36A11	SPG 14		
37602 CAPITAL CARPET &	20150858	2015/ 6	7,677.00	TOWN HALL CARPET
	ACCOUNT TOTAL		7,677.00	
	ORG 00020238TOTAL		7,677.00	
00020249	FURN/FIXTURES ART32A7	OCT 14		
0002-425-4-0357-000-00-2015-00-585000-	DPW FURN/FIXTRS ART32A7	FTM 14		
43488 NEW ENGLAND OFFICE SUPPLY	20151221	2015/ 9	34,880.03	NEW FURNITURE - DPW SECOND FLO
	ACCOUNT TOTAL		34,880.03	
	ORG 00020249TOTAL		34,880.03	
=====				
FUND 0002 GENERAL FUND ARTICLES			TOTAL:	125,053.98
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
00125				SCHOOL LUNCH EXPENSE
0012-300-3-0001-920-00-0000-50-570000-				OPERATING EXPENSE
29190 SHIFFLER EQUIPMENT SALES INC	71500044	2015/ 1	1,000.00	FOLDING TABLES
	ACCOUNT TOTAL		1,000.00	
	ORG 00125	TOTAL	1,000.00	
=====				
FUND 0012 SCHOOL LUNCH EXPENSE			TOTAL:	1,000.00
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE	AMT	DESCRIPTION
01025					ATHLETIC FUND
0102-300-3-0000-000-00-0000-50-578300-					OPERATING EXPENSE
36765 OFFICE DEPOT	71500621	2015/ 3		18.16	SUPPLIES
	ACCOUNT TOTAL			18.16	
	ORG 01025	TOTAL		18.16	
=====					
FUND 0102 ATHLETIC FUND			TOTAL:	18.16	
=====					

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
01035				BUS TRANSPORTATION
0103-300-3-0000-000-00-0000-50-551000-				SUPPLIES
36765 OFFICE DEPOT	71500477	2015/ 1	112.48	SUPPLIES
	ACCOUNT TOTAL		112.48	
	ORG 01035	TOTAL	112.48	
=====				
FUND 0103 BUS TRANSPORTATION			TOTAL:	112.48
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
01055				SUMMER SCHOOL
0105-300-3-0000-000-00-0000-50-578300-				OPERATING EXPENSE
1992 ROCHE BROS	71501864	2015/12	2,000.00	SUMMER ACADEMICS
29061 ART SUPPLIES WHOLESale	71501857	2015/12	125.78	SUPPLIES
31224 TRIARCO ARTS &	71501858	2015/12	116.63	SUPPLIES
54407 NATIONAL ART & SCHOOL SUPPLIES	71501861	2015/12	210.32	SUPPLIES
68316 APOGEE ELECTRONICS INC	71501457	2015/10	1,353.03	ROV ELECTRONIC KIT
	ACCOUNT TOTAL		3,805.76	
	ORG 01055	TOTAL	3,805.76	
=====				
FUND 0105 SUMMER SCHOOL		TOTAL:	3,805.76	
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
01115	AFTER SCHOOL PROGRAM			
0111-300-3-0000-000-00-0000-50-578300-	OPERATING EXPENSE			
1908 S & S WORLDWIDE	71500517	2015/ 1	13,636.84	MATERIALS
5662 MSSAA	71500732	2015/ 3	2,434.50	ASAP PROF DEVELOPMENT
30412 ORIENTAL TRADING CO INC	71500826	2015/ 4	1,242.57	ASAP - NOT TO EXCEED
30798 ALLTYPE SIGNS & BANNERS	71500904	2015/ 4	544.00	ASAP BADGES
34057 SCHOOL HEALTH CORP	71500584	2015/ 1	1,039.58	SUPPLIES
36765 OFFICE DEPOT	71500591	2015/ 1	836.60	SUPPLIES
41891 4 IMPRINT INC	71501270	2015/ 9	74.18	ASAP T-SHIRTS
45314 NEDDS	71500758	2015/ 1	280.00	ASAP
67678 BOSTNET	71501084	2015/ 6	2,790.00	PROFESSIONAL DEVELOPMENT
68800 COMPASS FOR KIDS	71500808	2015/ 3	4,800.00	NOT TO EXCEED
68920 SAM ASH MUSIC CORP	71501004	2015/ 6	119.80	INSTRUMENTS
	ACCOUNT TOTAL		27,798.07	
	ORG 01115	TOTAL	27,798.07	
=====				
FUND 0111 AFTER SCHOOL PROGRAM			TOTAL:	27,798.07
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
01155				CIRCUIT BREAKER
0115-300-3-0000-000-00-0000-50-578300-				OPERATING EXPENSE
28833 THE MARGARET GIFFORD SCHOOL INC	71500781	2015/ 1	1,422.86	OUT OF DISTRICT PROGRAM
30701 COTTING SCHOOL INC	71500743	2015/ 1	13,393.46	OUT OF DISTRICT PROGRAM
51435 CLEARWAY SCHOOL	71500761	2015/ 1	3,016.91	OUT OF DISTRICT PROGRAM
56134 CHARLES RIVER CENTER	71501558	2015/10	1,050.00	ASPIRE PROGRAM
	ACCOUNT TOTAL		18,883.23	
	ORG 01155	TOTAL	18,883.23	
=====				
FUND 0115 CIRCUIT BREAKER			TOTAL:	18,883.23
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
01245				MINI UNIVERSITY
0124-300-3-0000-000-00-0000-50-578300-				OPERATING EXPENSES
48448 ST. JOHNSBURY ACADEMY	71501801	2015/11	1,395.00	WORKSHOP REGISTRATION
	ACCOUNT TOTAL		1,395.00	
	ORG 01245	TOTAL	1,395.00	
=====				
FUND 0124 MINI UNIVERSITY			TOTAL:	1,395.00
=====				

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
01335	SCHOOL PROGRAMS			
0133-300-3-0000-000-00-0000-50-578400-	KENNEDY LAPTOP EXPENSES			
10840 APPLE COMPUTER INC	71501403	2015/ 9	5,000.00	PARTS AND REPAIRS
10840 APPLE COMPUTER INC	71500017	2015/ 1	298.25	COMPUTER REPAIRS
10840 APPLE COMPUTER INC	71500552	2015/ 1	64.30	REPAIRS AND PARTS KENNEDY MS
			<u>5,362.55</u>	
	ACCOUNT TOTAL		5,362.55	
0133-300-3-0000-000-00-0000-50-578405-	WILSON LAPTOP EXPENSES			
10840 APPLE COMPUTER INC	71500018	2015/ 1	68.25	COMPUTER REPAIRS
10840 APPLE COMPUTER INC	71500551	2015/ 1	2,428.90	REPAIRS AND PARTS WILSON MS
10840 APPLE COMPUTER INC	71501404	2015/ 9	2,500.00	PARTS AND REPAIRS
			<u>4,997.15</u>	
	ACCOUNT TOTAL		4,997.15	
0133-300-3-0000-000-00-0000-50-578410-	HIGH SCH LAPTOP EXPENSES			
10840 APPLE COMPUTER INC	71501402	2015/ 9	766.80	PARTS AND REPAIRS
10840 APPLE COMPUTER INC	71500737	2015/ 1	194.95	PARTS AND REPAIRS
10840 APPLE COMPUTER INC	71501200	2015/ 8	140.30	COMPUTER PARTS AND REPAIRS HS
			<u>1,102.05</u>	
	ACCOUNT TOTAL		1,102.05	
	ORG 01335	TOTAL	11,461.75	
=====				
FUND 0133 SCHOOL PROGRAMS		TOTAL:	11,461.75	
=====				

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
06065				LILJA SCHOOL
0606-300-3-0000-000-05-0000-50-578301-				PRINCIPAL DISCRETIONARY
42404 ROBERT H LORD COMPANY	71501750	2015/11	10,000.00	YEAR END EXPENSES
	ACCOUNT TOTAL		10,000.00	
	ORG 06065	TOTAL	10,000.00	
=====				
FUND 0606 LILJA SCHOOL		TOTAL:	10,000.00	
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE	AMT	DESCRIPTION
06085					
0608-300-3-0000-000-07-0000-50-578301-					
37074 CDW GOVERNMENT INC.	71501827	2015/11		738.19	PRINTER
	ACCOUNT TOTAL			738.19	
	ORG 06085	TOTAL		738.19	

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=====
FUND 0608 KENNEDY MIDDLE SCHOOL                      TOTAL:                      738.19
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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
06095				
0609-300-3-0000-000-08-0000-50-578301-	WILSON MIDDLE SCHOOL			
67274 CAVENDISH SQUARE	71501845	2015/12	812.75	MATERIALS
	ACCOUNT TOTAL		812.75	
	ORG 06095	TOTAL	812.75	

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FUND 0609 WILSON MIDDLE SCHOOL	TOTAL:	812.75
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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
06105				HIGH SCHOOL
0610-300-3-0000-000-09-0000-50-578301-				PRINCIPAL DISCRET
26249 ROSE BERTUCCI	71501723	2015/11	1,000.00	YEAR END EXPENSES
	ACCOUNT TOTAL		1,000.00	
	ORG 06105	TOTAL	1,000.00	
=====				
FUND 0610 HIGH SCHOOL		TOTAL:	1,000.00	
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
06425	NEF AWARDS 14-15			
0642-300-3-0000-000-00-2015-50-535066-37074	J PHLEGAR INSPIRATION CDW GOVERNMENT INC.	71501859 2015/12	1,000.00	3D PRINTER
	ACCOUNT TOTAL		1,000.00	
0642-300-3-0000-000-00-2015-50-535069-69345	SEED TO HARVEST LIVING LAB BACKYARD LIVING SOURCE	71501421 2015/10	3,076.10	GREENHOUSE & MATERIALS
	ACCOUNT TOTAL		3,076.10	
0642-300-3-0000-000-00-2015-50-535075-69084	CITIZEN SCIENTIST LOREE BURNS LORREE GRIFFIN BURNS	71501706 2015/11	72.00	MATERIALS
	ACCOUNT TOTAL		72.00	
0642-300-3-0000-000-00-2015-50-535078-37567	FY15 SHINING LIGHT AWARD WOODWIND BRASSWIND OF SO BEND LLC	71501850 2015/12	1,000.00	MATERIALS
	ACCOUNT TOTAL		1,000.00	
	ORG 06425 TOTAL		5,148.10	
=====				
	FUND 0642 NEF AWARDS 14-15	TOTAL:	5,148.10	
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
06435				NE DAIRY FUEL UP & PLAY
0643-300-3-0000-000-00-2015-50-578300-				OPERATING EXPENSES
61604 KITTREDGE EQUIP CO	71501674	2015/11	2,698.39	DISPLAY REFRIGERATOR
	ACCOUNT TOTAL		2,698.39	
	ORG 06435	TOTAL	2,698.39	
=====				
FUND 0643 NE DAIRY FUEL UP & PLAY			TOTAL:	2,698.39
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
100615				ESSENTIAL SCHOOL HEALTH FY15
1006-300-3-0000-000-00-2015-00-500100-				OPERATING EXPENSE
34057 SCHOOL HEALTH CORP	71501728	2015/11	2,017.03	YEAR END EXPENSES
39606 SCHOOL NURSE SUPPLY	71501744	2015/11	1,999.03	YEAR END EXPENSES
	ACCOUNT TOTAL		4,016.06	
	ORG 100615	TOTAL	4,016.06	
=====				
FUND 1006 ESSENTIAL HEALTH			TOTAL:	4,016.06
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
150115	FY15 SPED 94-142			
1501-300-3-0000-000-00-2015-00-558000-	SUPPLIES			
1647 NCS PEARSON INCORPORATED	71501848	2015/12	839.48	RECORD FORMS/RESPONSE BOOKLETS
1647 NCS PEARSON INCORPORATED	71501830	2015/12	323.14	MATERIALS
			1,162.62	
21378 PRO ED	71501806	2015/11	53.90	RECORD FORMS
25046 NEW ENGLAND CENTER FOR CHILDREN INC	71501618	2015/11	150.00	YEAR END EXPENSES
35484 SCHOOL SPECIALTY INC	71501818	2015/11	80.69	TECH EQUIPMENT
42556 PAR INC	71501810	2015/11	3,061.81	MATERIALS
61350 SCHOOL OUTFITTERS LLC	71501852	2015/12	300.08	ACTIVITY TABLE
66761 BOUNDLESS ASSISTIVE TECHNOLOGY LLC	71501853	2015/12	251.75	IADAPTER
68037 FOLLETT SCHOOL SOLUTIONS INC	71501846	2015/12	1,557.00	MATERIALS
	ACCOUNT TOTAL		6,617.85	
	ORG 150115 TOTAL		6,617.85	
=====				
FUND 1501 SPED 94-142			TOTAL:	6,617.85
=====				

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PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
150715				TITLE I FY15
1507-300-3-0000-000-00-2015-00-558000-				SUPPLIES
65213 MACKIN BOOK COMPANY	71501862	2015/12	4,003.34	MATERIALS
66389 STAPLES	71501866	2015/12	2,245.80	MATERIALS
	ACCOUNT TOTAL		6,249.14	
	ORG 150715	TOTAL	6,249.14	
=====				
FUND 1507 TITLE I			TOTAL:	6,249.14
=====				

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PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
151415				SPED PROGRAM IMPRVMT FY15
1514-300-3-0000-000-00-2015-00-522750-				CONTRACT SERVICES
12748 LANDMARK SCHOOL	71501856	2015/12	250.00	WORKSHOP
	ACCOUNT TOTAL		250.00	
	ORG 151415	TOTAL	250.00	
=====				
FUND 1514 SPED PROGRAM IMPROVEMENT			TOTAL:	250.00
=====				

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PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
20025	CHPTR 44 53E	SURPLUS EQUIP		
2002-420-4-0000-000-00-0000-50-524000-	EQUIPMENT REPAIRS/MAINTENANCE			
34634 EAGLE LEASING CO	20151870	2015/12	7,658.00	RECYCLED 20 FT STORAGE CONTAIN
69778 LUBRICATION TECHNOLOGIES INC	20151885	2015/12	16,350.00	DEMO LOADER SCALES W/PRINTERS
	ACCOUNT TOTAL		24,008.00	
	ORG 20025	TOTAL	24,008.00	
=====				
FUND 2002 CHPTR 44 53E SURPLUS EQUIP			TOTAL:	24,008.00
=====				

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PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE	AMT	DESCRIPTION
20055					CHPTR 44 53E LIBRARY MTRL
2005-610-6-0000-000-00-0000-50-528800-					PURCHASED SERVICES MISC
1385 BAKER & TAYLOR CO	20151185	2015/ 9		50.96	books and dvd's
			ACCOUNT TOTAL	50.96	
	ORG 20055	TOTAL		50.96	
=====					
FUND 2005 CHPTR 44 53E LIBRARY MTRL				TOTAL:	50.96
=====					

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PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
23165				LAW ENFORCEMENT TRUST
2316-210-2-0000-000-00-0000-50-540100-				SUPPLIES OTHER
69558 CROSS MATCH TECHNOLOGIES INC	20151633	2015/12	1,736.80	SP10-LIVESCAN-X80
	ACCOUNT TOTAL		1,736.80	
	ORG 23165	TOTAL	1,736.80	
=====				
FUND 2316 LAW ENFORCEMENT TRUST			TOTAL:	1,736.80
=====				

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PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
23545				COMM ON DISABILITY FINES ART 1
2354-549-5-0000-000-00-0000-50-528800-				PURCHASED SERVICES MISC
69468 CURTIS NEWTON CORP	20151645	2015/12	6,082.20	plug in door operator
	ACCOUNT TOTAL		6,082.20	
	ORG 23545	TOTAL	6,082.20	
=====				
FUND 2354 COMM ON DISABILITY FINES ART 1 TOTAL:			6,082.20	
=====				

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PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
24255				NHS FY15 CPR/AED TRAINING
2425-220-2-0000-000-00-0000-50-540100-				OFFICE SUPPLIES
65752 HOME DEPOT	20151956	2015/12	155.00	inflatable screen, various bui
	ACCOUNT TOTAL		155.00	
	ORG 24255	TOTAL	155.00	
=====				
FUND 2425 NHS FY15 CPR/AED TRAINING			TOTAL:	155.00
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
30755				MASSWROKS INFRASTRUCTURE
3075-180-1-0000-000-00-0000-50-580330-				CONSTRUCTION
69017 D'ALLESSANDRO CORP	20151364	2015/10	918,348.12	Kansas Street - construction
	ACCOUNT TOTAL		918,348.12	
	ORG 30755	TOTAL	918,348.12	
=====				
FUND 3075 MASSWORKS INFRASTRUCTURE			TOTAL:	918,348.12
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
30925				FY15 JAG EQUIPMENT GRANT
3092-210-2-0000-000-00-0000-50-580640-				EQUIPMENT
69558 CROSS MATCH TECHNOLOGIES INC	20151633	2015/12	23,000.00	SP10-LIVESCAN-X80
	ACCOUNT TOTAL		23,000.00	
	ORG 30925	TOTAL	23,000.00	
=====				
FUND 3092 FY15 JAG EQPMT GRANT			TOTAL:	23,000.00
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
3500	CHAPTER 90			
3500-410-4-0000-000-00-0000-00-522761-	2015 VARIOUS ROADS #50901			
56064 D & R GENERAL CONTRACTING INC	20151739	2015/12	1,051,035.00	ROADWAY IMP VARIOUS LOCATIONS
	ACCOUNT TOTAL		1,051,035.00	
3500-410-4-0000-000-00-0000-00-522765-	FY2015 "WRAP" ROAD REPAIRS			
56064 D & R GENERAL CONTRACTING INC	20151739	2015/12	150,200.00	ROADWAY IMP VARIOUS LOCATIONS
	ACCOUNT TOTAL		150,200.00	
	ORG 3500	TOTAL	1,201,235.00	
=====				
FUND 3500 CHAPTER 90			TOTAL:	1,201,235.00
=====				

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PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
500104	#10-1A	11/10		REPLACE BOILERS
5001-300-3-0000-000-00-1004-00-591500-	#10-1A	11/10		REPLACE BOILERS
42967 HARVEY INDUSTRIES, INC	20150418	2015/ 1	8,837.64	JOHNSON WINDOWS
66004 BLW ENGINEERS, INC	20140356	2014/ 1	700.00	JOHNSON ELEMENTARY - BOILER PR
	ACCOUNT TOTAL		9,537.64	
	ORG 500104	TOTAL	9,537.64	
=====				
FUND 5001 CAP IMP #10 - 1,2,3,4,5,6,7&10			TOTAL:	9,537.64
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
50185				FIRE TRUCK
5018-220-2-0000-000-00-0000-50-530700-				FIRE TRUCK DESIGN SVS
7783 GREENWOOD EMERGENCY VEHICLES INC	20151971	2015/12	347.45	engine 4 repair
7783 GREENWOOD EMERGENCY VEHICLES INC	20151899	2015/12	372.95	engine pump testing
			720.40	
	ACCOUNT TOTAL		720.40	
5018-220-2-0000-000-00-0000-50-553200-				HOSE ADD'L EQUIP FIRE TRUCK
7783 GREENWOOD EMERGENCY VEHICLES INC	20151899	2015/12	2,461.00	engine pump testing
	ACCOUNT TOTAL		2,461.00	
5018-220-2-0000-000-00-0000-50-591500-				FIRE TRUCK
7783 GREENWOOD EMERGENCY VEHICLES INC	20151899	2015/12	731.05	engine pump testing
	ACCOUNT TOTAL		731.05	
	ORG 50185	TOTAL	3,912.45	
=====				
FUND 5018 FIRE TRUCK			TOTAL:	3,912.45
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
50255				PROJECT CONTINGENCY
5025-446-4-0000-000-00-0000-50-585000-				CONSTRUCTION
56064 D & R GENERAL CONTRACTING INC	20151739	2015/12	100,000.00	ROADWAY IMP VARIOUS LOCATIONS
68821 I W HARDING CONSTRUCTION CO	20151731	2015/12	44,223.99	Pine Street Roadway and Drainage
	ACCOUNT TOTAL		144,223.99	
	ORG 50255	TOTAL	144,223.99	
=====				
FUND 5025 PHASE 5 RELINING			TOTAL:	144,223.99
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
50495				RECYCLING PKRS -ART 5B FTM '12
5049-429-4-0000-000-00-0000-50-520285-				RECYCLING PACKERS-DPW HIGHWAY
60752 MCDEVITT TRUCKS INC	20150512	2015/ 3	1,404.87	MIRROR HEAD ASSEMBLIES
	ACCOUNT TOTAL		1,404.87	
	ORG 50495	TOTAL	1,404.87	
=====				
FUND 5049 RECYLCING PACKERS -5B FATM '12 TOTAL:			1,404.87	
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
505402	RECNGFURE DISPACTH FY14 14B-2			
5054-210-2-0275-000-00-2014-00-584000-	REONFGR DSPTCH FY14 ART14B-2			
68079 XYBIX SYSTEMS INC	20141775	2014/ 9	353.00	Dispatch Re-Configuration - Fu
	ACCOUNT TOTAL		353.00	
	ORG 505402	TOTAL	353.00	
505404	RTNG WLL PND/CEM '14 ART 14B-4			
5054-427-4-0277-000-00-2014-00-580130-	RET WALL PD/CEM FY14 ART14B-4			
10090 BETA GROUP, INC	20150729	2015/ 5	4,109.48	POND STREET RETAINING WALL
	ACCOUNT TOTAL		4,109.48	
	ORG 505404	TOTAL	4,109.48	
505410	POLICE RF HVAC FY14 ART14B-10			
5054-450-4-0282-000-00-2014-00-584000-	POLICE RFTP HVAC '14 ART14B-10			
19628 GRAINGER INC	20150275	2015/ 1	1,594.00	POLICE STATION - CEILING TILES
66233 DAIKIN APPLIED	20150532	2015/ 1	23,000.00	POLICE DEPT - HVAC
	ACCOUNT TOTAL		24,594.00	
	ORG 505410	TOTAL	24,594.00	
=====				
FUND 5054 CAP IMP FY14 ART 14B			TOTAL:	29,056.48
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
505703		COLE FLD FY14 ART 19B FTM '13		
5057-630-6-0000-000-00-2014-50-584000-		COLE NO FIELD ART 19B FTM '13		
59019 GREEN ACRE LANDSCAPE & CONSTRUCTION	20150775	2015/ 5	26,500.23	Cole North Field Work
	ACCOUNT TOTAL		26,500.23	
	ORG 505703	TOTAL	26,500.23	
=====				
FUND 5057 CAP IMP FY14 ART 19B FTM '13			TOTAL:	26,500.23
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
505809				AMBULANCE #3 ART 35B9 SPG '13
5058-426-4-0338-000-00-2015-00-587000-				AMBULANCE #3 ART 35B9 SPG 14
69433 NEW ENGLAND FIRE EQUIPMENT &	20151502	2015/11	201,028.00	NEW TYPE 1 AMBULANCE PER SPECS
	ACCOUNT TOTAL		201,028.00	
	ORG 505809	TOTAL	201,028.00	
=====				
FUND 5058 CAP EQP FY15 ART 35B SPG 2014			TOTAL:	201,028.00
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
505902				PINE ST ROADS ART 36B2 SPG '14
5059-429-4-0342-000-00-2015-00-584500-	PINE ST RDS ART 36B2 SPG 14			
68821 I W HARDING CONSTRUCTION CO	20151731	2015/12	540,638.10	Pine Street Roadway and Draina
	ACCOUNT TOTAL		540,638.10	
	ORG 505902	TOTAL	540,638.10	
=====				
FUND 5059 CAP IMP FY15 ART 36B 2,3 & 12			TOTAL:	540,638.10
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
506102				PRKG METER UPGR ART 32B FTM 14
5061-210-2-0372-000-00-2015-00-585000-				PKG METER UPGRD ART 32B FTM 14
69704 INTEGRATED TECHNICAL SYSTEMS INC	20151742	2015/12	67,667.94	Solar Powered Multi Space Mete
	ACCOUNT TOTAL		67,667.94	
	ORG 506102	TOTAL	67,667.94	
=====				
FUND 5061 CAP EQPMT ART 32B FTM 2014			TOTAL:	67,667.94
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
506202				ROADS & SIDWLKS ART 33B FTM 14
5062-429-4-0375-000-00-2015-00-584000-				ROADS & SDWLKS ART 33B FTM 14
56064 D & R GENERAL CONTRACTING INC	20151739	2015/12	350,000.00	ROADWAY IMP VARIOUS LOCATIONS
	ACCOUNT TOTAL		350,000.00	
	ORG 506202 TOTAL		350,000.00	
=====				
FUND 5062 CAP IMPRVMT ART33B FTM 2014			TOTAL:	350,000.00
=====				

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
6000502	SASSAMON EXPENSES			
6000-632-6-0000-000-00-5000-02-521100-54035	ELECTRICITY TRANSCANADA POWER MARKETING LTD	20151935 2015/12	732.78	power golf course
	ACCOUNT TOTAL		732.78	
6000-632-6-0000-000-00-5000-02-540830-35100	SUPPLIES - CLUB HOUSE BANK OF AMERICA	20151999 2015/12	397.70	JUNE CHARGES
65750	HOME DEPOT	20152000 2015/12	142.48	GOLF CHARGES
	ACCOUNT TOTAL		540.18	
6000-632-6-0000-000-00-5000-02-540835-35100	MERCHANDISE-PRO SHOP BANK OF AMERICA	20151999 2015/12	338.84	JUNE CHARGES
	ACCOUNT TOTAL		338.84	
6000-632-6-0000-000-00-5000-02-540865-35100	SUPPLIES CUSTODIAL BANK OF AMERICA	20151999 2015/12	30.98	JUNE CHARGES
	ACCOUNT TOTAL		30.98	
6000-632-6-0000-000-00-5000-02-563135-35100	EQPMT REPAIR & MAINTENANCE BANK OF AMERICA	20151999 2015/12	131.72	JUNE CHARGES
	ACCOUNT TOTAL		131.72	
6000-632-6-0000-000-00-5000-02-575420-35100	OTHER-MAINT. GOLF COURSE BANK OF AMERICA	20151999 2015/12	49.99	JUNE CHARGES
65750	HOME DEPOT	20152000 2015/12	70.92	GOLF CHARGES
	ACCOUNT TOTAL		120.91	
	ORG 6000502 TOTAL		1,895.41	
=====				
FUND 6000 SASSAMON TRACE GOLF COURSE			TOTAL:	1,895.41
=====				

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PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
6544502				SEWER OPERATING EXPENSES
6500-445-4-0000-000-00-0000-02-521100-7253	VERIZON	2015/12	168.46	ELECTRICITY 20151807 JUNE SERVICE
54035	TRANSCANADA POWER MARKETING LTD	2015/12	80.67	power oak st
54035	TRANSCANADA POWER MARKETING LTD	2015/12	1,233.46	power may and june
			1,314.13	
	ACCOUNT TOTAL		1,482.59	
6500-445-4-0000-000-00-0000-02-521900-19628	GRAINGER INC	2015/12	500.00	TECH/PROF MWRA SULFIDE TEST 20151813 PARTS
31343	GATEHOUSE MEDIA	2015/12	146.50	DRINKING WATER NOTICE
66577	MASTERMAN'S	2015/12	500.00	SUPPLIES
	ACCOUNT TOTAL		1,146.50	
6500-445-4-0000-000-00-0000-02-581029-3545	RELIABLE FENCE CO	2015/12	4,740.00	SEWER LINE MAINTENANCE 20151786 4M FENCE REPAIRS
3545	RELIABLE FENCE CO	2015/12	2,000.00	FENCE REPAIRS
			6,740.00	
5069	POWER PRODUCTS	2015/12	5,000.00	4M GENERATOR RENTAL
29570	JAMES E BROCHU	2015/12	7,500.00	4M LANDSCAPE REPAIRS
54263	KAMCO SUPPLY CORP OF BOSTON	2015/12	5,500.00	4M DOORS
56064	D & R GENERAL CONTRACTING INC	2015/12	5,000.00	4M PAVING REPAIRS
56064	D & R GENERAL CONTRACTING INC	2015/12	15,000.00	4M PAVING
			20,000.00	
	ACCOUNT TOTAL		44,740.00	
	ORG 6544502 TOTAL		47,369.09	
6544601				WATER SALARIES
6500-446-4-0000-000-00-0000-01-512300-18095	TOWN OF NATICK	2015/12	3,500.00	SALARIES PART TIME OPERATIONAL 20151792 POLICE DETAILS
	ACCOUNT TOTAL		3,500.00	
	ORG 6544601 TOTAL		3,500.00	

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
6544602	WATER OPERATING EXPENSES			
6500-446-4-0000-000-00-0000-02-520309-	IMPLEMENT SWDA AMENDMENT			
64215 PRO TOOL & SUPPLY	20151721	2015/12	247.58	SHOVELS, HAMMERS, CUTTER MATTO
	ACCOUNT TOTAL		247.58	
6500-446-4-0000-000-00-0000-02-520313-	WATER TESTING			
59502 RI ANALYTICAL LABORATORIES INC	20151799	2015/12	308.50	SAMPLE TESTING
	ACCOUNT TOTAL		308.50	
6500-446-4-0000-000-00-0000-02-521100-	ELECTRICITY			
7253 VERIZON	20151790	2015/12	80.30	SERVICE
27623 VERIZON WIRELESS	20151814	2015/12	804.00	JUNE CELLS
54035 TRANSCANADA POWER MARKETING LTD	20151985	2015/12	24,043.98	power may and june
60484 AT & T MOBILITY	20151801	2015/12	48.00	SERVICE
	ACCOUNT TOTAL		24,976.28	
6500-446-4-0000-000-00-0000-02-525200-	GIS SOFTWARE & TRAINING			
43488 NEW ENGLAND OFFICE SUPPLY	20151797	2015/12	540.83	OFFICE SUPPLIES
46023 CAMP DRESSER & MCKEE INC	20151767	2015/12	1,250.00	MOBILE MAPPER UPGRADE
	ACCOUNT TOTAL		1,790.83	
6500-446-4-0000-000-00-0000-02-540835-	CHEMICAL SUPPLIES			
29570 JAMES E BROCHU	20151867	2015/12	2,500.00	LANDSCAPING AT DPW
54263 KAMCO SUPPLY CORP OF BOSTON	20151938	2015/12	2,000.00	STOCK ROOM DOOR
60554 SCADANETWORKS LLC	20151948	2015/12	8,500.00	MORSE POND SCADA
	ACCOUNT TOTAL		13,000.00	
	ORG 6544602 TOTAL		40,323.19	
6544603	WATER CAPITAL EXPENSES			
6500-446-4-0000-000-00-0000-03-587100-	WATER LINE MAINTENANCE			
16343 PUTNAM PIPE CORP	20151791	2015/12	2,000.00	STOCK SUPPLIES
	ACCOUNT TOTAL		2,000.00	
	ORG 6544603 TOTAL		2,000.00	

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FUND 6500 SEWER ENTERPRISE FUND	TOTAL:	93,192.28
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=====

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

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poglacct

YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
65020092				W-16 BACKHOE ART 32C15 OCT 14
6502-440-4-0369-000-00-2015-00-585000-	W-16 BACKHOE ART 32C15 FTM 14			
13720 SCHMIDT EQUIPMENT INC	20151463	2015/10	132,900.00	HOLD CHECK FOR TOM COLLINS - N
	ACCOUNT TOTAL		132,900.00	
	ORG 65020092TOTAL		132,900.00	
=====				
FUND 6502 SEWER/WATER CAPITAL ARTICLES			TOTAL:	132,900.00
=====				

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

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poglacct

YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
65425		SPEEN SWR FY14 ART 19C FTM '13		
6542-445-4-0000-000-00-2014-50-583000-		SPEEN ST SWR ART 19C FTM '13		
68736 R ZOPPO CORP	20150462	2015/ 1	1,794.87	Speen St Sewer - Framingham Co
	ACCOUNT TOTAL		1,794.87	
	ORG 65425	TOTAL	1,794.87	
=====				
FUND 6542 CAP IMP FY14 ART 19C FTM '13			TOTAL:	1,794.87
=====				

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

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YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
89065	WILSON MIDDLE SCHOOL			
8906-300-3-0000-000-08-0000-50-500001-	OPER "TN OPER CK" EXPENSE			
42884 MUSIC THEATRE INTN'L	71501350	2015/ 9	1,125.50	PRODUCTION CONTRACT
67542 ATLAS PEN & PENCIL, LLC	71501513	2015/10	120.59	SUPPLIES
67542 ATLAS PEN & PENCIL, LLC	71501029	2015/ 6	70.73	SUPPLIES
			191.32	
	ACCOUNT TOTAL		1,316.82	
	ORG 89065	TOTAL	1,316.82	
=====				
FUND 8906 WILSON MIDDLE SCHOOL			TOTAL:	1,316.82
=====				

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TOWN OF NATICK
PURCHASE ORDERS BY GL ACCOUNT

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poglacct

YEAR/PERIOD: 2015/12 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	DESCRIPTION
89075	HIGH SCHOOL			
8907-300-3-0000-000-09-0000-50-500001-	OPER "TN OPER CK" EXPENSE			
29234 SKI WARD INC	71501038	2015/ 6	2,098.00	PRACTICE LIFT TICKETS
36765 OFFICE DEPOT	71500889	2015/ 4	835.41	SUPPLIES
38600 MMEA	71500109	2015/ 1	240.00	CHORAL MATERIALS
42868 LOCAL MOTION	71501272	2015/ 9	2,228.59	TRANSPORTATION
54220 SAMUEL FRENCH INC	71501339	2015/ 9	279.97	LICENSING AND SCRIPTS
60073 CROWN AWARDS	71500181	2015/ 1	300.00	CHORAL MATERIALS
67618 MASSACHUSETTS DECA	71501180	2015/ 7	6,670.00	CONFERENCE REGISTRATION
68516 SEAPORT HOTEL LP	71500460	2015/ 1	1,000.00	CHORAL ACTIVITY
	ACCOUNT TOTAL		13,651.97	
	ORG 89075	TOTAL	13,651.97	
=====				
	FUND 8907 HIGH SCHOOL	TOTAL:	13,651.97	
=====				



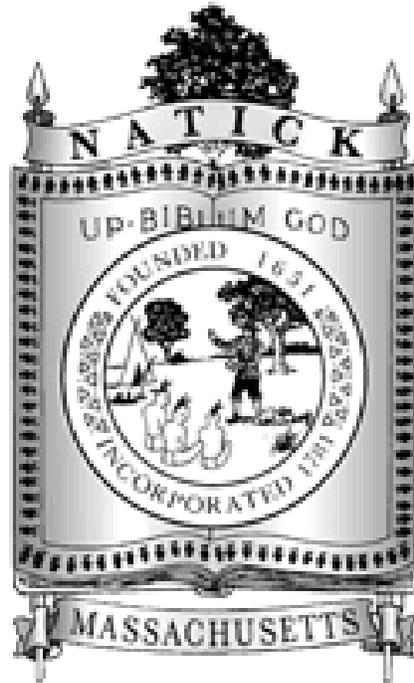
Town of Natick

FY 2017 Preliminary Budget

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Town of Natick

FY 2017 BUDGET PREPARATION MANUAL



“Home of Champions”

October 2015

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Section 6: Conclusion	12

SECTION 1: PROCESS

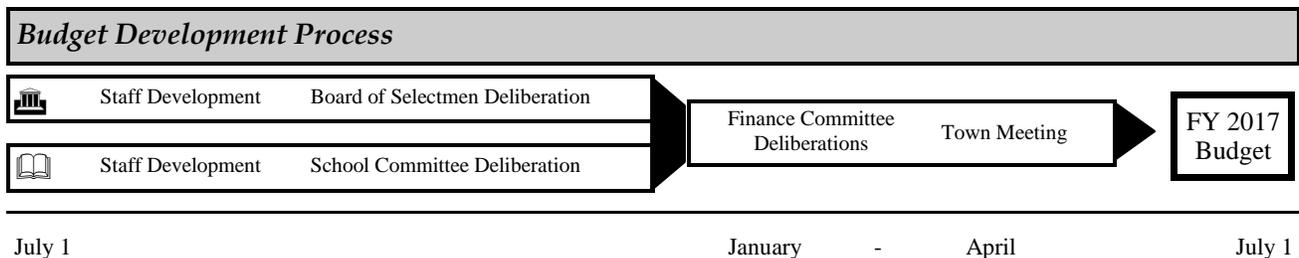
The process of building a budget is as important as the end product it produces. Active communication is the key to successfully building a budget that serves the community well. Working together to identify “hot spots” or new trends earlier rather than later is instrumental in building a well-thought out budget.

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 4, 2016. An **Open Process** is utilized in developing the budget. Internally, input is elicited and encouraged from all staff levels. Externally, citizen participation is encouraged and sought after January 4th. This open process allows for greater inclusion in decision-making and in the overall development of the budget.

The process begins in the fall with the internal budget process. In late October or early November, 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 by the BOS goals for the current Fiscal Year. 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.



Once the Town Administrator presents her recommended budget to the Board of Selectmen and the Finance Committee on January 4th, 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 boards and 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 Preliminary Budget.

SECTION 1: PROCESS (Continued)

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 are sent to Town Meeting members at least 7 days prior to the start of the Spring Annual Town Meeting 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.

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 2014	
[Staff] - Distribution of Materials to Departments	October 2015
[Staff] – Department Head Goals Meeting w/ Town Administrator	Mid-November to December 1 st
[Staff] – Return of Budget Materials to Deputy Town Administrator	December 2 nd
[TA] - Town Administrator Reviews w/Departments	December 7 th – December 11 th
[SC] – Superintendent’s Presentation of Budget	December 1 st
[TA] – Final Preparation of Budget Submission	December 14 st -December 23 th
Calendar 2015	
[BOS] – Presentation of Budget to Board of Selectmen	January 4 th , 2016
[FC] – Presentation of Budget to Finance Committee	Week of January 4 th
[BOS] & [FC] – Budget Hearings	January - March
[TA] – Submission of Capital Plan Revisions to BOS & FC	March 1 st
Distribution of Budgets & Finance Committee Recommendations	Late March
Town Election	Late March/Early April
Town Meeting	April-May
Begin FY 2017	July 1

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

SECTION 3: FY 2017 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 2017 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 2017 budget where you provide the same level of service and positions as in FY 2016, 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, etc) 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.*
 - *Point out if revenue enhancements or increases are available to support your department's operations.*
-

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 Special Assistant to the Finance Director, Debbie Sherman, will serve as the clearinghouse for all submissions and organizing of the budget. She can be reached at dsherman@natickma.org. Please do not hesitate to contact Jeffrey C. Towne, Deputy Town Administrator/Finance Director, with any budget questions or guidance on how to fill out materials. He can be reached at jtowne@natickma.org.

SECTION 4: LEVEL-SERVICE BUDGET DEVELOPMENT

CRITICAL DATES

DEADLINE

Departments submit their workbooks & personnel sheets on December 1st

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 2017 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. Department Heads are responsible for proofing and approving their department's staffing sheets.

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 2016 w/revisions looking ahead to FY 2017. ***Please review these and REPLACE them – the Town Administrator may 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 2016 submission for guidance. Basically this is your chance to explain in narrative detail what you have accomplished and what challenges you are facing. **PLEASE edit this narrative. NOTHING should be the same from the previous year.**
- iii. Budget Summary of Town Meeting Appropriations & Program Improvement Requests
 - 1. This section is automated from the other sections and does not require any input from department heads.

SECTION 4: LEVEL-SERVICE BUDGET DEVELOPMENT

iv. Staffing History (five-years)

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

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

v. Performance Indicators

1. This is the fifth 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 \$131 Million for its operations in the General Fund alone, but in the 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.

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.)

Please provided data for **five (5)** fiscal years as you are able – FY 2013, 2014 and 2015, and estimate for FY 2016 and a forecast for FY 2017. We 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 we have created.**

PLEASE keep in mind that performance indicators are NOT optional – you need to either use the indicators as provided, 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. If your organizational chart is not working please contact Jeffrey Towne and he will assist you.

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

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

SECTION 4: LEVEL-SERVICE BUDGET DEVELOPMENT

you are building a level-service budget. Only include appropriation requests for what you are doing currently. Please use the payroll totals, by category, from the staffing sheets to fill in the payroll sections of your budget. They must match perfectly.

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 2016. This means that you will budget compensation and expenses in order that you can provide the same amount of service in FY 2017 as you are providing in FY 2016.
- **Staffing & Salaries** – Please refer to the staffing worksheets distributed from the Finance Department 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 jtowne@natickma.org with your completed Excel packets. Any questions, please e-mail jtowne@natickma.org.

SECTION 5: PROGRAM IMPROVEMENT BUDGET DEVELOPMENT

CRITICAL DATES

DEADLINE

Departments complete Program Improvement Budget Submissions on December 1st

OVERVIEW: In the past few years, we have been able to restore some key positions that were left vacant during the economic downturn. Additions to service levels, even in good economic times, have to be justified. If your department is seeking additional staff please provide information on why you believe it is necessary, what other options such as contracted services have been evaluated and the costs associated with your request, including all estimated benefits for the position. If positions do not exist presently in the Personnel Classification and Pay Plan then you will have to meet with the Human Resources Department to discuss your request prior to submission.

If your department is in need of additional funds for services that were not provided during FY 2106 but should be for FY 2017, please document your request on a "Program Improvement Request". Please provide additional information to support your request as an attachment to the PIR when submitting it to the Town Administrator for consideration.

INSTRUCTIONS: To achieve this end, departments will be asked to fill out the FY 2017 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 Special Assistant to the Finance Director at dsherman@natickma.org.

SECTION 6: CONCLUSION

This process should be smooth and well thought out. By working together we can more than adequately serve the needs of staff and the citizens of Natick.

As has become standard, revenues will likely not meet anticipated expenses requests initially. 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 2017. 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 Jeff at jtowne@natickma.org or call ext. **6416**.

SECTION 5: PROGRAM IMPROVEMENT BUDGET DEVELOPMENT

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

1

- ❑ **Step 2) ENTER DATA IN BOX 1 – Fill in the departmental and accounting information in the spaces provided. Also, provide a descriptive name for the supplemental request with which it can be identified from a list of all requests. If your department is submitting more than one request, note the priority of this request out of all departmental requests.**

2

- ❑ **Step 3) ENTER DATA IN BOX 2 (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 FY2017 enter the cost figures in the *One-Time Cost* column.**

3

4

- ❑ If the costs will be ongoing, requiring funding in FY2017 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 3 (Purpose/Description of Request) – Use the space provided to describe the purpose of the request.**

- ❑ **Step 5) ENTER TEXT IN BOX 4 (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.**

FY2017 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: of

Department:
 Division:
 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 (FY17 Only)	Ongoing Annual Cost (FY17 & Future)
Compensation			TOTAL FY17 Request
			\$0
			\$0
			\$0
Benefits (each new FTE has \$14,000 in cost)			TOTAL
			\$0
			\$0
			\$0
			\$0
			\$0
Expenses			TOTAL
			\$0
			\$0
			\$0
			\$0
			\$0
TOTAL			TOTAL
		\$0	\$0
		\$0	\$0

PURPOSE / DESCRIPTION OF REQUEST

SERVICE IMPLICATION



Town of Natick

FY 2017 Preliminary Budget

Section XIII: Appendix B: Legal

Legal Definitions	B.3
Town By-laws Applicable To Budget	B.6

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

Section 5-4 Budget Message

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

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

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

Section 5-5 The Preliminary Budget

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

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

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

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

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

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

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

Section 5-7 Capital Improvement Program

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

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

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

TOWN BY-LAWS

ARTICLE 20: TOWN ADMINISTRATOR

Section 2 Dates of Submission of Fiscal Documents

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

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

ARTICLE 23: THE FINANCE COMMITTEE

Section 4 Report, Recommendations

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

Section 5 Audits

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



Town of Natick

FY 2017 Preliminary Budget

Appendix C: Glossary & Basis of Budgeting & Accounting

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



Town of Natick

FY 2017 Preliminary Budget

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Glossary & Basis of Budgeting & Accounting

ABATEMENT - Abatement is a reduction of a tax liability. The Board of Assessors grant 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 money and incur obligations for specific public purposes. 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 transfer 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 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. Within the limits prescribed by State Statute, the Board of Selectmen establish the length of a bond repayment.

BOND ANTICIPATION NOTE (BAN) – A temporary note issued typically for one year. This is commonly used to defer the initial pay down of debt or to accommodate reimbursement for borrowed notes from a private source or other governmental entity.

BUDGET - The budget is the Town's financial plan for a given fiscal period. The annual budget includes an estimate of proposed expenditures, as well as a forecast of estimated revenues and other financing sources.

The Natick Town Charter specifies that the Town Administrator is responsible for presenting a recommended annual budget to the Finance Committee. The Finance Committee reviews the Town Administrator's Recommended Budget in detail and forwards its recommendations to Town Meeting. Town Meeting adopts the budget by voting a series of appropriations, which may not; in the absence of an over-ride of Proposition 2 1/2 exceed the estimated total amount of revenues and other financing sources for the fiscal period.

BUDGET MESSAGE (Town Administrator's Transmittal Letter) – The opening section of the budget that provides the Board of Selectmen, Town Meeting Members, and the general public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the recommendations of the Town Administrator.

CAPITAL EXPENDITURE - A major, non-recurring expenditure involving land acquisition, construction or major rehabilitation of a facility, or purchase of equipment costing \$10,000 or more with a useful life of five years or more.

CAPITAL IMPROVEMENT PROGRAM (CIP) - A financial planning and management tool which: identifies public facility and equipment requirements; places these requirements in order of priority; and schedules them for funding and implementation.

CHAPTER 90 - Massachusetts General Laws Chapter 90, Section 34 authorizes the Commonwealth to allocate funds to municipalities through the Transportation Bond Issue for highway construction, preservation and improvement projects that create or extend the life of capital facilities. Routine maintenance operations such as pothole filling and snow and ice removal are not covered. The formula for determining the Chapter 90 level of funding is based on a municipality's miles of public ways, population and level of employment. Municipalities receive Chapter 90 funds on pre-approved projects on a reimbursement basis.

CHERRY SHEET - The State allocates a portion of generated revenue to municipalities each year for education and general governmental expenditures. The amount of state aid each community will receive is itemized in a financial statement printed on cherry colored paper (thus the name). The amount of reimbursement is a function of the State budget. Towns usually receive notification in late summer, subsequent to the beginning of the fiscal year.

CLASSIFICATION - Massachusetts municipal finance law requires that all real estate and personal property be appraised at "full and fair cash valuation" for purposes of assessing property taxes. Once the Commissioner of the Massachusetts Department of Revenue certifies that properties are appraised at "full and fair cash valuation" (once every three years), the Board of Selectmen may

impose a tax classification plan, whereby a portion of the residential tax burden may be shifted to the commercial/industrial class of taxpayers. The law limits the amount of tax burden which can be shifted to the commercial/industrial class to not more than 150% of the proportionate share of the class. In other words, if the commercial/industrial class of taxpayers is normally responsible for 25% of the total tax burden, their maximum burden under the classification law is 37.5% (25 x 1.50).

COMPETITIVE BIDDING PROCESS – the process following State law requiring that for purchases of \$35,000 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, authorized by MGL Ch. 44§53F ½, 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. 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. Monies in the various governmental funds as of June 30 that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of Free Cash. (See Free Cash)

FUNDING SOURCE – The specifically identified funds allocated to meet budget requirements/expenses.

GENERAL FUND - Revenues derived from the tax levy, state aid, local receipts and available funds are considered General Fund revenues. The General Fund is distinguished from Enterprise Funds and Special Revenue Funds.

GFOA – Government Finance Officers Association of the United States and Canada. The G.F.O.A. is a professional organization of governmental finance officers.

GRANT – A contribution by one government unit or outside agency to another governmental unit. The contribution is usually made for a specific purpose but is sometimes for general purposes.

INVESTMENT INCOME - The Town earns interest on cash held in savings accounts and invested in short term securities. The investment goal is to ensure that all funds are invested. The term of these investments is short-term and risk adverse. The Treasurer is very restricted as to the instruments in which investments can be made. The amount of investment income is a function of the amount of funds invested and the interest rate.

LEVY LIMIT - The maximum amount of money, which the Town can raise from the property tax levy, without an override of proposition 2 1/2. Please refer to the explanation of Proposition 2 1/2 for a description of how the levy limit is calculated.

LIABILITY – Debt or other legal obligation which must be paid, renewed or refunded at some future date, but does not include encumbrances.

LOCAL RECEIPTS - A category of revenue sources including school department charges for services, investment income, fines and forfeitures, building permits and excise taxes. These revenues are not considered part of the Proposition 2 ½ Tax Levy.

MODIFIED ACCRUAL BASIS FOR ACCOUNTING – A method of accounting that recognizes revenue when it is actually received and recognizes expenditures when a commitment is made.

MOTOR VEHICLE EXCISE - All Massachusetts vehicle owners who have their vehicle(s) registered in the State of Massachusetts pay an annual motor vehicle excise tax to the town. 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 2/3rd's 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 the 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, 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 – A program started by the Commonwealth of Massachusetts with a mission to partner with Massachusetts communities to support the design and construction of educationally-appropriate, flexible, sustainable, and cost-effective public school facilities. The Massachusetts School Building Authority has a dedicated revenue stream of one penny of the State's 6.25% sales tax.

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 funds and may invest the proceeds legally; any interest earned shall remain with the respective funds. Money from the Stabilization Funds may be appropriated for any lawful purpose by two-thirds vote of Town Meeting.

Natick has five Stabilization Funds as of January 5, 2014: the General Stabilization Fund, the Capital Stabilization Fund, the Operational/Rainy Day Stabilization Fund, the One-to-One Technology Stabilization Fund and the Inflow and Infiltration Stabilization Fund.

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

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

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

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

Basis of Accounting & Budgeting – Terminology

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

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



Town of Natick

FY 2017 Preliminary Budget

Appendix D: Town Information & Demographics

History	D.3
Demographic & Geographic Information	D.3
Government & Election Information	D.4



Town of Natick

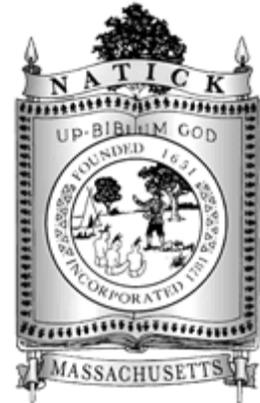
FY 2017 Preliminary Budget

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Demographics & Information

History

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



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

Demographic & Geographic Information

Settlement Date: 1651

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

County: Middlesex

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

Total Area: 16.06 sq. miles

Land Area: 15.09 sq. miles

2013 Population: 35,214 (*Mass Dept. of Revenue*)

2015 Labor Force: 20,204 (*Mass Dept. of Revenue*)

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

2012 Population per Square Mile: 2,102.12

2009 Housing Units Per Square Mile: 944.55 (Mass Dept. of Revenue)

2013 Road Miles: 155.92 (Mass Dept. of Revenue)

Principal Employers (1)

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

Company	Nature of Business	Current Employees
MathWorks, Inc.	Software Dev/Sales	1,900
U.S. Army Natick Research, Development & Engineering Ctr.	Government/Food Research	1,300
Natick Mall	Retail	1,200
Metro West Medical Center Leonard Morse Campus	General Medical & Surgical Hospital	600
Klockner-Moeller Cognex	Motor Controls & Switchgear Equipment Manufacturers of Vision Instrumentation/Administration	200 180
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 15, 2015) 22,012

Partisan Affiliation:

Democrat: 7,295	Republican: 2,500	Unenrolled: 12,056
United Independent Party: 69	Green Rainbow: 18	All Other: 74

Town Offices: Town Hall, 13 East Central Street

US Senators: Edward J. Markey & Elizabeth Warren

Representative in Congress: Katherine Clark

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

State Representatives: David Paul Linsky, Precincts 1-10

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

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

Where to Vote (Precinct Numbers):

- Brown Elementary School, 1 Jean Burke Drive (1)
- Cole Recreational Center, 179 Boden Lane (2)
- Brown Elementary School, 1 Jean Burke Drive (3)
- Wilson Middle School, 24 Rutledge Road (4)
- Wilson Middle School, 24 Rutledge Road (5)
- Lilja School, 41 Bacon Street at Oak Street (6)
- Community/Senior Center, 117 East Central Street (7)
- Morse Institute Library, 14 East Central Street (8)
- Community/Senior Center, 117 East Central Street (9)
- Community/Senior Center, 117 East Central Street (10)



Town of Natick

FY 2017 Preliminary Budget

Appendix E: Program Improvement Requests



Town of Natick

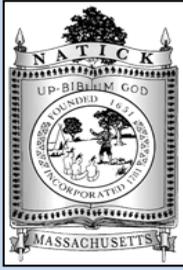
FY 2017 Preliminary Budget

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FY 2017 Program Improvement Request Summary Table

Department	Request	Compensation	Benefits	Expenses	Total	Funded
Education and Learning						
Morse Library	Full-time bookkeeper (Presently Part-time)	\$ 22,386	\$ 17,591		\$ 39,977	\$ -
Bacon Free Library	Increase hours for Library Assistant(s)	\$ 7,100	\$ 103		\$ 7,203	\$ -
Bacon Free Library	Increase funds for materials			\$ 3,000	\$ 3,000	\$ -
					\$ -	
Sub-total Education and Learning		\$ 29,486	\$ 17,694	\$ 3,000	\$ 50,180	\$ -
Public Safety						
Fire Department	Assessment Center - Promotion Process			\$ 30,000	\$ 30,000	\$ -
Police Department	Assistant Chief Position - Add	\$ 153,027	\$ 25,077		\$ 178,104	\$ -
Police Department	School Resource Officer - Add	\$ 67,216	\$ 19,960		\$ 87,176	\$ -
Parking Enforcement	Parking Enforcement Officer - Full-time	\$ 35,633	\$ 18,350		\$ 53,983	\$ -
Parking Enforcement	Parking Collection Expenses			\$ 5,500	\$ 5,500	\$ -
Sub-total Public Safety		\$ 255,876	\$ 63,387	\$ 35,500	\$ 354,763	\$ -
Public Works						
LN&FR	Skilled Laborer and equipment/supplies	\$ 51,413	\$ 19,253	\$ 121,200	\$ 191,866	\$ 101,866
						\$ -
Sub-Total Public Works		\$ 51,413	\$ 19,253	\$ 121,200	\$ 191,866	\$ 101,866
Administrative Support Services						
Finance (Comptroller)	Consulting Services - Software support	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ 40,000
Sub-Total Administrative Support Services		\$ -	\$ -	\$ 40,000	\$ 40,000	\$ 40,000
Shared Expenses						
Facilities	College Intern	\$ 10,080	\$ 146		\$ 10,226	\$ -
Facilities	Custodial Manager	\$ 70,000	\$ 20,319		\$ 90,319	\$ -
					\$ -	
Sub-Total Shared Expenses		\$ 80,080	\$ 20,465	\$ -	\$ 100,545	\$ -
		Compensation	Benefits	Expenses	Total	
Total G/F Requests		\$ 416,855	\$ 120,799	\$ 199,700	\$ 737,354	\$ 141,866

FY2017 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 1 of 2

Department: Bacon Free Library
 Division:

Munis Dept #:
 Title: Bacon Free Library - Materials

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 (FY17 Only)	Ongoing Annual Cost (FY17 & Future)	TOTAL FY17 Request
Compensation				
				\$0
			\$0	\$0
				\$0
Benefits				
	Medicare (1.45% of wages)		\$0	\$0
	Retirement (estimate of 4.28% of eligible wages)		\$0	\$0
	Health Insurance (estimated HPRS family plan of \$16,308)		\$0	\$0
Expenses				
				\$0
			\$3,000	\$3,000
				\$0
				\$0
				\$0
TOTAL		\$0	\$3,000	\$3,000

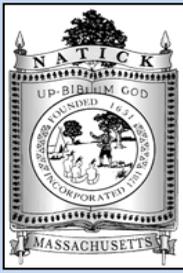
PURPOSE / DESCRIPTION OF REQUEST

We are requesting \$3,000 a year to bring our materials budget up to pre-recessionary levels to best serve our patron (it was historically, \$12,000 a year).

SERVICE IMPLICATION

Having a robust materials budget helps to ensure our patrons and the residents of Natick have the most up to date and of interest items within their home library.

FY2017 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 5 of 5

Department: **Police**
 Division: **Administration**

Munis Dept #: **210**
 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 (FY17 Only)	Ongoing Annual Cost (FY17 & Future)	TOTAL FY17 Request
Compensation				
0121001	511100		\$153,027	\$153,027
				\$0
Benefits				
	Medicare (1.45% of wages)		\$2,219	\$2,219
	Retirement (estimate of 4.28% of eligible wages)		\$6,550	\$6,550
	Health Insurance (estimated HPRS family plan of \$16,308)		\$16,308	\$16,308
Expenses				
				\$0
				\$0
				\$0
				\$0
				\$0
TOTAL		\$0	\$178,104	\$178,104

PURPOSE / DESCRIPTION OF REQUEST

This request was first submitted for review and consideration during the FY2014 Budget process. At that time there was much discussion about the merits of this position and why I felt it was worth consideration. The following fiscal years it was not proposed due to other items both internally and on a townwide basis that was priority. I feel at this time it is again worth consideration.

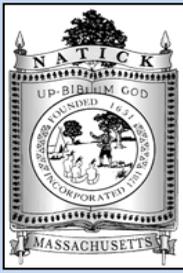
In summary, I recommend the creation of the position of Deputy Chief of Police for the following reasons: 1) The Chief of Police is the only non-union sworn member of the Police Department; 2) The next position in rank is Lieutenant and one of the Lieutenants has historically been designated as Executive Officer; 3) The Executive Officer 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; 5) Establishment of this position would create a clear Second in Command and will assist greatly in the update of current policies and procedures as well as daily operational processes.

In July 2014 the Legislature approved exempting this position from the civil service laws. This will allow this position to be chosen based on an established best practice process.

SERVICE IMPLICATION

Addition of this position will allow for a clearer leadership management team in the organization. It will greatly assist the Chief in accomplishment of major goals and tasks including policy and procedure update and development and other administrative procedures.

FY2017 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 1 of 5

Department: Police
 Division:

Munis Dept #: 210
 Title: Patrol Officer (School Resource 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 (FY17 Only)	Ongoing Annual Cost (FY17 & Future)	TOTAL FY17 Request
Compensation				
0121001	511300		\$53,427	\$53,427
0121001	513070		\$13,789	\$13,789
Benefits				
	Medicare (1.45% of wages)		\$775	\$775
	Retirement (estimate of 4.28% of eligible wages)		\$2,877	\$2,877
	Health Insurance (estimated HPRS family plan of \$16,308)		\$16,308	\$16,308
Expenses				
				\$0
				\$0
				\$0
				\$0
				\$0
TOTAL		\$0	\$87,176	\$87,176

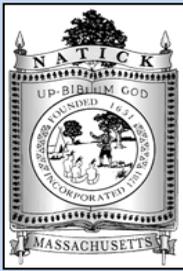
PURPOSE / DESCRIPTION OF REQUEST

This request is to add one (1) Police Officer to the compliment of the Natick Police Department. This request would be specifically to create and fill an additional School Resource Officer position for the Natick Middle Schools. Currently we have one officer assigned full-time to the schools as the Middle School Resource Officer. Since the inception of this position the duties and tasks that this officer handles has grown exponentially. The officer handles and works with two (2) Middle Schools and five (5) elementary schools. She does get periodic assistance from the Juvenile Investigator/SRO from the High School. It has become evident that this position at the middle school level has become an essential partnership within the responsibilities of the town to the overall growth of youth in our community. The middle school aged youth have proven to be crucial in creating the adult relationships that assist these kids as they move on to the high school level. We are seeing evidence that many of the pressures and temptations that we had seen in the past at the high school level has moved down to the middle school. This includes bullying and alcohol and drug experimentation. The role the Resource Officer is becoming more crucial as these issues roll into this level and having one officer at this level will not allow for the proper oversight and programmatic needs. This position was recognized as a need very early in the Natick Police Department Strategic Planning process and as a result has become a top priority.

SERVICE IMPLICATION

The addition of this office to create a second SRO assigned to the Natick Middle School will have a tremendous impact in heading off many of the issues that face the youth of our community at this time. The SRO have become an integral team member in working both in the school environment where the youth spend the vast majority of their time as well as community support groups that exist outside the school environment to support the youth.

FY2017 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 4 of 5

Department: Police Department
 Division: Traffic Enforcement

Munis Dept #: 246
 Title: Parking Collections Additional Costs

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 (FY17 Only)	Ongoing Annual Cost (FY17 & Future)	TOTAL FY17 Request
Compensation				
				\$0
				\$0
				\$0
Benefits				
	Medicare (1.45% of wages)		\$0	\$0
	Retirement (estimate of 4.28% of eligible wages)		\$0	\$0
	Health Insurance (estimated HPRS family plan of \$16,308)		\$0	\$0
Expenses				
	Parking Collection Services		\$5,500	\$5,500
				\$0
				\$0
				\$0
TOTAL		\$0	\$5,500	\$5,500

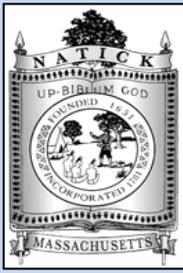
PURPOSE / DESCRIPTION OF REQUEST

The Town of Natick embarked on a parking improvement plan for the downtown area. A Parking Advisory Committee was formed to assist with this process. As a result several recommendations were made that included the addition of parking kiosks, replacement of all parking meters, changes in rates and adjustments to parking permit areas. As part of the addition of kiosks the Board of Selectmen wanted to offer patrons to downtown options to pay for parking including the use of credit cards and online APPs. To incorporate these options additional costs were incurred that will require annual budget. These costs include monthly modem payments, online APP fee, Pay Kiosks Software maintenance and parking collection and enforcement contract. These additional fees are requested as part of this Program Improvement Request.

SERVICE IMPLICATION

This request is required to account for the additional costs to operate the parking program for the town.

FY2017 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 1 of

Department: Public Works
 Division: Land Facilities and Natural Resources

Munis Dept #: 427
 Title: DPW - LNFR

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 (FY17 Only)	Ongoing Annual Cost (FY17 & Future)	TOTAL FY17 Request
Compensation				
142701-511300	Salaries-Op.		\$51,413	\$51,413
				\$0
Benefits				
	Medicare (1.45% of wages)		\$745	\$745
	Retirement (estimate of 4.28% of eligible wages)		\$2,200	\$2,200
	Health Insurance (estimated HPRS family plan of \$16,308)		\$16,308	\$16,308
Expenses				
	TBD Capital Equipment	\$90,000		\$90,000
0142702-540500	Tools & Hardware		\$4,000	\$4,000
0142702-540400	Fld. Maint. Materials		\$27,200	\$27,200
				\$0
TOTAL		\$90,000	\$101,866	\$191,866

PURPOSE / DESCRIPTION OF REQUEST

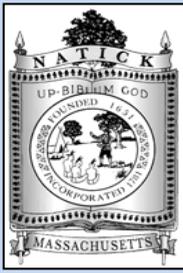
This request would add a Skilled Laborer to the Land Facilities and Natural Resources Division of the Public Works Department. This Skilled Laborer and an existing School Custodian would work under the direction of the LNFR Supervisor for the care and maintenance of the landscaping and turfgrass at all public school sites.

The attached analysis provides detail for the anticipated maintenance effort including justification for labor hours, annual expenses (tools, organic fertilizer, soil amendments, seed, bark mulch, etc.), and one-time capital purchases (work vehicle, trailer, small mower).

The attached also provides a comparison of the cost of providing these services with in-house labor to the costs of contracting with a private vendor. Privately contracting these services would cost approximately 50% more annually.

SERVICE IMPLICATION

FY2017 PROGRAM IMPROVEMENT REQUEST FORM



Department Priority: 1 of 1

Department: Comptroller
 Division: FINANCE/IT

Munis Dept #: 134
 Title: Comptroller

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 (FY17 Only)	Ongoing Annual Cost (FY17 & Future)	TOTAL FY17 Request
Compensation				
				\$0
			\$0	\$0
				\$0
Benefits				
	Medicare (1.45% of wages)		\$0	\$0
	Retirement (estimate of 4.28% of eligible wages)		\$0	\$0
	Health Insurance (estimated HPRS family plan of \$16,308)		\$0	\$0
Expenses				
0113402	520308		\$40,000	\$40,000
				\$0
				\$0
				\$0
TOTAL		\$0	\$40,000	\$40,000

PURPOSE / DESCRIPTION OF REQUEST

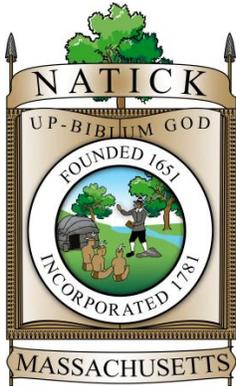
We need to enhance the security of user access and user defined roles. This section of Munis needs a complete rebuild. The recent upgrade and implementation of v10.5 in MUNIS, implementing "Dashboards" and new ACA updates have required significant staff time from the Comptroller and Payroll Manager to load updates, change permissions, set up "Go To Assists", test transactions and coordinate trainings. This does not include the time spent trouble shooting the problems that arise in the performance of daily work.

The Town is moving toward adding the Munis receivables module and thereby making full use of the revenue module during FY17. This will require significant time spent on set up, security changes, training, etc. In addition, this will create more items that will need trouble shooting in the course of the daily work process. There will also be more users with procedural and technical questions on a day-to-day basis. In addition the school is looking to integrate AESOP software with Munis payroll.

There is not enough time for anyone in the Comptroller's office to properly address all of the above and also assist all Town staff in "how to" use Munis effectively in addition to adequately performing required financial tasks.

SERVICE IMPLICATION

If the Town intends to implement more modules of Munis during FY17, it is critical to hire consulting assistance to handle all of the Munis support. The Comptroller by Mass General Law controls the financial software for the Town. It is also critical that the security settings in Munis be completely revamped. The ongoing requests for troubleshooting and permissions changes would be centralized. The contract position will understand the functionality of all Munis modules and be available to assist users in finding appropriate reports, implementing procedural changes, adding new modules, installing patches and overseeing upgrades. This contract position would be point of contact for all requests from users and be the go between from the Town to Munis support.



Natick Public School

Landscaping Cost and Site

Analysis

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Executive Summary

This report is written to determine the labor and operating needs associated with the landscaping and turfgrass maintenance at the Natick Public Schools. This analysis considers the status quo operations at each property as well as improvements to the operational procedures and maintenance plan to better meet demands and site expectations. Each property was assessed by a site visit with close attention to what practices are currently working well, what challenges to maintenance the landscaping currently creates, as well as identify seasonal challenges and challenges associated with school schedules and daily activities.

Site Analysis

Lilja School

Description of site- The landscape at Lilja school immediately surrounding the building mostly consists of hardscape and landscape pavers with a small mowing area. Ornamental areas and maintenance requirements are moderate with moderate mulching and weeding needs. The property also consists of many desirable mature Oak trees that offer high aesthetic value and provide beneficial shade. In the rear of the building there is an outdoor classroom, garden, and area for seating. The ornamental areas have been recently updated and renovated.

*Status Quo-*Currently the immediate surrounds of the building are maintained by the School Department and Facilities Management by the custodial staff assigned to the building. Maintenance activities include rubbish removal, mowing, weeding, mulching, and leaf removal. In addition to the most frequent tasks, pruning of small ornamental trees and bushes is needed once per year. The remaining areas surrounding the school are maintained by Public Works. The tasks performed by Public Works include mowing and leaf removal.

Landscape Challenges- The current challenges to landscape maintenance at the Lilja School begin with the school daily schedule. Often maintenance activities can produce excessive noise, disrupt outdoor learning, and disrupt recess. Close proximity of children to maintenance activities and equipment can also increase the risk of injury. Maintenance is also affected by the location of the garden, which currently protrudes into the turfgrass area and creates work that needs to be completed with smaller machines and by hand. The mature tree canopy creates seasonal challenges with leaves, especially wet leaves accumulating on the walkway surfaces and near the entry way. These leaves would need to be removed on a daily basis. The hardscape and other walkway surfaces are aesthetically pleasing and reduce mowing needs, however, the pavers increase the need for mechanical weed pulling. Mulched areas also increase the need for mechanical weed removal.

Current Conditions and Options for Improvement- Overall the landscape at the Lilja schools is aesthetically pleasing and offers many benefits such as shade trees, interesting ornamental plants and an outdoor classroom. Options for improvement would be to develop a standard operating procedure to maintain the landscape and address issues such as ornamental weeds, leaf debris, tree and shrub

pruning, and scheduling conflicts. A modest fertilizer plan could also be incorporated to establish better turfgrass coverage for both aesthetics and functionality of the play areas.

Bennett-Hemenway School

Description of Site- The Bennett-Hemenway School landscape consists of large turfgrass areas, moderate mulching and ornamental needs with a garden in the rear of the school. The tree canopy is young, with many small trees surrounding the building. The entrance is well established by ornamental beds and attractive hardscape. The larger playground in the rear of the building has been recently renovated as well as a paver walkway surrounding the play structures.

Status Quo- Currently the immediate surrounds of the school are maintained by the School Department and Facilities Management by the custodial staff that is assigned to the building. The maintenance tasks include rubbish patrol, mowing, weeding, mulching and leaf removal. In addition to the most frequent tasks, the ornamental trees need to be pruned once per year. The remaining areas surrounding the school are maintained by Public Works. Tasks performed by Public Works include mowing and leaf removal.

Landscape Challenges- The current challenges to landscape maintenance at the Bennett-Hemenway School begin with the school daily schedule. Often maintenance activities can produce excessive noise, disrupt outdoor learning, and disrupt recess. Close proximity of children to maintenance activities and equipment can also increase the risk of injury. A large majority of the landscape surrounding the school is turfgrass with large open areas for efficient maintenance. The front of the building does have moderate mulching and weeding needs and the garden in the rear of the building is a difficult obstacle and barrier to maintenance, especially mowing and line trimming. The ornamental trees surrounding the building are in close proximity and are pear trees, prone to weak branch unions and branch failure. This type of tree requires above average maintenance levels. The newly constructed paver walkway near the new playground is also a challenge for maintenance due to paver failure and difficult terrain for landscape maintenance.

Current Conditions and Options for Improvement- At the time of the site visit the landscape at the Bennett-Hemenway school was well manicured and surrounding turfgrass areas were mowed and trimmed. The current landscape, excluding the immediate front entrance, promotes efficient landscape maintenance with small amounts of ornamental bed and mulching needs. Options of improvement for this site would include the incorporation of standard operating procedures to address maintenance needs such as weeding, mulching and mowing. A modest fertilizer plan could be implemented to enhance turf quality.

Wilson School

Description of Site- The Wilson School landscape has minimal canopy cover surrounding the building with a main entrance focus landscape design. The front entrance has good canopy cover with ornamental beds and stone/brick wall features that are attractive. Turf quality is poor to fair near the

entrance due to excessive wear, compaction and pedestrian traffic routes. The remaining area around the school is mainly void of tree canopy and shrubs, offering ease of maintenance but lacking diversity. Near Rutledge road a retention pond collects storm water. This retention area consists of attractive stone features and is surrounded by woody material.

Status Quo- Currently the immediate surrounds of the school are maintained by the School Department and Facilities Management by the custodial staff that is assigned to the building. The maintenance tasks include rubbish patrol, mowing, weeding, mulching and leaf removal. In addition to the most frequent tasks, the ornamental trees need to be pruned once per year. The remaining areas surrounding the school are maintained by Public Works. Tasks performed by Public Works include mowing and leaf removal.

Landscape Challenges- The current challenges to landscape maintenance at the Wilson School begin with the school daily schedule. Often maintenance activities can produce excessive noise, disrupt outdoor learning, and disrupt recess. Close proximity of children to maintenance activities and equipment can also increase the risk of injury. The landscape design of the rear and side areas of the school offer open turfgrass areas that promote efficient landscape maintenance. The front of the school has a moderately complex ornamental landscape and pedestrian traffic degrades turf quality.

Current Conditions and Options for Improvement- At the time of the site visit the appearance and upkeep of the landscape were reasonable in appearance, free of litter, leaves, and the turfgrass was appropriately mowed. The turfgrass quality and soil structure near the main entrance was poor with many worn walking paths between walkways and entrances. Options of improvement for this site would include the incorporation of standard operating procedures to address maintenance needs such as weeding, mulching and mowing. Major renovation of turfgrass areas would be needed twice per year to re-establish turfgrass lost through pedestrian wear and snow removal practices. A modest organic fertilizer plan, cultural practice implementation, and seeding schedule would improve turfgrass aesthetics and functionality.

Kennedy School

Description of Site- The Kennedy School landscape and school surrounds are heavily wooded with both mature desirable trees but also trees that show signs of decline. The dense canopy cover provides great shade but does negatively affect turfgrass growth. The main entrance consists of hardscape features and high maintenance ornamental plantings, especially close to the building and handicap assessable ramp. The site also consists of two walking pathways, one of which leads to the Brown School while the other leads to a neighborhood street. The property is quite large and has a large number of abutting property owners. Much of the abutting property is wooded.

Status Quo- Currently the immediate surrounds of the school are maintained by the School Department and Facilities Management by the custodial staff that is assigned to the building. The maintenance tasks include rubbish patrol, mowing, weeding, mulching and leaf removal. In addition to the most frequent tasks, the ornamental trees need to be pruned once per year. The remaining areas surrounding the

school are maintained by Public Works. Tasks performed by Public Works include mowing and leaf removal.

Landscape Challenges- The current challenges to landscape maintenance at the Kennedy School begin with the school daily schedule. Often maintenance activities can produce excessive noise, disrupt outdoor learning, and disrupt recess. Close proximity of children to maintenance activities and equipment can also increase the risk of injury. The large mature trees make turfgrass establishment more difficult and also add difficulty regarding leaf and leaf debris removal. Overall the landscape has potential but is not reasonably attractive in the current condition and maintenance level.

Current Conditions and Options for improvement- At the time of the site visit the conditions at the Kennedy were mildly reasonable. The area contained significant leaf litter, turfgrass quality was poor, and there were many saplings near the building and other structures. The main entrance to the school and the hardscape was in less than ideal condition. Options of improvement for this site would include the incorporation of standard operating procedures to address maintenance needs such as weeding, mulching and mowing. The trees surrounding the structure should be inspected thoroughly and the ones of greatest risk should be removed. Removal of the declining tree canopy should promote a more favorable environment for turfgrass growth. Ornamental areas should be better defined and turf quality should be enhanced to improve aesthetics and functionality.

Brown School

Description of Site- The Brown School Landscape offers many desirable features and has a highly desirable mix of ornamental and mature trees. The landscape plant species are reasonably diverse and the main entrance is very inviting with ornamental beds that require a high level of maintenance. The turfgrass area surrounding the building is large compared to other schools and consists of many intricate areas of detail requiring a high level of care. The east side of the school is highlighted by many desirable Oak trees that offer high aesthetic value and beneficial shade.

Status Quo- Currently the immediate surrounds of the school are maintained by the School Department and Facilities Management by the custodial staff that is assigned to the building. The maintenance tasks include rubbish patrol, mowing, weeding, mulching and leaf removal. In addition to the most frequent tasks, the ornamental trees need to be pruned once per year. The remaining areas surrounding the school are maintained by Public Works. Tasks performed by Public Works include mowing and leaf removal.

Landscape Challenges- The current challenges to landscape maintenance at the Brown School begin with the school daily schedule. Often maintenance activities can produce excessive noise, disrupt outdoor learning, and disrupt recess. Close proximity of children to maintenance activities and equipment can also increase the risk of injury. The outdoor areas of the Brown School are quite busy with two large playgrounds and a rear courtyard that are very active. The dense mature tree canopy makes turfgrass establishment difficult and the intricate landscape areas and ornamental beds require high amounts of

attention. Leaf removal is also quite time consuming during the fall months due to the dense canopy tree cover. The soil in the rear courtyard is highly compacted from recess and pedestrian traffic.

Current Conditions and Options for Improvement- At the time of the site visit the Brown Landscape was well kept and was inviting. Many groups of varying age ranges were enjoying the outdoor space and the custodian was performing leaf debris removal. The ornamental trees appeared well kept and the turfgrass coverage was fair to good. The tree canopy should be inspected and plant health care strategies should be implemented to protect the current tree inventory from pests, soil compaction and future decline. Additional options of improvement for this site would include the incorporation of standard operating procedures to address maintenance needs such as weeding, mulching and mowing. A modest organic fertilizer program could be implemented to improve aesthetics and functionality of the turfgrass.

Johnson School

Description of Site- The Johnson School is a building of great historical significance and the building architecture is highly desirable and pleasing. The ornamental beds and gardens mirror the buildings attributes, promoting plant diversity, plant maturity and require a moderate level of care. A portion of the property is wooded and consists of additional learning opportunities and play areas. The north east facing landscape consists of a rocky ledge outcrop with a mature tree canopy.

Status Quo- Currently the immediate surrounds of the school are maintained by the School Department and Facilities Management by the custodial staff that is assigned to the building. The maintenance tasks include rubbish patrol, mowing, weeding, mulching and leaf removal. In addition to the most frequent tasks, the ornamental trees need to be pruned once per year. The remaining areas surrounding the school are maintained by Public Works. Tasks performed by Public Works include mowing and leaf removal.

Landscape Challenges- The current challenges to landscape maintenance at the Johnson School begin with the school daily schedule. Often maintenance activities can produce excessive noise, disrupt outdoor learning, and disrupt recess. Close proximity of children to maintenance activities and equipment can also increase the risk of injury. The north east facing rock ledge, although heavily used as a play area, is a significant barrier to maintenance. The existing plant material is mature and quite dense, requiring above average care.

Current Conditions and Options for Improvement- At the time of the site inspection the Johnson School Landscape was well kept and clean. The mature ornamental materials appeared well cared for and the small mowing areas were mowed, clean, and free of leaf debris. The existing landscape does not offer much turfgrass cover, however, the existing ornamental material is highly desirable. Options for improvement would consist of the implementation of standard operating procedures to address maintenance issues such as mulch, ornamental pruning, and mature tree plant health care. The tree canopy should be inspected and plant health care strategies should be implemented to ensure healthy,

structurally sound trees. Turfgrass improvements are not needed at this site. Existing turf cover area in close proximity of the building is very small.

Memorial School

Description of Site- When one enters the Memorial School property they immediately encounter the large Pin Oak trees that line the entrance driveway and continue around the west side of the school offering high aesthetic value and beneficial shade. The remaining tree canopy is a mixture of mature and younger shade and ornamental trees with some trees planted and dedicated to members of the community. The turfgrass areas at the rear and side of the school are relatively free from maintenance obstructions, however, the main entrance of the school consists of a moderate to high level of care. The main entrance and adjacent areas consist of concrete walkways, large ornamental trees and shrubs and gardens which require moderate levels of care.

Status Quo- Currently the immediate surrounds of the school are maintained by the School Department and Facilities Management by the custodial staff that is assigned to the building. The maintenance tasks include rubbish patrol, mowing, weeding, mulching and leaf removal. In addition to the most frequent tasks, the ornamental trees need to be pruned once per year. The remaining areas surrounding the school are maintained by Public Works. Tasks performed by Public Works include mowing and leaf removal.

Landscape Challenges- The current challenges to landscape maintenance at the Memorial School begin with the school daily schedule. Often maintenance activities can produce excessive noise, disrupt outdoor learning, and disrupt recess. Close proximity of children to maintenance activities and equipment can also increase the risk of injury. The mature tree canopy increases the level of maintenance required for leaf debris removal and tree care. The gardens also require a high level of care and are quite intricate. Some of the ornamentals near the main entrance of the school are over grown for the site. The large Oak trees that tower over the younger aged 2-5 playground do require a higher level of care due to the increased risk of a target failure were to occur.

Current Conditions and Options for Improvement- At the time of the site visit the Memorial School Landscape appeared well cared for and the main pedestrian areas were free from debris. The turfgrass areas were mowed appropriately and the ornamental gardens and trees appeared to be well cared for and in reasonable condition. The turf density in the front of the school was thin and showed significant signs of compaction and wear. This area at the time of inspection was heavily used for recess. Options for improvement would consist of the development and implementation of a standard operating procedure to address maintenance tasks such as mowing, weeding and mulching. A modest fertilizer and cultural practice program could be implemented for increased aesthetics and functionality of the turfgrass. The large trees should be thoroughly inspected with all current defects mitigated and a complete plant health care strategy implemented to ensure healthy conditions of the existing canopy. Over grown ornamentals could be pruned to recapture the landscape and increase aesthetic value.

Natick High School

Description of Site- The Natick High School landscape is highly complex and diverse with many ornamental trees, ornamental beds, retention areas, pathways and large turfgrass areas. The ornamental trees are numerous yet reasonable diverse in species. The ornamental beds are also numerous but consist of attractive and desirable plant species. Overall the landscape is very pleasing and offers plant attribute interests all year round. The rock garden and outdoor lunch seating area offer a great opportunity to enjoy the outdoor space.

Status Quo- Currently the immediate surrounds of the school are maintained by the School Department and Facilities Management by the custodial staff that is assigned to the building. The maintenance tasks include rubbish patrol, mowing, weeding, mulching and leaf removal. In addition to the most frequent tasks, the ornamental trees need to be pruned once per year. The remaining areas surrounding the school are maintained by Public Works. Tasks performed by Public Works include mowing and leaf removal.

Landscape Challenges- The current challenges to landscape maintenance at the Natick High School begin with the school daily schedule. Often maintenance activities can produce excessive noise, disrupt outdoor learning, and disrupt recess. Close proximity of children to maintenance activities and equipment can also increase the risk of injury. Risk of injury and school activity disruption are less of a concern with this age group, however, the school also is home to a pre-school facility on the east side of the building. The greatest challenge to maintenance is the size and complexity of the property. The large size of the property allows for large areas of turfgrass as well as numerous planting opportunities. Although highly desired within a landscape, the diversity of the plant material also adds to the complexity of the maintenance with multiple species of plants requiring different levels of care. The large mulched areas are also prone to weed infestation and require excessive amounts of mechanical removal and labor input. The retention areas also require a significant labor effort to ensure proper operation. The turfgrass areas are compacted, reducing the turfgrass quality. The walkway areas are also intricate and often the turfgrass areas are damaged during snow removal, requiring additional effort in the spring to repair the damage.

Current Conditions and Options for Improvement- The Natick high school campus serves at the flagship campus for the Natick school system. Because of this flagship status the expectations and level of care are increased to maintain a desirable, attractive, and functional landscape to complement the new building and help support quality education through enjoyable outdoor space. Options for improvement would include the development and implementation of standard operating procedures to address issues and tasks associated with mowing, mulching, weeding and daily maintenance. At the time of the site visit the grounds appeared well maintained and significant efforts to mulch and weed the ornamental beds were noted. The turfgrass cover was fair, however, showed significant signs and symptoms of compaction and wear. A modest turfgrass management strategy could be implemented with multiple organic fertilizer applications and aggressive aeration and over seeding. The ornamental

trees will soon be reaching a critical stage requiring unique care and a plant health care plan should be implemented to ensure survival of the tree plantings and promote a healthy plant.

Assumptions Used to Perform Cost Analysis

The cost analysis was developed using numerous factors to determine area size, labor requirements and material requirements. The areas of each property were calculated using an application known as "Measure My Land". The labor hours required were determined by a site inspection and using historical data from the Division of Land Facilities and Natural Resources. Material requirements were determined in the same manner as the Labor Requirements. In house labor costs associated with the labor requirements were determined by using the highest wage of a Public Works Skilled Laborer, accounting for the total compensation and fringe benefits at a .38% multiplier. Contracted labor costs were determined by using area industry averages in combination with historical data of the Division of Land Facilities and Natural Resources.

Maintenance Options and Costs

This analysis provides the information to develop several maintenance options for the Natick Public Schools properties. A broad over-view of options consists of maintaining the status quo, adding one full time employee to Public Works, Division of Land facilities and Natural Resources or Natick Public Schools/Facilities Management, or contacting out all or portions of the landscaping needs. Any decision involving in house staff would require a \$4,000 dollar allowance for tools within the operating budget. Regardless of the decision outcome, the data presented in this report will accurately estimate the seasonal costs to maintain the landscaping at a moderate to high level of expectation.

Natick Public School ID and Acreage

Location	Parcel ID	Total Area (ac)	Impermeable (ac)	Open Space (ac)	Wooded (ac)	Maintained School Dept (ac)	Maintained LFNR (ac)
Johnson School	51-284B	5.36	2	1.7	3.6	0.08	1.3
	51-284A	1.94					
Natick High School	50-18	46.19	6	6	71.24	3	3
	50-18B	43.05					
Kennedy	32-13	11.7	1	3.5	7.2	1	2.5
Brown	32-48	14.2	3.2	2.43	8.57	0.43	2
	32-46	6.88					
BenHem	12-200	10.23	3.4	6.76	0.07	0.26	6.5
Wilson	19-22E	6.86	5.5	6.12	0.43	1.12	5
	19-18B	1					
	19-19	1.25					
	19-20	1.25					
	19-21B	1.69					
Memorial	63-42A	24.976	3.7	8.2	13.076	1.2	7
Lilja	29-271	5.19	4.2	11.8	21.91	0.3	11.5
	29-270A	32.72					
TOTAL		214.49	29.00	46.51	126.10	7.39	38.80

Total Common Task Labor Costs

Location	Labor Hours/WK	Total In House Cost/WK	Total Contracted Cost/WK	Total In House Cost/Season	Total Contracted/Season
Johnson School	3.5	\$ 119.39	\$ 180.00	\$ 3,820.36	\$ 5,760.00
Brown School	8	\$ 272.88	\$ 410.00	\$ 8,732.26	\$ 13,120.00
Kennedy School	4.75	\$ 162.02	\$ 245.00	\$ 5,184.78	\$ 7,840.00
Lilja School	3.75	\$ 127.91	\$ 195.00	\$ 4,093.25	\$ 6,240.00
Wilson School	4.5	\$ 153.50	\$ 230.00	\$ 4,911.90	\$ 7,360.00
Bennett-Hemmenway School	6.75	\$ 230.25	\$ 345.00	\$ 7,367.85	\$ 11,040.00
Memorial School	3.5	\$ 119.39	\$ 180.00	\$ 3,820.36	\$ 5,760.00
Natick High School	20	\$ 682.21	\$ 1,050.00	\$ 21,830.66	\$ 33,600.00
TOTAL	54.75	\$ 1,867.54	\$ 2,835.00	\$ 59,761.42	\$ 90,720.00

Total Seasonal Costs

Location	Labor Hours/YR	Total In House Cost/YR	Total Contracted Cost/YR
Johnson School	64	\$ 2,080.74	\$ 3,810.00
Brown School	126	\$ 3,956.81	\$ 7,620.00
Kennedy School	91	\$ 2,762.94	\$ 5,520.00
Lilja School	76	\$ 2,251.29	\$ 4,110.00
Wilson School	76	\$ 2,421.84	\$ 4,920.00
Bennett-Hemmenway School	81	\$ 2,592.39	\$ 5,200.00
Memorial School	52	\$ 1,671.41	\$ 3,080.00
Natick High School	149	\$ 4,570.80	\$ 8,700.00
TOTAL	715	\$ 22,308.21	\$ 42,960.00

Total Product Costs

Location	Total Product Cost/YR
Johnson School	\$ 900.00
Brown School	\$ 3,400.00
Kennedy School	\$ 1,900.00
Lilja School	\$ 1,550.00
Wilson School	\$ 3,525.00
Bennett-Hemmenway School	\$ 3,350.00
Memorial School	\$ 2,175.00
Natick High School	\$ 10,400.00
TOTAL	\$ 27,200.00

Total Costs Labor

	In House Labor	Contracted
All Schools-Weekley	\$ 59,761.42	\$ 90,720.00
All Schools-Seasonal	\$ 22,308.21	\$ 42,960.00
TOTAL Costs All Labor	\$ 82,069.63	\$ 133,680.00
TOTAL Cost Supplies	\$ 27,200.00	\$ 27,200.00
GRAND TOTAL	\$ 109,269.63	\$ 160,880.00

Capital Equipment Needs for In House Option

If the decision outcome favors the creation of a new full time position the new position may be most feasible within the Department of Public Works, Division of Land Facilities and Natural Resources. A full time position within the Division of Land facilities and Natural Resources would be most feasible due to the Division’s existing capital assets, existing human capital, and overall capability to train staff members the ability to perform the work required. The capital needs required to support a full time position are outlined below.

Capital Needs- 1 FTE Public Works

Equipment Description	Estimated Cost	Estimated Useful Life	Predicted Funding Source
Ford F-450 with Dump Body	\$ 60,000.00	10+ Years	Tax-Levy Borrowing
Covered Trailer	\$ 10,000.00	10+ Years	Capital Stabilization
Small Mower	\$ 20,000.00	10+ Years	Capital Stabilization
TOTAL	\$ 90,000.00		

Conclusion

This report has identified many positive attributes regarding the Natick Public School properties, as well as areas for improvement. Through careful site evaluations and analysis of current practices, the information and data provided in this report will help assist in the decision outcome on how best to manage the Natick Public School landscaping needs and expectations. Once an outcome is determined further work will be needed to develop standard operating procedures to meet the needs and expectations of each site. In addition, informal talks have also included the potential to commit one half of a full time employee within the School Department to assist with the landscaping challenges, further developing a positive solution to address current needs and deficiencies. The data does support an in house staff option as a more favorable plan financially than a contracting option. Although not necessarily tangible one can conclude that potential synergies between the Land facilities and Natural Resources current capabilities and the additional fulltime employee could be realized and greater efficiencies developed between the School Department and Public Works.

Appendix A: Lilja School

Common Maintenance Tasks

	Frequency	Labor hours per week	Labor Cost: In house Staff	Labor Costs Contracted
Mowing	Weekly	2	\$ 68.22	\$ 100.00
Water Plant Material	Weekly	1	\$ 34.11	\$ 50.00
Mechanical Weed Removal	Monthly	0.75	\$ 25.58	\$ 45.00
TOTAL		3.75	\$ 127.91	\$ 195.00

Seasonal Tasks-Labor Hours-Spring

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Core Aerate Turfgrass	2	\$ 68.22	\$ 180.00
Overseed	2	\$ 68.22	\$ 120.00
Fertilizer Application	1	\$ 34.11	\$ 70.00
Mulch Ornamental Beds	10	\$ 341.10	\$ 600.00
General Spring Clean-up	15	\$ 511.66	\$ 900.00
TOTAL	30	\$ 1,023.31	\$ 1,870.00

Seasonal Tasks-Labor Hours-Summer

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Fertilizer Application	1	\$ 34.11	\$ 70.00
Ornamental Shrub Pruning	15	\$ 511.66	\$ 900.00
TOTAL	16	\$ 545.77	\$ 970.00

Seasonal Tasks-Labor Hours-Fall

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Core Aerate Turfgrass	2	\$ 68.22	\$ 180.00
Overseed	2	\$ 68.22	\$ 120.00
Fertilizer Application	1	\$ 34.11	\$ 70.00
General Leaf Removal	10	\$ 341.10	\$ 600.00
TOTAL	15	\$ 170.55	\$ 370.00

Seasonal Tasks-Labor Hours-Winter

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Woody Ornamental Pruning	15	511.656	900
TOTAL	15	511.656	900

Product Needs and Cost per Year

	Amount	Unit	Cost per unit	Total Cost
Organic Fertilizer	4	bags	\$ 50.00	\$ 200.00
Soil Amendments	4	bags	\$ 50.00	\$ 200.00
Turfgrass Seed	3	bags	\$ 150.00	\$ 450.00
Bark Mulch	20	cubic yards	\$ 35.00	\$ 700.00
			TOTAL	\$ 1,550.00

Appendix B: Bennett-Hemenway School

Common Maintenance Tasks

	Frequency	Labor hours per week	Labor Cost: In house Staff	Labor Costs Contracted
Mowing	Weekly	5	\$ 170.55	\$ 250.00
Water Plant Material	Weekly	1	\$ 34.11	\$ 50.00
Mechanical Weed Removal	Monthly	0.75	\$ 25.58	\$ 45.00
TOTAL		6.75	\$ 230.25	\$ 345.00

Seasonal Tasks-Labor Hours-Spring

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Core Aerate Turfgrass	10	\$ 341.10	\$ 900.00
Overseed	5	\$ 170.55	\$ 300.00
Fertilizer Application	2	\$ 68.22	\$ 140.00
Mulch Ornamental Beds	10	\$ 341.10	\$ 600.00
General Spring Clean-up	10	\$ 341.10	\$ 600.00
TOTAL	37	\$ 1,262.09	\$ 2,540.00

Seasonal Tasks-Labor Hours-Summer

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Fertilizer Application	2	\$ 68.22	\$ 120.00
Ornamental Shrub Pruning	10	\$ 341.10	\$ 600.00
TOTAL	12	\$ 409.32	\$ 720.00

Seasonal Tasks-Labor Hours-Fall

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Core Aerate Turfgrass	10	\$ 341.10	\$ 900.00
Overseed	5	\$ 170.55	\$ 300.00
Fertilizer Application	2	\$ 68.22	\$ 140.00
General Leaf Removal	5	\$ 170.55	\$ 300.00
TOTAL	22	\$ 579.88	\$ 1,340.00

Seasonal Tasks-Labor Hours-Winter

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Woody Ornamental Pruning	10	341.104	600
TOTAL	10	341.104	600

Product Needs and Cost per Year

	Amount	Unit	Cost per unit	Total Cost
Organic Fertilizer	10	bags	\$ 50.00	\$ 500.00
Soil Admendments	20	bags	\$ 50.00	\$ 1,000.00
Turfgrass Seed	10	bags	\$ 150.00	\$ 1,500.00
Bark Mulch	10	cubic yards	\$ 35.00	\$ 350.00
			TOTAL	\$ 3,350.00

Appendix C: Wilson School

Common Maintenance Tasks

	Frequency	Labor hours per week	Labor Cost: In house Staff	Labor Costs Contracted
Mowing	Weekly	3	\$ 102.33	\$ 150.00
Water Plant Material	Weekly	1	\$ 34.11	\$ 50.00
Mechanical Weed Removal	Monthly	0.5	\$ 17.06	\$ 30.00
TOTAL		4.5	\$ 153.50	\$ 230.00

Seasonal Tasks-Labor Hours-Spring

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Core Aerate Turfgrass	10	\$ 341.10	\$ 900.00
Overseed	10	\$ 341.10	\$ 600.00
Fertilizer Application	2	\$ 68.22	\$ 140.00
Mulch Ornamental Beds	5	\$ 170.55	\$ 300.00
General Spring Clean-up	10	\$ 341.10	\$ 600.00
TOTAL	37	\$ 1,262.09	\$ 2,540.00

Seasonal Tasks-Labor Hours-Summer

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Fertilizer Application	2	\$ 68.22	\$ 140.00
Ornamental Shrub Pruning	5	\$ 170.55	\$ 300.00
TOTAL	7	\$ 238.77	\$ 440.00

Seasonal Tasks-Labor Hours-Fall

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Core Aerate Turfgrass	10	\$ 341.10	\$ 900.00
Overseed	10	\$ 341.10	\$ 600.00
Fertilizer Application	2	\$ 68.22	\$ 140.00
General Leaf Removal	5	\$ 170.55	\$ 300.00
TOTAL	27	\$ 750.43	\$ 1,640.00

Seasonal Tasks-Labor Hours-Winter

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Woody Ornamental Pruning	5	170.552	300
TOTAL	5	170.552	300

Product Needs and Cost per Year

	Amount	Unit	Cost per unit	Total Cost
Organic Fertilizer	10	bags	\$ 50.00	\$ 500.00
Soil Amendments	20	bags	\$ 50.00	\$ 1,000.00
Turfgrass Seed	10	bags	\$ 150.00	\$ 1,500.00
Bark Mulch	15	cubic yards	\$ 35.00	\$ 525.00
			TOTAL	\$ 3,525.00

Appendix D: Kennedy School

Common Maintenance Tasks

	Frequency	Labor hours per week	Labor Cost: In house Staff	Labor Costs Contracted
Mowing	Weekly	3	\$ 102.33	\$ 150.00
Water Plant Material	Weekly	1	\$ 34.11	\$ 50.00
Mechanical Weed Removal	Monthly	0.75	\$ 25.58	\$ 45.00
TOTAL		4.75	\$ 162.02	\$ 245.00

Seasonal Tasks-Labor Hours-Spring

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Core Aerate Turfgrass	10	\$ 341.10	\$ 900.00
Overseed	5	\$ 170.55	\$ 300.00
Fertilizer Application	2	\$ 68.22	\$ 140.00
Mulch Ornamental Beds	10	\$ 341.10	\$ 600.00
General Spring Clean-up	15	\$ 511.66	\$ 900.00
TOTAL	42	\$ 1,432.64	\$ 2,840.00

Seasonal Tasks-Labor Hours-Summer

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Fertilizer Application	2	\$ 68.22	\$ 140.00
Ornamental Shrub Pruning	10	\$ 341.10	\$ 600.00
TOTAL	12	\$ 409.32	\$ 740.00

Seasonal Tasks-Labor Hours-Fall

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Core Aerate Turfgrass	10	\$ 341.10	\$ 900.00
Overseed	5	\$ 170.55	\$ 300.00
Fertilizer Application	2	\$ 68.22	\$ 140.00
General Leaf Removal	10	\$ 341.10	\$ 600.00
TOTAL	27	\$ 579.88	\$ 1,340.00

Seasonal Tasks-Labor Hours-Winter

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Woody Ornamental Pruning	10	341.104	600
TOTAL	10	341.104	600

Product Needs and Cost per Year

	Amount	Unit	Cost per unit	Total Cost
Organic Fertilizer	8	bags	\$ 50.00	\$ 400.00
Soil Amendments	8	bags	\$ 50.00	\$ 400.00
Turfgrass Seed	5	bags	\$ 150.00	\$ 750.00
Bark Mulch	10	cubic yards	\$ 35.00	\$ 350.00
			TOTAL	\$ 1,900.00

Appendix E: Brown School

Common Maintenance Tasks

	Frequency	Labor hours per week	Labor Cost: In house Staff	Labor Costs Contracted
Mowing	Weekly	5	\$ 170.55	\$ 250.00
Water Plant Material	Weekly	2	\$ 68.22	\$ 100.00
Mechanical Weed Removal	Monthly	1	\$ 34.11	\$ 60.00
TOTAL		8	\$ 272.88	\$ 410.00

Seasonal Tasks-Labor Hours-Spring

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Core Aerate Turfgrass	10	\$ 341.10	\$ 900.00
Overseed	5	\$ 170.55	\$ 300.00
Fertilizer Application	2	\$ 68.22	\$ 140.00
Mulch Ornamental Beds	15	\$ 511.66	\$ 900.00
General Spring Clean-up	15	\$ 511.66	\$ 900.00
TOTAL	47	\$ 1,603.19	\$ 3,140.00

Seasonal Tasks-Labor Hours-Summer

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Fertilizer Application	2	\$ 68.22	\$ 140.00
Ornamental Shrub Pruning	25	\$ 852.76	\$ 1,500.00
TOTAL	27	\$ 920.98	\$ 1,640.00

Seasonal Tasks-Labor Hours-Fall

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Core Aerate Turfgrass	10	\$ 341.10	\$ 900.00
Overseed	5	\$ 170.55	\$ 300.00
Fertilizer Application	2	\$ 68.22	\$ 140.00
General Leaf Removal	10	\$ 341.10	\$ 600.00
TOTAL	27	\$ 579.88	\$ 1,340.00

Seasonal Tasks-Labor Hours-Winter

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Woody Ornamental Pruning	25	852.76	1500
TOTAL	25	852.76	1500

Product Needs and Cost per Year

	Amount	Unit	Cost per unit	Total Cost
Organic Fertilizer	10	bags	\$ 50.00	\$ 500.00
Soil Amendments	20	bags	\$ 50.00	\$ 1,000.00
Turfgrass Seed	8	bags	\$ 150.00	\$ 1,200.00
Bark Mulch	20	cubic yards	\$ 35.00	\$ 700.00
			TOTAL	\$ 3,400.00

Appendix F: Johnson School

Common Maintenance Tasks

	Frequency	Labor hours per week	Labor Cost: In house Staff	Labor Costs Contracted
Mowing	Weekly	2	\$ 68.22	\$ 100.00
Water Plant Material	Weekly	1	\$ 34.11	\$ 50.00
Mechanical Weed Removal	Monthly	0.5	\$ 17.06	\$ 30.00
TOTAL		3.5	\$ 119.39	\$ 180.00

Seasonal Tasks-Labor Hours-Spring

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Core Aerate Turfgrass	2	\$ 68.22	\$ 180.00
Overseed	2	\$ 68.22	\$ 120.00
Fertilizer Application	1	\$ 34.11	\$ 70.00
Mulch Ornamental Beds	10	\$ 341.10	\$ 600.00
General Spring Clean-up	10	\$ 341.10	\$ 600.00
TOTAL	25	\$ 852.76	\$ 1,570.00

Seasonal Tasks-Labor Hours-Summer

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Fertilizer Application	1	\$ 34.11	\$ 70.00
Ornamental Shrub Pruning	10	\$ 341.10	\$ 600.00
TOTAL	11	\$ 375.21	\$ 670.00

Seasonal Tasks-Labor Hours-Fall

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Core Aerate Turfgrass	2	\$ 68.22	\$ 180.00
Overseed	2	\$ 68.22	\$ 120.00
Fertilizer Application	1	\$ 34.11	\$ 70.00
General Leaf Removal	3	\$ 102.33	\$ 180.00
TOTAL	8	\$ 170.55	\$ 370.00

Seasonal Tasks-Labor Hours-Winter

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Woody Ornamental Pruning	20	682.208	1200
TOTAL	20	682.208	1200

Product Needs and Cost per Year

	Amount	Unit	Cost per unit	Total Cost
Organic Fertilizer	2	bags	\$ 50.00	\$ 100.00
Soil Amendments	3	bags	\$ 50.00	\$ 150.00
Turfgrass Seed	2	bags	\$ 150.00	\$ 300.00
Bark Mulch	10	cubic yards	\$ 35.00	\$ 350.00
			TOTAL	\$ 900.00

Appendix G: Memorial School

Common Maintenance Tasks

	Frequency	Labor hours per week	Labor Cost: In house Staff	Labor Costs Contracted
Mowing	Weekly	2	\$ 68.22	\$ 100.00
Water Plant Material	Weekly	1	\$ 34.11	\$ 50.00
Mechanical Weed Removal	Monthly	0.5	\$ 17.06	\$ 30.00
TOTAL		3.5	\$ 119.39	\$ 180.00

Seasonal Tasks-Labor Hours-Spring

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Core Aerate Turfgrass	2	\$ 68.22	\$ 180.00
Overseed	1	\$ 34.11	\$ 60.00
Fertilizer Application	1	\$ 34.11	\$ 70.00
Mulch Ornamental Beds	10	\$ 341.10	\$ 600.00
General Spring Clean-up	10	\$ 341.10	\$ 600.00
TOTAL	24	\$ 818.65	\$ 1,510.00

Seasonal Tasks-Labor Hours-Summer

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Fertilizer Application	1	\$ 34.11	\$ 60.00
Ornamental Shrub Pruning	10	\$ 341.10	\$ 600.00
TOTAL	11	\$ 375.21	\$ 660.00

Seasonal Tasks-Labor Hours-Fall

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Core Aerate Turfgrass	2	\$ 68.22	\$ 180.00
Overseed	1	\$ 34.11	\$ 60.00
Fertilizer Application	1	\$ 34.11	\$ 70.00
General Leaf Removal	3	\$ 102.33	\$ 180.00
TOTAL	7	\$ 136.44	\$ 310.00

Seasonal Tasks-Labor Hours-Winter

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Woody Ornamental Pruning	10	341.104	600
TOTAL	10	341.104	600

Product Needs and Cost per Year

	Amount	Unit	Cost per unit	Total Cost
Organic Fertilizer	8	bags	\$ 50.00	\$ 400.00
Soil Amendments	10	bags	\$ 50.00	\$ 500.00
Turfgrass Seed	5	bags	\$ 150.00	\$ 750.00
Bark Mulch	15	cubic yards	\$ 35.00	\$ 525.00
			TOTAL	\$ 2,175.00

Appendix H: Natick High School

Common Maintenance Tasks

	Frequency	Labor hours per week	Labor Cost: In house Staff	Labor Costs Contracted
Mowing	Weekly	10	\$ 341.10	\$ 500.00
Water Plant Material	Weekly	5	\$ 170.55	\$ 250.00
Mechanical Weed Removal	Monthly	5	\$ 170.55	\$ 300.00
TOTAL		20	\$ 682.21	\$ 1,050.00

Seasonal Tasks-Labor Hours-Spring

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Core Aerate Turfgrass	10	\$ 341.10	\$ 900.00
Overseed	5	\$ 170.55	\$ 300.00
Fertilizer Application	3	\$ 102.33	\$ 210.00
Mulch Ornamental Beds	25	\$ 852.76	\$ 1,500.00
General Spring Clean-up	30	\$ 1,023.31	\$ 1,800.00
TOTAL	73	\$ 2,490.06	\$ 4,710.00

Seasonal Tasks-Labor Hours-Summer

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Fertilizer Application	3	\$ 102.33	\$ 180.00
Ornamental Shrub Pruning	20	\$ 682.21	\$ 1,200.00
TOTAL	23	\$ 784.54	\$ 1,380.00

Seasonal Tasks-Labor Hours-Fall

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Core Aerate Turfgrass	10	\$ 341.10	\$ 900.00
Overseed	5	\$ 170.55	\$ 300.00
Fertilizer Application	3	\$ 102.33	\$ 210.00
General Leaf Removal	15	\$ 511.66	\$ 900.00
TOTAL	33	\$ 613.99	\$ 1,410.00

Seasonal Tasks-Labor Hours-Winter

	Labor Hours	Labor Cost: In house Staff	Labor Costs Contracted
Woody Ornamental Pruning	20	682.208	1200
TOTAL	20	682.208	1200

Product Needs and Cost per Year

	Amount	Unit	Cost per unit	Total Cost
Organic Fertilizer	30	bags	\$ 50.00	\$ 1,500.00
Soil Amendments	60	bags	\$ 50.00	\$ 3,000.00
Turfgrass Seed	30	bags	\$ 150.00	\$ 4,500.00
Bark Mulch	40	cubic yards	\$ 35.00	\$ 1,400.00
			TOTAL	\$ 10,400.00

Areas of Interest

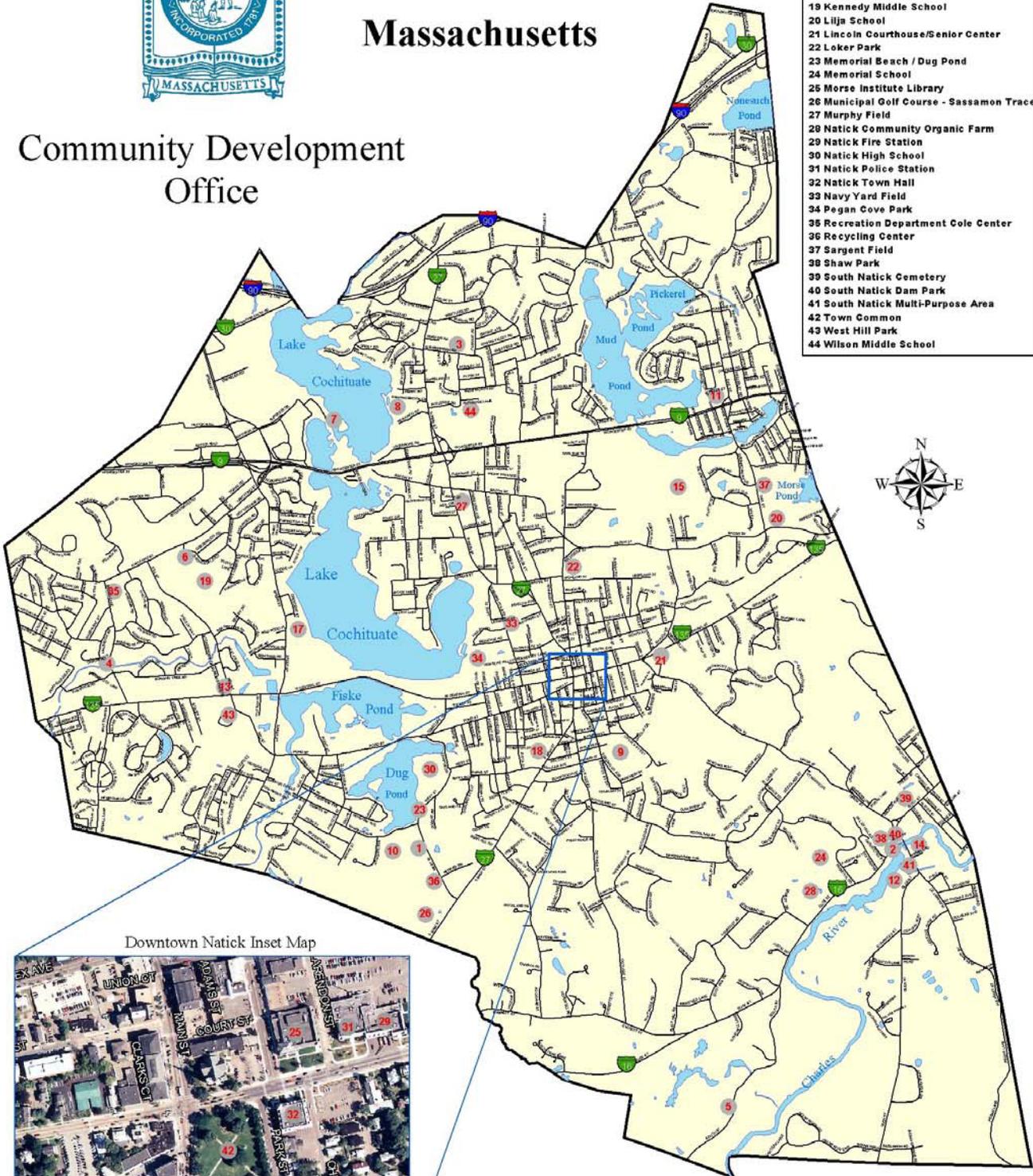


Town of Natick Massachusetts

Community Development
Office

Key to Areas of Interest

- 1 Track around NHS Football Field
- 2 Bacon Free Library
- 3 Bennet Hemenway School
- 4 Boden Lane Cemetery
- 5 Broadmoor Sanctuary
- 6 Brown School
- 7 Camp Arrowhead
- 8 Camp Mary Bunker
- 9 Coolidge Field/Woods
- 10 Department of Public Works
- 11 East Natick School
- 12 Grove Park
- 13 Henry Wilson Memorial
- 14 Hunnewell Fields
- 15 Hunnewell Town Forest
- 16 Indian Burial Ground
- 17 John J. Lane Park
- 18 Johnson School
- 19 Kennedy Middle School
- 20 Lilja School
- 21 Lincoln Courthouse/Senior Center
- 22 Loker Park
- 23 Memorial Beach / Dug Pond
- 24 Memorial School
- 25 Morse Institute Library
- 26 Municipal Golf Course - Sassamon Trace
- 27 Murphy Field
- 28 Natick Community Organic Farm
- 29 Natick Fire Station
- 30 Natick High School
- 31 Natick Police Station
- 32 Natick Town Hall
- 33 Navy Yard Field
- 34 Pegan Cove Park
- 35 Recreation Department Cole Center
- 36 Recycling Center
- 37 Sargent Field
- 38 Shaw Park
- 39 South Natick Cemetery
- 40 South Natick Dam Park
- 41 South Natick Multi-Purpose Area
- 42 Town Common
- 43 West Hill Park
- 44 Wilson Middle School



Downtown Natick Inset Map





**Town of Natick
13 E. Central Street
Natick, MA 01760**

IMPORTANT TOWN BUSINESS