Town of Natick

2016 Spring Annual Town Meeting

Recommendations of the Natick Finance Committee

April 12, 2016 – Natick High School – Natick, MA

Please bring this book with you to the 2016 Spring Annual Town Meeting

Tuesday, April 12, 2016

7:30 PM

NATICK HIGH SCHOOL

For the latest information, please go to www.natickma.gov and click "2016 Spring Annual Town Meeting"

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Finance Committee
Town of Natick, Massachusetts
April 5, 2016

2016 Spring Annual Town Meeting

Greetings to all Town Meeting Members and Citizens of Natick,

This report contains the Natick Finance Committee recommendations for certain articles appearing on the warrant for 2016 Spring Annual Town Meeting.

Under the Town's Charter, the Finance Committee is required to hold public hearings on the Town Administrator's proposed budget for each Town agency and "file a report containing its recommendations for actions on the proposed budget" (Natick Home Rule Charter Article 5 Section 6). Proposed appropriations for operating budgets are included this year in Articles 8, 9 and 11. Proposed appropriations for capital expenditures are included this year in Articles 14 and 15. Under the Town's By-Laws, the Finance Committee is also required to "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" (Natick By-Laws, Chapter 23, Section 4). In accordance with the Town of Natick Home Rule Charter and By-Laws, this report and recommendations are respectfully submitted for your consideration. A summary schedule of Finance Committee recommendations and votes on the various budgets for each Town agency and a separate summary schedule of Finance Committee recommendations and votes by warrant article are presented immediately after this letter.

The Finance Committee could not complete due consideration of all matters of business with regard to two warrant articles. Information applicable to Article 29, which deals with the possible acquisition of 22 Pleasant St., is still confidential and being discussed in executive session with the Board of Selectmen. Accordingly, the Finance Committee could not consider any matters of business with regard to this article. Article 30 deals with the complete repeal of the Town's current 258 page Zoning ByLaw and its complete replacement with a 178 page new Zoning By Law. Time did not permit the Finance Committee to complete due consideration of this article; further consideration of this article is scheduled for April 7, 2016.

The Finance Committee also did not complete the public hearing for the Natick Community Organic Farm division budget which is included in the Town Administrator's proposed preliminary budget for the Community Services department. The Finance Committee has tabled further consideration of this budget to April 12, 2016 when answers to certain legal questions are expected to be available. The questions focus on whether the Town can a) appropriate the full cost of salaries and benefits for employees who work at the farm and b) receive only partial reimbursement for payroll

costs. The Finance Committee's current recommendation on the Community Services department budget in Article 8 does not include the cost of these salaries. The Finance Committee will reconsider this recommendation, as appropriate, on April 12, 2016.

To fulfill its responsibilities under Article 5 of the Charter and Article 23 of the By Laws, the Finance Committee met a total of 18 times on the following dates: January 5th, 19th, 21st, 26th, and 28th; February 2nd, 4th, 9th, 11th, 23rd, and 25th; and March 8th, 10th, 15th, 17th, 22nd, 23rd and 30th. The Finance Committee did not meet on March 1st (the date of the Presidential primary) or March 29th (the date of the local election). In addition to the above dates, subcommittees of the Finance Committee met on numerous occasions.

With regard to the Spring 2016 Annual Town Meeting Warrant, the total appropriation recommended by the Finance Committee is $ 154,814,664 and the total appropriation from tax levy is $ 103,462,553. The approximate tax rate as a result is $ 14.07 per thousand dollars of assessed value.

This book contains the recommendations and detailed report of the Finance Committee. After concluding work on the articles for Special Town Meeting # 1 of 2016 and issuing a summary report and recommendation book on the Spring 2016 Town Meeting warrant, the Finance Committee met on April 5, 2016 to complete a more detailed report which contains the level of detailed information consistent with previous Finance Committee books.

Town Meeting Members may recall the report of the Finance Committee to Fall 2015 Town Meeting. That report stated that the Finance Committee would consider appropriate motions for the Omnibus Budget Article for FY 2017. Some years ago, Town Meeting considered, debated and voted the budget each Town agency separately resulting in approximately 56 separate budget votes within the Omnibus Budget article. In recent years, budgets under the Omnibus Budget were covered in 9 motions (Motions A through I) with votes for the Morse Institute Library and the Bacon Free Library occurring in separate warrant articles. The Finance Committee is recommending that Town Meeting consider the Omnibus Budget for FY 2017 in 11 different motions and votes (Motions A-1, A-2, B-1, B2 and C through I). These 11 motions are presented in Article 8. Morse Institute Library and Bacon Free Library Budgets for FY 2017 will occur within Articles 9 and 11.

During this year's budget hearings, the Finance Committee found that reviewing, asking questions, and obtaining answers in smaller budget segments led to enhanced discussions for several of the larger budgets; specifically the Natick Public Schools budget (Motion A-1) and the Shared Expenses budget (Motion G). These types of discussions could also occur at Town Meeting if procedural motions are made and voted by Town Meeting Members. For example, such procedural motions might propose consideration of the main motions under A-1 and G in predetermined segments for discussion. The procedural motions would basically allow for 3 questions from Town Meeting members within each segment. However, any amendments and all debate and voting would occur after the segmented question and answer process was completed.

For the Natick Public Schools under Motion A-1, Town Meeting can only appropriate a bottom line number. The suggested procedural motion would not change this. The procedural motion would only change the way Town Meeting gathers information to arrive at the bottom line number. The Finance Committee used this organized approach when it considered the budget for the Natick Public Schools, and found this approach to be organized, efficient, highly informative and transparent.

Motion G includes six major categories of budgets: Employee Benefits, Property and Liability Insurance, Pensions and Retirement, Reserve Fund, Debt Service and Facilities Management. The Finance Committee originally considered recommending Motions G-1 through G-6 for these budgets. However, the budget provides 11 funding sources for these six categories. The Deputy Town Administrator for Finance observed that allocating these funding sources to six separate motions would be arbitrary. The Finance Committee concurred and is recommending a segmented procedural process for consideration of Motion G, similar to that proposed for Motion A-1 above. However, Town Meeting members would be able to make amendments to individual budgets within Motion G.

The Finance Committee considers these procedural approaches to be important given the amount of money involved and the role of Town Meeting. The funding under Motion A-1 ($57,778,520) and Motion G ($38,382,256) totals $96,160,826. The total is approximately 92.9% of the total tax levy and approximately 62.1% of the total funding under all Articles on the Spring Town Meeting warrant. The Finance Committee believes that Town Meeting should be provided with the opportunity to consider these budgets with more scrutiny than either large motion alone would otherwise permit.

The Finance Committee notes that Town Meeting is the body in Town to decide matters of appropriation. Under Article 2 Section 1 of the Town Charter, Town Meeting is "to meet, deliberate, act and vote in the exercise of the legislative powers of the town." Article 2 Section 9 of the Charter provides "All of the powers of the town shall be vested on the representative town meeting, except as otherwise provided by law or charter." Article 2 Section 12 of the Charter provides, in relevant part, that Town Meeting be "concerned with the determination of matters involving the expenditure and commitment of town funds, including but limited to the adoption of an annual operating budget for all town agencies". The procedural motions described above will be offered for Town Meeting's consideration in recognition of these responsibilities. Town Meeting has the prerogative to accept or reject these procedural motions.

The Finance Committee's report to Annual Town Meeting is also required under Article 23, Section 4 of the By-Laws to "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." In this regard, the Finance Committee reports to Town Meeting Members that a review of town side expenditure allocations to school spending has indicated that such town side expenses have been over-allocated in reports to the State Department of Education (DOE) in a manner

inconsistent with CMR 603.04 and associated DOE guidelines. Such over-allocations have not affected the amount of money spent by the Natick Public Schools but FY 2014 and FY 2015 state statistics for Natick Net School Spending may have been overstated by $1.75 to $2.0 million per year; in parallel, Natick Per Pupil spending may have been overstated in DOE reports by $350 to $400 per pupil per year. The School and Town Administrations have acknowledged the need to use a definitively DOE-compliant allocation method going forward and are working on this matter.

In reaching its recommendations the Finance Committee has considered the information and comments presented from all of the warrant article sponsors, Town department heads, Town and School Administrations, Town Boards and Commissions, and the public at large. This Recommendation Book is the result of a large group effort. Many volunteers, especially the fifteen members of the Finance Committee as well as members of other committees and boards and Town staff, worked diligently to help bring all of this information to Town Meeting. A number of meetings lasted late into the night and again required a considerable amount of effort and commitment on the part of committee members, Town officials, citizen petitioners, other volunteers, families, and friends that should not go unrecognized.

We would like to express our thanks and appreciation for all of the hard work and dedication contributed by all of the Town officials, members of boards, committees and departments, as well as many concerned citizens, for their cooperation, participation, and openness during our public hearings. Natick is fortunate and well served to have such high quality professionals and volunteers acting on our behalf. We would also like to express our appreciation and respect to Ms. Mish Loud, our recording secretary, for the consistently high quality of our meeting minutes. Her efforts are instrumental in making information about our meetings as transparent and accessible as possible.

Information relating to the Finance Committee may be found on the Town's public website, at http://www.natickma.gov/finance-committee. Any questions or comments about the Finance Committee may also be submitted to us via a link on that web page.

Respectfully Submitted,

Paul Griesmer
Chairperson

John Ciccariello, Vice Chair	Matthew Brand	David Coffey
Bruce Evans, Secretary	Cathi Collins	David Gallo
Carol Gloff	Patrick Hayes	Edward Hudson
Craig Leiner	Michael Linehan	Jerry Pierce
Ed Shooshanian	Rich Sidney	

Summary of Finance Committee Recommendations

Art #	Title	Action	Date	Vote	Funding Amount	Funding Source
1	Authorize Board of Selectmen to Acquire, Obtain, Abandon or Relocate Easements	Favorable Action	2/23/2016	11-0-0		
2	Committee Article	Favorable Action	3/17/2016	8-0-0		
3	Structured Tax Agreement	Favorable Action	2/23/2016	11-0-0		
4	Elected Officials Salary	Favorable Action	3/23/2016	9-0-0		
5	Personnel Board Classification and Pay Plan	Favorable Action	3/23/2016	10-0-0		
6	Collective Bargaining	Favorable Action	3/15/2016	9-0-1	$ 27,196	BOS/TA Collective Bargaining
7	Fiscal 2016 Omnibus Budget Article	No Action	3/15/2016	10-0-0		
8	Fiscal 2017 Omnibus Budget Article	Various			$ 142,400,670	Various
9	Morse Institute Library Fiscal 2017 Budget	Favorable Action	2/25/2016	12-0-0	$ 2,109,608	Tax Levy
10	Bacon Free Library Fiscal 2016 Budget	Favorable Action	2/25/2016	12-0-0	$ 3,100	Free Cash
11	Bacon Free Library Fiscal 2017 Budget	Favorable Action	2/25/2016	12-0-0	$ 164,864	Tax Levy
12	School Bus Transportation Subsidy	Favorable Action	2/23/2016	11-0-0	$ 382,720	Tax Levy
13	Re-authorization of Revolving Funds	A: Fav Action, $100K	2/25/2016	12-0-0		
		B: Fav Action, $ 85K	2/25/2016	12-0-0		
		C: Fav Action, $ 25K	2/25/2016	12-0-0		
		D: Fav Action, $ 75K	2/25/2016	11-0-1		
		E: Fav Action, $ 40K	2/25/2016	12-0-0		
		F: Fav Action, $ 95K	2/25/2016	11-0-1		
		G: Fav Action, $ 25K	2/25/2016	12-0-0		
		H: Fav Action, $ 25K	2/25/2016	12-0-0		
		I: Fav Action, $100K	2/25/2016	12-0-0		
14	Capital Equipment	Favorable Action			$ 779,200	Capital Stabilization Fund
					$ 1,091,000	Tax Levy Borrowing
					$ 345,000	Water/Sewer Borrowing
					$ 174,000	Water/Sewer Retained Earnings
					$ 36,000	Reappropriated Funds
					$ 2,425,200	Total Article 14
15	Capital Improvement	Favorable Action			$ 380,000	Capital Stabilization Fund
					$ 4,515,000	Tax Levy Borrowing
					$ 690,000	Water/Sewer Borrowing
					$ 100,000	Golf Enterprise Borrowing
					$ 245,000	Reappropriated Funds
					$ 5,930,000	Total Article 15
16	Stabilization Fund	No Action	3/10/2016	12-0-0		
17	Operating/Rainy Day Stabilization Fund	No Action	3/10/2016	12-0-0		
18	Capital Stabilization Fund	No Action	3/10/2016	12-0-0		
19	Other Post-Employment Benefits (OPEB) Fund	Favorable Action	2/25/2016	12-0-0	$ 300,000	Free Cash
20	Rescind Authorized, Unissued Debt	Favorable Action	3/10/2016	12-0-0	$ -	
21	Increase Personal Property Exemptions	Favorable Action	2/23/2016	11-0-0	$ -	
22	Unpaid Bills	Favorable Action	2/23/2016	11-0-0	$ 1,626	Free Cash
23	Conservation Fund Study Committee Report	Favorable Action	3/23/2016	9-0-0		
24	Rescinding Previous Appropriations	No Action	2/25/2016	11-0-0		
25	Change to a Definition in the Zoning By-Law	Favorable Action	3/10/2016	12-0-0		
26	Home Rule Petition: Simplified Street Acceptance Process	Referral to BOS and DPW Director	3/10/2016	13.0.0		
27	Acquisition of CSX Saxonville Branch	No Action	3/8/2016	10-0-0		
28	Acquisition of the So-Called Wonderbread Spur	No Action	3/8/2016	10-0-0		
29	Acquisition of 22 Pleasant Street	No Motions made				
30	Reorganization of Zoning By-Laws	Tabled until April 7 meeting	3/23/2016	9-0-0		
31	Hear Report, Extend Term and Appropriate Funds for Tiny House Study Committee	Favorable Action	3/22/2016	12-0-0		
32	Amend Town of Natick By-Law Article 24, Section 3.2	Referral to BOS and Town Administator	3/10/2016	13-0-0		
33	Appropriate Funds for Design of New West Natick Fire Station	Favorable Action	3/8/2016	11-0-0	$ 560,000	Mitigation Funds
34	Appropriate Funds to the Walcott Fund	Favorable Action	3/17/2016	8-0-0	$ 15,000	Free Cash
35	Appropriate Funds for Route 27 Design	Favorable Action	2/23/2016	11-0-0	$ 19,680	Mitigation Funds

Summary of Finance Committee Recommendations

Art #	Title	Action	Date	Vote	Funding Amount	Funding Source
36	Amend General By-Laws Regarding Directional Signage of Public Rights-of-Way	Referral to Sponsor	3/17/2016	8-0-0		
37	Appropriate Funds for Development of a Comprehensive Master Plan	Favorable Action	3/10/2016	13-0-0	$ 200,000	Free Cash
38	Acquisition of 320 Bacon Street	Favorable Action	3/22/2016	12-0-0	$ 275,000	Retained Earnings
39	Appropriate Funds for Abutters to Lake Street Drainage Project	Indefinite Postponement	3/15/2016	10-0-0	$ -	Free Cash

Summary of Finance Committee Public Hearing Results on Town Administrator's Preliminary Budget

Department or Division	Town Administrator's Budget	Date of Budget Hearing	Finance Committee Recommendation	Finance Committee Vote	Amount Recommended
Revenue Budget (Revised)	$ 150,150,053	1/19/2016	*Favorable Action*	12-0-0	$ 149,976,716
Natick Public Schools	$57,778,570	3/8/2016	*Favorable Action*	12-0-0	$57,778,570
South Middlesex Regional Vocational School	$1,522,958	3/15/2016	*Favorable Action*	10-0-0	$1,522,958
Morse Institute Library	$2,109,608	2/4/2016	*Favorable Action*	11-0-1	$2,109,608
Bacon Free Library	$164,864	2/4/2016	*Favorable Action*	12-0-0	$164,864
Public Safety					
Emergency Management	$35,600	1/26/2016	*Favorable Action*	10-0-0	$35,600
Parking Enforcement	$135,399	1/26/2016	*Favorable Action*	11-0-0	$135,399
Police	$6,658,592	1/26/2016	*Favorable Action*	11-0-0	$6,658,592
Fire	$8,123,191	1/26/2016	*Favorable Action*	11-0-0	$8,123,191
Total Public Safety	$14,952,782				$14,952,782
Department of Public Works					
Administration	$358,327	2/2/2016	*Favorable Action*	14-0-0	$358,327
Municipal Energy	$1,474,234	2/2/2016	*Favorable Action*	12-0-0	$1,474,234
Engineering	$544,872	2/2/2016	*Favorable Action*	15-0-0	$544,872
Equipment Maintenance	$892,194	2/2/2016	*Favorable Action*	15-0-0	$892,194
Highway, Sanitation & Recycling	$3,312,542	2/2/2016	*Favorable Action*	15-0-0	$3,312,542
Land Faciltities & Natural Resources	$902,663	2/9/2016	*Favorable Action*	12-0-0	$902,663
Total DPW	$7,484,832				$7,484,832
Community Services Department					
Administration	$263,917	1/19/2016	*Favorable Action*	12-0-0	$263,917
Council on Aging	$352,284	1/19/2016	*Favorable Action*	12-0-0	$352,284
Human Services	$123,429	1/19/2016	*Favorable Action*	12-0-0	$123,429
Veterans' Services	$448,117	1/19/2016	*Favorable Action*	12-0-0	$448,117
Recreation and Parks	$396,128	1/19/2016	*Favorable Action*	12-0-0	$396,128
Natick Community Organic Farm	$173,337	3/15/2016	*Tabled to 4/12/16*	9-0-0	Pending
Total Community Services	$1,757,212				
Board of Health	$521,946	1/19/2016	*Favorable Action*	13-0-0	$521,946
Administrative Support Services					
Board of Selectmen	$2,206,183	2/9/2016	*Favorable Action*	11-0-0	$2,206,183
Personnel Board	$1,000	1/21/2016	*Favorable Action*	11-0-0	$1,000
Town Report	$4,100	1/21/2016	*Favorable Action*	11-0-0	$4,100
Legal	$357,100	2/9/2016	*Favorable Action*	11-0-0	$357,100
Finance:					
Administration	$63,953	1/26/2016	*Favorable Action*	12-0-0	$63,953
Comptroller	$444,426	1/26/2016	*Favorable Action*	12-0-0	$444,426
Assessor	$460,321	1/26/2016	*Favorable Action*	12-0-0	$460,321
Collector	$355,976	1/26/2016	*Favorable Action*	12-0-0	$355,976

Summary of Finance Committee Public Hearing Results on Town Administrator's Preliminary Budget

Department or Division	Town Administrator's Budget	Date of Budget Hearing	Finance Committee Recommendation	Finance Committee Vote	Amount Recommended
Treasurer	$226,186	1/26/2016	*Favorable Action*	12-0-0	$226,186
Subtotal: Finance	$1,550,862				$1,550,862
Information Systems	$1,204,670	2/4/2016	*Favorable Action*	11-0-0	$1,204,670
Town Clerk	$291,537	3/23/2016	*Favorable Action*	9-0-0	$291,537
Elections	$124,763	1/21/2016	*Favorable Action*	10-0-0	$124,763
Sealer of Weights & Measures	$15,534	1/21/2016	*Favorable Action*	11-0-0	$15,534
Community & Economic Developmen	$869,905	1/28/2016	*Favorable Action*	12-0-0	$869,905
Total Administrative Support Services	$6,625,654				$6,625,654
Committees and Commissions					
Finance Committee	$17,450	1/21/2016	*Favorable Action*	10-0-0	$17,450
Commission on Disability	$750	1/21/2016	*Favorable Action*	11-0-0	$750
Cultural Council	$700	1/21/2016	*Favorable Action*	11-0-0	$700
Historical Commission	$750	1/21/2016	*Favorable Action*	11-0-0	$750
Historic District Commission	$550	1/21/2016	*Favorable Action*	11-0-0	$550
Total Committees and Commissions	$20,200				$20,200
Shared Expenses					
Employee Fringe Benefits	$15,740,594	3/15/2016	*Favorable Action*	10-0-0	$15,740,594
Property & Liability Insurance	$641,750	2/4/2016	*Favorable Action*	10-0-0	$641,750
Contributory Retirement	$8,194,354	1/21/2016	*Favorable Action*	11-0-0	$8,194,354
Non- Contributory Retirement	$42,803	1/21/2016	*Favorable Action*	10-0-0	$42,803
Debt Service	$10,495,357	2/9/2016	*Favorable Action*	12-0-0	$10,495,357
Reserve Fund	$250,000	1/21/2016	*Favorable Action*	11-0-0	$250,000
Facilities Management	$3,017,398	2/4/2016	*Favorable Action*	12-0-0	$3,017,398
Total Shared Expenses	$38,382,256				$38,382,256
Water & Sewer Enterprise Fund					
Operations	$9,070,761	3/15/2016	*Favorable Action*	10-0-0	$9,070,761
Utility Billing	$201,214	2/2/2016	*Favorable Action*	12-0-0	$201,214
Employee Benefits	$737,941	3/15/2016	*Favorable Action*	10-0-0	$737,941
Debt Service	$2,390,788	3/15/2016	*Favorable Action*	10-0-0	$2,390,788
Reserve	$200,000	2/2/2016	*Favorable Action*	12-0-0	$200,000
Total Water & Sewer Enterprise Fund	$12,600,704				$12,600,704
Sassamon Trace Enterprise Fund	$926,893	1/19/2016	*Favorable Action*	13-0-0	$926,893

Note: The above budgets were considered during the public hearings held by the Finance Committee on the Town Administrator's preliminary budget. These public hearings are required by Article V Section 5-6 of the Town Charter which requires the preliminary budget to be heard by town agency. Article V Section 5-5 of the Charter requires the preliminary budget to be presented by town agency. The Charter defines "town agency" as any board, committee, department, division or office of the Town. The required public hearings on the budget are separate from but form a basis for consideration of warrant articles for the Omnibus Budget and budgets for the two libraries in Town. Motions for appropriations for expense budgets are also considered in separate votes on warrant articles.

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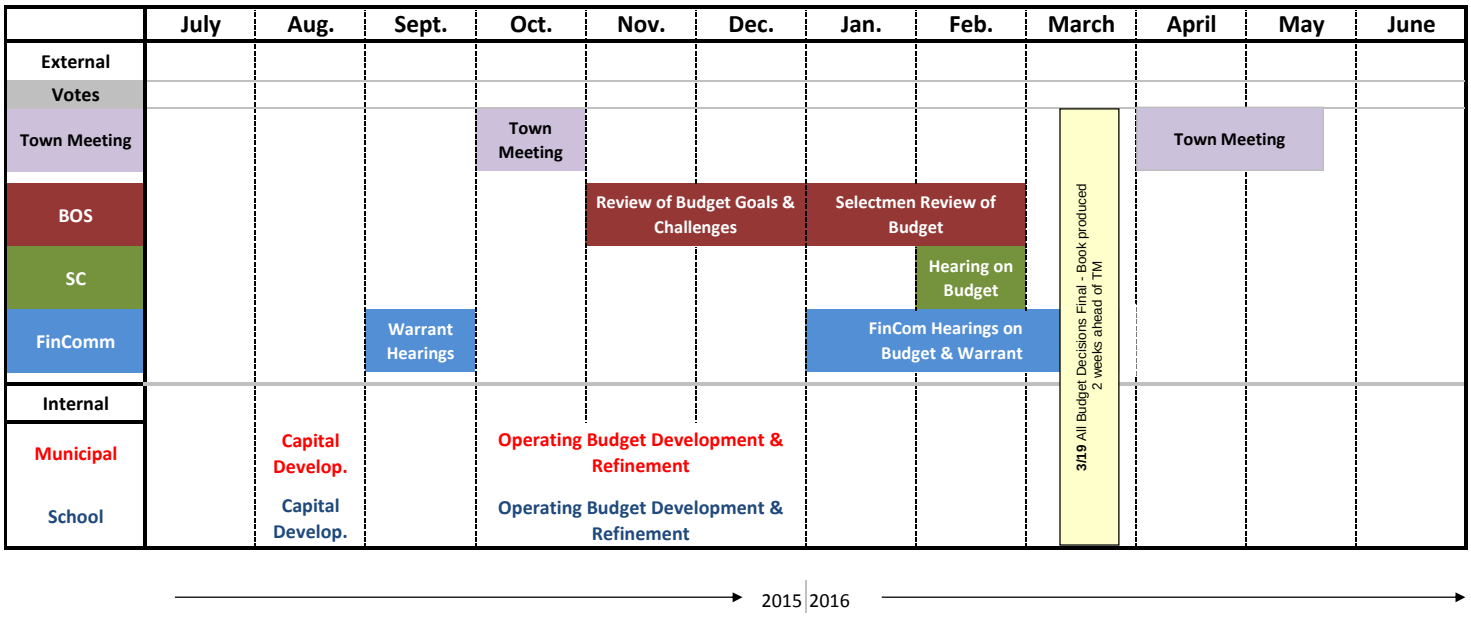
FY 2017 Budget Schedule & Process



Significant Dates

August 2015
Capital Development (Internal - Schools & Municipal)

September 2015

Capital Update Submitted	September 1st

October 2015

Operating Budget Development (Internal)	Mid-to- Late October
2015 Fall Town Meeting	Begins October 20th

November 2015

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

December 2015

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

January 2016

Submittal of FY 2017 Administrator's Proposed Budget to BOS & FC	**January 4th**
Finance Committee Public Hearings on Budget	All January
BOS - Review of Budget	

February 2016

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

March 2016

Finance Committee Public Hearings on Budget	to March 15
Preparation of Materials for Town Meeting	March 16-31
Municipal Election	March 29th

April - May 2016

Town Meeting	Commences April 12th

July 2016

Start of FY 2017	July 1

FY 2017 Budget Schedule & Process

The legislative body of the Town of Natick is a representative Town Meeting comprised of 180 elected Town Meeting Members. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects. The Town Administrator is required to submit a Proposed Budget to the Board of Selectmen and Finance Committee on January 4, 2016. An ***Open Process*** is utilized in developing the budget. Internally, input is elicited and encouraged from all staff levels. Externally more and more citizen participation is encouraged and sought after. The open process allows for greater inclusion in decision-making and in the overall development of the budget.

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

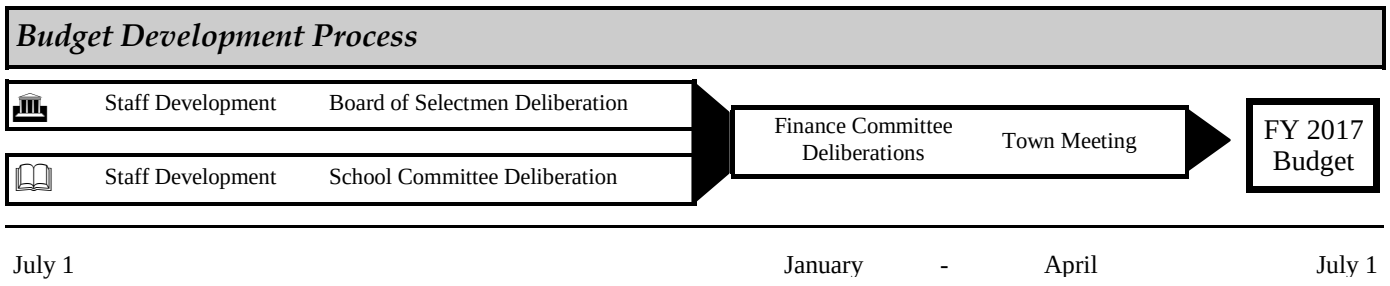
While the municipal staff is developing one part of the operating budget, the School Department begins a separate process for developing the operating budget of the Natick Public Schools. The Town Administrator is responsible for making budget recommendations for all Town programs, including a total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

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

Once the Town Administrator presents her recommended budget to the Board of Selectmen and the Finance Committee on January 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 committees are involved in and help guide the decision making process from beginning to end. Through this process, the Town Administrator is able to consider the input of all of these groups when preparing the Proposed Budget.

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

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



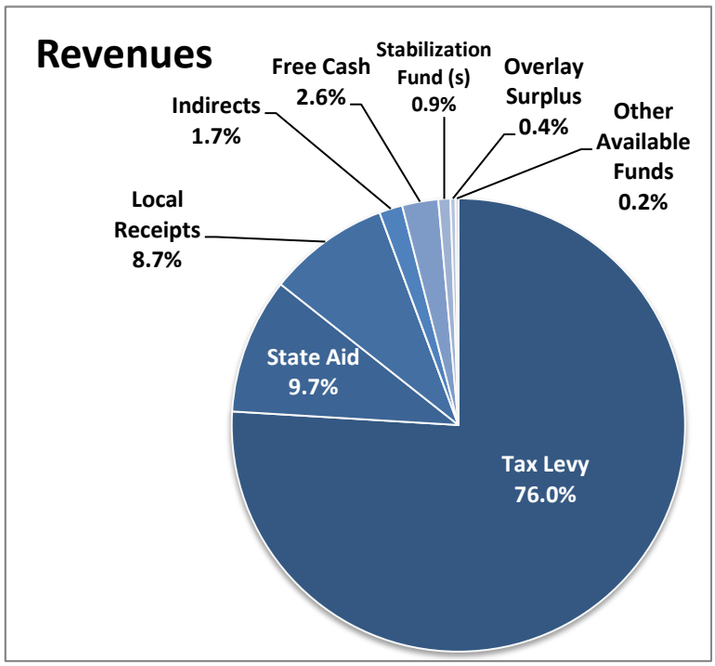
General Fund Revenue/Expenditure Summary

General Fund Revenues	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
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	$ 3,514,529	(1,585,760)	-31.09%
Stabilization Fund (s)	$ 2,424,229	$ 3,058,758	$ 2,033,264	$ 1,163,100	(870,164)	-42.80%
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**	**136,445,356**	**1,680,649**	**1.25%**
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	$ 1,522,958	275,645	22.10%
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	$ 14,952,782	65,766	0.44%
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	$ 6,625,654	803,585	13.80%
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	$ 15,740,594	(1,642,073)	-9.45%
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	$ 10,495,357	(222,243)	-2.07%
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**	**$ 131,320,882**	**$ 4,074,218**	**3.20%**
Capital Improvements	$ 1,725,150	$ 2,003,250	$ 1,402,850	$ 1,159,200	(243,650)	-17.37%
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	$ 145,000	(554,569)	-79.27%
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	$ -	$ 300,000	300,000	#DIV/0!
Misc. Articles	$ 269,596	$ 333,000	$ 342,600	$ 216,626	(125,974)	-36.77%
Total General Fund Expenses	**$ 126,607,662**	**$ 129,348,967**	**$ 134,764,707**	**$ 136,445,356**	**1,680,649**	**1.25%**
Net Excess / (Deficit)	**4,508,307**	**8,338,879**	**-**	**(0)**	**(0)**	**#DIV/0!**

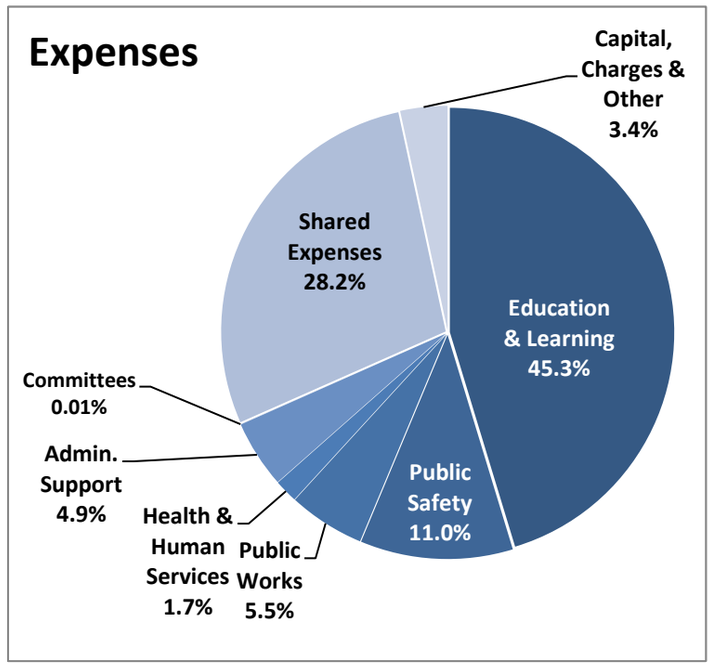
General Fund Revenue/Expenditure Summary

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

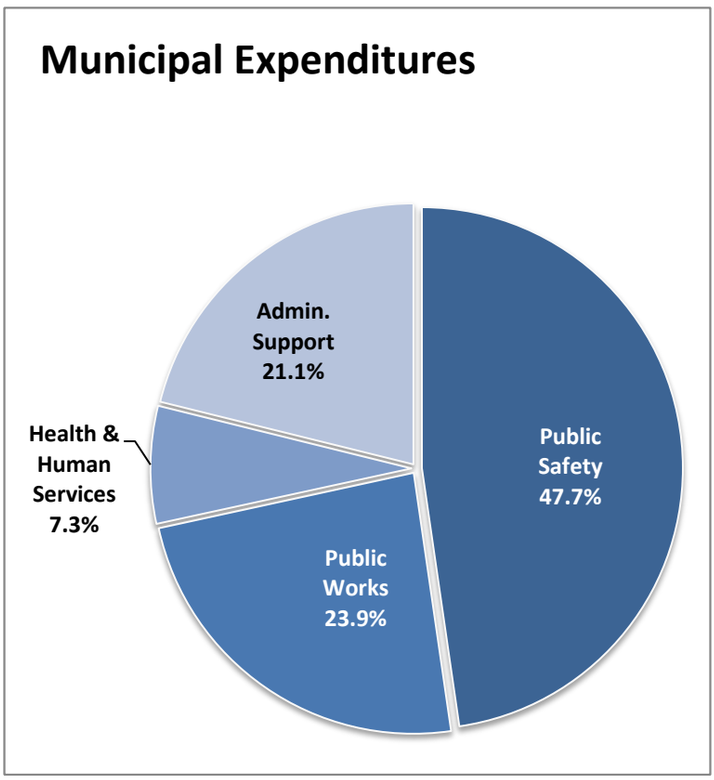
General Fund Revenues - FY 2017



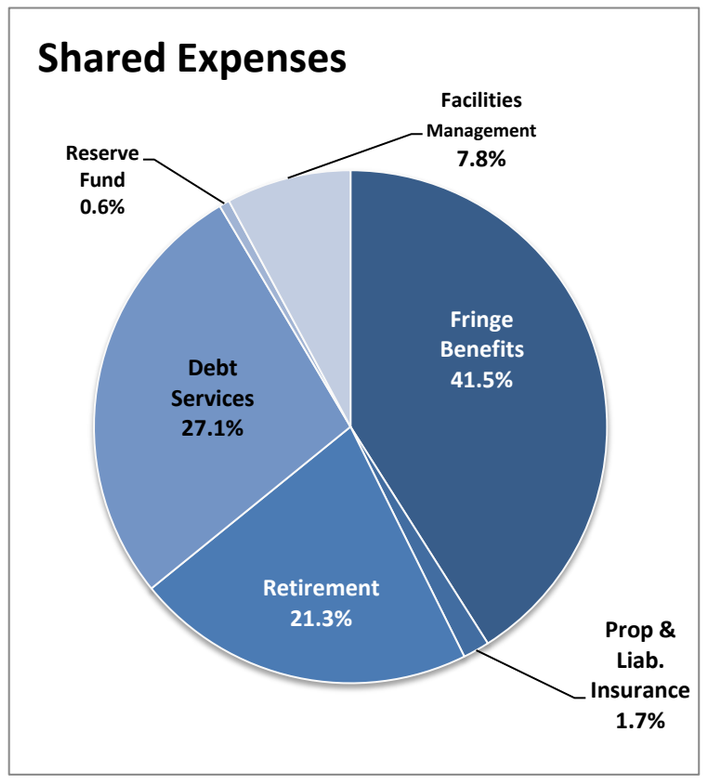
General Fund Expenditures - FY 2017



Municipal Expenditures - FY 2017



Shared Expenditures - FY 2017



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 $1,680,650 or 1.25%** over the prior fiscal year. State Aid and Local Receipts are stabilized for FY2017. The Available Funds show a decrease of ($2,498,000) but that is due to using less free cash for capital and also not transferring free cash to stabilization funds as has been done in past years. Overall the revenue estimation is strong for the FY2017 budget.

General Fund Revenue Summary	**FY 2014** Actual	**FY 2015** Actual	**FY 2016** Appropriated	**FY 2017** Preliminary	**2016 vs. 2017** $ (+/-)	% (+/-)
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	$ 5,453,162	$ (2,498,000)	-31.42%
Gross General Fund Revenues	**$ 131,724,469**	**$ 137,681,369**	**$ 134,764,707**	**$ 136,445,356**	**$ 1,680,650**	**1.25%**

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 fluxuation 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 $2,498,000. 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 transers 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 catagorized 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	$ 3,514,529
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	$ 1,159,200
FAR Bonus Stabilization Fund	$ -	$ -	$ -	$ -	$ -	$ 3,900
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**	**$ 5,453,162**

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**	**$ 136,445,356**

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 $ (+/-)	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	$ 1,522,958	$ 275,645	22.10%
Total Keefe Tech	**$ 1,270,852**	**$ 1,091,902**	**$ 1,247,313**	**$ 1,522,958**	**$ 275,645**	**22.10%**
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**	**$ 61,576,000**	**$ 4,267,019**	**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**	**$ -**	**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	$ 6,366,266	$ 6,432,579	$ 66,313	1.04%
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**	**$ 6,625,279**	**$ 6,658,592**	**$ 33,313**	**0.50%**
Fire						
Salaries	$ 7,798,772	$ 7,635,349	$ 7,862,733	$ 7,893,341	$ 30,608	0.39%
Expenses	$ 204,754	$ 216,330	$ 231,000	$ 229,850	$ (1,150)	-0.50%
Total Fire	**$ 8,003,526**	**$ 7,851,679**	**$ 8,093,733**	**$ 8,123,191**	**$ 29,458**	**0.36%**
Total Public Safety	**14,186,967**	**14,159,001**	**14,887,016**	**14,952,782**	**65,766**	**0.44%**
Public Works						
Section V - Public Works						
Salaries	$ 3,082,618	$ 3,209,952	$ 3,461,817	$ 3,521,633	$ 59,816	1.73%
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	$ 1,450,007	$ 1,474,234	$ 24,227	1.67%
Snow & Ice	$ 1,042,022	$ 1,264,319	$ 550,000	$ 550,000	$ -	0.00%
Total Public Works	**$ 7,402,978**	**$ 7,506,759**	**$ 7,323,125**	**$ 7,484,832**	**$ 161,707**	**2.21%**

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 $ (+/-)	2016 vs. 2017 % (+/-)
Health & Human Services						
Section VI - Health & Human Services						
Community Services						
Salaries	$ 1,178,161	$ 1,186,369	$ 1,248,988	$ 1,271,206	$ 22,218	1.78%
Expenses	$ 337,046	$ 395,923	$ 461,745	$ 486,006	$ 24,261	5.25%
Total Community Services	**$ 1,515,207**	**$ 1,582,292**	**$ 1,710,733**	**$ 1,757,212**	**$ 46,479**	**2.72%**
Board of Health						
Salaries	$ 390,566	$ 406,542	$ 435,169	$ 471,196	$ 36,027	8.28%
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**	**$ 485,419**	**$ 521,946**	**$ 36,527**	**7.52%**
Total Health & Human Services	**$ 1,940,512**	**$ 2,027,627**	**$ 2,196,152**	**$ 2,279,158**	**$ 83,006**	**3.78%**
Administrative Support Services						
Section VII - Administrative Support Services						
Board of Selectmen						
Salaries	$ 701,123	$ 821,914	$ 956,270	$ 970,733	$ 14,463	1.51%
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	$ -	$ -	$ 436,481	$ 875,000	$ 438,519	100.47%
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**	**$ 1,706,201**	**$ 2,206,183**	**$ 499,982**	**29.30%**
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	$ 1,094,032	$ 1,088,512	$ (5,520)	-0.50%
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**	**$ 1,525,432**	**$ 1,550,862**	**$ 25,430**	**1.67%**
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	$ 249,337	$ 9,665	4.03%
Expenses	$ 8,804	$ 12,628	$ 22,050	$ 42,200	$ 20,150	91.38%
Total Town Clerk	**$ 232,181**	**$ 245,617**	**$ 261,722**	**$ 291,537**	**$ 29,815**	**11.39%**

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 $ (+/-)	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	$ 842,254	$ 840,155	$ (2,099)	-0.25%
Expenses	$ 24,853	$ 21,753	$ 26,800	$ 29,750	$ 2,950	11.01%
Total Community Development	**$ 773,833**	**$ 717,695**	**$ 869,054**	**$ 869,905**	**$ 851**	**0.10%**
Total Admin. Support Services	**$ 4,753,421**	**$ 4,846,378**	**$ 5,822,069**	**$ 6,625,654**	**$ 803,585**	**13.80%**
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	$ 14,216,221	$ 15,187,276	$ 17,246,817	$ 15,609,744	$ (1,637,073)	-9.49%
Other Personnel Services	$ 6,500	$ 22,250	$ 135,850	$ 130,850	$ (5,000)	-3.68%
Total Employee Fringe	**$ 14,222,721**	**$ 15,209,526**	**$ 17,382,667**	**$ 15,740,594**	**$ (1,642,073)**	**-9.45%**
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 Appropriated (After 2015 FATM Votes)	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
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%
Leased Land				$ 3,900	$ 3,900	#DIV/0!
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**	**$ 10,495,357**	**$ (222,243)**	**-2.07%**
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	$ 2,443,068	$ 2,440,848	$ (2,220)	-0.09%
Expenses	$ 121,000	$ 531,435	$ 559,615	$ 576,550	$ 16,935	3.03%
Total Facilities Management	**$ 2,523,236**	**$ 2,957,512**	**$ 3,002,683**	**$ 3,017,398**	**$ 14,715**	**0.49%**
Total Shared Expenses	**$ 34,796,115**	**$ 36,703,484**	**$ 39,685,771**	**$ 38,382,256**	**$ (1,303,515)**	**-3.28%**
Total General Fund Operations	**$ 114,978,483**	**$ 120,053,039**	**$ 127,246,664**	**$ 131,320,882**	**$ 4,074,218**	**3.20%**
Reconciliation						
Total General Fund Operations	**$ 114,978,483**	**$ 120,053,039**	**$ 127,246,664**	**$ 131,320,882**	**$ 4,074,218**	**3.20%**
Other General Fund Appropriations						
Capital Equipment and Improvements	$ 1,725,150	$ 2,003,250	$ 1,402,850	$ 1,159,200	$ (243,650)	-17.37%
School Bus Subsidy	$ 350,243	$ 355,602	$ 371,573	$ 382,720	$ 11,147	3.00%
Misc. Articles	$ 269,596	$ 333,000	$ 342,600	$ 216,626	$ (125,974)	-36.77%
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 StabilizationFund		$ 100,000			$ -	#DIV/0!
FAR Bonus Stabilization Fund			$ 433,635		$ (433,635)	-100.00%
OPEB Trust Fund		$ 250,000		$ 300,000	$ 300,000	#DIV/0!
Total Other G/F Appropriations	**$ 7,754,075**	**$ 6,131,031**	**$ 4,174,546**	**$ 2,335,546**	**$ (1,839,000)**	**-44.05%**
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	$ 145,000	$ (554,569)	-79.27%
Overlay	$ 1,349,903	$ 1,160,387	$ 1,000,000	$ 1,000,000	$ -	0.00%
Total Other G/F Expenses	**$ 3,739,662**	**$ 3,164,897**	**$ 3,343,497**	**$ 2,788,928**	**$ (554,569)**	**-16.59%**
Total General Fund	**$ 126,472,220**	**$ 129,348,967**	**$ 134,764,707**	**$ 136,445,356**	**$ 1,680,649**	**1.25%**

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 $1.9M 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	106,864,408	110,067,302	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	2,260,123	2,260,123	Dependent Upon General Fund Operating Budget
6	Free Cash	5,668,115	5,100,289	3,514,529	3,000,000	3,000,000	
7	Capital Stabilization Fund	3,058,758	2,033,264	1,159,200	1,300,000	1,300,000	CSF funds spent on cash capital
	FAR Bonus Stabilization Fund			3,900	3,900	3,900	
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**	**136,445,356**	**139,682,078**	**143,271,644**	
	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	1,522,958	1,599,106	1,679,061	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	14,952,782	15,102,310	15,253,333	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	6,625,654	6,758,167	6,893,330	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	15,740,594	16,740,594	17,740,594	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	10,495,357	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**	**131,320,882**	**136,933,158**	**142,365,892**	
26	**Capital Improvements**	2,003,250	1,402,850	1,159,200	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
31	**Snow Removal Supplement**	253,499	699,569	145,000	-	-	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	274,000	271,000	See Sassamon Trace Golf Course Enterprise Fund 10 Year Projection
34	**General Stabilization Fund**	150,000	-	-	-	-	
35	**Operational Stabilization Fund**	625,000	-	-	-	-	
36	**Capital Stabilization Fund**	2,005,092	1,343,888	-	-	-	
37	**One-to-One Stab Fund**	100,000	-	-	-	-	
38	**FAR Bonus Stab Fund**	-	433,635	-	-	-	
39	**OPEB Trust Fund**	250,000	-	300,000	-	-	
41	**Misc. Articles**	333,000	342,600	216,626	-	-	
	Total General Fund Expenses	**129,348,967**	**134,764,707**	**136,445,356**	**141,558,812**	**147,014,031**	
	Net Excess / (Deficit)	**8,338,879**	**-**	**(0)**	**(1,876,734)**	**(3,742,388)**	

Board of Selectmen Recommendations
Spring Annual Town Meeting
April 12, 2016

Article #	Article Name	Recommendation	Vote
Article 1	Authorize Board of Selectmen to Accept, Acquire, Obtain, Abandon or Relocate Easements Easements	Favorable Action	4-0
Article 2	Committee Article	Favorable Action	5-0
Article 3	Structured Tax Agreement	Favorable Action	5-0
Article 4	Elected Officials Salary	Favorable Action	4-1
Article 5	Personnel Board Classification and Pay Plan	Favorable Action	5-0
Article 6	Collective Bargaining		
Article 7	Fiscal 2016 Omnibus Budget Article	Recommend No Action	4-0
Article 8	Fiscal 2017 Omnibus Budget Article	Favorable Action	Various
Article 9	Morse Institute Library Fiscal 2017 Budget		
Article 10	Bacon Free Library Fiscal 2016 Budget	Favorable Action $3,100	4-0
Article 11	Bacon Free Library Fiscal 2017 Budget		
Article 12	School Bus Transportation Subsidy	Favorable Action $382,720	5-0
Article 13	Re-authorization of Revolving Funds	Favorable Action	4-0
Article 14	Capital Equipment	Favorable Action $2,425,200	5-0
Article 15	Capital Improvement	Favorable Action $5,930,000	5-0
Article 16	Stabilization Fund		
Article 17	Operating/Rainy Day Stabilization Fund		
Article 18	Capital Stabilization Fund		
Article 19	Other Post-Employment Benefits (OPEB) Fund	Favorable Action $300,000	5-0
Article 20	Rescind Authorized, Unissued Debt	Favorable Action	4-0
Article 21	Increase Personal Property Exemptions	Favorable Action	5-0
Article 22	Unpaid Bills	Favorable Action $1,626	5-0
Article 23	Conservation Fund Study Committee Report		
Article 24	Rescinding Previous Appropriations	Recommend No Action	5-0
Article 25	Change to a Definition in the Zoning By-Law	Favorable Action	4-1
Article 26	Home Rule Petition: Simplified Street Acceptance	Favorable Action	5-0
Article 27	Acquisition of CSX Saxonville Branch	Recommend No Action	5-0
Article 28	Acquisition of the So-Called Wonderbread Spur	Recommend No Action	5-0
Article 29	Acquisition of 22 Pleasant Street	Favorable Action	5-0
Article 30	Reorganization of Zoning By-Laws		
Article 31	Hear Report, Extend Term and Appropriate Funds for Tiny House Study Committee	Favorable Action	5-0
Article 32	Amend Town of Natick By-Law Article 24, Section 3.2		
Article 33	Appropriate Funds for Design of New West Natick Fire Station	Favorable Action $560,000	5-0

Board of Selectmen Recommendations
Spring Annual Town Meeting
April 12, 2016

Article #	Article Name	Recommendation	Vote
Article 34	Appropriate Funds to the Walcott Fund	Favorable Action $15,000	5-0
Article 35	Appropriate Funds for Route 27 Design	Favorable Action $19,680	5-0
Article 36	Amend General By-Laws Regarding Directional Signage on Public Rights-of-Way	Favorable Action	4-0
Article 37	Appropriate Funds for Development of a Comprehensive Master Plan	Favorable Action $200,000	4-0
Article 38	Acquisition of 320 Bacon Street	Favorable Action $275,000	5-0
Article 39	Appropriate Funds for Abutters to Lake Street Drainage Project	Recommend No Action	5-0

MEMORANDUM

To: Natick Town Meeting Members

From: Natick Planning Board

Date: March 30, 2016

Re: 2016 Spring Annual Town Meeting Articles
Planning Board Recommendations

In accordance with Article 40, Section 6 of the By-Laws of the Town of Natick, the Planning Board provides herein its report on warrant article recommendations, as specified in Section 3-11(b) of the Charter, so that they may be provided to each Town Meeting member in tandem with the recommendations of the Town Finance Committee.

The Planning Board held public hearings for the Warrant Articles 25 and 30 at its meetings of March 9 and 23, 2016. The Board voted on Warrant Articles 26, 31, and 37 as posted agenda items at its meeting of March 9 and March 23, 2016.

Article 25 Change to a Definition in the Zoning Bylaws

At its meeting of March 9, 2016, the Planning Board voted to recommend **favorable action** on the subject matter of Article 25. Vote 5-0-0. At the public hearing, members indicated that the revised wording clarified what constituted qualifying elements of an "Open Space Public Benefit Amenity" and correcting an inference that all (rather than some) of the listed criteria must be included.

Article 26 Home Rule Petition: Simplified Street Acceptance Process

At its meeting of March 23, 2016, the Planning Board voted to recommend **favorable action** on the subject matter of Article 26. Vote 5-0-0. The Board, which is generally supportive of street acceptance where appropriate, notes that the simplified process would preserve it ability to review prospective street acceptances. Street acceptance would still require Town Meeting action.

Article 30 Reorganization of Zoning Bylaws

At its meeting on March 9, as amended as its meeting on March 23, 2016, the Planning Board voted to recommend **favorable action** on the subject matter of Article 30. Vote 4-1-0 (Munnich). A detailed summary of the Zoning Bylaw reorganization proposal and process is accompanying the draft Bylaw. The motions as voted read:

Move that the Town amend and recodify the Zoning Bylaw as follows:

1. Delete in their entireties the following provisions of the existing Zoning Bylaw:
    a. Section I: General
    b. Section II: Use Districts
    c. Section III: Use Regulations
    d. Section IV: Intensity Regulations
    e. Section V: Special Requirements
    f. Section VI: Administration

2. Substitute the following provisions in the document entitled "Zoning Bylaw," which is on file in the Community Development Office and the office of the Town Clerk, and which is being distributed to all Town Meeting members:
    a. Section 1.0: Purpose and Authority
    b. Section 2.0: Districts
    c. Section 3.0: Use Regulations
    d. Section 4.0: Dimensional Requirements
    e. Section 5.0: Nonconforming Uses and Structures
    f. Section 6.0: General Regulations
    g. Section 7.0: Special Regulations
    h. Section 8.0: Special Residential Regulations
    i. Section 9.0: Special District Regulations
    j. Section 10.0: Highway Districts
    k. Section 11.0: Administration and Procedures
    l. Section 12.0: Definitions

With the following four amendments:

1. **Section 5.4 (Nonconforming single and two family residential structures)**

   At the end of the paragraph, to delete the phrase "as long as such addition does not increase the habitable floor area of the original structure by more than fifty (50%) percent of the original structure"

   REDLINE VERSION BELOW FOR REFERENCE

   5.4 NONCONFORMING SINGLE AND TWO FAMILY RESIDENTIAL STRUCTURES

   Nonconforming single and two family residential structures may be reconstructed, extended, altered, or structurally changed upon a determination by the Building Commissioner that such proposed reconstruction, expansion, alteration, or change does not increase the nonconforming nature of said structure. For the purposes of this subsection, the term "reconstruction" shall mean the partial, not total, reconstruction of a structure. The following circumstances shall not be deemed to increase the nonconforming nature of said structure~~ as long as such addition does not increase the habitable floor area of the original structure by more than fifty (50%) percent of the original structure~~.

   5.4.1 Insufficient Area. Alteration to a structure located on a lot with insufficient area which complies with all current setback, yard, building coverage, and building height requirements;

   5.4.2 Insufficient Frontage. Alteration to a structure located on a lot with insufficient frontage which complies with all current setback, yard, building coverage, and building height requirements; or

   5.4.3 Side Yard Encroachment. Alteration to a structure which encroaches upon one or more required yard or setback areas, where the alteration will comply with all current setback, yard, building coverage and building height requirements.

   5.4.4 Increase in Nonconforming Nature. In the event that the Building Commissioner determines that the nonconforming nature of such structure would be increased by the proposed reconstruction, extension, alteration, or change because the above-stated criteria do not apply, the Board of Appeals may, by special permit, allow such reconstruction, extension, alteration, or change where it determines (in lieu of the criteria set forth in Section 11.6) that the proposed modification will not be substantially more detrimental than the existing nonconforming structure to the neighborhood.

2. Section 6.2.2 (Existing Signs)

To delete the phrase "on the date on which this Section becomes operative"
And replace it with the phrase "on August 10, 1960"

To delete the phrase "before this Section becomes operative"
And replace it with the phrase "before August 10, 1960"

REDLINE VERSION BELOW FOR REFERENCE

6.2.2 Existing Signs. This Section shall not require the alteration or removal of any sign lawfully existing within the Town ~~on the date on which this section becomes operative~~ on August 10, 1960. Any sign, the erection of which has been lawfully begun and carried on in good faith ~~before this section becomes operative~~ before August 10, 1960, may be completed according to laws and regulations then in force, but shall conform hereto as far as practicable without hardship

3. Section 7.2 (Drive-through windows)

To delete the following section in its entirety.

"7.2 DRIVE-THROUGH WINDOWS

7.2.1 Special Permit Required. A drive-in or drive-through window may be permitted on special permit by the Planning Board provided it complies with the following technical requirements and the special permit criteria listed in Section 11.6

7.2.2 Requirements.

1. Only one drive-through window per building is allowed, but a drive-through window may service more than one vehicle at a time.

2. Drive-through entrances and exits shall be located at least 25 feet from any intersection or pedestrian crosswalk and will require the approval of the Superintendent of Public Works and the Traffic Safety Officer.

3. An aisle that is separate and distinct from any other on-site maneuvering aisle or fire lane shall be provided to channel drive-through traffic to the drive-through window.

4. Sufficient vehicle stacking space to accommodate waiting traffic will be provided in the drive-through aisle. The proponent is required to provide supporting data from an accredited source which substantiates the calculated vehicle stacking length.

5. An opaque fence or screen may be required at the discretion of the Planning Board along the property lines closest to the drive-through window to obscure the window's visibility from adjacent properties. The required fence or screen must not interfere with the safe flow of traffic into and out of the site.

6. Outdoor speaker location will be at least 50 feet from residential property lines, and general design requirements for noise and lighting shall comply with Section 6.3**."**

And to renumber **Section 7.3 (WIRELESS COMMUNICATION FACILITIES)** to Section 7.2 and to renumber its sub-sections 7.3.1-38 to sub-sections 7.2.1-38.

4. **Section 12.0 (DEFINITIONS)**

*After the definition for **Landscape Surface Ratio (LSR)** and before the definition for **Lodging House**, to add the following definition:*

"**Limited Salesroom for Motor Vehicles**: A retail establishment for the sale of Motor Vehicles with Class 1 license per MGL c.140 s.59 having no more than four vehicles on site for sale, test driving, or display, with no repair services."

Report

Copies of the proposed Bylaw were made available for public review at the Community Development Office and the office of the Town Clerk beginning in mid-February.

The recommendation for **favorable action** (4-1-0) was voted by the Planning Board in two motions: the main motion and amendments 1 and 2 were voted on March 9 and amendments 3 and 4 were voted on March 23. The four amendments address points that were identified after the proposed Bylaw was posted publicly. A motion to refer Article 30 on March 23 failed to receive a second.

A summary of the Zoning Bylaw reorganization process will accompany the draft Bylaw document being sent to Town Meeting members.

Minority Report (Mr. Munnick)

The proposed draft represents tremendous work in sequencing, correcting, and rationalizing the document for clarity of use. However, because of the complexity of the subject matter, each sequential review still indicates the need for corrections, uncovers items that are omitted, and reveals substantial alterations.

The effect of these omissions and alterations is that the zoning bylaw would be significantly and substantially changed if the proposed draft were to be adopted. Further; while some of these changes are now known, the still recurring serial discovery of new items indicates that additional substantial changes may yet be uncovered.

Among the currently identified substantial changes not encompassed in the four suggested amendments are:

- *Alterations to the existing "Purpose and Authorization" that changes the zoning bylaw's purpose from existing to protect individuals and "preserve and to promote the life, health, safety, morals, convenience and welfare of the townspeople" and to protect your "real estate from damaging uses of adjacent property." Instead, the proposed draft would flip the reason of the bylaw, and exist for the purpose of the corporate entity of the Town and "promote the general welfare of the Town of Natick… to encourage the most appropriate use of land throughout the town, and to increase the amenities of the Town."*
- *Removal of the specific "Purpose of Limited Commercial Districts," which currently includes "to provide balance in land use and to prevent damage to the residential uses on adjacent or nearby property."*
- *Removal of the specific "Purpose and Intent" for the Downtown Mixed Use District, which currently speaks of design for pedestrians.*
- *Omission of two sections restricting restaurants and drive-throughs in the Limited Commercial district which, in combination with the restated "Table of Use Regulations," would allow fast-food restaurants as-of-right with no site plan review on Route 135 in west Natick.*

- *A change to the "Table of Use Regulations," which would allow private commercial multi-story parking in downtown, which is currently prohibited.*

It has been suggested that a commonly employed method is to implement an incomplete or flawed document, and then to make corrective amendments over time as errors and deficiencies are revealed. This would not be appropriate in the case of zoning bylaws:

- *Persons would be deprived of protection in the interim, and could suffer unrecoverable damages;*
- *The high standard for approving zoning changes would be subverted. Unwanted changes which would fail to garner the normally required two-thirds vote would be able to stay in place with only a one-third level of support.*

Importantly, the public hearing held by the Planning Board on this Article was two abbreviated sessions, with the final one [on March 23] commencing after midnight, one Member having left and only one member of the public remaining to express concern as to the substantial changes; with there not being sufficient time to answer questions. Many of these questions, which deserve thorough consideration, have not had sufficient time to be reviewed by the many parties that would be most affected.

The subject matter of Article 30 is not ready for favorable action. All parties would benefit by it being referred for the crucially needed further study and review.

Article 31 Hear Report, Extend Term and Appropriate Funds for Tiny House Study Committee

At its meeting of March 9, 2016, the Planning Board voted to recommend **favorable action** on the subject matter of Article 31. Vote 5-0-0. The Planning Board was a co-sponsor of the Article 32 of the 2015 Fall Annual Town Meeting, which established the Study Committee, and supports this opportunity to allow time for it to research the issue in question.

Article 37 Appropriate Funds for Development of a Comprehensive Master Plan

At its meeting of March 9, 2016, the Planning Board, which is the sponsor of this article, voted to recommend **favorable action** on the subject matter of Article 27. Vote 5-0-0. A consultant has been selected and a contract agreed for the first phase of the Master Plan, funding for which was voted under Article 29 at the 2015 Fall Annual Town Meeting. The Planning Board and Community and Economic Development Director will provide a report to Town Meeting on the status of the Master Plan at the time this Article is considered. The motion as voted reads:

"Move to appropriate the sum of $200,000 from Free Cash for the next phases of developing a Comprehensive Master Plan consistent with Massachusetts General Law Chapter 41, Section 81D; to be expended under the direction of the Planning Board, which shall provide a report on the progress of said Comprehensive Master Plan at each following Spring and Fall Annual Town Meeting until said plan is accepted by the Planning Board.

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2016 Spring Annual Town Meeting

Warrant Articles

ARTICLE 1
Authorize Board of Selectmen to Acquire, Obtain, Abandon or Relocate Easements
(Board of Selectmen)

To see if the Town will vote to authorize the Board of Selectmen, during Fiscal Year 2017, to acquire on behalf of the Town any and all easements for any of the following purposes: roads, sidewalks, vehicular and/or pedestrian access or passage, drainage and utilities, provided however that such authorization pertains only to easements acquired at no cost to the Town; and, further, to authorize the Board of Selectmen during Fiscal Year 2017 to abandon or relocate easements acquired for any of the foregoing purposes; or otherwise act thereon.

PURPOSE OF ARTICLE

To allow the Board of Selectmen to acquire, at no cost to the Town, and/or to abandon or relocate certain easements

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from members of the Town Administration who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- This article has appeared on the warrant of the last several Spring Annual Town Meetings
- The article authorizes the Board of Selectmen to acquire easements at no cost
- The article also authorizes the Board of Selectmen to abandon or to relocate existing easements
- The motion provides that such relocation or abandonment can only occur after a public hearing

Recommendation:
By a vote of 11 - 0 - 0 on February 23, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 1 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town vote to authorize the Board of Selectmen, during Fiscal Year 2017, to acquire on behalf of the Town any and all easements for any of the following purposes: roads, sidewalks, vehicular and/or pedestrian access or passage, drainage and utilities, provided however that such authorization pertains only to easements acquired at no cost to the Town; and, further, to authorize the Board of Selectmen, subsequent to a public hearing, during Fiscal Year 2017 to abandon or relocate easements acquired for any of the foregoing purposes."

ARTICLE 2
Committee Article
(Board of Selectmen)

To see if the Town will vote to receive the reports of town officers, boards, and committees; or otherwise act thereon.

PURPOSE OF ARTICLE

To hear and receive reports, if any, of various officers, boards and/or committees of the Town

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from no one regarding this article. The following points were noted by the Finance Committee.

- This article typically appears on the Spring and Fall Annual Town Meeting warrants to allow boards and committees to report to Town Meeting
- The Finance Committee is not aware of any boards or committees seeking to make any reports
- However, the Finance Committee notes that the Planning Board must make a report about the ongoing Master Plan process
- The Finance Committee notes that Article 37 seeks additional funding for the Master Plan but does not appear to include a provision to make the report required from the Planning Board under the previous vote of Town Meeting
- At the determination of the Moderator, Town Meeting members might reasonably expect such report to be made under this Article 2

Recommendation:
By a vote of 8 - 0 - 0 on March 17, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 2 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town vote to receive the reports of town officers, boards and committees."

ARTICLE 3
Structured Tax Agreement
(Town Administrator)

To see if the Town, pursuant to the provisions of Chapter 59, Section 38H of the Massachusetts General Laws, or other applicable law, will vote to authorize the Board of Selectmen to enter into an agreement with Highland Street Natick Solar LLC or its affiliate or assignee for payment in lieu of real and personal property taxes with respect to solar photovoltaic electric-generating facilities on land owned by the Walnut Hill Prep School at 12 Highland Street, Natick MA (Town of Natick Assessors' Map 36, Lot 236A) and, further, to authorize the Board of Selectmen, the Town Administrator, and the Board of Selectmen's designee(s) to take any action necessary to accomplish the purposes of this article; or otherwise act thereon.

PURPOSE OF ARTICLE

To authorize the Board of Selectmen to enter into a structured tax agreement for solar panels at the Walnut Hill School

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from members of the Town Administration who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- This article is similar to Article 3 voted under Special Town Meeting # 1 of 2015
- The current Article 3 provides a similar tax agreement for solar panels and has been developed on a similar basis as the article of Special Town Meeting # 1 of 2015

Recommendation:
By a vote of 11 - 0 - 0 on February 23, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 3 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town, pursuant to the provisions of Chapter 59, Section 38H of the Massachusetts General Laws, or other applicable law, vote to authorize the Board of Selectmen to enter into an agreement with Highland Street Natick Solar LLC or its affiliate or assignee for payment in lieu of real and personal property taxes with respect to solar photovoltaic electric-generating facilities on land owned by the Walnut Hill Prep School at 12 Highland Street, Natick MA (Town of Natick Assessors' Map 36, Lot 236A) and, further, to authorize the Board of Selectmen, the Town Administrator, and the Board of Selectmen's designee(s) to take any action necessary to accomplish the purposes of this article."

ARTICLE 4
Elected Officials Salary
(Town Administrator)

To see if the Town will vote to fix the salary and compensation of all elected officers of the Town of Natick for Fiscal Year 2017 (July 1, 2016 through June 30, 2017) as provided by Section 108 of Chapter 41 of the General Laws, as amended; or otherwise act thereon.

PURPOSE OF ARTICLE

To establish the salary of certain elected officials in the Town for Fiscal Year 2017

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from the Town Administrator and the Town Clerk who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- A survey of 18 Town Clerks was conducted, of which salary was one of the questions asked
- Of the 18 communities, 5 were of population larger than that of Natick. Of these 5 communities, 4 pay the Town Clerk more than the proposed salary
- In 13 communities, their Town Clerk is paid more than the salary being proposed for the Natick Town Clerk. Of these 13 communities, 7 Town Clerks are appointed and 6 are elected
- The Town Administrator and the Town Clerk were in agreement regarding the proposed salary of $90,000 for FY2017

Recommendation:
By a vote of 9 - 0 - 0 on March 23, 2016, the Finance Committee recommends ***Favorable Action,*** with regard to the subject matter of Article 4 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town vote to fix the salary and compensation of the following elected officer of the Town for the Fiscal Year July 1, 2016 through June 30, 2017, as provided by Section 108 of Chapter 41 of the Massachusetts General Laws: Town Clerk $90,000."

ARTICLE 5
Personnel Board Classification and Pay Plan
(Town Administrator)

To see if the Town, pursuant to the authority contained in Section 108A of Chapter 41 of the General Laws, will vote to amend the by-laws by adding to Article 24, Section 3, a new paragraph deleting certain position titles, adding new position titles and effecting changes in the salary ranges as presently established; or otherwise act thereon.

PURPOSE OF ARTICLE

To amend the personnel pay plan schedules of full-time and part-time non-union employees of the Town who are not elected

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from members of the Town Administration who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following memorandum was provided by the Personnel Board.

"TO: Town Meeting, Board of Selectmen, Finance Committee, Town Administrator

cc: Personnel Board, Director of Human Resources

FROM: Steve Levinsky - Chair, Personnel Board

DATE: March 9, 2016

Re: Proposed FY 2017 Classification and Pay Plans

The Personnel Board is charged with presenting a Classification and Pay Plan to Town Meeting. Attached you will find the proposed pay plan for fiscal year 2017.

This plan covers the general government, non-union employees of the town - roughly 65 full-time employees. The pay plan creates the structure for compensation for town employees. Actual funding for town departments and employees are handled in other warrant articles. Establishing individual employee salaries is the responsibility of the Town Administrator.

FULL-TIME PAY PLAN

There are no changes to the pay ranges. Our current market research (19 comparable towns in the Commonwealth) shows that our full-time pay structure remains competitive. The Personnel Board is in the processing of conducting a salary survey and analysis of range usage and will report the results at fall Town Meeting. We have not recommended adjustments to the full time

pay plan salary ranges since 2011. We anticipate adjustments in the fall based on the market data and analysis.

Position titles added or modified were:

Grade 3 – Remains unchanged with the exception of:

- Facility Custodial Manager reclassified to Grade 2 and retitled to Facility Custodial Supervisor
- Regulatory Compliance Coordinator added

Grade 2 – Remains unchanged with the

- Facility Custodial Manager reclassified from Grade 3 and retitled to Facility Custodial Supervisor

The Regulatory Compliance Coordinator is a new title on the pay plan. With the retirement of the Environmental Compliance Officer, the duties have been divided among several positions necessitating a new position description.

All full-time, non-union job descriptions can be accessed on-line at http://www.natickma.gov/285/Non-Union-Full-Time-Job-Descriptions.

PART-TIME PAY PLAN

Last year the Personnel Board, working with Town Administration, proposed a major update to the part-time pay plan. Now that we have a year's operational experience with the part-time pay plan, we are proposing the following changes:

- Restructured pay ranges – The part-time workforce generally falls into two categories: seasonal hires who work for a limited time (e.g., Lifeguards) and year round part time employees (e.g., Crossing Guards) who, generally, have longer tenure. Based on this analysis and market studies, we realized we could lower the minimums on grades 2 and 3 and still remain competitive and attract the caliber of talent we desire in the seasonal workforce. Likewise, we raised the range maximums slightly to allow recognition of longer service and contributions to the town. The guidance points were adjusted accordingly.
- Change (Camp) to (Rec) since these titles are used throughout the year
- Eliminate School Crossing Guard levels in the Grades to have just one position per Grade
- Change Registrar of Voters annual rate from $625.00 to $966.00

Grade 3:

- Yoga Instructor III reclassified as Instructor III

Grade 2:

- Camp Woodtrail Director reclassified as Camp Director
- Director Medium Sized Programs (Camp) deleted
- Poll Worker reclassified to Grade 1 and retitled to Election Inspector
- School Crossing Guard II deleted

- Supervisor Major Programs (Camp) reclassified as Program Supervisor (Rec)
- Warden reclassified as Election Warden
- Water Safety Instructor II reclassified as Instructor II

Grade 1:

- Clerk reclassified as Election Clerk
- Concession Manager (Camp) reclassified as Concession Manager
- Farm Instructor reclassified as Instructor
- Poll Worker reclassified from Grade 2 and retitled to Election Inspector

Under the new part-time pay plan, no employee will earn less pay than they are currently making. Likewise, with the exception of those employees falling below the minimum wage, no employee will receive an automatic pay increase. Said another way, the cost of the new part-time pay plan is neutral with the exception of those increases required by law.

Thank you for your time and consideration."

Recommendation:
By a vote of 8 - 0 - 0 on March 17, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 5 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the town vote to amend the By Laws by changing in its entirety the table entitled Classification and Pay Plan that is incorporated by reference into Article 24, Section 3, Paragraph 3.10 with the new Classification and Pay Plan as follows:

Town of Natick
Full Time Classification and Pay Plan
Fiscal Year 2017
Effective July 1, 2016

Grade	Minimum	Point 1	Point 2	Maximum
6	$100,000.00	$115,000.00	$128,000.00	$145,000.00
5	$85,000.00	$98,333.33	$111,666.67	$125,000.00
4	$70,000.00	$81,666.67	$93,333.33	$105,000.00
3	$55,000.00	$63,333.33	$71,666.67	$80,000.00
2	$47,000.00	$55,000.00	$62,500.00	$70,000.00
1	$32,000.00	$40,500.00	$49,000.00	$57,500.00

GRADE 6

Chief of Police
Deputy Town Administrator/Director of Finance
Deputy Town Administrator/Operations
Fire Chief

GRADE 5

Comptroller
Deputy Chief of Police
Director of Community & Economic Development
Director of Community Services
Director of Facilities Management
Director of Human Resources
Director of Information Technology
Director of Public Works

GRADE 4

Assistant Comptroller
Building Commissioner
Director of Assessing
Director of Council on Aging
Director of Public Health
Director of Recreation & Parks
Morse Library Director
Treasurer/Collector

GRADE 3

Assistant Assessor (certified)
Assistant Director Council on Aging
Assistant Director Recreation & Parks
Assistant Library Director, Morse Library
Assistant Treasurer/Collector
Bacon Free Library Director
Benefits Manager
Communications/Information Officer
Director of Recreation Programs/Special Events
Environmental Health Agent
Executive Farm Director
Facility Maintenance Manager
Golf Course Manager
Housing/General Planner

GRADE 3 Continued

Information Systems Data Base Administrator
Information Systems Network Administrator
Local Building Inspector (certified)
Planner/Conservation Agent
Procurement Manager
Public Health Nurse
Regulatory Compliance Coordinator
Senior Environmental Health Specialist
Senior Planner
Staff Accountant
Sustainability Coordinator
Veterans Agent

GRADE 2

Assistant Assessor (non-certified)
Assistant Director, Bacon Free Library
Assistant Farm Director
Clinical Social Worker
Data Analyst
Executive Assistant
Facility Custodial Supervisor
Golf Course Superintendent
Human Resources Coordinator
Office Administrator, Farm
Payroll Manager
Sanitarian
Senior Executive Assistant
Social Worker
Social Worker Coordinator
Special Assistant to Director of Community Services
Special Assistant to Director of Facilities Management
Special Assistant to Director of Finance
Special Needs Coordinator

GRADE 1

Animal Control Officer
Golf Professional
Outreach Coordinator
Student Officer

Town of Natick
Part-Time Classification and Pay Plan
Fiscal Year 2017
Effective July 1, 2016

Hourly Wage Scale

Grade	Minimum	Point 1	Point 2	Maximum
1	$10.00*	$14.00	$17.00	$20.00
2	$14.00	$24.00	$27.00	$30.00
3	$24.00	$34.00	$37.00	$40.00

Grade 1	Grade 2	Grade 3
Assistant Leader (Rec)	Administrative Support (Grants)	Adult Contractor
Assistant Swim Coach	Assistant Director (Rec)	Building Inspector
Attendant (Rec)	Beach Manager	Certified Sports Official
Building Monitor I (Rec)	Bookkeeper	Instructor III
Bus Dispatcher	Building Monitor II (Rec)	Laborer III
Bus Driver	Camp Director	Nurse (RN)
Cart Attendant (Golf)	Community Garden Coordinator	Volunteer Coordinator II
Clerical Assistant	Conservation Agent	
Club House Attendant (Golf)	Election Warden	
Club House Supervisor (Golf)	Golf Course Mechanic	
Concession Manager	Head Lifeguard	
Custodian	Instructor II	
Deputy Animal Control Officer	Laborer II	
Election Clerk	Library Assistant (Bacon)	
Election Inspector	Meter Enforcement Operator	
Equipment Operator (Golf)	Plumbing and Wiring Inspector	
Instructor	Police Matron	
Laborer I	Police Transcriber	
Leader/Counselor (Rec)	Program Assistant	
Library Page (Morse)	Program Supervisor (Rec)	
Lifeguard	Recycling Attendant	
Parking Clerk	School Crossing Guard	
Ranger/Starter (Golf)	Seasonal Construction Engineer	
Receptionist	Social Worker	
School Crossing Guard (1st Year)	Swim Coach	
Senior Counselor (Certified-Rec)	Transportation Coordinator	
Specialist (Rec)	Volunteer Coordinator I	
Timer/Scorer		

Position	Annual Rate
Inspector of Animals	$3,750.00
Registrar of Voters	$966.00
Town Meeting Page	$50.00 / Session

*Minimum Wage rate of $10.00 effective through December 31, 2016 and $11.00 effective January 1, 2017."

Note: Text of motion ends at the period in the above line.

ARTICLE 6
Collective Bargaining
(Town Administrator)

To see if the Town will vote to raise and appropriate, or otherwise provide, the funds necessary to implement the Terms of Agreements reached between the Town and the following collective bargaining units:

a) Public Employees Local Union 1116 of the Laborers International Union of North America – Clerical Unit
b) Public Employees Local Union 1116 of the Laborers International Union of North America – Public Works Laborers Unit
c) Public Employees Local Union 1116 of the Laborers International Union of North America – Library Employees
d) Supervisors and Administrators Association (DPW)
e) The Natick Patrol Officers Association
f) New England Police Benevolent Association, AFL-CIO, Local 182
g) Service Employees International Union Local 888, Dispatchers
h) Local 1707 International Association of Firefighters
i) The Deputy Fire Chiefs Association
j) Maintenance and Custodians Local #1116 of the Laborers International Union of North America – Facility Management Employees

Or otherwise act thereon.

PURPOSE OF ARTICLE

To appropriate funds for settled union contracts

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from members of the Town Administration who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- The Town reached agreement with Maintenance and Custodians Local #1116
- The Memorandum of Understanding (MOU) provides:
  1) Changing the grievance procedure from being heard by an "immediate supervisor" and instead being heard by "Director of Facility Management" and providing for informal discussion before mediation
  2) Changing the probationary period for new hires from "six month" to "180 working days"
  3) Add the classification "Maintenance IV" and add title "Maintenance IV, Licensed Trade"

4) Provide for 1% increase as of July 1, 2015 and a 0.5% increase as of January 1, 2016
5) Provide for vacation time and pay to be earned by accrual
6) Allow for renegotiation if the Town negotiates any retroactive adjustments to pay or health insurance with any other bargaining unit

- The cost of the contract in FY 2016 is as follows:

Facilities Management Contract FY16 CBA Cost Impact

Increase in Wages	$24,497
Increase in Overtime Wages	2,310
Medicare Increase	389
Total Cost Impact	$27,196

Note: Wage increases of:
1.0% effective July 1, 2015
0.5% effective January 1, 2016

Recommendation:
By a vote of 9 - 0 - 1 on March 15, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 6 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move to transfer the sum of $27,196 from the Board of Selectmen's FY 2016 budget Selectmen Contract Settlement to the Facilities Management's FY 2016 budget – Personnel Services for the purpose of funding the contract for Facilities Management employees in the Maintenance and Custodians Local #1116 of the Laborers International Union of North America – Facility Management Employees."

ARTICLE 7
Fiscal 2016 Omnibus Budget Article
(Town Administrator)

To determine what sum or sums of money the Town will appropriate and raise, or transfer from available funds, for the operation of the government of the Town of Natick, including debt and interest, during Fiscal Year 2016 (July 1, 2015 through June 30, 2016) and to provide for a reserve fund for Fiscal Year 2016, and to see what budgets for Fiscal 2016 will be reduced to offset said additional appropriations; or otherwise act thereon.

PURPOSE OF ARTICLE

To make adjustments to the budgets of various departments for the current fiscal year ending on June 30, 2016.

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from members of the Town Administration who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- There are no budgets for the current Fiscal Year 2016 for which the administration is currently seeking changes or adjustment under this article

Recommendation:
By a vote of 10 - 0 - 0 on March 15, 2016, the Finance Committee recommends ***No Action*** with regard to the subject matter of Article 7 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town take No Action with regard to the subject matter of Article 7."

Article 8
Motion A
Education & Learning

Natick Public Schools 45
South Middlesex Regional Vocational Technical School 55

ARTICLE 8
Fiscal 2017 Omnibus Budget Article
(Town Administrator)

To determine what sum of money the Town will appropriate and raise, or transfer from available funds, for the operation of the government of the Town of Natick, including debt and interest during Fiscal Year 2017 (July 1, 2016 to June 30, 2017), and to provide for a reserve fund for Fiscal Year 2017; or to otherwise act thereon.

PURPOSE OF ARTICLE

To fund the operations of various Town departments for Fiscal Year 2017. As presented in the exhibit accompanying its letter to Town Meeting, the Finance Committee heard and voted recommendations on the budgets for various Town agencies as part of the budget hearing process required under the Natick Home Rule Charter. Those budget hearings for each Town agency formed the basis for the consideration of motions under this article. The Town Administrator's proposed budget detail is presented in this section for the consideration of Town Meeting members.

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATIONS

EDUCATION AND LEARNING:

Recommendation:
By a vote of 12 - 0 - 0 on March 30, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the **Natick Public Schools** budget as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

Motion for Section A under Article 8:

Motion A1: Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of operating the department shown below, said funds are to be expended under the direction of the Natick School Committee:

Natick Public Schools	
Salaries & Expenses	**$57,778,570**
Total Natick Public Schools	**$57,778,570**

And that the above Total Budget Amount be raised from the following sources:

Tax Levy of Fiscal Year 2017	**$57,778,570**

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.

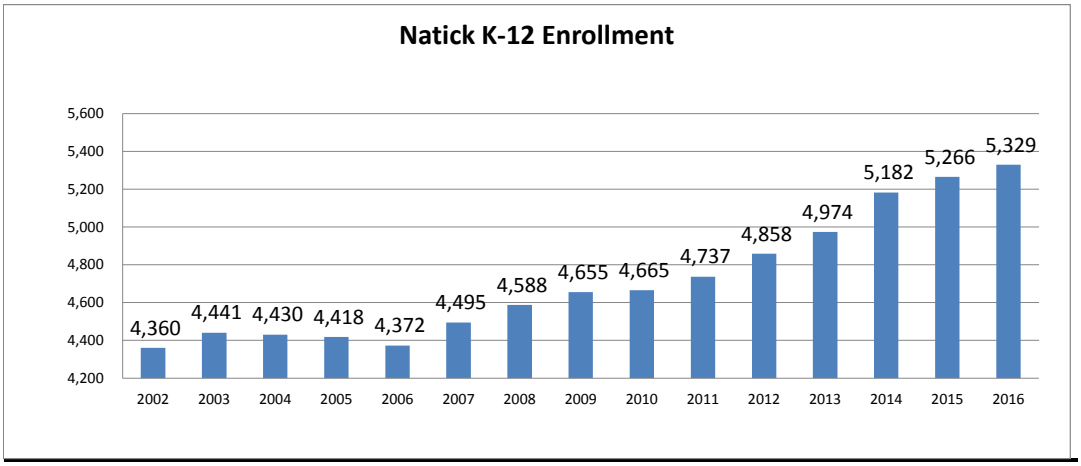
Sincerely,
Dr. Peter Sanchioni, Ph. D.
Superintendent of Schools

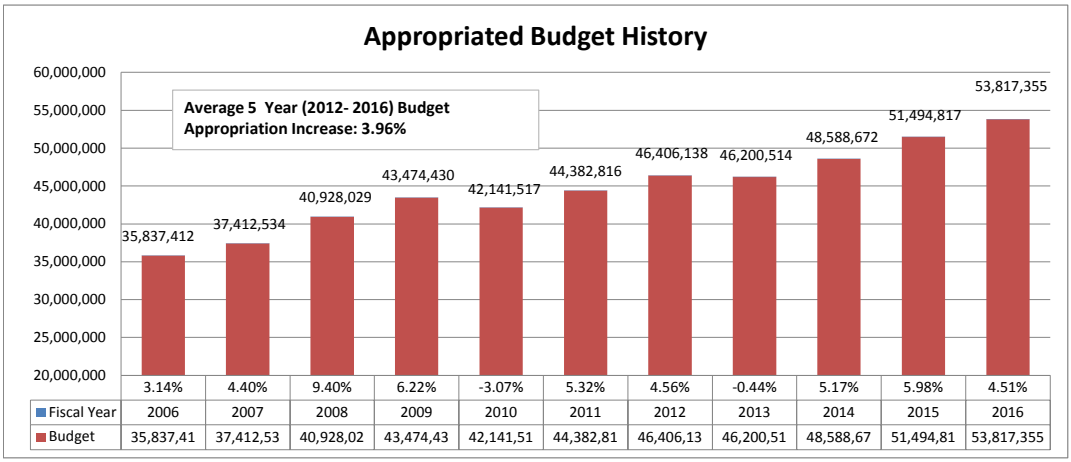
Appropriation Summary

	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%

Department: Natick Public Schools

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 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $	%
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	774,314	26,295	3.5%
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	2,300,932	8,107	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	26,361,958	565,292	2.2%
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	628,719	163,175	35.1%
Medical/Therapeutic Services (2320) (OT/PT/Vision/Speech)	1,141,522	1,336,554	1,386,114	1,437,239	51,125	3.7%
Paraprofessionals (2330)	2,212,278	2,192,253	2,513,244	2,612,007	98,763	3.9%
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	1,692,217	224,712	15.3%
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	39,001,674	1,079,977	2.8%
Attendance and Parent Liaison Services (3100)	559					
Health Services (3200)	783,204	810,214	859,120	949,712	90,592	10.5%
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	240,554	7,437	3.2%
Sub-total Student Services	1,627,194	1,698,728	1,732,710	1,842,945	110,235	6.4%
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				905,155		
Total Personnel Services	**37,959,865**	**39,565,184**	**42,017,232**	**44,552,667**	**2,535,435**	**6.0%**

Other Expenses	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $	%
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 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $	%
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 Actual	2015 Actual	2016 Projection	2017 Preliminary	2016 vs. 2017 $	%
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

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.

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 acive employees.

ASSET ACQUSTION & 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 .

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

Article 8 – Motion A2
South Middlesex Regional Vocational Technical School

Recommendation:
By a vote of 12 - 0 - 0 on March 30, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the **South Middlesex Regional Vocational Technical School District** budget assessment to the Town of Natick as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

Motion for Section A under Article 8:

Motion A2: Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of operating the department shown below, said funds are to be expended under the direction of the School Committee:

South Middlesex Regional Vocational Technical School (Joseph P. Keefe Technical School)

Expenses	**$1,522,958**
Total South Middlesex Regional Vocational Technical School Expenses	**$1,522,958**

And that the above Total Budget Amount be raised from the following sources:

Tax Levy of Fiscal Year 2017	**$1,522,958**

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 $ (+/-)	% (+/-)
Operating Expenses						
Assessment	1,270,852	1,091,902	1,247,313	1,522,958	275,645	22.10%
Total Operating Expenses	**1,270,852**	**1,091,902**	**1,247,313**	**1,522,958**	**275,645**	**22.10%**
Total So. Middlesex Regional Tech.	**1,270,852**	**1,091,902**	**1,247,313**	**1,522,958**	**275,645**	**22.10%**

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

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

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

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

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

Philosophy (con't):

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

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

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

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

Town of Natick

Home of Champions

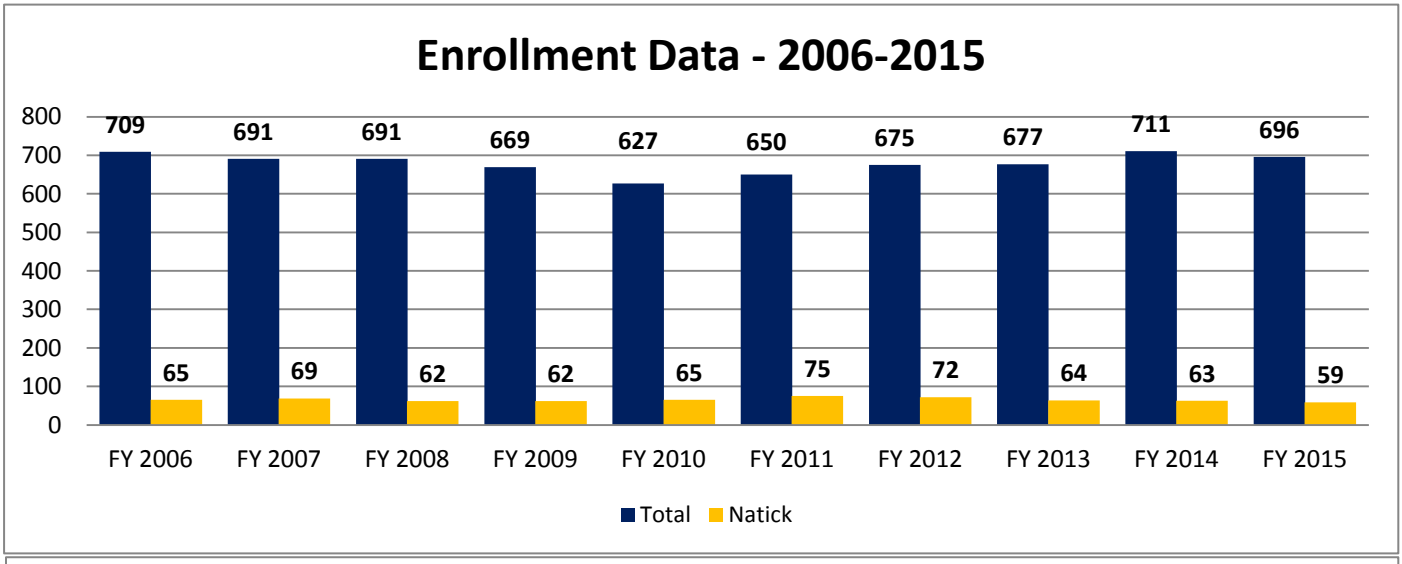
Department: (Joseph P. Keefe) South Middlesex Regional Technical School

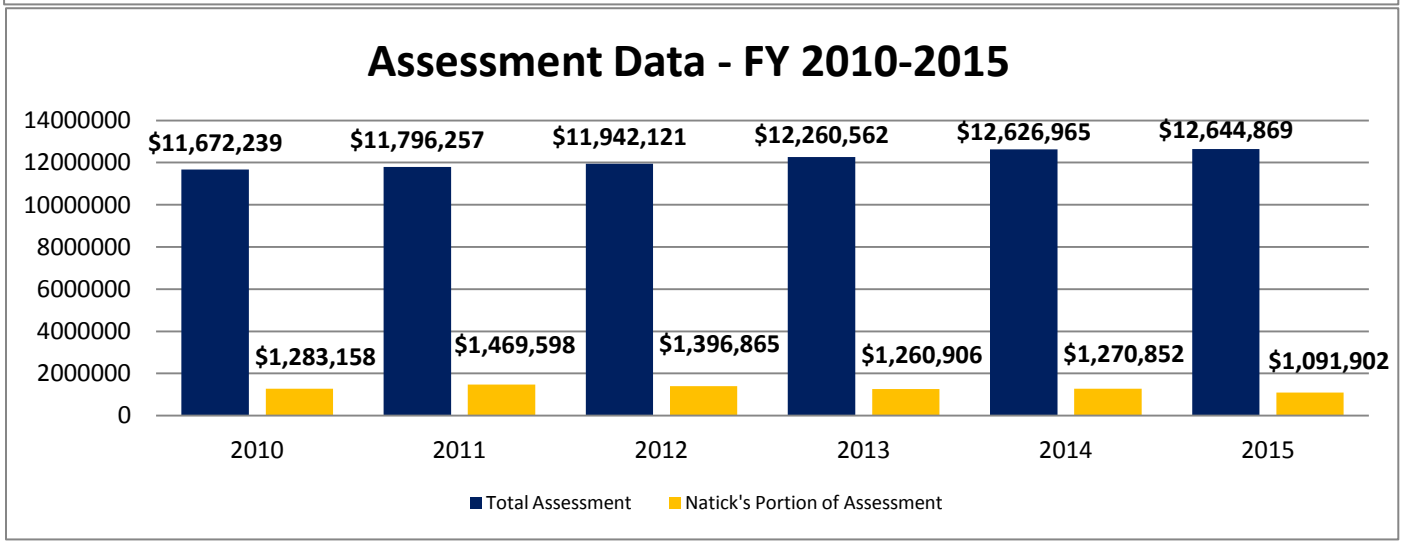
Budget Overview

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 $ (+/-)	2016 vs. 2017 % (+/-)
Assessment	1,270,852	1,091,902	1,247,313	1,522,958	275,645	22.10%
Expenses	**1,270,852**	**1,091,902**	**1,247,313**	**1,522,958**	**275,645**	**22.10%**
Total Keefe Tech	**1,270,852**	**1,091,902**	**1,247,313**	**1,522,958**	**275,645**	**22.10%**

Historic Data





Article 8
Motion B
Public Safety

Emergency Management	61
Parking Enforcement	63
Police	65
Fire	74

PUBLIC SAFETY

Recommendation:
By a vote of 12 - 0 - 0 on March 30, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the ***Emergency Management, Parking Enforcement and Police Department*** budgets as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

Motion for Section B under Article 8:

Motion B-1: Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of operating the departments shown under the associated categories, said funds are to be expended under the direction of the Department Head:

Emergency Management	
Expenses	**$35,600**
Total Emergency Management	**$35,600**
Parking Enforcement	
Salaries	**$53,695**
Expenses	**$81,704**
Total Parking Enforcement	**$135,399**
Police	
Salaries	**$6,432,579**
Expenses	**$218,513**
Other Charges & Expenses	**$7,500**
Total Police	**$6,658,592**
Total Budget Amount (Emergency Mgt, Parking, Police):	**$6,829,591**

And that the above Total Budget Amounts be raised from the following sources:

Tax Levy of Fiscal Year 2017	**$6,749,591**
Parking Meter Revenues	**$80,000**
Total Sources	**$6,829,591**

Town of Natick

Home of Champions

Department: Emergency Management

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	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**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

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

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

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

Home of Champions

Department: Parking Enforcement

Appropriation Summary

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

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 plann 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 opinon.

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

Home of Champions

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

Home of Champions

Department: Police

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	% (+/-)
Salaries						
Personnel Services	$ 5,831,933	$ 5,969,498	$ 6,366,266	$ 6,432,579	$ 66,313	1.04%
Total Salaries	**$5,831,933**	**$5,969,498**	**$6,366,266**	**$6,432,579**	**$ 66,313**	**1.04%**
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**	**$6,625,279**	**$6,658,592**	**$ 33,313**	**0.50%**

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 programatic priiorities 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.

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 opiod 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 remian 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

Home of Champions

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				

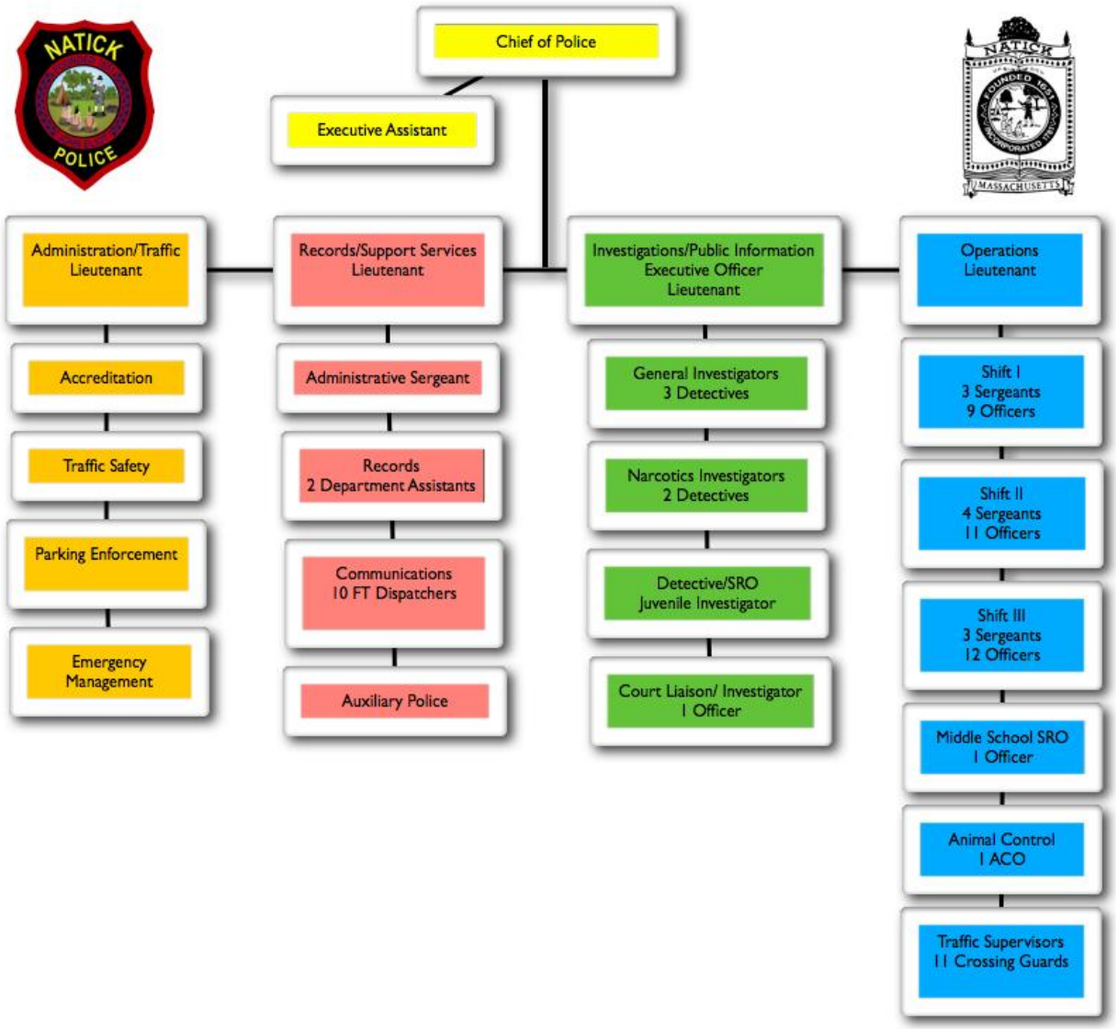
	2012	**2013**	**2014**	**2015**	**2015**
Reported Crime Rates (Crimes per 1000 citizens)	72.50	57.75	51.81	N/A	N/A
Number of accidents per 1,000 residents					
- Fatal Injury	0	0	0	N/A	N/A
- Non-fatal injury	4.76	5.30	4.61	N/A	N/A
Percent of assigned crimes cleared Investigations	N/A - Indicator under 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 $ (+/-)	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	$ 3,257,623	$ 51,975	1.62%
Salaries Non-Uniform Staff	$ 141,189	$ 152,272	$ 139,323	$ 142,241	$ 2,918	2.09%
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	$ 615,367	$ 9,734	1.61%
Non-Uniform Staff Additional Comp	$ 1,098	$ 652	$ 750	$ 750	$ -	0.00%
Court Overtime						
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%
Regular Overtime						
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**	**$ 6,366,266**	**$ 6,432,579**	**$ 66,313**	**1.04%**
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 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
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**	**$ 6,625,279**	**$ 6,658,592**	**$ 33,313**	**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

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 .

Article 8 – Motion B2
Fire Department

Recommendation:
By a vote of 12 - 0 - 0 on March 30, 2016 the Finance Committee recommends ***Favorable Action*** with regard to the ***Fire Department*** budget as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

Motion for Section B under Article 8:

Motion B-2: Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of operating the department shown below, said funds are to be expended under the direction of the Department Head:

Fire	
Salaries	**$7,893,341**
Expenses	**$229,850**
Total Budget Amount - Fire	**$8,123,191**

And that the above Total Budget Amount be raised from the following sources:

Tax Levy of Fiscal Year 2017	**$8,123,191**

Town of Natick

Home of Champions

Department: Fire

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Personnel Services	$ 7,798,772	$ 7,635,349	$ 7,862,733	$ 7,893,341	$ 30,608	0.39%
Total Salaries	**$ 7,798,772**	**$ 7,635,349**	**$ 7,862,733**	**$ 7,893,341**	**$ 30,608**	**0.39%**
Operating Expenses						
Purchase of Services	$ 44,592	$ 59,920	$ 56,000	$ 56,000	$ -	0.00%
Other Services (Miscellane	$ 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**	**$ 8,093,733**	**$ 8,123,191**	**$ 29,458**	**0.36%**

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
Superintendant of Communications	1	1	1	1	1
Total FTE	**88**	**88**	**88**	**88**	**88**
Total FT/PT	**88 FT / 0 PT**	**88 FT / 0 PT**	**88 FT / 0 PT**	**88 FT / 0 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**
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**
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**
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:

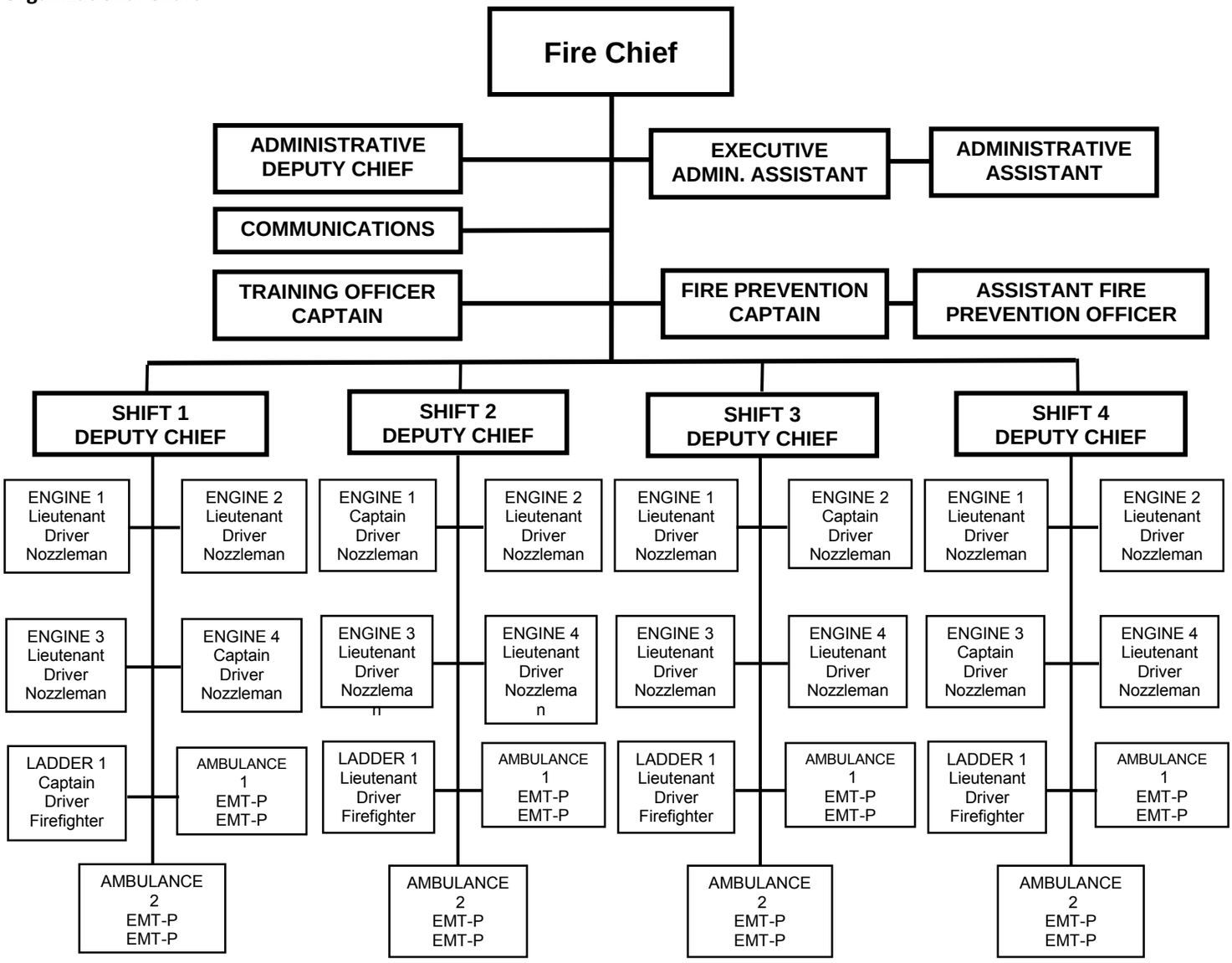
** Not Available at this time. Some information forthcoming; although a lot of data is available and frequently used by the Natick Fire Department in the daily course of operations, the Department at this time is not prepared to forecast the quantity of future fires or emergency response calls. Additional 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

Salaries	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
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	$ 3,372,449	$ 3,374,639	$ 2,190	0.06%
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	$ 7,118,805	$ 7,149,413	$ 30,608	0.43%
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**	**$ 7,862,733**	**$ 7,893,341**	**$ 30,608**	**0.39%**
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**	**$ 8,093,733**	**$ 8,123,191**	**$ 29,458**	**0.36%**

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).

Article 8
Motion C
Public Works

DPW Administration	84
DPW Energy	93
DPW Engineering	95
DPW Equipment Maintenance	98
DPW Highway/Sanitation	103
DPW Land, Forestry & Natural Resources	109

PUBLIC WORKS

Recommendation:
By a vote of 12 - 0 - 0 on March 30, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the **Public Works** budgets as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

Motion for Section C under Article 8:

Motion C: Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of operating the department shown under the associated categories, said funds are to be expended under the direction of the Department Head:

Department of Public Works	
Salaries	**$3,521,633**
Expenses	**$1,938,965**
Municipal Energy	**$1,474,234**
Snow & Ice	**$550,000**
Total Budget Amount - Department of Public Works	**$7,484,832**

And that the above Total Budget Amount be raised from the following sources:

Tax Levy of Fiscal Year 2017	**$7,484,832**

Town of Natick

Home of Champions

Department: Public Works

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	% (+/-)
Personnel Services	$ 3,082,618	$ 3,209,952	$ 3,461,817	$ 3,521,633	$ 59,816	1.73%
Expenses	$ 1,783,716	$ 1,713,043	$ 1,861,301	$ 1,938,965	$ 77,664	4.17%
Energy	$ 1,491,898	$ 1,307,105	$ 1,450,007	$ 1,474,234	$ 24,227	1.67%
Snow & Ice	$ 1,042,022	$ 1,264,319	$ 550,000	$ 550,000	$ -	0.00%
Total Public Works	**$ 7,400,254**	**$ 7,494,419**	**$ 7,323,125**	**$ 7,484,832**	**$ 161,707**	**2.21%**

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 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 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Personnel Services						
Administration	$ 193,817	$ 197,069	$ 297,264	$ 303,697	$ 6,433	2.16%
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**	**$ 3,461,817**	**$ 3,521,633**	**$ 59,816**	**1.73%**
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	$ 1,448,507	$ 1,472,734	$ 24,227	1.67%
Other Charges	$ 992	$ 847	$ 1,500	$ 1,500	$ -	0.00%
Municipal Energy	**$ 1,491,898**	**$ 1,307,105**	**$ 1,450,007**	**$ 1,474,234**	$ 24,227	1.67%
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**	**$ 7,323,125**	**$ 7,484,832**	**$ 161,707**	**2.21%**

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

Town of Natick

Home of Champions

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

Appropriation Summary

Salaries	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Personnel Services	$ 193,817	$ 197,069	$ 297,264	$ 303,697	$ 6,433	2.16%
Total Salaries	**$ 193,817**	**$ 197,069**	**$ 297,264**	**$ 303,697**	**$ 6,433**	**2.16%**
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**	**$ 351,444**	**$ 358,327**	**$ 6,883**	**1.96%**

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

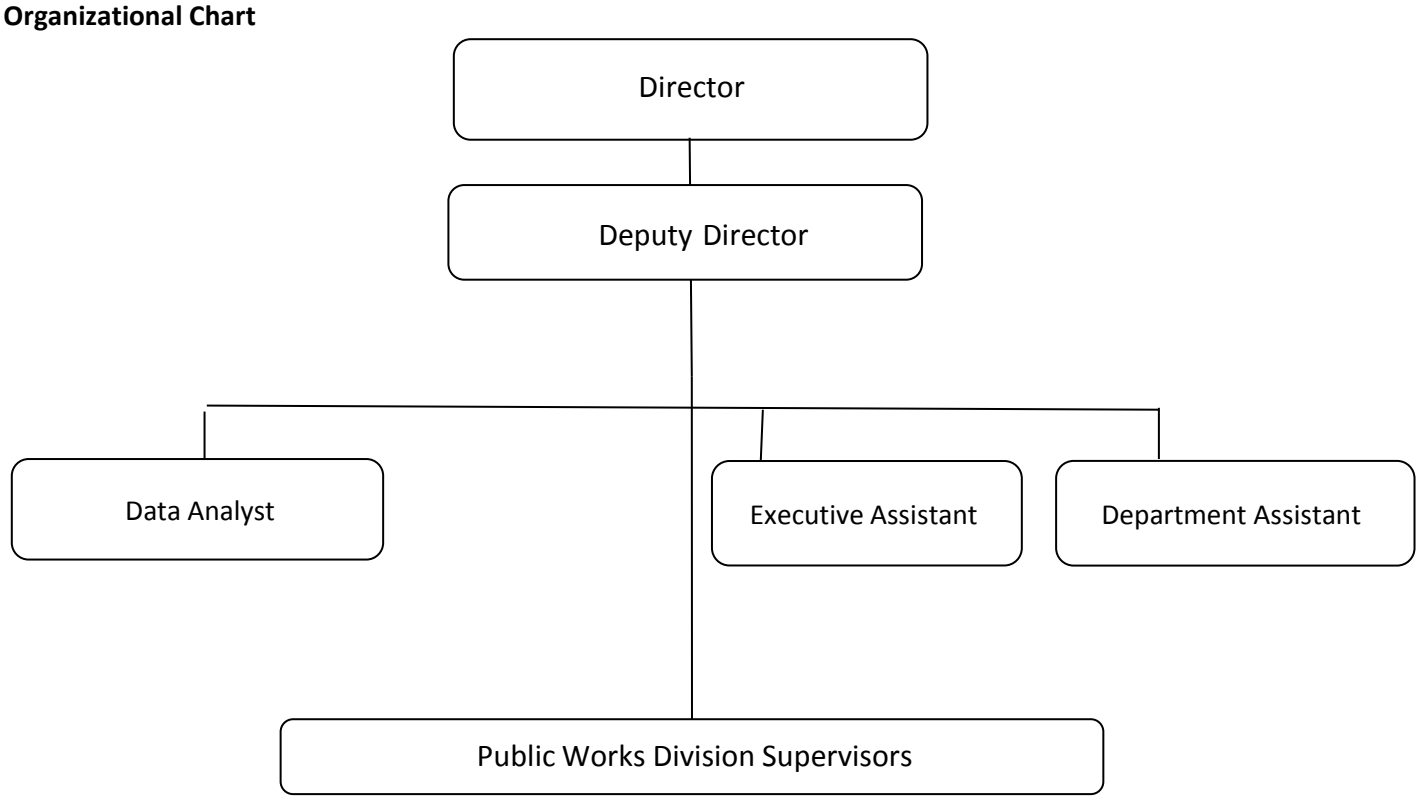
Home of Champions

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 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Management	$ 79,601	$ 97,171	$ 120,923	$ 123,473	$ 2,550	2.11%
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**	**$ 297,264**	**$ 303,697**	**$ 6,433**	**2.16%**
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**	**$ 351,444**	**$ 358,327**	**$ 6,883**	**1.96%**

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 $ (+/-)	2016 vs. 2017 % (+/-)
Operating Expenses						
Purchase of Services	$ 1,490,906	$ 1,306,258	$ 1,448,507	$ 1,472,734	$ 24,227	1.67%
Other Supplies	$ 992	$ 847	$ 1,500	$ 1,500	$ -	0.00%
Total Operating Expenses	**$ 1,491,898**	**$ 1,307,105**	**$ 1,450,007**	**$ 1,474,234**	**$ 24,227**	**1.67%**
Total DPW Energy	**$ 1,491,898**	**$ 1,307,105**	**$ 1,450,007**	**$ 1,474,234**	**$ 24,227**	**1.67%**

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

** Estimated*	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

** Estimated*	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 $ (+/-)	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	$ 79,150	$ 56,250	$ (22,900)	-28.93%
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**	**$ 1,448,507**	**$ 1,472,734**	**$ 24,227**	**1.67%**
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**	**$ 1,450,007**	**$ 1,474,234**	**$ 24,227**	**1.67%**

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 stabile.

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

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

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 Municity 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.

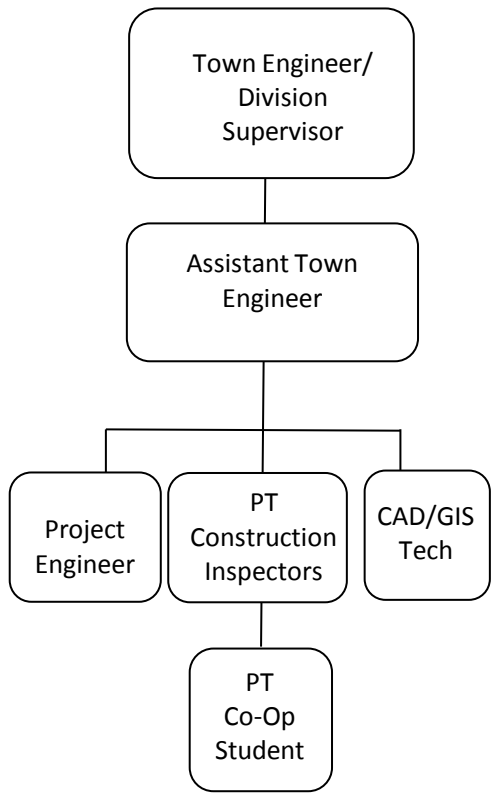
Town of Natick

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 $ (+/-)	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 $ (+/-)	% (+/-)
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%

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 manangement systems.
- Expand the training/safety programs with the Towns 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

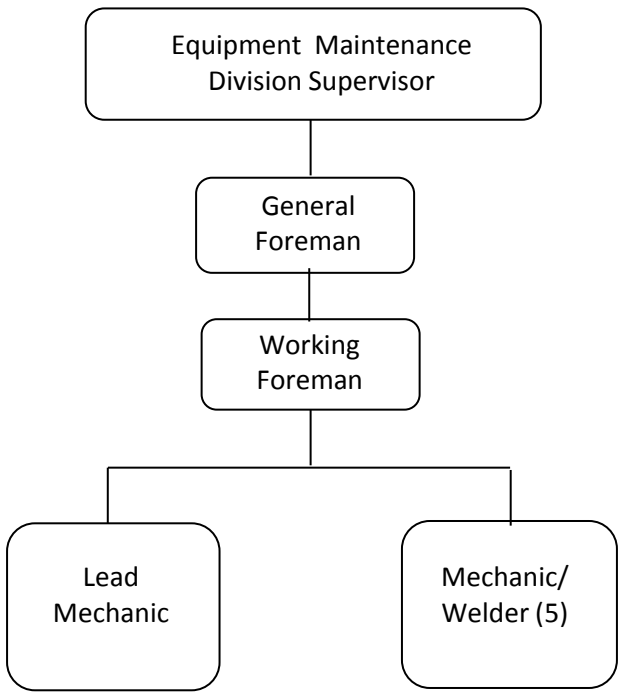
Home of Champions

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**	**9 FT / 0 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 $ (+/-)	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 $ (+/-)	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 financal 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

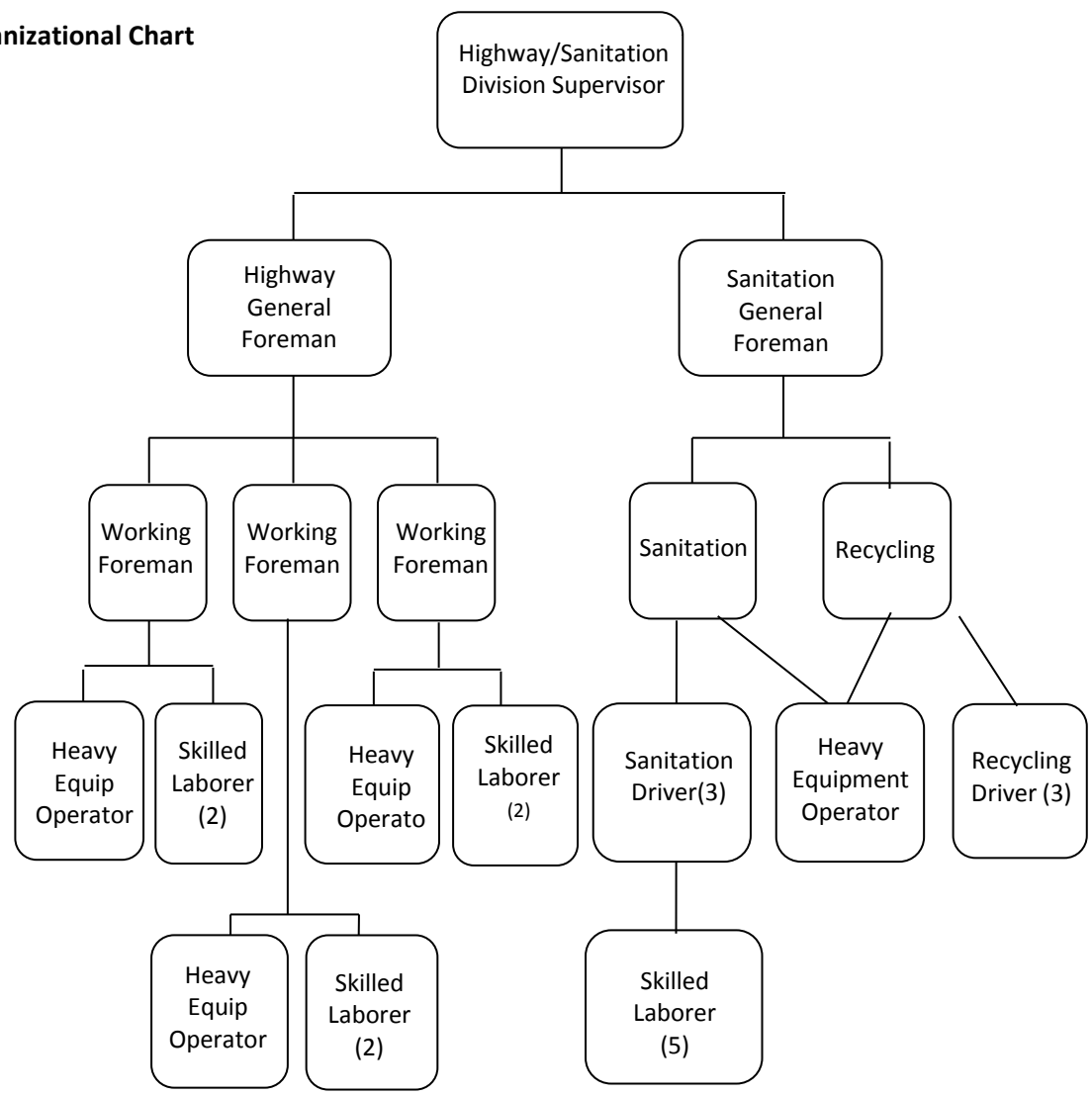
Approval of cardboard compactor at Recycling Center which will make for more efficient disposal. The implementation of the My Waste App which will give residents the ability to electronically recieve their personalized trash and recycle notifications and information. The installation of (2) computerized 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 $ (+/-)	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%**

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 $ (+/-)	2016 vs. 2017 % (+/-)
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 trese planted in FY2015
Collaboation with Sustainability Coordinator for Healthier Lawn Inititaive kick-off
Tree City USA award for FY2015. Natick has eight years as a Tree City USA
Implemetation 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 effforts to replant what has been lost. Environmental factors such as recent drought and insect prsssures 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

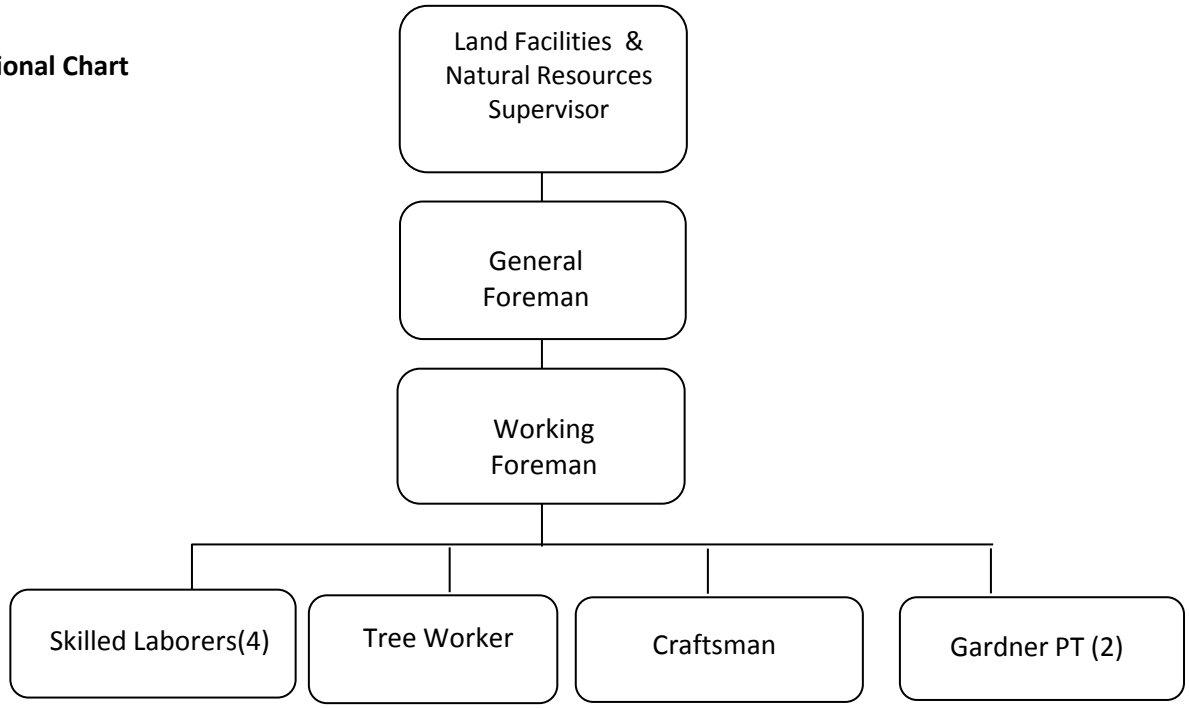
Completion of Field and Park study
Tree City USA recertification
Continuation of Tree Planting Program
Continuous improvements to tree inventory
Improvements in operational excellence

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 42

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

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 Wooly Adelgid sprays, Dutch Elm Disease and winter moth controls, and deep root fertilization. A recent decision by the Attorney General requires all tree work to be completed under MGL Ch 30 39M. This requires contractors to pay prevailing wage, and post additional bonds.
Mowing service: Mowing of 16 sites, which covers 57.5 acres of grass, by an outside contractor.

Article 8
Motion D
Health & Community Services

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HEALTH AND COMMUNITY SERVICES

Recommendation:
By a vote of 12 - 0 - 0 on March 30, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the **Health and Community Services** budget as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

Motion for Section D under Article 8:

Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of operating the departments shown under the associated categories, said funds to be expended under the direction of each Department Head:

Community Services	
Salaries	**$1,097,869**
Expenses	**$486,006**
Total Community Services	**$1,583,875**
Board of Health	
Salaries	**$471,196**
Expenses	**$35,750**
Other Charges & Expenses	**$15,000**
Total Board of Health	**$521,946**
Total Budget Amount	**$2,105,821**

And that the above Total Budget Amount be raised from the following sources:

Tax Levy of Fiscal Year 2017	**$2,105,821**

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	$ 1,248,988	$ 1,271,206	$ 22,218	1.78%
Total Salaries	**$ 1,178,161**	**$ 1,186,369**	**$ 1,248,988**	**$ 1,271,206**	**$ 22,218**	**1.78%**
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**	**$ 1,710,733**	**$ 1,757,212**	**$ 46,479**	**2.72%**

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

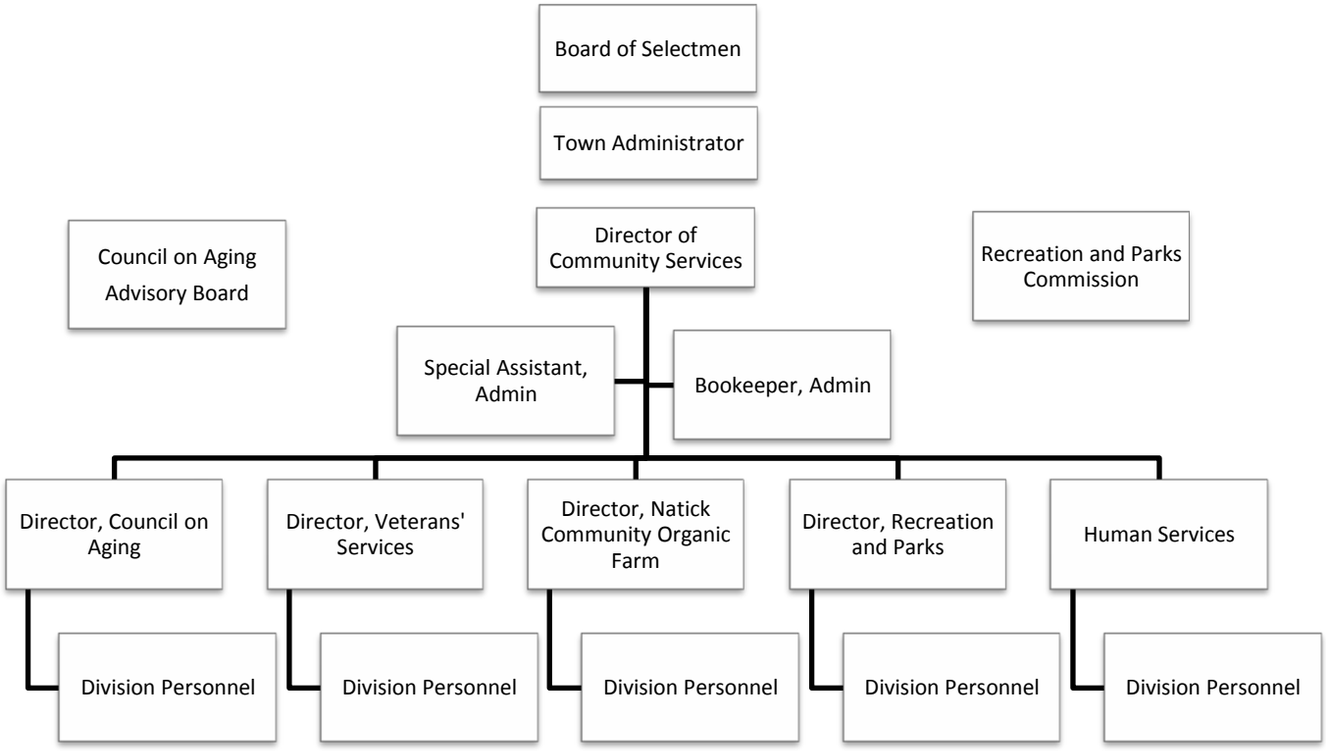
Department: Community Services

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 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Salaries Management	$ 321,285	$ 301,722	$ 324,735	$ 330,367	$ 5,632	1.73%
Salaries Supervisory	$ 146,712	$ 150,381	$ 150,957	$ 153,388	$ 2,431	1.61%
Salaries Operational Staff	$ 342,871	$ 404,622	$ 455,750	$ 454,854	$ (896)	-0.20%
Salaries Technical & Professional	$ 360,626	$ 323,423	$ 312,637	$ 325,222	$ 12,585	4.03%
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**	**$ 1,248,988**	**$ 1,271,206**	**$ 22,218**	**1.78%**
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**	**$ 1,710,733**	**$ 1,757,212**	**$ 46,479**	**2.72%**

* 75% reimbursed by the Commonwealth of Massachusetts

Town of Natick

Home of Champions

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	$ 103,792	$ 105,464	$ 1,672	1.61%
Salaries Operational Staff [1]	$ -	$ 55,925	$ 102,641	$ 107,203	$ 4,562	4.44%
Operational Staff Other Compensation	$ -	$ -	$ -	$ 2,500	$ 2,500	#DIV/0!
Personnel Services	**$ 100,385**	**$ 159,321**	**$ 206,433**	**$ 215,167**	**$ 8,734**	**4.23%**
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**	**$ 253,133**	**$ 263,917**	**$ 10,784**	**4.26%**

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 Maintenence 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 unforseen issues.

Repairs and Maintenence Equipment: Similar investments are necessary in oder to attend to the unforseen 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.

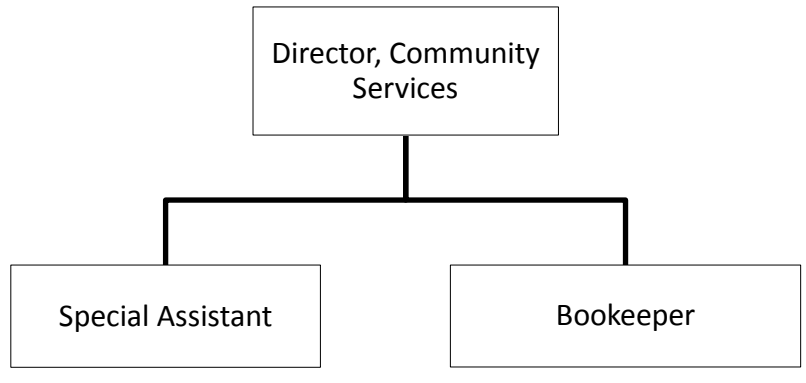
Copy/Mail Center Fees - Funds in this line item help to support misc. departmental publications and mailings.

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 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Personnel Services	$ 441,934	$ 366,297	$ 300,303	$ 303,291	$ 2,988	0.99%
Total Salaries	**$ 441,934**	**$ 366,297**	**$ 300,303**	**$ 303,291**	**$ 2,988**	**0.99%**
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**	**$ 349,296**	**$ 352,284**	**$ 2,988**	**0.86%**

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**
Total FT/PT	**5FT / 6PT**	**5FT / 6PT**	**6FT / 5PT**	**5FT/4PT**	**5FT/4PT**

Notes

** Building Monitor position paid for out of the CSC Revolving Fund and vaires 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

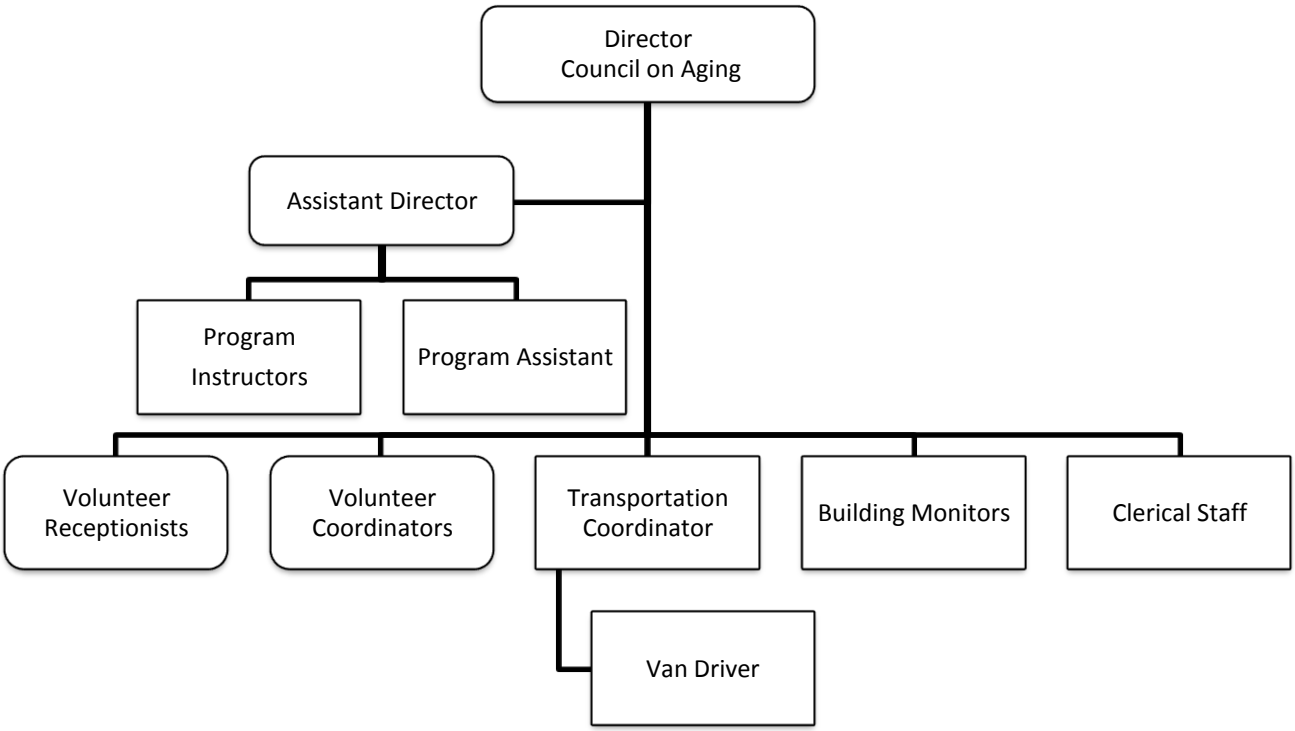
[1] Professional Services, Advocacy, Wellness/Cultural/Education Activities * Estimated

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 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Management	$ 77,664	$ 50,504	$ 72,554	$ 73,722	$ 1,168	1.61%
Salaries Operational Staff	$ 198,630	$ 194,336	$ 227,749	$ 229,569	$ 1,820	0.80%
Salaries Tech & Professional	$ 165,640	$ 121,457	$ -	$ -	$ -	#DIV/0!
Personnel Services	**$ 441,934**	**$ 366,297**	**$ 300,303**	**$ 303,291**	**$ 2,988**	**0.99%**
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**	**$ -**	**0.00%**
Total Council on Aging	**$ 474,673**	**$ 408,181**	**$ 349,296**	**$ 352,284**	**$ 2,988**	**0.86%**

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.

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 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Personnel Services	$ -	$ -	$ 115,567	$ 117,429	$ 1,862	1.61%
Total Salaries	**$ -**	**$ -**	**$ 115,567**	**$ 117,429**	**$ 1,862**	**1.61%**
Operating Expenses						
Purchased Services	$ -	$ -	$ 6,000	$ 6,000	$ -	0.00%
Total Operating Expenses	**$ -**	**$ -**	**$ 6,000**	**$ 6,000**	**$ -**	**0.00%**
Total Human Services	**$ -**	**$ -**	**$ 121,567**	**$ 123,429**	**$ 1,862**	**1.53%**

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 colaboration 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 instalation 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 Interdiscpliniary Task Forces with an array of local huma service providers. This past year that team hosted trainings on a number of topics including opioid abuse and Mandated Reporitng 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 are 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**

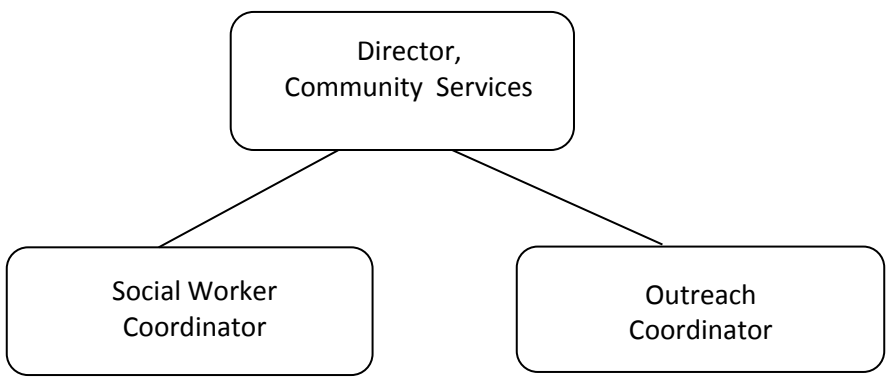
Notes

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 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Tech/Professional Staff	$ -	$ -	$ 115,567	$ 117,429	$ 1,862	1.61%
Personnel Services	**$ -**	**$ -**	**$ 115,567**	**$ 117,429**	**$ 1,862**	**1.61%**
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	**$ -**	**$ -**	**$ 121,567**	**$ 123,429**	**$ 1,862**	**1.53%**

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 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Personnel Services	$ 116,032	$ 119,948	$ 121,432	$ 122,450	$ 1,018	0.84%
Total Salaries	**$ 116,032**	**$ 119,948**	**$ 121,432**	**$ 122,450**	**$ 1,018**	**0.84%**
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**	**$ 426,578**	**$ 448,117**	**$ 21,539**	**5.05%**

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 progams 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**

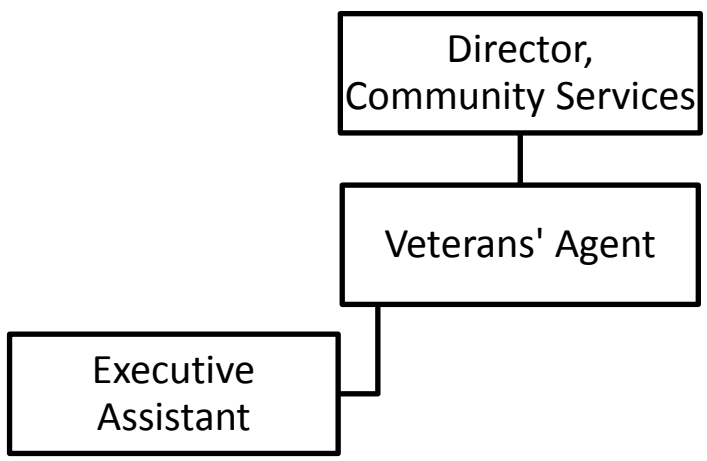
Staffing	**2013**	**2014**	**2015**	**2016**	**2017**
Veterans' Agent	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Total FTE	**2**	**2**	**2**	**2**	**2**
Total FT/PT	**2 FT /0 PT**	**2 FT /0 PT**	**2 FT /0 PT**	**2 FT /0 PT**	**2 FT /0 PT**

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 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Management	$ 64,350	$ 67,247	$ 67,505	$ 68,592	$ 1,087	1.61%
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**	**$ 121,432**	**$ 122,450**	**$ 1,018**	**0.84%**
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**	**$ 426,578**	**$ 448,117**	**$ 21,539**	**5.05%**

** 75% reimbursed by the Commonwealth of Massachusetts*

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

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	$ 341,041	$ 339,532	$ (1,509)	-0.44%
Total Salaries	**$ 360,771**	**$ 374,612**	**$ 341,041**	**$ 339,532**	**$ (1,509)**	**-0.44%**
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**	**$ 395,947**	**$ 396,128**	**$ 181**	**0.05%**

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 multipurpsoe field. We have seen heavy use since opening the field in May. We are already seeing the benefits by redistribuiting 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 pavillion area at the Camp Arrowehead 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 reccomened 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 registraion software that has streamlined our ability to serve residents. We are working with the other divisions within the Community Serivces 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 participantion.

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 identifiy all funding opportunies 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

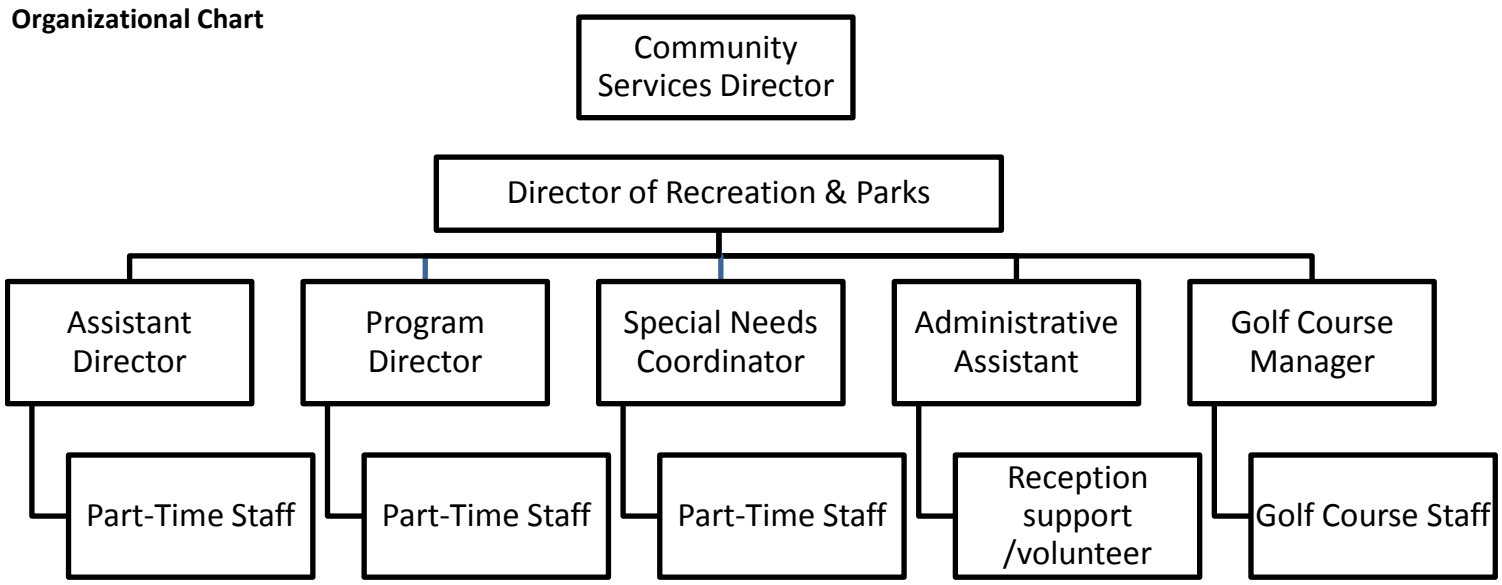
Home of Champions

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

	2013	**2014**	**2015***	**2016***	**2017***
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

	2013	**2014**	**2015***	**2016***	**2017***
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 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Management	$ 78,886	$ 80,575	$ 80,884	$ 82,589	$ 1,705	2.11%
Salaries Supervisory	$ 74,746	$ 76,615	$ 76,909	$ 78,147	$ 1,238	1.61%
Salaries Operational Staff	$ 93,309	$ 102,410	$ 72,558	$ 65,349	$ (7,209)	-9.94%
Salaries Technical & Professional	$ 107,913	$ 109,541	$ 106,906	$ 109,697	$ 2,791	2.61%
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**	**$ 341,041**	**$ 339,532**	**$ (1,509)**	**-0.44%**
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**	**$ 395,947**	**$ 396,128**	**$ 181**	**0.05%**

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 speciallized 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 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Personnel Services	$ 159,039	$ 166,191	$ 164,212	$ 173,337	$ 9,125	5.56%
Total Personnel Services	**$ 159,039**	**$ 166,191**	**$ 164,212**	**$ 173,337**	**$ 9,125**	**5.56%**
Total NCOF	**$ 159,039**	**$ 166,191**	**$ 164,212**	**$ 173,337**	**$ 9,125**	**5.56%**

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

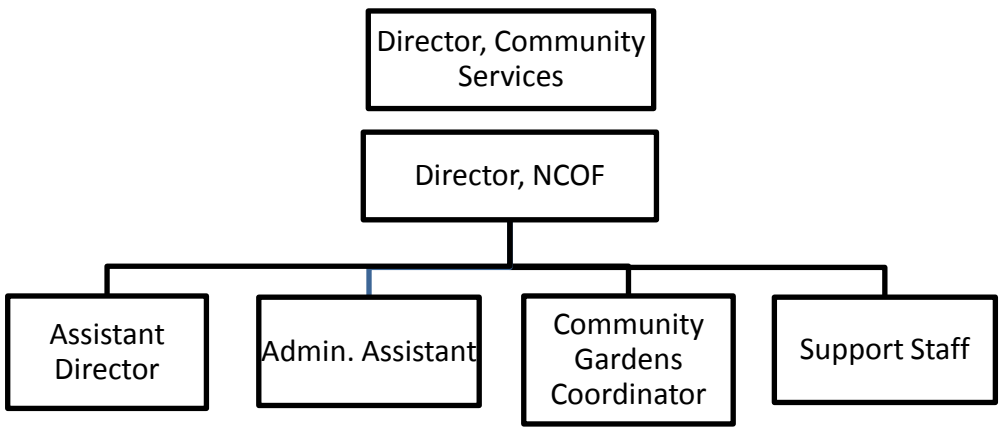
Department: Community Services | **Division: Natick Community Organic Farm**

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

	2013	2014	2015*	2016*	2017*
Efficiency Measures					
Number of volunteers	Not available	250	332	362	362

	2013	2014	2015*	2016*	2017*
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 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Supervisory	$ 71,966	$ 73,766	$ 74,048	$ 75,241	$ 1,193	1.61%
Salaries Technical & Professional	$ 87,073	$ 92,425	$ 90,164	$ 98,096	$ 7,932	8.80%
Personnel Services	**$ 159,039**	**$ 166,191**	**$ 164,212**	**$ 173,337**	**$ 9,125**	**5.56%**
Total NCOF	**$ 159,039**	**$ 166,191**	**$ 164,212**	**$ 173,337**	**$ 9,125**	**5.56%**

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

Home of Champions

Department: Board of Health

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Personnel Services	$ 390,566	$ 406,542	$ 435,169	$ 471,196	$ 36,027	8.28%
Total Salaries	**$ 390,566**	**$ 406,542**	**$ 435,169**	**$ 471,196**	**$ 36,027**	**8.28%**
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**	**$ 485,419**	**$ 521,946**	**$ 36,527**	**7.52%**

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 pesonnel 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

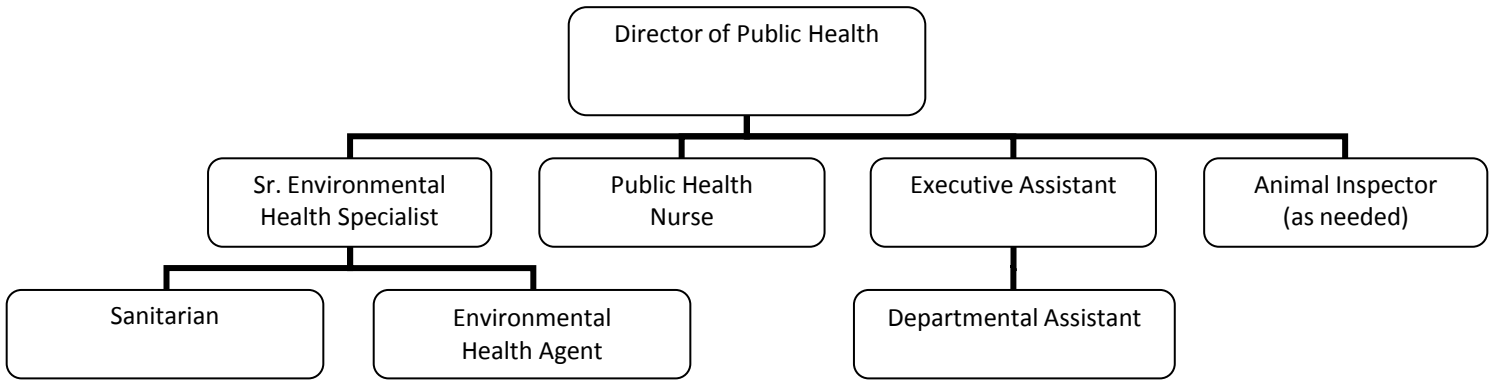
** The Animal Inspector is neither FT nor PT but is paid an annual stipend to perform statutory work as needed. At this time the position is filled by the Animal Control Officer.*

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 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Management	$ 98,530	$ 101,389	$ 101,777	$ 105,404	$ 3,627	3.56%
Salaries Operational Staff	$ 85,410	$ 92,720	$ 95,094	$ 99,413	$ 4,319	4.54%
Salaries Technical & Professional	$ 202,261	$ 207,317	$ 231,611	$ 258,643	$ 27,032	11.67%
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**	**$ 435,169**	**$ 471,196**	**$ 36,027**	**8.28%**
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**	**$ 485,419**	**$ 521,946**	**$ 36,527**	**7.52%**

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

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

Article 8
Motion E
Administrative Support Services

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ADMINISTRATIVE SUPPORT SERVICES

Recommendation:
By a vote of 12 - 0 - 0 on March 30, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the **Board of Selectmen, Personnel Board, Town Report, Legal, Finance Department, Information Technology Department, Town Clerk, Elections, Sealer of Weights and Measures and Community and Economic Development Department** budgets as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

Motion for Section E under Article 8:

Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of operating the departments shown under the associated categories, said funds are to be expended under the direction of each Department Head or Director:

Board of Selectmen	
Salaries	**$970,733**
Expenses	**$267,450**
Other Charges & Expenditures	**$93,000**
Contract Settlements	**$875,000**
Total Board of Selectmen	**$2,206,183**
Personnel Board	
Other Charges & Expenditures	**$1,000**
Total Personnel Board	**$1,000**
Town Report	
Professional Services	**$4,100**
Total Town Report	**$4,100**
Legal	
Expenses	**$349,600**
Other Charges & Expenditures	**$7,500**
Total Legal	**$357,100**
Finance	
Salaries	**$1,088,512**
Expenses	**$387,350**
Other Charges & Expenditures	**$75,000**
Total Finance	**$1,550,862**

Motions for Section E under Article 8 Continued:

Information Technology	
Salaries	**$333,170**
Expenses	**$566,500**
Other Charges & Expenditures	**$305,000**
Total Information Technology	**$1,204,670**
Town Clerk	
Salaries	**$249,337**
Expenses	**$42,200**
Total Town Clerk	**$291,537**
Elections	
Salaries (Registrars)	**$69,463**
Expenses (Registrars)	**$55,300**
Total Elections	**$124,763**
Sealer of Weights & Measures	
Salaries	**$14,659**
Expenses	**$875**
Total Sealer of Weights & Measures	**$15,534**
Community Development	
Salaries	**$840,155**
Expenses	**$29,750**
Total Community Development	**$869,905**
Total Budget Amount	**$6,625,654**

And that the above Total Budget Amount be raised from the following sources:

Tax Levy of Fiscal Year 2017	**$6,625,654**

Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Personnel Services	$ 701,123	$ 821,914	$ 956,270	$ 970,733	$ 14,463	1.5%
Total Personal Services	**$701,123**	**$ 821,914**	**$ 956,270**	**$ 970,733**	**$ 14,463**	**1.5%**
Operating Expenses						
Puchase 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**	**$ 1,706,201**	**$ 2,206,183**	**$ 499,982**	**29.3%**

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

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.

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 Adminstration succesfully 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 Surburban 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

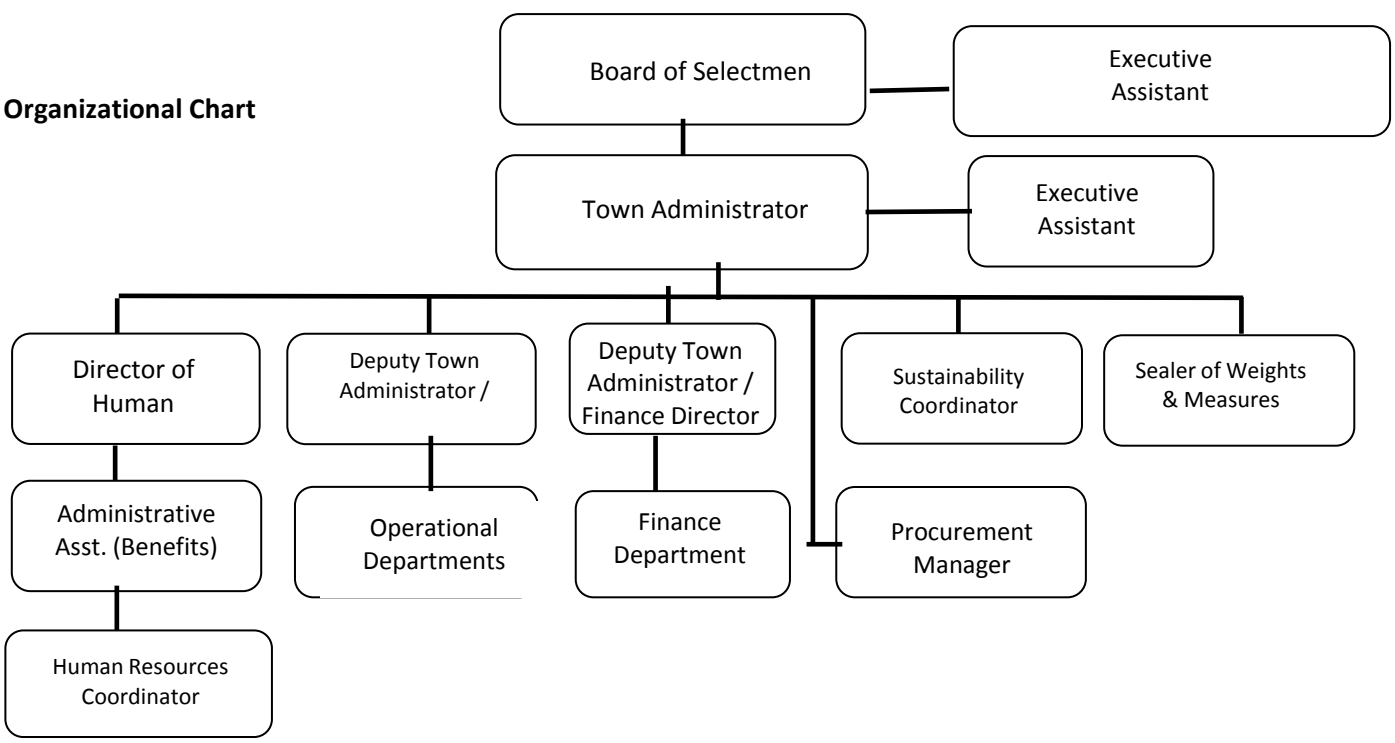
Department: Board of Selectmen/Town Administrator

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**

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 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Management	$ 471,677	$ 554,929	$ 557,055	$ 570,018	$ 12,963	2.3%
Salaries Supervisory	$ 62,716	$ 64,606	$ 64,853	$ 60,231	$ (4,622)	-7.1%
Salaries Operational Staff	$ 124,457	$ 147,188	$ 169,522	$ 174,227	$ 4,705	2.8%
Salaries Tech & Professional	$ 33,943	$ 49,500	$ 154,840	$ 156,257	$ 1,417	0.9%
Salaries Part/Time Operational	$ 8,330	$ 5,691	$ 10,000	$ 10,000	$ -	0.0%
Personnel Services	**$ 701,123**	**$ 821,914**	**$ 956,270**	**$ 970,733**	**$ 14,463**	**1.5%**
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**	**$ 1,706,201**	**$ 2,206,183**	**$ 499,982**	**29.3%**

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. The are no contracts that extend beyond June 30, 2016. Contracts are in process of negotiations.

Town of Natick

Home of Champions

Department: Personnel Board

Appropriation Summary

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

Home of Champions

Department: Town Report

Appropriation Summary

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

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Department: Legal

Appropriation Summary

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

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 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

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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**	**0 FT / 0 PT**	**0 FT / 0PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

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

Budget Summary	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	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

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

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Department: Finance

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	% (+/-)
Personnel Services	$ 1,044,959	$ 1,104,222	$ 1,094,032	$ 1,088,512	$ (5,520)	-0.50%
Total Personnel Services	**$ 1,044,959**	**$ 1,104,222**	**$ 1,094,032**	**$ 1,088,512**	**$ (5,520)**	**-0.50%**
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**	**$ 1,525,432**	**$ 1,550,862**	**$ 25,430**	**1.67%**

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.

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 shear 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.

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Department: Finance

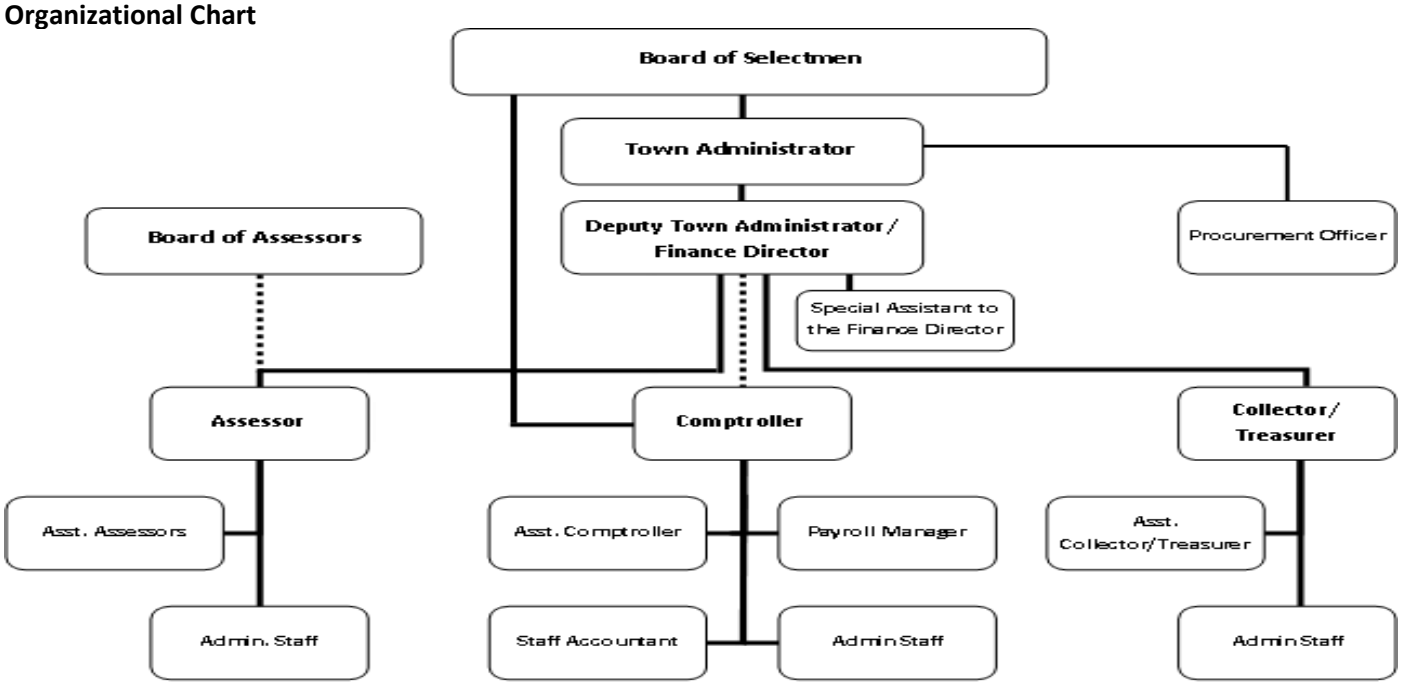
Staffing

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

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Department: Finance | **All Divisions**

Budget Detail	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Management	$ 281,845	$ 337,420	$ 336,591	$ 336,289	$ (302)	-0.09%
Salaries Supervisory	$ 94,859	$ 109,895	$ 153,250	$ 136,782	$ (16,468)	-10.75%
Salaries Operational Staff	$ 265,158	$ 266,031	$ 321,769	$ 325,086	$ 3,317	1.03%
Salaries Tech & Professional	$ 339,320	$ 324,356	$ 208,924	$ 211,566	$ 2,642	1.26%
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**	**$ 1,094,032**	**$ 1,088,512**	**$ (5,520)**	**-0.50%**
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**	**$ 1,525,432**	**$ 1,550,862**	**$ 25,430**	**1.67%**

Town of Natick

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Department: Finance | **Division: Administration 1**

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Tech/Professional *	$ 57,621	$ 59,289	$ 61,973	$ 62,253	$ 280	0.5%
Personnel Services	**$ 57,621**	**$ 59,289**	**$ 61,973**	**$ 62,253**	**$ 280**	**0.5%**
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**	**$ 63,673**	**$ 63,953**	**$ 280**	**0.4%**

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

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Department: Finance | **Division: Comptroller**

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Personnel Services	$ 334,660	$ 400,566	$ 388,484	$ 376,976	$ (11,508)	-2.96%
Total Salaries	**$ 334,660**	**$ 400,566**	**$ 388,484**	**$ 376,976**	**$ (11,508)**	**-2.96%**
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**	**$ 415,934**	**$ 444,426**	**$ 28,492**	**6.85%**

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

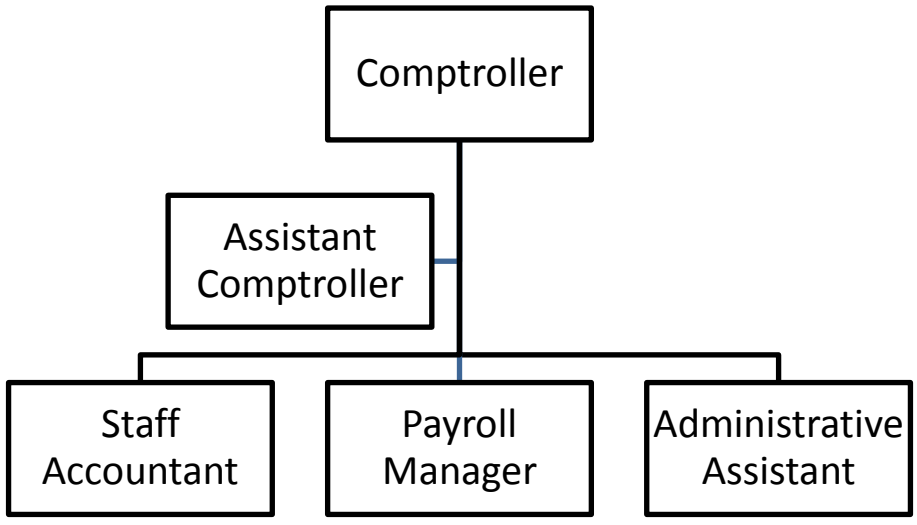
Home of Champions

Department: Finance | **Division: Comptroller**

Comptroller Staffing	2013	2014	2015	2016	2017
Comptroller	1	1	1	1	1
Assistant Comptroller	1	1	1	1	1
Procurement Officer *	1	1	1	0	0
Staff Accountant	1	1	1	1	1
Administrative Assistant***	0	0	0	1	1
Payroll Manager	1	1	1	1	1
Payroll/Benefits Administrative Coordinator **	0	0.5	0.5	0	0
Department Assistant	0.49	0.49	0.19	0	0
Total FTE	**5.49**	**5.99**	**5.69**	**5**	**5**
Total FT/PT	**5 FT / 1 PT**	**5 FT / 1 PT**	**5 FT / 1 PT**	**5 FT / 0 PT**	**5 FT / 0 PT**

* Position was transferred to the BOS/TA section of the budget. The position reports directly to the Town Administrator.
** Position was transferred to BOS/TA section of the budget. The position reports directly to the Director of Human Resources.
*** Decrease from another Division.

Organizational Chart



Performance Indicators	2013	2014	2015	2016*	2017*
Workload Measures					
Invoices received	24,474	24,737	25,060	25,000	25,000
Payroll checks/direct deposits issued	32,501	35,075	37,512	37,500	37,500
Accounts Payable (A/P) checks issued	12,903	14,784	14,549	14,600	14,600
Number of Purchase Orders	4,710	4,922	3,882	4,000	4,000
Number of funds managed	563	611	636	650	650

**Estimates*

Town of Natick

Home of Champions

Department: Finance | **Division: Comptroller 1**

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Management	$ 47,615	$ 124,364	$ 125,029	$ 125,481	$ 452	0.36%
Salaries Supervisory	$ 70,167	$ 71,409	$ 91,579	$ 75,347	$ (16,232)	-17.72%
Salaries Operational Staff	$ 77,758	$ 86,361	$ 169,876	$ 174,148	$ 4,272	2.51%
Salaries Tech/Professional	$ 139,120	$ 118,432	$ -	$ -	$ -	#DIV/0!
Operational Staff Overtime	$ -	$ -	$ 2,000	$ 2,000	$ -	0.00%
Personnel Services	**$ 334,660**	**$ 400,566**	**$ 388,484**	**$ 376,976**	**$ (11,508)**	**-2.96%**
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**	**$ 415,934**	**$ 444,426**	**$ 28,492**	**6.85%**

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 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Personnel Services	$ 338,678	$ 351,186	$ 354,109	$ 358,421	$ 4,312	1.22%
Total Salaries	**$ 338,678**	**$ 351,186**	**$ 354,109**	**$ 358,421**	**$ 4,312**	**1.22%**
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**	**$ 455,809**	**$ 460,321**	**$ 4,512**	**0.99%**

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

- *T*ransfer 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 "Municity", 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.

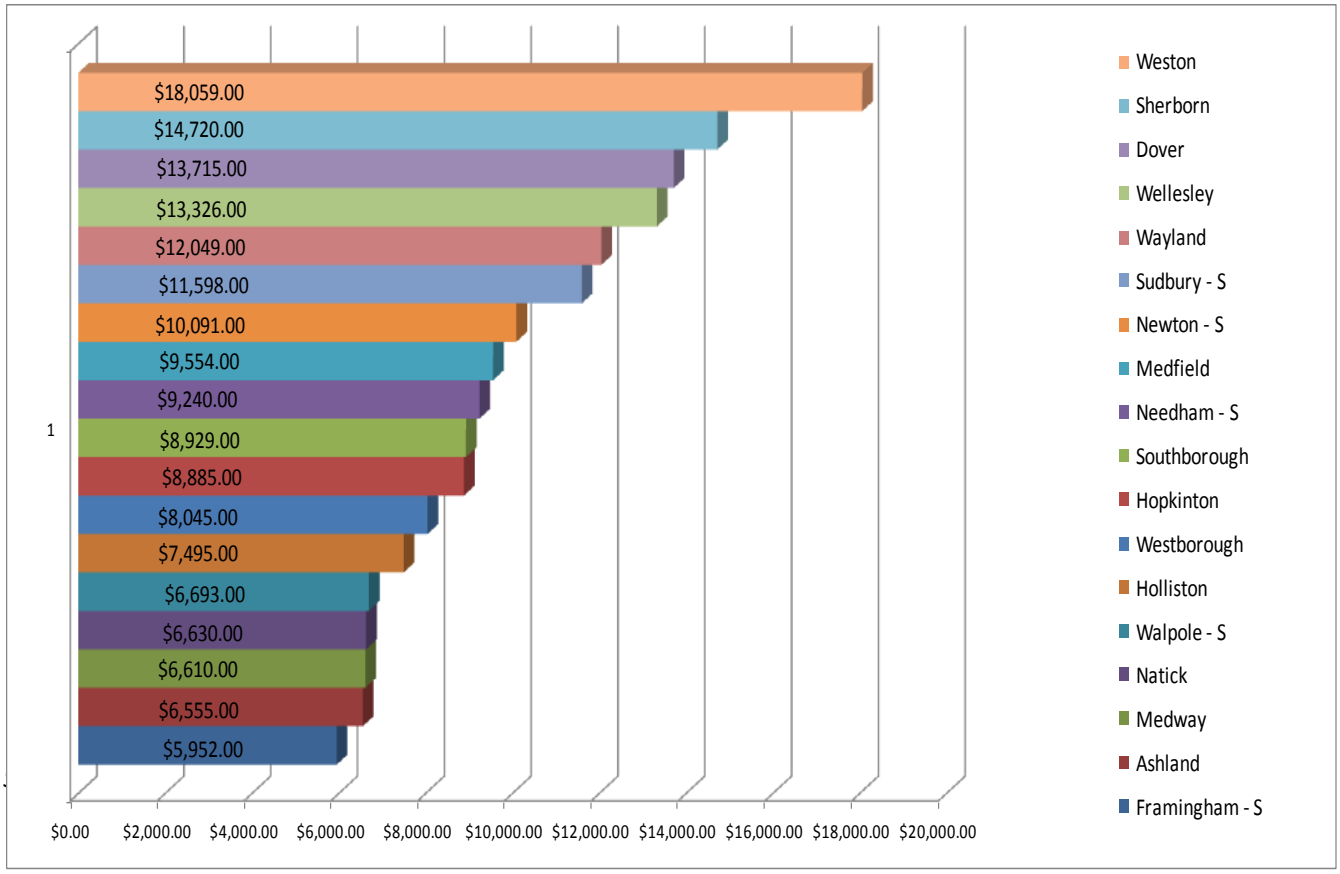
Department: Finance **Division: Assessor**

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 "Univers". 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

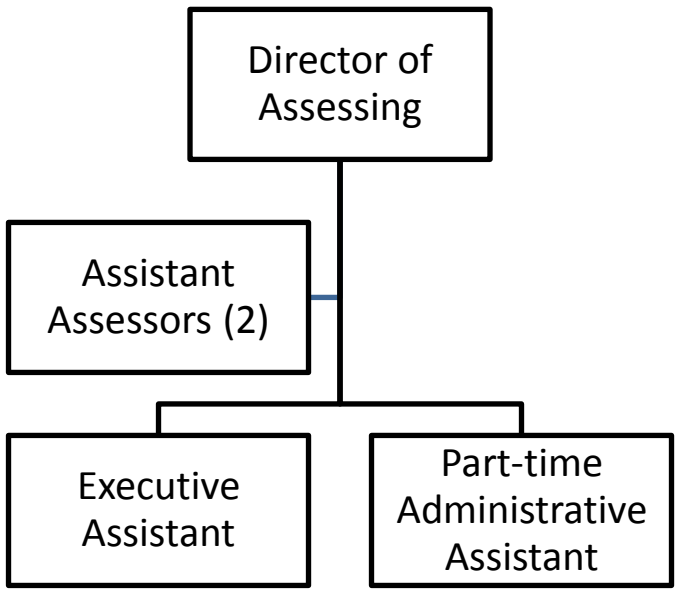
Home of Champions

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 $ (+/-)	2016 v. 2017 % (+/-)
Salaries Management	$ 99,620	$ 105,527	$ 105,754	$ 105,404	$ (350)	-0.33%
Salaries Operational Staff	$ 51,303	$ 52,031	$ 52,802	$ 52,470	$ (332)	-0.63%
Salaries Tech & Professional	$ 142,579	$ 146,635	$ 146,951	$ 149,313	$ 2,362	1.61%
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**	**$ 354,109**	**$ 358,421**	**$ 4,312**	**1.22%**
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**	**$ 455,809**	**$ 460,321**	**$ 4,512**	**0.99%**

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 "Municity", 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 $ (+/-)	2016 vs. 2017 % (+/-)
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%**

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 personnel 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

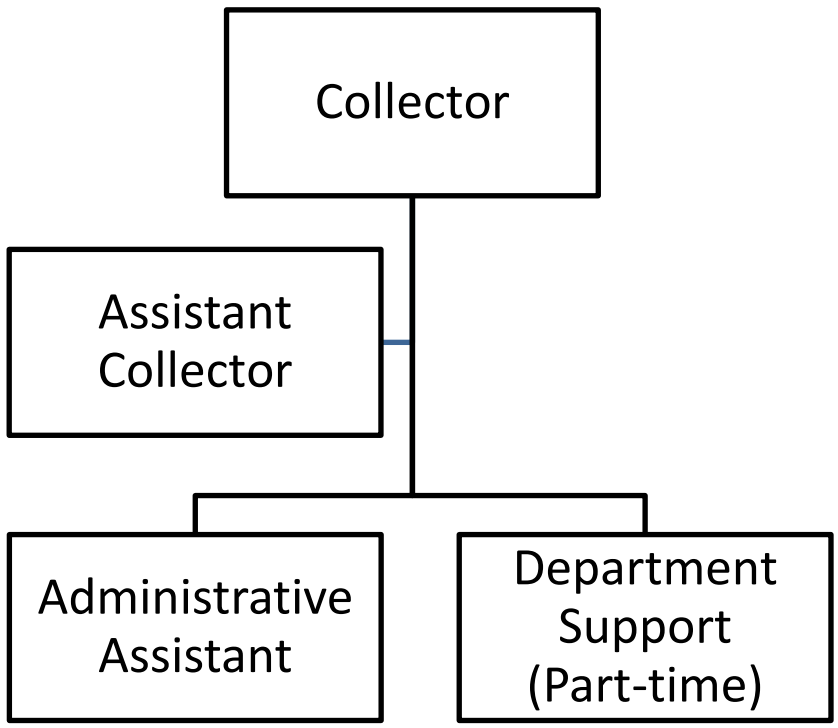
Department: Finance | **Collector**

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**

Notes

Collector & Assistant Collector are Full-time positions - split between the Collector & Treasurer budgets.

Organizational Chart



Performance Indicators	**2013**	**2014**	**2015**	**2016**	**2017**
Please see Treasurer's Budget for these Indicators					

Town of Natick

Home of Champions

Department: Finance | **Division: Collector**

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

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 invested 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

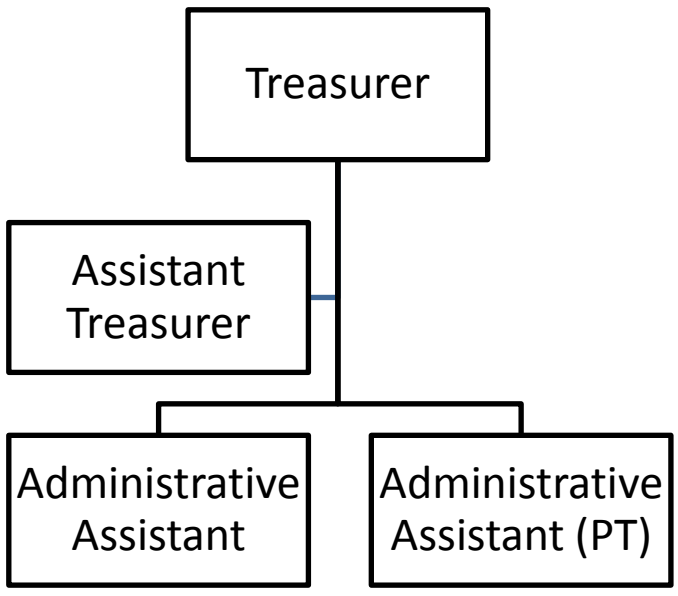
Department: Finance | **Treasurer**

Treasurer Staffing	2013	2014	2015	2016	2017
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**	**3 FT / 0 PT**	**3 FT / 0 PT**	**3 FT / 0 PT**

Notes

Treasurer & Assistant Treasurer are split between Collector & Treasurer budgets.

Organizational Chart



Performance Indicators

	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

	2013	2014	2015*	2016*	2017*
Efficiency Measures					
Number of On-line payments	12,409	21,900	21,900	25,000	25,000

	2013	2014	2015*	2016*	2017*
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 $ (+/-)	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

Home of Champions

Department: Information Technology

Appropriation Summary

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

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 Municity 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 - Municity 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

Budget Overview:

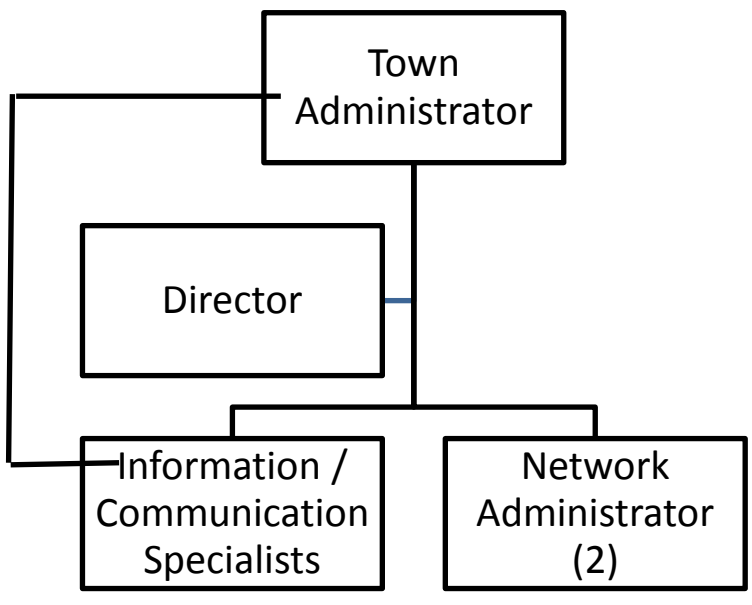
V. On the Horizon

- Complete Town Data/Voice Network Redesign
- Complete installation of new Shoretel VOIP phone system
- Expand Municity permitting system to DPW
- Complete expansion of data room in Police HQ.

Staffing	**2013**	**2014**	**2015**	**2016**	**2017**
Director	1	1	1	1	1
Network Administrator	2	2	2	2	2
Information / Communication Specialist	0	1	1	1	1
Total FTE	**3**	**4**	**4**	**4**	**4**
Total FT/PT	**3 FT / 0 PT**	**4 FT / 0 PT**	**4 FT / 0 PT**	**4 FT / 0 PT**	**4 FT / 0 PT**

Notes

Organizational Chart



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 $ (+/-)	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 (Municity), 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

Home of Champions

Department: Town Clerk

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Personnel Services	$ 223,377	$ 232,989	$ 239,672	$ 249,337	$ 9,665	4.03%
Total Salaries	**$ 223,377**	**$ 232,989**	**$ 239,672**	**$ 249,337**	**$ 9,665**	**4.03%**
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**	**$ 291,537**	**$ 29,815**	**11.39%**

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.

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 pace 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

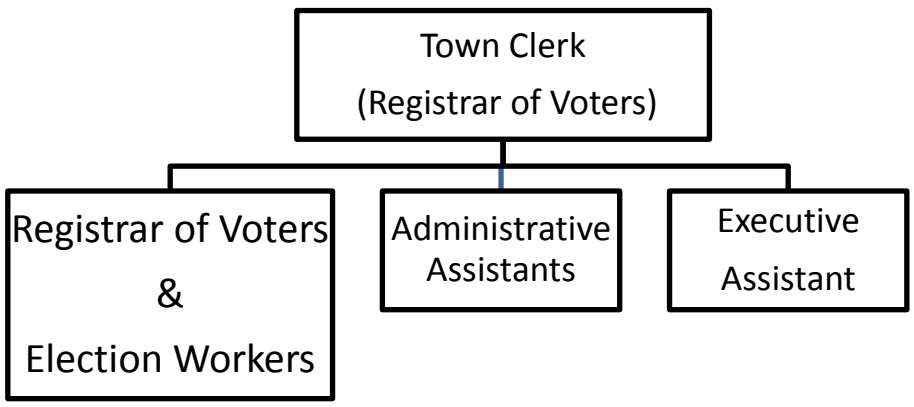
Home of Champions

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 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Management	$ 75,932	$ 80,000	$ 85,000	$ 90,000	$ 5,000	5.88%
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**	**$ 249,337**	**$ 9,665**	**4.03%**
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**	**$ 291,537**	**$ 29,815**	**11.39%**

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 $ (+/-)	2016 vs. 2017 % (+/-)
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%**

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

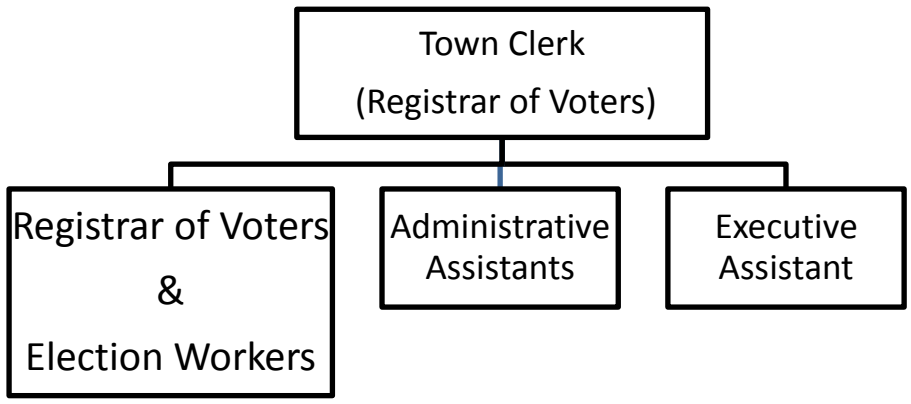
Department: Elections

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					
- Municipal	Indicator under development				
- 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 $ (+/-)	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%**

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 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

Home of Champions

Department: Sealer of Weights & Measures

Appropriation Summary

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

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**

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 $ (+/-)	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

Home of Champions

Department: Community Development

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Personnel Services	$ 748,980	$ 695,942	$ 842,254	$ 840,155	$ (2,099)	-0.25%
Total Salaries	**$ 748,980**	**$ 695,942**	**$ 842,254**	**$ 840,155**	**$ (2,099)**	**-0.25%**
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**	**$ 869,054**	**$ 869,905**	**$ 851**	**0.10%**

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

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 redesing 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 acitivites on behalf of the town.

III. Current Challenges

- Aggresive 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).
- Complention 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 economi c 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

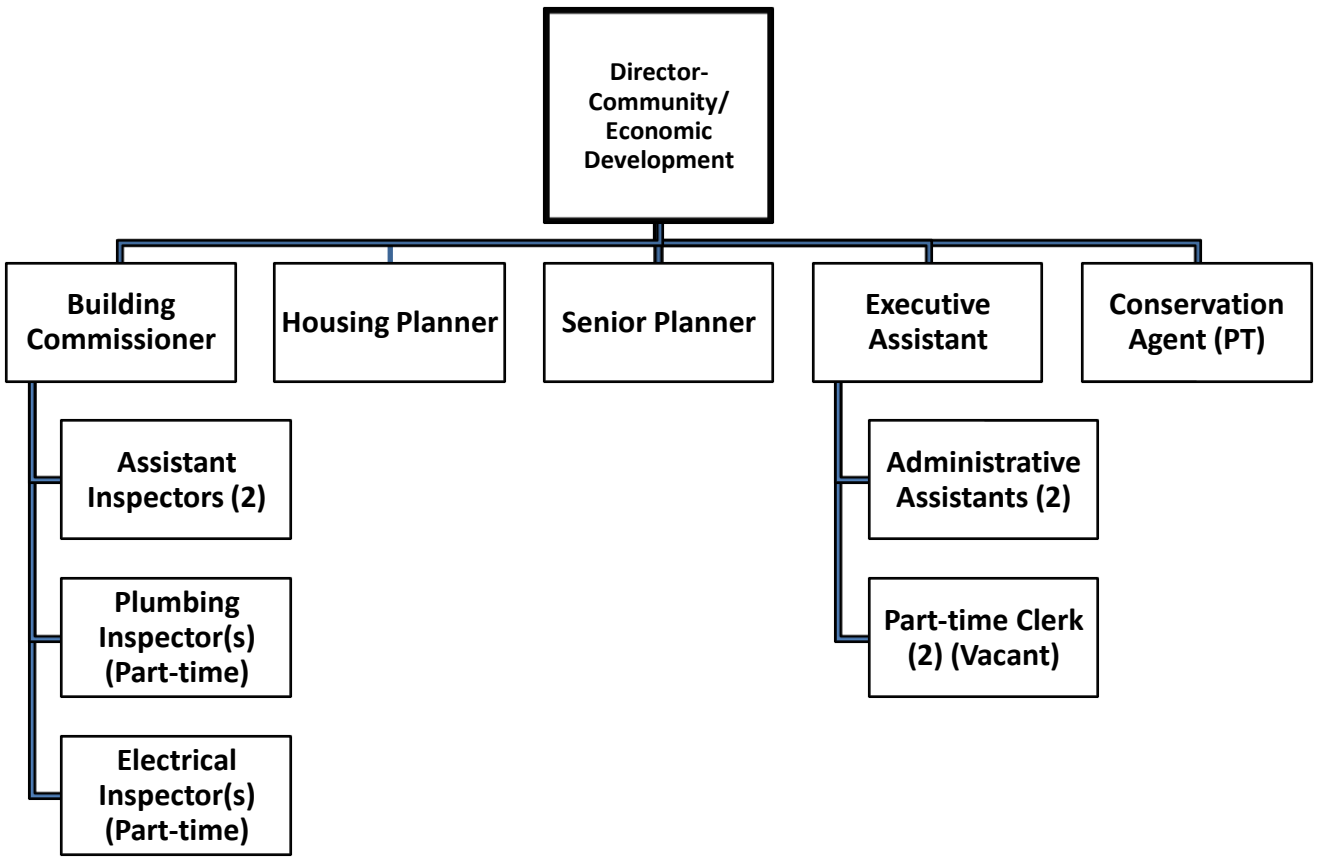
Home of Champions

Department: Community & Economic Development

Staffing	2013	2014	2015	2016	2017
Director - Community/Economic Development	1	1	1	1	1
Building Commissioner	1	1	1	1	1
Assistant Inspector	2	2	2	2	2
General/Housing Planner	1	1	1	1	1
Economic Development Planner	0	1	1	0	0
Transportation Planner	0	0	0	1	0
Senior Planner	0	0	0	0	1
Executive Assistant	1	1	1	1	1
Administrative Assistant	2	2	2	2	2
Environmental Compliance/Cons Agent	0.5	0.5	0	0	0
Conservation Agent	0	0	0.4	0.4	0.4
Part-Time Inspectors	3.15	2.60	3.35	3.35	3.35
Total FTE	**11.65**	**12.10**	**12.75**	**12.75**	**12.75**
Total FT/PT	**9 FT / 6 PT**	**10 FT / 6 PT**	**10 FT / 6 PT**	**10 FT / 6 PT**	**10 FT / 6 PT**

Notes

Organizational Chart



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 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Management	$ 107,872	$ 151,998	$ 214,336	$ 205,341	$ (8,995)	-4.20%
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	$ 309,437	$ 298,348	$ (11,089)	-3.58%
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**	**$ 842,254**	**$ 840,155**	**$ (2,099)**	**-0.25%**
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**	**$ 869,054**	**$ 869,905**	**$ 851**	**0.10%**

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.

Article 8
Motion F
Committees & Commissions

Committees & Commissions Summary	212
Finance Committee	214
Commission on Disability	215
Cultural Council	216
Historical Commission	217
Historic District Commission	218

COMMITTEES AND COMMISSIONS

Recommendation:
By a vote of 12 - 0 - 0 on March 30, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the **Finance Committee, Commission on Disability, Natick Cultural Council, Historical Commission and Historic District Commission** budgets as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

Motion for Section F under Article 8:

Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of operating the departments shown under the associated categories, said funds are to be expended under the direction of each Department Head or Director:

Finance Committee	
Expenses	**$17,450**
Total Finance Committee	**$17,450**
Commission on Disability	
Expenses	**$750**
Total Commission on Disability	**$750**
Natick Cultural Council	
Expenses	**$700**
Total Natick Cultural Council	**$700**
Historical Commission	
Expenses	**$750**
Total Historical Commission	**$750**
Historic District Commission	
Expenses	**$550**
Total Historic District Commission	**$550**
Total Budget Amount	**$20,200**

And that the above Total Budget Amount be raised from the following sources:

Tax Levy of Fiscal Year 2017	**$20,200**

Town of Natick

Home of Champions

Department: Commissions & Committees

Appropriation Summary

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

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**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

Secretarial Support for the Finance Committee is provided by contract with Faith Casler Associates, Inc. Staff support is primarily provided by the Town Administrator's Office and Finance Director.

Budget Detail:

	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	$ -	$ (500)	-100.00%
Consultant	$ -	$ -	$ -	$ 10,150	$ 10,150	#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**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

Budget Detail:

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	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**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	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**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 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.

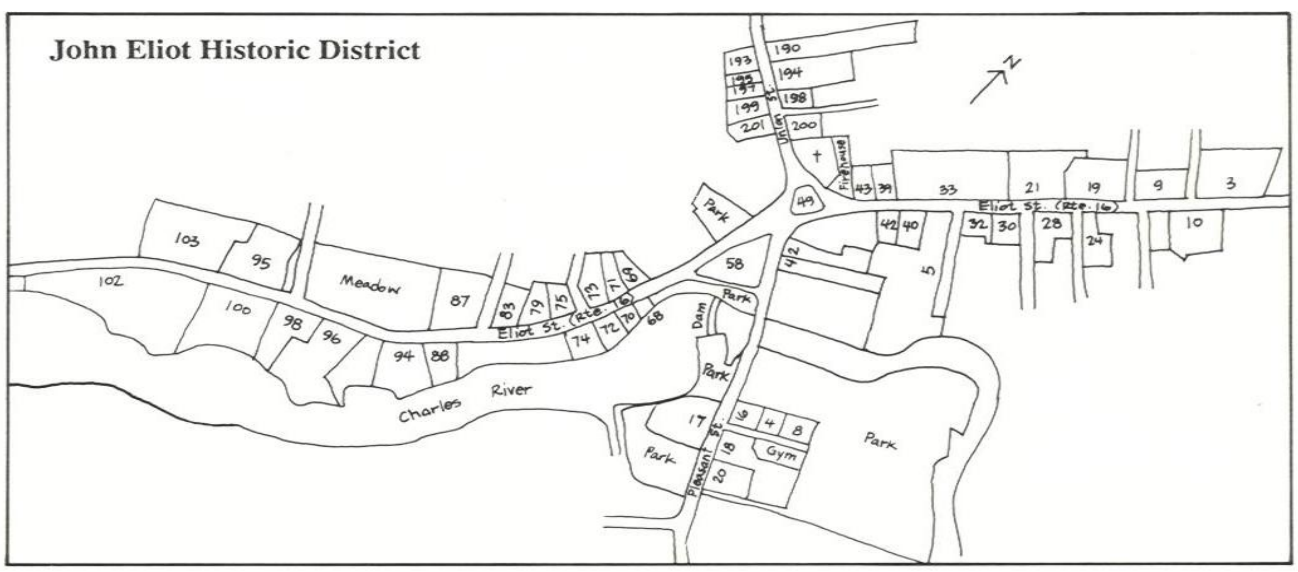
Staffing:	**2013**	**2014**	**2015**	**2016**	**2017**
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

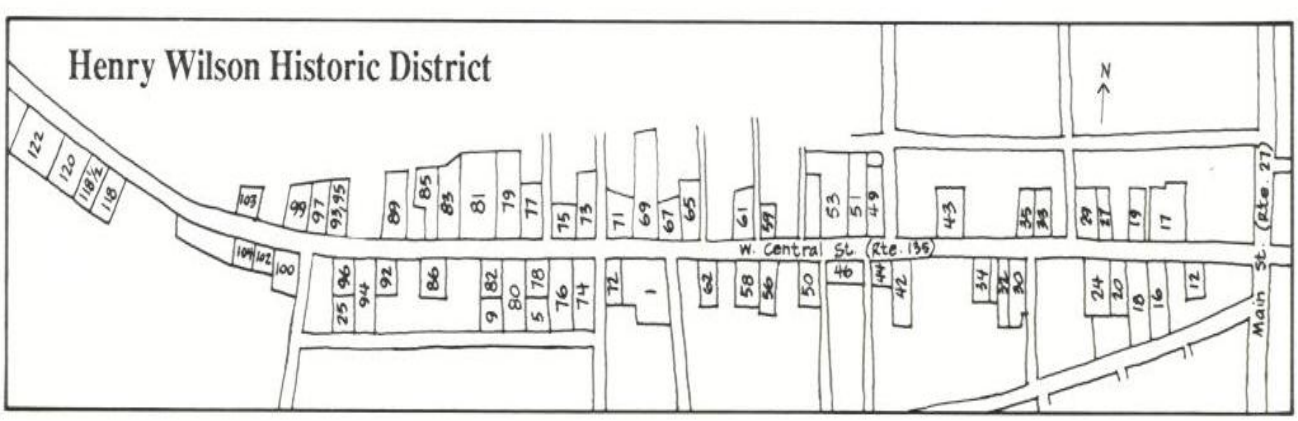
Budget Detail

	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.





Article 8
Motion G
Shared Expenses

Shared Expenses	220
Benefits	
Employee Fringe Benefits & Insurance	222
Property & Liability Insurance	233
Contributory Retirement	234
Non-Contributory Retirement	236
Debt Service	237
Reserve Fund	250
Facilities Management	252

SHARED EXPENSES

Recommendation:
By a vote of 12 - 0 - 0 on March 30, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the **Employee Fringe Benefit, Property & Liability Insurance, Contributory Retirement, Non-Contributory Retirement, Debt Service, Reserve Fund and Facilities Management** budgets as presented in the voted recommended motion below.

MOTION: (Requires two-thirds vote)

Motion for Section G under Article 8:

Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of funding the accounts and funds shown below, said funds are to be expended under the direction of the following officials or committees: Employee Fringe Benefits – Town Administrator; Property and Liability Insurance – Town Administrator; Contributory Retirement System Pension Liability – Collector/Treasurer; Non-Contributory Retirement Pension Liability – Comptroller; Debt Service – Collector/Treasurer; Reserve Fund – Finance Committee; Facilities Management – Town Administrator & Superintendent of Public Schools.

Insurances & Benefits	
Employee Fringe	
Other Personnel Services	$15,609,744
Other Personnel Services – Merit / Performance	$130,850
Total Employee Fringe	$15,740,594
Property & Liability Insurance	
Purchased Services	$641,750
Total Property & Liability Insurance	$641,750
Retirement	
Contributory Retirement	
Pension Assessment	$8,194,354
Total Contributory Retirement	$8,194,354
Non-Contributory Retirement	
Pensions	$42,803
Total Non-Contributory Retirement	$42,803
Debt Service	
Debt Service	
Leased Equipment	$148,703
Leased Land	$3,900
Principal	$7,893,357
Interest	$2,449,397
Total Debt Service	$10,495,357

Motion for Section G under Article 8 Continued:

Reserve Fund – Finance Committee	
Reserve Fund	
Other Charges	$250,000
Total Reserve Fund	$250,000
Facilities Management	
Facilities Management	
Salaries	$2,440,848
Expenses	$576,550
Total Facilities Management	$3,017,398
Total Budget Amount	$38,382,256

And that the above Total Budget Amount be raised from the following sources:

Tax Levy of Fiscal Year 2017	$8,972,544
State Aid	$11,605,603
Local Receipts	$11,846,650
Free Cash	$2,997,903
Overlay Surplus	$500,000
Title V Septic	$7,684
Water-Sewer User Fees	$2,218,150
Golf User Fees	$41,973
FAR Bonus Stabilization Fund	$3,900
Premiums	$64,682
School Building Assistance	$123,167
Total Sources	$38,382,256

Town of Natick

Home of Champions

Department: Employee Fringe

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
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	$ 1,026,129	$ 1,065,000	$ 38,871	3.79%
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	$ 13,248,638	$ (1,581,039)	-10.66%
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**	**$ 17,246,818**	**$ 15,609,744**	**$ (1,637,074)**	**-9.49%**
Merit/Performance Raises*	$ 6,500	$ 22,250	$ 135,850	$ 130,850	See next page	
Total Performance Plan	**$ 6,500**	**$ 22,250**	**$ 135,850**	**$ 130,850**	**See next page**	
Total Employee Fringe	**$ 14,222,721**	**$ 15,209,526**	**$ 17,382,668**	**$ 15,740,594**	**$ (1,642,074)**	**-9.45%**

**Please see next page for explanation*

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/Massachusett'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 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 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
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	$ 1,026,129	$ 1,065,000	$ 38,871	3.79%
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	$ 13,248,638	$ (1,581,039)	-10.66%
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**	**$ 17,246,817**	**$ 15,609,744**	**$ (1,637,073)**	**-9.49%**
Merit/Performance Raises*	$ 6,500	$ 22,250	$ 135,850	$ 130,850	See Below	
Performance Plan	**$ 6,500**	**$ 22,250**	**$ 135,850**	**$ 130,850**	**See Below**	
Total Employee Fringe	**$ 14,222,721**	**$ 15,209,526**	**$ 17,382,667**	**$ 15,740,594**	**$ (1,642,073)**	**-9.45%**

**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. 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	100,058			
Remaining (or closed out)	**$ 5,536**	**$ 47,396**	**$ 35,792**	**$ 130,850**		

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 Commitee 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:

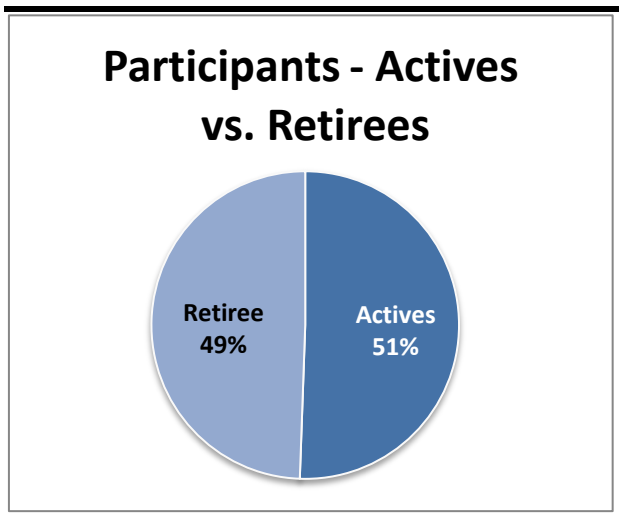
Laborers Local 1116
Clerical Workers
Supervisors & Administrators (Public Works)
School Custodial
Librarian's of the Morse Library (Massachusetts Laborers Benefits).

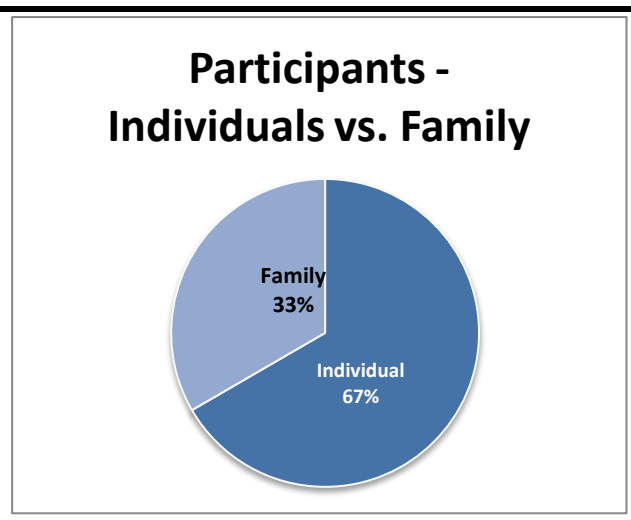
The contribution rate is set by the collective bargaining agreement or other agreement between the Employer and the Union. The rate must fall within the range of rates accepted by the Pension Fund. The rate may be cents, or dollars-and-cents, for each hour for which a covered employee is paid, or a fixed 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.*

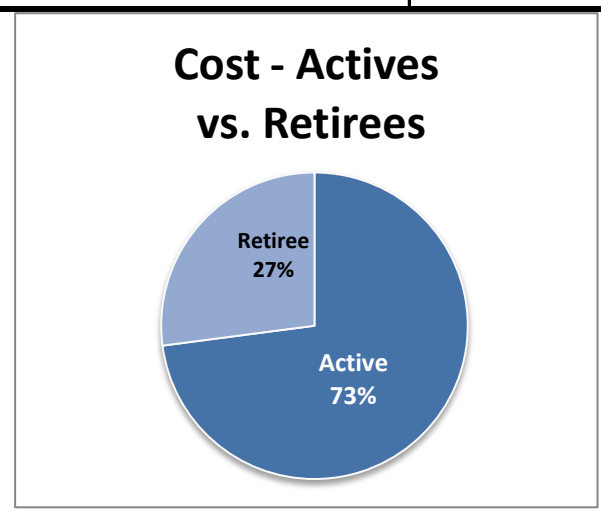
Retirement Buyout:
This accounts for the provision in multiple contracts allowing retiring employees to buy-back accrued sick leave. It is only paid out if an individual declares and chooses to retire.

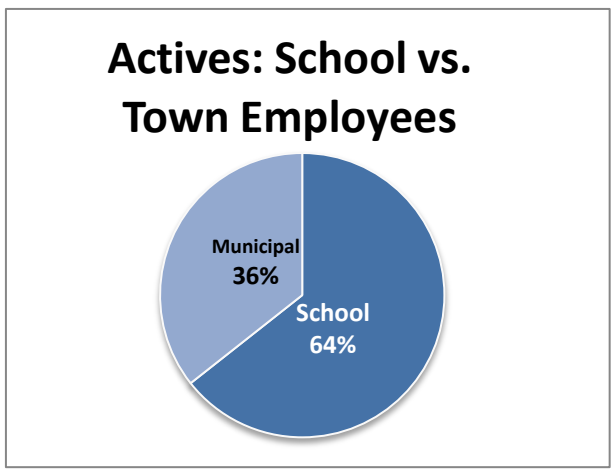
Employee Health Benefits Summary

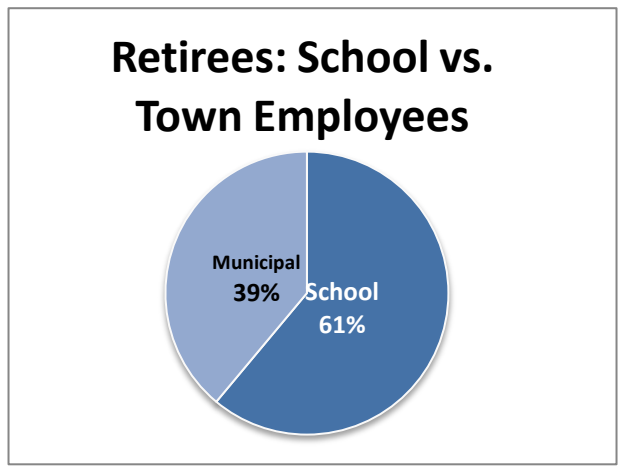
	FY 2014	FY 2015	FY 2016	FY 2017
Active				
- Traditional PPO	$ -	$ -	$ 14,876	$ 15,625
- Traditional HMO's	$ -	$ -		
- Rate Saver HMO's	$ 9,037,975	$ 9,684,604	$ 10,542,861	$ 9,000,179
Safety Nets	$ 310,000	$ 210,000	$ 100,000	$ -
Continuity of Care Mitigation				$ 100,000
Retiree Mitigation				$ 60,000
Sentinel Benefits Administration Fee	$ 42,822	$ 42,768	$ 42,876	$ 40,200
Reserves: Individual Plan Adds (Mid-Year)	$ 58,405	$ 50,575	$ 26,479	$ 23,391
Reserves: Family Plan Adds (Mid-Year)	$ 152,640	$ 121,104	$ 69,049	$ 61,943
New Position Adds (FY17 School: 17 / Municipal 1)	$ 217,879	$ 134,566	$ 123,480	$ 255,698
Retiree				
- Retiree Health Plans	$ 3,019,593	$ 3,180,433	$ 3,767,996	$ 3,547,770
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**	**$ 13,248,638**











Comparative Plan Usage	FY 2014	FY 2015	FY 2016	FY 2017
Actives				
Traditional				
- Single	0	0	0	0
- Family	0	0	1	1
Rate Savers				
- Single	324	335	336	342
- Family	469	457	458	443
Retirees				
Rate Savers/PPO				
- 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
HEALTH PLANS:	Total	Town Share		Total	Town Share		Employer Cost
RATE SAVER PLANS:	**$**	**%**	**$**	**$**	**%**	**$**	**$**
Blue Choice							
Monthly Rates (Regular Members)	885.00	62.00%	548.70	2,374.00	62.00%	1,471.88	
Participants			6			9	
Annual Total			**$39,506**			**$158,963**	**$ 198,469**
Fallon Group Direct Care							
Monthly Rates (Regular Members)	596.00	75.00%	447.00	1,600.00	75.00%	1,200.00	
Participants			0			0	
Annual Total			**$0**			**$0**	**$ -**
Fallon Group Select Care							
Monthly Rates (Regular Members)	639.00	75.00%	479.25	1,721.00	75.00%	1,290.75	
Participants			61			91	
Annual Total			**$350,808**			**$1,409,495**	**$ 1,760,303**
Harvard/Pilgrim							
Monthly Rates (Regular Members)	799.00	62.00%	495.38	2,081.00	62.00%	1,290.22	
Participants			27			43	
Annual Total			**$160,503**			**$665,754**	**$ 826,257**
Tufts Rate Saver							
Monthly Rates (Regular Members)	841.00	62.00%	521.42	2,203.00	62.00%	1,365.86	
Participants			16			27	
Annual Total			**$100,112**			**$434,344**	**$ 534,456**

Premium Cost Summary						
	Enrollments	**Single**	**110**	**Family**	**170**	
Active Health Plans						**$ 3,319,486**
Sentinel FSA Costs						**$ 15,093**
Individual Plan Reserve	*(Total Count)*	*2*				**$ 11,889**
Family Plan Reserve	*(Total Count)*	*2*				**$ 30,965**
Additional Plans (Town Position Adds)	***(Total Count)***	***1***				***14,205***
Town Active Employee Health Insurance Appropriation Request for FY2017						**$ 3,391,638**

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
HEALTH PLANS:	Total	Town Share		Total	Town Share		Employer Cost
	$	**%**	**$**	**$**	**%**	**$**	**$**
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	885.00	62.00%	548.70	2,374.00	62.00%	1,471.88	
Participants			14			20	
Annual Total			**$88,889**			**$353,251**	**$ 442,141**
Fallon Group Direct Care							
Monthly Rates (Regular Members)	596.00	75.00%	447.00	1,600.00	75.00%	1,200.00	
Participants			3			1	
Annual Total			**$16,092**			**$14,400**	**$ 30,492**
Fallon Group Select Care							
Monthly Rates (Regular Members)	639.00	75.00%	479.25	1,721.00	75.00%	1,290.75	
Participants			130	27.00		155	
Annual Total			**$747,624**			**$2,400,788**	**$ 3,148,412**
Harvard/Pilgrim							
Monthly Rates (Regular Members)	799.00	62.00%	495.38	2,081.00	62.00%	1,290.22	
Participants			52			60	
Annual Total			**$309,117**			**$921,217**	**$ 1,230,334**
Tufts Rate Saver							
Monthly Rates (Regular Members)	841.00	62.00%	521.42	2,203.00	62.00%	1,365.86	
Participants			33			38	
Annual Total			**$206,482**			**$622,833**	**$ 829,315**

Premium Cost Summary	**Enrollments**	**Single**	**232**	**Family**	**274**	
Active Health Plans						**$ 5,680,693**
Sentinel FSA Costs						**$ 27,270**
Individual Plan Reserve	*(Total Count)*	2				**$ 11,502**
Family Plan Reserve	*(Total Count)*	2				**$ 30,978**
Additional Plans (School Position Adds)	***(Total Count)***	17				**$ 241,492**
School Department Active Employee Health Insurance Appropriation Request for FY2017						**$ 5,991,936**

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:	Individual			Family			
HEALTH PLANS:	Total	Town Share		Total	Town Share		Total Cost
	$	%	$	$	%	$	$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	885.00	62.00%	548.702	2,374.00	62.00%	1,471.885	
Annual Total			**$13,169**			**$88,313**	**$ 101,482**
Fallon Group Select Care							
Monthly Rates (Regular Members)	639.00	75.00%	479.251	1,721.00	75.00%	1,290.750	
Participants							
Annual Total			**$5,751**			**$0**	**$ 5,751**
Harvard/Pilgrim							
Monthly Rates (Regular Members)	799.00	62.00%	495.38	2,081.00	62.00%	1,290.22	
Participants			18			28	
Annual Total			**$107,002**			**$433,514**	**$ 540,516**
Tufts Navigator							
Monthly Rates (Regular Members)	841.00	62.00%	521.42	2,203.00	62.00%	1,365.86	
Participants			20			10	
Annual Total			**$125,141**			**$163,903**	**$ 289,044**
Harvard/Pilgrim PPO							
Rates (Regular Members)	2,336.00	50.00%	1,168.00	5,187.00	50.00%	2,593.50	
Participants			1			0	
Annual Total			**$14,016**			**$0**	**$ 14,016**

Premium Cost Summary	Enrollments		
	Single	Family	
Active Health Plans	42	43	**$ 950,808**
Town Retiree Non-Medicare Eligible Health Insurance Appropriation Request for FY2017			**$ 950,808**

Retirees - Medicare Eligible

Senior Plans:	Individual			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-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	**$1,538,351**

*Rates Change on 1/1

Enrollments as of 11/2015

School Department - Retiree Health Care

Retirees - Non Medicare Eligible

Active Employees Plans:	Individual			Family			
HEALTH PLANS:	Total	Town Share		Total	Town Share		Total Cost
	$	%	$	$	%	$	$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	885.00	62.00%	548.705	2,374.00	62.00%	1,471.886	
Annual Total			**$32,922**			**$105,975**	**$ 138,897**
Fallon Group Select Care							
Monthly Rates (Regular Members)	639.00	75.00%	479.250	1,721.00	75.00%	1,290.753	
Participants							
Annual Total			**$0**			**$46,467**	**$ 46,467**
Harvard/Pilgrim							
Monthly Rates (Regular Members)	799.00	62.00%	495.38	2,081.00	62.00%	1,290.22	
Participants			43			17	
Annual Total			**$255,616**			**$263,205**	**$ 518,821**
Tufts Navigator							
Monthly Rates (Regular Members)	841.00	62.00%	521.42	2,203.00	62.00%	1,365.86	
Participants			25			6	
Annual Total			**$156,426**			**$98,342**	**$ 254,768**
Harvard/Pilgrim PPO							
Rates (Regular Members)	2,336.00	50.00%	1,168.00	5,187.00	50.00%	2,593.50	
Participants			4			0	
Annual Total			**$56,064**			**$0**	**$ 56,064**

Premium Cost Summary	Enrollments	
	Single	**Family**
Active Health Plans	**77**	**32**
School Retiree Non-Medicare Eligible Insurance Appropriation Request for FY2017		**$ 1,015,017**

Retirees - Medicare Eligible

Senior Plans:	Individual				Individual		
HEALTH PLANS:	Total	Town Share		**HEALTH PLANS:**	Total	Town Share	
	$	%	$		$	%	$
				BCBS			
HPHC Medicare Enhancement				**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			141	Participants			106
Annual Total			**$397,004**	**Total**			**$310,463**
				Tufts			
Fallon Senior Plan				**Medicare Preferred**			
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			1	Participants			55
Annual Total			**$2,614**	**Total**			**$147,575**
				BCBS Managed			
Tufts Medicare Preferred				**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			46	Participants			11
Annual Total			**$107,770**	**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	**$2,009,419**

*Rates Change on 1/1

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			**$**	**150,000**
Amount Spent through October 2015			*$*	*33,761*
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	$ 171,292	$ 147,110	$ 205,000	$ 150,000

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	$ 411,639	$ 471,640	$ 568,800	$ 536,775

Town of Natick

Home of Champions

Medicare Analysis/LIUNA Details

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%	

Budget Balance @ year-end	$	(44,234)

Town of Natick

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Medicare Analysis/LIUNA Details

FY 2016 Y-T-D & Forecast		
(1) Appropriated Budget	$	1,026,129
Through December 8, 2015	*$*	*354,464*
(2) Forecast	$	1,018,221
(1-2) Surplus / (Deficit) @ year-end (*estimated*)	$	7,908
Budget Request for FY 2017	$	1,065,000

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

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

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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 Insuranc	**$ 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

Home of Champions

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

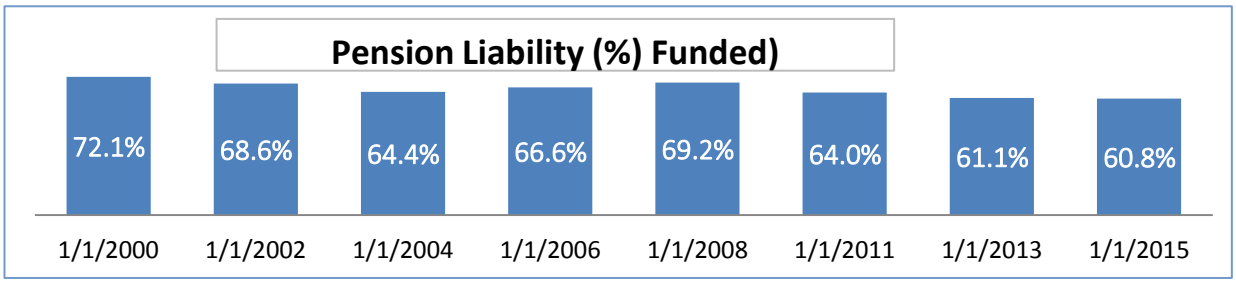
The Natick Retirement System provides pension benefits for many retired employees of the Town of Natick . Established under M.G.L. Chapter 32, the Natick Retirement System is funded via an annual appropriation at Town Meeting. As of 2015, there were 1117 participants in the Natick Retirement System - 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.



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 $12.7Million 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 Reveiw as of January 1, 2015, details demographic data comparison (page v) that shows the total payroll for 2013 as $30.7Million and for 2015 as $33.1Million. 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 $ (+/-)	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%**

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 $ (+/-)	2016 vs. 2017 % (+/-)
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%**

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 $ (+/-)	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

Home of Champions

Department: Debt Service

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	% (+/-)
Operating Expenses						
Leased Equipment	$ 66,880	$ 111,096	$ 150,371	$ 148,703	$ (1,668)	-1.11%
Leased Land	$ -	$ -	$ -	$ 3,900	$ 3,900	#DIV/0!
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**	**$ 10,495,357**	**$ (222,244)**	**-2.07%**
Total Debt Service	**$ 10,855,923**	**$ 10,884,737**	**$ 10,717,600**	**$ 10,495,357**	**$ (222,244)**	**-2.07%**

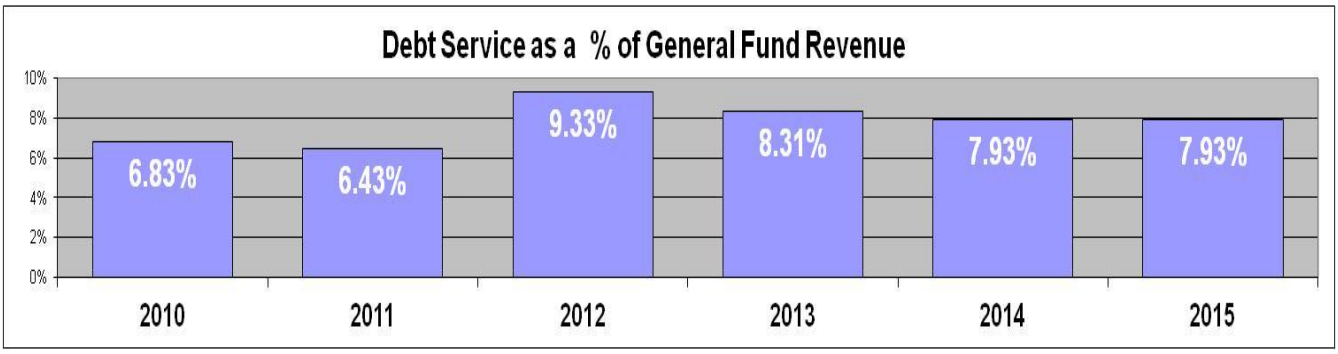
Budget Overview:

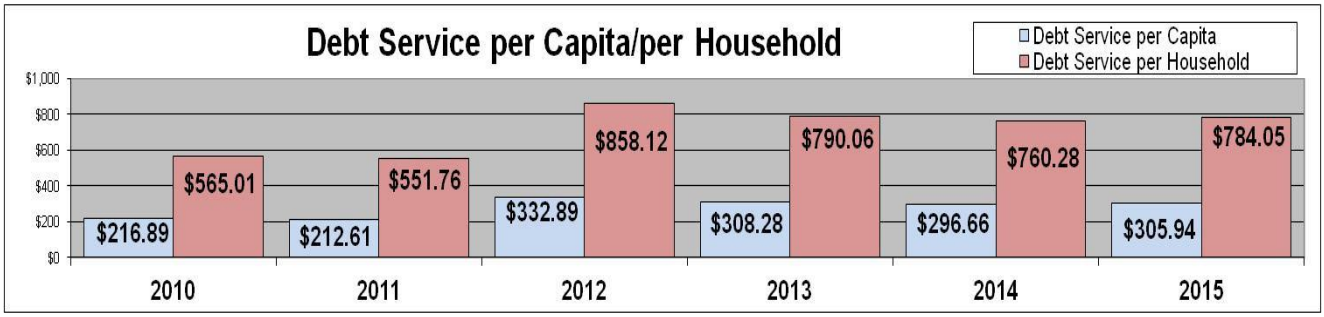
The Town assumes debt to finance many capital projects. Natick's debt is funded through bond issues. State statutes permit maximum terms of bond issues to vary from 5 to 30 years, depending on the purpose of the issue. The Town can only issue new debt with the approval of two-thirds of Town Meeting.

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.



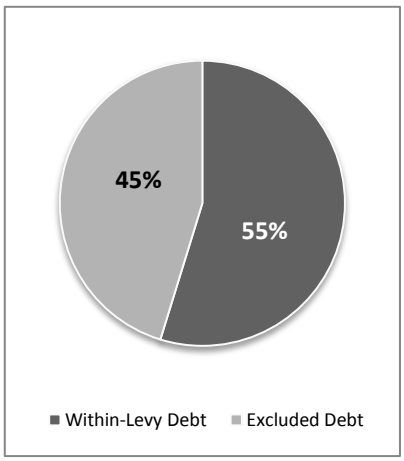


Positively for Natick, the community fares well on this indicator. Not only has debt service per capita remained well within recommended levels at between 8%-10.5% - debt service of 20% of operating revenues is considered a problem and 10% is considered acceptable - but decreased from FY 2006 FY 2012. 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 Principal	Fiscal Year 2017 Principal	Fiscal Year 2018 Principal	Fiscal Year 2019 Principal	Fiscal Year 2020 Principal	Fiscal Year 2021 Principal	Issue Balance	Total Outstanding 6/30/16 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 Principal	Fiscal Year 2017 Principal	Fiscal Year 2018 Principal	Fiscal Year 2019 Principal	Fiscal Year 2020 Principal	Fiscal Year 2021 Principal	Issue Balance	Total Outstanding 6/30/16 Principal
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 201*	*$ 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

Town of Natick

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Department: General Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2016 Principal	Fiscal Year 2017 Principal	Fiscal Year 2018 Principal	Fiscal Year 2019 Principal	Fiscal Year 2020 Principal	Fiscal Year 2021 Principal	Issue Balance	Total Outstanding 6/30/16 Principal
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**

Town of Natick

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Department: General Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2016 Principal	Fiscal Year 2017 Principal	Fiscal Year 2018 Principal	Fiscal Year 2019 Principal	Fiscal Year 2020 Principal	Fiscal Year 2021 Principal	Issue Balance	Total Outstanding 6/30/16 Principal
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. 2*	*$ 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. 2*	*$ 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
			$ 3,786,085	**$ 3,736,422**	**$ 3,815,522**	**$ 3,624,602**	**$ 3,510,602**	**$ 3,155,602**	**$ 26,443,656**	**$ 44,286,406**
Sub-Total (Schools)										
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**	

Town of Natick

Home of Champions

Department: General Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2016 Interest	Fiscal Year 2017 Interest	Fiscal Year 2018 Interest	Fiscal Year 2019 Interest	Fiscal Year 2020 Interest	Fiscal Year 2021 Interest	Remaining Issue Balance	Total Outstanding 6/30/16 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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Department: General Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2016 Interest	Fiscal Year 2017 Interest	Fiscal Year 2018 Interest	Fiscal Year 2019 Interest	Fiscal Year 2020 Interest	Fiscal Year 2021 Interest	Remaining Issue Balance	Total Outstanding 6/30/16 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

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Department: General Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2016 Interest	Fiscal Year 2017 Interest	Fiscal Year 2018 Interest	Fiscal Year 2019 Interest	Fiscal Year 2020 Interest	Fiscal Year 2021 Interest	Remaining Issue Balance	Total Outstanding 6/30/16 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**

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Department: General Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2016 Interest	Fiscal Year 2017 Interest	Fiscal Year 2018 Interest	Fiscal Year 2019 Interest	Fiscal Year 2020 Interest	Fiscal Year 2021 Interest	Remaining Issue Balance	Total Outstanding 6/30/16 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**	

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Department: General Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2016 Interest	Fiscal Year 2017 Interest	Fiscal Year 2018 Interest	Fiscal Year 2019 Interest	Fiscal Year 2020 Interest	Fiscal Year 2021 Interest	Remaining Issue Balance	Total Outstanding 6/30/16 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**	**$ -**

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Department: Debt Service

Leased Equipment

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
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**	**(1,668)**	**125.17%**

Leased Land

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Leased Land	$ -	$ -	$ -	$ 3,900	$ 3,900	#DIV/0!
Purchased Services	**$ -**	**$ -**	**$ -**	**$ 3,900**	**$ 3,900**	**#DIV/0!**
Total Leased Land	**-**	**-**	**-**	**3,900**	**3,900**	**#DIV/0!**

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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.

Leased Land:
The Town leases land from the State for J.J. Lane Park. This expense is offset by a transfer from the FAR Bonus Stabilization Fund.

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Department: Reserve Fund

Appropriation Summary

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

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 $ (+/-)	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.

	2012	2013	2014	2015	2016	2017
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

Home of Champions

Department: Facilities Management

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	% (+/-)
Salaries						
Personnel Services	$ 2,402,236	$ 2,426,077	$ 2,443,068	$ 2,440,848	$ (2,220)	-0.09%
Total Salaries	**$ 2,402,236**	**$ 2,426,077**	**$ 2,443,068**	**$ 2,440,848**	**$ (2,220)**	**-0.09%**
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	$ 3,002,683	$ 3,017,398	$ 14,715	0.49%

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.

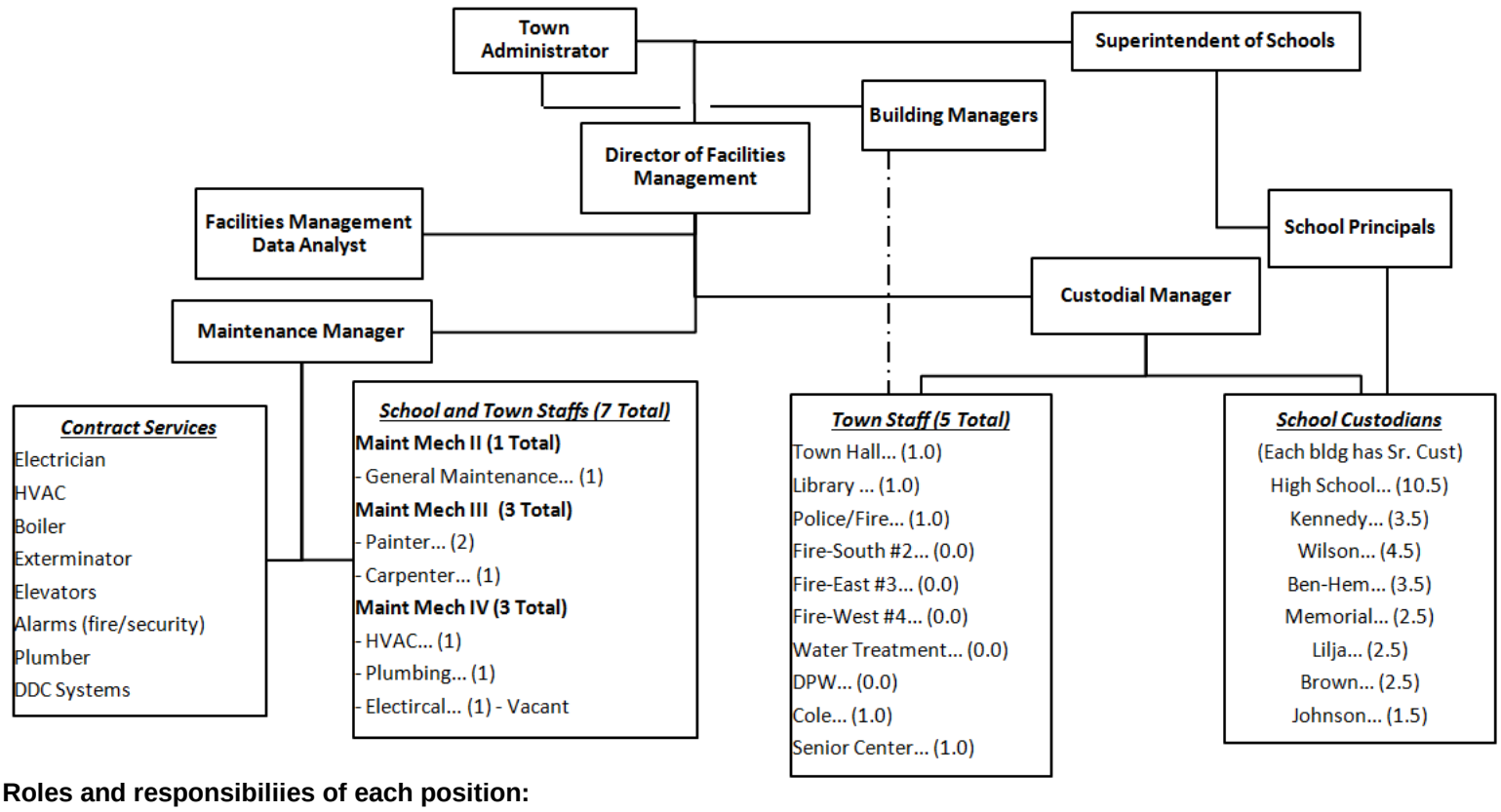
Town of Natick

Home of Champions

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/0PT**	**47 FT/0PT**	**47 FT/0PT**	**46 FT/0PT**	**46 FT/0PT**

Organizational Chart



Roles and responsibiliies 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
Accouting (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	16	47%
Unit	9	26%
None	9	26%
- Digital Controls (DDC) (Y/N)	16	47%
Electric		
Single Phase	12	35%
Three-Phase	13	38%
Unknown	9	26%
Solar Systems (# of buildings which 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 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Supervisory	$ 253,006	$ 171,979	$ 187,296	$ 186,851	$ (445)	-0.24%
Salaries Technical & Professional	$ 55,813	$ 56,952	$ 57,170	$ 58,091	$ 921	1.61%
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**	**$ 2,443,068**	**$ 2,440,848**	**$ (2,220)**	**-0.09%**
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**	**$ 3,002,683**	**$ 3,017,398**	**$ 14,715**	**0.49%**

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 Actual**	**2015 Actual**	**2016 Appropriated**	**2017 Preliminary**	**2016 vs. 2017 $ (+/-)**	**% (+/-)**
Salaries Supervisory	$ 253,006	$ 171,979	$ 187,296	$ 186,851	$ (445)	-0.24%
Salaries Technical & Professional	$ 55,813	$ 56,952	$ 57,170	$ 58,091	$ 921	1.61%
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**	**$ 2,443,068**	**$ 2,440,848**	**$ (2,220)**	**-0.09%**
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**	**$ 3,002,683**	**$ 3,017,398**	**$ 14,715**	**0.49%**

Article 8
Motion H
Water/Sewer Enterprise Fund

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Water Supply & Distribution	268
Utility Billing	269
Fringe Benefits	270
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Budgetary Reserves	270
Indirects	282
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WATER AND SEWER ENTERPRISE FUND

Recommendation:
By a vote of 12 - 0 - 0 on March 30, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the **Water & Sanitary Sewer, Utility Billing, Fringe Benefits, Water & Sewer Debt Service and Water & Sewer Reserve Fund** budgets as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

Motion 1 for Water/Sewer Enterprise Fund – Section H under Article 8:

Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of operating the Department shown under the associated categories, said funds are to be expended under the direction of the Department Head:

Water & Sanitary Sewer Operations	
Salaries	**$1,878,441**
Expenses	**$7,192,320**
Total Water & Sanitary Sewer Operations	**$9,070,761**
Utility Billing	
Salaries	**$112,214**
Expenses	**$89,000**
Total Utility Billing	**$201,214**
Fringe Benefits	
Other Personnel Services	**$464,129**
Other Charges & Expenditures	**$273,812**
Total Fringe Benefits	**$737,941**
Water & Sewer Debt Service	
Principal	**$1,996,150**
Interest	**$394,638**
Total Debt Service	**$2,390,788**
Water & Sewer Reserve Fund	
Expenses	**$200,000**
Total Water & Sewer Reserve Fund	**$200,000**
Total Budget Amount	**$12,600,704**

And that the above Total Budget Amount be raised from the following sources:

Water-Sewer User Fees	**$12,600,704**
Total Sources	**$12,600,704**

WATER AND SEWER INDIRECT COST ALLOCATIONS

Recommendation:
By a vote of 12 - 0 - 0 on March 30, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the **Water and Sewer Indirect Cost Allocations** as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

Water/Sewer Indirect Cost Allocations – Motion 2 under Section H of Article 8:

Move that the Town vote to APPROVE the following indirect cost allocations raised in the General Fund:

Allocations:	**Total**
DWP Administration	**$134,609**
Engineering Services	**389,911**
Equipment Maintenance	**391,653**
Highway Sanitation Recycling	**282,360**
Facility Maintenance	**69,481**
Public Safety	**110,893**
Finance – Administration	**10,203**
Finance – Assessing	**8,876**
Finance – Collector/Treasurer	**84,890**
Finance – Comptroller	**62,216**
Town Administration	**161,916**
Community Development	**86,196**
Information Technology	**116,890**
Procurement	**34,389**
Human Resources	**2,859**
Legal Services	**35,710**
Property & Liability Insurance	**256,700**
Utilities	**52,002**
Vehicle Fuel	**100,562**
Sub-total General Fund	**$2,389,319**
Water/Sewer Staff Performing General Fund Functions	
GIS Services	**($38,529)**
W/S Administrative Assistant – DPW	**(37,131)**
W/S Administrative Assistant – Collector	**(62,572)**
Snow & Ice Removal	**(32,936)**
Sub-total Water/Sewer	**(171,169)**
SUB-TOTAL – GENERAL FUND	**$2,218,150**

And that the Sum of $2,218,150 appropriated in the General Fund be raised from the following sources:

Water/Sewer User Fees	**$2,218,150**
(See Motion for Section G, Article 8: Shared Expenses)	**$2,218,150**

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 $ (+/-)	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**	**7,192,320**	**259,425**	**3.74%**
Total Water & Sewer Operations	**7,686,434**	**8,337,568**	**8,791,204**	**9,070,761**	**279,558**	**3.18%**

Utility Billing Operations

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	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 $ (+/-)	2016 vs. 2017 % (+/-)
Total Employee Benefits	**650,033**	**723,751**	**791,486**	**737,941**	**(53,545)**	**-6.77%**

Debt Service

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	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 $ (+/-)	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**	**12,600,704**	**166,492**	**1.34%**
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 theTown'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 detrioration 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 witihin 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 requirments, 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

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 equipement
- 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					
# of Sewer Backups causing Insurance Claims(CY)	2	4		4	4

**Estimated*

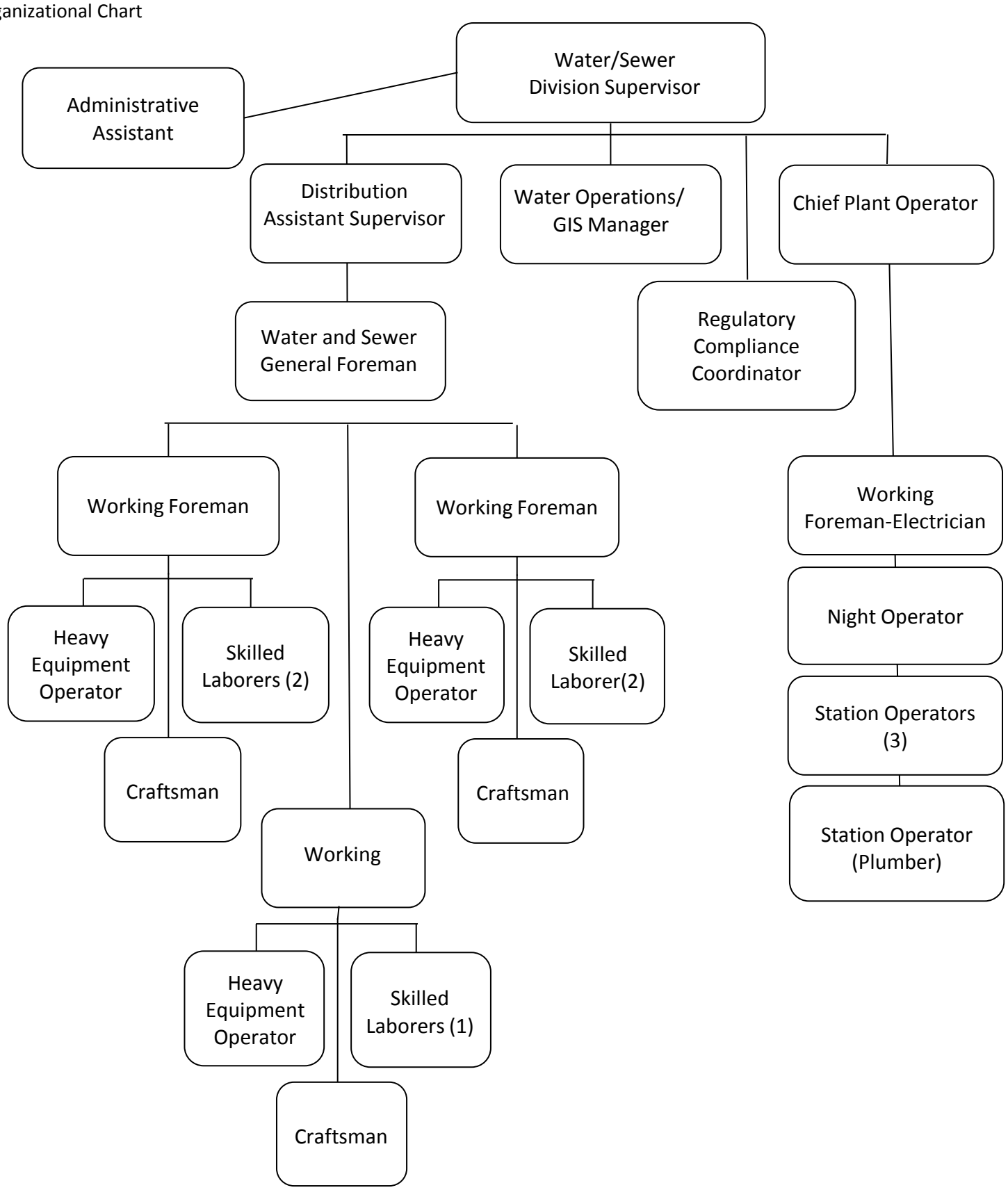
Utility Billing
See Treasurer's Budget (Section VII) for performance indicators related to utility billing.

Town of Natick

Home of Champions

Department: Water & Sewer Operations | Enterprise Fund

Organizational Chart



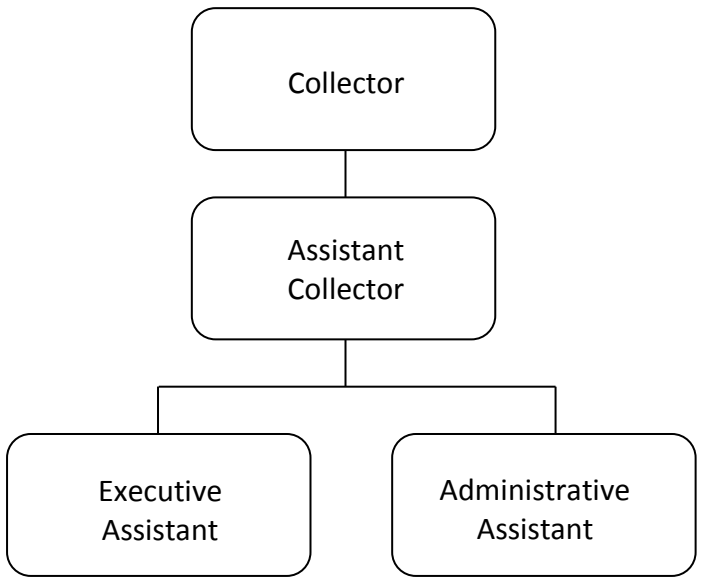
Note: Water & Sewer Divisions are under the management of the Director of Public Works

Town of Natick

Home of Champions

Department: Water & Sewer Operations | Enterprise Fund

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 $ (+/-)	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	$ 5,748,874	$ 151,628	2.71%
Water/Sewer Damage Claims	$ -	$ -	$ 15,000	$ 15,000	$ -	0.00%
Other Chgs. / Exp.	**$ 5,006,306**	**$ 5,589,918**	**$ 5,712,246**	**$ 5,888,874**	**$ 176,628**	**3.09%**
Total Operating Expenses	**$ 5,645,452**	**$ 6,326,185**	**$ 6,588,213**	**$ 6,768,861**	**$ 180,648**	**2.74%**

Water Operations

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

Department: Water & Sewer	Enterprise Fund

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%**

Utility Billing

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	% (+/-)
Salaries Operational Staff	$ 77,759	$ 95,842	$ 98,178	$ 105,273	#VALUE!	#VALUE!
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	$ -	$ -	$ -	$ -	$ -	#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%**

Department: Water & Sewer | Enterprise Fund

Employee Benefits

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	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	$ 366,170	$ (66,085)	-15.29%
LIUNA Pension	$ 41,088	$ 47,683	$ 50,059	$ 69,094	$ 19,035	38.03%
Other Personnel Services	**$ 434,078**	**$ 463,826**	**$ 510,767**	**$ 464,129**	**$ (46,638)**	**-9.13%**
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**	**$ 737,941**	**$ (53,545)**	**-6.77%**

Water & Sewer Debt Service

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	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 $ (+/-)	2016 vs. 2017 % (+/-)
Reserve Fund	$ -	$ -	$ 200,000	$ 200,000	$ -	0.00%
Total Reserve Fund	**$ -**	**$ -**	**$ 200,000**	**$ 200,000**	**$ -**	**0.00%**

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 collecition 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.

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/Servicing: 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.

Department: Water & Sewer Operations Line-Item Detail

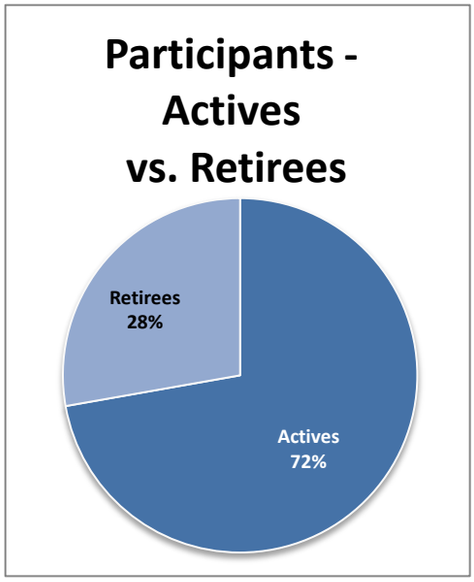
Employee Benefits
Pays for benefits for Water & Sewer Benefit eligible employees.

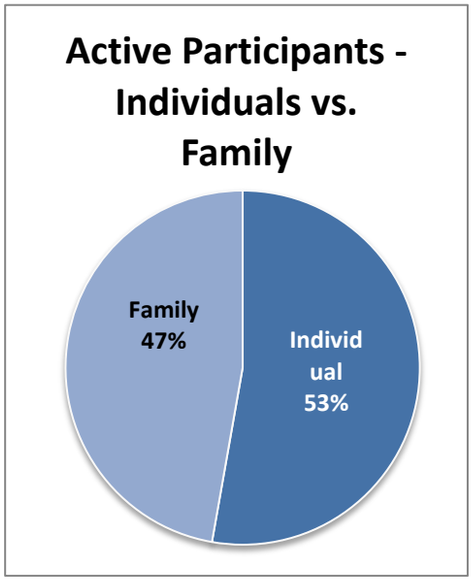
Debt Service
Principal Payments:
Principal on debt service for multiple water and sewer capital improvement projects.
Interest Payments:
Interest on debt service associated with general obligation bonds issued for water and sewer projects. Of that amount, $30,000 represents the estimated amount for Bond Anticipation Notes & issue costs (bond counsel, financial advisor, rating agency fees, etc.) for authorized borrowings.

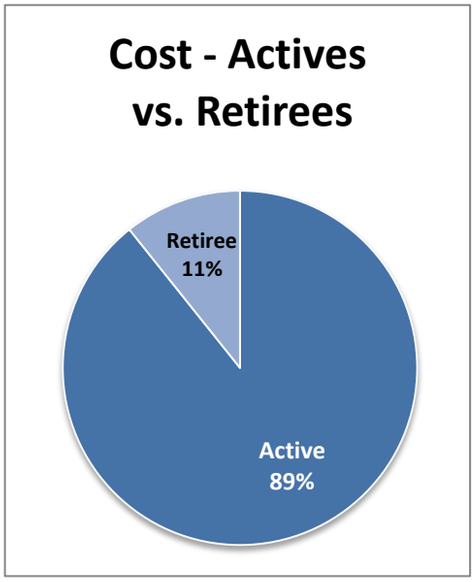
Reserve Fund
Covers $200,000 for emergencies & unforeseen contingencies within the fund.

Water & Sewer Employee Health Benefits Summary

Active		
- Traditional HMO's	$	-
- Rate Saver HMO's	$	272,494
Continuity of Care Mitigation	$	10,000
Retiree Mitigation	$	-
Sentinel Benefits Administration Fee	$	1,188
Additional Plans	$	34,164
Retiree		
- Retiree Health Plans	$	38,202
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	**$**	**366,170**







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)	885.00	62.00%	548.70	2,374.00	62.00%	1,471.88	
Participants			3			1	
Annual Total			**$19,753**			**$17,663**	**$ 37,416**
Fallon Group Direct Care							
Monthly Rates (Regular Members)	596.00	75.00%	447.00	1,600.00	75.00%	1,200.00	
Participants			0			1	
Annual Total			**$0**			**$14,400**	**$ 14,400**
Harvard/Pilgrim							
Monthly Rates (Regular Members)	799.00	62.00%	495.38	2,081.00	62.00%	1,290.22	
Participants			3			7	
Annual Total			**$17,834**			**$108,378**	**$ 126,212**
Tufts Rate Saver							
Monthly Rates (Regular Members)	841.00	62.00%	521.42	2,203.00	62.00%	1,365.86	
Participants			2			5	
Annual Total			**$12,514**			**$81,952**	**$ 94,466**

Premium Cost Summary	**Enrollments**	**Single**	**8**	**Family**	**14**		
Active Health Plans						**$**	**272,494**
Continuity of Care Mitigation						**$**	**10,000**
Retiree Mitigation						**$**	**-**
						$	**-**
Sentinel FSA Costs						**$**	**1,188**
Vacant Positions (1)						**$**	**14,400**
Individual Plan Reserve (1)						**$**	**5,364**
Family Plan Reserve (1)						**$**	**14,400**
Total Appropriation Needed						**$**	**317,846**

Enrollments as of 12/2015

Retiree Health Care

Retirees - Non Medicare Eligible

Active Employees Plans:	Individual			Family			
HEALTH PLANS:	Total	Town Share		Total	Town Share		Total Cost
	$	%	$	$	%	$	$
RATE SAVER EPO PLANS:							
Harvard/Pilgrim PPO							
Rates (Regular Members)	2,336.00	50.00%	$ 1,168.00	5,187.00	50.00%	$ 2,593.50	
Participants			1			0	
Annual Total			**$14,016**			**$0**	**$ 14,016**

Premium Cost Summary	Enrollments		
	Single	Family	
Active Health Plans	1	0	**$ 14,016**
Total Appropriation Needed			**$ 14,016**

Retirees - Medicare Eligible

Senior Plans:	Individual				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
			$2,343	**Total**			**$0**

Medicare Eligible Retirees	Enrollments		
	Single	Family	
	9	**0**	
Total Medicare Eligible Employees (Senior Plans)			**$24,186**
Total Retiree Health Care			**$38,202**

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 Principal	Fiscal Year 2017 Principal	Fiscal Year 2018 Principal	Fiscal Year 2019 Principal	Fiscal Year 2020 Principal	Fiscal Year 2021 Principal	Issue Balance	Total 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

Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2016 Principal	Fiscal Year 2017 Principal	Fiscal Year 2018 Principal	Fiscal Year 2019 Principal	Fiscal Year 2020 Principal	Fiscal Year 2021 Principal	Issue Balance	Total 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**	**-**

Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Interest

			Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Issue	Total
Year of Issue	Project	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

Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2016 Interest	Fiscal Year 2017 Interest	Fiscal Year 2018 Interest	Fiscal Year 2019 Interest	Fiscal Year 2020 Interest	Fiscal Year 2021 Interest	Issue Balance	Total 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**	**$ -**

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

Home of Champions

Department:	Water & Sewer Operations	Indirect Cost Allocations

	Personnel Cost	Fringe	Expense Cost	Total
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:

	Personnel Cost	Fringe	Expense Cost	Total
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	$ 13,598,854	$ 14,549,943	$ 15,051,991
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**	**$ 15,109,854**	**$ 15,966,943**	**$ 16,415,991**
Expenses					
Sewer	$ 6,326,185	$ 6,588,213	$ 6,768,861	$ 7,107,304	$ 7,462,669
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	$ 737,941	$ 782,217	$ 829,150
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**	**$ 15,109,854**	**$ 15,966,943**	**$ 16,415,991**

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**	

Article 8
Motion I
Sassamon Trace Golf Course Enterprise Fund

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Debt Service	295
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SASSAMON TRACE ENTERPRISE FUND

Recommendation:
By a vote of 12 - 0 - 0 on March 30, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the **Sassamon Trace Operations, Sassamon Trace Fringe Benefits and Sassamon Trace Debt Service** budgets as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

Motions for Section I: Sassamon Trace Enterprise Fund

Motion 1 for Sassamon Trace Enterprise Fund – Section I under Article 8:

Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of operating the departments shown under the associated categories, said funds are to be expended under the direction of the Department Head or Director:

Sassamon Trace Operations	
Salaries	**$296,776**
Expenses	**$303,601**
Total GC Operations	**$600,377**
Sassamon Trace Fringe Benefits	
Other Personnel Services	**$55,312**
Other Charges & Expenditures	**$16,423**
Total GC Fringe Benefits	**$71,735**
Sassamon Trace Debt Service	
Principal	**$214,630**
Interest	**$40,151**
Total GC Debt Service	**$254,781**
Total Budget Amount	**$926,893**

And that the above Total Budget Amount be raised from the following sources:

Tax Levy of Fiscal Year 2017	**$277,000**
Golf User Fees	**$612,027**
Golf Retained Earnings	**$37,866**
Total Sources	**$926,893**

Recommendation:
By a vote of 12 - 0 - 0 on March 30, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the **Sassamon Trace Enterprise Indirect Cost Allocations** as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

Motions for Section I: Sassamon Trace Enterprise Fund

Motion 2 for Sassamon Trace Enterprise Fund – Section I under Article 8:

Move that the Town vote to APPROVE the following indirect cost allocations raised in the General Fund:

Cost Allocations:	**Total**
Community Services – Recreation & Parks	**$9,303**
DPW – LFNR	**9,102**
Equipment Maintenance	**4,851**
Highway Sanitation Recycling	**1,412**
Finance	**6,207**
Town Administration	**4,249**
Procurement	**241**
Human Resources	**753**
Property & Liability Insurance	**3,222**
Vehicle Fuel	**2,634**
Sub-Total General Fund	**$41,973**

And that the Sum of $41,973 appropriated in the General Fund be raised from the following sources:

Golf User Fees	**$41,973**
Total Sources	**$41,973**

Town of Natick

Home of Champions

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 $ (+/-)	2016 vs. 2017 % (+/-)
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 $ (+/-)	2016 vs. 2017 % (+/-)
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 $ (+/-)	2016 vs. 2017 % (+/-)
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%**
Indirects	***$ 32,246***	***$ 34,087***	***$ 34,087***	***$ 41,973***		
Golf Course - All Expenses	**$ 846,156**	**$ 902,310**	**$ 943,997**	**$ 968,866**		

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 incresae over FY2015. Due to a favorable weather pattern to date, it is estimated taht revenue will hit projections. Once again weather will play a factor and a good start to the season this spring is needed to achieve projectsions.

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 conduction 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 chargining 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. Managmenet must continue to evaluate ways to increase revenues and decrease expenses. The goals is to make sure the cost to play is reasonable, that golfers are enjoying themselves and that residents are utilizing this wonderful community asset.

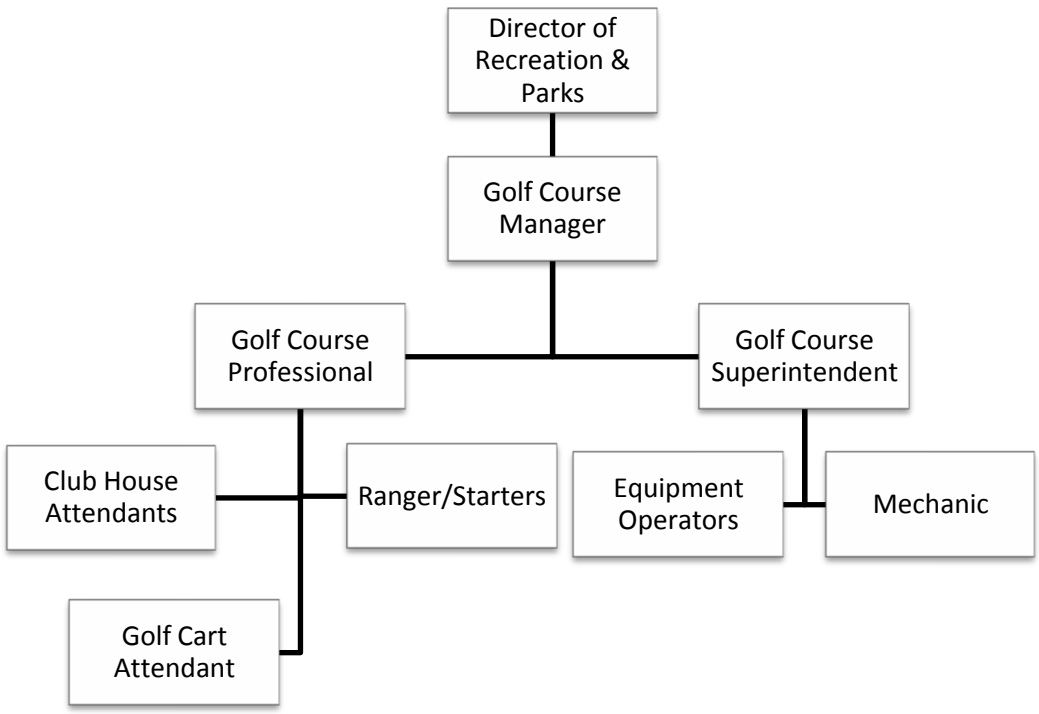
Town of Natick

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

	2013	**2014**	**2015**	**2016***	**2017***
Efficiency Indicators					
Revenue Per Round	$19.83	$20.97	$20.77	$22.24	$22.55

	2013	**2014**	**2015**	**2016***	**2017***
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 $ (+/-)	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 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
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 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
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 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
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-benefited 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 Principal	Fiscal Year 2017 Principal	Fiscal Year 2018 Principal	Fiscal Year 2019 Principal	Fiscal Year 2020 Principal	Fiscal Year 2021 Principal	Issue Balance	Total 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 Interest	Fiscal Year 2017 Interest	Fiscal Year 2018 Interest	Fiscal Year 2019 Interest	Fiscal Year 2020 Interest	Fiscal Year 2021 Interest	Issue Balance	Total 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 Cost	Fringe	Expense Cost	Total
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.

Town of Natick

Home of Champions

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 14 Actual	FY 15 Actual	FY 16 Appropriated	FY 17 Proposed	FY 18 Forecasted	FY 19 Forecasted	FY 20 Forecasted	FY 21 Forecasted	FY 22 Forecasted	FY23 Forecasted	FY24 Forecasted	FY25 Forecasted	FY 26 Forecasted
Starting Balance Retained Earnings	**See Below**	**$ 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	$ 120,305	$ 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	$ 366,738	$ 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	$ 79,744	$ 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	$ 7,376	$ 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	$ 45,310	$ 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	**$ 619,473**	**$ 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*	$ 35,171	$ 35,000	$ 34,939	$ 41,973	$ 42,393	$ 42,816	$ 43,245	$ 43,677	$ 44,114	$ -	$ -	$ -	$ -
Appropriated Subsidy	$ 312,249	$ 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	**$ 966,893**	**$ 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	$ 265,108	$ 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	$ 273,616	$ 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	$ 30,239	$ 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	$ 32,246	$ 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	$ 244,947	$ 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	**$ 846,156**	**$ 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**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**
Year-End Balance	**$ 120,737**	**$ 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	**$ 201,094**	**$ 218,305**	**$ 183,366**	**$ 110,500**	**$ 62,656**	**$ 74,801**	**$ 63,503**	**$ 92,115**	**$ 121,693**	**$ 95,141**	**$ 65,308**	**$ 49,764**	**$ 37,518**

ARTICLE 9
Morse Institute Library Fiscal 2017 Budget
(Town Administrator)

To see what sum of money the Town will vote to raise and appropriate, or otherwise provide, for the maintenance and operation of the Morse Institute Library, for Fiscal Year 2017 (July 1, 2016 through June 30, 2017); or otherwise act thereon.

PURPOSE OF ARTICLE

To fund the operations of the Morse Institute Library for Fiscal Year 2017. As presented in the exhibit accompanying its letter to Town Meeting, the Finance Committee heard and voted recommendations on the budget for this Town agency as part of the budget hearing process required under the Natick Home Rule Charter. This budget hearing formed the basis for the consideration of motion under this article. The Town Administrator's proposed budget detail is presented in this section for the consideration of Town Meeting members.

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Recommendation:
By a vote of 12 - 0 - 0 on February 25, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 9 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

Move that the Town vote to appropriate the Total Budget Amount shown below to be expended under the direction of the Morse Institute Board of Trustees for the operation of the Morse Institute Library, for the Fiscal Year July 1, 2016 through June 30, 2017.

Morse Institute Library	
Salaries & Expenses	**$2,109,608**
Total Budget Amount – Morse Institute Library	**$2,109,608**

And that the above Total Budget Amount be raised from the following sources:

Tax Levy of Fiscal Year 2017	**$2,109,608**
Total Sources	**$2,109,608**

Town of Natick

Home of Champions

Department: Morse Institute Library

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Personnel Services	$ 1,672,830	$ 1,757,850	$1,761,463	$1,771,941	$ 10,478	0.59%
Total Salaries	**$ 1,672,830**	**$ 1,757,850**	**$1,761,463**	**$1,771,941**	**$ 10,478**	**0.59%**
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**	**$2,090,345**	**$2,109,608**	**$ 19,263**	**0.92%**

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.

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.

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

Staffing	2013	2014	2015	2016	2017
Library Director	1	1	1	1	1
Assistant Library Director	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Community Relations Coordinator	0.7	0.7	0.7	0.7	0.7
Supervisors/Department Heads	4	4	4	4	4
Children's Librarian	1	1	1	1	1
Children's Programmer	1	1	1	1	1
Children's Room Associate	1	1	1	1	1
Young Adult Librarian	0.49	1	1	1	1
Reference Librarian	2.65	3.8	4.29	4.22	4.4
Bookmobile Coordinator	1	1	1	1	1
Technology Associate	1	1	1	1	1
Substitutes	1.20	0.32	0.33	0.14	0.21
Library Assistant	5.62	6.57	6.58	5.98	6.01
Library Associate	5.61	4.94	4.83	5.56	5.29
Bookkeeper	0.48	0.51	0.51	0.5	0.49
Library Clerk	0.69	0.21	0.21	0.2	0.2
Pages	1.63	1.51	1.23	1.42	1.42
Other Pages (.20 FTE)	Not Counted	Not Counted	Not Counted	Not Counted	Not Counted
Total FTE	**31.07**	**31.56**	**31.68**	**31.72**	**31.72**
Total FT/PT	**15 FT / 39 PT**	**16 FT / 38 PT**	**16 FT / 40 PT**	**16 FT / 40PT**	**16 FT / 40PT**

Notes

Sunday Reference Staff paid from library State Aid Funds
Other Pages paid from a bequest

Town of Natick

Home of Champions

Department: Morse Institute Library					
Performance Indicators (Fiscal Year)	**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

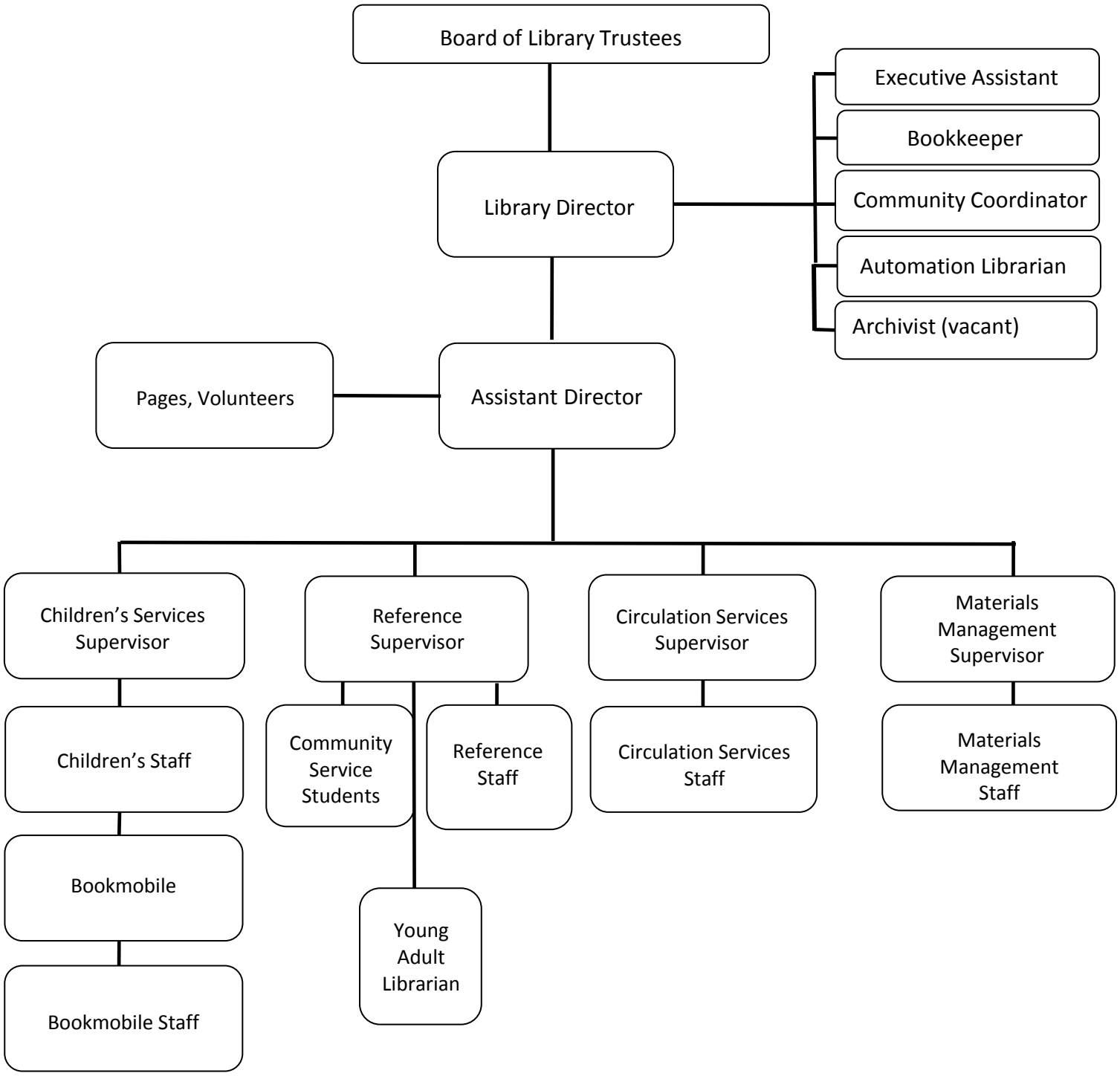
FY16 & FY17 are estimates

Town of Natick

Home of Champions

Department: Morse Institute Library

Organizational Chart



Town of Natick

Home of Champions

Department: Morse Institute Library

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Management	$ 97,982	$ 100,407	$ 100,791	$ 102,415	$ 1,624	1.61%
Salaries Administrative	$ 169,771	$ 161,465	$ 176,164	$ 177,912	$ 1,748	0.99%
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**	**$ 1,761,463**	**$ 1,771,941**	**$ 10,478**	**0.59%**
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**	**$ 2,090,345**	**$ 2,109,608**	**$ 19,263**	**0.92%**

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	$ 2,090,345	$ 2,109,608	
TOTAL:	$ 2,161,758	$ 2,283,531	$ 2,369,847	$ 2,389,145	$ 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	$ 1,761,463	$ 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	$ 2,366,145	$ 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

ARTICLE 10
Bacon Free Library Fiscal 2016 Budget
(Town Administrator)

To see what sum of money the Town will vote to raise and appropriate, or transfer from available funds for the maintenance and operation of the Bacon Free Library for Fiscal Year 2016 (July 1, 2015 through June 30, 2016); or otherwise act thereon.

PURPOSE OF ARTICLE

To appropriate funds to supplement the Bacon Free Library budget for Fiscal Year 2016

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from Bacon Free Library Director and members of the Town Administration who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- This appropriation is requested to address a change in grade for the Library Clerks who are now Library Assistants
- Some assistants were being paid at a Grade 1 level and technically they should have been at a Grade 2 level. The Grade 2 minimum pay was $17/hour
- The Town moved Library Clerks, Grade 1, to Library Assistants, Grade II, after the budget was set last year, so this happened after 2015 Spring Annual Town Meeting
- The administration determined the Bacon Free Library would need an additional appropriation of $3,100
- Otherwise the Bacon Free Library would have to cut back on Library Assistants' hours and the service they provide to the community

Recommendation:
By a vote of 12 - 0 - 0 on February 25, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 10 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town appropriate from free cash the sum of $3,100 to be expended under the authority of the Bacon Free Library Maintenance Committee to supplement the FY 2016 Bacon Free Library budget for salaries."

ARTICLE 11
Bacon Free Library Fiscal 2017 Budget
(Town Administrator)

To see what sum of money the Town will vote to raise and appropriate, or otherwise provide, for the maintenance and operation of the Bacon Free Library, for Fiscal Year 2017 (July 1, 2016 through June 30, 2017); or otherwise act thereon.

PURPOSE OF ARTICLE

To fund the operations of the Bacon Free Library for Fiscal Year 2017. As presented in the exhibit accompanying its letter to Town Meeting, the Finance Committee heard and voted recommendations on the budget for this Town agency as part of the budget hearing process required under the Natick Home Rule Charter. This budget hearing formed the basis for the consideration of motion under this article. The Town Administrator's proposed budget detail is presented in this section for the consideration of Town Meeting members.

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Recommendation:
By a vote of 12 - 0 - 0 on February 25, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 11 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

Move that the Town vote to appropriate the Total Budget Amount below to be expended under the direction of the Bacon Free Library Maintenance Committee for the operation of the Bacon Free Library, for the Fiscal Year July 1, 2016 through June 30, 2017.

Bacon Free Library	
Salaries & Expenses	**$164,864**
Total Budget Amount – Bacon Free Library	**$164,864**

And that the above Total Budget Amount be raised from the following sources:

Tax Levy of Fiscal Year 2017	**$164,864**
Total Sources	**$164,864**

Town of Natick

Home of Champions

Department: Bacon Free Library

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Personnel Services	**$ 123,532**	**$ 127,484**	**$ 135,823**	**$ 144,153**	**$ 8,330**	**6.13%**
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**	**$ 153,968**	**$ 164,864**	**$ 10,896**	**7.08%**

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 entiites 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 Commisioners) 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:

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

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

Staffing	2013	2014	2015	2016	2017
Library Director *	0.8	0.9	0.9	0.9	0.9
Assistant Library Director **	0.65	0.65	0.71	0.73	0.73
Library Assistant ***	0.81	0.81	1.03	1.25	1.25
Total FTE	**2.26**	**2.36**	**2.64**	**2.88**	**2.88**
Total FT/PT	***1 FT / 5 PT**	***1 FT / 5 PT**	***1 FT / 5 PT**	***1 FT / 5 PT**	***1 FT / 5 PT**

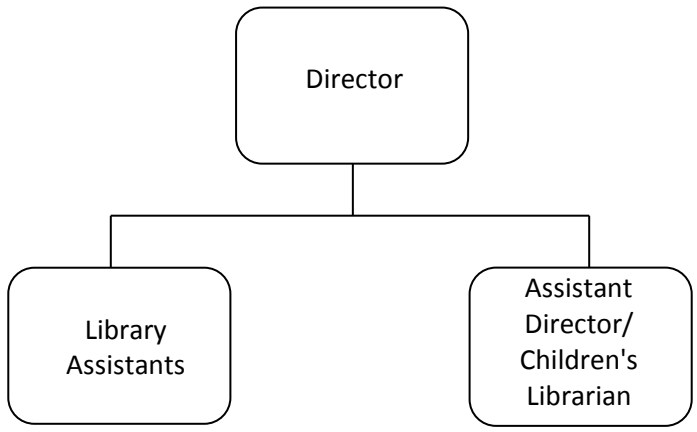
Notes

*Library Director works 36 hours per week.

** Assistant Director works 29 hours per week.

***Library Assistants 1 @19.5 hours/week, 1 @ 10.5 hours/week, 2 @10 hours/week

Organizational Chart



Performance Indicators	2013	2014	2015	2016*	2017*
Workload Indicators					
Total Circulation	29,953	37,000	38,237	39,000	40,000
Total Programs offered	198	265	381	400	400
Weekly Hours Open	35.5	35.5	35.5	35.5	35.5

Performance Indicators	2013	2014	2015	2016*	2017*
Efficiency Indicators					
Total Operating Expenses per capita	$ 3.94	$ 4.29	$ 4.66	$ 4.66	$ 4.99

Performance Indicators	2013	2014	2015	2016*	2017*
Outcome Indicators					
Total Program Participants	3,050	4,412	5,455	5,500	5,500

**Projected*

Town of Natick

Home of Champions

Department: Bacon Free Library

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Management	$ 53,560	$ 58,199	$ 59,917	$ 61,181	$ 1,264	2.11%
Salaries Technical/Professional	$ 69,972	$ 69,285	$ 75,906	$ 82,972	$ 7,066	9.31%
Personnel Services	**$ 123,532**	**$ 127,484**	**$ 135,823**	**$ 144,153**	**$ 8,330**	**6.13%**
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**	**$ 153,968**	**$ 164,864**	**$ 10,896**	**7.08%**

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	$ 164,864
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**	**$ 191,864**

Expenditures	FY 2014 Actual	FY 2015 Actual	FY 2016 Appropriated	FY 2017 Preliminary
Salaries	$ 124,032	$ 127,484	$ 135,824	$ 144,153
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**	**$ 191,864**

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 $164,864.***

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".

ARTICLE 12
School Bus Transportation Subsidy
(Superintendent of Schools)

To see if the Town will vote to appropriate and raise, or transfer from available funds, a sum of money for the purpose of operation and administration of the school bus transportation system, and to reduce or offset fees charged for students who elect to use the school bus transportation system for transportation to and from school, for Fiscal Year 2017 (July 1, 2016 through June 30, 2017); or otherwise act thereon.

PURPOSE OF ARTICLE

To appropriate funds to offset bus fees charged to families of public school students

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from members of the Town and School Administrations who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- This article is the standard annual warrant article to provide funds to keep school bus fees down
- The funding in this article is used in addition to the transportation line item in the school budget and in addition to bus fees charged
- The amount in this article is used to absorb costs to prevent fees from increasing
- The funding in this article is only used after fully utilizing the available funds in the School Appropriation Transportation line item and the Student Bus Fees

'Recommendation:
By a vote of 11 - 0 - 0 on February 23, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 12 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town vote to appropriate the sum of $382,720 from Tax Levy for the purpose of operation and administration of the school bus transportation system for FY 2017, and to reduce or offset fees charged for students who elect to use the school bus transportation system for transportation to and from school, said funds to be expended under the direction of the Natick School Committee."

ARTICLE 13
Re-Authorization of Revolving Funds
(Town Administrator)

To see if the Town will vote to authorize the use of revolving funds previously established pursuant to votes of Town Meeting; to determine: 1) the programs and purposes for which each such revolving fund may be expended; 2) the departmental receipts which shall be credited to each such revolving fund; 3) the board, department or officer authorized to expend money from each such revolving fund; and 4) a limit on the total amount which may be expended from each such revolving fund in the fiscal year which begins on July 1, 2016; or otherwise act thereon.

PURPOSE OF ARTICLE

To re-authorize various revolving funds

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATIONS

Discussion:

The Finance Committee heard from members of the Town Administration who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

DPW Surplus Vehicle/Purchase Revolving Fund

- The DPW Surplus Vehicle/Purchase Revolving Fund had a spending authorization in 2016 for $80,000 with a request to increase it to $100,000
- The balance as of July 1, 2015 was $202,045
- Through January 31st, the fund had received $108,387 and has expended $49,840 leaving a balance of $260,592

Morse Institute Library Materials Revolving Fund:

- The spending authorization in 2016 was $85,000 with the same amount requested for FY 2017
- The fund started off with $2,439 and has received about $22,000
- The Library Director typically waits until spring to start purchasing materials
- Funds come from charges for fines for overdue materials and lost/damaged materials.

Morse Institute Library Equipment & Maintenance Revolving Fund:

- The Morse Institute Library Equipment & Maintenance Fund spending authorization in 2016 was $25,000 with the same requested for FY2017
- The fund started off with $951 and has received about $2,500 through January 31, 2016
- The fund has spent $1,952, which leaves a balance of $1,514

- Money in this fund consists of revenue collected from the rental of facilities at the Morse Institute Library and is used for the purpose of maintenance & repair of the library facilities and equipment plus purchase of equipment for the library

Community – Senior Center Equipment & Maintenance Revolving Fund:

- The spending authority for this fund in FY 2016 was authorized at $75,000 with the same level requested for FY 2017
- The starting balance as of July 1, 2015 was $69,757
- The fund received $36,000 and has expended $25,529 through January 31, 2016 leaving a balance of $80,372
- This fund is under the direction of the Community Service Director and under the supervision of the Town Administrator
- Funds come from revenue received from the building rental fees and donations for the purpose of funding maintenance at the Community Senior Center improvement projects for such buildings including salaries of part-time Building Monitors

Board of Health Immunization Revolving Fund:

- The spending authorization for this fund for fiscal year 2016 was $40,000 with the same level requested for FY 2017
- The Administration is requesting the same amount in fiscal year 2017, $40,000
- The starting balance in the fund was $45,749
- Revenues from July 1 through January 31, 2016 were approximately $7,100 with $21,000 in expenditures leaving a balance as of January 31, 2016 of $31,219
- Funds are used as part of the Board of Health Immunization Program which runs flu clinics for children and adults as well as pandemic and emergency preparedness

Community – Senior Center Programs Revolving Fund:

- Authorization for this fund in FY 2016 was $95,000 with the same level requested for FY 2017
- The fund has received about $55,000 and spent about $26,000 through January 31, 2016, leaving a balance of about $59,397
- The source of funds is revenue received from participants in the programs and activities.

Board of Health Regional Coalition Tobacco Control Revolving Fund:

- The spending limit authorized for this fund for fiscal year 2016 was $25,000 with a request for the same level for fiscal year 2017
- The starting balance was just over $13,000 on July 1, 2015

- The fund has received just under $5,000 through January 31, 2016 leaving a balance of about $18,000
- This revolving fund utilizes revenue received through grants and retail tobacco dealer permit fees and fines for the purpose of funding tobacco control programs and enforcement

Motion H – Pay for Performance – Energy Rewards Revolving Fund:

- This fund authorization for spending in 2016 was $25,000 with the same amount requested for FY 2017
- This fund started with no balance, has received no revenue and has expended nothing resulting in a current balance of zero in this fund
- This revolving fund is funded by the Town's participation in Eversource's Pay-for-Performance Program which pays a set amount for every therm of natural gas or kWh the town saves as part recommended operational changes
- A number of energy savings measures were implemented related to natural gas reductions
- However, because of a warm November and December, the Town was asked to wait to complete our evaluation, thereby allowing the Town to present a more normalized set of results later this winter and thus qualifying for a larger incentive payment. As a result, the fund did not take in any revenue in 2016
- Estimates are that the fund will receive about $5,000 in FY 2017

Tax Title Collection Revolving Fund:

- The Town established this fund last year with a spending authorization of $100,000 with a request for the same level of authorization for FY 2017
- The starting balance at the beginning of this year was zero and the fund began receiving deposits in November 2016 after being established at the Fall Annual Town Meeting
- No funds have been expended as the Town is trying to accumulate a balance
- The source of funds is the fees collected form tax title
- The fund's purpose is to defray the cost of performing tax-taking, recording fees, redemption fees, legal fees, and land/court fees
- To date, the Town has recorded $4,500 worth of fees in this fund

Motion A – DPW Revolving Fund

Recommendation:
By a vote of 12 - 0 - 0 on February 25, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 13 Motion A as presented in the voted recommended motion below.

MOTION A: (Requires majority vote)

"Move that the Town vote, pursuant to Chapter 44, Section 53E ½ of the Massachusetts General Laws, to authorize the Department of Public Works, under the supervision of the Department of Public Works and the Town Administrator, to expend up to and including $100,000 during the fiscal year beginning July 1, 2016, in order to utilize revenue from the sale of surplus vehicles and equipment for the purpose of purchasing of vehicles and equipment at auction from the revolving fund established by vote of the April 2005 Annual Town Meeting under Article 17."

Motion B - Morse Institute Library Materials Revolving Fund:

Recommendation:
By a vote of 12 - 0 - 0 on February 25, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 13 Motion B as presented in the voted recommended motion below.

MOTION B: (Requires majority vote)

"Move that the Town vote, pursuant to Chapter 44, Section 53E ½ of the Massachusetts General Laws, to authorize the Morse Institute Library Director, under the supervision of the Library Trustees, to expend up to and including $85,000 during the fiscal year beginning on July 1, 2016, in order to utilize revenue collected from fines for overdue materials, and from charges for lost or damaged materials, for the purpose of purchasing new books and other related materials from the revolving fund established by vote of the 2006 Spring Annual Town Meeting under Article 19."

Motion C – Morse Institute Library Equipment & Maintenance Revolving Fund:

Recommendation:
By a vote of 12 - 0 - 0 on February 25, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 13 Motion C as presented in the voted recommended motion below.

MOTION C: (Requires majority vote)

"Move that the Town vote, pursuant to Chapter 44, Section 53E ½ of the Massachusetts General Laws, to authorize the Morse Institute Library Director, under the supervision of the Library Trustees, to expend up to and including $25,000 during the fiscal year beginning on July 1, 2016, in order to utilize revenue collected from rental of facilities at the Morse Institute Library for the purpose of maintenance and repair of Library facilities and equipment and the purchase of equipment for the Library, from the revolving fund established by vote of the 2006 Spring Annual Town Meeting under Article 20."

Motion D – Community – Senior Center Equipment & Maintenance Revolving Fund:

Recommendation:
By a vote of 11 - 0 - 1 on February 25, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 13 Motion D as presented in the voted recommended motion below.

MOTION D: (Requires majority vote)

"Move that the Town vote, pursuant to Chapter 44, Section 53E ½ of the Massachusetts General Laws, to authorize the Community Services Director, under the supervision of the Town Administrator, to expend up to and including $75,000 during the fiscal year beginning July 1, 2016, in order to utilize revenue received from building rental fees and donations for the purpose of funding maintenance of the Community-Senior Center and improvement projects for such building including salaries of part-time Building Monitors, from the revolving fund established by vote of the 2008 Spring Annual Town Meeting under Article 28."

Motion E – Board of Health Immunization Revolving Fund:

Recommendation:
By a vote of 12 - 0 - 0 on February 25, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 13 Motion E as presented in the voted recommended motion below.

MOTION E: (Requires majority vote)

"Move that the Town vote, pursuant to Chapter 44, Section 53E ½ of the Massachusetts General Laws, to authorize the Director of Public Health, under the supervision of the Board of Health, to expend up to and including $40,000 during the fiscal year beginning July 1, 2016, in order to utilize revenue received from Medicare, Medicaid and health insurance reimbursements from the Board of Health's annual flu clinics for the purpose of providing subsidized funding for future flu clinics, children and adult immunization programs, pandemic and emergency preparedness, from the revolving fund established by vote of the 2011 Spring Annual Town Meeting under Article 20."

Motion F – Community – Senior Center Programs Revolving Fund:

Recommendation:
By a vote of 11 - 0 - 1 on February 25, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 13 Motion F as presented in the voted recommended motion below.

MOTION F: (Requires majority vote)

"Move that the Town vote, pursuant to Chapter 44, Section 53E ½ of the Massachusetts General Laws, to authorize the Community Services Director and the Director of Human Services/Council on aging, under the supervision of the Council on Aging, to expend up to and including $95,000 during the fiscal year beginning July 1, 2016, in order to utilize revenue received from participants in programs and activities for the purpose of funding said programs and activities at the Community-Senior Center, from the revolving fund established by vote of the 2012 Fall Annual Town Meeting under Article 15."

Motion G – Board of Health Regional Coalition Tobacco Control Revolving Fund:

Recommendation:
By a vote of 12 - 0 - 0 on February 25, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 13 Motion G as presented in the voted recommended motion below.

MOTION G:

"Move that the Town vote, pursuant to Chapter 44, Section 53E ½ of the Massachusetts General Laws, to authorize the Director of Public Health, under the supervision of the Board of Health, to expend up to and including $25,000 during the fiscal year beginning July 1, 2016, in order to utilize revenue received through grants, retail tobacco dealer

permit fees and fines for the purpose of funding tobacco control programs and enforcement, from the revolving fund established by vote of the 2014 Spring Annual Town Meeting under Article 33."

Motion H – Pay for Performance – Energy Rewards Revolving Fund:

Recommendation:
By a vote of 12 - 0 - 0 on February 25, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 13 Motion H as presented in the voted recommended motion below.

MOTION H: (Requires majority vote)

"Move that the Town vote, pursuant to Chapter 44, Section 53E ½ of the Massachusetts General Laws, to authorize the Sustainability Coordinator, under the supervision of the Town Administrator, to expend up to and including $25,000 during the fiscal year beginning July 1, 2016, in order to utilize revenue received through the Town's Pay for Performance energy rewards program for the purpose of funding energy conservation and renewable energy projects, from the revolving fund established by vote of the 2015 Spring Annual Town Meeting under Article 19."

Motion I – Tax Title Collection Revolving Fund:

Recommendation:
By a vote of 12 - 0 - 0 on February 25, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 13 Motion I as presented in the voted recommended motion below.

MOTION I: (Requires majority vote)

"Move that the Town vote, pursuant to Chapter 44, Section 53E ½ of the Massachusetts General Laws, to authorize the Treasurer/Collector, under the supervision of the Finance Director, to expend up to and including $100,000 during the fiscal year beginning July 1, 2016, in order to utilize revenue received from fees, charges and costs collected upon either i) the redemption of tax titles or ii) sales of real property acquired through foreclosures of tax titles for the purpose of funding expenses associated with a tax taking or tax title foreclosure, from the revolving fund established by vote of the 2015 Fall Annual Town Meeting under Article 28."

ARTICLE 14
Capital Equipment
(Town Administrator)

To see if the Town will vote to appropriate and raise, borrow or otherwise provide, a sum of money as may be required for capital equipment for the various departments of the Town of Natick; to determine whether this appropriation shall be raised by borrowing or otherwise; or otherwise act thereon.

PURPOSE OF ARTICLE

To fund a capital equipment program for the Town for FY 2017

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATIONS

Discussion:

The Finance Committee heard from the Deputy Town Administrator for Operations who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted after a report on each item from the Finance Committee's Capital Subcommittee. The chart below summarizes the proposed capital expenditures under this article.

MOTION A:

Recommendation:
By a vote of 10 - 0 - 0 on March 8, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 14 Motion A as presented in the voted recommended motion below.

See following pages for motion.

MOTION B:

Recommendation:
By a vote of 10 - 0 - 0 on March 8, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 14 Motion B as presented in the voted recommended motion below.

See following pages for motion.

MOTION C:

Recommendation:
By a vote of 10 - 0 - 0 on March 8, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 14 Motion C as presented in the voted recommended motion below.

See following pages for motion.

MOTION D:

Recommendation:
By a vote of 10 - 0 - 0 on March 8, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 14 Motion D as presented in the voted recommended motion below.

See following pages for motion.

MOTION E:

Recommendation:
By a vote of 10 - 0 - 0 on March 8, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 14 Motion E as presented in the voted recommended motion below.

See following pages for motion.

Article 14 - Capital Equipment - 2016 Spring Annual Town Meeting

Item #	Department	Item	Funding Source	Amount
1	Public Schools	Replace NSD-80 (Delivery Truck)	Capital Stab. Fund	$ 42,000
2	Police Department	Cruiser Replacement	Capital Stab. Fund	$ 82,000
3	Police Department	Replace Automatic External Defibrillators	Capital Stab. Fund	$ 35,200
4	Police Department	Replace/Add Security Cameras	Capital Stab. Fund	$ 15,000
5	Police Department	911 Software Enhancement	Capital Stab. Fund	$ 14,000
6	Police Department	Replacement Radio Equipment Parts	Capital Stab. Fund	$ 24,000
7	Fire Department	Replace Ambulance	Tax Levy Borrowing	$ 225,000
8	Public Works	LED Streetlight Conversion	Capital Stab. Fund	$ 65,000
9	Public Works	Stormwater Permit Impact Study	Capital Stab. Fund	$ 50,000
10	Public Works	Install Crosswalk Signal Systems	Capital Stab. Fund	$ 60,000
11	Public Works	Replace S-33 (Trash Packer)	Reapprop./Tax Levy Borrow	$ 295,000
12	Public Works	Replace H-50 (Dump Truck)	Tax Levy Borrowing	$ 135,000
13	Public Works	Replace H-63 (Street Sweeper)	Tax Levy Borrowing	$ 212,000
14	Public Works	Replace LF-16 (Athletic Field Mower)	Capital Stab. Fund	$ 80,000
15	Public Works	Replace LF-1	Capital Stab. Fund	$ 35,000
16	Public Works	Tree Inventory	Capital Stab. Fund	$ 10,000
17	Community Services	Playground Safety Updates	Capital Stab. Fund	$ 25,000
18	Facilities Management	Natick High School - Install Irrigation System	Capital Stab. Fund	$ 55,000
19	Facilities Management	Brown - Replace the Privacy Partitions	Capital Stab. Fund	$ 50,000
20	Facilities Management	Natick High School - Replace Water Fountains with Bottle Fillers	Capital Stab. Fund	$ 12,000
21	Facilities Management	Wilson - Replace Auditorium AC Compressors	Capital Stab. Fund	$ 50,000
22	Facilities Management	Replace NFM-88	Capital Stab. Fund	$ 40,000
23	Human Resources	HR Management Software	Capital Stab. Fund	$ 35,000
24	Finance	Accounts Receivable Software Purchase and Conversion	Tax Levy Borrowing	$ 260,000
25	Water/Sewer Enterprise	Springvale Treatment Plant - Water Pump VFD's	W/S Borrowing	$ 120,000
26	Water/Sewer Enterprise	Bradford Rd Sewer Pump Station - Sewer Grind Pump	W/S Retained Earn.	$ 50,000
27	Water/Sewer Enterprise	Replace W-23 (Dump Truck)	W/S Borrowing	$ 225,000
28	Water/Sewer Enterprise	Replace W-12 (Air Compressor)	W/S Retained Earn.	$ 30,000
29	Water/Sewer Enterprise	Replace Hydro-Hammer Attachment	W/S Retained Earn.	$ 19,000
30	Water/Sewer Enterprise	Replace Stand By Generator Transfer Switches	W/S Retained Earn.	$ 75,000

Funding Sources for Appropriations under Article 14

Capital Stabilization Fund	**$779,200**
Tax Levy Borrowing	**$1,091,000**
Water & Sewer Borrowing	**$345,000**
Water & Sewer Retained Earnings	**$174,000**
Reappropriation	**$36,000**
Total Funding for Appropriations under Article 14	**$2,425,200**

Article 14
Capital Equipment
2016 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
1	**Public Schools**		
	Replace NSD-80 Delivery Truck	$ 42,000	Capital Stab. Fund
	These funds will replace the 2008 Ford E-350 food service/delivery truck. The truck has an electric tailgate/platform. This vehicle is required to deliver food and goods to schools. This unit will be 9-10 years old at replacement and well worn in its daily use. Replacing the vehicle will lower operating costs due to a newer more efficient vehicle with warranty coverage.		
2	**Police Department**		
	Cruiser Replacement	$ 82,000	Capital Stab. Fund
	This is an annual request to replace front-line cruisers for the Natick Police Department. Overall in 2016 funds are being requested to purchase 5 cruisers. Two (2) cruisers in Spring and three (3) in the Fall. All cruisers are run to 100,000 miles and then get replaced or if they remain under 100,000 miles are transferred to another function in the Police Department. As the Crown Victoria is no longer available, we are now be purchasing the Ford Police Interceptor utility vehicle.		
3	**Police Department**		
	Replace Automatic External Defribrillators	$ 35,200	Capital Stab. Fund
	Currently the Natick Police Department equips each marked unit as well as the booking area and dispatch with automatic external defibrillators (AED). The current units are 8 years old and were previously purchased with grant funding. Although we hope to find grant funds to replace these units there will be a need to replace at them 10 year mark. This will allow for replacement if grant funds are not available. There are currently 15 units.		
4	**Police Department**		
	Replace/Add Security Cameras	$ 15,000	Capital Stab. Fund
	Cameras in the police station not only provide oversight and monitoring of the major areas both externally and internally. They are also placed to monitor prisoners in cells as well as their movements while in custody. These cameras are original to the building construction and many are beginning to fail. This request will reduce future maintenance costs to repair. Reduce liability if unable to repair and an incident occurs. Cameras in station not only provide security but also protection from liability. They have become crucial pieces of equipment. Prisoner oversight and monitoring is required. The current cameras are beginning to fade. They are becoming more difficult to view clearly. There are currently 27 cameras. This project will replace 3 and add 2.		
5	**Police Department**		
	911 Software Enhancement	$ 14,000	Capital Stab. Fund
	This request is to install an enhancement to our 911 software. This software would allow dispatchers to forward additional secure information to the first responders in real time. It also provides location information for smart phone callers. This information can shorten the response time. Residents and business owners can add data that would assist first responders.		

Article 14
Capital Equipment
2016 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
6	**Police Department**		
	Replace Radio Equipment Parts	$ 24,000	**Capital Stab. Fund**
	In September of 2013 the police and fire station radio equipment room was struck by lightning. At that time many of the components of the radio infrastructure were damaged. Over the last two years several of these components have continued to fail requiring replacement and down time. Given the age of some of these parts it has been advised that we evaluate our current parts and component needs and upgrade them as most are will not be manufactured past the 2016 calendar year. To upgrade all the components of the police and fire system will be well over 1 million dollars and is not advised at this time. This project will allow us to replace major parts that are needed now and to stockpile parts and components that will be out of support and no longer manufactured. With this plan our system will be repaired swiftly after a failure and allow us to remain with our current system.		
7	**Fire Department**		
	Replace Ambulance	$ 225,000	**Tax Levy Borrowing**
	These funds would replace a 2007 Ford E-450 ambulance. The current ambulance is near the end of its useful life. This is a critical piece of life safety equipment. This vehicle will have over 100,000 miles at replacement.		
8	**Public Works Municipal Energy**		
	LED Streetlight Conversion	$ 65,000	**Capital Stab. Fund**
	This project would complete the replacement of 40 decorative lights downtown and the decorative lights in South Natick square. The Town's energy costs for street lighting have declined dramatically since installing LED cobra head lights. The Town plans to take advantage of Eversource incentive funding to reduce the overall project cost.		

Article 14
Capital Equipment
2016 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
9	**Public Works Engineering**		
	Stormwater Permit Impact Study	$ 50,000	Capital Stab. Fund
	This project would study the feasibility of creating a stormwater utility fee for the Town of Natick. This fee would be used to help pay for the management of the town's stormwater program as well as helping to fund any stormwater construction projects. With the increased costs of managing the stormwater program and without locating an additional funding source, the town will be forced to add to the town's yearly budget to pay for this or take money from other projects to fund this federally mandated program. By implementing this study, it will assist the town in determining if creating a stormwater utility is possible for Natick. This increased funding source would allow for the continued management of the stormwater program as well as assisting in funding increased costs associated with this management and the construction of stormwater projects. The feasibility study will determine if it is possible for the Town of Natick to implement a stormwater utility fee. This fee would assist the town in not only defraying the costs associated with the mandated stormwater management program but also will assist the town in funding drainage projects that are in great need. The town is under no legal obligation or compliance order to create a stormwater utility; however, to keep up with the costs associated with managing the stormwater program, many towns are looking into creating this stormwater utility fee to defray costs. With the ever increasing costs as well as requirements of the federally mandated stormwater program, the town has seen its stormwater budget increase and the projected increases over the next five years will be more than 4 to 5 times what previous budgets have appropriated. By increasing the town's expenditures without finding another funding source, this will limit the town's ability to fund other infrastructure projects (not just stormwater related projects).		

Article 14
Capital Equipment
2016 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
10	**Public Works Engineering**		
	Install Crosswalk Signal Systems	$ 60,000	**Capital Stab. Fund**
	This project would add crosswalk signal systems similar to the one in front of Town Hall. The System includes pole mounted pedestrian crossing lights. One at the intersection of South Main Street and Walcott Street, and the other at the intersection of Oak Street and Border Road.		
11	**Public Works Highway, Sanitation, Recycling Division**		
	Replace S-33 (Trash Packer)	$ 295,000	**Reapprop/Tax Levy Borrow**
	These funds will be used to replace a 2008 Peterbilt chassis and Leach rubbish packer. This unit will be 8 years old and well beyond its expected useful life. We believe we can extend the useful life beyond expectations (7-10 years).		
12	**Public Works Highway, Sanitation, Recycling Division**		
	Replace H-50 (Dump Truck)	$ 135,000	**Tax Levy Borrowing**
	This will replace a 2006 one ton dump 4wd truck/plow, with a new similar chassis and a multi function body. This will allow us to use the multi use bodies already owned by the Town. This vehicle is used for daily highway operations and bulk waste pickup.		
13	**Public Works Highway, Sanitation, Recycling Division**		
	Replace H-63 (Street Sweeper)	$ 212,000	**Tax Levy Borrowing**
	This will replace a 2007 street sweeper. Street sweeping rescues the sand, salt, silt, and debris that enters the catch basins. This saves the town additional costs for catch basin cleaning and reduces the sand, salt, silt, and debris that enters our water bodies.		
14	**Public Works - Land Facilities and Natural Resources**		
	Replace LF-16 (Field Mower)	$ 80,000	**Capital Stab. Fund**
	This will replace 2007 Toro 580D. The current mower is nine years old and too heavy for our fields. The current equipment damages our fields. A new mower reduces the risk of failure of current equipment. Current mower is unique, parts are not always available quickly. Because the mower is unique, a substitute, even for a short time, does not exist. Current operating budget could not support contracting this work in the event of machine failure.		
15	**Public Works - Land Facilities and Natural Resources**		
	Replace LF-1	$ 35,000	**Capital Stab. Fund**
	This will replace a 2006 supervisor/tree wardens vehicle used for tree inspections, crew follow up, site inspections, and emergency response 24/7/365. Lower maintenance costs and a more fuel efficient vehicle will reduce fuel use and reduce costs of anticipated major repairs to existing fleet vehicle. New vehicle ensures reliability for supervisor to respond to emergency situations and perform site inspections. Current vehicle is demonstrating the need for future repairs such as fuel injection issues and stalling out as well as rear axle and gear issues.		
16	**Public Works - Land Facilities and Natural Resources**		
	Tree Inventory	$ 10,000	**Capital Stab. Fund**
	Funds would be used to develop a town wide inventory to prioritize risk, accurately access value and prioritize hazard mitigation. Inventory would use the US forestry model of tree eco and will also measure carbon sequestration, value added information for decision making. A Tree inventory would provide a positive impact on public service. The inventory allows for a solid plan to mitigate risk, identifies valuable trees, establishes value of entire inventory to better measure ROI.		

Article 14
Capital Equipment
2016 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
17	**Community Services - Recreation and Parks**		
	Playground Safety Updates	$ 25,000	Capital Stab. Fund
	Several safety issues were noted during the recent playground inspections. Many of the Town's playgrounds are older than 15 years. This funding will correct the safety concerns. Playground repairs and replacements will be made in future Town Meeting requests.		
18	**Facilities Management**		
	Natick High School - Install Irrigation System	$ 55,000	Capital Stab. Fund
	The Natick High School was built without an irrigation system. This project will preserve the existing landscaping by adding irrigation		
19	**Facilities Management**		
	Brown - Replace Privacy Partitions	$ 50,000	Capital Stab. Fund
	The bathroom privacy screens require replacement. They are old and beginning to fail. This would replace 13 privacy screens, 4 ADA enclosures, and 11 enclosures with rust resistant enclosures. The project includes removing the existing enclosures, purchasing and installing the new enclosures.		
20	**Facilities Management**		
	Replace water fountains with bottle fillers	$ 12,000	Capital Stab. Fund
	This project will enhance the water fountains by adding 7 water bottle fillers at the Natick High School.		
21	**Facilities Management**		
	Wilson - Replace auditorium AC Compressors	$ 50,000	Capital Stab. Fund
	This request would replace the AC compressors at the Wilson Middle School. The equipment is original and is nearing the end of its useful life.		
22	**Facilities Management**		
	Replace NFM - 88	$ 40,000	Capital Stab. Fund
	These funds will replace a 2004 Ford E-350 van. The van is used by the Facilities Management department for daily maintenance operations. The van exceeded its useful life and needs to be replaced. The van will be replaced with a new more fuel efficient vehicle.		
23	**Human Resources**		
	HR Management Software	$ 35,000	Capital Stab. Fund
	This request would install a Human Resources management software program. The program would convert the Human Resources process from paper to database. This includes managing new employee applications and onboarding through post employment exit interviews.		
24	**Finance Department**		
	Accounts Receivable Software Conversion	$ 260,000	Tax Levy Borrowing
	This request is to replace our current accounting system with a new software package. Historically (for the last 15 years), the town has operated dual systems. Recent changes within one of our two vendors and the consolidation of the finance departments has brought to light the inefficiency and deficiency of this decentralized system. This request would be to purchase the modules necessary to convert our accounts receivable system and integrate it with our existing general ledger system.		

Article 14
Capital Equipment
2016 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
25	**Water/Sewer Enterprise**		
	Springvale Treatment Plant - Water Pump VFD's	$ 120,000	W/S Borrowing
	The Town uses five high lift pumps to transport water to the storage reservoirs (tanks). Each of the pumps is operated by a VFD motor. Three of the motors were replaced in 2005. The remaining two motors were installed in 1995. Theses funds would replace those motors.		
26	**Water/Sewer Enterprise**		
	Bradford Rd Sewer Pump Station - Sewer Grind Pump	$ 50,000	W/S Retained Earn.
	Grinder pumps shred non-dissolving waste so it may pass through pumps and piping. The town currently operates five walk-in sewer pump stations (total 34). These funds would be used to install a sewer grinder pump. The installation of this grinder pump will decrease the number of sewage backups.		
27	**Water/Sewer Enterprise**		
	Replace W-23 (Dump Truck)	$ 225,000	W/S Borrowing
	These funds will replace a 2000 Volvo Model WG. The current vehicle requires extensive repairs to the rear axles. The vehicle has exceeded its useful life.		
28	**Water/Sewer Enterprise**		
	Replace W-12 (Air Compressor)	$ 30,000	W/S Retained Earn.
	These funds will replace a1999 Rand Air Compressor. This equipment is one of two used by the department.		
29	**Water/Sewer Enterprise**		
	Replace Hydro-Hammer Attachment	$ 19,000	W/S Retained Earn.
	These funds will replace a hydro-hammer attachment. The hydro-hammer is used to excavate and remove rock and dense materials. The current equipment is 20 years old. There is only one in the department.		
30	**Water/Sewer Enterprise**		
	Replace Stand By Generator Transfer Switches	$ 75,000	W/S Retained Earn.
	These funds will replace the two standby generator transfer switches. These generators provide emergency backup power to the Springvale Water Treatment Plant. One is 250kw transfer switch installed in 1990, the other is a 500kw transfer switch installed in 1995. We recently had a failure of a similar switch at the 4M sewer pump station.		
	Total	**$ 2,425,200**	

Funding Sources

Capital Stabilization Fund	$	779,200
Tax Levy Borrowing	$	1,091,000
Water & Sewer Borrowing	$	345,000
Water & Sewer Retained Earnings	$	174,000
Reappropriated Funds	$	36,000
Total Funding for Appropriations under Article 14	**$**	**2,425,200**

Article 14 - Capital Equipment - 2016 Spring Annual Town Meeting

MOTION A: (Two-thirds vote required)

Move that the Town vote to appropriate the sum of $779,200 to be expended under the direction of the Natick Public Schools for the purpose of replacing NSD-80 (Delivery Truck), Police Department for the purpose of replacing police cruisers, replacing automatic external defibrillators, replacing/adding security cameras, 911 software enhancement, and purchasing radio equipment parts, under the direction of the Public Works Department for the purpose of LED streetlight conversion, stormwater permit impact study, installing crosswalk signal systems, replacing LF-16 (athletic field mower), replacing LF-1, and completing a tree inventory, and under the direction of the Community Services Department for the purpose of playground safety updates, and under the direction of the Facilities Management Department for the purpose of installing an irrigation system at the Natick High School, replacing the privacy partitions at the Brown School, adding water bottle fillers at the Natick High School, replacing auditorium AC compressors at the Wilson School, and replacing NFM-88, and under the direction of the Human Resources Department for the purpose of purchasing HR management software, individually shown as items 1, 2, 3, 4, 5, 6, 8, 9, 10, 14, 15, 16, 17, 18, 19, 20, 21, 22, and 23 in Table A below, and that to meet this appropriation the sum of $779,200 be raised from the Capital Stabilization Fund.

TABLE A - MOTION A: Article 14 - Capital Equipment - 2016 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
1	Public Schools	Replace NSD-80 (Delivery Truck)	Capital Stab. Fund	$	42,000
2	Police Department	Cruiser Replacement	Capital Stab. Fund	$	82,000
3	Police Department	Replace Automatic External Defibrillators	Capital Stab. Fund	$	35,200
4	Police Department	Replace/Add Security Cameras	Capital Stab. Fund	$	15,000
5	Police Department	911 Software Enhancement	Capital Stab. Fund	$	14,000
6	Police Department	Replacement Radio Equipment Parts	Capital Stab. Fund	$	24,000
8	Public Works	LED Streetlight Conversion	Capital Stab. Fund	$	65,000
9	Public Works	Stormwater Permit Impact Study	Capital Stab. Fund	$	50,000
10	Public Works	Install Crosswalk Signal Systems	Capital Stab. Fund	$	60,000
14	Public Works	Replace LF-16 (Athletic Field Mower)	Capital Stab. Fund	$	80,000
15	Public Works	Replace LF-1	Capital Stab. Fund	$	35,000
16	Public Works	Tree Inventory	Capital Stab. Fund	$	10,000
17	Community Services	Playground Safety Updates	Capital Stab. Fund	$	25,000
18	Facilities Management	Natick High School - Install Irrigation System	Capital Stab. Fund	$	55,000
19	Facilities Management	Brown - Replace the Privacy Partitions	Capital Stab. Fund	$	50,000
20	Facilities Management	Natick High School - Replace Water Fountains with Bottle Fillers	Capital Stab. Fund	$	12,000
21	Facilities Management	Wilson - Replace Auditorium AC Compressors	Capital Stab. Fund	$	50,000
22	Facilities Management	Replace NFM-88	Capital Stab. Fund	$	40,000
23	Human Resources	HR Management Software	Capital Stab. Fund	$	35,000
Appropriation under Article 14: MOTION A				**$**	**779,200**

MOTION B: (two-thirds vote required)

Move that the Town vote to appropriate the sum of $832,000 to be expended under the direction of the Fire Department for the purpose of replacing an ambulance, and under the direction of the Public Works Department for purpose of replacing H-50 (Dump Truck), replacing H-63 (Street Sweeper), and under the direction of the Finance Department, for the purpose of purchasing and converting the accounts receivable software, individually shown as items 7, 12, 13, and 24, in Table B below, and that to meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow $832,000 under Massachusetts General Laws Chapter 44, Section 7, as amended, or any other enabling authority and to issue bonds or notes of the Town therefore aggregating not more than $832,000 in principal amount and that the Town Administrator with the approval of the Board of Selectmen is authorized to take any action necessary to carry out this program.

TABLE B, MOTION B: Article 14 - Capital Equipment - 2016 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
7	Fire Department	Replace Ambulance	Tax Levy Borrowing	$	225,000
12	Public Works	Replace H-50 (Dump Truck)	Tax Levy Borrowing	$	135,000
13	Public Works	Replace H-63 (Street Sweeper)	Tax Levy Borrowing	$	212,000
24	Finance	Accounts Receivable Software Purchase and Conversion	Tax Levy Borrowing	$	260,000
Appropriation under Article 14: MOTION B				**$**	**832,000**

MOTION C: (two-thirds vote required)

Move that the Town vote to appropriate the sum of $345,000 to be expended under the direction of the Public Works Department for purpose of installing water pump variable frequency drives and controls, and replacing W-23 (Dump Truck), individually shown as items 25, and 27, in Table C below, and that to meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow $345,000 under Massachusetts General Laws Chapter 44, Section 8, as amended, or any other enabling authority and to issue bonds or notes of the Town therefore aggregating not more than $345,000 in principal amount and that the Town Administrator with the approval of the Board of Selectmen is authorized to take any action necessary to carry out this program.

TABLE C, MOTION C: Article 14 - Capital Equipment - 2016 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
25	Water/Sewer Enterprise	Springvale Treatment Plant - Water Pump VFD's	W/S Borrowing	$	120,000
27	Water/Sewer Enterprise	Replace W-23 (Dump Truck)	W/S Borrowing	$	225,000

Appropriation under Article 14: MOTION C **$ 345,000**

MOTION D: (majority vote required)

Move that the Town vote to appropriate the sum of $174,000 to be expended under the direction of the Department of Public Works for the purpose of installing a sewer grinder pump at the Bradford Rd Sewer Pump Station, replacing W-12 (Air Compressor), replacing Hyrdo-Hammer Attachment, and replacing stand by generator transfer switches individually shown as items 26, 28, 29 and 30 in Table D below, and that to meet this appropriation the sum of $174,000 be raised from Water & Sewer Retained Earnings.

TABLE D, MOTION D: Article 14 - Capital Equipment - 2016 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
26	Water & Sewer	Bradford Rd Sewer Pump Station - Sewer Grind Pump	W/S Retained Earnings	$	50,000
28	Water & Sewer	Replace W-12 (Air Compressor)	W/S Retained Earnings	$	30,000
29	Water & Sewer	Replace Hydro-Hammer Attachment	W/S Retained Earnings	$	19,000
30	Water & Sewer	Replace Stand By Generator Transfer Switches	W/S Retained Earnings	$	75,000

Appropriation under Article 14: MOTION D **$ 174,000**

MOTION E: (two-thirds vote required)

Move that the Town vote to appropriate the sum of $295,000 to be expended under the direction of the Department of Public Works for the purpose of replacing a trash packer truck, individually shown as item 11 in Table E below, and for the payment of all costs incidental and related thereto, and that to meet this appropriation, (i) $36,000 is transferred from the balance of the amount previously appropriated and borrowed by the Town under Article 5 Motion B of the Warrant at the October 2012 Fall Annual Town Meeting to pay costs of Recycling Packer Trucks, which amount is no longer needed to complete the project for which it was originally borrowed, and (ii) the Treasurer, with the approval of the Selectmen, is authorized to borrow $259,000 under and pursuant to Chapter 44, Section 7(9) of the General Laws, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor aggregating not more than $259,000 in principal amount and that the Town Administrator with the approval of the Board of Selectmen is authorized to take any action necessary to carry out this program.

TABLE E, MOTION E: Article 14 - Capital Equipment - 2016 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
11	Public Works	Replace S-33 (Trash Packer)	Reappropriation / Tax Levy Borrowing	$	295,000

Appropriation under Article 14: MOTION E **$ 295,000**

ARTICLE 15
Capital Improvement
(Town Administrator)

To see if the Town will vote to appropriate and raise, borrow or otherwise provide, a sum of money to implement a Capital Improvement Program, to protect the physical infrastructure of the Town of Natick; to determine whether this appropriation shall be raised by borrowing or otherwise; or to otherwise act thereon.

PURPOSE OF ARTICLE

To fund a capital improvement program for the Town for FY 2017

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from Deputy Town Administrator for Operations who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted after a report on each item from the Finance Committee's Capital subcommittee. The chart below summarizes the proposed capital expenditures under this article.

MOTION A:

Recommendation:
By a vote of 11 - 0 - 0 on March 8, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 15 Motion A as presented in the voted recommended motion below.

See following pages for motion.

MOTION B-1:

Recommendation:
By a vote of 11 - 0 - 0 on March 8, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 15 Motion B 1 as presented in the voted recommended motion below.

See following pages for motion.

MOTION B-2:

Recommendation:
By a vote of 12 - 0 - 0 on March 22, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 15 Motion B 2 as presented in the voted recommended motion below.

See following pages for motion.

MOTION C:

Recommendation:
By a vote of 11 - 0 - 0 on March 8, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 15 Motion C as presented in the voted recommended motion below.

See following pages for motion.

MOTION D:

Recommendation:
By a vote of 10 - 1 - 0 on March 8, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 15 Motion D as presented in the voted recommended motion below.

See following pages for motion.

MOTION E:

Recommendation:
By a vote of 11 - 0 - 0 on March 8, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 15 Motion E as presented in the voted recommended motion below.

See following pages for motion.

Article 15 - Capital Improvements - 2016 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
1	Public Works	Roads and Sidewalk Improvements	Tax Levy Borrowing	$	1,000,000
2	Public Works	Cottage Street Roadway Improvements	Reapprop/Tax Levy Borrowing	$	2,500,000
3	Public Works	Resurface Public Works Facility	Capital Stab. Fund	$	100,000
4	Public Works	Tree Replacement	Capital Stab. Fund	$	30,000
5	Public Works	Field Renovations	Tax Levy Borrowing	$	167,000
6	Community Services	East School Field Renovation - Engineering	Tax Levy Borrowing	$	200,000
7	Community Services	Navy Yard Field Renovation - Engineering	Tax Levy Borrowing	$	100,000
8	Facilities Management	Replace the East School Roof	Tax Levy Borrowing	$	280,000
9	Facilities Management	Brown - Resurface / Expand Parking	Capital Stab. Fund	$	85,000
10	Facilities Management	Brown - Replace the Sidewalks	Tax Levy Borrowing	$	105,000
11	Facilities Management	Wilson - Replace the Sidewalks	Tax Levy Borrowing	$	108,000
12	Facilities Management	Wilson - Carpet Replacement Administration Area	Capital Stab. Fund	$	20,000
13	Facilities Management	Johnson - Complete Window Project	Capital Stab. Fund	$	19,000
14	Facilities Management	DPW Equipment Maintenance Garage - Roof Replacement	Tax Levy Borrowing	$	300,000
15	Facilities Management	Bennett Hemenway - Additional Storage	Capital Stab. Fund	$	31,000
16	Facilities Management	Fire Station 3 - Roof Replacement	Capital Stab. Fund	$	65,000
17	Facilities Management	Town Hall - Carpet Replacement	Capital Stab. Fund	$	30,000
18	Water Sewer Enterprise	Replace Ground Water Wells	W/S Borrowing	$	300,000
19	Water Sewer Enterprise	Springvale Water Treatment Plant Re-use Tank	W/S Borrowing	$	390,000
20	Golf Course Enterprise	Replace Irrigation Pond Liner	Golf Course Borrowing	$	100,000

Funding Sources for Appropriations under Article 15

Capital Stabilization Fund	**$380,000**
Tax Levy Borrowing	**$4,515,000**
W/S Borrowing	**$690,000**
Golf Enterprise Borrowing	**$100,000**
Reappropriation	**$245,000**
Total Funding for Appropriations under Article 15	**$5,930,000**

Article 15
Capital Improvement
2016 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
1	**Public Works**		
	Roads and Sidewalk Improvements	$ 1,000,000	**Tax Levy Borrowing**
	These funds will be used in conjunction with Chapter 90 funding to support the Town's five year paving plan. The plan shows a decline in the average condition of the Town's roadways. Capital funds spent now will reduce the cost of future paving replacement.		
2	**Public Works**		
	Cottage Street Roadway Improvements	$ 2,500,000	**Reapprop/Tax Levy Borrow**
	These funds will be used to reconstruct Cottage Street from Woodland Street to Everett Street including intersection safety of South Main Street at Cottage Street.		
3	**Public Works**		
	Resurface Public Works Facility	$ 100,000	**Capital Stab. Fund**
	These funds will be used to reconstruct the paving area at the public works facility. The project will include relining parking spaces in a more efficient manner gaining additional spaces.		
4	**Public Works**		
	Tree Replacement	$ 30,000	**Capital Stab. Fund**
	The Town intends to continue the tree replacement plan. The town removes between 30 and 50 public shade trees annually. These funds will continue the replacement of those trees.		
5	**Public Works**		
	Field Renovations	$ 167,000	**Tax Levy Borrowing**
	These funds will re-lamp Memorial Stadium lighting, replace the backstop and renovate infield Memorial School Field #1, renovate infield Memorial School Field #2, improve signage at the Coolidge Field, purchase and install portable bleachers, and purchase and install various sports equipment and scoreboard at the High School complex.		
6	**Community Services**		
	East School Field Renovation - Engineering	$ 200,000	**Tax Levy Borrowing**
	These funds will be used for the engineering plans for the East School field renovation.		
7	**Community Services**		
	Navy Yard Field Renovations - Engineering	$ 100,000	**Tax Levy Borrowing**
	These funds will be used for the engineering plans for the Navy Yard field renovation.		
8	**Facilities Management**		
	Replace the East School Roof	$ 280,000	**Tax Levy Borrowing**
	Remove and replace existing roof at 90 Oak Street due to leaks. Some patch work has been completed. The roof over the offices and classrooms needs to be replaced.		
9	**Facilities Management**		
	Brown - Resurface/Expand the parking area.	$ 85,000	**Capital Stab. Fund**
	This project will replace the existing parking in front of the school and add additional spaces on the west side of the school.		

Article 15
Capital Improvement
2016 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
10	**Facilities Management**		
	Brown - Replace the Sidewalks	$ 105,000	**Tax Levy Borrowing**
	These funds will begin a three phase sidewalk replacement at the Brown School. The sidewalks are failing causing tripping hazards. The first phase will replace the sidewalks on the west side of the school. The second phase will replace the sidewalks on the north and northeast sides of the school. The final phase will replace the remaining sidewalks in conjunction with the Kennedy Middle School Project. Phase 1 will be completed this summer.		
11	**Facilities Management**		
	Wilson - Replace the Sidewalks	$ 108,000	**Tax Levy Borrowing**
	This project will replace the existing sidewalks in front of the school,. We recently repaired some of the sidewalks. The sidewalks continue to heave causing tripping hazards requiring replacement.		
12	**Facilities Management**		
	Wilson - Carpet Replacement Administration Area	$ 20,000	**Capital Stab. Fund**
	These funds will replace the carpet in the administration area of the Wilson Middle School. The area is worn with traffic area. The carpet is original to the school and in a heavy traffic area.		
13	**Facilities Management**		
	Johnson - Complete Window Project	$ 19,000	**Capital Stab. Fund**
	This will complete the window replacement project started several years ago. The project fell short of funding. This will improve window efficiency, reduce heat loss from the old drafty windows, and provide safer window operation.		
14	**Facilities Management**		
	DPW Equipment Maintenance Garage - Roof Replacement	$ 300,000	**Tax Levy Borrowing**
	These funds will replace the ballast roof on the DPW equipment maintenance garage and replace the roof on a small section of roof between the rink and the Public Works Facility. Recently several small repairs were required. The building is approximately 12,600 square feet. The other section is approximately 900 square feet.		
15	**Facilities Management**		
	Bennett Hemenway - Additional Storage	$ 31,000	**Capital Stab. Fund**
	Storage needs at the school have increased since the school originally opened. These funds would create additional storage area of 500 square feet.		
16	**Facilities Management**		
	Fire Station 3 - Roof Replacement	$ 65,000	**Capital Stab. Fund**
	Theses funds will replace the existing station 3 roof with a new EDPM roof. The existing roof is approximately 3500 square feet.		
17	**Facilities Management**		
	Town Hall - Carpet Replacement	$ 30,000	**Capital Stab. Fund**
	This is a multi year carpet replacement program. This is the third year. Carpet in Information Technology, Retirement Board, and some areas of the second floor are being replaced with these funds.		

Article 15
Capital Improvement
2016 Spring Annual Town Meeting
Project Descriptions

#	Appropriated Item	Amount	Funding Source
18	**Water Sewer Enterprise**		
	Replace Ground Water Wells	$ 300,000	**W/S Borrowing**
	Multi-phase project to rehabilitate and replace Town's water supply wells. Prior work has installed, tested, permitted, and connected two new replacement wells (Springvale #1 and #3). Current request would provide funds to complete installation and connect another new well to the system (Evergreen #1).		
19	**Water Sewer Enterprise**		
	Springvale Water Treatment Plant Re-use Tank	$ 390,000	**W/S Borrowing**
	Springvale Water Treatment Plant currently has only one backwash re-use tank for two filter process trains. Re-use tank re-circulates filter backwash water through plant after settling. Existing tank requires manual cleaning. Proposed work will help automate the process. Failure of tank would prohibit plant operation as the replacement tank would take 9+months to manufacture and install. This would likely require the town to purchase water from the MWRA. The current tank limits drinking water production during periods of high demand.		
20	**Golf Course Enterprise**		
	Replace Irrigation Pond Liner	$ 100,000	**Golf Course Borrowing**
	This would replace the original pond liner that is now over 15 years old. The existing pond liner is leaking. It is ripped in many places and water is leaching back into the ground. This will help us conserve water at the course saving the money.		

Total	**$**	**5,930,000**
Funding Sources		
Capital Stabilization Fund	$	380,000
Tax Levy Borrowing	$	4,515,000
Water/Sewer Enterprise Borrowing	$	690,000
Golf Enterprise Borrowing	$	100,000
Reappropriated Funds	$	245,000
Total Funding for Appropriations under Article 15	**$**	**5,930,000**

Article 15 - Capital Improvement - 2016 Spring Annual Town Meeting

MOTION A: (Two-thirds vote required)

Move that the Town vote to appropriate the sum of $380,000 to be expended under the direction of the Department of Public Works for the purpose of resurfacing the Public Works Facility, and replacing trees, under the direction of the Facilities Management Department to resurface/expand the Brown School parking area, replace the administration area carpet at the Wilson School, to complete the window replacement project at the Johnson School, to add storage to the Bennett-Hemenway School, to replace the roof at Fire Station 3, and to replace carpet at Town Hall, individually shown as items 3, 4, 9, 12, 13, 15, 16, and 17 in the Table A below, and that to meet this appropriation the sum of $380,000 be raised from the Capital Stabilization Fund.

TABLE A, MOTION A: Article 15 - Capital Improvement - 2016 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
3	Public Works	Resurface Public Works Facility	Capital Stab. Fund	$	100,000
4	Public Works	Tree Replacement	Capital Stab. Fund	$	30,000
9	Facilities Management	Brown - Resurface / Expand Parking	Capital Stab. Fund	$	85,000
12	Facilities Management	Wilson - Carpet Replacement Administration Area	Capital Stab. Fund	$	20,000
13	Facilities Management	Johnson - Complete Window Project	Capital Stab. Fund	$	19,000
15	Facilities Management	Bennett-Hemenway - Additional Storage	Capital Stab. Fund	$	31,000
16	Facilities Management	Fire Station 3 - Roof Replacement	Capital Stab. Fund	$	65,000
17	Facilities Management	Town Hall - Carpet Replacement	Capital Stab. Fund	$	30,000

Appropriation under Article 15: MOTION A **$ 380,000**

MOTION B1: (Two-thirds vote required)

Move that the Town vote to appropriate the sum of $1,960,000 to be expended under the direction of the Department of Public Works for the purpose of road and sidewalk improvements, and field renovations, under the direction of the Facilities Management Department for the purpose of replacing the East School Roof, replacing sidewalks at the Brown School, replacing sidewalks at the Wilson School, and to replace the roof on the DPW Equipment Maintenance Garage, individually shown as items 1, 5, 8, 10, 11, and 14 in Table B below, and that to meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow $1,960,000 under Massachusetts General Laws Chapter 44, Section 7, as amended, or any other enabling authority and to issue bonds or notes of the Town therefore aggregating not more than $1,960,000 in principal amount and that the Town Administrator with the approval of the Board of Selectmen is authorized to take any action necessary to carry out this program.

TABLE B1, MOTION B1: Article 15 - Capital Improvement - 2016 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
1	Public Works	Roads and Sidewalk Improvements	Tax Levy Borrowing	$	1,000,000
5	Public Works	Field Renovations	Tax Levy Borrowing	$	167,000
8	Facilities Management	Replace the East School Roof	Tax Levy Borrowing	$	280,000
10	Facilities Management	Brown - Replace the Sidewalks	Tax Levy Borrowing	$	105,000
11	Facilities Management	Wilson - Replace the Sidewalks	Tax Levy Borrowing	$	108,000
14	Facilities Management	DPW Equipment Maintenance Garage - Roof Replacement	Tax Levy Borrowing	$	300,000

Appropriation under Article 15: MOTION B1 **$ 1,960,000**

Article 15 - Capital Improvement - 2016 Spring Annual Town Meeting

MOTION B2: (Two-thirds vote required)

Move that the Town vote to appropriate the sum of $300,000 to be expended under the direction of the Community Services Department for the purpose of engineering for the East School Field renovations, and the engineering for the Navy Yard Field renovations, individually shown as items 6, and 7 in Table B2 below, and that to meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow $300,000 under Massachusetts General Laws Chapter 44, Section 7, as amended, or any other enabling authority and to issue bonds or notes of the Town therefore aggregating not more than $300,000 in principal amount and that the Town Administrator with the approval of the Board of Selectmen is authorized to take any action necessary to carry out this program.

TABLE B2, MOTION B2: Article 15 - Capital Improvement - 2016 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
6	Community Services	East School Field Renovation - Engineering	Tax Levy Borrowing	$	200,000
7	Community Services	Navy Yard Field Renovation - Engineering	Tax Levy Borrowing	$	100,000
Appropriation under Article 15: MOTION B2				**$**	**300,000**

MOTION C: (Two-thirds vote required)

Move that the Town vote to appropriate the sum of $690,000 to be expended under the direction of the Public Works Department for purpose of replacing ground water wells, and installing a re-use tank at the Springvale Water Treatment Plant, individually shown as items 18, and 19, in Table C below, and that to meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow $690,000 under Massachusetts General Laws Chapter 44, Section 8, as amended, or any other enabling authority and to issue bonds or notes of the Town therefore aggregating not more than $690,000 in principal amount and that the Town Administrator with the approval of the Board of Selectmen is authorized to take any action necessary to carry out this program.

TABLE C, MOTION C: Article 15 - Capital Improvement - 2016 Spring Annual Town Meeting

18	Water Sewer Enterprise	Replace Ground Water Wells	W/S Borrowing	$	300,000
19	Water Sewer Enterprise	Install Springvale Water Treatment Plant Re-use Tank	W/S Borrowing	$	390,000
Appropriation under Article 15: MOTION C				**$**	**690,000**

MOTION D: (majority vote required)

Move that the Town vote to appropriate the sum of $100,000 to be expended under the direction of the Community Services Department for the purpose of replacing the irrigation pond liner, individually shown as items 20 in Table D below, and that to meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow $100,000 under Massachusetts General Laws Chapter 44, Section 8, as amended, or any other enabling authority and to issue bonds or notes of the Town therefore aggregating not more than $100,000 in principal amount and that the Town Administrator with the approval of the Board of Selectmen is authorized to take any action necessary to carry out this program.

TABLE D, MOTION D: Article 15 - Capital Improvement - 2016 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
20	Golf Course Enterprise	Replace Irrigation Pond Liner	Golf Course Borrowing	$	100,000
Appropriation under Article 15: MOTION D				**$**	**100,000**

Article 15 - Capital Improvement - 2016 Spring Annual Town Meeting

MOTION E: (two-thirds vote required)

Move that the Town vote to appropriate the sum of $2,500,000 to be expended under the direction of the Department of Public Works for the purpose of Cottage Street Roadway Improvements, individually shown as item 2 in Table E below, and for the payment of all costs incidental and related thereto, and that to meet this appropriation, (i) $30,000 is transferred from the balance of the amount previously appropriated and borrowed by the Town under Article 13 Motion B of the Warrant at the April 2011 Spring Annual Town Meeting to pay costs of Eliot and South Street Intersection Improvements, which amount is no longer needed to complete the project for which it was originally borrowed, and (ii) $210,000 is transferred from the balance of the amount previously appropriated and borrowed by the Town under Article 10 Motion A of the Warrant at the October 2010 Fall Annual Town Meeting to pay costs of Oak Street Road Improvements, which amount is no longer needed to complete the project for which it was originally borrowed, and (iii) $5,000 is transferred from the balance of the amount previously appropriated and borrowed by the Town under Article 10 Motion A of the Warrant at the October 2010 Fall Annual Town Meeting to pay costs of Rt 27 Pavement Resurfacing, which amount is no longer needed to complete the project for which it was originally borrowed, and the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow $2,255,000 under and pursuant to Chapter 44, Section 7(9) of the General Laws, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor aggregating not more than $2,255,000 in principal amount and that the Town Administrator with the approval of the Board of Selectmen is authorized to take any action necessary to carry out this program.

TABLE E, MOTION E: Article 15 - Capital Improvement- 2016 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
2	Public Works	Cottage Street Roadway Improvements	Reapprop/Tax Levy Borr	$	2,500,000
Appropriation under Article 15: MOTION E				**$**	**2,500,000**

ARTICLE 16
Stabilization Fund
(Town Administrator)

To see if the Town will vote to appropriate a sum of money from available funds for the purpose of supplementing the stabilization fund established under Article 22 of the warrant for Annual Town Meeting of 1961, as authorized by Chapter 40, Section 5B of the General Laws, as amended; or otherwise act thereon.

PURPOSE OF ARTICLE

To appropriate money to the Stabilization Fund

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from members of the Town Administration who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- The Administration requested No Action

Recommendation:
By a vote of 13 - 0 - 0 on March 10, 2016, the Finance Committee recommends ***No Action*** with regard to the subject matter of Article 16 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town take No Action with regard to the subject matter of Article 16."

ARTICLE 17
Operational/Rainy Day Stabilization Fund
(Town Administrator)

To see if the Town will vote to appropriate a sum of money from available funds for the purpose of supplementing the Operational Stabilization Fund established by vote of the 2011 Spring Annual Town Meeting under Article 4, as authorized by Chapter 40, Section 5B of the General Laws, as amended; or otherwise act thereon.

PURPOSE OF ARTICLE

To appropriate money to the Operational/ Rainy Day Stabilization Fund

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from members of the Town Administration who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- The Administration requested No Action

Recommendation:
By a vote of 13 - 0 - 0 on March 10, 2016, the Finance Committee recommends ***No Action*** with regard to the subject matter of Article 17 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town take No Action with regard to the subject matter of Article 17."

ARTICLE 18
Capital Stabilization Fund
(Town Administrator)

To see if the Town will vote to appropriate a sum of money from available funds for the purpose of supplementing the Capital Stabilization Fund established under Article 2 of the warrant for Fall Annual Town Meeting of 2010, as authorized by Chapter 40, Section 5B of the General Laws, as amended; or otherwise act thereon.

PURPOSE OF ARTICLE

To appropriate money to the Capital Stabilization Fund

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from members of the Town Administration who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- The Administration requested No Action

Recommendation:
By a vote of 13 - 0 - 0 on March 10, 2016, the Finance Committee recommends ***No Action*** with regard to the subject matter of Article 18 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town take No Action with regard to the subject matter of Article 18."

ARTICLE 19
Other Post-Employment Benefits (OPEB) Fund
(Town Administrator)

To see if the Town will vote to appropriate a sum of money from available funds for the purpose of funding the Other Post-Employment Benefits Liability Trust Fund authorized by vote of the 2011 Fall Annual Town Meeting under Article 8 pursuant to the provisions of Chapter 32B, Section 20 of the General Laws, as amended; or otherwise act thereon.

PURPOSE OF ARTICLE

To appropriate money to the Other Post-Employment Benefits Fund

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from members of the Town Administration who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- The purpose of this fund is to reserve money for the Town's obligations to employees for post-retirement health insurance benefits
- An independent actuarial report estimates the future liability and costs
- That amount was estimated to be $114,685,161 as of June 30, 2015
- This amount will likely change as a result of the work that the Administration and the Public Employees Committee did in Fall 2015, which reduced health care costs to the Town
- The OPEB fund currently has a balance of $691,000
- Under GASB accounting requirements developed several years ago, all cities and towns must begin to recognize their OPEB liability in their financial statements
- The OPEB fund was established at 2011 Fall Annual Town Meeting, Article 8, in order to start funding this portion of the liability
- The Administration requested an appropriation of $300,000 from free cash

Recommendation:
By a vote of 12 - 0 - 0 on February 25, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 19 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town vote to appropriate $300,000 from free cash for the purpose of funding the Other Post-Employment Benefits Trust Fund authorized by vote of the 2011 Fall Annual Town Meeting under Article 8, as authorized by Chapter 32B, Section 20 of the General Laws, as amended."

ARTICLE 20
Rescind Authorized, Unissued Debt
(Town Administrator)

To see if the Town will vote to rescind the authorization for unissued debt that has been determined is no longer needed for the completion of various projects; or otherwise act thereon.

PURPOSE OF ARTICLE

To rescind the authorization for certain previously authorized but unissued debt

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from members of the Town Administration who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- The article seeks to rescind authorized but unissued debt for the "Willow Street Drainage Project"
- This project had two authorizations from Town Meeting; the first authorization was fully utilized and only a portion of the second authorization was utilized to fund the project, which is now completed
- The total of both authorizations was $850,000 and the project expenditures totaled $541,455.11
- Article 22 of the 2015 SATM authorized $500,000 for this project
- The project is now complete and there is no need for $308,544.89 of remaining bond authorization

Recommendation:
By a vote of 13 - 0 - 0 on March 10, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 20 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town vote to rescind authorized debt for a general fund capital project approved under Article 22, Motion B2 of the 2015 Spring Annual Town Meeting in the amount of $308,544.89 for the Willow Street Drainage Project."

ARTICLE 21
Increase Personal Property Exemptions
(Board of Assessors)

To see if the Town will vote to increase the Personal Exemption Amounts by 50% under the provisions of Chapter 73 of the Acts of 1986 as amended by Chapter 126 of the Acts of 1988 which provides for "Optional Additional Property Tax Exemptions" allowing an annually determined, uniform increase in the amount of exemption in General Laws, Chapter 59 Section 5 Clauses 17D, 22, 22A, 22B, 22C, 22E, 37A, and 41C (elderly person, disabled veteran, or blind person); or otherwise act thereon.

PURPOSE OF ARTICLE

To increase various personal exemptions with regard to property taxes for certain qualifying persons

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from Director of Assessing who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- This Town Meeting Article allows the Tax Exemption Program to continue and be enhanced into FY2017
- The exemption amounts are funded through the Assessors' Overlay Account
- The purpose of this article is to help qualified applicants receive relief from rising tax bills
- The Town has voted an additional 2.5% increase each year for the last nineteen years to try to keep pace with rising taxes.
- The program provides qualified applicants with an increase in tax exemption(s)
- Since the program is based on a 1986 statute, twenty years of 2.5% equals the 50% specified in the motion below
- Town Meeting members may recall that the corresponding amount voted under Article 4 of 2015 Spring Annual Town Meeting was 47.5%

Recommendation:
By a vote of 11 - 0 - 0 on February 23, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 21 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town vote to increase the Personal Exemption Amounts by 50% under the provisions of Chapter 73 of the Acts of 1986 as amended by Chapter 126 of the Acts of 1988 which provides for "Optional Additional Property Tax Exemptions" allowing an annually determined, uniform increase in the amount of exemption in General Laws, Chapter 59 Section 5 Clauses 17D, 22, 22A, 22B, 22C, 22E, 37A, and 41C (elderly person, disabled veteran, or blind person)."

ARTICLE 22
Unpaid Bills
(Town Administrator)

To see if the Town will vote to raise and appropriate, or otherwise provide such sums of money as may be required for the payment of unpaid bills of previous years, incurred by the departments, boards and officers of the Town of Natick; or otherwise act thereon.

PURPOSE OF ARTICLE

To appropriate funds to pay unpaid bills from the previous fiscal year i.e. FY 2015

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from members of the Town Administration who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- The temporary personnel agency which supplies the Finance Committee with the services of a recording secretary has an unpaid bill of $ 1,625.63 from FY 2015
- The Town financial staff made diligent efforts to confirm and to collect all invoices prior to the close of Fiscal 2015
- However, the billing personnel of the temp agency was out, apparently due to illness, and the agency did not get the correct amount of outstanding invoices to the Comptroller
- The temp agency is a small business located in South Natick
- Given the circumstances, the Finance Committee members believed this bill should be paid and request Town Meeting's approval

Recommendation:
By a vote of 11 - 0 - 0 on February 23, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 22 as presented in the voted recommended motion below.

MOTION: (Requires four-fifths vote)

"Move to appropriate the sum of $1,626 from free cash to pay unpaid bills from FY 2015 to Faith Casler Associates."

ARTICLE 23
Conservation Fund Study Committee Report
(Conservation Fund Study Committee)

To see what action the Town will take to hear and/or accept the report of the Conservation Fund Study Committee or otherwise act thereon.

PURPOSE OF ARTICLE

To hear and/or to accept the report of the Conservation Fund Study Committee

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from the Chairperson of the Conservation Fund Study Committee who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- The Conservation Fund Study Committee has followed up on the outstanding items for which its term was extended by Fall 2015 Town Meeting
- These matters included i) consideration of an amendment to the Zoning By Law for a technical correction to the definition of Open Space Public Benefit Amenity, ii) evaluation of whether DOR would require a retroactive appropriation authorization from Town Meeting for FAR Bonus monies spent by the Conservation Commission and iii) whether the Town might need to consider transfer of certain properties from the Conservation Commission back to the Board of Selectmen
- The Conservation Fund Study committee has sponsored an article to correct changes made to the definition of Open Space Public Benefit Amenity
- Through Town Counsel, the committee has heard that DOR has not considered whether the Town needs to provide a retroactive appropriation
- The Committee accordingly feels that no action is necessary on either a retroactive appropriation or any associated transfer of land back the Board of Selectmen in their capacity as Parks Commissioners for the Town

Recommendation:
By a vote of 9 - 0 - 0 on March 23, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 23 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town vote to hear the report of the Conservation Fund Study Committee."

ARTICLE 24
Rescinding Previous Appropriations
(Conservation Fund Study Committee)

To see what actions the Town will take to rescind the appropriation under Article 19 of Fall 2014 Town Meeting or otherwise act thereon.

PURPOSE OF ARTICLE

To rescind a previous appropriation

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from the Chairperson of the Conservation Fund Study Committee who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- Because of a typographical error in referring to Article 19 of Fall 2014 Town Meeting instead of Article 20 of Fall 2014 Town Meeting, the sponsor requested No Action
- Town Meeting members may note that this article has been placed on the warrant for Special Town Meeting #1 of 2016

Recommendation:
By a vote of 11 - 0 - 0 on February 25, 2016, the Finance Committee recommends ***No Action*** with regard to the subject matter of Article 24 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town take No Action with regard to the subject matter of Article 24."

ARTICLE 25
Change To A Definition in the Zoning Bylaw
(Conservation Fund Study Committee)

To see what actions the Town will take to amend or change the definition of "Open Space Public Benefit Amenity" in the Town of Natick Zoning ByLaw or otherwise act thereon.

PURPOSE OF ARTICLE

Change the definition of Open Space Public Benefit Amenity

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from Chairperson of the Conservation Fund Study Committee who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- The report of the Committee to Fall 2015 Town Meeting informed Town Meeting that the change to the definition of Open Space Public Benefit Amenity sponsored by the Planning Board in Spring 2015 Town Meeting and approved by a two-thirds vote of that Town Meeting required modification
- The change voted by Spring 2015 Town Meeting included trails and ways for pedestrians and non-motorized vehicles in the definition in order to allow the rail trail to qualify for FAR Bonus funds
- However, the actual wording as proposed and voted makes such trails and ways for pedestrians and non-motorized vehicles a mandatory part of every such Open Space Public Benefit Amenity
- The proposed change in the motion below would make such trails and ways optional and therefore allow FAR Bonus funds to be spent on traditional park and/or ballfield acquisitions that would otherwise be precluded
- The following presents the current wording of the definition and the proposed result

    - **Current Language**

    "Open Space Public Benefit Amenity: A public benefit amenity in the form of a park or excess pervious landscaping, available for passive or active recreation, or leisure use, by the public including the area for trails and ways for pedestrians and non-motorized vehicles."

    - **Proposed Language**

    "Open Space Public Benefit Amenity: A public benefit amenity in the form of a park or excess pervious landscaping, available for passive or active recreation, or leisure use, by

the public and which may include an area or areas for trails and ways for pedestrians and non-motorized vehicles."

- The motion below has been reviewed and approved by Town Counsel

Recommendation:
By a vote of 12 - 0 - 0 on March 10, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 25 as presented in the voted recommended motion below.

MOTION: (Requires two-thirds vote)

"Move that the Town vote to amend the definition of 'Open Space Public Benefit Amenity' in Section 200 – DEFINITIONS in the Town of Natick Zoning By-Law by deleting the words 'including the area' and inserting in their place the words 'and which may include an area or areas' so that said definition of Open Space Public Benefit Amenity shall read:

> **'A public benefit amenity in the form of a park or excess pervious landscaping, available for passive or active recreation, or leisure use, by the public and which may include an area or areas for trails and ways for pedestrians and non-motorized vehicles';"**

ARTICLE 26
Home Rule Petition: Simplified Street Acceptance Process
(Board of Selectmen)

To see if the Town will vote to authorize the Board of Selectmen to petition the General Court to enact legislation in substantially the following form, provided that the General Court may reasonably vary the form and substance of the requested legislation within the scope of the general public objectives of the petition.

"AN ACT relative to the procedure for municipal acceptance of subdivision roads in the town of Natick.

Be it enacted in the Senate and house of Representatives in General Court assembled, and by the authority of the same as follows:

SECTION 1. Notwithstanding chapters 79 and 82 of the General Laws or any other general or special law to the contrary, the town of Natick may employ the procedure hereinafter set out for municipal acceptance of roads constructed within a subdivision in accordance with a definitive subdivision plan that has been approved pursuant to the subdivision control law, as defined in section 81K of chapter 41 of the General Laws.

The board of selectmen of the town of Natick shall hold a public hearing, after first giving (i) written notice by first-class mail, postage prepaid, to the owner of record of each property abutting the road or roads, as appears from the records of the town of Natick assessors, and (ii) notice by publication in a newspaper of local circulation at least 7 days prior to the hearing. The records of the town of Natick assessors shall be conclusive for purposes of this act. The sole purpose of the public hearing shall be to determine whether it is in the public interest to accept the road or roads as a public way. If said board of selectmen determines, after the public hearing, that it is in the public interest to accept the road or roads, they shall so vote, by a majority vote, and place an article on the warrant for the next annual or special town meeting for acceptance of the road or roads.

Upon a two-thirds vote of town meeting to accept the road or roads, said board of selectmen shall prepare for recording at the Middlesex county registry of deeds an order of acceptance setting forth the vote of the town meeting. The order of acceptance shall contain a description of or reference to a plan showing the boundaries and measurements of the road or roads, which may be an existing approved and recorded definitive subdivision plan. The order of acceptance shall be recorded within thirty (30) days following the town meeting vote and, upon recordation, shall operate to vest ownership of a permanent roadway easement in the road or roads for all purposes for which public ways are commonly used in the town of Natick, together with ownership of all utility, drainage, access and other easements shown on the plan and specifically identified in the order of acceptance, as well as all pipes, structures and other improvements located therein, in the town of Natick with no additional notice or other action required. No owner or interest holder of land abutting a road so accepted or subject to an easement shown on

said plan shall have any claim for compensation against the town of Natick on account of said acceptance.

SECTION 2. This act shall take effect upon its passage."

PURPOSE OF ARTICLE

To allow the Board of Selectmen to petition the Legislature to enact legislation to change the street acceptance procedure in the Town

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from a member of the Board of Selectmen and the DPW Director who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

The following information was supplied by the sponsors:

- *"This legislation allows the Town to expedite the process by which we accept various streets. The simplified acceptance process could be applied to streets that were reviewed under the Subdivison Control Law. The proposed legislation will streamline, expedite, and simply the street acceptance procedures needed to obtain clean title and effectively complete street acceptances."*
- *"Five other towns or cities have passed identical legislation including Framingham, Franklin, Woburn, Agawam, and Medway."*
- *"With approval of the Legislation the process for accepting roadways reviewed under the Subdivision Control Law will be more efficient and legal errors in the process minimized. The legislation would eliminate several steps in the statutory street acceptance procedure, making the process less cumbersome. The legislation would reduce the administrative, engineering, and legal costs to accept each street."*
- *"The legislation does preserve the authority of the various public bodies having jurisdiction over the street acceptance process. Approval of the Selectmen and Town Meeting would still be required prior to acceptance of each street."*
- The sponsors felt that without this legislation, the Town would need to continue to use the current process which is longer and more costly.

Finance Committee members made certain observations as follows:

- The proposal expressly provides that no compensation or claims can be made against the Town for any land taken for street acceptance
- This aspect of the proposal was not reviewed with Town Counsel for possible conflict with the Takings Clause of the US Constitution
- Currently conforming lots could become non-conforming as a result of land taken for streets
- There is no provision for taking and converting private ways (that private owners want to keep private) into public streets

- Although the proposal calls for a public hearing, the sole purpose of such hearing would be the public's interest without any consideration of the interests of abutters and private property owners whose land was affected or taken
- The proposal requires that an order of acceptance have a plan showing a variety of details
- The Finance Committee was told that plans do not exist in many instances
- Members questioned how much cost would be incurred if the Town had to prepare these plans
- The proposal would be implemented "notwithstanding chapters 79 and 82 of the General Laws"
- Chapter 79 deals with eminent domain and has 62 sections
- Chapter 82 deals with the Laying Out, Alteration, Relocation and Discontinuance of Public Ways and has 47 sections
- The specific provisions of these 111 sections that would be overridden were not identified. Neither were their effects.
- The proposal was reportedly not evaluated by Town Counsel for possible conflicts with other sections of the General Laws
- The Finance Committee was informed that the current process can and does work
- The Finance Committee was informed that current owners of private ways often believe that the Town owns the street where their property is located and might not cooperate with the current street acceptance and taking process
- However, members were also informed that the responsibility for maintenance and liability for unaccepted streets rests with these owners providing incentive for them to cooperate with the established public street acceptance process whereby the town becomes responsible
- Finance Committee members felt that the Selectmen and DPW should either seek additional resources to implement the existing street acceptance process or develop a revised proposal that preserves and respects the rights of property owners but addresses specific parts of the current process that are cumbersome

Recommendation:
By a vote of 13 - 0 - 0 on March 10, 2016, the Finance Committee recommends ***Referral*** with regard to the subject matter of Article 26 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town refer the subject matter of Article 26 to the Board of Selectmen and the DPW Director."

ARTICLE 27
Acquisition of the CSX Saxonville Branch
(Board of Selectmen)

To see if the Town will vote to authorize the Board of Selectmen to acquire by gift, purchase, or otherwise, for general municipal purposes, including without limitation recreational and transportation purposes, land known as the Saxonville Branch line and adjoining parcels, owned now or formerly by CSX Transportation, Inc., and shown on Natick Assessors Map 41, Lot RR1; Map 17, Lots 13, 14, 18 and 19; Map 26, Lot 40A; Map 35, Lot 296; and Map 43, Lots 413A and 413B; which land shall be used for the proposed Cochituate Rail Trail, a plan for which is on file with the office of the Natick Community and Economic Development Department, and for which construction has been approved for federal and state funding, and further, to see what sum of money the Town will vote to appropriate and raise, borrow or otherwise provide for the purposes of this article; and, further, to authorize the Board of Selectmen and other applicable boards, commissions, and personnel to apply for and receive grants or gifts for the purposes of this article, and to take all action necessary or appropriate to accomplish the purposes of this article; or otherwise act thereon.

PURPOSE OF ARTICLE

To appropriate funds for and to authorize the Board of Selectmen to acquire the CSX Saxonville Branch railroad line

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from a member of the Board of Selectmen who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- The text of the article omits a key tax parcel and as such does not include all of the tax parcels that comprise the CSX Saxonville Branch
- The sponsors have requested No Action
- Town Meeting members may note that this article has been placed on the warrant for Special Town Meeting #1 of 2016

Recommendation:
By a vote of 10 - 0 - 0 on March 8, 2016, the Finance Committee recommends ***No Action*** with regard to the subject matter of Article 27 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town take No Action with regard to the subject matter of Article 27."

ARTICLE 28
Acquisition of the So-Called Wonderbread Spur
(Board of Selectmen)

To see if the Town will vote to authorize the Board of Selectmen to acquire by gift, purchase, eminent domain or otherwise, for general municipal purposes, including without limitation recreational and transportation purposes, the so-called Wonderbread Spur, located off Speen Street in Natick and shown on Town of Natick Assessors' Map 17 as Parcels 5 FA, 5 FB and 5 FC; and further, to see what sum of money the Town will vote to appropriate and raise, borrow or otherwise provide for the purposes of this article; and, further, to authorize the Board of Selectmen and other applicable boards, commissions, and personnel to apply for and receive grants or gifts for the purposes of this article and to take all action necessary or appropriate to accomplish the purposes of this article; or otherwise act thereon.

PURPOSE OF ARTICLE

To appropriate funds for and to authorize the Board of Selectmen to acquire the so-called Wonderbread spur railroad line, including an authorization to acquire the Wonderbread spur by eminent domain

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from a member of the Board of Selectmen who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- Because of the omission of a key tax assessment parcel from the previous article, the sponsors are requesting No Action on this article
- Town Meeting members may note that the above article has also been included on the warrant for Special Town Meeting #1 of 2016
- This placement on the warrant for Special Town Meeting #1 of 2016 will allow both the Saxonville Branch and the Wonderbread spur to be considered at the same Town Meeting

Recommendation:
By a vote of 10 - 0 - 0 on March 8, 2016, the Finance Committee recommends ***No Action*** with regard to the subject matter of Article 28 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town take No Action with regard to the subject matter of Article 28."

ARTICLE 29
Acquisition of 22 Pleasant Street
(Board of Selectmen)

To see if the Town will vote to authorize the Board of Selectmen to acquire by gift, purchase, eminent domain or otherwise, for open, park and recreation purposes, or other purposes that Town Meeting may authorize, the land with buildings thereon located at 22 Pleasant Street, Natick shown on Town of Natick Assessors' Map 64 as Parcel 44; and further, to see what sum of money the Town will vote to appropriate and raise, borrow or otherwise provide for the purposes of this article; and, further, to authorize the Board of Selectmen and other applicable boards, commissions, and personnel to apply for and receive grants or gifts for the purposes of this article and to take all action necessary or appropriate to accomplish the purposes of this article; or otherwise act thereon.

PURPOSE OF ARTICLE

To appropriate funds for and to authorize the Board of Selectmen to acquire the property known as 22 Pleasant Street

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from a member of the Board of Selectmen who presented the article and from various members of the public. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- The matter of 22 Pleasant Street is still the subject of confidential executive session with the Board of Selectmen
- As a result, the Finance Committee could not consider the matter in public session
- The Finance Committee discussed alternative motions to table this article for a future date certain or to consider No Action and reconsider its vote at a later date
- To allow flexibility for scheduling a future meeting if the Board of Selectmen's Executive Session deliberation concludes and the matter is ready for public discussion, Finance Committee members deliberately made no motions with regard to the article
- The Finance Committee will schedule a meeting if and when appropriate to consider the article.
- At the present time, the Finance Committee does not have a recommendation

Recommendation/Report:
At a meeting on March 22, 2016, the Finance Committee was informed that the subject matter of Article 29 was still the subject of Executive Session with Board of Selectmen. The Finance Committee was not able to give the article due consideration but is awaiting indication from the Board of Selectmen as to when a meeting of the Finance Committee might be held on the Article. The Finance Committee will schedule a meeting if and when appropriate. The Finance Committee took no votes and has no recommendation at this time.

MOTION:

None at this time.

ARTICLE 30
Reorganization of Zoning By-Laws
(Planning Board)

To see if the Town will vote to amend and recodify the Zoning Bylaw as follows:

1. Delete in their entireties the following provisions of the existing Zoning Bylaw:
    a. Section I: General
    b. Section II: Use Districts
    c. Section III: Use Regulations
    d. Section IV: Intensity Regulations
    e. Section V: Special Requirements
    f. Section VI: Administration

2. Substitute the following provisions in the document entitled "Zoning Bylaw," which is on file in the Community and Economic Development Office and the Office of the Town Clerk.
    a. Section 1.0: Purpose and Authority
    b. Section 2.0: Districts
    c. Section 3.0: Use Regulations
    d. Section 4.0: Dimensional Requirements
    e. Section 5.0: Nonconforming Uses and Structures
    f. Section 6.0: General Regulations
    g. Section 7.0: Special Regulations
    h. Section 8.0: Special Residential Regulations
    i. Section 9.0: Special District Regulations
    j. Section 10.0: Highway Districts
    k. Section 11.0: Administration and Procedures
    l. Section 12.0: Definitions

Or otherwise act thereon.

PURPOSE OF ARTICLE

To replace the entire current Zoning By-Law of the Town of Natick with a new Zoning By-Law document

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from Chairperson of the Planning Board and the Director of Community and Economic Development who presented the article. The Finance Committee also heard from a member of the public. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- The Finance Committee was given an extensive handout the night of its meeting

- Several members were ready to vote to support the article
- Several other members wanted additional time to conduct due diligence
- A local attorney expressed concerns that the proposed new by law contains substantive changes
- The Finance Committee has tabled further consideration of Article 30 until April 7, 2017

Recommendation and Report:

By a vote of 7 - 3 - 0 on March 15, 2016, the Finance Committee voted to table further consideration of Article 30 to April 12, 2016 the first night of Town Meeting. By a vote of 9-0-0 on March 23, 2016, the Finance Committee advanced consideration of and tabled Article 30 to April 7, 2016 to devote an entire evening to hearing the subject matter of this article.

The Finance Committee has no recommendation at this time. The Finance Committee will consider possible recommendations for Article 30 on April 7, 2016.

MOTION:

None at this time.

ARTICLE 31
Hear Report, Extend Term and Appropriate Funds for Tiny House Study Committee
(Tiny House Study Committee)

To see what action(s) the Town will take to:

a) hear the report and recommendations of the Tiny House Study Committee created under Article 32 of Fall 2015 Town Meeting and/or

b) extend the term of said committee and/or

c) determine and to appropriate a sum of money for the study purposes of the committee including but not limited to retention of outside professionals as appropriate.

Or otherwise act thereon.

PURPOSE OF ARTICLE

To hear the report and recommendations, if any, of the Tiny House Study Committee and/or to extend the term of the Committee and /or to appropriate funds

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from Co-Chairs of the Tiny House Study Committee who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- The Tiny House Study Committee is seeking an extension of its term to Fall 2016 Town Meeting

Recommendation:
By a vote of 12 - 0 - 0 on March 22, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 31 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move to extend the term of the Tiny House Study Committee, created under Article 32 of Fall 2015 Town Meeting, through Fall 2016 Town Meeting."

ARTICLE 32
Amend Town of Natick By-Law Article 24, Section 3.2
(Board of Selectmen)

To see if the Town will vote to amend the Town of Natick By-Law Article 24, Section 3.2 as follows:

The Pay Plan shall fix the compensation for each employee covered under the Personnel By-law. Provided however that the Town Administrator, pursuant to the Employee Evaluation procedure described in Section 9 and subject to available funds, may award a single instance payment to those employees whose work exceeds expectations; said payments shall not be added to base pay. All such payments shall be reviewed and ratified by the Board of Selectmen prior to being awarded and shall be reported publicly to the Personnel Board at their next regularly scheduled meeting. Any such payments for personnel appointed by the Board of Selectmen shall be subject to their approval.

PURPOSE OF ARTICLE

To change the Personnel By-Law to require the approval of the Board of Selectmen for awarding any single instance bonus payments to non-union personnel

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee did not hear anyone concerning the article. The Finance Committee asked considered information, debated and voted the article. The following points were noted.

- The article is narrow and seeks to have the Selectmen only approve all one time bonus payments
- The Finance Committee noted likely problems and conflicts with the Town Charter and other provisions of Article 24 of the By-Laws
- Section 3-2 of the Charter states *"nothing in this section shall be construed to authorize any member of the board of selectmen, nor a majority of them, to become involved in the day-to-day administration of any town agency. It is the intention of this provision that the board of selectmen shall act only through the adoption of broad policy guidelines which are to be implemented by officers and employees appointed by or under its authority."*
- This provision raises questions about whether the Selectmen can become involved with the detailed review and compensation decisions of all non union personnel
- Section 4-2-4 of the Charter provides that the Town Administrator *"shall, in conjunction with a personnel board established by by-law, be entrusted with the administration of a town personnel system, including, but not limited to personnel policies and practices, rules and regulations, including provisions for an annual employee performance review, personnel by-law and all collective bargaining agreements entered into on behalf of the town"*
- This provision raises questions about whether Article 24 section 3.2 can be changed to conflict with the Charter

- Article 24 Section 2 of the By Laws states "The Personnel Board shall serve as the policy making authority of the Town in personnel matters"
- The proposed By Law change raises other questions about whether the Selectmen are close enough to the day to day supervision of personnel to evaluate performance and compensation of all non union employees

Recommendation:
By a vote of 13 - 0 - 0 on March 10, 2016, the Finance Committee recommends ***Referral*** with regard to the subject matter of Article 32 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town refer the subject matter of Article 32 to the Town Administrator and the Board of Selectmen"

ARTICLE 33
Appropriate Funds for Design of New West Natick Fire Station
(Town Administrator)

To see if the Town will vote to appropriate a sum of money from mitigation funds for the purpose of funding design and associated work for construction of a new Fire Station at the location of Fire Station #4 and adjoining properties (West Natick Fire Station), or otherwise act thereon.

PURPOSE OF ARTICLE

To appropriate funds for design of a new West Natick Fire Station

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from the Fire Chief and the Town Administrator who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- Several years ago the Selectmen-appointed Fire Station #4 Study Committee concluded that the Town should work toward development of a new Fire Station #4, primarily due to the condition of the existing station, its small size rendering it unable to accommodate storage of an ambulance, and many other reasons
- The Town has since acquired land from the state adjoining the Station 4 site to facilitate development of a new, larger station
- The prior Fire Chief chose not to pursue development of a new station, but the current Fire Chief and the Town Administrator agree that the Town should begin to address this important need.
- The West Natick Fire Station is the busiest of the four Fire Stations in terms of call volume. The station is old, run-down, too small to accommodate apparatus needed to serve this busy area, and situated in such a way to restrict ready access in all directions.
- The existing building is in disrepair. While "habitability" improvements were made several years ago, such measures were stop-gap. At present, the building has roof leaks, the exhaust system in the apparatus area is faulty and the flooring in one of the two bathrooms is hazardous.
- The Board of Selectmen recently approved a charge for the West Natick Fire Station Building Committee and has appointed the Committee members
- This article appropriates adequate funds ($560,000) to get the design well under way using mitigation funds from the Chrysler Road 40B project which are available for this purpose
- Ultimate development of a new West Natick Fire Station will require substantial funding (Preliminary estimates of total cost, including design, etc., are in the range of $7 million).
- Concurrent with design development, the Town plans to evaluate the present and anticipated service needs of the West Natick area, to ensure that the new facility will be adequate to meet needs

Recommendation:
By a vote of 11 - 0 - 0 on March 8, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 33 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town vote to appropriate $560,000 from Chrysler Road 40B project mitigation funds for the purpose of funding design and related preliminary work associated with development of a new West Natick Fire Station (Fire Station #4) at the location of the existing said Fire Station and adjoining Town-owned properties."

ARTICLE 34
Appropriate Funds to the Walcott Fund
(Town Administrator)

To see if the Town will vote to appropriate a sum of money to the Walcott Fund, which fund was established pursuant to the will of John B. Walcott for the purpose of providing financial assistance to low-income Natick residents, or otherwise act thereon.

PURPOSE OF ARTICLE

To appropriate funds to the Walcott Fund to replace principal and interest that were over expended

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from Town Administrator who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- The article seeks to appropriate money to the Walcott fund
- The Walcott Fund was created pursuant to the Will of John B. Walcott with the intent of providing financial assistance to Natick residents in need
- The provisions of the will were that such payments be made only from the fund's interest; the principal was to remain untouched
- However, expenditures made under supervision and control of Town personnel in the late 1990's - early 2000's exceeded each year's interest earnings
- In 2003, the interest portion of the fund was over-expended and significant principal was spent
- The fund has been unable to provide financial assistance as intended given the fund's financial and interest position
- The proposed appropriation will restore the over-expended principal and associated missing interest to the fund such that assistance can again be provided
- The Town considered possible anti-aid issues and obtained a letter, dated November 5, 2008, from DOR legal counsel which analyzed a number of cases and factors including the provisions of the anti-aid amendment to the State Constitution
- While raising a number of concerns, the DOR letter concludes
    - “On the other hand, provision for the needy would be consistent with the "public purpose" requirement for municipal expenditures at G.L. c. 40, §5. On balance, we are unable to conclude that local efforts to assist the needy have been preempted by state law, though some uncertainty exists. In sum, although there are questions about the Town's ability to resolve the deficit in the Walcott Fund through an appropriation for its benefit, we cannot say definitively that it is unable to do so.”

- The Administration and Board of Selectmen originally requested an appropriation to restore the overspent principal of $12,000
- The Finance Committee requested and the Selectmen later agreed that not only should the overspent principal be restored but that the foregone interest associated with the missing principal should also be included
- The motion below includes both missing principal and foregone interest
- The Finance Committee considers this appropriation request to be a make whole restoration for the actions or oversight of the Town which had custody of the fund and allowed principal to be expended on behalf of persons with need
- No misappropriation of funds was involved

Recommendation:
By a vote of 8 - 0 - 0 on March 8, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 34 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town vote to appropriate $15,000 from Free Cash to the Walcott Fund, which fund was established pursuant to the will of John B. Walcott for the purpose of providing financial assistance to low-income Natick residents."

ARTICLE 35
Appropriate Funds for Route 27 Design
(Town Administrator)

To see if the Town will vote to appropriate a sum of money from mitigation funds for Route 27 design and associated costs; or otherwise act thereon.

PURPOSE OF ARTICLE

To appropriate funds to the redesign of Route 27 in the Town

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from the Director of Community and Economic Development who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- The sum of $19,680 was received from the Primrose School Franchising Company per Condition #5 of the ZBA decision for the Primrose School project located at 296 North Main Street, for "off-site improvements to improve the intersections at Evergreen and Pine Streets payable to the Town of Natick at the time of permitting."
- Payment was received in November 2015
- The Town seeks to appropriate the funds to the Route 27 corridor design and associated costs, which includes the intersections of Evergreen and Pine Streets.
- Although the ZBA decision was appealed by the applicant, Condition #5 was upheld by the Courts and the applicant has paid the amount noted in the condition.
- Multiple meetings between the Town Administrator and Director of Community and Economic Development occurred in January to prepare the TM Warrant Article and discussions were reportedly held with the ZBA Chair to confirm the intended use of funding

Recommendation:
By a vote of 11 - 0 - 0 on February 23, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 35 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town vote to appropriate the sum of $19,680 from mitigation funds received from the Primrose School Franchising Company to be used for Route 27 design and associated costs."

ARTICLE 36
Amend General By-Laws Regarding Directional Signage on Public Rights-of-Way
(Board of Selectmen)

To see if the Town will vote to amend the Town of Natick Bylaws to add a new section 72C to provide for directional signage on public property, or otherwise act thereon.

PURPOSE OF ARTICLE

To amend the By-Laws to add a section on directional signage

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from a member of the Board of Selectmen and a member of the Community and Economic Development office who presented the article. The Finance Committee asked questions, considered information, debated, and voted the article. The following points were noted.

The sponsors provided the following in support of the article:

- *"This bylaw will permit the Town to locate directional, or way-finding signs on public ways, for limited public, private and/or public safety purposes. The bylaw sets forth standards and an approval process for such signage through the Board of Selectmen. The bylaw also outlines the process by which such signs shall be fabricated (including in-house through DPW for town signage) and installed to ensure a clear and transparent process. A past Town Meeting vote (2010) appropriated funding for town way-finding signage to assist with navigation to key destinations. The proposed bylaw will assist with the use of this funding and completion of this task."*

- The Finance Committee received and reviewed the following proposed language for a new by law. (Finance Committee comments and evaluation of the proposal follow the proposed new text.)

"**Article 72C**

DIRECTIONAL SIGNS ON PUBLIC WAYS

Section 1 Purpose and criteria

The purpose of this by-law is to promote the public health, safety and welfare of the inhabitants of the Town of Natick (the Town) through the regulation of placement, type, appearance and servicing of directional signs on public ways so as to:

1. Provide for vehicular and pedestrian safety and convenience;
2. Encourage the visitation and patronage of cultural institutions, historical features, parks and open space, and other public and private amenities located within the Town;

3. Provide for safe and adequate access to the various cultural institutions, historical features, parks and open space, and other public and private amenities located within the Town;
4. Avoid the visual blight and unsafe conditions of excessive directional signage on public property and public ways, or signs which unreasonably detract from surrounding aesthetics, including adjacent properties, landscaping and other improvements, as well as to have unlicensed and non-conforming directional signs removed;
5. Regulate in a fair and equal manner all directional signs on public ways and their contents.

Section 2 Definitions

As used in this Article 72C, the following terms shall have the meanings indicated:

1. Directional Sign: Any display, device, or representation which is designed or used to advertise, call attention to, or provide information, directional or otherwise, to any thing, any person, any activity, or any place and is located on a Public Way.
2. Official Directional Sign: A Directional Sign providing information about the Town, information about a publically-owned site in the Town, information about publically- owned points of historical, scenic, or cultural interest, or information about a district within the Town.
3. Private Directional Sign: A Directional Sign providing information about privately-owned facilities, points of interest, or attractions, including those owned by not-for-profit entities.
4. Public Safety Directional Sign: A Directional Sign providing information about public safety facilities such as police stations, fire stations or hospitals; or a Directional Sign requested by the Chief of Police to be necessary for the public safety of the Town.
5. Public Way: Any public street, highway, sidewalk, parkway or alley, whether accepted or unaccepted, located in the Town.

Section 3 Regulated Signs

The provisions of this by-law shall apply as follows:

1. The provisions of this by-law are intended to apply to all Directional Signs on public ways which provide information, directional or otherwise, to various sites, designations, or points of interest within the Town.
2. The provisions of this by-law shall not apply to traffic control signs placed upon Public Ways.
3. The provisions of this by-law shall not apply to signs announcing or providing directions to an event lasting fewer than seven (7) days or to signs which are intended to remain on public property or Public Ways for fewer than thirty (30) days.
4. The Provisions of this by-law shall not apply to signs regulated under Article V (H) of the Town's Zoning By-Law.

Section 4 Directional Sign specifications

The design of Directional Signs shall comply with the relevant provisions of the *Manual on Uniform Traffic Control Devices (MUTCD) regarding Community Wayfinding Signs*. The following specifications for Directional Signs shall be followed, which are within the MUTCD regulations.

1. The standard Directional Sign shall be a rectangle no larger than eighteen (18) inches high and twelve (12) inches wide.
2. The following color scheme shall be used for Directional Signs
    a. Blue: Public Safety Directional Signs, Official Directional Signs to that are not recreational, historical, or cultural in nature (i.e. Natick Center)

b. Green: Private Directional Signs
c. Brown: Official Directional Signs to recreational, historical, or cultural destinations
d. Lettering on all signs shall be white.

3. With the exception of directional arrows, Directional Signs shall only include text. MUTCD approved pictograms are allowed on Public Safety Signs and Official Directional Signs.
4. Directional Signs shall be retro-reflective, but no electric illumination, either external or internal to the sign, shall be permitted.

Section 5 General placement of Directional Signs

The placement of Directional Signs shall comply with the relevant provisions of the MUTCD regarding Community Wayfinding Signs. Directional Signs may be installed by the Town on public property and in Public Ways in locations approved by the Board of Selectmen, or its designee, according to the following guidelines.

1. Every effort shall be made to minimize the number of Directional Signs needed to achieve the stated goals of this by-law.
2. Directional Signs shall be located at locations suitable for navigation and convenience.
3. To the extent possible, Directional Signs shall be mounted together on a single assembly.
4. The placement of Directional Signs shall not interfere with other traffic signs located on Public Ways.
5. The placement of Directional Signs shall not obscure the view or interfere with pedestrians or vehicles at intersections or crosswalks, or in any location where the clear space for passage of pedestrians would be reduced to less than five (5) feet.
6. Directional Signs shall not be affixed to buildings, trees, or utility poles.

Section 6 Procedures

The Board of Selectmen shall be responsible for the regulation of Directional Signs in the Town of Natick

1. Official Directional Signs and Public Safety Signs

    a. The Board of Selectmen, or its designee, shall be responsible for identifying the destinations that shall have Official Directional Signs and Public Safety Directional Signs. The Board of Selectmen, or its designee, shall consult with various Town departments and prepare a plan detailing the destinations, signs, and locations of Official Directional Signs and Public Safety Directional Signs.

    b. The Board of Selectmen, or its designee, shall be responsible for the cost and effort of the design, production, installation, maintenance, and replacement of all Official Directional Signs and Public Safety Directional Signs approved under this by-law.

2. Private Directional Signs

    a. Private entities desiring to locate Directional Signs may submit an application to the Board of Selectmen. Such application shall include the design and specifications, including proposed materials, color, text, graphics, and proposed locations of the Directional Signs. The Board of Selectmen shall obtain a recommendation from the Safety Committee and other applicable agencies of the Town regarding the proposed Directional Sign.

    b. In making its recommendation, the Safety Committee shall consider the following:

        i. Comments from the public and Town officials.

ii. Number of visitors to the destination.
iii. Nature of visitors (i.e. frequent and repeat visitors or one-time visitors).
iv. Difficulty in locating the destination.
v. Importance of the destination to Natick's economy, culture, and/or recreation.
vi. Desire to have visitors utilize a particular route to the destination.

c. Within thirty (30) days of receipt of the application, the Board of Selectmen shall, in its sole discretion, determine whether or not to approve the application taking into account any recommendations received.

d. The Board of Selectmen may place conditions upon any approval granted to the applicant.

e. Approval of the application shall result in a license to install Directional Signs in the Public Way for a period not to exceed one (1) year. Such license shall automatically renew at the end of each one (1) year term, subject to the following:

i. The Directional Sign(s) shall remain legible, in good repair, and in compliance with these by-laws.
ii. The applicant shall pay any applicable license fee.
iii. The Board of Selectmen has not voted to terminate the license.

f. Approved Private Directional Signs shall be designed and produced at the cost and effort of the applicant. Applicants are encouraged to submit the designs to the Director of Public Works for approval prior to production of the Directional Signs.

g. The Town shall be responsible for the installation of Private Directional Signs and shall charge to the applicant an applicable fee for installation of such signs.

3. The Chief of Police may request that the Board of Selectmen classify as a Public Safety Directional Sign a Directional Sign that would otherwise be classified as a Private Directional Sign.

a. In making such decision, the Board of Selectmen shall consider:

i. The volume of traffic to the destination.
ii. A demonstrated history of visitors having difficulty locating the destination.
iii. A demonstrated history of unsafe traffic conditions being caused by visitors' searching for the destination.
iv. A desire to have visitors utilize a particular route to the destination.

b. If the Board of Selectmen determines that a Directional Sign, which would otherwise be classified as a Private Directional Sign, is to be classified as a Public Safety Directional Sign, the Town shall be responsible for the cost and effort of the design, production, installation, maintenance, and replacement of such Directional Sign.

Section 7 Enforcement

This by-law shall be enforced by the Board of Selectmen, acting through the Director of Public Works, subject to the following:

1. Nonconforming Directional Signs. Within one hundred (100) days after the effective date of this by-law, and at any time thereafter, any Directional Sign in violation or nonconformance with any provision of this by-law shall be subject to remedy as provided by law and by this by-law, including but not limited to the imposition of fines, and/or removal by the Town.

2. Abandonment. In the event that any Directional Sign installed pursuant to this by-law is not covered by a license, the Directional Sign shall be considered abandoned and the Town shall thereafter remove such Directional Sign. In the event that a Licensee desires to voluntarily abandon or discontinue one (1) or more Directional Signs, said Directional Signs shall be removed by the Town at the Licensee's expense..

Section 8 Prohibition

No license for any Directional Sign regulated under this section shall be issued other than in conformity with the provisions of this by-law.

Section 9 Severability

If any subsection, paragraph, term or provision of this article of this by-law is determined to be illegal, invalid or unconstitutional by final judgment or order of a court of competent jurisdiction, the remaining provisions of this by-law shall continue in full force and effect, to the extent permitted by law."

Finance Committee Observations:

- The Finance Committee felt that the proposed by-law was a good start but needs additional work and revision
- The proposed by-law seeks in Section 2.1 to define Directional Signs, Official Directional Signs, Private Directional Signs and Public Safety Directional Signs
- The definition of Directional Signs would include all signs and include more than Official Directional Signs, Private Directional Signs and Public Safety Directional Signs
- The proposed by-law would only allow for and regulate the subset Official Directional Signs, Private Directional Signs and Public Safety Directional Signs
- The definition of Directional Signs includes "advertising" and "calling attention to," in addition to providing directions and also includes things, persons, and activities, none of which are mentioned in the other definitions
- Members were concerned that signs for activities such as the Cultural District, Rotary, Kiwanis, events on the Common, Performers at TCAN or on the Common, Little League Auctions, and book signings with authors at the Library would be activities or persons for which signs would not be permitted because they are not included in the definition of Official Directional Signs, Private Directional Signs and Public Safety Directional Signs – which are the only ones permitted and regulated
- Concern was also raised about the cost of license fees for signs (reportedly $250 per sign) and the adverse effects on organizations like Rotary and Kiwanis which post signs on multiple routes in Town
- Finance Committee members felt the issue of signage is important and encouraged the sponsors to consider the matter further and bring it back to a future Town Meeting

Recommendation:

By a vote of 8 - 0 - 0 on March 17, 2016, the Finance Committee recommends ***Referral*** with regard to the subject matter of Article 36 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move to refer the subject matter of Article 36 to the Board of Selectmen."

ARTICLE 37
Appropriate Funds for Development of a Comprehensive Master Plan
(Planning Board)

To see what sum the Town will appropriate and raise, or otherwise provide for the next phases of the Comprehensive Master Plan consistent with Massachusetts General Law Chapter 41, Section 81D, in addition to funds appropriated under Article 29 of the 2015 Fall Annual Meeting; or otherwise act thereon.

PURPOSE OF ARTICLE

To appropriate funds for the next phases of the Master Plan for the Town

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from the Director of Community and Economic Development who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- The article seeks additional funding to allow the Master Plan process to proceed further than would be allowed by the $200,000 appropriated under Article 29 of the 2015 Fall Annual Town Meeting
- The Planning Board is in the process of hiring a consultant, which is anticipated to occur by the end of March. The start of the master planning process will occur soon thereafter.
- This appropriation is requested to ensure the entire contract for this work is fully funded and there are no unnecessary delays in the completion of the comprehensive master plan
- The Director stated that the cost of any master plan can vary widely, depending on many factors including the extent and form of community engagement and outreach
- The Director anticipates that Natick's Master Plan may cost between $350,000 and $400,000, based on the scope of work, size of the community, and the extent of community engagement.
- The Finance Committee felt that the appropriation to complete the Master Plan could be made at either Spring or Fall Town Meeting
- However, given that funds at Fall Town Meeting would not be available until 7 days after the dissolution of Fall Town Meeting, the Finance Committee felt that the appropriation at Spring Town Meeting would allow the process to proceed without interruption

Recommendation:
By a vote of 13 - 0 - 0 on March 10, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 37 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move to appropriate the sum of $200,000 from Free Cash for the next phases of developing a Comprehensive Master Plan consistent with Massachusetts General Law Chapter 41, Section 81D; to be expended under the direction of the Planning Board, which shall provide a report on the progress of said Comprehensive Master Plan at each following Spring and Fall Annual Town Meeting until said plan is accepted by the Planning Board."

ARTICLE 38
Acquisition of 320 Bacon Street
(Town Administrator)

To see if the Town will vote to authorize the Board of Selectmen to acquire by gift, purchase, eminent domain or otherwise, for water supply protection purposes, the land with buildings thereon located at 320 Bacon Street, Natick shown on Town of Natick Assessors' Map 26 as Parcel 130; and further, to see what sum of money the Town will vote to appropriate and raise, borrow or otherwise provide for the purposes of this article; and, further, to authorize the Board of Selectmen and other applicable boards, commissions, and personnel to apply for and receive grants or gifts for the purposes of this article and to take all action necessary or appropriate to accomplish the purposes of this article; or otherwise act thereon.

PURPOSE OF ARTICLE

To acquire the property at 320 Bacon St. for water supply protection purposes

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee heard from the Town Administrator and the DPW Director who presented the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- The purpose of this article is for the Natick Public Works Water/Sewer Division to gain control of the land at 320 Bacon Street to protect the Zone I Groundwater Protection Area (400 foot radius) of the Springvale drinking water supply wells
- Several years ago, The Town of Natick acquired the adjacent properties at 322 Bacon Street and 324 Bacon Street by eminent domain
- These two properties are also located within the Zone I (400 foot radius) of the Springvale drinking water supply wells
- The acquisition of 320 Bacon St. would benefit the Town of Natick by restricting the use of land within the Zone I (400 foot radius) of the Springvale drinking water supply wells
- The acquisition would also make available more options for future well replacement/development at the Springvale site when needed
- The property was reportedly very recently appraised at $275,000 and the owner has apparently agreed to the price and acquisition by the Town
- The motion provides for authorization to acquire the property by eminent domain if discussions with the owner fall through

Recommendation:
By a vote of 12 - 0 - 0 on March 22, 2016, the Finance Committee recommends ***Favorable Action*** with regard to the subject matter of Article 38 as presented in the voted recommended motion below.

MOTION: (Requires two-thirds vote)

"Move that the Town vote to authorize the Board of Selectmen to acquire by gift, purchase, or eminent domain for water supply protection purposes, the land with buildings thereon located at 320 Bacon Street, Natick shown on Town of Natick Assessors Map 26 as Parcel 130; and further, to appropriate from Water and Sewer Enterprise Fund Retained Earning the sum of $275,000; and, further, to authorize the Board of Selectmen and other applicable boards, commissions, and personnel to apply for and receive grants or gifts for the purposes of this article and to take all action necessary or appropriate to accomplish the purposes of this article."

ARTICLE 39
Appropriate Funds for Abutters to Lake Street Drainage Project
(Board of Selectmen)

To see what sum of money the Town will vote to raise and appropriate, transfer from available funds, or otherwise provide as compensation to immediate abutters to the Lake Street drainage project, or otherwise act thereon.

PURPOSE OF ARTICLE

To appropriate funds to abutters of the Lake Street drainage project

FINANCE COMMITTEE DISCUSSION AND RECOMMENDATION

Discussion:

The Finance Committee received a memo from the Board of Selectmen in support of the article. The Finance Committee asked questions, considered information, debated and voted the article. The following points were noted.

- The proposal is intended to compensate Lake Street property owners for a lengthy drainage project which adversely affected their enjoyment of their property for a considerable time period
- The proposal would be to provide approximately $3,500 per abutter to the project provided they signed a legal release to the Town
- The memo provided stated that the Town was not responsible for the drainage project and would get nothing out of this appropriation which was solely for the purposes of "goodwill" for the inconvenience of the abutters
- In a telephone consultation, the DOR Attorney of the Day questioned this proposal in the strongest possible terms as ill advised, gratuitous, and a possible violation of the anti-aid amendment
- The DOR Attorney of the Day commented that:
    - A Town may appropriate taxpayer money only for specified purposes where it gets something substantive in exchange,
    - Legal settlements can occur only where the Town has or might have responsibility and then only to the extent of actual damages, and
    - Money cannot be spent for any 'goodwill' or charitable purpose
- Finance Committee members also expressed concern about precedent including payments to abutters to the Oak Street /Rt. 9 intersection project, abutters to the Cottage Street project, citizens inconvenienced by the Marion St. bridge, citizens inconvenienced by any congested traffic intersection, etc.
- Notwithstanding the delays of the Lake St. drainage project, members noted that this was the responsibility of the private developer and contractor who have offered settlement payments to abutters

Recommendation:
By a vote of 10 - 0 - 0 on March 15, 2016, the Finance Committee recommends ***Indefinite Postponement*** with regard to the subject matter of Article 39 as presented in the voted recommended motion below.

MOTION: (Requires majority vote)

"Move that the Town vote to Indefinitely Postpone the subject matter of Article 39."

Appendices

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Town of Natick

FY 2017-2021 Capital Plan Summary

FY 2017 Capital Budget- Draft

3/1/2016

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	
MORSE INSTITUTE LIBRARY	STACK LIGHTING FOR CHILDREN'S ROOM MAIN SHELVES	$16,000	0	0	0	16,000	16,000	
Morse Institute Library Total		**26,000**	**0**	**0**	**0**	**26,000**	**26,000**	**0**
Police Department								
POLICE DEPARTMENT	CRUISER REPLACEMENT	$205,000	82,000	0	123,000	0	205,000	
POLICE DEPARTMENT	REPLACE AUTOMATIC EXTERNAL DEFRIBRILLATORS	$35,200	35,200	0	0	0	35,200	
POLICE DEPARTMENT	REPLACE/ADD SECURITY CAMERAS	$15,000	15,000	0	0	0	15,000	
POLICE DEPARTMENT	911 SOFTWARE ENHANCEMENT	$14,000	14,000	0	0	0	14,000	
POLICE DEPARTMENT	REPLACEMENT RADIO EQUIPMENT PARTS	$24,000	24,000	0	0	0	24,000	
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	560,000	
FIRE DEPARTMENT	REPLACE AMBULANCE	$225,000	225,000	0	0	0		225,000
FIRE DEPARTMENT	MOBILE DATA TERMINALS/ COMPUTERS ON APPARATUS	$70,000	0	0	70,000	0	70,000	
Fire Department Total		**855,000**	**225,000**	**560,000**	**70,000**	**0**	**630,000**	**225,000**
Community and Economic Development		**2017**						
COMMUNITY AND ECONOMIC DEVELOPMENT	COCHITUATE RAIL TRAIL	2,500,000	0	2,500,000	0	0	2,500,000	
Community and Economic Development		**2,500,000**	**0**	**2,500,000**	**0**	**0**	**2,500,000**	**0**
DPW Municipal Energy		**2017**						
PUBLIC WORKS ENERGY	LED STREETLIGHT CONVERSION	65,000	65,000	0	0	0	65,000	
DPW Municipal Energy		**65,000**	**65,000**	**0**	**0**	**0**	**65,000**	**0**
DPW Engineering		**2017**						
PUBLIC WORKS ENGINEERING	ROADWAY & SIDEWALKS SUPPLEMENT	1,000,000	0	1,000,000	0	0		1,000,000
PUBLIC WORKS ENGINEERING	REHAB. - CHARLES RIVER BRIDGE	750,000	0	0	0	750,000		750,000
PUBLIC WORKS ENGINEERING	NORTH AVE AREA DRAINAGE IMPROVEMENTS	50,000	0	0	0	50,000	50,000	
PUBLIC WORKS ENGINEERING	ROADWAY IMPROVEMENTS COTTAGE STREET	2,500,000	0	2,500,000	0	0		2,500,000
PUBLIC WORKS ENGINEERING	STORMWATER PERMIT IMPACT STUDY	50,000	50,000	0	0	0	50,000	
PUBLIC WORKS ENGINEERING	ENGINEERING & REPAIRS TO THE CHARLES RIVER DAM	600,000	0	0	0	600,000		600,000
PUBLIC WORKS ENGINEERING	RESURFACE PUBLIC WORKS FACILITY	100,000	0	100,000	0	0	100,000	
PUBLIC WORKS ENGINEERING	INSTALL CROSSWALK SIGNAL SYSTEMS (TWO LOCATIONS)	60,000	60,000	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		295,000
PUBLIC WORKS HIGHWAY	GUARDRAIL (VARIOUS LOCATIONS)	10,000	0	0	10,000	0	10,000	
PUBLIC WORKS HIGHWAY	REPLACE DUMPSTERS	12,500	0	0	12,500	0	12,500	
PUBLIC WORKS HIGHWAY	REPLACE H-50 (DUMP TRUCK)	135,000	135,000	0	0	0		135,000

PUBLIC WORKS HIGHWAY	REPLACE H-63 (STREET SWEEPER)	212,000	212,000	0	0	0		212,000
DPW Highway Sanitation Recycling Total		**664,500**	**642,000**	**0**	**22,500**	**0**	**22,500**	**642,000**

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	
PUBLIC WORKS LND FAC/NAT RES	PLAYGROUND REPLACEMENT	150,000	0	0	150,000	0	150,000	0
DPW Land Facilities and Natural Resources		**472,000**	**125,000**	**197,000**	**150,000**	**0**	**305,000**	**167,000**

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**	**300,000**

Facilities Management		**2017**						
FACILITIES MANAGEMENT	MEMORIAL-REPLACE EXTERIOR WINDOWS	1,000,000	0	0	0	1,000,000		1,000,000
FACILITIES MANAGEMENT	MEMORIAL- REPAVE PARKING AREAS	313,000	0	0	0	313,000		313,000
FACILITIES MANAGEMENT	REPLACE ROOF AT THE DPW EQUIPMENT MAIN. GARAGE	250,000	0	300,000	0	0		250,000
FACILITIES MANAGEMENT	REPLACE THE EAST SCHOOL ROOF	200,000		280,000	0	0		200,000
FACILITIES MANAGEMENT	WILSON - REPLACE SIDEWALKS AROUND SCHOOL	108,000		108,000	0	0		108,000
FACILITIES MANAGEMENT	LILJA - REPLACE HALLWAY FLOORING	105,000	0	0	105,000	0		105,000
FACILITIES MANAGEMENT	BROWN - REPLACE SIDEWALKS AROUND SCHOOL	105,000		105,000	0	0		105,000
FACILITIES MANAGEMENT	BROWN - REPLACE AIR HANDLING UNITS	100,000	0	0	100,000	0	100,000	
FACILITIES MANAGEMENT	BROWN - REMOVE ISLAND TO EXPAND PARKING	85,000		85,000	0	0	85,000	
FACILITIES MANAGEMENT	REPLACE RHODE ISLAND AVE (STAT. 3) FIRE STATION ROOF	65,000	0	65,000	0	0	65,000	
FACILITIES MANAGEMENT	NATICK HIGH SCHOOL - INSTALL IRRIGATION SYSTEM	55,000	55,000	0	0	0	55,000	
FACILITIES MANAGEMENT	BROWN - REPLACE PRIVACY PARTITIONS IN BATHROOMS	50,000	50,000	0	0	0	50,000	
FACILITIES MANAGEMENT	WILSON-REPLACE AUDITORIUM A/C COMPRESSORS	50,000	50,000	0	0	0	50,000	
FACILITIES MANAGEMENT	REPLACE NFM-88	40,000	40,000	0	0	0	40,000	
FACILITIES MANAGEMENT	BENNETT HEMENWAY ADDITIONAL STORAGE	31,000	0	31,000	0	0		31,000
FACILITIES MANAGEMENT	CARPET REPLACEMENT - TOWN HALL	30,000	0	30,000	0	0	30,000	
FACILITIES MANAGEMENT	WILSON - CARPET REPLACEMENT ADMINISTRATION AREA	20,000	0	20,000	0	0	20,000	
FACILITIES MANAGEMENT	JOHNSON - COMPLETE WINDOW PROJECT	19,000	0	19,000	0	0	19,000	
FACILITIES MANAGEMENT	REPLACE 7 WATER BUBBLERS WITH BOTTLE FILLERS	12,000	12,000	0	0	0	12,000	
Facilities Management Total		**2,638,000**	**207,000**	**1,043,000**	**205,000**	**1,313,000**	**526,000**	**2,112,000**

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**	**0**

Information Technology		**2017**						
INFORMATION TECHNOLOGY	DOCUMENT ARCHIVING	250,000			250,000			250,000
Information Technology		**250,000**	**0**	**0**	**250,000**	**0**	**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**	**0**	**260,000**

Town Clerk		2017						
TOWN CLERK	PRESERVATION OF HISTORICAL RECORDS	100,000			100,000		100,000	
Town Clerk Total		**100,000**	**0**	**0**	**100,000**	**0**	**100,000**	**0**

Total General Fund		**13,635,700**	**1,906,200**	**8,200,000**	**920,500**	**2,739,000**	**4,829,700**	**8,806,000**

Funding Summary	
G.F. Debt	**8,806,000**
Stabiliz. Funds	**4,829,700**
Total	**13,635,700**

Enterprise Fund			**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
Water Sewer Enterprise	Description	**2017**						
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	
Total Water & Sewer Enterprise		**3,429,000**	**519,000**	**690,000**	**70,000**	**2,150,000**	**394,000**	**3,035,000**

Enterprise Fund			**Equipment**	**Improvement**	**Equipment**	**Improvement**	**Cash**	**Debt**
Golf Course Enterprise	**Description**	**2017**						
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**

Town of Natick

FY 2017-2021 Capital Plan Summary

FY 2017-2021 Capital Improvement Plan

3/1/2016

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	UPGRADE/REPLACE KENNEDY MIDDLE SCHOOL	0	90,000,000	0	0	0	90,000,000
Natick Public Schools Total		**42,000**	**90,000,000**	**0**	**0**	**0**	**90,042,000**
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 DEFRIBRILLATORS	35,200	0	0	0	0	35,200
POLICE DEPARTMENT	REPLACEMENT RADIO EQUIPMENT PARTS	24,000	0	$0	$0	$0	24,000
POLICE DEPARTMENT	REPLACE/ADD SECURITY CAMERAS	15,000	0	$0	$0	$0	15,000
POLICE DEPARTMENT	911 SOFTWARE ENHANCEMENT	14,000	0	0	0	0	14,000
POLICE DEPARTMENT	PARKING METER REPLACEMENT	0	80,000	$0	$0	$0	80,000
POLICE DEPARTMENT	REPLACEMENT FIREARMS (HANDGUNS)	0	39,000	$0	$0	$0	39,000
POLICE DEPARTMENT	REPLACE LIFT AND GARAGE EQUIPMENT	0	25,000	0	0	0	25,000
POLICE DEPARTMENT	REPLACE SHOTGUNS	0	10,500	0	0	0	10,500
POLICE DEPARTMENT	REPLACE BULLET PROOF VESTS	0	0	50,000	0	0	50,000
POLICE DEPARTMENT	REPLACE POLICE K9	0	0	$0	$0	$6,000	6,000
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**
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 Municipal Energy		**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		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	212,000	0	0	0	0	212,000
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
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		**664,500**	**940,500**	**517,500**	**972,500**	**512,500**	**3,607,500**
DPW Land Facilities and Natural Resources		**2017**	**2018**	**2019**	**2020**	**2021**	**Total**
PUBLIC WORKS LND FAC/NAT RES	FIELD RENOVATIONS/IMPROVEMENTS	167,000	1,550,000	175,000	175,000	175,000	2,242,000
PUBLIC WORKS LND FAC/NAT RES	PLAYGROUND REPLACEMENT	150,000	235,000	235,000	235,000	165,000	250,000
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		**472,000**	**1,996,000**	**517,000**	**1,090,000**	**380,000**	**3,685,000**
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]	0	620,000	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	0	0	700,000	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
Community Development		**2,500,000**	**22,925,286**	**700,000**	**0**	**30,000**	**26,155,286**
Facilities Management		**2017**	**2018**	**2019**	**2020**	**2021**	**Total**
FACILITIES MANAGEMENT	MEMORIAL-REPLACE EXTERIOR WINDOWS	1,000,000	0	0	0	0	1,000,000
FACILITIES MANAGEMENT	MEMORIAL- REPAVE PARKING AREAS	313,000	0	0	0	0	313,000
FACILITIES MANAGEMENT	REPLACE ROOF AT THE DPW EQUIPMENT MAINTENANCE GARAGE	250,000	0	0	0	0	250,000
FACILITIES MANAGEMENT	BENNETT HEMENWAY ADDITIONAL STORAGE	31,000	0	0	0	0	31,000
FACILITIES MANAGEMENT	ROOF (90 OAK STREET)	200,000	0	0	0	0	200,000
FACILITIES MANAGEMENT	WILSON - REPLACE SIDEWALKS AROUND SCHOOL	108,000	0	0	0	0	108,000
FACILITIES MANAGEMENT	BROWN - REPLACE SIDEWALKS AROUND SCHOOL	105,000	200,000	120,000	0	0	425,000
FACILITIES MANAGEMENT	LILJA - REPLACE HALLAWAY FLOORING	105,000	0	0	0	0	105,000
FACILITIES MANAGEMENT	REPLACE AIR HANDLING UNITS AT BROWN SCHOOL	100,000	0	0	0	0	100,000
FACILITIES MANAGEMENT	BROWN - REMOVE ISLAND REPLACE PARKING	85,000	0	0	0	0	85,000
FACILITIES MANAGEMENT	REPLACE STATION 3 FIRE STATION ROOF	65,000	0	0	0	0	65,000
FACILITIES MANAGEMENT	INSTALL IRRIGATION SYSTEM	55,000	0	0	0	0	55,000
FACILITIES MANAGEMENT	BROWN - REPLACE PRIVACY SCREENS IN BATHROOMS	50,000	0	0	0	0	50,000
FACILITIES MANAGEMENT	WILSON-REPLACE AUDITORIUM A/C COMPRESSORS	50,000	0	0	0	0	50,000
FACILITIES MANAGEMENT	REPLACE NFM-88	40,000	0	0	0	0	40,000
FACILITIES MANAGEMENT	CARPET REPLACEMENT - TOWN HALL	30,000	30,000	0	0	0	60,000
FACILITIES MANAGEMENT	CARPET REPLACEMENT, WILSON ADMINISTRATION AREA	20,000	0	0	0	0	20,000

FACILITIES MANAGEMENT	JOHNSON -COMPLETE WINDOW REPLACEMENT	19,000	0	0	0	0	19,000
FACILITIES MANAGEMENT	REPLACE 7 WATER BUBBLERS WITH BOTTLE FILLERS	12,000	0	0	0	0	12,000
FACILITIES MANAGEMENT	MEMORIAL-INSTALL FIRE SPRINKLER SYSTEM	0	550,000	0	0	0	550,000
FACILITIES MANAGEMENT	KENNEDY- REPLACE VAT FLOOR TILE	0	300,000	300,000	0	0	600,000
FACILITIES MANAGEMENT	BROWN- ROOF RESTORATION	0	180,000	0	0	0	180,000
FACILITIES MANAGEMENT	REPLACE COLE ROOF	0	110,000	0	0	0	110,000
FACILITIES MANAGEMENT	RENOVATION OF TOWN HALL OFFICES	0	100,000	0	0	0	100,000
FACILITIES MANAGEMENT	REPLACE CARPETING IN BROWN SCHOOL CLASSROOMS	0	55,000	0	0	0	55,000
FACILITIES MANAGEMENT	REPLACE LAMINATE FLOORING IN BROWN SCHOOL CLASSROOMS	0	45,000	0	0	0	45,000
FACILITIES MANAGEMENT	WILSON- REPAVE PARKING AREAS	0	35,000	0	0	0	35,000
FACILITIES MANAGEMENT	KENNEDY-REPLACE EXTERIOR WINDOWS	0	0	950,000	0	0	950,000
FACILITIES MANAGEMENT	KENNEDY-INSTALL FIRE SPRINKLER SYSTEM	0	0	850,000	0	0	850,000
FACILITIES MANAGEMENT	KENNEDY-REPLACE HVAC UNITS	0	0	600,000	0	0	600,000
FACILITIES MANAGEMENT	REPLACE COLE ROOF	0	0	275,000	0	0	275,000
FACILITIES MANAGEMENT	KENNEDY-REPLACE CLASSROOM UNIVENTS + DDC	0	0	220,000	0	0	220,000
FACILITIES MANAGEMENT	BROWN- REPLACE UNIT VENTILATORS IN CLASSROOMS	0	0	185,000	0	0	185,000
FACILITIES MANAGEMENT	REPLACE CARPETING AT MORSE LIBRARY	0	0	150,000	0	0	150,000
FACILITIES MANAGEMENT	KENNEDY- REPLACE EXTERIOR DOORS	0	0	140,000	0	0	140,000
FACILITIES MANAGEMENT	REPLACE CARPETING AT POLICE AND FIRE STATION	0	0	25,000	0	0	25,000
FACILITIES MANAGEMENT	REPLACE BOILER AT BROWN SCHOOL	0	0	0	400,000	0	400,000
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 RTU'S AT MORSE LIBRARY	0	0	0	0	300,000	300,000
Facilities Management Total		**2,638,000**	**1,605,000**	**3,815,000**	**535,000**	**300,000**	**8,893,000**
Finance Department		**2017**	**2018**	**2019**	**2020**	**2021**	**Total**
FINANCE	ACCOUNTS RECIEVABLE 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		**14,631,202**	**134,887,288**	**11,810,002**	**7,098,502**	**5,179,002**	**172,835,996**
less grants, subsidies, mititgation funds, etc…		-4,055,502	-60,445,788	-995,502	-1,000,502	-995,502	-67,492,796
Net General Fund		**10,575,700**	**74,441,500**	**10,814,500**	**6,098,000**	**4,183,500**	**105,343,200**

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
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		**3,429,000**	**6,009,000**	**4,750,000**	**1,750,000**	**2,110,000**	**18,048,000**
Total Water & Sewer Enterprise		**3,429,000**	**6,009,000**	**4,750,000**	**1,750,000**	**2,110,000**	**18,048,000**
Less grants, subsides, etc.		-150,000	-150,000	-150,000	-150,000	-150,000	-750,000
Net Water/Sewer (dependent upon rates)		**3,279,000**	**5,859,000**	**4,600,000**	**1,600,000**	**1,960,000**	**17,298,000**

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**

Total All Funds	**2017**	**2018**	**2019**	**2020**	**2021**	**Total**
General Fund	**14,631,202**	**134,887,288**	**11,810,002**	**7,098,502**	**5,179,002**	**173,605,996**
Water/Sewer Enterprise	**3,429,000**	**6,009,000**	**4,750,000**	**1,750,000**	**2,110,000**	**15,938,000**
Sassamon Trace	**135,000**	**282,000**	**144,000**	**70,000**	**0**	**631,000**
Gross Capital Requests	**18,195,202**	**141,178,288**	**16,704,002**	**8,918,502**	**7,289,002**	**190,174,996**
less subsidies/offsets	*-4,205,502*	*-60,595,788*	*-1,145,502*	*-1,150,502*	*-1,145,502*	*-68,242,796*
Net Capital Requests	**13,989,700**	**80,582,500**	**15,558,500**	**7,768,000**	**6,143,500**	**121,932,200**

Free Cash Spenddown Proposal

Item	Amount	Rationale
Certified Free Cash as of 7/1/2015	$ 9,212,607	Certified by DOR
.5% of G/F Revenue Set-Aside	$ (655,514)	As per Financial Policies
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		
Article 8: FY17 Budget Support	$ (2,997,903)	FY17 Budget Support
Article 10: FY16 Bacon Free Library	$ (3,100)	To Supplement the FY16 Bacon Free Library
Article 19: Other Post Employment Benefits Trust Fund	$ (300,000)	Transfer To OPEB Trust Fund
Article 22: Unpaid Bills	$ (1,626)	To Pay FY16 Unpaid Bills - Finance Committee
Article 34: Walcott Fund	$ (15,000)	To restore Walcott Fund
Article 37: Comprehensive Master Plan - Second Funding	$ (200,000)	To Supplement 2015 FATM Article 29
Remaining Unallocated Balance	**$ 2,274,772**	

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

	FY00	FY01	FY02	FY03
Budgeted Amount	$ 150,000	$ 150,000	$ 150,000	$ 150,000
Total Expenses	$ 220,944	$ 546,000	$ 232,386	$ 595,726

	FY04	FY05	FY06	FY07
Budgeted Amount	$ 150,000	$ 150,000	$ 150,000	$ 150,000
Total Expenses	$ 449,538	$ 895,551	$ 449,627	$ 352,978

	FY08	FY09	FY10	FY11
Budgeted Amount	$ 150,000	$ 150,000	$ 150,000	$ 150,000
Total Expenses	$ 882,779	$ 827,745	$ 670,901	$ 867,663

	FY12	FY13	FY14	FY15
Budgeted Amount	$ 150,000	$ 150,000	$ 150,000	$ 150,000
Total Expenses	$ 299,508	$ 862,115	$ 1,042,022	$ 1,264,319

	5 Year Average	10 Year Average	5 Year Median	10 Year Median
Total Expenses	**$ 867,125**	**$ 751,966**	**$ 867,663**	**$ 844,930**

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.

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.

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

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

COMPETITIVE BIDDING PROCESS – the process following State law requiring that for purchases of $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 is investments is short-term and risk adverse. The Treasurer is very restricted as to the instruments in which investments can be made. The amount of investment income is a function of the amount of funds invested and the interest rate.

LEVY LIMIT - The maximum amount of money, which the Town can raise from the property tax levy, without an override of proposition 2 1/2. Please refer to the explanation of Proposition 2 1/2 for a description of how the levy limit is calculated.

LIABILITY – Debt or other legal obligation which must be paid, renewed or refunded at some future date, but does not include encumbrances.

LOCAL RECEIPTS - A category of revenue sources including school department charges for services, investment income, fines and forfeitures, building permits and excise taxes. These revenues are not considered part of the Proposition 2 ½ Tax Levy.

MODIFIED ACCRUAL BASIS FOR ACCOUNTING – A method of accounting that recognizes revenue when it is actually received and recognizes expenditures when a commitment is made.

MOTOR VEHICLE EXCISE - All Massachusetts vehicle owners who have their vehicle(s) registered in the State of Massachusetts pay an annual motor vehicle excise tax to the 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.

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	Motor Controls & Switchgear Equipment	200
Cognex	Manufacturers of Vision Instrumentation/Administration	180
Whitney Place	Assisted Living	170
Crowne Plaza Hotel	Hotel	150
Middlesex Savings Bank	Bank	100
Vision Sciences	Medical Instrumentation	80
Stop & Shop	Supermarket	70

Government & Elections Information

School Structure: K-12

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

Registered Voters: (as of December 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)

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Town of Natick
13 E. Central Street
Natick, MA 01760

IMPORTANT TOWN BUSINESS