# *Town of Natick*

**FY 2015 Town Administrator's Preliminary Budget**

Martha White, Town Administrator
January 2, 2014

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished
Budget Presentation
Award

PRESENTED TO

Town of Natick
Massachusetts

For the Fiscal Year Beginning

July 1, 2012

President Executive Director

*The Government Finance Officers Association of the United States and Canada (GFOA) has presented an award of Distinguished Presentation to the Town of Natick, Massachusetts for its annual budget for the fiscal year beginning July 1, 2012.*

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

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

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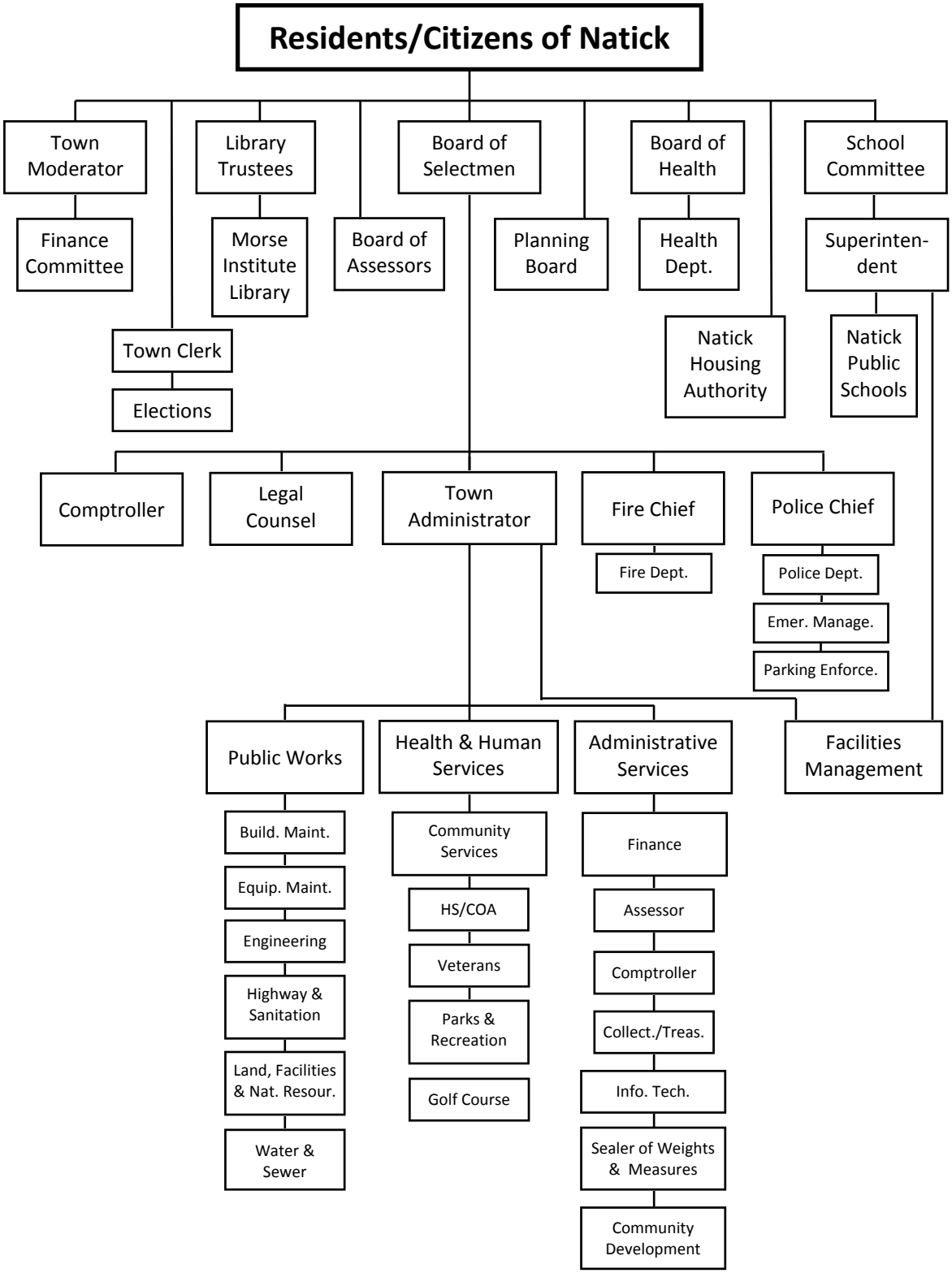
# *Town of Natick* - Organizational Chart




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

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# Town Administrator's Budget Message

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TOWN ADMINISTRATOR
FISCAL YEAR 2015 BUDGET MESSAGE

January 2, 2014

To the Honorable Board of Selectmen and the Residents of Natick, it is my pleasure to submit the Town Administrator's Fiscal Year 2015 Preliminary Budget, which represents the culmination of weeks of effort across all levels of the general government and school administrations. This budget message will be used as an opportunity to discuss our overall fiscal condition, and to review our successes in achieving cost savings and the financial challenges we face in our future.

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

We are committed to a budget process that is open and informative; it is our conviction that a well-informed and engaged citizenry facilitates dialogue and debate that leads to collaborative and creative problem-solving. To this end, we have continuously improved the clarity and depth of information provided in the Town Administrator's Preliminary Budget. Together with the extensive material accompanying this budget message, we provide a comprehensive overview of the town's financial position, as required by Article 5 of the Charter of the Town of Natick.

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

The development of the annual budget involves careful analysis of projected revenues and expenditures. With respect to revenues, we carefully evaluate all available sources and develop projections for the coming fiscal year based on past receipts and available information regarding future trends. In recent years, this process has undergone a much greater level of scrutiny; the Deputy Town Administrator/ Finance Director has developed a Revenue Model (see Section II: Revenues) detailing the methodology for forecasting each revenue source.

Our revenue projections for FY 2015 are more than $1.86 million <u>lower</u> than FY 2014 anticipated revenues. At this early stage in the budget process, most revenue sources are difficult to forecast; accordingly, the current revenue projections are very conservative. Over the coming months more reliable information will become available and the forecasts will be adjusted accordingly. Inevitably, our overall revenue projections will be increased.

While significant analysis is undertaken and sound methodology is applied, it is impossible to precisely predict the total revenue that will be received from the more than 25 revenue sources, virtually all of which are subject to some level of fluctuation. Our conservative approach to forecasting would be expected to result in actual revenues exceeding projections, perhaps substantially. Conversely, if revenue projections are overly optimistic, and the projections are not achieved, inadequate funds will be available to support approved expenses, certainly a very undesirable outcome.

The resulting balance between year-end actual revenues and expenditures creates Free Cash. There has been considerable discussion recently that the administration has been overly conservative in our revenue projections, resulting in rather high Free Cash certifications. Specifically, our most recent Free Cash certification was $6.827 million, and the prior year's certification was $6.79 million. By way of comparison, Free Cash certifications for the prior 5 years ranged from $2.4 million to $5.9 million.

It is the opinion of the Administration that these recent Free Cash certifications have provided beneficial opportunities to build reserves, plan for future capital needs and reduce taxpayers' burden. Specifically, since FY 2010, we have appropriated just over $9 million from Free Cash to our Operational ("Rainy Day") and Capital Stabilization Funds (this figure includes receipts from Local Option Taxes, which the Administration and Board of Selectmen have almost exclusively favored for use in support of our capital needs). In particular, the Administration has strongly advocated building the Capital Stabilization Fund in anticipation of sizable future capital needs, including school facilities, road and sidewalk improvements and, potentially, a parking garage in Natick Center. Our goal is to continue to build this fund to help offset the inevitable debt exclusion impacts associated with such projects.

The issue of taxpayer burden is an area of significant concern to the administration and the Board of Selectmen. While our substantial commercial and industrial tax base has helped reduce the burden on homeowners – our average single family tax bill is the 4$^{th}$ lowest in the region – several programs have been established to help those who are challenged to meet this obligation. Through the efforts of the Board of Assessors and with the support of Town Meeting, Natick has instituted all property tax exemption programs allowed under Massachusetts General Law, and to the greatest extent allowed by law. We also administer a successful Senior Tax Work-Off Program, and Town Meeting recently approved the establishment of a similar program for qualified Veterans. We also administer an Elderly and Disabled Taxation Fund to assist qualified property owners; this program is funded through donations from Natick residents.

Property taxes have obviously been affected by the recent debt exclusions approved by voters for the new Natick High School and the Community Senior Center. Due to our Free Cash position in recent years, we have been able to provide relief to taxpayers, and the FY 2015 budget reflects this continuing effort. Specifically this Preliminary Budget recommends that $750,000 be appropriated from the Capital Stabilization Fund to Debt Services thus reducing the amount needed from taxpayers.

Again, to ensure that we can provide this type of taxpayer relief in future years, meet our capital needs on an ongoing basis, and in anticipation of significant future capital projects, it is the Administration's belief that we should be supplementing the Capital Stabilization Fund at every opportunity. Sizable Free Cash is necessary to accomplish these goals.

Nonetheless, a careful review of projected revenues is warranted – and performed – on an annual basis to ensure we are not overly conservative, while still protecting a healthy year-end Free Cash. Notably, current (FY 2014) year's Local Receipts were increased by almost $600,000 over FY 2013. We will review the actual mid-year collections and if necessary, revise the FY 2015 projection accordingly.

Three other revenue categories warrant discussion. First, the Tax Levy reflects an increase of just over $2.8 million. This reflects the value of several new projects, completed much earlier than we had predicted, which was first reflected in the FY 2014 certified New Growth and Tax Recapitulation amounts and subsequently added to the FY 2015 Tax Levy.

Second, "Indirects" are projected to reduce by $114,338. Indirect charges represent the actual and estimated cost of General Fund services that support Enterprise Fund operations. With respect to the Water/Sewer Enterprise Fund (the subject of this revenue adjustment), these include property insurance, utilities and gasoline (which can be accurately determined) as well as the estimated value of support provided by other municipal departments, including the Town Administrator, Comptroller, Information Technology, Legal Services and many others. The value of these indirect services is reflected as an expense to the Enterprise Fund, and a revenue to the General Fund. Our evaluation suggests that the allocation of these indirect costs to the Water/Sewer Enterprise Fund may have historically been overly aggressive; we are in year 2 of a 3-year plan to adjust these indirect charges, reducing the amount charged to the Enterprise Fund and thus the amount received by the General Fund.

Finally, projected FY 2015 use of Free Cash is $4.5 million less than the amount used in support of the FY 2014 operating budget. This is largely due to the fact that more than half of the current certification – some $3.6 million – was already appropriated at the 2013 Fall Annual Town Meeting and used to build reserves and offset taxpayer costs of the newest building projects. We do reflect use of $1.75 million of Free Cash in support of General Fund operations, consistent with our recent practice to use a modest amount of this funding source in support of recurring operating costs.

With respect to expenditures, General Government departments were directed to develop level-service budgets; that is, budgets that deliver the same level of service but at FY 2015 projected costs. Typically, this simply requires salary adjustments to reflect cost-of-living increases for union personnel and performance raises for non-union personnel, as applicable. Occasionally, anticipated expense increases must be reflected. For example, in FY 2015 we are projecting sizable increases or contract service support of our Munis and other software programs; this is reflected in the Information Technology Department budget.

We also advise departments that, if they recommend service enhancements, they may submit a Program Improvement Request (PIR), detailing the need, benefit and cost of such enhancement. We received 20 PIRs from 12 different departments and divisions. Upon

evaluation, we have incorporated parts of 14 PIR requests and the associated costs into this Preliminary Budget. This is not to say that the service enhancements associated with the remaining 6 PIRs are not without merit; most, if not all, reflect enhancements responsive to community need. But when considering budget increases, we must be prudent and conservative, and evaluate our ability to support these costs in future years. All Program Improvement Requests, including those not incorporated into this Preliminary Budget, are included in Appendix E.

Pursuant to the Program Improvement Requests, several new personnel are requested in this FY 2015 Preliminary Budget, including a Police Officer, a Dispatcher, staff for the Finance Department and the Selectmen's Office (both in anticipation of impending retirements), and 3 DPW Laborers. We are grateful for the support of the Selectmen, Finance Committee and Town Meeting for funding the new positions of Economic Development Planner, Information/ Communication Specialist and Payroll/Benefits Coordinator. Each has proven to be extremely beneficial to the organization and we are certain that their good work will be reflected in better service to the community. The positions requested in FY 2015 are non-management and represent either restoration of positions lost through attrition during the recession or filling an impending vacancy while providing adequate opportunity for training from the incumbent.

Overall, General Government department expenses are projected to increase 1.89%.

Pursuant to Section 5-2 of the Town of Natick Home Rule Charter, the School Superintendent has submitted the proposed School Department budget, which has been incorporated into this Preliminary Budget. The School Department budget is projected to increase 9.42%. The Superintendent has indicated that this increase is driven primarily by contractually obligated salary increases for school personnel, the proposed addition of 22 staff positions – driven by special education compliance requirements and continued increases in student enrollment, and significantly higher special education out-of-district tuition costs.

Several budgets make up Shared Expenses, including the Debt Budget, Employee Fringe Benefits, Property & Liability Insurance, Contributory Retirement and Facilities Management. These expenses are considered to be shared by both the General Government and School Departments, rather than being specifically attributed to one or the other. Some of these categories warrant explanation. First, health care costs (a major component of Fringe Benefits) are projected to increase 10%. We will know the actual increase in mid-February and are hopeful that it will be less than our projection. Contributory Retirement costs are projected to increase 8%; we will likely be facing this level of increase for many years in an effort to fulfill a state mandate that the system become "fully funded" by 2040. A substantial increase is reflected in the Facilities Management budget, but this is due largely to the reallocation of funds for building maintenance supplies and materials from the DPW budget to the Facilities Management budget; that is, there is a commensurate decrease in the DPW budget.

Based on the current projections for FY 2015 revenues and expenditures, a deficit of $3,749,401 results; this is a fairly typical position at this early stage in the budget process.

Based on the so called “split” methodology that has been utilized for several years to determine the allocation of revenues to the general government and school department, the school department is facing a $3.7 million deficit while general government is not in a deficit position. It is important to recognize however, that the split methodology is a mathematical formula that does not incorporate community priorities, changing needs and other subjective values that must be taken into consideration as we discuss and debate the overall budget deficit over the coming weeks.

As described earlier, our revenue projections are necessarily conservative and will inevitably increase. It is also inevitable that, through the Finance Committee’s budget review process as well as further evaluation by the General Government and School Department Administrations, the Board of Selectmen and School Committee, the expense budgets will be reduced. As required by Section 5-5 of the Charter, the various scenarios that will be evaluated to close this deficit are detailed within this Preliminary Budget (see Deficit Reduction Plan). A balanced budget will be achieved and presented to Town Meeting.

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

We have realized substantial savings through several recent initiatives. Almost all of the streetlights throughout the community have been replaced with longer-lasting, energy efficient LED bulbs; the only remaining lights to be changed over are the decorative lamps in Natick Center and those at several parking lots. We are already experiencing substantial savings within the DPW Energy budget and anticipate a total savings of over $72,000. This year we also established an in-house curbside recycling collection program; this service has historically been performed by a private contractor. After working out a few minor mis-steps, this program is running smoothly. Not only are substantial savings anticipated, we will be exploring opportunities to expand the service and increase our recycling collection rates.

The summary of this budget message is that, notwithstanding the deficit position reflected in this preliminary budget, we are in a rather solid financial position. This enviable position should encourage us to continue our conservative financial practices with a keen eye on the many needs and challenges that lie ahead. Discretion and good sense must be our guide as we evaluate our opportunities. Over the several years that I have been serving this community, we have endeavored to raise the level of professionalism we provide and be responsive to the needs of the community. These needs evolve over time, and inevitably they do not lessen.

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

In particular, I cannot overstate my appreciation for the leadership role of the Deputy Town Administrator/ Finance Director Michael Walters Young in the development of both the annual operating and capital budgets. Each and every year, Michael identifies and

implements opportunities to improve the quality, detail and presentation of the Town's budget materials to facilitate clear understanding of the Town's budget by the public and the Boards and Committees responsible for reviewing it. Michael will soon be moving on to other opportunities, but we will benefit from his good work for many years to come.

Sincerely,

Martha L. White

Martha L. White
Town Administrator

# Section I:
# Budget Overview

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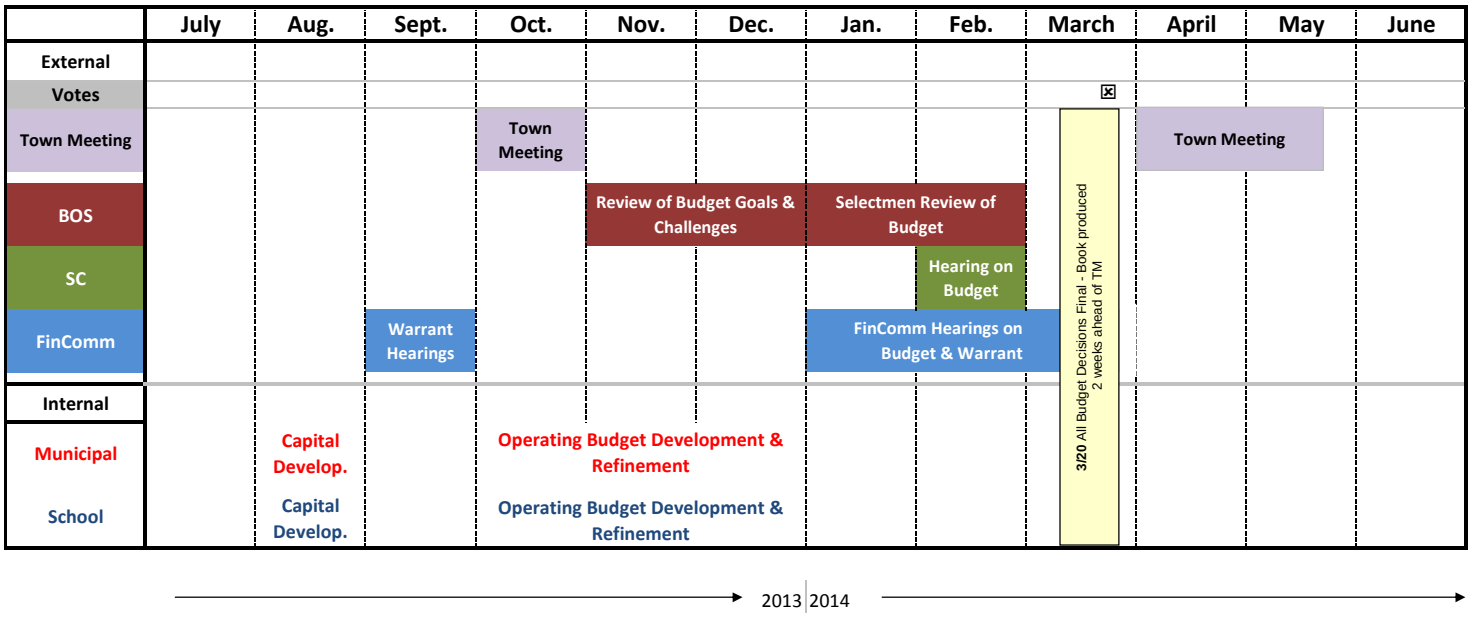
# FY 2015 Budget Schedule & Process




## Significant Dates

**August 2013**
Capital Development (Internal - Schools & Municipal)

**September 2013**

| | |
|---|---|
| Capital Update Submitted | September 1st |

**October 2013**

| | |
|---|---|
| Operating Budget Development (Internal) | Mid-to- Late October |
| 2013 Fall Town Meeting | Begins October 15th |

**November 2013**

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

**December 2013**

| | |
|---|---|
| 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 |
| SC - Superintendent's Presentation of School Budget | Early December |

**January 2014**

| | |
|---|---|
| Submittal of FY 2015 Administrator's Proposed Budget to BOS & FC | **January 2nd** |
| Finance Committee Public Hearings on Budget | All January |
| BOS - Review of Budget | |

**February 2014**

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

**March 2014**

| | |
|---|---|
| Finance Committee Public Hearings on Budget | to March 15 |
| Preparation of Materials for Town Meeting | March 16-31 |
| x Municipal Election | March 25th |

**April - May 2014**

| | |
|---|---|
| Town Meeting | Commences April 8th |

**July 2014**

| | |
|---|---|
| Start of FY 2015 | July 1 |

# FY 2015 Budget Schedule & Process

The legislative body of the Town of Natick is a representative Town Meeting comprised of 180 elected Town Meeting Members. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects. The Town Administrator is required to submit a Proposed Budget to the Board of Selectmen and Finance Committee on January 2, 2014. An ***Open Process*** is utilized in developing the budget. Internally, input is elicited and encouraged from all staff levels. Externally more and more citizen participation is encouraged and sought after. The open process allows for greater inclusion in decision-making and in the overall development of the budget.

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

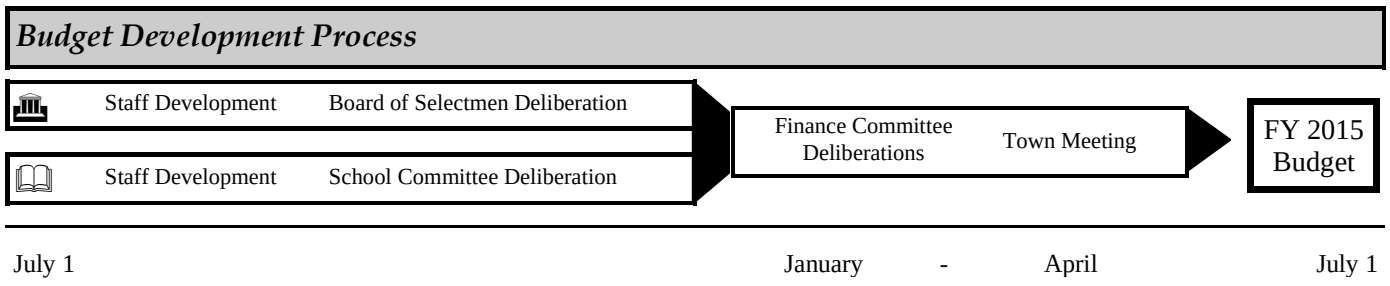
While the municipal staff is developing one part of the operating budget, the School Department begins a separate process for developing the operating budget of the Natick Public Schools. The Town Administrator is responsible for making budget recommendations for all Town programs, including a total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

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

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

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

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



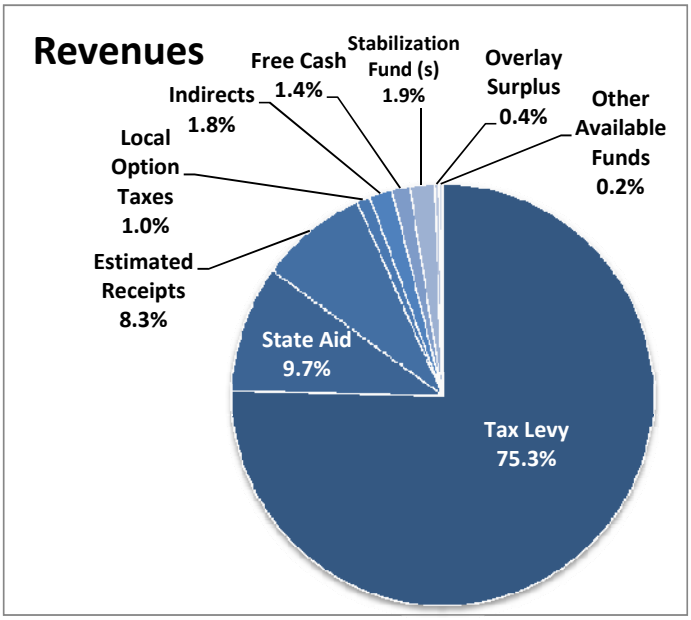
# General Fund Revenue/Expenditure Summary

| General Fund Revenues | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| Tax Levy | $ 85,587,087 | $ 89,134,618 | $ 93,436,666 | $ 96,239,221 | 2,802,555 | 3.00% |
| State Aid | $ 11,449,436 | $ 11,440,476 | $ 12,363,740 | $ 12,363,740 | 0 | 0.00% |
| Estimated Receipts | $ 13,112,037 | $ 13,311,827 | $ 10,591,750 | $ 10,622,750 | 31,000 | 0.29% |
| Local Option Taxes | $ 1,275,551 | $ 1,334,123 | $ 1,300,000 | $ 1,300,000 | 0 | 0.00% |
| Other Local Receipts | | | | | | |
| Indirects | $ 2,535,883 | $ 2,581,514 | $ 2,355,825 | $ 2,241,487 | -114,338 | -4.85% |
| Free Cash | $ 5,466,393 | $ 6,343,030 | $ 6,313,951 | $ 1,750,000 | -4,563,951 | -72.28% |
| Stabilization Fund (s) | $ 689,340 | $ 1,062,152 | $ 2,424,229 | $ 2,392,908 | -31,321 | -1.29% |
| Overlay Surplus | $ 1,000,000 | $ - | $ 500,000 | $ 500,000 | 0 | 0.00% |
| Other Available Funds | $ 281,532 | $ 460,407 | $ 307,234 | $ 317,609 | 10,375 | 3.38% |
| **Total General Fund Revenues** | **121,397,259** | **125,668,147** | **129,593,395** | **127,727,715** | **-1,865,680** | **-1.44%** |
| **General Fund Expenses** | | | | | | |
| Education & Learning | | | | | | |
| Natick Public Schools | $ 46,622,656 | $ 47,192,931 | $ 48,588,672 | $ 53,166,610 | 4,577,938 | 9.42% |
| Keefe Tech | $ 1,396,865 | $ 1,260,906 | $ 1,270,852 | $ 1,397,937 | 127,085 | 10.00% |
| Morse Institute Library | $ 1,852,078 | $ 1,866,266 | $ 1,974,507 | $ 2,072,587 | 98,080 | 4.97% |
| Bacon Free Library | $ 118,675 | $ 130,005 | $ 142,581 | $ 152,446 | 9,865 | 6.92% |
| Public Safety | $ 12,896,785 | $ 13,336,970 | $ 14,063,637 | $ 14,283,906 | 220,269 | 1.57% |
| Public Works | $ 7,351,758 | $ 8,061,712 | $ 7,097,767 | $ 6,891,393 | -206,374 | -2.91% |
| Health & Human Services | $ 1,712,263 | $ 1,880,400 | $ 2,026,237 | $ 2,085,624 | 59,387 | 2.93% |
| Administrative Support Services | $ 4,094,438 | $ 4,936,618 | $ 5,200,016 | $ 5,595,570 | 395,554 | 7.61% |
| Committees | $ 17,178 | $ 14,652 | $ 26,060 | $ 27,860 | 1,800 | 6.91% |
| Shared Expenses | | | | | | |
| Fringe Benefits | $ 14,167,955 | $ 14,416,437 | $ 15,216,772 | $ 16,313,205 | 1,096,433 | 7.21% |
| Prop & Liab. Insurance | $ 471,865 | $ 553,175 | $ 588,175 | $ 615,300 | 27,125 | 4.61% |
| Retirement | $ 5,701,675 | $ 6,153,526 | $ 6,610,068 | $ 7,134,034 | 523,966 | 7.93% |
| Debt Services | $ 11,055,991 | $ 10,051,300 | $ 10,961,043 | $ 11,316,959 | 355,916 | 3.25% |
| Reserve Fund | $ - | $ - | $ 300,000 | $ 300,000 | 0 | 0.00% |
| Facilities Management | $ - | $ 2,428,819 | $ 2,602,201 | $ 3,070,304 | 468,103 | 17.99% |
| **General Fund Oper. Expenses** | **$ 107,460,182** | **$ 112,283,716** | **$ 116,668,588** | **$ 124,423,735** | **$ 7,755,147** | **6.65%** |
| Capital Improvements | $ 1,401,900 | $ 1,282,777 | $ 1,725,150 | $ 1,337,400 | -387,750 | -22.48% |
| School Bus Transportation | $ 330,137 | $ 340,041 | $ 350,243 | $ 360,750 | 10,507 | 3.00% |
| State & County Assessments | $ 1,360,929 | $ 1,421,445 | $ 1,526,142 | $ 1,579,557 | 53,415 | 3.50% |
| Cherry Sheet Offsets | $ 155,298 | $ 239,005 | $ 257,572 | $ 266,587 | 9,015 | 3.50% |
| Tax Title | $ 25,000 | $ - | $ 25,000 | $ - | -25,000 | -100.00% |
| Snow Removal Supplement | $ 765,163 | $ 102,008 | $ 712,115 | $ 350,000 | -362,115 | -50.85% |
| Overlay | $ 1,133,967 | $ 1,463,310 | $ 1,349,903 | $ 1,300,000 | -49,903 | -3.70% |
| Golf Course Deficit | $ 320,000 | $ 310,000 | $ 312,246 | $ 309,087 | -3,159 | -1.01% |
| General Stabilization Fund | $ - | $ - | $ - | $ - | 0 | #DIV/0! |
| Operational Stabilization Fund | $ 856,478 | $ - | $ 856,633 | $ - | -856,633 | -100.00% |
| Capital Stabilization Fund | $ 1,859,511 | $ 3,275,551 | $ 4,240,207 | $ - | -4,240,207 | -100.00% |
| FLSA Settlement | $ 593,032 | $ - | $ - | $ - | 0 | #DIV/0! |
| Misc. Articles | $ 100,000 | $ 312,977 | $ 269,596 | $ 250,000 | -19,596 | -7.27% |
| Anticip. Local Opt. Taxes for CSF | $ - | $ - | $ 1,300,000 | $ 1,300,000 | 0 | 0.00% |
| **Total General Fund Expenses** | **$ 116,361,597** | **$ 121,030,830** | **$ 129,593,395** | **$ 131,477,116** | **1,883,721** | **1.45%** |
| **Net Excess / (Deficit)** | **5,035,662** | **4,637,318** | **0** | **-3,749,401** | | |

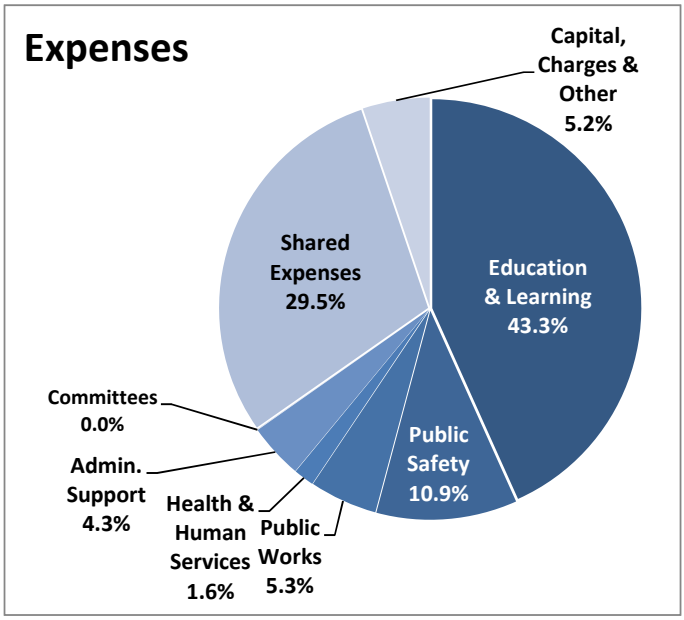
# General Fund Revenue/Expenditure Summary

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

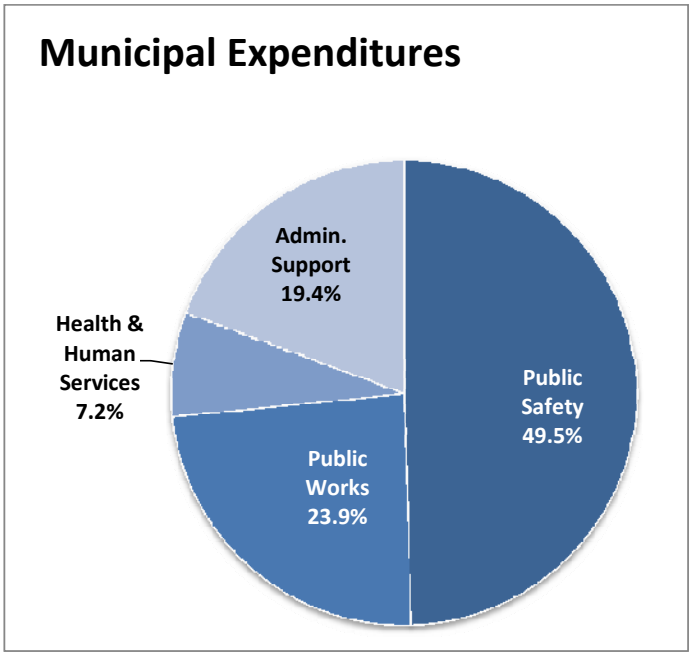
**General Fund Revenues - FY 2015**



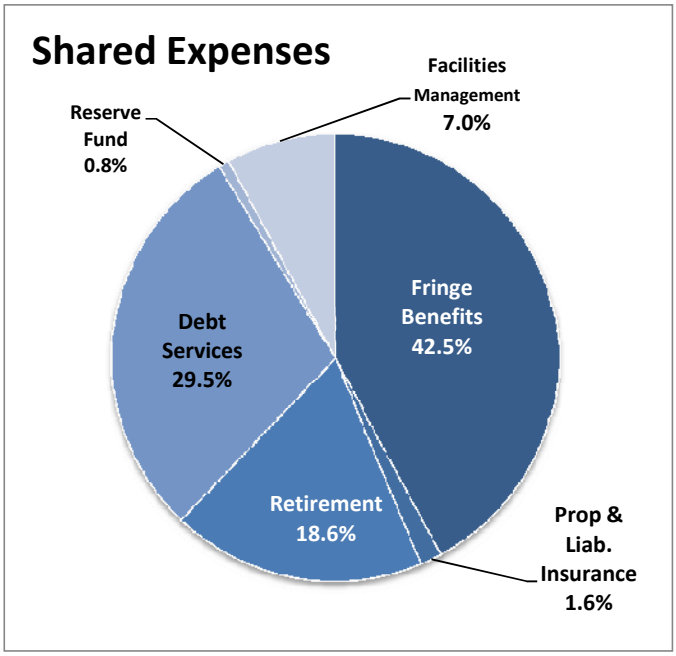

**General Fund Expenditures - FY 2015**




**Municipal Expenditures - FY 2015**




**Shared Expenditures - FY 2015**



# General Fund Appropriation Summary

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

| | 2012 Actual | 2013 Actual | 2014 FATM | 2015 Preliminary | 2014 vs. 2015 Prelim. $ | % |
|---|---|---|---|---|---|---|
| **Education & Learning** | | | | | | |
| **Section III - Education & Learning** | | | | | | |
| **Natick Public Schools** | | | | | | |
| **Total Natick Public Schools** | **46,622,656** | **47,192,931** | **$ 48,588,672** | **$ 53,166,610** | **$ 4,577,938** | **9.42%** |
| **Keefe Tech** | | | | | | |
| Expenses (Assessment) | $ 1,396,865 | $ 1,260,906 | $ 1,270,852 | $ 1,397,937 | $ 127,085 | 10.00% |
| **Total Keefe Tech** | **$ 1,396,865** | **$ 1,260,906** | **$ 1,270,852** | **$ 1,397,937** | **$ 127,085** | **10.00%** |
| **Morse Institute Library** | | | | | | |
| Salaries & Expenses | $ 1,852,078 | $ 1,866,266 | $ 1,974,507 | $ 2,072,587 | $ 98,080 | 4.97% |
| **Total Morse Institute Library** | **$ 1,852,078** | **$ 1,866,266** | **$ 1,974,507** | **$ 2,072,587** | **$ 98,080** | **4.97%** |
| **Bacon Free Library** | | | | | | |
| Salaries & Expenses | 118,675 | 130,005 | 142,581 | 152,446 | 9,865 | 6.92% |
| **Total Bacon Free Library** | **$ 118,675** | **$ 130,005** | **$ 142,581** | **$ 152,446** | **$ 9,865** | **6.92%** |
| **Total Education & Learning** | **$ 49,990,275** | **$ 50,450,108** | **$ 51,976,612** | **$ 56,789,580** | **$ 4,812,968** | **9.26%** |
| **Public Safety** | | | | | | |
| **Section IV - Public Safety** | | | | | | |
| **Emergency Management** | | | | | | |
| Expenses | $ 3,779 | $ 35,122 | $ 35,600 | $ 35,600 | $ - | 0.00% |
| **Total Emergency Management** | **$ 3,779** | **$ 35,122** | **$ 35,600** | **$ 35,600** | **$ -** | **0.00%** |
| **Parking Enforcement** | | | | | | |
| Salaries | $ 25,969 | $ 24,992 | $ 49,661 | $ 51,114 | $ 1,453 | 2.93% |
| Expenses | $ 59,256 | $ 105,625 | $ 73,000 | $ 77,040 | $ 4,040 | 5.53% |
| **Total Parking Enforcement** | **$ 85,225** | **$ 130,617** | **$ 122,661** | **$ 128,154** | **$ 5,493** | **4.48%** |
| **Police** | | | | | | |
| Salaries | $ 5,415,962 | $ 5,650,272 | $ 6,161,876 | $ 6,390,831 | $ 228,955 | 3.72% |
| Expenses | $ 232,688 | $ 229,909 | $ 230,838 | $ 208,838 | $ (22,000) | -9.53% |
| Other Chgs. & Expenses | $ 6,090 | $ 5,401 | $ 7,500 | $ 7,500 | $ - | 0.00% |
| **Total Police** | **$ 5,654,740** | **$ 5,885,583** | **$ 6,400,214** | **$ 6,607,169** | **$ 206,955** | **3.23%** |
| **Fire** | | | | | | |
| Salaries | $ 6,982,138 | $ 7,091,627 | $ 7,280,512 | $ 7,293,833 | $ 13,321 | 0.18% |
| Expenses | $ 170,902 | $ 194,023 | $ 224,650 | $ 219,150 | $ (5,500) | -2.45% |
| **Total Fire** | **$ 7,153,040** | **$ 7,285,650** | **$ 7,505,162** | **$ 7,512,983** | **$ 7,821** | **0.10%** |
| **Total Public Safety** | **12,896,785** | **13,336,970** | **14,063,637** | **14,283,906** | **$ 220,269** | **1.57%** |
| **Public Works** | | | | | | |
| **Section V - Public Works** | | | | | | |
| Salaries | $ 3,030,673 | $ 2,844,444 | $ 3,163,512 | $ 3,405,850 | $ 242,338 | 7.66% |
| Expenses | $ 2,679,338 | $ 2,900,480 | $ 2,274,807 | $ 1,882,119 | $ (392,688) | -17.26% |
| Municipal Energy | $ 1,342,239 | $ 1,454,673 | $ 1,509,448 | $ 1,453,424 | $ (56,024) | -3.71% |
| Snow & Ice | $ 299,508 | $ 862,115 | $ 150,000 | $ 150,000 | $ - | 0.00% |
| **Total Public Works** | **$ 7,351,758** | **$ 8,061,712** | **$ 7,097,767** | **$ 6,891,393** | **$ (206,374)** | **-2.91%** |

# General Fund Appropriation Summary

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

| | 2012 Actual | 2013 Actual | 2014 FATM | 2015 Preliminary | 2014 vs. 2015 Prelim. $ | % |
|---|---|---|---|---|---|---|
| **Health & Human Services** | | | | | | |
| **Section VI - Health & Human Services** | | | | | | |
| **Community Services** | | | | | | |
| Salaries | $ 1,032,320 | $ 1,101,658 | $ 1,214,038 | $ 1,201,631 | $ (12,407) | -1.02% |
| Expenses | $ 279,905 | $ 346,238 | $ 355,596 | $ 425,461 | $ 69,865 | 19.65% |
| **Total Community Services** | **$ 1,312,226** | **$ 1,447,896** | **$ 1,569,634** | **$ 1,627,092** | **$ 57,458** | **3.66%** |
| **Board of Health** | | | | | | |
| Salaries | $ 367,974 | $ 388,086 | $ 406,653 | $ 408,582 | $ 1,929 | 0.47% |
| Expenses | $ 20,346 | $ 30,107 | $ 34,950 | $ 34,950 | $ - | 0.00% |
| Other Changes & Expenditures | $ 11,718 | $ 14,311 | $ 15,000 | $ 15,000 | $ - | 0.00% |
| **Total Board of Health** | **$ 400,038** | **$ 432,504** | **$ 456,603** | **$ 458,532** | **$ 1,929** | **0.42%** |
| **Total Health & Human Services** | **$ 1,712,263** | **$ 1,880,400** | **$ 2,026,237** | **$ 2,085,624** | **$ 59,387** | **2.93%** |
| **Administrative Support Services** | | | | | | |
| **Section VII - Administrative Support Services** | | | | | | |
| **Board of Selectmen** | | | | | | |
| Salaries | $ 564,807 | $ 583,197 | $ 662,334 | $ 838,891 | $ 176,557 | 26.66% |
| Expenses | $ 202,242 | $ 250,374 | $ 247,250 | $ 294,750 | $ 47,500 | 19.21% |
| Other Charges & Expenditures | $ 18,357 | $ 18,357 | $ 18,357 | $ 18,357 | $ - | 0.00% |
| Contract Settlements | $ - | $ 166,406 | $ 199,227 | $ 150,000 | $ (49,227) | -24.71% |
| Zoning By-Law Re-write - Second Review | $ - | $ - | $ 20,000 | $ 20,000 | $ - | 0.00% |
| Recruitment | $ - | $ - | $ 85,000 | $ 45,000 | $ (40,000) | -47.06% |
| **Total Board of Selectmen** | **$ 785,407** | **$ 1,018,334** | **$ 1,232,168** | **$ 1,366,998** | **$ 134,830** | **10.94%** |
| **Personnel Board** | | | | | | |
| Other Charges & Expenditures | $ 419 | $ - | $ 1,000 | $ 1,000 | $ - | 0.00% |
| **Total Personnel Board** | **$ 419** | **$ -** | **$ 1,000** | **$ 1,000** | **$ -** | **0.00%** |
| **Town Report** | | | | | | |
| Professional Services | $ 4,695 | $ 4,178 | $ 5,500 | $ 5,500 | $ - | 0.00% |
| **Total Town Report** | **$ 4,695** | **$ 4,178** | **$ 5,500** | **$ 5,500** | **$ -** | **0.00%** |
| **Legal** | | | | | | |
| Expenses | $ 198,253 | $ 201,644 | $ 270,000 | $ 275,800 | $ 5,800 | 2.15% |
| Other Charges & Expenditures | $ 500 | $ 2,500 | $ 10,000 | $ 10,000 | $ - | 0.00% |
| **Total Legal Services** | **$ 198,753** | **$ 204,144** | **$ 280,000** | **$ 285,800** | **$ 5,800** | **2.07%** |
| **Finance** | | | | | | |
| Salaries | $ 926,893 | $ 896,042 | $ 1,099,223 | $ 1,164,431 | $ 65,208 | 5.93% |
| Expenses | $ 296,848 | $ 384,224 | $ 323,800 | $ 314,800 | $ (9,000) | -2.78% |
| Other Charges & Expenditures | $ 18,902 | $ 361,857 | $ 75,000 | $ 75,000 | $ - | 0.00% |
| **Total Finance** | **$ 1,242,643** | **$ 1,642,124** | **$ 1,498,023** | **$ 1,554,231** | **$ 56,208** | **3.75%** |
| **Information Technology** | | | | | | |
| Salaries | $ 238,944 | $ 241,259 | $ 295,322 | $ 315,863 | $ 20,541 | 6.96% |
| Expenses | $ 407,849 | $ 400,323 | $ 394,100 | $ 475,800 | $ 81,700 | 20.73% |
| Other Chgs. & Expenditures | $ 218,792 | $ 296,988 | $ 310,675 | $ 357,000 | $ 46,325 | 14.91% |
| **Total Information Technology** | **$ 865,585** | **$ 938,570** | **$ 1,000,097** | **$ 1,148,663** | **$ 148,566** | **14.86%** |
| **Town Clerk** | | | | | | |
| Salaries | $ 202,871 | $ 211,956 | $ 223,450 | $ 228,735 | $ 5,285 | 2.37% |
| Expenses | $ 14,798 | $ 21,329 | $ 21,850 | $ 22,150 | $ 300 | 1.37% |
| **Total Town Clerk** | **$ 217,669** | **$ 233,285** | **$ 245,300** | **$ 250,885** | **$ 5,585** | **2.28%** |

# General Fund Appropriation Summary

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

| | 2012 Actual | 2013 Actual | 2014 FATM | 2015 Preliminary | 2014 vs. 2015 Prelim. $ | % |
|---|---|---|---|---|---|---|
| **Administrative Support Services (con't)** | | | | | | |
| **Elections** | | | | | | |
| Salaries (Registrars) | $ 28,457 | $ 73,036 | $ 22,230 | $ 50,570 | $ 28,340 | 127.49% |
| Expenses (Registrars) | $ 35,923 | $ 42,155 | $ 38,750 | $ 48,600 | $ 9,850 | 25.42% |
| **Total Elections** | **$ 64,380** | **$ 115,191** | **$ 60,980** | **$ 99,170** | **$ 38,190** | **62.63%** |
| **Sealer of Weights & Measures** | | | | | | |
| Salaries | $ 14,658 | $ 14,658 | $ 14,659 | $ 14,659 | $ - | 0.00% |
| Expenses | $ 763 | $ 755 | $ 875 | $ 875 | $ - | 0.00% |
| **Total Sealer Weights/Meas.** | **$ 15,420** | **$ 15,412** | **$ 15,534** | **$ 15,534** | **$ -** | **0.00%** |
| **Community Development** | | | | | | |
| Salaries | $ 676,671 | $ 748,845 | $ 837,604 | $ 843,978 | $ 6,375 | 0.76% |
| Expenses | $ 22,796 | $ 16,534 | $ 23,811 | $ 23,811 | $ - | 0.00% |
| **Total Community Development** | **$ 699,467** | **$ 765,379** | **$ 861,415** | **$ 867,789** | **$ 6,375** | **0.74%** |
| **Total Admin. Support Services** | **$ 4,094,438** | **$ 4,936,618** | **$ 5,200,016** | **$ 5,595,570** | **$ 444,009** | **8.79%** |
| **Commissions & Committees** | | | | | | |
| **Section VIII - Commissions & Committees** | | | | | | |
| **Finance Committee** | | | | | | |
| Expenses | $ 15,202 | $ 13,008 | $ 22,000 | $ 23,800 | $ 1,800 | 8.18% |
| **Total Finance Committee** | **$ 15,202** | **$ 13,008** | **$ 22,000** | **$ 23,800** | **$ 1,800** | **8.18%** |
| **Commission on Disability** | | | | | | |
| Expenses | $ 202 | $ 246 | $ 1,810 | $ 1,810 | $ - | 0.00% |
| **Total Commission on Disability** | **$ 202** | **$ 246** | **$ 1,810** | **$ 1,810** | **$ -** | **0.00%** |
| **Natick Cultural Council** | | | | | | |
| Expenses | $ 382 | $ 278 | $ 700 | $ 700 | $ - | 0.00% |
| **Total Natick Cultural Council** | **$ 382** | **$ 278** | **$ 700** | **$ 700** | **$ -** | **0.00%** |
| **Historical Commission** | | | | | | |
| Expenses | $ 858 | $ 714 | $ 1,000 | $ 1,000 | $ - | 0.00% |
| **Total Historical Commission** | **$ 858** | **$ 714** | **$ 1,000** | **$ 1,000** | **$ -** | **0.00%** |
| **Historic District Commission** | | | | | | |
| Expenses | $ 535 | $ 406 | $ 550 | $ 550 | $ - | 0.00% |
| **Total Historic District Comm.** | **$ 535** | **$ 406** | **$ 550** | **$ 550** | **$ -** | **0.00%** |
| **Total Section VIII: Comm.** | **$ 17,178** | **$ 14,652** | **$ 26,060** | **$ 27,860** | **$ 1,800** | **6.91%** |
| **Shared Expenses (Unclassified)** | | | | | | |
| **Section IX - Shared Expenses** | | | | | | |
| **Employee Fringe** | | | | | | |
| Other Personnel Services | $ 14,136,205 | $ 14,387,437 | $ 15,211,236 | $ 16,155,705 | $ 944,469 | 6.21% |
| Other Personnel Services | $ 31,750 | $ 29,000 | $ 5,536 | $ 157,500 | $ 151,964 | 2745.12% |
| **Total Employee Fringe** | **$ 14,167,955** | **$ 14,416,437** | **$ 15,216,772** | **$ 16,313,205** | **$ 1,096,433** | **7.21%** |
| **Property & Liability Insurance** | | | | | | |
| Purchased Services | $ 471,865 | $ 514,956 | $ 588,175 | $ 615,300 | $ 27,125 | 4.61% |
| **Total Prop. & Liab. Insurance** | **$ 471,865** | **$ 514,956** | **$ 588,175** | **$ 615,300** | **$ 27,125** | **4.61%** |

# General Fund Appropriation Summary

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

| | 2012 Actual | 2013 Actual | 2014 FATM | 2015 Preliminary | 2014 vs. 2015 Prelim. $ | % |
|---|---|---|---|---|---|---|
| **Shared Expenses (Unclassified) (con't)** | | | | | | |
| **Contributory Retirement** | | | | | | |
| Pension Assessment | $ 5,626,663 | $ 6,082,991 | $ 6,567,165 | $ 7,092,538 | $ 525,373 | 8.00% |
| ERI Assessment | $ - | $ - | $ - | $ - | $ - | #DIV/0! |
| **Total Contributory Retirement** | **$ 5,626,663** | **$ 6,082,991** | **$ 6,567,165** | **$ 7,092,538** | **$ 525,373** | **8.00%** |
| **Non-Contributory Retirement** | | | | | | |
| Pensions | $ 75,012 | $ 70,535 | $ 42,903 | $ 41,496 | $ (1,407) | -3.28% |
| **Total Non-Contributory Retire.** | **$ 75,012** | **$ 70,535** | **$ 42,903** | **$ 41,496** | **$ (1,407)** | **-3.28%** |
| **Debt Service** | | | | | | |
| Leased Equipment | $ 68,590 | $ - | $ 82,000 | $ 82,000 | $ - | 0.00% |
| Principal | $ 7,575,385 | $ 7,502,879 | $ 8,125,967 | $ 8,491,268 | $ 365,301 | 4.50% |
| Interest | $ 3,412,016 | $ 2,548,421 | $ 2,753,076 | $ 2,743,691 | $ (9,385) | -0.34% |
| **Total Debt Service** | **$ 11,055,991** | **$ 10,051,300** | **$ 10,961,043** | **$ 11,316,959** | **$ 355,916** | **3.25%** |
| **Reserve Fund** | | | | | | |
| Other Charges | $ - | $ - | $ 300,000 | $ 300,000 | $ - | 0.00% |
| **Total Reserve Fund** | **$ -** | **$ -** | **$ 300,000** | **$ 300,000** | **$ -** | **0.00%** |
| **Facilities Management** | | | | | | |
| Salaries | $ - | $ 2,320,994 | $ 2,477,217 | $ 2,568,920 | $ 91,703 | 3.70% |
| Expenses | $ - | $ 107,825 | $ 124,984 | $ 501,384 | $ 376,400 | 301.16% |
| **Total Facilities Management** | **0** | **2,428,819** | **2,602,201** | **3,070,304** | $ 468,103 | 17.99% |
| **Total Shared Expenses** | **31,397,485** | **33,565,037** | **36,278,259** | **38,749,802** | **$ 2,471,543** | **6.81%** |
| **Total General Fund Operations** | **107,460,182** | **112,245,496** | **116,668,588** | **124,423,735** | **7,755,147** | **6.65%** |
| **Reconciliation** | | | | | | |
| **Total General Fund Operations** | **$ 107,460,182** | **$ 112,245,496** | **$ 116,668,588** | **$ 124,423,735** | **7,755,147** | **6.65%** |
| **Other General Fund Appropriations** | | | | | | |
| FLSA Labor Settlements | 593,032 | - | - | - | - | 0.00% |
| Capital Equipment | 1,401,900 | 1,282,777 | 1,725,150 | 1,337,400 | (387,750) | -22.48% |
| School Bus Subsidy | 330,137 | 340,041 | 350,243 | 360,750 | 10,507 | 3.00% |
| Misc. Articles | 100,000 | 312,977 | 269,596 | 250,000 | (19,596) | -7.27% |
| Golf Course Deficit | 320,000 | 310,000 | 312,246 | 309,087 | (3,159) | -1.01% |
| General Stabilization Fund | - | - | - | | - | 0.00% |
| Capital Stabilization Fund | 1,859,511 | 3,275,551 | 4,240,207 | - | (4,240,207) | -100.00% |
| Operational Stabilization Fund | 856,478 | - | 856,633 | - | (856,633) | -100.00% |
| Anticip. Local Opt. Taxes for FY 14 CSF | | - | 1,300,000 | 1,300,000 | - | 0.00% |
| Contract Settlements/Salary Adjust. | - | - | - | | - | 0.00% |
| **Total Other G/F Appropriations** | **5,461,058** | **5,521,346** | **9,054,075** | **3,557,237** | **(5,496,838)** | **-60.71%** |
| **Other General Fund Expenses (Not appropriated by Town Meeting)** | | | | | | |
| State & County Assessments | 1,360,929 | 1,421,445 | 1,526,142 | 1,579,557 | 53,415 | 3.50% |
| Cherry Sheet Offsets | 155,298 | 239,005 | 257,572 | 266,587 | 9,015 | 3.50% |
| Tax Title | 25,000 | - | - | - | - | #DIV/0! |
| Snow Removal Supplement | 765,163 | 102,008 | 712,115 | 350,000 | (362,115) | -50.85% |
| Overlay | 1,133,967 | 1,463,310 | 1,349,903 | 1,300,000 | (49,903) | -3.70% |
| **Total Other G/F Expenses** | **3,440,357** | **3,225,768** | **3,845,732** | **3,496,144** | **-349,588** | **-9.09%** |
| **Total General Fund** | **116,361,597** | **120,992,612** | **129,568,395** | **131,477,116** | **1,908,721** | **1.47%** |

# Enterprise Fund Revenue/Expenditure Summary

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 Prelim. $ | % |
|---|---|---|---|---|---|---|
| **Water/Sewer Enterprise Fund** | | | | | | |
| **Revenues** | | | | | | |
| User Charges | 11,127,657 | 12,143,096 | 12,502,396 | 12,912,688 | 410,292 | 3.28% |
| Connection Fees | 71,064 | 114,290 | 70,000 | 70,000 | - | 0.00% |
| Other Departmental Income | 1,100,812 | 1,120,000 | 1,100,000 | 1,100,000 | - | 0.00% |
| Investment Income | 19,980 | 25,000 | 20,000 | 20,000 | - | 0.00% |
| Capital Article Closeouts | - | - | - | - | - | 0.00% |
| I & I Fund | - | 39,369 | - | - | - | 0.00% |
| Retained Earnings | 410,000 | 1,291,746 | 147,000 | 159,000 | 12,000 | 8.16% |
| **Total Revenues** | **12,729,513** | **14,733,501** | **13,839,396** | **14,261,688** | **422,292** | **3.05%** |
| **Expenses** | | | | | | |
| Water & Sewer Operations | 7,743,788 | 7,382,127 | 7,971,946 | 8,328,443 | 356,497 | 4.47% |
| Utility Billing | 224,318 | 118,084 | 237,383 | 229,040 | -8,343 | -3.51% |
| Fringe Benefits | 675,431 | 632,803 | 682,833 | 669,418 | -13,415 | -1.96% |
| Debt Service | 1,800,816 | 2,096,703 | 2,136,912 | 2,468,387 | 331,476 | 15.51% |
| Reserve Fund | 200,000 | 0 | 200,000 | 200,000 | 0 | 0.00% |
| **Indirects** (included in G/F) | 2,535,885 | 2,581,514 | 2,323,579 | 2,207,400 | -116,179 | -5.00% |
| **Capital** | 410,000 | 1,171,000 | 147,000 | 159,000 | 12,000 | 8.16% |
| **Total Expenses** | **13,590,238** | **13,982,232** | **13,699,652** | **14,261,688** | **562,036** | **4.10%** |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Sassamon Trace Enterprise Fund** | | | | | | |
| **Revenues** | | | | | | |
| User Charges | 406,398 | 405,831 | 410,800 | 448,879 | 38,079 | 9.3% |
| Other Departmental Revenue | 145,002 | 130,000 | 140,000 | 139,628 | (372) | -0.3% |
| Retained Earnings | 48,366 | 36,363 | 45,171 | 35,000 | (10,171) | -22.5% |
| Town Subsidy (Original) | 320,000 | 310,000 | 280,000 | 275,000 | (5,000) | -1.8% |
| Town Subsidy (Indirects) | | | 32,246 | 34,087 | 1,841 | 5.7% |
| **Total Revenues** | **919,766** | **882,194** | **908,217** | **932,594** | **24,377** | **2.68%** |
| **Expenses** | | | | | | |
| Operations | 574,856 | 539,967 | 548,481 | 565,623 | 17,142 | 3.13% |
| Fringe Benefits | 25,545 | 19,822 | 50,693 | 46,442 | -4,251 | -8.39% |
| Debt Service | 286,314 | 281,114 | 245,160 | 267,962 | 22,802 | 9.30% |
| **Indirects** (included in G/F) | 0 | 0 | 32,246 | 34,087 | 1,841 | 5.71% |
| **Capital** | 0 | 0 | 10,000 | 0 | -10,000 | -100.00% |
| **Total Expenses** | **886,715** | **840,903** | **886,580** | **914,114** | **27,534** | **3.11%** |

# Enterprise Fund - Appropriation Summary

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

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 Prelim. $ | % |
|---|---|---|---|---|---|---|
| **Water/Sewer Enterprise Fund** | | | | | | |
| **Section X - Water & Sewer Enterprise Fund** | | | | | | |
| **Water & Sewer Operations** | | | | | | |
| Salaries | $ 1,493,268 | $ 1,556,602 | $ 1,721,525 | $ 1,837,255 | $ 115,730 | 6.72% |
| Expenses | $ 5,712,167 | $ 5,825,525 | $ 6,250,421 | $ 6,491,188 | $ 240,767 | 3.85% |
| **Total Sanitary Sewer** | **$ 7,205,435** | **$ 7,382,127** | **$ 7,971,946** | **$ 8,328,443** | **$ 356,497** | **4.47%** |
| **Utility Billing** | | | | | | |
| Salaries | $ 101,777 | $ 59,087 | $ 107,433 | $ 99,090 | $ (8,343) | -7.77% |
| Expenses | $ 106,594 | $ 58,997 | $ 129,950 | $ 129,950 | $ - | 0.00% |
| **Total Utility Billing** | **$ 208,371** | **$ 118,084** | **$ 237,383** | **$ 229,040** | **$ (8,343)** | **-3.51%** |
| **Fringe Benefits** | | | | | | |
| Other Personal Services | $ 413,949 | $ 432,844 | $ 466,878 | $ 436,187 | $ (30,691) | -6.57% |
| Other - Chgs. & Expenditures | $ 187,526 | $ 199,959 | $ 215,955 | $ 233,231 | $ 17,276 | 8.00% |
| **Total Benefits** | **$ 601,475** | **$ 632,803** | **$ 682,833** | **$ 669,418** | **$ (13,415)** | **-1.96%** |
| **Water & Sewer Debt Service** | | | | | | |
| Principal | $ 1,827,139 | $ 1,602,757 | $ 1,614,869 | $ 1,914,138 | $ 299,269 | 18.53% |
| Interest | $ 501,804 | $ 493,946 | $ 522,042 | $ 554,249 | $ 32,207 | 6.17% |
| **Total Debt Service** | **$ 2,328,943** | **$ 2,096,703** | **$ 2,136,912** | **$ 2,468,387** | **$ 331,476** | **15.51%** |
| **Water & Sewer Reserve Fund** | | | | | | |
| Expenses | $ - | $ - | $ 200,000 | $ 200,000 | $ - | 0.00% |
| **Total W & S Reserve Fund** | **$ -** | **$ -** | **$ 200,000** | **$ 200,000** | **$ -** | **0.00%** |
| **Total W&S Enterprise** | **$ 10,344,222** | **$ 10,229,717** | **$ 11,229,074** | **$ 11,895,288** | **$ 666,214** | **5.93%** |
| **Sassamon Trace Golf Course Enterprise Fund** | | | | | | |
| **Section XI - Sassamon Trace Enterprise Fund** | | | | | | |
| **Sassamon Trace Operations** | | | | | | |
| Salaries | $ 149,153 | $ 192,701 | $ 265,450 | $ 279,013 | $ 13,563 | 5.11% |
| Expenses | $ 437,947 | $ 347,266 | $ 283,031 | $ 286,611 | $ 3,580 | 1.26% |
| **Total Sassamon Trace** | **$ 587,100** | **$ 539,967** | **$ 548,481** | **$ 565,623** | **$ 17,142** | **3.13%** |
| **Sassamon Trace Fringe Benefits** | | | | | | |
| Other Personal Services | $ 6,863 | $ 10,131 | $ 40,227 | $ 35,139 | $ (5,088) | -12.65% |
| Other - Chgs. & Expenditures | $ 12,331 | $ 9,691 | $ 10,466 | $ 11,303 | $ 837 | 8.00% |
| **Total GC Fringe Benefits** | **$ 19,194** | **$ 19,822** | **$ 50,693** | **$ 46,442** | **$ (4,251)** | **-8.39%** |
| **Sassamon Trace Debt Service** | | | | | | |
| Principal | $ 195,931 | $ 201,330 | $ 199,370 | $ 218,040 | $ 18,670 | 9.36% |
| Interest | $ 99,402 | $ 79,784 | $ 45,790 | $ 49,922 | $ 4,132 | 9.02% |
| **Total GC Debt Service** | **$ 295,333** | **$ 281,114** | **$ 245,160** | **$ 267,962** | **$ 22,802** | **9.30%** |
| **Total Sassamon Trace** | **$ 901,627** | **$ 840,903** | **$ 844,334** | **$ 880,027** | **$ 35,693** | **4.23%** |

# Fund Summary

The table below shows all appropriations, actual and planned, for FY 2015.

| | General | Water/Sewer Enterprise* | Golf Course Enterprise | Stabilization Fund (Capital) | Parking Meter | Misc. | Total |
|---|---|---|---|---|---|---|---|
| Sec. III: Education & Learning | $ 56,789,580 | | | | | | $ 56,789,580 |
| Sec. IV: Public Safety | $ 14,203,906 | | | | $ 80,000 | | $ 14,283,906 |
| Sec. V: Public Works | $ 6,891,393 | | | | | | $ 6,891,393 |
| Sec. VI: Health & Human Services | $ 2,085,624 | | | | | | $ 2,085,624 |
| Sec. VII: Administrative Support Services | $ 5,595,570 | | | | | | $ 5,595,570 |
| Sec. VIII: Committees and Commissions | $ 27,860 | | | | | | $ 27,860 |
| Sec. IX: Shared Expenses | $ 35,215,198 | $ 2,207,400 | $ 34,087 | $ 1,055,508 | | $ 237,609 | $ 38,749,802 |
| Sec. X: Water & Sewer Enterprise | | $ 11,895,288 | | | | | $ 11,895,288 |
| Sec. XI: Sassamon Trace Enterprise | $ 309,087 | | $ 605,027 | | | | $ 914,114 |
| Sec. XII: Capital | | $ 159,000 | $ - | $ 1,337,400 | | | $ 1,496,400 |
| Misc. Assessments, Overlay & Articles | $ 4,106,894 | | | | | | $ 4,106,894 |
| Stabilization Funds | $ 1,300,000 | | | | | | $ 1,300,000 |
| **Total All Funds** | **$ 126,525,112** | **$ 14,261,688** | **$ 639,114** | **$ 2,392,908** | **$ 80,000** | **$ 237,609** | **$ 144,136,431** |

# Additional New Hires Proposed in FY 2015 Budget

| Position | FTE added | Salary | Benefits | Total |
|---|---|---|---|---|
| **Municipal** | | | | |
| Bacon - Additional Hours | 0.3 | $ 9,715 | $ - | $ 9,715 |
| Police - Add'l Officer | 1.0 | $ 66,100 | $ 12,236 | $ 78,336 |
| Police - Add'l Dispatcher | 1.0 | $ 47,765 | $ 12,236 | $ 60,001 |
| DPW - Add'l Highway Laborer | 1.0 | $ 37,177 | $ 12,236 | $ 49,413 |
| DPW - Add'l Highway Laborer | 1.0 | $ 37,177 | $ 12,236 | $ 49,413 |
| DPW - Add'l L, F & NR Laborer | 1.0 | $ 40,287 | $ 12,236 | $ 52,523 |
| Selectmen - Executive Asst. | 1.0 | $ 55,000 | $ 12,236 | $ 67,236 |
| Finance - Admin Asst (Collector) | 1.0 | $ 30,287 | $ 12,236 | $ 42,523 |
| **Municipal Totals** | **7.3** | **$ 323,507** | **$ 85,652** | **$ 409,159** |
| **School** | | | | |
| District-Wide - Elem. Math. Spec. | 1.0 | $ 50,000 | $ 12,236 | $ 62,236 |
| Pupil Serv. - Asst. Tech. Spec. - PK-22 | 1.0 | $ 50,000 | $ 12,236 | $ 62,236 |
| Pupil Serv. - Eval. Team leader (HS/MS) | 1.0 | $ 50,000 | $ 12,236 | $ 62,236 |
| Pupil Serv. - Paraprof. - Preschool | 1.0 | $ 24,000 | $ 12,236 | $ 36,236 |
| Pupil Serv. - Behavioralist - District-Wide | 1.0 | $ 50,000 | $ 12,236 | $ 62,236 |
| Pupil Serv. - Wilson Sp. Ed. Teacher | 1.0 | $ 50,000 | $ 12,236 | $ 62,236 |
| Pupil Serv. - Kennedy Sp. Ed. Teachers | 2.0 | $ 100,000 | $ 24,472 | $ 124,472 |
| Pupil Serv. - Wilson Paraprof. | 0.5 | $ 12,000 | $ - | $ 12,000 |
| Pupil Serv. - Occ. Therapy Asst. | 0.5 | $ 25,000 | $ - | $ 25,000 |
| Pupil Serv. - Physical Therapy Assist. | 0.5 | $ 25,000 | $ - | $ 25,000 |
| Pupil Serv. - Speech Language Asst. | 0.5 | $ 25,000 | $ - | $ 25,000 |
| Lilja - grade 4 Teacher | 1.0 | $ 50,000 | $ 12,236 | $ 62,236 |
| Lilja - Art Teacher | 0.4 | $ 20,000 | $ - | $ 20,000 |
| Lilja - Music Teacher | 0.4 | $ 20,000 | $ - | $ 20,000 |
| Memorial - Paraprofessional | 1.0 | $ 24,000 | $ 12,236 | $ 36,236 |
| Wilson - Guidance Counselor | 1.0 | $ 50,000 | $ 12,236 | $ 62,236 |
| Wilson - Inc. .3 Gifted/Adv. Math to .6 | 0.3 | $ 15,000 | $ - | $ 15,000 |
| Wilson - Spanish Teacher | 0.8 | $ 40,000 | $ - | $ 40,000 |
| Wilson - Music Program SSF | 1.0 | $ 24,000 | $ 12,236 | $ 36,236 |
| High School - Chemistry Teacher | 1.0 | $ 50,000 | $ 12,236 | $ 62,236 |
| High School - Social Studies | 1.0 | $ 50,000 | $ 12,236 | $ 62,236 |
| High School - Math Teacher | 1.0 | $ 50,000 | $ 12,236 | $ 62,236 |
| High School - Guidance Counselor | 1.0 | $ 50,000 | $ 12,236 | $ 62,236 |
| High School - Foreign Language | 1.0 | $ 50,000 | $ 12,236 | $ 62,236 |
| High School - Health Teacher | 1.0 | $ 50,000 | $ 12,236 | $ 62,236 |
| High School - English Language Arts | 0.6 | $ 30,000 | $ - | $ 30,000 |
| **Education Totals** | **22.5** | **$ 1,034,000** | **$ 220,248** | **$ 1,254,248** |
| **Total Position Adds - General Fund** | **29.8** | **$ 1,357,507** | **$ 305,900** | **$ 1,663,407** |

| Position | FTE added | Salary | Benefits | Total |
|---|---|---|---|---|
| Water/Sewer - ISO Coordinator | 1.0 | $ 59,000 | $ 12,236 | $ 71,236 |
| **Total Position Adds - Enterprise Fund** | **1.0** | **$ 59,000** | **$ 12,236** | **$ 71,236** |
| **Total Position Adds - All Funds** | **30.8** | **$ 1,416,507** | **$ 318,136** | **$ 1,734,643** |

# Three-Year Projection

**METHODOLOGY**

The table on the next pages shows projections of total expenditure requirements and revenues for the next three years, FY 2015-FY 2017. Projections are calculated in the aggregate, using conservative assumptions, with the intention of giving an overall perspective on the Town's budget outlook. The projections are presented in sequence with the current year for comparison.

**Revenues**

Revenues are comprised of four primary components: the Tax Levy, State Aid, Local Receipts and Other Available Funds. The Tax Levy will remain constantly growing at the Proposition 2.5% level annually and minimal new growth due to construction. State Aid is projected to remain level at FY 2014 amounts. Local receipts are projected to increase moderately over the period of FY 2016-FY 2017. Other Available Funds are level at FY 2014 levels. Indirects are proposed to decrease annually for the three year period as attempts are made to be less "aggressive" on costs charged against the Water/Sewer Enterprise Fund. $2,000,000 in Free Cash and Overlay Surplus are proposed to be applied to operations annually and small amounts of other 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, new within-levy debt service and provide tax relief for a portion of the debt service attributable to the High School and Community Senior Center projects.

**Expenses**

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

The greatest changes going forward rest within the categories of Shared Expenses. While great savings has been achieved within municipal health care over the last several years through the shift of retirees to Medicare active employees to cheaper health care models, health care and pension costs are expected to rise at 8% annually.

**RESULTS**

These projections forecast a sizable gap between the cost of providing the current level of services and the revenue that may be generated over the next several years. In FY2015 the preimlinary gap is projected to be over $3.7 M but FY 2016 blossoms to a gap of over $6.7M and in FY 2017 approaches a deficit of over $9.0 M. 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 sizeable structural budget imbalance. This can be filled with one-time resources, but not sustainably. In order to achieve sustainability within Town services in the future, either efficiencies will have to be found, services reduced, or new revenue streams developed. As we move forward, Town Officials will continue to monitor revenue receipts, examine new ways of doing business and continue working to make Natick's government more sustainable.

# Three-Year Projection

| | | 2014 Projection | 2015 Projection | 2016 Projection | 2017 Projection | Comments |
|---|---|---|---|---|---|---|
| | **General Fund Revenues** | | | | | |
| 1 | Tax Levy | 93,436,666 | $ 96,239,221 | $ 98,973,352 | $ 101,713,908 | 2.5% allowable; .3% for growth + Excluded Debt Service for C/SC & NHS |
| 2 | State Aid | 12,363,740 | $ 12,363,740 | 12,363,740 | 12,363,740 | Assumes level-funding of FY 2014 State Aid |
| 3 | Estimated Receipts | 10,591,750 | $ 10,622,750 | 10,835,205 | 11,051,909 | Assumes 2% growth annually |
| 4 | Local Option Taxes | 1,300,000 | $ 1,300,000 | 1,300,000 | 1,300,000 | Used for Capital Debt Service related to Excluded Projects |
| 5 | Other Local Receipts | | | | | |
| 6 | Indirects | 2,355,825 | $ 2,241,487 | 2,241,487 | 2,241,487 | Dependent Upon General Fund Operating Budget |
| 7 | Free Cash | 6,313,951 | $ 1,750,000 | 1,500,000 | 1,500,000 | $1.5 M Recurring F.C. assured; add'l F.C. less certain |
| 8 | Stabilization Fund | 2,424,229 | $ 2,392,908 | 1,475,216 | 2,333,220 | CSF funds spent on cash capital, new within-levy debt and C/SC & HS |
| 9 | Overlay Surplus | 500,000 | $ 500,000 | 500,000 | 500,000 | Can change based upon final settlement of outstanding ATB cases |
| 10 | Other Available Funds | 307,234 | $ 317,609 | 317,609 | 317,609 | Parking Meter Receipts, Other State Remb., Bond Premiums for HS/CSC |
| | **Total General Fund Revenues** | **129,593,395** | **127,727,715** | **129,506,609** | **133,321,873** | |
| | **General Fund Expenses** | | | | | |
| | Education & Learning | | | | | |
| 11 | Natick Public Schools | 48,588,672 | 53,166,610 | 55,559,107 | 58,059,267 | 4.5% increase |
| 12 | Keefe Tech | 1,270,852 | 1,397,937 | 1,537,731 | 1,691,504 | 10% Increase: Assumes increase of Natick students & lower total pop. |
| 13 | Morse Institute Library | 1,974,507 | 2,072,587 | 2,124,402 | 2,177,512 | Assumes 2.5% increase |
| 14 | Bacon Free Library | 142,581 | 152,446 | 156,257 | 160,164 | Assumes 2.5% increase |
| 15 | Public Safety | 14,063,637 | 14,283,906 | 14,641,003 | 15,007,028 | Assumes 2.5% increase |
| 16 | Public Works | 7,097,767 | 6,891,393 | 7,063,678 | 7,240,270 | Assumes 2.5% increase |
| 17 | Health & Human Services | 2,026,237 | 2,085,624 | 2,137,765 | 2,191,209 | Assumes 2.5% increase |
| 18 | Administrative Support Services | 5,200,016 | 5,595,570 | 5,735,459 | 5,878,846 | Assumes 2.5% increase |
| 19 | Committees | 26,060 | 27,860 | 28,557 | 29,270 | Assumes 2.5% increase |
| 20 | Shared Expenses | | | | | |
| 21 | Fringe Benefits | 15,216,772 | 16,313,205 | 17,618,261 | 19,027,722 | 8% increase in health premiums; higher rates in FY 2015 & 2016 |
| 22 | Prop & Liab. Insurance | 588,175 | 615,300 | 646,065 | 678,368 | Assumes higher rates in FY 2015 & 2016 (5% annually) |
| 23 | Retirement | 6,610,068 | 7,134,034 | 7,704,757 | 8,321,137 | Assumes 8% increase annually |
| 24 | Debt Services | 10,961,043 | 11,316,959 | 11,635,004 | 12,415,563 | Includes existing and proposed W/L and Excldued debt |
| 25 | Reserve Fund | 300,000 | 300,000 | 300,000 | 300,000 | Level-Funded |
| 26 | Facilities Management | 2,602,201 | 3,070,304 | 3,147,062 | 3,225,738 | Assumes 2.5% increase |
| | **General Fund Oper. Expenses** | **116,668,588** | **124,423,735** | **130,035,107** | **136,403,599** | |
| 26 | Capital Improvements | 1,725,150 | 1,337,400 | 680,900 | 662,900 | Capital Stab. Fund provides cash funding moving forward. |
| 27 | School Bus Transportation | 350,243 | 360,750 | 371,572 | 382,720 | 3% annual increase |
| 28 | State & County Assessments | 1,526,142 | 1,579,557 | 1,634,841 | 1,692,061 | Assumes 3.5% increase from FY 2014 HWM Levels |
| 29 | Cherry Sheet Offsets | 257,572 | 266,587 | 275,918 | 285,575 | Assumes 3.5% increase from FY 2014 HWM Levels |
| 30 | Tax Title | 25,000 | 0 | 0 | 0 | |
| 31 | Snow Removal Supplement | 712,115 | 350,000 | 350,000 | 350,000 | Assumes total expenditure of $650K/year for Snow & Ice |
| 32 | Overlay | 1,349,903 | 1,300,000 | 1,300,000 | 1,450,000 | |
| 33 | Golf Course Deficit | 312,246 | 309,087 | 289,939 | 285,813 | Includes offset for indirects starting in FY 2014 |
| 34 | General Stabilization Fund | 0 | 0 | 0 | 0 | |
| 35 | Operational Stabilization Fund | 856,633 | 0 | 0 | 0 | |
| 36 | Capital Stabilization Fund | 4,240,207 | 0 | 0 | 0 | |
| 37 | FLSA Settlement | 0 | 0 | 0 | 0 | |
| 38 | Misc. Articles | 269,596 | 250,000 | 0 | 0 | |
| 39 | Anticip. Local Opt. Taxes for CSF | 1,300,000 | 1,300,000 | 1,300,000 | 1,300,000 | Funds raised from local option taxes |
| | **Total General Fund Expenses** | **129,593,395** | **131,477,116** | **136,238,277** | **142,812,666** | |
| | **Net Excess / (Deficit)** | **0** | **-3,749,401** | **-6,731,668** | **-9,490,793** | |

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# Deficit Reduction Plan
# & Scenarios

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# Town of Natick

*Home of Champions*

FY 2015 Budget Development

## Budget Balancing Plan - January 2nd (Version 1.0)

| Budget Summary: Current vs. Balanced | Current | Balanced |
|---|---|---|
| **Revenues** | **$ 127,727,715** | **$ 127,727,715** |
| **Expenses** | | |
| Education | $ 53,166,610 | $ 49,415,667 |
| Municipal (includes Libraries) | $ 31,109,386 | $ 31,110,928 |
| Shared (Includes Keefe Tech Assessment) | $ 40,147,739 | $ 40,147,739 |
| Capital | $ 1,337,400 | $ 1,337,400 |
| Other/Reserves | $ 5,715,981 | $ 5,715,981 |
| **Expenses (Total)** | **$ 131,477,116** | **$ 127,727,715** |
| **Balance (Deficit)** | **$ (3,749,401)** | **$ -** |

| Budget Deficit as of 1/2/2013 | |
|---|---|
| Education Deficit | $ (3,750,943) |
| Municipal Deficit | $ 1,542 |
| **Total Budget Deficit as of 1/2/2013** | **$ (3,749,401)** |

**Balancing Options as of 1/2/2013**

| Municipal Budget Balancing | Amount | Reduction as % | Current Request (15') |
|---|---|---|---|
| Deficit | $ 1,542 | 0.0% | $ 31,109,386 |
| Shared Expense Revisions | TBD | | |
| Revenue Enhancements | TBD | | |
| Program and Staff Reductions | $ (1,542) | 0.0% | |
| **Balance** | **$ -** | | |

| Education Budget Balancing | Amount | Reduction as % | Current Request (15') |
|---|---|---|---|
| Deficit | $ (3,750,943) | 7.1% | $ 53,166,610 |
| Shared Expense Revisions | TBD | | |
| Revenue Enhancements | TBD | | |
| Program and Staff Reductions | $ 3,750,943 | 7.1% | |
| **Balance** | **$ -** | | |

## Potential Budget Reduction Options

### Option 1: Shared Expense Revisions

The FY 2015 Preliminary Budget was built with a series of assumptions, especially in the area of Shared Expenses. Final Health Care Premium numbers from the West Suburban Health Group have not been voted as of January 2, 2014. We have forecast an 10% rate increase on all active rate saver plans. Actual rate increases could be higher or lower dependent upon final votes of the WSHG.

### Option 2: Revenue Enhancement

Revenues for the FY 2015 are detailed in Section II of the Preliminary Budget. The Governor will announce his FY 2015 local aid proposal as part of his "House 1" recommended budget recommendation in late January. We are forecasting level aid, although the possibility certainly exists - like with health care rates - that actual state aid could be higher. We do not anticipate, with the improving economic conditions in the Commonwealth and nation, that State Aid levels will be lower in FY 2015. No recommendations are being put forward at this time for fee increases locally.

It is possible that local receipts maybe reexamined once mid-year actual revenue data is available from FY 2014. In addition, over $800,000 in Free Cash is left unallocated at this time; however: in NO case should it be designated solely for on-going operations and should be primarily used for one-time expenses (i.e. further bolstering of reserves, capital expenditures, etc.)

**Option #3: Program and Staff Reductions**

Inevitably, although the budgets put forward represent level-service requests with a modicum of program improvements, the requested budgets will likely not be able to be funded due to a lack of available funds. Program and Staff Reductions may have to be considered, including but not limited to not funding recommended Program Improvement Requests, new positions within the Natick Public Schools, replacement of existing positions and reduction of service to existing programs.

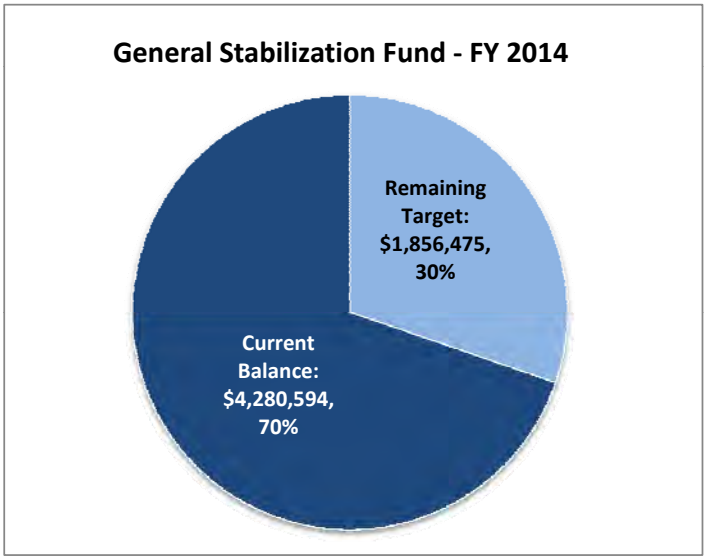
Given the degree of what is unknown, we expect to be able to report back to the Board of Selectmen, School Committee and Finance Committee by mid-to-late February as to the impact of Options 1-2 and produce the final reduction recommendations at that time.

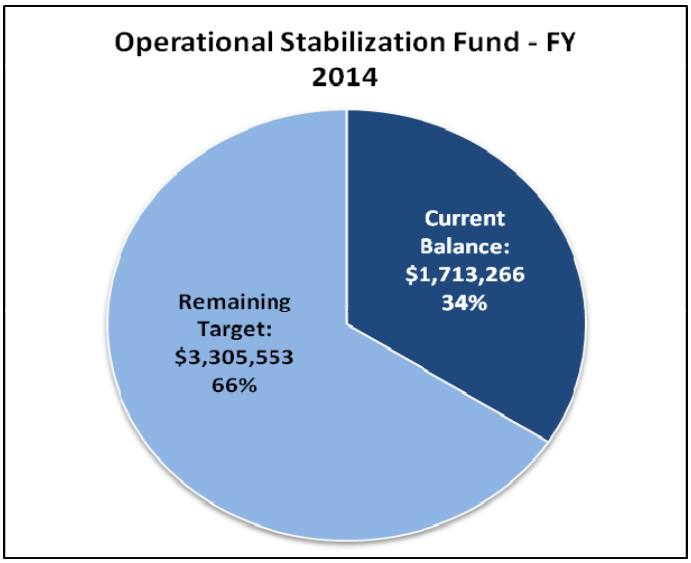
## Options Not Considered

**No Option #1: Utilization of Town's Reserves**

The Town has weathered the Great Recession well over the last several years. We have successfully been able to rebuild critical reserves and begin to create a portfolio of diversified reserves to properly support the Town's financial operations. One option not considered and strongly not recommended to be utilized to close the budget gap in FY 2015 is to use the Town's reserves in the General or Operational Stabilization Funds.

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




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

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

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

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

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

Utilization of the Town's Stabilization's Funds for FY 2015 is limited to the Capital Stabilization Fund, whereby nearly $2.4 Million is being proposed to support cash capital expenditures, reduce the burden of the High School and Community/Senior Center on Natick's taxpayers and subsidize the within-levy debt service budget in FY 2015.

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

In addition to the model shown on the last page, these ground rules were agreed to by the Financial Planning Committee last year. These are subject to change and will be reviewed by policymakers in early 2014 should changes be necessary.

1. Changes to revenues will be made to Step 1: Reconciliation as more information becomes available. This will result in either a positive or negative effect – which will be split by both sides as per the allocation model methodology.
2. If there are budget reductions made to the Shared Expense budget, these "savings" will be split according to the methodology between the General Government and Education components except under the following situation:
   - Any benefit savings resulting from personnel reductions will remain with Shared Expenses for the purpose of paying said personnel's unemployment costs.
3. For any net new positions added in FY2015, the cost of benefits (health insurance, Medicare, workers compensation) is the responsibility of the proposing agency.
4. Any reductions in capital or other expenses will be split according to the methodology on the same prorated basis that revenues are shared.
5. If the Board of Selectmen or School Committee increases a specific fee-for-service in FY2015 that is greater than the fee or charge in FY2014, with the exception of fees for trash bags, those revenues will remain with the respective General Government or Education budget and reduce any budget shortfall on a dollar-for-dollar basis.
6. Changes in Chapter 70 or Unrestricted General Government Aid (UGGA): If Chapter 70 Aid and Unrestricted General Government Aid (UGGA) are both increased over the prior year, 100% of the increase in Chapter 70 Aid will be allocated to the Schools, and 100% of the increase in UGGA will be allocated to the General Government for the fiscal year. If one is increased but the other is decreased, the deficit will be made up by the increase and any remaining increase will be allocated to the side that was increased. If both remain the same or are decreased from the prior year, no changes will be made. For subsequent fiscal years, all State Aid from prior years will be considered part of total revenues. This rule applies only to Chapter 70 Aid and UGGA.
7. This Revenue Split procedure is a starting point for budgeting purposes, and is not required to be the end point for any specific budget year.

## FY 2015 Revenue Split

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

**Methodology:**

**Step 1: Revenue & Expenses Reconciliation**

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

1. The allocation model starts by taking the total general fund revenues as projected by the Town Administrator as of January 1, 2015.
2. Next, the allocation model uses the FY2014 General Government and Education budgets as adopted at the Fall 2013 Annual Town Meeting.
3. Finally, the incremental revenue is determined by the following formula:

**Start:** Total projected FY2015 General Fund Revenue

**Less:** a) FY2014 School budget as approved by the Fall ATM
b) FY2014 General Government budget as approved by the Fall ATM
c) FY2015 Shared Expenses
d) FY2015 Capital
e) FY2015 Budget for other fixed costs/assessments/etc.

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

**Step 2: Split**

As stated above, the allocation model uses the FY2014 General Government and Education budgets as adopted at the Fall 2013 Annual Town Meeting. That split, 61.4% to the schools and 38.6% to the municipal departments, is then applied to the incremental revenue. This year, that results in an apportionment of the incremental deficit, as detailed on the last page.

**Step 3: Final Deficit Determination**

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

# Town of Natick

*Home of Champions*

FY 2015 Budget Development

## Budget Balancing Plan - January 2nd (Version 1.0)

Purpose: To divide revenues according to current expense allocation

### Step 1: Reconciliation

| | | | | |
|---|---|---|---|---|
| Total FY 2015 General Fund Revenue | | | $ | 127,727,715 |
| Less FY 2014 Education | $ | 48,588,672 | | |
| Less FY 2014 Municipal* | $ | 30,530,805 | | |
| Less FY 2015 Shared** | $ | 39,829,525 | | |
| Less FY 2015 Capital | $ | 1,337,400 | | |
| Less FY 2015 Other/Reserves | $ | 5,715,981 | | |
| **Incremental Revenue** | | | **$** | **1,725,332** |

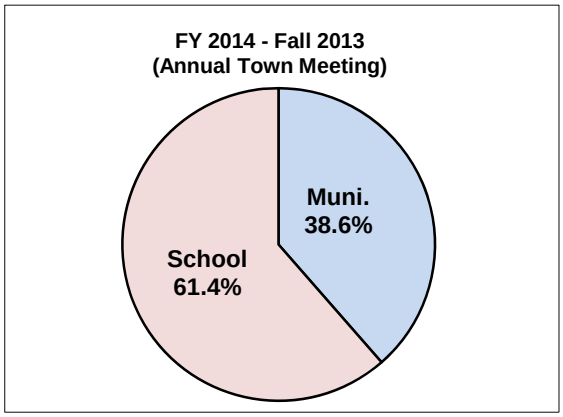
* Includes Libraries

** Includes Keefe Tech

### Step 2: Split

FY 2014 - Fall 2013 (Annual Town Meeting)

| | | | |
|---|---|---|---|
| Municipal | $ | 30,530,805 | 38.6% |
| School | $ | 48,588,672 | 61.4% |
| Total | $ | 79,119,477 | 100.0% |




| | | |
|---|---|---|
| Incremental Revenue | $ | 1,725,332 |

| | | | | | |
|---|---|---|---|---|---|
| Municipal Split (38.6%) | $ | 665,775 | School Split (61.4%) | $ | 1,059,557 |
| **Municipal Revenues for 2015** | **$** | **665,775** | **School Revenues for 2015** | **$** | **1,059,557** |

### Step 3: Deficit Determination

| | | | | | |
|---|---|---|---|---|---|
| Municipal Request Increment | $ | (578,581) | School Request Increment | $ | (4,577,938) |
| Add Municipal Added Position Benefit | $ | (85,652) | Add School Added Position Benefits | $ | (232,562) |
| Less Incremental Revenues | $ | 665,775 | Less Incremental Revenues | $ | 1,059,557 |
| **Municipal Surplus / (Deficit)** | **$** | **1,542** | **Education Surplus / (Deficit)** | **$** | **(3,750,943)** |

**Balance as of 1/2**

**$ (3,749,401)**

# Section II:
# Revenues

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

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# Town of Natick

Revenue Model

## Revenue Summary

The summary below presents all general fund revenues for use in FY 2015. The projection is based on the most current data available. Overall, General Fund Revenues are proposed to decrease ***$1,865,680 or -1.44%*** over the prior fiscal year. Healthy increases in the Property Tax Levy, bouyed by a strong amount of new growth in FY 2014 are reduced by siginifcant and predictible reductions in Available Funds as Free Cash used in previous years for capital and reseve building is not at current available. This should not raise alarm, however, as the in Available Funds is a one-time occurrence and means that the Town will not be depositing money into reserve accounts this year, but operations should not be affected.

| **General Fund Revenue Summary** | **FY 2012** | **FY 2013** | **FY 2014** | **FY 2015** | **2014 vs. 2015** | |
|---|---|---|---|---|---|---|
| | Actual | Actual | Appropriated | Recap | $ | % |
| Property Tax Levy | $ 85,587,087 | $ 89,134,618 | $ 93,436,666 | $ 96,239,221 | $ 2,802,555 | 3.00% |
| State Aid | $ 11,449,436 | $ 11,440,476 | $ 12,363,740 | $ 12,363,740 | $ - | 0.00% |
| Local Receipts | $ 14,387,588 | $ 14,645,950 | $ 11,891,750 | $ 11,922,750 | $ 31,000 | 0.26% |
| Available Funds | $ 7,437,265 | $ 7,865,589 | $ 9,545,414 | $ 4,960,517 | $ (4,584,897) | -48.03% |
| Indirects | $ 2,535,883 | $ 2,581,514 | $ 2,355,825 | $ 2,241,487 | $ (114,338) | -4.85% |
| **Gross General Fund Revenues** | **$ 121,397,259** | **$ 125,668,147** | **$ 129,593,395** | **$ 127,727,715** | **$ (1,865,680)** | **-1.44%** |

**Detailed Description:**

**Property Tax Levy**: The increase in property tax levy of $2,802,555 or 3.00 percent is based on the on the statutory increase in the tax levy allowed under Proposition 2 1/2 plus estimated new growth (increase in the tax levy due to new construction). This amount includes all excluded debt necessary to support the new Natick High School and Community/Senior Center projects. The debt excluded amount is artificially ***lower by $750,000*** to continue support to taxpayers in paying the costs of those new projects.

**State Aid:** FY 2015 state aid is forecast to be level-funded. The Governor will submit his FY 2015 "House 1" budget in late January, and we expect to revise this number at that point.

**Local Receipts:** Local receipts are projected to increase by $31,000 or 0.26%. Generally, local receipt projections are based on the average revenue received in each category for the prior five-year period. No fee increases are assumed in these local receipt projections unless otherwise noted. To the extent the Board of Selectmen or other boards increase specific fees, this projection will be revised. This amount is inclusive of local option taxes which are targeted for appropriation into the Town's Capital Stabilization Fund.

**Available Funds:** Available Funds are projected to decrease $4,584,897. This category includes the parking meter receipts, special grants received and reserved for appropriation, Free Cash, Overlay Surplus and the General Stabilization Fund. At this time, no General Stabilization Fund monies are proposed to support operations of the General Fund. The sharpest decrease is attributable to using far less free cash in support of building capital reserves. This may change as the budget cycle unfolds and new free cash certification is achieved in September 2014.

**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 2015 amount of indirects for the Water & Sewer Enterprise is recommended to decrease by another 5% in order to more less aggressively and more realistically define the amount of indirect costs charged to the fund. It also includes indirects for the Sassamon Trace Golf Course.

# Town of Natick

Revenue Model

## Revenue Summary

| Table 1: Property Tax Levy | FY 2009 Recap | FY 2010 Recap | FY 2011 Recap | FY 2012 Recap | FY 2013 Recap | FY 2014 Recap | FY 2015 Preliminary |
|---|---|---|---|---|---|---|---|
| Tax Levy | $ 64,250,184 | $ 72,154,997 | $ 76,106,387 | $ 78,763,162 | $ 81,600,345 | $ 84,573,555 | $ 89,191,083 |
| Prop. 2.5% | $ 1,606,255 | $ 1,803,875 | $ 1,902,698 | $ 1,969,079 | $ 2,040,009 | $ 2,114,339 | $ 2,229,777 |
| New Growth | $ 2,398,480 | $ 2,147,515 | $ 754,077 | $ 846,384 | $ 933,201 | $ 2,503,189 | $ 445,955 |
| Override | $ 3,900,000 | $ - | $ - | $ - | $ - | $ - | $ - |
| **Sub-Total** | **$ 72,154,919** | **$ 76,106,387** | **$ 78,763,162** | **$ 81,578,625** | **$ 84,573,555** | **$ 89,191,083** | **$ 91,866,815** |
| Excluded Debt | $ 937,705 | $ 918,361 | $ 921,017 | $ 4,924,076 | $ 4,768,302 | $ 4,276,702 | $ 4,372,406 |
| **Subtotal** | **$ 73,092,624** | **$ 77,024,748** | **$ 79,684,179** | **$ 86,502,701** | **$ 89,341,857** | **$ 93,467,785** | **$ 96,239,221** |
| **Actual Tax Levy Capacity** | **$ 72,696,077** | **$ 77,024,748** | **$ 79,684,179** | **$ 86,502,701** | **$ 89,341,857** | **$ 93,436,666** | **$ 96,239,221** |
| **Actual Received** | | | | **$ 85,587,087** | **$ 89,134,618** | | |

| Table 2: State Aid | FY 2009 Cherry Sheet | FY 2010 Cherry Sheet | FY 2011 Cherry Sheet | FY 2012 Cherry Sheet | FY 2013 Cherry Sheet | FY 2014 Recap | FY 2015 Preliminary |
|---|---|---|---|---|---|---|---|
| Chapter 70 | $ 6,018,907 | $ 5,856,668 | $ 7,168,756 | $ 7,245,287 | $ 8,053,067 | $ 8,659,358 | $ 8,659,358 |
| Lottery, Beano, Charity Games | $ 2,800,177 | $ - | $ - | $ - | $ - | $ - | $ - |
| Additional Assistance | $ 1,942,474 | $ - | $ - | $ - | $ - | $ - | $ - |
| Unrestricted Local Aid | $ - | $ 3,357,406 | $ 3,223,110 | $ 2,990,066 | $ 3,223,110 | $ 3,299,298 | $ 3,299,298 |
| Police Career Incentive | $ 226,966 | $ 40,692 | $ 20,558 | $ - | $ - | $ - | $ - |
| Veterans' Benefits & Exemptions | $ 169,306 | $ 216,383 | $ 238,443 | $ 209,682 | $ 234,781 | $ 256,268 | $ 256,268 |
| State Owned Land & Mitigation | $ 216,172 | $ 194,742 | $ 106,348 | $ 110,151 | $ 110,187 | $ 112,366 | $ 112,366 |
| Offsets (School Lunch & Library) | $ 50,166 | $ 37,183 | $ 37,825 | $ 37,402 | $ 36,807 | $ 36,450 | $ 36,450 |
| **sub-Total (Cherry Sheet)** | **$ 11,424,168** | **$ 9,703,074** | **$ 10,795,040** | **$ 10,592,588** | **$ 11,657,952** | **$ 12,363,740** | **$ 12,363,740** |
| **School Construction (MSBA)** | **$ 916,839.00** | **$ 916,839** | **$ 916,840** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Subtotal** | **$ 12,341,007** | **$ 10,619,913** | **$ 11,711,880** | **$ 10,592,588** | **$ 11,657,952** | **$ 12,363,740** | **$ 12,363,740** |
| **Actual Received** | | | | **$ 11,449,436** | **$ 11,440,476** | | |

| Table 3: Local Receipts | FY 2009 Actual | FY 2010 Actual | FY 2011 Actual | FY 2012 Actual | FY 2013 Actual | FY 2014 Recap | FY 2015 Preliminary |
|---|---|---|---|---|---|---|---|
| Motor Vehicle | $ 4,187,040 | $ 3,739,367 | $ 3,931,401 | $ 4,082,872 | $ 4,338,121 | $ 4,023,000 | $ 4,058,000 |
| Other Excise | $ 833,846 | $ 986,324 | $ 1,941,878 | $ 2,143,965 | $ 2,153,684 | $ 2,000,000 | $ 2,000,000 |
| Penalties & Interest Taxes/Excise | $ 641,897 | $ 474,871 | $ 658,927 | $ 544,880 | $ 529,700 | $ 455,000 | $ 508,000 |
| Payment in Lieu of Taxes | $ 17,635 | $ 28,292 | $ 28,866 | $ 47,583 | $ 35,301 | $ 35,000 | $ 37,000 |

# Town of Natick

Revenue Model

## Revenue Summary

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Trash Fee | $ 1,005,638 | $ 1,002,485 | $ 1,015,159 | $ 942,223 | $ 1,019,244 | $ 1,050,000 | $ 950,000 |
| Police Special Duty Service Charges | $ 37,383 | $ 37,532 | $ 40,788 | $ 51,548 | $ 27,051 | $ 30,000 | $ 40,000 |
| Ambulance Fees - Other Charges | $ 942,465 | $ 998,333 | $ 1,425,262 | $ 1,469,941 | $ 1,492,335 | $ 1,430,000 | $ 1,460,000 |
| Rentals | $ 301,686 | $ 199,103 | $ 54,060 | $ 52,324 | $ 49,780 | $ 50,000 | $ 50,000 |
| Recreation | $ - | $ 267,830 | $ 154,000 | $ 175,305 | $ 184,073 | $ 186,750 | $ 186,750 |
| Other Departmental Revenue | $ 800,402 | $ 813,523 | $ 636,367 | $ 855,853 | $ 669,454 | $ 760,000 | $ 720,000 |
| License/Permits | $ 1,228,497 | $ 1,260,987 | $ 1,612,750 | $ 2,254,443 | $ 2,010,621 | $ 1,425,000 | $ 1,500,000 |
| Special Assessments | $ 21,243 | $ 22,221 | $ 28,093 | $ 13,660 | $ 13,130 | $ 14,000 | $ 13,000 |
| Fines/Forfeits | $ 187,603 | $ 167,066 | $ 151,893 | $ 187,866 | $ 190,361 | $ 183,000 | $ 200,000 |
| Investment Income | $ 346,301 | $ 686,279 | $ 102,227 | $ 157,159 | $ 571,577 | $ 150,000 | $ 150,000 |
| Miscellaneous Recurring | $ 1,101,354 | $ 102,566 | $ 193,486 | $ 194,624 | $ 671,948 | $ 100,000 | $ 50,000 |
| Miscellaneous Non-Recurring | $ - | $ 45,458 | $ 1,126,130 | $ 1,213,343 | $ 689,570 | $ - | $ - |
| **Subtotal** | **$ 11,652,990** | **$ 10,832,238** | **$ 13,101,287** | **$ 14,387,588** | **$ 14,645,950** | **$ 11,891,750** | **$ 11,922,750** |

| **Table 4: Available Funds** | **FY 2009** Appropriated | **FY 2010** Appropriated | **FY 2011** Appropriated | **FY 2012** Appropriated | **FY 2013** Appropriated | **FY 2014** Recap | **FY 2015** Preliminary |
|---|---|---|---|---|---|---|---|
| Free Cash | $ 3,000,000 | $ 2,147,380 | $ 3,425,336 | $ 5,466,393 | $ 6,343,030 | $ 6,313,951 | $ 1,750,000 |
| Overlay Surplus | $ - | $ 1,000,000 | $ - | $ 1,000,000 | $ - | $ 500,000 | $ 500,000 |
| General Stabilization Fund | $ 600,000 | $ 950,751 | $ 98,550 | $ - | $ - | $ - | $ - |
| Capital Stabilization Fund | $ - | $ - | $ - | $ 689,340 | $ 1,062,152 | $ 2,424,229 | $ 2,392,908 |
| Title V | $ 7,684 | $ 7,684 | $ 7,684 | $ 7,684 | $ 7,684 | $ 7,684 | $ 7,684 |
| Parking Meter Revenue | $ 80,000 | $ 80,000 | $ 60,000 | $ 60,000 | $ 60,000 | $ 60,000 | $ 80,000 |
| School Building Assistance | $ 123,167 | $ 123,167 | $ 123,167 | $ 123,167 | $ 123,167 | $ 123,167 | $ 123,167 |
| Premiums (For 2010 Debt Exclusions) | $ - | $ - | $ - | $ 90,681 | $ 90,681 | $ 106,758 | $ 106,758 |
| Receipts Reserved | $ - | $ - | $ - | $ - | $ 150,000 | $ - | $ - |
| Insurance Proceeds < $20,000 | $ - | $ - | $ - | $ - | $ 28,875 | $ 9,625 | $ - |
| MBTA Contract Assistance | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| **Subtotal** | **$ 3,810,851** | **$ 4,308,982** | **$ 3,714,737** | **$ 7,437,265** | **$ 7,865,589** | **$ 9,545,414** | **$ 4,960,517** |

| **Table 5: Enterprise Receipts** | **FY 2009** Actual | **FY 2010** Actual | **FY 2011** Actual | **FY 2012** Actual | **FY 2013** Actual | **FY 2014** Recap | **FY 2015** Preliminary |
|---|---|---|---|---|---|---|---|
| Water & Sewer Indirects | $ 2,546,344 | $ 2,506,416 | $ 2,449,757 | $ 2,535,883 | $ 2,581,514 | $ 2,323,363 | $ 2,207,400 |
| Sassamon Trace Indirects | $ - | $ - | $ - | $ - | $ - | $ 32,462 | $ 34,087 |
| **Subtotal** | **$ 2,546,344** | **$ 2,506,416** | **$ 2,449,757** | **$ 2,535,883** | **$ 2,581,514** | **$ 2,355,825** | **$ 2,241,487** |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Total - G/F Available for Appr.** | **$ 103,443,816** | **$ 105,292,298** | **$ 110,661,841** | **$ 121,397,259** | **$ 125,668,147** | **$ 129,593,395** | **$ 127,727,715** |

# Town of Natick

Revenue Model

## 1-A Tax Levy Summary

| Components | Fiscal Year 2009 Levy Recap | Fiscal Year 2010 Levy Recap | Fiscal Year 2011 Levy Recap | Fiscal Year 2012 Levy Recap | Fiscal Year 2013 Levy Recap | Fiscal Year 2014 Levy Recap | Fiscal Year 2015 Levy Preliminary | 2014 vs. 2015 $ Change | 2014 vs. 2015 % Change |
|---|---|---|---|---|---|---|---|---|---|
| Prior Year Levy Limit | 64,250,184 | 72,154,997 | 76,106,387 | 78,763,162 | 81,600,345 | 84,573,555 | 89,191,083 | $ 4,617,528 | 5.46% |
| Proposition 2 1/2% Levy Increase | 1,606,255 | 1,803,875 | 1,902,698 | 1,969,079 | 2,040,009 | 2,114,339 | 2,229,777 | $ 115,438 | 5.46% |
| New Construction Growth | 2,398,480 | 2,147,515 | 754,077 | 846,384 | 933,201 | 2,503,189 | 445,955 | $ (2,057,234) | -82.18% |
| Operational Override | 3,900,000 | - | - | - | - | - | - | $ - | 0.00% |
| Net Levy Increase | 7,904,735 | 3,951,390 | 2,656,775 | 2,837,183 | 2,973,210 | 4,617,528 | 2,675,732 | $ (1,941,795) | -42.05% |
| *Levy Limit* | *72,154,997* | *76,106,387* | *78,763,162* | *81,600,345* | *84,573,555* | *89,191,083* | *91,866,815* | $ 2,675,732 | 3.00% |
| Debt Exclusion Levy* | 937,705 | 918,361 | 921,017 | 4,924,076 | 4,768,302 | 4,276,702 | 4,372,406 | $ 95,704 | 2.24% |
| **Total Tax Levy** | **73,092,702** | **77,024,748** | **79,684,179** | **86,524,421** | **89,341,857** | **93,467,785** | **96,239,221** | **$ 2,771,436** | **2.97%** |
| ***Actual Levy*** | | | | | | ***93,436,666*** | | | |
| **Actual Received** | | | | **$ 85,587,087** | **$ 89,134,618** | | | | |

**Note:**

**Amount shown for excluded debt is NET subsidies & application of funds from the capital stabilization fund. Gross estimated debt service for FY 2015 is $5,122,406. Less School Building Assistance payments for the Wilson Middle School Project of $123,187, application of premiums from the High School/C-SC projects of $106,758, and $750,000 from the Capital Stabilization Fund results in net figure shown above.*

# Town of Natick

Revenue Model

## 2-A State Aid Summary

| State Aid | Cherry Sheet FY09 | Cherry Sheet FY10 | Cherry Sheet FY11 | Cherry Sheet FY12 | Cherry Sheet FY13 | Recap FY14 | Preliminary FY 2015 | 2014 vs. 2015 $ Change | 2014 vs. 2015 % Change |
|---|---|---|---|---|---|---|---|---|---|
| **A. EDUCATION** | | | | | | | | | |
| Chapter 70 | $ 5,843,990 | $ 5,727,110 | $ 7,024,303 | $ 7,062,013 | $ 7,640,286 | $ 8,312,752 | $ 8,312,752 | $ - | 0.00% |
| School Construction | $ - | $ - | $ - | | $ - | $ - | $ - | $ - | 0.00% |
| Charter School Tuition Reimbursement | $ 157,054 | $ 110,372 | $ 47,329 | $ 65,378 | $ 210,583 | $ 125,484 | $ 125,484 | $ - | 0.00% |
| Charter School Capital Reimbursement | $ - | $ - | $ - | | $ - | $ - | $ - | $ - | 0.00% |
| Off-Set: Racial Equity | $ - | | $ - | | $ - | $ - | $ - | $ - | 0.00% |
| Off-Set: School Choice Receiving Tuition | | | $ 81,529 | $ 98,864 | $ 181,996 | $ 200,233 | $ 200,233 | $ - | 0.00% |
| Off-Set: School Lunch | $ 17,863 | $ 19,186 | $ 15,595 | $ 19,032 | $ 20,202 | $ 20,889 | $ 20,889 | $ - | 0.00% |
| **Sub-Total, All Education Items** | **$ 6,018,907** | **$ 5,856,668** | **$ 7,168,756** | **$ 7,245,287** | **$ 8,053,067** | **$ 8,659,358** | **$ 8,659,358** | **$ -** | **0.00%** |
| **B. GENERAL GOVERNMENT** | | | | | | | | | |
| Lottery, Beano & other Charity Games** | $ 2,800,177 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | 0.00% |
| Additional Assistance** | $ 1,942,474 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | 0.00% |
| **Unrestricted General Government Aid - Eff. FY10 | $ - | $ 3,357,406 | $ 3,223,110 | $ 2,990,066 | $ 3,223,110 | $ 3,299,298 | $ 3,299,298 | $ - | 0.00% |
| Police Career Incentive | $ 226,966 | $ 40,692 | $ 20,558 | $ - | $ - | $ - | $ - | $ - | 0.00% |
| Veterans Benefits | $ 50,147 | $ 103,355 | $ 116,685 | $ 98,032 | $ 124,841 | $ 147,113 | $ 147,113 | $ - | 0.00% |
| Exemptions: Vets, Blind & Surviving Spouse | $ 77,493 | $ 113,028 | $ 121,758 | $ 111,650 | $ 109,940 | $ 109,155 | $ 109,155 | $ - | 0.00% |
| Exemptions: Elderly | $ 41,666 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | 0.00% |
| State Owned Land | $ 216,172 | $ 194,742 | $ 106,348 | $ 110,151 | $ 110,187 | $ 112,366 | $ 112,366 | $ - | 0.00% |
| Off-Set: Public Libraries | $ 50,166 | $ 37,183 | $ 37,825 | $ 37,402 | $ 36,807 | $ 36,450 | $ 36,450 | $ - | 0.00% |
| **Sub-Total, All General Government** | **$ 5,405,261** | **$ 3,846,406** | **$ 3,626,284** | **$ 3,347,301** | **$ 3,604,885** | **$ 3,704,382** | **$ 3,704,382** | **$ -** | **0.00%** |
| **C. TOTAL ESTIMATED RECEIPTS FOR FISCAL YEAR** | **$ 11,424,168** | **$ 9,703,074** | **$ 10,795,040** | **$ 10,592,588** | **$ 11,657,952** | **$ 12,363,740** | **$ 12,363,740** | **$ -** | **0.00%** |
| **Dollar Change From Previous Year** | **$ 536,398** | **$ (1,721,094)** | **$ 1,091,966** | **$ (202,452)** | **$ 1,065,364** | **$ 1,568,700** | **$ -** | | |
| **Percentage Change** | **4.93%** | **-15.07%** | **10.03%** | **-1.88%** | **10.06%** | **14.53%** | **0.00%** | | |
| **D. SBA Reimbursements** | $ 916,839 | $ 916,839 | $ - | $ - | $ - | $ - | $ - | $ - | 0.00% |
| **Total State Aid** | **$ 12,341,007** | **$ 10,619,913** | **$ 10,795,040** | **$ 10,592,588** | **$ 11,657,952** | **$ 12,363,740** | **$ 12,363,740** | **$ -** | **0.00%** |
| **Actual State Aid Received** | | | | **$ 11,449,436** | **$ 11,440,476** | | | | |

# Town of Natick

Revenue Model

## 3-A Local Receipts summary

### Local Receipts

| Receipt | Actual FY09 | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Recap FY 2014 | Projection FY 2015 | Averages |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | 3-year |
| | | | | | | | | $ 14,044,941 |
| Motor Vehicle | $ 4,187,040 | $ 3,739,367 | $ 3,931,401 | $ 4,082,872 | $ 4,338,121 | $ 4,023,000 | $ 4,058,000 | 5-year |
| Other Excise | $ 833,846 | $ 986,324 | $ 1,941,878 | $ 2,143,965 | $ 2,153,684 | $ 2,000,000 | $ 2,000,000 | $ 12,924,010 |
| Penalties & Interest Taxes/Excise | $ 641,897 | $ 474,871 | $ 658,927 | $ 544,880 | $ 529,700 | $ 455,000 | $ 508,000 | |
| Payment in Lieu of Taxes | $ 17,635 | $ 28,292 | $ 28,866 | $ 47,583 | $ 35,301 | $ 35,000 | $ 37,000 | 10-year |
| Trash Fee | $ 1,005,638 | $ 1,002,485 | $ 1,015,159 | $ 942,223 | $ 1,019,244 | $ 1,050,000 | $ 950,000 | $ 12,569,229 |
| **Other Charges for Services** | | | | | | | | 15-year |
| Police Special Duty Service Charges | $ 37,383 | $ 37,532 | $ 40,788 | $ 51,548 | $ 27,051 | $ 30,000 | $ 40,000 | $ 11,319,654 |
| Ambulance Fees - Other Charges | $ 942,465 | $ 998,333 | $ 1,425,262 | $ 1,469,941 | $ 1,492,335 | $ 1,430,000 | $ 1,460,000 | |
| Rentals | $ 301,686 | $ 199,103 | $ 54,060 | $ 52,324 | $ 49,780 | $ 50,000 | $ 50,000 | |
| Recreation | $ - | $ 267,830 | $ 154,000 | $ 175,305 | $ 184,073 | $ 186,750 | $ 186,750 | |
| **Other Departmental Revenue** | | | | | | | | |
| Other Departmental Revenue | $ 800,402 | $ 813,523 | $ 636,367 | $ 855,853 | $ 669,454 | $ 760,000 | $ 720,000 | |
| License/Permits | $ 1,228,497 | $ 1,260,987 | $ 1,612,750 | $ 2,254,443 | $ 2,010,621 | $ 1,425,000 | $ 1,500,000 | |
| Special Assessments | $ 21,243 | $ 22,221 | $ 28,093 | $ 13,660 | $ 13,130 | $ 14,000 | $ 13,000 | |
| Fines/Forfeits | $ 187,603 | $ 167,066 | $ 151,893 | $ 187,866 | $ 190,361 | $ 183,000 | $ 200,000 | |
| Investment Income | $ 346,301 | $ 686,279 | $ 102,227 | $ 157,159 | $ 571,577 | $ 150,000 | $ 150,000 | |
| **Miscellaneous Recurring** | | | | | | | | |
| Tax Per Chap 59 Sec D (%% Occup.) | $ 1,101,354 | $ 102,566 | $ 193,486 | $ 194,624 | $ 671,948 | $ 100,000 | $ 50,000 | |
| **Miscellaneous Non-Recurring** | | | | | | | | |
| Tailings | $ - | $ 45,458 | $ (701) | $ - | $ - | $ - | $ - | |
| Tax Title | $ - | $ - | $ 858,670 | $ 517,430 | $ 129,504 | $ - | $ - | |
| Other | $ - | $ - | $ 268,161 | $ 695,913 | $ 560,066 | $ - | $ - | |
| **Total Estimated Receipts** | **$ 11,652,990** | **$ 10,832,238** | **$ 13,101,286** | **$ 14,387,588** | **$ 14,645,950** | **$ 11,891,750** | **$ 11,922,750** | |

# Town of Natick

Revenue Model

## 3-B Motor Vehicle Excise Taxes

| Item | FY 2009 | FY2010 | FY2011 | FY 2012 | FY 2013 | Recap FY 2014 | Projection FY 2013 | Averages 3-year |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | $ 4,117,465 |
| 00146150-415006 MOTOR VEHICLE 2006 | $ - | $ - | $ - | $ - | $ - | | | |
| 00146150-415007 MOTOR VEHICLE 2007 | $ 827,289 | $ - | $ - | $ - | $ - | | | 5-year |
| 00146150-415008 MOTOR VEHICLE TAX 2008 | $ 65,435 | $ 20,587 | $ 3,922 | $ 3,093 | $ 3,080 | | | $ 4,055,760 |
| 00146150-415009 MOTOR VEHICLE TAX 2009 | $ 3,271,530 | $ 540,193 | $ 31,273 | $ 6,268 | $ 1,843 | | | |
| 00146150-415010 MOTOR VEHICLE TAX 2010 | $ - | $ 3,160,895 | $ 538,835 | $ 36,669 | $ 5,491 | | | 10-year |
| 00146150-415011 MOTOR VEHICLE TAX 2011 | $ - | $ - | $ 3,348,730 | $ 565,005 | $ 33,769 | | | $ 4,141,408 |
| 00146150-415012 MOTOR VEHICLE TAX 2012 | $ - | $ - | $ - | $ 3,467,329 | $ 604,331 | | | |
| 00146150-415013 MOTOR VEHICLE TAX 2013 | $ - | $ - | $ - | $ - | $ 3,679,888 | | | 15-year |
| 00146160-415999 MOTOR VEHICLE PRIOR YRS | $ 22,785 | $ 17,129 | $ 6,928 | $ 2,744 | $ 6,702 | | | $ 3,955,567 |
| 00146162-416200 RECOVERY EXERCISE | $ - | $ 563 | $ 1,713 | $ 1,765 | $ 3,017 | | | |
| **Total Motor Vehicle Taxes** | **$ 4,187,040** | **$ 3,739,367** | **$ 3,931,401** | **$ 4,082,872** | **$ 4,338,121** | **$ 4,023,000** | **$ 4,058,000** | |

# Town of Natick

Revenue Model

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

### Amount Committed

| 2009 | | | | 2010 | | | | 2011 | | | | 2012 | | | | 2013 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| commit | # of Bills | SumOfexcise | Avg./Bill | commit | # of Bills | SumOfexcise | Avg./Bill | commit | # of Bills | SumOfexcise | Avg./Bill | commit | # of Bills | SumOfexcise | Avg./Bill | commit | # of Bills | SumOfexcise | Avg./Bill |
| # 1 | 24,596 | 2,832,143 | $115.15 | # 20 | 163 | 4,193 | $25.72 | #20 | 177 | 3,811 | $21.53 | #1 | 26,610 | 3,047,558 | $114.53 | #1 | 27,427 | 3,281,210 | $119.63 |
| # 2 | 2,742 | 457,462 | $166.84 | # 1 | 25,945 | 2,793,434 | $107.67 | #1 | 26,573 | 2,914,979 | $109.70 | #2 | 1,643 | 498,566 | $303.45 | #2 | 1,591 | 508,000 | $319.30 |
| # 3 | 912 | 177,997 | $195.17 | # 2 | 1,505 | 346,479 | $230.22 | #2 | 1,808 | 504,814 | $279.21 | #3 | 1,169 | 255,100 | $218.22 | #3 | 1,681 | 384,792 | $228.91 |
| # 99 | 82 | 5,578 | $68.02 | # 3 | 1,198 | 255,105 | $212.94 | #3 | 1,084 | 235,008 | $216.80 | #4 | 1,073 | 197,860 | $184.40 | #4 | 1,073 | 197,860 | $184.40 |
| # 88 | 18 | 12,500 | $694.44 | # 21 | 20 | 3,076 | $153.81 | #99 | 74 | 5,771 | $77.99 | #5 | 901 | 120,246 | $133.46 | #5 | 901 | 120,246 | $133.46 |
| # 55 | 27 | 4,419 | $163.67 | # 52 | 15 | 10,900 | $726.67 | #60 | 22 | 2,291 | $104.15 | #6 | 919 | 75,904 | $82.59 | #6 | 919 | 75,904 | $82.59 |
| # 4 | 1,648 | 273,894 | $166.20 | # 99 | 81 | 4,958 | $61.20 | #52 | 16 | 10,100 | $631.25 | #20 | 173 | 4,008 | $23.17 | #7 | 724 | 30,278 | $41.82 |
| # 5 | 957 | 118,243 | $123.56 | # 4 | 1148 | 208,210 | $181.37 | #4 | 953 | 165,587 | $173.75 | #52 | 17 | 10,500 | $617.65 | #8 | 6 | 435 | $72.47 |
| # 6 | 830 | 60,495 | $72.89 | # 5 | 1026 | 126,197 | $123.00 | #5 | 1040 | 129,220 | $124.25 | #60 | 28 | 3,034 | $108.37 | #20 | 168 | 3,724 | $22.17 |
| # 7 | 570 | 20,325 | $35.66 | #6 | 925 | 78,909 | $85.31 | | | | | #61 | 6 | 626 | $104.38 | #52 | 16 | 10,300 | $643.75 |
| # 8 | 1 | 47 | $46.67 | #7 | 708 | 24,885 | $35.15 | | | | | #99 | 77 | 6,336 | $82.29 | #60 | 28 | 3,034 | $108.37 |
| # 9 | 87 | 6,053 | $69.57 | #8 | 27 | 3,319 | $122.91 | | | | | | | | | #61 | 13 | 1,553 | $119.50 |
| # 29 | 11 | 1,849 | $168.08 | #99 | 23 | 7,293 | $317.11 | | | | | | | | | #62 | 6 | 250 | $41.67 |
| # 10 | 8 | 568 | $70.99 | #60 | 15 | 1,166 | $77.74 | | | | | | | | | #99 | 65 | 5,248 | $80.73 |
| # 11 | 21 | 3,363 | $160.14 | #10 | 1 | 41 | $41.25 | | | | | | | | | | | | |
| | | | | #11 | 1 | 5 | $5.00 | | | | | | | | | | | | |
| **Totals** | **32510** | **3,974,934** | **$122.27** | | **32801** | **3,868,169** | **$117.93** | | **31747** | **3,971,581** | **$125.10** | | **32616** | **4,219,738** | **$129.38** | | **34618** | **4,622,834** | **$133.54** |

### Actual Collections received in each FY

| 2009 | | 2010 | | 2011 | | 2012 | | 2013 | |
|---|---|---|---|---|---|---|---|---|---|
| Type | Collection | Type | Collection | Type | Collection | Type | Collection | Type | Collection |
| Prior | $ 22,785 | Prior | $ 17,129 | Prior | $ 6,928 | Prior | $ 2,744 | Prior | $ 6,702 |
| 2006 | $ - | 2006 | $ - | 2006 | $ - | 2006 | $ - | 2006 | $ - |
| 2007 | $ 827,289 | 2007 | $ - | 2007 | $ - | 2007 | $ - | 2007 | $ - |
| 2008 | $ 65,435 | 2008 | $ 20,587 | 2008 | $ 3,922 | 2008 | $ 3,093 | 2008 | $ 3,080 |
| 2009 | $ 3,271,530 | 2009 | $ 540,193 | 2009 | $ 31,273 | 2009 | $ 6,268 | 2009 | $ 1,843 |
| 2010 | $ - | 2010 | $ 3,160,895 | 2010 | $ 538,835 | 2010 | $ 36,669 | 2010 | $ 5,491 |
| 2011 | $ - | 2011 | $ - | 2011 | $ 3,348,730 | 2011 | $ 565,005 | 2011 | $ 33,769 |
| 2012 | $ - | 2012 | $ - | 2012 | $ - | 2012 | $ 3,467,329 | 2012 | $ 604,331 |
| 2013 | $ - | 2013 | $ - | 2013 | $ - | 2013 | $ - | 2013 | $ 3,679,888 |
| Misc | $ - | Misc | $ 563 | Misc | $ 1,713 | Misc | $ 1,765 | Misc | $ 3,017 |
| **Totals** | **$ 4,187,040** | | **$ 3,739,367** | | **$ 3,931,401** | | **$ 4,082,872** | | **$ 4,338,121** |

### Actual vs. Billed

| 2009 | | | 2010 | | | 2011 | | | 2012 | | | 2013 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Billed | $ 3,974,934 | 105.3% | Billed | $ 3,868,169 | 96.7% | Billed | $ 3,971,581 | 99.0% | Billed | $ 4,219,738 | 96.8% | Billed | $ 4,622,834 | 93.8% |
| Actual | $ 4,187,040 | | Actual | $ 3,739,367 | | Actual | $ 3,931,401 | | Actual | $ 4,082,872 | | Actual | $ 4,338,121 | |

**Notes:**

| | |
|---|---|
| a) 5-Year Billable Average: | $4,131,451 |
| b) 5-Year Actual Collection Average: | $4,055,760 |
| c) Average Bills - 5-Year Average | $125.64 |
| d) Average No. of Bills Annually-5 Year Average | 32,858 |
| e) Collection Rate - 5 year Average | 98.32% |
| f) Economic Factor | 100.00% |

**FY 2015 Projection = ave. bill x ave. # bills x collection rate x economic factor** **$4,058,000**

# Town of Natick

Revenue Model

## 3-C Other Excise

| Item | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | Projection FY 2014 | Projection FY 2015 | Averages |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | 3-year |
| | | | | | | | | $ 2,079,842 |
| 00146190-419100 OTHER TAXES HOTEL/MOTEL | $ 833,846 | $ 748,707 | $ 1,151,127 | $ 1,297,423 | $ 1,224,470 | | | |
| 00146190-467500 LOCAL OPTION MEALS | $ - | $ 237,617 | $ 787,167 | $ 843,077 | $ 925,997 | | | 5-year |
| 00146160-416003 BOAT EXCISE 2003 | $ - | $ - | $ 5 | $ - | $ - | | | $ 1,611,939 |
| 00146160-416004 BOAT EXCISE 2004 | $ - | $ - | $ - | $ - | $ - | | | |
| 00146160-416011 BOAT EXCISE 2011 | $ - | $ - | $ 3,579 | $ 76 | $ - | | | 10-year |
| 00146160-416012 BOAT EXCISE 2012 | $ - | $ - | $ - | $ 3,388 | $ 210 | | | $ 1,179,383 |
| 00146160-416013 BOAT EXCISE 2013 | $ - | $ - | $ - | $ - | $ 3,008 | | | |
| **Total Other Excise** | **$ 833,846** | **$ 986,324** | **$ 1,941,878** | **$ 2,143,965** | **$ 2,153,684** | **$ 2,000,000** | **$ 2,000,000** | |

**Breakout:**

| Local Option Taxes | FY 2010 Actual | FY 2011 Actual | FY 2012 Actual | FY 2013 Actual | FY 2014 Projection | FY 2015 Projection |
|---|---|---|---|---|---|---|
| Hotel Motel Taxes - State Portion (4%) | $ 678,411 | $ 767,418 | $ 864,949 | $ 816,313 | $ 700,000 | $ 700,000 |
| Hotel Motel Taxes - Town Portion (2%)* | $ 70,296 | $ 383,709 | $ 432,474 | $ 408,157 | $ 400,000 | $ 400,000 |
| Local Option Meals Taxes - Town Portion (.75%)** | $ 237,617 | $ 787,167 | $ 843,077 | $ 925,997 | $ 900,000 | $ 900,000 |

**Notes:**

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

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

# Town of Natick

Revenue Model

## 3-D Penalties and Interest on Taxes and Excise

| Item | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | Recap FY 2014 | Projection FY 2015 | Averages 3-year |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | $ 577,836 |
| 00146170-417000 PENALITIES ON TAXES & EXCISE | $ 36,875 | $ 63,446 | $ 78,728 | $ 69,296 | $ 78,631 | | | |
| 00146170-417100 INTEREST ON TAXES | $ 201,400 | $ 186,942 | $ 196,693 | $ 184,479 | $ 213,142 | | | 5-year |
| 00146170-417200 INTEREST ON MOTOR VEHICLE | $ 39,239 | $ 27,480 | $ 26,367 | $ 24,220 | $ 32,166 | | | $ 570,055 |
| 00146170-417300 INTEREST TAX TITLES | $ 254,599 | $ 72,581 | $ 226,842 | $ 134,579 | $ 52,893 | | | |
| 00146170-417400 INTEREST ON BETTERMENTS | $ 111 | $ 153 | $ 533 | $ 2,609 | $ 2,335 | | | 10-year |
| 00146170-417600 INTEREST BOAT EXCISE | $ - | $ - | $ - | $ 12 | $ 27 | | | $ 446,954 |
| 010 4175 INTEREST CHAPTER 41A | $ - | $ - | $ - | $ - | $ - | | | |
| 00146170-417800 INTEREST POLICE DETAILS | $ 30 | $ 1,011 | $ - | $ - | $ - | | | |
| 010 4180 TAX TITLE FEES | $ 14,209 | $ 7,715 | $ - | $ - | $ - | | | |
| 00146370-437100 MUNICIPAL LIEN CERTIFICATES | $ 95,433 | $ 115,545 | $ 129,765 | $ 129,685 | $ 150,505 | | | |
| **Total Penalties and Interest** | **$ 641,897** | **$ 474,871** | **$ 658,927** | **$ 544,880** | **$ 529,700** | **$ 455,000** | **$ 508,000** | |

**Assumption:**

FY 2015 Projection based at 90% of 5-year collection average, FY 2009-2013

**Notes:**

# Town of Natick

Revenue Model

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

| Item | FY2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | Recap FY 2014 | Projection FY 2015 | Averages |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | 3-year |
| | | | | | | | | **$ 37,250** |
| 00146180-418100 IN LIEU TAX MA MORSE HLTHCARE | $ - | $ 13,170 | $ 13,557 | $ 31,878 | $ 19,473 | | | |
| 00146180-418200 IN LIEU TAX HOUSING AUTHORITY | $ - | $ 12,172 | $ 12,225 | $ 12,300 | $ 12,325 | | | 5-year |
| 00146180-418300 IN LIEU TAX EXEMPT PROPERTY | $ 17,635 | $ - | $ - | $ - | $ - | | | **$ 31,536** |
| 00146180-418400 IN LIEU TAX TCAN NATICK ARTS | $ - | $ 2,950 | $ 3,084 | $ 3,405 | $ 3,503 | | | |
| | | | | | | | | 10-year |
| | | | | | | | | **$ 29,727** |
| **Total PILOT's** | **$ 17,635** | **$ 28,292** | **$ 28,866** | **$ 47,583** | **$ 35,301** | **$ 35,000** | **$ 37,000** | |

**Assumption:**

FY 2015 Projection based at 100% of 3-year collection average, FY 2011-2013

**Notes:**

# Town of Natick

Revenue Model

## 3-F Trash Disposal Charges

| Item | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | Recap FY 2014 | Projection FY 2015 | Averages |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | 3-year |
| | | | | | | | | $ 992,209 |
| 00146320-432000 PAYT FEES | $ 1,005,638 | $ 903,950 | $ 925,075 | $ 845,923 | $ 928,926 | | | |
| 010 4247 TRASH FEES | $ - | $ - | $ - | $ - | $ - | | | 5-year |
| 00420250-425100 BULKY WASTE PICKUP | $ - | $ 98,535 | $ 90,084 | $ 96,300 | $ 90,319 | | | $ 996,950 |
| | | | | | | | | 10-year |
| | | | | | | | | $ 1,008,550 |
| **Total Trash Disposal Fees** | **$ 1,005,638** | **$ 1,002,485** | **$ 1,015,159** | **$ 942,223** | **$ 1,019,244** | **$ 1,050,000** | **$ 950,000** | |

**Assumption:**

FY 2015 Projection based at 95% of 10-year collection average, FY 2004-2013

**Notes:**

# Town of Natick

Revenue Model

## 3-G Other Charges

| Item | FY2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | Recap FY 2014 | Projection FY 2015 | Averages |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | 3-year |
| | | | | | | | | **$ 1,502,308** |
| 00220320-432017 AMBULANCE SERVICE FEES | $ 942,465 | $ 998,333 | $ 1,425,262 | $ 1,469,941 | $ 1,492,335 | | | |
| 00210370-437105 POLICE SPECIAL DUTY S/CHGS | $ 37,383 | $ 37,532 | $ 40,788 | $ 51,548 | $ 27,051 | | | 5-year |
| | | | | | | | | **$ 1,304,527** |
| | | | | | | | | 10-year |
| | | | | | | | | **$ 1,103,748** |
| **Total Other Charges** | **$ 979,848** | **$ 1,035,865** | **$ 1,466,050** | **$ 1,521,489** | **$ 1,519,385** | **$ 1,460,000** | **$ 1,500,000** | |

**Assumption:**

FY 2015 Projection based 100% of three year average FY 2011-2013.

# Town of Natick

Revenue Model

## 3-H Rentals

| Item | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | Recap FY 2014 | Projection FY 2015 | Averages 3-year |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | **$ 52,055** |
| 010 4361 NATICK DISTRICT COURT RENTAL | $ 164,785 | $ 51,511 | $ - | $ - | $ - | | | |
| 00146360-436002 ELIOT SCHOOL LEASE | $ - | $ - | $ 26,363 | $ - | $ - | | | 5-year |
| 00146360-436002 EAST SCHOOL RENTAL | $ 127,398 | $ 133,768 | $ 11,912 | $ - | $ - | | | **$ 131,391** |
| 00146360-436003 COLE CENTRE RENTAL | $ 9,504 | $ 13,824 | $ 10,368 | $ 13,824 | $ 17,280 | | | |
| 00146360-436515 RIVERBEND SCHOOL | $ - | $ - | $ 5,417 | $ 32,500 | $ 32,500 | | | 10-year |
| 00146360-436510 11 MECHANIC STREET LEASE | $ - | $ - | $ - | $ 6,000 | $ - | | | **$ 208,425** |
| 010 4366 RENTAL POLICE TRNG CENTER | $ - | $ - | $ - | | | | | |
| **Total Rentals** | **$ 301,686** | **$ 199,103** | **$ 54,060** | **$ 52,324** | **$ 49,780** | **$ 50,000** | **$ 50,000** | |

**Assumption:**

FY 2015 Projection based at 96% of the three-year average of current rentals.

**Notes:**

# Town of Natick

Revenue Model

## 3-I Recreation Dept. Revenue

| Item | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | Recap FY 2014 | Projection FY 2015 | Averages 3-year |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | $ 171,126 |
| 00134320-432071 FARM ASSISTANT SALARY | $ - | $ 190,170 | $ 137,000 | $ 155,055 | $ 163,998 | | | |
| 010 4242 PRE-SCHOOL PROGRAMS | $ - | $ 36,425 | $ 4,000 | $ - | $ - | | | 5-year |
| 00134320-432066 REGISTRATION FEES- REC PRGRM | $ - | $ 41,235 | $ 13,000 | $ 20,250 | $ 20,075 | | | $ 156,242 |
| 00134840-484600 RECREATION PROGRAM OFFSET | $ - | $ - | $ - | $ - | $ - | | | |
| | | | | | | | | 10-year |
| | | | | | | | | $ 115,923 |
| **Total Dept. Revenue - Recreation** | **$ -** | **$ 267,830** | **$ 154,000** | **$ 175,305** | **$ 184,073** | **$ 186,750** | **$ 186,750** | |

**Assumption:**

FY 2015 Projection based at 100% of FY 2014 estimate.

**Notes:**

# Town of Natick

Revenue Model

## 3-J Other Departmental Revenue

| Item | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | Recap FY 2014 | Projection FY 2015 | Averages |
|---|---|---|---|---|---|---|---|---|
| 00123320-432013 CABLE FRANCHISE FEES | $ 3,487 | $ 3,341 | $ 3,245 | $ 2,890 | $ 2,615 | | | 3-year |
| 00141320-432001 ASSESSOR COPIES OF RECORDS | $ 1,178 | $ 1,341 | $ 1,369 | $ 1,321 | $ 1,447 | | | **$ 720,558** |
| 00145320-432015 RETURN CHECK FEES | $ 275 | $ 275 | $ 445 | $ 386 | $ 675 | | | |
| 00145320-432050 SAFETY NATIONAL W/COMP REIMB | $ 146,620 | $ 50,938 | $ 33,260 | $ 21,672 | $ - | | | 5-year |
| 00145320-432052 REINS POLICE/FIRE THE HARTFORD | $ 91,099 | $ 75,483 | $ 65,920 | $ 26,737 | $ 41,856 | | | **$ 755,120** |
| 00145320-432074 GENERAL REINSURANCE W/COMP | $ 41,689 | $ 41,571 | $ 20,987 | $ 18,518 | $ - | | | |
| 00146320-432016 DEPUTY COLLECTOR CLEARING FEES | $ - | $ - | $ - | $ 264 | $ - | | | 10-year |
| 00146320-432065 SENTINEL BENEFIT FORFEITURES | $ 2,011 | $ - | $ 2,283 | $ 2,067 | $ 4,835 | | | **$ 793,380** |
| 00146360-436002 ELIOT SCHOOL LEASE | $ 24,766 | $ 60,000 | $ - | $ - | $ - | | | |
| 00146360-436510 11 MECHANIC STREET LEASE | $ 29,000 | $ 39,000 | $ 36,000 | $ - | $ - | | | |
| 00146370-437144 DEMAND RESPONSE | $ - | $ 3,229 | $ 867 | $ 3,323 | $ 4,393 | | | |
| 00146450-445000 SENIOR CITIZEN PARKING PERMITS | $ - | $ 1,567 | $ 1,979 | $ 1,765 | $ 3,699 | | | |
| 00146692-431300 TOWN DEPTS MISC INCOME | $ 22,149 | $ 4,175 | $ - | $ 2,913 | $ 5,283 | | | |
| 00146692-484005 PENSIONS REIMBURSEMENT COLA | $ - | $ - | $ 6,763 | $ 16,708 | $ 8,507 | | | |
| 00146840-484000 COLLECTOR MISCELLANEOUS INCOM | $ 1,385 | $ 3,456 | $ 5,389 | $ 133,478 | $ 4,921 | | | |
| 00161320-432002 TN CLERK DOG LICENSE FEES | $ 30,451 | $ 40,180 | $ 32,429 | $ 33,451 | $ 34,596 | | | |
| 00161450-445001 TN CLERK POLICE FINES | $ - | $ - | $ 355 | $ 1,025 | $ 800 | | | |
| 00161770-477000 TN CLERK FINES | $ 2,175 | $ 350 | $ 740 | $ - | $ 250 | | | |
| 00161810-481001 TN CLERK SALE RESIDENT BOOKS | $ 1,380 | $ 1,399 | $ 1,302 | $ 1,176 | $ 785 | | | |
| 00180320-432014 PLANNING BOARD FEES | $ 35,196 | $ 34,236 | $ 33,222 | $ 39,770 | $ 17,350 | | | |
| 00180320-432025 COMM DEV COMMUTER PARKING | $ 63,066 | $ 50,779 | $ 50,977 | $ 52,734 | $ 63,347 | | | |
| 00180370-437000 COMM DEV ANR PLANS | $ 2,600 | $ 2,600 | $ 2,000 | $ 2,200 | $ 3,200 | | | |
| 00180370-437001 COMM DEV BOOKS/MAPS/BYLAWS | $ 1,268 | $ 542 | $ 444 | $ 171 | $ 460 | | | |
| 00180370-437002 COMM DEV DEFINITIVE PLAN FILE | $ - | $ 4,400 | $ - | $ 2,400 | $ 7,400 | | | |
| 00180370-437003 COMM DEV PARKING STICKERS | $ 87,566 | $ 88,424 | $ 93,858 | $ 91,431 | $ 84,179 | | | |
| 00180370-437004 COMM DEV PERMIT RESEARCH | $ 185 | $ 325 | $ 598 | $ 156 | $ 613 | | | |
| 00180370-437005 COMM DEV DESIGN REVIEW BD | $ 150 | $ 600 | $ - | $ 150 | $ 150 | | | |
| 00210320-432010 POLICE REPORT FEES | $ 5,474 | $ 4,039 | $ 2,728 | $ 4,492 | $ 5,720 | | | |
| 00210320-432012 POLICE SOLICITOR FEES | $ 155 | $ 180 | $ 100 | $ 205 | $ 220 | | | |
| 00210320-432038 POLICE FINGERPRINTS | $ 65 | $ 35 | $ 75 | $ 10 | $ 5 | | | |
| 00210320-432039 POLICE SUBPOENAS | $ 75 | $ 75 | $ 31 | $ 185 | $ 29 | | | |
| 00210320-432070 RMV FEES | $ 24,340 | $ 21,380 | $ 21,700 | $ 12,840 | $ 21,507 | | | |
| 00210370-437142 POLICE RECOVERED DETAILS | $ 1,679 | $ 822 | $ 3,974 | $ 7,243 | $ - | | | |

# Town of Natick

Revenue Model

## 3-J Other Departmental Revenue

| Item | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | Recap FY 2014 | Projection FY 2015 | Averages |
|---|---|---|---|---|---|---|---|---|
| 00210840-484000 POLICE MISCELLANEOUS INCOME | $ 328 | $ 2,420 | $ 1,352 | $ 4,823 | $ 760 | | | |
| 00220320-432033 FIRE MASS PIKE ASSISTANCE | $ 5,800 | $ 4,600 | $ 13,200 | $ 1,400 | $ 11,950 | | | |
| 00220320-432035 FIRE SPECIAL DUTY S/CHARGES | $ - | $ 820 | $ 3,670 | $ 7,505 | $ 7,355 | | | |
| 00220370-437006 FIRE SYSRICT 14 HAZ MAT REIMB | $ - | $ - | $ - | $ - | $ - | | | |
| 00220320-432034 FIRE REPORT COPIES | $ - | $ - | $ 373 | $ 282 | $ 166 | | | |
| 00220840-484000 FIRE MISCELLANEOUS REVENUE | $ - | $ - | $ - | $ 12 | $ - | | | |
| 00300320-432063 SCHOOL HLTH REIMBURSEMENTS | $ 107,908 | $ 135,784 | $ - | $ 150,536 | $ 139,097 | | | |
| 00300320-432064 SCHOOL MEDICARE REIMBURSEMENT | $ 33,920 | $ 34,655 | $ 1,482 | $ 44,088 | $ 48,159 | | | |
| 00420320-432040 PUB WKS MAPS | $ 167 | $ 180 | $ 117 | $ 55 | $ 70 | | | |
| 00420320-432041 PUB WKS RECYCLING BINS | $ 1,392 | $ 1,461 | $ 1,531 | $ 1,140 | $ 1,048 | | | |
| 00420320-432042 PUB WKS RECYCLED GLASS | $ 1,446 | $ 670 | $ 163 | $ - | $ - | | | |
| 00420320-432044 PUB WKS RECYCLED METAL | $ 17,650 | $ 19,483 | $ 24,996 | $ 39,312 | $ 33,397 | | | |
| 00420320-432045 PUB WKS RECYCLED PAPER | $ 2,497 | $ 780 | $ 4,139 | $ 5,955 | $ 6,174 | | | |
| 00420320-432060 RECYCLED PLASTICS | $ - | $ - | $ 802 | $ - | $ - | | | |
| 00420320-432061 RECYCLE OIL PRODUCTS | $ 294 | $ 104 | $ 146 | $ 213 | $ 666 | | | |
| 00420320-484000 PUB WKS MISCELLANEOUS INCOME | $ - | $ - | $ 105 | $ 242 | $ - | | | |
| 00512320-432007 BD HLTH CLINIC FEES | $ 3,836 | $ 11,361 | $ 11,836 | $ - | $ - | | | |
| 00512370-477010 RECYCLED MERCURY PRODUCTS | $ - | $ - | $ - | $ - | $ - | | | |
| 00512840-484000 BD HLTH MISCELLANEOUS COPIES | $ 29 | $ 38 | $ 18 | $ - | $ - | | | |
| 00512370-477010 TN CLERK BD HEALTH FINES | $ - | $ - | $ - | $ 1,425 | $ 1,725 | | | |
| 010 4248 NEIGHBORHOOD BUS FARES | $ - | $ - | $ - | $ - | $ - | | | |
| 010 4274 TN CLERK MISCELLANEOUS FEES | $ 516 | $ 576 | $ - | $ - | $ - | | | |
| 010 4276 TN CLERK SPORTING LICENSE FEES | $ 300 | $ - | $ - | $ - | $ - | | | |
| 00180320-432006 COMM DEV SUBDIVISION FILE FEE | $ - | $ - | $ - | $ - | $ - | | | |
| 010 4311 SCHOOL MISCELLANEOUS INCOME | $ 2,126 | $ 2 | $ - | $ - | $ - | | | |
| 010-4800 Misc Non Recurring Revenue | $ - | $ 60,490 | $ 46,780 | $ - | $ - | | | |
| 433600 GOLF COURSE HLTH/MEDICARE SHRE | $ 2,709 | $ 5,360 | $ 2,619 | $ - | $ - | | | |
| 00800660-468010 MUNICIPAL MEDICAID REIMBURSEM | $ - | $ - | $ 100,000 | $ 100,000 | $ 100,000 | | | |
| 00800660-468098 ABANDONED PROPERTY STATE | $ - | $ - | $ - | $ 17,184 | $ 46 | | | |
| **Total Dept. Revenue - Other** | **$ 800,402** | **$ 813,523** | **$ 636,367** | **$ 855,853** | **$ 669,454** | **$ 760,000** | **$ 720,000** | |

**Assumption:**

FY 2015 Projection based at 95% of 5-year collection average, FY 2009-2013.

# Town of Natick

Revenue Model

## 3-K Licenses and Permits

| Item | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | Recap FY 2014 | Projection FY 2015 | Averages |
|---|---|---|---|---|---|---|---|---|
| 00123320-432022 SELECT MISC FEES | $ 26 | $ - | $ - | $ 4,965 | $ 1,380 | | | 3-year |
| 00123320-432024 SELECT GRANT OF LOCATION FEE | $ - | $ - | $ 20 | $ - | $ - | | | **$ 1,959,271** |
| 00123450-445012 SELECT CLASS I LICENSE | $ 1,000 | $ 600 | $ 900 | $ 900 | $ 950 | | | |
| 00123450-445013 SELECT CLASS II LICENSE | $ 2,000 | $ 2,200 | $ 1,900 | $ 2,100 | $ 2,000 | | | 5-year |
| 00123450-445014 SELECT CLASS III LICENSE | $ 100 | $ 200 | $ 200 | $ 2,300 | $ 200 | | | **$ 1,673,460** |
| 00123450-445015 SELECT COMMON VICTUALLER LIC | $ 6,200 | $ 9,500 | $ 7,550 | $ 4,650 | $ 6,400 | | | |
| 00123450-445016 SELECT DAILY ENTERTAINMENT LIC | $ 700 | $ 925 | $ 800 | $ 350 | $ 1,000 | | | 10-year |
| 00123450-445017 SELECT SUNDAY ENTERTAINMNT LIC | $ 750 | $ 850 | $ 750 | $ 850 | $ 1,250 | | | **$ 1,789,463** |
| 00123450-445018 SELECT HAWKERS/PEDDLARS LIC | $ 30 | $ 27 | $ - | $ - | $ 10 | | | |
| 00123450-445019 SELECT JUNK COLLECTOR LICENSE | $ 225 | $ 550 | $ 275 | $ 625 | $ 525 | | | |
| 00123450-445020 SELECT INN HOLDERS LICENSE | $ 150 | $ 50 | $ 200 | $ 150 | $ 200 | | | |
| 00123450-445021 SELECT TAXI CAB LICENSE | $ 460 | $ 515 | $ 555 | $ 650 | $ 540 | | | |
| 00123450-445022 SELECT BOWLING LICENSE | $ 256 | $ 256 | $ - | $ - | $ - | | | |
| 00123450-445011 SELECT BILLARD LICENSE | $ 80 | $ 120 | $ 80 | $ - | $ 80 | | | |
| 00123450-445026 ALCOHOLIC BEVERAGE LICENSE | $ 94,825 | $ 93,275 | $ 99,750 | $ 104,450 | $ 101,300 | | | |
| 00123450-445027 SELECT AUTOMATIC AMUSEMENT LIC | $ 3,955 | $ 3,815 | $ 3,815 | $ 3,710 | $ 3,675 | | | |
| 00123450-445028 SELECT CABLE LICENSE CHANGE | $ - | $ 200 | $ - | $ - | $ - | | | |
| 00123450-445029 SELECT MISCELLANEOUS LICENSE | $ 2 | $ - | $ 302 | $ 212 | $ 67 | | | |
| 00161320-432018 TN CLERK HISTORIC SYSRICT FEE | $ 115 | $ 115 | $ 205 | $ 220 | $ 115 | | | |
| 00161320-432019 TN CLERK ZBA FILING FEES | $ 12,719 | $ 16,481 | $ 13,135 | $ 12,593 | $ 12,555 | | | |
| 00161370-437035 TN CLERK MARRIAGE INTENTIONS | $ 2,760 | $ 3,600 | $ 4,550 | $ 3,925 | $ 4,050 | | | |
| 00161370-437010 TN CLERK BUSINESS CERTIFICATE | $ 12,765 | $ 13,865 | $ 15,005 | $ 16,435 | $ 14,900 | | | |
| 00161370-437020 TN CLERK BIRTH CERTIFICATE | $ 16,585 | $ 16,660 | $ 16,696 | $ 16,185 | $ 16,206 | | | |
| 00161370-437025 TN CLERK DEATH CERTIFICATE | $ 20,602 | $ 15,630 | $ 17,200 | $ 16,410 | $ 15,580 | | | |
| 00161450-445003 TN CLERK MARRIAGE LICENSE | $ 3,990 | $ 2,950 | $ 5,320 | $ 5,055 | $ 5,775 | | | |
| 00161450-445704 TN CLERK BAZZAR PERMIT | $ 150 | $ 290 | $ 375 | $ - | $ 525 | | | |
| 00161450-445705 TN CLERK GASOLINE STORAGE PERM | $ 880 | $ 890 | $ 860 | $ 935 | $ 890 | | | |
| 00161450-445025 TN CLERK RAFFLE PERMITS | $ - | $ - | $ - | $ 400 | $ - | | | |
| 00161770-477010 TN CLERK BD HEALTH FINES | $ 550 | $ 1,400 | $ 1,050 | $ 450 | $ 770 | | | |
| 00180320-432023 SEALER WEIGHTS MEASURER FEES | $ 5,598 | $ 4,793 | $ 6,299 | $ 6,780 | $ 5,914 | | | |

# Town of Natick

Revenue Model

## 3-K Licenses and Permits

| Item | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | Recap FY 2014 | Projection FY 2015 | Averages |
|---|---|---|---|---|---|---|---|---|
| 00180370-437007 BLDG DEPT ALTERATIONS | $ 500,519 | $ 445,143 | $ 482,133 | $ 838,420 | $ 647,350 | | | |
| 00180370-437008 BLDG DEPT NEW BUILDINGS | $ 91,994 | $ 192,136 | $ 448,815 | $ 472,370 | $ 456,105 | | | |
| 00180370-437009 BLDG DEPT CERT OF INSPECTION | $ 4,084 | $ 8,695 | $ 5,376 | $ 11,300 | $ 6,411 | | | |
| 00180457-445701 BLDG DEPT ELECRICAL PERMIT | $ 92,457 | $ 71,624 | $ 132,340 | $ 243,493 | $ 196,407 | | | |
| 00180457-445702 BLDG DEPT GAS PERMIT | $ 15,771 | $ 18,801 | $ 21,180 | $ 20,105 | $ 27,141 | | | |
| 00180457-445703 BLDG DEPT PLUMBING PERMIT | $ 30,907 | $ 34,158 | $ 41,380 | $ 38,035 | $ 63,209 | | | |
| 00180457-445723 BLDG DEPT CERT OF OCCUPANCY | $ 3,270 | $ 4,480 | $ 2,580 | $ 3,050 | $ 4,344 | | | |
| 00180770-477001 BLDG DEPT ELECTRICAL FINE | $ - | $ - | $ - | $ 46,038 | $ - | | | |
| 00180840-484000 BLDG DEPT MISCELLANEOUS INCOME | $ 1,550 | $ - | $ - | $ - | $ 80 | | | |
| 00210360-436070 POLICE ALARM VIOLATION | $ 28,100 | $ 5,400 | $ - | $ - | $ - | | | |
| 00210370-437056 POLICE FIREARM ID'S | $ 2,638 | $ 2,938 | $ 4,863 | $ 6,063 | $ 9,488 | | | |
| 00210450-445010 POLICE TAXI LICENSE | $ - | $ - | $ - | $ 5 | $ - | | | |
| 00210450-445719 POLICE WORK PERMITS | $ 50 | $ 90 | $ 70 | $ 20 | $ - | | | |
| 00210450-445730 POLICE SUNDAY/HOLIDAY PERMITS | $ - | $ - | $ - | $ 40 | $ 20 | | | |
| 00220320-432020 FIRE ALARM BOX ANNUAL FEE | $ 47,250 | $ 63,600 | $ 62,000 | $ 62,800 | $ 64,000 | | | |
| 00220450-445706 FIRE VARIOUS PERMITS | $ 30,059 | $ 56,089 | $ 50,505 | $ 45,965 | $ 55,010 | | | |
| 00220450-445733 PUB WKS SEWER PERMITS | $ - | $ - | $ - | $ 12,650 | $ 12,325 | | | |
| 00220450-445734 PUB WKS STREET OPENING PERMIT | $ - | $ - | $ - | $ 44,573 | $ 47,155 | | | |
| 00220450-445735 PUB WKS WATER METER PERMIT | $ - | $ - | $ - | $ 3,325 | $ 1,425 | | | |
| 00220450-445736 PUB WKS WATER PERMITS | $ - | $ - | $ - | $ 3,800 | $ 7,000 | | | |
| 00420450-445732 PUBLIC WORKS HYDRANT USE PERMIT | $ - | $ 200 | $ - | $ - | $ - | | | |
| 00512370-437015 BD HLTH UNDERGRND TNK REGISTRY | $ 2,700 | $ 2,850 | $ 2,850 | $ 2,350 | $ 2,600 | | | |
| 00512370-437055 BD HLTH UNDERGRND TANK REMOVA | $ 500 | $ 150 | $ 300 | $ 300 | $ 800 | | | |
| 00512370-437060 BD HLTH HOUSEHLD HAZARDOUS WS | $ 715 | $ 1,220 | $ 985 | $ 830 | $ 950 | | | |
| 00512370-437065 BD HLTH PERC TEST/APPLICATION | $ 2,200 | $ 2,500 | $ 1,100 | $ 5,000 | $ 5,700 | | | |
| 00180370-437011 BLDG DEPT REINSPECTIONS | $ 720 | $ 30 | $ - | $ - | $ 730 | | | |
| 00512370-437080 BD HLTH PLAN REVIEW | $ 3,243 | $ 4,625 | $ 2,700 | $ 4,150 | $ 5,156 | | | |
| 00512370-437090 BD HLTH SWIMMING POOL INSTALER | $ 1,625 | $ 1,625 | $ 1,950 | $ 2,275 | $ 2,300 | | | |
| 00512370-437120 BD HLTH PROPERTY CLEAN UP | $ 350 | $ 1,450 | $ 850 | $ - | $ - | | | |
| 00512370-437130 BD HEALTH RUBBISH CONTRACTORS | $ 50 | $ 50 | $ 200 | $ 1,500 | $ 1,150 | | | |

# Town of Natick

Revenue Model

## 3-K Licenses and Permits

| Item | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | Recap FY 2014 | Projection FY 2015 | Averages |
|---|---|---|---|---|---|---|---|---|
| 00512450-445004 BD HLTH DAY CAMP LICENSE | $ - | $ 330 | $ 130 | $ 50 | $ 793 | | | |
| 00512450-445005 BD HLTH FROZEN DESERT LICENSE | $ 800 | $ 750 | $ 550 | $ 750 | $ 650 | | | |
| 00512450-445006 BD HLTH FUNERAL DIRECTR LICENS | $ 400 | $ - | $ 400 | $ 400 | $ 300 | | | |
| 00512450-445007 BD HLTH MILK/CREAM LICENSE | $ 1,270 | $ 1,500 | $ 570 | $ 1,806 | $ 1,796 | | | |
| 00512450-445008 BD HLTH MOTEL LICENSE | $ 150 | $ 100 | $ 150 | $ 370 | $ 850 | | | |
| 00512450-445009 BD HLTH TANNING LICENSE | $ 2,175 | $ 1,625 | $ 600 | $ 1,575 | $ 300 | | | |
| 00512450-445707 BD HLTH BAKERY PERMIT | $ 2,725 | $ 2,500 | $ 2,125 | $ 2,125 | $ 2,600 | | | |
| 00512450-445708 BD HLTH BEE PERMIT | $ - | $ - | $ - | $ 40 | $ 160 | | | |
| 00512450-445710 BD HLTH CAMP PERMIT | $ 1,950 | $ 1,000 | $ 200 | $ 1,150 | $ 200 | | | |
| 00512450-445711 BD HLTH CATERING PERMIT | $ 600 | $ - | $ - | $ - | $ 2,450 | | | |
| 00512450-445712 BD HLTH CHEMICAL TOILET PERMIT | $ - | $ 175 | $ 100 | $ 120 | $ 225 | | | |
| 00512450-445713 BD HLTH FOOD ESTABLISHMNT PERM | $ 95,602 | $ 87,290 | $ 92,018 | $ 100,084 | $ 103,973 | | | |
| 00512450-445714 BD HLTH FOOD CERTIFICATES | $ 285 | $ 10,643 | $ 3,645 | $ 1,110 | $ - | | | |
| 00512450-445716 BD HLTH FOOD ESTABLISHMNT S/C | $ - | $ - | $ - | $ - | $ - | | | |
| 00512450-445719 BD HLTH LIVE STOCK PERMIT | $ 820 | $ 1,120 | $ 1,290 | $ 2,000 | $ 1,730 | | | |
| 00512450-445720 BD HLTH MASSAGE PERMIT | $ - | $ - | $ - | $ - | $ - | | | |
| 00512450-445721 BD HLTH METHYL ALCOHOL PERMIT | $ 185 | $ 175 | $ 185 | $ 180 | $ 180 | | | |
| 00512450-445723 BD HLTH OCCUPANCY INSPECTION | $ 44,435 | $ 20,370 | $ 26,693 | $ 31,290 | $ 45,170 | | | |
| 00512450-445724 BD HLTH SEPTAGE HAULER PERMIT | $ 7,150 | $ 5,250 | $ 7,475 | $ 8,775 | $ 7,800 | | | |
| 00512450-445725 BD HLTH SEPTIC INSTALLER PERM | $ 3,725 | $ 4,000 | $ 2,800 | $ 4,550 | $ 2,750 | | | |
| 00512450-445726 BD HLTH SEPTIC SYSTEM PERMIT | $ 5,775 | $ 4,725 | $ 3,975 | $ 10,350 | $ 9,550 | | | |
| 00512450-445727 BD HLTH SWIMMING POOL PERMIT | $ 9,900 | $ 8,825 | $ 7,775 | $ 10,713 | $ 12,131 | | | |
| 00512450-445728 BD HLTH TOBACCO PERMIT | $ 2,175 | $ 2,500 | $ 2,100 | $ 2,500 | $ 2,400 | | | |
| 00512450-445737 BD HLTH CIDER MILL PERMIT | $ - | $ 200 | $ - | $ - | $ - | | | |
| 00512450-445747 BD HLTH WELL PERMIT | $ 150 | $ 300 | $ - | $ 750 | $ 900 | | | |
| **Total** | **$ 1,228,497** | **$ 1,260,987** | **$ 1,612,750** | **$ 2,254,443** | **$ 2,010,621** | **$ 1,425,000** | **$ 1,500,000** | |

**Assumption:**

FY 2015 Projection based at 90% of 5-year collection average, FY 2009-2013. Higher building levels within Natick over the last few years are not expected to continue.

# Town of Natick

Revenue Model

## 3-L Special Assessments

| Item | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | Recap FY 2013 | Projection FY 2014 | Averages 3-year |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | **$ 18,295** |
| 00146190-419500 CURB/ST/SWLK BTMT A/T | $ 5,242 | $ 5,069 | $ 4,614 | $ - | $ - | | | 5-year |
| 00146170-417405 C/S/S BETTERMENT COMM INTEREST | $ 16,001 | $ 15,102 | $ 12,831 | $ 8,990 | $ 8,324 | | | **$ 19,670** |
| 00146190-419550 UNAPP CURB/ST/SWLK BETTERMNT | $ - | $ - | $ - | $ - | $ - | | | |
| 00146190-419560 APPORT CURB/ST/SWLK BETTERMNT | $ - | $ 2,050 | $ 10,648 | $ 4,671 | $ 4,807 | | | 10-year |
| | | | | | | | | **$ 63,810** |
| **Total Special Assessments** | **$ 21,243** | **$ 22,221** | **$ 28,093** | **$ 13,660** | **$ 13,130** | **$ 14,000** | **$ 13,000** | |

**Assumption:**

FY 2015 Projection based on current betterments.

**Notes:**

# Town of Natick

Revenue Model

## 3-M Fines and Forfeits

| Item | FY2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | Recap FY 2013 | Projection FY 2014 | Averages 3-year |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | $ 176,706 |
| 00146770-477003 DISTRICT COURT FINES | $ 118,455 | $ 106,269 | $ 106,478 | $ 134,524 | $ 111,557 | | | |
| 00146770-477004 PARKING FINES | $ 54,165 | $ 46,290 | $ 31,216 | $ 41,499 | $ 68,181 | | | 5-year |
| 00146370-437141 POLICE RESTITUTION | $ 75 | $ - | $ 2,240 | $ - | $ - | | | $ 176,957 |
| 00146770-477005 AUTO LEASE SURCHARGE | $ 14,909 | $ 14,507 | $ 11,959 | $ 11,843 | $ 10,622 | | | |
| | | | | | | | | 10-year |
| | | | | | | | | $ 225,876 |
| **Total Fines and Forfeits** | **$ 187,603** | **$ 167,066** | **$ 151,893** | **$ 187,866** | **$ 190,361** | **$ 183,000** | **$ 200,000** | |

**Assumption:**

FY 2015 Projection based on 90% of ten-year average FY 2004-2013.

# Town of Natick

Revenue Model

## 3-N Investment Income

| Item | FY2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | Recap FY 2014 | Projection FY 2015 | Averages 3-year |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | **$ 276,988** |
| 00145820-482000 INTEREST EARNED INVESTMENTS | $ 276,826 | $ 618,904 | $ 36,336 | $ 98,917 | $ 45,757 | | | |
| 00145820-482200 INTEREST EARNED MONEY MARKETS | $ 64,768 | $ 67,376 | $ 65,891 | $ 56,453 | $ 43,729 | | | 5-year |
| 00146930-493000 PREMIUM BOND ISSUE | $ - | $ - | $ - | $ - | $ 482,092 | | | **$ 372,709** |
| 010 4823 INTEREST PREMIUM BAN'S | $ 4,708 | $ - | $ - | $ 1,789 | $ - | | | |
| 010 4824 INTEREST EARNED COLLECTOR | $ - | $ - | $ - | | | | | 10-year |
| 010 4825 INTEREST EARNED DEPUTY COLLECTOR | $ - | $ - | $ - | | | | | **$ 671,038** |
| 010 4826 COLLECTOR CLOSED ESCROW | $ - | $ - | $ - | | | | | |
| **Total Investment Income** | **$ 346,301** | **$ 686,279** | **$ 102,227** | **$ 157,159** | **$ 571,577** | **$ 150,000** | **$ 150,000** | |

**Assumption:**

FY 2015 Projection based on recurring investment income and current interest rates.

**Notes:**

# Town of Natick

Revenue Model

## 3-O Miscellaneous Recurring

| Item | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | Recap FY 2014 | Projection FY 2015 | Averages 3-year | Averages 5-year | Averages 10-year |
|---|---|---|---|---|---|---|---|---|---|---|
| 00146220-422000 TX PER CH59 SEC D OCCUPNCY | $ 1,101,354 | $ 102,566 | $ 193,486 | $ 194,624 | $ 671,948 | | | **$ 353,353** | **$ 452,796** | **$ 416,101** |
| **Total Miscellaneous Recurring** | **$ 1,101,354** | **$ 102,566** | **$ 193,486** | **$ 194,624** | **$ 671,948** | **$ 100,000** | **$ 50,000** | | | |

**Assumption:**

FY 2015 Projection based on expected building activity.

**Notes:**

# Town of Natick

Revenue Model

## 3-O Miscellaneous Non-Recurring

| Item | Actual FY 2009 | Actual FY 2010 | Actual FY 2011 | Actual FY 2012 | Actual FY 2013 | Recap FY 2014 | Projection FY 2015 | Averages |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | 3-year |
| | | | | | | | | $ 1,009,681 |
| 00145840-484010 TAILINGS MISC. | $ - | $ 45,458 | $ (701) | $ - | $ - | | | |
| 00145820-482300 INTEREST PREMIUM | $ - | $ - | $ 121,485 | $ 326,920 | $ - | | | 5-year |
| 00146140-414200 TAX TITLES | $ - | $ - | $ 858,670 | $ 517,430 | $ 129,504 | | | $ 614,900 |
| 00146800-480000 MISC. NON-RECURRING | $ - | $ - | $ 146,676 | $ 135,949 | $ 560,066 | | | |
| 00800660-466010 2012 ONE TIME STATE AID | $ - | $ - | $ - | $ 233,044 | $ - | | | |
| **Total Misc. Non-Recurring** | **$ -** | **$ 45,458** | **$ 1,126,130** | **$ 1,213,343** | **$ 689,570** | **$ -** | **$ -** | |

**Assumption:**

Misc. Non-recurring is just that - miscellaneous revenues which are received by the Town that do not recur with any frequency. None are anticipated for FY 2015.

# Town of Natick

Revenue Model

## 4-A Available Funds

| Item | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | Recap FY 2014 | Projection FY 2015 | Averages 3-year |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | $ 1,260,944 |
| Overlay Surplus | $ - | $ 1,000,000 | $ - | $ 1,000,000 | $ - | $ 500,000 | $ 500,000 | |
| General Stabilization Fund | $ 600,000 | $ 950,751 | $ 98,550 | $ - | $ - | $ - | $ - | |
| Capital Stabilization Fund | $ - | $ - | $ - | $ 689,340 | $ 1,062,152 | $ 2,424,229 | $ 2,392,908 | 5-year |
| Title V | $ 7,684 | $ 7,684 | $ 7,684 | $ 7,684 | $ 7,684 | $ 7,684 | $ 7,684 | $ 1,351,057 |
| Parking Meter Revenue | $ 80,000 | $ 80,000 | $ 60,000 | $ 60,000 | $ 60,000 | $ 60,000 | $ 80,000 | |
| School Building Assistance | $ 123,167 | $ 123,167 | $ 123,167 | $ 123,167 | $ 123,167 | $ 123,167 | $ 123,167 | |
| Premium (Debt Excl. HS/COA) | $ - | $ - | $ - | $ 90,681 | $ 90,681 | $ 106,758 | $ 106,758 | |
| MBTA Contract Assistance | $ - | $ - | $ - | $ - | $ - | $ - | $ - | |
| Receipts Reserved | | | | | $ 150,000 | $ 9,625 | $ - | |
| Insurance Proceeds < $20,000 | | | | | $ 28,875 | $ - | $ - | |
| **Total Available Funds** | **$ 810,851** | **$ 2,161,602** | **$ 289,401** | **$ 1,970,872** | **$ 1,522,559** | **$ 3,231,463** | **$ 3,210,517** | |

**Assumptions**

Projected use of Available Funds in FY 2015 is based upon current balances and historic usage of the funds listed above.

Capital Stabilization Fund is only used in support of Capital and Debt Service Related Costs. Figure for FY 2014 includes $1,337,400 in direct support of Capital projects, an additional $750,000 for offsetting taxpayer costs of HS & CSC project costs, and $305,508 for support of within-levy debt service costs.

# Town of Natick

Revenue Model

## 4-B Free Cash

| Item | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | Recap FY 2013 | Projection FY 2014 | Averages 3-year | Averages 5-year |
|---|---|---|---|---|---|---|---|---|---|
| Free Cash | $ 3,000,000 | $ 2,147,380 | $ 3,425,336 | $ 5,466,393 | $ 6,343,030 | | | **$ 5,078,253** | **$ 4,076,428** |
| **Total Free Cash** | **$ 3,000,000** | **$ 2,147,380** | **$ 3,425,336** | **$ 5,466,393** | **$ 6,343,030** | **$ 6,313,951** | **$ 1,750,000** | | |

**Assumptions:**

At least $1,500,000 is set aside to fund ongoing (recurring) operations annually. FY 2015 proposal includes $1.5M for operations and $250,000 for funding of Other Post Employment Benefits (OPEB).

# Town of Natick

Revenue Model

## 5-A Indirects

| Item | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | Recap FY 2014 | Projection FY 2015 | Averages |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | 3-year |
| | | | | | | | | $ 2,522,385 |
| Indirects (W/S Enterprise Fund) | $ 2,546,344 | $ 2,506,416 | $ 2,449,757 | $ 2,535,883 | $ 2,581,514 | $ 2,323,363 | $ 2,207,400 | |
| Indirects (Sassamon Trace Enterprise Fund) | $ - | $ - | $ - | $ - | $ - | $ 32,462 | $ 34,087 | 5-year |
| | | | | | | | | $ 2,523,983 |
| **Total Indirects** | **$ 2,546,344** | **$ 2,506,416** | **$ 2,449,757** | **$ 2,535,883** | **$ 2,581,514** | **$ 2,355,825** | **$ 2,241,487** | |

**Assumptions:**

# Section III:
# Education & Learning

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

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# *Town of Natick*

Home of Champions

Department: Natick Public Schools

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

As requested by Town Charter, I submit the FY 15 Budget Request for the Natick School Department. The request represents level educational services to approximately 5,400 students, maintaining existing staff, meeting all mandated educational requirements, provide students with safe and reliable transportation and operate and maintain eight buildings as efficiently as possible while creating a safe and welcoming environment.

The major factors contributing to the increase of 9.4% from FY 14 budget include contractually obligated salary adjustments with our various bargaining units, 2% COLA for all employees, the addition of 22 staff positions due to special education compliance requirements and in response to a continued increase in student enrollment, and significantly higher SPED out-of-district tuition costs.
This budget will go through many permutations over the coming weeks as we further define the needs of the Natick Public Schools.

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

**Appropriation Summary**

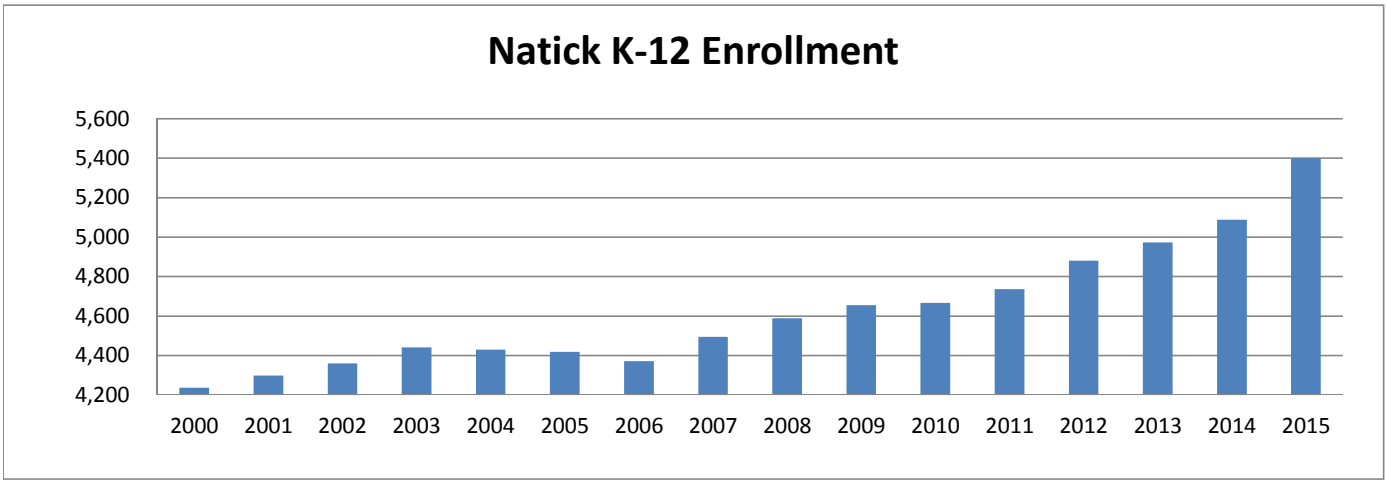
| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| **Total Personnel Services** | **38,257,841** | **37,877,462** | **39,493,687** | **42,342,799** | **2,849,111** | **7.2%** |
| **Expenses** | | | | | | |
| **Total Other Expenses** | **13,333,479** | **13,606,834** | **14,235,763** | **15,894,709** | **1,658,946** | **11.7%** |
| ***less Offsets*** | ***(4,963,860)*** | ***(4,933,882)*** | ***(5,140,778)*** | ***(5,070,897)*** | ***69,881*** | ***-1.4%*** |
| **Total Natick Public Schools** | **46,627,461** | **46,550,414** | **48,588,672** | **53,166,610** | **4,577,938** | **9.4%** |

# *Town of Natick*

Home of Champions

**Department: Natick Public Schools**

**Enrollment Data**




| Staffing Summary | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| **School Staff (in FTE's)** | | | | | |
| Elementary Classroom Teachers | 108.5 | 108.5 | 112.6 | 114.7 | 116.5 |
| Middle School Classroom Teachers | 92.9 | 93.4 | 96.8 | 99.2 | 100.3 |
| High School Classroom Teachers | 78.6 | 78.6 | 81.6 | 83.2 | 89.8 |
| High School Department Heads | 4.2 | 4.2 | 4.2 | 3.6 | 3.6 |
| Middle School Department Heads | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 |
| Librarians & Assistants | 12.0 | 12.0 | 12.0 | 11.8 | 11.8 |
| Special Education Teachers | 56.8 | 56.8 | 56.8 | 56.5 | 61.5 |
| Guidance Counselors/Psychologists | 22.4 | 22.4 | 23.6 | 24.4 | 25.4 |
| Nurses | 8.8 | 8.8 | 9.3 | 10.9 | 10.9 |
| Medical & Therapeutics Services | 16.7 | 16.7 | 13.6 | 21.2 | 23.7 |
| Paraprofessionals | 76.4 | 76.4 | 87.5 | 97.8 | 101.3 |
| Custodians / Maintenance Personnel | 37.0 | 37.0 | 0.0 | 0.0 | 0.0 |
| Administrative & Clerical Staff | 22.0 | 22.0 | 22.5 | 23.9 | 23.9 |
| **Sub-Total - School Staff** | **538.3** | **538.8** | **522.5** | **549.2** | **570.7** |
| **Administrative Staff (in FTE's)** | | | | | |
| Principals & Vice Principals | 14.0 | 14.0 | 14.0 | 15.0 | 15.0 |
| District-Wide Administration | 5.0 | 5.0 | 5.0 | 6.0 | 6.0 |
| District - Wide Instruction | 4.2 | 4.2 | 4.2 | 5.2 | 6.2 |
| District-Wide Admin and Finance | 12.0 | 12.0 | 12.0 | 12.0 | 12.0 |
| Information Technology | 9.0 | 11.0 | 11.0 | 11.0 | 11.0 |
| **Sub-Total- Administrative Staff** | **44.2** | **46.2** | **46.2** | **49.2** | **50.2** |
| **Grand Total** | **582.5** | **585.0** | **568.7** | **598.4** | **620.9** |

# Town of Natick

Home of Champions

**Department: Natick Public Schools**

| Compensation | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| School Committee (1100) | 4,056 | 3,792 | 4,830 | 4,920 | 90 | 1.9% |
| Superintendent & Other District Leadership (1200) | 1,175,032 | 1,022,352 | 812,976 | 842,208 | 29,232 | 3.6% |
| Finance and Administrative Services (1400) | 600,017 | 599,501 | 611,337 | 634,326 | 22,989 | 3.8% |
| Technology Services (1450) | 697,527 | 732,399 | 744,678 | 799,560 | 54,882 | 7.4% |
| Sub-total District. Leader. & Admin. | 2,476,633 | 2,358,045 | 2,173,821 | 2,281,014 | 107,193 | 4.9% |
| District Wide Academic Leadership (2100) | 424,654 | 563,432 | 579,683 | 577,924 | (1,759) | -0.3% |
| Principal / Building Leadership (2200) | 2,805,706 | 2,961,609 | 2,983,477 | 3,148,964 | 165,487 | 5.5% |
| Instruction -Teaching Services (2300) | 23,399,063 | 24,423,810 | 25,972,201 | 27,539,034 | 1,566,833 | 6.0% |
| Medical / Therapeutic Services (2320) | 1,135,998 | 1,214,612 | 1,316,640 | 1,572,061 | 255,421 | 19.4% |
| Non-Clerical Paraprofessionals (2330) | 2,233,005 | 2,292,241 | 2,177,190 | 2,630,023 | 452,833 | 20.8% |
| Librarians and Media Center Directors (2340) | 393,255 | 423,603 | 430,802 | 444,129 | 13,327 | 3.1% |
| Professional Development (2350) | 39,952 | 53,763 | 28,000 | 120,153 | 92,153 | 329.1% |
| Guidance, Counseling and Testing Services (2700) | 1,218,333 | 1,273,226 | 1,338,142 | 1,464,654 | 126,512 | 9.5% |
| Psychological Services (2800) | 681,458 | 695,587 | 779,390 | 819,520 | 40,130 | 5.1% |
| Sub-total Instructional Services | 32,331,424 | 33,901,881 | 35,605,525 | 38,316,463 | 2,710,937 | 7.6% |
| Attendance and Parent Liaison Services (3100) | 831 | 688 | 0 | 0 | 0 | 0.0% |
| Health Services (3200) | 668,459 | 757,468 | 895,699 | 890,773 | (4,926) | -0.5% |
| Transportation Services (3300) | 51,010 | 52,199 | 52,346 | 46,277 | (6,069) | -11.6% |
| Athletic Program (3510) | 555,671 | 567,675 | 554,742 | 582,715 | 27,973 | 5.0% |
| Other Student Activities (3520) | 173,508 | 206,794 | 211,554 | 225,557 | 14,003 | 6.6% |
| Sub-total Student Services | 1,449,479 | 1,584,824 | 1,714,341 | 1,745,322 | 30,981 | 1.8% |
| Custodial Services (4110) | 1,881,052 | 32,713 | 0 | 0 | 0 | 0.0% |
| Sub-total Operations & Maintenance | 1,881,052 | 32,713 | 0 | 0 | 0 | 0.0% |
| **Total Personnel Services** | **38,138,587** | **37,877,462** | **39,493,687** | **42,342,799** | **2,849,111** | **7.2%** |

# Town of Natick

Home of Champions

**Department: Natick Public Schools**

| Other Expenses | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| School Committee (1100) | 18,681 | 8,888 | 17,250 | 18,000 | 750 | 4.3% |
| Superintendent & Asst. Superintendent (1200) | 83,541 | 102,185 | 91,720 | 95,420 | 3,700 | 4.0% |
| Finance and Administrative Services (1400) | 119,492 | 163,874 | 156,380 | 160,684 | 4,304 | 2.8% |
| Legal Services (1430) | 33,907 | 103,315 | 43,003 | 48,000 | 4,997 | 11.6% |
| Technology Services (1450) | 161,981 | 396,910 | 277,517 | 277,517 | 0 | 0.0% |
| Sub-total District. Leader. & Admin. | 417,602 | 775,171 | 585,870 | 599,621 | 13,751 | 2.3% |
| District Wide Academic Leadership (2100) | 6,229 | 4,842 | 5,345 | 5,345 | 0 | 0.0% |
| Principal / Building Leadership (2200) | 56,439 | 86,341 | 48,322 | 49,286 | 964 | 2.0% |
| Medical / Therapeutic Services (2320) | 393,138 | 262,964 | 305,017 | 318,017 | 13,000 | 4.3% |
| Librarians and Media Center Directors (2340) | 30,302 | 57,734 | 67,362 | 80,195 | 12,833 | 19.1% |
| Professional Development (2350) | 439,007 | 337,818 | 401,535 | 417,619 | 16,084 | 4.0% |
| Instructional Materials & Equipment (2400) | 1,203,573 | 1,112,925 | 1,374,311 | 1,434,183 | 59,872 | 4.4% |
| Guidance, Counseling and Testing Services (2700) | 99,596 | 99,202 | 72,028 | 143,760 | 71,732 | 99.6% |
| Psychological Services (2800) | 0 | | 0 | | 0 | |
| Sub-total Instructional Services | 2,228,284 | 1,961,826 | 2,273,919 | 2,448,404 | 174,485 | 7.7% |
| Transportation Services (3300) | | | | | | |
| *Cost of Regular Education Buses* | *1,081,870* | 1,111,472 | *1,211,820* | *1,358,869* | *147,049* | *12.1%* |
| *Transportation for Homeless Families* | *30,150* | 26,224 | *35,000* | *65,000* | *30,000* | *85.7%* |
| *Special Needs -In Town Other* | *364,119* | 373,508 | *387,286* | *399,476* | *12,190* | *3.1%* |
| *Special Needs -Out of Town Other* | *602,534* | 650,683 | *690,000* | *680,325* | *(9,675)* | *-1.4%* |
| Sub-total Transportation Services (3300) | 2,078,672 | 2,161,887 | 2,324,106 | 2,503,670 | 179,564 | 7.7% |
| Attendance and Parent Liaison Services (3100) | 0 | 0 | 3,000 | 3,000 | 0 | 0.0% |
| Health Services (3200) | 22,799 | 27,898 | 24,147 | 24,147 | 0 | 0.0% |
| Athletic Program (3510) | 158,452 | 130,459 | 130,000 | 141,000 | 11,000 | 8.5% |
| Other Student Activities (3520) | 36,981 | 61,367 | 7,085 | 10,785 | 3,700 | 52.2% |
| Sub-total Student Services | 218,233 | 219,724 | 164,232 | 178,932 | 14,700 | 9.0% |
| Custodial Services (4110) | 159,223 | 118,070 | 115,000 | 115,000 | 0 | 0.0% |
| Fuel for heating of buildings (4120) | 592,773 | 316,670 | 357,072 | 357,072 | 0 | 0.0% |
| Electricity (4130) | 779,777 | 839,987 | 808,578 | 808,578 | 0 | 0.0% |
| Telephone (4140) | 55,280 | 48,281 | 60,000 | 60,000 | 0 | 0.0% |
| Building Repairs (4220) | 545,539 | 685,246 | 462,000 | 462,000 | 0 | 0.0% |
| Vehicle Maintenance Other (4230) | 4,226 | 4,812 | 8,000 | 8,000 | 0 | 0.0% |
| Network and Telecommunications (4400) | 323,359 | 262,730 | 393,211 | 489,332 | 96,121 | 24.4% |
| Sub-total Operations & Maintenance | 2,460,177 | 2,275,796 | 2,203,862 | 2,299,983 | 96,121 | 4.4% |
| Employer Retirement Contributions (5100) | 171,286 | 97,525 | 116,073 | 121,210 | 5,137 | 4.4% |
| Insurance for Active Employees (5200) | 58,759 | 39,288 | 36,578 | 36,587 | 9 | 0.0% |
| Community Services (6000) | 295,266 | 211,310 | 301,851 | 310,000 | 8,149 | 2.7% |
| Asset Acquisition & Improvement | | | | | 0 | |
| Sub-total Above 4 Items | 525,311 | 348,122 | 454,502 | 467,797 | 13,295 | 2.9% |
| Vocational Education Tuition | 21,936 | 22,594 | 23,271 | 24,000 | 729 | 3.1% |
| SPED Out of District Tuitions | 5,338,655 | 5,841,713 | 6,206,001 | 7,372,302 | 1,166,301 | 18.8% |
| Sub-total Programs with Other School Districts | 5,360,591 | 5,864,307 | 6,229,272 | 7,396,302 | 1,167,030 | 18.7% |
| **Total Other Expenses** | **13,288,870** | **13,606,834** | **14,235,763** | **15,894,709** | **1,658,946** | **11.7%** |

# *Town of Natick*

Home of Champions

**Department: Natick Public Schools**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Total Gross School Budget** | **51,427,457** | **51,484,296** | **53,729,451** | **58,237,508** | **2,391,831** | **4.7%** |
| Offsets | | | | | | |
| *Less: Town Transportation Subsidy* | *(325,402)* | *(311,175)* | *(350,242)* | *(360,749)* | *(10,507)* | *3.0%* |
| *Less: Bus Fee Offset* | *(274,391)* | *(288,107)* | *(285,000)* | *(300,000)* | *(15,000)* | *5.3%* |
| *Less: Circuit Breaker Offset* | *(1,385,799)* | *(1,931,992)* | *(2,200,000)* | *(2,200,000)* | *0* | *0.0%* |
| *Less: Edu Jobs Grant* | *(518,585)* | | | | *0* | |
| *Less: Federal and State Grants* | *(2,459,683)* | *(2,402,608)* | *(2,305,536)* | *(2,210,148)* | *95,388* | *-4.1%* |
| *Less: ARRA Offset* | | | | | *0* | |
| Total Offsets | (4,963,860) | (4,933,882) | (5,140,778) | (5,070,897) | 69,881 | -1.4% |
| | | | | | | |
| **Total NET School Budget Appropriations** | **46,463,597** | **46,550,414** | **48,588,672** | **53,166,610** | **4,577,938** | **9.4%** |

# *Town of Natick*

Home of Champions

Department: Natick Public Schools Line-Item Detail

Narrative:

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

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

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

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

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

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

**Narrative**

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

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

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

**Asset Acquisition & Improvement**

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

**Programs with Other School Districts**

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

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# *Town of Natick*

Home of Champions

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

**Appropriation Summary**

**South Middlesex Regional Technical School**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Operating Expenses** | | | | | | |
| Assessment | 1,396,865 | 1,260,906 | 1,270,852 | 1,397,937 | 127,085 | 10.00% |
| **Total Operating Expenses** | **1,396,865** | **1,260,906** | **1,270,852** | **1,397,937** | **127,085** | **10.00%** |
| **Total South Middlesex Regional Tech.** | **1,396,865** | **1,260,906** | **1,270,852** | **1,397,937** | **127,085** | **10.00%** |

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

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

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

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

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

**Philosophy (con't):**

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

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

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

**Goals:**

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

# *Town of Natick*

Home of Champions

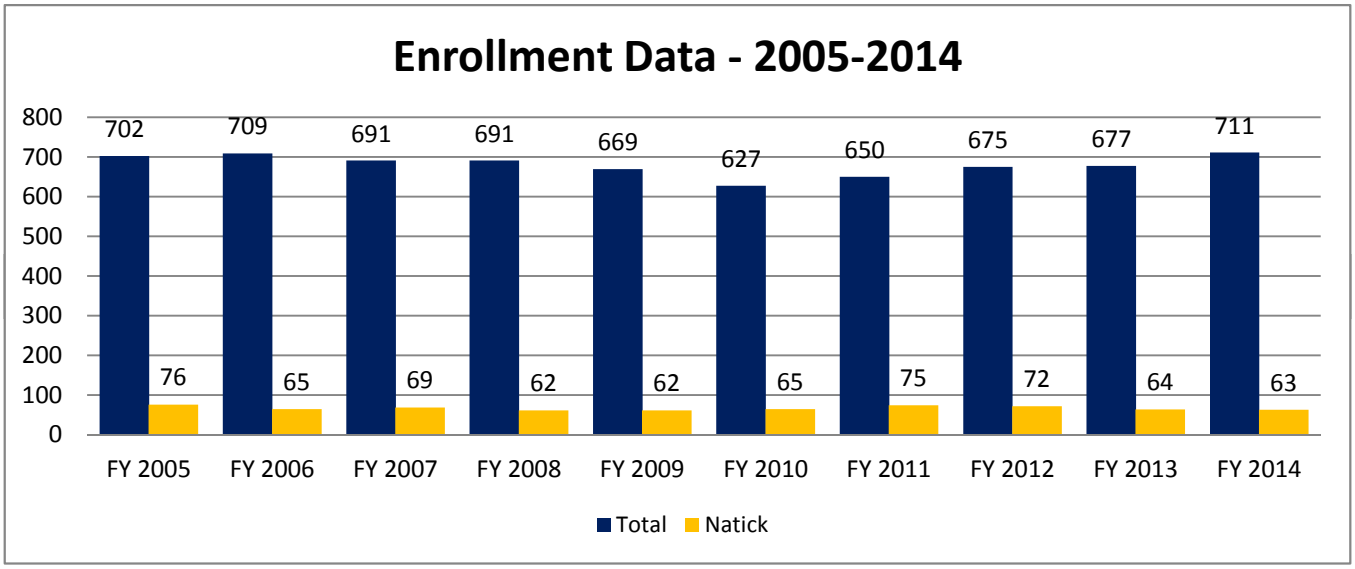
**Department: (Joseph P. Keefe) South Middlesex Regional Technical School**

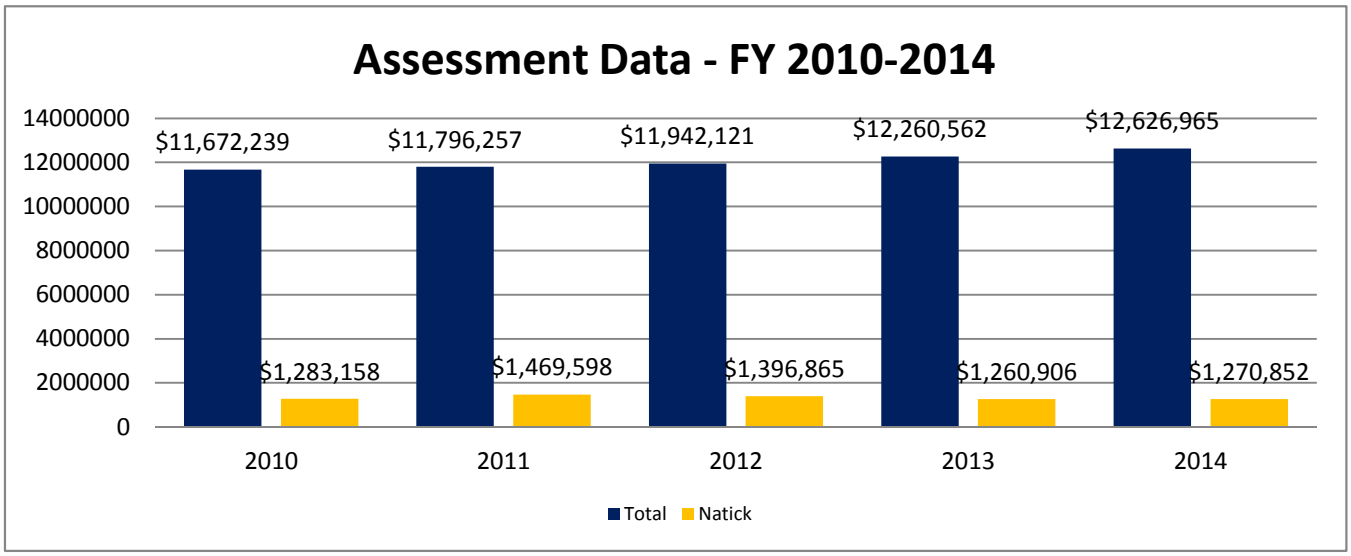
### Budget Overview

The Keefe Tech Assessment is as shown below. We have forecast a 10% increase as a placeholder for the initial January 1 submission. Budget hearings have not been held as of production of this document.

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2013 vs. 2014 $ | % |
|---|---|---|---|---|---|---|
| Assessment | 1,396,865 | 1,260,906 | 1,270,852 | 1,397,937 | 127,085 | 10.00% |
| **Expenses** | **1,396,865** | **1,260,906** | **1,270,852** | **1,397,937** | **127,085** | **10.00%** |
| | | | | | | |
| **Total Keefe Tech** | **1,396,865** | **1,260,906** | **1,270,852** | **1,397,937** | **127,085** | **10.00%** |

### Historic Data



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# *Town of Natick*

Home of Champions

## Department: Morse Institute Library

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | 1,589,561 | 1,592,417 | 1,682,600 | 1,749,659 | 67,059 | 4.0% |
| **Total Salaries** | **1,589,561** | **1,592,417** | **1,682,600** | **1,749,659** | **67,059** | **4.0%** |
| **Operating Expenses** | | | | | | |
| Total Expenses | 262,517 | 273,849 | 291,907 | 322,928 | 31,021 | 10.6% |
| **Total Operating Expenses** | **262,517** | **273,849** | **291,907** | **322,928** | **31,021** | **10.6%** |
| **Total Morse Institute Library** | **1,852,079** | **1,866,266** | **1,974,507** | **2,072,587** | **98,080** | **4.97%** |

**Mission:**

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

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

**Goals:**

**Literacy:** In collaboration with Framingham Literacy Unlimited, the library will continue to offer 5-6 weekly classes and conversation circles in English for speakers of other languages, as well as tutor training and supporting materials. We continue to seek additional funding to help maintain and expand this important program.
**Bacon Free Library cooperation**: The Morse continues our long history of working cooperatively with the Bacon Free Library and its staff through joint staffing, training, library programs, shared collections, Minuteman Library Network, and Natick Reads, a town-wide reading program. We will continue to offer mutual professional assistance as needed.
**Natick Historical Society (NHS) cooperation:** The library works with the Natick Historical Society by providing an archival quality display case in the library for NHS displays and meeting space for NHS programs. The Library and NHS alternate displays here throughout the year. We also host the Society's local history kiosk.

**Goals: (con't)**

**Accessibility:** The library continues its commitment to serving people with disabilities. Over the past several years the Library has acquired a number of adaptive technologies, especially for individuals with visual impairments. Our goal is to continue to upgrade services to patrons with special needs by replacing, upgrading or purchasing new assistive technology hardware and software. Many of the adaptive items are available for checkout by our patrons which has proven to be a popular service. We do need to develop and implement a marketing plan to promote the library's assistive technology tools, as well as provide staff training on use of this equipment .

**Children's Services:** With the picture book weeding project completed, we will begin phase 2, which is to rearrange the books into "collections," for better accessibility by patrons. This new arrangement will make it easier for children and their caregivers to find subjects of interest grouped together on the shelves. We will continue to target the 8-11 year old age group with specific programs designed for them. Another goal is to install stack lighting this year. Many areas in the children's bookstacks are poorly lit, and we want to address this.

**Young Adult Services**: Our full-time Young Adult (YA) librarian has made a big impact on the quality and quantity of programs and services for this age group. Use of the Teen Room continues to increase and the variety and number of innovative programs and activities now available for our teens draws them to the library. Goals for the coming year include: provide more YA programs on school early release days; increase collaboration with the schools; add an additional computer to the YA room, purchase several iPads; and purchase new soft seating and chairs.

**Collection Development , Reference Department & Internal Use of Space:** The Library's Leadership Team continues to investigate innovative ways to organize our materials, making them more logical and accessible to the public. Our goal is to evaluate, update, weed, and shift the fiction, nonfiction, and reference areas. We are increasing the number of "speed reads" and "speed views" available for checkout, and the number of eBooks, online magazines, music, and movies. We continue to purchase new furniture to update the worn and tattered items that have been in the building for over a decade. We have created new study and reading spaces throughout the building, which have proven to be quite popular. We continue in our efforts to organize and preserve Natick's historic records, photos, and documents, and to expand local history reference service. Many of our historical documents are in the process of being digitized by the Boston Public Library as part of the Digital Commonwealth project. The goal is to provide easy online access to historical information.

**Public Relations:** One goal is to continue library fund raising activities beyond the Annual Fund Campaign. The funds raised during our annual Fund Drive are critical in helping us meet our materials budget.
Continue outreach to local civic groups and organizations, businesses, and individuals. Continue to use our very popular Bookmobile as an effective community outreach tool.

**Staff Development:** Continue to develop and support a strong staff development program, including education, team building, and special opportunities for staff growth. Continue to build on the success of the annual all-day Staff Development Day program held every Fall. Seek appropriate training opportunities to keep staff up-to-date on new technologies and for the chance to meet their counterparts at other libraries.

# *Town of Natick*

Home of Champions

## Department: Morse Institute Library

**Budget Overview**

**Library Administration:** Continue to identify new policies and procedures that are needed for the library's operation, and revise and update existing policies /procedures as needed. Continue to work with the Library's Leadership Team to enhance leadership and management skills of the Team. Continue to use the five year Strategic Plan to guide the library forward. In January 2014, the library will launch its new website and logo.

**Technology:** The Library continues to upgrade our computer technology for both patrons and staff. Our goal is to continue with our annual technology survey and inventory, conducted by the IT librarian, who then uses this information to plan for and purchase upgrades to hardware and software throughout the building. The IT librarian will continue to serve on the town's Information Systems Advisory Board. The library is investigating new technologies for the library, such as 3D printing, maker spaces, iPads, public fax machine, etc. on an on-going basis.

**Outreach:** Continue with our bi-monthly Bookmobile visits to the US Army Soldier Systems Center, as well as the numerous neighborhood stops, visits to seniors and older adults., and special library card sign-up visits. Seek additional outreach opportunities in the community. Annually evaluate the Bookmobile's stops to identify the most effective use of this important resource. Continue to build on our award-winning service.

**I. Main Purpose of the Department**

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

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

**II. Recent Developments**

*The Morse Institute was selected to be one of fifty libraries to participate in a state-wide E-Book pilot project.

*The library has conducted a rebranding exercise and will launch a new website and logo in January 2014.

*The library continues to be a member of the Foundation Center Funding Information Network . This is an invaluable source of funding for area nonprofits.

*In August 2012, in cooperation with the Natick Historical Society (NHS), the Library purchased an archival-quality display case. This case gives the Historical Society an opportunity to display some of their holdings in a secure place outside of their building. The library also uses this display case to highlight some of our own historical artifacts. In collaboration with the NHS, we have established a schedule for alternating displays with the Society.

**Budget Overview (con't)**

*The library replaced all of the public internet computers and monitors; we redesigned the computer lab, purchasing 12 new laptops and furniture; we continue to upgrade desktop and laptop computers for patron and staff use. Our IT librarian has been busy installing this new equipment throughout the building. There are now 21 new public access computers for public use. We added a self-checkout computer to the second floor in the Reference area.
*The Morse Institute continues to serve as "the town's living room" -- a true community center where all can meet and enrich their lives.
*Having a full-time Young Adult (YA) librarian on staff has made a tremendous difference in the quantity and quality of programs now available to this population. The innovative programs offer something for everyone. We are especially pleased to see an increase in the number of boys using the library.
*The Library continues to collect oral histories through the Natick Veterans Oral History Project. We also host the annual Veterans Breakfast at Kennedy Middle School, in cooperation with the town's Veterans Agent.
*The library's Strategic Plan runs from FY2012 through FY2016. During the planning process, seven goals were identified and serve to guide the Morse institute Library through the remaining years of the Plan. Every December, an annual "Action Plan" is submitted to the MA Board of Library Commissioners and serves to update our progress on the strategic plan goals.
*We purchased furniture for the Children's Room which is more appropriate for 8-11 year olds, so they do not have to use the furniture designed for younger (smaller)people. This new furniture has been a hit with this age group.
*The magazines in the Children's Room were relocated to a new area, making them more accessible to our young patrons and their caregivers.
*The Project Coordinator for the Natick Veterans Oral History Project continues to recruit veterans to interview for this valuable project. 195 of the 234 interviews in the collection have been posted on www.natickvets.org , the Project's website. These interviews are in video and downloadable audio formats. The Project Coordinator now has a Facebook page for the Project, which also serves as a clearing house for veterans events in and around Natick. In November, the Project cosponsored the annual Veterans Breakfast at Kennedy Middle School, which made front page coverage in the MetroWest Daily News.

**III. Current Challenges**

*We continue to be open only 3 hours on Sundays. For the past several years, the Library has depended on funding from outside the Library's municipal budget to stay open on Sundays, with most of that funding coming from Library State Aid. During the town's budget crunch, Sunday hours were cut from 4 to 3 hours open in FY12; these hours held for FY13 and FY14 as well. The Library reduced holiday weekend hours as another cost saving measure, further limiting patron access and negatively impacting circulation of library materials. Sunday hours are very popular, especially with families, and we are seeking funds to return to being open 4 hours on Sundays.
*We are seeking a part-time, non-benefited library associate to work in the Children's Room. The area is chronically understaffed and we have, at times, had to close the Children's Room in the evening due to lack of staff.
*The town provides approximately 67% of the funds necessary for the library to meet the MBLC expenditure requirement for materials, requiring the library to seek additional funding in that area. A gradual increase of the municipal contribution to the library's materials budget would be greatly appreciated.

Department: Morse Institute Library

**Budget Overview (con't)**

**IV. Significant Proposed Changes for the Upcoming Year and Fiscal Impact**
Our most urgent need is for a part-time, non-benefitted library associate in the Children's Department. We are chronically understaffed in this department, which prevents us from offering more program for youngsters. We have also had to close the Children's Department on occasion when we have not had the staff to keep that area staffed. For fiscal impact, please see the Program Improvement Request form.

**V. On the Horizon** --In 2015, the library will need to prepare a new strategic plan covering FY2016-2020. Libraries in the Commonwealth are required by the MA Board of Library Commissioners to prepare a strategic plan every 3-5 years. This plan will be used to guide the library into the next decade. We continue to evaluate the use of our interior space, relocating book shelves, furniture, and service desks and adding wireless capability and coffee service in the Morse Room.

| **Staffing** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| | | | | | |
| 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 | 0.49 | 0.49 | 1 | 1 |
| Reference Librarian | 2.64 | 2.65 | 2.65 | 3.8 | 4.29 |
| Bookmobile Coordinator | 1 | 1 | 1 | 1 | 1 |
| Technology Associate | 1 | 1 | 1 | 1 | 1 |
| Substitutes | 1.21 | 1.20 | 1.20 | 0.32 | 0.33 |
| Library Assistant | 5.81 | 5.81 | 5.62 | 6.57 | 6.58 |
| ***^Library Associate*** | ***5.34*** | ***5.34*** | ***5.61*** | ***4.94*** | ***4.83*** |
| Bookkeeper | 0.48 | 0.48 | 0.48 | 0.51 | 0.51 |
| Library Clerk | 0.56 | 0.69 | 0.69 | 0.21 | 0.21 |
| Page | 1.43 | 1.43 | 1.63 | 1.51 | 1.23 |
| Project Worker | 0 | 0 | 0 | 0 | 0 |
| Archivist (.47 FTE) | Not Counted | Not Counted | Not Counted | Not Counted | Not Counted |
| Library Associate (.14 FTE) | Not Counted | Not Counted | Not Counted | Not Counted | Not Counted |
| Veterans Oral History Asst (.38 FTE) | Not Counted | Not Counted | Not Counted | Not Counted | Not Counted |
| Other Pages (.30 FTE) | Not Counted | Not Counted | Not Counted | Not Counted | Not Counted |
| **Total FTE** | **30.17** | **30.79** | **31.07** | **31.56** | **31.68** |
| **Total FT/PT** | **15 FT / 38 PT** | **15 FT / 38 PT** | **15 FT / 39 PT** | **16 FT / 38 PT** | **16 FT / 40 PT** |

***^Includes Program Improvement Request***

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

# *Town of Natick*

Home of Champions

## Department: Morse Institute Library

| Performance Indicators (Fiscal Year) | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| ***Workload Measures*** | | | | | |
| Total Circulation | 567,076 | 553,221 | 518,858 | 535,000 | 535,000 |
| Total Programs offered | 624 | 649 | 695 | 695 | 700 |
| Items checked out from Bookmobile | 9,079 | 10,028 | 14,590 | 12497** | 15,000 |
| Number of Interlibrary Loans and MLN Transfers | 152,290 | 152,411 | 155,450 | 156,000 | 157,000 |
| Number of Reference Inquiries | 33,206 | 33,500 | 33,830 | 33,830 | 34,000 |
| Number of volunteer hours | 4,676 | 4,975 | 4,725 | 4,725 | 4,725 |
| Number of Local History Inquiries | 340 | 357 | 570 | 570 | 600 |
| Self Checkouts * | 74,492 | 134,496 | 150,063 | 161,500 | 170,000 |
| Total Hours Library Open | 2,881 | 2,915 | 2,915 | 2,915 | 2,945 |

*FY14 figures are estimates*

***Bookmobile driver out for one month due to injury*

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| ***Efficiency Measures*** | | | | | |
| Circulation per capita | 18.06 | 17.64 | 16.55 | 16.21 | 17.00 |
| Circulation items/staff | 18,796 | 17,968 | 16,700 | 16,952 | 16,888 |
| % Self Checkout | 12% | 29% | 31% | 31% | 32% |

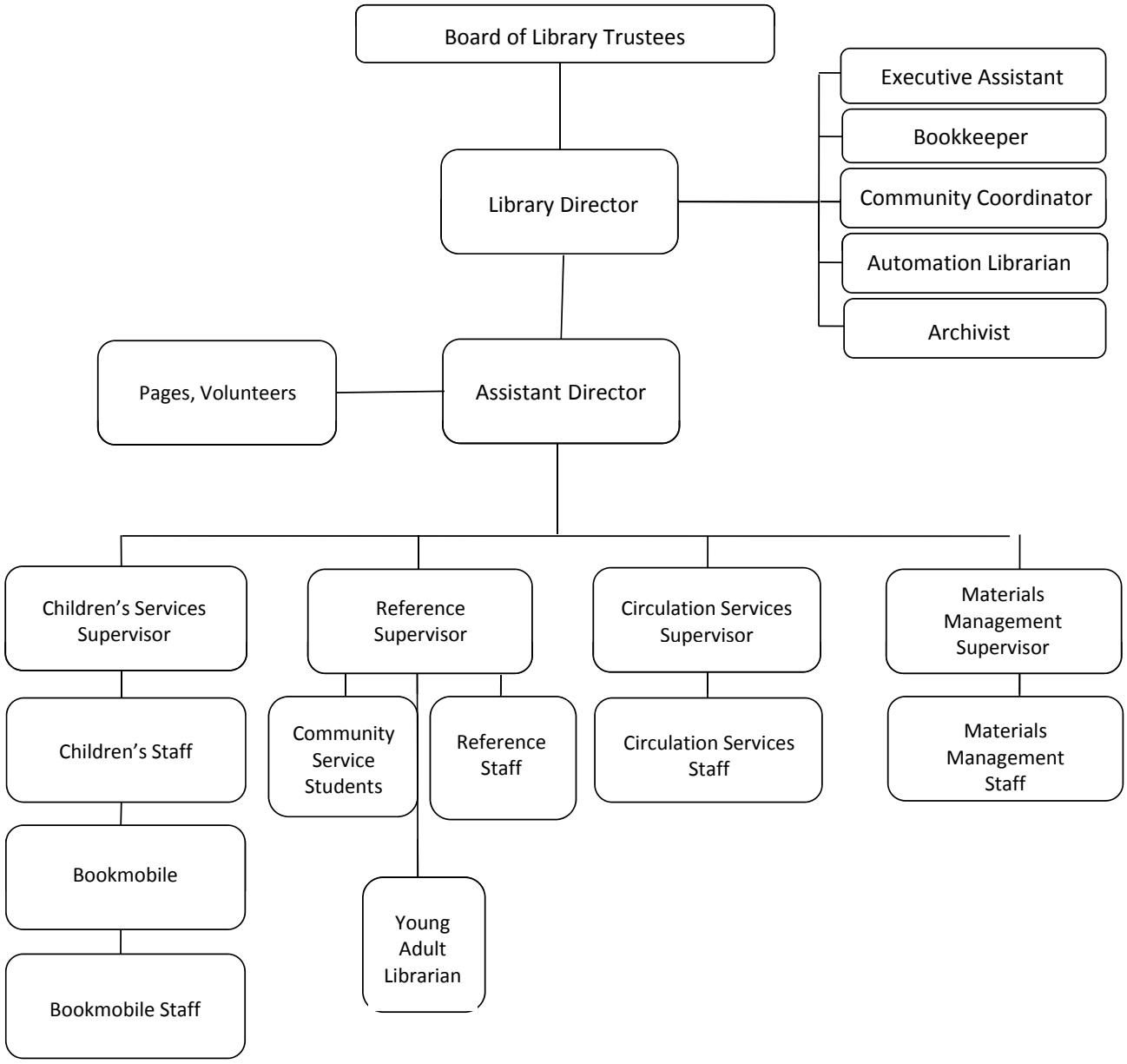
| | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| ***Outcome Measures*** | | | | | |
| Natick Residents with Library Cards | 19,388 | 19,595 | 19,705 | 20,663 | 21,000 |
| Total Program Participants | 9,584 | 10,869 | 10,725 | 11,220 | 12,000 |
| Total Summer Reading Program Participants | 600 | 421 | 470 | 498 | 530 |

# *Town of Natick*

Home of Champions

**Department: Morse Institute Library**

**Organizational Chart**



# *Town of Natick*

Home of Champions

## Department: Morse Institute Library

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| Salaries Management | 92,314 | 93,740 | 97,482 | 97,482 | 0 | 0.0% |
| Salaries Administrative | 162,000 | 165,310 | 170,730 | 170,730 | 0 | 0.0% |
| Salaries Part-time Benefited | 291,024 | 254,145 | 232,381 | 228,442 | -3,939 | -1.7% |
| Salaries Technical/Professional | 717,775 | 762,824 | 862,199 | 866,886 | 4,687 | 0.5% |
| ***^Salaries Part-time Non Benefited*** | ***218,167*** | ***240,979*** | ***242,684*** | ***295,385*** | ***52,701*** | ***21.7%*** |
| Salaries Pages | 24,656 | 25,141 | 19,025 | 37,277 | 18,252 | 95.9% |
| Salaries Substitutes | 37,552 | 21,266 | 28,582 | 12,200 | -16,382 | -57.3% |
| Salaries Longevity | 7,013 | 7,593 | 7,028 | 11,257 | 4,229 | 60.2% |
| Salaries Overtime/Sunday Hrs | 39,061 | 21,418 | 22,489 | 30,000 | 7,511 | 33.4% |
| **Personnel Services** | **1,589,561** | **1,592,417** | **1,682,600** | **1,749,659** | **67,059** | **4.0%** |
| Maint of Computer System | 64,390 | 75,781 | 76,988 | 78,528 | 1,540 | 2.0% |
| Communication Telephone | 2,651 | 3,289 | 6,500 | 6,630 | 130 | 2.0% |
| Communication Postage | 2,756 | 2,436 | 5,580 | 5,636 | 56 | 1.0% |
| Copy/Mail Center Fees | 6,897 | 0 | 650 | 663 | 13 | 2.0% |
| Other Supplies & Services | 1,901 | 4,227 | 4,162 | 4,245 | 83 | 2.0% |
| Education | 675 | 0 | 7,500 | 7,500 | 0 | 0.0% |
| ***^Library Materials*** | ***161,773*** | ***165,018*** | ***167,080*** | ***195,810*** | ***28,730*** | ***17.2%*** |
| Library Supplies | 21,475 | 23,099 | 23,447 | 23,916 | 469 | 2.0% |
| **Total Expenses** | **262,517** | **273,849** | **291,907** | **322,928** | **31,021** | **10.63%** |
| **Total Morse Library** | **1,852,079** | **1,866,266** | **1,974,507** | **2,072,587** | **98,080** | **5.0%** |

***^ Includes Program Improvement Request***

Department: Morse Institute Library Line-Item Detail

Narrative:

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

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | Q |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | [ N+O+P ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Step | Begin Step Amt. | Step | End Step Amt. | Pro-Rata Step | COLA | End Step | Longevity | Total FY 2015 |
| **Department** | | **Morse Institute Library** | | | | **Munis Dept. #** | | | **54** | | | | (@ 52 weeks) | | (@ 52.2 weeks) |
| **Salaries Management** | | | | | | **MUNIS Code** | | | **5111** | | | | | | |
| 43756 | Stetson | Linda | | 1.00 | Director | Per. Bd. | 4 | 97,109 | 4 | 97,109 | 0 | 0% | 97,109 | | 97,482 |
| **Total Salaries Management** | | | | **1.00** | | | | | | | | | | | **97,482** |
| **Salaries Administrative** | | | | | | **MUNIS Code** | | | **5112** | | | | | | |
| 43367 | Finlay | Jane | 10/22/2007 | 1.00 | Asst. Director | Per. Bd. | 3 | 74,720 | 3 | 74,720 | 0 | 0% | 74,720 | | 75,007 |
| 42000 | Nardi | Marie | 8/27/2008 | 0.70 | Community Relations Coor. | Per. Bd. | 2 | 40,141 | 2 | 40,141 | 0 | 0% | 40,141 | | 40,295 |
| 40073 | Ching | Carolyn | 4/2/1997 | 1.00 | Executive Assistant | Per. Bd. | 2 | 55,216 | 2 | 55,216 | 0 | 0% | 55,216 | | 55,428 |
| **Total Salaries Administrative** | | | | **2.70** | | | | | | | | | | | **170,730** |
| **Salaries Operational (Regular Part-Time-Full w/Benefits)** | | | | | | **MUNIS Code** | | | **5113** | | | | | | |
| 41522 | Arnold | Kristen | 10/9/2008 | 0.57 | Library Assistant | Lib. 1116 | H12-2 | 10,730 | H12-3 | 11,115 | 321 | 2% | 11,272 | 0 | **11,532** |
| | | *promotion date* | *(08/15/12)* | | | | H12-3 | 11,115 | H12-3 | 11,115 | 0 | 2% | 11,337 | 0 | 11,163 |
| 3577 | Bailey | Elizabeth | 10/20/1993 | 0.80 | Reference Librarian | Lib. 1116 | H8-6 | 25,818 | H8-6 | 25,818 | 0 | 2% | 26,335 | 520 | 27,462 |
| | | | | | | | H8-6 | 25,818 | H8-6 | 25,818 | 0 | 2% | 26,335 | 0 | 25,929 |
| 40072 | Christie | Laurie | 4/2/1997 | 0.83 | Library Assistant | Lib. 1116 | H12-6 | 18,431 | H12-6 | 18,431 | 0 | 2% | 18,800 | 468 | 19,702 |
| | | | | | | | H12-6 | 18,431 | H12-6 | 18,431 | 0 | 2% | 18,800 | 0 | 18,511 |
| 42608 | Magee | Jane | 12/8/2004 | 0.83 | Library Assistant | Lib. 1116 | H12-3 | 16,186 | H12-4 | 16,743 | 558 | 2% | 17,078 | 415 | 17,887 |
| | | *promotion date* | *(07/01/12)* | | | | H12-4 | 16,743 | H12-4 | 16,743 | 0 | 2% | 17,078 | 0 | 16,816 |
| 41381 | McGillis | Jennifer | 9/29/1999 | 0.83 | Library Assistant | Lib. 1116 | H12-6 | 17,927 | H12-6 | 17,927 | 0 | 2% | 18,286 | 440 | 19,148 |
| | | | | | | | H12-6 | 17,927 | H12-6 | 17,927 | 0 | 2% | 18,286 | 0 | 18,005 |
| 41130 | Perkins | Karen | 5/6/1998 | 0.80 | Library Assistant | Lib. 1116 | H12-6 | 17,279 | H12-6 | 17,279 | 0 | 2% | 17,625 | 396 | 18,021 |
| | | | | | | | H12-6 | 17,279 | H12-6 | 17,279 | 0 | 2% | 17,625 | 0 | 17,353 |
| 2911 | Richard | Janet | 9/8/1988 | 0.72 | Library Assistant | Lib. 1116 | H12-6 | 15,551 | H12-6 | 15,551 | 0 | 2% | 15,862 | 540 | 16,768 |
| | | | | | | | H12-6 | 15,551 | H12-6 | 15,551 | 0 | 2% | 15,862 | 0 | 15,618 |
| **Total Salaries Operational** | | | | **5.38** | | | | | | | | | | $2,779 | 231,221 |
| | | | | | | | | | | | | | | ***less longevity -->*** | **$228,442** |

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | Q |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | [ N+O+P ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Step | Begin Step Amt. | Step | End Step Amt. | Pro-Rata Step | COLA | End Step | Longevity | Total FY 2015 |
| **Department** | | **Morse Institute Library** | | | | **Munis Dept. #** | | | **54** | | | | (@ 52 weeks) | | (@ 52.2 weeks) |
| **Salaries Technical/Professional** | | | | | | **MUNIS Code** | | | **5114** | | | | | | |
| 2061 | Barnicle | Susan | 10/26/1983 | 1.00 | Children's Librarian | Lib. 1116 | S5-6 | 32,273 | S5-6 | 32,273 | 0 | 2% | 32,918 | 750 | 34,428 |
| | | | | | | | S5-6 | 32,273 | S5-6 | 32,273 | 0 | 2% | 32,918 | 0 | 32,412 |
| 41261 | Bartlett | Karol | 4/1/1999 | 1.00 | Reference Librarian | Lib. 1116 | S8-6 | 32,273 | S8-6 | 32,273 | 0 | 2% | 32,918 | 550 | 34,228 |
| | | | | | | | S8-6 | 32,273 | S8-6 | 32,273 | 0 | 2% | 32,918 | 0 | 32,412 |
| 3015 | Borghi | Mary | 5/8/1989 | 1.00 | Library Assistant | Lib. 1116 | S12-6 | 21,600 | S12-6 | 21,600 | 0 | 2% | 22,032 | 750 | 23,290 |
| | | | | | | | S12-6 | 21,600 | S12-6 | 21,600 | 0 | 2% | 22,032 | 0 | 21,693 |
| 1438 | Champion | Linda | 6/18/1980 | 1.00 | Children's Programmer | Lib. 1116 | S6-6 | 32,273 | S6-6 | 32,273 | 0 | 2% | 32,918 | 750 | 34,428 |
| | | | | | | | S6-6 | 32,273 | S6-6 | 32,273 | 0 | 2% | 32,918 | 0 | 32,412 |
| 42242 | Huling | Rose | 9/29/2003 | 1.00 | Bookmobile Librarian | Lib. 1116 | S9-6 | 28,679 | S9-6 | 28,679 | 0 | 2% | 29,253 | 500 | 30,428 |
| | | | | | | | S9-6 | 28,679 | S9-6 | 28,679 | 0 | 2% | 29,253 | 0 | 28,803 |
| 548 | Jones | Martha | 10/16/1974 | 1.00 | Supervisor Tech. Svs. | Lib. 1116 | S4-6 | 35,479 | S4-6 | 35,479 | 0 | 2% | 36,189 | 750 | 37,774 |
| | | | | | | | S4-6 | 35,479 | S4-6 | 35,479 | 0 | 2% | 36,189 | 0 | 35,632 |
| 43626 | Kyriakis | Demetrios | 12/10/2008 | 1.00 | Supervisor Reference | Lib. 1116 | S3-6 | 35,479 | S3-6 | 35,479 | 0 | 2% | 36,189 | 0 | 37,024 |
| | | | | | | | S3-6 | 35,479 | S3-6 | 35,479 | 0 | 2% | 36,189 | 0 | 35,632 |
| 40087 | Lathwood | Pamela | 5/16/1997 | 1.00 | Technology Associate | Lib. 1116 | S11-6 | 28,679 | S11-6 | 28,679 | 0 | 2% | 29,253 | 550 | 30,478 |
| | | | | | | | S11-6 | 28,679 | S11-6 | 28,679 | 0 | 2% | 29,253 | 0 | 28,803 |
| 3272 | Redington | Dell | 8/10/1991 | 1.00 | Library Assistant | Lib. 1116 | S12-6 | 21,600 | S12-6 | 21,600 | 0 | 2% | 22,032 | 650 | 23,190 |
| | | | | | | | S12-6 | 21,600 | S12-6 | 21,600 | 0 | 2% | 22,032 | 0 | 21,693 |
| 44616 | Schneider | Rebecca | 10/10/2012 | 0.97 | Reference Librarian | Lib. 1116 | H8-2 | 27,268 | H8-3 | 28,237 | 727 | 2% | 28,554 | 0 | 29,213 |
| | | | | | | | H8-3 | 28,454 | H8-3 | 28,454 | 0 | 2% | 29,023 | 0 | 28,577 |
| 1856 | Smith | Dale | 9/29/1982 | 1.00 | Supervisor Child. Svs. | Lib. 1116 | S1-6 | 35,479 | S1-6 | 35,479 | 0 | 2% | 36,189 | 750 | 37,774 |
| | | | | | | | S1-6 | 35,479 | S1-6 | 35,479 | 0 | 2% | 36,189 | 0 | 35,632 |
| 41689 | Sullivan | Ellen | 9/4/2001 | 1.00 | Children's Room Assoc. | Lib. 1116 | S10-2 | 24,971 | S10-3 | 25,847 | 730 | 2% | 26,215 | 500 | 27,320 |
| | | *promotion date* | *(07/25/12)* | | | | S10-3 | 25,847 | S10-3 | 25,847 | 0 | 2% | 26,364 | 0 | 25,959 |
| 44258 | Taylor | Nina | 9/12/2011 | 1.00 | Professional Librarian | Lib. 1116 | H8-3 | 29,090 | H8-4 | 30,118 | 856 | 2% | 30,545 | 0 | 31,250 |
| | | | | | | | H8-4 | 30,118 | H8-4 | 30,118 | 0 | 2% | 30,720 | 0 | 30,247 |
| 3144 | Welch | Paula | 5/14/1990 | 1.00 | Supervisor Circ. Svs. | Lib. 1116 | S2-6 | 35,479 | S2-6 | 35,479 | 0 | 2% | 36,189 | 750 | 37,774 |
| | | | | | | | S2-6 | 35,479 | S2-6 | 35,479 | 0 | 2% | 36,189 | | 35,632 |
| **Total Salaries Technical/Professional** | | | | **13.97** | | | | | | | | | | 7,250 | 874,136 |
| | | | | | | | | | | | | | | ***less longevity -->*** | **$866,886** |

# Town of Natick — Personnel Staffing Sheets

**Department** Morse Institute Library

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | Q |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | [ N+O+P ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Begin Step | Begin Step Amt. | End Step | End Step Amt. | Pro-Rata Step | COLA | End Step | Longevity | Total FY 2015 |
| **Department** | | **Morse Institute Library** | | | | **Munis Dept. #** | | | **54** | | | | (@ 52 weeks) | | (@ 52.2 weeks) |
| **Salaries Part-Time-(Permanent & Temporary Part-Time)** | | | | | | **MUNIS Code** | | | **5123** | | | | | | |
| 44339 | Bates | Patricia | 12/1/2011 | 0.35 | Library Associate | Lib. 1116 | H14-4 | 5,781 | H14-5 | 5,955 | 101 | 2% | 6,000 | 0 | 6,139 |
| | | | | | | | H14-5 | 5,955 | H14-5 | 5,955 | 0 | 2% | 6,074 | 0 | 5,980 |
| 42856 | Bernfeld | Linda | 10/28/2005 | 0.35 | Reference Librarian | Lib. 1116 | H8-2 | 9,832 | H8-3 | 10,183 | 351 | 2% | 10,387 | 0 | 10,227 |
| | | *promotion date* | *(07/01/12)* | | | | H8-3 | 10,183 | H8-3 | 10,183 | 0 | 2% | 10,387 | 0 | 10,626 |
| 5431 | Bordeaux | Gaylene | 7/13/2005 | 0.47 | M/Lib Archivist | See note #1 | N/A | 0 | N/A | 0 | 0 | 1% | 0 | 0 | 0 |
| 45012 | Cutler | Patricia | 12/4/2013 | 0.27 | Library Associate | Lib. 1116 | H14-1 | 4,075 | H14-2 | 4,201 | 105 | 0% | 4,180 | 0 | 4,277 |
| | | | | | | | H14-2 | 4,201 | H14-2 | 4,201 | 0 | 0% | 4,201 | 0 | 4,137 |
| 40074 | Deutsch | Meryl | 9/1/2004 | 0.37 | Reference Librarian | Lib. 1116 | H8-2 | 10,394 | H8-3 | 10,765 | 371 | 2% | 10,980 | 0 | 11,234 |
| | | *promotion date* | *(07/01/12)* | | | | H8-3 | 10,765 | H8-3 | 10,765 | 0 | 2% | 10,980 | 0 | 11,233 |
| 42917 | Flaherty | Kathleen | 2/28/2006 | 0.43 | Library Associate | Lib. 1116 | H14-6 | 7,763 | H14-6 | 7,763 | 0 | 2% | 7,918 | 0 | 8,101 |
| | | | | | | | H14-6 | 7,763 | H14-6 | 7,763 | 0 | 2% | 7,918 | 0 | 7,796 |
| 41393 | Hinckley | Carol | 3/30/2005 | 0.45 | Library Associate | Lib. 1116 | H14-6 | 8,124 | H14-6 | 8,124 | 0 | 2% | 8,286 | 175 | 8,653 |
| | | | | | | | H14-6 | 8,124 | H14-6 | 8,124 | 0 | 2% | 8,286 | 0 | 8,159 |
| 3540 | Holmes | Cary | 8/23/1993 | 0.48 | Reference Librarian | Lib. 1116 | H8-2 | 13,484 | H8-3 | 13,965 | 481 | 2% | 14,244 | 257 | 14,868 |
| | | *promotion date* | *(07/01/12)* | | | | H8-3 | 13,965 | H8-3 | 13,965 | 0 | 2% | 14,244 | 0 | 14,025 |
| 40075 | Kornblum | Susan | 8/31/2002 | 0.21 | Library Clerk | Lib. 1116 | H15-6 | 2,920 | H15-6 | 2,920 | 0 | 2% | 2,979 | 0 | 3,047 |
| | | | | | | | H15-6 | 2,920 | H15-6 | 2,920 | 0 | 2% | 2,979 | 0 | 2,933 |
| 40076 | Kriger | Jeanne | 4/2/1997 | 0.51 | Library Associate | Lib. 1116 | H14-6 | 9,207 | H14-6 | 9,207 | 0 | 2% | 9,391 | 239 | 9,847 |
| | | | | | | | H14-6 | 9,207 | H14-6 | 9,207 | 0 | 2% | 9,391 | 0 | 9,247 |
| 44148 | Lawrence-Archer | Ja James | 5/16/2011 | 0.14 | Library Associate | See note #2 | H14-2 | 0 | H14-3 | 0 | 0 | 2% | 0 | 0 | 0 |
| 43347 | Magarie | Barbara | 9/24/2007 | 0.48 | Library Associate | Lib. 1116 | H14-6 | 8,665 | H14-6 | 8,665 | 0 | 2% | 8,839 | 0 | 9,043 |
| | | | | | | | H14-6 | 8,665 | H14-6 | 8,665 | 0 | 2% | 8,839 | 0 | 8,703 |
| 43345 | Pandil | Pat | 9/24/2007 | 0.40 | Library Associate | Lib. 1116 | H14-6 | 7,221 | H14-6 | 7,221 | 0 | 2% | 7,366 | 0 | 7,536 |
| | | | | | | | H14-6 | 7,221 | H14-6 | 7,221 | 0 | 2% | 7,366 | 0 | 7,252 |
| 41666 | Phillips | Fay | 8/3/2001 | 0.45 | Library Associate | Lib. 1116 | H14-6 | 8,124 | H14-6 | 8,124 | 0 | 2% | 8,286 | 197 | 8,675 |
| | | | | | | | H14-6 | 8,124 | H14-6 | 8,124 | 0 | 2% | 8,286 | 0 | 8,159 |
| 8464 | Quinn | Norine | 6/11/2001 | 0.45 | Library Associate | Lib. 1116 | H14-6 | 8,124 | H14-6 | 8,124 | 0 | 2% | 8,286 | 201 | 8,679 |
| | | | | | | | H14-6 | 8,124 | H14-6 | 8,124 | 0 | 2% | 8,286 | 0 | 8,159 |
| 41730 | Schontag | Dawn | 10/6/2011 | 0.32 | Reference Librarian | Lib. 1116 | H8-1 | 8,670 | H8-2 | 8,989 | 319 | 2% | 9,168 | 0 | 9,380 |
| | | *promotion date* | *(07/01/13)* | | | | H8-2 | 8,989 | H8-2 | 8,989 | 0 | 2% | 9,168 | 0 | 9,027 |
| 3156 | Silvetti | Jessica | 2/15/2001 | 0.21 | Library Associate | Lib. 1116 | H14-6 | 3,791 | H14-6 | 3,791 | 0 | 2% | 3,867 | 0 | 3,956 |
| | | | | | | | H14-6 | 3,791 | H14-6 | 3,791 | 0 | 2% | 3,867 | 0 | 3,807 |
| 43990 | Sullivan | Maureen | 9/9/2010 | 0.38 | Prog Coor-Vets Oral Hist | See note #3 | N/A | 0 | N/A | 0 | 0 | 1% | 0 | 0 | 0 |
| 41367 | Turner | Kathleen | 10/4/1999 | 0.45 | Library Associate | Lib. 1116 | H14-2 | 7,001 | H14-3 | 7,209 | 156 | 2% | 7,300 | 159 | 7,627 |
| | | *promotion date* | *(7/1/13)* | | | | H14-3 | 7,209 | H14-3 | 7,209 | 0 | 2% | 7,353 | 0 | 7,240 |
| 43731 | Wallace | James | 6/29/2009 | 0.14 | Library Associate | Lib. 1116 | H14-1 | 6,440 | H14-2 | 6,638 | 132 | 2% | 6,703 | 0 | 6,600 |
| | | *promotion date* | *(11/13/13)* | | | | H14-2 | 6,638 | H14-2 | 6,638 | 0 | 2% | 6,771 | 0 | 6,667 |
| 44338 | Yin | Lisa | 11/28/2011 | 0.35 | Library Associate | Lib. 1116 | H14-4 | 5,781 | H14-5 | 5,955 | 116 | 2% | 6,015 | 0 | 6,154 |
| | | | | | | | H14-5 | 5,955 | H14-5 | 5,955 | 0 | 2% | 6,074 | 0 | 5,980 |
| | ***^Vacant - Part-Time Children's*** | | | ***0.40*** | ***Library Associate*** | ***Lib. 1116*** | ***H14-0*** | ***13,136*** | ***H14-0*** | ***13,136*** | ***0*** | ***0%*** | ***13,136*** | ***0*** | ***13,440*** |

# Town of Natick — Personnel Staffing Sheets

**Department** Morse Institute Library

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | Q |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | [ N+O+P ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Step | Begin Step Amt. | Step | End Step Amt. | Pro-Rata Step | COLA | End Step | Longevity | Total FY 2015 |
| **Department** | | **Morse Institute Library** | | | | **Munis Dept. #** | | | **54** | | | | (@ 52 weeks) | | (@ 52.2 weeks) |
| **Total Salaries Part-Time** | | | | **8.07** | | | | | | | | | | **$1,228.00** | **296,613** |
| | | | | | | | | | | | | | | ***less longevity -->*** | **$295,385** |
| **Salaries Substitutes** | | | | | | **MUNIS Code** | | | **511885** | | | | | | |
| 8662 | Culkin | Connie | 8/15/2007 | 0.18 | Library Associate | Lib. 1116 | H14-6 | 3,250 | H14-6 | 3,250 | 0 | 2% | 3,315 | 0 | 3,391 |
| | | | | | | | H14-6 | 3,250 | H14-6 | 3,250 | 0 | 2% | 3,315 | 0 | 3,264 |
| | Vacant | | | 0.15 | Library Associate | Lib. 1116 | H14-6 | 2,708 | H14-6 | 2,708 | 0 | 2% | 2,762 | 0 | 2,826 |
| | | | | | | | H14-6 | 2,708 | H14-6 | 2,708 | 0 | 2% | 2,762 | 0 | 2,720 |
| **Total Salaries Substitutes** | | | | **0.33** | | | | | | | | | | | **12,200** |
| **Salaries Pages** | | | | | | **MUNIS Code** | | | **5124** | | | | | | |
| 44068 | Beekman | Barbara | 7/24/2013 | 0.20 | Library Page | Per. Bd. | L1-3 | 3,823 | L1-4 | 3,940 | 107 | 0% | 3,930 | 0 | 3,945 |
| 4097 | Biagetti | Celia | 9/1/1964 | 0.20 | Library Page | Per. Bd. | L1-6 | 4,181 | L1-6 | 4,181 | 0 | 0% | 4,181 | 0 | 4,197 |
| 44870 | Dlott | Addison | 7/24/2013 | 0.10 | Library Page | Per. Bd. | L1-0 | 2,184 | L1-1 | 2,705 | 478 | 0% | 2,662 | 0 | 2,672 |
| *44871* | *Edwards (note #4)* | *Dylan* | *7/24/2013* | *0.20* | *Library Page* | *Per. Bd.* | *L1-0* | *3,931* | *L1-1* | *4,058* | *116* | *0%* | *4,047* | *0* | *4,063* |
| 44632 | Hansen | Nicholas | 10/11/2012 | 0.20 | Library Page | Per. Bd. | L1-1 | 6,312 | L1-2 | 6,494 | 137 | 0% | 6,448 | 0 | 6,473 |
| 44980 | Harney | Conor | 9/11/2013 | 0.10 | Library Page | Per. Bd. | L1-0 | 2,621 | L1-1 | 2,705 | 70 | 0% | 2,691 | 0 | 2,701 |
| 44148 | Lawrence-Archer | James | 5/16/2011 | 0.33 | Library Page | Per. Bd. | L1-4 | 6,894 | L1-5 | 7,098 | 34 | 0% | 6,928 | 0 | 6,955 |
| *43731* | *Wallace (note #4)* | *James* | *6/29/2009* | *0.10* | *Library Page* | *Per. Bd.* | *L1-4* | *3,940* | *L1-5* | *4,056* | *0* | *0%* | *3,940* | *0* | *3,955* |
| 43806 | Stark | Joy | 9/9/2009 | 0.10 | Substitute-Library Page | Per. Bd. | L1-1 | 2,254 | L1-2 | 2,319 | 54 | 0% | 2,308 | 0 | 2,317 |
| **Total Salaries Pages** | | | | **1.53** | | | | | | | | | | **$11,257.00** | **37,277** |
| **Total Morse Institute Salaries** | | | | **32.98** | | | | | | | | | | | **$1,719,659** |
| **Total Positions supported from G/F** | | | | **31.68** | | | | | | | | | | | |

**Salaries Overtime/Sunday Hours**

| | |
|---|---|
| Salaries less clothing allowance | $1,719,659 |
| Plus Overtime | $30,000 |
| **Total Salaries** | **$1,749,659** |

#1. G. Bordeaux was hired under a bequest and is continuing on.
The library will send bequest funds to the town to pay her salary.
#2. Wallace and Edwards paid from Anita Green bequest
#3. Sullivan Paid through Veteran Oral History Grant
#4. Lawrence-Archer paid through Library State Aid for Computer Classes

***^Includes Program Improvement Request***

## Revenue/Expenditure Summary - All Sources - Morse Institute Library - FY 2011 thru FY 2015

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

| REVENUE SOURCES | Fiscal Year 2011 (Actual) | Fiscal Year 2012 (Actual) | Fiscal Year 2013 (Actual) | Fiscal Year 2014 (Budget) | Fiscal Year 2015 (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:** | $ 37,825 | $ 37,219 | $ 30,000 | $ 35,000 | $ 35,000 | |
| **Annual Fund:** | $ 30,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 20,000 | |
| **Investments:** | $ 42,000 | $ 42,000 | $ 42,000 | $ 42,000 | $ 42,000 | |
| **Friends of the Library:** | $ 49,000 | $ 40,000 | $ 38,000 | $ 38,000 | $ 38,000 | |
| **Other Recurring Grants:** | $ 22,500 | $ 24,750 | $ 30,000 | $ 30,000 | $ 30,000 | Veterans Oral History Project grant |
| **Town Meeting Appropriation:** | $ 1,738,491 | $ 1,852,078 | $ 1,884,687 | $ 1,974,507 | $ 2,072,587 | |
| **TOTAL:** | $ 2,029,816 | $ 2,126,047 | $ 2,154,687 | $ 2,249,507 | $ 2,347,587 | |

| EXPENSES | Fiscal Year 2011 (Actual) | Fiscal Year 2012 (Actual) | Fiscal Year 2013 (Actual) | Fiscal Year 2014 (Budget) | Fiscal Year 2015 (Budget) | Notes |
|---|---|---|---|---|---|---|
| Salaries | $ 1,483,786 | $ 1,589,561 | $ 1,592,417 | $ 1,682,600 | $ 1,749,659 | (Town Appropriation) |
| from Library State Aid: | $ 37,825 | $ 37,219 | $ 34,000 | $ 45,000 | $ 45,000 | |
| Materials | $ 147,367 | $ 161,773 | $ 165,018 | $ 167,080 | $ 195,810 | (Town Appropriation) |
| from other sources: | $ 135,000 | $ 135,000 | $ 150,000 | $ 150,000 | $ 150,000 | (revolving fund, Friends, donations) |
| Purchase of Services | $ 87,464 | $ 78,594 | $ 85,732 | $ 93,880 | $ 95,702 | (Town Appropriation) |
| from other sources: | $ 25,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ 15,000 | (revolving fund) |
| Other Services Misc. | $ 1,635 | $ 675 | $ - | $ 7,500 | $ 7,500 | (Town Appropriation) |
| Other Supplies | $ 18,879 | $ 21,475 | $ 23,099 | $ 23,447 | $ 23,916 | (Town Appropriation) |
| Admin, programs, consultants, staff dev. | $ 71,000 | $ 62,000 | $ 65,000 | $ 65,000 | $ 65,000 | (from annual fund & other donations) |
| **TOTAL:** | $ 2,007,956 | $ 2,101,298 | $ 2,130,266 | $ 2,249,507 | $ 2,347,587 | |

**Notes:**

**Friends money goes to purchase the following:**
- Museum passes
- Speed Reads
- Bookmobile
- Programs
- Other things as needed, i.e. book drops

# *Town of Natick*

Home of Champions

## Department: Bacon Free Library

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | 100,436 | 112,535 | 124,032 | 134,301 | 10,269 | 8.3% |
| **Operating Expenses** | | | | | | |
| Supplies | 18,239 | 17,468 | 18,549 | 18,145 | -404 | -2.2% |
| **Total Bacon Free Library** | **118,675** | **130,004** | **142,581** | **152,446** | **9,865** | **6.9%** |

**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. Goals:**

In FY13 we achieved the goal of: Giving **more** service to "all Natick area residents"

- SERVICE HOURS: by replacing BFL's "hopscotch hours" with solid business hours during which the community could have access to its library. We started opening all day long Tuesday through Friday, retaining our half-days of service on Saturdays and Mondays plus Tuesday evenings. The Town took this major step forward during a tough economic time. We also achieved the goal of "safe staffing": having two people on duty at BFL at all times.

In FY14 we achieved the goal of: Giving **greater** service "to all Natick area residents"

- STAFF HOURS: by bolstering BFL's administration, giving the director almost four more hours per week (making work week 36 hours) to do more planning, collection building, professional networking and fundraising, therefore drawing greater benefits for all Natick area residents.
- BOOKS AND PERIODICALS: We also achieved the goal of having $3000 in Books and Periodicals funds restored Books and Periodicals funds having been halved from $12,000 to $6,000 as the recession continued across FY11, 12 and 13.

Our goal for FY15 is to support the educational needs of the community's children"

- STAFF HOURS: By bolstering the staff who serve children. A year ago BFL had two school classes who visited fairly regularly. Because of the efforts of both librarians, there are now NINE lively class groups coming in every week and it's likely to grow. In FY15 BFL seeks sufficient part time staff hours to accommodate this increased volume of business; also sufficient part time staff to cover librarians' sick, vacation and training time. When one person on BFL's part time (except for director) four person team is out sick or on vacation, and another is already working the shift, there are only TWO others to call upon. They're often unavailable. Even when they're available, part time salary funds drain quickly.
- BOOKS AND PERIODICALS: Our FY15 goal is also to take the final step out of recessionary funding levels for our Books and Periodicals line item in order to "provide popular materials and learning resources (to) all Natick area residents and, per benefactor Oliver Bacon, to select from "the broadest range of interest and topics."

## Department: Bacon Free Library

*Budget Overview (Continued):*

**III. Current Challenges**

Most Minuteman libraries and even most public libraries nationally are seeing alarming decreases in circulation over the last few years due to market pressures – the increasing popularity of ebooks, Kindles, Nooks, Netflicks, internet functionality on cell phones, online and chain bookstores and more. That's a formidable challenge. The economic recession causing the halving –for three years-- of the one line that brings Natick children and adults new library stuff is a formidable challenge too.

But small, one room two-staff person Bacon Free Library has not faltered. It has steadily gained ground, held on and is on a course to gain ground again. We're on course to break the never before reached mark of 30,000 in annual circulation. When past Director Diane Wallace arrived in 2004, the annual circulation was less than half that. Why the unrelenting progress? Being Natick's cozy architectural gem by the waterfall is a factor. So is the close knit network of young families who depend on us. So is the great teamwork among the four of us and among our other supportive teams, The Friends and Trustees.

Our strong partnership with the two neighborhood schools, Riverbend Montessori and brand new St. Benedict's, and the nine class groups is a huge recent factor.

But at the top of the list ---especially as we've been chugging along with half a book budget—is superior book selection and its marketing via a perpetual calendar of dynamic children's programs. Credit goes to our Asssistant Director / Children's Librarian on both ends of that formula. She's sharp and she never stops. The additional two hours per week we ask for her in FY15, moving her from 26 to 28 hours/wk will give her more acquisitions and program planning time. Some of the additional Library Assistant hours will be used to give her clerical help with the processing of new materials. This would achieve an efficiency both on use of her professional time and on the use of municipal dollars.

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

We have submitted two PIRs, one in which we ask for $3,000 to take the final step out of a recessionary era book budget, to restore that line to its pre-recession $12,000 level. That's just necessary.

The second PIR requests additional Assistant Director hours (2hs more/wk = $2,740) and additional part time Library Assistant hours to cover librarians vac, sick and training plus significantly increased volume of business (=$6,780) Both together are an additional $9,520 in salary. $12,520 are comparatively few dollars to give an extra gear to The Little Engine that Could so it can further satisfy "The Little Community that would and can and does.

**V. On the Horizon**

We thank the Town for the purchase and installation of our gas heat furnace in December and January. We thank the Town for helping us bear difficulties during what turned out to be a painfully long installation process. Not having been through a full heating season with it, we haven't developed real fuel economy numbers but, based on good estimates, we are asking for $700 less in our heat Utilities line in FY15. Moreover, we don't expect costs to overrun that line item allocation and need to be paid by Endowment funds as they usually did.

Over half of our windows have blown seals. We'd like to replace them and their frames with something consistent with Bacon's architectural themes but which are state of the art. We're exploring grant and other non Town support before coming forward with a request to the Town.

In spite of BFL's surprisingly good numbers, we need to join with other Minuteman libraries in developing ways to enhance our position in the info marketplace. Pushing for more ebooks and other downloads in libraries is part of it. So is developing other kinds of usage statistics and performance measures. Trustees are likewise pursuing partnerships with the schools we serve. We're in the talking stages now.

We roll along toward the goal of "Fifty in Ten", Endowment funds covering 50% of Bacon's non salary lines within ten years. We're four years into the ten now.

# *Town of Natick*

Home of Champions

## Department: Bacon Free Library

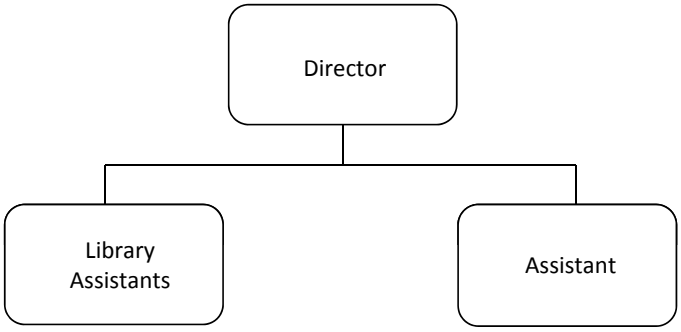
| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| Library Director | 0.8 | 0.8 | 0.8 | 0.9 | 0.9 |
| ***Assistant Library Director*** | ***0.65*** | ***0.65*** | ***0.65*** | ***0.65*** | ***0.71*** |
| ***Library Assistant*** | ***0.4*** | ***0.48*** | ***0.81*** | ***0.81*** | ***1.03*** |
| **Total FTE** | **1.85** | **1.93** | **2.26** | **2.36** | **2.64** |
| **Total FT/PT** | ***1 FT / 3 PT** | ***1 FT / 3 PT** | ***1 FT / 5 PT** | ***1 FT / 5 PT** | ***1 FT / 5 PT** |

***^ Includes Program Improvement Request***

**Notes**

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

**Organizational Chart**




| Performance Indicators | 2011 | 2012 | 2013* | 2014* | 2015* |
|---|---|---|---|---|---|
| ***Workload Indicators*** | | | | | |
| Total Circulation | 31,000 | 31,000 | 31,000 | 31,000 | 31,000 |
| Total Programs offered | 190 | 190 | 190 | 190 | 190 |
| Website hits | 800,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Weekly Hours Open | 34.5 | 34.5 | 35.5 | 35.5 | 35.5 |

| Performance Indicators | 2011 | 2012 | 2013* | 2014* | 2015* |
|---|---|---|---|---|---|
| ***Efficiency Indicators*** | | | | | |
| Total Operating Expenses per capita | $3.29 | $ 3.39 | $ 3.60 | $ 3.94 | $ 4.32 |

| Performance Indicators | 2011 | 2012 | 2013* | 2014* | 2015* |
|---|---|---|---|---|---|
| ***Outcome Indicators*** | | | | | |
| Total Program Participants | 3,600 | 3,300 | 3,300 | 3,300 | 3,300 |

**projected*

# Town of Natick

Home of Champions

Department: Bacon Free Library

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| ***Salaries Mngmt & Tech/Prof Staf*** | ***100,436*** | ***112,535*** | ***124,032*** | ***134,301*** | ***10,269*** | ***8.3%*** |
| **Personnel Services** | **100,436** | **112,535** | **124,032** | **134,301** | **10,269** | **8.3%** |
| Computer Maintenance | 3,829 | 6,522 | 3,895 | 4,179 | 284 | 7.3% |
| Utilities | 3,908 | 4,830 | 4,824 | 4,136 | -688 | -14.3% |
| Repairs & Maintenance | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Books & Periodicals | 3,834 | 5,636 | 9,000 | 9,000 | 0 | 0.0% |
| Library Supplies | 6,668 | 481 | 830 | 830 | 0 | 0.0% |
| Other Miscellaneous | 0 | 0 | 0 | 0 | 0 | 0.0% |
| **Supplies** | **18,239** | **17,469** | **18,549** | **18,145** | **-404** | **-2.2%** |
| **Total Town Appropriation** | **118,675** | **130,004** | **142,581** | **152,446** | **9,865** | **6.9%** |

***^ Includes Program Improvement Request***

**Line-Item Detail**

**Personal Services:**

**Salaries Management and Technical/Professional Staff:** Line item is the compensation for the position of one Director, one Assistant Director/Children's Librarian and four part-time Library Assistants.

**Purchase of Services:**

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

**Utilities:** We did NOT use the gas furnace until mid heating season and therefore have no entire heating season total on which to base our estimated need for FY15. We do have a good figure for "coldest month" which was the first full month we used gas, $775 for 1/8/13 to 2/8/13. $775 x 4 x two-thirds of that figure, therefore $517, for the remaining two no- so-cold months.

**Supplies:**

**Books and Periodicals:** The above number is just for level services. Within a PIR, we'll ask for $3,000 more in order to take this final step out of recessionary budgets (FY10 was $12,000; FY11, FY12 and FY13 were $6,000. Within FY14, we recovered to the $9830 level but we need the $12,000 and more to energize the library with new materials that draw our patrons on a continuing basis. Most Minuteman libraries (and most public libraries in general) are suffering sharp declines in circulation statistics due to ebooks, Kindles, Nooks, Netflicks and other non-library choices for information. It's a crowded and competitive information marketplace now. In contrast, Bacon's circulation has grown steadily and held even in these troubling times. Why are we succeeding? It is due to our partnerships with the two neighborhood schools, Riverbend Montessori and brand new St. Benedict's, because of our neighborhood of young families, because the "cozy, small" or "gem of Natick" factor draws users, because of the great job that Assistant Director / Children's Librarian Holley Meyer and I and team do with acquisitions and

# Personnel Staffing Sheets

**Department** **Bacon Free Library**

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | [ N+O ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Begin Step | Begin Step Amt. | End Step | End Step Amt. | Pro-Rata Step | COLA | End Step | Other Comp. | Total FY 2015 |
| **Department** | | **Bacon Free Library** | | | | **Munis Dept. #** | | | **55** | | | | (@ 52 weeks) | | (@ 52.2 weeks) |
| **Salaries Management** | | | | | | **MUNIS Code** | | | **5111** | | | | | | |
| 44319 | Brisbin | John | 12/2/2011 | 0.90 | Director | Per. Bd. | 3 | 59,460 | 3 | 59,460 | 0 | 0% | 59,460 | | 59,689 |
| **Sub-total Salaries Management** | | | | | | | | | | | | | | | **59,689** |
| **Salaries Technical/Professional** | | | | | | **MUNIS Code** | | | **5124** | | | | | | |
| ***43022*** | ***Meyer*** | ***Holley*** | ***8/15/2006*** | ***0.71*** | ***Asst. Director*** | ***Per. Bd.*** | ***1*** | ***39,051*** | ***1*** | ***39,051*** | ***0*** | ***0%*** | ***39,051*** | | ***39,191*** |
| 43386 | Caruso | Francis | 11/5/2007 | 0.41 | Lib. Asst. | Per. Bd. | L3-5 | 14,870 | L3-6 | 15,325 | 303 | 0% | 15,173 | | 15,232 |
| 44426 | Sterling | Casey | 4/17/2012 | 0.16 | Lib. Asst. P/T | Per. Bd. | L3-1 | 5,128 | L3-2 | 5,282 | 38 | 0% | 5,167 | | 5,187 |
| 44614 | Maynard | Charlane | 10/18/2012 | 0.08 | Lib. Asst. P/T | Per. Bd. | L3-1 | 2,689 | L3-2 | 2,770 | 60 | 0% | 2,749 | | 2,760 |
| 44626 | Walsh | John | 11/14/2012 | 0.16 | Lib. Asst. | Per. Bd. | L3-1 | 5,128 | L3-2 | 5,282 | 102 | 0% | 5,231 | | 5,251 |
| | ***^Vacant*** | | | ***0.22*** | ***Lib. Asst. P/T*** | ***Per. Bd.*** | L3-1 | ***6,965*** | L3-1 | ***6,965*** | ***0*** | ***0%*** | ***6,965*** | | ***6,992*** |
| **Sub-total Tech/Prof.** | | | | | | | | | | | | | | | **74,612** |
| **Total Salaries - Bacon Free Library** | | | | **2.64** | | | | | | | | | | | **$ 134,301** |

**Key:**

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

***^Includes Program Improvement Request***

# *Town of Natick*

Home of Champions

Department: Bacon Free Library

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

| Revenues | FY 2011 Actual | FY 2012 Actual | FY 2013 Actual | FY 2014 Budget | FY 2015 Budget |
|---|---|---|---|---|---|
| Town Appropriation | $ 109,805 | $ 112,003 | $ 130,004 | $ 142,581 | $ 152,446 |
| Trustees | $ 16,901 | $ 32,550 | $ 30,720 | $ 30,720 | $ 30,720 |
| Friends | $ 4,000 | $ 4,000 | $ 4,000 | $ 4,000 | $ 4,000 |
| **Total Revenues** | **$ 130,706** | **$ 148,553** | **$ 164,724** | **$ 177,301** | **$ 187,166** |

| Expenditures | FY 2011 Actual | FY 2012 Actual | FY 2013 Actual | FY 2014 Budget | FY 2015 Budget |
|---|---|---|---|---|---|
| Salaries | $ 95,829 | $ 100,436 | $ 112,535 | $ 124,032 | $ 134,301 |
| Purchase of Services (no utilities) | $ 7,057 | $ 7,663 | $ 12,158 | $ 12,895 | $ 12,895 |
| Purchase of Services (utilities) | $ 6,820 | $ 10,576 | $ 5,311 | $ 8,654 | $ 8,250 |
| Supplies (Books, Materials, Furniture) | $ 21,000 | $ 21,000 | $ 20,000 | $ 31,720 | $ 31,720 |
| **Total Expenditures** | **$ 130,706** | **$ 139,675** | **$ 150,005** | **$ 177,301** | **$ 187,166** |

**Summary:**

The **Town of Natick** funds a large portion of the operating costs of the Bacon Free Library. Books, salaries, and some supplies and heating costs are included in this budget. This budget request must be approved by the Finance Committee, the Selectmen and finally, Town Meeting. ***Our FY15 General Fund budget request is $152,446.*** This is roughly 0.12% of the entire town budget.

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

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

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

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# Section IV:
# Public Safety

| | |
|---|---|
| Emergency Management | IV.3 |
| Parking Enforcement | IV.5 |
| Police | IV.9 |
| Fire | IV.27 |

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# *Town of Natick*

Home of Champions

## Department: Emergency Management

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| **Operating Expenses** | | | | | | |
| Tech/Professional Services | $ 3,779 | $ 35,122 | $ 35,600 | $ 35,600 | $ - | 0.00% |
| **Total Operating Expenses** | **$ 3,779** | **$ 35,122** | **$ 35,600** | **$ 35,600** | **$ -** | **0.00%** |
| **Total Emergency Management** | **$ 3,779** | **$ 35,122** | **$ 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 continue to identify key members of the community that need to play a role in the Local Emergency Planning Committee (LEPC). In addition, ensure they become active participants
-To ensure that all key personnel are updated on standardized training requirements
-To conduct tabletop training exercises to drill on the many aspects of emergency management response
-To continue to plan for an extensive functional exercise for 2015

**Budget Overview:**

FY2014 we continued to utilize the established budget to prepare staff and volunteers for potential scenarios that may affect the community in a traumatic way. We did experience one storm related incident and as a result identified areas we would like to train on further.

In FY2015 we have identified several training areas and needs, inlcuding emergency planning and procedures - specifically evacuation procedures and response toTier II emergencies such as chemical spills. FY2015 will also find us in a position to evaluate our largest expense that being our community notification system as our current vendor contract come s to an end.

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| None | 0 | 0 | 0 | 0 | 0 |
| **Total FTE** | **0** | **0** | **0** | **0** | **0** |
| **Total FT/PT** | **0 FT / 0 PT** | **0 FT / 0 PT** | **0 FT / 0 PT** | **0 FT / 0 PT** | **0 FT / 0 PT** |

**Notes**

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

| Budget Detail | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| Repairs/Maintenance Equipment | $ - | $ 22,308 | $ 24,000 | $ 24,000 | $ - | 0.00% |
| Professional Development | $ - | $ - | $ 2,500 | $ 2,500 | $ - | 0.00% |
| Supplies - Miscellaneous | $ - | $ 9,100 | $ 5,000 | $ 5,000 | $ - | 0.00% |
| Technical/Professional Services | $ 3,779 | $ 3,714 | $ 4,100 | $ 4,100 | $ - | 0.00% |
| **Tech/Professional Services** | **$ 3,779** | **$ 35,122** | **$ 35,600** | **$ 35,600** | **$ -** | **0.00%** |
| **Total Emergency Management** | **$ 3,779** | **$ 35,122** | **$ 35,600** | **$ 35,600** | **$ -** | **0.00%** |

Department: Emergency Management

**Line-Item Detail**

**Tech/Professional Services:**

**REPAIRS/MAINTENANCE EQUIPMENT :** Maintenance Fee for CodeRed Community Notification System ($24,000); Maintenance of radio systems in EOC and technical equipment necessary to maintain operations

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

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

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

# *Town of Natick*

Home of Champions

## Department: Parking Enforcement

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | 25,969 | 24,992 | 49,661 | 51,114 | 1,453 | 2.93% |
| **Total Salaries** | **25,969** | **24,992** | **49,661** | **51,114** | **1,453** | **2.93%** |
| **Operating Expenses** | | | | | | |
| Expenses | 59,256 | 105,625 | 73,000 | 77,040 | 4,040 | 5.53% |
| **Total Operating Expenses** | **59,256** | **105,625** | **73,000** | **77,040** | **4,040** | **5.53%** |
| **Total Parking Enforcement** | **85,225** | **130,617** | **122,661** | **128,154** | **5,493** | **4.5%** |

**Mission:**

Enforce parking rules and regulations in Natick Center through monitoring and ticketing as applicable.

**Goals:**

-To continue to evaluate the assignment and allocation of staff to better address the priorities of the community, Board of Selectmen and the business community.

-To evaluate new equipment and procedures that are consistent with the traffic policy to be determined by the Parking Advisory Committee and the Board of Selectmen.

**Budget Overview:**

FY2015 will mark the second full year that the parking enforcement operations has been under the operations of the Police Department. FY2014 afforded us an opportunity to evaluate and educate ourselves in the needs and requirements of managing this operation. In FY2014 we did discover that maintenance of the current inventory of parking meters have been lacking and took the opportunity to bring this equipment up to standard. There are still three elements of this budget that are not in the purview of the managers of the police department that are included in this budget and those are: Parking Collection Services, Lease Payment to Saint Patrick's and cost of Parking Passes. FY2015 will prove to see changes and recommendations to the operations of this division as the Parking Advisory Committee continues their work. The department will certainly make their needs and recommendations known as that process moves forward.

| **Performance Indicators** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| ***Workload Measures*** | | | | | |
| Number of parking tickets issued by Parking Enforcement Officer | 2811 | 4240 | 3486 | TBD | TBD |
| Number of meters maintained | 350 | 350 | 350 | 350 | TBD |

# *Town of Natick*

Home of Champions

## Department: Parking Enforcement

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| Parking Clerk | 0 | 0 | 0 | 0 | 0 |
| Parking Enforcement Officer | 0.8 | 0.8 | 0.8 | 1.2 | 1.2 |
| **Total FTE** | **0.8** | **0.8** | **0.8** | **1.2** | **1.2** |
| **Total FT/PT** | **3 PT** | **3 PT** | **3 PT** | **3 PT** | **3 PT** |

**Notes**

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

**Budget Overview**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| Salaries Operational Staff | $ 25,969 | $ 24,992 | $ 49,661 | $ 51,114 | $ 1,453 | 2.93% |
| **Personnel Services** | **$ 25,969** | **$ 24,992** | **$ 49,661** | **$ 51,114** | **$ 1,453** | **2.93%** |
| Repairs/Maintenance Equipment | $ 3,559 | $ 17,045 | $ 8,500 | $ 8,500 | $ - | 0.0% |
| Parking Collection Service | $ 5,697 | $ 20,640 | $ 11,000 | $ 11,000 | $ - | 0.0% |
| Lease Payment Church MBTA Lot | $ 50,000 | $ 59,800 | $ 50,500 | $ 54,540 | $ 4,040 | 8.0% |
| Parking Tickets/Stickers | $ - | $ 8,140 | $ 3,000 | $ 3,000 | $ - | 0.0% |
| **Expenses** | **$ 59,256** | **$ 105,625** | **$ 73,000** | **$ 77,040** | **$ 4,040** | **5.5%** |
| **Total Parking Enforcement** | **$ 85,225** | **$ 130,617** | **$ 122,661** | **$ 128,154** | **$ 5,493** | **4.5%** |

**Line-Item Detail**

### Personnel Services:

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

### Expenses:

**REPAIRS/MAINTENANCE EQUIPMENT :** Costs associated with routine repairs to meter mechanisms as preventative maintenance
**PARKING COLLECTION SERVICE :** Contractual agreement with the Town of Natick's Deputy Collector for collection of delinquent parking tickets, including non-payment notices, warrant for collection, Registry of Motor Vehicles notification, etc.
**LEASE PAYMENT CHURCH MBTA LOT :** Lease payment for the St. Patrick's Church parking lot utilized for MBTA commuter parking and whose appropriation request of $54,540 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

**Department** **Parking Enforcement**

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | [ N+O ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Begin Step | Begin Step Amt. | End Step | End Step Amt. | Pro-Rata Step | COLA | End Step | Other Comp. | FY 2015 |
| **Department** | | **Parking Enforcement** | | | | **Munis Dept. #** | | | **27** | | | | (@ 52 weeks) | | (@ 52.2 weeks) |
| **Salaries Operational Staff** | | | | | | **MUNIS Code** | | | | | | | | | |
| | VARIOUS | | | 1.20 | Parking Enforcement Officer | Per. Bd. | H7-5 | 50,918 | H7-5 | 50,918 | 0 | 0% | 50,918 | | 51,114 |
| **Sub-total Salaries Operational Staff** | | | | | | | | | | | | | | | **51,114** |
| | | | | | **Total # of Hours of Coverage** | | | **2496** | | | | | | | |
| **Total Salaries - Parking Enforcement** | | | | **1.20** | | | | | | | | | | | **51,114** |

Notes:
Parking Enforcement has been shared between three officers. This Appropriation provides for 8 hours of coverage Monday through Saturday for FY 2015.

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# *Town of Natick*

Home of Champions

## Department: Police

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | % (+/-) |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | 5,415,962 | 5,650,272 | 6,161,876 | 6,390,831 | 228,955 | 3.72% |
| **Total Salaries** | **5,415,962** | **5,650,272** | **6,161,876** | **6,390,831** | **228,955** | **3.72%** |
| **Operating Expenses** | | | | | | |
| Purchase of Services | 87,588 | 78,532 | 123,500 | 101,500 | -22,000 | -17.81% |
| Other Services (Misc. ) | 63,975 | 68,314 | 32,325 | 32,325 | 0 | 0.00% |
| Tech/Professional Services | 20,946 | 20,646 | 31,813 | 31,813 | 0 | 0.00% |
| Supplies | 22,208 | 19,878 | 17,000 | 17,000 | 0 | 0.00% |
| Other Supplies | 37,971 | 42,539 | 26,200 | 26,200 | 0 | 0.00% |
| **Total Operating Expenses** | **232,688** | **229,909** | **230,838** | **208,838** | **-22,000** | **-9.53%** |
| **Other Charges & Expenditures** | | | | | | |
| Other Charges & Expenditures | 6,090 | 5,401 | 7,500 | 7,500 | 0 | 0.00% |
| **Total Other Charges & Expend.** | **6,090** | **5,401** | **7,500** | **7,500** | **0** | **0.00%** |
| **Total Police** | **5,654,740** | **5,885,583** | **6,400,214** | **6,607,169** | **206,955** | **3.23%** |

**Mission:**

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

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

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

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

Service will be our commitment…

Honor and integrity will be our mandate.

**Goals:**

**Strategic Plan Implementation**

During FY2014 the Natick Police Department embarked on a strategic plan for the organization. We hope that we can attain the goals that have been proposed for FY2015

**Accreditation**

Continue the long and difficult process to update current policies and procedures and rules and regulations based on national and state standards for police departments.

**Goals (con't):**

**Community Partnerships**
Increase the department's response to difficult issues such as high risk domestic violence, mental illness and drug abuse/use. This will included increased training and update response protocols.

**Budget Overview:**

**Recent Developments**
FY2014 we saw the unplanned retirement of one member of the organization and the planned retirement of a command staff member in Lieutenant Steven Pagliarulo who served for more than 40 years to the Town of Natick. With the unexpected retirement early in the fiscal year we were able to send a new officer to the academy to take his place. With the anticipated retirement of a senior command staff member we felt it was the perfect opportunity to apply the guidance derived to date through our strategic planning process. We hope to have this plan completed early in 2014. A few of the objectives discussed during the planning process will be discussed in the next section. Also in FY2014 we were able to obtain grant funding to start a K9 Unit for the Natick Police Department. This addition will prove to be a tremendous asset to the organization.

The organization continues to seek opportunities to maximize our efforts and abilities through regionalization. We have applied for grants to enhance our crime analysis capabilities which in turn will assist us in addressing crime in the community by becoming more proactive and preventative. We have also been asked to look at regionalization of several tasks within the organization.

**On The Horizon**
In FY2014 the organization undertook a strategic planning process in order to assist the determining the needs of both the department and the community. This process would also assist us in determining the priority of these needs and goals. Although the final plan is still in draft form the process to develop the plan has identified several areas worthy of recognition and action as we move forward into the next fiscal year. It is worth noting that the population changes in the town have already caused the department to evaluate the method we use to staff our patrol shifts. The addition of sizeable multi-family dwelling units in the same area of town where the motels are now housing transitional families placed by the state has already started to strain our ability to respond in a coordinated manner. The increase of drugs in our, and surrounding, communities require us to evaluate how we address this problem. The lack of our current ability to be proactive on this issue has and will, lead to increases in property crimes such as breaking and entering and larcenies. The need to address these important issues as well as other internal concerns have been vetted and included as part of the Natick Police Department Strategic Plan. We look forward to the implementation of many of these goals and objectives that will become part of our final report.

# *Town of Natick*

Home of Champions

Department: Police

| Performance Indicators *(calendar year)* | 2010 | 2011 | 2012 | 2013 | 2014 |
|---|---|---|---|---|---|
| ***Workload Indicators*** | | | | | |
| **Enforcement** | | | | | |
| Number of crimes | 1655 | 2071 | 2393 | N/A | N/A |
| Number of individuals processed for criminal activity | | | | | |
| - adults | 1051 | 1153 | 1273 | N/A | N/A |
| - juveniles | 113 | 81 | 77 | N/A | N/A |
| **Traffic** | | | | | |
| Number of Motor Vehicle Citations | | | | | |
| - Civil Infractions | 1321 | 1002 | 1260 | N/A | N/A |
| - Written Warnings | 1335 | 1349 | 1185 | N/A | N/A |
| - Arrests | 281 | 155 | 197 | N/A | N/A |
| - Criminal Complaints | 527 | 361 | 420 | N/A | N/A |
| - OUI | 59 | 67 | 71 | N/A | N/A |
| Crash particulars | | | | | |
| - Total Crashes | 879 | 876 | 823 | N/A | N/A |
| - Fatal Injury | 4 | 0 | 0 | N/A | N/A |
| - Non-fatal injury | 191 | 138 | 157 | N/A | N/A |
| **Dispatch** | | | | | |
| Number of 911 calls received | 6996 | 6878 | 7073 | N/A | N/A |
| Number of service calls dispatched | | | | | |
| - police (with crime) | 3008 | 2066 | 2392 | N/A | N/A |
| - police (without crimes) | 35571 | 13142 | 15847 | N/A | N/A |
| - Fire/EMS | 4362 | 4811 | 4498 | N/A | N/A |
| **Animal Control** | | | | | |
| Number of animal calls responded to | | | | | |
| - Domestic | 244 | 216 | 191 | N/A | N/A |
| - Wildlife | 125 | 150 | 198 | N/A | N/A |
| **High Impact Calls (Time Spent In Hours)** | | | | | |
| 911 Hang Up | 202.0 | 165.3 | 168.2 | N/A | N/A |
| Alarm Burglar | 534.5 | 537.7 | 522.5 | N/A | N/A |
| Alarm Hold-Up | 7.9 | 4.3 | 5.7 | N/A | N/A |
| Annoying Phone Call | 33.5 | 26.6 | 34.5 | N/A | N/A |
| Arrest | 90.3 | 110.1 | 118.5 | N/A | N/A |
| Assault | 225.1 | 151.1 | 196.1 | N/A | N/A |
| Assist Citizen | 499.2 | 594.1 | 617.8 | N/A | N/A |
| Assist Other Agency | 385.5 | 335.9 | 319.4 | N/A | N/A |
| B&E Motor Vehicle | 108.5 | 50.9 | 146.9 | N/A | N/A |
| Burglary (B&E) | 408.7 | 195.1 | 371.5 | N/A | N/A |
| Disturbance | 556.0 | 458.1 | 524.5 | N/A | N/A |
| Domestic | 442.7 | 518.6 | 465.8 | N/A | N/A |
| Larceny/Forgery/Fraud | 682.7 | 808.9 | 842.5 | N/A | N/A |
| Lost/Stolen Plate | 10.6 | 10.6 | 14.8 | N/A | N/A |
| Missing Child | 125.3 | 128.3 | 88.6 | N/A | N/A |
| Missing Person | 86.6 | 143.5 | 132.7 | N/A | N/A |
| MV Crash | 2207.4 | 2244.5 | 2064.1 | N/A | N/A |

# *Town of Natick*

Home of Champions

## Department: Police

| **Performance Indicators** *(calendar year)* | **2010** | **2011** | **2012** | **2013** | **2014** |
|---|---|---|---|---|---|
| MV Crash Private Property | 76.8 | 82.9 | 89.5 | N/A | N/A |
| MV Crash With Injury | 555.1 | 395 | 446.1 | N/A | N/A |
| MV Cras w/Injury Rt 9 | 263.5 | 186.5 | 231.1 | N/A | N/A |
| Noise Complaint | 113.9 | 155.1 | 227.8 | N/A | N/A |
| Remove Unwanted | 163.2 | 110.7 | 99.4 | N/A | N/A |
| Robbery | 49.6 | 49.6 | 21.2 | N/A | N/A |
| Serve Warrant | 26.9 | 127 | 94.9 | N/A | N/A |
| Shoplifting | 723.9 | 594.4 | 520.1 | N/A | N/A |
| Solicitor | 21.5 | 6 | 15.5 | N/A | N/A |
| Sudden Death | 76.7 | 90.6 | 69.7 | N/A | N/A |
| Suspicious Activity | 859.7 | 931.4 | 1092 | N/A | N/A |
| Vandalism | 137.9 | 137 | 156.7 | N/A | N/A |
| Violation Of RO | 78.8 | 74.2 | 48.7 | N/A | N/A |
| OUI | 290.0 | 335 | 355 | N/A | N/A |

| | **2010** | **2011** | **2012** | **2013** | **2014** |
|---|---|---|---|---|---|
| ***Efficiency Indicators*** | | | | | |
| Avg. Response Time (Police) | 5.56 min | 5.31 min | 4.42 min | N/A | N/A |
| Number of 911 calls answered per FTE (Dispatch) | 777.33 | 764.22 | N/A | N/A | N/A |
| Number of service calls per FTE (Patrol) | 1042.68 | 402.86 | 444.85 | N/A | N/A |
| Number of investigations per FTE (investigator) | /A - Indicator under developmer | | 55.44 | | |

| | **2010** | **2011** | **2012** | **2013** | **2014** |
|---|---|---|---|---|---|
| ***Outcome Indicators*** | | | | | |
| Reported Crime Rates (Crimes per 1000 citizens) | 50.14 | 62.75 | 72.50 | N/A | N/A |
| Number of accidents per 1,000 residents | | | | | |
| - Fatal Injury | 0.12 | 0.00 | 0 | N/A | N/A |
| - Non-fatal injury | 5.79 | 4.18 | 4.76 | N/A | N/A |
| Percent of assigned crimes cleared Investigations | N/A - Indicator under development | | | | |

# *Town of Natick*

Home of Champions

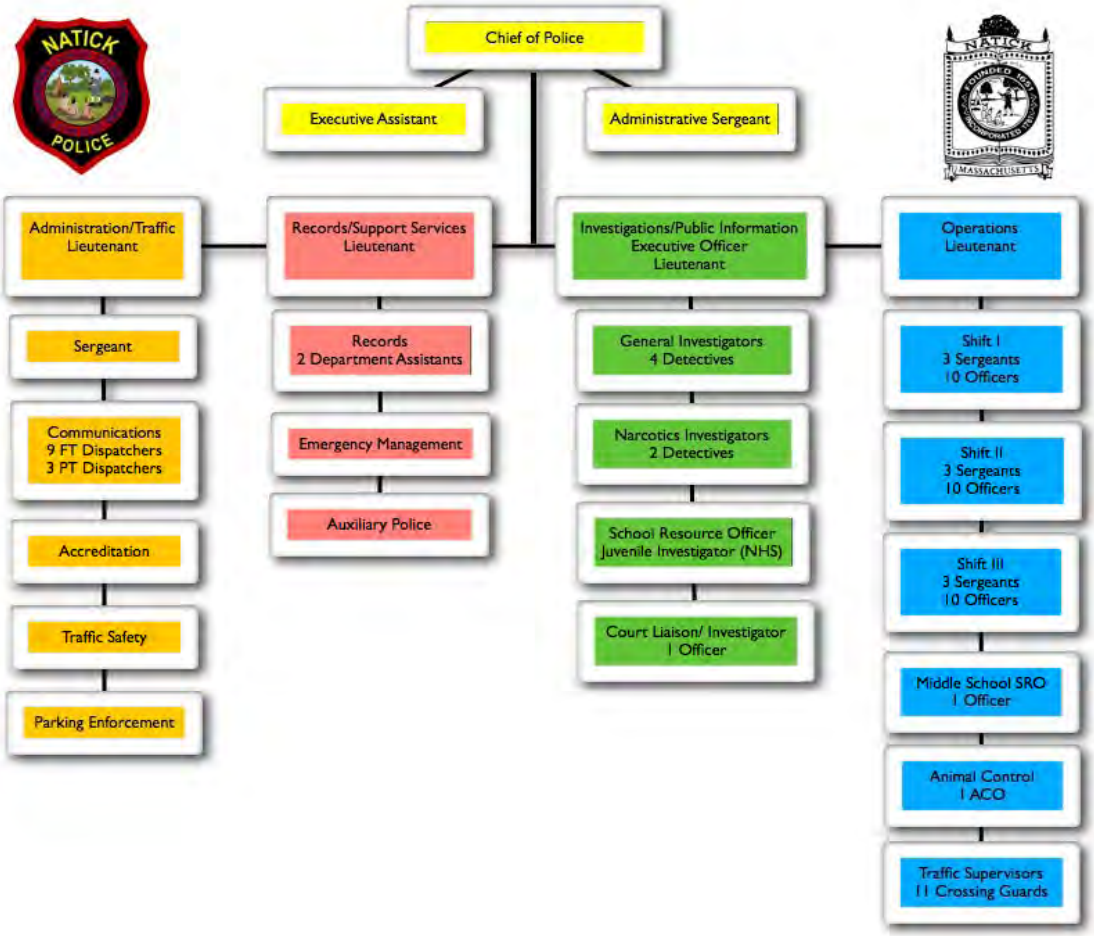
Department: Police

| Staffing | Rank | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|---|
| Chief of Police | Chief | 0.5 | 1 | 1 | 1 | 1 |
| Interim Chief of Police | Lt. | 0.5 | 0 | 0 | 0 | 0 |
| Executive Officer | Lt. | 0.5 | 1 | 0 | 0 | 0 |
| Executive Officer/Inv. Svcs. Commander | Lt. | 1 | 0 | 1 | 1 | 1 |
| Operations (Patrol) Division Commander | Lt. | 1 | 0.75 | 1 | 1 | 1 |
| Investigative Services Division Commander | Lt. | 0 | 1 | 0 | 0 | 0 |
| Info. Serv. & Comm. Division Commander | Lt. | 0 | 0 | 0 | 0 | 0 |
| Operations Commander | Lt. | 1 | 1 | 0 | 0 | 0 |
| Special Operations Commander | Lt. | 0 | 0 | 0 | 0 | 0 |
| Public Information Officer/Report Review | Lt. | 0 | 0 | 0 | 0 | 0 |
| Administration/Traffic Division Commander | Lt. | 0 | 0 | 1 | 1 | 1 |
| Records/Support Svcs Division Commander | Lt. | 0 | 0 | 1 | 1 | 1 |
| Administrative Services | Sgt. | 1 | 1 | 1 | 1 | 1 |
| Administration/Traffic Supervisor | Sgt. | 0 | 0 | 0 | 1 | 1 |
| Report Review | Sgt. | 1 | 0 | 0 | 0 | 0 |
| Planning Supervisor | Sgt. | 0 | 0 | 0 | 0 | 0 |
| Patrol Sergeants | Sgt. | 9 | 9.75 | 10 | 9 | 9 |
| Traffic Safety Officer | Sgt. | 0 | 0 | 0 | 0 | 0 |
| ***^Patrol Officers*** | ***Ofc.*** | ***28*** | ***28*** | ***31*** | ***30*** | ***31*** |
| General Investigators | Det. | 4 | 4 | 4 | 4 | 4 |
| Narcotics Investigators | Det. | 2 | 2 | 2 | 2 | 2 |
| Youth Services Investigator | Det. | 1 | 1 | 1 | 1 | 1 |
| Middle School Resource Officer | Ofc. | 1 | 1 | 1 | 1 | 1 |
| Court Liaison/Investigator | Det. | 0 | 0 | 0 | 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 Dept. Assistant | N/A | 1.85 | 1.85 | 1.85 | 1.85 | 1.85 |
| Court Liaison Officer | Off. | 1 | 1 | 0 | 0 | 0 |
| Executive Assistant | N/A | 1 | 1 | 1 | 1 | 1 |
| Dispatch Supervisor | Disp S. | 0 | 0 | 0 | 0 | 0 |
| ***^Dispatchers*** | ***Disp.*** | ***9*** | ***9*** | ***9*** | ***9*** | ***10*** |
| **Total FTE Count** | | **67.2** | **67.2** | **69.7** | **69.7** | **71.7** |
| **Total Actual Personnel** | | **77.0** | **77.0** | **79.0** | **79.0** | **81.0** |

***^Includes Program Improvement Request***

## Department: Police

**Organizational Chart**



# *Town of Natick*

Home of Champions

Department: Police

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| Salaries Management | $ 541,037 | $ 576,959 | $ 592,490 | $ 602,655 | $ 10,165 | 1.72% |
| Salaries Supervisory | $ 842,863 | $ 945,877 | $ 978,290 | $ 995,800 | $ 17,510 | 1.79% |
| ***^Salaries Operational Staff*** | ***$ 2,660,290*** | ***$ 2,860,379*** | ***$ 3,049,293*** | ***$ 3,212,083*** | ***$ 162,790*** | ***5.34%*** |
| Salaries Non-Uniform Staff | $ 131,854 | $ 144,091 | $ 137,173 | $ 134,295 | $ (2,878) | -2.10% |
| Management Additional Comp | $ 52,871 | $ 55,593 | $ 68,180 | $ 63,228 | $ (4,952) | -7.26% |
| Supervisory Additional Comp | $ 103,231 | $ 122,496 | $ 135,218 | $ 134,731 | $ (487) | -0.36% |
| ***^Operational Staff Additional Comp*** | ***$ 623,143*** | ***$ 561,593*** | ***$ 611,648*** | ***$ 646,759*** | ***$ 35,111*** | ***5.74%*** |
| Non-Uniform Staff Additional Comp | $ 52 | $ 1,000 | $ 1,750 | $ 1,750 | $ - | 0.00% |
| ***Court Overtime*** | | | | | | |
| Supervisory Overtime | $ 17,910 | $ 13,807 | $ 24,154 | $ 24,637 | $ 483 | 2.00% |
| Operational Staff Overtime | $ 40,569 | $ 37,628 | $ 82,334 | $ 83,968 | $ 1,634 | 1.98% |
| ***Regular Overtime*** | | | | | | |
| Management Overtime | $ 66,027 | $ 38,230 | $ 20,585 | $ 20,997 | $ 412 | 2.00% |
| Supervisory Overtime | $ 79,745 | $ 84,692 | $ 131,414 | $ 134,043 | $ 2,629 | 2.00% |
| Operational Staff Overtime | $ 253,037 | $ 205,398 | $ 326,689 | $ 333,174 | $ 6,485 | 1.99% |
| Non-Uniform Staff Overtime | $ 3,332 | $ 2,530 | $ 2,658 | $ 2,711 | $ 53 | 1.99% |
| **Personnel Services** | **$ 5,415,962** | **$ 5,650,272** | **$ 6,161,876** | **$ 6,390,831** | **$ 228,955** | **3.72%** |
| Repairs & Maint Equipment | $ 2,788 | $ 999 | $ 3,000 | $ 3,000 | $ - | 0.00% |
| In State Travel/Meetings | $ 1,098 | $ 1,194 | $ 1,000 | $ 1,000 | $ - | 0.00% |
| Out of State Travel | $ 3,104 | $ 403 | $ 1,500 | $ 1,500 | $ - | 0.00% |
| Communication Telephone | $ 18,423 | $ 17,960 | $ 23,000 | $ 23,000 | $ - | 0.00% |
| Dues & Subscriptions | $ 9,146 | $ 10,793 | $ 9,000 | $ 9,000 | $ - | 0.00% |
| Training & Education | $ 13,201 | $ 16,583 | $ 25,000 | $ 25,000 | $ - | 0.00% |
| Assessment Center | $ - | | $ 36,000 | $ - | $ (36,000) | -100.00% |
| Professional Services Selection | $ 1,183 | $ 6,066 | $ 2,000 | $ 2,000 | $ - | 0.00% |
| Communication Postage | $ 1,874 | $ 1,447 | $ 2,000 | $ 2,000 | $ - | 0.00% |
| Copy/Mail Center Fees | $ 8,185 | $ - | $ - | $ - | $ - | 0.00% |
| ***^Maintenance Contract Radios*** | ***$ 23,995*** | ***$ 19,023*** | ***$ 17,000*** | ***$ 19,000*** | ***$ 2,000*** | ***11.76%*** |
| ***^Accreditation Consultant*** | ***$ -*** | ***$ -*** | ***$ -*** | ***$ 12,000*** | ***$ 12,000*** | ***100.00%*** |
| Other Services: Misc. | $ 4,592 | $ 4,065 | $ 4,000 | $ 4,000 | $ - | 0.00% |
| **Purchase of Services** | **$ 87,588** | **$ 78,532** | **$ 123,500** | **$ 101,500** | **$ (22,000)** | **-17.81%** |
| Clothing Allowance Management | $ 3,210 | $ 4,290 | $ 4,300 | $ 4,300 | $ - | 0.00% |
| Clothing Allowance Supervisory | $ 10,668 | $ 12,069 | $ 11,825 | $ 11,825 | $ - | 0.00% |
| Clothing Allowance Operational | $ 34,147 | $ 33,169 | $ 4,425 | $ 4,425 | $ - | 0.00% |
| Clothing Equipment/Replacement | $ 15,950 | $ 18,785 | $ 11,775 | $ 11,775 | $ - | 0.00% |
| **Other Services (Misc. )** | **$ 63,975** | **$ 68,314** | **$ 32,325** | **$ 32,325** | **$ -** | **0.00%** |
| Communication Photocopying | $ 1,475 | $ 408 | $ 2,000 | $ 2,000 | $ - | 0.00% |
| Communication Teleprocessing | $ 19,471 | $ 20,239 | $ 29,813 | $ 29,813 | $ - | 0.00% |
| **Tech/Professional Services** | **$ 20,946** | **$ 20,646** | **$ 31,813** | **$ 31,813** | **$ -** | **0.00%** |
| Office Supplies: Stationery | $ 22,208 | $ 19,878 | $ 17,000 | $ 17,000 | $ - | 0.00% |
| **Supplies** | **$ 22,208** | **$ 19,878** | **$ 17,000** | **$ 17,000** | **$ -** | **0.00%** |
| Supplies Other | $ 837 | $ 1,218 | $ 2,500 | $ 2,500 | $ - | 0.00% |
| Supplies Public Safety | $ 27,657 | $ 37,507 | $ 20,000 | $ 20,000 | $ - | 0.00% |

# *Town of Natick*

Home of Champions

Department: Police

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| Supplies Photographic | $ 980 | $ 1,654 | $ 1,500 | $ 1,500 | $ - | 0.00% |
| Supplies Prisoners | $ 1,310 | $ 975 | $ 1,200 | $ 1,200 | $ - | 0.00% |
| Supplies Safety Equipment | $ 7,186 | $ 1,185 | $ 1,000 | $ 1,000 | $ - | 0.00% |
| **Other Supplies** | **$ 37,971** | **$ 42,539** | **$ 26,200** | **$ 26,200** | **$ -** | **0.00%** |
| Care of Stray Animals | $ 2,480 | $ 4,173 | $ 5,000 | $ 5,000 | $ - | 0.00% |
| Motorcycle Repairs/Maint | $ 3,610 | $ 1,228 | $ 2,500 | $ 2,500 | $ - | 0.00% |
| **Other Charges & Expenditures** | **$ 6,090** | **$ 5,401** | **$ 7,500** | **$ 7,500** | **$ -** | **0.00%** |
| **Total Police** | **$ 5,654,740** | **$ 5,885,583** | **$ 6,400,214** | **$ 6,607,169** | **$ 206,955** | **3.23%** |

***^Includes Program Improvement Request***

**Line-Item Detail**

## Personnel Services:

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

## Purchase of Services:

**REPAIRS & MAINT EQUIPMENT :** Consists of repairs to RADARs , LIDARs, and other equipment
**IN STATE TRAVEL/MEETINGS :** Consists of costs associated with the Department vehicles' 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 & SUBSCRIPTIONS :** Consists of dues associated with memberships in organizations such as METLEC, IACP, NESPIN, FBINAA and PERF, Child Safety Seat certifications and Massachusetts Police Accreditation Commission membership
**TRAINING & EDUCATION :** Consists of contractually obligated College Incentive and assignment of Department members to assorted seminars/trainings based on applicability and aptitude

Police Department

**ASSESSMENT CENTER:** The town has added an additional component to the promotional process for both Lieutenants and Sergeants using an assessment component that includes practical exercises. This expense will be a reoccurring expense every two (2) years.
**PROFESSIONAL SERVICES SELECTION :** Includes items such as Outside Range Supervision, Personal History Questionnaire Analysis, and other professional services

## Purchase of Services:

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

## Other Services (Misc.)

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

## Technical & Professional Services:

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

## Supplies:

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

## Other Supplies:

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

## Other Charges & Expenditures:

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

# Town of Natick — Personnel Staffing Sheets

**Department** Police

| A | B | C | D | E | F | G | H | I | J | K | L |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | [ G x H ] | | [ F x (I+J) ] | [ Sum of Column K ] |
| Emp # | Last | Title | Pay Type | Level-Step | Wks | Rate | Hours | Weekly Amount | Night | Funding (52 Wks) FY 2015 | Total Appropriation |
| | **MANAGEMENT** | | | | | | | | | | |
| 44127 | HICKS, JAMES G | CHIEF OF POLICE | BASE SAL | | 52.2 | 82.7116 | 40 | $ 3,308 | | $172,701.79 | |
| 470 | PAGLIARULO, STEVEN J | LIEUTENANT | BASE SAL | 82-10M | 52.2 | 51.6434 | 40 | $ 2,066 | | $107,831.37 | |
| 2610 | GRASSEY, BRIAN C | LIEUTENANT | BASE SAL | 82-10M | 52.2 | 51.6434 | 40 | $ 2,066 | | $107,831.37 | |
| 3421 | LAUZON, BRIAN G | LIEUTENANT | BASE SAL | 82-10M | 52.2 | 51.6434 | 40 | $ 2,066 | | $107,831.37 | |
| 3610 | ROSSI-CAFARELLI, CARA M | LIEUTENANT | BASE SAL | 82-4M | 22.8 | 50.1393 | 40 | $ 2,006 | | $ 45,727.00 | |
| | | | BASE SAL | 82-10M | 29.4 | 51.6434 | 40 | $ 2,066 | | $ 60,732.61 | $ 106,459.61 |
| **Salaries Management** | | | | | | | | | | | **$ 602,655** |
| | **SUPERVISORY** | | | | | | | | | | |
| 452 | THOMPSON, PAUL W | SERGEANT | BASE SAL | 82-10B | 52.2 | 42.7394 | 40 | $ 1,710 | | $ 89,239.82 | |
| 2597 | DUNLOP, ROBERT D | SERGEANT | BASE SAL | 82-10B | 52.2 | 42.7394 | 40 | $ 1,710 | $103 | $ 94,594.20 | |
| 3306 | ST HILAIRE, MARK V | SERGEANT | BASE SAL | 82-10M | 52.2 | 44.5203 | 40 | $ 1,781 | | $ 92,958.28 | |
| 3881 | FITZPATRICK, LEO J | SERGEANT | BASE SAL | 82-10B | 52.2 | 42.7394 | 40 | $ 1,710 | | $ 89,239.82 | |
| 3572 | VIEIRA, RICHARD J | SERGEANT | BASE SAL | 82-4B | 22.8 | 41.4945 | 40 | $ 1,660 | $100 | $ 40,113.56 | |
| | | | BASE SAL | 82-10B | 29.4 | 42.7394 | 40 | $ 1,710 | $103 | $ 53,277.20 | $ 93,390.76 |
| 2995 | HOFFMAN, ROBERT A | SERGEANT | BASE SAL | 82-4M | 52.2 | 43.2235 | 40 | $ 1,729 | $104 | $ 95,665.71 | |
| 3810 | INGHAM, BRIAN D | SERGEANT | BASE SAL | 82-4B | 52.2 | 41.4945 | 40 | $ 1,660 | $100 | $ 91,838.95 | |
| 41665 | FORDE, VINCENT J | SERGEANT | BASE SAL | 82-4B | 52.2 | 41.4945 | 40 | $ 1,660 | $100 | $ 91,838.95 | |
| 42329 | CONAWAY, BRETT P | SERGEANT | BASE SAL | 82-4M | 52.2 | 43.2235 | 40 | $ 1,729 | | $ 90,250.67 | |
| 3608 | DOHERTY JR, JOHN W | SERGEANT | BASE SAL | 82-4 | 52.2 | 34.5788 | 40 | $ 1,383 | $ 83 | $ 76,532.46 | |
| 3357 | GRAHAM, ALLAN W | SERGEANT | BASE SAL | 82-4M | 52.2 | 43.2235 | 40 | $ 1,729 | | $ 90,250.67 | |
| **Salaries Supervisory** | | | | | | | | | | | **$ 995,800** |
| | **OPERATIONAL** | | | | | | | | | | |
| 1990 | VITALE, THOMAS W | DETECTIVE | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | | $ 62,222.40 | |
| 2439 | RICHARDSON, RONALD D | PATROL OFFICER | BASE SAL | NPPOA-7 | 52.2 | 30.8250 | 40 | $ 1,233 | | $ 64,362.60 | |
| 2181 | GEISSLER, WILLIAM A | PATROL OFFICER | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | | $ 62,222.40 | |

| A | B | C | D | E | F | G | H | I | J | K | L |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | [ G x H ] | | [ F x (I+J) ] | [ Sum of Column K ] |
| Emp # | Last | Title | Pay Type | Level-Step | Wks | Rate | Hours | Weekly Amount | Night | Funding (52 Wks) FY 2015 | Total Appropriation |
| 2179 | HALLORAN, RICHARD P | DETECTIVE | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | | $ 62,222.40 | |
| 2605 | ORDWAY, JAMES M | PATROL OFFICER | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | $ 72 | $ 65,955.74 | |
| 2927 | MURPHY, ROBERT F | PATROL OFFICER | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | | $ 62,222.40 | |
| 2676 | HASWELL, JOHN P | DETECTIVE | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | | $ 62,222.40 | |
| 3525 | BROGAN, DANIEL R | PATROL OFFICER | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | $ 72 | $ 65,955.74 | |
| 2436 | ARENA, EDWARD J | DETECTIVE | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | | $ 62,222.40 | |
| 3611 | BLANCHARD, ELIZABETH M | PATROL OFFICER | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | | $ 62,222.40 | |
| 3609 | KEOHANE, JAMES F | PATROL OFFICER | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | $ 72 | $ 65,955.74 | |
| 2012 | MORRILL, DIANE | PATROL OFFICER | BASE SAL | NPPOA-7 | 52.2 | 30.8250 | 40 | $ 1,233 | $ 74 | $ 68,224.36 | |
| 40019 | HEFFLER, ELIZABETH R | PATROL OFFICER | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | $ 36 | $ 64,089.07 | |
| 41173 | DELEHANTY, KEVIN J | DETECTIVE | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | $ 72 | $ 65,955.74 | |
| 41417 | QUILTY, JAMES P | PATROL OFFICER | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | | $ 62,222.40 | |
| 41708 | SALIS, S C | PATROL OFFICER | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | $ 72 | $ 65,955.74 | |
| 41706 | BOSSELMAN, BRIAN A | DETECTIVE | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | $ 72 | $ 65,955.74 | |
| 41408 | RODRIGUEZ, CHRISTIAN A | PATROL OFFICER | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | $ 72 | $ 65,955.74 | |
| 41263 | FITZGERALD, KENNETH J | PATROL OFFICER | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | $ 72 | $ 65,955.74 | |
| 42558 | KELLEY, KEVEN P | PATROL OFFICER | BASE SAL | NPPOA-7 | 52.2 | 30.8250 | 40 | $ 1,233 | | $ 64,362.60 | |
| 42559 | LANOUE, GREGORY M | PATROL OFFICER | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | $ 72 | $ 65,955.74 | |
| 42560 | SUTHERLAND, JASON D | DETECTIVE | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | | $ 62,222.40 | |
| 42289 | HOWARD, CHAD M | DETECTIVE | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | | $ 62,222.40 | |
| 42840 | LACERRA, SCOTT R | PATROL OFFICER | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | | $ 62,222.40 | |
| 41106 | HALL, RYAN T | PATROL OFFICER | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | | $ 62,222.40 | |
| 42939 | THURSTON, JOSEPH J | PATROL OFFICER | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | | $ 62,222.40 | |
| 43020 | NGUYEN, TOAN V | PATROL OFFICER | BASE SAL | NPPOA-7 | 52.2 | 30.8250 | 40 | $ 1,233 | $ 74 | $ 68,224.36 | |
| 43021 | PAYNE, RYAN E | PATROL OFFICER | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | $ 72 | $ 65,955.74 | |
| 43163 | MUNGER, SEAN D | PATROL OFFICER | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | $ 72 | $ 65,955.74 | |
| 43443 | BAZIGIAN, ERIC W | PATROL OFFICER | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | $ 72 | $ 65,955.74 | |
| 43445 | WADE, SCOTT D | PATROL OFFICER | BASE SAL | NPPOA-7 | 52.2 | 30.8250 | 40 | $ 1,233 | $ 74 | $ 68,224.36 | |
| 43444 | BUTLER, THOMAS J | PATROL OFFICER | BASE SAL | NPPOA-7 | 52.2 | 30.8250 | 40 | $ 1,233 | $ 74 | $ 68,224.36 | |

| A | B | C | D | E | F | G | H | I | J | K | L |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | [ G x H ] | | [ F x (I+J) ] | [ Sum of Column K ] |
| Emp # | Last | Title | Pay Type | Level-Step | Wks | Rate | Hours | Weekly Amount | Night | Funding (52 Wks) FY 2015 | Total Appropriation |
| 43609 | SHOWSTEAD, CHRISTOPHER G | PATROL OFFICER | BASE SAL | NPPOA-7 | 52.2 | 30.8250 | 40 | $ 1,233 | $ 74 | $ 68,224.36 | |
| 43608 | O'SHAUGHNESSY, JAMES F | PATROL OFFICER | BASE SAL | NPPOA-7 | 52.2 | 30.8250 | 40 | $ 1,233 | | $ 64,362.60 | |
| 44311 | DIMODICA, CHRISTOPHER J | PATROL OFFICER | BASE SAL | NPPOA-7 | 52.2 | 30.8250 | 40 | $ 1,233 | $ 74 | $ 68,224.36 | |
| 44310 | MABARDY, MICHAEL S | PATROL OFFICER | BASE SAL | NPPOA-7E | 52.2 | 29.8000 | 40 | $ 1,192 | $ 72 | $ 65,955.74 | |
| 42375 | KILLEEN, RYAN P | PATROL OFFICER | BASE SAL | NPPOA-3E | 12.2 | 25.5750 | 40 | $ 1,023 | $ 61 | $ 13,229.44 | |
| | | | BASE SAL | NPPOA-4E | 40 | 26.6500 | 40 | $ 1,066 | $ 64 | $ 45,198.40 | $ 58,427.84 |
| 43216 | MELNIK, SERGEY V | PATROL OFFICER | BASE SAL | NPPOA-3E | 12.2 | 25.5750 | 40 | $ 1,023 | $ 61 | $ 13,229.44 | |
| | | | BASE SAL | NPPOA-4E | 40 | 26.6500 | 40 | $ 1,066 | $ 64 | $ 45,198.40 | $ 58,427.84 |
| 44708 | TAYLOR, SEAN M | PATROL OFFICER | BASE SAL | NPPOA-2E | 10.2 | 24.6500 | 40 | $ 986 | $ 59 | $ 10,660.63 | |
| | | | BASE SAL | NPPOA-3E | 26 | 25.5750 | 40 | $ 1,023 | $ 61 | $ 28,193.88 | |
| | | | BASE SAL | NPPOA-4E | 16 | 26.6500 | 40 | $ 1,066 | $ 64 | $ 18,079.36 | $ 56,933.87 |
| | ***^Vacant*** | ***PATROL OFFICER*** | ***BASE SAL*** | ***NPPOA-0*** | ***26*** | ***23.4250*** | ***40*** | ***$ 937*** | ***$ 56*** | ***$ 25,923.04*** | |
| | | | | ***NPPOA-1*** | ***26*** | ***24.4500*** | ***40*** | ***$ 978*** | ***$ 59*** | ***$ 27,057.35*** | ***$ 52,980.39*** |
| 2716 | SCOTT, DONNA R | DISPATCHER | BASE SAL | 182-5 | 52.2 | 24.4449 | 40 | $ 978 | | $ 51,040.90 | |
| 41598 | ROURKE, TRACY A | DISPATCHER | BASE SAL | 182-5 | 52.2 | 24.4449 | 40 | $ 978 | | $ 51,040.90 | |
| 41707 | STERLING, MARK E | DISPATCHER | BASE SAL | 182-5 | 52.2 | 24.4449 | 40 | $ 978 | $ 59 | $ 54,103.35 | |
| 41494 | BAUR, SUSAN M | DISPATCHER | BASE SAL | 182-5 | 52.2 | 24.4449 | 40 | $ 978 | $ 59 | $ 54,103.35 | |
| 43423 | LOFTUS, ERIN M | DISPATCHER | BASE SAL | 182-5 | 52.2 | 24.4449 | 40 | $ 978 | $ 59 | $ 54,103.35 | |
| 43645 | COLBY, AUBREY | DISPATCHER | BASE SAL | 182-5 | 52.2 | 24.4449 | 40 | $ 978 | | $ 51,040.90 | |
| 43878 | CIOCCA, DANIEL F | DISPATCHER | BASE SAL | 182-4 | 29 | 22.6978 | 40 | $ 908 | $ 54 | $ 27,909.15 | |
| | | | BASE SAL | 182-5 | 23.2 | 24.4449 | 40 | $ 978 | $ 59 | $ 24,045.93 | $ 51,955.09 |
| 44401 | GOODWIN, CHARLES R | DISPATCHER | BASE SAL | 182-2 | 36.2 | 21.2106 | 40 | $ 848 | $ 51 | $ 32,555.76 | |
| | | | BASE SAL | 182-3 | 16 | 21.9544 | 40 | $ 878 | $ 53 | $ 14,893.85 | $ 47,449.61 |
| 44402 | GUNTER, TROY C | DISPATCHER | BASE SAL | 182-2 | 37.2 | 21.2106 | 40 | $ 848 | $ 51 | $ 33,455.09 | |
| | | | BASE SAL | 182-3 | 15 | 21.9544 | 40 | $ 878 | $ 53 | $ 13,962.98 | $ 47,418.08 |
| | ***^Vacant*** | ***DISPATCHER*** | ***BASE SAL*** | ***182-0*** | ***52*** | ***19.7255*** | ***40*** | ***$ 789*** | ***$ 47*** | ***$ 43,658.05*** | |

# Town of Natick

# Personnel Staffing Sheets

**Department** **Police**

| A | B | C | D | E | F | G | H | I | J | K | L |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | [ G x H ] | | [ F x (I+J) ] | [ Sum of Column K ] |
| **Emp #** | **Last** | **Title** | **Pay Type** | **Level-Step** | **Wks** | **Rate** | **Hours** | **Weekly Amount** | **Night** | **Funding (52 Wks) FY 2015** | **Total Appropriation** |
| 3488 | TOSI, KEITH A | ANIMAL CONTROL | BASE SAL | PB-1 | 52.2 | 22.5516 | 40 | $ 902 | | $ 47,087.70 | |
| 9025 | BLINN, GLADYS | TRAFFIC SUPERVISOR | BASE SAL | M1 | 10 | $ 738 | | | | $ 7,380.80 | |
| 9048 | BOURET, CASSANDRA J | TRAFFIC SUPERVISOR | BASE SAL | M1 | 10 | $1,104 | | | | $ 11,037.60 | |
| 9040 | CASEY, MARY | TRAFFIC SUPERVISOR | BASE SAL | M1 | 10 | $ 738 | | | | $ 7,380.80 | |
| 42929 | CHAREST, ANTHONY J | TRAFFIC SUPERVISOR | BASE SAL | M3 | 10 | $1,104 | | | | $ 11,037.60 | |
| 42532 | COLLINS, CAROLYN R | TRAFFIC SUPERVISOR | BASE SAL | M3 | 10 | $1,104 | | | | $ 11,037.60 | |
| 44643 | LEMIEUX, SUSAN S | TRAFFIC SUPERVISOR | BASE SAL | M3 | 10 | $ 738 | | | | $ 7,380.80 | |
| 9055 | MARTINO, JUDITH | TRAFFIC SUPERVISOR | BASE SAL | M1 | 10 | $1,104 | | | | $ 11,037.60 | |
| 43364 | MURPHY, EDWARD | TRAFFIC SUPERVISOR | BASE SAL | M3 | 10 | $1,104 | | | | $ 11,037.60 | |
| 9046 | MURRAY, ROBIN D | TRAFFIC SUPERVISOR | BASE SAL | M3 | 10 | $ 738 | | | | $ 7,380.80 | |
| 44108 | SAURO, BARBARA L | TRAFFIC SUPERVISOR | BASE SAL | M1 | 10 | $ 738 | | | | $ 7,380.80 | |
| 44106 | SHANNON, MAURA L | TRAFFIC SUPERVISOR | BASE SAL | M1 | 10 | $ 738 | | | | $ 7,380.80 | |
| **Salaries Operational** | | | | | | | | | | | **$ 3,212,083** |
| | **NON-UNIFORM** | | | | | | | | | | |
| 42388 | CARNEY, MARY E | ADMINISTRATIVE ASST | BASE SAL | B5-4 | 52.2 | 24.9021 | 37.5 | $ 934 | | $ 48,745.93 | |
| 41989 | WATKINS, MARYLEE E | EXECUTIVE ASST | BASE SAL | PB-2 | 52.2 | 24.6453 | 40 | $ 986 | | $ 51,459.46 | |
| | TBD | DEPARTMENT ASST | HRLY PAY | B4-0 | 26.2 | 19.9915 | 32 | $ 640 | | $ 16,760.85 | |
| | | | HRLY PAY | B4-1 | 26 | 20.8277 | 32 | $ 666 | | $ 17,328.67 | $ 34,089.52 |
| **Salaries Non-Uniform** | | | | | | | | | | | **$ 134,295** |
| **Total Salaries** | | | | | | | | | | | **$ 4,944,833.57** |

***^Includes Program Improvement Request***

| A | B | M | N | O | P | Q | R | S | T |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | *[ M+N+O+P+Q+R]* | *[ Sum of Column S ]* |
| **Emp #** | **Last** | **LGY** | **EDU (Q)** | **Other** | **Holiday** | **In Service** | **Comm Service** | **Funding FY 2015** | **Total Appropriation** |
| | **MANAGEMENT** | | | | | | | | |
| 44127 | HICKS, JAMES G | | | | | | | $ - | |
| 470 | PAGLIARULO, STEVEN J | $ 4,297 | | $ 500.00 | $ 4,958 | $ 4,297 | | $ 14,051.22 | |
| 2610 | GRASSEY, BRIAN C | $ 6,445 | | $ 500.00 | $ 4,958 | $ 4,297 | | $ 16,199.59 | |
| 3421 | LAUZON, BRIAN G | $ 4,297 | | $ 500.00 | $ 4,958 | $ 4,297 | | $ 14,051.22 | |
| 3610 | ROSSI-CAFARELLI, CARA M | $ 1,765 | | $ 500.00 | $ 2,407 | | | $ 4,671.59 | |
| | | $ 2,479 | | | $ 2,479 | $ 4,297 | | $ 9,254.49 | $ 13,926.08 |
| 3572 | VIEIRA, RICHARD J | | | $ 5,000.00 | | | | $ 5,000.00 | |
| **Management Additional Compensation** | | | | | | | | | **$ 63,228** |
| | **SUPERVISORY** | | | | | | | | |
| 452 | THOMPSON, PAUL W | $ 3,556 | | $ 500.00 | **$ 4,445** | $ 3,556 | | $ 12,056.73 | |
| 2597 | DUNLOP, ROBERT D | $ 5,334 | | $ 500.00 | **$ 4,712** | $ 3,556 | | $ 14,101.38 | |
| 3306 | ST HILAIRE, MARK V | $ 5,556 | | $ 500.00 | $ 4,274 | $ 3,704 | | $ 14,034.16 | |
| 3881 | FITZPATRICK, LEO J | $ 2,667 | | $ 500.00 | $ 4,103 | $ 3,556 | | $ 10,825.83 | |
| 3572 | VIEIRA, RICHARD J | $ 2,191 | | $ 500.00 | $ 2,111 | | | $ 4,802.15 | |
| | | $ 3,077 | | | $ 2,175 | $ 3,556 | | $ 8,807.73 | |
| 2995 | HOFFMAN, ROBERT A | $ 3,596 | | $ 500.00 | **$ 4,765** | $ 3,596 | | $ 12,457.35 | |
| 3810 | INGHAM, BRIAN D | **$ 3,452** | | $ 500.00 | $ 4,222 | $ 3,452 | | $ 11,627.17 | |
| 41665 | FORDE, VINCENT J | $ 1,726 | | $ 500.00 | $ 4,222 | $ 3,452 | | $ 9,900.99 | |
| 42329 | CONAWAY, BRETT P | $ 1,798 | | $ 500.00 | $ 4,149 | $ 3,596 | | $ 10,043.75 | |
| 3608 | DOHERTY JR, JOHN W | $ 2,877 | | $ 500.00 | $ 3,519 | $ 5,538 | | $ 12,433.82 | |
| 3357 | GRAHAM, ALLAN W | $ 5,394 | | $ 500.00 | $ 4,149 | $ 3,596 | | $ 13,639.94 | |
| **Supervisory Additional Compensation** | | | | | | | | | **$ 134,731** |
| | **OPERATIONAL** | | | | | | | | |
| 1990 | VITALE, THOMAS W | $ 3,719 | $ 6,198 | $ 1,975 | $ 3,147 | | $ 880.00 | $ 15,919.32 | |
| 2439 | RICHARDSON, RONALD D | $ 2,565 | | | **$ 3,206** | | $ 880.00 | $ 6,650.44 | |
| 2181 | GEISSLER, WILLIAM A | $ 3,719 | $ 6,198 | | **$ 3,409** | | $ 880.00 | $ 14,206.56 | |

# Personnel Staffing Sheets

**Department** **Police**

| A | B | M | N | O | P | Q | R | S | T |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | *[ M+N+O+P+Q+R]* | *[ Sum of Column S ]* |
| **Emp #** | **Last** | **LGY** | **EDU (Q)** | **Other** | **Holiday** | **In Service** | **Comm Service** | **Funding FY 2015** | **Total Appropriation** |
| 2179 | HALLORAN, RICHARD P | $ 3,719 | $ 12,397 | $ 1,975 | $ 3,433 | | $ 880.00 | $ 22,403.80 | |
| 2605 | ORDWAY, JAMES M | $ 2,479 | $ 6,198 | | **$ 3,595** | | $ 880.00 | $ 13,152.83 | |
| 2927 | MURPHY, ROBERT F | $ 3,719 | $ 15,496 | | **$ 3,874** | | $ 880.00 | $ 23,969.04 | |
| 2676 | HASWELL, JOHN P | $ 3,719 | $ 15,496 | $ 1,975 | $ 3,576 | | $ 880.00 | $ 25,646.04 | |
| 3525 | BROGAN, DANIEL R | $ 2,479 | $ 15,496 | | **$ 4,060** | | $ 880.00 | $ 22,915.31 | |
| 2436 | ARENA, EDWARD J | $ 2,479 | $ 15,496 | $ 1,975 | $ 3,576 | | $ 880.00 | $ 24,406.36 | |
| 3611 | BLANCHARD, ELIZABETH M | $ 2,479 | $ 15,496 | | **$ 3,874** | | $ 880.00 | $ 22,729.36 | |
| 3609 | KEOHANE, JAMES F | $ 2,479 | $ 12,397 | | **$ 3,905** | | $ 880.00 | $ 19,661.15 | |
| 2012 | MORRILL, DIANE | $ 3,847 | | | **$ 3,398** | | $ 880.00 | $ 8,125.11 | |
| 40019 | HEFFLER, ELIZABETH R | $ 1,860 | $ 15,496 | $ 1,000 | $ 3,662 | | $ 880.00 | $ 22,897.34 | |
| 41173 | DELEHANTY, KEVIN J | $ 2,479 | $ 12,397 | $ 1,975 | **$ 3,905** | | $ 880.00 | $ 21,636.15 | |
| 41417 | QUILTY, JAMES P | **$ 1,860** | $ 15,496 | | $ 3,576 | | $ 880.00 | $ 21,811.52 | |
| 41708 | SALIS, S C | $ 1,240 | $ 15,496 | | **$ 4,060** | | $ 880.00 | $ 21,675.63 | |
| 41706 | BOSSELMAN, BRIAN A | $ 1,240 | $ 15,496 | $ 1,975 | **$ 4,060** | | $ 880.00 | $ 23,650.63 | |
| 41408 | RODRIGUEZ, CHRISTIAN A | $ 1,240 | $ 15,496 | | **$ 4,060** | | $ 880.00 | $ 21,675.63 | |
| 41263 | FITZGERALD, KENNETH J | **$ 1,240** | $ 6,198 | | **$ 3,595** | | $ 880.00 | $ 11,913.15 | |
| 42558 | KELLEY, KEVEN P | **$ 1,282** | | | $ 2,959 | | $ 880.00 | $ 5,121.52 | |
| 42559 | LANOUE, GREGORY M | **$ 1,240** | $ 12,397 | | **$ 3,905** | | $ 880.00 | $ 18,421.47 | |
| 42560 | SUTHERLAND, JASON D | **$ 1,240** | $ 6,198 | $ 1,975 | $ 3,147 | | $ 880.00 | $ 13,439.96 | |
| 42289 | HOWARD, CHAD M | $ 1,240 | $ 15,496 | $ 1,975 | $ 3,576 | | $ 880.00 | $ 23,166.68 | |
| 42840 | LACERRA, SCOTT R | | $ 6,198 | | $ 3,147 | | $ 880.00 | $ 10,225.28 | |
| 41106 | HALL, RYAN T | | $ 15,496 | | $ 3,576 | | $ 880.00 | $ 19,952.00 | |
| 42939 | THURSTON, JOSEPH J | $ 1,860 | $ 15,496 | | $ 3,576 | | $ 880.00 | $ 21,811.52 | |
| 43020 | NGUYEN, TOAN V | | | | $ 3,137 | | $ 880.00 | $ 4,016.75 | |
| 43021 | PAYNE, RYAN E | | $ 6,198 | | $ 3,319 | | $ 880.00 | $ 10,396.93 | |
| 43163 | MUNGER, SEAN D | | $ 6,198 | | $ 3,319 | | $ 880.00 | $ 10,396.93 | |
| 43443 | BAZIGIAN, ERIC W | $ 1,240 | $ 15,496 | | **$ 4,060** | | $ 880.00 | $ 21,675.63 | |
| 43445 | WADE, SCOTT D | | | | $ 3,137 | | $ 880.00 | $ 4,016.75 | |
| 43444 | BUTLER, THOMAS J | | | | $ 3,137 | | $ 880.00 | $ 4,016.75 | |

| A | B | M | N | O | P | Q | R | S | T |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | *[ M+N+O+P+Q+R]* | *[ Sum of Column S ]* |
| **Emp #** | **Last** | **LGY** | **EDU (Q)** | **Other** | **Holiday** | **In Service** | **Comm Service** | **Funding FY 2015** | **Total Appropriation** |
| 43609 | SHOWSTEAD, CHRISTOPHER G | | | | $ 3,137 | | $ 880.00 | $ 4,016.75 | |
| 43608 | O'SHAUGHNESSY, JAMES F | | | | $ 2,959 | | $ 880.00 | $ 3,839.20 | |
| 44311 | DIMODICA, CHRISTOPHER J | | | | $ 3,137 | | $ 880.00 | $ 4,016.75 | |
| 44310 | MABARDY, MICHAEL S | | $ 6,198 | | $ 3,319 | | $ 880.00 | $ 10,396.93 | |
| 42375 | KILLEEN, RYAN P | | $ 5,000 | | $ 472 | | $ 880.00 | $ 6,352.21 | |
| | | | | | $ 2,452 | | | $ 2,452.22 | $ 8,804.43 |
| 43216 | MELNIK, SERGEY V | | $ 5,000 | | $ 472 | | $ 880.00 | $ 6,352.21 | |
| | | | | | $ 2,452 | | | $ 2,452.22 | $ 8,804.43 |
| 44708 | TAYLOR, SEAN M | | $ 5,000 | | $ 457 | | $ 880.00 | $ 6,336.52 | |
| | | | | | $ 1,889 | | | $ 1,888.85 | |
| | | | | | $ 490 | | | $ 490.44 | $ 8,715.82 |
| | ***^Vacant*** | | ***$ 6,198*** | | ***$ 2,609*** | | ***$ 880.00*** | ***$ 10,396.93*** | |
| | | | | | ***$ 2,723*** | | | ***$ 2,722.75*** | ***$ 13,119.68*** |
| 2716 | SCOTT, DONNA R | $ 2,000 | | $ 600.00 | **$ 2,347** | $ 1,500 | | $ 6,446.71 | |
| 41598 | ROURKE, TRACY A | $ 1,000 | | $ 600.00 | **$ 2,347** | $ 1,500 | | $ 5,446.71 | |
| 41707 | STERLING, MARK E | $ 1,000 | | $ 600.00 | **$ 2,488** | $ 1,500 | | $ 5,587.51 | |
| 41494 | BAUR, SUSAN M | $ 1,000 | | $ 600.00 | **$ 2,488** | $ 1,500 | | $ 5,587.51 | |
| 43423 | LOFTUS, ERIN M | | | $ 600.00 | **$ 2,488** | $ 1,500 | | $ 4,587.51 | |
| 43645 | COLBY, AUBREY | | | $ 600.00 | $ 2,151 | $ 1,500 | | $ 4,251.15 | |
| 43878 | CIOCCA, DANIEL F | | | $ 600.00 | **$ 1,732** | $ 1,500 | | $ 3,832.29 | |
| | | | | | $ 622 | | | $ 621.88 | $ 4,454.17 |
| 44401 | GOODWIN, CHARLES R | | | $ 600.00 | $ 1,619 | $ 1,500 | | $ 3,718.79 | |
| | | | | | $ 372 | | | $ 372.35 | $ 4,091.14 |
| 44402 | GUNTER, TROY C | | | $ 600.00 | $ 1,619 | $ 1,500 | | $ 3,718.79 | |
| | | | | | $ 372 | | | $ 372.35 | $ 4,091.14 |
| | ***^Vacant*** | | | ***$ 600.00*** | ***$ 2,007*** | ***$ 1,500*** | | ***$ 4,107.27*** | |

# Personnel Staffing Sheets

**Department** **Police**

| A | B | M | N | O | P | Q | R | S | T |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | *[ M+N+O+P+Q+R]* | *[ Sum of Column S ]* |
| **Emp #** | **Last** | **LGY** | **EDU (Q)** | **Other** | **Holiday** | **In Service** | **Comm Service** | **Funding FY 2015** | **Total Appropriation** |
| 3488 | TOSI, KEITH A | | | $ 4,690.73 | | | | $ 4,690.73 | |
| | | | | | | | | $ - | |
| | | | | | | | | $ - | |
| | | | | | | | | $ - | |
| | | | | | | | | $ - | |
| | | | | | | | | $ - | |
| | | | | | | | | $ - | |
| | | | | | | | | $ - | |
| | | | | | | | | $ - | |
| | | | | | | | | $ - | |
| | | | | | | | | $ - | |
| | | | | | | | | $ - | |
| **Operational Additional Compensation** | | | | | | | | | **$ 646,759** |
| | **NON-UNIFORM** | | | | | | | | |
| 42388 | CARNEY, MARY E | $ 750 | | | | | | $ 750.00 | |
| 41989 | WATKINS, MARYLEE E | | | | | | | $ - | |
| 0 | TBD | | | $ 1,000.00 | | | | $ 1,000.00 | |
| | | | | | | | | $ - | $ 1,000.00 |
| **Non-Uniform Additional Compensation** | | | | | | | | | **$ 1,750** |
| **Total Salaries** | | | | | | | | | **$ 4,944,833.57** |
| **Total Additional Compensation** | | | | | | | | | **$ 846,468.20** |
| **Total Overtime** | | | | | | | | | **$ 599,530.00** |
| **Total Personnel Services** | | | | | | | | | **$ 6,390,831.77** |

***^Includes Program Improvement Request***

# Natick Police Department
# Awarded Grants
# FY 2012-2014

## Additional Funding Sources - Natick Police Department

The enclosed listing shows grants received by the Police Department during the last three fiscal years.

| Grant | Fiscal Years & Amounts | | |
|---|---|---|---|
| | FY 2014 | FY 2013 | FY 2012 |
| State 911 Public Safety Answering Point | $ 79,476.00 | $ 79,476.00 | $ 78,748.00 |
| State 911 Training & Incentive | $ 17,535.00 | $ 17,213.00 | $ 19,016.00 |
| MEMA EMPG | $ 8,030.00 | $ 10,000.00 | $ 8,000.00 |
| MEMA EMPG-VIPS | | $ 8,644.46 | |
| MEMA SHSP/CCP | $ 7,287.00 | | |
| Automated License Plate Reader | | | $ 18,945.00 |
| Stanton Foundation K-9 | $ 25,000.00 | | |

# *Town of Natick*

Home of Champions

## Department: Fire

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | $ 6,982,138 | $ 7,091,627 | $ 7,280,512 | $ 7,293,833 | $ 13,321 | 0.18% |
| **Total Salaries** | **$ 6,982,138** | **$ 7,091,627** | **$ 7,280,512** | **$ 7,293,833** | **$ 13,321** | **0.18%** |
| **Operating Expenses** | | | | | | |
| Purchase of Services | $ 48,436 | $ 53,897 | $ 60,300 | $ 54,800 | $ (5,500) | -9.12% |
| Other Services (Misc. ) | $ 54,600 | $ 55,225 | $ 58,350 | $ 58,350 | $ - | 0.00% |
| Supplies | $ 5,750 | $ 6,532 | $ 7,000 | $ 7,000 | $ - | 0.00% |
| Other Supplies | $ 62,117 | $ 78,369 | $ 91,000 | $ 91,000 | $ - | 0.00% |
| Public Safety Education | $ - | $ - | $ 8,000 | $ 8,000 | $ - | 0.00% |
| **Total Operating Expenses** | **$ 170,902** | **$ 194,023** | **$ 224,650** | **$ 219,150** | **$ (5,500)** | **-2.45%** |
| **Total Fire** | **$ 7,153,040** | **$ 7,285,650** | **$ 7,505,162** | **$ 7,512,983** | **$ 7,821** | **0.10%** |

**Mission:**

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

**Goals:**

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

# *Town of Natick*

Home of Champions

## Department: Fire

**Budget Overview:**

**Main Purpose of the Department**

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

**Recent Developments**

The Department has purchased turn-out gear for 25 personnel and has ordered turn-out gear for the next 20 personnel. The rest of the department will soon follow as the last two installments are appropriated.

Natick Firefighters will have trained 98% of the Natick High School student body (all four grades) and some teachers by the first week in February 2014. This was supported by a grant from the Metro West Health Care Foundation.

**Current Challenges**

Keeping pace with the fast paced building boom in Natick continues to be our greatest challenge. The calls for service will predictably continue to increase . The need to deliver these critical services in spite of the financial constraints facing the Town will be paramount. The addition of five Firefighter/Paramedics in the summer of 2013 will definitely help us in this quest.

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

The Natick Fire Department Dive Team has been reinstated and after four months of training are up and running. This is an important facet of our department given the amount of water within the town borders.

Within a few months the new hires will be out of the academy and on shift which should help us with our overtime expenditure.

**On the Horizon**

Decisions will have to be made in the future on the fate of the West Natick fire station and the manpower that will be needed to meet the growing demands of the community. The Department will continue to evaluate alternative staffing plans. The Town should also look in the future to fund a training facility to help facilitate firefighting skill maintenance.

# *Town of Natick*

Home of Champions

## Department: Fire

| Staffing (Fiscal Year) | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| Fire Chief | 1 | 1 | 1 | 1 | 1 |
| Deputy Chief | 5 | 5 | 5 | 5 | 5 |
| Captains | 5 | 5 | 5 | 5 | 5 |
| Lieutenants | 15 | 15 | 15 | 15 | 15 |
| Firefighters | 51 | 51 | 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** | **83** | **83** | **88** | **88** | **88** |
| **Total FT/PT** | **83 FT / 0 PT** | **83 FT / 0 PT** | **88 FT / 0 PT** | **88 FT / 0 PT** | **88 FT / 0 PT** |

**Notes**

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

| Performance Indicators (Calendar Year) | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| ***Workload Indicators - Calls*** | | | | | |
| **Fire Suppression** | | | | | |
| Fire/Explosion | 96 | 94 | N/A* | N/A* | N/A* |
| Overpressure Rupture | 7 | 3 | N/A* | N/A* | N/A* |
| **Emergency Medical Response** | | | | | |
| Rescue Call | 2810 | 2819 | N/A* | N/A* | N/A* |
| **Hazardous Condition** | 565 | 336 | N/A* | N/A* | N/A* |
| **Service Call** | 484 | 412 | N/A* | N/A* | N/A* |
| **Good Intent Call** | 235 | 243 | N/A* | N/A* | N/A* |
| **False Alarms** | 659 | 662 | N/A* | N/A* | N/A* |
| **Severe Weather/Natural Disaster** | 28 | 34 | N/A* | N/A* | N/A* |
| **Special Type/Complaint** | 29 | 11 | N/A* | N/A* | N/A* |
| **Undetermined** | 10 | 0 | N/A* | N/A* | N/A* |
| ***Total All Calls (w/o Mutual Aid)*** | ***4923*** | ***N/A**** | ***N/A**** | ***N/A**** | ***N/A**** |
| | | | | | |
| **Mutual Aid Calls** | | | | | |
| - Calls for Fire & EMS Given | 121 | 111 | N/A* | N/A* | N/A* |
| - Calls for Fire & EMS Received | 93 | 51 | N/A* | N/A* | N/A* |

# *Town of Natick*

Home of Champions

## Department: Fire

**Performance Indicators (Calendar Year) con't**

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| ***Workload Indicators - All Other*** | | | | | |
| **Prevention** | | | | | |
| Number of smoke detector inspections | 450 | 602 | N/A* | N/A* | N/A* |
| Number of quarterly inspections | 36 | 36 | N/A* | N/A* | N/A* |
| Visits to schools | 100 | 100 | N/A* | N/A* | N/A* |
| **Training** | | | | | |
| Number of training sessions for fire | 70 | 70 | N/A* | N/A* | N/A* |
| Number of training sessions for EMS | 65 | 65 | N/A* | N/A* | N/A* |

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| ***Efficiency Indicators*** | | | | | |
| Percent of Fire Department EMT certified | 95% | | | | |
| Percent of Fire Dept. Paramedic certified | 35% | | | | |
| Avg. Response Time (All Calls) | N/A - Indicator under development | | | | |

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| ***Outcome Indicators*** | | | | | |
| Percent of EMS service recipients rating services as good or better | N/A* | 95 | N/A* | N/A* | N/A* |
| Percent of quarterly inspections completed on time | 100 | 100 | 100 | 100 | 100 |

Notes:

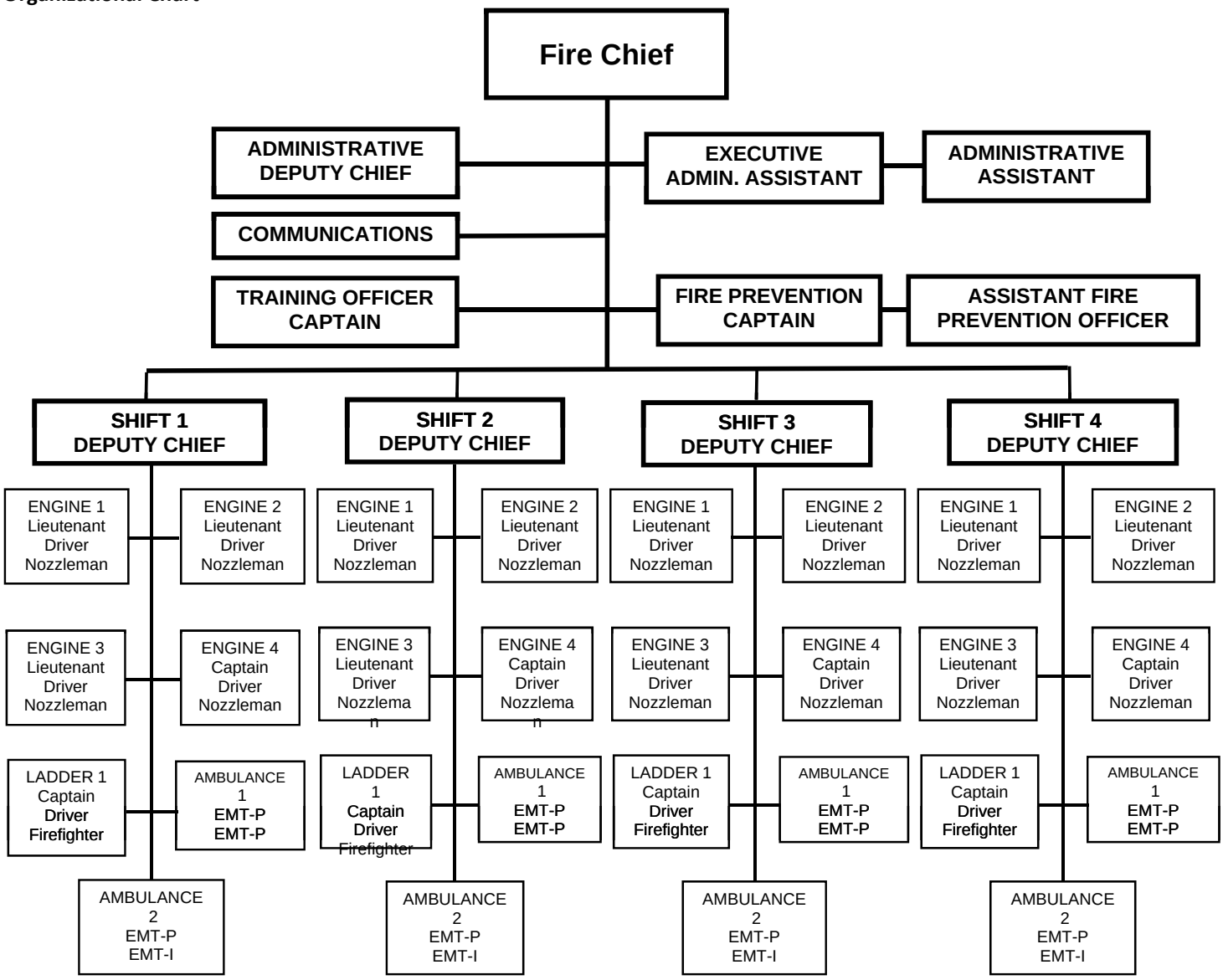
* Not Available at this time. Some information forthcoming; although a lot of data is available and frequently used by the Natick Fire Department in the daily course of operations, the Department at this time is not prepared to forecast the quantity of future fires or emergency response calls. Additional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

# *Town of Natick*

Home of Champions

## Department: Fire

**Organizational Chart**




**Notes:**

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

# *Town of Natick*

Home of Champions

Department: Fire

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | % (+/-) |
|---|---|---|---|---|---|---|
| Salaries Management | $ 523,431 | $ 521,018 | $ 527,315 | $ 528,318 | $ 1,003 | 0.19% |
| Salaries Supervisory | $ 1,294,280 | $ 1,335,780 | $ 1,298,298 | $ 1,298,298 | $ (0) | 0.00% |
| Salaries Operational Staff | $ 2,865,608 | $ 2,883,578 | $ 3,146,734 | $ 3,135,841 | $ (10,893) | -0.35% |
| Salaries Technical/Professional | $ 260,134 | $ 263,534 | $ 264,548 | $ 264,548 | $ (0) | 0.00% |
| Management Additional Comp | $ 119,728 | $ 118,591 | $ 122,190 | $ 122,519 | $ 329 | 0.27% |
| Supervisory Additional Comp | $ 305,031 | $ 319,489 | $ 319,642 | $ 320,722 | $ 1,080 | 0.34% |
| Operational Staff Additional Comp | $ 668,925 | $ 674,503 | $ 753,960 | $ 767,761 | $ 13,801 | 1.83% |
| Tech/Prof Additional Comp | $ 75,496 | $ 77,223 | $ 81,325 | $ 86,327 | $ 5,002 | 6.15% |
| FLSA Costs | $ 39,341 | $ 42,261 | $ 42,000 | $ 45,000 | $ 3,000 | 7.14% |
| *Sub-total Salaries & Other Comp.* | *$ 6,151,974* | *$ 6,235,978* | *$ 6,556,012* | *$ 6,569,333* | *$ 13,321* | *0.20%* |
| ***Regular Overtime*** | | | | | | |
| Management Overtime | $ 63,945 | $ 54,930 | $ 90,000 | $ 90,000 | $ - | 0.00% |
| Supervisory Overtime | $ 246,068 | $ 233,379 | $ 190,000 | $ 190,000 | $ - | 0.00% |
| Operational Staff Overtime | $ 386,543 | $ 442,233 | $ 220,000 | $ 220,000 | $ - | 0.00% |
| Tech/Prof Overtime | $ 13,921 | $ 11,611 | $ 45,000 | $ 45,000 | $ - | 0.00% |
| *Sub-total Regular Overtime* | *$ 710,476* | *$ 742,153* | *$ 545,000* | *$ 545,000* | *$ -* | *0.00%* |
| ***All Other Overtime*** | | | | | | |
| Management Overtime | $ 12,412 | $ 12,597 | $ 25,000 | $ 25,000 | $ - | 0.00% |
| Supervisory Overtime | $ 20,963 | $ 20,970 | $ 30,000 | $ 30,000 | $ - | 0.00% |
| Operational Staff Overtime | $ 74,113 | $ 64,780 | $ 72,500 | $ 72,500 | $ - | 0.00% |
| Tech/Prof Overtime | $ 12,199 | $ 15,148 | $ 15,000 | $ 15,000 | $ - | 0.00% |
| *Sub-total All Other Overtime* | *$ 119,687* | *$ 113,496* | *$ 142,500* | *$ 142,500* | *$ -* | *0.00%* |
| *Total all Overtime* | *$ 830,163* | *$ 855,648* | *$ 687,500* | *$ 687,500* | $ - | 0.00% |
| Public Safety Education | $ - | $ - | $ 37,000 | $ 37,000 | $ - | 100.00% |
| **Personnel Services** | **$ 6,982,138** | **$ 7,091,627** | **$ 7,280,512** | **$ 7,293,833** | **$ 13,321** | **0.18%** |
| Consultant Services | $ - | $ - | $ 5,500 | $ - | $ (5,500) | -100.00% |
| Repairs & Maint. Communications Equip. | $ 6,615 | $ 7,861 | $ 12,000 | $ 12,000 | $ - | 0.00% |
| Communication Telephone | $ 13,458 | $ 16,339 | $ 14,000 | $ 14,000 | $ - | 0.00% |
| Laundry Service | $ - | $ - | $ 300 | $ 300 | $ - | 0.00% |
| Training & Education | $ 8,406 | $ 12,457 | $ 12,000 | $ 12,000 | $ - | 0.00% |
| Copy/Mail Center Fees | $ 4,850 | $ - | $ - | $ - | $ - | #DIV/0! |
| Dues/Subscriptions | $ 2,079 | $ 2,459 | $ 3,500 | $ 3,500 | $ - | 0.00% |
| Fire Apparatus Equipment | $ 5,795 | $ 7,201 | $ 6,000 | $ 6,000 | $ - | 0.00% |
| Other Services Miscellaneous | $ 7,233 | $ 7,579 | $ 7,000 | $ 7,000 | $ - | 0.00% |
| **Purchase of Services** | **$ 48,436** | **$ 53,897** | **$ 60,300** | **$ 54,800** | **$ (5,500)** | **-9.12%** |
| Clothing Allowance Mgmt | $ 7,250 | $ 7,250 | $ 7,250 | $ 7,250 | $ - | 0.00% |
| Clothing Allowance Supervisory | $ 13,500 | $ 19,800 | $ 13,500 | $ 13,500 | $ - | 0.00% |
| Clothing Allowance Oper. Staff | $ 31,875 | $ 26,875 | $ 35,000 | $ 35,000 | $ - | 0.00% |
| Clothing Allowance Tech/Prof | $ 1,975 | $ 1,300 | $ 2,600 | $ 2,600 | $ - | 0.00% |
| **Other Services (Misc. )** | **$ 54,600** | **$ 55,225** | **$ 58,350** | **$ 58,350** | **$ -** | **0.00%** |
| Office Supplies: Stationary | $ 4,428 | $ 5,229 | $ 5,000 | $ 5,000 | $ - | 0.00% |
| Supplies Computer | $ 1,322 | $ 1,303 | $ 2,000 | $ 2,000 | $ - | 0.00% |
| **Supplies** | **$ 5,750** | **$ 6,532** | **$ 7,000** | **$ 7,000** | **$ -** | **0.00%** |
| Supplies Apparatus | $ 5,136 | $ 19,436 | $ 22,000 | $ 22,000 | $ - | 0.00% |
| Supplies Ambulance | $ 40,144 | $ 44,638 | $ 50,000 | $ 50,000 | $ - | 0.00% |
| Supplies Diving Equipment | $ 2,881 | $ 2,102 | $ 4,000 | $ 4,000 | $ - | 0.00% |
| Supplies Personnel | $ 13,956 | $ 12,193 | $ 15,000 | $ 15,000 | $ - | 0.00% |
| **Other Supplies** | **$ 62,117** | **$ 78,369** | **$ 91,000** | **$ 91,000** | **$ -** | **0.00%** |
| CPR Certification Cards | $ - | $ - | $ 4,000 | $ 4,000 | $ - | 100.00% |
| Smoke & Carbon Monoxide Detectors | $ - | $ - | $ 2,000 | $ 2,000 | $ - | 100.00% |
| Misc. Supplies | $ - | $ - | $ 2,000 | $ 2,000 | $ - | 100.00% |
| **Public Safety Education** | $ - | $ - | **$ 8,000** | **$ 8,000** | **$ -** | **100.00%** |
| **Total Fire Department** | **$ 7,153,040** | **$ 7,285,650** | **$ 7,505,162** | **$ 7,512,983** | **$ 7,821** | **0.10%** |

# *Town of Natick*

Home of Champions

Department: Fire Line-Item Detail

**Personnel Services:**

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

**Purchase of Services:**

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

**Other Services (Misc.):**

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

**Purchased Supplies:**

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

**Supplies - Fire:**

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

| A | B | C | D | E | F | G | H | I |
|---|---|---|---|---|---|---|---|---|
| | | *Salaries* | | | | | | |
| **Emp #** | **Name** | **Pay Type** | **Level** | **Step** | **Rate (weeks)** | **Hours** | **Amount** | **Funding (@ 52.2 Weeks)** |
| **Management** | | | | | | | | |
| 2991 | Sheridan, James A. | 100 - Base | | | 52.2 | 40 | 2,441.12 | 127,422.46 |
| 1128 | Connelly, Edward J. | 100 - Base | D2 | 2 | 52.2 | 42 | 1,536.00 | 80,179.20 |
| 2460 | White, Richard A. | 100 - Base | D2 | 2 | 52.2 | 42 | 1,536.00 | 80,179.20 |
| 1131 | Tota, Paul F. | 100 - Base | D2 | 2 | 52.2 | 42 | 1,536.00 | 80,179.20 |
| 3140 | Lentini, Michael P. | 100 - Base | D2 | 2 | 44.0 | 42 | 1,536.00 | 67,584.00 |
| 3140 | Lentini, Michael P. | 100 - Base | D2 | 2 | 8.2 | 42 | 1,536.00 | 12,595.20 |
| 3800 | Dow, Daniel J. | 100 - Base | D2 | 2 | 39.0 | 42 | 1,536.00 | 59,904.00 |
| 3800 | Dow, Daniel J. | 100 - Base | D2 | 2 | 13.2 | 42 | 1,536.00 | 20,275.20 |
| | | **Salaries Management** | | | | | | **528,318.46** |
| **Supervisory** | | | | | | | | |
| 1129 | Mitchell, Roy E. | 100 - Base | H6 | 2 | 52.2 | 42 | 1,334.57 | 69,664.55 |
| 2694 | Arena, Jr., Salvatore | 100 - Base | H6 | 2 | 52.2 | 42 | 1,334.57 | 69,664.55 |
| 2777 | Carney, Peter E. | 100 - Base | H6 | 2 | 52.2 | 42 | 1,334.57 | 69,664.55 |
| 2807 | Connelly, Mark J. | 100 - Base | H6 | 2 | 52.2 | 42 | 1,334.57 | 69,664.55 |
| 42286 | LiPoma, Victor J. | 100 - Base | H6 | 2 | 52.2 | 42 | 1,334.57 | 69,664.55 |
| 1841 | Forance, Thomas E. | 100 - Base | H3 | 2 | 52.2 | 42 | 1,213.25 | 63,331.65 |
| 1839 | Arena, Jr., James V. | 100 - Base | H3 | 2 | 52.2 | 42 | 1,213.25 | 63,331.65 |
| 1983 | Conlon, Michael E. | 100 - Base | H3 | 2 | 52.2 | 42 | 1,213.25 | 63,331.65 |
| 2779 | Mahoney, Jr., Walter D. | 100 - Base | H3 | 2 | 52.2 | 42 | 1,213.25 | 63,331.65 |
| 2811 | Mathews, Daniel A. | 100 - Base | H3 | 2 | 52.2 | 42 | 1,213.25 | 63,331.65 |
| 3136 | Smith, James J. | 100 - Base | H3 | 2 | 42.0 | 42 | 1,213.25 | 50,956.50 |
| 3136 | Smith, James J. | 100 - Base | H3 | 2 | 10.2 | 42 | 1,213.25 | 12,375.15 |
| 3802 | Levey, Jr., Kenneth E. | 100 - Base | H3 | 2 | 39.0 | 42 | 1,213.25 | 47,316.75 |
| 3802 | Levey, Jr., Kenneth E. | 100 - Base | H3 | 2 | 13.2 | 42 | 1,213.25 | 16,014.90 |
| 41023 | Ward, Edward E. | 100 - Base | H3 | 2 | 52.2 | 42 | 1,213.25 | 63,331.65 |
| 41425 | Downing, Ronald A. | 100 - Base | H3 | 2 | 35.0 | 42 | 1,213.25 | 42,463.75 |
| 41425 | Downing, Ronald A. | 100 - Base | H3 | 2 | 17.2 | 42 | 1,213.25 | 20,867.90 |
| 41604 | Austin, John J. | 100 - Base | H3 | 2 | 52.2 | 42 | 1,213.25 | 63,331.65 |
| 41606 | Crisafulli, Jr., Samuel S. | 100 - Base | H3 | 2 | 52.2 | 42 | 1,213.25 | 63,331.65 |
| 41612 | Shearley, Richard F. | 100 - Base | H3 | 2 | 52.2 | 42 | 1,213.25 | 63,331.65 |
| 41794 | Norris, Kerri L. | 100 - Base | H3 | 2 | 52.2 | 42 | 1,213.25 | 63,331.65 |
| 3557 | Hladick, Andrew(Fahey) as of 02/26/14 | 100 - Base | H3 | 1 | 52.2 | 42 | 1,213.25 | 63,331.65 |
| 41602 | Mortarelli, Joseph M.(Custodio) as of 03/15/14 | 100 - Base | H3 | 1 | 52.2 | 42 | 1,213.25 | 63,331.65 |
| | | **Salaries Supervisory** | | | | | | **1,298,297.52** |
| **Operational** | | | | | | | | |
| 43683 | Arsenault, Dianne C. | 100 - Base | | | 52.2 | 40 | 980.77 | 51,196.09 |
| 42819 | Condlin, Pam FY15 2% | | | | 52.2 | 37.5 | 933.84 | 48,746.48 |
| 1840 | Doucette, Gary | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 2185 | Melchiorri, Rockey | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 2412 | Spencer, Thomas G. | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 2693 | Wedgeworth, Johnny J. | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 2780 | Perryman, Michael B. | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 2778 | Hanwell, Daniel H. | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |

| A | B | | C | D | E | F | G | H | I |
|---|---|---|---|---|---|---|---|---|---|
| | | | *Salaries* | | | | | | |
| **Emp #** | **Name** | | **Pay Type** | **Level** | **Step** | **Rate (weeks)** | **Hours** | **Amount** | **Funding (@ 52.2 Weeks)** |
| 2808 | Haigis, Michael T. | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 2809 | Headley, Grantley A. | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 2810 | Hladick, Martin S. | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 2990 | Black, James L. | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 2989 | Alberghini, William P. | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 3137 | Sticka, William T. | | 100 - Base | H1 | 8 | 42.0 | 42 | 1,064.25 | 44,698.50 |
| 3137 | Sticka, William T. | | 100 - Base | H1 | 8 | 10.2 | 42 | 1,064.25 | 10,855.35 |
| 3501 | Quilty, Michael J. | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 3502 | Arena, Stephen L. | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 3504 | Biagi, Jr., Ronald | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 3506 | Adams, Richard C. | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 3559 | Herring, John F. | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 3558 | Collins, Christopher P. | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 3802 | Reynolds, Thomas G. | | 100 - Base | H1 | 8 | 39.0 | 42 | 1,064.25 | 41,505.75 |
| 3802 | Reynolds, Thomas G. | | 100 - Base | H1 | 8 | 13.2 | 42 | 1,064.25 | 14,048.10 |
| 3972 | Forrest, Barry A. | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 41174 | Magliozzi, Robert J. | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 3749 | Farquharson, Douglas | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 41603 | Smith, Scott A. | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 41601 | Curley, John L. | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 41605 | Kelley, Timothy P. | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 41608 | Topham, Thomas W. | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 41610 | Wozny, Christopher | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 41611 | Lee, Glynnis | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 42285 | DiCicco, David T. | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 42288 | Mabardy, Nicholas D. | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 42459 | Caruso, Anthony M. | | 100 - Base | H1 | 8 | 11.6 | 42 | 1,064.25 | 12,345.30 |
| 42459 | Caruso, Anthony M. | as of 08/11/14 | 100 - Base | H1 | 8 | 40.6 | 42 | 1,064.25 | 43,208.55 |
| 42630 | Brogan, Kelly | | 100 - Base | H1 | 8 | 8.0 | 42 | 1,064.25 | 8,514.00 |
| 42630 | Brogan, Kelly | as of 01/26/15 | 100 - Base | H1 | 8 | 44.2 | 42 | 1,064.25 | 47,039.85 |
| 42743 | Chamberlain, Ian | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 6666 | Linton, Brian | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 42891 | Ferrari, Adam | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 42892 | Sansossio, Ciro R. | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 42997 | Corliss, Brett M. | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 43164 | Mullen, Matthew | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 43189 | Dangelo, Kevin | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 43188 | Balcom, Andrew | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 43204 | Williamson, Eric | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 42340 | D'Innocenzo, Matthew | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 43522 | Weitsen, II, Richard | | 100 - Base | H1 | 8 | 52.2 | 42 | 1,064.25 | 55,553.85 |
| 44029 | Mix, Christopher J. | as of 10/13/13 | 100 - Base | H1 | 6 | 14.0 | 42 | 989.75 | 13,856.50 |
| 44029 | Mix, Christopher J. | as of 10/13/14 | 100 - Base | H1 | 7 | 38.2 | 42 | 1,027.00 | 39,231.40 |
| 44307 | Mellor, Justin P. | as of 10/19/13 | 100 - Base | H1 | 5 | 15.0 | 42 | 952.50 | 14,287.50 |
| 44307 | Mellor, Justin P. | as of 10/19/14 | 100 - Base | H1 | 6 | 37.2 | 42 | 989.75 | 36,818.70 |
| 44377 | Donovan, Joshua R. | as of 08/08/13 | 100 - Base | H1 | 6 | 32.0 | 42 | 989.75 | 31,672.00 |
| 44377 | Donovan, Joshua R. | as of 02/08/14 | 100 - Base | H1 | 7 | 20.2 | 42 | 1,027.00 | 20,745.40 |

| A | B | | C | D | E | F | G | H | I |
|---|---|---|---|---|---|---|---|---|---|
| | | | Salaries | | | | | | |
| Emp # | Name | | Pay Type | Level | Step | Rate (weeks) | Hours | Amount | Funding (@ 52.2 Weeks) |
| 44378 | Latawiec, Wojciech | as of 08/08/13 | 100 - Base | H1 | 6 | 32.0 | 42 | 989.75 | 31,672.00 |
| 44378 | Latawiec, Wojciech | as of 02/08/14 | 100 - Base | H1 | 7 | 20.2 | 42 | 1,027.00 | 20,745.40 |
| 44400 | Lamme, Daniel R. | as of 09/07/13 | 100 - Base | H1 | 6 | 34.2 | 42 | 989.75 | 33,849.45 |
| 44400 | Lamme, Daniel R. | as of 03/07/14 | 100 - Base | H1 | 7 | 18.0 | 42 | 1,027.00 | 18,486.00 |
| 44654 | Stevenson, Robert H. | as of 05/28/14 | 100 - Base | H1 | 4 | 20.0 | 42 | 915.25 | 18,305.00 |
| 44654 | Stevenson, Robert H. | as of 11/28/14 | 100 - Base | H1 | 5 | 32.2 | 42 | 952.50 | 30,670.50 |
| 44655 | Salvucci, Michael A. | as of 05/28/14 | 100 - Base | H1 | 4 | 20.0 | 42 | 915.25 | 18,305.00 |
| 44655 | Salvucci, Michael A. | as of 11/28/14 | 100 - Base | H1 | 5 | 32.2 | 42 | 952.50 | 30,670.50 |
| **44699** | *Bouvier, Douglas(Slattery)* | as of 01/23/14 | 100 - Base | H1 | 3 | 3.0 | 42 | 878.01 | 2,634.03 |
| **44699** | *Bouvier, Douglas(Slattery)* | as of 07/23/14 | 100 - Base | H1 | 4 | 26.2 | 42 | 915.25 | 23,979.55 |
| **44699** | *Bouvier, Douglas(Slattery)* | as of 01/23/15 | 100 - Base | H1 | 5 | 23.0 | 42 | 952.50 | 21,907.50 |
| **44792** | *Corbett, Ashley(Hladick)* | as of 01/10/14 | 100 - Base | H1 | 2 | 2.0 | 42 | 840.76 | 1,681.52 |
| **44792** | *Corbett, Ashley(Hladick)* | as of 07/10/14 | 100 - Base | H1 | 3 | 26.2 | 42 | 878.01 | 23,003.86 |
| **44792** | *Corbett, Ashley(Hladick)* | as of 01/10/15 | 100 - Base | H1 | 4 | 24.0 | 42 | 915.25 | 21,966.00 |
| **44793** | *Dodge, Kenneth(Mortarelli)* | as of 01/10/14 | 100 - Base | H1 | 2 | 2.0 | 42 | 840.76 | 1,681.52 |
| **44793** | *Dodge, Kenneth(Mortarelli)* | as of 07/10/14 | 100 - Base | H1 | 3 | 26.2 | 42 | 878.01 | 23,003.86 |
| **44793** | *Dodge, Kenneth(Mortarelli)* | as of 01/10/15 | 100 - Base | H1 | 4 | 24.0 | 42 | 915.25 | 21,966.00 |
| **44795** | *Gentile, Alan(Cantor)* | as of 07/10/13 | 100 - Base | H1 | 4 | 2.0 | 42 | 915.25 | 1,830.50 |
| **44795** | *Gentile, Alan(Cantor)* | as of 07/10/14 | 100 - Base | H1 | 5 | 50.2 | 42 | 952.50 | 47,815.50 |
| **44794** | *Reasonover,Randy(vacancy)* | as of 01/10/14 | 100 - Base | H1 | 2 | 2.0 | 42 | 840.76 | 1,681.52 |
| **44794** | *Reasonover,Randy(vacancy)* | as of 07/10/14 | 100 - Base | H1 | 3 | 26.2 | 42 | 878.01 | 23,003.86 |
| **44794** | *Reasonover,Randy(vacancy)* | as of 01/10/15 | 100 - Base | H1 | 4 | 24.0 | 42 | 915.25 | 21,966.00 |
| **44804** | *Warren, Patrick(vacancy)* | as of 07/10/13 | 100 - Base | H1 | 4 | 2.0 | 42 | 915.25 | 1,830.50 |
| **44804** | *Warren, Patrick(vacancy)* | as of 07/10/14 | 100 - Base | H1 | 5 | 50.2 | 42 | 952.50 | 47,815.50 |
| | | **Salaries Operational** | | | | | | | **3,135,840.69** |
| **Technical & Supervisory** | | | | | | | | | |
| 2459 | Franciose, Jr., Rocco | | 100 - Base | H7 | 2 | 52.2 | 40 | 1,334.57 | 69,664.55 |
| 41260 | Rothman, Eugene I. | as of 04/07/14 | 100 - Base | H7 | 2 | 40.0 | 40 | 1,334.57 | 53,382.80 |
| 41260 | Rothman, Eugene I. | Longevity | 100 - Base | H7 | 2 | 12.2 | 40 | 1,334.57 | 16,281.75 |
| 42460 | Quigley-Boyla, Tanya M. | as of 08/11/14 | 100 - Base | H1 | 8 | 6.0 | 42 | 1,064.25 | 6,385.50 |
| 42460 | Quigley-Boyla, Tanya M. | Longevity | 100 - Base | H1 | 8 | 46.2 | 42 | 1,064.25 | 49,168.35 |
| 2223 | VanTassel, Gordon D. | | 100 - Base | H7 | 2 | 52.2 | 40 | 1,334.57 | 69,664.55 |
| | | **Salaries Technical & Supervisory** | | | | | | | **264,547.51** |

**Total Salaries** **5,227,004.19**

# Personnel Staffing Sheets

## Fire Department

| A | B | J | K | L | M | N | O | P | Q | S | S | U | S |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | *Additional Compensation* | | | | | | | | | | | |
| Emp # | Name | Longevity | EMS pay | Water Rescue | Fire Prevention | Stipends/ Stby Para. Coor. | Holiday Pay | In-Service Training pay | Education Incentive Pay | Standby Pay | Other | Education Reimburse. | Clothing Allowance |
| **Management** | | | | | | | | | | | | | |
| 2991 | Sheridan, James A. | | | | | | | | | | | | 1500 |
| 1128 | Connelly, Edward J. | 4,008.96 | 3,207.17 | | | | 5,529.60 | 4,200.00 | 2,405.38 | 2,004.48 | | 500.00 | 1150 |
| 2460 | White, Richard A. | 4,008.96 | 7,617.02 | | | | 5,529.60 | 4,200.00 | 4,008.96 | 2,004.48 | | 500.00 | 1150 |
| 1131 | Tota, Paul F. | 4,008.96 | 3,207.17 | | | | 5,529.60 | 4,200.00 | 4,008.96 | 2,004.48 | | 500.00 | 1150 |
| 3140 | Lentini, Michael P. | 2,703.36 | 3,207.17 | | | | 5,529.60 | 4,200.00 | 2,405.38 | 2,004.48 | | 500.00 | 1150 |
| 3140 | Lentini, Michael P. | 629.76 | | | | | | | | | | | |
| 3800 | Dow, Daniel J. | 1,797.12 | 3,207.17 | | | 2,088.00 | 5,529.60 | 4,200.00 | 8,017.92 | 2,004.48 | | 500.00 | 1150 |
| 3800 | Dow, Daniel J. | 811.01 | | | | | | | | | | | |
| | | **Management Additional Compensation** | | | | | | | | | | **122,518.82** | |
| **Supervisory** | | | | | | | | | | | | | |
| 1129 | Mitchell, Roy E. | 3,483.23 | 2,786.58 | 1,044.97 | | | 4,804.45 | | 3,483.23 | | | 2,000.00 | 675.00 |
| 2694 | Arena, Jr., Salvatore | 3,483.23 | 2,786.58 | 1,044.97 | | | 4,804.45 | | | | | 2,000.00 | 675.00 |
| 2777 | Carney, Peter E. | 3,483.23 | 6,618.13 | 1,044.97 | | | 4,804.45 | | 2,089.94 | | | 2,000.00 | 675.00 |
| 2807 | Connelly, Mark J. | 3,483.23 | 2,786.58 | 1,044.97 | | | 4,804.45 | | 3,483.23 | | | 2,000.00 | 675.00 |
| 42286 | LiPoma, Victor J. | 1,393.29 | 2,786.58 | 1,044.97 | | | 4,804.45 | | 2,089.94 | | | 2,000.00 | 675.00 |
| 1841 | Forance, Thomas E. | 3,166.58 | 6,016.51 | 949.97 | | | 4,367.70 | | 3,166.58 | | | 2,000.00 | 675.00 |
| 1839 | Arena, Jr., James V. | 3,166.58 | 2,533.27 | 949.97 | | | 4,367.70 | | 1,899.95 | | | 2,000.00 | 675.00 |
| 1983 | Conlon, Michael E. | 3,166.58 | | 949.97 | | | 4,367.70 | | | | | 2,000.00 | 675.00 |
| 2779 | Mahoney, Jr., Walter D. | 3,166.58 | 2,533.27 | 949.97 | | | 4,367.70 | | 3,166.58 | | | 2,000.00 | 675.00 |
| 2811 | Mathews, Daniel A. | 3,166.58 | 6,016.51 | 949.97 | | | 4,367.70 | | 1,899.95 | | | 2,000.00 | 675.00 |
| 3136 | Smith, James J. | 2,038.26 | 2,533.27 | 949.97 | | | 4,367.70 | | 1,528.70 | | | 2,000.00 | 675.00 |
| 3136 | Smith, James J. | 618.76 | | | | | | | 371.25 | | | | |
| 3802 | Levey, Jr., Kenneth E. | 1,419.50 | 8,549.77 | 949.97 | | | 4,367.70 | | | | | 2,000.00 | 675.00 |
| 3802 | Levey, Jr., Kenneth E. | 640.60 | | | | | | | | | | | |
| 41023 | Ward, Edward E. | 1,899.95 | 2,533.27 | 949.97 | | | 4,367.70 | | | | | 2,000.00 | 675.00 |
| 41425 | Downing, Ronald A. | 849.28 | 6,016.51 | 949.97 | | | 4,367.70 | | 1,899.95 | | | 2,000.00 | 675.00 |
| 41425 | Downing, Ronald A. | 626.04 | | | | | | | | | | | |
| 41604 | Austin, John J. | 1,266.63 | 2,533.27 | 949.97 | | | 4,367.70 | | 3,166.58 | | | 2,000.00 | 675.00 |
| 41606 | Crisafulli, Jr., Samuel S. | 1,266.63 | 8,549.77 | 949.97 | | | 4,367.70 | | 1,899.95 | | | 2,000.00 | 675.00 |
| 41612 | Shearley, Richard F. | 1,266.63 | 8,549.77 | 949.97 | | | 4,367.70 | | 1,899.95 | | | 2,000.00 | 675.00 |
| 41794 | Norris, Kerri L. | 1,266.63 | 8,549.77 | 949.97 | | | 4,367.70 | | 1,899.95 | | | 2,000.00 | 675.00 |
| 3557 | Hladick, Andrew(Fahey) | 2,533.27 | 2,533.27 | 949.97 | | | 4,367.70 | | | | | 2,000.00 | 625 |
| 41602 | Mortarelli, Joseph M.(Custodio) | 1,266.63 | 2,533.27 | 949.97 | | | 4,367.70 | | 1,899.95 | | | 2,000.00 | 625 |
| | | **Supervisory Additional Compensation** | | | | | | | | | | **320,721.75** | |
| **Operational** | | | | | | | | | | | | | |
| 43683 | Arsenault, Dianne C. | | | | | | | | | | | | |
| 42819 | Condlin, Pam | 750.00 | | | | | | | | | | | |
| 1840 | Doucette, Gary | 2,777.69 | | 833.31 | | | 3,831.30 | | | | | 2,000.00 | 625 |
| 2185 | Melchiorri, Rockey | 2,777.69 | 2,222.15 | 833.31 | | | 3,831.30 | | | | | 2,000.00 | 625 |
| 2412 | Spencer, Thomas G. | 2,777.69 | 5,277.62 | 833.31 | | | 3,831.30 | | | | | 2,000.00 | 625 |
| 2693 | Wedgeworth, Johnny J. | 2,777.69 | 2,222.15 | 833.31 | | | 3,831.30 | | | | | 2,000.00 | 625 |
| 2780 | Perryman, Michael B. | 2,777.69 | 2,222.15 | 833.31 | | | 3,831.30 | | | | | 2,000.00 | 625 |
| 2778 | Hanwell, Daniel H. | 2,777.69 | 5,277.62 | 833.31 | | | 3,831.30 | | 1,666.62 | | | 2,000.00 | 625 |

| A | B | J | K | L | M | N | O | P | Q | S | S | U | S |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | *Additional Compensation* | | | | | | | | | | | |
| Emp # | Name | Longevity | EMS pay | Water Rescue | Fire Prevention | Stipends/ Stby Para. Coor. | Holiday Pay | In-Service Training pay | Education Incentive Pay | Standby Pay | Other | Education Reimburse. | Clothing Allowance |
| 2808 | Haigis, Michael T. | 2,777.69 | 5,277.62 | 833.31 | | | 3,831.30 | | | | | 2,000.00 | 625 |
| 2809 | Headley, Grantley A. | 2,777.69 | 2,222.15 | 833.31 | | | 3,831.30 | | | | | 2,000.00 | 625 |
| 2810 | Hladick, Martin S. | 2,777.69 | 2,222.15 | 833.31 | | | 3,831.30 | | | | | 2,000.00 | 625 |
| 2990 | Black, James L. | 2,777.69 | 2,222.15 | 833.31 | | | 3,831.30 | | | | | 2,000.00 | 625 |
| 2989 | Alberghini, William P. | 2,777.69 | 2,222.15 | 833.31 | | | 3,831.30 | | 1,666.62 | | | 2,000.00 | 625 |
| 3137 | Sticka, William T. | 1,787.94 | 2,222.15 | 833.31 | | | 3,831.30 | | | | | 2,000.00 | 625 |
| 3137 | Sticka, William T. | 542.77 | | | | | | | | | | | |
| 3501 | Quilty, Michael J. | 2,222.15 | 5,277.62 | 833.31 | | | 3,831.30 | | 2,777.69 | | | 2,000.00 | 625 |
| 3502 | Arena, Stephen L. | 2,222.15 | 2,222.15 | 833.31 | | | 3,831.30 | | | | | 2,000.00 | 625 |
| 3504 | Biagi, Jr., Ronald | 2,222.15 | 2,222.15 | 833.31 | | | 3,831.30 | | 1,666.62 | | | 2,000.00 | 625 |
| 3506 | Adams, Richard C. | 2,222.15 | 2,222.15 | 833.31 | | | 3,831.30 | | | | | 2,000.00 | 625 |
| 3559 | Herring, John F. | 2,222.15 | 5,277.62 | 833.31 | | | 3,831.30 | | 1,666.62 | | | 2,000.00 | 625 |
| 3558 | Collins, Christopher P. | 2,222.15 | 5,277.62 | 833.31 | | | 3,831.30 | | 2,777.69 | | | 2,000.00 | 625 |
| 3802 | Reynolds, Thomas G. | 1,245.17 | 5,277.62 | 833.31 | | | 3,831.30 | | | | | 2,000.00 | 625 |
| 3802 | Reynolds, Thomas G. | 561.92 | | | | | | | | | | | |
| 3972 | Forrest, Barry A. | 1,666.62 | 5,277.62 | 833.31 | | | 3,831.30 | | 1,666.62 | | | 2,000.00 | 625 |
| 41174 | Magliozzi, Robert J. | 1,666.62 | 7,499.77 | 833.31 | | 2,007.61 | 3,831.30 | | | | | 2,000.00 | 625 |
| 3749 | Farquharson, Douglas | 1,666.62 | 5,277.62 | 833.31 | | | 3,831.30 | | | | | 2,000.00 | 625 |
| 41603 | Smith, Scott A. | 1,111.08 | 2,222.15 | 833.31 | | | 3,831.30 | | 5,555.39 | | | 2,000.00 | 625 |
| 41601 | Curley, John L. | 1,111.08 | 2,222.15 | 833.31 | | | 3,831.30 | | | | | 2,000.00 | 625 |
| 41605 | Kelley, Timothy P. | 1,111.08 | 2,222.15 | 833.31 | | | 3,831.30 | | 1,666.62 | | | 2,000.00 | 625 |
| 41608 | Topham, Thomas W. | 1,111.08 | 7,499.77 | 833.31 | | | 3,831.30 | | 1,666.62 | | | 2,000.00 | 625 |
| 41610 | Wozny, Christopher | 1,111.08 | 7,499.77 | 833.31 | | | 3,831.30 | | 1,666.62 | | | 2,000.00 | 625 |
| 41611 | Lee, Glynnis | 1,111.08 | 7,499.77 | 833.31 | | | 3,831.30 | | 1,666.62 | | | 2,000.00 | 625 |
| 42285 | DiCicco, David T. | 1,111.08 | 2,222.15 | 833.31 | | | 3,831.30 | | 1,666.62 | | | 2,000.00 | 625 |
| 42288 | Mabardy, Nicholas D. | 1,111.08 | 2,222.15 | 833.31 | | | 3,831.30 | | 4,444.31 | | | 2,000.00 | 625 |
| 42459 | Caruso, Anthony M. | | 7,499.77 | 833.31 | | | 3,831.30 | | | | | 2,000.00 | 625 |
| 42459 | Caruso, Anthony M. | 864.17 | | | | | | | | | | | |
| 42630 | Brogan, Kelly | | 7,499.77 | 833.31 | | | 3,831.30 | | | | | 2,000.00 | 625 |
| 42630 | Brogan, Kelly | 940.80 | | | | | | | | | | | |
| 42743 | Chamberlain, Ian | | 2,222.15 | 833.31 | | | 3,831.30 | | 1,666.62 | | | 2,000.00 | 625 |
| 6666 | Linton, Brian | 1,111.08 | 2,222.15 | 833.31 | | | 3,831.30 | | 1,666.62 | | | 2,000.00 | 625 |
| 42891 | Ferrari, Adam | | 7,499.77 | 833.31 | | | 3,831.30 | | | | | 2,000.00 | 625 |
| 42892 | Sansossio, Ciro R. | | 7,499.77 | 833.31 | | | 3,831.30 | | 5,555.39 | | | 2,000.00 | 625 |
| 42997 | Corliss, Brett M. | | 2,222.15 | 833.31 | | | 3,831.30 | | | | | 2,000.00 | 625 |
| 43164 | Mullen, Matthew | | 7,499.77 | 833.31 | | | 3,831.30 | | | | | 2,000.00 | 625 |
| 43189 | Dangelo, Kevin | | 7,499.77 | 833.31 | | | 3,831.30 | | 1,666.62 | | | 2,000.00 | 625 |
| 43188 | Balcom, Andrew | | 7,499.77 | 833.31 | | | 3,831.30 | | | | | 2,000.00 | 625 |
| 43204 | Williamson, Eric | | 7,499.77 | 833.31 | | | 3,831.30 | | 1,666.62 | | | 2,000.00 | 625 |
| 42340 | D'Innocenzo, Matthew | | 7,499.77 | 833.31 | | | 3,831.30 | | | | | 2,000.00 | 625 |
| 43522 | Weitsen, II, Richard | | 7,499.77 | 833.31 | | | 3,831.30 | | 2,777.69 | | | 2,000.00 | 625 |
| 44029 | Mix, Christopher J. | | 1,870.63 | 207.85 | | | 593.85 | | | | | 2,000.00 | 625 |
| 44029 | Mix, Christopher J. | | 5,296.24 | 588.47 | | | 3,081.00 | | | | | | |
| 44307 | Mellor, Justin P. | | 1,928.81 | 214.31 | | | 571.50 | | | | | 2,000.00 | 625 |
| 44307 | Mellor, Justin P. | | 4,970.52 | 552.28 | | | 2,969.25 | | | | | | |
| 44377 | Donovan, Joshua R. | | 4,275.72 | 475.08 | | | 2,375.40 | | | | | 2,000.00 | 625 |
| 44377 | Donovan, Joshua R. | | 2,800.63 | 311.18 | | | 1,232.40 | | | | | | |

| A | B | J | K | L | M | N | O | P | Q | S | S | U | S |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Additional Compensation | | | | | | | | | | | |
| Emp # | Name | Longevity | EMS pay | Water Rescue | Fire Prevention | Stipends/ Stby Para. Coor. | Holiday Pay | In-Service Training pay | Education Incentive Pay | Standby Pay | Other | Education Reimburse. | Clothing Allowance |
| 44378 | Latawiec, Wojciech | | 4,275.72 | 475.08 | | | 2,375.40 | | | | | 2,000.00 | 625 |
| 44378 | Latawiec, Wojciech | | 2,800.63 | 311.18 | | | 1,232.40 | | | | | | |
| 44400 | Lamme, Daniel R. | | 4,569.68 | 507.74 | | | 2,672.33 | | 1,015.48 | | | 2,000.00 | 625 |
| 44400 | Lamme, Daniel R. | | 2,495.61 | 277.29 | | | 924.30 | | 554.58 | | | | |
| 44654 | Stevenson, Robert H. | | 2,471.18 | 274.58 | | | 1,098.30 | | | | | 2,000.00 | 625 |
| 44654 | Stevenson, Robert H. | | 4,140.52 | 460.06 | | | 2,286.00 | | | | | | |
| 44655 | Salvucci, Michael A. | | 2,471.18 | 274.58 | | | 1,098.30 | | 915.25 | | | 2,000.00 | 625 |
| 44655 | Salvucci, Michael A. | | 4,140.52 | 460.06 | | | 2,286.00 | | 1,533.53 | | | | |
| **44699** | *Bouvier, Douglas(Slattery)* | | 355.59 | 39.51 | | | 263.40 | | | | | 2,000.00 | 625 |
| **44699** | *Bouvier, Douglas(Slattery)* | | 3,237.24 | 359.69 | | | 1,922.03 | | | | | | |
| **44699** | *Bouvier, Douglas(Slattery)* | | 2,957.51 | 328.61 | | | 1,143.00 | | | | | | |
| **44792** | *Corbett, Ashley(Hladick)* | | 227.01 | 25.22 | | | 252.23 | | | | | 2,000.00 | 625 |
| **44792** | *Corbett, Ashley(Hladick)* | | 3,105.52 | 345.06 | | | 1,580.42 | | | | | | |
| **44792** | *Corbett, Ashley(Hladick)* | | 2,965.41 | 329.49 | | | 1,372.88 | | | | | | |
| **44793** | *Dodge, Kenneth(Mortarelli)* | | 227.01 | 25.22 | | | 252.23 | | | | | 2,000.00 | 625 |
| **44793** | *Dodge, Kenneth(Mortarelli)* | | 3,105.52 | 345.06 | | | 1,580.42 | | | | | | |
| **44793** | *Dodge, Kenneth(Mortarelli)* | | 2,965.41 | 329.49 | | | 1,372.88 | | | | | | |
| **44795** | *Gentile, Alan(Cantor)* | | 247.12 | 27.46 | | | 274.58 | | | | | 2,000.00 | 625 |
| **44795** | *Gentile, Alan(Cantor)* | | 6,455.09 | 717.23 | | | 3,143.25 | | | | | | |
| **44794** | *Reasonover,Randy(vacancy)* | | 227.01 | 25.22 | | | 252.23 | | | | | 2,000.00 | 625 |
| **44794** | *Reasonover,Randy(vacancy)* | | 3,105.52 | 345.06 | | | 1,580.42 | | | | | | |
| **44794** | *Reasonover,Randy(vacancy)* | | 2,965.41 | 329.49 | | | 1,372.88 | | | | | | |
| **44804** | *Warren, Patrick(vacancy)* | | 247.12 | 27.46 | | | 274.58 | | | | | 2,000.00 | 625 |
| **44804** | *Warren, Patrick(vacancy)* | | 6,455.09 | 717.23 | | | 3,143.25 | | | | | | |
| | | **Operational Additional Compensation** | | | | | | | | | | **767,760.90** | |
| **Technical & Supervisory** | | | | | | | | | | | | | |
| 2459 | Franciose, Jr., Rocco | 3,483.23 | 2,786.58 | 1,044.97 | 2,088.00 | 5,019.55 | 4,804.45 | | 2,089.94 | | | 2,000.00 | 675 |
| 41260 | Rothman, Eugene I. | 1,601.48 | 9,404.71 | 1,044.97 | | 2,088.00 | 4,804.45 | | 5,338.28 | | | 2,000.00 | 675 |
| 41260 | Rothman, Eugene I. | 488.45 | | | | | | | 1,628.18 | | | | |
| 42460 | Quigley-Boyla, Tanya M. | 0.00 | 7,499.77 | 833.31 | 2,088.00 | | 3,831.30 | | 191.57 | | | 2,000.00 | 625 |
| 42460 | Quigley-Boyla, Tanya M. | 983.37 | | | | | | | 1,475.05 | | | | |
| 2223 | VanTassel, Gordon D. | 3,483.23 | 2,786.58 | | | 2,088.00 | 1,868.40 | | 3,483.23 | | | 2,000.00 | 625 |
| | | **Technical & Supervisory Additional Compensation** | | | | | | | | | | **86,327.04** | |

| | |
|---|---|
| **Total Salaries** | **5,227,004.19** |
| **FLSA Costs (Estimated)** | **45,000.00** |
| **Total Additional Compensation (incl. $37,000 for Public Safety Education)** | **1,334,328.51** |
| **Total Overtime** | **687,500.00** |
| **Total Personnel Services** | **7,293,832.70** |

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# Section V:
# Public Works

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

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# *Town of Natick*

Home of Champions

## Department: Public Works

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| Personnel Services | $ 3,030,673 | $ 2,844,444 | $ 3,163,512 | $ 3,405,850 | $ 242,338 | 7.66% |
| Expenses | $ 2,679,338 | $ 2,900,479 | $ 2,274,807 | $ 1,882,119 | $ (392,688) | -17.26% |
| Energy | $ 1,342,239 | $ 1,454,673 | $ 1,509,448 | $ 1,453,424 | $ (56,024) | -3.71% |
| Snow & Ice | $ 299,508 | $ 862,115 | $ 150,000 | $ 150,000 | $ - | 0.00% |
| Total Public Works | $ 7,351,757 | $ 8,061,712 | $ 7,097,767 | $ 6,891,393 | $ (206,374) | -2.91% |

**Mission:**

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

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

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

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

**Goals:**

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

# *Town of Natick*

Home of Champions

## Department: Public Works

**Budget Overview:**

**I. Main Purpose of the Department**

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

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

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

**II. Recent Developments**

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

**III. Current Challenges**

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

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

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

# *Town of Natick*

Home of Champions

## Department: Public Works

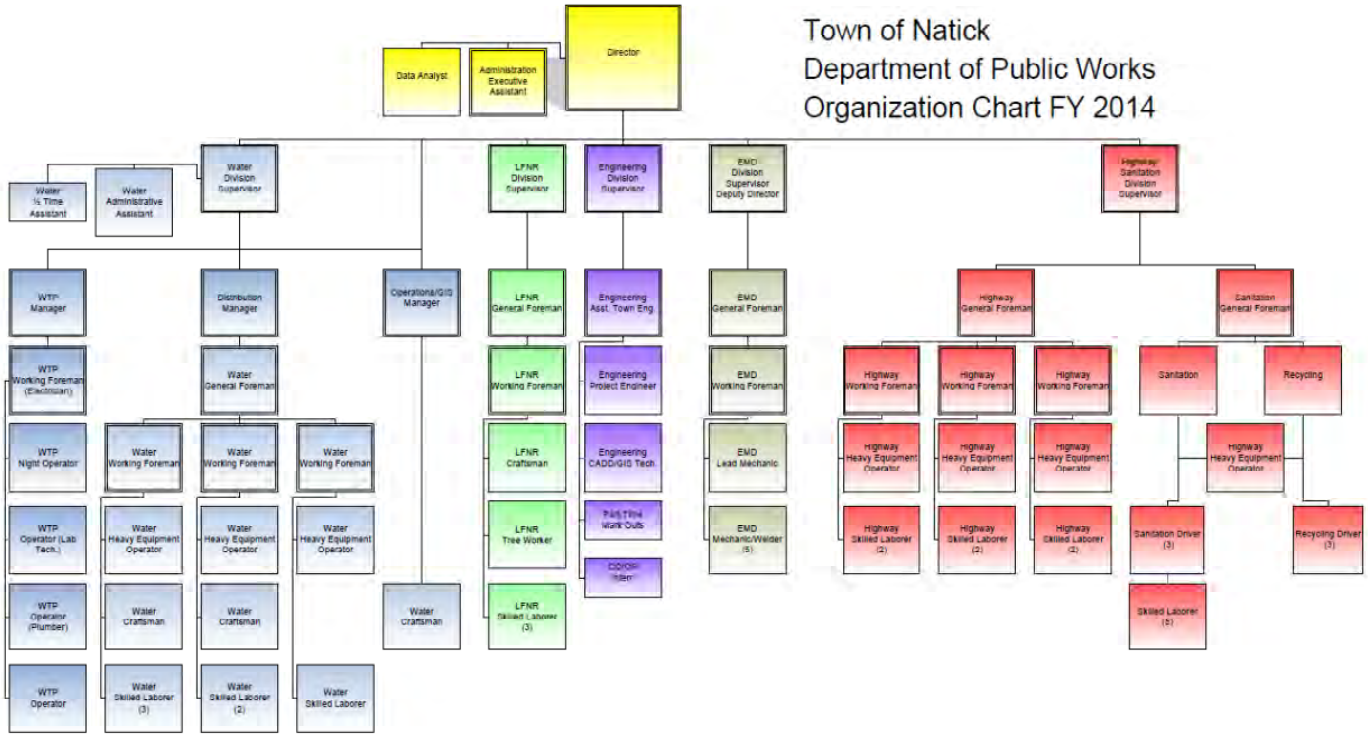
| Staffing by Division (General Fund) | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| Administration | 2.5 | 3 | 3 | 3 | 3 |
| Building Maintenance | 7 | 7 | 0 | 0 | 0 |
| Municipal Energy | 0 | 0 | 0 | 0 | 0 |
| Engineering | 5 | 4.75 | 4.75 | 5.1 | 5.1 |
| Equipment Maintenance | 9 | 9 | 9 | 9 | 9 |
| ***Highway & Sanitation*** | ***23*** | ***23*** | ***24*** | ***26*** | ***28*** |
| ***Land, Facilities & Natural Resources*** | ***7*** | ***7*** | ***7*** | ***7*** | ***8*** |
| **Total FTE** | **53.5** | **53.75** | **47.75** | **50.1** | **53.1** |
| **Total FT/PT** | **53 FT/1.5 PT** | **53 FT/3 PT** | **47 FT/3 PT** | **49 FT/ 5 PT** | **52 FT/ 5 PT** |

***^Includes Program Improvement Request***

**Notes**

*For Water & Sewer Enterprise Staffing, please see Section X.*
*Staffing for Municipal Energy is provided through the Administration Division*

**Organizational Chart**



# *Town of Natick*

Home of Champions

Department: Public Works

| Budget Detail Summary | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| Administration | $ 228,058 | $ 233,938 | $ 258,168 | $ 257,306 | $ (862) | -0.33% |
| Building Maintenance | $ 291,950 | $ - | $ - | $ - | $ - | 0.00% |
| Engineering | $ 367,073 | $ 379,328 | $ 412,147 | $ 424,451 | $ 12,304 | 2.99% |
| Equipment Maintenance | $ 443,184 | $ 453,199 | $ 523,699 | $ 544,522 | $ 20,823 | 3.98% |
| ***Highway & Sanitation*** | ***$ 1,291,344*** | ***$ 1,350,745*** | ***$ 1,497,216*** | ***$ 1,632,179*** | ***$ 134,963*** | ***9.01%*** |
| ***Land, Facilities & Natural Resources*** | ***$ 409,064*** | ***$ 427,234*** | ***$ 472,282*** | ***$ 547,392*** | ***$ 75,110*** | ***15.90%*** |
| **Personnel Services** | **$ 3,030,673** | **$ 2,844,444** | **$ 3,163,512** | **$ 3,405,850** | **$ 242,338** | **7.66%** |
| **Expenses** | | | | | | |
| Administration | $ 39,809 | $ 34,405 | $ 47,985 | $ 49,435 | $ 1,450 | 3.02% |
| Building Maintenance | $ 382,463 | $ 375,688 | $ 358,400 | $ - | $ (358,400) | -100.00% |
| Engineering | $ 108,723 | $ 101,304 | $ 100,550 | $ 101,150 | $ 600 | 0.60% |
| Equipment Maintenance | $ 262,713 | $ 271,555 | $ 298,042 | $ 301,850 | $ 3,808 | 1.28% |
| Surplus Equipment | $ 4,950 | $ 5,000 | $ 5,000 | $ 5,000 | $ - | 0.00% |
| ***Highway & Sanitation*** | ***$ 399,097*** | ***$ 460,158*** | ***$ 431,300*** | ***$ 434,550*** | ***$ 3,250*** | ***0.75%*** |
| Other - Charges & Expenditures | $ 1,246,111 | $ 1,379,472 | $ 774,919 | $ 730,550 | $ (44,369) | -5.73% |
| ***Land, Facilities & Natural Resources*** | ***$ 235,471*** | ***$ 272,897*** | ***$ 258,611*** | ***$ 259,584*** | ***$ 973*** | ***0.38%*** |
| **Expenses** | **$ 2,679,338** | **$ 2,900,479** | **$ 2,274,807** | **$ 1,882,119** | **$ (392,688)** | **-17.26%** |
| **Energy** | | | | | | |
| Purchase of Services | $ 1,341,514 | $ 1,453,746 | $ 1,507,948 | $ 1,451,924 | $ (56,024) | -3.72% |
| Other Charges | $ 725 | $ 927 | $ 1,500 | $ 1,500 | $ - | 0.00% |
| **Municipal Energy** | **$ 1,342,239** | **$ 1,454,673** | **$ 1,509,448** | **$ 1,453,424** | $ (56,024) | -3.71% |
| **Snow & Ice** | | | | | | |
| Snow & Ice Charges | $ 299,508 | $ 862,115 | $ 150,000 | $ 150,000 | $ - | 0.00% |
| **Snow & Ice** | **$ 299,508** | **$ 862,115** | **$ 150,000** | **$ 150,000** | $ - | 0.00% |
| **Total Public Works** | **$ 7,351,758** | **$ 8,061,712** | **$ 7,097,767** | **$ 6,891,393** | **$ (206,374)** | **-2.91%** |

***^Includes Program Improvement Request***

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 | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| Personnel Services | $ 228,058 | $ 233,938 | $ 258,168 | $ 257,306 | $ (862) | -0.33% |
| **Total Salaries** | **$ 228,058** | **$ 233,938** | **$ 258,168** | **$ 257,306** | **$ (862)** | **-0.33%** |
| **Operating Expenses** | | | | | | |
| Expenses | $ 39,809 | $ 34,405 | $ 47,985 | $ 49,435 | $ 1,450 | 3.02% |
| **Total Operating Expenses** | **$ 39,809** | **$ 34,405** | **$ 47,985** | **$ 49,435** | **$ 1,450** | **3.02%** |
| **Total DPW Administration** | **$ 267,867** | **$ 268,344** | **$ 306,153** | **$ 306,741** | **$ 588** | **0.19%** |

**Mission:**

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

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

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

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

**Goals:**

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

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

*Evaluate Opportunities to improve efficiencies and Service to the residents of the town.*
Review opportunities to expand the in-house curbside recycling program.

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

# *Town of Natick*

Home of Champions

## Department: Public Works

**Budget Overview:**

**I. Main Purpose of the Department**

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

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

**II. Recent Developments**

- Conversion to in-house curbside recycling.

**III. Current Challenges**

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

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

- Convert to an automated receipt system.
- The Department of Public Works will continue look for ways to improve efficiency and maintain level services.
- Continue to monitor the department's energy conservation measures.
- Continue to review the Fee Structure for all of the department's services.

# *Town of Natick*

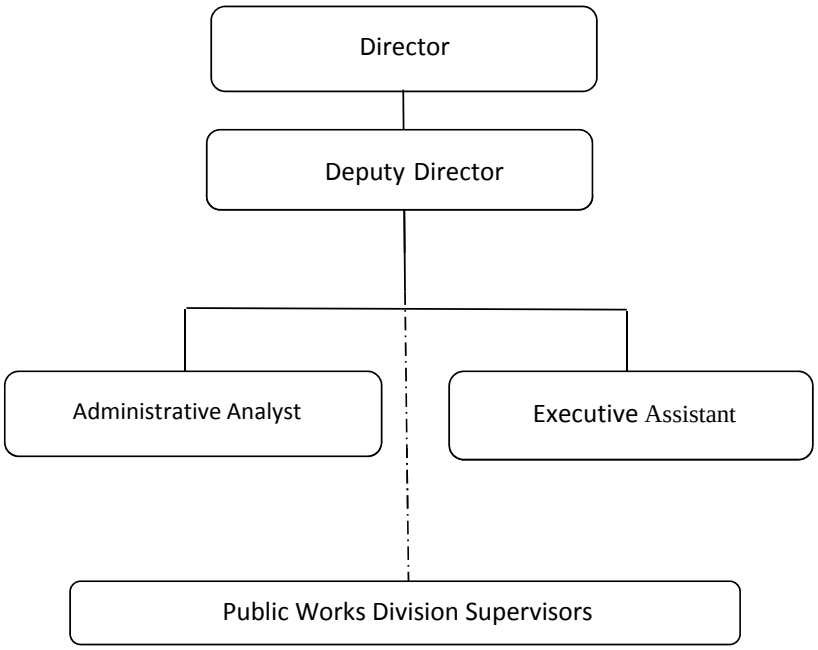
Home of Champions

Department: Public Works

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| Director | 0 | 1 | 1 | 1 | 1 |
| Business Manager | 1 | 0 | 0 | 0 | 0 |
| Executive Assistant | 1 | 1 | 1 | 1 | 1 |
| Administrative Analyst | 0 | 1 | 1 | 1 | 1 |
| Administrative Assistant | 0.5 | 0 | 0 | 0 | 0 |
| Temp Clerical Interns | 1 | 1 | 1 | 2 | 2 |
| **Total FTE** | **2.5** | **3** | **3** | **3** | **3** |
| **Total FT/PT** | **2FT/1.5 PT** | **3FT/1 PT** | **3FT/1 PT** | **3FT/2 PT** | **3FT/2 PT** |

**Notes**

**Organizational Chart**




**Note:**

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

# *Town of Natick*

Home of Champions

Department: Public Works

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| Salaries: Management | $ 116,387 | $ 118,274 | $ 122,726 | $ 122,726 | $ - | 0.00% |
| Salaries: Supervisory | $ - | | $ - | $ - | $ - | #DIV/0! |
| Salaries: Operational Staff | $ 96,688 | $ 100,092 | $ 103,769 | $ 104,787 | $ 1,018 | 0.98% |
| Temporary Operational Staff | $ 5,429 | $ - | $ 12,106 | $ 12,152 | $ 46 | 0.38% |
| Supervisory Additional Comp | $ - | | $ - | $ - | $ - | #DIV/0! |
| Operational Staff Additional Comp | $ 996 | $ 2,250 | $ 2,250 | $ 2,250 | $ - | 0.00% |
| Operational Staff Overtime | $ 6,475 | $ 11,261 | $ 9,367 | $ 10,191 | $ 824 | 8.80% |
| FLSA Salaries | $ 2,083 | $ 2,062 | $ 7,950 | $ 5,200 | $ (2,750) | -34.59% |
| **Personnel Services** | **$ 228,058** | **$ 233,938** | **$ 258,168** | **$ 257,306** | **$ (862)** | **-0.33%** |
| Licenses | $ 100 | $ - | $ 185 | $ 185 | $ - | 0.00% |
| Repairs & Maint Equipment | $ 112 | $ - | $ 300 | $ 300 | $ - | 0.00% |
| Communication Telephone | $ 7,264 | $ 7,246 | $ 6,430 | $ 7,275 | $ 845 | 13.14% |
| Training & Education | $ 1,167 | $ 2,710 | $ 6,250 | $ 6,250 | $ - | 0.00% |
| Postage | $ 820 | $ 565 | $ 1,020 | $ 1,020 | $ - | 0.00% |
| Purchased Services: Misc. | $ 893 | $ 1,132 | $ 1,050 | $ 1,275 | $ 225 | 21.43% |
| Office Supplies | $ 5,934 | $ 6,567 | $ 8,000 | $ 8,000 | $ - | 0.00% |
| Communication Print & Advertising | $ 1,238 | $ - | $ 1,250 | $ 1,250 | $ - | 0.00% |
| GIS Supplies | $ 8,339 | $ 7,807 | $ 8,500 | $ 8,500 | $ - | 0.00% |
| Compliance Inspection & Training | $ 12,527 | $ 6,046 | $ 12,500 | $ 12,500 | $ - | 0.00% |
| Supplies Protective Clothing | $ 1,415 | $ 2,333 | $ 2,500 | $ 2,880 | $ 380 | 15.20% |
| **Expenses** | **$ 39,809** | **$ 34,405** | **$ 47,985** | **$ 49,435** | **$ 1,450** | **3.02%** |
| **Total DPW Administration** | **$ 267,867** | **$ 268,344** | **$ 306,153** | **$ 306,741** | **$ 588** | **0.19%** |

Narrative:

**Personnel Services:**

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

**Purchase of Services:**

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

**Technical & Professional Services:**

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

**Supplies:**

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

**Other Supplies:**

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

# Personnel Staffing Sheets

**Department DPW Administration**

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | | | [ N thru Q ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Begin Step | Begin Step Amt. | End Step | End Step Amt. | Pro-Rata Step | COLA | End Step | LGY | EDU | Other Comp. | Total FY 2015 |
| **Department** | | **DPW Administration** | | | | **Munis Dept. #** | | | **41** | | | | (@ 52 weeks) | | | | (@ 52.2 weeks) |
| **Salaries Management Staff** | | | | | | **MUNIS Code** | | | **5111** | | | | | | | | |
| 3853 | Chenard | William | 11/28/2007 | 1.0 | Director | Pers. Bd. | G5-2 | 122,256 | G5-2 | 122,256 | 0 | 0.0% | 122,256 | | | | 122,726 |
| **Total Salaries - Management Staff** | | | | **1.0** | | | | | | | | | | | | | **122,726** |
| **Salaries Operational Staff** | | | | | | **MUNIS Code** | | | **5113** | | | | | | | | |
| 44177 | Mui | Nelson | 7/5/2011 | 1.0 | Data Analyst | Pers. Bd. | G2-0 | 52,634 | G2-0 | 52,634 | 0 | 0.0% | 52,634 | | | | 52,836 |
| 2041 | Arena Blair | Cheryl | 10/3/1983 | 1.0 | Exec. Asst. | Clerical 1116 | B6-4 | 50,737 | B6-4 | 50,737 | 0 | 2.0% | 51,752 | 2,250 | | | 54,201 |
| **Total Salaries - Operational Staff** | | | | **2.0** | | | | | | | | | | | | | **107,037** |
| **Salaries Part Time Operational** | | | | | | **MUNIS Code** | | | **5123** | | | | | | | | |
| | Temporary Help | | | | Interns | Base | H3 | 12,106 | | 12,106 | 0 | 0% | 12,106 | | | | 12,152 |
| **Salaries Temporary Operational** | | | | | | | | | | | | | | | | | **12,152** |
| **Overtime** | | | | | | | | | | | | | | | | | **10,191** |
| **FLSA Salaries (for entire Public Works Department)** | | | | | | | | | | | | | | | | | **5,200** |
| **Total Salaries - DPW Administration** | | | | **3.00** | | | | | | | | | | | | | **257,306** |

**Key:**

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

# *Town of Natick*

Home of Champions

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

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | $ 291,950 | $ - | $ - | $ - | $ - | 0.00% |
| **Total Salaries** | **$ 291,950** | **$ -** | **$ -** | **$ -** | **$ -** | **0.00%** |
| **Operating Expenses** | | | | | | |
| Purchase of Services | $ 258,890 | $ 327,491 | $ 314,400 | $ - | $ (314,400) | -100.00% |
| Other Services (Misc. ) | $ 13,166 | $ 33 | $ - | $ - | $ - | 0.00% |
| Tech/Professional Services | $ 91,829 | $ 4,063 | $ - | $ - | $ - | 0.00% |
| Other Supplies | $ 18,578 | $ 44,102 | $ 44,000 | $ - | $ (44,000) | -0.23% |
| **Total Operating Expenses** | **$ 382,463** | **$ 375,688** | **$ 358,400** | **$ -** | **$ (358,400)** | **-4.60%** |
| **Total DPW - Building Maintenance** | **$ 674,413** | **$ 375,688** | **$ 358,400** | **$ -** | **$ (358,400)** | **-4.60%** |

**Mission:**

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

**Goals:**

As of FY 2015 thus budget has been integrated into the Facilitites Maintenance Budget. Please see Shared Expenses: Facilities Maintenance for more information.

# *Town of Natick*

Home of Champions

## Department: Public Works

**Budget Overview:**

**I. Main Purpose of the Department**

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

**II. Recent Developments**

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

**III. Current Challenges**

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

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

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

**V. On the Horizon**

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

# *Town of Natick*

Home of Champions

Department: Public Works

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| Division Supervisor | 1 | 1 | 0 | 0 | 0 |
| General Foreman | 1 | 1 | 0 | 0 | 0 |
| Crew Chief | 0 | 0 | 0 | 0 | 0 |
| Custodian | 4 | 4 | 0 | 0 | 0 |
| Painter | 1 | 1 | 0 | 0 | 0 |
| **Total FTE** | **7** | **7** | **0** | **0** | **0** |
| **Total FT/PT** | **7 FT/0PT** | **7 FT/0PT** | **0 FT/0PT** | **0 FT/0PT** | **0 FT/0PT** |

**Notes**

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

**Performance Indicators**

| **Estimated* | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| ***Workload Indicators*** | | | | | |
| Number of Buildings Maintained | 18 | 18 | 19 | 19 | 19 |
| Gross Square Footage of Municipal Buildings (Gen. Fund) | 370,153 | 345,821 | 374,821 | 374,821 | 374,821 |
| Number of Hours Served | | | | | |
| - Employees | 7431.75 | 7431.75 | 7432.75 | 7432.75 | 7432.75 |
| - Contractors | 4350* | 4350* | 4350* | 4350* | 4350* |
| Number of Requests taken | 588 | 589 | 590 | 590 | 590 |
| Average Daytime Number of People in Buildings | 655 | 655 | 655 | 655 | 655 |

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| ***Efficiency Indicators*** | | | | | |
| G.S.F./Average daily # of people | 565 | 528 | 572 | 572 | 572 |

# *Town of Natick*

Home of Champions

Department: Public Works

| Budget Detail: | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| Salaries Supervisory | $ 2,808 | $ - | $ - | $ - | $ - | 0.00% |
| Salaries Operational Staff | $ 262,588 | $ - | $ - | $ - | $ - | 0.00% |
| Salaries Part-Time Operational | $ - | $ - | $ - | $ - | $ - | 0.00% |
| Supervisory Staff Add'l Comp | $ - | $ - | $ - | $ - | $ - | 0.00% |
| Operational Staff Add. Comp | $ 7,187 | $ - | $ - | $ - | $ - | 0.00% |
| Operational Staff Overtime | $ 19,367 | $ - | $ - | $ - | $ - | 0.00% |
| **Personnel Services** | **$ 291,950** | **$ -** | **$ -** | **$ -** | **$ -** | **0.00%** |
| Repairs & Maint. Facilities | $ 250,584 | $ 280,915 | $ 268,000 | $ - | $ (268,000) | -100.00% |
| Repairs & Maint. Eliot School | $ 2,010 | $ 25,994 | $ 22,750 | $ - | $ (22,750) | -100.00% |
| Repairs & Maint. Elevator/Chair lift | $ 6,296 | $ 20,582 | $ 23,650 | $ - | $ (23,650) | -100.00% |
| **Purchase of Services** | **$ 258,890** | **$ 327,491** | **$ 314,400** | **$ -** | **$ (314,400)** | **-100.00%** |
| Eliot School Maint. | $ 11,066 | $ 33 | $ - | $ - | $ - | 0.00% |
| Clothing Allowance Oper. Staff | $ 2,100 | $ - | $ - | $ - | $ - | 0.00% |
| **Other Services (Misc. )** | **$ 13,166** | **$ 33** | **$ -** | **$ -** | **$ -** | **0.00%** |
| Contractual Svs - Cleaning | $ 91,829 | $ 4,063 | $ - | $ - | $ - | 0.00% |
| **Tech/Professional Services** | **$ 91,829** | **$ 4,063** | **$ -** | **$ -** | **$ -** | **0.00%** |
| Custodial Supplies | $ 18,578 | $ 44,102 | $ 44,000 | $ - | $ (44,000) | -100.00% |
| **Other Supplies** | **$ 18,578** | **$ 44,102** | **$ 44,000** | **$ -** | **$ (44,000)** | **-100.00%** |
| **Total - Build. Maint. Costs (DPW)** | **$ 674,413** | **$ 375,688** | **$ 358,400** | **$ -** | **$ (358,400)** | **-100.00%** |

**Line-Item Detail**

**Personnel Services:**
Included in the Facility Maintenance Budget.

**Purchase of Services:**
**Repairs and Maintenance Facilities:** This fund is for parts, labor for replacement of broken or worn out equipment, quarterly fire alarm testing and repairs, police station repairs, emergency light testing and repairs, H.V.A.C. repairs and boiler repairs. Included in the Facility Maintenance Budget.
**Repairs and Maintenance Eliot School:** This fund is for parts, labor for replacement of broken or worn out equipment, quarterly fire alarm testing and repairs, emergency light testing and repairs, H.V.A.C. repairs and general maintenance. The new lease transfers the cost of utilities to the lessee. Included in the Facility Maintenance Budget.
**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. Included in the Facility Maintenance Budget.

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

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

**Other Supplies:**
**Custodial Supplies:** This fund is for all cleaning supplies used on a daily routine of cleaning and maintaining all of the Town buildings. Included in the Facility Maintenance Budget.

# *Town of Natick*

Home of Champions

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

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| **Operating Expenses** | | | | | | |
| Purchase of Services | $ 1,341,514 | $ 1,453,746 | $ 1,507,948 | $ 1,451,924 | $ (56,024) | -3.72% |
| Other Supplies | $ 725 | $ 927 | $ 1,500 | $ 1,500 | $ - | 0.00% |
| **Total Operating Expenses** | **$ 1,342,239** | **$ 1,454,673** | **$ 1,509,448** | **$ 1,453,424** | **$ (56,024)** | **-3.71%** |
| | | | | | | |
| **Total DPW Energy** | **$ 1,342,239** | **$ 1,454,673** | **$ 1,509,448** | **$ 1,453,424** | **$ (56,024)** | **-3.71%** |

**Mission:**

Provide affordable energy resources while maximizing conservation.

**Goals:**

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

**Staffing:**

No Staff are paid directly out of the energy budget.

**Budget Overview:**

**I. Main Purpose of the Department**

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

**II. Recent Developments**

Began the conversion of our streetlights to LED.

**III. Current Challenges**

Complete the LED Street Light Replacement (Parking Lot Lights and Decorative Lights)
Energy cost fluctuations.
Lack of stability makes the budget process very difficult.

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

Upgrading the Fuel System Controls

**V. On the Horizon**

Continue to search for alternative energy sources and vehicles.
Coordinate with the Metrowes t RTA regarding availability of CNG fuel.

# *Town of Natick*

Home of Champions

Department: Public Works

**Performance Indicators**

| * Estimated | 2011 | 2012 | 2013 | 2014* | 2015* |
|---|---|---|---|---|---|
| ***Workload Indicators*** | | | | | |
| Natural Gas Use (Therms) | 121,602 | 86,901 | 97,521 | 108,551 | 108,551 |
| Electrical Use (kW) | 2,929,211 | 2,809,977 | 2,953,523 | 3,023,200 | 3,023,200 |
| Ultra Low Sulfur Diesel Use (Gallons) | 78,113 | 76,929 | 88,330 | 100,500 | 100,500 |
| Unleaded Fuel 87 Octane Use (Gallons) | 60,007 | 62,912 | 77,622 | 65,500 | 65,500 |

| * Estimated | 2011 | 2012 | 2013* | 2014* | 2015* |
|---|---|---|---|---|---|
| ***Efficiency Indicators*** | | | | | |
| Gross Square Footage of General Fund Munici | 370,153 | 345,821 | 374,821 | 374,821 | 374,821 |
| Building Energy Costs/Gross Square Foot | $ 1.83 | $ 1.81 | $ 1.82 | $ 1.96 | $ 1.99 |

| **Budget Detail:** | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs 2015 $ (+ / -) | 2014 vs 2015 % (+ / -) |
|---|---|---|---|---|---|---|
| ***Street Lighting*** | | | | | | |
| Street Lighting Expenses | $ 168,796 | $ 184,743 | $ 152,400 | $ 106,191 | $ (46,209) | -30.32% |
| Contractual Services | $ 61,786 | $ 91,930 | $ 54,600 | $ 54,600 | $ - | 0.00% |
| ***Buildings*** | | | | | | |
| Bldg Maint - Utilities: Electric | $ 524,022 | $ 571,894 | $ 568,610 | $ 589,204 | $ 20,594 | 3.62% |
| Recreation - Utilities Electric | $ 515 | $ - | $ 4,200 | $ 4,200 | $ - | 0.00% |
| Highway - Utilities Electric | $ - | $ - | $ 7,000 | $ 7,200 | $ 200 | 2.86% |
| Bldg Maint - Utilities: Fuel Oil & Nat. Gas | $ 102,061 | $ 109,246 | $ 155,391 | $ 144,519 | $ (10,872) | -7.00% |
| ***Vehicles*** | | | | | | |
| Eqp Maint - Vehicular Supplies: Gasoline | $ 484,334 | $ 495,933 | $ 565,747 | $ 546,010 | $ (19,737) | -3.49% |
| **Purchase of Services** | **$ 1,341,514** | **$ 1,453,746** | **$ 1,507,948** | **$ 1,451,924** | **$ (56,024)** | **-3.72%** |
| Holiday Lighting | $ 725 | $ 927 | $ 1,500 | $ 1,500 | $ - | 0.00% |
| **Other Supplies** | **$ 725** | **$ 927** | **$ 1,500** | **$ 1,500** | **$ -** | **0.00%** |
| **Total DPW Energy** | **$ 1,342,239** | **$ 1,454,673** | **$ 1,509,448** | **$ 1,453,424** | **$ (56,024)** | **-3.71%** |

**Line-Item Detail:**

**Purchase of Services:**

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

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

**Bldg Maint - Utilities** - This item pays the cost of electricity at town owned buildings accept those detailed below. This item is adjusted for the savings produced by the solar array on the Community Senior Center .

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

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

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

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

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

# *Town of Natick*

Home of Champions

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

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | $ 367,073 | $ 379,328 | $ 412,147 | $ 424,451 | $ 12,304 | 2.99% |
| **Total Salaries** | **$ 367,073** | **$ 379,328** | **$ 412,147** | **$ 424,451** | **$ 12,304** | **2.99%** |
| **Operating Expenses** | | | | | | |
| Expenses | $ 108,723 | $ 101,304 | $ 100,550 | $ 101,150 | $ 600 | 0.60% |
| **Total Operating Expenses** | **$ 108,723** | **$ 101,304** | **$ 100,550** | **$ 101,150** | **$ 600** | **0.60%** |
| | | | | | | |
| Total DPW - Engineering | $ 475,797 | $ 480,632 | $ 512,697 | $ 525,601 | $ 12,904 | 2.52% |

**Mission:**

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

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

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

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

**Goals:**

- Investigate the feasibility of creating Drain Layers License requirements for DPW.
- Update and publish the DPW construction standards and specifications . Make available on-line.
- Work with all Town Departments to improve the coordination and mitigation of the impacts to Town services for all current and future development projects.
- Working in conjunction with Community Development/Building Inspector create a driveway Curb Cut Policy.

Department: Public Works

**Budget Overview:**

**Main Purpose of the Department**

The Engineering Division responds to all inquiries by the public, and provides support to other divisions in Public Works and other departments through the Town. This Division:
- reviews subdivision/site plans for the Planning Board
- reviews development and aquifer protection plans for the Zoning Board of Appeals, and as requested by the Conservation Commission
- inspects developer's work to assure compliance with the approved plans
- recommends bond amounts to protect the Town should a developer not complete their obligations
- updates various Town maps and all Town as-built utility plans/records
- prepares easement plans and documents for Town utility easements
- prepares construction plans, specifications, documents , and provides construction management for various Town construction projects
- conducts field surveys to determine locations of all water, sewer, and drain lines
- manages the Town's Street Opening Policy, and issuance of all sewer & water permits
- ensures trench permits are issued for DPW related trench excavations
- work with the Building Department regarding the issuance of Certificates of Occupancy
- manages Storm Water Management Plan
- manages Town Pavement Management Plan / 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**
- Completed all unfinished work for the Walnut Hill Estates and Waterview Subdivisions due to non-performance of the developer.
- Completed the project coordination for town wide sidewalk condition survey.
- Provide DPW coordination for the State reconstruction project for Route 27, Oak Street/Route 9 Intersection, and the Route 27/Route 9 Interchange.
- Continue to coordinate the utility and roadway mitigation projects required by the MathWorks expansion, Chrysler Road Apartments, and FedEx development.
- Prepare and manage the construction contract for Chapter 90 Roadway Improvements for 2013.
- Completed street acceptance process for Main Street and Summer Street (portion).

**III. Current Challenges**
- Work with MassDOT to expedite Marion Street bridge replacement, and provide Town project coordination.
- Design and permit Roadway & Drainage Improvements Plans for Kansas Street, Cottage Street and Pine Street.
- Design, permit, and construct Willow Street drainage improvements.
- Design, permit, and construct Pond Street retaining wall replacement.
- Continue to achieve the stated goals in the Town's Storm Water Management Plan . As required by law, apply for a new MS4 General Permit through the EPA which will require the Town to create a new 5 year Stormwater Management Program with an increased effort in illicit discharge detection; water quality monitoring; and requirements to implement low impact development standards.
- Provide oversight on the following subdivisions: Hunters Hill Phase I & II, Granite Ridge Estates, Cider Mill Estates, Subdivison at Cottage Street, and Heavey Estates.
- Re-rate all the road conditions in the Pavement Management Plan.

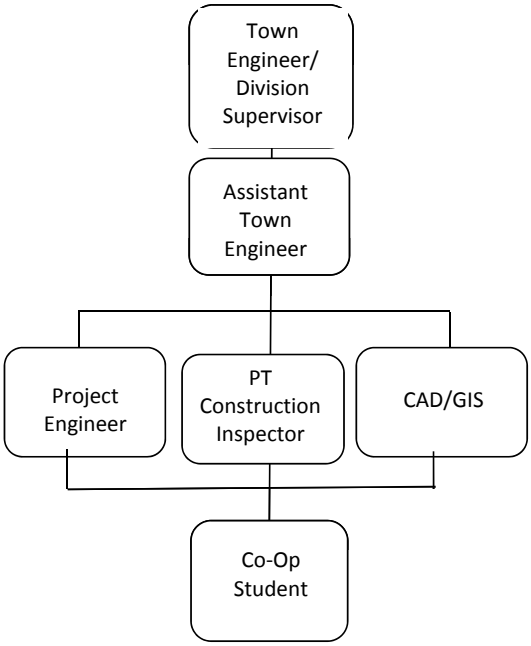
# *Town of Natick*

Home of Champions

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

| **Staffing** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| | | | | | |
| Division Supervisor | 1 | 1 | 1 | 1 | 1 |
| Assistant Town Engineer | 0 | 1 | 1 | 1 | 1 |
| Project Engineer | 1 | 1 | 1 | 1 | 1 |
| Records and Permit Engineer | 1 | 0 | 0 | 0 | 0 |
| Engineering Aide II | 1 | 0 | 0 | 0 | 0 |
| Engineering Aide I | 1 | 0 | 0 | 0 | 0 |
| CAD/GIS Technician | 0 | 1 | 1 | 1 | 1 |
| Construction Inspector (Part Time) | 0 | 0.49 | 0.49 | 0.49 | 0.49 |
| Co-Op Student (Part Time) | 0 | 1 | 1 | 1 | 1 |
| **Total FTE** | **5** | **4** | **4** | **4** | **4** |
| **Total FT/PT** | **5 FT/0 PT** | **4 FT/2 PT** | **4 FT/2 PT** | **4 FT/2 PT** | **4 FT/2 PT** |

**Organizational Chart**




**Performance Indicators**

| | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| ***Workload Indicators*** | | | | | |
| Value of Town Roadway Improvement Projects - Provided Construction Management/Inspection Services | 950000* | $2,220,000* | $2,500,000* | $3,000,000* | $3,000,000* |
| Number of Water and Sewer Service Permits Issued - Provided Inspections and As-built Plan Revisions | 124 | 109 | 128 | 130** | 130** |
| Number of Street Opening Permits Issued - Provided Necessary Inspections | 125 | 227 | 250 | 250** | 250** |
| Number of Utility Mark-outs Provided for Town Wide Construction Activities | 188 | 271 | 286 | 300** | 300** |

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

*** Estimated figures.*

# *Town of Natick*

Home of Champions

Department: Public Works

**Budget Detail:**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| Salaries Supervisory | $ 96,165 | $ 97,596 | $ 101,135 | $ 103,156 | $ 2,021 | 2.00% |
| Salaries Operational Staff | $ 2,761 | $ 5,432 | $ - | $ - | $ - | 0.00% |
| Salaries Technical Professional | $ 186,643 | $ 194,321 | $ 217,672 | $ 228,086 | $ 10,414 | 4.78% |
| Salaries Part-Time Operational | $ 55,300 | $ 54,979 | $ 64,540 | $ 64,409 | $ (131) | -0.20% |
| Supervisory Additional Comp | $ 27,000 | $ 27,000 | $ 28,800 | $ 28,800 | $ - | 0.00% |
| **Personnel Services** | **$ 367,869** | **$ 379,328** | **$ 412,147** | **$ 424,451** | **$ 12,304** | **2.99%** |
| Licenses, Dues & Training | $ - | $ 1,324 | $ 3,500 | $ 3,500 | $ - | 0.00% |
| Repairs & Maint. Equipment | $ 2,705 | $ 2,820 | $ 2,750 | $ 2,850 | $ 100 | 3.64% |
| Consultant Engineering | $ 6,186 | $ 9,124 | $ 9,500 | $ 9,600 | $ 100 | 1.05% |
| Storm Water Master Plan | $ 43,016 | $ 82,446 | $ 80,000 | $ 80,000 | $ - | 0.00% |
| Travel | $ 2,826 | $ 222 | $ - | $ - | $ - | 0.00% |
| Engineering Supplies | $ 4,305 | $ 5,368 | $ 4,800 | $ 5,200 | $ 400 | 8.33% |
| **Total Operating Expenses** | **$ 59,037** | **$ 101,304** | **$ 100,550** | **$ 101,150** | **$ 600** | **0.60%** |
| **Total DPW Engineering** | **$ 426,906** | **$ 480,632** | **$ 512,697** | **$ 525,601** | **$ 12,904** | **2.52%** |

**Line-Item Detail:**

**Personnel Services:**

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

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

**Purchase of Services:**

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

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

**Technical & Professional Services:**

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

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

**Other Supplies:**

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

*Town of Natick* **Personnel Staffing Sheets**

**Department** **Public Works - Engineering**

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | | | [ N thru Q ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Begin Step | Begin Step Amt. | End Step | End Step Amt. | Pro-Rata Step | COLA | End Step | LGY | EDU | Other Comp. | Total FY 2015 |
| **Department** | | **Public Works - Engineering** | | | | **Munis Dept. #** | | | **42** | | | | (@ 52 weeks) | | | | (@ 52.2 weeks) |
| **Salaries Supervisory Staff** | | | | | | **MUNIS Code** | | | **5112** | | | | | | | | |
| 40086 | COVIELLO | MARK | 05/05/97 | 1.0 | DIV SUPVSR | SUPER/ADM | C2-5 | 100,644 | C2-5 | 100,644 | 0 | 2% | 102,657 | 0 | 5,500 | 1,500 | 110,156 |
| Total Salaries - Supervisory Staff | | | | 1.0 | | | | | | | | | | | **5,500** | **1,500** | **110,156** |
| | | | | | | | | | | | | | | | | 7,000 | 103,156 |
| **Salaries Technical/Professional Staff** | | | | | | **MUNIS Code** | | | **5113** | | | | | | | | |
| 42644 | DIGIACOMO | JOHN | 02/16/2005 | 1.0 | ASST TWN ENGINEER | SUPER/ADM | C1-5 | 91,124 | C1-5 | 91,124 | 0 | 2% | 92,946 | 0 | 7,300 | 1,500 | 102,104 |
| 42456 | HANSEN | JEFFREY | 08/23/2006 | 1.0 | PROJ ENGNR | SUPER/ADM | C8-2 | 68,332 | C8-3 | 71,833 | 3,501 | 2% | 73,269 | 0 | 5,500 | 1,500 | 80,551 |
| 3739 | ALCOCK | BRIAN | 09/19/1994 | 1.0 | CAD/GIS TECH | SUPER/ADM | C10-2 | 57,383 | C10-3 | 59,800 | 2,418 | 2% | 60,996 | 0 | 4,500 | 1,500 | 67,231 |
| **Total Salaries - Technical/Professional Staff** | | | | 3.0 | | | | | | | | | | | **17,300** | **4,500** | **249,886** |
| | | | | | | | | | | | | | | | | 21,800 | 228,086 |
| **PT Operational** | | | | | | | | | | | | | | | | | |
| | Co-op Student/Intern | | | 1.0 | | 17.5 | 52 | 40 | | | | | 36,400 | | | | 36,470 |
| | Construction Engineer | | | 0.49 | | 27.5 | 52 | 19.5 | | | | | 27,885 | | | | 27,939 |
| | | | | | | | | | | | | | | | | | **64,409** |
| **Total Salaries -** | | **Public Works - Engineering** | | **5.49** | | | | | | | | | | | | | **424,451** |

**Key:**

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

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# *Town of Natick*

Home of Champions

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

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs 2015 $ (+ / -) | 2014 vs 2015 % (+ / -) |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | $ 443,184 | $ 453,199 | $ 523,699 | $ 544,522 | $ 20,823 | 3.98% |
| **Total Salaries** | **$ 443,184** | **$ 453,199** | **$ 523,699** | **$ 544,522** | **$ 20,823** | **3.98%** |
| **Operating Expenses** | | | | | | |
| Expenses | $ 262,713 | $ 271,555 | $ 298,042 | $ 301,850 | $ 3,808 | 1.28% |
| Other Capital Outlay | $ 4,950 | $ 5,000 | $ 5,000 | $ 5,000 | $ - | 0.00% |
| **Total Operating Expenses** | **$ 267,663** | **$ 276,555** | **$ 303,042** | **$ 306,850** | **$ 3,808** | **1.26%** |
| Total DPW - Equip. Maintena | $ 710,847 | $ 729,754 | $ 826,741 | $ 851,372 | $ 24,631 | 2.98% |

**Mission:**

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

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

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

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

**Goals:**

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

# *Town of Natick*

Home of Champions

## Department: Public Works

**Budget Overview:**

**Department of Public Works Equipment Maintenance Division**

**I. Main Purpose of the Division**

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

**II. Recent Developments**

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

**III. Current Challenges**

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

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

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

**V. On the Horizon**

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

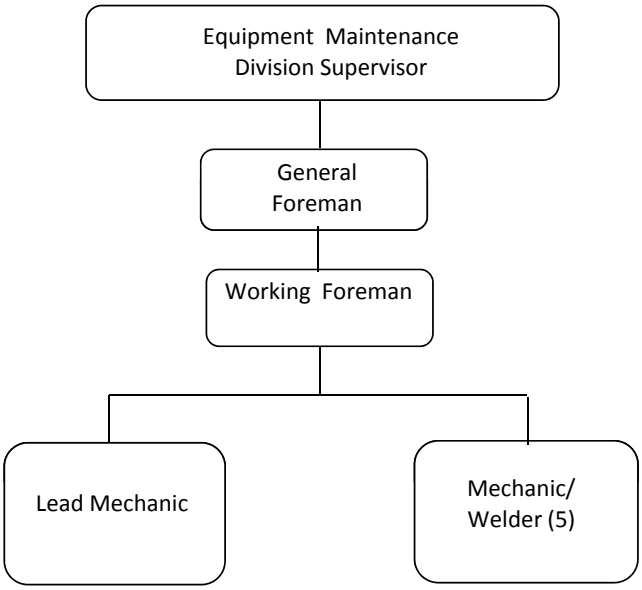
Home of Champions

## Department: Public Works

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| 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**

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| ***Workload Indicators*** | | | | | |
| Number of pieces of equipment maintained | 484 | 484 | 485 | 488 | 490 |
| Number of pieces repaired outside of DPW yard | 10 | 10 | 11 | 11 | 11 |

# *Town of Natick*

Home of Champions

Department: Public Works

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs 2015 $ (+/-) | 2014 vs 2015 % (+/-) |
|---|---|---|---|---|---|---|
| Salaries Supervisory | $ 92,003 | $ 94,468 | $ 96,728 | $ 98,474 | $ 1,746 | 1.81% |
| Salaries Operational Staff | $ 312,271 | $ 326,722 | $ 384,627 | $ 402,654 | $ 18,027 | 4.69% |
| Supervisory Additional Comp | $ 12,644 | $ 12,828 | $ 13,144 | $ 13,084 | $ (60) | -0.46% |
| Operational Staff Additional Comp | $ 3,601 | $ 3,057 | $ 4,050 | $ 4,010 | $ (40) | -0.99% |
| Operational Overtime | $ 22,665 | $ 16,123 | $ 25,150 | $ 26,300 | $ 1,150 | 4.57% |
| **Personnel Services** | **$ 443,184** | **$ 453,199** | **$ 523,699** | **$ 544,522** | **$ 20,823** | **3.98%** |
| | | | | | | |
| Vehicle Inspection (Stickers) | $ 4,200 | $ 3,210 | $ 11,903 | $ 11,961 | $ 58 | 0.49% |
| Vehicular Supplies: Oil Lubricants | $ 558 | $ 130 | $ 17,600 | $ 19,050 | $ 1,450 | 8.24% |
| Rental & Leases of Uniforms | $ 3,050 | $ 3,080 | $ 3,944 | $ 3,944 | $ (0) | -0.01% |
| Repairs & Maint. Radios | $ 10,112 | $ 9,079 | $ 5,600 | $ 5,600 | $ - | 0.00% |
| Licenses - CDL & Special | $ 15,838 | $ 17,518 | $ 400 | $ 400 | $ - | 0.00% |
| Clothing Allowance Operational Staff | $ 3,992 | $ 3,912 | $ 4,200 | $ 4,200 | $ - | 0.00% |
| Shop Supplies | $ 41,416 | $ 44,762 | $ 6,700 | $ 7,000 | $ 300 | 4.48% |
| Vehicular Supplies: Tires | $ 172,992 | $ 179,703 | $ 65,745 | $ 65,745 | $ - | 0.00% |
| Vehicular Supplies: Parts | $ 4,251 | $ 4,951 | $ 176,950 | $ 178,950 | $ 2,000 | 1.13% |
| Body Damage & Repairs | $ 6,305 | $ 5,210 | $ 5,000 | $ 5,000 | $ - | 0.00% |
| **Supplies** | **$ 262,713** | **$ 271,555** | **$ 298,042** | **$ 301,850** | **$ 3,808** | **1.28%** |
| | | | | | | |
| Surplus Equipment Purchase | $ 4,950 | $ 5,000 | $ 5,000 | $ 5,000 | $ - | 0.00% |
| **Other Capital Outlay** | **$ 4,950** | **$ 5,000** | **$ 5,000** | **$ 5,000** | **$ -** | **0.00%** |
| | | | | | | |
| **Total DPW Equipment Maint.** | **$ 710,847** | **$ 729,754** | **$ 826,741** | **$ 851,372** | **$ 24,631** | **2.98%** |

# *Town of Natick*

Home of Champions

Department: Public Works Division: Equip. Maint.

Narrative:

## Personnel Services:

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

## Purchase of Services:

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

## Other Services (Misc.):

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

## Supplies:

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

## Other Capital Outlay:

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

**Department** **Public Works - Equip. Maint.**

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | | | | [ N thru R ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Begin Step | Begin Step Amt. | End Step | End Step Amt. | Pro-Rata Step | COLA | End Step | LGY | EDU | DIFF | Other Comp. | Total FY 2015 |
| **Department** | | **Public Works - Equip. Maint.** | | | | **Munis Dept. #** | | | **43** | | | | (@ 52 weeks) | | | | | (@ 52.2 weeks) |
| **Salaries Supervisory Staff** | | | | | | **MUNIS Code** | | | **5112** | | | | | | | | | |
| 2353 | COLLINS | THOMAS | 8/19/85 | 1.0 | DIV SUPVSR | SUPER/ADM | C2-5 | 96,357 | C2-5 | 96,357 | 0 | 2% | 98,285 | | 5,000 | 0 | 8,084 | 111,558 |
| Total Salaries - Supervisory Staff | | | | 1.0 | | | | | | | | | | | | | 13,084 | **111,558** |
| | | | | | | | | | | | | | | | | | | 98,474 |
| **Salaries Operational Staff** | | | | | | **MUNIS Code** | | | **5113** | | | | | | | | | |
| 43422 | FISHER JR | KENNETH | 2/20/08 | 1.0 | GNL FOREMN | LL 1116 | MD-5 | 54,203 | MD-6 | 56,155 | 1,464 | 2% | 56,780 | 0 | | 1,600 | | 58,489 |
| 42742 | HAYNES II | WESLEY | 8/3/05 | 1.0 | WKG FOREMN | LL 1116 | MC-7 | 54,641 | MC-7 | 54,641 | 0 | 2% | 55,734 | 0 | | 450 | | 56,291 |
| 2484 | ST.GERMAIN | PETER | 6/4/86 | 1.0 | LEAD MECH | LL 1116 | MB-7 | 53,969 | MB-7 | 53,969 | 0 | 2% | 55,048 | 900 | | 400 | | 56,454 |
| 44200 | RUDY | RYAN | 7/26/11 | 1.0 | MECH WELDR | LL 1116 | MA-6 | 49,295 | MA-7 | 52,959 | 3,359 | 2% | 53,707 | 0 | | 150 | | 53,960 |
| 44641 | DAUKZ | MATTHEW | 11/14/12 | 1.0 | MECH WELDR | LL 1116 | MA-3 | 42,838 | MA-4 | 45,730 | 1,928 | 2% | 45,661 | 0 | | 105 | | 45,854 |
| 43911 | MURPHY | BENJAMIN | 5/19/10 | 1.0 | MECH WELDR | LL 1116 | MA-5 | 47,344 | MA-6 | 49,232 | 315 | 2% | 48,612 | 0 | | 150 | | 48,856 |
| 44138 | WILHELM | MITCHELL | 4/27/11 | 1.0 | MECH WELDR | LL 1116 | MA-3 | 42,838 | MA-4 | 45,730 | 482 | 2% | 44,187 | 0 | | 150 | | 44,422 |
| | VACANT | | 1/3/14 | 1.0 | MECH WELDR | LL 1116 | MA-1 | 40,484 | MA-2 | 42,167 | 841 | 2% | 42,152 | 0 | | 105 | | 42,338 |
| **Total Salaries - Operational Staff** | | | | 8.0 | | | | | | | | | | **900** | | **3,110** | 4,010 | **406,664** |
| | | | | | | | | | | | | | | | | | | 402,654 |
| **Overtime** | | | | | | | | | | | | | | | | | | **26,300** |
| **Total Salaries -** | | **Public Works - Equip. Maint.** | | **9.00** | | | | | | | | | | | | | | **544,522** |

**Key:**

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

**Notes:**

# *Town of Natick*

Home of Champions

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

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | $ 1,291,344 | $ 1,350,745 | $ 1,497,216 | $ 1,632,179 | $ 134,963 | 9.01% |
| **Total Salaries** | **$ 1,291,344** | **$ 1,350,745** | **$ 1,497,216** | **$ 1,632,179** | **$ 134,963** | **9.01%** |
| **Operating Expenses** | | | | | | |
| Expenses | $ 399,097 | $ 460,158 | $ 431,300 | $ 434,550 | $ 3,250 | 0.75% |
| Other Chgs./Expend. | $ 1,545,618 | $ 2,241,587 | $ 924,919 | $ 880,550 | $ (44,369) | -4.80% |
| **Total Operating Expenses** | **$ 1,944,716** | **$ 2,701,744** | **$ 1,356,219** | **$ 1,315,100** | **$ (41,119)** | **-3.03%** |
| **Total DPW - Highway/Sanitation** | **$ 3,236,060** | **$ 4,052,489** | **$ 2,853,435** | **$ 2,947,279** | **$ 93,844** | **3.29%** |

**Mission:**

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

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

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

**Goals:**

Continue working on the curbside recycling program to work out the issues that have come up and evaluate opportunities to expand the program. To come up with a way to computerize all work orders and have the foreman enter info into a system for better tracking. Continue to work on a system for recording complaints. Work on getting third full time recycle truck driver. Provide adequate support for the outdoor recyclable materials collection program.

**Budget Overview:**

**I. Main Purpose of the Department**

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

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

- performs paving (small hot top jobs, potholes, hot top curbing, some sidewalk paving)
- 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, municipal lots and designated sidewalks and 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

**Budget Overview (con't):**

**II. Recent Developments**

Conversion to in house recycling

**III. Current Challenges**

Budget concerns as the cost for materials and labor increase.

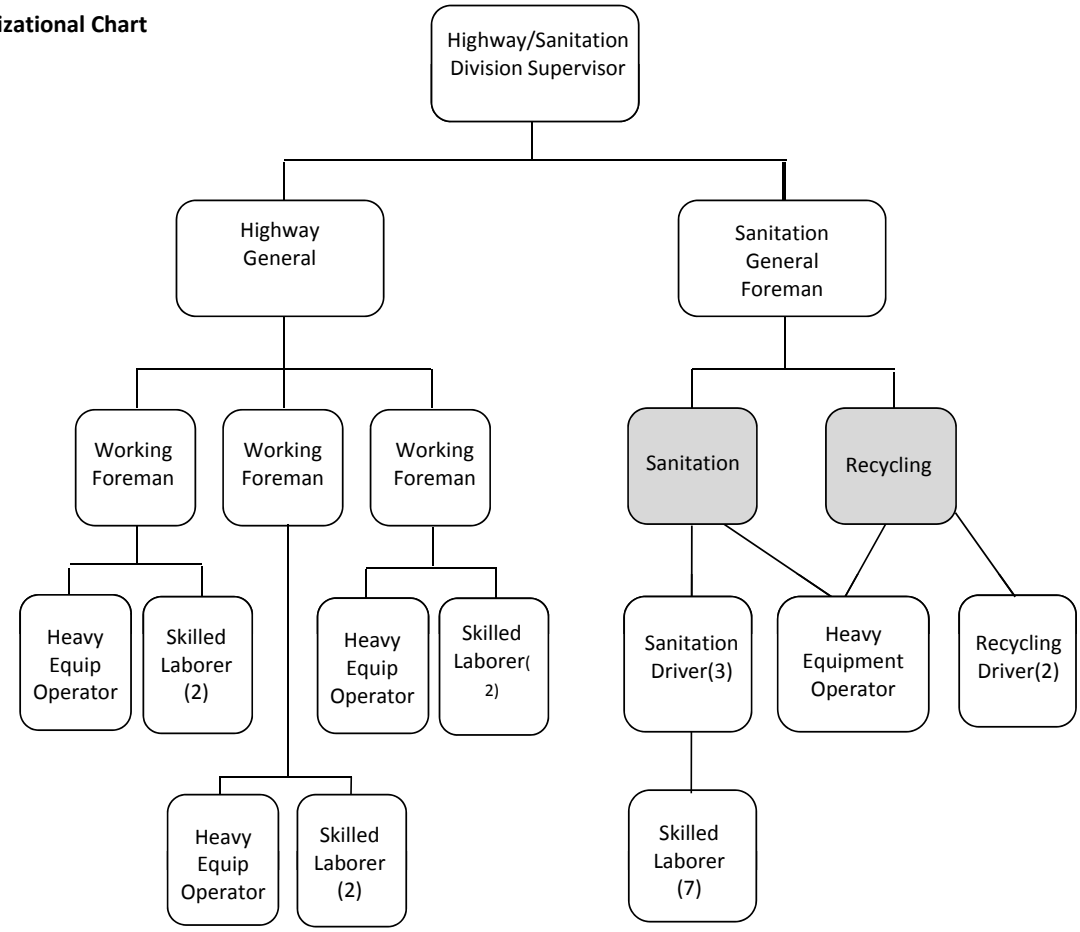
Because of the route 135 take over there is an increase of responsibilities such as plowing, sanding, sweeping, line painting

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

| **Staffing** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| 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 | 0 | 0 | 3 | 5 | 5 |
| ***^Skilled Laborer*** | ***13*** | ***13*** | ***11*** | ***11*** | ***13*** |
| **Total FTE** | **23** | **23** | **24** | **26** | **28** |
| **Total FT/PT** | **23 FT/0 PT** | **23 FT/0 PT** | **24 FT/0 PT** | **26FT/0PT** | **28FT/0PT** |

***^Includes Program Improvement Request***

**Organizational Chart**



# Town of Natick

Home of Champions

Department: Public Works Division:

**Performance Indicators**

| | CY2011 | CY2012 | CY 2013* | CY 2014* | CY 2015* |
|---|---|---|---|---|---|
| ***Workload Indicators*** | | | | | |
| **Highway** | | | | | |
| Total Miles of Accepted Roadways Maintained | 132 | 132 | 132 | 132 | 132 |
| Number of Catch Basins Cleaned | 1264 | 1270 | 1285 | 1800 | 1800 |
| **Sanitation** | | | | | |
| Total Tons of municipal solid waste collected curbside | 6327 | 6400 | 5963 | 6200 | 6200 |
| Total number of households provided with solid | 9383 | 9410 | 9421 | 9435 | 9435 |
| Total tons of recyclables collected | | | | | |
| - curbside | 3188 | 3150 | 3220 | 3400 | 3400 |
| - At Recycling Center | 540 | 630 | 705 | 675 | 675 |
| Total number of yard waste collected at curbside | 2650 | 3300 | 3100 | 2800 | 2800 |
| Number of curbside yardwaste collections | 8 | 8 | 8 | 8 | 8 |
| Total tons of yard waste and brush accepted @ | 4300 | 4350 | 4700 | 5000 | 5000 |
| **Snow & Ice Removal** | | | | | |
| Number of Snow Events | | | | | |
| - Minor Storms | 12 | 6 | 20 | 12 | 12 |
| - Major Storms | 7 | 1 | 5 | 8 | 8 |
| Tons of materials used to treat Natick Streets | | | | | |
| - Salt | 4183 | 2420 | 5000 | 3000 | 3000 |
| - Sand | 6211 | 1180 | 4200 | 3000 | 3000 |
| **Sidewalk & Curb Repair** | | | | | |
| Asphalt Curbing | 5717 | 780 | 2800 | 5000 | 5000 |
| Asphalt Sidewalks | 50 | 11135 | 200 | 2000 | 2000 |
| **Street Signs** | | | | | |
| New | 76 | 62 | 90 | 75 | 75 |
| Repaired & Replaced | 166 | 234 | 245 | 150 | 150 |
| **Catch Basin & Manhole Repair** | | | | | |
| Manholes | 8 | 10 | 10 | 5 | 5 |
| Catch Basins | 42 | 58 | 45 | 50 | 50 |
| New Structures | 4 | 5 | 4 | 5 | 5 |
| **Line Painting** | | | | | |
| Crosswalks | 273 | 280 | 285 | 265 | 265 |
| Center & Fog Lines | 25 | 35 | 35 | 25 | 25 |

** = Estimates*

| | CY2011 | CY2012 | CY 2013* | CY 2014* | CY 2015* |
|---|---|---|---|---|---|
| ***Efficiency Indicators*** | | | | | |
| Avg. Cost per Snow Storm | $45,666 | $37,438 | $48,500 | $40,000 | $40,000 |
| Avg. Cost per Catch Basin Repair | $150-$350 | $200 - $400 | **$300 - $500** | $200 - $400 | $200 - $400 |
| Avg. Disposal Cost/ton of solid waste | $70.87 | $72.48 | $176.00 | $74.81 | $76.01 |
| Avg. Disposal Cost/ton of recyclables | $159.41 | $160.95 | $147.64 | $131.66 | $115.62 |
| Avg. response time to perform routine street maint. | 24 | 24 | 24 | 24 | 24 |

# *Town of Natick*

Home of Champions

Department: Public Works

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| Salaries Supervisory | $ 95,133 | $ 97,994 | $ 99,955 | $ 101,759 | $ 1,804 | 1.80% |
| ***^Salaries Operational Staff*** | ***$ 1,010,752*** | ***$ 1,041,031*** | ***$ 1,209,992*** | ***$ 1,324,378*** | ***$ 114,386*** | ***9.45%*** |
| Salaries Temp Operational Staff | $ 30,578 | $ 46,486 | $ 31,797 | $ 35,731 | $ 3,934 | 12.37% |
| Supervisory Additional Comp | $ 138,682 | $ 6,000 | $ 6,500 | $ 6,500 | $ - | 0.00% |
| ***^Operational Staff Additional Comp*** | ***$ 6,000*** | ***$ 14,355*** | ***$ 15,888*** | ***$ 17,810*** | ***$ 1,922*** | ***12.10%*** |
| Operational Staff Overtime | $ 10,199 | $ 144,879 | $ 133,084 | $ 146,001 | $ 12,917 | 9.71% |
| **Personnel Services** | **$ 1,291,344** | **$ 1,350,745** | **$ 1,497,216** | **$ 1,632,179** | **$ 134,963** | **9.01%** |
| ***^Clothing Allowance Operational S*** | ***$ 8,138*** | ***$ 8,050*** | ***$ 8,750*** | ***$ 9,450*** | ***$ 700*** | ***8.00%*** |
| Licenses - CDL & Special | $ 605 | $ 761 | $ 1,050 | $ 1,050 | $ - | 0.00% |
| Repairs & Maint Supplies | $ 2,705 | $ 3,101 | $ 2,900 | $ 3,100 | $ 200 | 6.90% |
| Traffic Signs & Markers | $ 50,306 | $ 59,950 | $ 95,000 | $ 95,000 | $ - | 0.00% |
| Environmental Monitoring/Engineering | $ 21,977 | $ 21,127 | $ 27,500 | $ 27,500 | $ - | 0.00% |
| Yard Waste Brush Grinding | $ 15,351 | $ 6,565 | $ 10,000 | $ 10,000 | $ - | 0.00% |
| Test/Disposal Street Sweepings | $ 9,754 | $ 6,208 | $ 18,000 | $ 18,000 | $ - | 0.00% |
| Purchased Services: Sand/Gravel | $ 15,001 | $ 16,944 | $ 11,500 | $ 11,500 | $ - | 0.00% |
| Purchased Services: Misc. | $ 53 | $ 477 | $ 1,500 | $ 1,500 | $ - | 0.00% |
| Landfill Cap Maintenance | $ 2,475 | $ 1,163 | $ 5,000 | $ 5,000 | $ - | 0.00% |
| Landfill Gas/Flaring Station Maintenance | $ 7,091 | $ 7,532 | $ 7,050 | $ 7,550 | $ 500 | 7.09% |
| Purchased Services: Crack Sealing | | $ 30,000 | $ 30,000 | $ 30,000 | $ - | 0.00% |
| Condensate Disposal - Flaring Station | $ 90,000 | $ 92,500 | $ 2,500 | $ 2,500 | $ - | 0.00% |
| Maintenance Materials | $ 51,094 | $ 51,280 | $ 45,000 | $ 51,500 | $ 6,500 | 14.44% |
| Off Street Drainage | $ 10,000 | $ 10,121 | $ 12,000 | $ 12,000 | $ - | 0.00% |
| Recycling Center Maint & Supplies | $ 3,019 | $ 3,413 | $ 5,600 | $ 5,000 | $ (600) | -10.71% |
| Waste Bags - Pay as you Throw | $ 99,307 | $ 119,551 | $ 133,350 | $ 128,100 | $ (5,250) | -3.94% |
| Compost/Recycling Bins | $ 5,244 | $ 19,692 | $ 6,600 | $ 7,800 | $ 1,200 | 18.18% |
| Other Supplies: Misc. | $ 6,976 | $ 1,720 | $ 8,000 | $ 8,000 | $ - | 0.00% |
| **Expenses** | **$ 399,097** | **$ 460,158** | **$ 431,300** | **$ 434,550** | **$ 3,250** | **0.75%** |
| Snow Removal | $ 299,508 | $ 862,115 | $ 150,000 | $ 150,000 | $ - | 0.00% |
| Household Hazardous Waste Disposal | $ 12,222 | $ 13,178 | $ 15,000 | $ 15,000 | $ - | 0.00% |
| Street & Sidewalk Maintenance | $ 148,371 | $ 169,304 | $ 142,500 | $ 142,500 | $ - | 0.00% |
| Tipping Fees Yard Waste | $ 15,843 | $ 15,201 | $ 18,500 | $ 18,500 | $ - | 0.00% |
| Tipping Fees - Solid Waste | $ 510,705 | $ 638,102 | $ 561,919 | $ 539,550 | $ (22,369) | -3.98% |
| Recycling - Curbside | $ 554,000 | $ 539,635 | $ 25,000 | $ 5,000 | $ (20,000) | -80.00% |
| Recycling - Education Materials | $ 1,907 | $ 932 | $ 6,000 | $ 6,000 | $ - | 0.00% |
| Transportation Hauling Tolls | $ 3,063 | $ 3,121 | $ 6,000 | $ 4,000 | $ (2,000) | -33.33% |
| **Other Chgs./Expend.** | **$ 1,545,618** | **$ 2,241,587** | **$ 924,919** | **$ 880,550** | **$ (44,369)** | **-4.80%** |
| **Total DPW Highway & Sanitation** | **$ 3,236,060** | **$ 4,052,489** | **$ 2,853,435** | **$ 2,947,279** | **$ 93,844** | **3.29%** |

***^Includes Program Improvement Request***

# *Town of Natick*

Home of Champions

Department: Public Works Division: Highway, Sanitation, Recycling

## Personnel Services:

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

## Purchase of Services:

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

## Other Services (Misc.):

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

## Other Supplies:

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

### Other Charges & Expenditures:

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

**Line-Item Detail**

**Tipping Fees- Solid Waste** This fund is for all disposal costs for solid waste. The primary disposal site is the Millbury Waste-to-Energy facility. The tipping fee covers any additional cost for Federal and State mandated environmental pollution retrofits at the Millbury Facility such as Mercury separation plans, landfill ash stabilization process, various scrubbers.
**Recycling Curbside:** This is for the cost of disposal for goods that are not recyclable.
**Recycling- Education Materials:** This fund is for additional 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*

# Personnel Staffing Sheets

**Department** **Public Works - Highway/Sanitation**

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | | | | [ N thru R ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Begin Step | Begin Step Amt. | End Step | End Step Amt. | Pro-Rata Step | COLA | End Step | LGY | EDU | DIFF | Other Comp. | Total FY 2015 |
| **Department** | | **Public Works - Highway/Sanitation** | | | | **Munis Dept. #** | | | **44** | | | | (@ 52 weeks) | | | | | (@ 52.2 weeks) |
| **Salaries Supervisory Staff** | | | | | | **MUNIS Code** | | | **5112** | | | | | | | | | |
| 1445 | HLADICK | THOMAS | 10/31/84 | 1.0 | DIV SUPVSR | SUPER/ADM | C2-5 | 99,572 | C2-5 | 99,572 | 0 | 2% | 101,564 | | 5,000 | | 1,500 | 108,259 |
| Total Salaries - Supervisory Staff | | | | 1.0 | | | | | | | | | | | | | **6,500** | **108,259** |
| | | | | | | | | | | | | | | | | | | 101,759 |
| **Salaries Operational Staff** | | | | | | **MUNIS Code** | | | **5113** | | | | | | | | | |
| 1657 | MAGAZZU | ORAZIO | 8/5/81 | 1.0 | GNL FOREMN | LL 1116 | MD-7 | 60,531 | MD-7 | 60,531 | 0 | 2% | 61,742 | 1,100 | | 1,400 | | 64,360 |
| 2649 | HOPKINS | THOMAS | 7/27/89 | 1.0 | GNL FOREMN | LL 1116 | MD-7 | 60,531 | MD-7 | 60,531 | 0 | 2% | 61,742 | 900 | | 1,400 | | 64,160 |
| 291 | QUILTY | JOHN | 1/14/87 | 1.0 | WKG FOREMN | LL 1116 | MC-7 | 54,641 | MC-7 | 54,641 | 0 | 2% | 55,734 | 900 | | 650 | | 57,391 |
| 2537 | CLOUGHER | GERALD | 9/28/88 | 1.0 | WKG FOREMN | LL 1116 | MC-7 | 54,641 | MC-7 | 54,641 | 0 | 2% | 55,734 | 900 | | 650 | | 57,391 |
| 3911 | WALKER | GARY | 2/16/96 | 1.0 | WKG FOREMN | LL 1116 | MC-7 | 54,641 | MC-7 | 54,641 | 0 | 2% | 55,734 | 500 | | 650 | | 56,991 |
| 2827 | PONS | MICHAEL | 7/21/88 | 1.0 | HVY EQ OPR | LL 1116 | M8-7 | 51,615 | M8-7 | 51,615 | 0 | 2% | 52,648 | 900 | | 275 | | 53,924 |
| 41164 | LUTTRELL | MICHAEL | 7/1/98 | 1.0 | HVY EQ OPR | LL 1116 | M8-7 | 51,615 | M8-7 | 51,615 | 0 | 2% | 52,648 | 500 | | 275 | | 53,524 |
| 41293 | CURTIS | STEVEN | 6/1/99 | 1.0 | HVY EQ OPR | LL 1116 | M8-7 | 51,615 | M8-7 | 51,615 | 0 | 2% | 52,648 | 500 | | 425 | | 53,674 |
| 41414 | HOYT | MATTHEW | 1/19/00 | 1.0 | HVY EQ OPR | LL 1116 | M8-7 | 51,615 | M8-7 | 51,615 | 0 | 2% | 52,648 | 500 | | 425 | | 53,674 |
| 43881 | CAISSIE | MICHAEL | 2/10/10 | 1.0 | SAN DRIVER | LL 1116 | M5-5 | 46,170 | M5-6 | 48,255 | 868 | 2% | 47,980 | 0 | | 225 | | 48,297 |
| 41262 | PALMER | JAYSON | 4/7/99 | 1.0 | SAN DRIVER | LL 1116 | M5-7 | 51,854 | M5-7 | 51,854 | 0 | 2% | 52,891 | 500 | | 300 | | 53,793 |
| 41476 | SLAMIN | PETER | 6/21/00 | 1.0 | SAN DRIVER | LL 1116 | M5-7 | 51,854 | M5-7 | 51,854 | 0 | 2% | 52,891 | 500 | | 275 | | 53,768 |
| 42946 | IVESON | JEFFREY | 5/3/06 | 1.0 | SAN DRIVER | LL 1116 | M5-7 | 51,854 | M5-7 | 51,854 | 0 | 2% | 52,891 | 0 | | 245 | | 53,238 |
| 43366 | FRANCIOSE | JOSEPH | 10/24/07 | 1.0 | SAN DRIVER | LL 1116 | M5-5 | 46,170 | M5-6 | 48,255 | 1,216 | 2% | 48,334 | 0 | | 220 | | 48,647 |
| 3283 | QUILTY | THOMAS | 12/15/92 | 1.0 | SK LABORER | LL 1116 | M4-7 | 50,405 | M4-7 | 50,405 | 0 | 2% | 51,413 | 700 | | 300 | | 52,512 |
| 42942 | CORNELIUS | MATTHEW | 4/26/06 | 1.0 | SK LABORER | LL 1116 | M4-7 | 50,405 | M4-7 | 50,405 | 0 | 2% | 51,413 | 0 | | 245 | | 51,757 |
| 41247 | CAISSIE | BRIAN | 6/15/07 | 1.0 | SK LABORER | LL 1116 | M4-7 | 50,405 | M4-7 | 50,405 | 0 | 2% | 51,413 | 0 | | 225 | | 51,737 |
| 43105 | PYNE | DANIEL | 9/20/06 | 1.0 | SK LABORER | LL 1116 | M4-7 | 50,405 | M4-7 | 50,405 | 0 | 2% | 51,413 | 0 | | 225 | | 51,737 |
| 41898 | CARRIGG | THOMAS | 10/21/03 | 1.0 | SK LABORER | LL 1116 | M4-5 | 44,721 | M4-6 | 46,806 | 2,084 | 2% | 47,742 | 300 | | 100 | | 48,234 |
| 44223 | DANGELO | KEITH | 8/17/11 | 1.0 | SK LABORER | LL 1116 | M4-2 | 39,879 | M4-3 | 41,426 | 1,418 | 2% | 42,123 | 0 | | 100 | | 42,304 |
| 44222 | HOLMGREN | PAUL | 8/17/11 | 1.0 | SK LABORER | LL 1116 | M4-2 | 39,879 | M4-3 | 41,426 | 1,418 | 2% | 42,123 | 0 | | 100 | | 42,304 |
| 42407 | MELCHIORI | MICHAEL | 12/19/12 | 1.0 | SK LABORER | LL 1116 | M4-0 | 37,055 | M4-1 | 37,996 | 549 | 2% | 38,356 | 0 | | 100 | | 38,530 |
| 44872 | THOMSON | MARK | 7/31/13 | 1.0 | SK LABORER | LL 1116 | M4-0 | 37,055 | M4-1 | 37,996 | 862 | 2% | 38,676 | 0 | | 100 | | 38,850 |
| 41293 | CROSBY | JOSEPH | 7/31/13 | 1.0 | SK LABORER | LL 1116 | M4-0 | 37,055 | M4-1 | 37,996 | 862 | 2% | 38,676 | 0 | | 50 | | 38,800 |
| 44720 | DEBEAUCOURT | PATRICK | 3/6/13 | 1.0 | SK LABORER | LL 1116 | M4-0 | 37,055 | M4-1 | 37,996 | 314 | 2% | 38,116 | 0 | | 50 | | 38,239 |
| | ***^Vacant*** | | | ***1.0*** | ***SK LABORER*** | ***LL 1116*** | ***M4-0*** | ***37,055*** | ***M4-0*** | ***37,055*** | ***$ -*** | ***0%*** | ***37,055*** | ***0*** | | ***50*** | | ***37,176*** |
| | ***^Vacant*** | | | ***1.0*** | ***SK LABORER*** | ***LL 1116*** | ***M4-0*** | ***37,055*** | ***M4-0*** | ***37,055*** | ***$ -*** | ***0%*** | ***37,055*** | ***0*** | | ***50*** | | ***37,176*** |
| **Total Salaries - Operational Staff** | | | | 27.0 | | | | | | | | | **1,284,781** | **8,700** | **0** | **9,060** | **0** | **1,267,835** |
| | | | | | | | | | | | | | $23.7570 | | | | 17,760 | 1,250,075 |
| **Salaries Operational Staff (Part Time)** | | | | | | **MUNIS Code** | | | **5123** | | | | | | | | | |
| | SUMMER TEMP | | | | LABORER H3 | Per. Bd. | H3-3 | 11,802.96 | H3-3 | 11,802.96 | 0 | 0% | 11,803 | | | | | 11,803 |
| | SUMMER TEMP | | | | LABORER H3 | Per. Bd. | H3-3 | 11,802.96 | H3-3 | 11,802.96 | 0 | 0% | 11,803 | | | | | 11,803 |
| | SUMMER TEMP | | | | LABORER H3 | Per. Bd. | H3-3 | 11,802.96 | H3-3 | 11,802.96 | 0 | 0% | 11,803 | | | | | 11,803 |
| | POLICE DETAIL | | | | POLICE DETAIL | HOURS | 250 | RATE | 48.50 | 12,125.00 | 0 | 0% | 12,125 | | | | | 12,125 |
| **Total Salaries - Operational Staff (Part Time)** | | | | 0.00 | | | | | | | | | | | | | | **35,731** |
| **Overtime** | | | | | | | | | | | | | | | | | | **146,001** |
| **Total Salaries -** | | **Public Works - Highway/Sa** | | **28.00** | | | | | | | | | | | | | | **1,557,826** |

***^Includes Program Improvement Request***

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

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# *Town of Natick*

Home of Champions

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

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | $ 409,064 | $ 427,234 | $ 472,282 | $ 547,392 | $ 75,110 | 15.90% |
| **Total Salaries** | **$ 409,064** | **$ 427,234** | **$ 472,282** | **$ 547,392** | **$ 75,110** | **15.90%** |
| **Operating Expenses** | | | | | | |
| Expenses | $ 235,471 | $ 272,897 | $ 258,611 | $ 259,584 | $ 973 | 0.38% |
| **Total Operating Expenses** | **$ 235,471** | **$ 272,897** | **$ 258,611** | **$ 259,584** | **$ 973** | **0.38%** |
| **Total L, F & NR** | **$ 644,535** | **$ 700,131** | **$ 730,893** | **$ 806,976** | **$ 76,083** | **10.41%** |

**Mission:**

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

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

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

**Goals:**

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

# *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**

Coolidge Softball and Baseball infield renovations
Wilson Baseball infield renovations
Re-soding of goal mouths at four locations by the Land Facilities and Natural Resources staff
Opening of new softball field and tennis courts at the Natick High School
Installation of new player benches at Murphy Field
Continued tree hazard mitigation and monitoring
Structural pruning and cabeling of specific trees at the Town Common and Bacon Library
Tree re-planting at Dam Park and two other roadside locations
Continuous improvement of athletic field conditions and management techniques

**Current Challenges**

Renovation and field improvements. This includes being able to adequately feed, water, and perform much needed agronomic practices. Limiting factors include staff time and funding. Recent equipment purchases have helped with this challenge.
Hazard tree mitigation. Hazardous trees are indentified every day and tree replacement is increasingly important. For the last several years, we have fallen far short with respect to replacement of trees that have been removed.
Renovation of items in dis-repair. This includes items such as player benches, basketball hoops, and fence damage.
Challenges associated with maintaining fields with current use models and space allocation. An example is the Town Common with increasing use, increasing length of seasons, and growing size of groups, such as the Farmer's Market, new strategies for care and space allocation need to be discussed and developed with multiple user groups.

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

None

**On the Horizon**

Continued development of the web-based asset management
Improved tree planting plan and grant investigation
Establishment of Tree City USA
Installation of centralized irrigation control to improve use efficiency and operation
Installation of water purification at Sargent field to improve water quality and improve input efficacy.
Improved safety training documentation and compliance

# *Town of Natick*

Home of Champions

## Department: Public Works

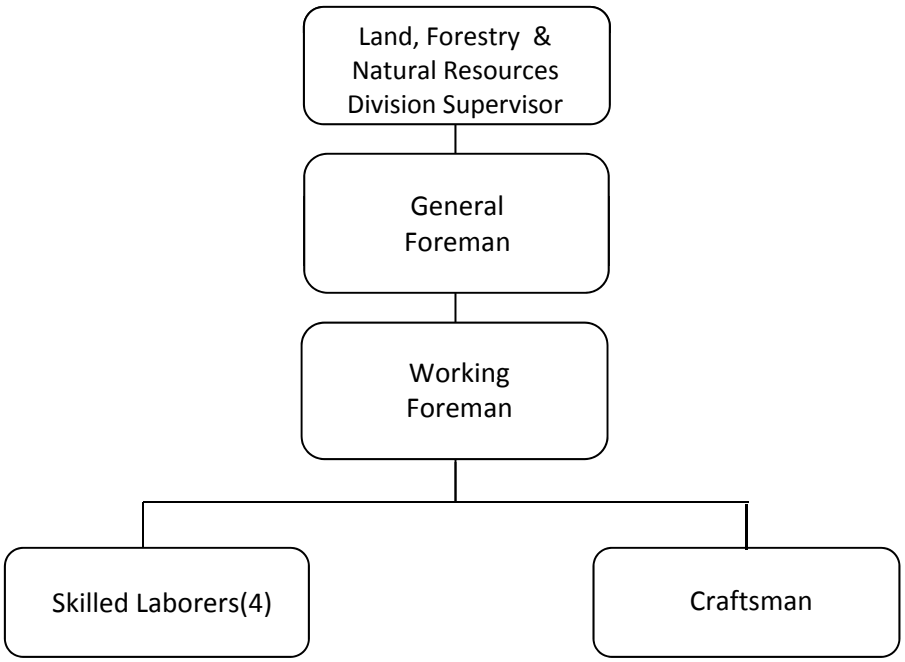
| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| Division Supervisor | 1 | 1 | 1 | 1 | 1 |
| General Foreman | 1 | 1 | 1 | 1 | 1 |
| Working Foreman | 1 | 1 | 1 | 1 | 1 |
| Craftsmen | 1 | 1 | 1 | 1 | 1 |
| Tree Worker | 0* | 0* | 0 | 0 | 0 |
| ***^Skilled Laborers*** | ***3*** | ***3*** | ***3*** | ***3*** | ***4*** |
| **Total FTE** | **7** | **7** | **7** | **7** | **8** |
| **Total FT/PT** | **7 FT/0 PT** | **7 FT/0 PT** | **7 FT/0 PT** | **7 FT/0 PT** | **8 FT/0 PT** |

***^Includes Program Improvement Request***

**Notes**

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

**Organizational Chart**




| Performance Indicators | 2011 | 2012 | 2013 | 2014* | 2015* |
|---|---|---|---|---|---|
| ***Workload Indicators*** | | | | | |
| **Land & Facilities** | | | | | |
| Number of Fields & Parks Maintained | 61 | 61 | 62 | 62 | 62 |
| Acres Mowed Via Contract | 54.5 | 54.5 | 60 | 60 | 60 |
| **Forestry** | | | | | |
| Number of hazard trees removed | 39 | 40 | 50 | 30 | 30 |

**Estimate*

# Town of Natick

Home of Champions

## Department: Public Works

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| Salaries Supervisory | $ 75,915 | $ 82,242 | $ 92,225 | $ 98,474 | $ 6,249 | 6.78% |
| ***^Salaries Operational Staff*** | ***$ 267,109*** | ***$ 278,297*** | ***$ 308,977*** | ***$ 369,079*** | ***$ 60,102*** | ***19.45%*** |
| Salaries Temporary Operational | $ 25,095 | $ 39,196 | $ 28,840 | $ 36,649 | $ 7,809 | 27.08% |
| Supervisory Additional Comp | $ 8,300 | $ 7,000 | $ 9,300 | $ 9,300 | $ - | 0.00% |
| ***^Operational Staff Additional C*** | ***$ 6,594*** | ***$ 4,197*** | ***$ 4,790*** | ***$ 5,740*** | ***$ 950*** | ***19.83%*** |
| Operational Staff Overtime | $ 26,051 | $ 16,302 | $ 28,150 | $ 28,150 | $ - | 0.00% |
| **Personnel Services** | **$ 409,064** | **$ 427,234** | **$ 472,282** | **$ 547,392** | **$ 75,110** | **15.90%** |
| Purchased Services Misc. | $ 4,303 | $ 3,503 | $ 5,150 | $ 5,150 | $ - | 0.00% |
| Licenses - CDL & Special | $ - | $ 455 | $ 300 | $ 300 | $ - | 0.00% |
| ***^Clothing Allowance Operation*** | ***$ 2,100*** | ***$ 1,750*** | ***$ 2,100*** | ***$ 2,450*** | ***$ 350*** | ***16.67%*** |
| Tech & Prof. Svs. - Tree Svs | $ 88,647 | $ 84,384 | $ 63,300 | $ 62,180 | $ (1,120) | -1.77% |
| Tech & Prof. Svs. - Mowing Svs | $ 51,407 | $ 56,438 | $ 57,761 | $ 59,504 | $ 1,743 | 3.02% |
| Materials Field Maint | $ 62,256 | $ 90,354 | $ 86,400 | $ 86,400 | $ - | 0.00% |
| Materials Playground | $ 11,199 | $ 14,432 | $ 16,000 | $ 16,000 | $ - | 0.00% |
| Materials Beach Maint | $ 600 | $ - | $ 600 | $ 600 | $ - | 0.00% |
| Tools & Hardware | $ 7,322 | $ 6,776 | $ 12,000 | $ 12,000 | $ - | 0.00% |
| Materials Planting | $ 1,024 | $ 10,411 | $ 10,000 | $ 10,000 | $ - | 0.00% |
| Irrigation System | $ 6,614 | $ 4,394 | $ 5,000 | $ 5,000 | $ - | 0.00% |
| **Expenses** | **$ 235,471** | **$ 272,897** | **$ 258,611** | **$ 259,584** | **$ 973** | **0.38%** |
| **Total DPW LF & NR** | **$ 644,535** | **$ 700,131** | **$ 730,893** | **$ 806,976** | **$76,083** | **10.41%** |

***^ Includes Program Improvement Request***

## Personnel Services:

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

## Purchase of Services:

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

## Other Services (Misc.)

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

## Technical & Professional Services:

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

## Supplies:

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

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

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | | | | [ N thru R ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Begin Step | Begin Step Amt. | End Step | End Step Amt. | Pro-Rata Step | COLA | End Step | LGY | EDU | DIFF | Other Comp. | Total FY 2015 |
| **Department** | | **Public Works - Land, Facilities & Natural Resources** | | | | **Munis Dept. #** | | | **49** | | | | (@ 52 weeks) | | | | | (@ 52.2 weeks) |
| **Salaries Supervisory Staff** | | | | | | **MUNIS Code** | | | **5112** | | | | | | | | | |
| 444442 | GOODHIND | ARTHUR | 05/16/2012 | 1.0 | DIV SUPVSR | SUPER/ADM | C2-5 | 96,357 | C2-5 | 96,357 | 0 | 2% | 98,285 | | 7,800 | | 1,500 | 107,774 |
| | | | | | | | | | | | | | | | | | 9,300 | 98,474 |
| Total Salaries - Supervisory Staff | | | | 1.0 | | | | | | | | | | | | | | **107,774** |
| **Salaries Operational Staff** | | | | | | **MUNIS Code** | | | **5113** | | | | | | | | | |
| 158 | ALLEN | RICHARD | 03/20/1978 | 1.0 | GNL FOREMN | LL 1116 | MD-7 | 60,531 | MD-7 | 60,531 | 0 | 2% | 61,742 | 1,100 | 29.6834 | 900 | | 63,890 |
| 3497 | BACCARI | SCOTT | 01/17/1996 | 1.0 | WKG FOREMN | LL 1116 | MC-7 | 54,641 | MC-7 | 54,641 | 0 | 2% | 55,734 | 500 | 26.7952 | 650 | | 57,018 |
| 41075 | PERRY | TIMOTHY | 09/17/1997 | 1.0 | CRAFTSMAN | LL 1116 | M8-7 | 51,615 | M8-7 | 51,615 | 0 | 2% | 52,648 | 500 | 25.3114 | 420 | | 53,694 |
| 42457 | LEMONT | JOHN | 07/21/2004 | 1.0 | SK LABORER | LL 1116 | M4-7 | 50,405 | M4-7 | 50,405 | 0 | 2% | 51,413 | 300 | 24.7177 | 420 | | 52,256 |
| 42948 | COTTER | WILLIAM | 05/17/2006 | 1.0 | SK LABORER | LL 1116 | M4-7 | 50,405 | M4-7 | 50,405 | 0 | 2% | 51,413 | 0 | 24.7177 | 150 | | 51,686 |
| 6136 | SPINAZOLA | RODNEY | 06/17/1996 | 1.0 | SK LABORER | LL 1116 | M4-7 | 50,405 | M4-7 | 50,405 | 0 | 2% | 51,413 | 500 | 24.7177 | 150 | | 52,186 |
| | ***^Vacant*** | | | ***1.0*** | ***SK LABORER*** | ***LL 1116*** | ***M4-4*** | ***42,973*** | ***M4-4*** | ***0*** | ***0*** | ***2%*** | ***43,832*** | ***0*** | ***21.0732*** | ***150*** | | ***44,088*** |
| **Total Salaries - Operational Staff** | | | | 7.0 | | | | | | | | | | **2,900** | | **2,840** | | **374,819** |
| | | | | | | | | | | | | | | | | | 5,740 | 369,079 |
| **Salaries Operational Staff (Part Time)** | | | | | | **MUNIS Code** | | | **5123** | | | | | | | | | |
| 3721 | HALPERN | NANCY | 04/07/2005 | 0.25 | GARDEN AST | Per. Bd. | H5-5 | 7,344 | H5-5 | 7,344 | 0 | 0% | 7,344 | | | | | 7,344 |
| 9050 | MAGEE | JANE | 04/07/2005 | 0.25 | GARDEN AST | Per. Bd. | H5-5 | 7,344 | H5-5 | 7,344 | 0 | 0% | 7,344 | | | | | 7,344 |
| | SUMMER TEMP | | | | LABORER H3 | Per. Bd. | H3-3 | 8,070 | H3-3 | 8,070 | 0 | 0% | 8,070 | | | | | 8,070 |
| | SUMMER TEMP | | | | LABORER H3 | Per. Bd. | H3-3 | 8,070 | H3-3 | 8,070 | 0 | 0% | 8,070 | | | | | 8,070 |
| | POLICE DETAIL | | | | POLICE DETAIL | HOURS | 120 | RATE | 48.50 | 5,820 | 0 | 0% | 5,820 | | | | | 5,820 |
| **Total Salaries - Operational Staff (Part Time)** | | | | 0.50 | | | | | | | | | | | | | | 36,649 |
| **Overtime** | | | | | | | | | | | | | | | | | | **28,150** |
| **Total Salaries -** | | **Public Works - Land, Facilitie** | | **8.50** | | | | | | | | | | | | | | **547,392** |

***^ Includes program Improvement Request***

**Key:**

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

# Section VI:
# Health & Community Services

Community Services VI.3
Human Services & Council on Aging VI.8
Veterans Services VI.16
Parks & Recreation VI.23
Board of Health VI.33

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# *Town of Natick*

Home of Champions

## Department: Community Services

### Appropriation Summary

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | $ 1,032,320 | $ 1,101,657 | $ 1,214,038 | $ 1,201,631 | $ (12,407) | -1.02% |
| **Total Salaries** | **$ 1,032,320** | **$ 1,101,657** | **$ 1,214,038** | **$ 1,201,631** | **$ (12,407)** | **-1.02%** |
| **Operating Expenses** | | | | | | |
| Purchase of Services | $ 35,581 | $ 37,654 | $ 46,618 | $ 64,678 | $ 18,060 | 38.74% |
| Tech/Professional Services | $ 10,989 | $ 11,317 | $ 12,078 | $ 35,728 | $ 23,650 | 195.81% |
| Supplies | $ 7,682 | $ 10,785 | $ 11,420 | $ 14,950 | $ 3,530 | 30.91% |
| Other Supplies | $ 23,266 | $ 20,744 | $ 21,550 | $ 22,075 | $ 525 | 2.44% |
| Other Charges | $ 202,388 | $ 265,739 | $ 263,930 | $ 288,030 | $ 24,100 | 9.13% |
| **Total Operating Expenses** | **$ 279,905** | **$ 346,238** | **$ 355,596** | **$ 425,461** | **$ 69,865** | **19.65%** |
| Total Community Services | $ 1,312,226 | $ 1,447,895 | $ 1,569,634 | $ 1,627,092 | $ 57,458 | 3.66% |

### Main Purpose of Department

Comprised of Recreation and Parks, Council on Aging and 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. Together, we seek to elicit the priority needs and interests of residents and respond to those priorities through well conceived program development, efficient service delivery and thoughtful trusteeship of our array of public facilities and resources.

### Goals:

As we enter our second year as a new department, the following serve as our organizational goals:

1. Serve as a leader in encouraging community capacity building by bringing stakeholders together in the spirit of collaboration.

2. Optimize departmental operations by :
   - Ensuring that all positions and those filling them contribute to organizational success
   - Streamlining practices and procedures across all divisions
   - Maximizing efficencies through cooperative approaches to service delivery

3. Enhance communication through the development of community-wide informational materials. Develop and enhance print communications through the use of companion on-line resources to maximize access and provide alternatives for our citizens.

4. Complete a department-wide strategic planning process

## Department: Community Services

**Budget Overview:**

**Recent Developments**
The new Community-Senior Center has significantly increased the scope of departmental services and responsibilities. Recent statistics reveal an average of 382 people are utilizing this new facility each day. Such traffic, which will no doubt continue to increase, has necessitated a refocusing of departmental staffing in order to manage the increase in service delivery.

The demand for evening and weekend services for all age groups is evident and expanding. As a result, the Community Center is now welcoming visitors to a range of programming seven days/week, day and night. As evidenced in our requests for operation increases, there are costs associated with such an increase in use, particularly in the areas of equipment repairs and program supplies.

In response to the outcry for improved communications, the department recently developed a new publication which provides a range of resource information and course offerings in a one-stop-shop format. Mailed to each household in Natick, it is our hope to continue to both invest in and build upon the quality and depth of information available to our community.

In an effort to better understand the needs and priorities of our residents, this department launched a community engagement initiative. As a result of these dialogues, identified shared values and needs will help to guide and inform our strategic planning process scheduled for the winter of 2014.

Cognizant of the need to develop a range of activities for those in our community who are non-youth/ non-elder, we have realigned departmental staffing to allow for discreet program development for working adults. It is our hope and intention to identify community partners to join us in designing a range of compelling educational and cultural opportunities for this cohort.

**Current Challenges:**

Managing growth and demand

Revisioning our approach to management and improvement of parks

Realignment of existing staff to meet growing demands

**Significant Proposed Changes for the Upcoming FY and Budget Impact:**
As articulated in Natick 360 and supported by priorities voiced through the department's recent engagement process, Natick residents and professionals are looking for the town to improve upon its communication tools. They seek information about programs, services and resources that is comprehensive, accurate and easy to access. To that end, the department is seeking funding for the new Common Guide; a publication mailed to every household in Natick four times per year.

As outlined previously, as a result of the expansion in service provision throughout this department, we seek modest increases in program supplies and equipment repairs in order to ensure we are able to effectively manage the growth we are experiencing.

## Department: Community Services

**Budget Overview:**

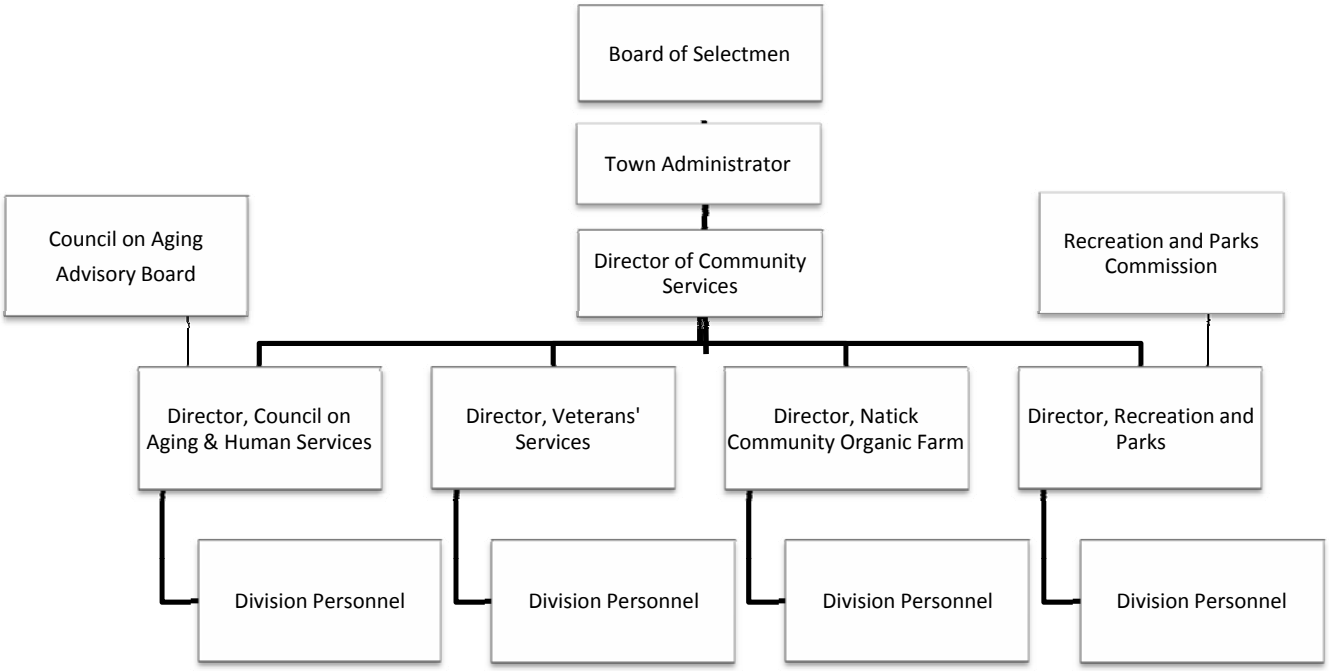
**On the Horizon**

The department will soon select a contractor who will run our Community Organic Farm for the long term. As a part of this new contract, we will work with the Conservation Commission and associated staff to develop a town-wide Community Garden Project. Based in neighborhoods, we are quite excited by the kinds of community building this kind of initiative will encourage.

If approved, we will seek to complete a comprehensive assessment of our outdoor recreational spaces from a maintenence and improvement perspective and will, as a result, be able to establish a well-informed capital improvement plan.

We anticipate continued expansion of services and offerings to all who call Natick home and will actively seek partnerships with community groups and organizations who can help us in this mission.

**Organizational Chart**



# Town of Natick

Home of Champions

## Department: Community Services

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| Salaries Management | $ 279,305 | $ 323,871 | $ 337,497 | $ 320,708 | $ (16,789) | -4.97% |
| Salaries Supervisory | $ 137,525 | $ 142,285 | $ 146,712 | $ 146,712 | $ - | 0.00% |
| Salaries Operational Staff | $ 310,965 | $ 311,917 | $ 353,416 | $ 405,439 | $ 52,023 | 14.72% |
| Salaries Technical & Professional | $ 290,831 | $ 316,329 | $ 369,549 | $ 322,022 | $ (47,527) | -12.86% |
| Management Additional Comp | $ 2,675 | $ - | $ - | $ - | $ - | #DIV/0! |
| Supervisory Staff Additional Comp | $ 3,600 | $ - | $ - | $ - | $ - | #DIV/0! |
| Operational Staff Additional Comp | $ 2,613 | $ 3,908 | $ 4,670 | $ 4,500 | $ (170) | -3.64% |
| Tech/Prof Additional Comp | $ 3,704 | $ - | $ - | $ - | $ - | #DIV/0! |
| O/T Operational & Supervisory Staff | $ 1,102 | $ 3,348 | $ 2,194 | $ 2,250 | $ 56 | 2.55% |
| **Personnel Services** | **$ 1,032,320** | **$ 1,101,657** | **$ 1,214,038** | **$ 1,201,631** | **$ (12,407)** | **-1.02%** |
| Mileage | $ - | $ - | $ 1,200 | $ 1,200 | $ - | 0.00% |
| Security Monitoring Alarm | $ - | $ - | $ 480 | $ 500 | $ 20 | 4.17% |
| Repairs & Maint. Facilities | $ 2,416 | $ 1,967 | $ 2,021 | $ 5,025 | $ 3,004 | 148.64% |
| Repairs & Maint. Equipment | $ 2,980 | $ 3,994 | $ 3,800 | $ 6,200 | $ 2,400 | 63.16% |
| Rental of Veterans Headquarters | $ 1,200 | $ 1,200 | $ 1,200 | $ 1,200 | $ - | 0.00% |
| Communication Telephone | $ 5,920 | $ 10,799 | $ 8,700 | $ 9,300 | $ 600 | 6.90% |
| ***^Communication Postage*** | ***$ 554*** | ***$ 627*** | ***$ 1,450*** | ***$ 10,050*** | ***$ 8,600*** | ***593.10%*** |
| Dues & Subscriptions | $ 3,098 | $ 2,019 | $ 2,840 | $ 2,920 | $ 80 | 2.82% |
| Copy/Mail Center Fees | $ 4,696 | $ - | $ - | $ 2,000 | $ 2,000 | #DIV/0! |
| Training & Education | $ - | $ - | $ - | $ 2,500 | $ 2,500 | 100.00% |
| Wellness Programs | $ 2,572 | $ 3,505 | $ 4,069 | $ 4,500 | $ 431 | 10.59% |
| Contract Services: Counseling | $ - | $ - | $ 5,000 | $ 5,000 | $ - | 0.00% |
| Care of Veterans Graves | $ 1,096 | $ 1,100 | $ 1,000 | $ 1,200 | $ 200 | 20.00% |
| In/Out of State Travel/Meetings | $ 10,914 | $ 12,053 | $ 14,358 | $ 12,358 | $ (2,000) | -13.93% |
| Other Services Misc. | $ 135 | $ 389 | $ 500 | $ 725 | $ 225 | 45.00% |
| **Purchase of Services** | **$ 35,581** | **$ 37,654** | **$ 46,618** | **$ 64,678** | **$ 18,060** | **38.74%** |
| Clothing Allowance Tech & Prof. | $ 50 | $ - | $ - | $ - | $ - | 0.00% |
| **Other Services Misc.** | **$ 50** | **$ -** | **$ -** | **$ -** | **$ -** | **0.00%** |
| ***^Communication Photocopying*** | ***$ 3,268*** | ***$ 3,312*** | ***$ 3,978*** | ***$ 27,478*** | ***$ 23,500*** | ***590.75%*** |
| School Custodial Charges | $ 1,796 | $ 2,005 | $ 2,100 | $ 2,250 | $ 150 | 7.14% |
| Special Needs Tuition's | $ 5,874 | $ 6,000 | $ 6,000 | $ 6,000 | $ - | 0.00% |
| **Technical/Professional Serv.** | **$ 10,939** | **$ 11,317** | **$ 12,078** | **$ 35,728** | **$ 23,650** | **195.81%** |
| Office Supplies | $ 6,009 | $ 9,352 | $ 9,820 | $ 12,500 | $ 2,680 | 27.29% |
| Supplies Computer | $ 1,466 | $ 1,120 | $ 1,200 | $ 1,850 | $ 650 | 54.17% |
| Supplies Disposable Goods | $ 207 | $ 313 | $ 400 | $ 600 | $ 200 | 50.00% |
| **Supplies** | **$ 7,682** | **$ 10,785** | **$ 11,420** | **$ 14,950** | **$ 3,530** | **30.91%** |
| Dug Pond Treatment & Testing | $ 17,550 | $ 17,550 | $ 17,550 | $ 18,075 | $ 525 | 2.99% |
| Recreation Program Supplies | $ 5,716 | $ 3,194 | $ 4,000 | $ 4,000 | $ - | 0.00% |
| **Other Supplies** | **$ 23,266** | **$ 20,744** | **$ 21,550** | **$ 22,075** | **$ 525** | **2.44%** |
| Transportation Program | $ 13,174 | $ 14,080 | $ 17,000 | $ 17,000 | $ - | 0.00% |
| Veteran Benefits: Cash Allowance* | $ 73,871 | $ 108,574 | $ 107,100 | $ 117,810 | $ 10,710 | 10.00% |
| Veteran Benefits: Medical* | $ 99,950 | $ 127,801 | $ 120,400 | $ 132,440 | $ 12,040 | 10.00% |
| Veteran Benefits: Food/Clothing/Fuel | $ - | $ 550 | $ - | $ 550 | $ 550 | #DIV/0! |
| Veteran Benefits: Nursing Home Trans | $ - | $ - | $ 500 | $ 500 | $ - | 0.00% |
| Veteran Benefits: Miscellaneous | $ 1,430 | $ 1,430 | $ 1,430 | $ 1,430 | $ - | 0.00% |
| Memorial Day Program | $ 11,817 | $ 11,724 | $ 14,500 | $ 15,000 | $ 500 | 3.45% |
| Veterans Day Program | $ 2,145 | $ 1,581 | $ 3,000 | $ 3,300 | $ 300 | 10.00% |
| **Other Chgs./Expend.** | **$ 202,388** | **$ 265,739** | **$ 263,930** | **$ 288,030** | **$ 24,100** | **9.13%** |
| **Total** | **$ 1,312,226** | **$ 1,447,896** | **$ 1,569,634** | **$ 1,627,093** | **$ 57,459** | **3.66%** |

***Note*** *: As a general rule, columsn displayed here are inclusive of the divisional budgets provided herein. Additional monies requested/appropriated are for expenses pertaining to the overall operation of the department or the Community Senior/Center.*

***^Includes Program Improvement Request***

*Town of Natick*

# Personnel Staffing Sheets

**Department** **Community Services**

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | [ N+O ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Begin Step | Begin Step Amt. | End Step | End Step Amt. | Pro-Rata Step | COLA | End Step | Other Comp. | Total FY 2015 |
| **Department** | | **Community Services** | | | | **Munis Dept. #** | | | **56** | | | | (@ 52 weeks) | | (@ 52.2 weeks) |
| **Salaries Management** | | | | | | **MUNIS Code** | | | **5111** | | | | | | |
| 44731 | Lambert | Jemma | 4/16/2013 | 1.0 | Dir of C.S. | Per. Bd. | 5 | 100,000 | 5 | 100,000 | | 0.0% | 100,000 | 0 | 100,385 |
| **Sub-total Salaries Management** | | | | | | | | | | | | | | | **100,385** |
| **Salaries Operational Staff** | | | | | | **MUNIS Code** | | | **5113** | | | | | | |
| | Vacant | | | 1.0 | Sp.Asst. to Dir. Of CS | Per. Bd. | 2 | 44,682 | 2 | 44,682 | | 0.0% | 44,682 | 0 | 44,854 |
| **Sub-total Salaries Management** | | | | | | | | | | | | | | | **44,854** |
| **Total Salaries - Community Services** | | | | **2.00** | | | | | | | | | | | **$ 145,238** |

**Key:**

Per. Bd. - Personnel Board

# *Town of Natick*

Home of Champions

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

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | $ 371,682 | $ 381,448 | $ 459,645 | $ 422,075 | $ (37,570) | -8.17% |
| **Total Salaries** | **$ 371,682** | **$ 381,448** | **$ 459,645** | **$ 422,075** | **$ (37,570)** | **-8.17%** |
| **Operating Expenses** | | | | | | |
| Expenses | $ 28,580 | $ 31,733 | $ 43,907 | $ 48,298 | $ 4,391 | 10.00% |
| **Total Operating Expenses** | **$ 28,580** | **$ 31,733** | **$ 43,907** | **$ 48,298** | **$ 4,391** | **10.00%** |
| **Total COA & HS** | **$ 400,262** | **$ 413,181** | **$ 503,552** | **$ 470,373** | **$ (33,179)** | **-6.59%** |

**Mission:**

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

**Goals:**

*Continue Work on Community Senior Center Project*
- Support public information effort
-Explore other funding opportunities

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

*Implement Healthy Communities Principles*
- Support Natick Interagency Community Support Team
-Participate in and support Natick Together for Youth Drug Free Communities effort

*Augment resources*
-Pursue grant funded opportunities

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

Goals (con't)

*Miscellaneous*

-Continue to develop & expand integrated departmental service model

In accord with the goals of the *Natick 360* strategic planning study we work to address the intellectual, physical and social needs of all Natick residents.

**E Main Purpose of the Department**

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

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

**Recent Developments**

-Successful relocation of personnel and operations to Community-Senior Center
- Increased hours of Fitness Room
-Addition of full-time front desk receptionist
-Added evening program offerings to provide options for working seniors
-Worked with Natick Service Council and Embrace a Family to bring Mammogram Van to Natick for mammography screenings
-Participated in community needs assessment through recent elder survey
- Expanded the Natick Interagency Community Support Team to increase communication among professionals in disparate organzations, agencies, and departments to create a method of accessing the most appropriate resources for Natick residents with complicated needs
-Extended hours and days of operation to include evenings and weekends for working families to access our free income tax preparation for Earned Income Credit and Child Care Credit

**Current Challenges**

- Assisting seniors with Medicare and other enrollment and plan changes
- Increased numbers of residents seeking assistance with Fuel Assistance and Food Stamp applications and applications for other benefits
-Outreach to isolated elders
- Additional transportation resources are necessary

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

- Integration of operations in the Community-Senior Center and implementation of new progra m opportunities

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

## Budget Overview (con't)

**On the Horizon**

- Increased number of residents for social and case management services due to new referrals from Recreation & Parks Department of residents requesting fee reductions fro programs
- Expanding hours and days of operation
- Ongoing transition to integrated Community Services Department

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| Director | 1 | 1 | 1 | 1 | 1 |
| Assistant Director/Program Coordinator | 1 | 1 | 1 | 1 | 1 |
| Program Assistant | 0 | 0 | 0.3 | 0.3 | 0.3 |
| Volunteer Resources Coordinator | 0.79 | 0.9 | 0.9 | 0.9 | 0.9 |
| Program Development Coordinator | 0 | 0 | 0 | 0 | 0 |
| Case Management | 1.75 | 1.75 | 1.75 | 1.75 | 1 |
| Program Instructors | varies | varies | varies | varies | varies |
| Clerical Staff | 1.49 | 1.49 | 1.49 | 1.49 | 2.49 |
| Outreach Coordinator | 1 | 1 | 1 | 1 | 1 |
| Clinical Social Worker | 0.375 | 0.375 | 0.375 | 0.375 | 0.375 |
| Building Monitor | * | * | * | * | * |
| **Total FTE** | **7.41** | **7.52** | **7.82** | **7.82** | **8.06** |
| **Total FT/PT** | **5 FT / 5 PT** | **5 FT / 5 PT** | **5FT / 6PT** | **5FT / 6PT** | **6FT/5PT** |

**Notes**

** Building Monitor position paid for out of the Senior Center Revolving Fund.*
*Not shown is a*
*.5 FTE Executive*

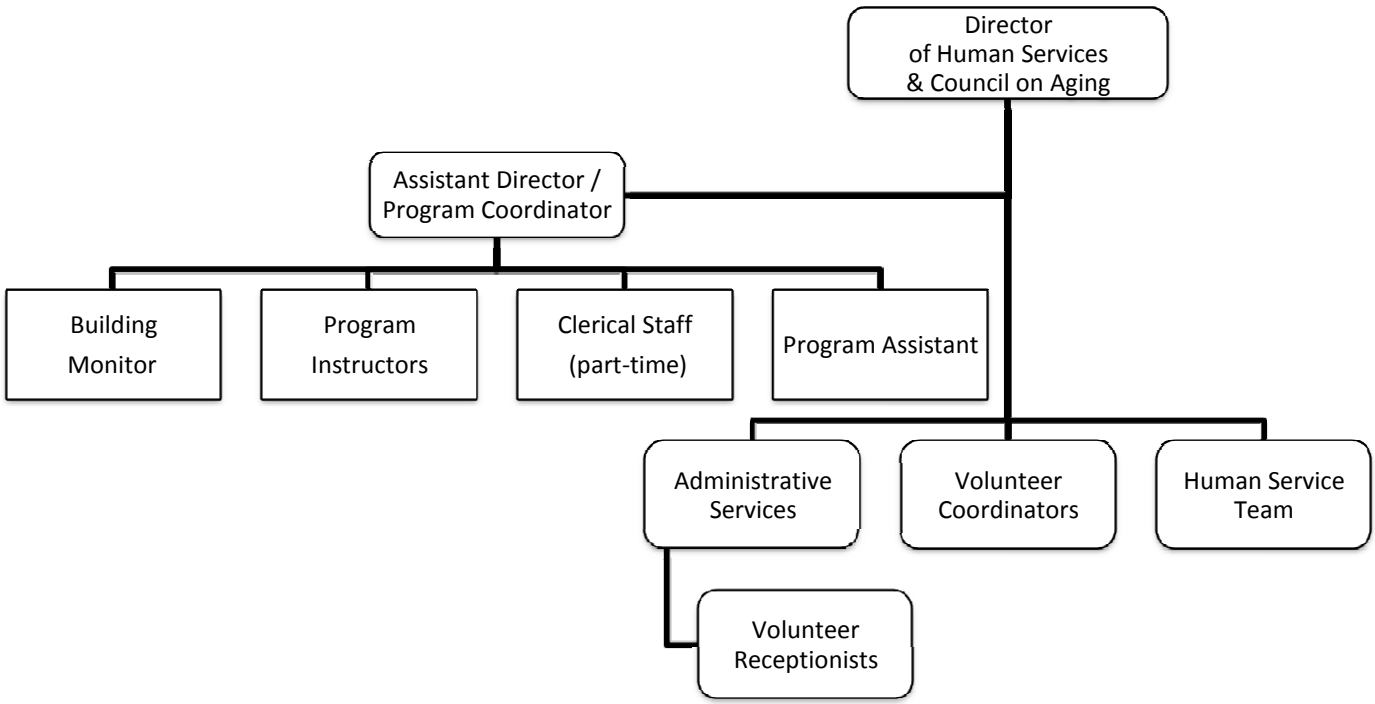
## Performance Indicators

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| ***Workload Measures*** | | | | | |
| Units of Recreational Services [1] | 14,133 | 14,290 | 12,283 | 13,485 | 14,286 |
| Units of Supportive Services [1] | 19,087 | 20,205 | 30,022 | 30,866 | 31,445 |
| Number of Seniors who: | | | | | |
| - Have Senior Parking Passes | 984 | 984 | 932 | 1,075 | 1,104 |
| Unduplicated Elders Served [2] | 2,693 | 2,532 | 2,972 | 3,095 | 3,186 |
| Number of Volunteers | 316 | 299 | 266 | 273 | 281 |
| Number of Volunteer Hours Served | 14,779 | 17,282 | 15,634 | 15,985 | 16,038 |
| ***Efficiency Measures*** | | | | | |
| Average Hours per Volunteer | 47 | 57.8 | 58.8 | 58.6 | 57.1 |
| ***Outcome Measures*** | | | | | |
| Est. Value of Volunteers (annually) | $315,679 | $382,623 | $346,137 | $353,908 | $355,081 |

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

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

**Organizational Chart**



# *Town of Natick*

Home of Champions

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

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2013 vs. 2014 $ (+/-) | 2013 vs. 2014 % (+/-) |
|---|---|---|---|---|---|---|
| Salaries Management | 74,288 | 75,064 | 76,106 | 76,106 | 0 | 0.00% |
| Salaries Operational Staff | 144,015 | 144,142 | 206,174 | 213,459 | 7,285 | 3.53% |
| Salaries Tech & Professional | 153,379 | 162,242 | 177,365 | 132,510 | -44,855 | -25.29% |
| **Personnel Services** | **371,682** | **381,448** | **459,645** | **422,075** | **-37,570** | **-8.17%** |
| Repairs & Maint Equipment | 1,586 | 2,128 | 1,900 | 2,800 | 900 | 47.37% |
| In/Out of State Travel | 2,909 | 3,079 | 5,893 | 5,893 | 0 | 0.00% |
| Communication Telephone | 2,264 | 3,412 | 2,820 | 2,900 | 80 | 2.84% |
| Dues & Subscriptions | 1,355 | 1,345 | 1,955 | 1,955 | 0 | 0.00% |
| Communication Postage | 469 | 542 | 950 | 950 | 0 | 0.00% |
| Copy/Mail Center Fees | 819 | 0 | 0 | 0 | 0 | #DIV/0! |
| Contract Services: Counseling | 0 | 0 | 5,000 | 5,000 | 0 | 0.00% |
| Other Services Misc. | 135 | 335 | 500 | 500 | 0 | 0.00% |
| Wellness Programs | 2,572 | 3,505 | 4,069 | 4,500 | 431 | 10.59% |
| Office Supplies | 1,624 | 1,875 | 2,220 | 4,600 | 2,380 | 107.21% |
| Supplies Computer | 1,466 | 1,120 | 1,200 | 1,600 | 400 | 33.33% |
| Supplies Disposable Goods | 207 | 313 | 400 | 600 | 200 | 50.00% |
| Youth Advisory Council | 0 | 0 | 0 | 0 | 0 | #DIV/0! |
| Transportation Program | 13,174 | 14,080 | 17,000 | 17,000 | 0 | 0.00% |
| Service Directory Support | | 0 | 0 | 0 | 0 | #DIV/0! |
| **Expenses** | **28,580** | **31,733** | **43,907** | **48,298** | **4,391** | **10.00%** |
| **Total Council on Aging** | **400,262** | **413,181** | **503,552** | **470,373** | **-33,179** | **-6.59%** |

**Line-Item Detail:**

## Personnel Services:

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

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

**Personnel Services (con't):**

**Salaries Technical & Professional:** Salaries for the following positions:

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

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

**Purchase of Services**

**Repairs/Maintenance Equipment**: Covers any repairs/maintenance/replacements needed to current equipment regularly used in the course of operating a multipurpose Community-Senior Center: maintenance agreement for the copy machine, fax machine, computer printers, kitchen equipment, assistive listening devices, sound equipment, chairs, tables, TV's, VCR's, projectors, and other misc. equipment. Office equipment is obtained and maintained by the Human Services & COA Division for its own use and for the use of the Veterans' Services Division. Equipment is used more often and by more people because of the increased level of activity in the building.

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

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

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

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

**Staff & Board Development/Training's:** These include workshops to keep abreast of elder issues and beneficial programs; First Aid, CPR, entitlement benefit training updates, Massachusetts Councils on Aging Training Institute, and MA Gerontology Association Trainings.

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

Narrative:

**Purchase of Services (con't)**
**Other Services Misc.:** This fund is used for database maintenance and a fee for the Motion Picture Industry License. This fee is required to show videos and DVDs at the community-senior center.
**Wellness Programs:** Includes funds for wellness and exercise programs: The Nature Connection, a program that integrates animals, nature and the arts; Sage Educational Services programs providing didactic series on educational, informational, literary or health issues. We are increasing our program offerings.
**Contract Services:** Contract with Advocates, Inc. for limited counseling services for Natick residents who lack insurance coverage or have other barriers to accessing care.

**Supplies:**
**Office Supplies:** For the purchase of general office supplies. Our departmetn is busier and has more staff members with increased task demands and a need for more office supplies.
**Supplies Computer:** For the purchase of general office equipment toners and ink, cd's, labels for our monthly newsletter, etc. We have an increased number of staff and an increased number of computers and other office equipment use.
**Supplies Disposable Goods:** Monthly calendars, wellness equipment, first aid supplies, supplies needed for care of our indoor plants and aquarium, and necessary kitchen/dining supplies such as soaps, bleach, aluminum foil, plastic wrap, napkins, and paper towels are included in this line request.

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

# Town of Natick — Personnel Staffing Sheets

**Department** Human Services & Council on Aging

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | [ N+O ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Begin Step | Begin Step Amt. | End Step | End Step Amt. | Pro-Rata Step | COLA | End Step | Other Comp. | Total FY 2015 |
| **Department** | | **Council on Aging** | | | | **Munis Dept. #** | | | **30** | | | | (@ 52 weeks) | | (@ 52.2 weeks) |
| **Salaries Management** | | | | | | **MUNIS Code** | | | **5111** | | | | | | |
| 40041 | Munns | Moira | 11/28/2005 | 1.0 | Director | Per. Bd. | 4 | 75,815 | 4 | 75,815 | 0 | 0% | 75,815 | | 76,106 |
| **Sub-total Salaries Management** | | | | | | | | | | | | | | | **76,106** |
| **Salaries Operational Staff** | | | | | | **MUNIS Code** | | | **5113** | | | | | | |
| 44954 | Hughes | Amanda | 10/7/2013 | 1.00 | Dept Assist | 1116 | B4-0 | 38,219 | B4-1 | 39,818 | 1,199 | 2% | 40,206 | | 40,361 |
| 43960 | Murray | Mignonne | 8/23/2010 | 1.0 | Asst Dir | Per. Bd. | 2 | 62,220 | 2 | 62,220 | 0 | 0.00% | 62,220 | | 62,459 |
| 44298 | Edwards | Karen | 10/18/2011 | 0.49 | Vol. Coor. | Per. Bd. | H5-3 | **15,370** | H5-4 | 16,236 | 650 | 0% | 16,019 | | 16,081 |
| 42281 | Carr | Theresa | 11/17/2003 | 1.0 | Sr. Clerk | 1116 | B5-3 | 46,209 | B5-4 | 47,607 | 816 | 2% | 47,965 | 750 | 48,150 |
| 43692 | McNally | Lorraine | 4/6/2009 | 0.49 | Vol. Coor. | Per. Bd. | H5-5 | 17,102 | H5-6 | 17,612 | 127 | 0% | 17,230 | | 17,296 |
| 43113 | Brown | Anna | 9/18/2006 | 0.49 | Clkr PT | Per. Bd. | H4-6 | 15,747 | H4-6 | 15,747 | 0 | 0% | 15,747 | | 15,808 |
| 44719 | Kirby | Sharon | 3/11/2013 | 0.40 | Program. Asst | Per. Bd. | H5-3 | 12,547 | H5-4 | 13,254 | 236 | 0% | 13,254 | | 13,305 |
| **Sub-total Salaries Operational Staff** | | | | | | | | | | | | | | | **213,459** |
| **Salaries Technical / Professional** | | | | | | **MUNIS Code** | | | **5123** | | | | | | |
| 42672 | Checket | Helen | 4/11/2005 | 1.0 | Social Worker | Per. Bd. | 2 | 62,781 | 2 | 62,781 | 0 | 0% | 62,781 | | 63,023 |
| **Sub-total Salaries Management** | | | | | | | | | | | | | | | **63,023** |
| **Total Salaries - Council on Aging** | | | | **6.87** | | | | | | | | | | | **$ 352,588** |
| **Department** | | **Human Services** | | | | **Munis Dept. #** | | | **57** | | | | (@ 52 weeks) | | (@ 52.2 weeks) |
| **Salaries Technical / Professional Staff** | | | | | | **MUNIS Code** | | | **5113** | | | | | | |
| 43566 | Budd | Debra | 9/2/2008 | 1.00 | Outreach Coor. | Per. Bd. | 1 | 46,296 | 1 | 46,296 | 0 | 0.00% | 46,296 | | 46,474 |
| 43601 | Player | Christina | 9/24/2008 | 0.37 | Social Worker | Per. Bd. | 2 | 22,925 | 2 | 22,925 | 0 | 0.00% | 22,925 | | 23,013 |
| **Sub-total Salaries Operational Staff** | | | | | | | | | | | | | | | **69,487** |
| **Total Salaries - Human Services** | | | | **1.37** | | | | | | | | | | | **$ 69,487** |

**Key:**

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

**$ 422,075**

**Notes:**

Grant Funded Positions

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

# *Town of Natick*

Home of Champions

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

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | $ 113,052 | $ 114,566 | $ 117,290 | $ 116,771 | $ (519) | -0.44% |
| **Total Salaries** | **$ 113,052** | **$ 114,566** | **$ 117,290** | **$ 116,771** | **$ (519)** | **-0.44%** |
| **Operating Expenses** | | | | | | |
| Expenses | $ 195,758 | $ 259,763 | $ 254,675 | $ 279,720 | $ 25,045 | 9.83% |
| **Total Operating Expenses** | **$ 195,758** | **$ 259,763** | **$ 254,675** | **$ 279,720** | **$ 25,045** | **9.83%** |
| **Total Veterans' Services** | **$ 308,810** | **$ 374,329** | **$ 371,965** | **$ 396,491** | **$ 24,526** | **6.59%** |

**Mission:**

The primary mission of the Veterans Services Division is to assist all veterans, eligible dependents and others in realizing the maximum potential of the Veterans benefits and entitlement programs. To this end, staff will make every effort to provide information and assistance in the areas of, but not limited to, Chapter 115 Emergency financial assistance , service connected compensation and non service connected pension VA (Veterans Administration) state level benefits and all other areas common to the social service network.

Further, we strive to assist the families and friends of indigent veterans with funeral and burial expenses; decorate graves on denoted holidays, provide ceremonial event coordination for town related Veterans events; and act as a liaison between Natick Veterans Council and the Town of Natick.

**Goals:**

Continued Ongoing Efforts to Enhance Services to Veterans:

* Continue to develop proactive outreach to increase awareness of services available to Veterans and eligible dependents, with a focus on reaching seniors, widows, and widowers.

*Establish a family support program connected to Natick Veterans Services that will assist family members with ongoing needs and provide a casual exposure to the Veterans benefits system.

*Continue to monitor and track the effectiveness of Natick Veterans Services' ability to reach out and provide proper, thorough service to all consumers / veterans / constituents / family.

*Continue VSO duties with VSOs role on Commission on Disability and develop a stronger, seamless link between disabled veterans needs and the Commission while enhancing identification of and outreach to disabled residents.

# *Town of Natick*

Home of Champions

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

**Budget Overview:**

**Recent Developments:**
In the last 14 months we have brought awards of benefits of over $ 300,000 to our local veterans. Our chapter 115 case load, state and local benefits have also seen an increase.

The Division continues to work cooperatively with town departmetns and community groups in support of our local Veterns' community.

**Current Challenges:**
The next issue to be addressed by the Department will be concerns related to the median age of our veterans' population. Our veteran population is getting older and as such are finding themselves in need of a range of services and support not previously seen. . Envisioning services necessary to support these aging veterans will require considerable cooperation bwteeen our staff and the Council on Aging team.

Concurrently, we continue to welcome home Veterans of current wars and challenegd to identify the proper mix of services and advocacy for those men and women who call Natick home.

**Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact:**
Veterans Service entities across the country will experience increased requests for assistance as detailed elsewhere in this budget summary. There simply is no way to stem the tide at this juncture, however, prudent use of existing resources can help negate the increase in demand for services. The Commonwealth annually raises the COLA amount of assistance we must render to each applicant by approximately 3% per annum.

Whereas services to our veterans are mandated by state law and whereas there will inevitably be an increase in demand for services, we recommend 10% increase over last years appropriation for veteran's benefits.
We are looking for an increase in Communication / Telephone. We are looking for an increase to $1000 for this budget item.
Memorial Day we are looking for an increase due the fact we will need more plants for the graves of our veterans, and more than likely increase in cost for these plants.
We are looking for a increase in the budget item Care of Veterans Graves which pays for the flag holders at each grave. Again our deceased veteran population is growing at alarming numbers.
Office Supplies we are looking at an increase to $1,7000 an increase of $200. Like everything else the prices are going up in this area.

**On the Horizon:**
As the Community Services Department continues to explore ways in which to collaborate, this division will work toward working with our colleagues to develop and offer a range of new wellness and education programs for Natick's Veterans.

We will continue to work on expanding our outreach to women Veterans by buiding partnerships with relevent networks.

# *Town of Natick*

Home of Champions

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

| **Staffing** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| | | | | | |
| Director | 1 | 1 | 1 | 1 | 1 |
| Executive Assistant | 1 | 1 | 1 | 1 | 1 |
| **Total FTE** | **2** | **2** | **2** | **2** | **2** |
| **Total FT/PT** | **2 FT /0 PT** | **2 FT /0 PT** | **2 FT /0 PT** | **2 FT /0 PT** | **2 FT /0 PT** |

**Notes**

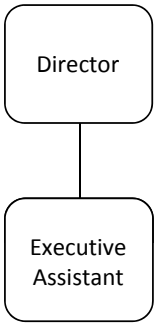
The Department of Veterans of is comprised of two (2) full time positions:

1) Director of Veterans Services
2) Executive Assistant

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

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

**Organizational Chart**




**Performance Indicators**

| | **2014** | **2015** |
|---|---|---|
| ***Workload Measures*** | | |
| Number of Veterans Served | 121 | 140 |
| Number of Veterans seeking Assistance for First Time | 75 | 100 |

# *Town of Natick*

Home of Champions

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

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | % (+/-) |
|---|---|---|---|---|---|---|
| Salaries Management | 63,118 | 64,074 | 65,607 | 65,607 | 0 | 0.00% |
| Salaries Operational Staff | 49,439 | 49,742 | 50,933 | 51,951 | 1,018 | 2.00% |
| Operational Staff Other Comp | 494 | 750 | 750 | 750 | 0 | 0.00% |
| **Personnel Services** | **113,052** | **114,566** | **117,290** | **118,308** | **1,018** | **0.87%** |
| Rental of Veterans Headquarters | 1,200 | 1,200 | 1,200 | 1,200 | 0 | 0.00% |
| In State Travel/Meetings | 2,344 | 2,511 | 2,640 | 2,640 | 0 | 0.00% |
| Communication Telephone | 177 | 1,407 | 480 | 1,000 | 520 | 108.33% |
| Communication Postage | 85 | 85 | 500 | 500 | 0 | 0.00% |
| Dues & Subscriptions | 341 | 339 | 225 | 225 | 0 | 0.00% |
| Copy/Mail Center Fees | 79 | 0 | 0 | 0 | 0 | #DIV/0! |
| Other Services Misc. | 0 | 55 | 0 | 225 | 225 | #DIV/0! |
| Care of Veterans Graves | 1,096 | 1,100 | 1,000 | 1,200 | 200 | 20.00% |
| Office Supplies | 1,222 | 1,407 | 1,700 | 1,700 | 0 | 0.00% |
| Veteran Benefits: Cash Allowance* | 73,871 | 108,574 | 107,100 | 117,810 | 10,710 | 10.00% |
| Veteran Benefits: Medical* | 99,950 | 127,801 | 120,400 | 132,440 | 12,040 | 10.00% |
| Veteran Benefits: Food/Clothing/Fuel | 0 | 550 | 0 | 550 | 550 | #DIV/0! |
| Veteran Benefits: Nursing Home Trans | 0 | 0 | 500 | 500 | 0 | 0.00% |
| Veteran Benefits: Miscellaneous | 1,430 | 1,430 | 1,430 | 1,430 | 0 | 0.00% |
| Memorial Day Program | 11,817 | 11,724 | 14,500 | 15,000 | 500 | 3.45% |
| Veterans Day Program | 2,145 | 1,581 | 3,000 | 3,300 | 300 | 10.00% |
| **Expenses** | **195,758** | **259,763** | **254,675** | **279,720** | **25,045** | **9.83%** |
| **Total Veterans Services** | **308,810** | **374,329** | **371,965** | **398,028** | **26,063** | **7.01%** |

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

## Personnel Services:

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

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

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

## Purchase of Services:

**Rental of Veterans Headquarters:** State law requires that if there is a recognized veterans' organization in a municipality and that such veterans' organization does not have a physical headquarters of its own, the municipality must provide this organization with a place to meet or rent a place in which this organization may meet. The Town of Natick pays $50.00 per month to the 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 associated with the providing of veterans' benefits and services. It is also used to provide for the reimbursement of mileage costs incurred while operating a private vehicle while conducting Town business.

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

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

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

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

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

## Supplies:

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

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

## Other Charges & Expenditures - Veterans:

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

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

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

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

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

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

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

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

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

**Other Charges:**

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

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

*Town of Natick*

# Personnel Staffing Sheets

**Department** **Veterans Services**

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | [ N+O ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Begin Step | Begin Step Amt. | End Step | End Step Amt. | Pro-Rata Step | COLA | End Step | Other Comp. | Total FY 2015 |
| **Department** | | **Veterans Services** | | | | **Munis Dept. #** | | | **29** | | | | (@ 52 weeks) | | (@ 52.2 weeks) |
| **Salaries Management** | | | | | | **MUNIS Code** | | | **5111** | | | | | | |
| 43901 | Carew | Paul | 3/29/2010 | 1.0 | Director | Per. Bd. | 3 | 65,355 | 3 | 65,355 | 0 | 0.0% | 65,355 | | 65,607 |
| **Sub-total Salaries Management** | | | | | | | | | | | | | | | **65,607** |
| **Salaries Operational Staff** | | | | | | **MUNIS Code** | | | **5113** | | | | | | |
| 41437 | Young | Sheila | 4/12/2000 | 1.0 | Exec Asst Clerk | 1116 | B6-4 | 50,737 | B6-4 | 50,737 | 0 | 2% | 51,752 | 750 | 52,701 |
| **Sub-total Salaries Operational Staff** | | | | | | | | | | | | | | | **52,701** |
| **Total Salaries - Veterans Services** | | | | **2.0** | | | | | | | | | | | **$ 118,308** |

**Key:**

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

# *Town of Natick*

Home of Champions

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

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | 494,510 | 496,255 | 519,929 | 516,009 | -3,920 | -0.8% |
| **Total Salaries** | **494,510** | **496,255** | **519,929** | **516,009** | **-3,920** | **-0.8%** |
| **Operating Expenses** | | | | | | |
| Expenses | 55,567 | 54,742 | 54,734 | 55,493 | 759 | 1.4% |
| **Total Operating Expenses** | **55,567** | **54,742** | **54,734** | **55,493** | **759** | **1.4%** |
| **Total Recreation** | **550,077** | **550,997** | **574,663** | **571,502** | **-3,161** | **-0.55%** |

**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:**

The Natick Recreation & Parks Division and Recreation & Parks Commission looks to meet the needs of Natick's residents through the following goals:

1) Provide quality programs and facilities for both active and passive recreation. We look to provide these opportunities to residents of all abilities that reflect a balance between cost and value.
2) Preserve and enhance the town's natural resources, open space, parks, fields and recreation facilities for residents of today and tomorrow.
3) Provide guidance for the recruitment and retention of top staff within the department.
4) Develop future leaders through department employment and volunteer opportunities.
5) Enhance a sense of community in Natick through Department leisure programs and special events (Natick Days, Concerts on the Common, Mini-Triathlon, Spooktacular Event and more).
6) Provide citizens a voice in the decision making process , especially in the planning and development of new programs and facilities.
7) Coordinate with various boards, committees and departments within town to enhance the fabric of Natick's Community.

# *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 range of year round leisure and cultural programming for people of all ages. With a particular focus on youth, the Division oversees a wide range of 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, non profit groups and fellow departments to offer a number of high profile community events which enrich and strengthen our collective sense of comunity and are, as well, stewards of the many parks and fields Natick is fortunate to have.

**Recent Developments:**
Thedivision has seen some significant staffing changes in the past couple of years and is finally back to full staff with the filling of our special needs coordinator position this fall. The reinstatement of this position will enable us to expand our offerings to year round programming for those with special needs.

The Division has worked closely this past year with the Conservation Commission and DPW in the design and development of the JJ Lane park ; a significant new facility for the town which is scheduled to open in the spring of 2014.

We have recently benefited from a very generous donation of office furnishings from Middlesex Savings Bank and have, as a result, renovated the Cole center's administrative offices. Both DPW and Facilities Maintenance were integral to the completions of many renovations and improvements that were a part of this project.

The Division continues to see strong numbers in our year round programming. We had over 250 high school volunteers this summer at our Camp Arrowhead and Camp Woodtrail programs. We have over 40 high school volunteers signed up to coach in our Recreation Basketball program this winter. This year we added a 3rd grade to our Recreation Basketball program and had over 120 kids sign up.

**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. As our technology changes to meet the needs of the residents we must make certain we are giving our staff the tools and training needed so they can be successful in working with these new technologies.

We are looking for new ways to market and publicize our programs as we appreciate this is a priority for residents. The new Community Services Department Common Guide is a great communication tool and one we believe our residents will come to rely on. We are using social media more in our communications and are using constant contact to conduct surveys for programs we offer.

We look to reduce redundancies in programming where possible as Natick is very fortunate in the amount businesses, non profits, service organizations and town departments that offer opportunities to families in Natick.

# *Town of Natick*

Home of Champions

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

**Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact:**
The department is looking to get an updated assessment for all fields and parks in the community. We would look to implement a more process oriented approach to the way we address capital projects moving forward.

The Natick Community Organic Farm now reports to the Director of Community Services. Later iterations of this budget will show the NCOF as a seperate division of the Department of Community Services, seperate from Recreation & Parks.

**On the Horizon:**
1. There are some gaps in services we are looking to identify to refocus our efforts.
2. We are looking at new registration software and facility management software that will better meet the needs of the residents.
3. There is a good amount of Capital Work that is needed at parks and fields within the community.

# *Town of Natick*

Home of Champions

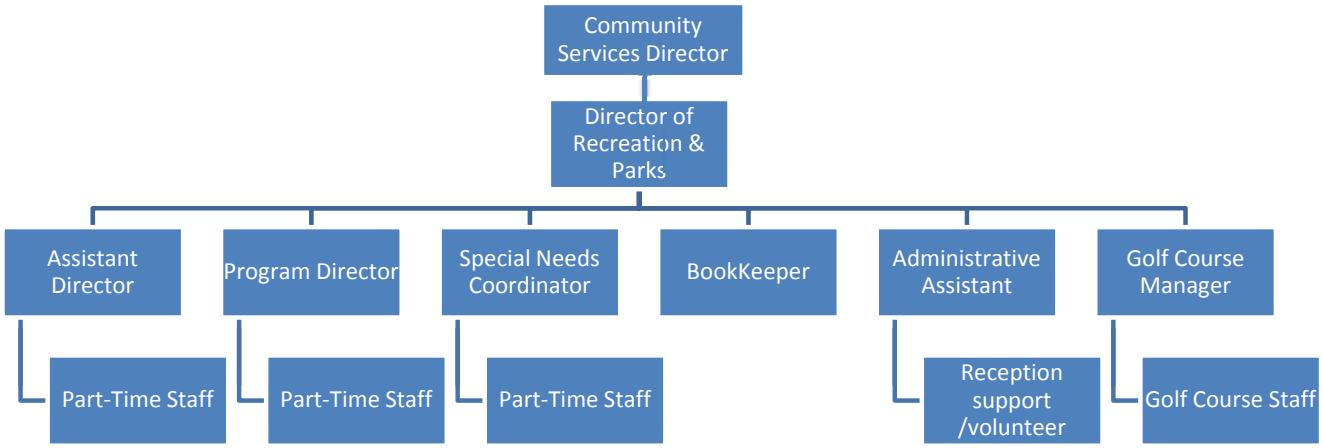
| **Department: Community Services** | **Division: Recreation & Parks** | | | | |
|---|---|---|---|---|---|
| **Staffing** | **2011** | **2012** | **2013** | **2014** | **2015** |
| | | | | | |
| Director | 1 | 1 | 1 | 1 | 1 |
| Assistant Director | 1 | 1 | 1 | 1 | 1 |
| Director of Natick Community Organic Farm* | 1 | 1 | 1 | 1 | 1 |
| Program Director ** | 1 | 1 | 1 | 1 | 1 |
| Asst. Director, NCOF* | 1 | 1 | 1 | 1 | 1 |
| Administrative Assistant, NCOF* | 0.75 | 0.75 | 0.75 | 0.75 | 0.75 |
| Special Needs Coordinator ** | - | - | - | 0.8 | 0.8 |
| Administrative Assistant | 1 | 1 | 1 | 1 | 1 |
| Bookkeeper | 1 | 1 | 1 | 1 | 1 |
| Playgroup Director | 0 | 0 | 0 | 0 | 0 |
| Receptionist*** | 0.61 | 0.61 | 0.61 | 0.4 | 0.4 |
| Part Time Program Staff*** | n/c | 21.8 | 22.8 | 23 | 23 |
| **Total FTE** | **8.36** | **30.16** | **31.16** | **31.95** | **31.95** |

| **Total FT/PT** | **7ft/3pt** | **7ft/193pt** | **7ft/203pt** | **7ft/205pt** | **7ft/205pt** |
|---|---|---|---|---|---|

**Notes**

*Positions are fully offset by revenues. ** Positions are partially offset by revenues. *** Postions are funded through user fees.

**Organizational Chart**




**Performance Indicators**

| *Estimated** | **2011** | **2012** | **2013** | **2014*** | **2015*** |
|---|---|---|---|---|---|
| ***Workload Measures*** | | | | | |
| Program Offerings | 292 | 294 | 359 | 375 | 350 |
| Number of Facilities | 29park/facility | 29park/facility | 29park/facility | 29park/facility | 29 park/facility |

| | **2011*** | **2012*** | **2013** | **2014*** | **2015*** |
|---|---|---|---|---|---|
| ***Efficiency Measures*** | | | | | |
| Number of Year Round Volunteers | 600 | 625 | 652 | 650 | 650 |
| Number of Volunteer Hours | 25,000 | 27,000 | 28,239 | 28,250 | 28,250 |

| | **2011*** | **2012*** | **2013*** | **2014*** | **2015*** |
|---|---|---|---|---|---|
| ***Outcome Measures*** | | | | | |
| Number of Participants for Registered Programs | 7,964 | 8,143 | 8,680 | 8,750 | 8,500 |
| Number of Participants (Unduplicated) | 3,617 | 3,621 | 3,741 | 3,750 | 3,750 |
| Number of Community Events Run | 25 | 23 | 23 | 21 | 20 |

# *Town of Natick*

Home of Champions

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

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| Salaries Management | 88,821 | 75,345 | 78,610 | 78,610 | 0 | 0.00% |
| Salaries Supervisory | 137,525 | 142,285 | 146,712 | 146,712 | 0 | 0.00% |
| Salaries Operational Staff | 117,511 | 118,033 | 96,309 | 95,175 | -1,134 | -1.18% |
| Salaries Technical & Professional | 137,453 | 154,087 | 192,184 | 189,512 | -2,672 | -1.39% |
| Management Additional Comp | 2,675 | - | 0 | 0 | 0 | 0.00% |
| Supervisory Staff Additional Comp | 3,600 | - | 0 | 0 | 0 | 0.00% |
| Operational Staff Additional Comp | 2,118 | 3,158 | 3,920 | 3,750 | -170 | -4.34% |
| Tech/Prof Additional Comp | 3,704 | - | 0 | 0 | 0 | 0.00% |
| O/T Operational Staff | 1,102 | 3,348 | 2,194 | 2,250 | 56 | 2.55% |
| **Personnel Services** | **494,510** | **496,255** | **519,929** | **516,009** | **-3,920** | **-0.75%** |
| | | | | | | |
| Clothing Allowance Tech & Prof. | 50 | 0 | 0 | 0 | 0 | 0.0% |
| Repairs & Maint. Facilities | 2,416 | 1,967 | 2,021 | 2,025 | 4 | 0.2% |
| Repairs & Maint. Equipment | 1,395 | 1,867 | 1,900 | 1,900 | 0 | 0.0% |
| In/Out of State Travel/Meetings | 5,661 | 6,463 | 5,825 | 3,825 | -2,000 | -34.3% |
| Communication Telephone | 3,479 | 5,980 | 4,800 | 4,800 | 0 | 0.0% |
| Dues & Subscriptions | 1,402 | 335 | 660 | 740 | 80 | 12.1% |
| Copy/Mail Center Fees | 3,798 | 0 | 0 | 0 | 0 | 0.0% |
| School Custodial Charges | 1,796 | 2,005 | 2,100 | 2,250 | 150 | 7.1% |
| Dug Pond Treatment & Testing | 17,550 | 17,550 | 17,550 | 18,075 | 525 | 3.0% |
| Special Needs Tuition's | 5,874 | 6,000 | 6,000 | 6,000 | 0 | 0.0% |
| Training & Education | | | 0 | 2,000 | 2,000 | 0.0% |
| Office Supplies | 3,162 | 6,070 | 5,900 | 5,900 | 0 | 0.0% |
| Communication Photocopying | 3,268 | 3,312 | 3,978 | 3,978 | 0 | 0.0% |
| Recreation Program Supplies | 5,716 | 3,194 | 4,000 | 4,000 | 0 | 0.0% |
| **Expenses** | **55,567** | **54,742** | **54,734** | **55,493** | **759** | **1.4%** |
| | | | | | | |
| **Total Recreation Budget** | **550,077** | **550,997** | **574,663** | **571,502** | **-3,161** | **-0.6%** |

# *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 and a full-time Farm Director, NCOF. Please note the salary for the Farm Director will be returned to the town in Local Receipts.

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

**Salaries Technical & Professional -** This line item includes a full-time Program Director , a part-time Special Needs Coordinator, a full-time Assistant Farm Director,NCOF, a part-time Administrative Assistant , NCOF. Please note the salaries for the Assistant Director, NCOF and Administrative Assistant,NCOF will be returned to the town in Local Receipts. 1/3 of the Program Director's Salary and 1/5 of the Special Needs Coordinator's salary will be returned to the town in Local Receipts.

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

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

**Purchase of Services**

**Repairs & Maintenance of Facilities -** This fund is used to pay for minor repairs to Memorial Beach, Camp Mary Bunker and JJ Lane Park. This account also provides a year-round security and alarm system to Memorial Beach and Camp Arrowhead.

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

**In/Out of State Travel/Meetings -** This fund is used to cover travel reimbursement for Recreation & Parks Department Staff using their own vehicles on Town Business. This account also covers funds for state meeting and annual conference.

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

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

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

**Technical / Professional Services**

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

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

**Special Needs Tuition -** This fund helps to cover 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 their camp grounds. Also included in this account is the Commonwealth of Mass (DCR) $500 Annual Fee.

**Training/Education** this line item will ensure staff receive the techincal upgrades necessary to perform thier jobs efficently.

**Supplies**

**Office Supplies -** This fund covers all other office operational costs for the Cole Center. This includes receipt machine supplies, computer software, related supplies, paper and other associated office supplies.

**Other Supplies**

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

**Program Supplies -** This fund calls for funds to provide training for year-round and summer staff, ads and subscriptions, specialized first aid supplies and uniforms for the beach staff.

*Town of Natick*

# Personnel Staffing Sheets

**Department** **Recreation & Parks**

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | [ N+O ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Begin Step | Begin Step Amt. | End Step | End Step Amt. | Pro-Rata Step | COLA | End Step | Other Comp. | Total FY 2015 |
| **Department** | | **Recreation & Parks** | | | | **Munis Dept. #** | | | **56** | | | | (@ 52 weeks) | | (@ 52.2 weeks) |
| **Salaries Management** | | | | | | **MUNIS Code** | | | **5111** | | | | | | |
| 41003 | Marshall | Jonathan | 6/1/2004 | 1.0 | Dir of Rec. | Per. Bd. | 4 | 78,309 | 4 | 78,309 | | 0% | 78,309 | 0 | 78,610 |
| **Sub-total Salaries Management** | | | | | | | | | | | | | | | **78,610** |
| **Salaries Supervisory** | | | | | | **MUNIS Code** | | | **5112** | | | | | | |
| 3028 | Keefe | Daniel | 1/8/1990 | 1.0 | Asst Dir | Per. Bd. | 3 | 74,460 | 3 | 74,460 | 0 | 0% | 74,460 | 0 | 74,746 |
| 1996 | Simkins | Lynda | 7/1/1983 | 1.0 | Dir. NCOF | Per. Bd. | 3 | 71,691 | 3 | 71,691 | 0 | 0.0% | 71,691 | 0 | 71,966 |
| **Sub-total Salaries Management** | | | | | | | | | | | | | | | **146,712** |
| **Salaries Operational Staff** | | | | | | **MUNIS Code** | | | **5113** | | | | | | |
| 2265 | Coffey | Marylou | 1/17/1989 | 1.0 | Bookkeeper | CL 1116 | B4-4 | 45,344 | B4-4 | 45,344 | | 2% | 46,251 | 2,250 | 48,679 |
| 3473 | Pinualt | Linda | 3/8/1993 | 1.0 | Admin Asst | CL 1116 | B5-4 | 47,607 | B5-4 | 47,607 | | 2% | 48,559 | 1,500 | 50,246 |
| **Sub-total Salaries Operational Staff** | | | | | | | | | | | | | | | **98,925** |
| **Overtime** | | | | | | | | | | | | | | | **2,250** |
| **Salaries Technical/Professional** | | | | | | **MUNIS Code** | | | **5114** | | | | | | |
| 43682 | Umbrell | Patricia | 3/23/2009 | 0.75 | Farm O/Admin | Per. Bd. | 2 | 36,869 | 2 | 36,869 | 0 | 0% | 36,869 | 0 | 37,011 |
| 44427 | Friedman | Aaron | 4/9/2012 | 1.0 | Prgm Coor | Per. Bd. | 3 | 62,917 | 3 | 62,917 | 0 | 0% | 62,917 | 0 | 63,159 |
| 44989 | Townsend | Casey | 10/28/2013 | 1.0 | Asst Director | Per. Bd. | 2 | 50,000 | 2 | 50,000 | 0 | 0% | 50,000 | 0 | 50,192 |
| 42716 | Carter | Melissa | 9/4/2013 | 0.75 | SpecNeeds/Coor | Per. Bd. | | 39,000 | | 39,000 | 0 | 0% | 39,000 | 0 | 39,150 |
| | local receipts for these positions- | | Umbrell-$34,920;Marshall-$20,250,Lacoutre-$57,200,Simkins-$68,000 | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | **189,512** |
| **Total Salaries - Recreation & Parks** | | | | **8.50** | | | | | | | | | | | **$ 516,009** |

**Key:**

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

NCOF - Natick Community Organic Farm

**Notes:**

Hours: Umbrell works 30 hours/week

Reimbursement information for Trish Umbrell, Casey Townsend, and Lynda Simkins is 100% back to town.

Jon Marshall's salary is reimbursed back to town in a 33% amount.

## Additional Funding Sources - Recreation & Parks Department

The enclosed listing shows grants received by the Recreation and Parks Department during the last fiscal year.

| Group Donating | Money Towards | Amount |
|---|---|---|
| Skyline | | **$3,250** |
| P.A.T.H. (parent's association for the handicapped) | | $2,500 |
| TCAN | Tickets 2x/year (30) | $600 |
| NHS | Tickets 3x/year (30) | $150 |
| | | |
| Arrowhead | | $13,500 |
| P.A.T.H. (parent's association for the handicapped) | Nursing Support | $5,000 |
| P.A.T.H. (parent's association for the handicapped) | Volunteer Support | $1,500 |
| P.A.T.H. (parent's association for the handicapped) | Camperships | $7,000 |
| | | |
| Summer Concerts & Family Performances | | $6,750 |
| Cognex | Sponsorship | $800 |
| Mutul One | Sponsorship | $800 |
| Natick Pegasus | Sponsorship | $1,200 |
| Middlesex Savings Bank | Sponsorship | $1,200 |
| Fair & Yeager | Sponsorship | $800 |
| Eastern Bank | Sponsorship | $800 |
| Eliot Health Care | Sponsorship | $800 |
| The Tobin School | Sponsorship | $350 |
| | | |
| Natick Drama Workshop | | $2,500 |
| Natick Drama Workshop, INC. | Custodial Support | $2,500 |
| | | |
| Recreation Basketball Program | | $8,350 |
| Natick Basketball Association | Shirts | $4,000 |
| Natick Basketball Association | Basketballs, Whistles | $2,500 |
| Natick Basketball Association | Custodial Support | $1,500 |
| Natick Basketball Association | Scolarships | $350 |
| | | |
| Special events | | $6,000 |

| | | |
|---|---|---|
| Natick Center Associates | Ot Reimbursement, Natick Days | $3,500 |
| Cognex | Spooktacular | $1,500 |
| Century 21 | Spooktacular | $400 |
| Union Locall 1116 | Spooktacular | $200 |
| Natick Patrol Officers Assocation | Spooktacular | $200 |
| Natick Superiors Officers Assocation | Spooktacular | $200 |
| Total Support | | $40,350 |

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# *Town of Natick*

Home of Champions

## Department: Board of Health

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | $ 367,974 | $ 388,086 | $ 406,653 | $ 408,582 | $ 1,929 | 0.47% |
| **Total Salaries** | **$ 367,974** | **$ 388,086** | **$ 406,653** | **$ 408,582** | **$ 1,929** | **0.47%** |
| **Operating Expenses** | | | | | | |
| Expenses | $ 20,346 | $ 30,107 | $ 34,950 | $ 34,950 | $ - | 0.00% |
| Other Chgs./Expend. | $ 11,718 | $ 14,311 | $ 15,000 | $ 15,000 | $ - | 0.00% |
| **Total Operating Expenses** | **$ 32,064** | **$ 44,418** | **$ 49,950** | **$ 49,950** | **$ -** | **0.00%** |
| **Total Board of Health** | **$ 400,038** | **$ 432,503** | **$ 456,603** | **$ 458,532** | **$ 1,929** | **0.42%** |

**Mission:**

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

**Goals:**

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

*Addressing Challenges*
-Be an active presence with the Natick Together for Youth Coalition to address substance abuse and social issues facing our youth.
- To seek available grants for funding opportunities to help augment or enhance services provided to the community.
- Collaborate with other Town departments so we can offer more efficient service to issues or overlapping responsibilities.

*Enhance Departmental Communication*
- Providing a semi-annual newsletter to food establishments in food safety tips and procedures.
- To support staff training on the new and improved website so department can continually update and self maintain the Board of Health's site.
- Continue to discuss policies and procedures during staff meetings so departmental information is disseminated in a clear and uniform manner.

*Enhance Environmental Protection*
- Begin phase II of Septrac program by notifying residents needing to provide pump out maintenance to their systems.
- Review our local regulations and determine where revisions may be required to address current community needs.
- Encourage and reinforce staff training through public health professional organizations to provide this department the means to address the ever changing codes and mandates or emerging public health issues.

*Miscellaneous*
- Begin implementation of the 9 Town Tobacco Control Collaborative with Natick being the lead agency and fiscal agent.
-Continue discussions with neighboring local health departments to investigate possible collaboration to enhance services.

**Main Purpose of the Department**

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

## Department: Board of Health

**Recent Developments**
The Septrak program, that has been in the process of design and installation for several years, is finally in operation. All but a handful of the 1500 properties currently on a private sewerage system has been entered into our database. This is a web based program that will provide this department the capability to maintain the design, service records and current status of all the systems and initiate a much needed townwide septic maintenance program. This program will also assist Natick in satisfying requirements of the Stormwater Management Permit that the Town must re-apply for every 5 years.

We have applied for a grant through the MetroWest Health Care Foundation as the lead agency and fiscal agent in collaboration with 8 other local communities to re-start a tobacco control program. The public health tobacco control program was a proven success that had gained national and international recognition until the state legislation diverted the funds to other areas. The intent of this program will be to provide code enforcement, limit youth access to tobacco products, prevention, education and cessation sessions. The grant has recently been approved and implementation begins 1/1/14.

**Current Challenges**
The Board of Health is part of the occupancy permit inspectionand approval process and the number of these type of inspections has shown a dramatic increase in the past two years due to an increase in construction permits and several large scale projects.

Another impact of this high rate of new construction is Natick's policy of requiring foundation cellar floors to be elevated a minimum of 1 - 2 feet above high groundwater, depending upon the type of construction. This is an effort to eliminate both water infiltration into basements and the need for sump pumps (a multi-department nuisance). This, along with an increase in failed Title 5 septic systems due to Natick's extremely active real estate market, has noticeably increased the need for this department's services for site testing and soil evaluations.

In recent years the state has cut back on the supply of immunizations provided to local Board's of Health; especially for the adult population. Yet the demand continues to grow for several type of vaccines, i.e. Shingles, adult Tdap, to name a few. With the revolving account initiated by this department, we are able to purchase vaccines to offset the shortage but this has and will require more clinics to address the needs of our citizens.

**Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact**
For the second consecutive year the Board of Health is not proposing any changes or increases to our current budget with the exception of mandated union salary raises and potential non-union performance merit increases.

**On the Horizon**
The Department of Environmental Protection is revising the Title V regulations and the proposed changes will now place all variance responsibilities on local Board's of Health. The changes are targeted to go into effect in 2014.

We have been in discussion with other area communities in an effort to provide possible additional options for residents to dispose of their household hazardous waste in addition to our annual waste collection day.

We will be requesting to fill the open Sanitarian position in FY 2016 due to the increasing workload and required mandates.

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| Director | 1 | 1 | 1 | 1 | 1 |
| Executive Assistant | 1 | 1 | 1 | 1 | 1 |
| Senior Environmental Health Specialist | 1 | 1 | 1 | 1 | 1 |
| Sanitarian | 0 | 0 | 0 | 0 | 0 |
| Environmental Health Agent | 1 | 1 | 1 | 1 | 1 |
| Public Health Nurse | 1 | 1 | 1 | 1 | 1 |
| Departmental Assistant | 0.67 | 0.67 | 1 | 1 | 1 |
| Animal Inspector | * | * | * | * | * |
| **Total FTE** | **5.67** | **5.67** | **6** | **6** | **6** |
| **Total FT/PT** | **5 FT /1 PT** | **5 FT /1 PT** | **6 FT** | **6 FT** | **6 FT** |

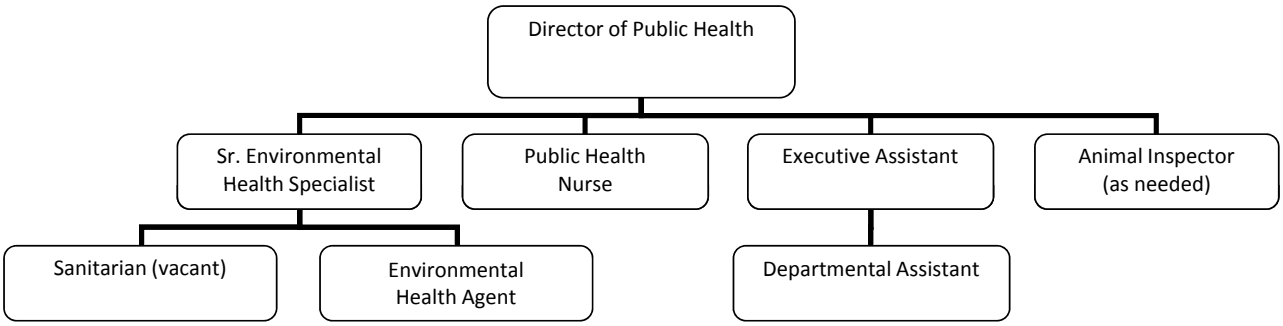
**Notes**
** The Animal Inspector is neither FT nor PT but is paid an annual stipend to perform statutory work as needed. At this time the position is filled by the Animal Control Officer.*

# *Town of Natick*

Home of Champions

## Department: Board of Health

**Organizational Chart**




| Performance Indicators (CALENDAR YEAR) | 2011 | 2012 | 2013* | 2014** | 2015** |
|---|---|---|---|---|---|
| ***Workload Measures*** | | | | | |
| Number of Health Permits Issued | 1124 | 1261 | 1169 | 1150 | 1200 |
| Number of Food Establishment inspections | 1098 | 1195 | 1265 | 1300 | 1400 |
| Total Number of Health Inspections | 3745 | 4512 | 4308 | 4000 | 4200 |
| Number of Communicable & Reportable Diseases | 128 | 165 | *221* | 175 | 200 |
| Number of Blood Pressure Clinics Conducted | 44 | 45 | 45 | 45 | 45 |
| Number of Flu Clinics Conducted | 16 | 23 | 17 | 15 | 15 |
| Number of Home Visits | 95 | 112 | 130 | 125 | 125 |
| Title 5 Consultations | 227 | 267 | 197 | 250 | 250 |
| Food Recalls | 112 | 129 | 105 | 125 | 125 |
| Certificate of Occupancy Inspections | 347 | 244 | *653* | 300 | 300 |
| Meetings in and out of Town Hall | 424 | 518 | *548* | 500 | 500 |
| Complaint Based Inspections | 93 | 132 | 240 | 225 | 250 |

| | 2011 | 2012 | 2013* | 2014** | 2015** |
|---|---|---|---|---|---|
| ***Efficiency Measures*** | | | | | |
| Number of Health Inspections/Inspector | 1248 | 1310 | 1387 | 1350 | 1400 |

| | 2011 | 2012 | 2013* | 2014** | 2015** |
|---|---|---|---|---|---|
| ***Outcome Measures*** | | | | | |
| Number of Participants - Blood Pressure Clinics | 270 | 208 | 175 | 230 | 230 |
| Number of People Vaccinated via Flu Clinics | 1533 | 1611 | 1350 | 1500 | 1500 |

**Calendar year 2013* figures are through 11/25/13; final totals will be noted in the Board of Health annual report*
**Calendar year figures for 2014** and 2015** are projected numbers based on current trends.*

The Board of Health received and reviewed a total of 436 septic system pump outs and Title V inspections to date in 2013.

Food Code and Environmental Based Consultations total 531 to date in 2013.

The Department has issued 240 burial permits to date in 2013.

The Public Health Nurse administered an additional 162 various vaccines to date in 2013, including 53 Shingles vaccines.

# *Town of Natick*

Home of Champions

## Department: Board of Health

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| Salaries Management | $ 92,372 | $ 93,787 | $ 97,530 | $ 97,530 | $ - | 0.00% |
| Salaries Operational Staff | $ 78,896 | $ 94,075 | $ 96,502 | $ 98,431 | $ 1,929 | 2.00% |
| Salaries Technical & Professional | $ 191,600 | $ 194,535 | $ 204,831 | $ 204,831 | $ - | 0.00% |
| Salaries Add'l Comp Operational | $ 988 | $ 988 | $ 1,039 | $ 1,039 | $ - | 0.00% |
| Salaries Temp Tech/Prof Staff | $ 3,378 | $ 3,452 | $ 5,626 | $ 5,626 | $ - | 0.00% |
| Salaries Part Time Operational | $ 742 | $ 1,248 | $ 1,125 | $ 1,125 | $ - | 0.00% |
| **Personnel Services** | **$ 367,974** | **$ 388,086** | **$ 406,653** | **$ 408,582** | **$ 1,929** | **0.47%** |
| Food Consultants | $ - | $ 12,000 | $ 12,000 | $ 12,000 | $ - | 0.00% |
| Repairs & Maint. Equipment | $ 500 | $ 500 | $ 700 | $ 700 | $ - | 0.00% |
| In State Travel/Meetings | $ 2,697 | $ 2,214 | $ 2,500 | $ 2,500 | $ - | 0.00% |
| Communication Telephone | $ 1,488 | $ 1,992 | $ 2,700 | $ 2,700 | $ - | 0.00% |
| Dues & Subscriptions | $ 1,112 | $ 1,423 | $ 1,250 | $ 1,250 | $ - | 0.00% |
| Copy/Mail Center Fees | $ 2,857 | $ - | $ - | $ - | $ - | 0.00% |
| Other Services Misc. | $ 156 | $ - | $ 500 | $ 500 | $ - | 0.00% |
| Office Supplies | $ 2,391 | $ 2,099 | $ 2,850 | $ 2,850 | $ - | 0.00% |
| Printing/Advertising | $ 132 | $ 82 | $ 500 | $ 500 | $ - | 0.00% |
| Professional Services: Clinics | $ 3,109 | $ 3,904 | $ 4,500 | $ 4,500 | $ - | 0.00% |
| Communicable Disease Program | $ 802 | $ 788 | $ 1,250 | $ 1,250 | $ - | 0.00% |
| Environmental Program Supplies | $ 4,562 | $ 4,144 | $ 5,000 | $ 5,000 | $ - | 0.00% |
| Laboratory Supplies | $ 540 | $ 960 | $ 1,200 | $ 1,200 | $ - | 0.00% |
| **Expenses** | **$ 20,346** | **$ 30,107** | **$ 34,950** | **$ 34,950** | **$ -** | **0.00%** |
| Household Hazardous Waste Program | $ 11,718 | $ 14,311 | $ 15,000 | $ 15,000 | $ - | 0.00% |
| **Other Chgs./Expend.** | **$ 11,718** | **$ 14,311** | **$ 15,000** | **$ 15,000** | **$ -** | **0.00%** |
| **Total Board of Health** | **$ 400,038** | **$ 432,503** | **$ 456,603** | **$ 458,532** | **$ 1,929** | **0.42%** |

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
• 4 Nextel cell phones (Line item amount assumes grant for 4 Nextel cell phones will NOT be renewed.)
**Dues and Subscriptions**
• Dues for membership in professional associations.
• Subscriptions to professional publications.
**Copy/Mail Center Fees**
• Fees assessed for the use of the copy/mail center in Town Hall
**Other Services Misc.**
• Miscellaneous - otherwise unclassified expenses.

## Technical & Professional Services:

**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.

*Town of Natick*

# Personnel Staffing Sheets

**Department Board of Health**

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | | [ N+O+P] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Begin Step | Begin Step Amt. | End Step | End Step Amt. | Pro-Rata Step | COLA | End Step | Sec To Board | Longevity | Total FY 2015 |
| **Department** | | **Board of Health** | | | | **Munis Dept. #** | | | **53** | | | | (@ 52 weeks) | | | (@ 52.2 weeks) |
| **Salaries Management** | | | | | | **MUNIS Code** | | | **5111** | | | | | | | |
| 946 | White | James | 11/21/1979 | 1.0 | Director | Per. Bd. | 4 | 97,157 | 4 | 97,157 | 0 | 0.0% | 97,157 | | | 97,530 |
| **Sub-total Salaries Management** | | | | | | | | | | | | | | | | **97,530** |
| **Salaries Operational Staff** | | | | | | **MUNIS Code** | | | **5113** | | | | | | | |
| 3843 | Morgan | Pamela | 7/5/1995 | 1.0 | Exec Asst | 1116 | B6-4 | 50,737 | B6-4 | 50,737 | 0 | 2% | 51,752 | 1,039 | 1,125 | 54,166 |
| 42317 | Cotter | Jean | 8/2/2006 | 1.00 | Dept Asst | 1116 | B4-4 | 45,344 | B4-4 | 45,344 | 0 | 2% | 46,251 | | | 46,429 |
| **Sub-total Salaries Operational Staff** | | | | | | | | | | | | | | | | **100,595** |
| **Salaries Technical/Professional** | | | | | | **MUNIS Code** | | | **5114** | | | | | | | |
| | Vacant | | | | Sanitarian | Per. Bd. | DB-4 | 0 | DB-4 | 0 | 0 | 0.0% | 0 | | | 0 |
| 42442 | Mercer | Leila | 7/1/2004 | 1.0 | Pub Hlth Nurse | Per. Bd. | 2 | 64,682 | 2 | 64,682 | 0 | 0.0% | 64,682 | | | 64,931 |
| 41681 | Boudreau | Michael | 9/10/2001 | 1.0 | Health Agnt | Per. Bd. | 2 | 69,560 | 2 | 69,560 | 0 | 0.0% | 69,560 | | | 69,826 |
| 43888 | Anderson | Jane | 3/3/2010 | 1.0 | Env. Health Agent | Per. Bd. | 2 | 67,244 | 2 | 67,244 | 0 | 0.0% | 67,244 | | | 67,502 |
| | | | | | | | | | | | | | | | | 2,572 |
| **Sub-total Salaries Technical/Professional** | | | | | | | | | | | | | | | | **204,831** |
| **Technical/Professional-Inspectors - Part Time** | | | | | | **MUNIS Code** | | | **5124** | | | | | | | |
| 44147 | Tosi | Keith | 4/1/2011 | | Animal Insp. | Per. Bd. | A2-1 | 3,378 | A2-1 | 3,378 | 0 | 0% | 3,378 | | | 3,391 |
| | Clinic Nurses | | | | | | | 2,227 | | 2,227 | 0 | 0% | 2,227 | | | 2,236 |
| **Sub-total Salaries Technical/Professional - Inspectors - Part time** | | | | | | | | | | | | | | | | **5,626** |
| **Total Salaries - Board of Health** | | | | **6.00** | | | | | | | | | | | | **$ 408,582** |

**Key:**

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

**Notes:**

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

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

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# Section VII:
# Administrative Support Services

| | |
|---|---|
| Board of Selectmen | VII.3 |
| Personnel Board | VII.11 |
| Town Report | VII.12 |
| Legal | VII.13 |
| Finance | VII.15 |
| Comptroller | VII.19 |
| Assessor | VII.24 |
| Collector | VII.31 |
| Treasurer | VII.36 |
| Information Systems | VII.43 |
| Town Clerk | VII.49 |
| Elections | VII.53 |
| Sealer of Weights & Measures | VII.57 |
| Community Development | VII.59 |

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# *Town of Natick*

Home of Champions

## Department: Board of Selectmen/Town Administrator

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | 564,807 | 583,197 | 662,334 | 838,891 | 176,557 | 26.66% |
| **Total Personal Services** | **564,807** | **583,197** | **662,334** | **838,891** | **176,557** | **26.66%** |
| **Operating Expenses** | | | | | | |
| Expenses | 202,242 | 250,374 | 247,250 | 294,750 | 47,500 | 19.21% |
| Other Chgs./Exp. | 18,357 | 18,357 | 18,357 | 18,357 | 0 | 0.00% |
| Contract Settlements | 0 | 166,406 | 199,227 | 150,000 | -49,227 | -24.71% |
| Zoning By-Law Rewrite | 0 | 0 | 20,000 | 20,000 | 0 | 0.00% |
| Recruitment | 0 | 0 | 85,000 | 45,000 | -40,000 | -47.06% |
| **Total Operating Expenses** | **220,599** | **435,137** | **569,834** | **528,107** | **-41,727** | **-7.32%** |
| **Total BOS/TA** | **785,407** | **1,018,335** | **1,232,168** | **1,366,998** | **134,830** | **10.94%** |

**Mission:**

**Board of Selectmen**

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

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

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

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

## Department: Board of Selectmen/Town Administrator

**Mission (con't)**

**Town Administrator**

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

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

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

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

**Goals:**

The Selectmen have established a set of goals that revolve around several key themes:
- Advance the Town's economic development efforts both Town-wide and in Natick Center specifically, to ensure a vibrant community while building the commercial tax base
- Enhance communication within Town government and to the community at large
- Enhance customer service
- Continue strategic planning efforts with respect to the Town's finances, departmental operations and the development of the community
- Evaluate opportunites to improve the Town's transportation infrastrucuture, 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 hiring of two Deputy Town Administrator's to replace the current combined Deputy Town Administrator / Finance Director will provide an opportunity to further refine strategic planning within the internal organization of the Town of Natick and enhance customer service for the taxpayers of the Town of Natick.

**III. Current Challenges**

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

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

In response to priorities established by the Board of Selectmen, additional staff is proposed this year. Specifically, we have proposed funding for another Executive Assistant to prepare for the transition of our departmental assistance to retirement.

**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 2011 | FY 2012 | FY 2013* | FY 2014* | FY 2015* |
|---|---|---|---|---|---|
| ***Workload Indicators*** | | | | | |
| Number of Licenses Issued | 265 | 265 | 268 | 268 | 268 |
| Number of Meetings Held | 38 | 40 | 36 | 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 | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| Town Administrator | 1 | 1 | 1 | 1 | 1 |
| Deputy Town Administrator/Finance Director | 0 | 0 | 1 | 1 | 1 |
| Deputy Town Administrator/Operations | 1 | 1 | 0 | 1 | 1 |
| Human Resources Director | 1 | 1 | 1 | 1 | 1 |
| ***^Executive Assistant*** | ***1.8*** | ***1.8*** | ***1.8*** | ***1.8*** | ***2.8*** |
| Administrative Assistant (Benefits) | 1 | 1 | 1 | 1 | 1 |
| Benefits / Payroll Administrative Coordinator | 0 | 0 | 0 | 0.5 | 0.5 |
| Department Support | 0.2 | 0.25 | 0.25 | 0.25 | 0.25 |
| Environmental Compliance Officer | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| **Total FTE** | **6.50** | **6.55** | **6.55** | **8.05** | **9.05** |
| **Total FT/PT** | **5 FT / 3 PT** | **5 FT / 3 PT** | **5 FT / 3 PT** | **7 FT / 3 PT** | **8 FT / 3 PT** |

***^ Includes Program Improvement Request***

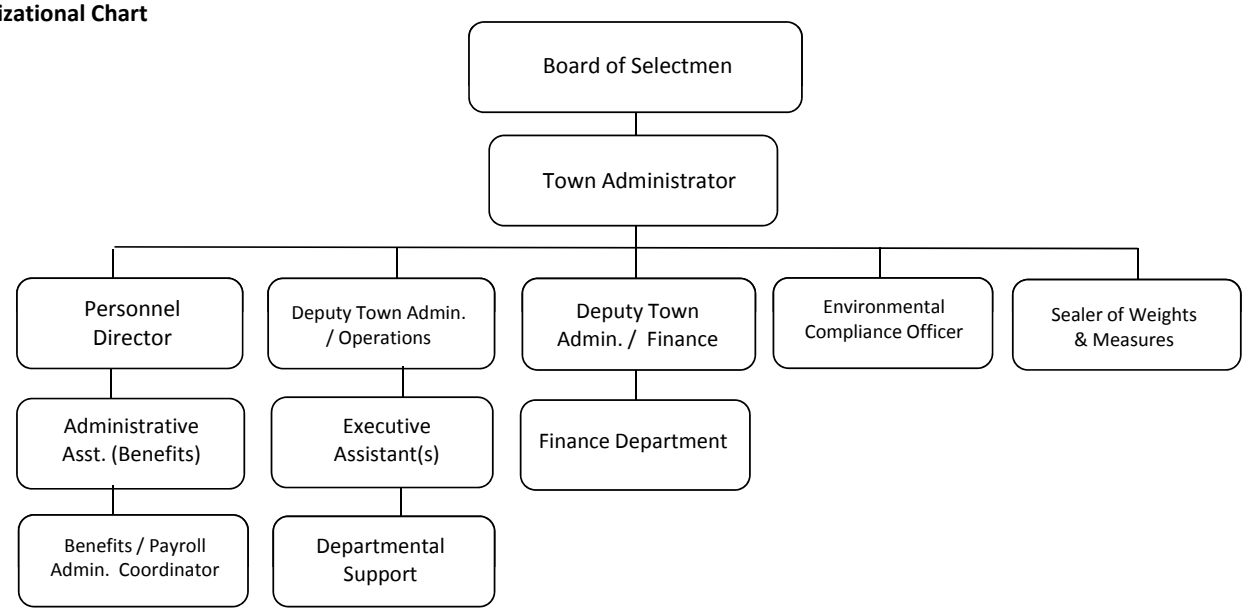
**Notes**

Ann Wiles retired August 31, 2007 from a full time department assistant position (union). After her retirement she was asked to return on a part-time basis and has been working part time since. In 2007, the Office of the Board of Selectmen was the only office that took a cut in personnel. This position is again being proposed for reduction for FY 2011. The Town has had a full-time Executive Assistant position reporting to the Town Administrator, Deputy Town Administrator and Personnel Director. The part-time (3/4) Executive Assistant position was established in 1985 and reports to the Board of Selectmen, both positions are within the

The Human Resources Director position was created in 2005 and Elizabeth Dennis was hired in August 2005. This was the first time the Town had such a position. Richard Tranfaglia has served as the organization's Human Resources Director since 2/8/2010. Prior to the creation of such position, the Deputy Town Administrator assumed those responsibilities along with procurement functions (Procurement Officer).

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

**Organizational Chart**



# Town of Natick

Home of Champions

## Department: Board of Selectmen/Town Administrator

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| Salaries Management | 345,561 | 361,334 | 402,104 | 522,511 | 120,407 | 29.9% |
| Salaries Supervisory | 59,342 | 60,251 | 62,716 | 62,716 | - | 0.0% |
| ***^Salaries Operational Staff*** | ***102,496*** | ***105,047*** | ***135,886*** | ***191,389*** | ***55,503*** | ***40.8%*** |
| Salaries Tech & Professional | 48,327 | 48,814 | 50,742 | 50,742 | - | 0.0% |
| Salaries Part/Time Operational | 9,082 | 7,752 | 10,886 | 11,533 | 647 | 5.9% |
| **Personnel Services** | **564,807** | **583,197** | **662,334** | **838,891** | **176,557** | **26.7%** |
| | | | | | | |
| Consultant Assistance | 20,165 | 2,045 | 3,000 | 3,000 | - | 0.0% |
| Perambulation of Bounds | 250 | 250 | 250 | 250 | - | 0.0% |
| Oil Tank Remediation | 19,062 | 21,334 | 20,000 | 28,000 | 8,000 | 40.0% |
| Instate Travel/Meetings | 367 | 430 | 2,000 | 2,000 | - | 0.0% |
| Out of State Travel | 4,928 | 15,128 | 10,000 | 10,000 | - | 0.0% |
| Communication Telephone | 2,984 | 3,699 | 3,000 | 3,000 | - | 0.0% |
| Dues/Subscriptions | 11,015 | 10,689 | 13,000 | 13,000 | - | 0.0% |
| Training & Education | 11,560 | 6,338 | 10,000 | 10,000 | - | 0.0% |
| Annual Financial Audit | 90,120 | 86,600 | 90,000 | 90,000 | - | 0.0% |
| Copy/Mail Center Fees | 10,206 | 66,263 | 65,000 | 70,000 | 5,000 | 7.7% |
| GASB 34 Updates | 3,950 | - | 7,500 | 7,500 | - | 0.0% |
| GASB 45 / OPEB Study & Updates | - | 9,500 | - | 9,500 | 9,500 | #DIV/0! |
| Office Supplies: Furntiture | - | - | - | 5,000 | 5,000 | #DIV/0! |
| Office Supplies: Stationary | 10,084 | 8,271 | 10,000 | 10,000 | - | 0.0% |
| Printing & Advertising | 15,178 | 7,245 | 10,000 | 15,000 | 5,000 | 50.0% |
| Supplies - Tn Administrator | 2,373 | 2,582 | 3,500 | 3,500 | - | 0.0% |
| Surveys | | 10,000 | - | 15,000 | 15,000 | #DIV/0! |
| **Other Supplies - Personnel** | **202,242** | **250,374** | **247,250** | **294,750** | **47,500** | **19.2%** |
| | | | | | | |
| Natick Center Revitalization | 8,000 | 8,000 | 8,000 | 8,000 | - | 0.0% |
| Metrowest Regional Collaborative | 10,357 | 10,357 | 10,357 | 10,357 | - | 0.0% |
| **Other Chgs./Exp.** | **18,357** | **18,357** | **18,357** | **18,357** | **-** | **0.0%** |
| | | | | | | |
| Selectmen Contract Settlements | - | 166,406 | 199,227 | 150,000 | (49,227) | -24.7% |
| **Selectmen Contract Settlements** | **-** | **166,406** | **199,227** | **150,000** | **(49,227)** | **-24.7%** |
| | | | | | | |
| **Zoning By-Law Re-write - Second Review** | | **-** | **20,000** | **20,000** | **-** | **0.0%** |
| | | | | | | |
| **Selectmen Recruitment** | **-** | **-** | **85,000** | **45,000** | **(40,000)** | **-47.1%** |
| | | | | | | |
| **Total Board of Selectmen** | **785,407** | **1,018,334** | **1,232,168** | **1,366,998** | **134,830** | **10.9%** |

***^ Includes Program Improvement Request***

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

Narrative:

## Personnel Services:

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

## Purchase of Services:

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

## Technical & Professional Services:

**Audit Special Projects:** This account is used for individual management audit issues or specific account audits as needed throughout the year.
**Annual Financial Audit:** Provides the required annual financial audit of the Town's transactions and accounts.
**GASB 34 Updates:** This account is used to update the Town's inventory and valuation of fixed assets as required by the Government Accounting Standards Board pursuant to it Rule 34.
**GASB 45/OPEB Study & Updates**: This account is used to fund updates to the OPEB actuarial under GASB standard #45.
**Consultant Assistance:** These funds support various special engineering projects throughout the Fiscal Year, typically related to the work of the Environmental Compliance Officer.
**Surveys:** This account, new for FY 2013, would allow for full or partial contracting of citizen and customer surveys for the Town of Natick. Ideally we would do this every two years, hence why funding is requested for FY 2015.
**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. Additional funds necessary for continual monitoring at the Community/Senior Center site.
**Printing & Advertising**: Funds are used to advertise Town Meeting, public hearings, sale of surplus property, employment opportunities and legal notices, etc.

## Supplies:

**Office Supplies**: Stationary: Provides for a variety of office supplies to support the Board of Selectmen's Office. Includes forms for licenses.
**Office Supplies: Furniture:** Increasingly as offices age new chairs and desks are required. There is no Town-wide line-item for this. We propose adding $5,000 to be used at the discretion of the Town Administrator Town-wide.

## Other Supplies:

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

## Other Charges:

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

*Town of Natick* **Personnel Staffing Sheets**

**Department Board of Selectmen**

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | [ N+O ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Begin Step | Begin Step Amt. | End Step | End Step Amt. | Pro-Rata Step | COLA | End Step | Other Comp. | Total FY 2015 |
| **Department** | | **Board of Selectmen** | | | | **Munis Dept. #** | | | **13** | | | | (@ 52 weeks) | | (@ 52.2 weeks) |
| **Salaries Management** | | | | | | **MUNIS Code** | | | **5111** | | | | | | |
| 43095 | White | Martha | 9/13/2006 | 1.00 | Town Administrator | Per. Bd. | | 161,924 | | 161,924 | 0 | 0.0% | 161,924 | | 162,547 |
| 3853 | Chenard | William | 12/16/2013 | 1.00 | Deputy TA/Operations | Per. Bd. | 5 | 125,000 | 5 | 125,000 | 0 | 0.0% | 125,000 | | 125,481 |
| | Towne | Jeffery | 1/6/2014 | 1.00 | Deputy TA/Finance | Per. Bd. | 6 | 132,000 | 6 | 132,000 | 0 | 0.0% | 132,000 | | 132,508 |
| 43880 | Tranfaglia | Richard | 2/8/2010 | 1.00 | Human Resources Dir. | Per. Bd. | 4 | 101,585 | 4 | 101,585 | 0 | 0.0% | 101,585 | | 101,976 |
| **Sub-total Salaries Management** | | | | | | | | | | | | | | | **522,511** |
| **Salaries Supervisory** | | | | | | **MUNIS Code** | | | **5112** | | | | | | |
| 2472 | Fleming | Maureen | 5/19/1986 | 1.00 | Sen. Exec. Assist. | Per. Bd. | 2 | 62,476 | 2 | 62,476 | | 0.0% | 62,476 | | 62,716 |
| **Sub-total Salaries Supervisory** | | | | | | | | | | | | | | | **62,716** |
| **Salaries Operational Staff** | | | | | | **MUNIS Code** | | | **5113** | | | | | | |
| 1549 | Challis | Donna | 12/9/1980 | 0.80 | Sen. Exec Assist PT | Per. Bd. | 2 | 50,183 | 2 | 50,183 | | 0.0% | 50,183 | | 50,376 |
| | ***^ Vacant*** | | | ***1.00*** | ***Sen. Exec Asst.*** | ***Per. Bd.*** | ***2*** | | | | | | | | ***55,000*** |
| 42601 | Clark | Linda | 12/13/2004 | 1.00 | Admin Assistant | Per. Bd. | 3 | 60,183 | 3 | 60,183 | 0 | 0.0% | 60,183 | | 60,414 |
| 44967 | Carr | Marilyn | 10/16/2013 | 0.50 | Benefit/Payroll | Per. Bd | 1 | 25,500 | 1 | 25,500 | 0 | 0.0% | 25,500 | | 25,598 |
| | | | | | | | | | | | | | | | **191,389** |
| **Salaries Operational Staff - Part Time** | | | | | | **MUNIS Code** | | | **5123** | | | | | | |
| 2623 | Wiles | Ann | 1/12/1987 | 0.25 | Dept Support PT | Per. Bd. | H-10 2 | 11,435 | H-10 3 | 11,768 | 55 | 0.0% | 11,490 | | **11,533** |
| **Sub-total Salaries Operational Staff** | | | | | | | | | | | | | | | **202,922** |
| **Technical/Professional** | | | | | | **MUNIS Code** | | | **5123** | | | | | | |
| 41809 | Bois | Robert | 2/7/2002 | 0.50 | Compliance Officer | Per. Bd. | 4 | 50,547 | 4 | 50,547 | 0 | 0.0% | 50,547 | | 50,742 |
| **Sub-total Salaries Operational Staff - Part Time** | | | | | | | | | | | | | | | **50,742** |
| **Total Salaries - Board of Selectmen** | | | | **9.05** | | | | | | | | | | | **$ 838,891** |

***^ Includes Program Improvement Request***

**Key:**

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

**Notes:**

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# *Town of Natick*

Home of Champions

## Department: Personnel Board

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| Classification Program | $ 419 | $ - | $ 1,000 | $ 1,000 | $ - | 0.0% |
| **Other Chgs./Exp.** | **$ 419** | **$ -** | **$ 1,000** | **$ 1,000** | $ - | 0.0% |
| **Total Personnel Board** | **$ 419** | **$ -** | **$ 1,000** | **$ 1,000** | **$ -** | **0.0%** |

**Line-Item Detail:**

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

# *Town of Natick*

Home of Champions

## Department: Town Report

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| Printing & Advertising | $ 4,695 | $ 4,178 | $ 5,500 | $ 5,500 | $ - | 0.0% |
| **Professional Services** | **$ 4,695** | **$ 4,178** | **$ 5,500** | **$ 5,500** | $ - | 0.0% |
| | | | | | | |
| **Total Town Report** | **$ 4,695** | **$ 4,178** | **$ 5,500** | **$ 5,500** | **$ -** | **0.0%** |

**Line-Item Detail:**

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

# *Town of Natick*

Home of Champions

## Department: Legal

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Operating Expenses** | | | | | | |
| Technical & Professional Serv. | 195,874 | 198,804 | 267,500 | 273,300 | 5,800 | 2.17% |
| Supplies | 2,380 | 2,840 | 2,500 | 2,500 | 0 | 0.00% |
| **Total Operating Expenses** | **198,254** | **201,644** | **270,000** | **275,800** | **5,800** | **2.15%** |
| **Other Chgs & Expenses** | | | | | | |
| Sub-total - Other Charges & Expenses | 500 | 2,500 | 10,000 | 10,000 | 0 | 0.00% |
| **Total Other Chgs. & Expenses** | **500** | **2,500** | **10,000** | **10,000** | **0** | **0.00%** |
| **Total Legal Services** | **198,754** | **204,144** | **280,000** | **285,800** | **5,800** | **2.1%** |

**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 involving legal work include authorizing the Selectmen to petition the General Court to exempt from civil service the Deputy Police Chief position, accepting a statute which allows veterans to participate in the real estate tax work off program, adjusting the real estate tax reduction in the senior tax work off program to be based on hours worked rather than money earned; authorizing the Conservation Commission to lease Natick Community Organic Farm property for not less than thirty (30) years; and amending the Zoning By-Laws to provide a temporary moratorium on medical marijuana treatment centers through June 30, 2014. The Natick Affordable Housing Trust provides down payment assistance to allow eligible applicants to purchase a home. Town Counsel assisted with the eight (8) closings that have been completed so far this year.

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**

None

**V. On the Horizon**

None

# *Town of Natick*

Home of Champions

## Department: Legal

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| None | 0 | 0 | 0 | 0 | 0 |
| **Total FTE** | **0** | **0** | **0** | **0** | **0** |
| **Total FT/PT** | **0 FT / 0 PT** | **0 FT / 0 PT** | **0 FT / 0 PT** | **0 FT / 0 PT** | **0 FT / 0 PT** |

**Notes**

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

| Budget Summary | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| Legal Services - Appellate Tax | 19,167 | 6,560 | 20,000 | 20,000 | 0 | 0.0% |
| Legal Services - Labor | 64,729 | 76,599 | 64,800 | 64,800 | 0 | 0.0% |
| Communication Telephone | 61 | 55 | 500 | 500 | 0 | 0.0% |
| Legal Services - Retainer | 66,600 | 72,800 | 67,200 | 73,000 | 5,800 | 8.6% |
| Legal Services - Litigation | 11,499 | 16,239 | 70,000 | 70,000 | 0 | 0.0% |
| Legal Services - ZBA Decisions | 16,298 | 13,770 | 20,000 | 20,000 | 0 | 0.0% |
| Legal Services - Cable | 3,490 | 0 | 5,000 | 5,000 | 0 | 0.0% |
| Legal Services - Tax Titles | 14,030 | 12,781 | 20,000 | 20,000 | 0 | 0.0% |
| **Technical & Professional Serv.** | **195,874** | **198,804** | **267,500** | **273,300** | **5,800** | **2.2%** |
| Law Updates/Books | 2,380 | 2,840 | 2,500 | 2,500 | 0 | 0.0% |
| **Supplies** | **2,380** | **2,840** | **2,500** | **2,500** | **0** | **0.0%** |
| **Sub-total - Operating Expenses** | **198,254** | **201,644** | **270,000** | **275,800** | **5,800** | **2.1%** |
| Judgments - Damage Claims | 0 | 2,500 | 2,500 | 2,500 | 0 | 0.0% |
| Judgments - Litigation | 500 | 0 | 7,500 | 7,500 | 0 | 0.0% |
| **Sub-total - Other Charges & Expenses** | **500** | **2,500** | **10,000** | **10,000** | **0** | **0.0%** |
| **Total Legal** | **198,754** | **204,144** | **280,000** | **285,800** | **5,800** | **2.1%** |

**Line-Item Detail:**

### Tech & Prof. Services

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

### Supplies

| | |
|---|---|
| Law Updates/Books | MGL updates and books |

### Other Charges & Expenditures

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

# *Town of Natick*

Home of Champions

## Department: Finance

### Appropriation Summary

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| Personnel Services | 926,893 | 896,042 | 1,099,223 | 1,164,431 | 65,208 | 5.93% |
| **Total Personnel Services** | **926,893** | **896,042** | **1,099,223** | **1,164,431** | **65,208** | **5.93%** |
| Purchase of Services | 170,433 | 269,956 | 157,800 | 148,800 | -9,000 | -5.70% |
| Supplies | 24,085 | 21,074 | 21,500 | 21,500 | 0 | 0.00% |
| Tech & Prof. Services | 102,330 | 93,195 | 144,500 | 144,500 | 0 | 0.00% |
| **Total Expenses** | **296,848** | **384,224** | **323,800** | **314,800** | **-9,000** | **-2.78%** |
| Revalue of Real Property | 18,902 | 361,857 | 75,000 | 75,000 | 0 | 0.00% |
| **Total Other Chgs./Exp.** | **18,902** | **361,857** | **75,000** | **75,000** | **0** | **0.00%** |
| **Total Finance Department** | **1,242,644** | **1,642,124** | **1,498,023** | **1,554,231** | **56,208** | **3.75%** |

### Main Purpose of Department

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

### Goals:

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

# *Town of Natick*

Home of Champions

## Department: Finance

**Budget Overview:**

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

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

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. A new Deputy Town Administrator/Finance Director, Jeffery Towne, will start in January 2014. His task will be to continue to consolidation effort begun over the last 20 months . His greatest challenge aside from learning "the Natick way" will be to continue to bring stability and clear direction to the Finance operation of the Town of Natick.

**Significant Proposed Changes for the Upcoming FY and Budget Impact:**

# *Town of Natick*

Home of Champions

## Department: Finance

### Staffing

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

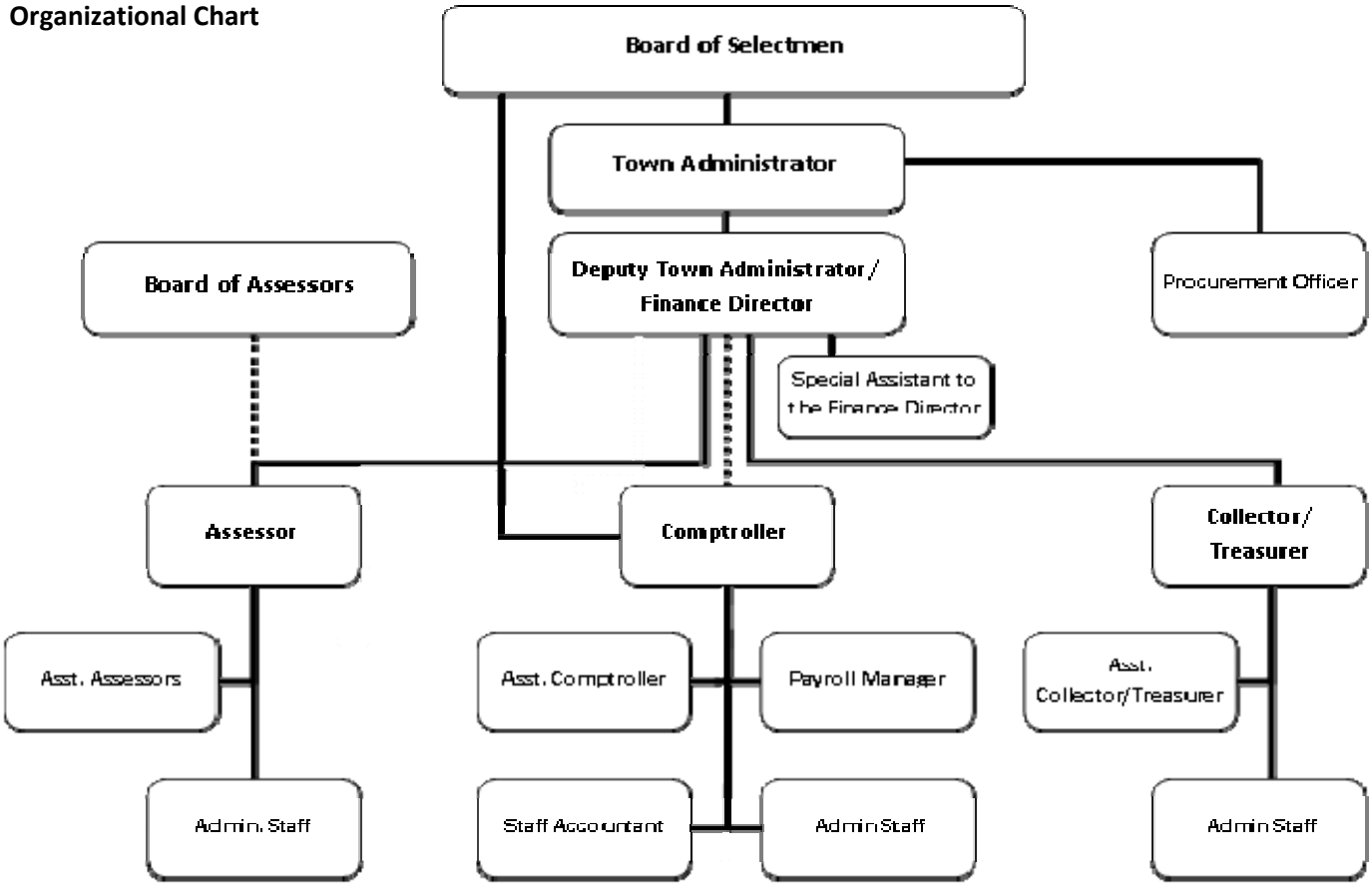
| Staffing Summary Table | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
|---|---|---|---|---|
| Finance Director* | 0 | 0 | 0 | 0 |
| Special Assistant to Finance Director | 0 | 1 | 1 | 1 |
| Assessing | 4.63 | 4.63 | 4.63 | 4.94 |
| Comptroller | 4.49 | 5.49 | 5.99 | 5.69 |
| ***Collector**** | ***2.77*** | ***2.77*** | ***2.77*** | ***3.77*** |
| Treasurer** | 2.63 | 1.63 | 1.63 | 1.63 |
| **Total Staffing** | **14.52** | **15.52** | **16.02** | **17.03** |

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

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

***^Includes Program Improvement Request***

### Organizational Chart



# *Town of Natick*

Home of Champions

## Department: Finance

| Budget Detail | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| Salaries Management | 258,121 | 145,376 | 310,155 | 330,249 | 20,094 | 6.48% |
| Salaries Supervisory | 144,324 | 128,400 | 131,102 | 131,102 | 0 | 0.00% |
| Salaries Tech & Professional | 289,920 | 285,476 | 354,175 | 354,175 | 0 | 0.00% |
| ***^Salaries Operational Staff*** | ***181,774*** | ***275,044*** | ***247,036*** | ***278,945*** | ***31,909*** | ***12.92%*** |
| Part Time Operational Staff | 47,178 | 54,231 | 46,367 | 60,320 | 13,953 | 30.09% |
| Operational Staff Additional Comp | 3,242 | 3,887 | 2,625 | 1,875 | -750 | -28.57% |
| Operational Staff Overtime | 2,335 | 3,628 | 7,765 | 7,765 | 0 | 0.00% |
| **Personnel Services** | **926,893** | **896,042** | **1,099,223** | **1,164,431** | **65,208** | **5.93%** |
| Repairs & Maint Equip | 1,495 | 362 | 9,000 | 8,300 | -700 | -7.78% |
| Tax Title | 5,265 | 0 | 0 | 0 | 0 | 0.00% |
| In State Travel/Meetings | 3,481 | 2,499 | 4,200 | 4,200 | 0 | 0.00% |
| Communication Telephone | 3,784 | 2,368 | 5,550 | 5,050 | -500 | -9.01% |
| Education & Training | 35,796 | 10,782 | 20,000 | 21,000 | 1,000 | 5.00% |
| Dues & Subscriptions | 1,230 | 980 | 2,050 | 1,750 | -300 | -14.63% |
| Tax Mapping | 11,689 | 33,206 | 20,000 | 10,000 | -10,000 | -50.00% |
| Copy/Mail Center Fees | 11,980 | 0 | 0 | 0 | 0 | 0.00% |
| Communication Postage | 53,392 | 82,005 | 85,000 | 86,500 | 1,500 | 1.76% |
| Collection Activities | 4,497 | 160 | 6,500 | 6,500 | 0 | 0.00% |
| BookBinding | 0 | 310 | 500 | 500 | 0 | 0.00% |
| Consulting Services | 37,824 | 137,285 | 5,000 | 5,000 | 0 | 0.00% |
| **Purchase of Services** | **170,433** | **269,956** | **157,800** | **148,800** | **-9,000** | **-5.70%** |
| Copy Center Supplies | 2,359 | 3,940 | 2,000 | 2,000 | 0 | 0.00% |
| Office Supplies | 21,726 | 17,134 | 19,500 | 19,500 | 0 | 0.00% |
| **Supplies** | **24,085** | **21,074** | **21,500** | **21,500** | **0** | **2.02%** |
| Real Estate Tax Billing | 2,557 | 1,136 | 8,000 | 8,000 | 0 | 0.00% |
| Motor Vehicle Excise Tax Billing | 3,011 | 113 | 4,000 | 4,000 | 0 | 0.00% |
| PAYT Billing | 189 | 0 | 1,000 | 1,000 | 0 | 0.00% |
| Police Detail Billing | 2,150 | 295 | 4,000 | 4,000 | 0 | 0.00% |
| Ambulance Fee Collections | 54,467 | 67,976 | 82,500 | 82,500 | 0 | 0.00% |
| Banking Services Fees | 39,957 | 23,675 | 45,000 | 45,000 | 0 | 0.00% |
| **Expenses** | **102,330** | **93,195** | **144,500** | **144,500** | **0** | **0.00%** |
| Revalue of Real Property | 18,902 | 361,857 | 75,000 | 75,000 | 0 | 0.00% |
| **Other Chgs. / Exp.** | **18,902** | **361,857** | **75,000** | **75,000** | **-286,857** | **0.00%** |
| **Totals** | **1,242,644** | **1,642,124** | **1,498,023** | **1,554,231** | **56,208** | **3.75%** |

***^Includes Program Improvement Request***

# *Town of Natick*

Home of Champions

**Department: Finance** **Comptroller**

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | 277,513 | 262,278 | 426,292 | 433,915 | 7,623 | 1.79% |
| **Total Salaries** | **277,513** | **262,278** | **426,292** | **433,915** | **7,623** | **1.79%** |
| **Operating Expenses** | | | | | | |
| Expenses | 64,450 | 135,572 | 28,250 | 28,250 | 0 | 0.00% |
| **Total Operating Expenses** | **64,450** | **135,572** | **28,250** | **28,250** | **0** | **0.00%** |
| **Total Comptroller** | **341,963** | **397,850** | **454,542** | **462,165** | **7,623** | **1.68%** |

**Mission:**

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

**Goals:**

- Submit Free Cash Package to Department of Revenue by early September
- Close books on Prior Fiscal Year in MUNIS by early October
- Munis Payroll Enhancements:
  - Implement MUNIS upgrades to enhance financial monitoring and operational efficiencies with existing MUNIS software functionality; e.g. excel imports; electronic benefit checks; 3 process data entry
  - Determine if acquisition of Employee Self Service module will benefit the Town and implement those portions of the new software that will enhance productivity and usability
- Work with auditors to comply with GASB Statement No. 68 and complete annual audit on a timely basis

*Personnel Training and Advancement*

- Continue Training Staff on Munis and overall Municipal Functions.
-Meet with each staff person weekly to discuss overall progress and operations.
- Purchase orders - ensure all departments utilize purchase order system.
-Ensure people are cross-trained in priority functions so there is back-up for unexpected delays/absences

*Miscellaneous*

- Investigate opportunities to better integrate accounting systems; specifically the integration of the Treasury and Collections functions with the ledger
-Ensure that all departments understand how to utilize MUNIS and other reporting to better monitor their budgets
- Continue working with the Audit Advisory Committee and Retirement Board

# *Town of Natick*

Home of Champions

**Department: Finance Comptroller**

**Budget Overview:**

**I. Main Purpose of the Department**

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

**II. Recent Developments**

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

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

**III. Current Challenges**

The biggest challenge has continued to be incorporation of payroll changes resulting from contract settlements and non-union adjustments. We continue to learn and hopefully improve internally how to affect changes so as not to confuse the end user.

*Continue to integrate and streamline financial operations.

*The FY13 audit must be completed and audit findings corrected.

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

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

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

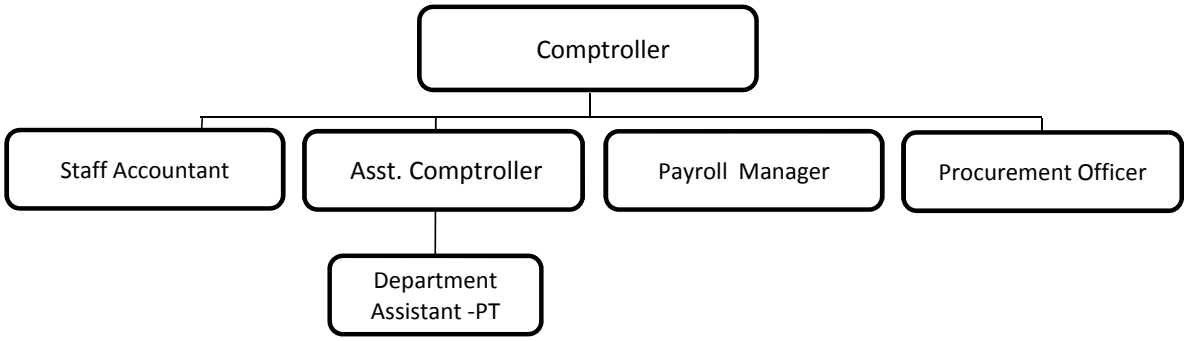
**IV. Significant Changes for the Upcoming Fiscal Year and Budget Impact**

* The Comptrollers office would like to look at utilizing our existing functionality to allow online confidential access to 2014 W-2s.

**Department: Finance** | **Comptroller**

| Comptroller Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| Comptroller | 1 | 1 | 1 | 1 | 1 |
| Assistant Comptroller | 1 | 1 | 1 | 1 | 1 |
| Procurement Officer | 1 | 1 | 1 | 1 | 1 |
| Staff Accountant | 0 | 0 | 1 | 1 | 1 |
| Administrative Assistant | 1 | 1 | 0 | 0 | 0 |
| Payroll Manager | 0 | 0 | 1 | 1 | 1 |
| Payroll/Benefits Administrative Coordinator | 0 | 0 | 0 | 0.5 | 0.5 |
| Clerical Assistant | 0.07 | 0 | 0 | 0 | 0 |
| Department Assistant | 0.42 | 0.49 | 0.49 | 0.49 | 0.19 |
| **Total FTE** | **4.49** | **4.49** | **5.49** | **5.99** | **5.69** |
| **Total FT/PT** | **4 FT/2 PT** | **4 FT/1 PT** | **5 FT/1 PT** | **5 FT/1 PT** | **5 FT/1 PT** |

**Organizational Chart^**




| Performance Indicators | 2011 | 2012 | 2013* | 2014* | 2015* |
|---|---|---|---|---|---|
| ***Workload Measures*** | | | | | |
| Number of Invoices received (yearly) | 23,018 | 22,448 | 24,474 | 24,500 | 24,500 |
| Number of Payroll checks issued (yearly) | n/a | 31,835 | 32,501 | 32,500 | 32,500 |
| Number of Accts. Payable (A/P) checks issued (yearly) | 14,772 | 12,842 | 12,903 | 13,000 | 13,000 |
| Number of Purchase Orders | 5,902 | 3,500 | 4,710 | 4,750 | 4,750 |
| Number of funds supervised | 88 | 549 | 563 | 570 | 580 |

**Estimates*

# *Town of Natick*

Home of Champions

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

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| Salaries Management | $ 54,290 | 0 | 100,367 | 120,462 | 20,095 | 20.0% |
| Salaries Supervisory | $ 67,705 | 68,400 | 69,667 | 69,667 | 0 | 0.0% |
| Salaries Tech/Professional | $ 154,508 | 93,435 | 153,736 | 153,736 | 0 | 0.0% |
| Salaries Operational Staff | $ - | 100,443 | 100,522 | 88,050 | -12,472 | -12.4% |
| Operational Staff Overtime | $ 530 | 0 | 2,000 | 2,000 | 0 | 0.0% |
| Additional Compensation | $ 480 | 0 | 0 | | 0 | 0.0% |
| **Personnel Services** | **277,513** | **262,278** | **426,292** | **433,915** | **7,623** | **1.8%** |
| | | | | | | |
| Consulting Services | 37,824 | 120,485 | 5,000 | 5,000 | 0 | 0.0% |
| In State Travel | 326 | 253 | 200 | 200 | 0 | 0.0% |
| Communication Telephone | 1,313 | 1,118 | 2,000 | 2,000 | 0 | 0.0% |
| Dues & Subscriptions | 265 | 210 | 550 | 550 | 0 | 0.0% |
| Training & Education | 19,403 | 7,741 | 16,000 | 16,000 | 0 | 0.0% |
| Copy/Mail Center Fees | 2,408 | 0 | 0 | 0 | 0 | 0.0% |
| Bookbinding | 0 | 310 | 500 | 500 | 0 | 0.0% |
| Copy Center Supplies | 2,359 | 3,940 | 2,000 | 2,000 | 0 | 0.0% |
| Office Supplies | 553 | 1,515 | 2,000 | 2,000 | 0 | 0.0% |
| **Supplies** | **64,450** | **135,572** | **28,250** | **28,250** | **0** | **0.0%** |
| | | | | | | |
| **Total Comptroller** | **341,963** | **397,850** | **454,542** | **462,165** | **7,623** | **1.7%** |

# *Town of Natick*

Home of Champions

| Department: Finance | Division: Comptroller | Line-Item Detail |
|---|---|---|

Narrative:

## Personnel Services

**Salaries Management:** Line item is the compensation for the position of Town Comptroller.
**Salaries Supervisory:** Line item is the compensation for the position of Assistant Comptroller.
**Salaries Technical/Professional:** Compensation for the positions of (1) Staff Accountant and (1) Procurement Officer.
**Salaries Operational Staff:** Compensation for the positions of: (1) Payroll Manager, and (1) Part-Time Department Assistant. Part-time staff are those who work up to 988 hours per year. These positions will be funded on a year-round basis.
**Operational Staff Overtime:** This amount is used for emergencies during peak work load times usually at the end of the fiscal year.
**Additional Compensation**: Line item represents longevity compensation for the Administrative Assistant.

**Purchase of Services**

**In State Travel:** Annual conference for the Accountants/Auditors which is held at the University of Mass and used as well by the Procurement Officer to attend various MAAPO meetings to keep up to date on procurement laws.
**Training & Education**: Continuing education for the Comptroller and Assistant Comptroller which includes Massachusetts Municipal Auditors and Accountants School (Comptroller also maintains "Certified Municipal Accountant" designation through this school) , MUNIS training to enable staff to keep up to date with current versions, as well as, organizing and encouraging Munis training courses within the Town of Natick for departmental staff, to enable full use of the Financial package by all staff members and courses for the Procurement Officer to maintain procurement certification.
**Dues & Subscriptions:** Various Professional Groups i.e. Mass Accounts/Auditors, Government Finance Officers Assoc, Mass Assoc of Public Purchasing Officers dues and related materials.
**Communication Telephone**: Office telephones, Fax Machine and mobile phone for Procurement Officer.
**Copy/Mail Center Fees**: These fees are moving to a central expense line within the General Fund Budget
**Bookbinding**: Permanent books and supplies for historical documents which are mandated by the Division of Public Records. Reduction in-line with previous years total spending.

**Supplies:**

**Copy Center Supplies**: Generic supplies needed for the operation of the center such as pens, pencils, card stock which supports the entire town.
**Office Supplies**: This line item is used to fund all the general office supplies.

**Department: Finance** | **Division: Assessor**

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | 306,515 | 313,476 | 328,522 | 343,495 | 14,973 | 4.56% |
| **Total Salaries** | **306,515** | **313,476** | **328,522** | **343,495** | **14,973** | **4.56%** |
| **Operating Expenses** | | | | | | |
| Expenses | 43,318 | 46,154 | 36,000 | 27,000 | -9,000 | -25.00% |
| Other Chgs. / Exp. | 18,902 | 361,857 | 75,000 | 75,000 | 0 | 0.00% |
| **Total Operating Expenses** | **62,220** | **408,011** | **111,000** | **102,000** | **-9,000** | **-8.11%** |
| **Total Assessor** | **368,735** | **721,487** | **439,522** | **445,495** | **5,973** | **1.36%** |

**Mission:**

We, in the Assessors Office are responsible for assessing all property located within the Town of Natick, including real estate, personal property, excise on motor vehicles and boats.
In cooperation with the Department of Revenue, values are reviewed for accuracy each year. Assessors are audited and certified triennially. Motor Vehicle excise information is provided by the Registry of Motor Vehicles.

We strive to provide equality, compassion, and continued support while administering the personal exemption programs in accordance with Massachusetts General Laws chapter 59 clause 5.

We will work successfully to complete all aspects of the Assessing field. We will continue to ask for the support of the Natick Community.

**Goals:**

*Customer Service/Personnel Advancement*
-Expand the information board with the use of technical equipment that may provide an interactive platform for the taxpayers use.
- Establish a New Owners Workshop. All new owners will be contacted and invited to attend the workshop. The Assessor's Staff will explain the taxation process and promote the use of all tools available to Natick's residents.
-Continue to allow all staff members to attend classroom study and advancement towards certification standards.

*Web and Other Computer Applications*
- Create a transfer of our information board to a technically assisted presentation.

*Policy Issues*
- Continue to explore the possibility of "P.I.L.O.T." agreements with exempt organizations with the direct guidance from the new Director of Economic Development.

*Miscellaneous*
- Continue to educate the present staff with an eye towards succession planning.
- Completion of a Town wide property review.

**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** – In addition to ongoing efforts to inspect recent sale transactions and building permit activity, we have begun focusing on the field review of all residential property in the community. To date, we have completed the review of approximately 2,250 properties. Areas completed include sections of South Natick, Natick Center and East Natick. New Growth for the Town of Natick continues to exceed projections, with a certified and approved total of one hundred seventy four million five hundred fifty nine thousand eight hundred sixty one $174,559,861 in assessed value. This total includes major projects that required many hours of work for the assessors' staff. Projects include: Avalon – 406 unit 2 tower apartment complex, 58 new condominiums, 26 single family homes, Mathworks expansion and Fed Ex Ground facility. The Assessors will continue to assist many seniors in completing their personal exemptions. We have successfully completed two "Personal Exemption Filing Workshops". The Assessors' staff has met with Veterans Services to help promote the inclusion of Veterans to our Senior Work Program. The Trash Discount Coupon program continues to be a success, with 2,143 sleeves provided to qualified seniors.

**III. Current Challenges** – The completion of South Natick Hills is approaching. The total additional units to be added to the tax roll is 72. The Hunter Hill development is proceeding as expected, with the completion of four of the twenty five single family homes. The downtown projects are progressing. 11 South Ave apartments are moving along. There will be eleven rental units in this building. 57 North Ave will add twelve units when complete. 58 North Ave will add twenty nine condominiums. This development is known as Walnut Place Residences. All of this activity will definitely keep the Assessors staff very busy doing inspections and administrative obligations. These projects will contribute to the new growth for fiscal 2015. The Paper Board site is in the beginning stages. The Assessors will monitor its progress throughout this fiscal year.
The Assessors have been active with a new program for the seniors. It is a Veterans Senior Work program. The Director of Assessing has met with the Veteran's Agent for assistance in promoting this new program. We are anticipating an expansion of our information board, using the technology available. The Trash Discount Coupon program for qualified Seniors continues to be a big success. To date we have distributed 2,143 sleeves of the blue trash bags.
The Assessors are proceeding with the Town wide field review of all residential properties. This along with inspections and abatement filings for real estate and personal property add to the demands of the staff.
The preparation and execution of a new workshop for new home buyers will require many hours from both the Assessors and the clerical staff for a successful presentation.

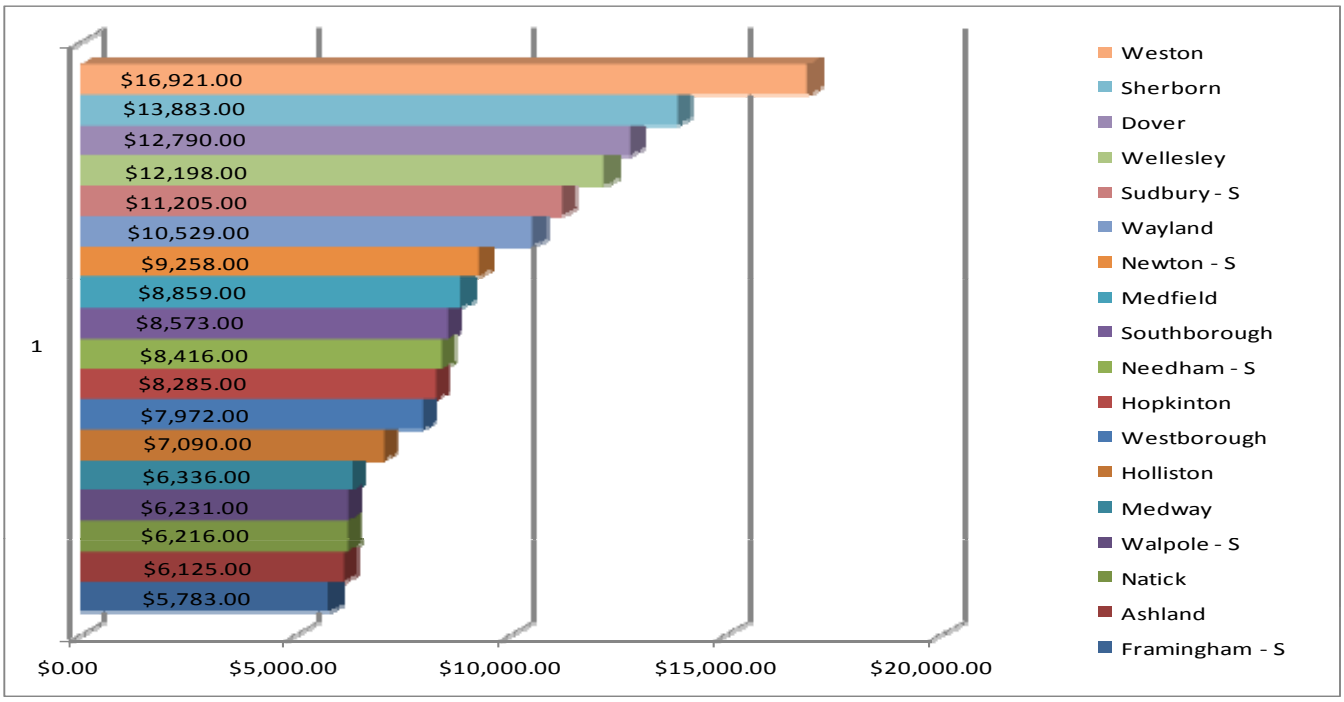
**Department: Finance** **Division: Assessor**

**Budget Overview:**

**IV. Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact** - In Fiscal Year 2015 the present challenges will be the many inspections needed. We will complete the Town wide property review and many hours of staff time will be needed. Many appraisal hours and administrative hours will be demanded of the staff. The current staffing consists only of 4.5 people, all staff members will be tasked. I am asking for the ability to use our long time revaluation advisor on a continued year long basis to assist with the projects. In Fiscal Year 2015 it will be important to maintain the requested funding for the Assessors Department so we will be able to complete all tasks and maintain all professional designations. The office will continue in a professional and knowledgeable manner to assist all Natick residents. All demands and challenges the Department of Revenue require will be met and answered timely and will be successfully completed.

**V. On the Horizon –** In Fiscal Year 2015 we will complete the Town wide review and we will also continue to be required to comply with all mandated requirements of the Department of Revenue . The Assessors will continue to conduct the necessary abatement and property inspections along with required sales review. The Assessors office will continue to move forward with technology advancements, such as the continued use of the Smart Board and enhancements will move the Assessors office forward in this technologically advanced society. We will further assist our senior population this year with the continuation of the "Exemption Filing Workshop". This

## *FY2013 Single Family Tax Comparison*




*S - Designated Communities with a Split Tax Rate*

# Town of Natick

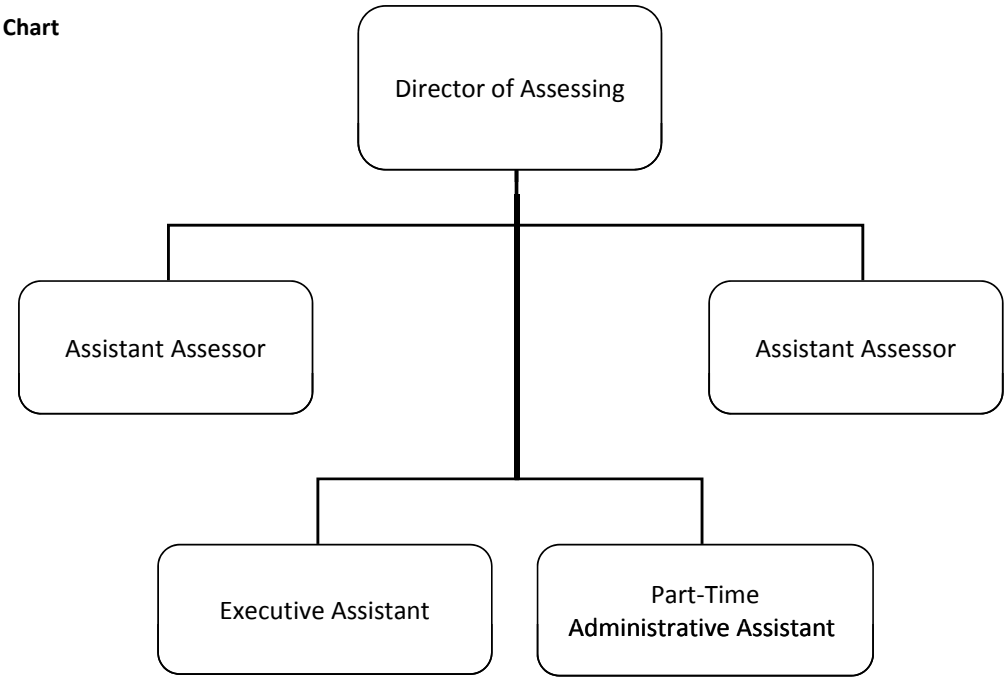
Home of Champions

**Department: Finance** | **Assessor**

| Assessor Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| Director of Assessing | 1 | 1 | 1 | 1 | 1 |
| Assistant Assessor | 2 | 2 | 2 | 2 | 2 |
| Executive Assistant | 1 | 1 | 1 | 1 | 1 |
| Administrative Assistant | 0.5 | 0.63 | 0.63 | 0.63 | 0.94 |
| **Total FTE** | **4.5** | **4.63** | **4.63** | **4.63** | **4.94** |
| **Total FT/PT** | **4 FT / 1PT** | **4 FT / 1PT** | **4 FT / 1PT** | **4 FT / 1PT** | **4 FT / 1PT** |

**Notes**

**Organizational Chart**




| Performance Indicators | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| ***Workload Measures*** | | | | | |
| Number of Parcels | 13171 | 13248 | 13342 | 13392 | 13402* |
| Number of Personal Property Accounts | 1744 | 1639 | 1549 | 1555 | 1560* |
| Number of Personal Exemptions | 365 | 323 | 334 | 340* | 340* |
| Number of Inspections Performed Annually | 1782 | 2400 | 2480 | 2200* | 1925* |
| Number of Outstanding ATB Cases | 15 | 11 | 10 | 15* | 15* |

Total Outstanding ATB all years = 46 (2003-2012)

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| ***Efficiency Measures*** | | | | | |
| Number of Inspections/Appraiser(2) | 851 | 950 | 1240 | 1100* | 962* |
| ***Contract Revaluation 1 additional (total for all 2400)*** | | *500* | | | |

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| ***Outcome Measures*** | | | | | |
| Number of Abatements (Applications/Granted) | | | | | |
| - Real ** | 162/61 | 148/84 | 97/46 | TBD | TBD |
| - Personal Property** | 16/11 | 13/10 | 7/3 | 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**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 v. 2015 $ | % |
|---|---|---|---|---|---|---|
| Salaries Management | 91,984 | 93,338 | 99,787 | 99,787 | 0 | 0.0% |
| Salaries Operational Staff | 49,439 | 49,734 | 50,932 | 51,951 | 1,019 | 2.0% |
| Salaries Tech & Professional | 135,411 | 137,041 | 142,818 | 142,818 | 0 | 0.0% |
| Part Time Operational Staff | 29,186 | 31,874 | 31,860 | 45,814 | 13,954 | 43.8% |
| Operational Staff Additional Comp | 0 | 1,049 | 1,125 | 1,125 | 0 | 0.0% |
| Operational Staff Overtime | 494 | 440 | 2,000 | 2,000 | 0 | 0.0% |
| **Personnel Services** | **306,515** | **313,476** | **328,522** | **343,495** | **14,973** | **4.6%** |
| | | | | | | |
| Repairs & Maint Equip | 1,185 | 0 | 1,500 | 800 | -700 | -46.7% |
| In State Travel/Meetings | 2,693 | 2,159 | 3,000 | 3,000 | 0 | 0.0% |
| Communication Telephone | 2,105 | 800 | 2,000 | 1,500 | -500 | -25.0% |
| Education & Training | 14,478 | 1,990 | 2,000 | 3,000 | 1,000 | 50.0% |
| Tax Mapping | 11,689 | 33,206 | 20,000 | 10,000 | -10,000 | -50.0% |
| Dues & Subscriptions | 965 | 770 | 1,500 | 1,200 | -300 | -20.0% |
| Copy/Mail Center Fees | 3,350 | 0 | 0 | 0 | 0 | 0.0% |
| Communication Postage | 2,812 | 4,953 | 3,000 | 4,500 | 1,500 | 50.0% |
| Office Supplies | 4,041 | 2,276 | 3,000 | 3,000 | 0 | 0.0% |
| **Supplies** | **43,318** | **46,154** | **36,000** | **27,000** | **-9,000** | **-25.0%** |
| | | | | | | |
| Revalue of Real Property | 18,902 | 361,857 | 75,000 | 75,000 | 0 | 0.0% |
| **Other Chgs. / Exp.** | **18,902** | **361,857** | **75,000** | **75,000** | **0** | **0.0%** |
| | | | | | | |
| **Total Assessor** | **368,735** | **721,487** | **439,522** | **445,495** | **5,973** | **1.4%** |

# *Town of Natick*

Home of Champions

| Department: Finance | Division: Assessor | Line-Item Detail |
|---|---|---|

Narrative:

**Salaries Management:** Salary to fund the full time Director of Assessing. This position manages the day to day operations of the Assessors Office including: commercial valuation, residential valuation, personal property valuation, tax mapping, excise tax, personal exemptions, building permit and sales inspections, special assessments, abatements, and Appellate Tax Board appeals. Also responsible for Database and computer systems design and management for Landisc (assessors document archiving and picture storage software), Univers and AssessPro (CAMA and personal property valuation software), Assessors ArcGis (mapping and GIS), Point Software (abatements and excise), the Assessors management package, and the abutters program. Primary person for internet and website design and updates. This position is the liaison between the Board of Assessors and other boards, administrative offices, and the Department of Revenue.

**Salaries Technical & Professional:** Salaries for two full time Assistant Assessors.

The first Assistant Assessor is responsible for the following:
• 50% Residential Data Collection
• Assists w/ large complex data collection
• Residential Value Review
• 50% Sales Inspections
• 50% Building Permit Inspections
• Abatement Inspections
• Abatement Application Control
• Elderly & Disabled review and control
• Assist with ATB setup
• Excise Abatements
• Real Estate Abatement Reconciliation
• 100% of Chapter Applications and review processing
• Processing and review of 3ABC applications
• Data Entry

The second Assistant Assessor is responsible for the following:
•90% of Commercial data collection and value review
• Plan and Subdivision Cuts and Combos
• 35% Residential Data Collection
• 45% Sales Inspections
• 45% Building Permit Inspections
• Abatement Inspections
• Updates Landisc (document archiving and picture management)
• Assessors Map Update Coordinator
• Supports other Departments and the public with assessors' information requests
• Data Entry
• Assist with ATB setup
• Excise Abatements
• Residential Value Review

**Salaries Operational Staff:** Salaries for two Assistants, one full time Executive Assistant and one part time Administrative Assistant. The primary responsibilities are:

**Executive Asst 1**

• Personal Property, Real Estate & Deed Data Entry • Customer Support (Counter and Phone) • Process of Abutters Lists requests • Form of List review and updates

**Admin Asst 1 Part Time**

• Customer Assistance (Counter and Phone) • Excise Abatements • Initial Building Permit Entry • Mail • Taxpayer Mailings • Real Estate Data Entry • Exemption Application Review

# *Town of Natick*

Home of Champions

| Department: | Finance | Division: | Assessor | Line-Item Detail |
|---|---|---|---|---|

Narrative:

**Operational Staff Overtime:** This item is related to overtime requirements related to peak periods during property revaluations. The Assessors office is attempting to offset our outside revaluation costs by completing the tasks in house. The overtime hourly rate is less expensive than using a consultant to complete the same work.

**Repairs & Maint Equip:** This line item is used to repair and /or replace existing equipment required for the day to day operations of the Assessors Office. Time Clock (used to date stamp official documents,) and other miscellaneous equipment.

**Travel/Meetings:** This fund is used by the Assessors Staff and the Board of Assessors to attend training and professional meetings. Also mileage reimbursements for inspections conducted in private vehicles.

**Communication Telephone:** This line item is the use and charge for the telephone systems.

**Education & Training:** This item is designed to offset the cost of professional education. The Massachusetts Association of Assessing Officers requires continued education for certification. The typical IAAO course cost is $525. The typical MAAO course ranges from $50 for seminars to over $575 for most formal courses. Continued professional education is a key to maintaining a knowledgeable staff. Currently we are training new staff members and old (4) knowing soon we will see retirements in the office.

**Tax Mapping:** This line item is used for professional services related to tax mapping. The town must update tax maps to receive certification from the Department of Revenue to tax property. The scope of these services was reduced in FY2010 and again in FY2015 but we believe the requested amount should be sufficient to retain certification of the maps. This is facilitated largely through increased utilization of the Town's GIS capacities.

**Dues & Subscriptions, ( Memberships):** This line item is used to maintain the current status for the Town of Natick Assessing Staff and the Board of Assessors in the International Association of Assessing Officers, Massachusetts Association of Assessing Officers., and the Middlesex County Association of Assessing Officers. This allows the office to receive valuable training at discounted rates, newsletters and updates regarding the assessing profession.
**Postage:** Postage related to the Assessors Office.

**Communication Postage:** This line item is used for communication , mailings and information requests from taxpayers.

**Office Supplies:** Cost for office supplies related the Assessors Office.

**Revaluation of Property:** This account is used to support the primary costs related to the revaluation of property required under the provisions of Massachusetts General Laws Chapter 59. This is used to augment the work of the assessing staff and for software/hardware costs not covered by the information technology budget that are directly related to property revaluation.

# *Town of Natick*

Home of Champions

**Department: Finance** | **Division: Collector**

| Collector Budget | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | 197,789 | 171,256 | 182,269 | 223,926 | 41,657 | 22.9% |
| **Total Salaries** | **197,789** | **171,256** | **182,269** | **223,926** | **41,657** | **22.9%** |
| **Operating Expenses** | | | | | | |
| Expenses | 120,191 | 158,976 | 185,250 | 185,250 | 0 | 0.0% |
| **Total Operating Expenses** | **120,191** | **158,976** | **185,250** | **185,250** | **0** | **0.0%** |
| **Total Collector** | **317,980** | **330,232** | **367,519** | **409,176** | **41,657** | **11.3%** |

**Mission:**

The Treasurer/Collector's office is responsible for the billing, collecting and investing of all monies due to the Town including but not limited to- Real Estate tax, Personal Property Tax, Motor Vehicle Excise Tax, Boat Excise Tax, Parking Ticket fines, Water and Sewer Bills, Parking Meter receipts, Pay as You Throw, Federal and State reimbursements and grants, as well as a myriad of miscellaneous departmental permits, license and fees.

The department is responsible for the reconciliation of checks and bank accounts.

The department issues all authorized debt for both short and long term borrowing.

The department is also responsible for the maintenance of all properties taken for nonpayment of taxes and for all public auction or disposition of all foreclosed properties.

**Goals:**

Assist in the selection and integration of Town Comptroller

Provide leadership/guidance for development of integrated Finance Department

Provide greater flexibility and ability to respond to evolving staffing needs

Implement improved online payment system and credit/debit readers within each department to improve customer service and streamline payment collection.

# *Town of Natick*

Home of Champions

**Department: Finance** **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 readers of real estate and personnel property bills. We hope to extend this system to utility bills, Motor Vehcile Excise takes and town-wide to all offices during calendar year 2014.

**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 int he 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 2015.

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

The office continues to maintain a very high workload. Additional personnel maybe required even as we look towards new methods of performing daily tasks and improve our customer service efforts.

**V. On the Horizon**

Although Real Estate and Personnel property accounts can be paid via Invoice Cloud, the division is next working to transfer all online payment to the Invoice Cloud system. Currently we are running two systems concurrently for customers. We hope to transition all to Invoice Cloud by the end of calendar year 2014.

# *Town of Natick*

Home of Champions

**Department: Finance** | **Collector**

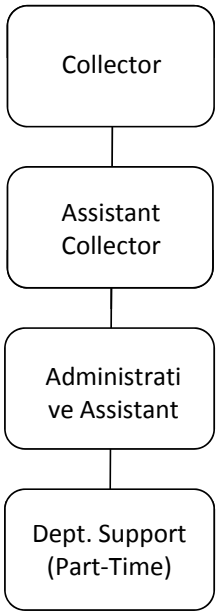
| **Collector Staffing** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| | | | | | |
| Collector | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 |
| Assistant Collector | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 |
| ***Administrative Assistant*** | ***1*** | ***1*** | ***1*** | ***1*** | ***2*** |
| Department Support | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 |
| **Total FTE** | **2.8** | **2.8** | **2.8** | **2.8** | **3.8** |
| **Total FT/PT** | **3 FT / 1 PT** | **3 FT / 1 PT** | **3 FT / 1 PT** | **3 FT / 1 PT** | **4 FT / 1 PT** |

**Notes**

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

***^Includes Program Improvement Budget***

**Organizational Chart**




| **Performance Indicators** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|

**Please see Treasurer's Budget for these Indicators**

# *Town of Natick*

Home of Champions

**Department: Finance** | **Collector**

| | 2012 Actual | 2013 Actual | 2014 Recommended | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| Salaries Management | 78,975 | 36,744 | 77,000 | 77,000 | 0 | 0.0% |
| Salaries Supervisory | 50,975 | 39,918 | 40,957 | 40,957 | 0 | 0.0% |
| ***^Salaries Operational Staff*** | ***46,389*** | ***68,308*** | ***47,791*** | ***90,198*** | ***42,407*** | ***88.7%*** |
| Salaries Temp Operational Staff | 17,992 | 22,358 | 14,506 | 14,506 | 0 | 0.0% |
| Operational Staff Additional Comp | 2,762 | 2,838 | 750 | 0 | -750 | -100.0% |
| Operational Staff Overtime | 696 | 1,090 | 1,265 | 1,265 | 0 | 0.0% |
| **Personnel Services** | **197,789** | **171,256** | **182,269** | **223,926** | **41,657** | **22.9%** |
| Consultant Services | 0 | 16,800 | 0 | 0 | 0 | 0.0% |
| Police Detail Billing | 2,150 | 295 | 4,000 | 4,000 | 0 | 0.0% |
| PAYT Billing | 189 | 0 | 1,000 | 1,000 | 0 | 0.0% |
| Repair & Maint Equipment | 0 | 0 | 2,500 | 2,500 | 0 | 0.0% |
| Ambulance Fee Collections | 54,467 | 67,976 | 82,500 | 82,500 | 0 | 0.0% |
| In State Travel/Meetings | 272 | 0 | 500 | 500 | 0 | 0.0% |
| Communication Telephone | 367 | 450 | 750 | 750 | 0 | 0.0% |
| Training & Education | 415 | 601 | 1,000 | 1,000 | 0 | 0.0% |
| Communication Postage | 43,048 | 68,741 | 70,000 | 70,000 | 0 | 0.0% |
| Copy/Mail Center Fees | 1,619 | 0 | 0 | 0 | 0 | 0.0% |
| Collection Activities | 4,497 | 160 | 6,500 | 6,500 | 0 | 0.0% |
| Office Supplies | 7,601 | 2,705 | 4,500 | 4,500 | 0 | 0.0% |
| Motor Vehicle Excise Tax Billing | 3,011 | 113 | 4,000 | 4,000 | 0 | 0.0% |
| Real Estate Tax Billing | 2,557 | 1,136 | 8,000 | 8,000 | 0 | 0.0% |
| **Supplies** | **120,191** | **158,976** | **185,250** | **185,250** | **0** | **0.0%** |
| **Total Collector** | **317,980** | **330,232** | **367,519** | **409,176** | **41,657** | **11.3%** |

***^ Includes Program Improvement Request***

**Department: Finance** | **Division: Collector** | **Line-Item Detail**

Narrative:

**Personnel Services**

**Salaries Management** This is the prorated portion of the Finance Director/Treasurer's salary in the capacity as Town Collector (approximately 70% of total salary).
**Salaries Supervisory** This is the prorated portion of the Assistant Treasurer / Assistant Collector's salary in the capacity as the Town's Assistant Collector (approximately 2/3 of total salary).
**Salaries Operational Staff** Salary for one staff position is funded in this line item. This position is responsible for Municipal Lien Certificate preparation and is the primary public contact person at the Collector's public service window. A full time position was reduced from this line item in FY2008 after an employee retirement. A position listed in the Utility Billing budget will be funded in the amount of 50% via indirect charge to the General Fund. Adjustments in overtime
**Part Time Operational** This funds 720 hours of part time operational staff. This position will provide administrative / clerical support to the Finance Director/ Collector and will be available during peak tax receipt periods to supplement the full time Collector's staff.
**Overtime Operational** This funds overtime worked by operational staff during peak tax receipt periods. These include the weeks of the real estate and personal property due date (Aug 1, Nov 1, Feb 1, & May 1) and various excise tax billings randomly during the year.

**Purchase of Services**

**Repairs and Maintenance** This is for the maintenance and repair of business equipment such as date stamp, check signer, endorser, bar code readers, specialized printer, etc.
**In State Travel/Meetings** This line item was eliminated in FY2010. Limited funding for in-state professional meetings & travel.
**Training and Education** The costs related MUNIS or POINT Software training, PC-specialized training seminars, etc.
**Communication Telephone** This is the proportional costs assigned to the Collector's Office for telephone service.
**Communication Postage** This is the direct cost associated with the mailings from the Collector's Office.
**Collection Activities** These fund are for additional mailings of unpaid / delinquent tax, excise, police detail, tax title, betterment, and other accounts receivable. Priority will remain on real estate tax, tax title and other larger receivables.
**Copy/Mail Center Fees** This is the proportional cost assigned to the Collector's Office for mail center labor for mail handling and copy charges.

**Technical & Professional Services**

**Real Estate Tax Billing** The cost of producing and mailing (non postage) the real estate bills on a quarterly basis Motor Vehicle Tax Billing The cost of producing and mailing (non postage) the excise tax bills for multiple annual commitments
**PAYT Billing** The costs producing and mailing (non postage) Pay As You Throw invoices. These invoices are produced weekly with anticipated annual revenue of approximately $1,000,000.
**Police Detail Billing** The costs producing and mailing (non postage) Police Detail invoices. These invoices are produced weekly with anticipated annual collections of approximately $500,000. The requested appropriation represents approximately 25% of the service charges billed with the Police Detail invoices.
**Ambulance Fee Collection** These represent fees, based on 4.00% of collected revenue, for a service agency (ProEMS) to process all ambulance invoicing and insurance claim processing as well as costs for on-call ambulances when necessary.

**Supplies**

**Office Supplies** General office supplies for the Collector's Office for employee benefit and bank reconciliation functions.

# *Town of Natick*

Home of Champions

**Department: Finance** | **Treasurer**

| Treasurer Budget | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | 145,077 | 94,033 | 104,519 | 105,474 | 955 | 0.9% |
| **Total Salaries** | **145,077** | **94,033** | **104,519** | **105,474** | **955** | **0.9%** |
| **Operating Expenses** | | | | | | |
| Expenses | 68,888 | 43,522 | 74,300 | 74,300 | 0 | 0.0% |
| **Total Operating Expenses** | **68,888** | **43,522** | **74,300** | **74,300** | **0** | **0.0%** |
| **Total Treasurer** | **213,965** | **137,555** | **178,819** | **179,774** | **955** | **0.5%** |

**Mission:**

The Treasurer/Collector's office is responsible for the billing, collecting and investing of all monies due to the Town including but not limited to- Real Estate tax, Personal Property Tax, Motor Vehicle Excise Tax, Boat Excise Tax, Parking Ticket fines, Water and Sewer Bills, Parking Meter receipts, Pay as You Throw, Federal and State reimbursements and grants, as well as a myriad of miscellaneous departmental permits, license and fees.

The department is responsible for the reconciliation of checks and bank accounts.

The department issues all authorized debt for both short and long term borrowing.

The department is also responsible for the maintenance of all properties taken for nonpayment of taxes and for all public auction or disposition of all foreclosed properties.

**Goals:**

Assist in the selection and integration of Town Comptroller

Provide leadership/guidance for development of integrated Finance Department

Develop & Implement written investment policy; form internal investment committee

Improve and standardize cash management .

Work with Comptroller to improve time and accessibility of revenue collections for staff and citizens.

# *Town of Natick*

Home of Champions

**Department: Finance** **Division: Treasurer**

**Budget Overview:**

**I. Main Purpose of the Department**

The Treasurer's Office is responsible for all cash management activities for the Town of Natick. This includes the receipt, deposit, and disbursement of funds including accounts payable and payroll funds. The Treasurer is responsible for investment activities of available funds. The Treasurer's Office also maintains Tax Title accounts and is responsible for the collection of these delinquent property taxes. The Treasurer is also responsible for the issuance of all authorized debt for short and long term borrowing.

**II. Recent Developments**

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. This is a top priority of the Town's Treasurer for the second half of FY 2014 and all of FY 2015.

**III. Current Challenges**

With the backlog of requests for service and daily burden of the collector's function, it has been difficult for the Town Treasurer to address some of the planning functions of his position. As systems are put in place to streamline the Collector's function, it is hoped that more time is freed up to focus on Treasury functions. .

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

None.

**V. On the Horizon**

None.

# Town of Natick

Home of Champions

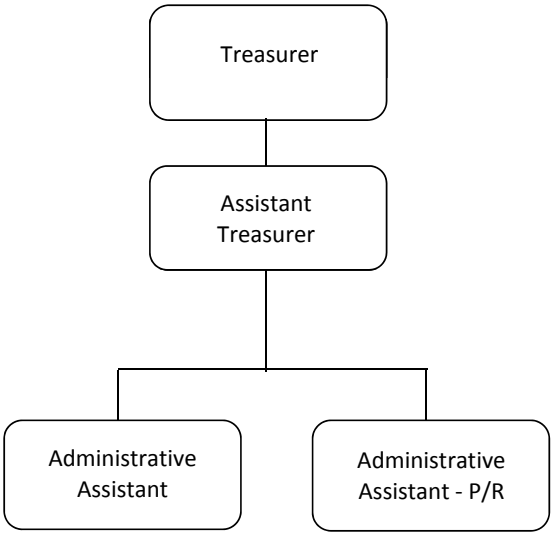
**Department: Finance** | **Treasurer**

| Treasurer Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| Treasurer | 0.29 | 0.29 | 0.29 | 0.29 | 0.29 |
| Assistant Treasurer | 0.33 | 0.33 | 0.33 | 0.33 | 0.33 |
| Administrative Assistant | 1 | 1 | 1 | 1 | 1 |
| Payroll Coordinator | 1 | 1 | 0 | 0 | 0 |
| Department Support - Part time | 0 | 0 | 0 | 0 | 0 |
| **Total FTE** | **2.63** | **2.63** | **1.63** | **1.63** | **1.63** |
| **Total FT/PT** | **4 FT / 0 PT** | **4 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**

| | 2011 | 2012 | 2013 | 2014* | 2015* |
|---|---|---|---|---|---|
| ***Workload Measures*** | | | | | |
| Number of real estate tax bills issued | 52,684 | 52,992 | 53,368 | 53,568 | 53,800 |
| Number of personal property tax bills issued | 7,084 | 6,556 | 6,196 | 6,220 | 6,220 |
| Number of motor vehicle excise bills issued | 29,716 | 29,672 | 30,948 | 31,000 | 31,500 |

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| ***Efficiency Measures*** | | | | | |
| Number of On-line payments | 12,049 | 12,409 | 13,484 | 14,000 | 15,00 |

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| ***Outcome Measures*** | | | | | |
| Collection Rate - Personal Property Tax Bills | 98.20% | 98.40% | 98.80% | 98.80% | 98.80% |
| Collection Rate - Real Estate Tax Bills | 98.00% | 97.90% | 98.30% | 98.30% | 98.30% |

*Estimates**

# *Town of Natick*

Home of Champions

**Department: Finance** | **Treasurer**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs 2015 $ | % |
|---|---|---|---|---|---|---|
| Salaries Management | 32,872 | 15,294 | 33,000 | 33,000 | 0 | 0.0% |
| Salaries Supervisory | 25,645 | 20,082 | 20,478 | 20,478 | 0 | 0.0% |
| Salaries Operational Staff | 85,946 | 56,558 | 47,791 | 48,746 | 955 | 2.0% |
| Other Compensation Oper. Staff | 0 | 0 | 750 | 750 | 0 | 0.0% |
| Part Time Operational Staff | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Overtime Operational Staff | 615 | 2,099 | 2,500 | 2,500 | 0 | 0.0% |
| **Personnel Services** | **145,077** | **94,033** | **104,519** | **105,474** | **955** | **0.9%** |
| Repair & Maint Equipment | 310 | 362 | 5,000 | 5,000 | 0 | 0.0% |
| Tax Title | 5,265 | 0 | 0 | 0 | 0 | 0.0% |
| In State Travel/Meetings | 190 | 87 | 500 | 500 | 0 | 0.0% |
| Training & Education | 1,500 | 450 | 1,000 | 1,000 | 0 | 0.0% |
| Communication Postage/Envelopes | 7,532 | 8,310 | 12,000 | 12,000 | 0 | 0.0% |
| Copy/Mail Center Fees | 4,603 | 0 | 0 | 0 | 0 | 0.0% |
| Banking Services Fees | 39,957 | 23,675 | 45,000 | 45,000 | 0 | 0.0% |
| Office Supplies | 9,531 | 10,639 | 10,000 | 10,000 | 0 | 0.0% |
| **Expenses** | **68,888** | **43,522** | **74,300** | **74,300** | **0** | **0.0%** |
| **Total Treasurer** | **213,965** | **137,555** | **178,819** | **179,774** | **955** | **0.5%** |

Narrative:

**Personnel Services**

**Salaries Management** This is the prorated portion of the Finance Director/Treasurer's salary in the capacity as Town Treasurer (approximately 30% of total salary).
**Salaries Supervisory** This is the prorated portion of the Assistant Treasurer / Assistant Collector's salary in the capacity as the Town's Assistant Treasurer (approximately 1/3 of total salary).
**Salaries Operational Staff** Salaries for one staff position is funded in this line item.
**Overtime Operational** Overtime for the operational staff member. These fund overtime in peak demand times to remain current for any cash / bank reconciliation requirements.

**Purchase of Services**

**Repairs and Maintenance** This is for the maintenance and repair of business equipment such as date stamp, check signer, endorser, bar code readers, specialized printer, etc.
**In State Travel/Meetings** This line item is level-funded.
**Training and Education** The costs related MUNIS or POINT Software training, PC specialized training seminars, etc. Only essential / mandatory training will be authorized.
**Communication Telephone** This is the proportional costs assigned to the Treasurer's Office for telephone service.
**Communication Postage** This is the direct cost associated with the mailings from the Treasurer's Office.

**Tech. & Prof. Services**

**Banking Services Fees** This is utilized for payment of charges for account services such as returned check fees, service fees charged by depository banks, paying agent fees for debt service, etc.

**Supplies**

**Office Supplies** General office supplies for the Treasurer's Office for employee benefit and bank reconciliation functions.

*Town of Natick*

# Personnel Staffing Sheets

**Department Finance**

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | [ N+O ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Begin Step | Begin Step Amt. | End Step | End Step Amt. | Pro-Rata Step | COLA | End Step | Other Comp. | Total FY 2015 |
| **Department** | | **Finance** | | | | **Munis Dept. #** | | | **14-17** | | | | (@ 52 weeks) | | (@ 52.2 weeks) |
| **Salaries Management** | | | | | | **MUNIS Code** | | | **5111** | | | | | | |
| 3849 | Dangelo | Janice | 7/17/1995 | 1.0 | Assessor | Per. Bd. | 4 | 99,405 | 4 | 99,405 | 0 | 0% | 99,405 | | 99,787 |
| | Cahill | Virginia | 2/1/2014 | 1.0 | Comptroller | Per. Bd. | 5 | 120,000 | 5 | 120,000 | 0 | 0% | 120,000 | | 120,462 |
| 44677 | Jankowski | Thaddeus | 1/9/2013 | 1.0 | Collector/Treasurer | Per. Bd. | | 110,000 | | 110,000 | 0 | 0% | 110,000 | | 110,000 |
| **Sub-total Salaries Management** | | | | | | | | | | | | | | | **330,249** |
| **Salaries Supervisory Staff** | | | | | | **MUNIS Code** | | | **5112** | | | | | | |
| 41220 | Kelley | Elizabeth | 10/13/1998 | 1.0 | Asst. Collector | Per. Bd. | 3 | 61,200 | 3 | 61,200 | 0 | 0% | 61,200 | | 61,435 |
| 40027 | Tomasetti | Cynthia | 11/12/1996 | 1.0 | Asst. Comptroller | Per. Bd. | 3 | 69,400 | 3 | 69,400 | 0 | 0% | 69,400 | | 69,667 |
| **Sub-total Salaries Supervisory** | | | | | | | | | | | | | | | **131,102** |
| **Salaries Technical / Professional** | | | | | | **MUNIS Code** | | | **5123** | | | | | | |
| 42740 | Marshall | Carl | 8/1/2005 | 1.0 | Asst. Assessor | Per. Bd. | 3 | 70,788 | 3 | 70,788 | 0 | 0% | 70,788 | | 71,059 |
| 42738 | Niedbala | Carol | 8/1/2005 | 1.0 | Asst. Assessor | Per. Bd. | 3 | 71,484 | 3 | 71,484 | 0 | 0% | 71,484 | | 71,759 |
| 44409 | Shaugnessy | Meg | 3/19/2012 | 1.0 | Staff Accountant | Per. Bd. | 3 | 78,970 | 3 | 78,970 | 0 | 0% | 78,970 | | 79,275 |
| 44375 | Roche | Peter | 2/1/2012 | 1.0 | Procurement Off. | Per. Bd. | 3 | 74,174 | 3 | 74,174 | 0 | 0% | 74,174 | | 74,461 |
| 41232 | Sherman | Debbie Jo | 12/7/1998 | 1.0 | Spec. Asst. to FD | Per. Bd. | 2 | 57,400 | 2 | 57,400 | 0 | 0% | 57,400 | | 57,621 |
| **Sub-total Salaries Management** | | | | | | | | | | | | | | | **354,175** |
| **Salaries Operational Staff** | | | | | | **MUNIS Code** | | | **5113** | | | | | | |
| 40060 | Conrad | Lorna | 2/25/1998 | 1.0 | Exec. Asst. | 1116 | B6-4 | 50,737 | B6-4 | 50,737 | 0 | 2% | 51,752 | 1125 | 53,076 |
| 42108 | Reddoch | Teresa | 5/12/2003 | 1.0 | Admin. Asst. | 1116 | B5-4 | 47,607 | B5-4 | 47,607 | 0 | 2% | 48,559 | 750 | 49,496 |
| 3844 | Pilla | Justina | 7/1/1999 | 1.0 | Admin. Asst. | 1116 | B5-4 | 47,607 | B5-4 | 47,607 | 0 | 2% | 48,559 | 0 | 48,746 |
| | ***^Vacant*** | | | ***1.0*** | ***Admin. Asst.*** | ***1116*** | ***B5-0*** | ***41,293*** | ***B5-0*** | ***41,293*** | ***0*** | ***0%*** | ***41,293*** | ***0*** | ***41,452*** |
| 44365 | Skipper | Julie | 1/9/2012 | 1.0 | Payroll Manager | Per. Bd | 2 | 53,000 | 2 | 53,000 | 0 | 0% | 53,000 | | 53,204 |
| 44967 | Carr | Marilyn | 10/16/2013 | 0.50 | Benefit/Payroll | Per. Bd | 1 | 25,500 | 1 | 25,500 | 0 | 0.0% | 25,500 | | 25,598 |
| 44075 | Philben | Vickie | 12/6/2010 | 0.19 | Dept. Assistant | Per. Bd | H10-3 | 9,045 | H10-4 | 9,333 | 168 | 0% | 9,213 | | 9,248 |
| **Sub-total Salaries Operational Staff** | | | | | | | | | | | | | | | **280,820** |
| **Salaries Part Time Operational Staff** | | | | | | **MUNIS Code** | | | **5123** | | | | | | |
| 43742 | Hansberry | Ann | 7/2/2009 | 0.94 | Admin. Asst. | 1116 | B5-4 | 44,744 | B5-4 | 44,744 | 0 | 2% | 45,638 | | 45,814 |
| 2176 | Spencer | Margaret | 8/1/2005 | 0.4 | Dept. Support | Per. Bd. | NA | 14,423 | NA | 14,423 | 0 | 0% | 14,423 | | 14,506 |
| **Sub-total Salaries Operational Staff** | | | | | | | | | | | | | | | **60,320** |
| **Operational Staff Overtime** | | | | | | | | | | | | | | | **7,765** |
| **Total Salaries - Finance** | | | | **17.03** | | | | | | | | | | | **$ 1,164,431** |
| **Utility Billing Staff - NOT Appropriated Here (Appropriated under Water & Sewer Enterprise Funds)** | | | | | | | | | | | | | | | |
| **Salaries Operational Staff** | | | | | | **MUNIS Code** | | | **5113** | | | | | | |
| 44678 | Goldman | Allison | 9/11/2013 | 1.0 | Admin. Asst. | 1116 | B5-0 | 40,484 | B5-1 | 42,014 | 1,275 | 2% | 42,594 | | 42,758 |
| 41451 | Wurth | Carol | 5/30/2000 | 1.0 | Admin. Asst. | 1116 | B5-4 | 47,607 | B5-4 | 47,607 | 0 | 2% | 48,559 | 750 | 49,496 |
| 2176 | Spencer | Margaret | 8/1/2005 | 0.09 | Dept. Support | Per. Bd. | NA | 4,807 | NA | 4,807 | 0 | 0% | 4,807 | | 4,835 |
| **Sub-total Salaries Operational Staff** | | | | | | | | | | | | | | | **97,090** |
| **Operational Staff Overtime** | | | | | | | | | | | | | | | **2,000** |
| **Total ALL Salaries - General Fund & Water & Sewer Enterprise Fund** | | | | | | | | | | | | | | | **1,263,521** |

**Key:**

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

**Notes:**

***^ Includes Program Improvement Request***

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# *Town of Natick*

Home of Champions

## Department: Information Technology

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | $ 238,944 | $ 241,259 | $ 295,322 | $ 315,863 | $ 20,541 | 6.96% |
| **Total Salaries** | **$ 238,944** | **$ 241,259** | **$ 295,322** | **$ 315,863** | **$ 20,541** | **6.96%** |
| | | | | | | |
| **Operating Expenses** | | | | | | |
| Expenses | $ 407,849 | $ 400,323 | $ 394,100 | $ 475,800 | $ 81,700 | 20.73% |
| Other Chgs. & Exps. | $ 218,791 | $ 296,988 | $ 310,675 | $ 357,000 | $ 46,325 | 14.91% |
| **Total Operating Expenses** | **$ 626,640** | **$ 697,311** | **$ 704,775** | **$ 832,800** | **$ 128,025** | **18.17%** |
| Total Information Technology | $ 865,584 | $ 938,570 | $ 1,000,097 | $ 1,148,663 | $ 148,566 | 14.86% |

**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.
-TOWN NETWORK ASSESMENT
-UPGRADE LEGACY PBX SYSTEM TO SHORETEL VOIP PHONE SYSTEM
-INSTALL TOWN WIDE PERMITTING SYSTEM
- EVALUATE DOCUMENT MANAGEMENT SYSTEM
-Identify and implement new technologies that will that help manage and protect an ever growing IT infrastructure.
-Communicate and collaborate with School IT Department and other municipalities' IT Department's.

*Miscellaneous*
- Facilitate training for employees as needed & applicable, e.g. MUNIS, web, etc.
- Continue to evaluate cost effective alternatives for equipment & technology e.g. lease vs. purchase, return-on-investment, outsourcing, etc.
- Develop policies as appropriate re: use of technology, social networking and associated equipment

# *Town of Natick*

Home of Champions

## Department: Information Technology

**Budget Overview:**

**I. Main Purpose of the Department**

The IT Department is primarily a services based department and will continue to provide broad based data 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**

- Installation and implementation of new ShoreTel VOIP phone system in the Brown School
- Information/Communication Specialist hired
- Migration to new web site complete
- Permitting System installation and implementation beginning
- Migration to Google Apps scheduled for mid-January 2014
- New DPW Server running VMware ESXi 5.x installed
- Police Dispatch Upgrade
- Town Active Directory and DNS assessment complete

**III. Current Challenges**

- Day to day operations and ensuring integrity of data backups and data mirrors.
- Network monitoring and troubleshooting.
- Providing PBX support.
- Maintaining Patch levels and security on desktops and servers (i.e. spyware, adware, viruses).
- Life Cycle Replacement of all town IT equipment, which includes PCs, printers, UPS,servers, networking equipment, etc....

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

- Salaries Technical & Professional - increased $15,000 to cover additional 1.0FTE Information / Communication Specialist Salary
- Repairs and Equipment Maintenance - increased $15,000 to cover additonal Google Apps licenses
- Software maintenance - increased $15,000 to cover Munis Support and support for the new VMWare licenses on new DPW server
- Telephone Support - increased $5,000 to cover additional support costs for new ShoreTel phone system in Brown School
- Equipment Replacement - increased $38,000 to cover replacement of Town IBM Blade Server with (2) Dell Servers and Shared Storage.

LAN/WAN Maintenance - increased $15,000 to replace (2) Juniper Firewalls located in Police HQ and Town Hall. Both devices are over (5) years old and have reached end of life. VPN client does not support Windows 7.

# *Town of Natick*

Home of Champions

## Department: Information Technology

**Budget Overview:**

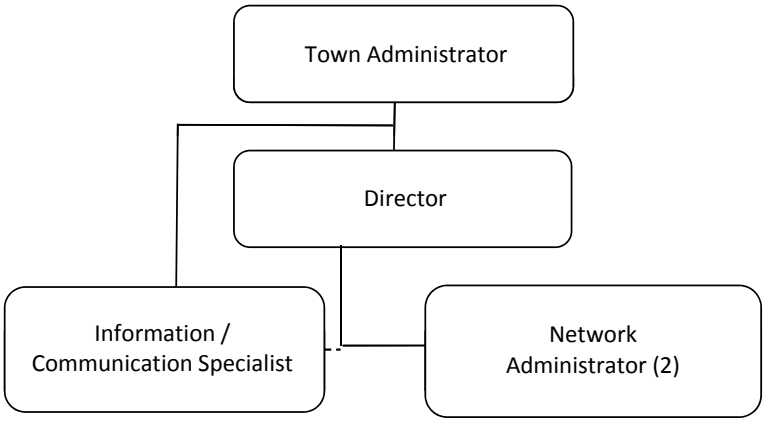
**V. On the Horizon**

- Complete implementation of Town Permitting System in Spring 2014
- Town/School Network Assessment
- Evaluate Enterprise Wide Meeting Room and Scheduling software
- Migrate email from in-house Microsoft Exchange server to hosted Google Apps
- Evaluate Document Management Systems
- Police Dispatch Upgrade

| **Staffing** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| | | | | | |
| Director | 1 | 1 | 1 | 1 | 1 |
| Network Administrator | 2 | 2 | 2 | 2 | 2 |
| Information / Communication Specialist | 0 | 0 | 0 | 1 | 1 |
| **Total FTE** | **3** | **3** | **3** | **4** | **4** |
| **Total FT/PT** | **3 FT / 0 PT** | **3 FT / 0 PT** | **3 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 | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| ***Workload Measures*** | | | | | |
| Software Maintenance Cost | $ 234,448 | $ 289,356 | $ 304,186 | $ 300,000 | $ 336,000 |
| Estimated number of support calls | N/A - Working on indicator | | | | |
| % of PC support calls for Viruses and Malware | 5% | 3% | 3% | 3% | 3% |
| Number of PC's/Laptops/Tablets Supported | 250 | 275 | 275 | 325 | 325 |
| Staff | 3 | 3 | 3 | 3 | 3 |

| | 2011 | 2012 | 2012 | 2014 | 2015 |
|---|---|---|---|---|---|
| ***Efficiency Measures*** | | | | | |
| Number of PC's Supported/Staff Member | 83 | 92 | 92 | 108 | 108 |

| | 2011 | 2012 | 2012 | 2014 | 2015 |
|---|---|---|---|---|---|
| ***Outcome Measures*** | | | | | |
| Percentage of time: | | | | | |
| - E-mail systems fully operational | N/A | 99% | 99% | 99% | 99% |
| - Network systems fully operational | N/A | 99% | 99% | 99% | 99% |
| - Website fully operational | N/A | 99% | 99% | 99% | 99% |

**Budget Detail**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs 2015 $ (+/-) | 2014 vs 2015 % (+/-) |
|---|---|---|---|---|---|---|
| Salaries Management | $ 97,176 | $ 96,166 | $ 101,538 | $ 101,538 | $ - | 0.00% |
| Salaries Technical/Professional | $ 141,768 | $ 145,093 | $ 193,784 | $ 214,325 | $ 20,541 | 10.60% |
| **Personnel Services** | **$ 238,944** | **$ 241,259** | **$ 295,322** | **$ 315,863** | **$ 20,541** | **6.96%** |
| Repairs & Maint Equipment | $ 73,227 | $ 50,833 | $ 52,000 | $ 82,700 | $ 30,700 | 59.04% |
| Maintenance Contracts Software | $ 289,356 | $ 304,186 | $ 300,000 | $ 336,000 | $ 36,000 | 12.00% |
| Communication Telephone | $ 18,482 | $ 18,085 | $ 19,600 | $ 19,600 | $ - | 0.00% |
| Copy/Mail Center Fees | $ 4,800 | $ 6,120 | $ 1,000 | $ 1,000 | $ - | 0.00% |
| Training & Education | $ 1,497 | $ 181 | $ 5,000 | $ 5,000 | $ - | 0.00% |
| Computer Supplies | $ 11,488 | $ 11,918 | $ 7,500 | $ 7,500 | $ - | 0.00% |
| ***^Professional Services*** | ***$ -*** | ***$ -*** | ***$ -*** | ***$ 15,000*** | ***$ 15,000*** | ***100.00%*** |
| Paper Supplies - Municipal | $ 9,000 | $ 9,000 | $ 9,000 | $ 9,000 | $ - | 0.00% |
| **Expenses** | **$ 407,849** | **$ 400,323** | **$ 394,100** | **$ 475,800** | **$ 81,700** | **20.73%** |
| Telephone System Maintenance | $ 33,879 | $ 45,425 | $ 60,000 | $ 60,000 | $ - | 0.00% |
| LAN/WAN Maintenance | $ 58,078 | $ 73,031 | $ 70,000 | $ 85,000 | $ 15,000 | 21.43% |
| Equipment Replacement Computers | $ 55,914 | $ 102,208 | $ 102,500 | $ 137,000 | $ 34,500 | 33.66% |
| Software Systems Upgrade & Replace | $ 70,920 | $ 76,325 | $ 78,175 | $ 75,000 | $ (3,175) | -4.06% |
| **Other Chgs. & Exps.** | **$ 218,791** | **$ 296,988** | **$ 310,675** | **$ 357,000** | **$ 46,325** | **14.91%** |
| **Total Information Technology** | **$ 865,584** | **$ 938,570** | **$ 1,000,097** | **$ 1,148,663** | **$ 148,566** | **14.86%** |

***^ Includes Program Improvement Requests***

**Personnel Services:**

**Salaries Management –** Salary to fund the Information Technology Director's position. This position reports to the Town Administrator. Primary responsibilities include management of day to day operations, long term technology planning, evaluation of new technologies and project management, implementation of policies regarding technology and appropriate use and utilization of technology to improve services internally and to the community.

**Salaries Technical/Professional –** Salaries for three positions (1) Information/Communication Specialist and (2) Network Administrators which provide administration/support/deployment/upgrades and maintenance for the Town and personal computer hardware and software, voice/data network and Town telephone systems, general network security (monitoring and auditing network activity, network printers, network servers and proper authentication, data backups and restoration, anti-virus software) and account management (user network accounts and email).

**Expenses:**

**Repairs and Maintenance Equipment –** Cost of repairing, maintaining and if offered by the vendor, extending hardware maintenance on all existing equipment attached to the Town network. Includes but is not limited to personal computers, network printers and all network servers - Authentication, Email, File, Print, Application, Database and Web Servers.

**Maintenance Contracts Software –** Cost of replacing, maintaining and licensing of Town software applications. Includes but is not limited to Town's Financial Software (Munis), Operating Systems, Email System, Geographical Information System (GIS), Firewall Software and Police/Fire Computer Aided Dispatch Software, Virtual Servers Software (VMware, Vizioncore), Election System Software, database software (Informix, Oracle, Pervasive SQL, Microsoft SQL Server).

**Communication Telephone –** Cost for local and long distance phone service and mobile telephones for the Information Technology Department, the Town Web Site Hosting Services at Virtual Town Hall (VTH) and Town T1 Internet Access.

**Copy/Mail Center Fees –** Cost for services provided by Town copy and mail center.

**Training Education –** Cost of providing Information Technology Staff with training to effectively administer/support/deploy software applications and hardware currently supported by Information Technology Department. Also included are the purchase of technology documentation, manuals, on-line training and training for other department's staff as necessary.

**Computer Supplies** – Cost of purchasing miscellaneous computer supplies i.e. backup tapes, printer cartridges, storage media etc

**Professional Services** - Cost of adding an outside consultant to be on call toa ssist public safety communication and technology needs. This is a Program Improvement Request for FY 2015.

**Paper Supplies – Municipal –** Cost for paper supplies used by Town Departments. Including but not limited to laser printer paper, green bar paper (line printers), Employee Paychecks and Tax Forms (W2, 1099).

**Equipment Replacement Computers –** Cost of cyclical replacement of personal computers, networked printers, network servers and uninterrupted power supplies (UPS).

**Software Systems Upgrade & Replace –** Cost of purchasing new software applications and new software licensing. Anticipated purchases include but are not limited to integration of Windows new Vista operating system and any associated client access licenses, improving disaster recovery and security applications, Virtual Server Software, File system and Email Archiving software and High-Availability Software.

**LAN/WAN/INET Data Maintenance –** Cost of maintenance of local area and wide area networking equipment. Includes network switches, firewall equipment and INET fiber optic switching equipment.

**Telephone System/INET Voice Maintenance –** Cost of maintenance for Town PBX Telephone system, T1 fiber optic emulators, Voice Mail System and Call Accounting System.

*Town of Natick* **Personnel Staffing Sheets**

**Department Information Technology**

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | [ N+O ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Begin Band | Begin Step Amt. | End Band | End Step Amt. | Pro-Rata Step | COLA | End Step | Other Comp. | Total FY 2015 |
| **Department** | | **Information Technology** | | | | **Munis Dept. #** | | | **31** | | | | (@ 52 weeks) | | (@ 52.2 weeks) |
| **Salaries Management** | | | | | | **MUNIS Code** | | | **5111** | | | | | | |
| 3977 | LeFrancois | Robert | 8/19/1996 | 1.00 | Director IS | Per. Bd. | 4 | 101,149 | 4 | 101,149 | | 0.0% | 101,149 | | 101,538 |
| **Sub-total Salaries Management** | | | | | | | | | | | | | | | **101,538** |
| **Salaries Technical / Professional** | | | | | | **MUNIS Code** | | | **5114** | | | | | | |
| 41400 | Valentin | Joel | 12/8/1999 | 1.00 | I/S Netwrk | Per. Bd. | 3 | 71,761 | 3 | 71,761 | | 0.0% | 71,761 | | 72,036 |
| 41098 | Whelan | Gerald | 12/8/1997 | 1.00 | I/S Netwrk | Per. Bd. | 3 | 76,744 | 3 | 76,744 | | 0.0% | 76,744 | | 77,040 |
| 44968 | Lentini | Kathleen | 10/21/2013 | 1.0 | I/C Specialist | Per. Bd. | 2 | 65,000 | 2 | 65,000 | | 0.0% | 65,000 | | 65,249 |
| | | | | | | | | | | | | | | | **214,325** |
| **Total Salaries - Information Technology** | | | | **4.00** | | | | | | | | | | | **$ 315,863** |

**Key:**

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

**Notes:**

# *Town of Natick*

Home of Champions

## Department: Town Clerk

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | 202,871 | 211,956 | 223,450 | 228,735 | 5,285 | 2.4% |
| **Total Salaries** | **202,871** | **211,956** | **223,450** | **228,735** | **5,285** | **2.4%** |
| **Operating Expenses** | | | | | | |
| Expenses | 14,798 | 21,329 | 21,850 | 22,150 | 300 | 1.4% |
| **Total Operating Expenses** | **14,798** | **21,329** | **21,850** | **22,150** | **300** | **1.4%** |
| **Total Town Clerk** | **217,669** | **233,285** | **245,300** | **250,885** | **5,585** | **2.3%** |

**Goals for the Town Clerk and Elections Offices**

***Personnel Management and Training***

Continue to search for professional development opportunities in the areas of computer skills especially excel and access for the Clerical staff. Continue to improve the skills of all staff members across function areas. A new section of the state-wide vitals program will be coming on-line this year and all staff members will need training. In addition, I would like to continue to work with the Town to digitize and improve access to information for residents. Become more involved with the legislative issues within the Mass Clerk's Association.

***Website development and maintenance & Technology***

Continue to improve the design and access to information on the Town Clerk's website. I would like to review the structure of the page and determine improved methods of presenting the data. Provide training for staff on technology. Create an improved method to track Conflict of Interest and Ethics compliance for the Town. Continue to seek solutions to tracking elected and appointed volunteers, terms and positions.

***Records Retention, Preservation and Cataloguing***

Complete the second and third years of a multi-year records preservation program (funded at 2012and 2013 Fall Annual Town Meetings). Work with the Town Administration on implementing a new digital technologies for document storage and cataloguing. Implement a new storage layout for the vault in the Town Clerk's office.

***Miscellaneous***

Try to work with various Town committee, elected officials to increase voter turnout and participation in all elections.

# *Town of Natick*

Home of Champions

## Department: Town Clerk and Board of Registrars

**Budget Overview for the Clerk' Office and the Board of Registrars:**

**I. Main Purpose of the Department**

The Town Clerk's Office is often percieved as the gateway to the community. One of the primary responsiblities is to assure fair and impartial elections. The office provide residents and non-residents access to vital records (births, deaths and marriages), issuse dog licenses, maintains permanent records for planning and zoning decisions, maintains historical records. In addition, the Town Clerk serves as the Clerk of Town Meeting publishing and maintaing all Town Meeting records. We aim to provide all services professionally, efficiently and courteously.

**II. Recent Developments**

This past year the office successfully oversaw and supervised 4 unscheduled Special Elections. Despite relatively low voter turnout, every election includes maintining and updating all voter registrations, absentee and overseas (UOCAVA) balloting, election day preparation, election day operations and election result reporting. As these elections were unscheduled, staff time was reprioritized. We continue to monitor and fine tune in-house databases that we use for DBA certificates and marriage, birth and death records. We have began a database to track compliance with OML and ethics laws and will make continued process during the upcoming year. The roll-out of the Death segment of the Vitals program (managed at the State) has been delayed but should be happening during the upcoming calendar and fiscal year.

**III. Current Challenges**

The office continues to make changes and improve the data that is entered into the VRIS (voter registration information system). FY 2015 will include a State Primary and State Election as well as the Annual Town election. The change over to a new platform for the Town Website will require training in the Clerk's office. We will continue to use technology to increase access to data electronically by creating databases for information that we access on a continual basis. (i.e.: zoning and planning decisions, OML and Conflict of interest tests). In addition, an implementation of new permitting software will ultimately help in dog licensing as well as in zoning and planning decisions. This year we should complete the codification process for our by-laws and charter. I would like to reorganize and restructure the Clerk's page on the Town Website.

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

Funding for new "permanent" signs for election day is included in this budget. The signs will be made through the DPW and will increase visibility of elections on election day. The budget also icludes funding for new chairs for the staff members in the Clerk's office. Codification of the Charter and By-laws will be completd and will provide much needed and improved access for residents and staff to the laws and regulations of the Town. This year should include the delayed rollout of the Death segment of the Vitals progam. In additon, the Clerk's office will come on line and be able to accept non-cash payments at the counter as well as on-line.

**V. On the Horizon**

In addition we will be working with the Town to help determine the most expedient and efficient methods for digitally storing data. This will not completely eliminate the need to keep and/or maintain paper records but will be critical in terms of storage space. The Clerk's office will continue to use technology to improve efficiencies. The office looks forward to implementing an on-line credit/debit system for transactions as well as the ability to increase payment options at the counter. In addition, I would like to explore alternative electronic methods of communicating with committee and Town Meeting members.

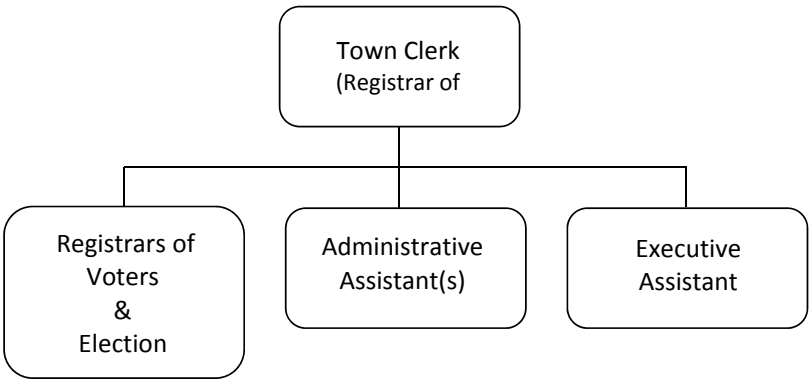
# *Town of Natick*

Home of Champions

## Department: Town Clerk

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| Town Clerk | 1 | 1 | 1 | 1 | 1 |
| Assistant Town Clerk | 0 | 0 | 0 | 0 | 0 |
| Department Assistant | 1 | 1 | 0 | 0 | 0 |
| Administrative Assistant | 2 | 2 | 2 | 2 | 2 |
| Executive Assistant | 0 | 0 | 1 | 1 | 1 |
| **Total FTE** | **4** | **4** | **4** | **4** | **4** |

**Organizational Chart**




**Performance Indicators**

**For statistics on a calendar year basis, please refer to the Town Report.**

# *Town of Natick*

Home of Champions

Department: Town Clerk

| Budget Detail | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| Salaries Management | 68,000 | 70,000 | 75,288 | 76,292 | 1,004 | 1.3% |
| Salaries Operation Staff | 133,506 | 135,827 | 146,162 | 149,443 | 3,281 | 2.2% |
| Operational Staff Overtime | 1,365 | 6,129 | 2,000 | 3,000 | 1,000 | 50.0% |
| **Personnel Services** | **202,871** | **211,956** | **223,450** | **228,735** | **5,285** | **2.4%** |
| Repairs & Maint Equipment | 0 | 132 | 500 | 500 | 0 | 0.0% |
| In State Travel/Meetings | 1,485 | 483 | 2,500 | 2,500 | 0 | 0.0% |
| Communication Telephone | 489 | 431 | 750 | 750 | 0 | 0.0% |
| Dues & Memberships | 150 | 200 | 400 | 500 | 100 | 25.0% |
| Copy/Mail Center Fees | 3,433 | 3,530 | 4,500 | 4,500 | 0 | 0.0% |
| Binding | 7,200 | 14,400 | 7,200 | 7,200 | 0 | 0.0% |
| Office Supplies | 2,041 | 2,105 | 3,000 | 4,200 | 1,200 | 40.0% |
| Communication Print & Advertising | 0 | 0 | 3,000 | 2,000 | -1,000 | -33.3% |
| Other Services Misc. | 0 | 48 | 0 | | -48 | -100.0% |
| **Supplies** | **14,798** | **21,329** | **21,850** | **22,150** | **300** | **1.4%** |
| **Total Town Clerk** | **217,669** | **233,285** | **245,300** | **250,885** | **5,585** | **2.3%** |

## Line-Item Detail

**Personnel Services**

Covers the costs of 1 Town Clerk and 3 assistants within the Clerk's office. Overtime is used for elections and Town Meeting. A senior in the property tax work program works each year helping at election time and in processing the census/street listing after it is returned to our office. Overtime is increased slightly to cover the cost related to budgeting for three elections rather than 1.

**Expenses**

**Repairs and Maintenance of Equipment** – Level-funded.
**In State Travel /Meetings** – This line item is level funded.
**Communication/Telephone** – This line is funded at the same level as last year.
**Dues & Membership** – Cost associated with being a member of the Mass Town Clerk's Association and the Middlesex County Clerk's Association. Also pays for registration fees and dues for the conferences. In this budget I have increased this to cover membership in the International Institute of Municipal Clerks.
**Copy/Mail Center Fees in the Clerk's and Registrars Budgets** – These departments work jointly in one office. Copy and mail center fees include all voter related mailings, the annual street listing, absentee ballots, overseas ballots, confirmation cards (including pre paid return postage), dog license information and training materials for election workers. Mandates for the State Ethics, OCPF and OML laws will continue to require large amounts of copying and mailing. In addition, postage costs are again increasing at least by $.01and possibly more.
**Binding** - This budget is level funded and includes the continuation of a process to make sure that all vital records are apporpriately stored.
**Office Supplies** – Materials needed for the day to day operation of the Town Clerk's Office. This includes increases to make sure that all Town Meeting minutes are appropriately recorded and maintained. This year, the increase is to buy new office chairs for the Clerk's office staff.
**Communication Printing & Advertising** - This line-item covers the costs of printing & advertising of warrants for town meetings and elections, the printing of the mailing for the annual street listing and the related the books, printing updated versions of the charter and by-laws, confirmation cards and any other election or clerk office printing.

# *Town of Natick*

Home of Champions

## Department: Elections

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | 28,457 | 73,036 | 22,230 | 50,570 | 28,340 | 127.5% |
| **Total Salaries** | **28,457** | **73,036** | **22,230** | **50,570** | **28,340** | **127.5%** |
| **Operating Expenses** | | | | | | |
| Purchase of Services | 35,923 | 42,155 | 38,750 | 48,600 | 9,850 | 25.4% |
| **Total Operating Expenses** | **35,923** | **42,155** | **38,750** | **48,600** | **9,850** | **25.4%** |
| **Total Elections/Bd. of Reg.** | **64,380** | **115,191** | **60,980** | **99,170** | **38,190** | **62.6%** |

**Budget Overview:**

**I. Main Purpose of the Department**

The Elections department is responsible for assuring fair and impartial elections.

**II. Recent Developments**

During this past year we successfully managed four unscheduled special elections. Voter turnout was low, however the Elections department is required to complete all the preparation that would be required for a very large turnout.

This coming year, there is an elections bill before the Legislature which will make significant changes to many voting laws, including early voting, same day registration, absentee balloting and others. These changes, if passed, are slated to be in effect prior to the 2016 Presidential election.

**III. Current Challenges**

Recruiting and training election personnel is always a challenge. In years that there are fewer elections, it remains important to manage this process and keep fluid and flexible staffing lists for upcoming elections. We continue to assure that all the work is completed allowing us to inactivate and delete voters who no longer live in Natick. We continue to monitor our polling locations to make sure they are accessible.

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

This year, I would like to purchase election day signs which would be placed at each polling location. The signs will be visible in the dark.

| **Staffing** | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| Board of Registrars | 4* | 4* | 4* | 4* | 4* |
| Election Workers | 60* | 60* | 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

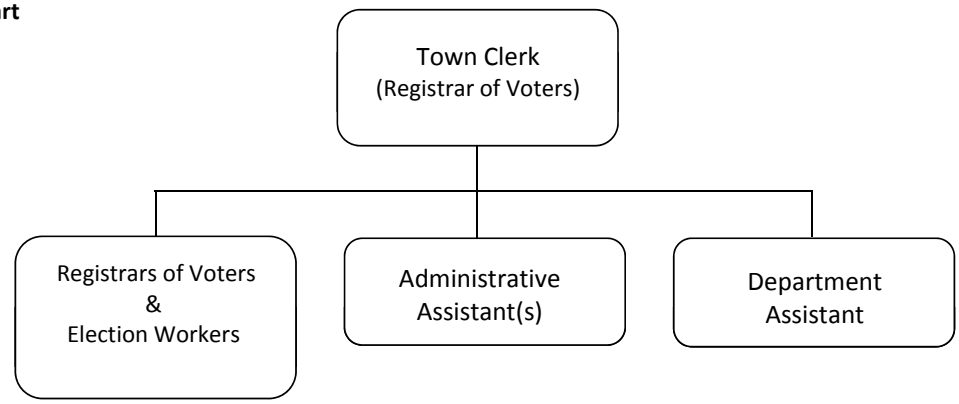
Home of Champions

## Department: Elections

| Performance Indicators | FY 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
|---|---|---|---|---|---|
| ***Workload Indicators*** | | | | | |
| Number of Elections | 3 | 2 | 3 | 1 | 3 |

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| ***Outcome Indicators*** | | | | | |
| Voter Turnout | | | | | |
| - Municipal | Indicator under development | | | | |
| - State | | | | | |
| - Federal | | | | | |

**Organizational Chart**




**Budget Detail**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| Salaries Management | 4,614 | 4,903 | 4,290 | 4,290 | 0 | 0.0% |
| Salaries Election Workers | 23,843 | 66,088 | 15,140 | 43,680 | 28,540 | 188.5% |
| Salaries Misc | | 2,045 | 2,800 | 2,600 | -200 | -7.1% |
| **Personnel Services** | **28,457** | **73,036** | **22,230** | **50,570** | **28,340** | **127.5%** |
| Communication Election Coding | 13,423 | 12,008 | 15,000 | 15,000 | 0 | 0.0% |
| Communication Postage | 11,554 | 15,019 | 14,250 | 15,000 | 750 | 5.3% |
| Communication Printing of Ballots | 143 | 3,044 | 5,000 | 5,000 | 0 | 0.0% |
| Communication Books | 2,666 | 2,454 | 2,000 | 2,000 | 0 | 0.0% |
| ***^Election Supplies*** | ***4,313*** | ***9,438*** | ***1,500*** | ***9,500*** | ***8,000*** | ***533.3%*** |
| Supplies Food | 3,825 | 192 | 1,000 | 2,100 | 1,100 | 110.0% |
| **Purchase of Services** | **35,923** | **42,155** | **38,750** | **48,600** | **9,850** | **25.4%** |
| **Total Board of Registrars** | **64,380** | **115,191** | **60,980** | **99,170** | **38,190** | **62.6%** |

***^Includes Program Improvement Request***

Department: Elections

**Line-Item Detail:**

**Personnel Services**
Pays for the salaries for the four (4) registrars and election workers (required under M.G.L. Ch. 51, Section 16A), as well as Constables and Town Meeting Pages. There will be will three elections during FY 2015, a State Primary, State Election and the Annual Town Election. We will continue to use students to help with the elections, especially at the end of the night.

**Purchase of Services**
**Postage** – Covers election mailings including absentee ballots, the annual street listing, confirmation notices (with return postage) to all inactive voters and additional postage to forward returned mail. This also includes an increase in postage costs.

**Printing & Advertising-** See detail and notes in Clerk's budget

**Election Coding** – This includes the service contract for the voting machines, programming of the regular and the Automark machines and printing the ballots.

**Communication Books** – This item includes the street listing books

**Election Supplies -** Each election costs between $1000 and $1500 for supplies required to equip and supply the polling sites. This also includes other office supplies. Included in this year's budget is $2,500 for reflective voting signs to be placed at all polling locations on election day (estimated cost is approximately $250 each).

*Town of Natick*

# Personnel Staffing Sheets

**Department** **Town Clerk & Elections**

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | [ N+O ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Begin Step | Begin Step Amt. | End Step | End Step Amt. | Pro-Rata Step | COLA | End Step | Other Comp. | Total FY 2015 |
| **Department** | | **Town Clerk** | | | | **Munis Dept. #** | | | **19** | | | | (@ 52 weeks) | | (@ 52.2 weeks) |
| **Salaries Management** | | | | | | **MUNIS Code** | | | **5111** | | | | | | |
| 42949 | Packer | Diane | 4/6/2010 | 1.0 | Town Clerk | Non-Rep | N3-0 | 76,000 | N3-0 | 76,000 | 0 | 0% | 76,000 | | 76,292 |
| **Sub-total Salaries Management** | | | | | | | | | | | | | | | **76,292** |
| **Salaries Operational Staff** | | | | | | **MUNIS Code** | | | **5113** | | | | | | |
| 42737 | Graveline | Kerry | 7/21/2005 | 1.0 | Admin Assist. | 1116 | B6-4 | 50,737 | B6-4 | 50,737 | 0 | 2% | 51,752 | | 51,951 |
| 43356 | Hansen | Nancy | 10/9/2007 | 1.0 | Dept. Assist. | 1116 | B5-4 | 47,607 | B5-4 | 47,607 | 0 | 2% | 48,559 | | 48,746 |
| 43848 | Blatz | Debra | 11/30/2009 | 1.0 | Admin Assist. | 1116 | B5-4 | 47,607 | B5-4 | 47,607 | 0 | 2% | 48,559 | | 48,746 |
| **Sub-total Salaries Operational Staff** | | | | | | | | | | | | | | | **149,443** |
| **Overtime** | | | | | | | | | | | | | | | **3,000** |
| **Total Salaries - Town Clerk** | | | | **4.00** | | | | | | | | | | | **$ 228,735** |

**Key:**

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

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Department** | | **Board of Registrars** | | | | **Munis Dept. #** | | | **20** | | | | (@ 52 weeks) | | (@ 52.2 weeks) |
| **Salaries Management** | | | | | | **MUNIS Code** | | | **5111** | | | | | | |
| 42949 | Packer | Diane | 4/6/2010 | | Registrar | Non-Rep | A7-0 | 1,378 | A7-0 | 1,378 | 0 | 0% | 1,378 | | 1,383 |
| 43661 | Northgraves | Nancy | 2/2/2009 | | Asst Registrar | Per. Bd. | A8-0 | 965 | A8-0 | 965 | 0 | 0% | 965 | | 969 |
| 44772 | Lafleur | Sandra | 6/4/2013 | | Asst Registrar | Per. Bd. | A8-0 | 965 | A8-0 | 965 | 0 | 0% | 965 | | 969 |
| 43989 | Awkward | Robert | 9/2/2010 | | Asst Registrar | Per. Bd. | A8-0 | 965 | A8-0 | 965 | 0 | 0% | 965 | | 969 |
| **Sub-total Salaries Management** | | | | | | | | | | | | | | | **4,290** |
| **Wages Election Workers** | | | | | | | | | | | | | | | Total Cost |

| Police Details | # required | rate | total |
|---|---|---|---|
| State Primary | 7 | $ 775 | $ 5,425 |
| State General | 7 | $ 775 | $ 5,425 |
| Town Election | 7 | $ 775 | $ 5,425 |
| **Total Police Details** | | | **$ 16,275** |

| Wardens | # required | rate | total |
|---|---|---|---|
| State Primary | 10 | $ 185 | $ 1,850 |
| State General | 10 | $ 185 | $ 1,850 |
| Town Election | 10 | $ 185 | $ 1,850 |
| **Total Wardens** | | | **$ 5,550** |

| Clerks | # required | rate | total |
|---|---|---|---|
| State Primary | 10 | $ 160 | $ 1,600 |
| State General | 10 | $ 160 | $ 1,600 |
| Town Election | 10 | $ 160 | $ 1,600 |
| **Total Clerks** | | | **$ 4,800** |

| Inspectors | # required | rate | total |
|---|---|---|---|
| State Primary | 40 | $ 140 | $ 5,600 |
| State General | 40 | $ 140 | $ 5,600 |
| Town Election | 40 | $ 140 | $ 5,600 |
| **Total Inspectors** | | | **$ 16,800** |

| Counters | # required | rate | total |
|---|---|---|---|
| State Primary | 10 | $ 8.50 | $ 85.0 |
| State General | 10 | $ 8.50 | $ 85.0 |
| Town Election | 10 | $ 8.50 | $ 85.0 |
| **Total Counters** | | | **$ 255** |

*Counters will be used as necessary to help count ballots at the end of the evening. They get paid minimum wage.*

| | |
|---|---|
| **All Election Workers** | **43,680** |
| **Constables** | **1,000** |
| **Town Meeting Pages** | **1,600** |
| **Total Salaries - Board of Registrars** | **$ 50,570** |

# *Town of Natick*

Home of Champions

## Department: Sealer of Weights & Measures

**Budget Detail**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| Salaries Technical & Professional | 14,658 | 14,658 | 14,659 | 14,659 | 0 | 0.00% |
| **Personnel Services** | **14,658** | **14,658** | **14,659** | **14,659** | **0** | **0.00%** |
| | | | | | | |
| Repairs & Maint Supplies | 493 | 500 | 500 | 500 | 0 | 0.00% |
| Dues & Subscriptions | 145 | 130 | 175 | 175 | 0 | 0.00% |
| Training & Education | 125 | 125 | 200 | 200 | 0 | 0.00% |
| **Purchase of Services** | **763** | **755** | **875** | **875** | **0** | **0.00%** |
| | | | | | | |
| **Total Sealer of Weights & Measures** | **15,421** | **15,412** | **15,534** | **15,534** | **0** | **0.00%** |

**Line-Item Detail**

**Personnel Services**

**Salaries Technical & Professional:** Pays for the Sealer of Weights & Measures.

**Purchase of Services**

**Repairs & Maintenance Supplies:** Supplies required to carry out the duties of the office. Up-to-date weights and measures laws and regulations including National Institute of Standards Handbook 44 and other NIST handbooks and publications, Massachusetts General Laws, Massachusetts Code of Regulations, and Town By-laws. Avoirdupois, apothecary, metric, and troy weights and liquid test measures which meet NIST Handbook 44 requirements together with carrying cases, hand tools, cart, funnel, safety cones, and other safety items. Vinyl seals for display to the public that a device has been tested and sealed and is legal for trade, lead and wire seals to secure the device's adjustment mechanism to deter and to exhibit any tampering, a punch to mark the vinyl seals, a seal press to press and imprint the lead and wire seals, and dies for use with the seal press. Not sealed labels, condemned tags, inspection pads, citation and receipt books, and office supplies and postage. A level funded $500.00 is requested for FY 2015.

**Training & Education:** Massachusetts General Law and Division of Standards regulations require local Sealers to attend training and fulfill continuing education requirements. Actual annual cost for training to satisfy requirements is running upwards of $125.00, plus local travel. The Division recommends $200.00 be budgeted for training each year. A level funded $200.00 is requested for FY 2015.

**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. A level funded $175.00 is requested for FY 2015.

# *Town of Natick*

Home of Champions

## Department: Sealer of Weights & Measures

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| Personnel Services | 14,658 | 14,658 | 14,659 | 14,659 | 0 | 0.00% |
| **Total Operating Expenses** | **14,658** | **14,658** | **14,659** | **14,659** | **0** | **0.00%** |
| **Operating Expenses** | | | | | | |
| Purchase of Services | 763 | 755 | 875 | 875 | 0 | 0.00% |
| **Total Other Chgs. & Expenses** | **763** | **755** | **875** | **875** | **0** | **0.00%** |
| Total Sealer of Weights & Measures | **15,421** | **15,412** | **15,534** | **15,534** | **0** | **0.00%** |

**Budget Overview:**

The Sealer 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** | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| Sealer of Weights & Measures | 0.4 | 0.4 | 0.4 | 0.4 | **0.4** |
| **Total FTE** | **0.4** | **0.4** | **0.4** | **0.4** | **0.4** |
| **Total FT/PT** | **0 FT / 1 PT** | **0 FT / 1 PT** | **0 FT / 1 PT** | **0 FT / 1 PT** | **0 FT / 1 PT** |

| **Performance Indicators** | 2011* | 2012* | 2013* | 2014* | 2015* |
|---|---|---|---|---|---|
| ***Workload Measures*** | | | | | |
| Scales Tested | | | | | |
| - 100lbs-1000lbs | 12 | 12 | 13 | 12 | 12 |
| - 10lbs-100lbs | 97 | 91 | 84 | 86 | 88 |
| - Less than 10lbs | 11 | 10 | 11 | 11 | 11 |
| - Metric & Apothecary Weights | 30 | 30 | 29 | 29 | 29 |
| Liquid Measuring Device | | | | | |
| - Gasoline Meters | 157 | 154 | 172 | 164 | 164 |
| - Vehicle Tank Meters | 14 | 12 | 12 | 12 | 12 |
| - Taxi Meters | 24 | 28 | 30 | 30 | 30 |

**Estimates. Inspections are performed on a calendar year basis.*

# *Town of Natick*

Home of Champions

## Department: Community Development

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | $ 676,671 | $ 748,845 | $ 837,604 | $ 843,978 | $ 6,375 | 0.76% |
| **Total Salaries** | **$ 676,671** | **$ 748,845** | **$ 837,604** | **$ 843,978** | **$ 6,375** | **0.76%** |
| **Operating Expenses** | | | | | | |
| Expenses | $ 22,796 | $ 16,535 | $ 23,811 | $ 23,811 | $ - | 0.00% |
| **Total Operating Expenses** | **$ 22,796** | **$ 16,535** | **$ 23,811** | **$ 23,811** | **$ -** | **0.00%** |
| **Total Community Development** | **$ 699,467** | **$ 765,380** | **$ 861,415** | **$ 867,789** | **$ 6,375** | **0.74%** |

**Mission:**

***We are dedicated to making Natick a better and safer place to live and work***

A place where people want to raise a family, go to work and invest in the community. The Department works to protect and enhance our built and natural resources by preserving the quality of life for the citizens of Natick. We work toward preserving and enhancing the long-term interests of our community, and to delivering the highest quality of service.

**Goals:**

*Administer and enforce all applicable regulations*

*Support Town Boards and official bodies*

*Improve Downtown/In-Town parking*

*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*

**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 regulations. The Department does this by:

- Reviewing construction plans, issuing building permits and inspecting projects and properties.
- Working with municipal boards, businesses and residents to develop plans to guide our community's future.
- Reviewing, updating and enforcing applicable town by laws, state regulations and federal requirements.

**II. Recent Developments**

The Town works to oversee the closeout of two significant 40B projects at South Natick Hills 40B project (268 units) and the Chrysler Road 40B project (407 units). Both are near completion of ordinary construction but some mitigation items remain. The Dept. continues involvement in several major roadway improvement projects including the redesign of North Main Street to the Wayland town line; local oversight of construction of improvements to the intersection of Oak Street and Route 9 in FY2014; and, redesign of the intersection of Route 27 with Route 9. Also , the Town received a $2.5ml MassWorks Grant to rebuild Kansas Street based on an application made by this Dept. The Dept. has recently added a staff person to undertake economic 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 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 upcoming redevelopment of the former Paperboard property redevelopment to a smart growth project with 150 units will occur in 2014. Constant Route 9 projects and others continue to occur.
- Addressing the management of affordable housing units being created in the Town (sales, lotteries, deed restrictions, obtaining State approvals, etc.) and assuring that the Town can obtain certification of the units as affordable units.
- A more directed approach to economic development will occur in 2014 as a full time staff person has been hired.

**V. On the Horizon**

- Implementation of an automated permit tracking system is necessary and will commence in 2014.
- Advance design and state funding for the reconstruction of major roadways , CRT and other projects.
- Pursue scanning and electronic filing of 48 years of plans, specs, permits.
- Pursue linking to Town's electronic real property data system which Dept. currently cannot do.
- Pursue downtown parking solutions.
- Pursue multiple economic development related activities.
- Advance revision of zoning bylaw and zoning map.
- Enhance support for initiatives to enhance, expand and promote use of our trail system.

# *Town of Natick*

Home of Champions

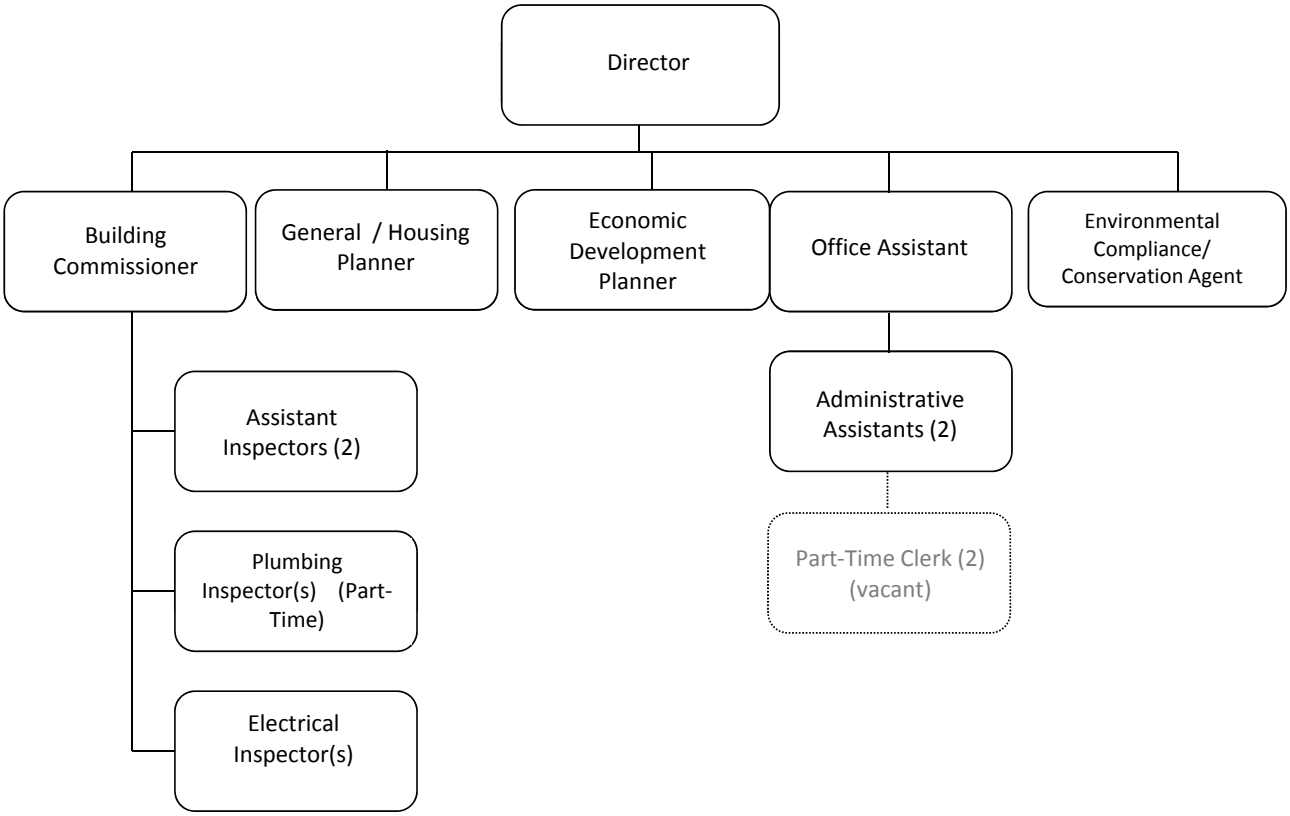
## Department: Community Development

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| Director | 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 | 0 | 0 | 1 | 1 |
| Executive Assistant | 1 | 1 | 1 | 1 | 1 |
| Administrative Assistant | 2 | 2 | 2 | 2 | 2 |
| Part-Time Clerk | 0 | 0 | 0 | 0 | 0 |
| Environmental Compliance/Cons Agent | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| Part-Time Inspectors | 1.02 | 2.55 | 3.15 | 2.60 | 3.35 |
| **Total FTE** | **9.52** | **11.05** | **11.65** | **12.10** | **12.85** |
| **Total FT/PT** | **9 FT / 4 PT** | **9 FT / 6 PT** | **9 FT / 6 PT** | **10 FT / 6 PT** | **10 FT / 6 PT** |

**Notes**

*The Environmental Compliance Officer/Conservation Agent is funded one-half through this department, one-half through the Selectmen's Office.*

**Organizational Chart**



# *Town of Natick*

Home of Champions

## Department: Community Development

**Performance Indicators (Tasks)**

| | |
|---|---|
| 1 | Department to prepare *meeting postings and minutes for Planning Board, ZBA, and Conservation Committee* |
| 2 | Department to prepare list of zoning bylaw and map flaws and provide recommendations to Planning Board and ZBA |
| 3 | Department to track / prepare information regarding implementation of Stretch Code |
| 4 | Department to administer MORE grant and associated work (manage $1.3 million in traffic engineering contracts) |
| 5 | Department to administer design contract and manage traffic engineers and public process for North Main (Rt. 27) Redesign |
| 6 | Pursuit of roadway projects construction funding (Oak/9, 9/27, Rt 27). |
| 7 | Updating of Departmental website information |
| 8 | Address document/data storage (hopefully) |
| 9 | Public outreach efforts regarding need to revise zoning bylaw and map |
| 10 | Institute monthly staff meetings for project review coordination purposes |
| 11 | Pursuit of Cochituate Rail Trail project – further design, ROW acquisition and funding |
| 12 | Assist/participate in Economic Development Advisory Committee |
| 13 | Participate in Natick Center Associates |
| 14 | Review 2010 census data |
| 15 | Manage and administer wetland protection program for Con Comm |
| 16 | Manage and administer energy programs for general government |
| 17 | Manage and administer environmental compliance programs for general government |
| 18 | Manage and administer HOME program for Town |
| 19 | Manage and administer Fair Housing requirements |
| 20 | Assist Community Development Advisory Committee and Affordable Housing Trust Fund Committee |
| 21 | Manage affordable housing stock (review transactions, file reporting, take actions as necessary) |
| 22 | Prepare Commonwealth Capital Submission |
| 23 | Undertake research regarding state proposed zoning reform |
| 24 | Assist Planning Board in preparation of zoning bylaw modifications |

| **Budget Detail** | | | **2012 Actual** | **2013 Actual** | **2014 Appropriated** | **2015 Preliminary** |
|---|---|---|---|---|---|---|
| Salaries Management | | | $ 190,759 | $ 193,228 | $ 197,262 | $ 198,217 |
| Salaries Supervisory | | | $ 49,439 | $ 51,086 | $ 55,865 | $ 56,398 |
| Salaries Operational Staff | | | $ 93,015 | $ 93,731 | $ 95,581 | $ 96,896 |
| Salaries Technical & Professional | | | $ 212,659 | $ 252,599 | $ 340,783 | $ 336,060 |
| Salaries Tech & Prof Inspector's | | | $ 108,413 | $ 134,087 | $ 127,113 | $ 135,157 |
| Salaries Temp Operational Staff | | | $ - | $ 21,480 | $ - | $ - |
| Add'l Comp Supervisory Staff | | | $ 996 | $ 753 | $ 3,000 | $ 3,250 |
| Add'l Comp Operational Staff | | | $ - | $ - | $ - | $ - |
| Salaries Operation Staff Overtime | | | $ 21,388 | $ 1,881 | $ 18,000 | $ 18,000 |
| **Personnel Services** | | | **$ 676,671** | **$ 748,845** | **$ 837,604** | **$ 843,978** |
| In State Travel/Meetings | | | $ 605 | $ 873 | $ 2,400 | $ 2,400 |
| Communication Telephone | | | $ 1,631 | $ 1,935 | $ 2,875 | $ 2,875 |
| Dues & Subscriptions | | | $ 480 | $ 470 | $ 800 | $ 800 |
| Training & Education | | | $ 1,455 | $ 2,588 | $ 2,000 | $ 2,000 |
| Communication Postage | | | $ 2,270 | $ 2,833 | $ 2,730 | $ 2,730 |
| Copy/Mail Center Fees | | | $ 4,015 | $ - | $ - | $ - |
| Consultant Services | | | $ - | $ - | $ - | $ - |
| Communication Print & Advertising | | | $ 5,256 | $ 5,181 | $ 7,756 | $ 7,756 |
| Communication Books & Publications | | | $ - | $ - | $ 750 | $ 750 |
| Professional Services - Other | | | $ 3,520 | $ - | $ - | $ - |
| Office Supplies | | | $ 3,565 | $ 2,655 | $ 4,500 | $ 4,500 |
| **Expenses** | | | **$ 22,796** | **$ 16,535** | **$ 23,811** | **$ 23,811** |
| **Total Community Development** | | | **$ 699,467** | **$ 765,380** | **$ 861,415** | **$ 867,789** |

# *Town of Natick*

Home of Champions

## Department: Community Development

| Budget Detail | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| Salaries Management | $ 190,759 | $ 193,228 | $ 197,262 | $ 198,217 | $ 955 | 0.48% |
| Salaries Supervisory | $ 49,439 | $ 51,086 | $ 55,865 | $ 56,398 | $ 533 | 0.95% |
| Salaries Operational Staff | $ 93,015 | $ 93,731 | $ 95,581 | $ 96,896 | $ 1,315 | 1.38% |
| Salaries Technical & Professional | $ 212,659 | $ 252,599 | $ 340,783 | $ 336,060 | $ (4,723) | -1.39% |
| Salaries Tech & Prof Inspector's | $ 108,413 | $ 134,087 | $ 127,113 | $ 135,157 | $ 8,044 | 6.33% |
| Salaries Temp Operational Staff | $ - | $ 21,480 | $ - | $ - | $ - | 0.00% |
| Add'l Comp Supervisory Staff | $ 996 | $ 753 | $ 3,000 | $ 3,250 | $ 250 | 8.33% |
| Add'l Comp Operational Staff | $ - | $ - | $ - | $ - | $ - | 0.00% |
| Salaries Operation Staff Overtime | $ 21,388 | $ 1,881 | $ 18,000 | $ 18,000 | $ - | 0.00% |
| **Personnel Services** | **$ 676,671** | **$ 748,845** | **$ 837,604** | **$ 843,978** | **$ 6,375** | **0.76%** |
| In State Travel/Meetings | $ 605 | $ 873 | $ 2,400 | $ 2,400 | $ - | 0.00% |
| Communication Telephone | $ 1,631 | $ 1,935 | $ 2,875 | $ 2,875 | $ - | 0.00% |
| Dues & Subscriptions | $ 480 | $ 470 | $ 800 | $ 800 | $ - | 0.00% |
| Training & Education | $ 1,455 | $ 2,588 | $ 2,000 | $ 2,000 | $ - | 0.00% |
| Communication Postage | $ 2,270 | $ 2,833 | $ 2,730 | $ 2,730 | $ - | 0.00% |
| Copy/Mail Center Fees | $ 4,015 | $ - | $ - | $ - | $ - | 0.00% |
| Communication Print & Advertising | $ 5,256 | $ 5,181 | $ 7,756 | $ 7,756 | $ - | 0.00% |
| Communication Books & Publications | $ - | $ - | $ 750 | $ 750 | $ - | 0.00% |
| Professional Services - Other | $ 3,520 | $ - | $ - | $ - | $ - | 0.00% |
| Office Supplies | $ 3,565 | $ 2,655 | $ 4,500 | $ 4,500 | $ - | 0.00% |
| **Expenses** | **$ 22,796** | **$ 16,535** | **$ 23,811** | **$ 23,811** | **$ -** | **0.00%** |
| **Total Community Development** | **$ 699,467** | **$ 765,380** | **$ 861,415** | **$ 867,789** | **$ 6,375** | **0.74%** |

**Line-Item Detail**

**Personnel Services -** For 2015, we are requesting an increase in Salaries Technical& Professional to provide level-services. In the past two years, we needed a year-end transfer for inspectors. This request should eliminate that request. Add'l Comp Supervisory Staff is increasing as per union contract. For Salaries Operation Staff Overtime, we propose maintaining the FY2014 level of Operation Staff Overtime at $18,000 to address the on-going demands of night-time board work. This includes staffing to assist the functions of the Planning Board, Zoning Board and Conservation Commission which are critical to maintaining the functions of the boards.

**Expenses –** An amount of $18,380, is proposed for FY2015 to cover travel, telephone, dues and subscriptions training and education (critical for inspectors), postage, copying , office supplies and mailings. Overall this only covers rudimentary needs. It is noteworthy however that it allows no ability to hire consultant services to assist in various areas of departmental focus or assist municipal boards or groups in applicable activities or interests. It will hopefully allow us to maintain required legal notifications and postings in local papers for board review purposes so long as increases do not occur.

*Town of Natick*

# Personnel Staffing Sheets

**Department** **Community Development**

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | [ N+O ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Begin Step | Begin Step Amt. | End Step | End Step Amt. | Pro-Rata Step | COLA | End Step | Other Comp. | Total FY 2015 |
| **Department** | | **Community Development** | | | | **Munis Dept. #** | | | **21** | | | | (@ 52 weeks) | | (@ 52.2 weeks) |
| **Salaries Management** | | | | | | **MUNIS Code** | | | **5111** | | | | | | |
| 42745 | Reffett | Patrick | 8/15/2005 | 1.0 | Director | Per. Bd. | 4 | 107,459 | 4 | 107,459 | | 0.0% | 107,459 | | 107,871 |
| 42399 | Gusmini | David | 9/10/2013 | 1.0 | Building Comm. | Per. Bd. | 4 | 90,000 | 4 | 90,000 | | 0.0% | 90,000 | | 90,346 |
| **Sub-total Salaries Management** | | | | | | | | | | | | | | | **198,217** |
| **Salaries Supervisory** | | | | | | **MUNIS Code** | | | **5112** | | | | | | |
| 1223 | Greel | Anne | 10/17/1979 | 1.0 | Exec Asst Clerk | 1116 | B7-4 | 55,080 | B7-4 | 55,080 | 0 | 2% | 56,182 | 2,500 | 58,898 |
| **Sub-total Salaries Management** | | | | | | | | | | | | | | | **58,898** |
| **Salaries Operational Staff** | | | | | | **MUNIS Code** | | | **5113** | | | | | | |
| 41556 | Calhoun | Susan | 1/3/2002 | 1.0 | Admin Assist. | 1116 | B5-4 | 47,607 | B5-4 | 47,607 | 0 | 2% | 48,559 | 750 | 49,496 |
| 45009 | Cox | Maegan | 12/2/2013 | 1.0 | Admin Assist. | 1116 | B5-3 | 46,209 | B5-4 | 47,607 | 816 | 2% | 47,965 | | 48,149 |
| **Sub-total Salaries Operational Staff** | | | | | | | | | | | | | | | **97,646** |
| **Salaries Technical/Professional** | | | | | | **MUNIS Code** | | | **5114** | | | | | | |
| 41128 | Connelly | Michael | 4/27/1998 | 1.0 | Assist Inspector | Per. Bd. | 3 | 70,457 | 3 | 70,457 | 0 | 0.0% | 70,457 | | 70,728 |
| 44424 | Libby | Eric | 4/13/2012 | 1.0 | Assist Inspector | Per. Bd. | 3 | 64,192 | 3 | 64,192 | 0 | 0.0% | 64,192 | | 64,427 |
| 43597 | Merkel | Joseph | 9/22/2008 | 1.0 | Housing/Gen Plan. | Per. Bd. | 3 | 74,588 | 3 | 74,588 | 0 | 0.0% | 74,588 | | 74,874 |
| 45010 | Gallerani | Michael | 11/18/2013 | 1.0 | Eco. Devo. Planner | Per. Bd. | 3 | 75,000 | 3 | 75,000 | 0 | 0.0% | 75,000 | | 75,288 |
| | | | | | | | | | | | | | | | **285,318** |
| 41809 | Bois | Robert | 2/7/2002 | 0.5 | Compliance Off. | Per. Bd. | 4 | 50,547 | 4 | 50,547 | 0 | 0% | 50,547 | | 50,741 |
| **Sub-total Salaries Technical/Professional** | | | | | | | | | | | | | | | **336,060** |
| **Technical/Professional-Inspectors - Part Time** | | | | | | **MUNIS Code** | | | **5124** | | | | | | |
| 2473 | Dempsey | Robert | 4/17/1986 | 0.80 | Inspector, Plum. | Per. Bd. | H7-5 | 33,946 | H7-M | 34,961 | 254 | 0% | 34,199 | | 34,331 |
| 44153 | Bouret | Kevin | 5/17/2011 | 0.60 | Inspector, Wire | Per. Bd. | H7-0 | 21,965 | H7-1 | 22,626 | 110 | 0% | 22,075 | | 22,160 |
| 1882 | Lessard | George | 11/1/1982 | 0.25 | Inspector, Plum. | Per. Bd. | H7-4 | 10,306 | H7-5 | 10,608 | 201 | 0% | 10,507 | | 10,548 |
| 3124 | Chavious | Scott | 6/29/1995 | 0.80 | Inspector, Wire | Per. Bd. | H7-4 | 32,980 | H7-5 | 33,946 | 241 | 0% | 33,222 | | 33,350 |
| | Vacant | | | 0.45 | Inspector, Wire | Per. Bd. | H7-0 | 16,474 | H7-1 | 16,970 | 0 | 0% | 16,474 | | 16,537 |
| | Vacant | | | 0.45 | Inspector, Plum. | Per. Bd. | H7-0 | 18,162 | H7-1 | 18,162 | 0 | 0% | 18,162 | | 18,232 |
| **Sub-total Salaries Technical/Professional - Inspectors - Part time** | | | | | | | | | | | | | | | **135,157** |
| **Operational Staff Overtime** | | | | | | | | | | | | | | | **18,000** |
| **Total Salaries - Community Development** | | | | **12.85** | | | | | | | | | | | **$ 843,978** |

**Key:**

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

**Notes:**

Tech /Prof Inspectors - Part-Time are utilized in an as needed basis

# Section VIII:
# Committees & Commissions

Committees & Commissions Summary
Finance Committee VIII.4
Commission on Disability VIII.5
Cultural Council VIII.6
Historical Commission VIII.7
Historic District Commission VIII.8

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# *Town of Natick*

Home of Champions

## Department: Commissions & Committees

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Operating Expenses** | | | | | | |
| **Total Finance Committee** | 15,203 | 13,018 | 22,000 | 23,800 | 1,800 | 8.18% |
| **Total Commission on Disability** | 202 | 1,221 | 1,810 | 1,810 | 0 | 0.00% |
| **Total Natick Cultural Council** | 382 | 278 | 700 | 700 | 0 | 0.00% |
| **Total Historical Commission** | 858 | 714 | 1,000 | 1,000 | 0 | 0.00% |
| **Total Historic District Commission** | 535 | 406 | 550 | 550 | 0 | 0.00% |
| **Total Committees & Commissions** | 17,180 | 15,637 | 26,060 | 27,860 | 1,800 | 6.91% |

Budget Overview:

The Town of Natick has over 40 volunteer boards, commissions and committees which serve in various capacities to ensure the citizens of Natick have the most responsive and accountable local government possible. Some of these receive modest budgetary outlays. They are detailed in this section of the budget.

# *Town of Natick*

Home of Champions

## Department: Finance Committee

**Budget Overview:**

As established under Article 23 of the By-laws of the Town of Natick, the Finance Committee holds public hearings on and conducts a detailed review of the proposed budget. The Finance Committee provides a report and recommendation to the representative Town Meeting and the Town. The Finance Committee can make recommendations about what to cut if an override is not approved by the voters.

It also is statutory responsible for the administration of and disbursement for the Reserve Fund as set for under M.G.L. Ch. 40, Sec. 6. Please see Section IX: Shared Expenses: Reserve Fund for more information.

| **Staffing:** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| 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:**

| | **2012 Actual** | **2013 Actual** | **2014 Appropriated** | **2015 Preliminary** | **2014 vs. 2015 $** | **2014 vs. 2015 %** |
|---|---|---|---|---|---|---|
| Secretarial Staff | 8,705 | 6,936 | 9,000 | 10,800 | **1,800** | **20.00%** |
| **Personnel Services** | **8,705** | **6,936** | **9,000** | **10,800** | **1,800** | **20.00%** |
| Communication Postage | 1,320 | 932 | 0 | 1,000 | **1,000** | **100.00%** |
| **Purchase of Services** | **1,320** | **932** | **0** | **1,000** | **1,000** | **100.00%** |
| Copy/Mail Center Fees | 5,178 | 4,634 | 12,000 | 11,000 | **-1,000** | **-8.33%** |
| **Tech/Prof Services** | **5,178** | **4,634** | **12,000** | **11,000** | **-1,000** | **-8.33%** |
| Office Supplies | | 516 | 1,000 | 1,000 | **0** | **0.00%** |
| **Supplies** | **0** | **516** | **1,000** | **1,000** | **0** | **0.00%** |
| **Total Finance Committee** | **15,203** | **13,018** | **22,000** | **23,800** | **1,800** | **8.18%** |

**Line-Item Detail:**

Secretarial Staff: Amount covers the costs of the Executive Secretary to the Finance Committee. Increase accounts for increase in rate from contracted provider.

Communication/Postage: Covers the cost of mailing Finance Committee Reports to Town Meeting members. Recommend elimination of line item as postage has been included within cost of production (See Copy Mail Center Fees Line below)

Copy/Mail Center Fees: Covers the cost of printing Finance Committee Reports for Town Meeting. FY 2015 request covers productions of 275 copies of three separate recommendation books (one spring, one fall and one addendum for a total of 850 pages annually), and includes costs of printing, binding, and materials.

Office Supplies: Covers the various misc. costs of supplies for the executive secretary and the committee.

# *Town of Natick*

Home of Champions

## Department: Commission on Disability

**Budget Overview:**

The Commission on Disability is appointed by the Town Administrator with the purpose of advocacy on behalf of residents with disabilities in order to reach the goal of full inclusion of people with disabilities in the community. The Commission works with the Commonwealth, Town Departments and local officials, and the general public responding to concerns and complaints regarding accessibility concerns.

| Staffing: | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| 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:**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **ADA Expenses:** | | | | | | |
| Communication Telephone | 0 | 100 | 100 | 100 | 0 | 0.00% |
| In State Travel | 0 | 200 | 200 | 200 | 0 | 0.00% |
| Dues & Subscriptions | 0 | 100 | 100 | 100 | 0 | 0.00% |
| Copy/Mail Center Fees | 0 | 75 | 75 | 575 | 500 | 666.67% |
| **Tech/Professional Services** | **-** | **475** | **475** | **975** | **500** | **105.26%** |
| | | | | | | |
| Copy/Mail Center Fees | | 500 | 500 | 0 | -500 | -100.00% |
| Operating Expense | 202 | 246 | 835 | 835 | 0 | 0.00% |
| **Supplies** | **202** | **746** | **1,335** | **835** | **(500)** | **-37.45%** |
| | | | | | | |
| **Total Commission on Disability** | **202** | **1,221** | **1,810** | **1,810** | **0** | **0.00%** |

**Line-Item Detail:**

# *Town of Natick*

Home of Champions

**Department:** Natick Cultural Council

**Budget Overview:**

The Natick Cultural Council supports the promotion of arts and culture in Natick through the distribution of small amounts of grants from the Commonwealth.

For a list of grant disbursements, please visit: http://mass-culture.org/Natick#

Natick Cultural Council

| Staffing: | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| 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**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| Operating Expense | 382 | 278 | 700 | 700 | **0** | **0.00%** |
| **Supplies** | **382** | **278** | **700** | **700** | **0** | **0.00%** |
| **Total Natick Cultural Council** | **382** | **278** | **700** | **700** | **0** | **0.00%** |

**Line-Item Detail:**

Operating Expense: Covers the costs of office supplies & communications.

# *Town of Natick*

Home of Champions

## Department: Historical Commission

**Budget Overview:**

The Historical Commission serves to redevelop, protect and promote historic properties throughout Natick. Established under Articles 4 and 5 by Special Town Meeting through acceptance of M.G.L. Ch. 40, Section 8D, on March 30, 1967, the commission's charge is to preserve, protect and develop the historical or archeological assets of the town. They are also charged to "conduct researches for places of historic or archeological value, shall cooperate with the state archeologist in conducting such researches or other surveys, and shall seek to coordinate the activities of unofficial bodies organized for similar purposes, and may advertise, prepare, print and distribute books, maps, charts, plans and pamphlets which it deems necessary for its work. " Recommendations are made to the Selectmen and the Massachusetts Historical Commission, for any place to be certified as an historical or archeological landmark.

| **Staffing:** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| | | | | | |
| 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**

| | **2012 Actual** | **2013 Actual** | **2014 Appropriated** | **2015 Preliminary** | **2014 vs. 2015 $** | **2014 vs. 2015 %** |
|---|---|---|---|---|---|---|
| | | | | | | |
| Operating Expense | 858 | 714 | 1,000 | 1,000 | **0** | **0.00%** |
| **Supplies** | **858** | **714** | **1,000** | **1,000** | **0** | **0.00%** |
| | | | | | | |
| **Total Historical Commission** | **858** | **714** | **1,000** | **1,000** | **0** | **0.00%** |

**Line-Item Detail:**

Operating Expense: Covers the costs of office supplies & communications.

# *Town of Natick*

Home of Champions

## Department: Historic District Commission

**Budget Overview:**

The Historic District Commission serves as a regulatory commission providing review and certification for all construction and or remodeling projects involving properties within the Eliot and Wilson historic districts for which the changes are visible from any public way. The purpose of this oversight is to protect the overall historic appearance and nature of the historic districts and to preserve the historic features, scale, materials and settings of buildings of historic significance. The Commission was created in 1974 under M.G.L. Chapter 40C, the Historic District Act of 1960.

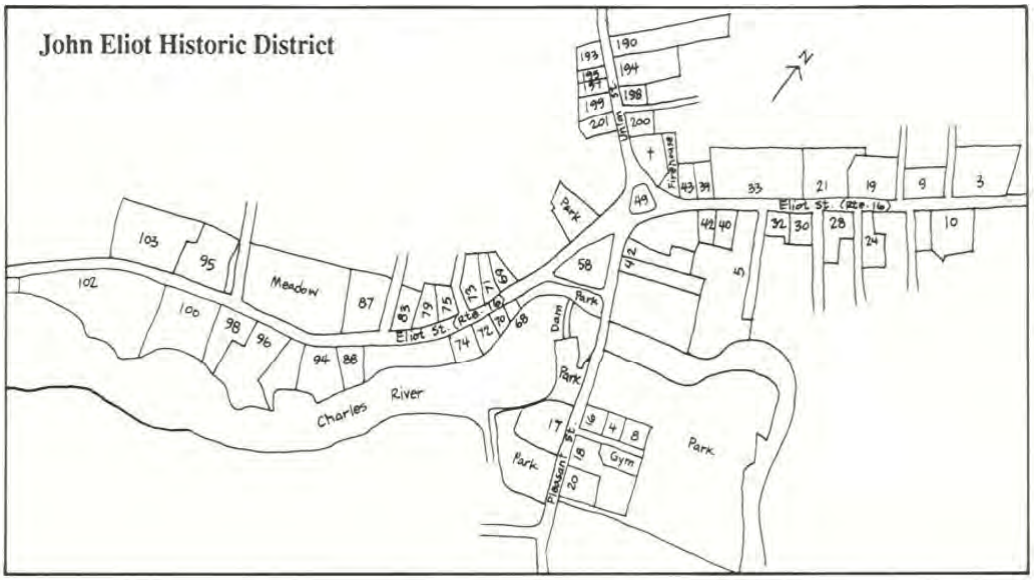
| **Staffing:** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| | | | | | |
| None | 0 | 0 | 0 | 0 | 0 |
| **Total FTE** | **0** | **0** | **0** | **0** | **0** |
| **Total FT/PT** | **0 FT / 0 PT** | **0 FT / 0 PT** | **0 FT / 0 PT** | **0 FT / 0 PT** | **0 FT / 0 PT** |

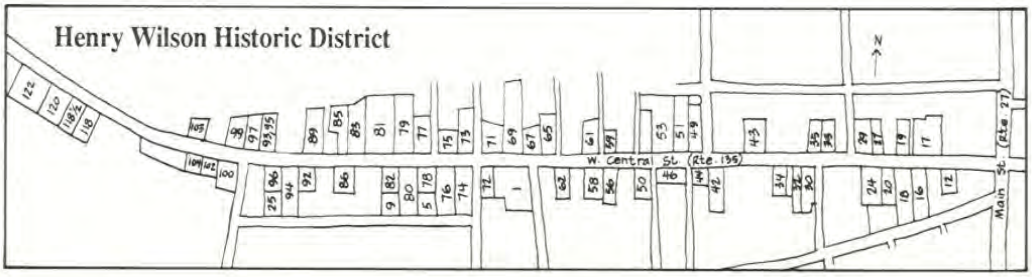
**Budget Detail**

| | **2012 Actual** | **2013 Actual** | **2014 Appropriated** | **2015 Preliminary** | **2014 vs. 2015 $** | **%** |
|---|---|---|---|---|---|---|
| | | | | | | |
| Operating Expense | 535 | 406 | 550 | 550 | **0** | **0.00%** |
| **Supplies** | **535** | **406** | **550** | **550** | **0** | **0.00%** |
| **Total Historic District Commission** | **535** | **406** | **550** | **550** | **0** | **0.00%** |

**Line-Item Detail:**

Operating Expense: Covers the costs of legal notices, office supplies & communications.



# Section IX:
# Shared Expenses

Benefits
- Employee Fringe Benefits & Insurance IX.3
- Property & Liability Insurance IX.13
- Contributory Retirement IX.15
- Non-Contributory Retirement IX.17

Debt Service IX.19
Reserve Fund IX.29
Facilities Management IX.31

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# *Town of Natick*

Home of Champions

## Department: Employee Fringe

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Other Personnel Services** | | | | | | |
| Worker's Compensation | 444,314 | 427,835 | 505,000 | 505,000 | 0 | 0.00% |
| Unemployment | 201,375 | 186,997 | 240,000 | 200,000 | -40,000 | -16.67% |
| FICA (All) | 824,854 | 881,066 | 850,000 | 925,000 | 75,000 | 8.82% |
| Drug & Alcohol testing | 2,900 | 5,730 | 5,000 | 8,000 | 3,000 | 60.00% |
| Medical Insurance (s) | 12,149,914 | 12,342,984 | 12,964,188 | 13,877,005 | 912,817 | 7.04% |
| Public Safety Medical (111F) | 182,770 | 179,548 | 217,500 | 205,000 | -12,500 | -5.75% |
| LIUNA | 178,444 | 184,342 | 196,548 | 202,700 | 6,152 | 3.13% |
| Benefits Reserve | 17,024 | 2,000 | 50,000 | 50,000 | 0 | 0.00% |
| Long-Term Disability | 0 | 4,268 | 18,000 | 18,000 | 0 | 0.00% |
| Retirement Buy-Out Program | 134,610 | 172,667 | 165,000 | 165,000 | 0 | 0.00% |
| **Total Other Personnel Services** | **14,136,206** | **14,387,437** | **15,211,236** | **16,155,705** | **944,469** | **6.21%** |
| Merit/Performance Raises* | 31,750 | 29,000 | 5,536 | 157,500 | See next page | |
| **Total Performance Plan** | **31,750** | **29,000** | **5,536** | **157,500** | **See next page** | |
| **Total Employee Fringe** | **14,167,956** | **14,416,437** | **15,216,772** | **16,313,205** | **1,096,433** | **7.21%** |

**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 - FICA (payroll taxes) - Health Insurance - Life Insurance - LIUNA Pension Contributions - Retirement Buy-Outs - Drug & Alcohol Testing

**Major Points for Health Care/Benefits for FY 2014:**

- Higher Health Care Rates: Health care rates will increase 10% from FY 2014 rates to FY 2015 for the Rate Saver plans. Non-rate saver plans (PPO's) are projected to increase 15% . A detailed summary of each HMO option is attached to this budget. Rates have NOT been voted and will NOT be known until mid-February when the West Suburban Health Group next meets.
- Cushion for 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 20 extra plans in the Insurance Group Health & Life categories to handle this increase.
- New Employee Hires: We are adding 18 new plans on top of the budget increases and plan changes and differentials for new employees to ensure that their benefits are accounted for. We may not need those appropriations. Any amount appropriated and unspent returns to Free Cash at year's end.

# *Town of Natick*

Home of Champions

## Department: Employee Fringe

**Budget Detail:**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| Worker's Compensation | 444,314 | 427,835 | 505,000 | 505,000 | -25,000 | -4.72% |
| Insurance Unemployment | 201,375 | 186,997 | 240,000 | 200,000 | -15,000 | -6.98% |
| FICA {Medicare} | 824,854 | 881,066 | 850,000 | 925,000 | 175,000 | 23.33% |
| FICA {Social Security} | 0 | | 500 | 500 | 0 | 0.00% |
| DOT Testing | 2,900 | 5,730 | 4,500 | 7,500 | 3,000 | 66.67% |
| Insurance Group Health & Life | 12,149,914 | 12,342,984 | 12,964,188 | 13,877,005 | 929,546 | 7.18% |
| Public Safety C41 S111F Medical | 182,770 | 179,548 | 217,500 | 205,000 | 5,000 | 2.50% |
| LIUNA Pension | 178,444 | 184,342 | 196,548 | 202,700 | 15,150 | 8.08% |
| Employee Benefits Reserve | 17,024 | 2,000 | 50,000 | 50,000 | 0 | 0.00% |
| Long-Term Disability | 0 | 4,268 | 18,000 | 18,000 | 18,000 | 100.00% |
| -- Retirement Buy-out Program --- | | | | | | |
| Fire Department | 11,740 | 1,364 | 75,000 | 75,000 | 0 | 0.00% |
| Police Department | 46,337 | 33,957 | 40,000 | 40,000 | -10,000 | -20.00% |
| Public Works Department | 66,954 | 43,000 | 50,000 | 50,000 | -25,000 | -33.33% |
| Salaries Sick/Vacation Buy-Back | 9,579 | 94,346 | | 0 | 0 | 0.00% |
| **Other Personnel Services** | **14,136,206** | **14,387,437** | **15,211,236** | **16,155,705** | **1,070,696** | **7.10%** |
| Merit/Performance Raises* | 31,750 | 29,000 | 5,536 | 157,500 | See Below | |
| **Performance Plan** | **31,750** | **29,000** | **5,536** | **157,500** | **See Below** | |
| **Total Employee Fringe** | **14,167,956** | **14,416,437** | **15,216,772** | **16,313,205** | **1,204,189** | **7.97%** |

**Actual FY 2014 Appropriated amount is $150,000. To date, $144,464 has been dispersed in three ways to Personnel Board employees: 1) $50,000 in one-time lump-sum add to base pay for switching to a 75/25 contribution rate effective 7/1/2013; 2) $19,370 in Market adjustments, and ; 3) $85.094 in Performance Raises. These amounts are now reflected in revised FY 2014 Appropriated amounts in each departmental budget. For more detail on the FY 2015 Preliminary request, please see detail on ensuing pages. For more detail on spend down patterns FY 2012-2014, please see below.*

| ***Merit/Performance Raises** | **FY 2012** | **FY 2013** | **FY 2014** | **FY 2014** | **Diff ($)** | **Diff. (%)** |
|---|---|---|---|---|---|---|
| Appropriated | $ 37,500 | $ 90,000 | $ 150,000 | $ 157,500 | $ 7,500 | 5.00% |
| Expended (to-date) | $ 31,750 | $ 88,203 | $ 144,464 | 0 | | |
| **Remaining (or closed out)** | **$ 5,750** | **$ 1,797** | **$ 5,536** | **$ 157,500** | | |

Narrative:

**Workers Compensation:**
Line item contains the amount based on a premium assessed by our carrier MEGA as well as a portion for employees who have are currently on long term disability due to an injury during the performance of their job.

**Unemployment Insurance:**
Line item is set aside for any unforeseen lay offs or reduction in the work force. This amount is for both the School Department and the Municipal Departments. Estimate for Fiscal Year 2015 is lower than FY 2014. *Please see the following pages for more detail.*

**FICA (Medicare):**
The Consolidated Omnibus Budget Reconciliation Act of 1985 amended the Internal Revenue Code so that the hospital insurance (Medicare) portion of the Federal Insurance Contributions Act (FICA) applies to wages paid for services rendered after 3/31/86 by employees hired after 3/31/86. The tax is equal to 1.45% of the employee's pay. The employer is required to contribute an amount equal to that deducted from the employee's pay, an additional 1.45%. With no increase in salaries (no COLA) included in the budget, no increase in Medicare is necessary at this time. *Please see the following pages for more detail.*

**FICA (Social Security):**
Small percentage of the work force three (3) employees who are ineligible to join the retirement system as they started their employment with the town at age 60 and would not be eligible for a pension.

**DOT Testing:**
Drug and alcohol testing done on a random basis for certain departments who operate Motor Vehicles (excludes uniformed personnel) this is performed on a monthly basis.

**Insurance Group Health & Life:**
Coverage for all town employees both currently employed and retirees of the town both school and municipal departments who work greater than 20 hours on a regular basis. Percentages paid by the town vary from plan to plan from a low of 50% to a high of 82.5% depending on the coverage selected by the employee. Charts are included in this section to provide greater understanding. Estimates for FY 2014 are based upon February 2013 enrollment counts accounting for voted 4% rate increases over from the West Suburban Health Group. *Please see the following pages for more detail.*

**Public Safety Chapter 41 Section 111F:**
This coverage is paid on a premium basis for the uniformed members of the Town of Natick's Police & Fire workforce who become injured while on duty. This pays hospital and medical bills for the injured officer. The Town does receive reimbursement from insurance companies for expenses incurred under this line-item, up to 75% of the total claim. *Please see the following pages for more detail.*

**LIUNA Pension:**
Laborers' International Union of North America National (Industrial) Pension Fund., a pension provided to the following units of the Town of Natick's workforce:

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

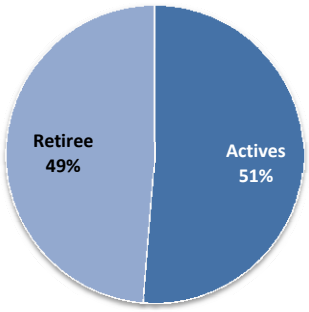
The contribution rate is set by the collective bargaining agreement or other agreement between the Employer and the Union. The rate must fall within the range of rates accepted by the Pension Fund. The rate may be cents, or dollars-and-cents, for each hour for which a covered employee is paid, or a fixed daily, weekly or monthly amount for each covered employee. The rate ranges. This provides these workers with an additional pension or annuity upon retirement. *Please see the following pages for more detail.*

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

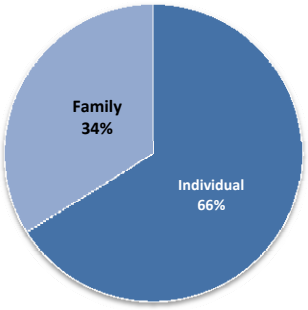
# Employee Health Benefits Summary

| | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
|---|---|---|---|---|
| Active | | | | |
| - Traditional HMO's | $ 65,292 | $ 16,551 | $ - | $ - |
| - Rate Saver HMO's | $ 8,922,313 | $ 8,713,223 | $ 9,037,975 | $ 9,690,167 |
| Tier #1 Safety Net | $ 101,317 | $ 123,000 | $ 60,000 | $ 60,000 |
| Tier #2 Safety Net | $ 100,000 | $ 100,000 | $ 100,000 | $ 100,000 |
| Tier #3 Safety Net | $ 250,000 | $ 150,000 | $ 150,000 | $ 150,000 |
| Sentinel Benefits Administration Fee | $ 39,960 | $ 41,094 | $ 42,822 | $ 42,768 |
| Reserves: Individual Plan Adds (Mid-Year) | | $ 63,288 | $ 58,405 | $ 52,915 |
| Reserves: Family Plan Adds (Mid-Year) | | $ 146,784 | $ 152,640 | $ 157,410 |
| New Position Adds (School: 18/Municipal 7) | | $ 213,016 | $ 217,879 | $ 318,208 |
| Retiree | | | | |
| - Retiree Health Plans | $ 3,355,789 | $ 3,162,242 | $ 3,019,593 | $ 3,180,714 |
| Life Insurance ($4.25/mo. x Total Benefited Employees) | $ 39,882 | $ 38,862 | $ 40,475 | $ 40,424 |
| Flu Shots | $ 7,500 | $ 7,500 | $ 7,500 | $ 7,500 |
| Occupational Health Nurse | $ - | $ 20,000 | $ 20,000 | $ 20,000 |
| Sentinel Benefits ($65/MO) | $ 780 | $ 780 | $ 780 | $ 780 |
| Cook & Co - Consultants ($1,500/QTR) | $ 6,000 | $ 6,000 | $ 6,000 | $ 6,000 |
| Medicare Penalty Re: Section 18 (FY 2012 - $2,700/mo. Vs. FY 2013 - $2,510/MO) | $ 32,400 | $ 30,120 | $ 30,120 | $ 30,120 |
| All other Miscellaneous Items: (Wellness Programming, Luncheon Seminars, Health Fair, etc.) | $ 10,000 | $ 15,000 | $ 20,000 | $ 20,000 |
| **Total Employee Health Benefits** | **$ 12,931,233** | **$ 12,847,459** | **$ 12,964,188** | **$ 13,877,005** |

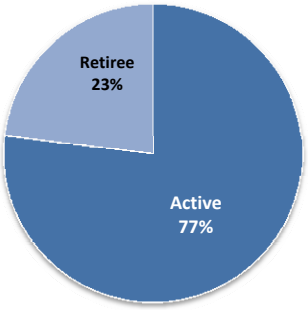
## Participants - Actives vs. Retirees



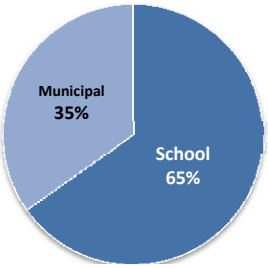

## Participants - Individuals vs. Family




## Cost - Actives vs. Retirees




## Actives: School vs. Town Employees




| Comparative Plan Usage | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
|---|---|---|---|---|
| Actives | | | | |
| Traditional | | | | |
| - Single | 1 | 0 | 0 | 0 |
| - Family | 3 | 0 | 0 | 0 |
| Rate Savers | | | | |
| - Single | 319 | 315 | 324 | 335 |
| - Family | 439 | 446 | 469 | 457 |
| Retirees | | | | |
| Rate Savers/PPO | | | | |
| - Single* | 117 | 109 | 103 | 110 |
| - Family | 63 | 60 | 51 | 66 |
| Retiree - Medicare Eligible | 556 | 557 | 575 | 577 |
| **Total** | **1498** | **1487** | **1522** | **1545** |

*Remaining Traditional HMO participants are retirees; participants counted under retiree health counts
All counts revised as of December 2013 Invoice from West Suburban Health Group.

# Active Employees - Rate Saver HMO's

| Active Employees | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Active Employees Plans:** | **Individual** | | | **Family** | | | |
| **HEALTH PLANS:** | Total | Town Share | | Total | Town Share | | Total Cost |
| | $ | % | $ | $ | % | $ | $ |
| **RATE SAVER EPO PLANS:** | | | | | | | |
| **Blue Choice** | | | | | | | |
| Monthly Rates (Regular Members) | 690.80 | 90.00% | 621.72 | 1,853.50 | 80.00% | 1,482.80 | |
| Participants | | | 0 | | | 12 | |
| Monthly Rates (Regular Members) | 690.80 | 80.00% | 552.64 | 1,853.50 | 76.67% | 1,421.08 | |
| Participants | | | 33 | | | 40 | |
| Monthly Rates (Regular Members) | 690.80 | 75.00% | 518.10 | 1,853.50 | 75.00% | 1,390.13 | |
| Participants | | | 23 | | | 8 | |
| **Annual Total** | | | **$361,841** | | | **$1,029,093** | **$ 1,390,934** |
| **Fallon Group Direct Care** | | | | | | | |
| Monthly Rates (Regular Members) | 555.50 | 90.00% | 499.95 | 1,492.70 | 80.00% | 1,194.16 | |
| Participants | | | 0 | | | 0 | |
| Monthly Rates (Regular Members) | 555.50 | 80.00% | 444.40 | 1,492.70 | 76.67% | 1,144.45 | |
| Participants | | | 1 | | | 0 | |
| Monthly Rates (Regular Members) | 555.50 | 75.00% | 416.63 | 1,492.70 | 75.00% | 1,119.53 | |
| Participants | | | 1 | | | 1 | |
| **Annual Total** | | | **$10,332** | | | **$13,434** | **$ 23,767** |
| **Fallon Group Select Care** | | | | | | | |
| Monthly Rates (Regular Members) | 596.20 | 90.00% | 536.58 | 1,606.00 | 80.00% | 1,284.80 | |
| Participants | | | 3 | | | 2 | |
| Monthly Rates (Regular Members) | 596.20 | 80.00% | 476.96 | 1,606.00 | 76.67% | 1,231.32 | |
| Participants | | | 16 | | | 32 | |
| Monthly Rates (Regular Members) | 596.20 | 75.00% | 447.15 | 1,606.00 | 75.00% | 1,204.50 | |
| Participants | | | 6 | | | 4 | |
| **Annual Total** | | | **$143,088** | | | **$561,478** | **$ 704,566** |
| **Harvard/Pilgrim** | | | | | | | |
| Monthly Rates (Regular Members) | 671.00 | 90.00% | 603.90 | 1,749.00 | 80.00% | 1,399.20 | |
| Participants | | | 7 | | | 44 | |
| Monthly Rates (Regular Members) | 671.00 | 80.00% | 536.80 | 1,749.00 | 76.67% | 1,340.96 | |
| Participants | | | 89 | | | 106 | |
| Monthly Rates (Regular Members) | 671.00 | 75.00% | 503.25 | 1,749.00 | 75.00% | 1,311.75 | |
| Participants | | | 49 | | | 57 | |
| **Annual Total** | | | **$919,941** | | | **$3,341,714** | **$ 4,261,655** |
| **Tufts Rate Saver** | | | | | | | |
| Monthly Rates (Regular Members) | 709.50 | 90.00% | 638.55 | 1,856.80 | 80.00% | 1,485.44 | |
| Participants | | | 7 | | | 35 | |
| Monthly Rates (Regular Members) | 709.50 | 80.00% | 567.60 | 1,856.80 | 76.67% | 1,423.61 | |
| Participants | | | 62 | | | 76 | |
| Monthly Rates (Regular Members) | 709.50 | 75.00% | 532.13 | 1,856.80 | 75.00% | 1,392.60 | |
| Participants | | | 38 | | | 40 | |
| **Annual Total** | | | **$718,582** | | | **$2,590,664** | **$ 3,309,245** |

| **Premium Cost Summary** | **Enrollments** | **Single** | **335** | **Family** | **457** | |
|---|---|---|---|---|---|---|
| Active Health Plans | | | | | | **$ 9,690,167** |
| Tier #1 Safety Net | | | | | | **$ 60,000** |
| Tier #2 Safety Net | | | | | | **$ 100,000** |
| Tier #3 Safety Net | | | | | | **$ 150,000** |
| Sentinel FSA Costs | | | | | | **$ 42,768** |
| Individual Plan Reserve | *(Total Count)* | *10* | | | | **$ 52,915** |
| Family Plan Reserve | *(Total Count)* | *10* | | | | **$ 157,410** |
| ***Additional Plans (School/Town Position Ad*** | ***(Total)*** | ***26*** | | | | ***$ 318,208*** |
| **Total Appropriation Needed** | | | | | | **$ 10,571,467** |

***Enrollments as of 12/2013***

# 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) | 690.80 | 75.00% | 518.10 | 1,853.50 | 75.00% | 1,390.13 | |
| | | | 0 | | | 14 | |
| **Annual Total** | | | **$0** | | | **$233,541** | **$ 233,541** |
| **Fallon Group Select Care** | | | | | | | |
| Monthly Rates (Regular Members) | 596.20 | 75.00% | 447.15 | 1,606.00 | 75.00% | 1,204.50 | |
| Participants | | | 1 | | | 0 | |
| **Annual Total** | | | **$5,366** | | | **$0** | **$ 5,366** |
| **Harvard / Pilgrim** | | | | | | | |
| Monthly Rates (Regular Members) | 671.00 | 75.00% | 503.25 | 1,749.00 | 75.00% | 1,311.75 | |
| Participants | | | 57 | | | 34 | |
| **Annual Total** | | | **$344,223** | | | **$535,194** | **$ 879,417** |
| **Tufts Navigator** | | | | | | | |
| Monthly Rates (Regular Members) | 709.50 | 75.00% | 532.13 | 1,856.80 | 75.00% | 1,392.60 | |
| Participants | | | 44 | | | 17 | |
| **Annual Total** | | | **$280,962** | | | **$284,090** | **$ 565,052** |
| **Harvard / Pilgrim PPO** | | | | | | | |
| Rates (Regular Members) | 1,925.00 | 50.00% | 962.50 | 4,274.60 | 50.00% | 2,137.30 | |
| Participants | | | 7 | | | 1 | |
| **Annual Total** | | | **$80,850** | | | **$25,648** | **$ 106,498** |
| **Tufts POS** | | | | | | | |
| Monthly Rates (Regular Members) | 1,925.00 | 50.00% | 962.50 | 4,274.60 | 50.00% | 2,137.30 | |
| Participants | | | 1 | | | 0 | |
| **Annual Total** | | | **$11,550** | | | **$0** | **$ 11,550** |

| Premium Cost Summary | Enrollments | | |
|---|---|---|---|
| | Single | Family | |
| Active Health Plans | 110 | 66 | $ 1,801,424 |
| **Total Appropriation Needed** | | | **$ 1,801,424** |

## 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) | 328.33 | 65.98% | 216.63 | Monthly Rates (Jul-Dec) | 311.63 | 66.83% | 208.26 |
| Monthly Rates (Jan-Jun) | 361.16 | 65.98% | 238.30 | Monthly Rates (Jan-Jun) | 342.79 | 66.83% | 229.09 |
| Participants | | | 196 | Participants | | | 191 |
| **Total** | | | **$534,995** | **Total** | | | **$501,204** |
| **Fallon Senior Plan** | | | | **Tufts Medicare Plus** | | | |
| Monthly Rates (Jul-Dec) | 278.00 | 68.87% | 191.46 | Monthly Rates (Jul-Dec) | 320.00 | 66.39% | 212.45 |
| Monthly Rates (Jan-Jun) | 293.70 | 68.87% | 202.27 | Monthly Rates (Jan-Jun) | 352.00 | 66.39% | 233.69 |
| Participants | | | 3 | Participants | | | 88 |
| **Total** | | | **$7,087** | **Total** | | | **$112,173** |
| **Tufts Medicare Preferred HMO** | | | | **BCBS Managed Blue for Seniors** | | | |
| Monthly Rates (Jul-Dec) | 252.00 | 70.81% | 178.44 | Monthly Rates (Jul-Dec) | 267.18 | 69.63% | 186.04 |
| Monthly Rates (Jan-Jun) | 277.20 | 70.81% | 196.29 | Monthly Rates (Jan-Jun) | 293.90 | 69.63% | 204.64 |
| Participants | | | 86 | Participants | | | 13 |
| | | | **$193,359** | **Total** | | | **$30,473** |

| Medicare Eligible Retirees | Enrollments | | |
|---|---|---|---|
| | Single | Family | |
| | 577 | 0 | |
| **Total Medicare Eligible Employees (Senior Plans)** | | | **$1,379,290** |

| **Total Retiree Health Care** | **$3,180,714** |
|---|---|

## Unemployment Estimates

Unemployment Insurance is available for any employee who has worked for the Town of Natick - either as a result of being laid off or reduced hours. Historically, the Town of Natick averaged less than $100,000 in total unemployment expenses until the most recent recession, when in recent years expenses have hovered close to $200,000 annually. Natick has been fortunate that wholesale reductions in force have not been necessary; but changes within Federal unemployment laws have resulted in much higher long-term benefits being paid to employees eligible to take unemployment from the Town. The estimate for FY 2014 is detailed below.

| **Fiscal Year 2014 Unemployment** | | |
|---|---|---|
| **Original Appropriation** | **$** | **240,000** |
| *Amount Spent through December 2013* | *$* | *25,684* |
| **Balance** | **$** | **214,316** |
| Average Weekly Expenses | $ | 1,070 |
| Amount Needed through end of year assuming same rate of expense | $ | 29,965 |
| **Estimated Balance @ end of year** | **$** | **184,351** |

The Town of Natick is self-insured for purposes of unemployment insurance. The Town receives monthly invoices from the Commonwealth as to who has filed claims, the value of those claims and the duration of those claims. The Town pays those invoices to the state directly, who distributes unemployment checks to those who have filed and qualified for U/I benefits. Current unemployment laws allow for maximum benefit of 26 weeks. Additional 'emergency' or 'extended' benefits can be passed by the Congress at any time forcing the municipality (and any business) to continue providing the unemployed with extended benefits. The Town also employs a third party vendor, to handle direct claims between unemployed individuals and the Town of Natick, as well as reviews the claim requests from the state and assists in management of the Town's liability.

**Estimates for FY 2015**

At this time, we are proposing a lump-sum of $200,000 be budgeted for unemployment benefits for FY 2015. We believe the increase is necessary to handle the increased cost of salaries due to contract settlements and seasonal unemployment costs while taking into account a significant decline in the use of the Town's unemployment insurance in FY 2014.

## Chapter 111F Medical (Police/Fire Worker's Compensation)

| | FY11 | FY12 | FY13 | FY14 (5 mos.) | FY15 |
|---|---|---|---|---|---|
| CLAIMS | $ 8,941 | $ 14,421 | $ 580 | $ 7,172 | $ 20,000 |
| PREMIUMS & ADMIN | $ 107,986 | $ 168,349 | $ 178,968 | $ 133,490 | $ 185,000 |
| TOTAL | $ 116,927 | $ 182,770 | $ 179,548 | $ 140,662 | $ 205,000 |

## Worker's Compensation

| | FY11 | FY12 | FY13 | FY14 (5 mos.) | FY15 |
|---|---|---|---|---|---|
| CLAIMS ADMIN | $ 4,000 | $ 3,000 | $ 4,000 | $ 2,000 | $ 4,000 |
| ON SITE NURSE | $ 4,914 | $ - | $ - | $ - | $ - |
| PREMIUMS | $ 381,481 | $ 397,341 | $ 372,883 | $ 202,971 | $ 431,000 |
| CLAIMS | $ 66,346 | $ 43,973 | $ 50,952 | $ 19,178 | $ 70,000 |
| TOTAL | $ 456,741 | $ 444,314 | $ 427,835 | $ 224,149 | $ 505,000 |

# Town of Natick

*Home of Champions*

## Medicare Analysis/LIUNA Details

### FY 2012 Actuals

**Appropriated Budget** **$ 750,000.00**

| Month | | Medicare | Monthly | Cumulative |
|---|---|---|---|---|
| July | $ | 18,027 | 2.37% | 2.37% |
| August | $ | 45,665 | 6.01% | 8.39% |
| September | $ | 60,259 | 7.93% | 16.32% |
| October | $ | 62,574 | 8.24% | 24.56% |
| November | $ | 83,048 | 10.93% | 35.49% |
| December | $ | 64,376 | 8.48% | 43.97% |
| January | $ | 76,082 | 10.02% | 53.99% |
| February | $ | 65,196 | 8.58% | 62.57% |
| March | $ | 61,754 | 8.13% | 70.70% |
| April | $ | 64,202 | 8.45% | 79.15% |
| May | $ | 83,257 | 10.96% | 90.12% |
| June | $ | 140,414 | 18.49% | 108.60% |
| **Total** | **$** | **824,854** | 108.60% | |

| | | |
|---|---|---|
| **Budget Balance @ year-end** | **$** | **(74,854)** |

### FY 2012 Actuals

**Appropriated Budget** **$ 750,000**

| Month | | Medicare | Monthly | Cumulative |
|---|---|---|---|---|
| July | **$** | **30,862** | 4.06% | 4.06% |
| August | **$** | **33,472** | 4.41% | 8.47% |
| September | **$** | **64,378** | 8.48% | 16.95% |
| October | **$** | **86,177** | 11.35% | 28.29% |
| November | **$** | **69,496** | 9.15% | 37.44% |
| December | **$** | **81,225** | 10.69% | 48.14% |
| January | **$** | **66,932** | 8.81% | 56.95% |
| February | **$** | **69,376** | 9.13% | 66.09% |
| March | **$** | **67,631** | 8.90% | 74.99% |
| April | **$** | **87,690** | 11.55% | 86.54% |
| May | **$** | **70,054** | 9.22% | 95.76% |
| June | **$** | **153,773** | 20.25% | 116.01% |
| **Total** | **$** | **881,066** | 116.01% | |

| | | |
|---|---|---|
| **Budget Balance @ year-end** | **$** | **(131,066)** |

# Town of Natick

*Home of Champions*

## Medicare Analysis/LIUNA Details

| FY 2014 Y-T-D & Forecast | | |
|---|---|---|
| **(1) Appropriated Budget** | **$** | **850,000** |
| ***Through December 15*** | ***$*** | ***377,577*** |
| **(2) Forecast** | **$** | **858,130** |
| **(1-2) Surplus / (Deficit) @ year-end (*estimated*)** | **$** | **(8,130)** |
| | | |
| **Budget Request for FY 2015** | **$** | **925,000** |

## LIUNA Contribution for Fiscal Year 2014 Budget

| General Fund | #Employees | Total Hrs | Rate | Amount |
|---|---|---|---|---|
| Laborers | **36** | 74,880 | 0.81 | 60,652.80 |
| Clerical | **24** | 46,800 | 0.71 | 33,228.00 |
| Supervisors/Adm | **8** | 16,640 | 0.81 | 13,478.40 |
| Facilities | **42** | 87,360 | 0.81 | 70,761.60 |
| Morse Library | **21** | 40,950 | 0.45 | 18,427.50 |
| | | | Total | $196,548.30 |

| Water & Sewer Enterprise | | | | |
|---|---|---|---|---|
| Laborers | **19** | 39,520 | 0.81 | 32,011.20 |
| Clerical | **2** | 3,900 | 0.71 | 2,769.00 |
| Supervisors/Adm | **4** | 8,320 | 0.81 | 6,739.20 |
| | | | Total | $41,519.40 |

## Merit/Performance Set-Aside

| | | |
|---|---|---|
| **Performance Adjustment** | **$** | **112,500** |
| **Market Adjustment** | **$** | **20,000** |
| **One-time Merit Payments** | **$** | **25,000** |
| **Total Merit/Performance** | **$** | **157,500** |

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# *Town of Natick*

Home of Champions

## Department: Property & Liability Insurance

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Operating Expenses** | | | | | | |
| Purchase of Services | 471,865 | 514,956 | 588,175 | 615,300 | 27,125 | 4.61% |
| **Total Operating Expenses** | **471,865** | **514,956** | **588,175** | **615,300** | **27,125** | **4.61%** |
| **Total Property & Liability Insurance** | **471,865** | **514,956** | **588,175** | **615,300** | **27,125** | **4.61%** |

**Budget Overview:**

**I. Main Purpose of the Department**

To provide property insurance on approximately $303 million dollars of buildings and contents. Provide $3 million in general liability coverage plus an additional $2 million in an umbrella liability policy. Provide commercial fleet auto insurance including collision, comprehensive, and liability coverage. We are insured for boiler & machinery for $100 million. There are also separate specialty liability policies for public officials liability, school board legal liability, and law enforcement coverage.

**II. Recent Developments**

The escalating costs for property insurance in the "post 9/11 era" have subsided and increases are now tracking in the 5% - 8% range. Thru continually monitoring and bidding our insurance, we believe that we will be able to hold an increase to the 4.61% requested in FY2015.

**III. Current Challenges**

Continuing to provide the current level of overage within the budget limits imposed by Proposition 2 ½.

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

None

**V. On the Horizon**

Continue to monitor and sample the market to determine that the Town has solid insurance coverage while avoiding sharp premium increases.

**Budget Detail:**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| Package Policy Property/Liability | 310,682 | 359,813 | 385,000 | 404,250 | 19,250 | 5.00% |
| Motor Vehicle | 137,308 | 152,939 | 157,500 | 165,375 | 7,875 | 5.00% |
| Boiler {Steam Vessels} | 17,909 | 0 | 19,425 | 19,425 | 0 | 0.00% |
| Insurance Deductibles | 5,966 | 2,203 | 26,250 | 26,250 | 0 | 0.00% |
| **Purchased Services** | **471,865** | **514,956** | **588,175** | **615,300** | **27,125** | **4.61%** |
| **Total Property & Liability Ins.** | **471,865** | **514,956** | **588,175** | **615,300** | **27,125** | **4.61%** |

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# *Town of Natick*

Home of Champions

## Department: Contributory Retirement

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Operating Expenses** | | | | | | |
| Funding Schedule - Completion 2030 | 5,626,663 | 6,082,991 | 6,567,165 | 7,092,538 | 525,373 | 8.0% |
| **Total Operating Expenses** | **5,626,663** | **6,082,991** | **6,567,165** | **7,092,538** | **525,373** | **8.0%** |
| **Total Contributory Retirement** | **5,626,663** | **6,082,991** | **6,567,165** | **7,092,538** | **525,373** | **8.0%** |

Budget Overview:

**I. Main Purpose of the Department**

The Natick Retirement System provides pension benefits for many retired employees of the Town of Natick . Established under M.G.L. Chapter 32, the Natick Retirement System is funded via an annual appropriation at Town Meeting. As of 2010, there were 1012 participants in the Natick Retirement System - 559 active, 93 inactive and 360 retired participants and beneficiaries. Eligibility in the system is determined upon your employment status with the Town. If an employee is employed on a permanent basis and works 20 or more hours a week , then that employee is eligible. Enrollment is mandatory for all employees who qualify.

Employees who became members prior to April 1, 2012 are eligible to apply for a pension benefit when they have completed either ten years of creditable service and have reached the age of 55, or have 20 years of creditable service regardless of your age. Employees who became members on or after April 1, 2012 are eligible to apply for a benefit when they have reached age 60 with ten or more years of creditable service or have 20 years of service at any age. Recipients receive a defined benefit plan. The pension allowance is calculated using an employees years of creditable service, their age at retirement and their highest average salary for 36 consecutive months.

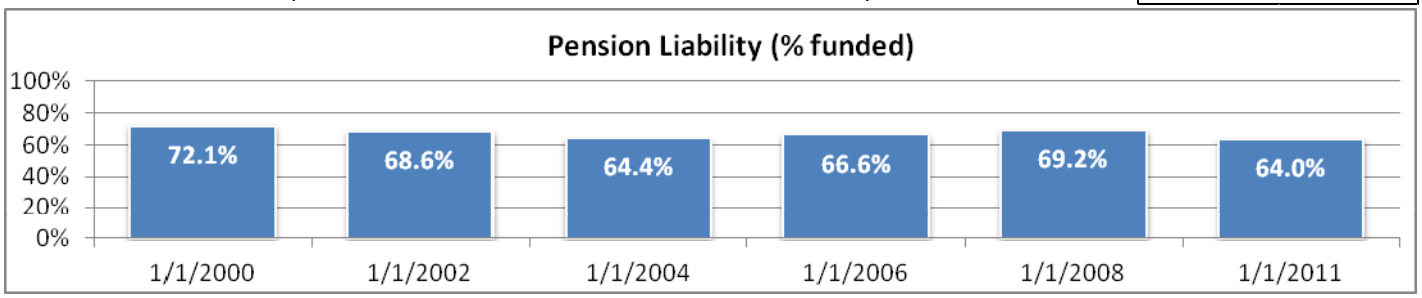
Employees are required by M.G.L. Ch. 32 to contribute a set percentage of their salary and an additional 2% on any salary over $30,000.00 by regular payroll deductions. The rate of contribution is determined by the date on which an employee first became eligible for membership in a Massachusetts Contributory Retirement System and maintained your funds on deposit.

Before January 1, 1975 - 5%
January 1, 1975 - December 31, 1983 - 7%
January 1, 1984 - June 30, 1996 - 8%
July 1, 1996 - or after - 9%
Employees who were members before January 1, 1979 are NOT subject to the additional 2%, while employees who became members after January 1, 1979 are subject to 2%.

**Pension Liability**

The chart below shows the percent funded amounts for the Natick Retirement System since 2000.

Indicator 8



## Department: Contributory Retirement

**Budget Overview: (con't)**

**II. Recent Developments**
The latest actuarial report, conducted by The Segal Group effective January 1, 2011, found that the Natick Retirement System was funded at a ratio of 64.03%, with actuarial value of assets totaling $94,697,600 while the actuarial accrued liability totaled $147,904,433. This is a decrease from the last actuarial, dated January 1, 2008 where the system was 69.24% funded, though it is still less than in 1997 when the system was 73.91% funded. The next actuarial will be completed effective January 1, 2014 and should likely be available sometime in 2014.

**III. Current Challenges**
The funding schedule as shown in the FY 2015 budget . It has been ***NOT*** approved by the Public Employees Retirement Advisory Commission (PERAC) as of the printing of this document and will likely be modified during the FY 2015 budget process.

**IV. Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact**
As revenues become stagnant while the assessment for the Retirement System continues to increase in order to meet state mandated funding requirements, the impact of the retirement system upon Town operations will increase. State law mandates the pension system must be fully funded by 2040.

**V. On the Horizon**
Though formal state regulations mandating the funding of other post-employment benefits (such as retiree health care costs) have not been implemented, accounting regulations (GASB 45) require that municipalities disclose their OPEB liabilities on their year-end balance sheets. While not directly part of the retirement system, these benefits for pensioners will have to be funded somehow in the future, and the Town of Natick will have to develop strategies to manage this liability.

**Budget Detail:**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2013 vs. 2014 $ | % |
|---|---|---|---|---|---|---|
| Funding Schedule - Completion 2030 | 5,626,663 | 6,082,991 | 6,567,165 | 7,092,538 | 484,174 | 8.0% |
| **Personnel Services** | **5,626,663** | **6,082,991** | **6,567,165** | **7,092,538** | **484,174** | **8.0%** |
| **Total Contributory Retirement** | **5,626,663** | **6,082,991** | **6,567,165** | **7,092,538** | **484,174** | **8.0%** |

Note: The amount shown under funding schedule is a net amount: less those pension assessments for the Natick Housing Authority, the Sassamon Trace Golf Course and the Water/Sewer Enterprise fund. The math is shown below.

| | |
|---|---|
| Total ***ESTIMATED*** Assessment for FY 2015 | $ 7,453,409 |
| less NHA Assessment | $ (116,335) |
| less Golf Course Assessment | $ (11,303) |
| less Water/Sewer Assessment | $ (233,231) |
| **Net Retirement Assessment (General Fund)** | **$ 7,092,538** |

**Line-Item Detail**

**Personnel Services:** Funding Schedule: The annual contribution required under law to meet the Town's pension obligations to its pensioners. The Natick Retirement System is on pace to be fully funded by 2030. Under the most current Massachusetts General Law, the Retirement Board has the discretion to extend the deadline up to 2040.

This amount is **net** of the assessment for the Natick Housing Authority.

# *Town of Natick*

Home of Champions

## Department: Non - Contributory Retirement

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Other Personnel Services** | | | | | | |
| Pensions - Non-Contributory | 75,012 | 70,535 | 42,903 | 41,496 | -1,407 | -3.3% |
| **Total Other Personnel Services** | **75,012** | **70,535** | **42,903** | **41,496** | **-1,407** | **-3.3%** |
| **Total Non-Contributory Retirement** | **75,012** | **70,535** | **42,903** | **41,496** | **-1,407** | **-3.3%** |

**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:**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| Pensions Police | 0 | 9,237 | 4,900 | 5,047 | 147 | 3.0% |
| Pensions Fire | 40,182 | 27,073 | 15,733 | 16,093 | 360 | 2.3% |
| Pensions School | 34,830 | 34,224 | 22,270 | 20,357 | -1,914 | -8.6% |
| **Other Personnel Services** | **75,012** | **70,535** | **42,903** | **41,496** | **-1,407** | **-3.3%** |
| **Total Non-Contributory Retirement** | **75,012** | **70,535** | **42,903** | **41,496** | **-1,407** | **-3.3%** |

**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.

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# *Town of Natick*

Home of Champions

## Department: Debt Service

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Operating Expenses** | | | | | | |
| Leased Equipment | 68,590 | 0 | 82,000 | 82,000 | 0 | 0.00% |
| Principal | 7,575,385 | 7,502,879 | 8,125,967 | 8,491,268 | 614,646 | 8.18% |
| Interest | 3,412,016 | 2,548,421 | 2,753,076 | 2,743,691 | 137,966 | 5.28% |
| **Total Operating Expenses** | **11,055,991** | **10,051,300** | **10,961,043** | **11,316,959** | **752,612** | **7.37%** |
| **Total Debt Service** | **11,055,991** | **10,051,300** | **10,961,043** | **11,316,959** | **752,612** | **7.37%** |

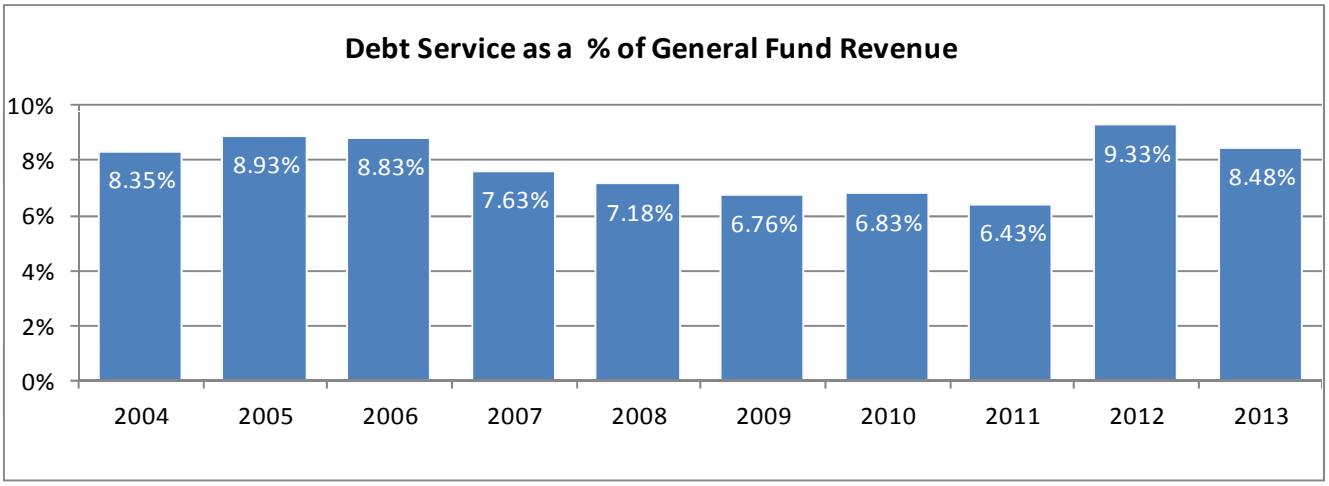
**Budget Overview:**

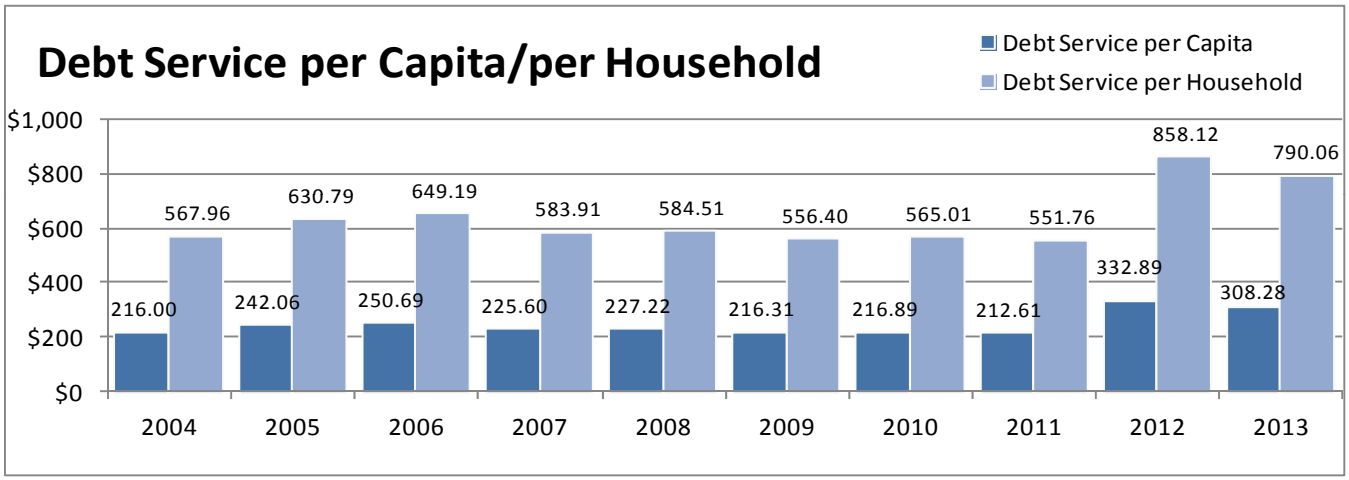
The Town assumes debt to finance many capital projects. Natick's debt is funded through bond issues. State statutes permit maximum terms of bond issues to vary from 5 to 20 years, depending on the purpose of the issue. The Town can only issue new debt with the approval of two-thirds of Town Meeting.

Debt service includes general fund principal and interest payments for both exempt and non-exempt debt as well as temporary borrowing. Also included in these figures are debt issuance costs and leased equipment costs.

Debt is the chief financing tool utilized by municipalities to continually replace and maintain its capital infrastructure. As such, it is important to monitor how much debt the community has at any one point in time and determine what impact the amount of debt service has on the operating budget and the taxpayers. Credit rating agencies monitor the amount of debt a community has just like they monitor individual credit. A variety of factors, including the level of debt service/annual revenues and level of debt service/capita and per household are evaluated by credit rating agencies.

Debt Service is one of the Town's twelve Financial Indicators checked annually for fiscal health.



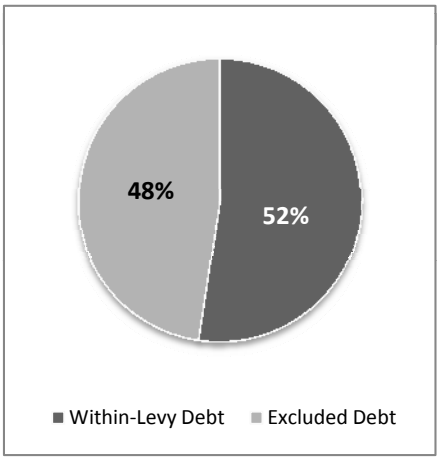



Positively for Natick, the community fares well on this indicator. Not only has debt service per capita remained well within recommended levels at between 8%-10.5% - debt service of 20% of operating revenues is considered a problem and 10% is considered acceptable - but decreased from FY 2006 until last year. Future issuance of debt should be timed so as to minimize its impact upon both the operating budget. This can be achieved by timing new issuances with retirement of current debt service and following the Town Administrator's Recommended Financial Policies on issuing large debt projects (over $1,000,000) outside of the tax levy.

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

**Within-Levy vs. Excluded Debt**

| | Principal | Interest | Total |
|---|---|---|---|
| Within-Levy Debt | $ 5,071,268 | $ 811,360 | $ 5,882,628 |
| Excluded Debt | $ 3,420,000 | $ 1,932,331 | $ 5,352,331 |
| **Total** | **$ 8,491,268** | **$ 2,743,691** | **$ 11,234,959** |




**Debt Limit**

As per M.G.L. Ch. 44, Sec. 10, the Town of Natick can authorize indebtedness up to 5% of the equalized value of the Town.

| | | |
|---|---|---|
| **Current Equalized Value** | **$** | **6,589,327,610** |
| **Current Debt Limit** | **$** | **329,466,381** |
| **Current Authorized Debt** | **$** | **95,247,979** |

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

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Department: General Fund Debt Service - Principal

| Year of Issue | Project | Amount Issued | Fiscal Year 2014 Principal | Fiscal Year 2015 Principal | Fiscal Year 2016 Principal | Fiscal Year 2017 Principal | Fiscal Year 2018 Principal | Fiscal Year 2019 | Issue Balance | Total Outstanding Principal |
|---|---|---|---|---|---|---|---|---|---|---|
| 1996 | Morse Institute Library | $ 2,814,028 | $ 155,000 | $ 130,000 | $ - | $ - | $ - | $ - | $ - | $ 130,000 |
| 2001 | Septic Title V (MWPAT) T5-97-1026 | $ 145,813 | $ 7,735 | $ 7,735 | $ 7,597 | $ 7,597 | $ 7,597 | $ 7,597 | $ 7,597 | $ 45,720 |
| 2003 | Land Acquisition *Refunded | $ 812,000 | $ 72,500 | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| 2003 | Fuel Storage (Residential) *Refunded | $ 490,000 | $ 43,750 | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| 2003 | Fuel Storage (Municipal) *Refunded | $ 98,000 | $ 8,750 | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| 2004 | Septic Title V (MWPAT) T5-97-1026-1 | $ 92,122 | $ 5,102 | $ 5,102 | $ 5,102 | $ 5,102 | $ 5,102 | $ 5,102 | $ 20,646 | $ 46,156 |
| 2008 | Landfill Capping *Refunded | $ 90,370 | $ 10,000 | $ 10,000 | $ 5,000 | $ - | $ - | $ - | $ - | $ 15,000 |
| 2008 | Oil Tank Removal / Remediation *Refunded | $ 306,254 | $ 40,000 | $ 40,000 | $ - | $ - | $ - | $ - | $ - | $ 40,000 |
| 2008 | Morse Institute Library *Refunded | $ 1,511,188 | $ 205,000 | $ 200,000 | $ - | $ - | $ - | $ - | $ - | $ 200,000 |
| 2008 | Municipal Complex (Town Hall / Safety) *Re | $ 341,398 | $ 45,000 | $ 35,000 | $ - | $ - | $ - | $ - | $ - | $ 35,000 |
| 2009 | Glen Street Drainage | $ 1,065,000 | $ 105,000 | $ 105,000 | $ 105,000 | $ 105,000 | $ 80,000 | | $ - | $ 395,000 |
| 2009 | Municipal Bldg Improvements | $ 158,000 | $ 15,917 | $ 15,917 | $ 15,917 | $ 15,080 | $ 15,080 | $ - | $ - | $ 61,994 |
| 2009 | Capital Equipment - Fire Pumper | $ 400,000 | $ 45,000 | $ 45,000 | $ 45,000 | $ 40,000 | $ - | $ - | $ - | $ 130,000 |
| 2009 | Capital Equipment - Trash Packers | $ 525,000 | $ 85,000 | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| 2009 | Capital Equipment - Catch Basin Cleaner | $ 190,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 15,000 | $ 15,000 | $ - | $ - | $ 70,000 |
| 2009 | Septic (MWPAT) | $ 150,000 | $ 7,500 | $ 7,500 | $ 7,500 | $ 7,500 | $ 7,500 | $ 7,500 | $ 75,000 | $ 112,500 |
| 2010 | Trash Packer | $ 150,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ - | $ - | $ - | $ 75,000 |
| 2010 | Municipal Complex HVAC | $ 410,000 | $ 40,000 | $ 40,000 | $ 40,000 | $ 40,000 | $ 40,000 | $ 40,000 | $ 40,000 | $ 240,000 |
| 2010 | Sidewalk Tractor | $ 117,000 | $ 15,000 | $ 15,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ - | $ 55,000 |
| 2011 | Community Senior Center | $ 8,850,000 | $ 445,000 | $ 445,000 | $ 445,000 | $ 445,000 | $ 445,000 | $ 445,000 | $ 5,290,000 | $ 7,515,000 |
| 2011 | Roads - Oak St | $ 2,000,000 | $ 135,000 | $ 135,000 | $ 135,000 | $ 135,000 | $ 135,000 | $ 135,000 | $ 920,000 | $ 1,595,000 |
| 2011 | Roads - Pave Rt27 | $ 120,000 | $ 25,000 | $ 25,000 | $ 20,000 | $ - | $ - | $ - | $ - | $ 45,000 |
| 2011 | Storage Bldg - Oak St Gravel Pit | $ 100,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 20,000 | $ 70,000 |
| 2011 | Ambulance | $ 130,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ - | $ - | $ - | $ - | $ 50,000 |
| 2011 | Fire - Radio Equipment | $ 150,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ - | $ - | $ - | $ - | $ 60,000 |
| 2011 | Fire - Engine Replacement | $ 400,000 | $ 40,000 | $ 40,000 | $ 40,000 | $ 40,000 | $ 40,000 | $ 40,000 | $ 80,000 | $ 280,000 |
| 2011 | Dept Equip - Fire C2 / DPW H52 | $ 100,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ - | $ - | $ - | $ - | $ 40,000 |
| 2011 | Bldg Remodel - Police Dispatch | $ 150,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ 30,000 | $ 105,000 |
| 2011 | Replace DPW Dump Truck H-44 | $ 180,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 15,000 | $ 15,000 | $ 30,000 | $ 120,000 |
| 2011 | Replace DPW Dump Truck H-53 | $ 180,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 15,000 | $ 15,000 | $ 30,000 | $ 120,000 |
| 2012 | Community Senior Center | $ 1,150,000 | $ 90,000 | $ 95,000 | $ 95,000 | $ 95,000 | $ 95,000 | $ 95,000 | $ 495,000 | $ 970,000 |
| 2012 | Voting Machines | $ 58,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ - | $ - | $ - | $ 30,000 |
| 2012 | DPW Equip - Dump Truck H-45 | $ 190,000 | $ 30,000 | $ 30,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ - | $ 130,000 |
| 2012 | DPW Equip - Sidewalk Plow | $ 142,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ - | $ 100,000 |
| 2012 | DPW Equip - Backhoe H-59 | $ 125,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ - | $ 85,000 |
| 2012 | DPW Equip - Heavy Duty Truck - H-40 | $ 60,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 5,000 | $ 5,000 | $ - | $ 40,000 |
| 2012 | DPW Equip - Dump Truck LF-6 | $ 130,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 15,000 | $ 15,000 | $ - | $ 90,000 |
| 2012 | DPW Equip - Tractors - LF-14 & LF-15 | $ 70,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ - | $ 50,000 |
| 2012 | Senior Center Generator | $ 120,000 | $ 20,000 | $ 20,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ - | $ 80,000 |
| 2012 | Recreation Bus #2 | $ 70,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ - | $ 50,000 |
| 2012 | DPW Garage Roof | $ 99,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ 10,000 | $ 10,000 | $ - | $ 65,000 |
| 2012 | DPW Security Upgrades | $ 66,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 5,000 | $ - | $ 45,000 |
| 2012 | Eliot & South Street Repairs | $ 105,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ - | $ - | $ - | $ 60,000 |
| 2012 | Cole Center Repairs | $ 155,000 | $ 25,000 | $ 25,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ - | $ 105,000 |
| 2012 | Cole Center Fields | $ 80,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ - | $ - | $ - | $ 45,000 |
| 2012 | DPW - 75 West Street Expansion | $ 791,000 | $ 80,000 | $ 80,000 | $ 80,000 | $ 80,000 | $ 80,000 | $ 80,000 | $ 230,000 | $ 630,000 |

# Town of Natick

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Department: General Fund Debt Service - Principal

| | | | Fiscal Year 2014 | Fiscal Year 2015 | Fiscal Year 2016 | Fiscal Year 2017 | Fiscal Year 2018 | Fiscal Year 2019 | Issue | Total Outstanding |
|---|---|---|---|---|---|---|---|---|---|---|
| Year of Issue | Project | Amount Issued | Principal | Principal | Principal | Principal | Principal | | Balance | Principal |
| 2012 | Landfill Capping *Refunded | $ 2,500,000 | $ 146,000 | $ 142,000 | $ 139,000 | $ 139,000 | $ 120,000 | $ - | $ - | $ 540,000 |
| 2012 | Morse Institute Library *Refunded | $ 2,250,000 | $ 124,000 | $ 120,000 | $ 118,000 | $ 116,000 | $ - | $ - | $ - | $ 354,000 |
| 2012 | Municipal Complex (Town Hall / Safety) *Re | $ 9,000,000 | $ 496,000 | $ 481,000 | $ 470,000 | $ 464,000 | $ - | $ - | $ - | $ 1,415,000 |
| 2012 | Municipal Complex (Town Hall / Safety) *Re | $ 9,020,000 | $ 498,000 | $ 480,000 | $ 461,000 | $ 460,000 | $ 453,000 | $ - | $ - | $ 1,854,000 |
| 2012 | Landfill Capping (Net of Surplus to G.C.) *Re | $ 2,456,916 | $ 108,630 | $ 107,210 | $ 106,500 | $ 104,370 | $ 103,660 | $ 90,170 | $ 89,460 | $ 601,370 |
| 2013 | Police - Building Security | $ 85,000 | $ 20,000 | $ 20,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ - | $ - | $ 65,000 |
| 2013 | DPW - Redesign Cottage Street | $ 250,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 100,000 | $ 225,000 |
| 2013 | DPW - Redesign Pine street | $ 250,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 100,000 | $ 225,000 |
| 2013 | DPW Equip. - SnowMelter | $ 232,000 | $ 52,000 | $ 45,000 | $ 45,000 | $ 45,000 | $ 45,000 | $ - | $ - | $ 180,000 |
| 2013 | DPW Equip. - Replace H-55 | $ 170,000 | $ 35,000 | $ 35,000 | $ 35,000 | $ 35,000 | $ 30,000 | $ - | $ - | $ 135,000 |
| 2013 | DPW Equip. - Replace H-42 | $ 110,000 | $ 25,000 | $ 25,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ - | $ - | $ 85,000 |
| 2013 | DPW Equip. - Recycling Packers | $ 900,000 | $ 130,000 | $ 130,000 | $ 130,000 | $ 130,000 | $ 130,000 | $ 125,000 | $ 125,000 | $ 770,000 |
| 2013 | DPW Equip - Log Loader | $ 62,000 | $ 17,000 | $ 15,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ - | $ - | $ 45,000 |
| 2013 | DPW Equip - LF-3 | $ 62,000 | $ 17,000 | $ 15,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ - | $ - | $ 45,000 |
| 2013 | Community Senior Center | $ 250,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 100,000 | $ 225,000 |
| *Est. 2014* | *DPW Equip. - Replace Dump Truck H-48* | *$ 190,000* | *$ -* | *$ 27,143* | *$ 27,143* | *$ 27,143* | *$ 27,143* | *$ 27,143* | *$ 54,286* | *$ 190,000* |
| *Est. 2014* | *DPW Equip. - Replace Hooklift H-51* | *$ 230,000* | *$ -* | *$ 32,857* | *$ 32,857* | *$ 32,857* | *$ 32,857* | *$ 32,857* | *$ 65,714* | *$ 230,000* |
| *Est. 2014* | *DPW Equip. - Recycling Toters* | *$ 570,000* | *$ -* | *$ 114,000* | *$ 114,000* | *$ 114,000* | *$ 114,000* | *$ 114,000* | *$ -* | *$ 570,000* |
| *Est. 2014* | *Police - Replace Rooftop HVAC* | *$ 180,000* | *$ -* | *$ 36,000* | *$ 36,000* | *$ 36,000* | *$ 36,000* | *$ 36,000* | *$ -* | *$ 180,000* |
| *Est. 2014* | *JJ Lane Park* | *$ 110,000* | *$ -* | *$ 22,000* | *$ 22,000* | *$ 22,000* | *$ 22,000* | *$ 22,000* | *$ -* | *$ 110,000* |
| *Est. 2014* | *Field Fence Work* | *$ 140,750* | *$ -* | *$ 28,150* | *$ 28,150* | *$ 28,150* | *$ 28,150* | *$ 28,150* | *$ -* | *$ 140,750* |
| *Est. 2014* | *Retaining Wall - Pond & Cemetery* | *$ 455,000* | *$ -* | *$ 45,500* | *$ 45,500* | *$ 45,500* | *$ 45,500* | *$ 45,500* | *$ 227,500* | *$ 455,000* |
| *Est. 2014* | *Roads (Collector/Arterial)* | *$ 300,000* | *$ -* | *$ 30,000* | *$ 30,000* | *$ 30,000* | *$ 30,000* | *$ 30,000* | *$ -* | *$ 150,000* |
| *Est. 2014* | *Police - Dispatch Center* | *$ 230,000* | *$ -* | *$ 46,000* | *$ 46,000* | *$ 46,000* | *$ 46,000* | *$ 46,000* | *$ -* | *$ 230,000* |
| *Est. 2014* | *Fire - Engine Replacement* | *$ 520,000* | *$ -* | *$ 74,286* | *$ 74,286* | *$ 74,286* | *$ 74,286* | *$ 74,286* | *$ 148,571* | *$ 520,000* |
| *Est. 2014* | *DPW Equip. - Replace S-35 (Packer)* | *$ 275,000* | *$ -* | *$ 39,286* | *$ 39,286* | *$ 39,286* | *$ 39,286* | *$ 39,286* | *$ 78,571* | *$ 275,000* |
| *Est. 2014* | *DPW Equip. - Replace H-62 (St. Sweeper)* | *$ 185,000* | *$ -* | *$ 37,000* | *$ 37,000* | *$ 37,000* | *$ 37,000* | *$ 37,000* | *$ -* | *$ 185,000* |
| *Est. 2014* | *Drainage Improvements - Willow St.* | *$ 350,000* | *$ -* | *$ 35,000* | *$ 35,000* | *$ 35,000* | *$ 35,000* | *$ 35,000* | *$ -* | *$ 175,000* |
| *Est. 2014* | *Cole North Field Improvements* | *$ 1,200,000* | *$ -* | *$ 120,000* | *$ 120,000* | *$ 120,000* | *$ 120,000* | *$ 120,000* | *$ 600,000* | *$ 1,200,000* |
| | | | | | | | | | | $ - |
| **Sub-Total (Gen'l Gov)** | | | **$ 3,884,884** | **$ 4,273,686** | **$ 3,782,837** | **$ 3,655,870** | **$ 2,884,160** | **$ 2,047,590** | **$ 8,957,346** | **$ 25,601,490** |

# *Town of Natick*

Home of Champions

Department: General Fund Debt Service - Principal

| | | | Fiscal Year 2014 | Fiscal Year 2015 | Fiscal Year 2016 | Fiscal Year 2017 | Fiscal Year 2018 | Fiscal Year 2019 | Issue | Total Outstanding |
|---|---|---|---|---|---|---|---|---|---|---|
| Year of Issue | Project | Amount Issued | Principal | Principal | Principal | Principal | Principal | | Balance | Principal |
| 2004 | Wilson Middle School | $ 9,850,000 | $ 495,000 | $ 490,000 | $ 490,000 | $ 490,000 | $ 490,000 | $ 490,000 | $ 2,450,000 | $ 4,900,000 |
| 2004 | Wilson Middle School | $ 1,300,000 | $ 65,000 | $ 65,000 | $ 65,000 | $ 65,000 | $ 65,000 | $ 65,000 | $ 325,000 | $ 650,000 |
| 2004 | Kennedy Middle School | $ 1,000,000 | $ 100,000 | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| 2008 | Lilja School *Refunded | $ 135,555 | $ 15,000 | $ 15,000 | $ 15,000 | $ 5,000 | $ - | $ - | $ - | $ 35,000 |
| 2008 | Brown School *Refunded | $ 469,310 | $ 45,000 | $ 40,000 | $ - | $ - | $ - | $ - | $ - | $ 40,000 |
| 2009 | School Bldg Improvements | $ 785,000 | $ 79,083 | $ 79,083 | $ 79,083 | $ 74,920 | $ 74,920 | $ - | $ - | $ 308,006 |
| 2010 | Kennedy Renovations | $ 1,200,000 | $ 120,000 | $ 120,000 | $ 120,000 | $ 120,000 | $ 120,000 | $ 120,000 | $ 120,000 | $ 720,000 |
| 2010 | Memorial Renovations | $ 1,670,000 | $ 170,000 | $ 165,000 | $ 165,000 | $ 165,000 | $ 165,000 | $ 165,000 | $ 165,000 | $ 990,000 |
| 2011 | High School - Construction | $ 38,500,000 | $ 1,925,000 | $ 1,925,000 | $ 1,925,000 | $ 1,925,000 | $ 1,925,000 | $ 1,925,000 | $ 23,100,000 | $ 32,725,000 |
| 2011 | High School - Plans | $ 947,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 545,000 | $ 795,000 |
| 2011 | High School - Design | $ 520,000 | $ 30,000 | $ 30,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 300,000 | $ 430,000 |
| 2011 | High School - Feasibility Study | $ 118,000 | $ 25,000 | $ 20,000 | $ 20,000 | $ - | $ - | $ - | $ - | $ 40,000 |
| 2011 | Johnson Boilers | $ 247,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 45,000 | $ 170,000 |
| 2011 | Memorial Fire Alarm System | $ 275,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 50,000 | $ 185,000 |
| 2011 | Johnson Exterior Windows | $ 110,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 20,000 | $ 70,000 |
| 2012 | Johnson Repairs | $ 203,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 25,000 | $ 25,000 | $ - | $ 140,000 |
| 2012 | Johnson Repairs | $ 90,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ - | $ 60,000 |
| 2012 | Kennedy School Equipment | $ 220,000 | $ 35,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ - | $ 150,000 |
| 2012 | Johnson School Paving | $ 75,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ - | $ - | $ - | $ 45,000 |
| 2012 | Lilja School *Refunded | $ 7,490,000 | $ 141,000 | $ 123,000 | $ 106,000 | $ 89,000 | $ 72,000 | $ - | $ - | $ 390,000 |
| 2012 | Bennett-Hemenway School *Refunded | $ 13,200,000 | $ 231,000 | $ 203,000 | $ 174,000 | $ 145,000 | $ 116,000 | $ 82,000 | $ 96,000 | $ 816,000 |
| 2013 | Kennedy - 6 Modular Classrooms | $ 600,000 | $ 300,000 | $ 300,000 | $ - | $ - | $ - | $ - | $ - | $ 300,000 |
| 2013 | Kennedy - Replace Electrical Serv. | $ 150,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ 60,000 | $ 135,000 |
| 2013 | High School - Construction | $ 5,500,000 | $ 275,000 | $ 275,000 | $ 275,000 | $ 275,000 | $ 275,000 | $ 275,000 | $ 3,850,000 | $ 5,225,000 |
| *Est. 2014* | *Ben-Hem - School Playground* | *$ 175,000* | *$ -* | *$ 35,000* | *$ 35,000* | *$ 35,000* | *$ 35,000* | *$ 35,000* | *$ -* | *$ 175,000* |
| *Est. 2014* | *Memorial - Boiler Replacement* | *$ 400,000* | *$ -* | *$ 40,000* | *$ 40,000* | *$ 40,000* | *$ 40,000* | *$ 40,000* | *$ 200,000* | *$ 400,000* |
| *Est. 2014* | *Memorial - School Lighting* | *$ 125,000* | *$ -* | *$ 25,000* | *$ 25,000* | *$ 25,000* | *$ 25,000* | *$ 25,000* | *$ -* | *$ 125,000* |
| *Est. 2014* | *Ben-Hem - Replace DDC Controls* | *$ 150,000* | *$ -* | *$ 30,000* | *$ 30,000* | *$ 30,000* | *$ 30,000* | *$ 30,000* | *$ -* | *$ 150,000* |
| *Est. 2014* | *Replace Windows - Johnson* | *$ 175,000* | *$ -* | *$ 17,500* | *$ 17,500* | *$ 17,500* | *$ 17,500* | *$ 17,500* | *$ 87,500* | *$ 175,000* |
| | | | | | | | | | | $ - |
| **Sub-Total (Schools)** | | | **$ 4,241,083** | **$ 4,217,583** | **$ 3,826,583** | **$ 3,736,420** | **$ 3,665,420** | **$ 3,484,500** | **$ 31,413,500** | **$ 50,344,006** |
| **General Fund Total** | | | **$ 8,125,967** | **$ 8,491,268** | **$ 7,609,420** | **$ 7,392,290** | **$ 6,549,580** | **$ 5,532,090** | **$ 40,370,846** | **$ 75,945,496** |
| **Total Amount Remaining** | | | | **$ 75,945,496** | **$ 67,454,227** | **$ 59,844,807** | **$ 52,452,517** | **$ 45,902,936** | **$ 40,370,846** | **$ -** |

# *Town of Natick*

Home of Champions

Department: General Fund Debt Service - Interest

| | | | Fiscal Year 2014 | Fiscal Year 2015 | Fiscal Year 2016 | Fiscal Year 2017 | Fiscal Year 2018 | Fiscal Year 2019 | Issue | Total Outstanding |
|---|---|---|---|---|---|---|---|---|---|---|
| Year of Issue | Project | Amount Issued | Interest | Interest | Interest | Interest | Interest | Interest | Balance | Interest |
| 1996 | Morse Institute Library | $ 2,814,028 | $ 11,620 | $ 3,640 | $ - | $ - | $ - | $ - | $ - | $ 3,640 |
| 2003 | Land Acquisition *Refunded | $ 812,000 | $ 1,450 | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| 2003 | Fuel Storage (Residential) *Refunded | $ 490,000 | $ 875 | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| 2003 | Fuel Storage (Municipal) *Refunded | $ 98,000 | $ 175 | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| 2008 | Landfill Capping *Refunded | $ 90,370 | $ 850 | $ 525 | $ 175 | $ - | $ - | $ - | $ - | $ 700 |
| 2008 | Oil Tank Removal / Remediation *Refunded | $ 306,254 | $ 2,700 | $ 1,400 | $ - | $ - | $ - | $ - | $ - | $ 1,400 |
| 2008 | Morse Institute Library *Refunded | $ 1,511,188 | $ 13,663 | $ 7,000 | $ - | $ - | $ - | $ - | $ - | $ 7,000 |
| 2008 | Municipal Complex (Town Hall / Safety) *Re | $ 341,398 | $ 2,688 | $ 1,225 | $ - | $ - | $ - | $ - | $ - | $ 1,225 |
| 2009 | Glen Street Drainage | $ 1,065,000 | $ 18,688 | $ 15,013 | $ 11,206 | $ 7,269 | $ 3,200 | $ - | $ - | $ 36,688 |
| 2009 | Municipal Bldg Improvements | $ 158,000 | $ 2,919 | $ 2,361 | $ 1,784 | $ 1,188 | $ 603 | $ - | $ - | $ 5,937 |
| 2009 | Capital Equipment - Fire Pumper | $ 400,000 | $ 6,444 | $ 4,869 | $ 3,238 | $ 1,550 | $ - | $ - | $ - | $ 9,656 |
| 2009 | Capital Equipment - Trash Packers | $ 525,000 | $ 2,975 | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| 2009 | Capital Equipment - Catch Basin Cleaner | $ 190,000 | $ 3,356 | $ 2,656 | $ 1,931 | $ 1,181 | $ 600 | $ - | $ - | $ 6,369 |
| 2010 | Trash Packer | $ 150,000 | $ 1,938 | $ 1,313 | $ 688 | $ - | $ - | $ - | $ - | $ 2,000 |
| 2010 | Municipal Complex HVAC | $ 410,000 | $ 8,100 | $ 7,100 | $ 6,100 | $ 5,000 | $ 3,800 | $ 2,600 | $ 1,300 | $ 25,900 |
| 2010 | Sidewalk Tractor | $ 117,000 | $ 1,950 | $ 1,575 | $ 1,200 | $ 925 | $ 625 | $ 325 | $ - | $ 4,650 |
| 2011 | Community Senior Center | $ 8,850,000 | $ 279,650 | $ 266,300 | $ 252,950 | $ 230,700 | $ 217,350 | $ 204,000 | $ 981,100 | $ 2,152,400 |
| 2011 | Roads - Oak St | $ 2,000,000 | $ 57,575 | $ 53,525 | $ 49,475 | $ 42,725 | $ 38,675 | $ 34,625 | $ 92,425 | $ 311,450 |
| 2011 | Roads - Pave Rt27 | $ 120,000 | $ 2,500 | $ 1,750 | $ 1,000 | $ - | $ - | $ - | $ - | $ 2,750 |
| 2011 | Storage Bldg - Oak St Gravel Pit | $ 100,000 | $ 2,700 | $ 2,400 | $ 2,100 | $ 1,600 | $ 1,300 | $ 1,000 | $ 3,600 | $ 12,000 |
| 2011 | Ambulance | $ 130,000 | $ 2,750 | $ 2,000 | $ 1,250 | $ - | $ - | $ - | $ - | $ 3,250 |
| 2011 | Fire - Radio Equipment | $ 150,000 | $ 3,300 | $ 2,400 | $ 1,500 | $ - | $ - | $ - | $ - | $ 3,900 |
| 2011 | Fire - Engine Replacement | $ 400,000 | $ 10,800 | $ 9,600 | $ 8,400 | $ 6,400 | $ 5,200 | $ 4,000 | $ 3,600 | $ 37,200 |
| 2011 | Dept Equip - Fire C2 / DPW H52 | $ 100,000 | $ 2,200 | $ 1,600 | $ 1,000 | $ - | $ - | $ - | $ - | $ 2,600 |
| 2011 | Bldg Remodel - Police Dispatch | $ 150,000 | $ 4,050 | $ 3,600 | $ 3,150 | $ 2,400 | $ 1,950 | $ 1,500 | $ 1,350 | $ 13,950 |
| 2011 | Replace DPW Dump Truck H-44 | $ 180,000 | $ 4,750 | $ 4,150 | $ 3,550 | $ 2,550 | $ 1,950 | $ 1,500 | $ 1,350 | $ 15,050 |
| 2011 | Replace DPW Dump Truck H-53 | $ 180,000 | $ 4,750 | $ 4,150 | $ 3,550 | $ 2,550 | $ 1,950 | $ 1,500 | $ 1,350 | $ 15,050 |
| 2012 | Community Senior Center | $ 1,150,000 | $ 31,725 | $ 29,025 | $ 26,175 | $ 23,325 | $ 19,525 | $ 15,725 | $ 32,425 | $ 146,200 |
| 2012 | Voting Machines | $ 58,000 | $ 1,300 | $ 1,000 | $ 700 | $ 400 | $ - | $ - | $ - | $ 2,100 |
| 2012 | DPW Equip - Dump Truck H-45 | $ 190,000 | $ 5,550 | $ 4,650 | $ 3,750 | $ 3,000 | $ 2,000 | $ 1,000 | $ - | $ 14,400 |
| 2012 | DPW Equip - Sidewalk Plow | $ 142,000 | $ 4,200 | $ 3,600 | $ 3,000 | $ 2,400 | $ 1,600 | $ 800 | $ - | $ 11,400 |
| 2012 | DPW Equip - Backhoe H-59 | $ 125,000 | $ 3,600 | $ 3,000 | $ 2,400 | $ 1,800 | $ 1,200 | $ 600 | $ - | $ 9,000 |
| 2012 | DPW Equip - Heavy Duty Truck - H-40 | $ 60,000 | $ 1,700 | $ 1,400 | $ 1,100 | $ 800 | $ 400 | $ 200 | $ - | $ 3,900 |
| 2012 | DPW Equip - Dump Truck LF-6 | $ 130,000 | $ 3,800 | $ 3,200 | $ 2,600 | $ 2,000 | $ 1,200 | $ 600 | $ - | $ 9,600 |
| 2012 | DPW Equip - Tractors - LF-14 & LF-15 | $ 70,000 | $ 2,100 | $ 1,800 | $ 1,500 | $ 1,200 | $ 800 | $ 400 | $ - | $ 5,700 |
| 2012 | Senior Center Generator | $ 120,000 | $ 3,450 | $ 2,850 | $ 2,250 | $ 1,800 | $ 1,200 | $ 600 | $ - | $ 8,700 |
| 2012 | Recreation Bus #2 | $ 70,000 | $ 2,100 | $ 1,800 | $ 1,500 | $ 1,200 | $ 800 | $ 400 | $ - | $ 5,700 |
| 2012 | DPW Garage Roof | $ 99,000 | $ 2,750 | $ 2,300 | $ 1,850 | $ 1,400 | $ 800 | $ 400 | $ - | $ 6,750 |
| 2012 | DPW Security Upgrades | $ 66,000 | $ 1,900 | $ 1,600 | $ 1,300 | $ 1,000 | $ 600 | $ 200 | $ - | $ 4,700 |
| 2012 | Eliot & South Street Repairs | $ 105,000 | $ 2,600 | $ 2,000 | $ 1,400 | $ 800 | $ - | $ - | $ - | $ 4,200 |
| 2012 | Cole Center Repairs | $ 155,000 | $ 4,500 | $ 3,750 | $ 3,000 | $ 2,400 | $ 1,600 | $ 800 | $ - | $ 11,550 |
| 2012 | Cole Center Fields | $ 80,000 | $ 1,950 | $ 1,500 | $ 1,050 | $ 600 | $ - | $ - | $ - | $ 3,150 |
| 2012 | DPW - 75 West Street | $ 791,000 | $ 23,000 | $ 20,600 | $ 18,200 | $ 15,800 | $ 12,600 | $ 9,400 | $ 10,700 | $ 87,300 |
| 2012 | Landfill Capping *Refunded | $ 2,500,000 | $ 20,220 | $ 17,340 | $ 13,140 | $ 7,580 | $ 2,400 | $ - | $ - | $ 40,460 |
| 2012 | Morse Institute Library *Refunded | $ 2,250,000 | $ 13,000 | $ 10,560 | $ 7,000 | $ 2,320 | $ - | $ - | $ - | $ 19,880 |
| 2012 | Municipal Complex (Town Hall / Safety) *Re | $ 9,000,000 | $ 51,940 | $ 42,170 | $ 27,960 | $ 9,280 | $ - | $ - | $ - | $ 79,410 |

# *Town of Natick*

Home of Champions

Department: General Fund Debt Service - Interest

| | | | Fiscal Year 2014 | Fiscal Year 2015 | Fiscal Year 2016 | Fiscal Year 2017 | Fiscal Year 2018 | Fiscal Year 2019 | Issue | Total Outstanding |
|---|---|---|---|---|---|---|---|---|---|---|
| Year of Issue | Project | Amount Issued | Interest | Interest | Interest | Interest | Interest | Interest | Balance | Interest |
| 2012 | Municipal Complex (Town Hall / Safety) *Re | $ 9,020,000 | $ 69,540 | $ 59,760 | $ 45,740 | $ 27,320 | $ 9,060 | $ - | $ - | $ 141,880 |
| 2012 | Landfill Capping (Net of Surplus to G.C.) *Re | $ 2,456,916 | $ 22,997 | $ 20,839 | $ 17,636 | $ 13,419 | $ 9,258 | $ 5,382 | $ - | $ 66,534 |
| 2013 | Police - Building Security | $ 85,000 | $ 2,110 | $ 2,050 | $ 1,650 | $ 1,200 | $ 600 | $ - | $ - | $ 5,500 |
| 2013 | DPW - Redesign Cottage Street | $ 250,000 | $ 7,104 | $ 7,750 | $ 7,250 | $ 6,500 | $ 5,500 | $ 4,500 | $ 8,000 | $ 39,500 |
| 2013 | DPW - Redesign Pine street | $ 250,000 | $ 7,104 | $ 7,750 | $ 7,250 | $ 6,500 | $ 5,500 | $ 4,500 | $ 8,000 | $ 39,500 |
| 2013 | DPW Equip. - SnowMelter | $ 232,000 | $ 5,933 | $ 5,850 | $ 4,950 | $ 3,600 | $ 1,800 | $ - | $ - | $ 16,200 |
| 2013 | DPW Equip. - Replace H-55 | $ 170,000 | $ 4,349 | $ 4,350 | $ 3,650 | $ 2,600 | $ 1,200 | $ - | $ - | $ 11,800 |
| 2013 | DPW Equip. - Replace H-42 | $ 110,000 | $ 2,756 | $ 2,700 | $ 2,200 | $ 1,600 | $ 800 | $ - | $ - | $ 7,300 |
| 2013 | DPW Equip. - Recycling Packers | $ 900,000 | $ 25,403 | $ 26,900 | $ 24,300 | $ 20,400 | $ 15,200 | $ 10,000 | $ 5,000 | $ 101,800 |
| 2013 | DPW Equip - Log Loader | $ 62,000 | $ 1,498 | $ 1,400 | $ 1,100 | $ 800 | $ 400 | $ - | $ - | $ 3,700 |
| 2013 | DPW Equip - LF-3 | $ 62,000 | $ 1,498 | $ 1,400 | $ 1,100 | $ 800 | $ 400 | $ - | $ - | $ 3,700 |
| 2013 | Community Senior Center | $ 250,000 | $ 7,104 | $ 7,750 | $ 7,250 | $ 6,500 | $ 5,500 | $ 4,500 | $ 8,000 | $ 39,500 |
| *Est. 2014* | *DPW Equip. - Replace Dump Truck H-48* | *$ 190,000* | *$ -* | *$ 5,700* | *$ 4,886* | *$ 4,071* | *$ 3,257* | *$ 2,443* | *$ 2,443* | *$ 22,800* |
| *Est. 2014* | *DPW Equip. - Replace Hooklift H-51* | *$ 230,000* | *$ -* | *$ 6,900* | *$ 5,914* | *$ 4,929* | *$ 3,943* | *$ 2,957* | *$ 2,957* | *$ 27,600* |
| *Est. 2014* | *DPW Equip. - Recycling Toters* | *$ 570,000* | *$ -* | *$ 17,100* | *$ 13,680* | *$ 10,260* | *$ 6,840* | *$ 3,420* | *$ -* | *$ 51,300* |
| *Est. 2014* | *Police - Replace Rooftop HVAC* | *$ 180,000* | *$ -* | *$ 5,400* | *$ 4,320* | *$ 3,240* | *$ 2,160* | *$ 1,080* | *$ -* | *$ 16,200* |
| *Est. 2014* | *JJ Lane Park* | *$ 110,000* | *$ -* | *$ 3,300* | *$ 2,640* | *$ 1,980* | *$ 1,320* | *$ 660* | *$ -* | *$ 9,900* |
| *Est. 2014* | *Field Fence Work* | *$ 140,750* | *$ -* | *$ 4,223* | *$ 3,378* | *$ 2,534* | *$ 1,689* | *$ 845* | *$ -* | *$ 12,668* |
| *Est. 2014* | *Retaining Wall - Pond & Cemetery* | *$ 455,000* | *$ -* | *$ 13,650* | *$ 12,285* | *$ 10,920* | *$ 9,555* | *$ 8,190* | *$ 20,475* | *$ 75,075* |
| *Est. 2014* | *Roads (Collector/Arterial)* | *$ 300,000* | *$ -* | *$ 9,000* | *$ 8,100* | *$ 7,200* | *$ 6,300* | *$ 5,400* | *$ 13,500* | *$ 49,500* |
| *Est. 2014* | *Police - Dispatch Center* | *$ 230,000* | *$ -* | *$ 6,900* | *$ 5,520* | *$ 4,140* | *$ 2,760* | *$ 1,380* | *$ -* | *$ 20,700* |
| *Est. 2014* | *Fire - Engine Replacement* | *$ 520,000* | *$ -* | *$ 15,600* | *$ 13,371* | *$ 11,143* | *$ 8,914* | *$ 6,686* | *$ 6,686* | *$ 62,400* |
| *Est. 2014* | *DPW Equip. - Replace S-35 (Packer)* | *$ 275,000* | *$ -* | *$ 8,250* | *$ 7,071* | *$ 5,893* | *$ 4,714* | *$ 3,536* | *$ 3,536* | *$ 33,000* |
| *Est. 2014* | *DPW Equip. - Replace H-62 (St. Sweeper)* | *$ 185,000* | *$ -* | *$ 5,550* | *$ 4,440* | *$ 3,330* | *$ 2,220* | *$ 1,110* | *$ -* | *$ 16,650* |
| *Est. 2014* | *Drainage Improvements - Willow St.* | *$ 350,000* | *$ -* | *$ 10,500* | *$ 9,450* | *$ 8,400* | *$ 7,350* | *$ 6,300* | *$ 15,750* | *$ 57,750* |
| *Est. 2014* | *Cole North Field Improvements* | *$ 1,200,000* | *$ -* | *$ 36,000* | *$ 32,400* | *$ 28,800* | *$ 25,200* | *$ 21,600* | *$ 54,000* | *$ 198,000* |
| | BANs and Issue Costs | $ - | $ 60,000 | $ 60,000 | $ 60,000 | $ 60,000 | $ 60,000 | $ 60,000 | $ - | $ 300,000 |
| | Bond Refunding (2) | $ - | $ 30,000 | $ 30,000 | $ - | $ - | $ - | $ - | $ - | $ 30,000 |
| **Sub-Total (Gen'l Gov)** | | | **$ 884,195** | **$ 940,867** | **$ 785,654** | **$ 643,221** | **$ 525,369** | **$ 436,663** | **$ 1,277,547** | **$ 4,609,321** |

# *Town of Natick*

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Department: General Fund Debt Service - Interest

| Year of Issue | Project | Amount Issued | Fiscal Year 2014 Interest | Fiscal Year 2015 Interest | Fiscal Year 2016 Interest | Fiscal Year 2017 Interest | Fiscal Year 2018 Interest | Fiscal Year 2019 Interest | Issue Balance | Total Outstanding Interest |
|---|---|---|---|---|---|---|---|---|---|---|
| 2004 | Wilson Middle School | $ 9,850,000 | $ 249,488 | $ 229,688 | $ 205,188 | $ 180,688 | $ 156,188 | $ 131,688 | $ 325,238 | $ 1,228,675 |
| 2004 | Wilson Middle School | $ 1,300,000 | $ 33,069 | $ 30,469 | $ 27,219 | $ 23,969 | $ 20,719 | $ 17,469 | $ 40,219 | $ 160,063 |
| 2004 | Kennedy Middle School | $ 1,000,000 | $ 4,000 | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| 2008 | Lilja School *Refunded | $ 135,555 | $ 1,725 | $ 1,238 | $ 713 | $ 188 | $ - | $ - | $ - | $ 2,138 |
| 2008 | Brown School *Refunded | $ 469,310 | $ 2,863 | $ 1,400 | $ - | $ - | $ - | $ - | $ - | $ 1,400 |
| 2009 | School Bldg Improvements | $ 785,000 | $ 14,500 | $ 11,732 | $ 8,866 | $ 5,900 | $ 2,997 | $ - | $ - | $ 29,495 |
| 2010 | Kennedy Renovations | $ 1,200,000 | $ 24,300 | $ 21,300 | $ 18,300 | $ 15,000 | $ 11,400 | $ 7,800 | $ 3,900 | $ 77,700 |
| 2010 | Memorial Renovations | $ 1,670,000 | $ 33,538 | $ 29,288 | $ 25,163 | $ 20,625 | $ 15,675 | $ 10,725 | $ 5,363 | $ 106,838 |
| 2011 | High School - Construction | $ 38,500,000 | $ 1,217,563 | $ 1,159,813 | $ 1,102,063 | $ 1,005,813 | $ 948,063 | $ 890,313 | $ 5,616,188 | $ 10,722,250 |
| 2011 | High School - Plans | $ 947,000 | $ 29,663 | $ 28,163 | $ 26,663 | $ 24,163 | $ 22,663 | $ 21,163 | $ 131,438 | $ 254,250 |
| 2011 | High School - Design | $ 520,000 | $ 16,113 | $ 15,213 | $ 14,313 | $ 13,063 | $ 12,313 | $ 11,563 | $ 72,938 | $ 139,400 |
| 2011 | High School - Feasibility Study | $ 118,000 | $ 2,350 | $ 1,600 | $ 1,000 | $ - | $ - | $ - | $ - | $ 2,600 |
| 2011 | Johnson Boilers | $ 247,000 | $ 6,600 | $ 5,850 | $ 5,100 | $ 3,850 | $ 3,100 | $ 2,500 | $ 1,950 | $ 22,350 |
| 2011 | Memorial Fire Alarm System | $ 275,000 | $ 7,300 | $ 6,400 | $ 5,500 | $ 4,000 | $ 3,250 | $ 2,350 | $ 2,250 | $ 23,750 |
| 2011 | Johnson Exterior Windows | $ 110,000 | $ 2,700 | $ 2,400 | $ 2,100 | $ 1,600 | $ 1,300 | $ 1,000 | $ 900 | $ 9,300 |
| 2012 | Johnson Repairs | $ 203,000 | $ 5,900 | $ 5,000 | $ 4,100 | $ 3,200 | $ 2,000 | $ 1,000 | $ - | $ 15,300 |
| 2012 | Johnson Repairs | $ 90,000 | $ 2,550 | $ 2,100 | $ 1,650 | $ 1,200 | $ 800 | $ 400 | $ - | $ 6,150 |
| 2012 | Kennedy School Equipment | $ 220,000 | $ 6,450 | $ 5,400 | $ 4,500 | $ 1,800 | $ 2,400 | $ 1,200 | $ - | $ 15,300 |
| 2012 | Johnson School Paving | $ 75,000 | $ 1,950 | $ 1,500 | $ 1,050 | $ 600 | $ - | $ - | $ - | $ 3,150 |
| 2012 | Lilja School *Refunded | $ 7,490,000 | $ 14,550 | $ 11,910 | $ 8,560 | $ 4,660 | $ 1,440 | $ - | $ - | $ 26,570 |
| 2012 | Bennett-Hemenway School *Refunded | $ 13,200,000 | $ 30,890 | $ 26,550 | $ 21,040 | $ 14,660 | $ 9,440 | $ 5,480 | $ 3,640 | $ 80,810 |
| 2013 | Kennedy - 6 Modular Classrooms | $ 600,000 | $ 10,333 | $ 6,000 | $ - | $ - | $ - | $ - | $ - | $ 6,000 |
| 2013 | Kennedy - Replace Electrical Serv. | $ 150,000 | $ 4,263 | $ 4,750 | $ 4,350 | $ 3,900 | $ 3,300 | $ 2,700 | $ 4,800 | $ 23,800 |
| 2013 | High School - Construction | $ 5,500,000 | $ 146,227 | $ 164,313 | $ 158,813 | $ 150,563 | $ 139,563 | $ 128,563 | $ 858,688 | $ 1,600,500 |
| *Est. 2014* | *Ben-Hem - School Playground* | *$ 175,000* | *$ -* | *$ 5,250* | *$ 4,200* | *$ 3,150* | *$ 2,100* | *$ 1,050* | *$ -* | *$ 15,750* |
| *Est. 2014* | *Memorial - Boiler Replacement* | *$ 400,000* | *$ -* | *$ 12,000* | *$ 10,800* | *$ 9,600* | *$ 8,400* | *$ 7,200* | *$ 18,000* | *$ 66,000* |
| *Est. 2014* | *Memorial - School Lighting* | *$ 125,000* | *$ -* | *$ 3,750* | *$ 3,000* | *$ 2,250* | *$ 1,500* | *$ 750* | *$ -* | *$ 11,250* |
| *Est. 2014* | *Ben-Hem - Replace DDC Controls* | *$ 150,000* | *$ -* | *$ 4,500* | *$ 3,600* | *$ 2,700* | *$ 1,800* | *$ 900* | *$ -* | *$ 13,500* |
| *Est. 2014* | *Replace Windows - Johnson* | *$ 175,000* | *$ -* | *$ 5,250* | *$ 4,725* | *$ 4,200* | *$ 3,675* | *$ 3,150* | *$ 7,875* | *$ 28,875* |
| **Sub-Total (Schools)** | | | **$ 1,868,881** | **$ 1,802,824** | **$ 1,672,572** | **$ 1,501,339** | **$ 1,374,083** | **$ 1,248,961** | **$ 7,093,384** | **$ 14,693,163** |
| **General Fund Total** | | | **$ 2,753,076** | **$ 2,743,691** | **$ 2,458,226** | **$ 2,144,559** | **$ 1,899,452** | **$ 1,685,624** | **$ 8,370,931** | **$ 19,302,483** |
| **Total Amount Remaining** | | | | **$ 19,302,483** | **$ 16,558,792** | **$ 14,100,566** | **$ 11,956,007** | **$ 10,056,555** | **$ 8,370,931** | $ - |

**Summary of Debt - General Fund**

| | Fiscal Year 2014 | Fiscal Year 2015 | Fiscal Year 2016 | Fiscal Year 2017 | Fiscal Year 2018 | Fiscal Year 2019 | Issue | Total |
|---|---|---|---|---|---|---|---|---|
| General Fund Principal | $ 8,125,967 | $ 8,491,268 | $ 7,609,420 | $ 7,392,290 | $ 6,549,580 | $ 5,532,090 | $ 40,370,846 | $ 75,945,496 |
| General Fund Interest | $ 2,753,076 | $ 2,743,691 | $ 2,458,226 | $ 2,144,559 | $ 1,899,452 | $ 1,685,624 | $ 8,370,931 | $ 19,302,483 |
| **Total Annual Debt Service** | **$ 10,879,043** | **$ 11,234,959** | **$ 10,067,646** | **$ 9,536,849** | **$ 8,449,033** | **$ 7,217,714** | **$ 48,741,777** | **$ 95,247,979** |
| **Total Amount Remaining** | **$ -** | **$ 95,247,979** | **$ 84,013,020** | **$ 73,945,373** | **$ 64,408,524** | **$ 55,959,491** | **$ 48,741,777** | **$ -** |

# *Town of Natick*

Home of Champions

## Department: Debt Service

### Leased Equipment

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| Police Motorcycles | $ 14,985 | $ - | $ 15,000 | $ 15,000 | 0 | 0.00% |
| Motor Vehicle Excise Tax | $ - | $ - | $ 750 | $ 750 | 0 | 0.00% |
| Mailing Equipment | $ 23,605 | $ - | $ 24,250 | $ 24,250 | 0 | 0.00% |
| Copiers | $ 30,000 | $ - | $ 42,000 | $ 42,000 | 0 | 0.00% |
| **Purchased Services** | **$ 68,590** | **$ -** | **$ 82,000** | **$ 82,000** | **0** | **0.00%** |
| **Total Leased Equipment** | **$ 68,590** | **$ -** | **$ 82,000** | **$ 82,000** | **0** | **0.00%** |

Department: Debt Service Line-Item Detail

Narrative:

**Principal Payments:**
The requested budget amount of **$8,491,268** represents repayment of principal for multiple land acquisition, building projects, and capital improvements.

**Interest Payments:**
The requested budget amount of **$2,743,691** 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 $15,000, Excise Tax for leased motorcycles $750, leased postage / mail room equipment $24,250, copier equipment for the copy center $42,000. Total leased equipment budget **$82,000**.

# *Town of Natick*

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## Department: Reserve Fund

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| **Other Charges** | | | | | | |
| Reserve for Appropriation | 0 | 0 | 300,000 | 300,000 | 0 | 0.00% |
| **Total Operating Expenses** | **0** | **0** | **300,000** | **300,000** | **0** | **0.00%** |
| **Total Reserve Fund** | **0** | **0** | **300,000** | **300,000** | **0** | **0.00%** |

**Budget Overview:**

As provided for under M.G.L. Ch. 40, Section 6, every city or town in Massachusetts is allowed to maintain a reserve account or fund within their respective operating budget for "extraordinary or unforeseen expenditures." The Reserve Fund is under the control of the Finance Committee. Disbursements are 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 2008 through 2013**

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|---|---|---|---|---|---|
| **Appropriations** | | | | | | |
| Spring Town Meeting | $ 300,000 | $ 400,000 | $ 400,000 | $ 400,000 | $ 400,000 | $ 400,000 |
| Fall Town Meeting | | $ 76,000 | $ - | $ - | $ - | $ - |
| **Total Appropriation** | **$ 300,000** | **$ 476,000** | **$ 400,000** | **$ 400,000** | **$ 400,000** | **$ 400,000** |
| **Total Transfers** | **$ (220,912)** | **$ (402,153)** | **$ (208,774)** | **$ (213,518)** | **$ (174,119)** | **$ (86,000)** |
| **Ending Balance** | **$ 79,088** | **$ 73,847** | **$ 191,226** | **$ 186,482** | **$ 225,881** | **$ 314,000** |

A detailed description of individual transfers is on the following page.

# *Town of Natick*

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## Department: Reserve Fund

**Budget Detail:**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| Reserve for Appropriation | $ - | $ - | $ 300,000 | $ 300,000 | $ - | 0.00% |
| **Other Charges** | **$ -** | **$ -** | **$ 300,000** | **$ 300,000** | **$ -** | **0.00%** |
| | | | | | | |
| **Total Reserve Fund** | **$ -** | **$ -** | **$ 300,000** | **$ 300,000** | **$ -** | **0.00%** |

## Reserve Fund History

This sheet shows the Reserve Fund transfers for FY 2009-FY 2014.

| | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
|---|---|---|---|---|---|---|
| Original Appropriation | $ 400,000 | $ 400,000 | $ 400,000 | $ 400,000 | $ 400,000 | $ 300,000 |
| Revised Appropriation | $ 476,000 | $ 400,000 | $ 400,000 | $ 400,000 | $ 400,000 | $ 300,000 |
| | | | | | | |
| Clerk - Salaries | | $ (13,500) | | | | |
| Clerk - Elections | | | | | $ (18,000) | |
| Comptroller - Audit (W-2) | | | $ (30,000) | | | |
| Comptroller - Audit (School Activity) | | | $ (32,000) | | | |
| DPW - Facility Repairs/Maintenance | $ (45,793) | | $ (2,518) | | | |
| DPW - Hurricane Irene | | | | $ (53,844) | | |
| DPW - Engineering - Pleasant Street | $ (50,000) | | | | | |
| DPW - Charles River Dam Project | $ (100,000) | | | | | |
| DPW - Town Hall & Fire/Police Boilers | | $ (105,653) | | | | |
| Finance Committee - Salaries | | | | | | |
| Finance Committee - Printing | | $ (9,621) | | | | |
| Fire - Overtime | $ (23,000) | $ (35,000) | $ (120,000) | | | |
| Fire - Hurricane Irene | | | | $ (9,108) | | |
| Fire - Radios | | | | | | |
| Fire - Settlement (Labor) | | | | | | |
| Legal - FLSA Accounting Services | | | | | | |
| Morse Institute - Summer Cooling Hours | | | | $ (3,260) | | |
| Police - Dispatch Reconfiguration | | | | $ (65,000) | | |
| Police - Hurricane Irene | | | | $ (5,036) | | |
| School Department - HS Emergency Repa | $ (87,130) | | | | | |
| Selectmen - Home Condemnation and Arbitration | | | | $ (2,870) | | |
| Veterans - Financial Assistance | $ (96,230) | $ (45,000) | $ (29,000) | $ (35,000) | $ (68,000) | |
| | | | | | | |
| **Year-End Balance** | **$ 73,847** | **$ 191,226** | **$ 186,482** | **$ 225,881** | **$ 314,000** | **$ 300,000** |

# *Town of Natick*

Home of Champions

## Department: Facilities Management

**Appropriation Summary**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | $ - | $ 2,320,994 | $ 2,477,217 | $ 2,568,920 | $ 91,703 | 3.70% |
| **Total Salaries** | **$ -** | **$ 2,320,994** | **$ 2,477,217** | **$ 2,568,920** | **$ 91,703** | **3.70%** |
| **Operating Expenses** | | | | | | |
| Purchase of Services | $ - | $ - | $ - | $ 331,900 | $ 331,900 | 100.00% |
| Other Services (Misc. ) | $ - | $ 13,706 | $ 14,350 | $ 14,350 | $ - | 0.00% |
| Tech/Professional Services | $ - | $ 94,119 | $ 110,634 | $ 110,634 | $ - | 0.00% |
| Other Supplies | $ - | $ - | $ - | $ 44,500 | $ 44,500 | 100.00% |
| **Total Operating Expenses** | **$ -** | **$ 107,825** | **$ 124,984** | **$ 501,384** | **$ 376,400** | **301.16%** |
| Total Facilities Management | $ - | $ 2,428,819 | $ 2,602,201 | $ 3,070,304 | $ 468,103 | 17.99% |

**Purpose:**

The Department of Facilities Management (DFM) is responsible for the coordination and care of all Town-owned buildings inclusive of those under the control of the Board of Selectmen, Library Trustees and School Committee. It coordinates for each building, except where noted, the following:

- custodial care/cleaning
- maintenance and repairs
- landscaping maintenance and pedestrian snow removal (landscaping in courtyards and to approx 20 feet from building and snow removal on walks to the property line)
- capital improvements
- procurement of necessary goods and services; such procurement shall be done in collaboration with the DPW director

**Goals:**

- Develop realistic budgets on maintaining all town assets while striving to achieve level funded guidelines.
- Continue to protect and preserve the levels of cleanliness and service as expected by the general public and employees.
- Investigate and institute cost saving equipment, environmental friendly purchases, supplies and labor saving techniques in a combined effort to reduce operational costs.
- Explore renewable energy sources.

## Department: Facilities Management

**Budget Overview:**

**I. Main Purpose of the Department**
As provided by section 37M of the Massachusetts General Laws the Natick School Committee and Board of Selectmen agreed to the creation of a joint municipal and school facilities management department that will be known as the Department of Facilities Management (DFM). A Memorandum of Agreement was signed between the two boards on March 12, 2012; the DFM became officially established effective July 1, 2012.

The Department of Facilities Management is the combination of the Custodial and Facilities Department of the Natick Public Schools and the Building Maintenance Division of the Department of Public Works. It is responsible for maintaining all 34 Town facilities 26 municipal buildings & facilities and 8 schools. This budget includes all personnel costs - including all custodians, trades people and supervisors. In addition, expenses related to contracted custodial cleaning are included. NOT included are any other type of building related expense - supplies, trades contracts, capital costs and energy are still budgeted separately within the Natick Public schools and the Department of Public Works as applicable.

The Department is governed by the Facilities Management Board (FMB) which is comprised of the Town Administrator and the Superintendent of Public Schools or their designee. They appoint a Director of Facilities Management who is responsible for running day-to-day operations of the Department and developing Operating and Capital budgets. The FMB sets the goals and direction for the DFM.

**II. Recent Developments**
20 capital projects were completed since the establishment of the new dept. in June, 2012, including new windows at the Johnson School, new boilers at the Memorial and Johnson school. New paving was put in at the Johnson school. 3 schools were converted from oil to gas heat. The fire dept overhead doors are receiving a major overhaul. The Cole Rec building is receiving a new furnace and control system. The police and fire dept received new roof top air condtioners.

**III. Current Challenges**
The department continues to evolve into a cohesive combination of to separate operations - one municipal and one school. Achieving a cohesive and efficient consolidated Department of Facilities Management continues to be a challenge for the new Director. In addition, the coming on line of the new Natick High School and the Community/Senior Center with state-of-the-art building systems continues to provide a challenge for the department.

**IV. On the Horizon**
Going forward, the budgeting methodology will continue to be evaluated to determine if further consolidation would be advantageous and/or more efficient. In addition, the Director, in conjunction with the FMB, will be tasked with development of Service Level Agreements for each facility. 10 new capital projects are underway.

# *Town of Natick*

Home of Champions

## Department: Facilities Management

**Natick Buildings Systems Summary**

| | # | % of buildings |
|---|---|---|
| **Overall** | | |
| **Total Number of Buildings/Properties Managed & Maintained** | **34** | |
| - Municipal Buildings/Properties | 26 | |
| - School Buildings/Properties | 8 | |
| **Total Square Footage of all Buildings** | **1,160,943** | |
| - Municipal Square Footage | 387,943 | |
| - School Square Footage | 773,000 | |
| **Utility Consumption (annual)** | | |
| - Electric (kWH) | 8,245,653 | |
| - Natural Gas (therms) | 308,919 | |
| - Heating Oil (gallons) | 195,412 | |
| - Water* (HCF) **(partial - Municipal only)* | 4,916 | |
| **Building Systems** | | |
| **Climate** | | |
| **- Heat** | | |
| Oil | 6 | 18% |
| Gas | 21 | 62% |
| None | 5 | 15% |
| Other | 2 | 6% |
| **- Air Conditioning** | | |
| Central | 16 | 47% |
| Unit | 9 | 26% |
| None | 9 | 26% |
| **- Digital Controls (DDC) (Y/N)** | 16 | 47% |
| **Electric** | | |
| Single Phase | 12 | 35% |
| Three-Phase | 13 | 38% |
| Unknown | 9 | 26% |
| **Solar Systems (# of buildings which <u>have</u> systems)** | 6 | 18% |
| **Security Systems (# of buildings which <u>have</u> systems)** | 20 | 59% |
| **Windows** | | |
| Excellent | 6 | 18% |
| Good | 13 | 38% |
| Fair/Average | 9 | 26% |
| Poor | 6 | 18% |
| **Roof** | | |
| Excellent | 7 | 21% |
| Good | 10 | 29% |
| Fair | 16 | 47% |
| Poor | 1 | 3% |
| **Fire Suppression/ Sprinklers (# of buildings which have Sprinklers)** | 16 | 47% |
| **Users** | | |
| Individuals in all School Buildings (average daily) | 5973 | |
| Average Hours of Operation (schools) (daily) | 12.5 | |

# *Town of Natick*

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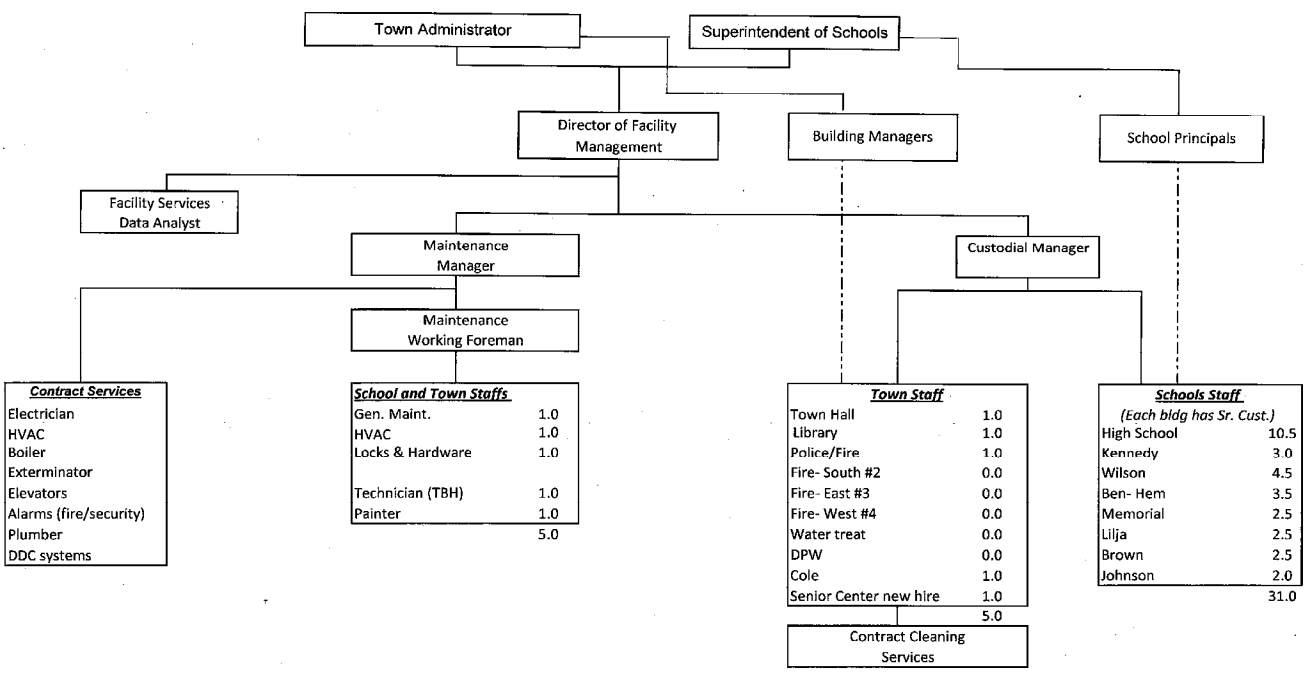
## Department: Facilities Management

| Staffing | 2013 | 2014 | 2015 |
|---|---|---|---|
| Director of Facility Maintenance | 1 | 1 | 1 |
| Custodial Manager | 1 | 1 | 1 |
| Maintenance Manager | 1 | 1 | 1 |
| Assistant / Analyst | 1 | 1 | 1 |
| Assistant Senior Custodian | 1 | 1 | 1 |
| Senior Custodian III | 1 | 1 | 1 |
| Senior Custodian II | 1 | 1 | 1 |
| Senior Custodian I | 6 | 6 | 6 |
| Junior Custodian II | 7 | 7 | 7 |
| Junior Custodian I | 15 | 15 | 15 |
| Plumber | 1 | 1 | 1 |
| Maintenance Foreman | 1 | 1 | 1 |
| Maintenance IV | 1 | 2 | 2 |
| Maintenance III | 2 | 2 | 2 |
| General Foreman | 1 | 1 | 1 |
| Custodian | 4 | 4 | 4 |
| Painter | 1 | 1 | 1 |
| **Total FTE** | **46** | **47** | **47** |
| **Total FT/PT** | **46 FT/0PT** | **47 FT/0PT** | **47 FT/0PT** |

### Organizational Chart




***Roles and responsibilities of each position:***

Director of Facility Management:

Capital Planning
Project Management
Purchasing
Bids, Specs & Quotes
AHERA Coordinator

Facility Services Data Analyst:

Data Analysis
Work Order System
Accounting (invoices, PO's)
Payroll/ Vacation schedules
Rental of facilities

Maintenance Manager:

Building Systems Operations & Repair
Personnel Scheduling
Contractor Scheduling
New Building Systems and Training
(High School & Senior Center)

Custodial Manager:

Manage Cleaning & Moving Services
Personnel Scheduling
Contractor Scheduling
IPM Coordinator
Supplies & Equipment

# *Town of Natick*

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## Department: Facilities Management

| Budget Detail: | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ (+/-) | 2014 vs. 2015 % (+/-) |
|---|---|---|---|---|---|---|
| Salaries Supervisory | $ - | $ 251,960 | $ 252,257 | $ 252,257 | $ (1) | 0.00% |
| Salaries Technical & Professional | $ - | $ 46,885 | $ 55,563 | $ 55,563 | $ (0) | 0.00% |
| Salaries Operational Staff | $ - | $ 1,825,590 | $ 1,955,899 | $ 2,047,723 | $ 91,824 | 4.69% |
| Salaries Part-Time Operational | $ - | $ 34,405 | $ 31,421 | $ 31,421 | $ - | 0.00% |
| Operational Staff Add. Comp | $ - | $ 24,500 | $ 53,820 | $ 53,700 | $ (120) | -0.22% |
| Operational Staff Overtime | $ - | $ 137,655 | $ 128,257 | $ 128,257 | $ 0 | 0.00% |
| **Personnel Services** | **$ -** | **$ 2,320,994** | **$ 2,477,217** | **$ 2,568,920** | **$ 91,703** | **3.70%** |
| Repairs & Maint. Facilities | **$ -** | **$ -** | **$ -** | $ 282,250 | $ 282,250 | 100.00% |
| Repairs & Maint. Eliot School | **$ -** | **$ -** | **$ -** | $ 26,000 | $ - | 100.00% |
| Repairs & Maint. Elevator/Chair lift | **$ -** | **$ -** | **$ -** | $ 23,650 | $ 23,650 | 100.00% |
| **Purchase of Services** | **$ -** | **$ -** | **$ -** | **$ 331,900** | **$ 331,900** | **100.00%** |
| Clothing Allowance Oper. Staff | $ - | $ 13,706 | $ 14,350 | $ 14,350 | $ - | 0.00% |
| **Other Services (Misc. )** | **$ -** | **$ 13,706** | **$ 14,350** | **$ 14,350** | **$ -** | **0.00%** |
| Contractual Svs - Cleaning | $ - | $ 94,119 | $ 110,634 | $ 110,634 | $ - | 0.00% |
| **Tech/Professional Services** | **$ -** | **$ 94,119** | **$ 110,634** | **$ 110,634** | **$ -** | **0.00%** |
| Custodial Supplies | $ - | $ - | $ - | $ 44,500 | $ 44,500 | 100.00% |
| **Other Supplies** | **$ -** | **$ -** | **$ -** | **$ 44,500** | **$ 44,500** | **100.00%** |
| **Total - Facilities Management** | **$ -** | **$ 2,428,819** | **$ 2,602,201** | **$ 3,070,304** | **$ 468,103** | **17.99%** |

**Line-Item Detail**

**Personnel Services:**

**Salaries: Supervisory:** To fund three (3) the positions of Director of Facilities Maintenance, Custodial Manager and Maintenance Manager who oversees this division.

**Salaries: Technical/Professional:** To fund one (1) position of Data Analyst.

**Salaries: Operational Staff:** To fund forty-three (43) employees who maintain and care for town buildings.

**Salaries: Part Time Operational:** This fund is for extra help during summer vacations and for Police Details for Municipal buildings and Summer Maintenance Personnel for the Natick Public Schools.

**Operational Staff Additional Compensation:** This fund is for longevity and temporary upgrades per union contract.

**Operational Staff Overtime:** This fund is for emergencies and callbacks after normal operating hours for Municipal buildings, and Building Security & Substitutes and Rental of Facilities Overtime for the Natick Public Schools.

**Purchase of Services:**

**Repairs and Maintenance Facilities:** This fund is for parts, labor for replacement of broken or worn out equipment, quarterly fire alarm testing and repairs, police station repairs, emergency light testing and repairs, H.V.A.C. repairs and boiler repairs.

**Repairs and Maintenance Eliot School:** This fund is for parts, labor for replacement of broken or worn out equipment, quarterly fire alarm testing and repairs, emergency light testing and repairs, H.V.A.C. repairs and general maintenance. The new lease transfers the cost of utilities to the lessee.

**Repairs and Maintenance to Elevators:** This fund is for the elevators and lifts located at the Police Station, Fire Station, Town Hall, Cole Recreation Center, and the Morse Library including monthly maintenance and repairs and annual state inspection.

**Other Services (Misc.):**

**Clothing Allowance/Operational Staff:** This fund is for the clothing allowance per union agreement.

**Technical & Professional Services:**

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

**Other Supplies:**

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

# *Town of Natick*

Home of Champions

## Department: Facilities Management

*The following table shows the comparative budget for those items currently in the Public Schools and Public Works vs. the FY 2015 Budget request for Facilities Management.*

| **Comparative Budget Detail:** | **2012 Actual** | **2013 Actual** | **2014 Appropriated** | **2015 Preliminary** | **2014 vs. 2015 $ (+/-)** | **% (+/-)** |
|---|---|---|---|---|---|---|
| Salaries Supervisory | $ 209,754 | $ 251,960 | $ 252,257 | $ 252,257 | $ (1) | 0.00% |
| Salaries Technical & Professional | | $ 46,885 | $ 55,563 | $ 55,563 | $ (0) | 0.00% |
| Salaries Operational Staff | $ 1,821,381 | $ 1,825,590 | $ 1,955,899 | $ 2,047,723 | $ 91,824 | 4.69% |
| Salaries Part-Time Operational | | $ 34,405 | $ 31,421 | $ 31,421 | $ - | 0.00% |
| Supervisory Staff Add'l Comp | | $ - | $ - | $ - | $ - | 0.00% |
| Operational Staff Add. Comp | $ 7,187 | $ 24,500 | $ 53,820 | $ 53,700 | $ (120) | -0.22% |
| Operational Staff Overtime | $ 139,590 | $ 137,655 | $ 128,257 | $ 128,257 | $ 0 | 0.00% |
| **Personnel Services** | **$ 2,177,912** | **$ 2,320,994** | **$ 2,477,217** | **$ 2,568,920** | **$ 91,703** | **3.70%** |
| Repairs & Maint. Facilities | $ 250,584 | $ 280,915 | $ 268,000 | $ 282,250 | $ 14,250 | 5.32% |
| Repairs & Maint. Eliot School | $ 2,010 | $ 25,994 | $ 22,750 | $ 26,000 | $ 3,250 | 14.29% |
| Repairs & Maint. Elevator/Chair lift | $ 6,296 | $ 20,582 | $ 23,650 | $ 23,650 | $ - | 0.00% |
| **Purchase of Services** | **$ 258,890** | **$ 327,491** | **$ 314,400** | **$ 331,900** | **$ 17,500** | **5.57%** |
| Eliot School Maint. | $ 11,066 | $ 33 | $ - | $ - | $ - | 0.00% |
| Clothing Allowance Oper. Staff | $ 14,350 | $ 13,706 | $ 14,350 | $ 14,350 | $ - | 0.00% |
| **Other Services (Misc. )** | **$ 25,416** | **$ 13,739** | **$ 14,350** | **$ 14,350** | **$ -** | **0.00%** |
| Contractual Svs - Cleaning | $ 91,829 | $ 94,119 | $ 110,634 | $ 110,634 | $ - | 0.00% |
| **Tech/Professional Services** | **$ 91,829** | **$ 94,119** | **$ 110,634** | **$ 110,634** | **$ -** | **0.00%** |
| Custodial Supplies | $ 18,578 | $ 44,102 | $ 44,000 | $ 44,500 | $ 500 | 1.14% |
| **Other Supplies** | **$ 18,578** | **$ 44,102** | **$ 44,000** | **$ 44,500** | **$ 500** | **1.14%** |
| **Total - Facilities Management** | **$ 2,572,625** | **$ 2,800,444** | **$ 2,960,601** | **$ 3,070,304** | **$ 109,703** | **3.71%** |

# Town of Natick

**Department** **Facilities Management**

| A | B | C | D | E | F | H | I | | J | | | K | L | M | N | O |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | | Other Compensation | | | | |
| Emp. # | Date of Hire | Name | Work Location | FTE | Differential | FY 14 Step | FY 15 Step | Hourly FY14 | Hourly FY15 | Base Pay FY14 | Base Pay FY15 | Step | Stipend | Differential | Longevity | Budget Salary as 26.1 | Account Number |
| **Salaries Management** | | | | | | **MUNIS Code** | | | | | | | **5111** | | | | |
| 44462 | 06/04/12 | Paul Comerford | System | Facility Director | 1.0 N/A | N/A | N/A | 50.4808 | 51.9808 | 108,120.00 | 108,120.00 | | | - | 0.00 | 108,535.85 | |
| 44479 | 06/18/12 | Kevin Coxall | System | Facility Manger | 1.0 N/A | N/A | N/A | 35.0962 | 36.4663 | 75,850.00 | 75,850.00 | | | - | 0.00 | 76,141.73 | |
| 2588 | 11/03/86 | James Lavezzo | System | Custodial Manager | 1.0 N/A | N/A | N/A | 31.2500 | 32.3654 | 67,320.00 | 67,320.00 | | | - | 0.00 | 67,578.92 | |
| **Total Salaries Management** | | | | **3.0** | | | | | | **251,290.00** | **251,290.00** | **0.00** | | **-** | **0.00** | **252,256.50** | **0145001 511200** |
| **Salaries Technical / Professional** | | | | | | **MUNIS Code** | | | | | | | **5123** | | | | |
| 44510 | 08/13/12 | Stephanie Luz | System | Assistant / Analyst | 1.0 N/A | N/A | N/A | 25.4808 | 26.6106 | 55,350.00 | 55,350.00 | | | - | 0.00 | 55,562.88 | |
| **Total Salaries Management** | | | | **1.0** | | | | | | **55,350.00** | **55,350.00** | **0.00** | **0.00** | **-** | **0.00** | **55,562.88** | **0145001 511400** |
| **Salaries Operational** | | | | | | **MUNIS Code** | | | | | | | **5113** | | | | |
| 505 | 04/10/78 | Robert Valle | Ben-Hem | Cust Sr III/II ? | 1.0 Day | 8.0 | 8.0 | 25.1773 | 25.6808 | 57,418.55 | 53,416.10 | | 0.00 | - | 2000.00 | 55,629.24 | |
| 2336 | 01/15/87 | Chris Gilbert | Ben-Hem | Cust Jr II | 1.0 Night | 8.0 | 8.0 | 20.4423 | 20.8511 | 42,519.98 | 43,370.38 | | | 1,560.00 | 2000.00 | 47,104.89 | |
| 44156 | 07/01/13 | Daniel Halloran | Ben-Hem | Cust Jr I | 1.0 Afternoon | 1.0 | 2.0 | 16.0905 | 16.9562 | 16,734.12 | 17,634.45 | 900.33 | | 1,040.00 | 0.00 | 18,742.27 | |
| | | | | | | 2.0 | 2.0 | 16.9562 | 16.9562 | 17,634.45 | 17,634.45 | | | | | 17,702.27 | |
| 43971 | 08/28/13 | Phillip Toti | Ben-Hem/Lilja | Cust Jr I | 1.0 Afternoon | 1.0 | 2.0 | 16.0905 | 16.9562 | 16,734.12 | 17,634.45 | 450.16 | | 1,040.00 | 0.00 | 18,742.27 | |
| | | | | | | 2.0 | 2.0 | 16.9562 | 16.9562 | 17,634.45 | 17,634.45 | | | | | 17,702.27 | |
| 3201 | 09/21/90 | James Hill | Brown Elementary | Cust Sr I | 1.0 Day | 8.0 | 8.0 | 22.7776 | 23.2332 | 47,377.45 | 48,325.00 | | | - | 1200.00 | 49,715.48 | |
| 42572 | 10/25/04 | Gerard Lindsey | Brown Elementary | Cust Jr II | 1.0 Afternoon | 8.0 | 8.0 | 20.4423 | 20.8512 | 42,520.05 | 43,370.45 | | | 1,040.00 | 0.00 | 44,577.26 | |
| 2944 | 07/01/97 | Leonard LaRosa | Johnson | Cust Sr I | 1.0 Day | 8.0 | 8.0 | 22.7776 | 23.2332 | 47,377.41 | 48,324.96 | | | - | 800.00 | 49,313.90 | |
| 42128 | 04/02/08 | Mark D'Agostino | Johnson | Cust Jr II | 1.0 Afternoon | 6.0 | 7.0 | 19.5405 | 20.4432 | 20,322.17 | 21,260.93 | 156.46 | | 1,040.00 | 0.00 | 22,382.70 | |
| | | | | | | 7.0 | 7.0 | 20.4432 | 20.4432 | 21,260.93 | 21,260.93 | | | | | 21,342.70 | |
| 43456 | 05/20/08 | Patrick Kenney | Johnson / High School | Cust Jr I | 0.5 Night | 6.0 | 7.0 | 18.9761 | 19.9313 | 9,867.56 | 10,364.28 | 82.79 | | 780.00 | 0.00 | 11,184.14 | |
| | | | | | | 7.0 | 7.0 | 19.9313 | 19.9313 | 10,364.28 | 10,364.28 | | | | | 10,404.14 | |
| 2422 | 01/02/86 | Timothy Repella | Lilja | Cust Sr I | 1.0 Day | 8.0 | 8.0 | 22.7776 | 23.2332 | 47,377.45 | 48,325.00 | | | - | 2000.00 | 50,518.56 | |
| 7133 | 05/29/01 | Luis Galan | Lilja | Cust Jr II | 1.0 Afternoon | 8.0 | 8.0 | 20.4423 | 20.8512 | 42,520.05 | 43,370.45 | | | 1,040.00 | 400.00 | 44,978.80 | |
| 2463 | 04/07/86 | Edward Harvey | Memorial | Cust Sr I | 1.0 Day | 8.0 | 8.0 | 22.7776 | 23.2332 | 47,377.45 | 48,325.00 | | | - | 2000.00 | 50,518.56 | |
| 7130 | 05/21/01 | Michael Allen | Memorial | Cust Jr II | 1.0 Afternoon | 8.0 | 8.0 | 20.4423 | 20.8512 | 42,520.05 | 43,370.45 | | | 1,040.00 | 400.00 | 44,978.80 | |
| 44557 | 08/27/12 | Greg White | Wilson/Memorial | Cust Jr I | 0.5 Afternoon | 2.0 | 3.0 | 16.6237 | 17.4996 | 8,644.30 | 9,099.79 | 303.66 | | 520.00 | 0.00 | 9,654.79 | |
| | | | | | | 3.0 | 3.0 | 17.4996 | 17.4996 | 9,099.79 | 9,099.79 | | | - | 0.00 | 9,134.79 | |
| | | **Total Elementary School** | | **13.0** | | | | | | **565,304.59** | **572,185.56** | **1,893.40** | **0.00** | **9,100.00** | **10800.00** | **594,327.81** | **0145001 511300** |
| 40037 | 01/06/97 | Carlos Famania | Kennedy | Cust Sr I | 1.0 Day | 8.0 | 8.0 | 22.7776 | 23.2332 | 47,377.45 | 48,325.00 | | | - | 800.00 | 49,313.94 | |
| 7127 | 05/14/01 | Jeffrey Bastien | Kennedy | Cust Jr II | 1.0 Afternoon | 8.0 | 8.0 | 20.4423 | 20.8512 | 42,520.05 | 43,370.45 | | | 1,040.00 | 400.00 | 44,978.80 | |
| 41047 | 07/31/97 | Robert Harris | Kennedy | Cust Jr I | 1.0 Afternoon | 8.0 | 8.0 | 19.9304 | 20.3290 | 41,455.23 | 42,284.34 | | | 1,040.00 | 800.00 | 44,290.05 | |
| 43576 | 09/02/08 | Deirdre Miller | Kennedy | Cust Jr I | 1.0 Afternoon | 6.0 | 7.0 | 18.9761 | 19.9313 | 19,735.12 | 20,728.55 | 662.29 | | 1,040.00 | 0.00 | 21,848.28 | |
| | | | | | | 7.0 | 7.0 | 19.9313 | 19.9313 | 20,728.55 | 20,728.55 | | | | | 20,808.28 | |
| 41620 | 04/30/01 | Lawrence Chapski | Wilson | Cust Jr I | 1.0 Afternoon | 8.0 | 8.0 | 19.9304 | 20.3290 | 41,455.22 | 42,284.32 | | | 1,040.00 | 400.00 | 43,888.49 | |
| 42265 | 10/27/03 | David Rodrigues | Wilson | Cust Sr II | 1.0 Day | 8.0 | 8.0 | 23.8333 | 24.3100 | 49,573.31 | 50,564.77 | | | - | 400.00 | 51,160.79 | |
| 42983 | 06/20/06 | James Wight | Wilson | Cust Jr I | 1.0 Afternoon | 3.0 | 4.0 | 17.1565 | 18.0759 | 17,842.76 | 18,798.94 | | | 1,040.00 | 0.00 | 19,911.24 | |
| | | | | | | 4.0 | 4.0 | 18.0759 | 18.0759 | 18,798.94 | 18,798.94 | | | | | 18,871.24 | |
| 44557 | 08/27/12 | Greg White | Wilson/Memorial | Cust Jr I | 0.5 Afternoon | 2.0 | 3.0 | 16.6237 | 17.4996 | 8,644.30 | 9,099.79 | 303.66 | | 520.00 | 0.00 | 9,654.79 | |
| | | | | | | 3.0 | 3.0 | 17.4996 | 17.4996 | 9,099.79 | 9,099.79 | | | - | 0.00 | 9,134.79 | |
| | | **Total Middle School** | | **7.5** | | | | | | **317,230.71** | **324,083.43** | **965.95** | | **5,720.00** | **2800.00** | **333,860.68** | **0145001 511300** |
| 2289 | 04/16/85 | David Moores | High School | Cust Sr III | 1.0 Day | 8.0 | 8.0 | 26.1773 | 26.6808 | 54,448.73 | 55,496.16 | | | - | 2000.00 | 57,717.30 | |
| 2590 | 10/27/86 | John Zicko | High School | Cust Jr I | 1.0 Night | 8.0 | 8.0 | 19.9304 | 20.3290 | 41,455.22 | 42,284.32 | | | 1,560.00 | 2000.00 | 46,014.64 | |
| 293 | 11/07/78 | Peter Henderson | High School | Cust Assistant, Sr I | 1.0 Night | 8.0 | 8.0 | 23.8374 | 24.3141 | 49,581.79 | 50,573.43 | | | 1,560.00 | 2000.00 | 54,335.63 | |
| 41028 | 07/01/97 | Walter Assencoa | High School | Cust Jr I | 1.0 Night | 8.0 | 8.0 | 19.9304 | 20.3290 | 41,455.22 | 42,284.32 | | | 1,560.00 | 800.00 | 44,810.03 | |
| 40037 | 12/16/02 | Gilberto Famania | High School | Cust Jr II | 1.0 Night | 8.0 | 8.0 | 20.4423 | 20.8512 | 42,520.05 | 43,370.45 | | | 1,560.00 | 400.00 | 45,498.80 | |
| 42462 | 02/23/09 | Chris Fowler | High School | Cust Jr I | 1.0 Night | 8.0 | 8.0 | 19.9304 | 20.3290 | 41,455.22 | 42,284.32 | | | 1,560.00 | 400.00 | 44,408.49 | |
| 42536 | 09/20/04 | Mark Plant | High School | Cust Jr II | 1.0 Day | 8.0 | 8.0 | 20.4423 | 20.8512 | 42,520.05 | 43,370.45 | | | - | 400.00 | 43,938.80 | |
| 42564 | 10/12/04 | Ismael Calderon | High School | Cust Jr I | 1.0 Night | 8.0 | 8.0 | 19.9304 | 20.3290 | 41,455.22 | 42,284.32 | | | 1,560.00 | 0.00 | 44,006.95 | |
| 43456 | 05/20/08 | Patrick Kenney | High School / Johnson | Cust Jr I | 0.5 Night | 6.0 | 7.0 | 18.9761 | 19.9313 | 9,867.56 | 10,364.28 | 82.79 | | 780.00 | 0.00 | 11,184.14 | |
| | | | | | | 7.0 | 7.0 | 19.9313 | 19.9313 | 10,364.28 | 10,364.28 | | | | | 10,404.14 | |
| 3711 | 08/24/94 | Robert Lubinski | High School - Kitchen | Cust Jr I | 1.0 Day | 8.0 | 8.0 | 19.9304 | 20.3290 | 41,455.22 | 42,284.32 | | | 1,040.00 | 500.00 | 43,988.87 | |

# Town of Natick

**Department** **Facilities Management**

| A | B | C | D | E | F | H | I | | J | | | K | L | M | N | O |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | | Other Compensation | | | | |
| Emp. # | Date of Hire | Name | Work Location | FTE | Differential | FY 14 Step | FY 15 Step | Hourly FY14 | Hourly FY15 | Base Pay FY14 | Base Pay FY15 | Step | Stipend | Differential | Longevity | Budget Salary as 26.1 | Account Number |
| 3815 | 05/09/95 | John Ramalho | High School - Truck | Cust Jr I | 1.0 Day | 8.0 | 8.0 | 19.9304 | 20.3290 | 41,455.22 | 42,284.32 | | | - | 800.00 | 43,250.03 | |
| | | **Total High School** | | **10.5** | | | | | | **458,033.74** | **467,244.95** | **82.79** | | **11,180.00** | **9300.00** | **489,557.82** | **0145001 511300** |
| 40085 | 04/29/97 | Ron Rutkowski | Maintenance | Maint Mech IV | 1.0 Day | 8.0 | 8.0 | 31.2524 | 31.8774 | 65,004.98 | 66,305.07 | | | - | 800.00 | 67,363.17 | |
| 44740 | 04/29/13 | Maurice Richard | Maintenance | Maint Mech IV | 1.0 Day | 6.0 | 7.0 | 29.9928 | 31.2539 | 31,192.51 | 32,504.06 | 437.18 | | - | 0.00 | 32,629.07 | |
| | | | | | | 7.0 | 7.0 | 31.2539 | 31.2539 | 32,504.06 | 32,504.06 | | | | | 32,629.07 | |
| | | ***Vacant^*** | ***Maintenance*** | ***Maint Mech IV*** | ***1.0 Day*** | | | | | ***50,000.00*** | ***54,947.88*** | | | ***-*** | ***0.00*** | ***55,159.22*** | |
| 3594 | 04/01/96 | Carolyn Mellish | Maintenance | Maintenance III | 1.0 Day | 8.0 | 8.0 | 24.1851 | 24.6688 | 50,305.05 | 51,311.15 | | | - | 800.00 | 52,311.57 | |
| N/A | 01/02/14 | Ken Noonan | Maintenance | Maint Mech III | 1.0 Day | 7.0 | 8.0 | 23.7121 | 24.6688 | 24,660.58 | 25,655.55 | 331.66 | | | 0.00 | 25,754.23 | |
| | | | | | | 8.0 | 8.0 | 24.6688 | 24.6688 | 25,655.55 | 25,655.55 | | | | | 25,754.23 | |
| 43614 | 10/29/08 | Edward Porter | Maint / Painter | Maint Mech III | 1.0 Day | 7.0 | 8.0 | 23.7121 | 24.6688 | 24,660.58 | 25,655.55 | 331.66 | | - | 0.00 | 25,754.23 | |
| | | | | | | 8.0 | 8.0 | 24.6688 | 24.6688 | 25,655.55 | 25,655.55 | | | | | 25,754.23 | |
| 8710 | 08/28/12 | David Moores, Jr | Maintenance | Maintenance II | 1.0 Day | 2.0 | 3.0 | 17.2193 | 18.3958 | 17,908.07 | 19,131.63 | 815.71 | | - | 0.00 | 19,205.22 | |
| | | | | | | 3.0 | 3.0 | 18.3958 | 18.3958 | 19,131.63 | 19,131.63 | | | | | 19,205.22 | |
| 3923 | 04/16/96 | Jeffrey Carter | Town Hall | Sr Cust II | 1.0 Day | 8.0 | 8.0 | 23.8333 | 24.3100 | 49,573.31 | 50,564.77 | | | - | 800.00 | 51,562.33 | |
| 43358 | 10/17/07 | Christopher Jordan | Senior/Comm Center | Sr Cust I | 1.0 Day | 8.0 | 8.0 | 22.7776 | 23.2332 | 47,377.45 | 48,325.00 | | | - | 0.00 | 48,510.86 | |
| 42319 | 05/12/04 | Oscar Otero | Fire/Police Station | Sr Cust I | 1.0 Day | 8.0 | 8.0 | 22.7776 | 23.2332 | 47,377.45 | 48,325.00 | | | - | 400.00 | 48,912.40 | |
| 43518 | 08/13/08 | David Rines | Library | Sr Cust I | 1.0 Day | 5.0 | 6.0 | 21.0462 | 22.1070 | 21,888.05 | 22,991.28 | 919.36 | | - | 0.00 | 23,079.71 | |
| | | | | | | 6.0 | 6.0 | 22.1070 | 22.1070 | 22,991.28 | 22,991.28 | | | | | 23,079.71 | |
| 2336 | 10/17/88 | Shawn Gilbert | Johnson | Sr Cust I | 1.0 Day | 8.0 | 8.0 | 22.7776 | 23.2332 | 47,377.41 | 48,324.96 | | | - | 2000.00 | 50,518.51 | |
| | | **Total Maintenance** | | **12.0** | | | | | | **603,263.51** | **619,979.97** | **2,835.56** | | **-** | **4800.00** | **627,182.97** | **0145001 511300** |
| **Sub-Total Salaries Custodial & Maintenance** | | | | | | | | | | **1,943,832.55** | **1,983,493.92** | | | | | | |
| Substitutes and Additional Work | | | | | | | | | | - | - | | | | | | |
| Rental of Facilities OT - Revolving 01075 510000 | | | | | | | | | | 23,713.00 | 23,713.00 | | | | | | |
| Seasonal Maintenance Personnel | | | | | | | | | | - | - | | | | | | |
| Clothing Allowance | | | | | | | | | | 12,250.00 | 12,250.00 | | | | | | |
| Truck Driver - Revolving 123560 5001 | | | | | | | | | | (30,600.00) | (31,212.00) | | | | | | |
| **Total Salaries Custodial & Maintenance** | | | | **47.0** | | | | | | **1,949,195.55** | **1,988,244.92** | **5,777.69** | **-** | **26,000.00** | **27700.00** | **2,047,722.61** | |
| **Total Other Compensation** | | | | | | | | | | | | | Total Other Comp.: | | **53700.00** | **53,700.00** | |
| **Salaries Part-Time Operational** | | | | | | | | | | | | | | | | **31,421.00** | |
| **Overtime** *(includes substitutes & seasonal maintenance personnel)* | | | | | | | | | | | | | | | | **128,257.00** | |
| **Total Facilities Management** | | | | **47.0** | | | | | | | | | | | | **$ 2,568,920** | |

# Section X:
# Water/Sewer Enterprise Fund

| | |
|---|---|
| Water & Sewer Enterprise Fund | X.3 |
| Sanitary Sewer Collection & Disposal | X.10 |
| Water Supply & Distribution | X.10 |
| Utility Billing | X.11 |
| Fringe Benefits | X.11 |
| Debt Service | X.12 |
| Budgetary Reserves | X.12 |
| Indirects | X.22 |
| Projections & Initial Rate | X.24 |

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# *Town of Natick*

Home of Champions

**Department: Water & Sewer** | Enterprise Fund

**Appropriation Summary**

**Water & Sewer Operations**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| **Total Salaries** | **1,493,268** | **1,556,602** | **1,721,525** | **1,837,255** | **115,730** | **6.7%** |
| **Total Operating Expenses** | **5,712,167** | **5,825,525** | **6,250,421** | **6,491,188** | **240,767** | **3.9%** |
| **Total Water & Sewer Operations** | **7,205,435** | **7,382,127** | **7,971,946** | **8,328,443** | **356,497** | **4.47%** |

**Utility Billing Operations**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| **Total Salaries** | **101,777** | **59,087** | **107,433** | **99,090** | **-8,343** | **-7.8%** |
| **Total Operating Expenses** | **106,594** | **58,997** | **129,950** | **129,950** | **0** | **0.0%** |
| **Total Utility Billing Operations** | **208,371** | **118,084** | **237,383** | **229,040** | **-8,343** | **-3.51%** |

**Employee Benefits**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| **Total Employee Benefits** | **601,475** | **632,803** | **682,833** | **669,418** | **-13,416** | **-2.0%** |
| **Total Employee Benefits** | **601,475** | **632,803** | **682,833** | **669,418** | **-13,416** | **-2.0%** |

**Debt Service**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| **Debt Service** | | | | | | |
| Principal | 1,827,139 | 1,602,757 | 1,614,869 | 1,914,138 | 299,269 | 18.5% |
| Interest | 501,804 | 493,946 | 522,042 | 554,249 | 32,207 | 6.2% |
| **Total Debt Service** | **2,328,943** | **2,096,702** | **2,136,912** | **2,468,387** | **331,476** | **15.5%** |
| **Total Debt Service** | **2,328,943** | **2,096,702** | **2,136,912** | **2,468,387** | **331,476** | **15.5%** |

**Reserves**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| **Total Reserve Fund** | **0** | **0** | **200,000** | **200,000** | **0** | **0.0%** |
| **Total Reserve Fund** | **0** | **0** | **200,000** | **200,000** | **0** | **0.00%** |
| **Total Water & Sewer Enterprise Fund** | **10,344,222** | **10,229,717** | **11,229,074** | **11,895,288** | **666,214** | **5.93%** |
| **Indirects** | **2,535,883** | **2,581,514** | **2,323,579** | **2,207,400** | **-116,179** | **-5.00%** |

# *Town of Natick*

Home of Champions

Department: Water & Sewer | Enterprise Fund

**Mission:**

**Water & Sewer Operations:**

The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, buildings, equipment, and 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 fire protection by maintaining and improving with available resources the water treatment plant, wells and water mains throughout town. The Department will also provide dependable and reliable sanitary sewer collection service to the residents of the Town.

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

**Utility Billing Operations:**

The Utility Billing office is responsible for the billing and collecting of Water and Sewer activity. This includes uploading the usage files received from DPW on a monthly basis, recording the receivable due to the Town of Natick, printing and mailing of water/sewer invoices, and posting water/sewer cash receipts. Also process abatements, corrections, final billing for real estate sales and special billings for backflows, valve work, etc, and maintain the senior citizen account designations with the Assessor's Office. Finally, this department is also responsible for answering customer inquiries and problem research.

**Goals:**

**Water & Sewer Operations:**

*-Replace force sewer mains on Wethersfield Rd.*
*-Continue to replace outdated water meter transmitters.*
*-Repair Prime Park Sewer Pump Station foundation*
*-Continue the relocation of Evergreen #1 and Morses Pond Wells.*
*-Repair Roof at Town Forest Reservoir.*
*-Intergrate work order management software*
*-Pine Oaks Well MCC replacement*

**Utility Billing Operations:**

*Personnel Advancement*
*- Work with Personnel Director on customer service/team building*
*- Reconfigure Collector's Office personnel to facilitate better service*
*Enhance On-line, Web, Computer Applications*
*- Work with DPW to add on-line Geographic Information System (GIS) capabilities; create Executive Committee to enhance usability throughout organization*
*- With DPW, consider alternatives to water billing system*

# *Town of Natick*

Home of Champions

Department: Water & Sewer | Enterprise Fund

Budget Overview:

**The Water & Sewer Enterprise Fund has three divisions within it: Sanitary Sewer, Water & Utility Billing.**

**Department of Public Works Sewer Division**

**I. Main Purpose of the Department**
The Sewer Division operates and maintains over 147 miles of the sewer collection system and seeks to meet or exceed all federal and state mandates and guidelines governing the sewer collection system. The division monitors the town's thirty four sewer pump stations seven days a week. Personnel from this division are on call twenty four hours a day, seven days a week to respond to any sewer emergency.

**II. Recent Developments**
• Continuation of the sewer mains relining program
• Upgrade and repair to the sewer pump stations

**III. Current Challenges**
• Implementation of the Infiltration and Inflow (I/I) study of the Town's sewer system
• Maintain program to alleviate chronic sewer back up areas
• Monitoring the sulfides in the sewer system
• Loss of Rate Reduction funding by the MWRA may impact MWRA rates.

**IV. Significant Proposed Changes for the Upcoming Fiscal Year and the Budget Impact**
• Continue to fund the Sewer Pump Station/Line Maintenance to reline problem sewer mains and to continue the Degreasing Program.
• Changing rates of utility costs

**V. On the Horizon**
• Continual maintenance of an aging infrastructure
• Installation of new Bradford Road sewer force main
• Rehabilitation of Travis Road and Eliot Hill Sewer Pump Stations

**Department of Public Works Water Division**

**I. Main Purpose of the Department**
The Water Division operates and maintains the Town's water wells and water treatment plant. It provides safe and potable drinking water throughout the 196 miles of distribution mains throughout Town. The Division is responsible for water meter calibration, reading over 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 weekly 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.(122 services - Gordon Rd - 5, East Evergreen - 6, Farrant Rd - 7, Sheffield Rd - 9, Summer St - 8, Oak Knoll - 4, West St -11, Indian Ridge - 12, Other streets -62)

**III. Current Challenges**
• Continue to update the ISO 14001 Certification of the Springvale Water Treatment Plant
• Repair of the Town Forest Reservoir Roof
• Replacement of Evergreen Well #1 & Morses Pond Well
• Water Management act permit renewal

**IV. Significant Proposed Changes for the Upcoming Fiscal Year and the Budget Impact**
• Implement a new pump preventive maintenance schedule.
• Complete a review of the cost of electricity and review energy efficiency measures
• Implement new state and federal requirements
• Implement new No Lead Brass requirements.

Budget Overview:

**Department of Public Works Water Division (con't)**

**V. On the Horizon**

- Continue the improvement and efficiency of the water system
- Update outdated automation equipement

**Utility Billing Division**

**I. Main Purpose of the Department**

The primary responsibility of the Department is the quarterly billing of 12,550 water and sewer accounts. These duties include preparation of quarterly invoices, dispute resolution with rate payers, special fee invoicing, etc. This Department is responsible for the certification of delinquent accounts to the Board of Assessors for inclusion as water and sewer liens transferred to real estate bills.

**II. Recent Developments**

None.

**III. Current Challenges**

The format and content of information included with the water and sewer bill is being evaluated for clarity. The goal is to improve the information provided to ratepayers.

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

The budget request for FY2015 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**

Along with general fund bills, the transitioning of payment for Water & Sewer bills to Invoice Cloud is expected to make payment of utility bills easier for Natick ratepayers.

# Town of Natick

Home of Champions

**Department: Water & Sewer Operations** | Enterprise Fund

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| **Water & Sewer Operations** | | | | | |
| Water & Sewer Division Supervisor | 1 | 1 | 1 | 1 | 1 |
| Water & Sewer General Foreman | 1 | 1 | 1 | 1 | 1 |
| ***^ISO Coordinator*** | ***0*** | ***0*** | ***0*** | ***0*** | ***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** | **28.1** | **28.1** | **29.1** |
| **Total FT/PT** | **28 FT / 1 PT** | **28 FT / 1 PT** | **28 FT / 1 PT** | **28 FT / 1 PT** | **29 FT / 1 PT** |

***^Includes Program Improvement Request***

**Notes**

Utility Billing Notes:

Departmental Support person:
works 960 hours total
720 hours allocated to collections
240 hours allocated to utility billing

| Performance Indicators | 2011 | 2012 | 2013 | 2014* | 2015* |
|---|---|---|---|---|---|
| ***Workload Indicators*** | | | | | |
| **Water & Sewer Operations** | | | | | |
| Number of Water Leaks/Repairs (CY) | 40 | 32 | 25 | 25 | 25 |
| # of Sewer Backups | 7 | 8 | 9 | 9 | 9 |
| Total Number of Hydrants Replaced/ Repaired (CY) | 15 | 12 | 15 | 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) (CY) | 3000 | 0 | 0 | 2000 | 2000 |
| Water Pumped (in Millions of Gallons) | 1,179 | 1,132 | 1,150* | 1,180 | 1,180 |
| | **2011** | **2012** | **2013** | **2014*** | **2015*** |
| ***Outcome Indicators*** | | | | | |
| **Water & Sewer Operations** | | | | | |
| # of Sewer Backups causing Insurance Claims(CY) | 4 | 2 | 2 | 4 | 4 |

**Estimated*

**Utility Billing**

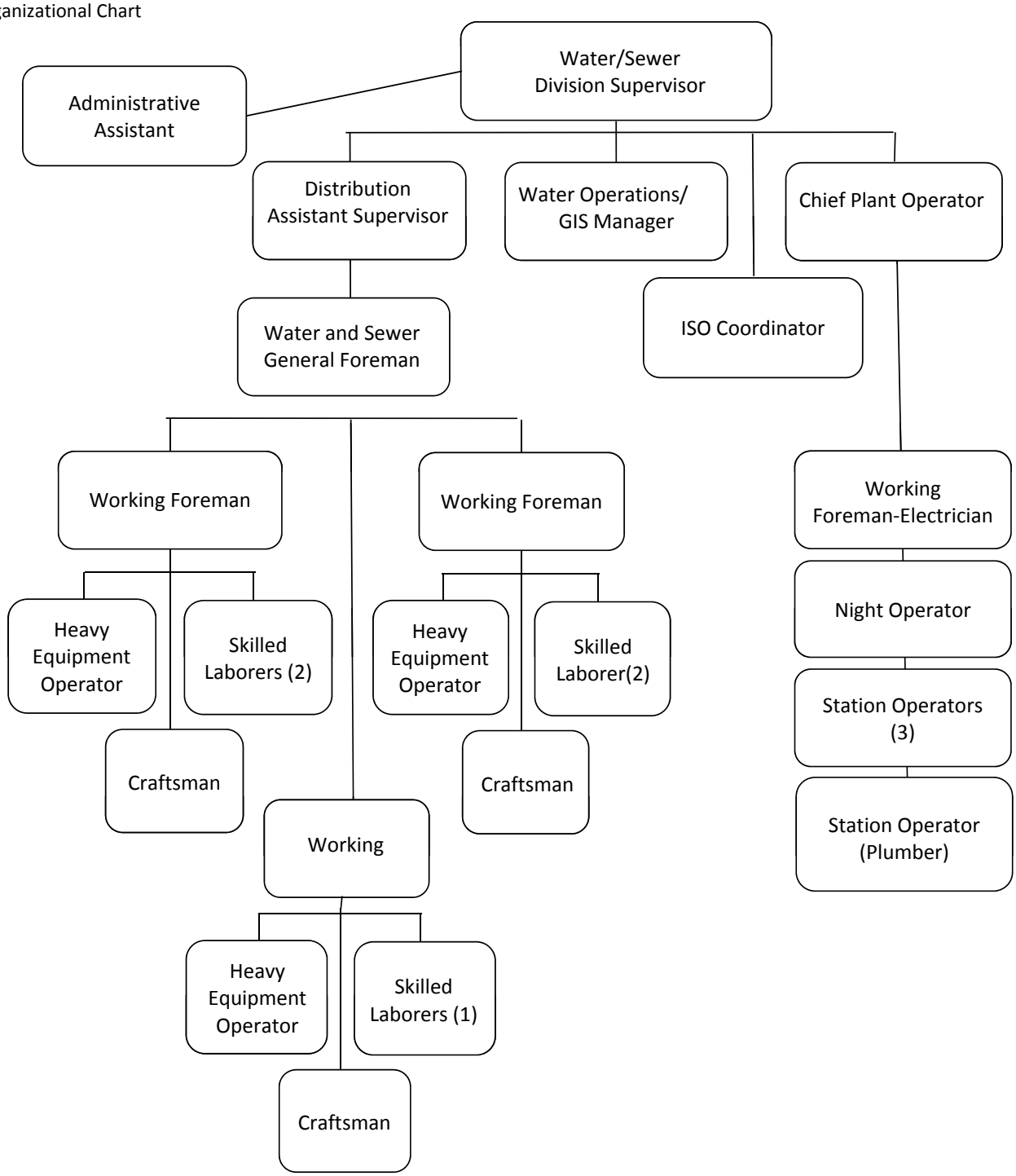
See Treasurer's Budget (Section VII) for performance indicators related to utility billing.

# *Town of Natick*

Home of Champions

**Department: Water & Sewer Operations** | Enterprise Fund

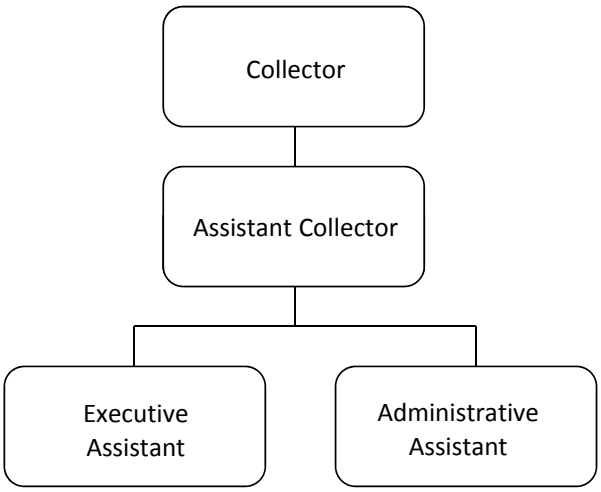
Organizational Chart




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

Department: Water & Sewer Operations | Enterprise Fund

Organizational Chart: Utility Billing Operations




*Note: Utility Billing Division is under the management of the Finance Director / Treasurer / Collector*

# *Town of Natick*

Home of Champions

| Department: Water & Sewer | Enterprise Fund |
|---|---|

**Sewer Operations**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| Salaries Supervisory | $ 133,775 | $ 126,859 | $ 162,587 | $ 171,208 | $ 8,621 | 5.3% |
| Salaries Operational Staff | $ 346,244 | $ 316,516 | $ 463,282 | $ 461,047 | $ (2,235) | -0.5% |
| Salaries Temp Oper. - Police Details | $ - | $ 1,512 | $ 28,641 | $ 30,816 | $ 2,175 | 7.6% |
| Supervisory Additional Comp | $ 8,550 | $ 7,800 | $ 16,600 | $ 16,600 | $ - | 0.0% |
| Operational Staff Additional Comp | $ 17,381 | $ 12,472 | $ 18,050 | $ 18,450 | $ 400 | 2.2% |
| Operational Staff Overtime | $ 44,344 | $ 53,847 | $ 57,850 | $ 57,850 | $ - | 0.0% |
| **Personnel Services** | **$ 550,294** | **$ 519,005** | **$ 747,010** | **$ 755,971** | **$ 8,961** | **1.2%** |
| Repairs & Maint. Equipment | $ 2,401 | $ 2,904 | $ 3,000 | $ 3,000 | $ - | 0.0% |
| Repairs & Maint. Other | $ 2,895 | $ 2,400 | $ 3,000 | $ 3,000 | $ - | 0.0% |
| Utilities Electric | $ 89,033 | $ 80,591 | $ 128,600 | $ 100,100 | $ (28,500) | -22.2% |
| **Purchase of Services** | **$ 94,329** | **$ 85,895** | **$ 134,600** | **$ 106,100** | **$ (28,500)** | **-21.2%** |
| Licenses - CDL & Special | $ 793 | $ 562 | $ 2,000 | $ 2,000 | $ - | 0.0% |
| Clothing Allowance Operational Staff | $ 2,800 | $ 2,100 | $ 3,150 | $ 3,150 | $ - | 0.0% |
| **Other Services Inc.** | **$ 3,593** | **$ 2,662** | **$ 5,150** | **$ 5,150** | **$ -** | **0.0%** |
| Tech & Prof Svs & MWRA Sulfide Testing | $ 12,134 | $ 13,275 | $ 15,000 | $ 15,000 | $ - | 0.0% |
| **Tech/ Prof. Services** | **$ 12,134** | **$ 13,275** | **$ 15,000** | **$ 15,000** | **$ -** | **0.0%** |
| Repairs & Maint. Misc. Constr. | $ 3,649 | $ 2,967 | $ 4,000 | $ 4,000 | $ - | 0.0% |
| **Supplies** | **$ 3,649** | **$ 2,967** | **$ 4,000** | **$ 4,000** | **$ -** | **0.0%** |
| Sewer Pump Station/Line Maintenance | $ 97,236 | $ 71,587 | $ 100,000 | $ 100,000 | $ - | 0.0% |
| MWRA Sewer Assessment | $ 4,460,551 | $ 4,634,401 | $ 4,866,121 | $ 5,149,488 | $ 283,367 | 5.8% |
| Water/Sewer Damage Claims | $ 11,824 | $ 47,881 | $ 15,000 | $ 15,000 | $ - | 0.0% |
| **Other Chgs. / Exp.** | **$ 4,569,611** | **$ 4,753,870** | **$ 4,981,121** | **$ 5,264,488** | **$ 283,367** | **5.7%** |
| **Total Operating Expenses** | **$ 5,233,610** | **$ 5,377,674** | **$ 5,886,881** | **$ 6,150,709** | **$ 263,828** | **4.5%** |

**Water Operations**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| Salaries Supervisory | $ 227,706 | $ 245,946 | $ 193,378 | $ 196,947 | $ 3,569 | 1.8% |
| ***^Salaries Operational Staff*** | ***$ 580,110*** | ***$ 626,382*** | ***$ 660,670*** | ***$ 742,020*** | ***$ 81,350*** | ***12.3%*** |
| Salaries Temp Operational | $ 4,071 | $ 15,793 | $ 25,957 | $ 25,957 | $ - | 0.0% |
| Supervisory Additional Comp | $ 23,350 | $ 30,400 | $ 18,100 | $ 18,100 | $ - | 0.0% |
| Operational Staff Additional Comp | $ 32,008 | $ 29,055 | $ 25,310 | $ 25,760 | $ 450 | 1.8% |
| Operational Staff Overtime | $ 75,729 | $ 90,021 | $ 51,100 | $ 72,500 | $ 21,400 | 41.9% |
| **Personnel Services** | **$ 942,974** | **$ 1,037,597** | **$ 974,515** | **$ 1,081,284** | **$ 106,769** | **11.0%** |
| Repairs & Maint. Software | $ 10,392 | $ 14,961 | $ 15,000 | $ 15,000 | $ - | 0.0% |
| Utilities | $ 472,395 | $ 450,625 | $ 492,500 | $ 478,400 | $ (14,100) | -2.9% |
| GIS Software & Training | $ 32,190 | $ 19,693 | $ 25,500 | $ 25,500 | $ - | 0.0% |
| Copy/Mail Center Fees | $ 2,220 | $ 9,843 | $ 18,000 | $ 18,000 | $ - | 0.0% |
| Purchased Services: Miscellaneous | $ 13,031 | $ 12,817 | $ 12,000 | $ 12,000 | $ - | 0.0% |
| **Purchase of Services** | **$ 530,228** | **$ 507,939** | **$ 563,000** | **$ 548,900** | **$ (14,100)** | **-2.5%** |
| Licenses - CDL & Special | $ 6,275 | $ 7,527 | $ 8,500 | $ 8,500 | $ - | 0.0% |
| Environmental Management - ISO 14001 Certification | $ 9,068 | $ 2,610 | $ 10,000 | $ 10,000 | $ - | 0.0% |
| Clothing Allowance Operational Staff | $ 4,200 | $ 4,200 | $ 4,550 | $ 4,550 | $ - | 0.0% |
| **Other Services Inc.** | **$ 19,543** | **$ 14,338** | **$ 23,050** | **$ 23,050** | **$ -** | **0.0%** |
| Implement SDWA Amendment | $ 20,032 | $ 23,321 | $ 30,000 | $ 30,000 | $ - | 0.0% |
| Water Testing | $ 22,912 | $ 25,055 | $ 25,000 | $ 25,000 | $ - | 0.0% |
| **Tech./Prof. Services** | **$ 42,944** | **$ 48,375** | **$ 55,000** | **$ 55,000** | **$ -** | **0.0%** |
| Repairs & Maint - Equipment | $ 2,745 | $ 2,940 | $ 3,000 | $ 3,000 | $ - | 0.0% |

| Department: Water & Sewer | Enterprise Fund | | | | | |
|---|---|---|---|---|---|---|
| Repairs & Maint - Facilities | $ 355 | $ 1,924 | $ 2,000 | $ 2,000 | $ - | 0.0% |
| Repairs & Maint - Hydrants | $ 10,399 | $ 10,000 | $ 10,000 | $ 10,000 | $ - | 0.0% |
| Repairs & Maint - Misc. Repairs | $ 7,411 | $ 15,388 | $ 18,000 | $ 18,000 | $ - | 0.0% |
| Repairs & Maint - Misc. Constr | $ 15,905 | $ 17,963 | $ 18,000 | $ 18,000 | $ - | 0.0% |
| **Supplies** | **$ 36,815** | **$ 48,215** | **$ 51,000** | **$ 51,000** | **$ -** | **0.0%** |
| Chemical Supplies | $ 143,902 | $ 149,768 | $ 177,500 | $ 177,500 | $ - | 0.0% |
| Obsolete Meters | $ 11,973 | $ 27,261 | $ 30,000 | $ 30,000 | $ - | 0.0% |
| Service Connections | $ 14,415 | $ 18,505 | $ 18,000 | $ 18,000 | $ - | 0.0% |
| **Other Supplies** | **$ 170,290** | **$ 195,533** | **$ 225,500** | **$ 225,500** | **$ -** | **0.0%** |
| Water Well/Water Line Maint. | $ 175,231 | $ 121,541 | $ 150,000 | $ 150,000 | $ - | 0.0% |
| New Hydrant Installation | $ 9,800 | $ 9,262 | $ 10,000 | $ 10,000 | $ - | 0.0% |
| Asphalt Crushing | $ 18,089 | $ 9,689 | $ 15,000 | $ 15,000 | $ - | 0.0% |
| Legal Services - Litigation | $ 13,705 | $ - | $ - | $ - | $ - | 0.0% |
| DEP Assessment | $ 9,840 | $ 10,183 | $ 14,000 | $ 14,000 | $ - | 0.0% |
| MWRA Discharge Permit | $ 2,366 | $ 1,782 | $ 4,000 | $ 4,000 | $ - | 0.0% |
| **Other Charges/Expenditures** | **$ 229,031** | **$ 152,457** | **$ 193,000** | **$ 193,000** | **$ -** | **0.0%** |
| **Total Operating Expenses** | **$ 1,971,825** | **$ 2,004,454** | **$ 2,085,065** | **$ 2,177,734** | **$ 92,669** | **4.4%** |

**Utility Billing**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| Salaries Operational Staff | $ 90,595 | $ 57,103 | $ 98,723 | $ 91,505 | $ (7,218) | -7.3% |
| Part-Time Operational Staff | $ 9,605 | $ 721 | $ 4,835 | $ 4,835 | $ - | 0.0% |
| Operational Staff - Additional Comp | $ 820 | $ 1,191 | $ 1,875 | $ 750 | $ (1,125) | -60.0% |
| Operational Staff Overtime | $ 757 | $ 72 | $ 2,000 | $ 2,000 | $ - | 0.0% |
| **Personnel Services** | **$ 101,777** | **$ 59,087** | **$ 107,433** | **$ 99,090** | **$ (8,343)** | **-7.8%** |
| Repair & Maint Equipment | $ 4,622 | $ - | $ 4,000 | $ 4,000 | $ - | 0.0% |
| Utility Billing Software | $ 6,900 | $ - | $ 15,000 | $ 15,000 | $ - | 0.0% |
| Utility Billing Printing | $ 15,000 | $ 10,467 | $ 30,200 | $ 30,200 | $ - | 0.0% |
| In State Travel/Meetings | $ 17,470 | $ - | $ 750 | $ 750 | $ - | 0.0% |
| Communication Telephone | $ 1,105 | $ - | $ 1,500 | $ 1,500 | $ - | 0.0% |
| Training & Education | $ 3,750 | $ 438 | $ 2,500 | $ 2,500 | $ - | 0.0% |
| Communication Postage | $ 23,934 | $ 21,800 | $ 22,000 | $ 22,000 | $ - | 0.0% |
| Copy/Mail Center Fees | $ 27,683 | $ 23,004 | $ 40,000 | $ 40,000 | $ - | 0.0% |
| Collection Activities | $ 2,856 | $ - | $ 10,000 | $ 10,000 | $ - | 0.0% |
| Office Supplies | $ 3,274 | $ 3,289 | $ 4,000 | $ 4,000 | $ - | 0.0% |
| **Supplies** | **$ 106,594** | **$ 58,997** | **$ 129,950** | **$ 129,950** | **$ -** | **0.0%** |
| **Total Utility Billing** | **$ 208,371** | **$ 118,084** | **$ 237,383** | **$ 229,040** | **$ (8,343)** | **-3.5%** |

**Employee Benefits**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| FICA {Medicare} | $ 763 | $ - | $ 26,520 | $ 28,077 | $ 1,557 | 5.9% |
| ***^ Insurance Group Health & Life*** | ***$ 376,037*** | ***$ 391,616*** | ***$ 398,839*** | ***$ 365,555*** | ***$ (33,284)*** | ***-8.3%*** |
| LIUNA Pension | $ 37,149 | $ 41,228 | $ 41,519 | $ 42,554 | $ 1,035 | 2.5% |
| **Other Personnel Services** | **$ 413,949** | **$ 432,844** | **$ 466,878** | **$ 436,187** | **$ (30,692)** | **-6.6%** |
| Funding Schedule (22 Year) (W&S) | $ 187,526 | $ 199,959 | $ 215,955 | $ 233,231 | $ 17,276 | 8.0% |
| **Other Charges & Expenditures** | **$ 187,526** | **$ 199,959** | **$ 215,955** | **$ 233,231** | **$ 17,276** | **8.0%** |
| **Total Employee Benefits** | **$ 601,475** | **$ 632,803** | **$ 682,833** | **$ 669,418** | **$ (13,416)** | **-2.0%** |

Department: Water & Sewer | Enterprise Fund

**Water & Sewer Debt Service**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| Water Principal Sub-Totals | $ 1,479,662 | $ 1,184,911 | $ 1,089,023 | $ 1,200,152 | $ 111,129 | 10.2% |
| Sewer Principal Sub-Totals | $ 347,477 | $ 417,846 | $ 525,846 | $ 713,986 | $ 188,140 | 35.8% |
| **Principal Totals** | **$ 1,827,139** | **$ 1,602,757** | **$ 1,614,869** | **$ 1,914,138** | **$ 299,269** | **18.5%** |
| | | | | | | |
| Interest on Debt Water Sub-Totals | $ 329,529 | $ 352,363 | $ 337,690 | $ 338,277 | $ 587 | 0.2% |
| Interest on Debt Sewer Sub-Totals | $ 147,275 | $ 116,583 | $ 154,353 | $ 185,972 | $ 31,620 | 20.5% |
| Bond Anticipation Notes | $ 25,000 | $ 25,000 | $ 30,000 | $ 30,000 | $ - | 0.0% |
| **Interest Totals** | **$ 501,804** | **$ 493,946** | **$ 522,042** | **$ 554,249** | **$ 32,207** | **6.2%** |
| | | | | | | |
| **Total Water & Service Debt Service** | **$ 2,328,943** | **$ 2,096,702** | **$ 2,136,912** | **$ 2,468,387** | **$ 331,476** | **15.5%** |

**Reserve Fund**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| **Reserve Fund** | $ - | $ - | $ 200,000 | $ 200,000 | $ - | 0.0% |
| **Total Reserve Fund** | **$ -** | **$ -** | **$ 200,000** | **$ 200,000** | **$ -** | **0.0%** |

***^Includes Program Improvement Request***

Narrative:

## Sanitary Sewer Operations

### Personnel Services

**Salaries Supervisory:** To fund the positions of Coordinator of Technical Services and .5 of the Supervisor of Sewer and Water, who oversees this division.
**Salaries Operational Staff**: To fund eleven employees who maintain and repair the sewer mains in the town.
**Salaries Temporary Operational:** This fund is for police details for work done in the roadways and part time help.
**Supervisory Additional Compensation:** This fund is for education incentive stipends and service award.
**Operational Staff Additional Compensation:** This fund is for longevity and temporary upgrades per union contract.
**Operational Staff Overtime**: This fund is for emergencies and callbacks after normal operating hours.

### Purchase of Services

**Equipment Repairs/Maintenance:** This fund is for the repairs and maintenance of the town's thirty six sewer pump stations which include check valves, motor starters, mechanical seals, etc.
**Repairs/Maintenance Other:** This fund is for the repairs and maintenance of the alarms, wiring and fencing.
**Electricity:** This fund is for the use of electricity at the Sewer Pumping Stations.

### Other Services (Misc.)

**Licenses CDL and Special:** This fund is for the reimbursement to the employees for license renewals, CDL, Hoisting, required training etc.
**Clothing Allowance Operational Staff:** This fund is for the clothing allowance per union agreement.

### Tech & Professional Services

**Professional Services-MWRA/Sulfide Testing:** This fund is for the testing of the sewer before it enters the Massachusetts Water Resource Authority (MWRA) sewer system and other professional services dealing with this issue as required by the municipal discharge permit.

### Supplies

Miscellaneous Construction Repairs and Maintenance: This fund is for the repairs and maintenance of sewer pipe, fittings, sewer camera, manhole covers and sewer rod equipment.

### Other Charges

**Sewer Line Maintenance:** This fund is used for the engineering, repairing, maintenance and rehabilitation of the thirty six sewer pump stations and for the 150 miles of sewer mains such at television sewers, replacement of sewer pipe and manholes.
**Massachusetts Water Resource Authority (MWRA) Assessment:** This fund is for the costs of the town's sewer discharge into the MWRA sewer collection system.

## Water Operations

### Personnel Services

**Salaries Supervisory:** To fund the positions of GIS/Water Treatment Plant Supervisor, GIS Specialist and .5 Supervisor of Water and Sewer, who oversees this division.
**Salaries Operational Staff:** To fund 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 award.

Narrative:

## Water Operations (con't)

**Operational Staff Additional Compensation:** This fund is for longevity and temporary upgrades per union contract.
**Operational Staff Overtime:** This fund is for emergencies and callbacks after normal operating hours.

**Purchase of Services**
**Repairs and Maintenance Software**: This fund is used for the Scada System at the Water Treatment Plant. It covers the upgrade of intrusion software, hardware replacements and other related computer items.
**Electricity**: This fund is for the use of electricity at the Water Treatment Plant, Evergreen Wells, Morse's Pond Well, Pine Oaks Well, Elm Bank Well and the Booster Station at Captain Toms Hill.
**Copy Mail Center**: This fund is for department's share of the copy/mail center cost.
**Purchased Services Miscellaneous**: This fund is used for supplies and equipment including printers, computers, computer hardware etc.

**Other Services Misc.**
**Licenses CDL and Special**: This fund is for the reimbursement to the employees for license renewals, CDL, Hoisting, Water, memberships to NEWWA, required training, etc.
**Environmental Management System:** This fund is for the audits required to maintain the Environmental Management System and the ISO Certification.
**Clothing Allowance Operational Staff**: This fund is for the clothing allowance per union agreement.
**Safe Drinking Water Act (SDWA) Amendment**: This fund is for all Volatile Organic Compounds (VOC) water and other tests mandated by the Department of Environment Protection (DEP), Environmental Protection Agency (EPA) and Safe Drinking Water Act (SDWA).

**Supplies**
**Water Tests**: This fund is for all weekly water testing which includes coliform, manganese, fluoride, lead and copper.
**Equipment Repairs/Servicing:** This fund is for the repair of metal detectors, hoses and tapping machine.
**Facility Repairs and Maintenance:** This fund is for the repairs of locks, the purchase of propane gas and belts for air strippers.
**Hydrant Repairs and Maintenance**: This fund is used to repair and maintain the 1,200 fire hydrants in town.
**Miscellaneous Construction Repairs and Maintenance**: This fund is for replacing old water gates, ductile iron water pipe, gate boxes, large pipe fittings, tapping sleeves and gates.

**Other Supplies**
**Chemical Supplies:** This fund is for the chemicals (chlorine gas, hydroflousilic acid and potassium permanganate) injected into the water.
**Replace Obsolete Meters:** This fund is for the replacement of large water meters and flow meters for the water wells and for the calibration of large meters, etc.
**Service Connections:** This fund is to replace old water line services and replacing the water line in the streets that are to be repaved, including one inch plastic water pipe, curb stops, brass fittings, service boxes and cellar valves, etc.

**Other Charges & Expenditures**
**Water Line Maintenance:** This fund is for repairs and maintenance at the water treatment plant, water pump stations and water wells, consultant fees and emergencies.
**New Hydrant Installation:** This fund is for the installation and replacement of old fire hydrants.
**Asphalt Crushing:** This fund is used to hire a crusher for the gravel pit to recycle extra dirt and asphalt.
Department of Environment Protection Assessment: This fund is used for the DEP annual assessment.
**Massachusetts Water Resource Authority Discharge Permit**: This fund is used to pay the Massachusetts Water Resource Authority for the water discharge permit at the water treatment plant.

Narrative:

**Utility Billing Operations**

**Personnel Services**

**Salaries Operational Staff Salaries** for two staff positions are funded in this line item. This positions are responsible for preparation of monthly water and sewer charges, special billings (final bills, flat charges, etc.), printing of water / sewer bills, posting payments, customer service inquiries, file maintenance, etc. A full time position has been reduced in the Collector's budget after an employee retirement. This position (Administrative Assistant) will be funded in the amount of 50% via indirect charge to the General Fund. The addition of a part time position is also included in this staffing change.
**Part Time Operational** This funds 240 hours of part time operational staff. This position will provide administrative / clerical support to the Finance Director/ Collector and will be available during peak receipt periods to supplement the full time Utility Billing staff.
**Overtime Operational** This funds overtime worked by operational staff during peak receipt periods.

**Purchase of Services**

**Repairs and Maintenance** This is for the maintenance and repair of business equipment used in the Collector's office for Utility Billing purposes. The primary equipment is the high speed laser printer used for production of the water / sewer bills and bar code scanning equipment, etc.
**In State Travel/Meetings** For attendance at Department of Revenue seminars, Treasurer / Collector Association meetings, and administrative / clerical support staff seminars.
**Training and Education** The costs related to POINT Software training, Neptune meter reading and inventory systems, and PC specialized training seminars, etc.
**Communication Telephone** This is the proportional costs assigned to the Utility Billing for telephone service.
**Communication Postage** This is the direct cost associated with the mailings from the Utility Billing Collector's Office. (Water / Sewer bills, water quality survey, water ban, etc.) This item is reduced to reflect the actual amounts expended over the past several years. There has not been a need to mail notices for a mandatory water BAN.
**Collection Activities** These funds are for additional mailings of notices of unpaid / delinquent charges, and demand bills, and other accounts receivable.
**Copy/Mail Center Fees** This is the proportional cost assigned to the Utility Billing Collector's Office for mail center labor for mail handling and copy charges.

**Technical & Professional Services**

**Utility Billing Software** This is utilized for minor programming modifications for water / sewer billing. These would include modifications not included in the annual maintenance that Point Software provides for the Water and Sewer receivable / collection system. The annual maintenance contracts for all Point Software applications are included in the Information Technology budget.
**Utility Billing Printing** The cost of services and supplies for the preparation of water / sewer bills including forms, consumables (toner), CASS certification software (Accu-Zip).

**Supplies**

**Office Supplies** General office supplies for the Utility Billing Collector's Office for employee benefit and bank reconciliation functions.

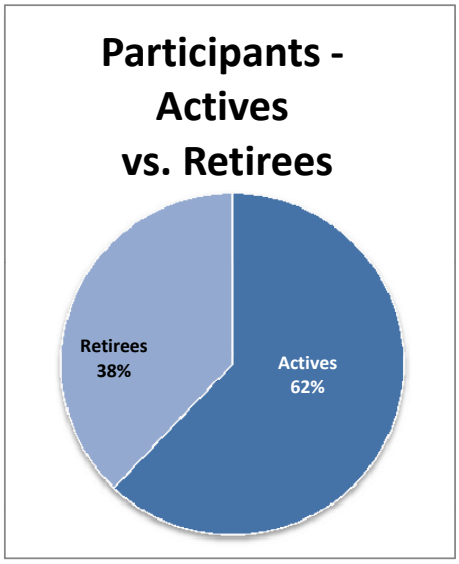
**Employee Benefits**
Pays for benefits for Water & Sewer Benefit eligible employees.

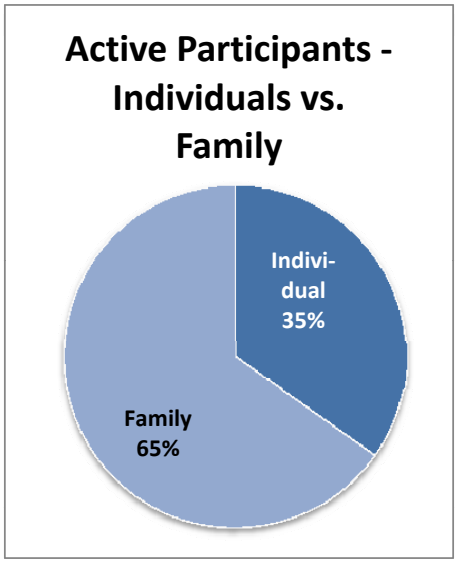
**Debt Service**
**Principal Payments:**
The requested budget amount of $1,914,138 represents repayment of principal for multiple water and sewer capital improvement projects.
**Interest Payments:**
The requested budget amount of $554,249 represents the respective interest payments associated with general 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.

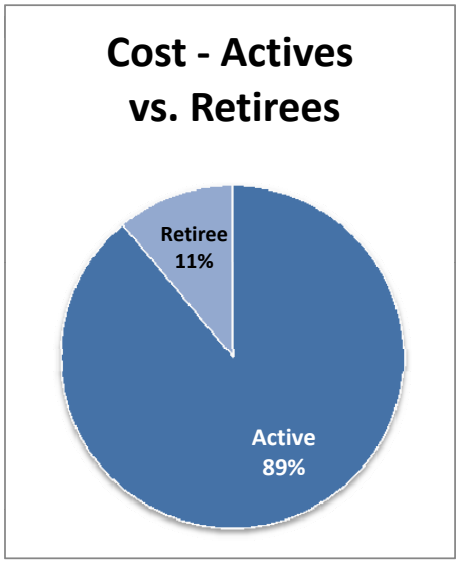
**Reserve Fund**
Covers $200,000 for emergencies & unforeseen contingencies within the fund.

# Water & Sewer Employee Health Benefits Summary

| | | |
|---|---|---|
| Active | | |
| - Traditional HMO's | $ | - |
| - Rate Saver HMO's | $ | 293,852 |
| Tier #1 Safety Net | $ | 11,200 |
| Tier #2 Safety Net | $ | - |
| Tier #3 Safety Net | $ | - |
| Sentinel Benefits Administration Fee | $ | 1,242 |
| New Positions (1) | $ | 12,236 |
| Retiree | | |
| - Retiree Health Plans | $ | 37,927 |
| Life Insurance ($4.25/mo. x Total Benefited Employees) | $ | 98 |
| Flu Shots | $ | 7,500 |
| All other Miscellaneous Items: (Health Fair/Legal Issues, etc.) | $ | 1,500 |
| **Total Employee Health Benefits** | **$** | **365,555** |



# 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) | 690.80 | 90.00% | 621.72 | 1,853.50 | 80.00% | 1,482.80 | |
| Participants | | | 0 | | | 0 | |
| Monthly Rates (Regular Members) | 690.80 | 82.50% | 569.91 | 1,853.50 | 77.50% | 1,436.46 | |
| Participants | | | 0 | | | 0 | |
| Monthly Rates (Regular Members) | 690.80 | 80.00% | 552.64 | 1,853.50 | 75.00% | 1,390.13 | |
| Participants | | | 0 | | | 1 | |
| Monthly Rates (Regular Members) | 690.80 | 75.00% | 518.10 | | | | |
| Participants | | | 1 | | | | |
| **Annual Total** | | | **$6,217** | | | **$16,682** | **$ 22,899** |
| **Fallon Group Direct Care** | | | | | | | |
| Monthly Rates (Regular Members) | 555.50 | 90.00% | 499.95 | 1,492.70 | 80.00% | 1,194.16 | |
| Participants | | | 0 | | | 0 | |
| Monthly Rates (Regular Members) | 555.50 | 82.50% | 458.29 | 1,492.70 | 77.50% | 1,156.84 | |
| Participants | | | 0 | | | 0 | |
| Monthly Rates (Regular Members) | 555.50 | 80.00% | 444.40 | 1,492.70 | 75.00% | 1,119.53 | |
| Participants | | | 0 | | | 1 | |
| **Annual Total** | | | **$0** | | | **$13,434** | **$ 13,434** |
| **Harvard / Pilgrim** | | | | | | | |
| Monthly Rates (Regular Members) | 671.00 | 90.00% | 603.90 | 1,749.00 | 80.00% | 1,399.20 | |
| Participants | | | 0 | | | 0 | |
| Monthly Rates (Regular Members) | 671.00 | 82.50% | 553.58 | 1,749.00 | 77.50% | 1,355.48 | |
| Participants | | | 0 | | | 0 | |
| Monthly Rates (Regular Members) | 671.00 | 80.00% | 536.80 | 1,749.00 | 75.00% | 1,311.75 | |
| Participants | | | 0 | | | 9 | |
| Monthly Rates (Regular Members) | 671.00 | 75.00% | 503.25 | | | | |
| Participants | | | 6 | | | | |
| **Annual Total** | | | **$36,234** | | | **$141,669** | **$ 177,903** |
| **Tufts Rate Saver** | | | | | | | |
| Monthly Rates (Regular Members) | 709.50 | 90.00% | 638.55 | 1,856.80 | 80.00% | 1,485.44 | |
| Participants | | | 0 | | | 0 | |
| Monthly Rates (Regular Members) | 709.50 | 82.50% | 585.34 | 1,856.80 | 77.50% | 1,439.02 | |
| Participants | | | 0 | | | 0 | |
| Monthly Rates (Regular Members) | 709.50 | 80.00% | 567.60 | 1,856.80 | 75.00% | 1,392.60 | |
| Participants | | | 0 | | | 4 | |
| Monthly Rates (Regular Members) | 709.50 | 75.00% | 532.13 | | | | |
| Participants | | | 2 | | | | |
| **Annual Total** | | | **$12,771** | | | **$66,845** | **$ 79,616** |

| **Premium Cost Summary** | **Enrollments** | **Single** | **8** | **Family** | **15** | |
|---|---|---|---|---|---|---|
| Active Health Plans | | | | | | **$ 293,852** |
| Tier #1 Safety Net | | | | | | **$ 11,200** |
| Tier #2 Safety Net | | | | | | **$ -** |
| Tier #3 Safety Net | | | | | | **$ -** |
| Sentinel FSA Costs | | | | | | **$ 1,242** |
| New Positions (1) | | | | | | **$ 12,236** |
| **Total Appropriation Needed** | | | | | | **$ 318,530** |

# 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) | 690.80 | 75.00% | $ 518.10 | 1,853.50 | 75.00% | $ 1,390.13 | |
| | | | 0 | | | 0 | |
| **Annual Total** | | | **$0** | | | **$0** | **$ -** |
| **Fallon Group Direct Care** | | | | | | | |
| Monthly Rates (Regular Members) | 555.50 | 75.00% | $ 416.63 | 1,492.70 | 75.00% | $ 1,119.53 | |
| Participants | | | 0 | | | 0 | |
| **Annual Total** | | | **$0** | | | **$0** | **$ -** |
| **Harvard / Pilgrim** | | | | | | | |
| Monthly Rates (Regular Members) | 671.00 | 75.00% | $ 503.25 | 1,749.00 | 75.00% | $ 1,311.75 | |
| Participants | | | 0 | | | 0 | |
| **Annual Total** | | | **$0** | | | **$0** | **$ -** |
| **Tufts Navigator** | | | | | | | |
| Monthly Rates (Regular Members) | 709.50 | 75.00% | $ 532.13 | 1,856.80 | 75.00% | $ 1,392.60 | |
| Participants | | | 0 | | | 0 | |
| **Annual Total** | | | **$0** | | | **$0** | **$ -** |
| **Harvard / Pilgrim PPO** | | | | | | | |
| Rates (Regular Members) | 2,012.50 | 50.00% | $ 1,006.25 | 4,468.90 | 50.00% | $ 2,234.45 | |
| Participants | | | 1 | | | 0 | |
| **Annual Total** | | | **$12,075** | | | **$0** | **$ 12,075** |
| **Tufts POS** | | | | | | | |
| Monthly Rates (Regular Members) | 2,012.50 | 50.00% | $ 1,006.25 | 4,468.90 | 50.00% | $ 2,234.45 | |
| Participants | | | 0 | | | 0 | |
| **Annual Total** | | | **$0** | | | **$0** | **$ -** |

| Premium Cost Summary | Enrollments | | |
|---|---|---|---|
| | Single | Family | |
| Active Health Plans | 1 | 0 | $ 12,075 |
| **Total Appropriation Needed** | | | **$ 12,075** |

## 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 (Senior Care) | 328.33 | 65.98% | 216.63 | Monthly Rates (Senior Care) | 311.63 | 66.83% | 208.26 |
| Monthly Rates (Senior Care) | 361.16 | 65.98% | 238.30 | Monthly Rates (Senior Care) | 342.79 | 66.83% | 229.09 |
| Participants | | | 2 | Participants | | | 4 |
| **Total** | | | **$5,459** | **Total** | | | **$10,496** |
| **Fallon Senior Plan** | | | | **Tufts Medicare Prime** | | | |
| Monthly Rates (Senior Care) | 278.00 | 68.87% | 191.46 | Monthly Rates (Senior Care) | 320.00 | 66.39% | 212.45 |
| Monthly Rates (Senior Care) | 293.70 | 68.87% | 202.27 | Monthly Rates (Senior Care) | 352.00 | 66.39% | 233.69 |
| Participants | | | 0 | Participants | | | 6 |
| **Total** | | | **$0** | **Total** | | | **$7,648** |
| **Tufts Medicare Preferred HMO** | | | | **BCBS Managed Blue for Seniors** | | | |
| Monthly Rates (Senior Care) | 252.00 | 70.81% | 178.44 | Monthly Rates (Senior Care) | 267.18 | 69.63% | 186.04 |
| Monthly Rates (Senior Care) | 277.20 | 70.81% | 196.29 | Monthly Rates (Senior Care) | 293.90 | 69.63% | 204.64 |
| Participants | | | 1 | Participants | | | 0 |
| | | | **$2,248** | **Total** | | | **$0** |

| Medicare Eligible Retirees | Enrollments | | |
|---|---|---|---|
| | Single | Family | |
| | 13 | 0 | |
| **Total Medicare Eligible Employees (Senior Plans)** | | | **$25,852** |

| **Total Retiree Health Care** | **$37,927** |
|---|---|

# *Town of Natick*

Home of Champions

Department: Enterprise Fund Debt Service - Principal

| Year of Issue | Project | Amount Issued | Fiscal Year 2014 Principal | Fiscal Year 2015 Principal | Fiscal Year 2016 Principal | Fiscal Year 2017 Principal | Fiscal Year 2018 Principal | Fiscal Year 2019 Principal | Issue Balance | Total Principal |
|---|---|---|---|---|---|---|---|---|---|---|
| 1998 | Water Treatment Plant | $ 1,175,000 | $ 74,000 | $ 65,000 | $ 64,000 | $ 64,000 | $ 60,000 | $ - | $ - | $ 253,000 |
| 1998 | Sewer (Pleasant, Rockwood,etc.) | $ 285,000 | $ 14,000 | $ 14,000 | $ 13,000 | $ 13,000 | $ 13,000 | $ - | $ - | $ 53,000 |
| 1999 | Sewer (Pleasant, Eliot, Union, etc.) | $ 750,000 | $ 38,000 | $ 38,000 | $ 38,000 | $ 35,000 | $ 35,000 | $ 22,000 | $ 20,000 | $ 188,000 |
| 1999 | Sewer (Union St) | $ 615,000 | $ 33,000 | $ 33,000 | $ 29,000 | $ 26,000 | $ 25,000 | $ 25,000 | $ - | $ 138,000 |
| 1999 | Water (Lakeshore Dr) | $ 500,000 | $ 28,000 | $ 28,000 | $ 27,000 | $ 27,000 | $ 26,000 | $ 25,000 | $ - | $ 133,000 |
| 2000 | Water (Lakeshore Dr) | $ 540,000 | $ 24,000 | $ 24,000 | $ 24,000 | $ 23,000 | $ 23,000 | $ 22,000 | $ 44,000 | $ 160,000 |
| 2000 | Sewer (Boden Ln & Water, Lincoln, etc.) | $ 1,335,000 | $ 40,000 | $ 38,000 | $ 38,000 | $ 37,000 | $ 36,000 | $ 36,000 | $ 70,000 | $ 255,000 |
| 2002 | Sewer (Lakeshore Rd) | $ 430,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 50,000 | $ 150,000 |
| 2002 | Sewer (Leach Ln) | $ 210,000 | $ 15,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 30,000 | $ 30,000 | $ 100,000 |
| 2004 | Water Meters | $ 350,000 | $ 35,000 | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| 2006 | Sewer (Speen St, Park Ave | $ 2,100,000 | $ 105,000 | $ 105,000 | $ 105,000 | $ 105,000 | $ 105,000 | $ 105,000 | $ 945,000 | $ 1,470,000 |
| 2007 | Water Treatment (MWPAT) *Refunded | $ 4,884,838 | $ 243,023 | $ 250,438 | $ 258,294 | $ 268,041 | $ 277,787 | $ 292,408 | $ 1,926,447 | $ 3,273,414 |
| 2008 | Water Treatment Plant *Refunded | $ 225,925 | $ 25,000 | $ 20,000 | $ 15,000 | $ 15,000 | $ - | $ - | $ - | $ 50,000 |
| 2009 | Water Relining | $ 3,000,000 | $ 300,000 | $ 300,000 | $ 300,000 | $ 300,000 | $ 300,000 | $ 300,000 | $ - | $ 1,500,000 |
| 2009 | Equipment W-9 Backhoe | $ 90,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ - | $ - | $ - | $ 30,000 |
| 2010 | Water Relining | $ 600,000 | $ 60,000 | $ 60,000 | $ 60,000 | $ 60,000 | $ 60,000 | $ 60,000 | $ 60,000 | $ 360,000 |
| 2010 | Springvale Well | $ 250,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 150,000 |
| 2010 | Reservoir Refurbishment | $ 500,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 300,000 |
| 2010 | Sewer Pump Station 5 | $ 300,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 180,000 |
| 2010 | Sewer Jet Truck | $ 250,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 150,000 |
| 2010 | Sewer I&I (MWRA) | $ 77,385 | $ 15,477 | $ 15,477 | $ - | $ - | $ - | $ - | $ - | $ 15,477 |
| 2011 | Final Phase V | $ 800,000 | $ 55,000 | $ 55,000 | $ 55,000 | $ 55,000 | $ 55,000 | $ 55,000 | $ 310,000 | $ 585,000 |
| 2012 | Radio Meter Transmitters | $ 150,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ - | $ - | $ - | $ 90,000 |
| 2012 | Ground Water Wells | $ 300,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 90,000 | $ 240,000 |
| 2012 | Variable Frequency Drives | $ 260,000 | $ 30,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 75,000 | $ 200,000 |
| 2012 | DPW Headquarters Renovations | $ 504,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 150,000 | $ 400,000 |
| 2012 | MWRA I&I | $ 196,845 | $ 39,369 | $ 39,369 | $ 39,369 | $ 39,369 | $ - | $ - | $ - | $ 118,107 |
| 2012 | DPW Vehicle Garage Roof | $ 66,000 | $ 11,000 | $ 11,000 | $ 11,000 | $ 11,000 | $ 11,000 | $ - | $ - | $ 44,000 |
| 2013 | Force Main Bradford / Pamela - Rt 9 | $ 1,650,000 | $ 110,000 | $ 110,000 | $ 110,000 | $ 110,000 | $ 110,000 | $ 110,000 | $ 990,000 | $ 1,540,000 |
| 2013 | Replace Ground Water Wells | $ 300,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 120,000 | $ 270,000 |
| 2013 | Filter Modification @ Springvale WTP | $ 200,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 80,000 | $ 180,000 |
| *Est.* 2014 | Replace Ground Water Wells | $ 300,000 | | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 150,000 | $ 300,000 |
| *Est.* 2014 | Town Forest Reservoir Roof | $ 220,000 | | $ 22,000 | $ 22,000 | $ 22,000 | $ 22,000 | $ 22,000 | $ 110,000 | $ 220,000 |
| *Est.* 2014 | Prime Park Pump Station Wall | $ 150,000 | | $ 15,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ 75,000 | $ 150,000 |
| *Est.* 2014 | Energy Efficiency Upgrades - Springvale WTP | $ 150,000 | | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ - | $ 150,000 |
| *Est.* 2014 | Tonka Valves & Filters - Springvale WTP | $ 100,000 | | $ 20,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ - | $ 100,000 |
| *Est.* 2014 | Chrysler Road Sewer Line Replacement | $ 48,000 | | $ 12,000 | $ 12,000 | $ 12,000 | $ 12,000 | $ - | $ - | $ 48,000 |
| *Est.* 2014 | MWRA I&I | $ 755,700 | | $ 151,140 | $ 151,140 | $ 151,140 | $ 151,140 | $ 151,140 | $ - | $ 755,700 |
| *Est.* 2014 | W-22 (Dump Truck w/Plow) | $ 220,000 | | $ 31,429 | $ 31,429 | $ 31,429 | $ 31,429 | $ 31,429 | $ 62,855 | $ 220,000 |
| *Est.* 2014 | W-14 (Backhoe w/Plow) | $ 135,000 | | $ 19,286 | $ 19,286 | $ 19,286 | $ 19,286 | $ 19,286 | $ 38,570 | $ 135,000 |
| *Est.* 2014 | Speen Street Sewer Work | $ 220,000 | | $ 22,000 | $ 22,000 | $ 22,000 | $ 22,000 | $ 22,000 | $ 110,000 | $ 220,000 |
| | | | | | | | | | | $ - |
| **Water and Sewer Enterprise Principal** | | | **$ 1,614,869** | **$ 1,914,138** | **$ 1,894,518** | **$ 1,896,265** | **$ 1,804,642** | **$ 1,728,263** | **$ 5,636,872** | **$ 14,874,697** |
| **Total Amount Remaining** | | | | **$ 14,874,697** | **$ 12,960,560** | **$ 11,066,042** | **$ 9,169,777** | **$ 7,365,135** | **$ 5,636,872** | **$ -** |

# *Town of Natick*

Home of Champions

Department: Enterprise Fund Debt Service - Interest

| Year of Issue | Project | Amount Issued | Fiscal Year 2014 Interest | Fiscal Year 2015 Interest | Fiscal Year 2016 Interest | Fiscal Year 2017 Interest | Fiscal Year 2018 Interest | Fiscal Year 2019 Interest | Issue Balance | Total Interest |
|---|---|---|---|---|---|---|---|---|---|---|
| 1998 | Water Treatment Plant | $ 1,175,000 | $ 9,560 | $ 8,170 | $ 6,240 | $ 3,680 | $ 1,200 | $ - | $ - | $ 19,290 |
| 1998 | Sewer (Pleasant, Rockwood,etc.) | $ 285,000 | $ 1,980 | $ 1,700 | $ 1,300 | $ 780 | $ 260 | $ - | $ - | $ 4,040 |
| 1999 | Sewer (Pleasant, Eliot, Union, etc.) | $ 750,000 | $ 7,140 | $ 6,380 | $ 5,240 | $ 3,680 | $ 2,380 | $ 1,240 | $ 400 | $ 19,320 |
| 1999 | Sewer (Union St) | $ 615,000 | $ 5,190 | $ 4,530 | $ 3,620 | $ 780 | $ 1,500 | $ 980 | $ - | $ 11,410 |
| 1999 | Water (Lakeshore Dr) | $ 500,000 | $ 5,040 | $ 4,480 | $ 3,660 | $ 3,780 | $ 1,520 | $ 980 | $ - | $ 14,420 |
| 2000 | Water (Lakeshore Dr) | $ 540,000 | $ 6,160 | $ 5,680 | $ 4,960 | $ 2,520 | $ 3,100 | $ 2,200 | $ 1,760 | $ 20,220 |
| 2000 | Sewer (Boden Ln & Water, Lincoln, etc.) | $ 1,335,000 | $ 9,800 | $ 9,020 | $ 7,900 | $ 6,420 | $ 6,960 | $ 3,520 | $ 2,800 | $ 36,620 |
| 2002 | Sewer (Lakeshore Rd) | $ 430,000 | $ 4,994 | $ 5,400 | $ 5,000 | $ 4,400 | $ 3,600 | $ 2,800 | $ 3,800 | $ 25,000 |
| 2002 | Sewer (Leach Ln) | $ 210,000 | $ 2,756 | $ 2,900 | $ 2,700 | $ 2,400 | $ 2,000 | $ 1,600 | $ 2,400 | $ 14,000 |
| 2003 | Water Elm Bank *Refunded | $ 1,375,000 | $ - | $ - | $ - | $ - | $ - | | $ - | $ - |
| 2004 | Water Meters | $ 350,000 | $ 1,400 | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| 2006 | Sewer (Speen St, Park Ave | $ 2,100,000 | $ 58,144 | $ 54,206 | $ 50,138 | $ 45,938 | $ 41,213 | $ 36,488 | $ 138,731 | $ 366,713 |
| 2007 | Water Treatment (MWPAT) *Refunded | $ 4,884,838 | $ 163,584 | $ 152,947 | $ 141,809 | $ 123,775 | $ 102,445 | $ 80,875 | $ 127,947 | $ 729,798 |
| 2008 | Water Treatment Plant *Refunded | $ 225,925 | $ 2,600 | $ 1,788 | $ 1,088 | $ 563 | $ - | $ - | $ - | $ 3,438 |
| 2009 | Water Relining | $ 3,000,000 | $ 56,250 | $ 45,750 | $ 34,875 | $ 23,625 | $ 12,000 | $ - | $ - | $ 116,250 |
| 2009 | Equipment W-9 Backhoe | $ 90,000 | $ 1,475 | $ 1,125 | $ 763 | $ 388 | $ - | $ - | $ - | $ 2,275 |
| 2010 | Water Relining | $ 600,000 | $ 12,150 | $ 10,650 | $ 9,150 | $ 7,500 | $ 5,700 | $ 3,900 | $ 1,950 | $ 38,850 |
| 2010 | Springvale Well | $ 250,000 | $ 5,063 | $ 4,438 | $ 3,813 | $ 3,125 | $ 4,750 | $ 3,250 | $ 1,625 | $ 21,000 |
| 2010 | Reservoir Refurbishment | $ 500,000 | $ 10,125 | $ 8,875 | $ 7,625 | $ 6,250 | $ 2,850 | $ 1,950 | $ 975 | $ 28,525 |
| 2010 | Sewer Pump Station 5 | $ 300,000 | $ 6,075 | $ 5,325 | $ 4,575 | $ 3,750 | $ 2,375 | $ 1,625 | $ 813 | $ 18,463 |
| 2010 | Sewer Jet Truck | $ 250,000 | $ 5,063 | $ 4,438 | $ 3,813 | $ 3,125 | $ 2,375 | $ 1,625 | $ 813 | $ 16,188 |
| 2011 | Phase V | $ 800,000 | $ 22,975 | $ 21,325 | $ 19,675 | $ 16,925 | $ 15,275 | $ 13,625 | $ 46,325 | $ 133,150 |
| 2012 | Radio Meter Transmitters | $ 150,000 | $ 3,900 | $ 3,000 | $ 2,100 | $ 1,200 | $ - | $ - | $ - | $ 6,300 |
| 2012 | Ground Water Wells | $ 300,000 | $ 8,700 | $ 7,800 | $ 6,900 | $ 6,000 | $ 4,800 | $ 3,600 | $ 4,200 | $ 33,300 |
| 2012 | Variable Frequency Drives | $ 260,000 | $ 7,400 | $ 6,500 | $ 5,750 | $ 5,000 | $ 4,000 | $ 3,000 | $ 3,500 | $ 27,750 |
| 2012 | DPW Headquarters Renovations | $ 504,000 | $ 14,500 | $ 13,000 | $ 11,500 | $ 10,000 | $ 8,000 | $ 6,000 | $ 7,000 | $ 55,500 |
| 2012 | MWRA I&I | $ 196,845 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| 2012 | DPW Vehicle Garage Roof | $ 66,000 | $ 1,766 | $ 1,412 | $ 1,059 | $ 706 | $ 353 | $ - | $ - | $ 3,531 |
| 2013 | Force Main Bradford / Pamela - Rt 9 | $ 1,650,000 | $ 44,046 | $ 48,950 | $ 46,750 | $ 43,450 | $ 39,050 | $ 34,650 | $ 141,763 | $ 354,613 |
| 2013 | Replace Ground Water Wells | $ 300,000 | $ 8,525 | $ 9,300 | $ 8,700 | $ 7,800 | $ 6,600 | $ 5,400 | $ 9,600 | $ 47,400 |
| 2013 | Filter Modification @ Springvale WTP | $ 200,000 | $ 5,683 | $ 6,200 | $ 5,800 | $ 5,200 | $ 4,400 | $ 3,600 | $ 6,400 | $ 31,600 |
| *Est.* 2014 | Replace Ground Water Wells | $ 300,000 | $ - | $ 9,000 | $ 8,100 | $ 7,200 | $ 6,300 | $ 5,400 | $ 13,500 | $ 49,500 |
| *Est.* 2014 | Town Forest Reservoir Roof | $ 220,000 | $ - | $ 6,600 | $ 5,940 | $ 5,280 | $ 4,620 | $ 3,960 | $ 9,900 | $ 36,300 |
| *Est.* 2014 | Prime Park Pump Station Wall | $ 150,000 | $ - | $ 4,500 | $ 4,050 | $ 3,600 | $ 3,150 | $ 2,700 | $ 6,750 | $ 24,750 |
| *Est.* 2014 | Energy Efficiency Upgrades - Springvale WTP | $ 150,000 | $ - | $ 4,500 | $ 3,600 | $ 2,700 | $ 1,800 | $ 900 | $ - | $ 13,500 |
| *Est.* 2014 | Tonka Valves & Filters - Springvale WTP | $ 100,000 | $ - | $ 3,000 | $ 2,400 | $ 1,800 | $ 1,200 | $ 600 | $ - | $ 9,000 |
| *Est.* 2014 | Chrysler Road Sewer Line Replacement | $ 48,000 | $ - | $ 1,440 | $ 1,080 | $ 720 | $ 360 | $ - | $ - | $ 3,600 |
| *Est.* 2014 | MWRA I&I | $ 755,700 | $ - | $ 22,671 | $ 18,137 | $ 13,603 | $ 9,068 | $ 4,534 | $ - | $ 68,013 |
| *Est.* 2014 | W-22 (Dump Truck w/Plow) | $ 220,000 | $ - | $ 6,600 | $ 5,657 | $ 4,714 | $ 3,771 | $ 2,829 | $ 2,829 | $ 26,400 |
| *Est.* 2014 | W-14 (Backhoe w/Plow) | $ 135,000 | $ - | $ 4,050 | $ 3,471 | $ 2,893 | $ 2,314 | $ 1,736 | $ 1,737 | $ 16,201 |
| *Est.* 2014 | Speen Street Sewer Work | $ 220,000 | $ - | $ 6,600 | $ 5,940 | $ 5,280 | $ 4,620 | $ 3,960 | $ 9,900 | $ 36,300 |
| | BANs and Issue Costs | $ - | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ - | $ 150,000 |
| **Water and Sewer Enterprise Interest** | | | **$ 522,042** | **$ 554,249** | **$ 494,876** | **$ 420,548** | **$ 345,910** | **$ 269,526** | **$ 547,416** | **$ 2,632,526** |
| **Total Amount Remaining** | | | | **$ 2,632,526** | **$ 2,078,277** | **$ 1,583,401** | **$ 1,162,852** | **$ 816,943** | **$ 816,943** | **$ 269,526** |

**Summary of Debt - Water & Sewer Enterprise Fund**

| | Fiscal Year 2014 | Fiscal Year 2015 | Fiscal Year 2016 | Fiscal Year 2017 | Fiscal Year 2018 | Fiscal Year 2019 | Issue | Total |
|---|---|---|---|---|---|---|---|---|
| Water & Sewer Enterprise Fund Principal | $ 1,614,869 | $ 1,914,138 | $ 1,894,518 | $ 1,896,265 | $ 1,804,642 | $ 1,728,263 | $ 5,636,872 | $ 14,874,697 |
| Water & Sewer Enterprise Fund Interest | $ 522,042 | $ 554,249 | $ 494,876 | $ 420,548 | $ 345,910 | $ 269,526 | $ 547,416 | $ 2,632,526 |
| **Total Annual Debt Service** | **$ 2,136,912** | **$ 2,468,387** | **$ 2,389,394** | **$ 2,316,813** | **$ 2,150,552** | **$ 1,997,789** | **$ 6,184,288** | **$ 17,507,223** |
| **Total Amount Remaining** | | **$ 17,507,223** | **$ 15,038,836** | **$ 12,649,442** | **$ 10,332,629** | **$ 8,182,078** | **$ 6,453,815** | **$ 269,526** |

# *Town of Natick*

Home of Champions

**Department: Water & Sewer Operations — Indirect Cost Allocations**

| PERCENTAGE ALLOCATIONS | PERSONNEL | FRINGE | EXPENSES | TOTAL |
|---|---|---|---|---|
| DPW ADMINISTRATION | $ 88,655 | $ 34,228 | $ 13,164 | $ 136,047 |
| BUILDING MAINTENANCE | $ - | $ - | $ 44,800 | $ 44,800 |
| ENGINEERING SERVICES | $ 212,256 | $ 81,947 | $ 50,275 | $ 344,478 |
| GIS SERVICES | $ (48,292) | $ (18,644) | $ - | $ (66,936) |
| EQUIPMENT MAINTENANCE | $ 179,839 | $ 69,432 | $ 101,034 | $ 350,305 |
| HIGHWAY MAINTENANCE | $ 154,214 | $ 59,538 | $ 135,622 | $ 349,374 |
| PUBLIC SAFETY | 85,090 | 32,851 | 7,051 | 124,992 |
| ASSESSING | 3,384 | 1,306 | 1,110 | $ 5,800 |
| TOWN ADMINISTRATOR | 70,838 | 27,305 | 29,642 | $ 127,785 |
| COMMUNITY DEVELOPMENT | 86,273 | 33,308 | 2,381 | $ 121,962 |
| INFORMATION SYSTEMS | 30,071 | 11,610 | 70,478 | $ 112,159 |
| TREASURER | 8,280 | 3,197 | 23,156 | $ 34,633 |
| TREASURER | 42,524 | 16,417 | - | $ 58,941 |
| COLLECTOR | (28,325) | (10,936) | - | $ (39,261) |
| COLLECTOR | 19,279 | 7,443 | - | $ 26,722 |
| COMPTROLLER | 54,886 | 21,190 | 3,531 | $ 79,607 |
| ANNUAL REPORT | - | - | 275 | $ 275 |
| LEGAL SERVICES | - | - | 35,000 | $ 35,000 |
| FINANCIAL / ADMINISTRATIVE | 287,208 | 110,840 | 165,573 | $ 563,621 |
| PROPERTY INSURANCE | - | - | 235,270 | $ 235,270 |
| ELECTRIC / NATURAL GAS | - | - | 12,300 | $ 12,300 |
| GASOLINE / DIESEL | - | - | 113,149 | $ 113,149 |
| ENERGY | - | - | 125,449 | $ 125,449 |
| SUBTOTAL - GENERAL FUND | 958,971 | 370,192 | 878,238 | $ 2,207,400 |

**Notes:**

*Indirect Costs are based upon the Previous Fiscal Year's (FY 2014) 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.*

## FY 2015 Indirects - Detail

| PERCENTAGE ALLOCATIONS | PERSONNEL | FRINGE | EXPENSES | TOTAL | Salary | Expense | Percent | Total 2014 Appr. | Description |
|---|---|---|---|---|---|---|---|---|---|
| DPW ADMINISTRATION | $ 88,655 | $ 34,228 | $ 13,164 | $ 136,047 | 258,168 | 39,485 | 33.3% | 297,653 | DPW ADMIN. (Total Cost) |
| BUILDING MAINTENANCE | - | - | 44,800 | 44,800 | - | 358,400 | 12.5% | 358,400 | BLDG MAINT (Total Cost) |
| ENGINEERING SERVICES | 212,256 | 81,947 | 50,275 | 344,478 | 412,147 | 100,550 | 50.0% | 512,697 | ENGINEERING (Total Cost) |
| GIS SERVICES | (48,292) | (18,644) | - | (66,936) | (187,540) | - | 25.0% | | GIS ACTIVITIES SUPPORTING THE GENERAL FUND |
| EQUIPMENT MAINTENANCE | 179,839 | 69,432 | 101,034 | 350,305 | 523,699 | 303,042 | 33.3% | 826,741 | EQUIPMENT MAINT. (Total Cost) |
| HIGHWAY MAINTENANCE | 154,214 | 59,538 | 135,622 | 349,374 | 1,497,216 | 1,356,219 | 10.0% | 2,853,435 | HIGHWAY (Total Cost) |
| POLICE | 47,600 | 18,377 | 1,788 | 67,765 | 6,161,876 | 238,338 | 0.75% | 6,400,214 | POLICE (Total Cost) |
| FIRE | 37,490 | 14,474 | 1,123 | 53,087 | 7,279,508 | 224,650 | 0.50% | 7,504,158 | FIRE (Total Cost) |
| STREET LIGHTING | - | - | 4,140 | 4,140 | | 207,000 | 2.0% | 207,000 | STREETLIGHTS (Total Cost) |
| ASSESSING | 3,384 | 1,306 | 1,110 | 5,800 | 328,522 | 111,000 | 1.0% | 439,522 | ASSESSING (Total Cost) |
| TOWN ADMINISTRATOR | 70,838 | 27,305 | 29,642 | 127,785 | 616,264 | 265,607 | 11.2% | 881,871 | TOWN ADMINISTRATOR (Total Cost) |
| COMMUNITY DEVELOPMENT | 86,273 | 33,308 | 2,381 | 121,962 | 837,604 | 23,811 | 10.0% | 861,415 | COMMUNITY DEVELOPMENT (Total Cost) |
| INFORMATION TECHNOLOGY | 30,071 | 11,610 | 70,478 | 112,159 | 291,950 | 704,775 | 10.0% | 996,725 | INFORMATION TECHNOLOGY (Total Cost) |
| TREASURER | 8,280 | 3,197 | 23,156 | 34,633 | 64,312 | 185,250 | 12.5% | 249,562 | TREASURER (General Office Personnel) |
| TREASURER | 42,524 | 16,417 | - | 58,941 | 117,957 | - | 35.0% | 117,957 | TREASURER (Salaries of Treasurer & Asst. Treasurer) |
| COLLECTOR | (28,325) | (10,936) | - | (39,261) | (55,000) | - | 50.0% | (55,000) | COLLECTOR |
| COLLECTOR | 19,279 | 7,443 | - | 26,722 | 53,478 | - | 35.0% | 53,478 | COLLECTOR (Salaries of Collector & Asst. Collector) |
| COMPTROLLER | 54,886 | 21,190 | 3,531 | 79,607 | 426,292 | 28,250 | 12.5% | 454,542 | COMPTROLLER (Total Cost) |
| ANNUAL REPORT | - | - | 275 | 275 | | 5,500 | 5.0% | 5,500 | ANNUAL REPORT (Total Cost) |
| LEGAL SERVICES | - | - | 35,000 | 35,000 | | 280,000 | 12.5% | 280,000 | LEGAL SERVICES (Total Cost) |
| PROPERTY INSURANCE | - | - | 235,270 | 235,270 | | 588,175 | 40.0% | 588,175 | PROPERTY INSURANCE (Total Cost) |
| ELECTRIC / NATURAL GAS | - | - | 12,300 | 12,300 | | 735,201 | 1.7% | 735,201 | ENERGY ELECTRIC / NATURAL GAS (DPW Admin. Use) |
| GASOLINE / DIESEL | - | - | 113,149 | 113,149 | | 565,747 | 20.0% | 565,747 | ENERGY GASOLINE / DIESEL (All W/S Vehicle Fuels charged here) |
| **SUBTOTAL** | **958,971** | **370,192** | **878,238** | **2,207,400** | | | | | |

## Water/Sewer Enterprise Fund Projection & Initial Proposed Single-Family Home Rate for FY 2015

### Water/Sewer Enterprise Fund Projection - FY 2015 - FY 2017

Summary: The projection shown below is for planning purposes **ONLY**. It is not intended to serve as a budget or plan for expenditures. Accounting for level indirect costs and funding of requested capital projects through a mixture of debt and retained cash financing, FY 2015 should see an increase of 3.28% in most rates (See below). Later years, however, rates will likely be between 5-7% increases annually, driven mainly by anticipated 12.5% increases in the MWRA assessment annually and full funding of capital requests.

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Estimate | 2016 Estimate | 2017 Estimate |
|---|---|---|---|---|---|---|
| **Revenues** | | | | | | |
| User Charges | $ 11,127,657 | $ 12,023,829 | $ 12,502,396 | $ 12,912,688 | $ 13,819,906 | $ 14,593,168 |
| Connection Fees | $ 71,064 | $ 269,944 | $ 70,000 | $ 70,000 | $ 70,000 | $ 70,000 |
| Other Departmental Income | $ 1,100,812 | $ 1,630,171 | $ 1,100,000 | $ 1,100,000 | $ 1,100,000 | $ 1,100,000 |
| Investment Income | $ 19,980 | $ 12,776 | $ 20,000 | $ 20,000 | $ 20,000 | $ 20,000 |
| Capital Article Closeouts/Trans. | $ - | 39,369 | $ - | $ - | $ - | $ - |
| Retained Earnings | $ 410,000 | $ 1,291,746 | $ 147,000 | $ 159,000 | $ 78,000 | $ 77,000 |
| **Total Revenues** | **$ 12,729,513** | **$ 15,267,835** | **$ 13,839,396** | **$ 14,261,688** | **$ 15,087,906** | **$ 15,860,168** |
| **Expenses** | | | | | | |
| Sewer | $ 5,233,610 | $ 5,886,881 | $ 5,886,881 | $ 6,150,709 | $ 6,796,533 | $ 7,510,169 |
| Water | $ 1,971,825 | $ 2,085,065 | $ 2,085,065 | $ 2,177,734 | $ 2,243,066 | $ 2,310,358 |
| Utility Billing | $ 208,371 | $ 237,383 | $ 237,383 | $ 229,040 | $ 235,911 | $ 242,989 |
| Fringe Benefits | $ 601,475 | $ 682,833 | $ 682,833 | $ 669,418 | $ 722,971 | $ 780,809 |
| Debt Service | $ 2,328,943 | $ 2,136,912 | $ 2,136,912 | $ 2,468,387 | $ 2,714,394 | $ 2,641,813 |
| Reserve Fund | $ - | $ - | $ 200,000 | $ 200,000 | $ 200,000 | $ 200,000 |
| **Indirects** (included in G/F) | $ 2,535,883 | $ 2,581,514 | $ 2,323,579 | $ 2,207,400 | $ 2,097,030 | $ 2,097,030 |
| **Capital** | $ 410,000 | $ 796,000 | $ 147,000 | $ 159,000 | $ 78,000 | $ 77,000 |
| **Total Expenses** | **13,290,106** | **14,406,586** | **13,699,652** | **14,261,688** | **15,087,906** | **15,860,168** |

### Preliminary Proposed Single-Family Water & Sewer Rates for FY 2015

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 2015 rate setting, which will begin in April 2014. 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 3.28%, or $17.49 annually.

### Rate Options for the average Single-Family House (17.35 HCF/quarter)

| **2014** | **Tier** | **Combined Rate** | **Consumption** | **Qtr. Cost** | **Annual Cost** | **3.28%** |
|---|---|---|---|---|---|---|
| Bills | 0-10 | $ 5.90 | 10 | $ 59.00 | $ 236.00 | |
| | 11-20 | $ 10.10 | 7.35 | $ 74.24 | $ 296.94 | |
| | | | **17.35** | **$ 133.24** | **$ 532.94** | |

| **2015 (draft)** | **Tier** | **Combined Rate** | **Consumption** | **Qtr. Cost** | **Annual Cost** |
|---|---|---|---|---|---|
| Bills | 0-10 | $ 6.09 | 10 | $ 60.94 | $ 243.74 |
| | 11-20 | $ 10.43 | 7.35 | $ 76.67 | $ 306.68 |
| | | | **17.35** | | **$ 550.43** |

| | |
|---|---|
| Cost increase/year over FY 2014 | $ 17.49 |
| Cost increase/quarter over FY 2014 | $ 4.37 |

**Department** **Public Works - Water Enterprise**

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | | | | | [ N thru S ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Begin Step | Begin Step Amt. | End Step | End Step Amt. | Pro-Rata Step | COLA | End Step | LGY | EDU | DIFF | ON CALL | Other Comp. | Total FY 2015 |
| **Department** | | **Public Works - Water Enterprise** | | | | **Munis Dept. #** | | | **46** | | | | (@ 52 weeks) | | | | | | (@ 52.1 weeks) |
| **Salaries Supervisory Staff** | | | | | | **MUNIS Code** | | | **5112** | | | | | | | | | | |
| 41119 | COMEAU | ANTHONY | 4/6/98 | 1.0 | DIV SUPVSR | SUPER/ADM | C2-5 | 99,572 | C2-5 | 99,572 | 0 | 2% | 101,564 | | 7,300 | | | 1,500 | 110,559 |
| 42662 | AMES | RICHARD | 3/28/05 | 1.0 | GIS/TECH | SUPER/ADM | C6-5 | 93,143 | C6-5 | 93,143 | 0 | 2% | 95,005 | | 7,800 | | | 1,500 | 104,488 |
| Total Salaries - Supervisory Staff | | | | 2.0 | | | | | | | | | | | **15,100** | | | **3,000** | **215,047** |
| | | | | | | | | | | | | | 196,569 | | | | | 18,100 | **196,947** |
| **Salaries Operational Staff** | | | | | | **MUNIS Code** | | | **5113** | | | | | | | | | | |
| | ***^Vacant*** | | | ***1.0*** | ***ISO Coordinator*** | | | | | | | | | | | | | | ***59,000*** |
| 3820 | JONES | JUDITH | 9/15/03 | 1.0 | ADMIN ASST | CL 1116 | B5-4 | 47,607 | B5-4 | 47,607 | 0 | 2% | 48,559 | 750 | 500 | | | | 49,903 |
| | VACANT | | | 1.0 | WKG FOREMN | LL 1116 | MC-7 | 54,641 | MC-7 | 54,641 | 0 | 2% | 55,734 | 1,100 | 150 | 450 | 1,100 | | 58,641 |
| 43706 | LIENHARD | THOMAS | 3/30/11 | 1.0 | PS OPER | LL 1116 | M10-3 | 58,372 | M10-4 | 59,832 | 243 | 2% | 59,788 | 0 | 300 | 300 | 1,100 | | 61,603 |
| 42383 | BROWN | ROBERT | 5/5/04 | 1.0 | PS NIGHT OPER | LL 1116 | MB-7 | 53,969 | MB-7 | 53,969 | 0 | 2% | 55,048 | 300 | 150 | 300 | 1,100 | 1,560 | 58,564 |
| 3436 | SPURLING | SCOTT | 9/16/92 | 1.0 | HVY EQ OPR | LL 1116 | M8-7 | 51,615 | M8-7 | 51,615 | 0 | 2% | 52,648 | 700 | 450 | 300 | 1,100 | | 55,299 |
| 40052 | DOLLAWAY | JEFFREY | 3/19/97 | 1.0 | HVY EQ OPR | LL 1116 | M8-7 | 51,615 | M8-7 | 51,615 | 0 | 2% | 52,648 | 500 | 150 | 300 | 1,100 | | 54,799 |
| 41254 | DREW | ALEX | 3/31/99 | 1.0 | CRFST/HVY | LL 1116 | M8-7 | 51,615 | M8-7 | 51,615 | 0 | 2% | 52,648 | 500 | 300 | 300 | 1,100 | | 54,949 |
| 41296 | SULLIVAN | WAYNE | 6/2/99 | 1.0 | CRFST/HVY | LL 1116 | M8-7 | 51,615 | M8-7 | 51,615 | 0 | 2% | 52,648 | 500 | 150 | 300 | 1,100 | | 54,799 |
| 44063 | MILLER | AARON | 11/3/10 | 1.0 | SOLTECH | LL 1116 | M9-6 | 48,824 | M9-7 | 52,421 | 2,098 | 2% | 51,940 | 0 | 300 | 200 | 1,100 | | 53,640 |
| 41239 | MAGAZZU | PETER | 12/30/98 | 1.0 | SK LABORER | LL 1116 | M4-7 | 50,405 | M4-7 | 50,405 | 0 | 2% | 51,413 | 500 | 150 | 300 | 1,100 | | 53,562 |
| 43706 | BURKE | KENNETH | 5/11/11 | 1.0 | PS OPER | LL 1116 | M9-3 | 43,443 | M9-4 | 44,991 | 258 | 2% | 44,575 | 0 | 150 | 150 | 1,100 | | 46,061 |
| | VACANT | | 1/15/14 | 1.0 | CRFST/HVY | LL 1116 | M8-7 | 51,615 | M8-7 | 51,615 | 0 | 2% | 52,648 | 0 | 150 | 250 | 900 | | 54,049 |
| 41648 | CRISAFULLI | SAMUEL | 7/1/09 | 1.0 | SK LABORER | LL 1116 | M4-7 | 50,405 | M4-7 | 50,405 | 0 | 2% | 51,413 | 0 | 150 | 150 | 1,100 | | 52,912 |
| **Total Salaries - Operational Staff** | | | | 14.0 | | | | | | | | | | **4,850** | **3,050** | **3,300** | **13,000** | **1,560** | **767,780** |
| | | | | | | | | | | | | | | | | | | 25,760 | 742,020 |
| **Salaries Operational Staff - (Part Time)** | | | | | | **MUNIS Code** | | | **5123** | | | | | | | | | | |
| Temporary Staff | | | | 0.25 | LABORER H3 | Pers. Bd. | H3-3 | 6,557 | H3-3 | 6,557 | 0 | 0% | 6,557 | | | | | | 6,557 |
| | | | | | POLICE DETAIL | HOURS | 400 | RATE | $48.50 | 19,400 | 0 | 0% | 19,400 | | | | | | 19,400 |
| **Total Salaries - Operational Staff** | | | | 0.25 | | | | | | | | | | | | | | | **25,957** |
| **Overtime** | | | | | | | | | | | | | | | | | | | **72,500** |
| **Total Salaries -** | | **Public Works - Water Enter** | | **16.25** | | | | | | | | | | | | | | | **1,081,284** |

***^ Includes Program Improvement Request***

**Key:**

Per. Bd. - Personnel Board; LL1116 - Labor Union - Local 1116; CL1116 - Clerical Union - Local 1116; COLA - Cost of Living Adjustment

**Notes:**

**Department** **Public Works - Sewer Enterprise**

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | | | | | [ N thru S ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Begin Step | Begin Step Amt. | End Step | End Step Amt. | Pro-Rata Step | COLA | End Step | LGY | EDU | DIFF | ON CALL | Other Comp. | Total FY 2014 |
| **Department** | | **Public Works - Sewer Enterprise** | | | | **Munis Dept. #** | | | **45** | | | | (@ 52 weeks) | | | | | | (@ 52.1 weeks) |
| **Salaries Supervisory Staff** | | | | | | **MUNIS Code** | | | **5112** | | | | | | | | | | |
| 2300 | BURKE | EDWARD | 5/22/85 | 1.0 | ASST SUPVSR | SUPER/ADM | C3-2 | 72,890 | C3-3 | 76,405 | 3,515 | 2% | 77,933 | | 6,800 | | | 1,500 | 86,383 |
| 2896 | PERODEAU | RICHARD | 8/17/88 | 1.0 | CF PLNT OP | SUPER/ADM | C5-5 | 91,124 | C5-5 | 91,124 | 0 | 2% | 92,946 | | 6,800 | | | 1,500 | 101,425 |
| **Total Salaries - Supervisory Staff** | | | | 2.0 | | | | | | | | | | **0** | **13,600** | **0** | **0** | **3,000** | **187,808** |
| | | | | | | | | | | | | | | | | | | *16,600* | *171,208* |
| **Salaries Operational Staff** | | | | | | **MUNIS Code** | | | **5113** | | | | | | | | | | |
| 41797 | RUDD | SHAWN | 1/16/02 | 1.0 | SK LABORER | LL 1116 | M4-7 | 50,405 | M4-7 | 50,405 | 0 | 2% | 51,413 | 300 | 150 | 70 | 1,000 | | 53,032 |
| 41819 | HEFFLER | STEVEN | 2/21/02 | 1.0 | PS FOREMAN | LL 1116 | M11-7 | 68,827 | M11-7 | 68,827 | 0 | 2% | 70,204 | 300 | 300 | 80 | 2,000 | | 73,019 |
| 42109 | HENDRY | JAMIE | 7/14/11 | 1.0 | PS OPER | LL 1116 | M9-4 | 44,991 | M9-5 | 46,603 | 1,478 | 2% | 47,398 | 0 | 300 | 240 | 2,000 | | 50,029 |
| 2812 | MCDANIEL | MICHAEL | 3/2/88 | 1.0 | GEN FOREMN | LL 1116 | MD-7 | 60,531 | MD-7 | 60,531 | 0 | 2% | 61,742 | 900 | 300 | 240 | 2,000 | | 65,300 |
| 3017 | HALFREY | ALAN | 5/10/89 | 1.0 | WKG FOREMN | LL 1116 | MC-7 | 54,641 | MC-7 | 54,641 | 0 | 2% | 55,734 | 900 | 150 | 240 | 2,000 | | 59,131 |
| 41283 | MCGEEVER | MICHAEL | 4/21/99 | 1.0 | HVY EQ OPR | LL 1116 | M8-7 | 51,615 | M8-7 | 51,615 | 0 | 2% | 52,648 | 500 | 150 | 110 | 1,000 | | 54,509 |
| 44081 | DINNOCENZO | DANIEL | 9/5/12 | 1.0 | HVY EQ OPR | LL 1116 | M8-2 | 40,955 | M8-3 | 42,434 | 1,232 | 2% | 43,031 | 0 | 150 | 70 | 1,000 | | 44,334 |
| 44680 | HARTLEY | JEFFERY | 1/3/12 | 1.0 | SK LABORER | LL 1116 | M4-1 | 37,996 | M4-2 | 39,879 | 942 | 2% | 39,716 | 0 | | | 1,000 | | 40,793 |
| | VACANT | | 1/15/14 | 1.0 | SK LABORER | LL 1116 | M4-0 | 37,055 | M4-1 | 37,996 | 470 | 2% | 38,276 | 0 | | | 1,000 | | 39,350 |
| **Total Salaries - Operational Staff** | | | | 9.0 | | | | | | | | | | **2,900** | **1,500** | **1,050** | **13,000** | **0** | **479,497** |
| | | | | | | | | | | | | | | | | | | 18,450 | 461,047 |
| | Part Time Admin | | 2/1/13 | 0.5 | ADMIN. ASST. | CL 1116 | B4-1 | 21,657 | B4-2 | 22,090 | 144 | 2% | 22,237 | 0 | 0 | 0 | 0 | | 22,280 |
| **POLICE DETAIL** | | | | | | | **HOURS** | **176.00** | **RATE** | **$48.50** | **8,536** | **0%** | **8,536** | | | | | | 8,536 |
| | | | | | | | | | | | | | | | | | | | **30,816** |
| **Overtime** | | | | | | | | | | | | | | | | | | | **57,850** |
| **Total Salaries -** | | **Public Works - Sewer Enter** | | **11.50** | | | | | | | | | | | | | | | **755,971** |

**Key:**

# Section XI:
# Sassamon Trace Golf Course
# Enterprise Fund

| | |
|---|---|
| Summary | XI.3 |
| Operations | XI.7 |
| Debt Service | XI.8 |
| Fringe Benefits | XI.8 |
| Indirects | XI.12 |
| Ten-Year Projection | XI.13 |

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# *Town of Natick*

Home of Champions

| Department: Sassamon Trace | Enterprise Fund |
|---|---|

**Appropriation Summary**

**Sassamon Trace Golf Course Enterprise Fund**

**Operations**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| **Salaries** | | | | | | |
| Personnel Services | 149,153 | 192,701 | 265,450 | 279,013 | 13,563 | 5.11% |
| **Total Salaries** | **149,153** | **192,701** | **265,450** | **279,013** | **13,563** | **5.11%** |
| **Operating Expenses** | | | | | | |
| Club House Expense | 364,310 | 266,866 | 108,645 | 111,338 | 2,693 | 2.48% |
| Supplies - Club House | 25,668 | 23,281 | 22,500 | 24,500 | 2,000 | 8.89% |
| Other Facility Expense | 2,237 | 2,000 | 2,000 | 0 | -2,000 | -100.00% |
| Golf Cart Expense | 22,265 | 5,311 | 5,000 | 5,100 | 100 | 2.00% |
| Course Maintenance Expense | 23,468 | 49,807 | 144,886 | 145,673 | 787 | 0.54% |
| **Total Operating Expenses** | **437,948** | **347,266** | **283,031** | **286,611** | **3,580** | **1.26%** |
| **Total Operations** | **587,101** | **539,967** | **548,481** | **565,623** | **17,142** | **3.13%** |

**Employee Benefits**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| **Employee Benefits** | | | | | | |
| Other Personal Services | 6,863 | 10,131 | 40,227 | 35,139 | -5,088 | -12.65% |
| Other Charges & Expenditures | 12,331 | 9,691 | 10,466 | 11,303 | 837 | 8.00% |
| **Total Employee Benefits** | **19,194** | **19,822** | **50,693** | **46,442** | **-4,251** | **-8.39%** |
| **Total Employee Benefits** | **19,194** | **19,822** | **50,693** | **46,442** | **-4,251** | **-8.39%** |

**Debt Service**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | 2014 vs. 2015 % |
|---|---|---|---|---|---|---|
| **Debt Service** | | | | | | |
| Principal | 195,931 | 201,330 | 199,370 | 218,040 | 18,670 | 9.36% |
| Interest | 99,402 | 79,784 | 45,790 | 49,922 | 4,132 | 9.02% |
| **Total Debt Service** | **295,333** | **281,114** | **245,160** | **267,962** | **22,802** | **9.30%** |
| **Total Debt Service** | **295,333** | **281,114** | **245,160** | **267,962** | **22,802** | **9.30%** |
| **Golf Course Operations** | **901,627** | **840,903** | **844,334** | **880,027** | **35,693** | **4.23%** |
| **Indirects** | **-** | **-** | ***32,462*** | ***34,087*** | **1,625** | **5.01%** |
| **Golf Course - All Expenses** | **901,627** | **840,903** | **876,796** | **914,114** | **37,318** | **4.26%** |

# *Town of Natick*

Home of Champions

Department: Sassamon Trace | Enterprise Fund

**Mission:**

To provide an affordable, quality golf experience for the residents of Natick and surrounding communities by providing well maintained facilities, instructional programs, tournaments and leagues.

**Goals:**

To position Sassamon Trace as the best golf value in the MetroWest area
To grow business by creating attractive memberships and organized league play
To continue our participation in growth of the game initiatives developed by the Professional Golfers Association and the National Golf Course Owners Association
To continue to identify other potential non-golf revenue streams
To work with the Supporters of Sassamon Trace to raise revenue for course improvements

**Budget Overview:**

**I. Main Purpose of the Department**

The main purpose of the department is to operate and maintain the 9 hole Sassamon Trace Golf Course. Sassamon Trace has a staff of 25 (23 pt, 3 ft) and is open year round conditions permitting.

**II. Recent Developments**

At the halfway point of FY 14, revenue at the course is up 5%. This is despite the fact that July, the most productive month of the year, was down 18% compared to July of 2012. July was warmer than normal with 12 days over 90 degrees. Since August 1st, the weather has been very favorable erasing losses suffered in mid-summer. Sassamon Trace is beating the market place in rounds played by 3.3%.

FY15 will be the second full year of town managed maintenance operations at Sassamon Trace Golf Course. To date, the move to bring maintenance in house has been very successful. Projected expenses are in line with budget and the course conditions have never been better. The increase in play vs. the market place can be directly contributed to the course conditions.

**III. Current Challenges**

Despite Wall Street enjoying a record breaking year, Main Street continues to be wary. Since the end of the Great Recession, growth in golf has been modest at best and future growth will be slow. Implementing player development programs and staying on top of marketing efforts are ways to meet the challenges golf operators face today.

The lack of revenue opportunities hinders growth at Sassamon Trace. Many facilities enjoy amenities such as driving ranges and restaurants which help attract tournaments and banquets. With annual play levelling off the only way to keep pace with expenses is to increase fees.

**Budget Overview:**

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

If approved for this budget, a price increase in user fees is projected to add an additional $31, 786 in revenue. There have been few increases in fees over the last 6 years due to the poor economy. Citing expenses, improved course conditions and the economic upswing the Golf Committee is recommending an increase to the user fees.

Since the construction of the golf course in 2000, the surrounding woodlands on the Sherborn side of the golf course have been encroaching and altering the routing of the course. The maintenance staff is planning extensive tree work to reclaim areas of the course that have overgrown. This type of work was not covered by Sterling Golf Management. The Superintendent and his assistant will spend much of the winter pruning and upbranching saving many thousands of dollars in this budget.

**V. On The Horizon**

In order to improve our awareness in the marketplace and keep pace with social media, Sassamon Trace will be working with a new componay for social media and marketing. Course Trends is a leader in the industry and will allow for online reservations via the Golf18 Network. The seamless integration with Facebook and Twitter coupled with the branded marketing library will bring us up to the standard set by many of the high end daily fee golf courses.

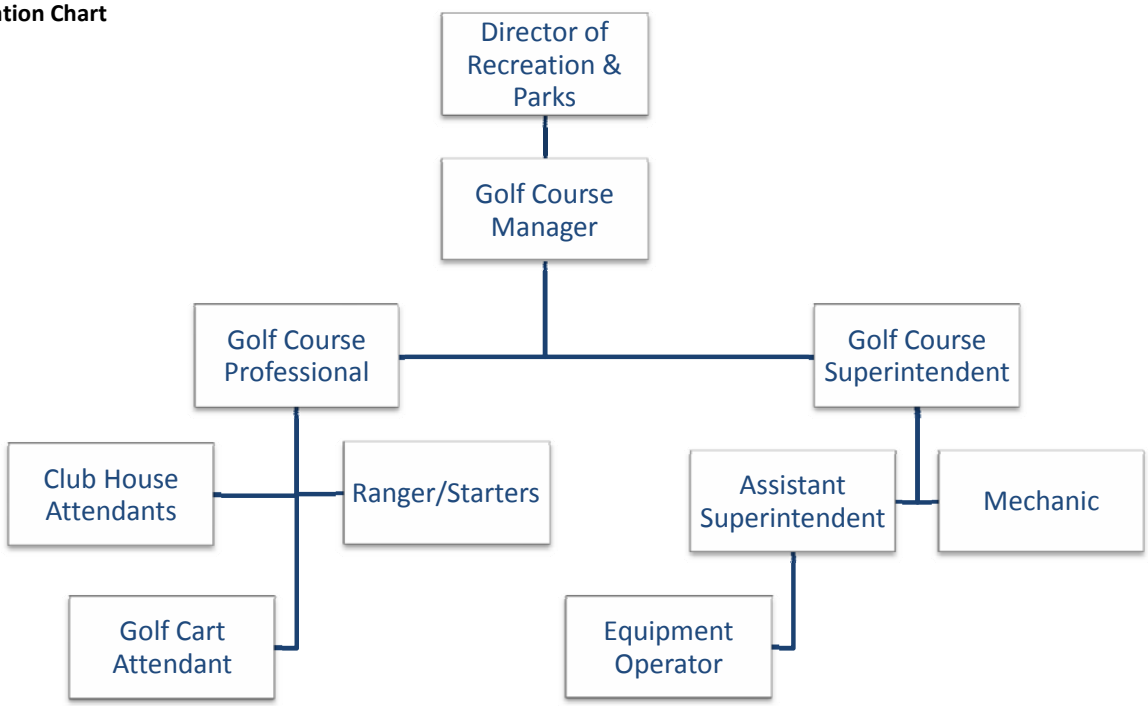
While the marketing upgrade is designed to bring more rounds to the course additional programming is needed to grow the game. Sassamon Trace currently offers junior and adult group instruction. In order to do this, the first hole is closed twice daily and converted to the "driving range". Space is limited so the class sizes must be limited (not to mention the inconvenience factor of closing the first hole). In conjunction with the Supporter's of Sassamon Trace, a parcel of land at the end of the parking lot is being looked at as a site to build a small practice facility. This parcel sits within the footprint of the golf course and is about 1/3 acre in size, enough for a practice tee with net, putting green and bunker. This would resolve the conflict with closing the first hole and allow for additional programming.

# Town of Natick

Home of Champions

| Department: Sassamon Trace | Enterprise Fund | | | | |
|---|---|---|---|---|---|
| **Staffing** | **2011** | **2012** | **2013** | **2014** | **2015** |
| Golf Course Manager | 1 | 1 | 1 | 1 | 1 |
| Assistant Golf Course Manager | 0 | 0 | 0.8 | 0.8 | 0.8 |
| Maintenance Superintendent | 0 | 0 | 1 | 1 | 1 |
| Maintenance Foreman | 0 | 0 | 1 | 1 | 1 |
| Mechanic | 0 | 0 | 0.28 | 0.28 | 0.28 |
| Part-time/Seasonal Maintenance Staff | 0 | 0 | 0.93 | 0.93 | 0.93 |
| Seasonal Golf Shop Supervisor | 0.06 | 0.06 | 0 | 0 | 0 |
| Golf Shop Attendants | 2.24 | 2.24 | 1.8 | 1.8 | 1.8 |
| Rangers/starters/cart attendants | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| **Total FTE** | **4.3** | **4.3** | **7.8** | **7.8** | **7.8** |
| **Total FT/PT** | **1FT/17PT** | **1FT/25PT** | **3FT/25PT** | **3FT/25PT** | **3FT/25PT** |

**Organization Chart**




| **Performance Indicators** | **2011** | **2012** | **2013** | **2014 *** | **2015 *** |
|---|---|---|---|---|---|
| ***Workload Indicators*** | | | | | |
| Number of Rounds Played | 25,746 | 30,312 | 28,179 | 28,711 | 28,035 |
| Green Fee Revenue | $ 316,082 | $ 354,354 | $ 341,456 | $ 339,956 | $ 356,813 |
| Cart Fee Revenue | $ 62,317 | $ 68,816 | $ 65,421 | $ 63,927 | $ 76,187 |
| Season Ticket Revenue | $ 85,680 | $ 91,040 | $ 97,970 | $ 83,343 | $ 114,222 |
| Golf Instruction Revenue | $ 8,657 | $ 9,385 | $ 8,615 | $ 9,119 | $ 10,334 |

| | **2011** | **2012** | **2013** | **2014 *** | **2015 *** |
|---|---|---|---|---|---|
| ***Efficiency Indicators*** | | | | | |
| Revenue Per Round | $20.13 | $18.94 | $19.83 | $18.98 | $19.15 |

| | **2011** | **2012** | **2013** | **2014 *** | **2015 *** |
|---|---|---|---|---|---|
| ***Outcome Indicators*** | | | | | |
| Number of Season Pass Holders | 187 | 194 | 211 | 186 | 186 |
| Number of Senior Pass Holders | 68 | 76 | 85 | 73 | 73 |
| Number of Junior Pass Holders | 39 | 36 | 51 | 41 | 40 |

* Projected Numbers

# *Town of Natick*

Home of Champions

Department: Sassamon Trace | Enterprise Fund

**Operations**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| Salaries Management | 67,705 | 68,739 | 68,739 | 98,625 | 29,886 | 43.5% |
| Salaries Operational Staff | 0 | 41,651 | 110,100 | 83,450 | -26,650 | -24.2% |
| Salaries Part-time Operational | 34,085 | 40,404 | 36,556 | 32,619 | -3,937 | -10.8% |
| Salaries Golf Support | 47,363 | 41,907 | 50,055 | 24,233 | -25,822 | -51.6% |
| Salaries Maintenance Support | 0 | 0 | 0 | 35,586 | 35,586 | 100.0% |
| Merit/Performance | 0 | 0 | 0 | 4,500 | 4,500 | 100.0% |
| **Personnel Services** | **149,153** | **192,701** | **265,450** | **279,013** | **13,563** | **5.1%** |
| Utilities - Electric | 22,537 | 22,540 | 18,300 | 16,022 | -2,278 | -12.4% |
| Building Lease/Repairs | 19,923 | 5,931 | 2,485 | 4,500 | 2,015 | 81.1% |
| Lease Payment Land | 61,847 | 63,857 | 65,750 | 68,216 | 2,466 | 3.8% |
| Management Contract Grounds | 238,799 | 145,548 | 0 | 0 | 0 | 0.0% |
| Communication Telephone | 3,097 | 2,979 | 3,360 | 3,900 | 540 | 16.1% |
| Dues/Subscriptions | 1,411 | 2,965 | 1,250 | 1,250 | 0 | 0.0% |
| Advertising/Promotion | 3,036 | 1,877 | 4,200 | 3,000 | -1,200 | -28.6% |
| Bank & Credit Card Fees | 12,932 | 20,375 | 12,000 | 13,150 | 1,150 | 9.6% |
| Software Maintenance | 728 | 794 | 1,300 | 1,300 | 0 | 0.0% |
| **Club House Expense** | **364,310** | **266,866** | **108,645** | **111,338** | **2,693** | **2.5%** |
| Supplies - Club House | 3,555 | 808 | 2,000 | 2,000 | 0 | 0.0% |
| Merchandise Pro Shop | 21,782 | 21,175 | 19,500 | 21,500 | 2,000 | 10.3% |
| Custodial Supplies | 331 | 1,298 | 1,000 | 1,000 | 0 | 0.0% |
| **Supplies - Club House** | **25,668** | **23,281** | **22,500** | **24,500** | **2,000** | **8.9%** |
| Facility Upgrades | 2,237 | 2,000 | 2,000 | 0 | -2,000 | -100.0% |
| **Other Facility Expense** | **2,237** | **2,000** | **2,000** | **-** | **-2,000** | **-100.0%** |
| Golf Cart Lease | 17,431 | 0 | 0 | 0 | 0 | 0.0% |
| Golf Use Sales Tax (ALL) | 4,834 | 5,311 | 5,000 | 5,100 | 100 | 2.0% |
| **Golf Cart Expense** | **22,265** | **5,311** | **5,000** | **5,100** | **100** | **2.0%** |
| Utilities - Water | 9,243 | 4,126 | 13,000 | 8,500 | -4,500 | -34.6% |
| Environmental Monitoring | 9,215 | 20 | 8,500 | 9,215 | 715 | 8.4% |
| Irrigation Electricity | 0 | 0 | 7,600 | 7,800 | 200 | 2.6% |
| Phragmites Control | 2,700 | 2,700 | 2,700 | 2,800 | 100 | 3.7% |
| Top Soil, Sand&Gravel, Fertilizer, etc. | 0 | 0 | 25,000 | 0 | -25,000 | -100.0% |
| Course Materials | 0 | 0 | 0 | 6,000 | 6,000 | 100.0% |
| Course Chemicals/Fertilizers | 0 | 0 | 0 | 22,500 | 22,500 | 100.0% |
| Course Seed / Sod | 0 | 0 | 0 | 7,500 | 7,500 | 100.0% |
| Course Supplies | 2,309 | 2,066 | 3,500 | 4,500 | 1,000 | 28.6% |
| Fuel | 0 | 0 | 2,500 | 0 | -2,500 | -100.0% |
| Irrigation R& M | 0 | 0 | 10,500 | 10,000 | -500 | -4.8% |
| Tools | 0 | 0 | 9,500 | 3,500 | -6,000 | -63.2% |
| Mechanic Tool Stipend | 0 | 0 | 450 | 450 | 0 | 0.0% |
| Equipment R & M | 0 | 0 | 6,000 | 8,000 | 2,000 | 33.3% |

| Department: Sassamon Trace | | Enterprise Fund | | | | |
|---|---|---|---|---|---|---|
| Equipment Lease | 0 | 0 | 53,136 | 52,908 | -228 | -0.4% |
| Shop Maintenance | 0 | 0 | 0 | 1,000 | 1,000 | 100.0% |
| Other Supplies | | 40,895 | | | | |
| Education/Professinal Fees/Licenses | 0 | 0 | 2,500 | 1,000 | -1,500 | -60.0% |
| **Course Maintenance Expense** | **$ 23,468** | **$ 49,807** | **$ 144,886** | **$ 145,673** | **787** | **0.5%** |
| **Total Operating Expenses** | **$ 587,101** | **$ 539,967** | **$ 548,481** | **$ 565,623** | **17,142** | **3.1%** |

**Employee Benefits**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| FICA Medicare | 120 | 0 | 3,849 | 4,046 | 197 | 5.1% |
| Group Insurance Health | 6,743 | 10,131 | 30,378 | 25,093 | -5,285 | -17.4% |
| Unemployment | 0 | 0 | 6,000 | 6,000 | 0 | 0.0% |
| **Other Personal Services** | **6,863** | **10,131** | **40,227** | **35,139** | **(5,088)** | **-12.6%** |
| Retirement | 12,331 | 9,691 | 10,466 | 11,303 | 837 | 8.0% |
| **Other Charges & Expenditures** | **12,331** | **9,691** | **10,466** | **11,303** | **837** | **8.0%** |
| **Total Employee Benefits** | **19,194** | **19,822** | **50,693** | **46,442** | **-4,251** | **-8.4%** |

**Debt Service**

| | 2012 Actual | 2013 Actual | 2014 Appropriated | 2015 Preliminary | 2014 vs. 2015 $ | % |
|---|---|---|---|---|---|---|
| 2002 Golf Course | 150,000 | 150,000 | 155,000 | 145,000 | -10,000 | -6.5% |
| 2002 Golf Course (Landfill Portion) | 36,528 | 40,710 | 34,968 | 34,388 | -580 | -1.7% |
| 2007 Golf Course (Landfill Portion) | 9,403 | 10,620 | 9,402 | 9,402 | 0 | 0.0% |
| 2013 Golf Carts | 0 | 0 | 0 | 29,250 | 29,250 | 100.0% |
| **Principal** | **195,931** | **201,330** | **199,370** | **218,040** | **18,670** | **9.4%** |
| 2002 Golf Course | 79,890 | 73,140 | 35,475 | 37,900 | 2,425 | 6.8% |
| 2002 Golf Course (Landfill Portion) | 15,518 | 5,269 | 6,149 | 5,821 | -328 | -5.3% |
| 2007 Golf Course (Landfill Portion) | 3,994 | 1,375 | 3,166 | 2,690 | -476 | -15.0% |
| 2013 Golf Carts | 0 | 0 | 1,000 | 3,510 | 2,510 | 251.0% |
| **Interest** | **99,402** | **79,784** | **45,790** | **49,922** | **4,132** | **9.0%** |
| **Total Debt Service** | **295,333** | **281,114** | **245,160** | **267,962** | **22,802** | **9.3%** |
| **Total All Sassamon Trace** | **901,627** | **840,903** | **844,334** | **880,027** | **35,693** | **4.2%** |

Narrative:

**Operational Expenses**

**Personnel Services:**
Salaries Management - Annual salary for the Golf Course Manager and the Assistant Manager/ Head Golf Professional.
Salaries Operational Staff - Annual salary for the full time Golf Course Superintendent and Assistant Superintendent .
Salaries Part-Time Operational Staff - This line item represents seasonal payroll for the hourly maintenance personnel including equipment operators, summer laborers and the mechanic.
Salaries Golf Support - This line item represents the seasonal part-time Rangers/Starters , Golf Shop Attendants and Golf Cart Attendants.

**Club House Expense:**
Utilities - Electricity - This account provides funds for the electric service for the clubhouse, golf carts and maintenance building.
Building Lease/ Repairs - For repairs to the clubhouse and parking area. Also pays for clubhouse security monitoring service. Also covered is the service for the on course port-a-jon. It will also cover expenses related to the maintenance building and storage areas.
Lease Payment Land-This line item represents the current land lease payment to Dowse Orchards for the rental of land that holes #4 through #8 are located on. It also covers the property tax for the leased land.
Management Contract Grounds - The grounds management contract was eliminated in FY14 as the town assumed the maintenance of the golf course.
Communications and Telephone- Account covers the phone system, internet and cable service for both the clubhouse and maintenance facility. It also covers cell phones for the Course Manager and Superintendent.
Dues, Subscriptions & Travel - Covers the PGA membership dues for Golf Course manager and Assistant Manager along with Massachusetts Golf Association membership for Sassamon Trace. Also covers educational seminars. Provides for mileage reimbursement to manager for use of personal vehicle for golf operations related use.
Advertisement/Promotion - This fund covers golf course promotional expenses related to direct mail print media. All legal notices, printed materials and postage costs are covered under this account. It also covers expenses related to website hosting.
Bank & Credit Card fees - RBS Worldpay is the current provider for merchant services. This line item covers all expenses related to processing debit and credit cards.
Software Maintenance - This account provides funds for computer software, hardware, security and license fees.

**Supplies - Club House:**
Supplies - Club House - This represents the cost for golf pencils, gift certificates, postage, general office supplies and equipment supplies.
Merchandise Pro-Shop - This account represents the cost of merchandise, food & beverage and services for resale in the golf shop.
Custodial Supplies- Provides for all expenses related to the maintenance of the clubhouse .

**Other Facility Expense** :
Facility upgrades - this line item will be eliminated for FY2015 and be rolled into building lease and repairs.

**Golf Cart Expense** :
Golf car lease - This expense was eliminated in FY13. The golf car expense will be realized under debt in FY14.
Golf use sales tax- This represents the Massachusetts 6.25% sales tax on all eligible food, beverage and merchandise sales. It also includes the use tax for all rental equipment (golf cars, pull carts and rental clubs)

# *Town of Natick*

Home of Champions

| Department: Sassamon Trace | Line-Item Detail | Enterprise Fund |
|---|---|---|

Narrative:

**Course Maintenance Expenses:**

Utilities water - This is the fee charged to the course by the town for irrigation water.

Environmental Monitoring - This account represents the environmental monitoring and testing requirements that the Town of Natick must perform to satisfy the Sherborn Conservation Commission's Order of Conditions. Also provided for in this account are consulting services for ground water, surface water and sediment analysis as required by the aforementioned Order of Conditions.

Irrigation/Electricity - This represents the electrical cost for the operation of the irrigation system.

Phragmites Control - This line item covers the annual contractor fee to chemically treat phragmites surrounding the landfill.

Top soil, Sand, Gravel, Fertilizer, Pesticides - Covers the expenses to purchase materials and chemicals for golf course maintenance.

Course Supplies - This represents various items that are needed on the course such as benches, signage, water coolers and drinking cups.

Fuel - Diesel , gasoline and lubricants for all golf course equipment.

Irrigation R&M- PVC pipe, glue, irrigation heads, HDPE repair services, decoders, pump winterization, irrigation control services , service contracts and any cost related to the maintenance of the irrigation system. Also covers irrigatiion computer control system insurance and service plan.

Tools - rakes, shovels, back pack blowers, pruning shears, chainsaws, string trimmers and any maintenance tools related to the maintenance of the course.

Mechanic Tool Stipend - The mechanic owns his own tools and this expense will allow for depreciation and upgrade of his personal property.

Equipment R & M - This line item will cover the cost of parts and labor for the repair of the golf course equipment. I t will also pay for services such as sharpening of reels and blades .

Equipment Lease - This is the annual finance cost for the purchase of the specialized golf equipment to maintain the course.

Education/Professional Fees/Licenses - Will cover expenses related to professional licenses, dues, education and all expenses for the golf course superintendent and foreman.

**Employee Benefits -** Pays for the health care and retirement assessment costs for benefitted employees. Funds are also appropriated for unemployment costs along with funds for Medicare assessments for non-benefited employees.

**Debt Service -** Pays for principal and interest on the golf course development. Also provides for the annual installment for the purchase of the golf car fleet.

## Department: Enterprise Fund Debt Service - Principal

| Year of Issue | Project | Amount Issued | Fiscal Year 2014 Principal | Fiscal Year 2015 Principal | Fiscal Year 2016 Principal | Fiscal Year 2017 Principal | Fiscal Year 2018 Principal | Fiscal Year 2019 Principal | Issue Balance | Total Principal |
|---|---|---|---|---|---|---|---|---|---|---|
| 2002 | 2002 Golf Course (Refinanced 2013) | $ 2,975,000 | $ 155,000 | $ 145,000 | $ 140,000 | $ 135,000 | $ 130,000 | $ 130,000 | $ 375,000 | $ 1,055,000 |
| 2004 | 2002 Golf Course (Landfill Portion) | $ 576,453 | $ 34,968 | $ 34,388 | $ 34,098 | $ 33,228 | $ 32,938 | $ 27,428 | $ 27,138 | $ 189,218 |
| 2006 | 2007 Golf Course (Landfill Portion) | $ 131,631 | $ 9,402 | $ 9,402 | $ 9,402 | $ 9,402 | $ 9,402 | $ 9,402 | $ 9,402 | $ 56,412 |
| *2014 | 2013 Golf Carts* (*Estimated) | $ 117,000 | $ - | $ 29,250 | $ 29,250 | $ 29,250 | $ 29,250 | $ - | $ - | $ 117,000 |
| **Golf Course Enterprise Principal** | | **$ 3,800,084** | **$ 199,370** | **$ 218,040** | **$ 212,750** | **$ 206,880** | **$ 201,590** | **$ 166,830** | **$ 411,540** | **$ 1,417,630** |
| **Total Amount Remaining** | | | **$ 1,417,630** | **$ 1,199,590** | **$ 986,840** | **$ 779,960** | **$ 578,370** | **$ 411,540** | | |

## Department: Enterprise Fund Debt Service - Interest

| Year of Issue | Project | Amount Issued | Fiscal Year 2014 Interest | Fiscal Year 2015 Interest | Fiscal Year 2016 Interest | Fiscal Year 2017 Interest | Fiscal Year 2018 Interest | Fiscal Year 2019 Interest | Issue Balance | Total Interest |
|---|---|---|---|---|---|---|---|---|---|---|
| 2002 | 2002 Golf Course (Refinanced 2013) | $ 2,975,000 | $ 35,306 | $ 37,900 | $ 35,000 | $ 30,800 | $ 25,400 | $ 20,200 | $ 50,200 | $ 199,500 |
| 2004 | 2002 Golf Course (Landfill Portion) | $ 576,453 | $ 6,149 | $ 5,821 | $ 4,996 | $ 3,760 | $ 2,550 | $ 1,458 | $ 454 | $ 19,040 |
| 2006 | 2007 Golf Course (Landfill Portion) | $ 131,631 | $ 3,166 | $ 2,690 | $ 2,207 | $ 1,721 | $ 1,232 | $ 740 | $ 247 | $ 8,837 |
| *2014 | 2013 Golf Carts* (*Estimated) | $ 117,000 | $ 1,000 | $ 3,510 | $ 2,633 | $ 1,755 | $ 878 | $ - | $ - | $ 8,775 |
| **Golf Course Enterprise Interest** | | **$ 3,800,084** | **$ 45,620** | **$ 49,922** | **$ 44,836** | **$ 38,036** | **$ 30,059** | **$ 22,398** | **$ 50,901** | **$ 236,152** |
| **Total Amount Remaining** | | | **$ 236,152** | **$ 186,230** | **$ 141,394** | **$ 103,358** | **$ 73,299** | **$ 50,901** | | |

## Summary of Debt - Golf Course Enterprise Fund

| | Fiscal Year 2014 | Fiscal Year 2015 | Fiscal Year 2016 | Fiscal Year 2017 | Fiscal Year 2018 | Fiscal Year 2019 | Issue | Total |
|---|---|---|---|---|---|---|---|---|
| Golf Course Enterprise Fund Principal | $ 199,370 | $ 218,040 | $ 212,750 | $ 206,880 | $ 201,590 | $ 166,830 | $ 411,540 | $ 1,417,630 |
| Golf Course Enterprise Fund Interest | $ 45,620 | $ 49,922 | $ 44,836 | $ 38,036 | $ 30,059 | $ 22,398 | $ 50,901 | $ 236,152 |
| **Total Annual Debt Service** | **$ 244,990** | **$ 267,962** | **$ 257,586** | **$ 244,916** | **$ 231,649** | **$ 189,228** | **$ 462,441** | **$ 1,653,782** |
| **Total Amount Remaining** | **$ 1,653,782** | **$ 1,385,820** | **$ 1,128,234** | **$ 883,318** | **$ 651,669** | **$ 462,441** | | |

# *Town of Natick*

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**Department: Sassamon Trace** | Enterprise Fund

| COMPLETE ALLOCATIONS | PERSONNEL | FRINGE | EXPENSES | TOTAL |
|---|---|---|---|---|
| SASSAMON TRACE | $ 265,450 | $ - | $ 283,031 | $ 548,481 |
| RETIREMENT COSTS | - | 10,466 | - | 10,466 |
| HEALTH, MEDICARE, LIFE, INS. | - | 40,227 | - | 40,227 |
| DEBT | - | - | 245,160 | 245,160 |
| SUBTOTAL - DIRECT | 265,450 | 50,693 | 528,191 | 844,334 |

| PERCENTAGE ALLOCATIONS | PERSONNEL | FRINGE | EXPENSES | TOTAL |
|---|---|---|---|---|
| DPW ADMINISTRATION | $ - | $ - | $ - | $ - |
| LF & NR | $ 4,865 | $ 128 | $ 2,380 | $ 7,372 |
| EQUIP. MAINTENANCE | $ - | $ - | $ - | $ - |
| RECREATION | $ 7,766 | $ 1,275 | $ - | $ 9,041 |
| TOWN ADMINISTRATOR | $ 3,173 | $ 64 | $ - | $ 3,237 |
| FINANCE | $ 5,661 | $ 64 | $ - | $ 5,725 |
| PROPERTY INSURANCE | $ - | $ - | $ 5,882 | $ 5,882 |
| GASOLINE / DIESEL | $ - | $ - | $ 2,830 | $ 2,830 |
| SUBTOTAL | $ 21,465 | $ 1,530 | $ 11,092 | $ 34,087 |
| SUBTOTAL - GENERAL FUND | 21,465 | 1,530 | 11,092 | 34,087 |
| TOTAL OPERATING COSTS | 286,915 | 52,223 | 539,283 | 878,422 |

**Notes:**

*Indirect Costs are based upon the Previous Fiscal Year's (FY 2014) 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.*

## Sassamon Trace Golf Course Revenue/Expenditure Summary - 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 under $50,000 once the debt is repaid in FY 2022. Should there be favorable years and revenue gorwth, this maybe eliminated entirely once the debt is retired.

| | FY 12 Actual | FY 13 Actual | FY 14 Budget | FY 15 Preliminary | FY 16 Projected | FY 17 Projected | FY 18 Projected | FY 19 Projected | FY 20 Projected | FY 21 Projected | FY 22 Projected | FY23 Projected | FY24 Projected |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Starting Balance Retained Earnings** | **$ 71,546** | **$ 72,642** | **$ 100,674** | **$ 86,927** | **$ 70,405** | **$ 48,121** | **$ 33,404** | **$ 43,605** | **$ 44,905** | **$ 48,657** | **$ 58,541** | **$ 86,746** | **$ 63,825** |
| **Revenue** | | | | | | | | | | | | | |
| Golf Course Revenue | $ 576,694 | $ 540,000 | $ 550,800 | | | | | | | | | | |
| Season Passes | | | | $ 107,728 | $ 113,114 | $ 117,992 | $ 122,870 | $ 127,749 | $ 127,749 | $ 132,627 | $ 137,505 | $ 142,383 | $ 147,261 |
| Greens Fees | | | | $ 341,151 | $ 349,680 | $ 360,042 | $ 378,934 | $ 397,825 | $ 397,825 | $ 416,716 | $ 435,608 | $ 435,608 | $ 454,499 |
| Rental | | | | $ 82,310 | $ 87,408 | $ 87,631 | $ 92,742 | $ 97,860 | $ 107,865 | $ 112,998 | $ 118,137 | $ 123,285 | $ 128,440 |
| Instruction | | | | $ 10,334 | $ 10,644 | $ 10,963 | $ 11,292 | $ 11,631 | $ 11,980 | $ 12,339 | $ 12,710 | $ 13,091 | $ 13,484 |
| F&B, Merc, Tax | | | | $ 46,984 | $ 48,394 | $ 49,845 | $ 51,341 | $ 52,881 | $ 54,467 | $ 56,101 | $ 57,784 | $ 59,518 | $ 61,303 |
| **Total Golf Course Revenue** | **$ 576,694** | **$ 540,000** | **$ 550,800** | **$ 588,507** | **$ 609,239** | **$ 626,474** | **$ 657,179** | **$ 687,945** | **$ 699,886** | **$ 730,781** | **$ 761,744** | **$ 773,885** | **$ 804,988** |
| Retained Earnings* | $ 48,364 | $ 36,361 | $ 35,171 | $ 35,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 |
| Appropriated Subsidy | $ 320,000 | $ 310,000 | $ 312,249 | $ 309,087 | $ 289,939 | $ 285,813 | $ 276,708 | $ 267,626 | $ 263,566 | $ 214,530 | $ 215,519 | $ 41,532 | $ 42,570 |
| **Total Revenue** | **$ 945,058** | **$ 886,361** | **$ 898,220** | **$ 932,594** | **$ 929,178** | **$ 942,287** | **$ 963,887** | **$ 985,571** | **$ 993,453** | **$ 975,312** | **$ 1,007,263** | **$ 845,416** | **$ 877,558** |
| **Expenses** | | | | | | | | | | | | | |
| **Salaries** | $ 149,153 | $192,701 | 265,450 | 279,013 | 286,503 | 294,142 | 301,985 | 310,041 | 318,312 | 326,806 | 335,528 | 344,484 | 353,682 |
| **Operating Expenses** | $ 437,948 | $304,305 | 283,031 | 286,611 | 294,134 | 301,901 | 301,104 | 265,296 | 273,847 | 282,678 | 291,796 | 301,212 | 310,935 |
| **Employee Benefits** | $ 19,194 | $19,822 | 50,693 | 46,442 | 48,300 | 50,232 | 52,241 | 54,331 | 56,504 | 58,764 | 61,115 | 63,559 | 66,101 |
| **Indirects** | | $0 | 32,462 | 34,087 | 34,939 | 35,813 | 36,708 | 37,626 | 38,566 | 39,530 | 40,519 | 41,532 | 42,570 |
| **Debt** | $ 295,333 | $281,114 | 245,160 | 267,962 | 257,586 | 244,916 | 231,649 | 286,978 | 272,471 | 227,650 | 220,100 | 87,550 | 97,750 |
| **Total Expenses** | **$ 901,628** | **$ 797,942** | **$ 876,796** | **$ 914,115** | **$ 921,462** | **$ 927,004** | **$ 923,687** | **$ 954,271** | **$ 959,700** | **$ 935,428** | **$ 949,058** | **$ 838,337** | **$ 871,039** |
| **Year-End Balance** | **$ 43,431** | **$ 88,419** | **$ 21,424** | **$ 18,478** | **$ 7,716** | **$ 15,283** | **$ 40,200** | **$ 31,300** | **$ 33,752** | **$ 39,884** | **$ 58,205** | **$ 7,080** | **$ 6,519** |
| *- Less Retained Earnings Used* | | | *-35,171* | *-35,000* | *-30,000* | *-30,000* | *-30,000* | *-30,000* | *-30,000* | *-30,000* | *-30,000* | *-30,000* | *-30,000* |
| **Ending Balance Retained Earnings** | | | **86,927** | **70,405** | **48,121** | **33,404** | **43,605** | **44,905** | **48,657** | **58,541** | **86,746** | **63,825** | **40,345** |

## Golf Course Certified Retained Earnings History & Spenddown proposal

| | |
|---|---|
| **FY2006** | $ 51,191 |
| **FY2007** | $ 90,917 |
| **FY2008** | $ 103,010 |
| **FY2009** | $ 97,364 |
| **FY2010** | $ 83,126 |
| **FY2011** | $ 111,897 |
| **FY2012** | $ 71,576 |
| **FY2013** | $ 72,642 |
| **FY2014** | $ 100,674 |

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | [ (K-I)/D ] | | [ (I+L)*M ] | | [ N+O ] |
| Emp. # | Last Name | First Name | Date of Hire | FTE | Job title | Union | Step | Begin Rate / Step Amt. | Step | End Rate / Step Amt. | Pro-Rata Step | COLA | End Step | Other Comp. | Total FY 2015 |
| **Department** | **Sassamon Trace Golf Course** | | | | | **Munis Dept. #** | | | **60** | | | | (@ 52 weeks) | | (@ 52.2 weeks) |
| **Salaries Management** | | | | | | **MUNIS Code** | | | **5111** | | | | | | |
| 42337 | Meagher | Peter | 3/5/2004 | 1.0 | Manager | Per. Bd. | 3 | $ 71,757 | 3 | $ 71,757 | | 0% | $ 71,757 | | $ 72,033 |
| 44709 | McDowell | Kurt | 2/25/2013 GC8 | 0.8 | Asst. Manager | Per. Bd. | | $ 26,490 | | $ 26,490 | | 0% | $ 26,490 | | $ 26,592 |
| **Sub-total Salaries Management** | | | | | | | | **$98,247** | | **$98,247** | | | **$98,247** | | **$98,625** |
| **Salaries Operational Staff** | | | | | | **MUNIS Code** | | | | | | | | | |
| 44700 | Armando | Kristoffer | 2/4/2013 | 1.00 | Superintendent | Per. Bd. | | $ 49,980 | | $ 49,980 | | 0% | $ 49,980 | | $ 50,172 |
| 44713 | Mucciarone | David | 2/25/2013 | 1.00 | Foreman | Per. Bd. | | $ 33,150 | | $ 33,150 | | 0% | $ 33,150 | | $ 33,278 |
| **Sub-total Salaries Management** | | | | | | | | **$83,130** | | **$83,130** | | | **$83,130** | | **$83,450** |
| **Operational Staff - PT 5123 (Club House Attendants)** | | | | | | | | | **5123** | | | | | | |
| | | | | **Hours** | | | **Step** | **Rate** / **Step Amt.** | | | | | | | |
| 42935 | Rae | Bill | 4/1/2006 | 200.00 | Club House Super. | Per. Bd. | GC-4-2 | 13.00 2,600 | GC-4-3 | 13.50 2,700 | | | 2,700 | | 2,710 |
| 43439 | Carlson | Cheryl | 3/24/2008 | 276.00 | Club House Attend. | Per. Bd. | GC-3-2 | 11.00 3,036 | GC-3-2 | 11.00 3,036 | | | 3,036 | | 3,048 |
| 42377 | Paoletti | Paul | 4/14/2004 | 240.00 | Club House Attend. | Per. Bd. | GC-3-2 | 11.00 2,640 | GC-3-2 | 11.00 2,640 | | | 2,640 | | 2,650 |
| 42103 | Fleming | Brian | 5/21/2003 | 240.00 | Club House Super. | Per. Bd. | GC-4-0 | 13.00 3,120 | GC-4-1 | 13.50 3,240 | | | 3,240 | | 3,252 |
| 43671 | Bogle | Kerry | 4/6/2009 | 340.00 | Club House Attend. | Per. Bd. | GC-3-2 | 11.00 3,740 | GC-3-2 | 11.00 3,740 | | | 3,740 | | 3,754 |
| 43704 | Surface | Paul | 4/15/2009 | 200.00 | Club House Attend. | Per. Bd. | GC-3-0 | 10.00 2,000 | GC-3-1 | 10.50 2,100 | | | 2,100 | | 2,108 |
| 43438 | Davidson | Eric | 3/31/2008 | 340.00 | Club House Attend. | Per. Bd. | GC-3-2 | 11.00 3,740 | GC-3-2 | 11.00 3,740 | | | 3,740 | | 3,754 |
| 44259 | Segal | David | 4/25/2011 | 276.00 | Club House Attend. | Per. Bd. | GC-3-0 | 10.00 2,760 | GC-3-1 | 10.50 2,898 | | | 2,898 | | 2,909 |
| 44431 | Kwok | Brandon | 3/28/2012 | 400.00 | Club House Attend. | Per. Bd. | GC-3-0 | 10.00 4,000 | GC-3-1 | 10.50 4,200 | | | 4,200 | | 4,216 |
| 43905 | Worthington | Carter | 4/20/2010 | 400.00 | Club House Attend. | Per. Bd. | GC-3-0 | 10.00 4,000 | GC-3-1 | 10.50 4,200 | | | 4,200 | | 4,216 |
| **Total Operational Staff PT** | | | | **2,912** | | | | **$31,636** | | **$32,494** | | | **$32,494** | | **$32,619** |
| **Support Staff PT - 5125 (Rangers-Starter & Cart Attendants)** | | | | | | | | | | | | | | | |
| 42372 | Sheinfeld | Robert | 4/12/2005 | 576.00 | Ranger/Starter | Per. Bd. | GC-2-2 | 10.00 5,760 | GC-3-2 | 10.00 5,760 | | | 5,760 | | 5,782 |
| 42357 | Filledes | Tassos | 4/12/2005 | 176.00 | Ranger/Starter | Per. Bd. | GC-2-2 | 10.00 1,760 | GC-3-2 | 10.00 1,760 | | | 1,760 | | 1,767 |
| 43596 | Bardellini | Francis | 9/3/2008 | 176.00 | Ranger/Starter | Per. Bd. | GC-2-2 | 10.00 1,760 | GC-2-2 | 10.00 1,760 | | | 1,760 | | 1,767 |
| 44499 | Cohen | Bradley | 6/28/2012 | 360.00 | Ranger/Starter | Per. Bd. | GC-2-2 | 10.00 3,600 | GC-2-2 | 10.00 3,600 | | | 3,600 | | 3,614 |
| 44756 | Donnelly | Robert | 5/22/2013 | 176.00 | Ranger/Starter | Per. Bd. | GC-2-2 | 10.00 1,760 | GC-2-2 | 10.00 1,760 | | | 1,760 | | 1,767 |
| | Keniry | Robert | | 576.00 | Ranger/Starter | Per. Bd. | GC-2-2 | 10.00 5,760 | GC-2-2 | 10.00 5,760 | | | 5,760 | | 5,782 |
| 44757 | Schroeder | Samuel | 5/22/2013 | 220.00 | Golf Car Attndt. | Per. Bd. | GC-1-2 | 8.50 1,870 | GC-1-2 | 8.50 1,870 | | | 1,870 | | 1,877 |
| | TBA | | | 220.00 | Golf Car Attndt. | Per. Bd. | GC-1-2 | 8.50 1,870 | GC-1-2 | 8.50 1,870 | | | 1,870 | | 1,877 |
| **Total Support Staff PT** | | | | **2,480** | | | | **$24,140** | | **$24,140** | | | **$24,140** | | **24,233** |
| **Golf Course Maintenance Staff PT** | | | | | | | | | | | | | | | |
| 764 | Collins | Vincent | | 620 | Golf Course Mechanic | Per. Bd. | GC-5-1 | 15.00 9,300 | GC-5-2 | 16.00 9,920 | | | 9,920 | | 9,958 |
| | White | Robert | | 540 | Equipment Operator | Per. Bd. | GC-4-0 | 12.00 6,480 | GC-4-1 | 12.50 6,750 | | | 6,750 | | 6,776 |
| | Jennings | Leonard | | 540 | Equipment Operator | Per. Bd. | GC-4-0 | 12.00 6,480 | GC-4-1 | 12.50 6,750 | | | 6,750 | | 6,776 |
| | Keniry | John | | 540 | Equipment Operator | Per. Bd. | GC-4-0 | 12.00 6,480 | GC-4-1 | 12.50 6,750 | | | 6,750 | | 6,776 |
| 848 | Cugini | Richard | | 440 | Equipment Operator | Per. Bd. | GC-2-2 | 10.00 4,400 | GC-4-0 | 12.00 5,280 | | | 5,280 | | 5,300 |
| **Total Maintenance Staff PT** | | | | **2680** | | | | **$33,140** | | **$35,450** | | | **$35,450** | | **$35,586** |
| **Merit/Performance Salaries** | | | | | | | | | | | | | | | **$ 4,500** |
| **Total Department** | | | | **8,072** | | | | **$270,294** | | **$273,462** | | | **$273,462** | | **$279,013** |

# Section XII:
# Capital

## INTRODUCTION

Everything the Town does, from providing services to its residents and citizens, to equipping employees to effectively perform their jobs, requires the existence of certain basic physical assets. These assets include streets, water mains, parks, buildings, large equipment and technology. They must be purchased, maintained and replaced on a timely basis or their usefulness in providing public services will diminish. The Town's five-year Capital Improvement Program and annual Capital Budget are developed to ensure adequate capital investment in the Town's assets.

The Town of Natick is required under Section 5-7 of the Charter of the Town of Natick and Article 20, Section 2 of the By-Laws of the Town of Natick to issue a Capital Improvement Program thirty days prior to the date required for submission of the operating budget annually. That program must contain the following elements:

(a) A clear, concise, general summary of its contents.

(b) A listing of all capital expenditures proposed to be made, by years, during the five fiscal years next ensuing, with supporting information as to the need for each such expenditure.

(c) Cost estimates, methods of financing and recommended time schedules.

(d) The estimated annual cost of operating and of maintaining any new facility or piece of major equipment involved.

This document is taken from that document, the **FY 2015-2019 Capital Improvement Plan**. To find the full document, please go to http://natickma.gov/Public_Documents/NatickMA_Admin/capital.

## FIVE-YEAR CAPITAL PROGRAM

A five-year capital improvement program is an important part of any organization's overall budgeting process. Multi-year planning allows proper staging and sequencing of capital projects to even out spikes and make funding needs more predictable. Capital investment requirements can be uneven, sometimes involving unique large projects such as a new fire engine or a new school building. Other capital investment needs are recurring. We will continue to refine the five-year planning process to identify – and hopefully fund - an appropriate annual level of capital investment.

Natick has recently invested a lot of money in our capital needs. The new Natick High School and the new Community-Senior Center have both come in on-time and either within budget (in the case of the Community-Senior Center) or under budget (in the case of the New Natick High School). We have also created the financial mechanisms – though the creation of a Capital Stabilization Fund and the funding of it annually with the Town's Local Option Meals and Hotel/Motel taxes – to ensure the Town's continued ability to adequately fund its capital needs.

To monitor this on an ongoing basis, for the last several years we have developed and utilized recommended targets for capital spending as part of our overall financial policies. For within-levy spending (exclusive of any debt excluded projects), that target recommends that 6% of General Fund Revenues be used to fund each year's "cash capital" plus debt budget. As shown below, we have done well over the last five years in meeting this 6% target, although FY 2013 fell a little short.

| Recommended Capital Spending - Financial Management Principles | Within-levy Dollars ONLY |
|---|---|

The numbers shown below reflect ONLY General Fund Revenues & Expenditures.

| | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 |
|---|---|---|---|---|---|
| **Total Revenues** | **$102,021,869** | **$ 103,904,157** | **$ 107,472,425** | **$ 116,594,383** | $ 122,741,389 |
| ***less debt exclusion taxes*** | $ 937,705 | $ 918,361 | $ 921,017 | $ 5,057,862 | $ 4,768,302 |
| **Net Revenues** | **$101,084,164** | **$ 102,985,796** | **$ 106,551,408** | **$ 111,536,521** | **$ 117,973,087** |
| Target: | 6% | 6% | 6% | 6% | 6% |
| **6% (minimum) Target =** | **$ 6,065,050** | **$ 6,179,148** | **$ 6,393,084** | **$ 6,692,191** | **$ 7,078,385** |
| **Actual Capital Spending** | | | | | |
| Cash | $ 293,900 | $ 300,940 | $ 543,120 | $ 1,401,900 | $ 1,282,777 |
| Debt Service | $ 5,977,493 | $ 6,240,397 | $ 6,096,302 | $ 5,892,283 | $ 5,440,219 |
| **Total Capital Spending** | **$ 6,271,393** | **$ 6,541,337** | **$ 6,639,422** | **$ 7,294,183** | **$ 6,722,996** |
| **Total Cap. Spending As %** | **6.15%** | **6.30%** | **6.18%** | **6.26%** | **5.48%** |

**Notes:**
*All columns reflect actual Town Meeting Appropriations and borrowing authorizations; some projects were subsequently deferred.*

The good news is, that through the community's willingness to support the debt related projects and sound financial management by policymakers and officials, the Town has found itself in recent years able to meet its capital needs on a recurring basis; this was not always the case in years past. Town of Natick's Financial Indicator #9 – Capital Asset and Renewal – states that the warning sign for the community is when a three or more year decline in capital spending occurs. As the above charts show, although capital funds were restricted during the previous years of the recession, at no time did overall capital spending decline for three years in a row.

## FINANCING METHODS

Traditionally, there are four potential methods for financing the Town's capital investments:

- **Available Funds (Free Cash)** – The town regularly appropriates monies from the general fund and the enterprise funds to finance short-term, small capital investment projects. Examples of available funds are free cash and enterprise fund retained earnings. No Free Cash was spent for capital items at the 2013 Fall Annual Town Meeting. $96,000 of Water/Sewer Enterprise Retained Earnings was spent, however, and

$10,000 of Sassamon Trace Enterprise Retained Earnings was also spent at the 2013 Spring Annual Town Meeting.

- **General Stabilization Fund** – Appropriations out of the stabilization fund can be used for any purpose, but do require a higher (2/3) quantum vote of Town Meeting to be used as a funding source. Although used as a capital reserve in the past, the Town has not used General Stabilization Funds in support of capital needs since the creation of the Capital Stabilization Fund (discussed below). It is the Administration's recommendation that the General Stabilization Fund serve as a reserve only for true emergencies and extraordinary needs.

- **Capital Stabilization Fund –** Established at the 2010 Fall Annual Town Meeting, appropriations out of this stabilization fund can be used to fund capital equipment and improvements as well as debt-service payment related to capital purchases. Funding for the capital stabilization fund comes primarily from the Town's share of recently approved local option taxes. The 2012 Fall Annual Town Meeting appropriated $3,271,551 into this fund to provide the community with a substantial reserve from which to spend on future capital projects. This will continue to be a major source of capital financing moving forward. Additional funds, including the FY 2013 Local Option Sales Tax collections (totaling $1,334,153) were added to the fund under Article 16 of the 2013 Fall Annual Town Meeting as per the Town's Financial Management Principles. The history of appropriations and current balance of the fund are shown below.

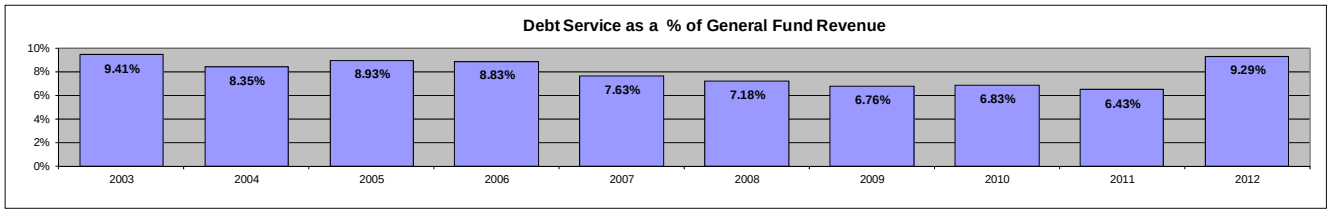
## Capital Stabilization Fund

| | | | |
|---|---|---|---|
| **Initial Balance** | **$** | **307,913** | FY 2011 |
| **Balance After 2011 Spring ATM** | **$** | **995,353** | FY 2012 |
| Use @ 2011 FATM (Articles 9 and 10) | $ | (689,340) | |
| Amount Appropriated from Free Cash under Article 7 | $ | 1,172,071 | |
| **Balance After 2011 Fall ATM** | **$** | **1,478,084** | FY 2013 |
| Use @ 2012 Spring ATM | $ | (477,812) | |
| **Balance After 2012 Spring ATM** | **$** | **1,000,272** | |
| Use @ 2012 Fall ATM | $ | (584,340) | |
| Amount Appropriated from Free Cash (local option taxes) | $ | 1,275,551 | |
| Amount Appropriated from Free Cash (additional funds) | $ | 2,000,000 | |
| **Balance After 2012 Fall ATM** | **$** | **3,691,483** | FY 2014 |
| Use @ 2013 Spring ATM - Capital Equipment & Improvement | $ | (925,840) | |
| Use @ 2013 Spring ATM - Debt Service | $ | (449,079) | |
| Use @ 2013 Spring ATM - Excluded Debt Service Tax Reduction | $ | (250,000) | |
| Amount Appropriated from Tax Levy (additional funds) | $ | 254,211 | |
| Amount Appropriated from Free Cash (additional funds) | $ | 211,364 | |
| **Balance After 2013 Spring ATM** | **$** | **2,532,139** | |
| Use @ 2013 Fall ATM | $ | (799,310) | |
| Amount Appropriated from Free Cash (local option taxes) | $ | 1,334,123 | |
| Amount Appropriated from Tax Levy (additional funds) | $ | 1,440,509 | |
| Amount Appropriated from Free Cash (additional funds) | $ | 1,000,000 | |
| **Balance After 2013 Fall ATM** | **$** | **5,507,461** | |

- **Debt Service** – The Town has traditionally financed large capital projects or purchases through borrowing. The resulting debt obligations are appropriated under the General Fund Tax Levy (either within the levy limit or from a voter approved debt exclusion) or from Enterprise Funds.

Indicator 10

Over the last 10 years, the Town's General Fund Debt service has ranged significantly as a percentage of general fund revenue. As found in Indicator 10 of the Town's Financial Indicators, the chart below shows the wide range of debt service as a percentage of General Fund Revenue, from a high of 9.41% in 2003 to a low of 6.43% in FY 2011.

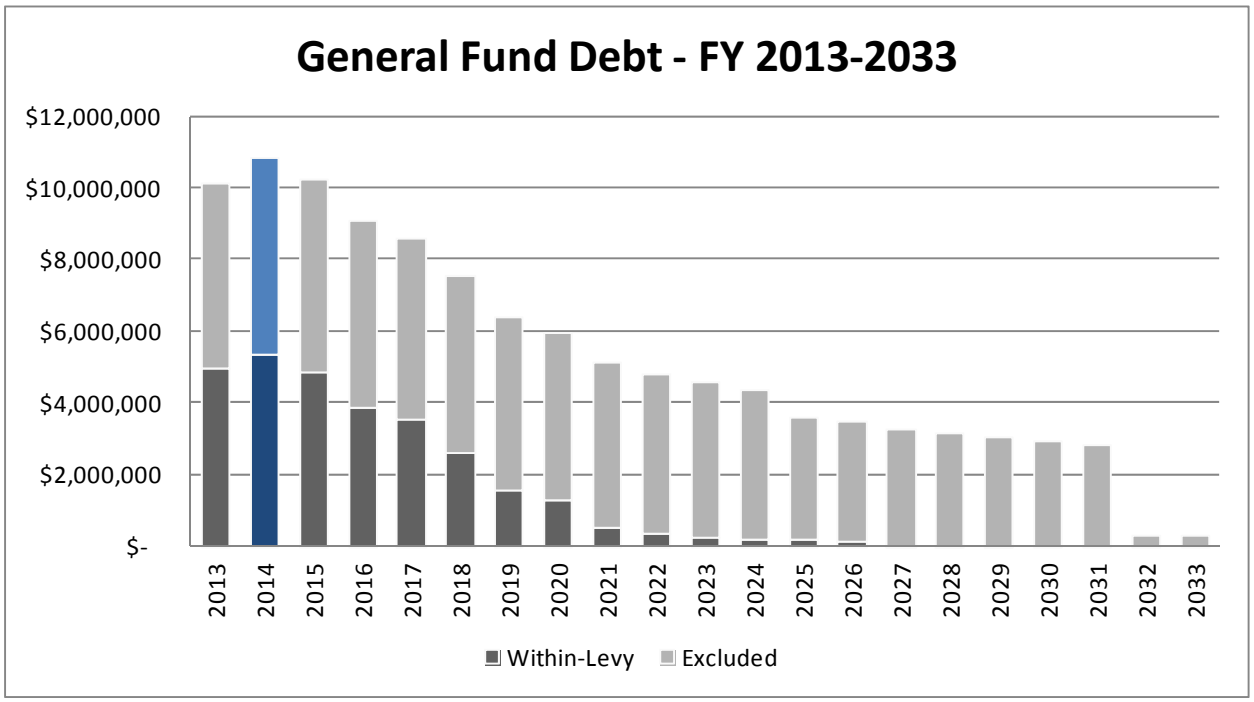



As shown above, the amount of general fund resources spent on capital-related items spiked in FY 2012 due to the addition of sizeable amounts of debt service related to the new Natick High School and Community Senior Center.

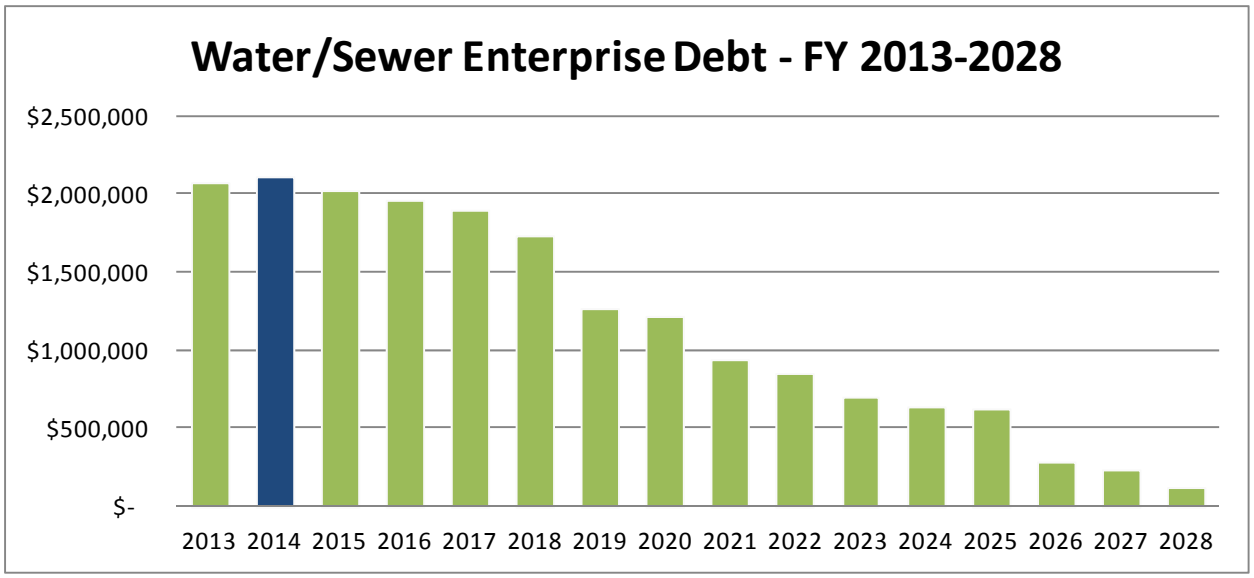
It is important to monitor how much debt the community has at any one point in time and determine what impact the amount of debt service has on the operating budget and the taxpayers. Credit rating agencies monitor the amount of debt a community has just like they monitor individual credit. A variety of factors, including the level of debt service/annual revenues and level of debt service/capita and per household are evaluated by credit rating agencies. We are proud that the Town of Natick holds a AAA/Stable bond rating from Standard & Poor's – the best possible credit rating.

Not only has Natick's debt service per capita remained well within recommended levels at between 8%-10.5% (debt service of 20% of operating revenues is considered a problem and 10% is considered acceptable) but has been decreasing since FY 2006. Future issuance of debt should be timed so as to minimize fluctuations and their resulting impact upon the operating budget. This can be achieved by timing new issuances with retirement of current debt service and following the Town Administrator's Recommended Financial Policies on issuing large debt projects (over $1,000,000) outside of the tax levy.

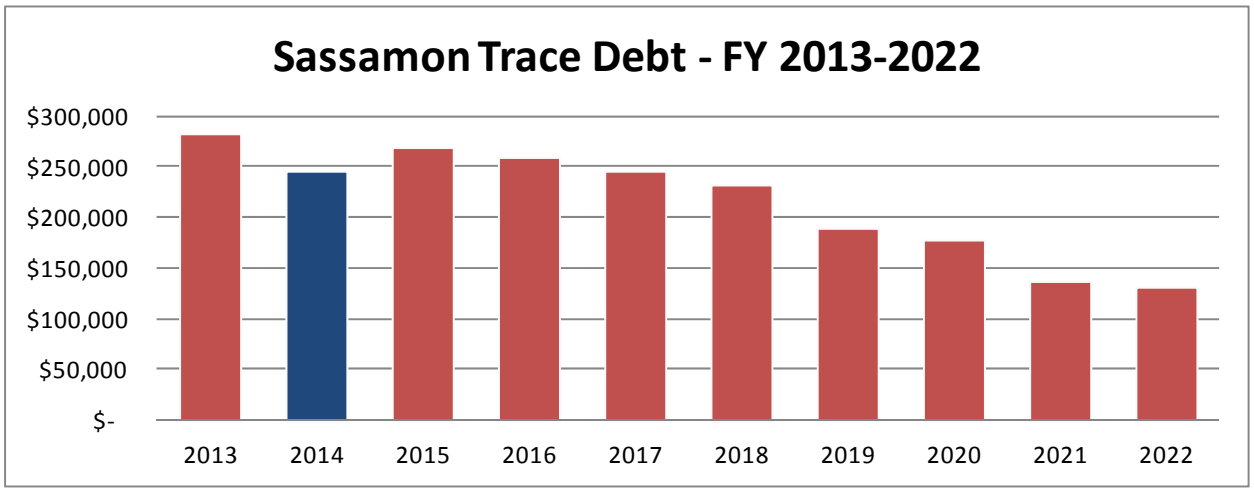
The charts on the next page show the Town's projected debt spending for the next ten to twenty years by fund. General Fund Debt steadily decreases every year going forward. This, of course, will change as new projects are funded through the use of debt. Analysis of this chart allows the Administration to selectively time when and how much new debt to issue annually in support of capital renewal and replacement so as to not increase the debt burden on the overall budget.




Water/Sewer Enterprise debt also declines annually from FY 2013-2028, though the rate of decline is different than the General Fund.




Finally, the Debt Service for Sassamon Trace steadily declines as interest payments decline until FY 2020, until it is paid off entirely in FY 2022. The debt will be paid down quicker than previously anticipated thanks to refinancing of the bonds in June 2013.




- **Other Sources** – The Town uses dedicated state aid, mitigation funds, receipts reserved, grant funding and even re-appropriation of unspent capital funds to finance capital investment when these funds are available. For FY 2014, $200,000 of Receipts Reserved (from Chrysler Road 40B) and $225,000 of reappropriated funds were appropriated at the 2013 Fall Annual Town Meeting.

**FY 2015-2019 CAPITAL IMPROVEMENT PROGRAM & PHILOSOPHY: *(a.k.a. what gets funded and why)***

All told, the FY 2015-2019 Capital Improvement Program consists of requests for more than $71,000,000 of capital improvements, equipment and infrastructure. This amount of money is necessary to maintain the hundreds of millions of dollars the Town has invested in its properties, equipment and operations.

All capital projects have been and will continue to be evaluated according to the following criteria, listed in their order of priority. The priority areas which administration assigns capital projects are as follows:

a. Imminent threat to the health and safety of citizens or property
b. Timely improvement/replacement of a capital asses to avoid inevitable additional future costs incurred through deferment
c. Requirements of state or federal law or regulation
d. Improvement of infrastructure
e. Improvement of productivity/efficiency

In recent years, we have had to defer a vast number of capital needs; this issue has been a recurring cautionary theme in recent budget messages – that our failure to adequately fund our capital needs, while a reasonable short-term response to fiscal challenges, is not a sustainable pattern. However, the administration's commitment – and achievements – in working toward adequately funding these needs appears to have been successful as we may well be able to fund all requests for capital projects within the 2015 fiscal year. This would be the fourth consecutive year of being able to achieve this.

**Continued Innovations to the Capital Improvement Plan:**

We encourage all who review this budget to go online to http://natickma.gov/Public_Documents/NatickMA_Admin/capital to check out the full document. The FY 2015-2019 has maintained several innovations and changes from previous plans and even added a few new items. These changes include:

- Full Implementation of the Priority Area Rating System: Previous Capital Improvement Plans either included an older rating system or none at all. All detailed capital project sheets contain a priority area rating.
- Long-Range Capital Forecast (to 2039): Included for the second time is a long-range capital forecast. This forecast goes out 20 additional years, or to FY 2039. The forecast contains mostly equipment. Improvements to facilities, infrastructure and building systems will be completed in future iterations. This forecast is designed to illustrate the ongoing capital needs and to highlight cyclical nature of capital improvements. So long as the community exists, it will have capital equipment and projects in order to sustain it. We hope to use this as a planning tool, especially for future debt service and excluded debt forecasting.
- Effects of Consolidated Departments: For the first time, departmental consolidation (Community Services, Facilities Management) are reflected within the Capital Improvement Plan. Reviewers will notice nearly all building-related projects consolidated from being scattered throughout departmental requests and lumped entirely into the Department of Facilities Management. This is particularly noticeable for Natick Public Schools projects.
- Pictures/Maps: Where ever possible, we have included pictures of the buildings to be renovated, equipment to be replaced, or asset to be improved upon. Many are still lacking pictures, but we at least begun to provide reviewers more visual information and we will continue to work to improve this presentation in the future.

**Closing**

We are pleased to present a comprehensive Capital Improvement Plan to the citizens of Natick. The community has made great strides in recent years to adequately fund and improve the Town's many capital assets. This will ensure that our public servants have the right tools they need to continue providing quality services to the citizens of Natick. We will continue to work to improve our planning, seek out innovative tools and search for efficiencies to grow and sustain Natick.

# Town of Natick

**FY 2015-2019 Capital Plan Summary**

*FY 2015 Capital Budget*

| Department/Division | Description | 2015 | Spring Town Meeting | | Fall Town Meeting | | Funding Source | |
|---|---|---|---|---|---|---|---|---|
| **General Fund** | | | **Equipment** | **Improvement** | **Equipment** | **Improvement** | **Cash** | **Debt** |
| **Natick Public Schools** | | **2015** | **Equipment** | **Improvement** | **Equipment** | **Improvement** | **Cash** | **Debt** |
| NATICK PUBLIC SCHOOLS | KENNEDY - PURCHASE PORTABLE CLASSROOMS | 215000 | 215000 | | | | 0 | 215000 |
| NATICK PUBLIC SCHOOLS | FEASIBILITY STUDY FOR MEMORIAL FIELD IMPROVEMENTS | 50000 | | 50000 | | | 50000 | 0 |
| NATICK PUBLIC SCHOOLS | REPLACE NSD-84 | 42000 | 42000 | | | | 42000 | 0 |
| **Total Natick Public Schools** | | **307000** | **257000** | **50000** | **0** | **0** | **92000** | **215000** |
| **Police Department** | | | | | | | | |
| POLICE DEPARTMENT | CRUISER REPLACEMENT | 183900 | 73560 | | 110340 | | 183900 | 0 |
| POLICE DEPARTMENT | DICTATION SYSTEM REPLACEMENT | 30000 | 30000 | | | | 30000 | 0 |
| POLICE DEPARTMENT | REPLACE LAPTOP COMPUTERS | 13500 | 13500 | | | | 13500 | 0 |
| POLICE DEPARTMENT | POLICE MOBILITY VEHICLE | 10000 | 10000 | | | | 10000 | 0 |
| POLICE DEPARTMENT | REPLACE FURNITURE | 10000 | 10000 | | | | 10000 | 0 |
| **Total Police Department** | | **247400** | **137060** | **0** | **110340** | **0** | **247400** | **0** |
| **Fire Department** | | | | | | | | |
| FIRE DEPARTMENT | REPLACE AMBULANCE 3 | 205000 | 205000 | | | | 0 | 205000 |
| FIRE DEPARTMENT | REPLACE FIRE PICKUP 3/PLOW | 75000 | 75000 | | | | 75000 | 0 |
| FIRE DEPARTMENT | TURN OUT GEAR/ FIREFIGHTER PROTECTIVE CLOTHING | 75000 | 75000 | | | | 75000 | 0 |
| FIRE DEPARTMENT | REPLACE THERMAL IMAGING CAMERAS | 30000 | 30000 | | | | 30000 | 0 |
| FIRE DEPARTMENT | REPLACE MULTI GAS METERS | 30000 | 30000 | | | | 30000 | 0 |
| FIRE DEPARTMENT | PURCHASE ADDITIONAL AUTOMATED STRETCHER | 14000 | 14000 | | | | 14000 | 0 |
| FIRE DEPARTMENT | EMERGENCY TRAINING EQUIPMENT | 10000 | 10000 | | | | 10000 | 0 |
| **Total Fire Department** | | **439000** | **439000** | **0** | **0** | **0** | **234000** | **205000** |
| **DPW Engineering** | | | | | | | | |
| PUBLIC WORKS ENGINEERING | ROADWAY IMPROVEMENTS PINE STREET | 2000000 | | 2000000 | | | 0 | 2000000 |
| PUBLIC WORKS ENGINEERING | POND ST. SIDEWALK & GUARD RAIL REPLACEMENT | 285000 | | 285000 | | | 0 | 285000 |
| **Total DPW Engineering** | | **2285000** | **0** | **2285000** | **0** | **0** | **0** | **2285000** |
| **DPW Equipment Maintenance** | | | | | | | | |
| PUBLIC WORKS EQUIPMENT MAINT | REPLACE M-2 (TRUCK) | 100000 | 100000 | | | | 0 | 100000 |
| PUBLIC WORKS EQUIPMENT MAINT | REPLACE M-1 (VEHICLE) | 28500 | 28500 | | | | 28500 | 0 |
| PUBLIC WORKS EQUIPMENT MAINT | FORK LIFT | 20000 | 20000 | | | | 20000 | 0 |
| **Total DPW Equipment Maintenance** | | **148500** | **148500** | **0** | **0** | **0** | **48500** | **100000** |
| **DPW Highway** | | | | | | | | |
| PUBLIC WORKS HIGHWAY | REPLACE S-37 CHASSIS AND HOOKLIFT | 230000 | 230000 | | | | 0 | 230000 |
| PUBLIC WORKS HIGHWAY | REPLACE S-38 (SMALL MULTI-BODY TRUCK) | 130000 | 130000 | | | | 0 | 130000 |
| PUBLIC WORKS HIGHWAY | REPLACE H-68 (1 TON ASPHALT ROLLER) | 22000 | 22000 | | | | 22000 | 0 |
| PUBLIC WORKS HIGHWAY | REPLACE DUMPSTERS | 12500 | 12500 | | | | 12500 | 0 |

# Town of Natick

**FY 2015-2019 Capital Plan Summary**

*FY 2015 Capital Budget*

| Department/Division | Description | 2015 | Spring Town Meeting | | Fall Town Meeting | | Funding Source | |
|---|---|---|---|---|---|---|---|---|
| PUBLIC WORKS HIGHWAY | GUARDRAIL (VARIOUS LOCATIONS) | 10000 | | 10000 | | | 10000 | 0 |
| **Total DPW Highway** | | **404500** | **394500** | **10000** | **0** | **0** | **44500** | **360000** |
| **DPW Land, Facilities and Natural Resources** | | | | | | | | |
| PUBLIC WORKS LND FAC/NAT RES | FIELD RENOVATIONS | 66000 | | 66000 | | | 66000 | 0 |
| PUBLIC WORKS LND FAC/NAT RES | TREE REPLACEMENT | 30000 | | 30000 | | | 30000 | 0 |
| PUBLIC WORKS LND FAC/NAT RES | REPLACE FIELD UTILITY TRACTOR | 20000 | 20000 | | | | 20000 | 0 |
| **Total DPW Land, Facilities and Natural Resources** | | **116000** | **20000** | **96000** | **0** | **0** | **116000** | **0** |
| **Community Services** | | | | | | | | |
| PARKS & RECREATION | RECREATION PARKS AND FIELDS STUDY | 50000 | | 50000 | | | 50000 | 0 |
| PARKS & RECREATION | HISTORICAL MONUMENT RESTORATION | 15000 | | 15000 | | | 15000 | 0 |
| **Total Community Services** | | **65000** | **0** | **65000** | **0** | **0** | **65000** | **0** |
| **Town Administrator/Selectmen/Moderator** | | | | | | | | |
| MODERATOR/TOWN ADMIN. | ELECTRONIC VOTING DEVICES FOR TOWN MEETING | 50000 | 50000 | 0 | | | 50000 | 0 |
| **Total Town Administrator/Selectmen/Moderator** | | **50000** | **50000** | **0** | **0** | **0** | **50000** | **0** |
| **Finance** | | | | | | | | |
| FINANCE | ACCOUNTS RECIEVABLE SOFTWARE CONVERSION | 285000 | | 285000 | | | 0 | 285000 |
| **Total Finance** | | **285000** | **0** | **285000** | **0** | **0** | **0** | **285000** |
| **Information Technology** | | | | | | | | |
| INFORMATION TECHNOLOGY | TELEPHONE SYSTEM UPGRADE | 750000 | | 750000 | | | 0 | 750000 |
| INFORMATION TECHNOLOGY | DOCUMENT ARCHIVING | 250000 | | | | 250000 | 0 | 250000 |
| INFORMATION TECHNOLOGY | NETWORK ASSESSMENT | 50000 | | 50000 | | | 50000 | 0 |
| **Total Information Technology** | | **1050000** | **0** | **800000** | **0** | **250000** | **50000** | **1000000** |
| **Town Clerk** | | | | | | | | |
| TOWN CLERK | PRESERVATION OF HISTORICAL RECORDS | 100000 | | | | 100000 | 100000 | 0 |
| TOWN CLERK | VOTING BOOTHS | 40000 | 40000 | | | | 40000 | 0 |
| **Total Town Clerk** | | **140000** | **40000** | **0** | **0** | **100000** | **140000** | **0** |
| **Community Development** | | | | | | | | |
| COMMUNITY DEVELOPMENT | MAIN STREET IMPROVEMENTS | 75000 | | | | 75000 | 75000 | 0 |
| **Total Community Development** | | **75000** | **0** | **0** | **0** | **75000** | **75000** | **0** |
| **Facilities Management** | | | | | | | | |
| FACILITIES MANAGEMENT | RENOVATION OF TOWN HALL OFFICES | 400000 | | | | 400000 | 0 | 400000 |
| FACILITIES MANAGEMENT | TOWN HALL HVAC | 140000 | 140000 | | | | 0 | 140000 |
| FACILITIES MANAGEMENT | AIR HANDLER UNITS (COLE) | 100000 | | | 100000 | | 0 | 100000 |

# Town of Natick

**FY 2015-2019 Capital Plan Summary**

*FY 2015 Capital Budget*

| Department/Division | Description | 2015 | Spring Town Meeting | | Fall Town Meeting | | Funding Source | |
|---|---|---|---|---|---|---|---|---|
| FACILITIES MANAGEMENT | WILSON - PARKING LOT EXPANSION | 50000 | | 50000 | | | 50000 | 0 |
| FACILITIES MANAGEMENT | REPLACE B-2 (VAN) | 35000 | 35000 | | | | 35000 | 0 |
| FACILITIES MANAGEMENT | CARPET REPLACEMENT - TOWN HALL | 30000 | | 30000 | | | 30000 | 0 |
| FACILITIES MANAGEMENT | DPW MAINT GARAGE HEATER REPLACEMENT | 30000 | 30000 | | | | 30000 | 0 |
| FACILITIES MANAGEMENT | RELOCATE METERS AT SOLAR PANELS | 15000 | 15000 | | | | 15000 | 0 |
| FACILITIES MANAGEMENT | EXTERIOR PAINTING (90 OAK ST) | 15000 | | 15000 | | | 15000 | 0 |
| **Total Facilities Management** | | **815000** | **220000** | **95000** | **100000** | **400000** | **175000** | **640000** |
| **Total General Fund** | | **6427400** | **1706060** | **3686000** | **210340** | **825000** | **1337400** | **5090000** |
| **Net General Fund** | | **6427400** | **1706060** | **3686000** | **210340** | **825000** | **1337400** | **5090000** |

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

| Funding Summary | |
|---|---|
| **G.F. Debt** | **$ 5,090,000** |
| **2014 Spring ATM** | **$ 1,052,060** |
| **2014 Fall ATM** | **$ 285,340** |
| **Total Capital S.F. Allocation** | **$ 1,337,400** |
| **Total General Fund Funding - FY 2015** | **$ 6,427,400** |

# Town of Natick

**FY 2015-2019 Capital Plan Summary**

*FY 2015 Capital Budget*

| Department/Division | Description | 2015 | Spring Town Meeting | | Fall Town Meeting | | Funding Source | |
|---|---|---|---|---|---|---|---|---|
| **Enterprise Funds** | | | **Equipment** | **Improvement** | **Equipment** | **Improvement** | **Cash** | **Debt** |
| **Water & Sewer Enterprise** | | | | | | | | |
| WATER & SEWER ENTERPRISE | SEWER STATION GENERATORS | 360000 | 360000 | | | | 0 | 360000 |
| WATER & SEWER ENTERPRISE | REPLACE GROUND WATER WELLS | 300000 | 300000 | | | | 0 | 300000 |
| WATER & SEWER ENTERPRISE | SEWER PUMP STATION REPLACEMENT | 230000 | | 230000 | | | 0 | 230000 |
| WATER & SEWER ENTERPRISE | SEWER MAIN RELINING | 150000 | | 150000 | | | 150000 | 0 |
| WATER & SEWER ENTERPRISE | WATER METER RADIO TRANSMITTERS | 150000 | 150000 | | | | 0 | 150000 |
| WATER & SEWER ENTERPRISE | REPLACE W-16 (BACKHOE) | 135000 | 135000 | | | | 0 | 135000 |
| WATER & SEWER ENTERPRISE | INSTALL SEWER GRINDER PUMP | 100000 | 100000 | | | | 100000 | 0 |
| WATER & SEWER ENTERPRISE | REPLACE W-4 RANGER (TRUCK) | 45000 | 45000 | | | | 45000 | 0 |
| WATER & SEWER ENTERPRISE | MESSAGE BOARD | 14000 | 14000 | | | | 14000 | 0 |
| **Total Water & Sewer Enterprise** | | **1484000** | **1104000** | **380000** | **0** | **0** | **309000** | **1175000** |
| *Less grants, subsides, etc.* | *(I&I Fund)* | *-150000* | *0* | *-150000* | *0* | *0* | *-150000* | *0* |
| **Net Water/Sewer (dependent upon rates)** | | **1334000** | **1104000** | **230000** | **0** | **0** | **159000** | **1175000** |

| Funding Summary | | |
|---|---|---|
| **Water/Sewer Debt** | **$** | **1,175,000** |
| **I & I Fund** | **$** | **150,000** |
| **Retained Earnings** | **$** | **159,000** |
| **Total Water/Sewer Enterprise Funding** | **$** | **1,484,000** |

# Town of Natick

**FY 2015-2019 Capital Plan Summary**

*FY 2015-2019 Capital Improvement Plan*

| Department/Division | Description | 2015 | 2016 | 2017 | 2018 | 2019 | Total |
|---|---|---|---|---|---|---|---|
| **General Fund** | | | | | | | |
| **Natick Public Schools** | | **2015** | **2016** | **2017** | **2018** | **2019** | **Total** |
| NATICK PUBLIC SCHOOLS | KENNEDY - PURCHASE PORTABLE CLASSROOMS | 215000 | 0 | 0 | 0 | 0 | 215000 |
| NATICK PUBLIC SCHOOLS | FEASIBILITY STUDY FOR MEMORIAL FIELD IMPROVEMENTS | 50000 | 0 | 0 | 0 | 0 | 50000 |
| NATICK PUBLIC SCHOOLS | REPLACE NSD-84 | 42000 | 0 | 0 | 0 | 0 | 42000 |
| NATICK PUBLIC SCHOOLS | REPLACE NSD-80 (DELIVERY TRUCK) | 0 | 0 | 41000 | 0 | 0 | 41000 |
| **Total Natick Public Schools** | | **307000** | **0** | **41000** | **0** | **0** | **348000** |
| **Morse Institute Library** | | | | | | | |
| MORSE INSTITUTE LIBRARY | STACK LIGHTING FOR CHILDREN'S ROOM MAIN SHELVES | 0 | 16000 | 0 | 0 | 0 | 16000 |
| MORSE INSTITUTE LIBRARY | PICTURE BOOK SHELF LIGHTING | 0 | 10000 | 0 | 0 | 0 | 10000 |
| **Total Morse Institute Library** | | **0** | **26000** | **0** | **0** | **0** | **26000** |
| **Police Department** | | | | | | | |
| POLICE DEPARTMENT | CRUISER REPLACEMENT | 183900 | 188900 | 193900 | 198900 | 203900 | 969500 |
| POLICE DEPARTMENT | DICTATION SYSTEM REPLACEMENT | 30000 | 0 | 0 | 0 | 0 | 30000 |
| POLICE DEPARTMENT | REPLACE LAPTOP COMPUTERS | 13500 | 0 | 0 | 12000 | 15000 | 40500 |
| POLICE DEPARTMENT | POLICE MOBILITY VEHICLE | 10000 | 0 | 0 | 0 | 0 | 10000 |
| POLICE DEPARTMENT | REPLACE FURNITURE | 10000 | 0 | 0 | 0 | 0 | 10000 |
| POLICE DEPARTMENT | REPLACE ELECTRONIC CONTROL DEVICES | 0 | 23000 | 0 | 0 | 0 | 23000 |
| POLICE DEPARTMENT | REPLACE SHOTGUNS | 0 | 0 | 0 | 10500 | 0 | 10500 |
| POLICE DEPARTMENT | REPLACE BULLET PROOF VESTS | 0 | 0 | 0 | 0 | 50000 | 50000 |
| **Total Police Department** | | **247400** | **211900** | **193900** | **221400** | **268900** | **1143500** |
| **Fire Department** | | | | | | | |
| FIRE DEPARTMENT | REPLACE AMBULANCE 3 | 205000 | 0 | 0 | 0 | 0 | 205000 |
| FIRE DEPARTMENT | REPLACE FIRE PICKUP 3/PLOW | 75000 | 0 | 0 | 0 | 0 | 75000 |
| FIRE DEPARTMENT | TURN OUT GEAR/ FIREFIGHTER PROTECTIVE CLOTHING | 75000 | 0 | 0 | 0 | 0 | 75000 |
| FIRE DEPARTMENT | REPLACE THERMAL IMAGING CAMERAS | 30000 | 0 | 0 | 0 | 0 | 30000 |
| FIRE DEPARTMENT | REPLACE MULTI GAS METERS | 30000 | 0 | 0 | 0 | 0 | 30000 |
| FIRE DEPARTMENT | PURCHASE ADDITIONAL AUTOMATED STRETCHER | 14000 | 0 | 0 | 0 | 0 | 14000 |
| FIRE DEPARTMENT | EMERGENCY TRAINING EQUIPMENT | 10000 | 0 | 0 | 0 | 0 | 10000 |
| FIRE DEPARTMENT | CONSTRUCTION OF TRAINING FACILITY | 0 | 750000 | 0 | 0 | 0 | 750000 |
| FIRE DEPARTMENT | INCIDENT SUPPORT VEHICLE/BOX TRUCK | 0 | 90000 | 0 | 0 | 0 | 90000 |
| FIRE DEPARTMENT | MOBILE DATA TERMINALS/ COMPUTERS ON APPARATUS | 0 | 70000 | 0 | 0 | 0 | 70000 |
| FIRE DEPARTMENT | REPLACE NFD CAR-1 | 0 | 28500 | 0 | 0 | 0 | 28500 |

# Town of Natick

**FY 2015-2019 Capital Plan Summary**

*FY 2015-2019 Capital Improvement Plan*

| Department/Division | Description | 2015 | 2016 | 2017 | 2018 | 2019 | Total |
|---|---|---|---|---|---|---|---|
| FIRE DEPARTMENT | REPLACE FIRE STATION 4 (WEST NATICK) | 0 | 0 | 7000000 | 0 | 0 | 7000000 |
| FIRE DEPARTMENT | REPLACE 2001 FIRE PUMPER | 0 | 0 | 535000 | 0 | 0 | 535000 |
| FIRE DEPARTMENT | REPLACE AMBULANCE | 0 | 0 | 210000 | 0 | 0 | 210000 |
| FIRE DEPARTMENT | DEFIBRILATOR PURCHASE | 0 | 0 | 30000 | 0 | 0 | 30000 |
| FIRE DEPARTMENT | PURCHASE ADDITIONAL AUTO PULSE/ AUTOMATED CPR | 0 | 0 | 13000 | 0 | 0 | 13000 |
| FIRE DEPARTMENT | REPLACE L-1 WITH A PLATFORM/LADDER | 0 | 0 | 0 | 0 | 1250000 | 1250000 |
| **Total Fire Department** | | **439000** | **938500** | **7788000** | **0** | **1250000** | **10415500** |
| **DPW Engineering** | | | | | | | |
| PUBLIC WORKS ENGINEERING | ROADWAY IMPROVEMENTS PINE STREET | 2000000 | 0 | 0 | 0 | 0 | 2000000 |
| PUBLIC WORKS ENGINEERING | CH90 ROAD IMPROVEMENTS [1] | 750000 | 750000 | 750000 | 750000 | 750000 | 3750000 |
| PUBLIC WORKS ENGINEERING | POND ST. SIDEWALK & GUARD RAIL REPLACEMENT | 285000 | 0 | 0 | 0 | 0 | 285000 |
| PUBLIC WORKS ENGINEERING | ROADWAY IMPROVEMENTS COTTAGE STREET | 0 | 1750000 | 0 | 0 | 0 | 1750000 |
| PUBLIC WORKS ENGINEERING | ROADS & SIDEWALKS (COLLECTOR/ARTERIAL) | 0 | 1500000 | 1500000 | 1500000 | 1500000 | 6000000 |
| PUBLIC WORKS ENGINEERING | ENGINEERING & REPAIRS TO THE CHARLES RIVER DAM | 0 | 580000 | 875000 | 0 | 0 | 1455000 |
| PUBLIC WORKS ENGINEERING | REHAB. - CHARLES RIVER BRIDGE | 0 | 500000 | 0 | 0 | 0 | 500000 |
| PUBLIC WORKS ENGINEERING | WILLOW ST. DRAINAGE IMPROVEMENTS | 0 | 500000 | 0 | 0 | 0 | 500000 |
| PUBLIC WORKS ENGINEERING | MIDDLE ST. DRAINAGE IMPROVEMENTS | 0 | 250000 | 1000000 | 0 | 0 | 1250000 |
| PUBLIC WORKS ENGINEERING | STORMWATER MANAGEMENT REGULATION IMPACT STUDY | 0 | 50000 | 0 | 0 | 0 | 50000 |
| PUBLIC WORKS ENGINEERING | REHAB. - JENNINGS POND DAM | 0 | 0 | 0 | 125000 | 0 | 125000 |
| PUBLIC WORKS ENGINEERING | REPLACE E-3 | 0 | 0 | 0 | 28000 | 0 | 28000 |
| **Total DPW Engineering** | | **3035000** | **5880000** | **4125000** | **2403000** | **2250000** | **17693000** |
| **DPW Equipment Maintenance** | | | | | | | |
| PUBLIC WORKS EQUIPMENT MAINT | REPLACE M-2 (TRUCK) | 100000 | 0 | 0 | 0 | 0 | 100000 |
| PUBLIC WORKS EQUIPMENT MAINT | REPLACE M-1 (VEHICLE) | 28500 | 0 | 0 | 0 | 0 | 28500 |
| PUBLIC WORKS EQUIPMENT MAINT | FORK LIFT | 20000 | 0 | 0 | 0 | 0 | 20000 |
| PUBLIC WORKS EQUIPMENT MAINT | REPLACE PORTABLE LIFTS | 0 | 0 | 50000 | 0 | 0 | 50000 |
| **Total DPW Equipment Maintenance** | | **148500** | **0** | **50000** | **0** | **0** | **198500** |
| **DPW Highway** | | | | | | | |
| PUBLIC WORKS HIGHWAY | REPLACE S-37 CHASSIS AND HOOKLIFT | 230000 | 0 | 0 | 0 | 0 | 230000 |
| PUBLIC WORKS HIGHWAY | REPLACE S-38 (SMALL MULTI-BODY TRUCK) | 130000 | 0 | 0 | 0 | 0 | 130000 |
| PUBLIC WORKS HIGHWAY | REPLACE H-68 (1 TON ASPHALT ROLLER) | 22000 | 0 | 0 | 0 | 0 | 22000 |
| PUBLIC WORKS HIGHWAY | REPLACE DUMPSTERS | 12500 | 12500 | 12500 | 12500 | 12500 | 62500 |
| PUBLIC WORKS HIGHWAY | GUARDRAIL (VARIOUS LOCATIONS) | 10000 | 10000 | 10000 | 10000 | 10000 | 50000 |

# Town of Natick

**FY 2015-2019 Capital Plan Summary**

*FY 2015-2019 Capital Improvement Plan*

| Department/Division | Description | 2015 | 2016 | 2017 | 2018 | 2019 | Total |
|---|---|---|---|---|---|---|---|
| PUBLIC WORKS HIGHWAY | REPLACE H-57 (FRONT-END LOADER) | 0 | 175000 | 0 | 0 | 0 | 175000 |
| PUBLIC WORKS HIGHWAY | REPLACE H-61 (SIDEWALK MACHINE) | 0 | 142000 | 0 | 0 | 0 | 142000 |
| PUBLIC WORKS HIGHWAY | IMPLEMENTATION OF GRAVEL PIT MASTER PLAN | 0 | 100000 | 0 | 0 | 0 | 100000 |
| PUBLIC WORKS HIGHWAY | REPLACE S-31 (TRASH PACKER) | 0 | 0 | 280000 | 0 | 0 | 280000 |
| PUBLIC WORKS HIGHWAY | REPLACE H-63 (STREET SWEEPER) | 0 | 0 | 190000 | 0 | 0 | 190000 |
| PUBLIC WORKS HIGHWAY | REPLACE H-58 (FRONT END LOADER) | 0 | 0 | 185000 | 0 | 0 | 185000 |
| PUBLIC WORKS HIGHWAY | REPLACE H-50 (DUMP TRUCK) | 0 | 0 | 135000 | 0 | 0 | 135000 |
| PUBLIC WORKS HIGHWAY | REPLACE S-32 (TRASH PACKER) | 0 | 0 | 0 | 290000 | 0 | 290000 |
| PUBLIC WORKS HIGHWAY | REPLACE H-73 (2 TON ASPHALT ROLLER) | 0 | 0 | 0 | 23000 | 0 | 23000 |
| PUBLIC WORKS HIGHWAY | REPLACE S-33 | 0 | 0 | 0 | 0 | 295000 | 295000 |
| PUBLIC WORKS HIGHWAY | AUTOMATED LOADER SCALE | 0 | 0 | 0 | 0 | 10000 | 10000 |
| **Total DPW Highway** | | **404500** | **439500** | **812500** | **335500** | **327500** | **2319500** |
| **DPW Land, Facilities and Natural Resources** | | | | | | | |
| PUBLIC WORKS LND FAC/NAT RES | FIELD RENOVATIONS | 66000 | 0 | 0 | 0 | 0 | 66000 |
| PUBLIC WORKS LND FAC/NAT RES | TREE REPLACEMENT | 30000 | 30000 | 30000 | 30000 | 30000 | 150000 |
| PUBLIC WORKS LND FAC/NAT RES | REPLACE FIELD UTILITY TRACTOR | 20000 | 0 | 0 | 0 | 0 | 20000 |
| PUBLIC WORKS LND FAC/NAT RES | REPLACE LF-9 (BUCKET TRUCK) | 0 | 200000 | 0 | 0 | 0 | 200000 |
| PUBLIC WORKS LND FAC/NAT RES | REPLACE 1999 WOOD CHIPPER | 0 | 90000 | 0 | 0 | 0 | 90000 |
| PUBLIC WORKS LND FAC/NAT RES | FIELD RENOVATIONS | 0 | 75000 | 0 | 0 | 0 | 75000 |
| PUBLIC WORKS LND FAC/NAT RES | REPLACE FIELD UTILITY TRACTOR/SMITHCO | 0 | 20000 | 0 | 0 | 0 | 20000 |
| PUBLIC WORKS LND FAC/NAT RES | FIELD RENOVATIONS | 0 | 0 | 146000 | 0 | 0 | 146000 |
| PUBLIC WORKS LND FAC/NAT RES | ATHLETIC FIELD MOWER | 0 | 0 | 80000 | 0 | 0 | 80000 |
| PUBLIC WORKS LND FAC/NAT RES | REPLACE LF-1 | 0 | 0 | 28500 | 0 | 0 | 28500 |
| PUBLIC WORKS LND FAC/NAT RES | REPLACE LF-19 HUSTLER Z MOWER | 0 | 0 | 18000 | 0 | 0 | 18000 |
| PUBLIC WORKS LND FAC/NAT RES | ADDITIONAL EQUIPMENT ATTACHMENTS | 0 | 0 | 16000 | 0 | 0 | 16000 |
| PUBLIC WORKS LND FAC/NAT RES | REPLACE LF-17 (LAWN MOWER) | 0 | 0 | 0 | 15000 | 0 | 15000 |
| PUBLIC WORKS LND FAC/NAT RES | REPLACE LF-11 (LAWN MOWER) | 0 | 0 | 0 | 15000 | 0 | 15000 |
| **Total DPW Land, Facilities and Natural Resources** | | **116000** | **415000** | **318500** | **60000** | **30000** | **939500** |
| **Community Services** | | | | | | | |
| PARKS & RECREATION | RECREATION PARKS AND FIELDS STUDY | 50000 | 0 | 0 | 0 | 0 | 50000 |
| PARKS & RECREATION | HISTORICAL MONUMENT RESTORATION | 15000 | 15000 | 15000 | 0 | 0 | 45000 |
| PARKS & RECREATION | DUG POND PIER [3] | 5000 | 5000 | 5000 | 5000 | 5000 | 25000 |
| COUNCIL ON AGING | BUS [2] | 0 | 65000 | 0 | 0 | 0 | 65000 |
| **Total Community Services** | | **70000** | **85000** | **20000** | **5000** | **5000** | **185000** |

# Town of Natick

**FY 2015-2019 Capital Plan Summary**

*FY 2015-2019 Capital Improvement Plan*

| Department/Division | Description | 2015 | 2016 | 2017 | 2018 | 2019 | Total |
|---|---|---|---|---|---|---|---|
| **Town Administrator/Selectmen/Moderator** | | | | | | | |
| MODERATOR/TOWN ADMIN. | ELECTRONIC VOTING DEVICES FOR TOWN MEETING | 50000 | 0 | 0 | 0 | 0 | 50000 |
| **Total Town Administrator/Selectmen/Moderator** | | **50000** | **0** | **0** | **0** | **0** | **50000** |
| **Finance** | | | | | | | |
| FINANCE | ACCOUNTS RECIEVABLE SOFTWARE CONVERSION | 285000 | 0 | 0 | 0 | 0 | 285000 |
| **Total Finance** | | **285000** | **0** | **0** | **0** | **0** | **285000** |
| **Information Technology** | | | | | | | |
| INFORMATION TECHNOLOGY | TELEPHONE SYSTEM UPGRADE | 750000 | 0 | 0 | 0 | 0 | 750000 |
| INFORMATION TECHNOLOGY | DOCUMENT ARCHIVING | 250000 | 250000 | 250000 | 0 | 0 | 750000 |
| INFORMATION TECHNOLOGY | NETWORK ASSESSMENT | 50000 | 0 | 0 | 0 | 0 | 50000 |
| INFORMATION TECHNOLOGY | COMMUNITY SENIOR CENTER DAS SYSTEM | 0 | 0 | 0 | 100000 | 0 | 100000 |
| **Total Information Technology** | | **1050000** | **250000** | **250000** | **100000** | **0** | **1650000** |
| **Town Clerk** | | | | | | | |
| TOWN CLERK | PRESERVATION OF HISTORICAL RECORDS | 100000 | 100000 | 100000 | 100000 | 0 | 400000 |
| TOWN CLERK | VOTING BOOTHS | 40000 | 0 | 0 | 0 | 0 | 40000 |
| **Total Town Clerk** | | **140000** | **100000** | **100000** | **100000** | **0** | **440000** |
| **Community Development** | | | | | | | |
| COMMUNITY DEVELOPMENT | KANSAS STREET RECONSTRUCTION [4] | 2000000 | 0 | 0 | 0 | 0 | 2000000 |
| COMMUNITY DEVELOPMENT | MAIN STREET IMPROVEMENTS | 75000 | 0 | 1250000 | 0 | 0 | 1325000 |
| COMMUNITY DEVELOPMENT | ROUTE 27 IMPROVEMENTS - CONSTRUCTION [45] | 0 | 11000000 | 0 | 0 | 0 | 11000000 |
| COMMUNITY DEVELOPMENT | DOWNTOWN PARKING GARAGE | 0 | 7000000 | 0 | 0 | 0 | 7000000 |
| **Total Community Development** | | **2075000** | **18000000** | **1250000** | **0** | **0** | **21325000** |
| **Facilities Management** | | | | | | | |
| FACILITIES MANAGEMENT | RENOVATION OF TOWN HALL OFFICES | 400000 | 0 | 0 | 0 | 0 | 400000 |
| FACILITIES MANAGEMENT | TOWN HALL HVAC | 140000 | 0 | 0 | 0 | 0 | 140000 |
| FACILITIES MANAGEMENT | AIR HANDLER UNITS (COLE) | 100000 | 0 | 0 | 0 | 0 | 100000 |
| FACILITIES MANAGEMENT | WILSON - PARKING LOT EXPANSION | 50000 | 0 | 0 | 0 | 0 | 50000 |
| FACILITIES MANAGEMENT | REPLACE B-2 (VAN) | 35000 | 0 | 0 | 0 | 0 | 35000 |
| FACILITIES MANAGEMENT | CARPET REPLACEMENT - TOWN HALL | 30000 | 30000 | 30000 | 0 | 0 | 90000 |
| FACILITIES MANAGEMENT | DPW MAINT GARAGE HEATER REPLACEMENT | 30000 | 0 | 0 | 0 | 0 | 30000 |

# Town of Natick

**FY 2015-2019 Capital Plan Summary**

*FY 2015-2019 Capital Improvement Plan*

| Department/Division | Description | 2015 | 2016 | 2017 | 2018 | 2019 | Total |
|---|---|---|---|---|---|---|---|
| FACILITIES MANAGEMENT | RELOCATE METERS AT SOLAR PANELS | 15000 | 0 | 0 | 0 | 0 | 15000 |
| FACILITIES MANAGEMENT | EXTERIOR PAINTING (90 OAK ST) | 15000 | 0 | 0 | 0 | 0 | 15000 |
| FACILITIES MANAGEMENT | KENNEDY-REPLACE EXTERIOR WINDOWS | 0 | 850000 | 0 | 0 | 0 | 850000 |
| FACILITIES MANAGEMENT | KENNEDY-REPLACE LARGE HVAC UNITS | 0 | 300000 | 300000 | 0 | 0 | 600000 |
| FACILITIES MANAGEMENT | MEMORIAL- REPAVE PARKING AREAS | 0 | 300000 | 0 | 0 | 0 | 300000 |
| FACILITIES MANAGEMENT | KENNEDY-REPLACE CLASSROOM UNIVENTS + DDC | 0 | 200000 | 0 | 0 | 0 | 200000 |
| FACILITIES MANAGEMENT | BROWN- REPLACE UNIT VENTILATORS IN CLASSROOMS | 0 | 170000 | 0 | 0 | 0 | 170000 |
| FACILITIES MANAGEMENT | KENNEDY- REPLACE EXTERIOR DOORS | 0 | 140000 | 0 | 0 | 0 | 140000 |
| FACILITIES MANAGEMENT | WILSON-ADMINISTRATIVE CARPETS | 0 | 20000 | 0 | 0 | 0 | 20000 |
| FACILITIES MANAGEMENT | MEMORIAL-REPLACE EXTERIOR WINDOWS | 0 | 0 | 1000000 | 0 | 0 | 1000000 |
| FACILITIES MANAGEMENT | LILJA- ROOF REPLACEMENT | 0 | 0 | 550000 | 0 | 0 | 550000 |
| FACILITIES MANAGEMENT | WILSON-REPLACE AUDITORIUM A/C COMPRESSORS | 0 | 0 | 50000 | 0 | 0 | 50000 |
| FACILITIES MANAGEMENT | BEN-HEM - REPLACE LIBRARY CARPET | 0 | 0 | 25000 | 0 | 0 | 25000 |
| FACILITIES MANAGEMENT | MEMORIAL-INSTALL FIRE SPRINKLER SYSTEM | 0 | 0 | 0 | 550000 | 0 | 550000 |
| FACILITIES MANAGEMENT | BROWN- ROOF REPLACEMENT | 0 | 0 | 0 | 550000 | 0 | 550000 |
| FACILITIES MANAGEMENT | KENNEDY- REPLACE VAT FLOOR TILE | 0 | 0 | 0 | 300000 | 300000 | 600000 |
| FACILITIES MANAGEMENT | KENNEDY-INSTALL FIRE SPRINKLER SYSTEM | 0 | 0 | 0 | 0 | 850000 | 850000 |
| FACILITIES MANAGEMENT | ROOF (90 OAK STREET) | 0 | 0 | 0 | 0 | 160000 | 160000 |
| **Total Facilities Management** | | **815000** | **2010000** | **1955000** | **1400000** | **1310000** | **7490000** |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Total General Fund** | **9182400** | **28355900** | **16903900** | **4624900** | **5441400** | **64508500** |
| less grants, subsidies, mititgation funds, etc… | -2755000 | -11820000 | -3255000 | -755000 | -755000 | -19340000 |
| **Net General Fund** | **6427400** | **16535900** | **13648900** | **3869900** | **4686400** | **45168500** |

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

# Town of Natick

**FY 2015-2019 Capital Plan Summary**

*FY 2015-2019 Capital Improvement Plan*

| Department/Division | Description | 2015 | 2016 | 2017 | 2018 | 2019 | Total |
|---|---|---|---|---|---|---|---|
| **Enterprise Funds** | | | | | | | |
| **Water & Sewer Enterprise** | | **2015** | **2016** | **2017** | **2018** | **2019** | **Total** |
| WATER & SEWER ENTERPRISE | SEWER STATION GENERATORS | 360000 | 0 | 0 | 250000 | 0 | 610000 |
| WATER & SEWER ENTERPRISE | REPLACE GROUND WATER WELLS | 300000 | 300000 | 0 | 0 | 0 | 600000 |
| WATER & SEWER ENTERPRISE | SEWER PUMP STATION REPLACEMENT | 230000 | 0 | 0 | 0 | 0 | 230000 |
| WATER & SEWER ENTERPRISE | SEWER MAIN RELINING | 150000 | 150000 | 150000 | 150000 | 150000 | 750000 |
| WATER & SEWER ENTERPRISE | WATER METER RADIO TRANSMITTERS | 150000 | 100000 | 0 | 0 | 0 | 250000 |
| WATER & SEWER ENTERPRISE | REPLACE W-16 (BACKHOE) | 135000 | 0 | 0 | 0 | 0 | 135000 |
| WATER & SEWER ENTERPRISE | INSTALL SEWER GRINDER PUMP | 100000 | 0 | 0 | 0 | 0 | 100000 |
| WATER & SEWER ENTERPRISE | REPLACE W-4 RANGER (TRUCK) | 45000 | 0 | 0 | 0 | 0 | 45000 |
| WATER & SEWER ENTERPRISE | MESSAGE BOARD | 14000 | 0 | 0 | 0 | 0 | 14000 |
| WATER & SEWER ENTERPRISE | BOOSTER PUMP - GLENRIDGE | 0 | 375000 | 0 | 0 | 0 | 375000 |
| WATER & SEWER ENTERPRISE | REPLACE W-19 VACTOR | 0 | 250000 | 0 | 0 | 0 | 250000 |
| WATER & SEWER ENTERPRISE | VFD INSTALLS & CONTROLS | 0 | 180000 | 150000 | 0 | 0 | 330000 |
| WATER & SEWER ENTERPRISE | REPLACE SCADA PLC/CPU EQUIPMENT | 0 | 125000 | 0 | 0 | 0 | 125000 |
| WATER & SEWER ENTERPRISE | REPLACE W-10 (1 TON WORK TRUCK) | 0 | 50000 | 0 | 0 | 0 | 50000 |
| WATER & SEWER ENTERPRISE | REPLACE W-2 (VEHICLE) | 0 | 28000 | 0 | 0 | 0 | 28000 |
| WATER & SEWER ENTERPRISE | ROUTE 30 WATER MAIN LOOP | 0 | 0 | 420000 | 0 | 0 | 420000 |
| WATER & SEWER ENTERPRISE | TOWN FOREST RESERVOIR WATER MAIN UPGRADE | 0 | 0 | 360000 | 0 | 0 | 360000 |
| WATER & SEWER ENTERPRISE | REPLACE W-23 (DUMP TRUCK) | 0 | 0 | 225000 | 0 | 0 | 225000 |
| WATER & SEWER ENTERPRISE | CAPT TOM'S BOOSTER PUMP | 0 | 0 | 200000 | 0 | 0 | 200000 |
| WATER & SEWER ENTERPRISE | REPACE WS#6 GENERATOR | 0 | 0 | 47000 | 0 | 0 | 47000 |
| WATER & SEWER ENTERPRISE | REPLACE W-12 (AIR COMPRESSOR) | 0 | 0 | 30000 | 0 | 0 | 30000 |
| WATER & SEWER ENTERPRISE | RUNNING BROOK/VESTA RD PUMP STATION | 0 | 0 | 0 | 500000 | 0 | 500000 |
| WATER & SEWER ENTERPRISE | SPRINGVALE TONKA FILTER MEDIA REPLACEMENT | 0 | 0 | 0 | 300000 | 0 | 300000 |
| WATER & SEWER ENTERPRISE | REPLACE W-29 2008 SERVICE TRUCK | 0 | 0 | 0 | 53000 | 0 | 53000 |
| WATER & SEWER ENTERPRISE | REPLACE W-8 (GENERATOR) | 0 | 0 | 0 | 47000 | 0 | 47000 |
| WATER & SEWER ENTERPRISE | REPLACE W-11 (AIR COMPRESSOR) | 0 | 0 | 0 | 30000 | 0 | 30000 |
| WATER & SEWER ENTERPRISE | REPLACE W-30 2010 VACTOR | 0 | 0 | 0 | 0 | 250000 | 250000 |
| WATER & SEWER ENTERPRISE | REPLACE W-24 2007 PICK UP TRUCK | 0 | 0 | 0 | 0 | 35000 | 35000 |
| WATER & SEWER ENTERPRISE | REPLACE EQUIPMENT TRAILERS | 0 | 0 | 0 | 0 | 10000 | 10000 |
| WATER & SEWER ENTERPRISE | WATER MAIN RELINING PHASE 6 | 0 | 0 | 0 | 0 | 0 | 0 |
| WATER & SEWER ENTERPRISE | CHLORINE UPGRADE ELM BANK/PINE OAKS/MORSE POND | 0 | 0 | 0 | 0 | 0 | 0 |
| WATER & SEWER ENTERPRISE | SPRINGVALE IRON/MANGANESE DEWATERING PIT | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Water & Sewer Enterprise** | | **1484000** | **1558000** | **1582000** | **1330000** | **445000** | **6399000** |
| *Less grants, subsides, etc.* | | -150000 | -150000 | -150000 | -150000 | -150000 | -750000 |

# Town of Natick

**FY 2015-2019 Capital Plan Summary**

*FY 2015-2019 Capital Improvement Plan*

| Department/Division | Description | 2015 | 2016 | 2017 | 2018 | 2019 | Total |
|---|---|---|---|---|---|---|---|
| **Net Water/Sewer (dependent upon rates)** | | **1334000** | **1408000** | **1432000** | **1180000** | **295000** | **5649000** |

| Sassamon Trace Enterprise | | 2015 | 2016 | 2017 | 2018 | 2019 | Total |
|---|---|---|---|---|---|---|---|
| SASSAMON TRACE | PARKING LOT EXTENSION | 0 | 20000 | 0 | 0 | 0 | 20000 |
| SASSAMON TRACE | PAVING OF GOLF COURSE CART PATHS | 0 | 10000 | 10000 | 10000 | 10000 | 40000 |
| SASSAMON TRACE | SASSAMON TRACE IRRIGATION WELL | 0 | 0 | 75000 | 0 | 0 | 75000 |
| **Total Sassamon Trace Enterprise** | | **0** | **30000** | **85000** | **10000** | **10000** | **135000** |

| Total All Funds | 2015 | 2016 | 2017 | 2018 | 2019 | Total |
|---|---|---|---|---|---|---|
| **General Fund** | **9182400** | **28355900** | **16903900** | **4624900** | **5441400** | **64508500** |
| **Water/Sewer Enterprise** | **1484000** | **1558000** | **1582000** | **1330000** | **445000** | **6399000** |
| **Sassamon Trace** | **0** | **30000** | **85000** | **10000** | **10000** | **135000** |
| **Gross Capital Requests** | **10666400** | **29943900** | **18570900** | **5964900** | **5896400** | **71042500** |
| *less subsidies/offsets* | *-2905000* | *-1.2E+07* | *-3405000* | *-905000* | *-905000* | *-20090000* |
| **Net Capital Requests** | **7761400** | **17973900** | **15165900** | **5059900** | **4991400** | **50952500** |

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# Appendices

A - Financial Information
B - Legal Information
C - Glossary
D - Demographics & Information
E – Program Improvement Requests

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# Section XIII:
# Appendix A: Financial Information


| | |
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# Town of Natick - Financial Management Principles

**PART 1: GENERAL**

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

**PART 2: PRINCIPLES**

**Reserves: Use and Recommended Balances**

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

**Capital Planning and Budgeting**

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

**Debt Issuance and Management**

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

**Financial Planning and Forecasting**

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

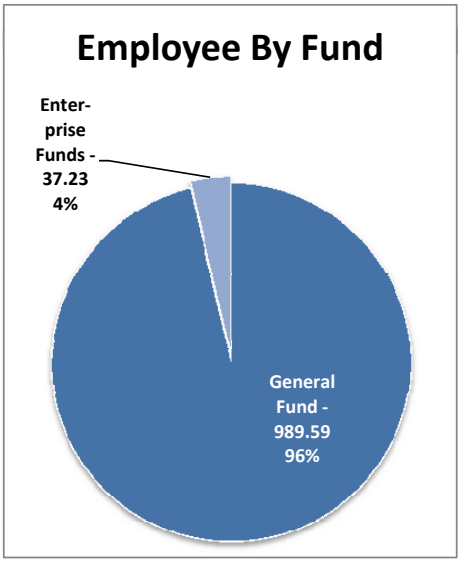
**Cash Management**

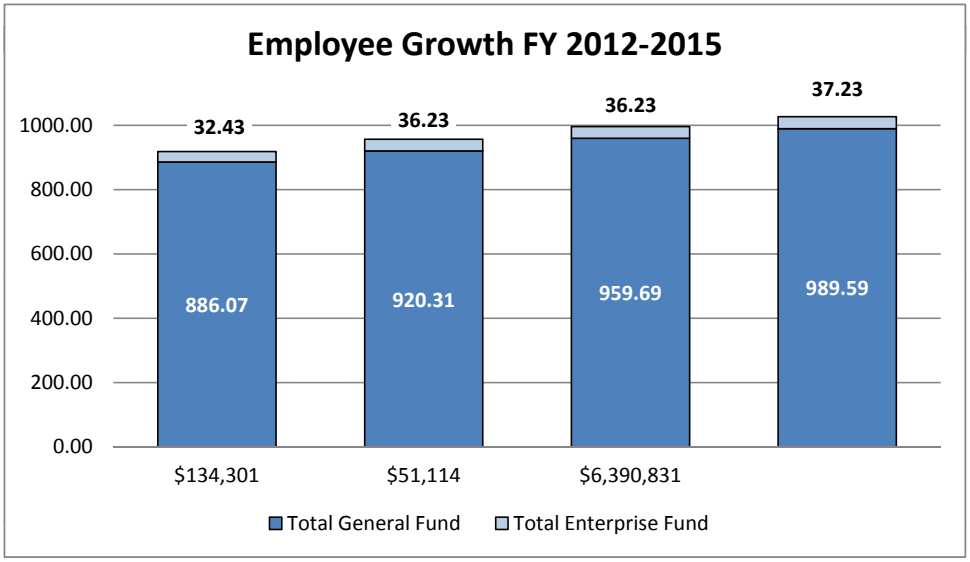
- Balances in prior Town Meeting funding articles shall be reviewed annually and excess balances shall be closed out to free cash.
- Fees and charges will be reviewed regularly to ensure that – where appropriate – they cover direct and indirect costs associated with the related service.

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

# Consolidated Staffing History

| | FY 2012 | | FY 2013 | | FY 2014 | | FY 2015 | |
|---|---|---|---|---|---|---|---|---|
| | FTE | Appropriated Compensation | FTE | Appropriated Compensation | FTE | Appropriated Compensation | FTE | Preliminary |
| Natick Public Schools | 585.00 | $ 38,123,038 | 568.70 | $ 37,422,067 | 598.40 | $ 39,493,687 | 620.90 | $ 42,342,799 |
| Morse Institute | 30.79 | $ 1,570,198 | 31.07 | $ 1,597,683 | 31.56 | $ 1,682,600 | 31.68 | $ 1,749,659 |
| Bacon Free Library | 1.93 | $ 105,173 | 2.26 | $ 114,533 | 2.36 | $ 124,032 | 2.64 | $ 134,301 |
| Parking Enforcement | 0.80 | $ 31,909 | 0.80 | $ 31,950 | 1.20 | $ 49,661 | 1.20 | $ 51,114 |
| Police Department | 67.23 | $ 5,634,841 | 69.73 | $ 5,966,524 | 69.73 | $ 6,161,876 | 71.73 | $ 6,390,831 |
| Fire Department | 83.00 | $ 6,982,577 | 88.00 | $ 7,187,556 | 88.00 | $ 7,280,512 | 88.00 | $ 7,293,833 |
| Public Works | 53.75 | $ 3,226,409 | 47.75 | $ 2,989,561 | 50.10 | $ 3,163,512 | 53.10 | $ 3,405,850 |
| Community Services | 18.38 | $ 1,041,723 | 18.88 | $ 1,121,526 | 20.77 | $ 1,214,038 | 20.01 | $ 1,201,631 |
| Board of Health | 5.67 | $ 372,846 | 6.00 | $ 393,185 | 6.00 | $ 406,653 | 6.00 | $ 408,582 |
| Selectmen | 6.55 | $ 573,329 | 6.55 | $ 591,168 | 8.05 | $ 662,334 | 9.05 | $ 838,891 |
| Finance | 14.52 | $ 970,735 | 15.52 | $ 991,204 | 16.02 | $ 1,099,223 | 17.03 | $ 1,164,431 |
| Information Tech. | 3.00 | $ 238,945 | 3.00 | $ 241,759 | 4.00 | $ 295,322 | 4.00 | $ 315,863 |
| Town Clerk & Elections | 4.00 | $ 241,410 | 4.00 | $ 271,784 | 4.00 | $ 245,680 | 4.00 | $ 279,305 |
| Sealer | 0.40 | $ 14,659 | 0.40 | $ 14,659 | 0.40 | $ 14,659 | 0.40 | $ 14,659 |
| Community Development | 11.05 | $ 703,350 | 11.65 | $ 740,382 | 12.10 | $ 837,604 | 12.85 | $ 843,978 |
| Facilities Management | 0.00 | $ - | 46.00 | $ 2,354,606 | 47.00 | $ 2,477,217 | 47.00 | $ 2,568,920 |
| **Total General Fund** | **886.07** | **$ 59,831,142** | **920.31** | **$ 62,030,147** | **959.69** | **$ 65,208,610** | **989.59** | **$ 69,004,647** |
| Water & Sewer Enterprise Fund | 28.13 | $ 1,719,571 | 28.62 | $ 1,792,142 | 28.62 | $ 1,828,958 | 29.62 | $ 1,936,345 |
| Sassamon Trace Golf Course | 4.30 | $ 144,707 | 7.61 | $ 195,689 | 7.61 | $ 265,450 | 7.61 | $ 279,013 |
| **Total Enterprise Fund** | **32.43** | **$ 1,864,278** | **36.23** | **$ 1,987,831** | **36.23** | **$ 2,094,408** | **37.23** | **$ 2,215,358** |
| **Total All Funds** | **918.50** | **$ 61,695,420** | **956.54** | **$ 64,017,978** | **995.92** | **$ 67,303,018** | **1026.82** | **$ 71,220,005** |



# Consolidated Staffing History

| Natick Public Schools | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| **School Staff (in FTE's)** | | | | | |
| Elementary Classroom Teachers | 108.5 | 108.5 | 112.6 | 114.7 | 116.5 |
| Middle School Classroom Teachers | 92.9 | 93.4 | 96.8 | 99.2 | 100.3 |
| High School Classroom Teachers | 78.6 | 78.6 | 81.6 | 83.2 | 89.8 |
| High School Department Heads | 4.2 | 4.2 | 4.2 | 3.6 | 3.6 |
| Middle School Department Heads | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 |
| Librarians & Assistants | 12.0 | 12.0 | 12.0 | 11.8 | 11.8 |
| Special Education Teachers | 56.8 | 56.8 | 56.8 | 56.5 | 61.5 |
| Guidance Counselors/Psychologists | 22.4 | 22.4 | 23.6 | 24.4 | 25.4 |
| Nurses | 8.8 | 8.8 | 9.3 | 10.9 | 10.9 |
| Medical & Therapeutics Services | 16.7 | 16.7 | 13.6 | 21.2 | 23.7 |
| Paraprofessionals | 76.4 | 76.4 | 87.5 | 97.8 | 101.3 |
| Custodians / Maintenance Personnel | 37.0 | 37.0 | 0.0 | 0.0 | 0.0 |
| Administrative & Clerical Staff | 22.0 | 22.0 | 22.5 | 23.9 | 23.9 |
| **Sub-Total - School Staff** | **538.3** | **538.8** | **522.5** | **549.2** | **570.7** |
| **Administrative Staff (in FTE's)** | | | | | |
| Principals & Vice Principals | 14.0 | 14.0 | 14.0 | 15.0 | 15.0 |
| District-Wide Administration | 5.0 | 5.0 | 5.0 | 6.0 | 6.0 |
| District - Wide Instruction | 4.2 | 4.2 | 4.2 | 5.2 | 6.2 |
| District-Wide Admin and Finance | 12.0 | 12.0 | 12.0 | 12.0 | 12.0 |
| Information Technology | 9.0 | 11.0 | 11.0 | 11.0 | 11.0 |
| **Sub-Total- Administrative Staff** | **44.2** | **46.2** | **46.2** | **49.2** | **50.2** |
| **Grand Total** | **582.5** | **585.0** | **568.7** | **598.4** | **620.9** |

**Morse Institute Library**

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| Library Director | 1 | 1 | 1 | 1 | 1 |
| Assistant Library Director | 1 | 1 | 1 | 1 | 1 |
| Executive Assistant | 1 | 1 | 1 | 1 | 1 |
| Community Relations Coordinator | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 |
| Supervisors/Department Heads | 4 | 4 | 4 | 4 | 4 |
| Children's Librarian | 1 | 1 | 1 | 1 | 1 |
| Children's Programmer | 1 | 1 | 1 | 1 | 1 |
| Young Adult Librarian | 0 | 0.49 | 0.49 | 1 | 1 |
| Reference Librarian | 2.64 | 2.65 | 2.65 | 3.8 | 4.29 |
| Bookmobile Coordinator | 1 | 1 | 1 | 1 | 1 |
| Children's Room Associate | 1 | 1 | 1 | 1 | 1 |
| Technology Associate | 1 | 1 | 1 | 1 | 1 |
| Reference Staff | 1.21 | 1.20 | 1.20 | 0.32 | 0.32 |
| Library Assistant | 5.81 | 5.81 | 5.62 | 6.57 | 6.58 |
| Library Associate | 5.34 | 5.34 | 5.61 | 4.94 | 4.83 |
| Bookkeeper | 0.48 | 0.48 | 0.48 | 0.51 | 0.51 |
| Library Clerk | 0.56 | 0.69 | 0.69 | 0.21 | 0.21 |
| Page | 1.43 | 1.43 | 1.63 | 1.51 | 1.23 |
| Project Worker | 0 | 0 | 0 | 0 | 0 |
| Archivist (.47 FTE) | Not Counted | Not Counted | Not Counted | Not Counted | Not Counted |
| Sunday Reference Staff (.11 FTE) | Not Counted | Not Counted | Not Counted | Not Counted | Not Counted |
| Other Pages (.20 FTE) | Not Counted | Not Counted | Not Counted | Not Counted | Not Counted |
| **Total FTE** | **30.17** | **30.79** | **31.07** | **31.56** | **31.68** |
| **Total FT/PT** | **15 FT / 38 PT** | **15 FT / 38 PT** | **15 FT / 39 PT** | **16 FT / 38 PT** | **16 FT / 40 PT** |

# Consolidated Staffing History

**Bacon Free Library**

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| Library Director | 0.8 | 0.8 | 0.8 | 0.9 | 0.9 |
| Assistant Library Director | 0.65 | 0.65 | 0.65 | 0.65 | 0.71 |
| Library Assistant | 0.4 | 0.48 | 0.81 | 0.81 | 1.03 |
| **Total FTE** | **1.85** | **1.93** | **2.26** | **2.36** | **2.64** |
| **Total FT/PT** | ***1 FT / 3 PT** | ***1 FT / 3 PT** | ***1 FT / 5 PT** | ***1 FT / 5 PT** | ***1 FT / 5 PT** |

**Parking Enforcement**

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| Parking Clerk | 0 | 0 | 0 | 0 | 0 |
| Parking Enforcement Officer | 0.8 | 0.8 | 0.8 | 1.2 | 1.2 |
| **Total FTE** | **0.8** | **0.8** | **0.8** | **1.2** | **1.2** |
| **Total FT/PT** | **3 PT** | **3 PT** | **3 PT** | **3 PT** | **3 PT** |

**Natick Police Department**

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| Chief of Police | 0.5 | 1 | 1 | 1 | 1 |
| Interim Chief of Police | 0.5 | 0 | 0 | 0 | 0 |
| Executive Officer | 0.5 | 1 | 0 | 0 | 0 |
| Executive Officer/Inv. Svcs. Commander | 1 | 0 | 1 | 1 | 1 |
| Operations (Patrol) Division Commander | 1 | 0.75 | 1 | 1 | 1 |
| Investigative Services Division Commander | 0 | 1 | 0 | 0 | 0 |
| Info. Serv. & Comm. Division Commander | 0 | 0 | 0 | 0 | 0 |
| Operations Commander | 1 | 1 | 0 | 0 | 0 |
| Special Operations Commander | 0 | 0 | 0 | 0 | 0 |
| Public Information Officer/Report Review | 0 | 0 | 0 | 0 | 0 |
| Administration/Traffic Division Commander | 0 | 0 | 1 | 1 | 1 |
| Records/Support Svcs Division Commander | 0 | 0 | 1 | 1 | 1 |
| Administrative Services | 1 | 1 | 1 | 1 | 1 |
| Administration/Traffic Supervisor | 0 | 0 | 0 | 1 | 1 |
| Report Review | 1 | 0 | 0 | 0 | 0 |
| Planning Supervisor | 0 | 0 | 0 | 0 | 0 |
| Patrol Sergeants | 9 | 9.75 | 10 | 9 | 9 |
| Traffic Safety Officer | 0 | 0 | 0 | 0 | 0 |
| Patrol Officers | 28 | 28 | 31 | 30 | 31 |
| General Investigators | 4 | 4 | 4 | 4 | 4 |
| Narcotics Investigators | 2 | 2 | 2 | 2 | 2 |
| Youth Services Investigator | 1 | 1 | 1 | 1 | 1 |
| Middle School School Resource Officer | 1 | 1 | 1 | 1 | 1 |
| Court Liaison/Investigator | 0 | 0 | 0 | 1 | 1 |
| Animal Control Officer | 1 | 1 | 1 | 1 | 1 |
| School Traffic Supervisors | 1.88 | 1.88 | 1.88 | 1.88 | 1.88 |
| Records Unit Dept. Assistant | 1.85 | 1.85 | 1.85 | 1.85 | 1.85 |
| Court Liaison Officer | 1 | 1 | 0 | 0 | 0 |
| Executive Assistant | 1 | 1 | 1 | 1 | 1 |
| Dispatch Supervisor | 0 | 0 | 0 | 0 | 0 |
| Dispatchers | 9 | 9 | 9 | 9 | 10 |

# Consolidated Staffing History

| | | | | | |
|---|---|---|---|---|---|
| **Total FTE Count** | **67.2** | **67.2** | **69.7** | **69.7** | **71.7** |
| **Total Actual Personnel** | **77.0** | **77.0** | **79.0** | **79.0** | **81.0** |

**Natick Fire Department**

| **Staffing** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| | | | | | |
| Fire Chief | 1 | 1 | 1 | 1 | 1 |
| Deputy Chief | 5 | 5 | 5 | 5 | 5 |
| Captains | 5 | 5 | 5 | 5 | 5 |
| Lieutenants | 15 | 15 | 15 | 15 | 15 |
| Firefighters | 51 | 51 | 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** | **83** | **83** | **88** | **88** | **88** |
| **Total FT/PT** | **83 FT / 0 PT** | **83 FT / 0 PT** | **88 FT / 0 PT** | **88 FT / 0 PT** | **88 FT / 0 PT** |

**DPW Administration**

| **Staffing** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| | | | | | |
| Director | 0 | 1 | 1 | 1 | 1 |
| Business Manager | 1 | 0 | 0 | 0 | 0 |
| Executive Assistant | 1 | 1 | 1 | 1 | 1 |
| Administrative Analyst | 0 | 1 | 1 | 1 | 1 |
| Administrative Assistant | 0.5 | 0 | 0 | 0 | 0 |
| **Total FTE** | **2.5** | **3** | **3** | **3** | **3** |
| **Total FT/PT** | **2FT/1 PT** | **3FT/0 PT** | **3FT/1 PT** | **3FT/2 PT** | **3FT/2 PT** |

**DPW Building Maintenance**

| **Staffing** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| | | | | | |
| Division Supervisor | 1 | 1 | 0 | 0 | 0 |
| General Foreman | 1 | 1 | 0 | 0 | 0 |
| Crew Chief | 0 | 0 | 0 | 0 | 0 |
| Custodian | 4 | 4 | 0 | 0 | 0 |
| Painter | 1 | 1 | 0 | 0 | 0 |
| **Total FTE** | **7** | **7** | **0** | **0** | **0** |
| **Total FT/PT** | **7 FT/0PT** | **7 FT/0PT** | **0 FT/0PT** | **0 FT/0PT** | **0 FT/0PT** |

# Consolidated Staffing History

**DPW Engineering**

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| Division Supervisor | 1 | 1 | 1 | 1 | 1 |
| Assistant Town Engineer | 0 | 1 | 1 | 1 | 1 |
| Project Engineer | 1 | 1 | 1 | 1 | 1 |
| Records and Permit Engineer | 1 | 0 | 0 | 0 | 0 |
| Engineering Aide II | 1 | 0 | 0 | 0 | 0 |
| Engineering Aide I | 1 | 0 | 0 | 0 | 0 |
| CAD/GIS Technician | 0 | 1 | 1 | 1 | 1 |
| Construction Inspector | 0 | 0.4 | 0.4 | 0.4 | 0.4 |
| Co-Op Student | 0 | 0.35 | 0.35 | 0.7 | 0.7 |
| **Total FTE** | **5** | **4.75** | **4.75** | **5.1** | **5.1** |
| **Total FT/PT** | **5 FT/0 PT** | **4 FT/2 PT** | **4 FT/2 PT** | **4 FT/3 PT** | **4 FT/3 PT** |

**DPW Equipment Maintenance**

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| Division Supervisor | 1 | 1 | 1 | 1 | 1 |
| General Foreman | 1 | 1 | 1 | 1 | 1 |
| Lead Mechanic | 1 | 1 | 1 | 1 | 1 |
| Working Foreman | 1 | 1 | 1 | 1 | 1 |
| Mechanic/Welder | 5 | 5 | 5 | 5 | 5 |
| **Total FTE** | **9** | **9** | **9** | **9** | **9** |
| **Total FT/PT** | **9 FT/0 PT** | **9 FT/0 PT** | **9 FT/0 PT** | **9 FT/0 PT** | **9 FT/0 PT** |

**DPW Highway/Sanitation**

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| Division Supervisor | 1 | 1 | 1 | 1 | 1 |
| Highway General Foreman | 1 | 1 | 1 | 1 | 1 |
| Sanitation General Foreman | 1 | 1 | 1 | 1 | 1 |
| Working Foreman | 3 | 3 | 3 | 3 | 3 |
| Heavy Equipment Operator | 4 | 4 | 4 | 4 | 4 |
| Truck Driver | 0 | 0 | 3 | 5 | 5 |
| Skilled Laborer | 13 | 13 | 11 | 11 | 13 |
| **Total FTE** | **23** | **23** | **24** | **26** | **28** |
| **Total FT/PT** | **23 FT/0 PT** | **23 FT/0 PT** | **24 FT/0 PT** | **26 FT/0 PT** | **28 FT/0 PT** |

**DPW Land, Facilities and Natural Resources**

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| Division Supervisor | 1 | 1 | 1 | 1 | 1 |
| General Foreman | 1 | 1 | 1 | 1 | 1 |
| Working Foreman | 1 | 1 | 1 | 1 | 1 |
| Craftsmen | 1 | 1 | 1 | 1 | 1 |
| Tree Worker | 0* | 0* | 0* | 0* | 0* |
| Skilled Laborers | 3 | 3 | 3 | 3 | 4 |

# Consolidated Staffing History

| Total FTE | 7 | 7 | 7 | 7 | 8 |
|---|---|---|---|---|---|
| Total FT/PT | 7 FT/0 PT | 7 FT/0 PT | 7 FT/0 PT | 7 FT/0 PT | 8 FT/0 PT |

**Community Services**

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| Director | 0 | 0.5 | 1 | 1 | 1 |
| Special Assistant to the Director | 0 | 0 | 0 | 0 | 1 |
| **Total FTE** | **0** | **0.5** | **1** | **1** | **2** |
| **Total FT/PT** | **0 FT / 0 PT** | **0 FT / 1 PT** | **1 FT / 0 PT** | **1 FT / 0 PT** | **2 FT / 0 PT** |

**Divisions within Community Services**

**Human Services/Council on Aging**

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| Director | 1 | 1 | 1 | 1 | 1 |
| Assistant Director/Program Coordinator | 1 | 1 | 1 | 1 | 1 |
| Program Assistant | 0 | 0 | 0.3 | 0.3 | 0.3 |
| Volunteer Resources Coordinator | 0.79 | 0.9 | 0.9 | 0.9 | 0.9 |
| Program Development Coordinator | 0 | 0 | 0 | 0 | 0 |
| Case Management | 1.75 | 1.75 | 1.75 | 1.75 | 1 |
| Program Instructors | varies | varies | varies | varies | varies |
| Receptionist | 0 | 0 | 0 | 1 | 0 |
| Clerical Staff | 1.49 | 1.49 | 1.49 | 1.49 | 1.49 |
| Outreach Coordinator | 1 | 1 | 1 | 1 | 1 |
| Clinical Social Worker | 0.375 | 0.375 | 0.375 | 0.375 | 0.375 |
| Building Monitor | * | * | * | * | * |
| **Total FTE** | **7.41** | **7.52** | **7.82** | **8.82** | **7.06** |
| **Total FT/PT** | **5 FT / 5 PT** | **5 FT / 5 PT** | **5 FT / 6 PT** | **5 FT / 6 PT** | **5 FT / 5 PT** |

**Veterans Services**

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| Director | 1 | 1 | 1 | 1 | 1 |
| Executive Assistant | 1 | 1 | 1 | 1 | 1 |
| **Total FTE** | **2** | **2** | **2** | **2** | **2** |
| **Total FT/PT** | **2 FT /0 PT** | **2 FT /0 PT** | **2 FT /0 PT** | **2 FT /0 PT** | **2 FT /0 PT** |

**Recreation & Parks***

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| | | | | | |
| Change from Superintendent to Director in 2012 | 1 | 1 | 1 | 1 | 1 |
| Assistant Superintendent | 1 | 1 | 1 | 1 | 1 |
| Director of Natick Community Organic Farm* | 1 | 1 | 1 | 1 | 1 |
| Program/Special Events Director | 1 | 1 | 1 | 1 | 1 |
| Asst. Director, NCOF* | 1 | 1 | 1 | 1 | 1 |
| Administrative Assistant, NCOF* | 0.75 | 0.75 | 0.75 | 0.75 | 0.75 |
| Special Needs Coordinator | - | - | - | 0.8 | 0.8 |

# Consolidated Staffing History

| | | | | | |
|---|---|---|---|---|---|
| Administrative Assistant | 1 | 1 | 1 | 1 | 1 |
| Bookkeeper | 1 | 1 | 1 | 1 | 1 |
| Playgroup Director | 0 | 0 | 0 | 0 | 0 |
| Receptionist | 0.61 | 0.61 | 0.61 | 0.4 | 0.4 |
| **Total FTE** | **8.36** | **8.36** | **8.36** | **8.95** | **8.95** |
| **Total FT/PT** | **7ft/3pt** | **7ft/3pt** | **7ft/3pt** | **7ft/4pt** | **7ft/4pt** |

***Does NOT include 205 P-T (approx. 23 FTE) of part-time program staff budget within Recreation Revolving Funds.***

**Board of Health**

| **Staffing** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| | | | | | |
| Director | 1 | 1 | 1 | 1 | 1 |
| Executive Assistant | 1 | 1 | 1 | 1 | 1 |
| Senior Environmental Health Specialist | 1 | 1 | 1 | 1 | 1 |
| Sanitarian | 0 | 0 | 0 | 0 | 0 |
| Environmental Health Agent | 1 | 1 | 1 | 1 | 1 |
| Public Health Nurse | 1 | 1 | 1 | 1 | 1 |
| Departmental Assistant | 0.67 | 0.67 | 1 | 1 | 1 |
| Animal Inspector | * | * | * | * | * |
| **Total FTE** | **5.67** | **5.67** | **6** | **6** | **6** |
| **Total FT/PT** | **5 FT /1 PT** | **5 FT /1 PT** | **6 FT / 0 PT** | **6 FT / 0 PT** | **6 FT / 0 PT** |

**Board of Selectmen**

| **Staffing** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| Town Administrator | 1 | 1 | 1 | 1 | 1 |
| Deputy Town Administrator / Finance | 1 | 1 | 1 | 1 | 1 |
| Deputy Town Administrator / Operations | 0 | 0 | 0 | 1 | 1 |
| Human Resources Director | 1 | 1 | 1 | 1 | 1 |
| Executive Assistant | 1.8 | 1.8 | 1.8 | 1.8 | 2.8 |
| Administrative Assistant (Benefits) | 1 | 1 | 1 | 1 | 1 |
| Benefits/Payroll Coordinator | 0 | 0 | 0 | 0.5 | 0.5 |
| Department Support | 0.2 | 0.25 | 0.25 | 0.25 | 0.25 |
| Environmental Compliance Officer | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| **Total FTE** | **6.50** | **6.55** | **6.55** | **8.05** | **9.05** |
| **Total FT/PT** | **5 FT / 3 PT** | **5 FT / 3 PT** | **5 FT / 3 PT** | **7 FT / 3 PT** | **8 FT / 3 PT** |

**Finance Department**

| **Staffing** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| Finance Director* | 0 | 0 | 0 | 0 | 0 |
| Special Assistant to the Finance Director | 0 | 0 | 1 | 1 | 1 |
| **Total FTE** | **0** | **0** | **1** | **1** | **1** |
| **Total FT/PT** | **0 FT / 0 PT** | **0 FT / 0 PT** | **1 FT / 0 PT** | **1 FT / 0 PT** | **1 FT / 0 PT** |

**Until FY 2012, Treasurer/Collector was also Finance Director. In FY 2013, the Deputy Town Administrator assumed the role.*

**Divisions within the Finance Department**

**Comptroller**

| **Staffing** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| Comptroller | 1 | 1 | 1 | 1 | 1 |
| Assistant Comptroller | 1 | 1 | 1 | 1 | 1 |

# Consolidated Staffing History

| | | | | | |
|---|---|---|---|---|---|
| Procurement Officer | 1 | 1 | 1 | 1 | 1 |
| Administrative Assistant | 1 | 1 | 1 | 1 | 1 |
| Administrative Assistant | 0 | 0 | 0 | 0 | 0 |
| Payroll Coordinator | 0 | 0 | 1 | 1 | 1 |
| Benefits/Payroll Coordinator | 0 | 0 | 0 | 0.5 | 0.5 |
| Benefits Administrator | 0 | 0 | 0 | 0 | 0 |
| Clerical Assistant | 0.07 | 0 | 0 | 0 | 0 |
| Department Assistant | 0.42 | 0.49 | 0.49 | 0.49 | 0.19 |
| **Total FTE** | **4.49** | **4.49** | **5.49** | **5.99** | **5.69** |
| **Total FT/PT** | **4 FT/2 PT** | **4 FT/1 PT** | **4 FT/1 PT** | **4 FT/1 PT** | **4 FT/1 PT** |

**Assessor**

| **Staffing** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| Director of Assessing | 1 | 1 | 1 | 1 | 1 |
| Assistant Assessor | 2 | 2 | 2 | 2 | 2 |
| Executive Assistant | 1 | 1 | 1 | 1 | 1 |
| Administrative Assistant | 0.5 | 0.63 | 0.63 | 0.63 | 0.94 |
| **Total FTE** | **4.5** | **4.63** | **4.63** | **4.63** | **4.94** |
| **Total FT/PT** | **4 FT / 1PT** | **4 FT / 1PT** | **4 FT / 1PT** | **4 FT / 1PT** | **4 FT / 1PT** |

**Collector**

| **Staffing** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| Collector | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 |
| Assistant Collector | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 |
| Administrative Assistant | 1 | 1 | 1 | 1 | 2 |
| Department Support | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 |
| **Total FTE** | **2.8** | **2.8** | **2.8** | **2.8** | **3.8** |
| **Total FT/PT** | **3 FT / 1 PT** | **3 FT / 1 PT** | **3 FT / 1 PT** | **3 FT / 1 PT** | **4 FT / 1 PT** |

**Treasurer**

| **Staffing** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| Treasurer | 0.29 | 0.29 | 0.29 | 0.29 | 0.29 |
| Assistant Treasurer | 0.33 | 0.33 | 0.33 | 0.33 | 0.33 |
| Administrative Assistant | 1 | 1 | 1 | 1 | 1 |
| Payroll Coordinator | 1 | 1 | 0 | 0 | 0 |
| Department Support - Part time | 0 | 0 | 0 | 0 | 0 |
| **Total FTE** | **2.63** | **2.63** | **1.63** | **1.63** | **1.63** |
| **Total FT/PT** | **4 FT / 0 PT** | **4 FT / 0 PT** | **3 FT / 0 PT** | **3 FT / 0 PT** | **3 FT / 0 PT** |

**Information Technology**

| **Staffing** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| Director | 1 | 1 | 1 | 1 | 1 |
| Network Administrator | 2 | 2 | 2 | 2 | 2 |
| Information/Communication Specialist | 0 | 0 | 0 | 1 | 1 |
| **Total FTE** | **3** | **3** | **3** | **4** | **4** |
| **Total FT/PT** | **3 FT / 0 PT** | **3 FT / 0 PT** | **3 FT / 0 PT** | **4 FT / 0 PT** | **4 FT / 0 PT** |

**Town Clerk**

# Consolidated Staffing History

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| Town Clerk | 1 | 1 | 1 | 1 | 1 |
| Assistant Town Clerk | 0 | 0 | 0 | 0 | 0 |
| Department Assistant | 1 | 1 | 1 | 1 | 1 |
| Administrative Assistant | 2 | 2 | 2 | 2 | 2 |
| **Total FTE** | **4** | **4** | **4** | **4** | **4** |

**Elections**

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| Board of Registrars | 4* | 4* | 4* | 4* | 4* |
| Election Workers | 60* | 60* | 80* | 80* | 80* |
| **Total FTE** | **Varied** | **Varied** | **Varied** | **Varied** | **Varied** |

**Sealer of Weights & Measures**

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| Sealer of Weights & Measures | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 |
| **Total FTE** | **0.4** | **0.4** | **0.4** | **0.4** | **0.4** |
| **Total FT/PT** | **0 FT / 1 PT** | **0 FT / 1 PT** | **0 FT / 1 PT** | **0 FT / 1 PT** | **0 FT / 1 PT** |

**Community Development**

| Staffing | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| Director | 1 | 1 | 1 | 1 | 1 |
| Building Commissioner | 1 | 1 | 1 | 1 | 1 |
| Assistant Inspector | 2 | 2 | 2 | 2 | 2 |
| Planner | 1 | 1 | 1 | 1 | 1 |
| Economic Development Planner | 0 | 0 | 0 | 1 | 1 |
| Executive Assistant | 1 | 1 | 1 | 1 | 1 |
| Administrative Assistant | 2 | 2 | 2 | 2 | 2 |
| Part-Time Clerk | 0 | 0 | 0 | 0 | 0 |
| Environmental Compliance/Conservation Agent | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| Part-Time Inspectors | 1.02 | 2.55 | 3.15 | 2.60 | 3.35 |
| **Total FTE** | **9.52** | **11.05** | **11.65** | **12.10** | **12.85** |
| **Total FT/PT** | **9 FT / 4 PT** | **9 FT / 6 PT** | **9 FT / 6 PT** | **10 FT / 6 PT** | **10 FT / 6 PT** |

| Facilities Management | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| Director of Facility Maintenance | Department did not exist until FY 2013. | | 1 | 1 | 1 |
| Custodial Manager | | | 1 | 1 | 1 |
| Maintenance Manager | | | 1 | 1 | 1 |
| Data Analyst | | | 1 | 1 | 1 |
| Assistant Senior Custodian | | | 1 | 1 | 1 |
| Senior Custodian III | | | 1 | 1 | 1 |
| Senior Custodian II | | | 1 | 1 | 1 |
| Senior Custodian I | | | 6 | 6 | 6 |
| Junior Custodian II | | | 7 | 7 | 7 |
| Junior Custodian I | | | 15 | 15 | 15 |
| Plumber | | | 1 | 1 | 1 |
| Maintenance Foreman | | | 1 | 1 | 1 |
| Maintenance IV | | | 1 | 2 | 2 |

# Consolidated Staffing History

| | | | | | |
|---|---|---|---|---|---|
| Maintenance III | | | 2 | 2 | 2 |
| General Foreman | | | 1 | 1 | 1 |
| Custodian | | | 4 | 4 | 4 |
| Painter | | | 1 | 1 | 1 |
| **Total FTE** | | | **46** | **47** | **47** |
| **Total FT/PT** | | | **46 FT / 0 PT** | **47 FT / 0 PT** | **47 FT / 0 PT** |
| **General Fund Total FTE's** | **880.30** | **886.07** | **920.61** | **959.69** | **989.59** |

**Enterprise Funds**

**Water & Sewer Enterprise**

| **Staffing** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| **Water & Sewer Operations** | | | | | |
| Water & Sewer Division Supervisor | 1 | 1 | 1 | 1 | 1 |
| Water & Sewer General Foreman | 1 | 1 | 1 | 1 | 1 |
| ISO Coordinator | 0 | 0 | 0 | 0 | 1 |
| Administrative Assistant | 1 | 1 | 1.49 | 1.49 | 1.49 |
| Working Foreman | 4 | 4 | 4 | 4 | 4 |
| Heavy Equipment Operator | 3 | 3 | 3 | 3 | 3 |
| Skilled Laborer | 5 | 5 | 5 | 5 | 5 |
| Craftsman | 3 | 3 | 3 | 3 | 3 |
| GIS & Water Treatment Plant Supervisor | 1 | 1 | 1 | 1 | 1 |
| GIS Specialist | 1 | 1 | 1 | 1 | 1 |
| Chief Plant Operator | 1 | 1 | 1 | 1 | 1 |
| Night Operator | 1 | 1 | 1 | 1 | 1 |
| Station Operator | 4 | 4 | 4 | 4 | 4 |
| **Utility Billing** | | | | | |
| Executive Assistant | 1 | 1 | 1 | 1 | 0 |
| Administrative Assistant | 1 | 1 | 1 | 1 | 2 |
| Department Support | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 |
| **Total FTE** | **28.1** | **28.1** | **28.6** | **28.6** | **29.6** |
| **Total FT/PT** | **28 FT / 1 PT** | **28 FT / 1 PT** | **28 FT / 2 PT** | **28 FT / 2 PT** | **29 FT / 2 PT** |

**Sassamon Trace Golf Course**

| **Staffing** | **2011** | **2012** | **2013** | **2014** | **2015** |
|---|---|---|---|---|---|
| | | | | | |
| Golf Course Manager | 1 | 1 | 1 | 1 | 1 |
| Assistant Golf Course Manager | 0 | 0 | 0.6 | 0.6 | 0.6 |
| Maintenance Superintendent | 0 | 0 | 1 | 1 | 1 |
| Maintenance Foreman | 0 | 0 | 1 | 1 | 1 |
| Mechanic | 0 | 0 | 0.28 | 0.28 | 0.28 |
| Part-time/Seasonal Maintenance Staff | 0 | 0 | 0.93 | 0.93 | 0.93 |
| Seasonal Golf Shop Supervisor | 0.06 | 0.06 | 0 | 0 | 0 |
| Golf Shop Attendants | 2.24 | 2.24 | 1.8 | 1.8 | 1.8 |
| Rangers/starters/cart attendants | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| **Total FTE** | **4.3** | **4.3** | **7.6** | **7.6** | **7.6** |
| **Total FT/PT** | **1FT/17PT** | **1FT/25PT** | **3FT/25PT** | **3FT/25PT** | **3FT/25PT** |
| **Enterprise Fund Total FTE's** | **32.43** | **32.43** | **36.23** | **36.23** | **37.23** |

# Financial Indicators

## Indicator Analysis, Fiscal Years 2004-2013
## Projections & Estimates, Fiscal Years 2014-2016

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# *Town of Natick*

## Financial Indicators

## Introduction

This series of indicators are designed to achieve three goals:

a) Evaluate the fiscal health of the Town of Natick through a series of financial indicators and comparative benchmarks, where appropriate;
b) Present a three-year projection of Revenues & Expenditures; and
c) Outline the FY 2015 Budget Process & Issues

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

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

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

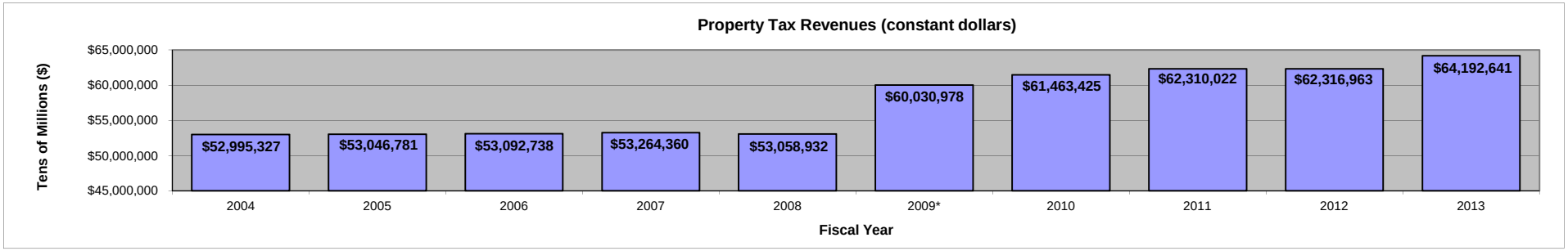
- Natick has favorable property tax collections, personnel costs, debt service levels (both as a percentage of operating revenues and per capita) and reserve levels.
- Natick has marginal and uncertain levels of State Aid, revenues related to economic growth, benefit expenditures, amounts of capital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

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

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

## Property Tax Revenues

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




| Formula: | Property Tax Revenues (constant dollars) |
|---|---|

| Fiscal Year | 2004 | 2005 | 2006 | 2007 | 2008 | 2009* | 2010 | 2011 | 2012 | 2013 |
|---|---|---|---|---|---|---|---|---|---|---|
| Property Tax Levy Collections** | $ 55,565,671 | $ 58,481,406 | $ 61,127,172 | $ 62,193,155 | $ 64,432,962 | $ 72,649,672 | $ 76,171,856 | $ 79,159,166 | $ 85,587,087 | $ 89,134,618 |
| Less: debt exclusions** | $ (317,000) | $ (1,313,405) | $ (1,540,676) | $ (1,031,410) | $ (960,274) | $ (937,705) | $ (918,361) | $ (894,180) | $ (4,924,076) | $ (4,768,302) |
| Net Property Tax Revenues | $ 55,248,671 | $ 57,168,001 | $ 59,586,496 | $ 61,161,745 | $ 63,472,688 | $ 71,711,967 | $ 75,253,495 | $ 78,264,986 | $ 80,663,011 | $ 84,366,316 |
| CPI-U, 2002 base year*** | 198.6 | 205.3 | 213.8 | 218.7 | 227.9 | 227.6 | 233.2 | 239.3 | 246.6 | 250.4 |
| CPI-U, adjustment for constant dollars | 95.9% | 92.8% | 89.1% | 87.1% | 83.6% | 83.7% | 81.7% | 79.6% | 77.3% | 76.1% |
| **Property Tax Revenues (constant dollars)** | **$ 52,995,327** | **$ 53,046,781** | **$ 53,092,738** | **$ 53,264,360** | **$ 53,058,932** | **$ 60,030,978** | **$ 61,463,425** | **$ 62,310,022** | **$ 62,316,963** | **$ 64,192,641** |
| **Percent increase over prior year (constant dollars)** | **0.0%** | **0.1%** | **0.1%** | **0.3%** | **-0.4%** | **13.1%** | **2.4%** | **1.4%** | **0.0%** | **3.0%** |

Notes:
*Denotes Fiscal Year where Proposition 2 1/2 Override was approved by voters.
**Source: Mass. Department of Revenue, Databank Reports, Fiscal Year 2000 - 2009 Excess Levy Capacity, Tax Recaps, FY 2012, 2013 Town of Natick 4th Quarter Revenue Report
***Amount shown for CPI-U data assumes half-year average for Boston-Brockton-Nashua Statistical Area, where 1982-1984 = 100. Source: U.S. Bureau of Local Accounts

**Property Tax Revenues:**

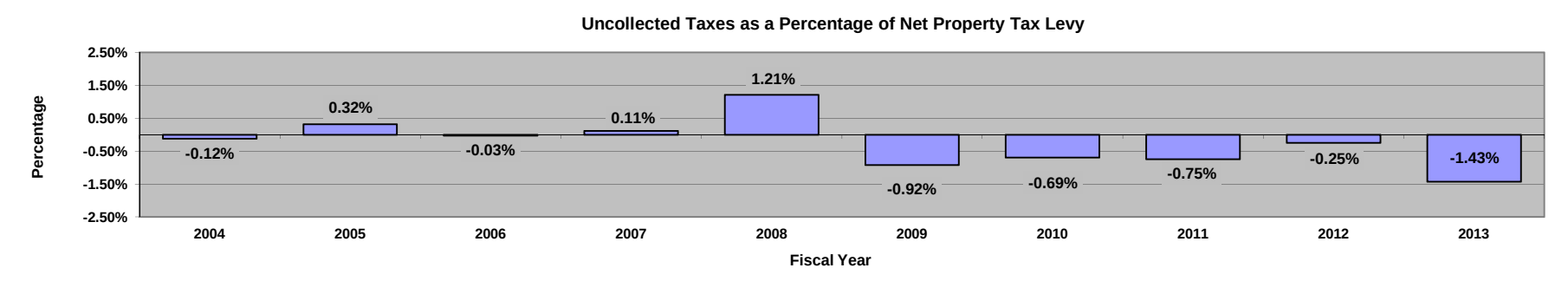
Property tax revenues are analyzed separately because they are the Town's primary revenue source for both operating and capital spending. Increases due to operating overrides, while enhancing the Town's ability to deliver services, must be weighed against their impact on taxpayers ability to pay.

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

| *Natick Trend* | |
|---|---|
| favorable | x |
| marginal | x |
| unfavorable | |
| uncertain | |

## Uncollected Property Taxes

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




| Formula: | Uncollected Property Taxes / Net Property Tax Levy |
|---|---|

| Fiscal year | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|---|---|---|---|---|---|---|---|---|---|
| Property Tax Levy Limit | $ 55,923,830 | $ 58,850,705 | $ 61,169,262 | $ 62,839,514 | $ 65,186,660 | $ 73,027,965 | $ 76,971,074 | $ 79,684,141 | $ 86,502,701 | $ 89,341,857 |
| Reserved for Abatements & Exemptions | $ 1,073,347 | $ 988,493 | $ 1,049,572 | $ 1,240,811 | $ 1,003,911 | $ 1,039,144 | $ 1,321,477 | $ 1,112,323 | $ 1,128,592 | $ 1,463,310 |
| Net Property Tax Levy | $ 54,850,483 | $ 57,862,212 | $ 60,119,690 | $ 61,598,703 | $ 64,182,749 | $ 71,988,821 | $ 75,649,597 | $ 78,571,818 | $ 85,374,109 | $ 87,878,547 |
| Uncollected Taxes as of June 30 | $ (64,749) | $ 183,006 | $ (15,470) | $ 68,333 | $ 774,703 | $ (660,851) | $ (522,259) | $ (587,348) | $ (212,978) | $ (1,256,071) |
| **Uncollected Taxes as a Percentage of Net Property Tax Levy** | **-0.12%** | **0.32%** | **-0.03%** | **0.11%** | **1.21%** | **-0.92%** | **-0.69%** | **-0.75%** | **-0.25%** | **-1.43%** |

Source: Town of Natick Operating Statements, 2003-2012, Tax Rate Recapitulation Worksheets for Fiscal 2013, Massachusetts Department of Revenue

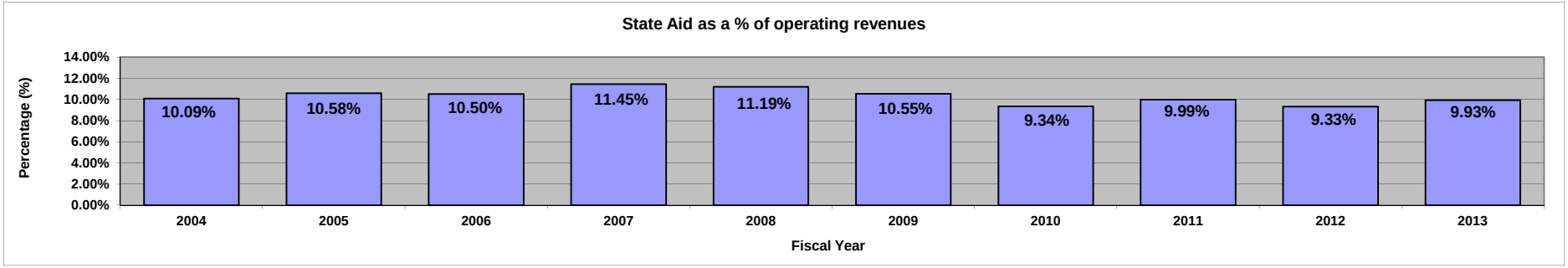
| *Natick Trend* | |
|---|---|
| favorable | x |
| marginal | |
| unfavorable | |
| uncertain | |

**Uncollected Property Taxes:**

An increase in uncollected property taxes may indicate an inability by property owners to pay their taxes due to economic conditions. Additionally, as uncollected property taxes rise, liquidity decreases, resulting in less cash on hand for the Town to invest. Bond rating organizations generally consider uncollected taxes in excess of five percent as a warning trend. Natick has exceptionally strong collection rates, regardless of economic circumstances during the last decade. A negative percentage of uncollected property taxes means that the Town collected more than the budgeted amount of tax revenue for a given year. This is attributable to strong efforts in tax title collection (back or deferred taxes) and the diligence of Natick citizens to pay their taxes on time.

## State Aid

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




| Formula: | State Aid / Operating Revenues |
|---|---|

| Fiscal Year | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|---|---|---|---|---|---|---|---|---|---|
| Net Operating Revenues | $ 82,728,409 | $ 85,275,469 | $ 88,981,117 | $ 93,515,538 | $99,994,725 | $ 101,084,164 | $ 103,919,727 | $ 108,155,927 | $ 112,902,223 | $ 115,180,668 |
| State Aid Revenues | $ 9,806,856 | $ 10,390,668 | $ 10,714,907 | $ 12,078,231 | $14,845,086 | $ 11,576,985 | $ 10,619,913 | $ 11,719,198 | $ 11,449,436 | $ 11,440,476 |
| Less: School Building Reimbursements | $ 1,461,337 | $ 1,369,707 | $ 1,369,707 | $ 1,369,707 | $ 3,659,335 | $ 916,839 | $ 916,839 | $ 916,839 | $ 916,839 | $ - |
| Net State Aid Revenues | $ 8,345,519 | $ 9,020,961 | $ 9,345,200 | $ 10,708,524 | $11,185,751 | $ 10,660,146 | $ 9,703,074 | $ 10,802,359 | $ 10,532,597 | $ 11,440,476 |
| **State Aid as a % of operating revenues** | **10.09%** | **10.58%** | **10.50%** | **11.45%** | **11.19%** | **10.55%** | **9.34%** | **9.99%** | **9.33%** | **9.93%** |

**Notes:**

Source(s): State Aid "Cherry Sheets", FY 2004-2013
Town of Natick Town Reports, Report to Assessors of Certain Receipts as per M.G.L.Ch. 42, Sec. 59A., 2003-2011

| *Natick Trend* | |
|---|---|
| favorable | |
| marginal | x |
| unfavorable | |
| uncertain | x |

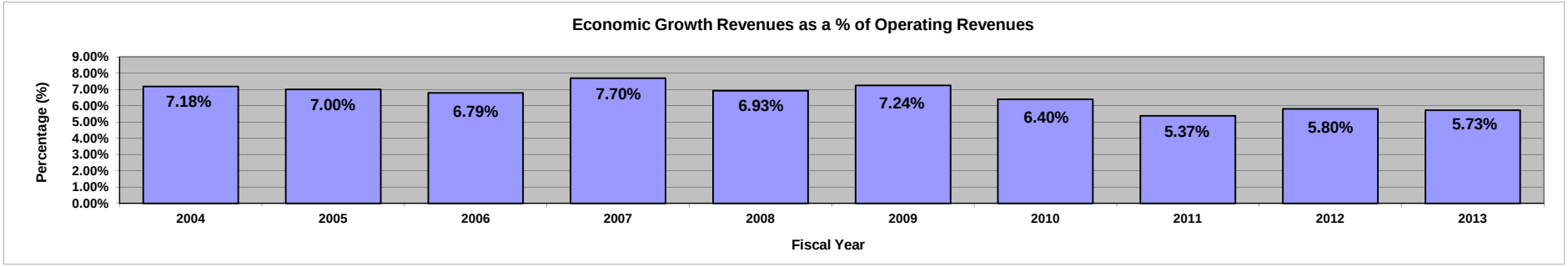
**State Aid:**

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

Natick, like the other 351 cities and towns throughout Massachusetts has seen declines in state aid over the course of the last decade. Major drops have occurred during economic downturns - most noticeably in 2004 and again in 2009 and 2010 when mid-year aid cuts forced the community to make up nearly half a million dollars in aid relied upon to provide local services. The uncertainty of state aid from year-to-year (or even within a particular fiscal year) make reliance upon it for funding the operating budget always troublesome. As the tax levy grows as a percentage of the overall revenue pie, this will mitigate some of the reliance upon state aid, but have the adverse affect of forcing even more of the burden for ongoing operations onto the local taxpayer.

## Revenues Related to Economic Growth

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




| Formula: | Economic Growth Revenues / Operating Revenues |
|---|---|

| Fiscal Year | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|---|---|---|---|---|---|---|---|---|---|
| Net (non-exempt) operating revenues | $ 82,728,409 | $ 85,275,469 | $ 88,981,117 | $ 93,515,538 | $ 99,994,725 | $ 101,084,164 | $ 103,919,727 | $ 108,155,927 | $ 112,902,223 | $ 115,180,668 |
| Building Related Fees & Permits | $ 736,731 | $ 929,897 | $ 1,273,145 | $ 2,614,468 | $ 1,869,533 | $ 740,772 | $ 761,862 | $ 1,125,848 | $ 1,615,473 | $ 1,327,003 |
| Motor Vehicle Excise | $ 4,449,072 | $ 4,461,799 | $ 4,113,124 | $ 3,937,055 | $ 4,174,230 | $ 4,187,040 | $ 3,739,367 | $ 3,931,401 | $ 4,082,872 | $ 4,338,121 |
| Levy Growth | $ 756,915 | $ 578,202 | $ 657,677 | $ 646,694 | $ 883,280 | $ 2,395,360 | $ 2,147,515 | $ 752,536 | $ 846,384 | $ 933,201 |
| Total: Economic Growth Revenues | $ 5,942,718 | $ 5,969,898 | $ 6,043,946 | $ 7,198,217 | $ 6,927,043 | $ 7,323,172 | $ 6,648,744 | $ 5,809,785 | $ 6,544,729 | $ 6,598,325 |
| **Economic Growth Revenues as a % of Operating Revenues** | **7.18%** | **7.00%** | **6.79%** | **7.70%** | **6.93%** | **7.24%** | **6.40%** | **5.37%** | **5.80%** | **5.73%** |

Sources: Building Related Fees & Permits, FY 2004-2013, Town of Natick, Town Reports, 2003-2012.
Tax Recapitulation Worksheets, FY 2004-2013.

| *Natick Trend* | |
|---|---|
| favorable | |
| marginal | x |
| unfavorable | |
| uncertain | x |

**Notes:**

Building Related Fees & Permits inclusive of all Alterations, Building, Wiring, Gas & Plumbing permits, FY 2004-2013.

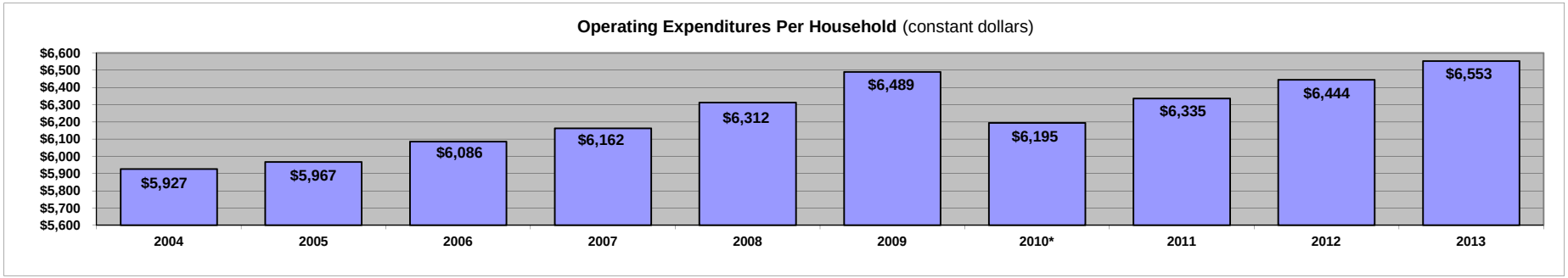
**Revenues Related to Economic Growth:**

Revenues related to economic growth include construction related revenues such as permit fees and new tax levy growth resulting from new construction and certain retail related revenues such as motor vehicle excise taxes. A decrease in building permit fees may be a leading indicator of smaller future increases in the tax levy. Despite the inherent nature of this indicator to fluctuate with the economy, inflation and other influences, Natick has been fortunate to have consistently maintained approximately 7% of its operating revenues throughout the last decade as those attributable to economic growth. Also favorable is that most of this economic growth has been largely attributable to non-residential development, thus creating less demand for expanded municipal services. Fortunately, the three most recent fiscal years indicate a mixed picture - that overall revenues attributible to economic growth have decreased since 2009, but may have bottomed out in FY 2011 and begun a rebound in FY 2012-2013. Lower revenues attributible to economic growth could foreshadow lower tax levy growth in the future fiscal years. The mixed results of the last three years are why this indicator is trending marginal.

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

## Expenditures per Household

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




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

| Fiscal year | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010* | 2011 | 2012 | 2013 |
|---|---|---|---|---|---|---|---|---|---|---|
| Education | $ 33,403,060 | $ 34,253,613 | $ 35,837,412 | $ 37,412,534 | $ 40,905,762 | $ 44,067,023 | $ 42,391,575 | $ 44,664,342 | $ 46,629,721 | $ 46,861,590 |
| Municipal | $ 21,690,987 | $ 22,984,066 | $ 24,034,484 | $ 24,815,371 | $ 26,085,897 | $ 26,120,538 | $ 25,920,487 | $ 27,998,158 | $ 27,465,028 | $ 29,238,840 |
| Shared Expenses (Benefits, Debt) | $ 20,366,034 | $ 21,585,211 | $ 24,224,319 | $ 25,183,676 | $ 26,579,006 | $ 25,891,004 | $ 27,784,481 | $ 28,536,051 | $ 32,704,942 | $ 34,818,411 |
| Total Operating Expenses | $ 75,460,081 | $ 78,822,891 | $ 84,096,215 | $ 87,411,581 | $ 93,570,665 | $ 96,078,565 | $ 96,096,543 | $ 101,198,551 | $ 106,799,691 | $ 110,918,841 |
| CPI-U, 2000 base year | 198.6 | 205.3 | 213.8 | 218.745 | 227.889 | 227.568 | 233.241 | 239.279 | 246.583 | 250.368 |
| CPI-U, adjustment for constant dollar | 95.9% | 92.8% | 89.1% | 87.1% | 83.6% | 83.7% | 81.7% | 79.6% | 77.3% | 76.1% |
| Operating Expenses (cons. doll.) | $ 72,382,404 | $ 73,140,578 | $ 74,931,380 | $ 76,124,739 | $ 78,218,833 | $ 80,428,560 | $ 78,487,022 | $ 80,568,391 | $ 82,509,099 | $ 84,395,926 |
| Households | 12,213 | 12,258 | 12,313 | 12,354 | 12,393 | 12,394 | 12,670 | 12,718 | 12,804 | 12,879 |
| **Oper. Exp. Per Household** | **$ 5,927** | **$ 5,967** | **$ 6,086** | **$ 6,162** | **$ 6,312** | **$ 6,489** | **$ 6,195** | **$ 6,335** | **$ 6,444** | **$ 6,553** |

Source: Town of Natick, Town Reports, 2003-2012 & Comptroller's FY 2013 4th Qtr GF Expenditure Reports.
*Note: FY 2010 Education spending lower than previous years in part to ARRA allocation. Costs attributed to grant funds, not tax levy.

| *Natick Trend* | |
|---|---|
| favorable | |
| marginal | |
| unfavorable | x |
| uncertain | |

**Expenditures per Household:**

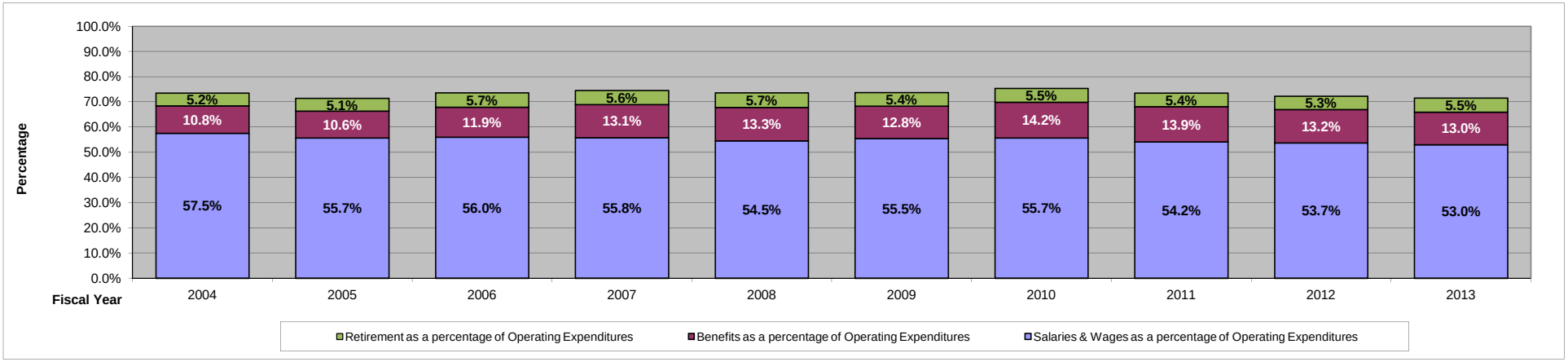
Increasing operating expenditures per household can indicate that the cost of providing services is outstripping taxpayer's ability to pay, especially if spending is increasing faster than household income. Increasing expenditures may also indicate that the demographics of the Town are changing, requiring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

This indicator tells a mixed but unfavorable message for the Town of Natick. On the one hand, revenues have kept pace with expenses (because of the need to have a balanced budget they must.) But, in recent years, recurring revenues have been supplemented with one-time revenues in order to meet expenses. On the other hand, operating expenses in constant dollars have increased per household only 10.6% since 2004, or an average of around 1% annually.

The trend within the trend worth further examining is which sections of the budget have witnessed the greatest percentage increase since 2004. As this indicator shows and Indicators I.6, I.7 and I.10 further detail, the largest increase has been within Shared Expenses and not in direct services for the community. It is important to note that FY 2013 expenditures per household (in constant dollars) are just $64.00 more than in FY 2009.

## Personnel Costs

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




**Formula:** **Salaries & Wages / Operating Expenditures**

| Fiscal Year | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|---|---|---|---|---|---|---|---|---|---|
| Operating Expenditures | $ 75,460,081 | $ 78,822,891 | $ 84,096,215 | $ 87,411,581 | $ 93,570,665 | $ 96,078,565 | $ 96,096,543 | $ 101,198,551 | $ 106,799,691 | $ 110,918,841 |
| Municipal Wages | $ 16,856,565 | $ 16,964,540 | $ 17,714,578 | $ 18,304,206 | $ 19,098,039 | $ 19,794,936 | $ 19,295,237 | $ 20,072,596 | $ 21,343,166 | $ 22,505,336 |
| School Wages | $ 26,562,345 | $ 26,970,396 | $ 29,411,268 | $ 30,490,144 | $ 31,911,758 | $ 33,536,531 | $ 34,229,540 | $ 34,726,652 | $ 36,057,866 | $ 36,255,871 |
| Benefits | $ 8,185,461 | $ 8,345,688 | $ 10,019,946 | $ 11,474,218 | $ 12,486,833 | $ 12,293,905 | $ 13,660,686 | $ 14,106,467 | $ 14,128,376 | $ 14,404,197 |
| Pensions | $ 3,896,861 | $ 4,024,827 | $ 4,757,724 | $ 4,931,096 | $ 5,376,574 | $ 5,154,961 | $ 5,243,247 | $ 5,475,739 | $ 5,701,675 | $ 6,153,526 |
| Total Wage & Benefit Costs | $ 55,501,232 | $ 56,305,451 | $ 61,903,516 | $ 65,199,663 | $ 68,873,204 | $ 70,780,333 | $ 72,428,710 | $ 74,381,454 | $ 77,231,083 | $ 79,318,930 |
| **Salaries & Wages as a percentage of Operating Expenditures** | **57.5%** | **55.7%** | **56.0%** | **55.8%** | **54.5%** | **55.5%** | **55.7%** | **54.2%** | **53.7%** | **53.0%** |
| **Benefits as a percentage of Operating Expenditures** | **10.8%** | **10.6%** | **11.9%** | **13.1%** | **13.3%** | **12.8%** | **14.2%** | **13.9%** | **13.2%** | **13.0%** |
| **Retirement as a percentage of Operating Expenditures** | **5.2%** | **5.1%** | **5.7%** | **5.6%** | **5.7%** | **5.4%** | **5.5%** | **5.4%** | **5.3%** | **5.5%** |
| **Total Wage & Benefit Costs as a percentage of Operating Expenditures** | **73.6%** | **71.4%** | **73.6%** | **74.6%** | **73.6%** | **73.7%** | **75.4%** | **73.5%** | **72.3%** | **71.5%** |

Source: Town of Natick, Town Reports, FY 2003-2010 & Comptroller's FY 2011-2013 4th Qtr GF Expenditure Reports.

**Personnel Costs:**

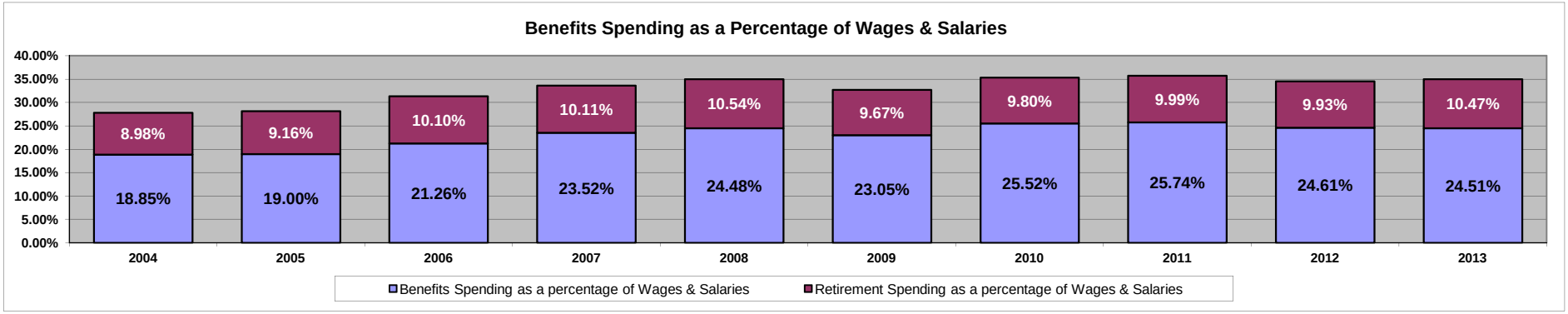
Increasing salaries and wages as a percent of operating expenditures may be an indicator of two trends: 1) First, it may point to future pension and health insurance costs since both of these items are related to the number and compensation level of employees. 2) Second, if salaries and wages as a percent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

Total labor costs have decreased 2.1% since 2004, and the rate and level of increase has remained relatively constant. This is good for the Town as such a slow rate of increase is manageable and has allowed policymakers to adjust budgeting and goal setting with a limited impact to services. The overall decrease as occurred over the last four years as a result of health care concessions in labor contracts and an overall slowing in health care cost increases in FY 2012 and FY 2013.

| *Natick Trend* | |
|---|---|
| favorable | x |
| marginal | |
| unfavorable | |
| uncertain | |

## Employee Benefits

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




| Formula: | Employee Benefits / Wages & Salaries |
|---|---|

| Fiscal Year | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|---|---|---|---|---|---|---|---|---|---|
| Medical Benefits | $ 8,185,461 | $ 8,345,688 | $ 10,019,946 | $ 11,474,218 | $ 12,486,833 | $ 12,293,905 | $ 13,660,686 | $ 14,106,467 | $ 14,128,376 | $ 14,404,197 |
| Retirement Benefits | $ 3,896,861 | $ 4,024,827 | $ 4,757,724 | $ 4,931,096 | $ 5,376,574 | $ 5,154,961 | $ 5,243,247 | $ 5,475,739 | $ 5,701,675 | $ 6,153,526 |
| Wages & Salaries - Municipal | $ 16,856,565 | $ 16,964,540 | $ 17,714,578 | $ 18,304,206 | $ 19,098,039 | $ 19,794,936 | $ 19,295,237 | $ 20,072,596 | $ 21,343,166 | $ 22,505,336 |
| Wages & Salaries - Schools | $ 26,562,345 | $ 26,970,396 | $ 29,411,268 | $ 30,490,144 | $ 31,911,758 | $ 33,536,531 | $ 34,229,540 | $ 34,726,652 | $ 36,057,866 | $ 36,255,871 |
| Total Wages & Salaries | $ 43,418,910 | $ 43,934,936 | $ 47,125,846 | $ 48,794,350 | $ 51,009,797 | $ 53,331,467 | $ 53,524,777 | $ 54,799,248 | $ 57,401,032 | $ 58,761,207 |
| **Benefits Spending as a percentage of Wages & Salaries** | **18.85%** | **19.00%** | **21.26%** | **23.52%** | **24.48%** | **23.05%** | **25.52%** | **25.74%** | **24.61%** | **24.51%** |
| **Retirement Spending as a percentage of Wages & Salaries** | **8.98%** | **9.16%** | **10.10%** | **10.11%** | **10.54%** | **9.67%** | **9.80%** | **9.99%** | **9.93%** | **10.47%** |
| **Total Benefits Spending as % of Wages & Salaries** | **27.83%** | **28.16%** | **31.36%** | **33.62%** | **35.02%** | **32.72%** | **35.32%** | **35.73%** | **34.55%** | **34.99%** |

Source: Town of Natick, Town Reports, 2003-2011 & Comptroller's FY 2012 & 2013 4th Qtr GF Expenditure Reports.

| *Natick Trend* | |
|---|---|
| favorable | |
| marginal | x |
| unfavorable | |
| uncertain | x |

**Employee Benefits:**

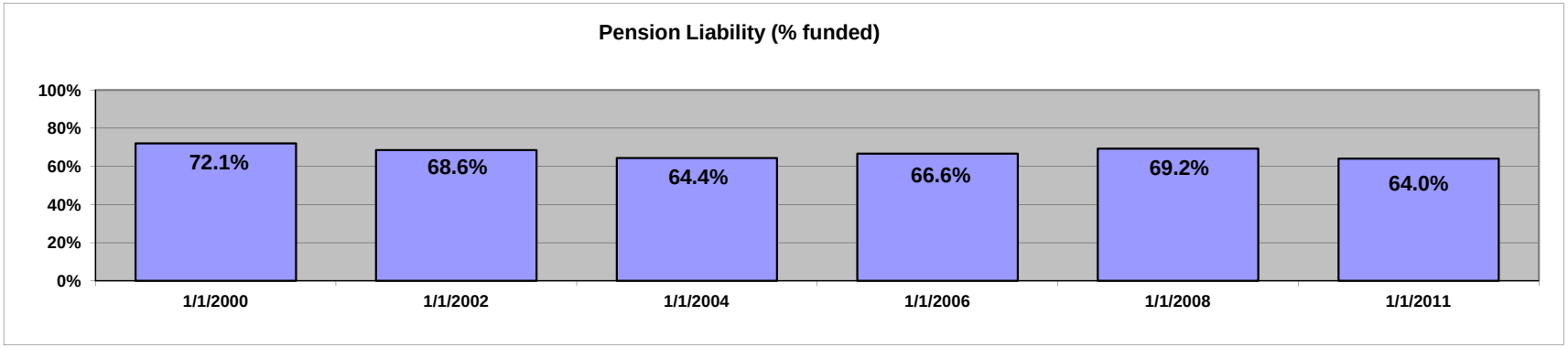
Fringe benefits represent a significant and increasing share of the Town's operating costs. Further, this analysis may understate certain fringe benefits such as sick leave buy-back liabilities and vacation accruals.

This indicator demonstrates one of the most alarming statistics witnessed during the last 10 years - growth in health care costs. Medical benefits (including all forms of health insurance), have increased nearly 76% in the last 10 years and its share as part of an employees' compensation package has increased by over 30% - from comprising 18.85% in 2004 to over 24.51% in 2013. The increase in health care costs means valuable available funds for other purposes are being spent to maintain an existing benefit. This directly impacts the amount of money available for service delivery and infrastructure maintenance, and is not sustainable.

Efforts were taken for FY 2011 to slow the pace of this increase and for the first time in over a decade, there is a sustained reduction of health care costs witnessed in FY 2012 and FY 2013. Their should be cautious optimism given the overall state of health care changes in Natick and throughout the country that this reduction of overall cost can be sustained. Unfortunately, the decrease in overall health care cost as a percentage of wages was more than offset by an increase in pension costs.

## Pension Liability

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




| Formula: | Pension Assets / Pension Liability |
|---|---|

| Actuarial Date | 1/1/2000 | 1/1/2002 | 1/1/2004 | 1/1/2006 | 1/1/2008 | 1/1/2011 |
|---|---|---|---|---|---|---|
| Estimated Accrued Liability | $ 89,688,360 | $ 100,572,515 | $ 109,024,236 | $ 118,903,286 | $ 131,268,314 | $ 147,904,433 |
| Pension Assets | $ 64,669,153 | $ 68,985,592 | $ 70,246,877 | $ 79,234,306 | $ 90,885,080 | $ 94,697,600 |
| Pension Liability (unfunded) | $ 25,019,207 | $ 31,586,923 | $ 38,777,359 | $ 39,668,980 | $ 40,383,234 | $ 65,473,385 |
| **Percent Funded** | **72.1%** | **68.6%** | **64.4%** | **66.6%** | **69.2%** | **64.0%** |

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

| *Natick Trend* | |
|---|---|
| favorable | |
| marginal | |
| unfavorable | x |
| uncertain | |

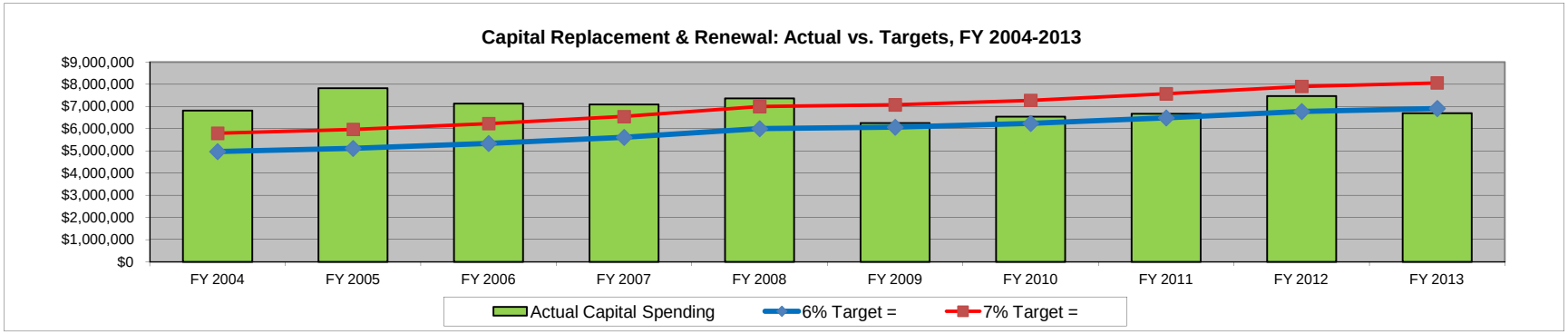
**Pension Liability:**

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

Natick's overall pension liability is an area of ongoing concern. As revenues become stagnant while the assessment for the Retirement System continues to increase in order to meet state mandated funding requirements, the impact of the retirement system upon Town operations will increase. State law mandates the pension system must be fully funded by 2040. Under current law, the pension system is allowed to request an annual contribution increase of 8% per annum. This has required an 8% increase annually in FY 2012 and 2013 and is expected to increase at that rate until at least FY 2021. This means money will need to be set aside to fund the retirement assessment and less will be available for operational and capital needs. An updated actuarial effective January 1, 2013 is currently in draft form and will be available soon.

## Capital Asset & Renewal

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




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

| | FY 2004 | FY 2005 | FY 2006 | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Net Revenues** | **$ 82,728,409** | **$ 85,275,469** | **$ 88,981,117** | **$ 93,515,538** | **$ 99,994,725** | **$ 101,084,164** | **$ 103,919,727** | **$ 108,155,927** | **$ 112,902,223** | **$ 115,180,668** |
| Within-Levy Target (low) | 6% | 6% | 6% | 6% | 6% | 6% | 6% | 6% | 6% | 6% |
| **6% Target =** | **$4,963,705** | **$5,116,528** | **$5,338,867** | **$5,610,932** | **$5,999,683** | **$6,065,050** | **$6,235,184** | **$6,489,356** | **$6,774,133** | **$6,910,840** |
| Within-Levy Target (high) | 7% | 7% | 7% | 7% | 7% | 7% | 7% | 7% | 7% | 7% |
| **7% Target =** | **$5,790,989** | **$5,969,283** | **$6,228,678** | **$6,546,088** | **$6,999,631** | **$7,075,891** | **$7,274,381** | **$7,570,915** | **$7,903,156** | **$8,062,647** |
| Actual Capital Spending | | | | | | | | | | |
| Cash | $ 195,800 | $ 1,401,500 | $ 680,847 | $ 906,128 | $ 1,077,378 | $ 293,900 | $ 300,940 | $ 547,620 | $ 1,401,900 | $ 1,282,779 |
| Within-Levy Debt Service | $ 6,619,472 | $ 6,418,807 | $ 6,452,762 | $ 6,182,248 | $ 6,283,504 | $ 5,958,287 | $ 6,240,367 | $ 6,123,139 | $ 6,063,325 | $ 5,406,825 |
| Total Cap. Spending As % | 8.24% | 9.17% | 8.02% | 7.58% | 7.36% | 6.19% | 6.29% | 6.17% | 6.61% | 5.81% |
| **Actual Capital Spending** | **$6,815,272** | **$7,820,307** | **$7,133,609** | **$7,088,376** | **$7,360,882** | **$6,252,187** | **$6,541,307** | **$6,670,759** | **$7,465,225** | **$6,689,604** |

Source: Appropriations from Annual Town Meetings, Town of Natick, Town Reports 2003-2012.

| *Natick Trend* | |
|---|---|
| favorable | |
| marginal | x |
| unfavorable | |
| uncertain | |

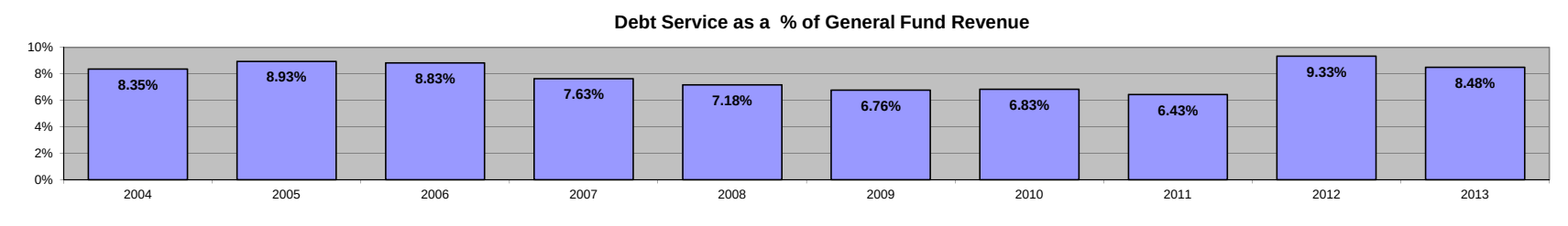
**Capital Asset & Renewal:**

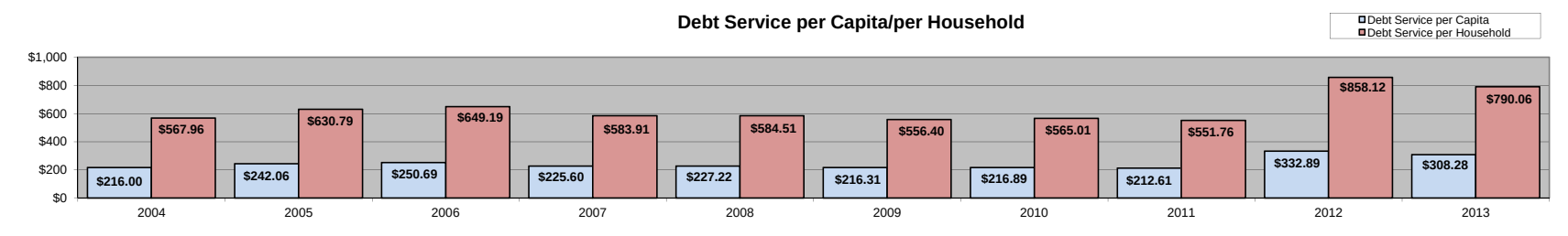
Companies of any size must maintain, renew and replace their infrastructure in a timely and cost effective manner. Municipalities are no different, and often have the daunting task of having to renew capital equipment and infrastructure with numerous other competing needs. Timely replacement of capital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

Natick, like every municipality during the Great Recession, has seen a decrease in the amount of money dedicated to Capital spending. For several years, this indicator forbade of dangers of not spending at least 8% and ideally 10% of total revenues on annual capital renewal and replacement. This, however, was a skewed target - as it included the highly specific category of excluded debt within its targets. Taking the costs attributed to excluded debt out of the equation, a new picture develops which shows the Town has spent a recommended amount of between 6-7% of net revenues annually on capital and debt service. This amount has proven sufficient to "catch-up" on deferred capital projects, even though the Town fell just short in FY 2013. A significant reason to be positive moving forward is the policy decision to dedicate Local Option Tax revenues to Capital and Debt Service costs, thus securing a permanent funding stream with which to meet this important ongoing need.

## Debt Service

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




| Formulas: | General Fund Debt Service / General Fund Revenue & General Fund Debt Service / Per Capita & Household | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Fiscal Year** | **2004** | **2005** | **2006** | **2007** | **2008** | **2009** | **2010** | **2011** | **2012** | **2013** |
| Exempt Debt Service | $ 317,000 | $ 1,313,405 | $ 1,540,676 | $ 1,031,410 | $ 960,274 | $ 937,705 | $ 918,361 | $ 894,180 | $ 4,924,076 | $ 4,768,302 |
| Within Levy Debt Service | $ 6,619,472 | $ 6,418,807 | $ 6,452,762 | $ 6,182,248 | $ 6,283,504 | $ 5,958,287 | $ 6,240,367 | $ 6,123,139 | $ 6,063,325 | $ 5,406,825 |
| **Total Debt Service** | **$ 6,936,472** | **$ 7,732,212** | **$ 7,993,438** | **$ 7,213,658** | **$ 7,243,778** | **$ 6,895,992** | **$ 7,158,728** | **$ 7,017,319** | **$ 10,987,401** | **$ 10,175,127** |
| Gross Operating Revenue | $ 83,045,409 | $ 86,588,874 | $ 90,521,793 | $ 94,546,948 | $ 100,954,999 | $ 102,021,869 | $ 104,838,088 | $ 109,050,107 | $ 117,826,299 | $ 119,948,970 |
| Population | 32113 | 31943 | 31886 | 31,975 | 31,880 | 31,880 | 33,006 | 33,006 | 33,006 | 33,006 |
| Households | 12,213 | 12,258 | 12,313 | 12,354 | 12,393 | 12,394 | 12,670 | 12,718 | 12,804 | 12,879 |
| **Debt Service as a % of General Fund Revenue** | **8.35%** | **8.93%** | **8.83%** | **7.63%** | **7.18%** | **6.76%** | **6.83%** | **6.43%** | **9.33%** | **8.48%** |
| **Debt Service per Capita** | **$ 216.00** | **$ 242.06** | **$ 250.69** | **$ 225.60** | **$ 227.22** | **$ 216.31** | **$ 216.89** | **$ 212.61** | **$ 332.89** | **$ 308.28** |
| **Debt Service per Household** | **$ 567.96** | **$ 630.79** | **$ 649.19** | **$ 583.91** | **$ 584.51** | **$ 556.40** | **$ 565.01** | **$ 551.76** | **$ 858.12** | **$ 790.06** |

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

**Debt Service:**

Debt is the chief financing tool utilized by municipalities to continually replace and maintain its capital infrastructure. As such, it is important to monitor how much debt the community has at any one point in time and determine what impact the amount of debt service has on the operating budget and the taxpayers. Credit rating agencies monitor the amount of debt a community has just like they monitor individual credit. A variety of factors, including the level of debt service/annual revenues and level of debt service/capita and per household are evaluated by credit rating agencies.

| *Natick Trend* | |
|---|---|
| favorable | x |
| marginal | |
| unfavorable | |
| uncertain | |

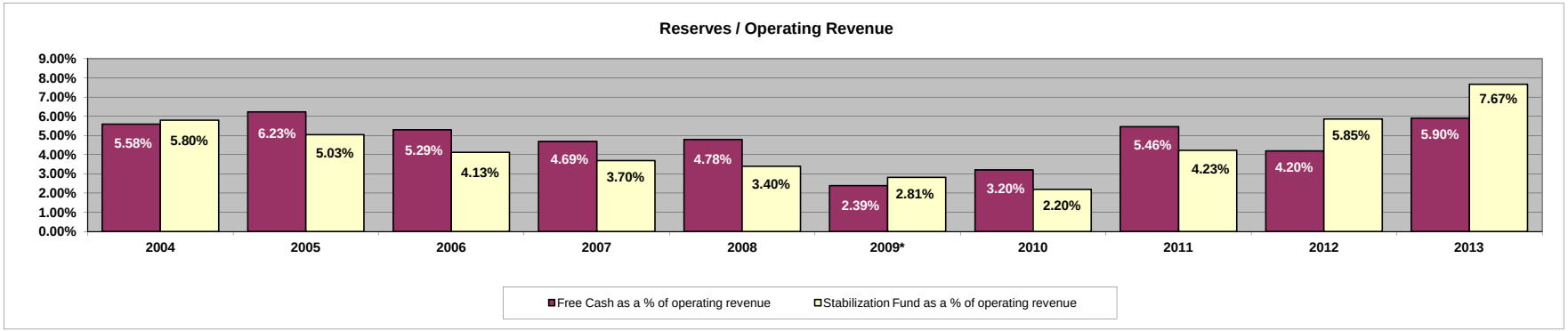
Positively for Natick, the community fares well on this indicator. Not only has debt service per capita remained well within recommended levels at between 6.5%-9.5% - debt service of 20% of operating revenues is considered a problem and 10% is considered acceptable - but decreased from FY 2006 through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

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

## Reserves & Fund Balance

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

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




| Formula: | Type of Reserve / Operating Revenues | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Fiscal Year** | **2004** | **2005** | **2006** | **2007** | **2008** | **2009*** | **2010** | **2011** | **2012** | **2013** |
| Certified Free Cash | $ 4,620,048 | $ 5,313,708 | $ 4,709,762 | $ 4,387,917 | $ 4,784,709 | $ 2,415,060 | $ 3,327,659 | $ 5,899,906 | $ 4,737,528 | $ 6,791,984 |
| Stabilization Fund | $ 4,798,985 | $ 4,292,834 | $ 3,671,373 | $ 3,458,312 | $ 3,401,290 | $ 2,844,860 | $ 2,288,392 | $ 4,268,560 | $ 4,271,457 | $ 4,280,594 |
| Capital Stabilization Fund | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ 307,913 | $ 1,478,084 | $ 3,691,483 |
| Operating Stabilization Fund | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ 856,478 | $ 856,633 |
| Net Operating Revenues | $ 82,728,409 | $ 85,275,469 | $ 88,981,117 | $ 93,515,538 | $ 99,994,725 | $ 101,084,164 | $ 103,919,727 | $ 108,155,927 | $ 112,902,223 | $ 115,180,668 |
| Free Cash as a % of operating revenue | 5.58% | 6.23% | 5.29% | 4.69% | 4.78% | 2.39% | 3.20% | 5.46% | 4.20% | 5.90% |
| Stabilization Fund as a % of operating | 5.80% | 5.03% | 4.13% | 3.70% | 3.40% | 2.81% | 2.20% | 4.23% | 5.85% | 7.67% |
| **Net Reserves as a % of Operating Revenue** | **11.39%** | **11.27%** | **9.42%** | **8.39%** | **8.19%** | **5.20%** | **5.40%** | **9.69%** | **10.05%** | **13.56%** |

Source(s): Certified Free Cash letters from the Department of Revenue, FY 2004-2013 & Town of Natick Town Reports, 2003-2012

**Notes:**

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

| *Natick Trend* | |
|---|---|
| favorable | x |
| marginal | |
| unfavorable | |
| uncertain | x |

**Reserves & Fund Balance:**

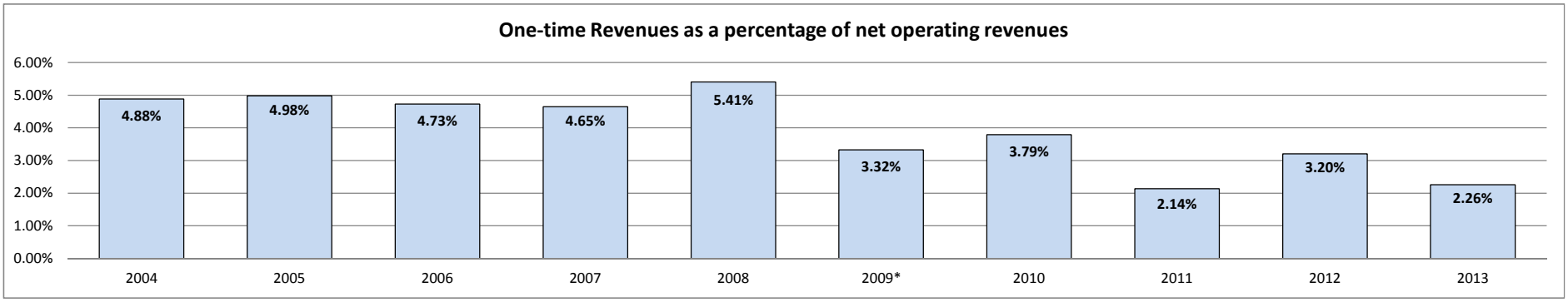
Reserves can be used by municipalities for many different purposes. Primarily, reserves are used to buffer against the need for severe reductions in service due to economic downturns, major emergencies which the community must respond to and as a sinking fund for major capital projects. Communities which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

Among the most alarming of trends for the Town of Natick was the marked and steady decline of reserves over the last decade. Regardless of how the economy performed from FY 2004-2013, the Town's overall reserve position declined from FY 2004 to FY 2009. With a combination of adherence to the Town's Financial Management Principles and prudent use of additional resources to build reserves, the Town reversed that trend for the first time in FY 2010 and made significant strides in FY 2011-2013. This is a notable accomplishment, given the overall economic condition of the region and the country.

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

## Use of One-Time Revenues to Support Operations

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




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

| | 2004 | 2005 | 2006 | 2007 | 2008 | 2009* | 2010 | 2011 | 2012 | 2013 |
|---|---|---|---|---|---|---|---|---|---|---|
| One-Time Revenues | | | | | | | | | | |
| Free-Cash | $ 2,290,405 | $ 2,494,794 | $ 2,857,608 | $ 3,445,080 | $ 4,035,895 | $ 2,757,971 | $ 1,990,000 | $ 2,214,303 | $ 2,616,244 | $ 2,604,502 |
| Stabilization Fund | $ 750,000 | $ 750,000 | $ 675,000 | $ 400,000 | $ 256,102 | $ 600,000 | $ 950,751 | $ 98,550 | $ - | $ - |
| Overlay Surplus | $ 1,000,000 | $ 1,000,000 | $ 675,000 | $ 500,000 | $ 1,116,024 | $ - | $ 1,000,000 | $ - | $ 1,000,000 | $ - |
| One-Time Revenues | $ 4,040,405 | $ 4,244,794 | $ 4,207,608 | $ 4,345,080 | $ 5,408,020 | $ 3,357,971 | $ 3,940,751 | $ 2,312,853 | $ 3,616,244 | $ 2,604,502 |
| Net Operating Revenues | $ 82,728,409 | $ 85,275,469 | $ 88,981,117 | $ 93,515,538 | $ 99,994,725 | $ 101,084,164 | $ 103,919,727 | $ 108,155,927 | $ 112,902,223 | $ 115,180,668 |
| **One-time Revenues as a percentage of net operating revenues** | **4.88%** | **4.98%** | **4.73%** | **4.65%** | **5.41%** | **3.32%** | **3.79%** | **2.14%** | **3.20%** | **2.26%** |

Source: FY 2004-2013 Tax Recapitulation Forms, Page B-2 & Town of Natick Town Reports, 2003-2012.

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

| *Natick Trend* | |
|---|---|
| favorable | |
| marginal | x |
| unfavorable | |
| uncertain | |

**Use of One-Time Revenues to Support Operations:**

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

The Town of Natick utilized increased amounts of one-time revenues for most of the last decade, peaking at 5.41% of all operating revenues in FY 2008. This pattern is not sustainable. Efforts have been made to reduce that reliance, and the total amount of one-time revenues utilized for recurring purposes has been substantially lower over the course of the last five fiscal years. If one-time revenues are to be used by the Town, they should whenever possible be used for one-time expenses - i.e. Capital purchases or increasing the Town's overall reserve position. It is unlikely that the Town will be able to completely eliminate the use of Free Cash for operations, and it i must be said that some Free Cash is recurring from revenues in excess of estimates and/or expense turnbacks. The same can be said for Overlay Surplus. - not all of it is one-time and some amount can be considered for recurring use. But these sources should not be relied upon for future years' operations. unless carefully planned and used for limited purposes (i.e. servicing debt).

## Executive Summary - Projections

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

**Methodology**

The table on the next page shows a projection of total general fund revenues and expenditure requirements for three years, FY 2014-FY 2016. Projections are calculated in the aggregate, using conservative assumptions, with the intention of giving an overall perspective on the Town's budget outlook. The projections are presented in sequence with the current year and three prior years for comparisons. It is important to emphasize that the projection is not a proposed or recommended budget. ***It is a tool for planning.***

**Revenues**

Revenues are comprised of four primary components: the Tax Levy, State Aid, Local Receipts and Other Available Funds. The Tax Levy will remain constantly growing at the Proposition 2.5% level annually and minimal new growth due to construction. State Aid is projected to remain level at FY 2014 amounts. Local receipts are projected to increase moderately over the period of FY 2015-FY 2016. Other Available Funds are level at FY 2014 levels. Indirects are proposed to decrease annually for the three year period as attempts are made to be less "aggressive" on costs charged against the Water/Sewer Enterprise Fund. $2,000,000 in Free Cash and Overlay Surplus are proposed to be applied to operations annually and small amounts of other 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, new within-levy debt service and provide tax relief for a portion of the debt service attributable to the High School and Community Senior Center projects.

**Expenses**

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

The greatest changes going forward rest within the categories of Shared Expenses. While great savings has been achieved within municipal health care over the last several years through the shift of retirees to Medicare active employees to cheaper health care models, health care and pension costs are expected to rise at 8% annually.

**Results**

These projections forecast a sizable gap between the cost of providing the current level of services and the revenue that may be generated over the next several years. In FY2015 the preimlinary gap is projected to be just under $1.5 M but FY 2016 blossoms to a gap of nearly $4.5M. 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 sizeable structural budget imbalance. This can be filled with one-time resources, but not sustainably. In order to achieve sustainability within Town services in the future, either efficiencies will have to be found, services reduced, or new revenue streams developed. As we move forward, Town Officials will continue to monitor revenue receipts, examine new ways of doing business and continue working to make Natick's government more sustainable.

## Three-Year Projection

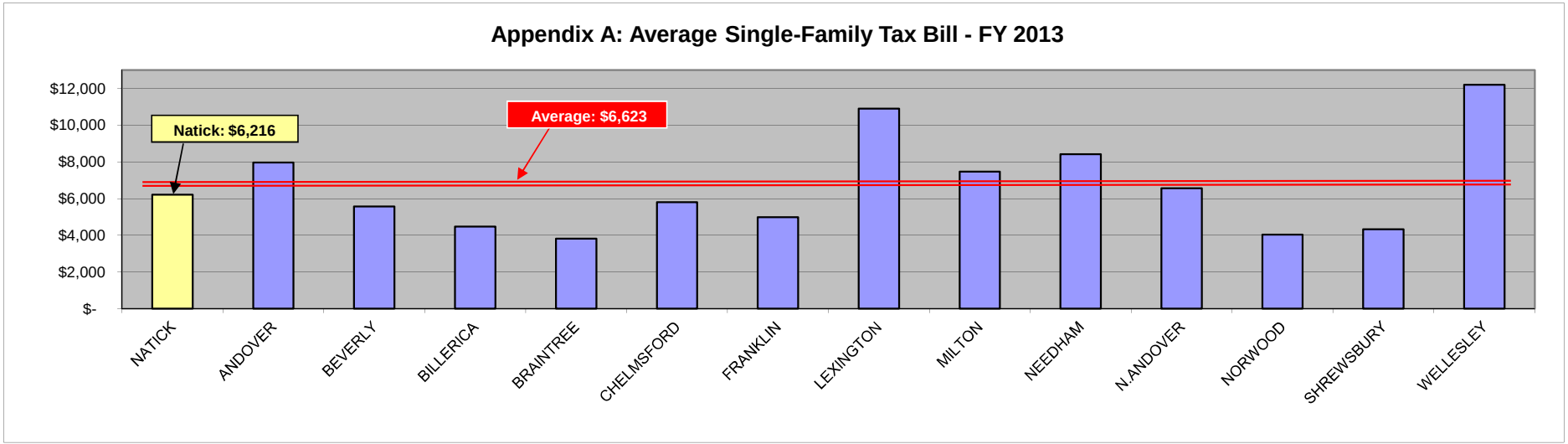
| | | 2013 Appropriated | 2014 Appropriated | 2015 Projection | 2015 Projection | Comments |
|---|---|---|---|---|---|---|
| | **General Fund Revenues** | | | | | |
| 1 | Tax Levy | 89,323,445 | 93,261,492 | 95,881,935 | 98,605,954 | 2.5% allowable; .3% for growth + Excluded Debt Service for C/SC & NHS |
| 2 | State Aid | 11,657,952 | 12,363,740 | 12,363,740 | 12,363,740 | Assumes level-funding of FY 2014 State Aid |
| 3 | Estimated Receipts | 10,012,890 | 10,691,750 | 10,905,585 | 11,123,697 | Assumes 2% growth annually |
| 4 | Local Option Taxes | 1,300,000 | 1,300,000 | 1,300,000 | 1,300,000 | Used for Capital Debt Service related to Excluded Projects |
| 5 | Other Local Receipts | | | | | |
| 6 | Indirects | 2,581,514 | 2,355,825 | 2,120,243 | 2,014,230 | Dependent Upon General Fund Operating Budget |
| 7 | Free Cash | 6,343,030 | 6,313,951 | 1,500,000 | 1,500,000 | $1.5 M Recurring F.C. assured; add'l F.C. less certain |
| 8 | Stabilization Fund | 1,062,152 | 2,424,229 | 2,892,408 | 1,708,224 | CSF funds spent on cash capital, new within-levy debt and C/SC & HS |
| 9 | Overlay Surplus | | 500,000 | 500,000 | 500,000 | Can change based upon final settlement of outstanding ATB cases |
| 10 | Other Available Funds | 460,407 | 307,234 | 307,234 | 307,234 | Parking Meter Receipts, Other State Remb., Bond Premiums for HS/CSC |
| | **Total General Fund Revenues** | **122,741,390** | **129,518,221** | **127,771,145** | **129,423,079** | |
| | **General Fund Expenses** | | | | | |
| | Education & Learning | | | | | |
| 11 | Natick Public Schools | 46,558,714 | 48,588,672 | 50,775,162 | 53,060,045 | 4.5% increase |
| 12 | Keefe Tech | 1,271,613 | 1,270,852 | 1,397,937 | 1,537,731 | 10% Increase: Assumes increase of Natick students & lower total pop. |
| 13 | Morse Institute Library | 1,884,687 | 1,965,777 | 2,014,921 | 2,065,294 | Assumes 2.5% increase |
| 14 | Bacon Free Library | 130,082 | 139,582 | 143,072 | 146,648 | Assumes 2.5% increase |
| 15 | Public Safety | 13,723,417 | 14,055,239 | 14,406,620 | 14,766,785 | Assumes 2.5% increase |
| 16 | Public Works | 7,394,083 | 7,091,649 | 7,268,940 | 7,450,664 | Assumes 2.5% increase |
| 17 | Health & Human Services | 1,856,338 | 1,982,921 | 2,032,494 | 2,083,306 | Assumes 2.5% increase |
| 18 | Administrative Support Services | 4,820,673 | 5,142,416 | 5,270,976 | 5,402,750 | Assumes 2.5% increase |
| 19 | Committees | 26,010 | 26,060 | 26,712 | 27,379 | Assumes 2.5% increase |
| 20 | Shared Expenses | | | | | |
| 21 | Fringe Benefits | 15,109,016 | 15,361,236 | 16,590,135 | 17,917,346 | 8% increase in health premiums; higher rates in FY 2015 & 2016 |
| 22 | Prop & Liab. Insurance | 553,175 | 588,175 | 617,584 | 648,463 | Assumes higher rates in FY 2015 & 2016 (5% annually) |
| 23 | Retirement | 6,150,200 | 6,610,068 | 7,138,873 | 7,709,983 | Assumes 8% increase annually |
| 24 | Debt Services | 10,208,521 | 10,961,043 | 11,251,959 | 11,635,003 | Includes existing and proposed W/L and Excldued debt |
| 25 | Reserve Fund | 400,000 | 300,000 | 300,000 | 300,000 | Level-Funded |
| 26 | Facilities Management | 2,479,630 | 2,590,381 | 2,655,140 | 2,721,519 | Assumes 2.5% increase |
| | **General Fund Oper. Expenses** | **112,566,158** | **116,674,071** | **121,890,528** | **127,472,918** | |
| 26 | Capital Improvements | 1,282,777 | 1,725,150 | 1,901,900 | 608,400 | Capital Stab. Fund provides cash funding moving forward. |
| 27 | School Bus Transportation | 340,041 | 350,243 | 360,750 | 371,572 | 3% annual increase |
| 28 | State & County Assessments | 1,524,561 | 1,526,142 | 1,579,557 | 1,634,841 | Assumes 3.5% increase from FY 2014 HWM Levels |
| 29 | Cherry Sheet Offsets | 239,005 | 257,572 | 266,587 | 275,918 | Assumes 3.5% increase from FY 2014 HWM Levels |
| 30 | Tax Title | 25,000 | 0 | 0 | 0 | Eliminated FY 2014 |
| 31 | Snow Removal Supplement | 102,008 | 712,115 | 500,000 | 500,000 | Assumes total expenditure of $650K/year for Snow & Ice |
| 32 | Overlay | 1,463,310 | 1,300,000 | 1,150,000 | 1,450,000 | Varies dependent upon valuations, revaluation years |
| 33 | Golf Course Deficit | 310,000 | 312,246 | 292,246 | 272,246 | Includes offset for indirects starting in FY 2014 |
| 34 | Stablization Fund | 0 | 0 | 0 | 0 | |
| 35 | Operational Stabilization Fund | 0 | 856,633 | 0 | 0 | |
| 36 | Capital Stabilization Fund | 3,275,551 | 4,240,207 | 0 | 0 | |
| 37 | FLSA Settlement | 0 | 0 | 0 | 0 | |
| 38 | Misc. Articles | 312,977 | 263,842 | 0 | 0 | |
| 39 | Anticip. Local Opt. Taxes for FY 14 CSF* | 1,300,000 | 1,300,000 | 1,300,000 | 1,300,000 | Funds raised from local option taxes |
| | **Total General Fund Expenses** | **122,741,389** | **129,518,221** | **129,241,568** | **133,885,895** | |
| | **Net Excess / (Deficit)** | **0** | **0** | **-1,470,423** | **-4,462,816** | |

## FY 2015 Budget Policy Issues

The following is a list of important policy issues which need further discussion & analysis in FY 2015.

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

## Appendix A: Average Tax Bill




| Municipality | Assessed Value | Parcels | Average Value | Tax Rate | Single Family Tax Bill | Lo/High Tax Bill (lowest number = highest tax bill in Mass.) | Split Tax Rate? |
|---|---|---|---|---|---|---|---|
| NATICK | $ 3,676,320,700 | 8,481 | $ 433,477 | $ 14.34 | $ 6,216 | 58 | No |
| ANDOVER | $ 4,684,005,100 | 8,531 | $ 549,057 | $ 14.51 | $ 7,967 | 33 | Yes |
| BEVERLY | $ 3,427,872,900 | 8,402 | $ 407,983 | $ 13.64 | $ 5,565 | 80 | Yes |
| BILLERICA | $ 3,355,108,500 | 10,746 | $ 312,219 | $ 14.31 | $ 4,468 | 141 | Yes |
| BRAINTREE | $ 3,096,987,000 | 9,022 | $ 343,271 | $ 11.11 | $ 3,814 | 192 | Yes |
| CHELMSFORD | $ 2,916,193,075 | 9,027 | $ 323,052 | $ 17.95 | $ 5,799 | 70 | No |
| FRANKLIN | $ 2,651,054,200 | 7,618 | $ 347,999 | $ 14.34 | $ 4,990 | 106 | No |
| LEXINGTON | $ 6,441,950,000 | 8,978 | $ 717,526 | $ 15.20 | $ 10,906 | 9 | Yes |
| MILTON | $ 3,626,448,300 | 7,135 | $ 508,262 | $ 14.70 | $ 7,471 | 40 | Yes |
| NEEDHAM | $ 6,221,014,000 | 8,353 | $ 744,764 | $ 11.30 | $ 8,416 | 27 | Yes |
| N.ANDOVER | $ 2,972,126,200 | 6,217 | $ 478,064 | $ 13.72 | $ 6,559 | 51 | Yes |
| NORWOOD | $ 2,127,873,500 | 5,824 | $ 365,363 | $ 11.04 | $ 4,034 | 176 | Yes |
| SHREWSBURY | $ 3,387,789,755 | 9,148 | $ 370,331 | $ 11.67 | $ 4,322 | 151 | No |
| WELLESLEY | $ 7,601,628,000 | 7,291 | $ 1,042,604 | $ 11.70 | $ 12,198 | 5 | No |
| **AVERAGE** | **$ 4,013,312,231** | **8,198** | **$ 495,998** | **$ 13.54** | **$ 6,623** | **49** | |

**Average Tax Bill:**

This table shows the average single-family tax bill for comparable communities to Natick for FY 2013. Only single-family homes are shown as part of this comparison. As of FY 2013, Natick finds itself below average compared to the other 12 comparable communities in average tax bills.

Natick's average single family tax bill increased $201 from FY 2012 to FY 2013. Remarkably, the average single family tax bill for the comparable communities also increased $201 FY 2012 to FY 2013.

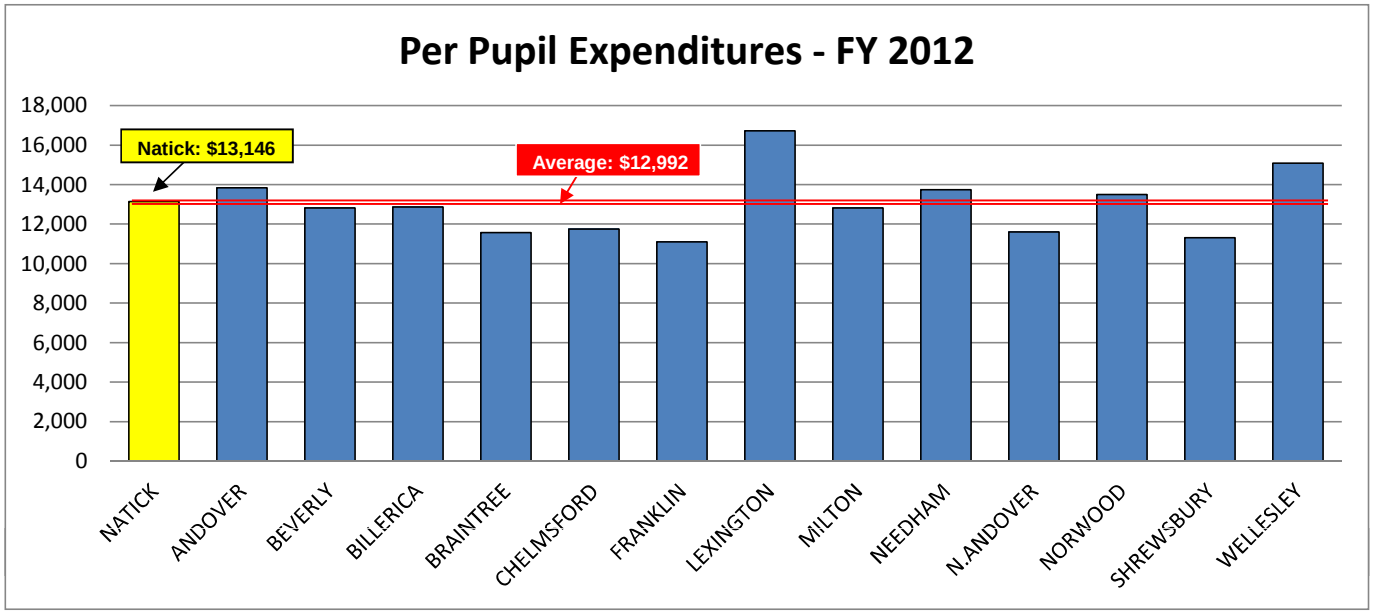
Source: Mass. Dept. of Revenue, Div. Of Local Services.

## Appendix B: Per Pupil Expenditure Comparative Data

**Per Pupil Expenditure Data:**

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

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




| District | FY 2012 Total Pupils | FY 2012 Total Expenditure |
|---|---|---|
| NATICK | 5,078 | 13,146 |
| ANDOVER | 6,373 | 13,836 |
| BEVERLY | 4,530 | 12,818 |
| BILLERICA | 5,991 | 12,872 |
| BRAINTREE | 5,661 | 11,564 |
| CHELMSFORD | 5,446 | 11,751 |
| FRANKLIN | 6,450 | 11,108 |

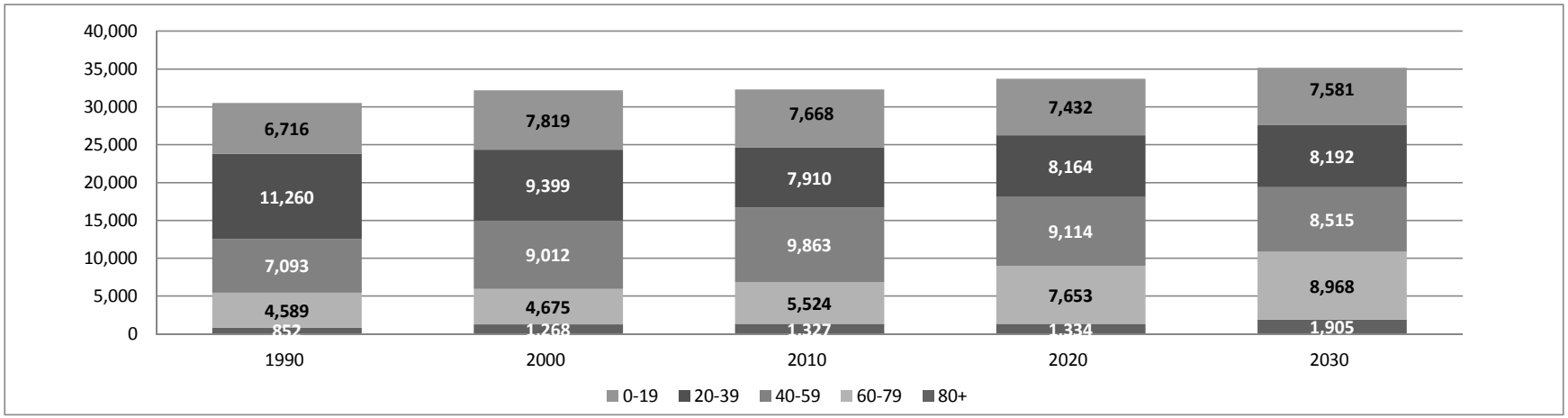
| District | FY 2012 Total Pupils | FY 2012 Total Expenditure |
|---|---|---|
| LEXINGTON | 6,534 | 16,726 |
| MILTON | 3,931 | 12,816 |
| NEEDHAM | 5,517 | 13,742 |
| N.ANDOVER | 4,804 | 11,603 |
| NORWOOD | 3,512 | 13,497 |
| SHREWSBURY | 6,257 | 11,318 |
| WELLESLEY | 4,999 | 15,085 |

| Averages: | |
|---|---|
| Enrollment | 5,363 |
| Per Pupil Expenditure | $ 12,992 |

**Notes:**
Source: http://finance1.doe.mass.edu/statistics/ppx12.xls. Total Expenditure column includes all General Fund Appropriations & Grants, Revolving and Other funds. Data shown is most recent available from the Mass. Department of Education.

## Appendix C: Population Projections

### Population Projections: 1990-2035, Town of Natick




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

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

**Population:**

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

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

It is also important to note that these populations projections are ***one method*** of calculating. The Natick Public Schools also has its own internal forecasting, and as witnessed by ***actual*** enrollment data, Natick has NOT witnessed a downward trend for the 0-19 cohort so far.

## Appendix D: Other Post Employment Benefits

**Other Post Employment Benefits (OPEB):**

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

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

After conducting the latest actuarial, USI has determined that our total unfunded actuarial accrued liability is $120,981,624. As a result, the Town's annual audits going forward will show a significant and growing liability, unless the Town chooses to begin setting aside funds in a restricted trust in order to put towards mitigating the liability. The 2011 Fall Annual Town allowing the Board of Selectmen to create the trust and a total of $445,825 was appropriated into it by the 2012 and 2013 Spring Annual Town Meetings, respectively. Some communities have chosen to begin setting aside funds towards the unfunded liability without additional legal mandate or guidance from state or federal legislators. They have taken advantage of a variety of funding sources, including but not limited to redirecting Medicare Part D monies (if they receive them), appropriating additional tax levy support to a trust designed to reduce the overall liability, or using decreases in the pension assessments , if they arise.

**OPEB Liability Growth as a result of GASB 45**

**FY 2013**

| | | |
|---|---|---|
| For FY 2013, the actuarial study has estimated that our total cost is:<br>*(this is a cumulation of both the normal cost of care plus the amount we need to pay to "catch-up" to make sure the liability is paid down in 30 years)* | $ | **43,039,816** |
| Less our current contributions: | $ | **(3,706,618)** |
| Total FY 2013 Year-end Outstanding Liability for OPEB: | $ | **39,333,198** |

**FY 2014**

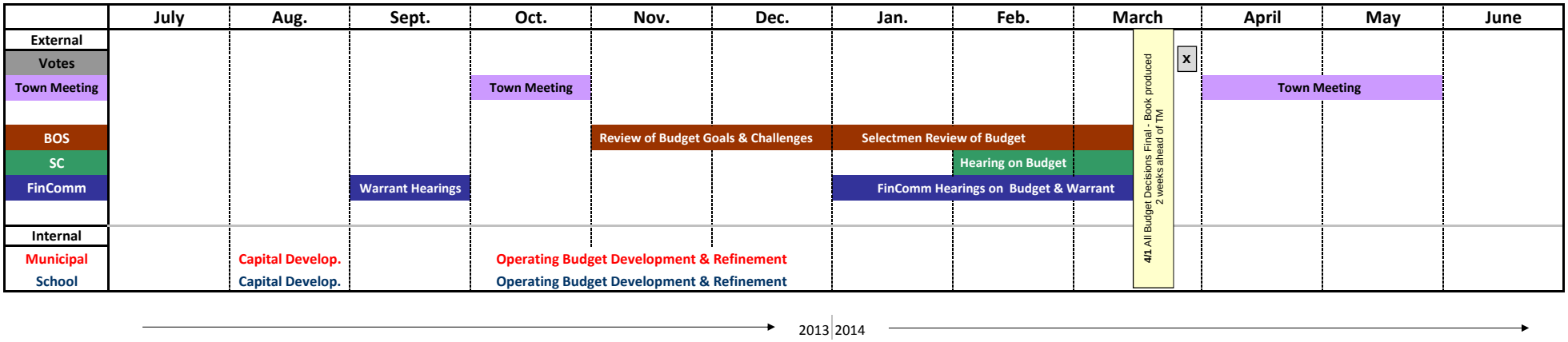
| | | |
|---|---|---|
| Beginning Outstanding Liability (from FY 2013): | $ | **39,333,198** |
| FY 2014 estimated total cost: | $ | **11,793,312** |
| Less our current contributions: | $ | **(4,337,696)** |
| Total FY 2012 Year-end Outstanding Liability for OPEB: | $ | **46,788,814** |

and so on…

Source: A Postretirement Welfare Benefit GASB 45 Actuarial Valuation As of July 1, 2012 for: The Town of Natick. The USI Consulting Group. May 29, 2013.

Actuarials are conducted every two (2) years on this fund. The next is scheduled to be conducted during FY 2015.

## Appendix E: FY 2015 Budget Schedule & Process




### Significant Dates

**August 2013**
Capital

**September 2013**

| | |
|---|---|
| Capital Update Submitted | September 1st |

**October 2013**

| | |
|---|---|
| Operating Budget Development (Internal) | Mid-to- Late October |
| 2013 Fall Town Meeting | Begins October 15th |

**November 2013**

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

**December 2013**

| | |
|---|---|
| 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 2014**

| | |
|---|---|
| Submittal of FY 2015 Administrator's Proposed Budget to BOS & FC | **January 1st** |
| Finance Committee Public Hearings on Budget | All January |
| BOS - Review of Budget | |

**February 2014**

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

**March 2014**

| | |
|---|---|
| Finance Committee Public Hearings on Budget | to March 15 |
| Preparation of Materials for Town Meeting | March 16-31 |
| X Municipal Election | March 25th |

**April - May 2014**

| | |
|---|---|
| Town Meeting | Commences April 8th |

**July 2014**

| | |
|---|---|
| Start of FY 2015 | July 1 |

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

## Appendix F: Notes & Assumptions

**Notes:**

Actual Data - Data presented as actual for FY 2004-2011 is taken from final G/L accounting reconciliations prepared by the Town Comptroller. FY 2012 and 2013 is taken from the accounting system but has not been finalized and has not been audited as of the printing of this document. Figures may change slightly.

Constant Dollars - Or "dollars adjusted for inflation" utilizes data from the U.S. Department of Labor, Bureau of Labor Statistics for the Boston-Brockton-Nashua Metropolitan Statistical Area. CPI-U data used is for the mid-year analysis, CY 2004-2013. This corresponds to the end of the Town's fiscal year. CPI-U assumes that the period of time 1982-1984 = 100.

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

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

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

# Snow & Ice Removal Costs - FY 1998-FY 2013

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

| | FY98 | FY99 | FY00 | FY01 | FY02 | FY03 |
|---|---|---|---|---|---|---|
| Budgeted Amount | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| Emergency Funding (FEMA) | | | | 58,660 | | |
| | | | | | | |
| **Total Expenses** | **231,073** | **279,750** | **220,944** | **546,000** | **232,386** | **595,726** |

| | FY04 | FY05 | FY06 | FY07 | FY08 | FY09 |
|---|---|---|---|---|---|---|
| Budgeted Amount | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| Emergency Funding (FEMA) | 115,049 | 175,514 | | | | |
| | | | | | | |
| **Total Expenses** | **449,538** | **895,551** | **449,627** | **352,978** | **882,779** | **899,655** |

| | FY10 | FY11 | FY12 | FY13 |
|---|---|---|---|---|
| Budgeted Amount | 150,000 | 150,000 | 150,000 | 150,000 |
| Emergency Funding (FEMA) | | | | |
| | | | | |
| **Total Expenses** | **598,991** | **867,663** | **299,508** | **862,115** |

| | 3 Year Average | 5 Year Average | 10 Year Average | 15 Year Average | 5 Year Low | 5 Year High |
|---|---|---|---|---|---|---|
| **Total Expenses** | **$ 676,429** | **$ 705,586** | **$ 655,840** | **$ 562,214** | **$ 299,508** | **$ 899,655** |

# Status of Municipal Reserves

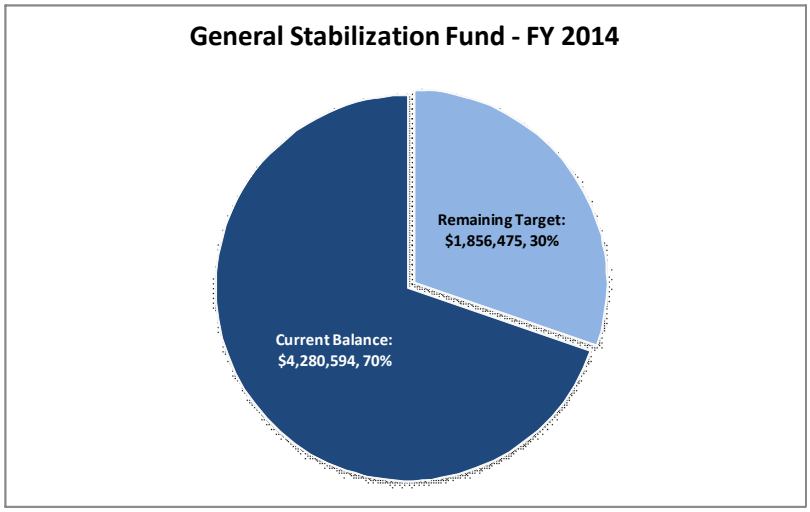
### *Overlay Surplus:*

The purpose of the overlay surplus account is to fund property tax abatements and exemptions that may be granted in a particular fiscal year. Each fiscal year has an associated Overlay Reserve account; once all exemption and abatement requests for a particular fiscal year have been resolved or can be reliably predicted, the funds remaining in the Overlay Reserve may be declared by the Assessors as Overlay Surplus. Typically the Overlay Surplus is released incrementally, and is often used to fund Capital or other one-time expenses. For FY 2010, the Assessors were asked to and did release all potential Overlay Surplus from FY 2009 and all earlier years, thus limiting this funding source in future years until the reserve is replenished. No overlay surplus was used in building the FY 2011 budget. $1,000,000 was appropriated for usage in FY 2012. No overlay surplus was used in building the FY 2013 Preliminary Budget. $500,000 was used in FY 2014, and the sme amount si proposed for use in FY 2015.

### *Stabilization Funds:*

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

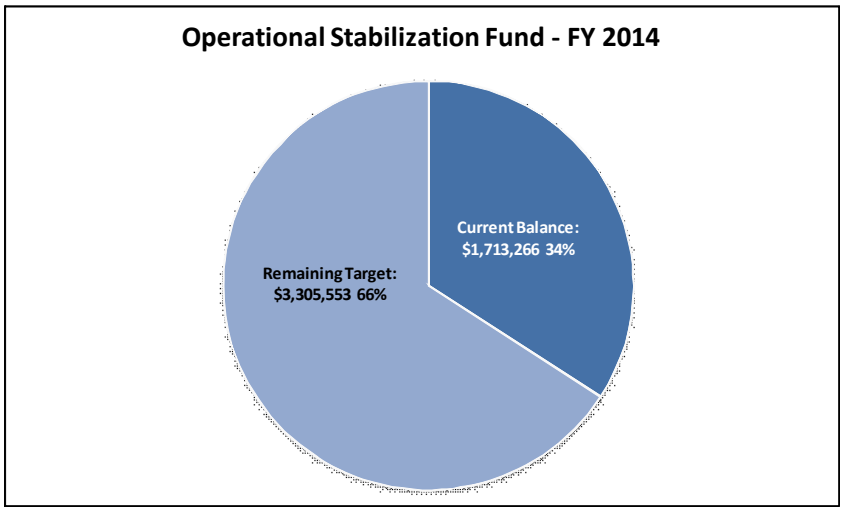
The Town maintains three Stabilization Funds:




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

| | Current Balance | G.F. Revenues* | Minimum Level | Target | Balance to target | % Raised |
|---|---|---|---|---|---|---|
| | | | 2% | 5% | | |
| **General Stabilization Fund** | **$ 4,280,594** | **$ 122,741,389** | **$ 2,454,828** | **$ 6,137,069** | **$ 1,856,475** | **69.75%** |

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




| | Proposed Balance | Target - 5% of Local Receipts for last 3 years* | Target - 10% of State Aid for last 3 years* | Total Target | Remaining Target | Percentage of Target |
|---|---|---|---|---|---|---|
| **Operational Stabilization Fund** | **$ 1,713,266** | **$ 1,521,434** | **$ 3,497,386** | **$ 5,018,819** | **$ 3,305,553** | **34.14%** |

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

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

## Capital Stabilization Fund

| | | | |
|---|---|---|---|
| **Initial Balance** | **$** | **307,913** | FY 2011 |
| **Balance After 2011 Spring ATM** | **$** | **995,353** | FY 2012 |
| Use @ 2011 FATM (Articles 9 and 10) | $ | (689,340) | |
| Amount Appropriated from Free Cash under Article 7 | $ | 1,172,071 | |
| **Balance After 2011 Fall ATM** | **$** | **1,478,084** | FY 2013 |
| Use @ 2012 Spring ATM | $ | (477,812) | |
| **Balance After 2012 Spring ATM** | **$** | **1,000,272** | |
| Use @ 2012 Fall ATM | $ | (584,340) | |
| Amount Appropriated from Free Cash (local option taxes) | $ | 1,275,551 | |
| Amount Appropriated from Free Cash (additional funds) | $ | 2,000,000 | |
| **Balance After 2012 Fall ATM** | **$** | **3,691,483** | FY 2014 |
| Use @ 2013 Spring ATM - Capital Equipment & Improvement | $ | (925,840) | |
| Use @ 2013 Spring ATM - Debt Service | $ | (449,079) | |
| Use @ 2013 Spring ATM - Excluded Debt Service Tax Reduction | $ | (250,000) | |
| Amount Appropriated from Tax Levy (additional funds) | $ | 254,211 | |
| Amount Appropriated from Free Cash (additional funds) | $ | 211,364 | |
| **Balance After 2013 Spring ATM** | **$** | **2,532,139** | |
| Use @ 2013 Fall ATM | $ | (799,310) | |
| Amount Town Administration Recommends Appropriated from Free Cash (local option taxes) | $ | 1,334,123 | |
| Amount Town Administration Recommends Appropriated from Tax Levy (additional funds) | $ | 1,440,509 | |
| Amount Town Administration Recommends Appropriated from Free Cash (additional funds) | $ | 1,000,000 | |
| **Balance After 2013 Fall ATM** | **$** | **5,507,461** | |

### *Free Cash:*

Free Cash is cyclical, as a new amount is certified by the Department of Revenue each year based upon remaining funds from operations of the previous fiscal year and actual receipts in excess of revenue estimates, with offsets applied such as unpaid property taxes and certain deficits, all as based on the Town's balance sheet as of June 30. That is, Free Cash is, to some extent, replenished at the end of each fiscal year, but the extent cannot be accurately predicted until the subject fiscal year is “closed out.” The MA Department of Revenue recommends that "A community should maintain a free cash balance to provide a hedge against unforeseen expenditures and to ensure there will be an adequate reserve to prevent sharp fluctuations in the tax rate. Maintenance of an adequate free cash level is not a luxury but a necessary component of sound local fiscal management. Credit rating agencies and other members of the financial community expect municipalities to maintain free cash reserves and make judgments regarding a community's fiscal stability, in part, on the basis of free cash." One unofficial target for unappropriated Free Cash (the balances remaining after all appropriations are made from the fund during the fiscal year) is that it should not go below 1/2% of general fund revenues, or approximately $625,500 for Natick.

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

## Free Cash Balances

| **Fiscal Year** | **FY 2008** | **FY 2009** | **FY 2010** | **FY 2011** | **FY 2012** | **FY 2013** | **FY 2014** |
|---|---|---|---|---|---|---|---|
| **Effective Date** | 7/1/2007 | 7/1/2008 | 7/1/2009 | 7/1/2010 | 7/1/2011 | 7/1/2012 | 7/1/2013 |
| **General Fund (Free Cash)** | $4,784,709 | $2,415,060 | $3,327,659 | $5,899,906 | $4,737,528 | $6,791,984 | **$6,827,707** |
| **Water/Sewer Enterprise** | $ 682,304 | $ 656,440 | $1,390,829 | $1,980,622 | $2,386,297 | $ 849,404 | **$2,866,906** |
| **Golf Course Enterprise** | $ 103,010 | $ 97,394 | $ 83,126 | $ 111,897 | $ 71,576 | $ 72,642 | **$ 100,674** |

Finally, this table shows the planned usage of the $6,827,707 Certified Free Cash amount.

## Free Cash Spenddown Proposal

| Item | Amount | Rationale |
|---|---|---|
| Certified Free Cash as of 7/1/2013 | $ 6,827,707 | Est. FC. Certification |
| .5% of G/F Revenue Set-Aside | $ (625,500) | As per Financial Policies |
| | | |
| **2013 Fall Town Meeting** | | |
| Article 13: FY 2014 Omnibus Budget | $ (437,614) | Increased to lower taxpayer cost of projects in FY 14 |
| Article 15: Transfer to Operating/Rainy Day SF | $ (856,633) | As per Financial Policies |
| Article 16: Transfer of FY 2013 Local Option Taxes to CSF | $ (1,334,123) | As per Financial Policies |
| Article 16: Additional Capital SF Contribution | $ (1,000,000) | To accommodate future Capital Needs/Tax Relief |
| | | |
| **2014 Spring Town Meeting** | | |
| OPEB Stabilization Fund | $ (250,000) | Estimated amount from WSHG for 2009 Medicare Part D Reimbursement |
| FY 2015 Operating Budget | $ (1,500,000) | Standard from Free Cash for next years Operating Budget |
| **Remaining Unallocated Balance** | **$ 823,837** | |

# THE COMMONWEALTH OF MASSACHUSETTS

## DEPARTMENT OF REVENUE
## TAX RATE RECAPITULATION

of FISCAL 2014

**NATICK**

City/Town/District

### I. TAX RATE SUMMARY

| | |
|---|---|
| Ia. Total amount to be raised (from IIe) | $ 142,003,756.51 |
| Ib. Total estimated receipts and other revenue sources (from IIIe) | 48,567,091.00 |
| Ic. Tax levy (Ia minus Ib) | $ 93,436,665.51 |
| Id. Distribution of Tax Rates and levies | |

| CLASS | (b) Levy percentage (from LA-5) | (c) IC above times each percent in col (b) | (d) Valuation by class (from LA-5) | (e) Tax Rates (c) / (d) x 1000 | (f) Levy by class (d) x (e) / 1000 |
|---|---|---|---|---|---|
| Residential | 76.9723% | 71,920,350.49 | 5,071,958,730 | 14.18 | 71,920,374.79 |
| Exempt | | | | | |
| Open Space | 0.0000% | 0.00 | 0 | | |
| Commercial | 20.6377% | 19,283,178.72 | 1,359,882,270 | 14.18 | 19,283,130.59 |
| Exempt | | | | | |
| Industrial | 0.5537% | 517,358.82 | 36,485,100 | 14.18 | 517,358.72 |
| **SUBTOTAL** | 98.1637% | | 6,468,326,100 | | 91,720,864.10 |
| Personal | 1.8363% | 1,715,777.49 | 121,001,510 | 14.18 | 1,715,801.41 |
| **TOTAL** | 100.0000% | | 6,589,327,610 | | 93,436,665.51 |

Board of Assessors of **NATICK** _____ _____

City or Town Date Tel. No.

_____ _____ _____

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

Reviewed By _____

Date _____

Approved: _____

Director of Accounts Date

## II. Amounts to be raised

| | | |
|---|---|---|
| IIa. Appropriations (col. (b) through col. (e) from Page 4) | | $ 138,132,755.00 |
| IIb. Other amounts to be raised | | |
| 1. Amounts certified for tax title purposes | 25,000.00 | |
| 2. Debt and interest charges not included on page 4 | | |
| 3. Final court judgments | | |
| 4. Total overlay deficits of prior years | | |
| 5. Total cherry sheet offsets (see cherry sheet 1-ER) | 257,572.00 | |
| 6. Revenue deficits | | |
| 7. Offset receipts deficits Ch. 44, Sec. 53E | | |
| 8. Authorized deferral of teachers' pay | | |
| 9. Snow and ice deficit Ch. 44 Sec. 31D | 712,114.58 | |
| 10. Other (specify on separate letter) | | |
| TOTAL IIb (Total lines 1 through 10) | | 994,686.58 |
| IIc. State and county cherry sheet charge (C.S. 1-EC) | | 1,526,412.00 |
| IId. Allowance for abatements and exemptions (overlay) | | 1,349,902.93 |
| IIe. Total amount to be raised (Total IIa through IId) | | $ 142,003,756.51 |

## III. Estimated receipts and other revenue sources

| | | |
|---|---|---|
| IIIa. Estimated receipts - State | | |
| 1. Cherry sheet estimated receipts (C.S. 1-ER Total) | $ 12,363,740.00 | |
| 2. Massachusetts School Building Authority Payments | | |
| TOTAL IIIa | | 12,363,740.00 |
| IIIb. Estimated receipts - Local | | |
| 1. Local receipts not allocated (Page 3, col. (b), Line 23) | 10,591,750.00 | |
| 2. Offset receipts (See Schedule A-1) | 0.00 | |
| 3. Enterprise funds (See Schedule A-2) | 13,997,987.00 | |
| 4. Community preservation funds (See Schedule A-4) | 0.00 | |
| TOTAL IIIb | | 24,589,737.00 |
| IIIc. Revenue sources appropriated for particular purposes | | |
| 1. Free cash (Page 4, col. (c)) | 6,313,951.00 | |
| 2. Other available funds (Page 4, col. (d) ) | 5,299,663.00 | |
| TOTAL IIIc | | 11,613,614.00 |
| IIId. Other revenue sources appropriated specifically to reduce the tax rate | | |
| 1. a. Free cash...appropriated on or before June 30, 2013 | | |
| b. Free cash...appropriated on or after July 1, 2013 | | |
| 2. Municipal light source | | |
| 3. Teachers' pay deferral | | |
| 4. Other source : | | |
| TOTAL IIId | | 0.00 |
| IIIe. Total estimated receipts and other revenue sources (Total IIIa through IIId) | | $ 48,567,091.00 |

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

| | | |
|---|---|---|
| a. Total amount to be raised (from IIe) | | $ 142,003,756.51 |
| b. Total estimated receipts and other revenue sources (from IIIe) | $ 48,567,091.00 | |
| c. Total real and personal property tax levy (from Ic) | $ 93,436,665.51 | |
| d. Total receipts from all sources (total IVb plus IVc) | | $ 142,003,756.51 |

## LOCAL RECEIPTS NOT ALLOCATED *

| | (a) Actual Receipts Fiscal 2013 | (b) Estimated Receipts Fiscal 2014 |
|---|---|---|
| → 1. Motor vehicle excise | $ 4,338,121.00 | 4,023,000.00 |
| → 2. Other excise | | |
| a. Meals | 925,997.00 | 0.00 |
| b. Room | 1,224,470.00 | 697,000.00 |
| c. Other | 3,218.00 | 3,000.00 |
| → 3. Penalties and interest on taxes and excises | 529,700.00 | 455,000.00 |
| → 4. Payments in lieu of taxes | 35,301.00 | 35,000.00 |
| 5. Charges for Services - water | | |
| 6. Charges for Services - sewer | | |
| 7. Charges for Services - hospital | | |
| 8. Charges for Services - trash disposal | 1,019,244.00 | 1,050,000.00 |
| 9. Other charges for services | 1,492,335.00 | 1,460,000.00 |
| 10. Fees | | |
| 11. Rentals | 49,780.00 | 50,000.00 |
| 12. Departmental revenue - Schools | | |
| 13. Departmental revenue - Libraries | | |
| 14. Departmental revenue - Cemeteries | | |
| 15. Departmental revenue - Recreation | 184,073.00 | 186,750.00 |
| 16. Other departmental revenue | 651,739.00 | 660,000.00 |
| 17. Licenses and permits | 1,847,847.00 | 1,425,000.00 |
| 18. Special assessments | 13,130.00 | 14,000.00 |
| → 19. Fines and forfeits | 193,106.00 | 183,000.00 |
| → 20. Investment income | 89,485.00 | 150,000.00 |
| 21. Medicaid Reimbursement | 100,000.00 | 100,000.00 |
| → 22. Miscellaneous recurring (please specify) | 19,551.00 | 100,000.00 |
| 23. Miscellaneous non-recurring (please specify) | 1,171,662.00 | |
| 24. TOTALS | $ 13,888,759.00 | $ 10,591,750.00 |

I hereby certify that the actual receipts as shown in column (a) are, to the best of my knowledge correct and complete, and I further certify that I have examined the entries made on page 4 of the fiscal 2014 tax rate recapitulation form by the City/Town/District Clerk and hereby acknowledge that such entries correctly reflect the appropriations made and the sources from which such appropriations are to be met.

| Date | Accountant/Auditor | Tel. No. |
|---|---|---|

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

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

**CERTIFICATION OF APPROPRIATIONS AND SOURCES OF FUNDING**

| | | APPROPRIATIONS | | | | | AUTHORIZATIONS MEMO ONLY | |
|---|---|---|---|---|---|---|---|---|
| City/Town Council or Town Meeting Dates | FY* | (a) Total Appropriations Of Each Meeting | (b) ** From Raise and Appropriate | (c) From Free Cash See B-1 | (d) From Other Available Funds See B-2 | (e) From Offset Receipts, See A-1 or Enterprise Funds, See A-2 Community Preservation See A-4 | (f) *** Revolving Funds See A-3 | (g) Borrowing Authorization (Other) |
| 04/23/13 | 2013 | (375,000.00) | | | | (375,000.00) | | |
| 04/23/13 | 2014 | 132,038,907.00 | 113,083,403.00 | 2,685,581.00 | 4,049,651.00 | 12,220,272.00 | 375,000.00 | 4,697,750.00 |
| 10/15/13 | 2014 | 6,468,848.00 | 1,481,330.00 | 3,628,370.00 | 1,250,012.00 | 109,136.00 | | 4,180,000.00 |
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| | | 0.00 | | | | | | |
| Totals | | 138,132,755.00 | 114,564,733.00 | 6,313,951.00 | 5,299,663.00 | 11,954,408.00 | | |
| | | Must Equal Cols. (b) thru (e) | | | | | | |

* Enter the fiscal year to which the appropriation relates, i.e., fiscal year 2013 or fiscal 2014.

** Appropriations included in column (b) must not be reduced by local receipts or any other funding source. Appropriations must be entered gross to avoid a duplication in the use of estimated or other sources of receipts.

*** Include only revolving funds pursuant to Chapter 44, Section 53 E 1/2.

I hereby certify that the appropriations correctly reflect the votes taken by City/Town/District Council.

| NATICK | | | |
|---|---|---|---|
| City/Town | Date | Clerk | Tel. No. |

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

**NATICK**

City/Town/District

SASSAMON TRACE GOLF FUND

*Type of enterprise fund/statutory reference*

| | (a) FY2013 Actual Revenues | (b) FY2014 Estimated Revenues |
|---|---|---|
| 1. Enterprise revenues & available funds | | |
| a. User charges | $ 573,172.00 | $ 529,163.00 * |
| Connection fees | | * |
| Other departmental revenue | | * |
| Investment income | | * |
| Total revenues | 573,172.00 | 529,163.00 |
| Retained earnings appropriated ** | 36,361.00 | 45,171.00 |
| Other enterprise available funds | | |
| Specify: SUBSIDY | 310,000.00 | |
| Total current year revenues and available funds | 919,533.00 | 574,334.00 |
| b. Retained earnings appropriated for PY costs ** | | |
| Other enterprise available funds for PY costs | | |
| Total revenues and available funds for PY costs | | 0.00 |
| Total revenues and available funds | $ 919,533.00 | $ 574,334.00 |
| | | To Recap pg 2, Part IIIB, line 3 |

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

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

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

Clerk _____ Date _____

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

Accounting Officer _____ Date _____

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

_____ Board of Assessors _____ Date _____

2. Total costs appropriated

a. Costs appropriated in the enterprise fund

| | | |
|---|---|---|
| Salaries and wages | $ | 305,677.00 |
| Expenses | | 293,497.00 |
| Capital outlay | | 10,000.00 |
| Reserve Fund | | |
| Other:---> DEBT SERVICE | | 245,160.00 |
| Prior year costs appropriated from retained earnings or other enterprise available funds | | (Must equal total part 1b) |
| Total costs appropriated in enterprise fund | $ | 854,334.00 |

b. Costs appropriated in general fund

| | | |
|---|---|---|
| Health insurance | $ | |
| Pensions | | |
| Shared employees | | 24,884.00 |
| Shared facilities | | 7,362.00 |
| Other:---> | | |
| Other:---> | | |

| | | |
|---|---|---|
| Total costs appropriated in general fund | $ | 32,246.00 |
| Total Costs | $ | 886,580.00 |

3. Calculation of subsidy (see instructions)

| | | | |
|---|---|---|---|
| Revenue & available funds | $ | 574,334.00 | (part 1, col. b) |
| less: Total costs | | 886,580.00 | (part 2) |
| less: Prior year deficit | | | To Recap pg. 2 Part IIB |
| (Negative represents subsidy) | $ | -312,246.00 | |

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

| | | | |
|---|---|---|---|
| a. | Revenue and available funds | $ | 854,334.00 |
| b. | Taxation | | |
| c. | Free cash | | |
| d. | Non-Enterprise Available Funds | | |
| | Total Sources of Funding for Costs Appropriated in the Enterprise Fund (must equal total part 2a) | $ | 854,334.00 |

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

**NATICK**

City/Town/District

Water/Sewer Enterprise Fund

*Type of enterprise fund/statutory reference*

| | (a) FY2013 Actual Revenues | (b) FY2014 Estimated Revenues |
|---|---|---|
| 1. Enterprise revenues & available funds | | |
| a. User charges | $ 12,023,829.03 | $ 12,362,753.00 * |
| Connection fees | 269,944.04 | 70,000.00 * |
| Other departmental revenue | 1,630,171.41 | 1,104,900.00 * |
| Investment income | 12,776.00 | 15,000.00 * |
| Total revenues | 13,936,720.48 | 13,552,653.00 |
| Retained earnings appropriated ** | 1,291,746.00 | 96,000.00 |
| Other enterprise available funds | 39,369.00 | 150,000.00 |
| Specify: | | |
| Total current year revenues and available funds | 15,267,835.48 | 13,798,653.00 |
| b. Retained earnings appropriated for PY costs ** | | -375,000.00 |
| Other enterprise available funds for PY costs | | |
| Total revenues and available funds for PY costs | | -375,000.00 |
| Total revenues and available funds | $ 15,267,835.48 | $ 13,423,653.00 |
| | | To Recap pg 2, Part IIIB, line 3 |

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

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

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

Clerk _____ Date _____

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

Accounting Officer _____ Date _____

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

_____ _____ _____ _____

Board of Assessors Date

2. Total costs appropriated

a. Costs appropriated in the enterprise fund

| | | |
|---|---|---|
| Salaries and wages | $ | 1,828,958.00 |
| Expenses | | 7,063,205.00 |
| Capital outlay | | 246,000.00 |
| Reserve Fund | | 200,000.00 |
| Other:---> DEBT SERVICE | | 2,136,911.00 |
| Prior year costs appropriated from retained earnings or other enterprise available funds | | -375,000.00 (Must equal total part 1b) |
| Total costs appropriated in enterprise fund | $ | 11,100,074.00 |

b. Costs appropriated in general fund

| | | |
|---|---|---|
| Health insurance | $ | |
| Pensions | | |
| Shared employees | | 1,421,554.00 |
| Shared facilities | | 902,025.00 |
| Other:---> | | |
| Other:---> | | |
| Total costs appropriated in general fund | $ | 2,323,579.00 |
| Total Costs | $ | 13,423,653.00 |

3. Calculation of subsidy (see instructions)

| | | | |
|---|---|---|---|
| Revenue & available funds | $ | 13,423,653.00 | (part 1, col. b) |
| less: Total costs | | 13,423,653.00 | (part 2) |
| less: Prior year deficit | | | To Recap pg. 2 Part IIB |
| (Negative represents subsidy) | $ | 0.00 | |

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

| | | |
|---|---|---|
| a. Revenue and available funds | $ | 11,100,074.00 |
| b. Taxation | | |
| c. Free cash | | |
| d. Non-Enterprise Available Funds | | |
| Total Sources of Funding for Costs Appropriated in the Enterprise Fund (must equal total part 2a) | $ | 11,100,074.00 |

**BUREAU OF ACCOUNTS**
**SCHEDULE B-1**
**FREE CASH CERTIFICATION AND APPROPRIATION**
**NATICK**
City/Town/District

**PART I**

| | | |
|---|---|---|
| 1. 7/1/2012 FREE CASH CERTIFICATION | $ | 6,791,984.00 |
| ADD: | | |
| 2. FREE CASH UPDATE PART I | | |
| **TOTAL** | | 6,791,984.00 |
| SUBTRACT FREE CASH APPROPRIATED FROM THIS CERTIFICATION: | | |
| 3. FY2013 RECAP | | 3,363,690.00 |
| 4. FY2014 RECAP | | 2,685,581.00 |
| **BALANCE OF UNAPPROPRIATED FREE CASH PART I** | $ | 742,713.00 |

**PART II**

| | | |
|---|---|---|
| 1. 7/1/2013 FREE CASH CERTIFICATION | $ | 6,827,707.00 |
| ADD: | | |
| 2. FREE CASH UPDATE PART II | | |
| **TOTAL** | | 6,827,707.00 |
| SUBTRACT FREE CASH APPROPRIATED FROM THIS CERTIFICATION: | | |
| 3. FY2014 RECAP | | 3,628,370.00 |
| **BALANCE OF UNAPPROPRIATED FREE CASH PART II** | $ | 3,199,337.00 |

Accounting Officer  Date

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

| (a) Date of Vote | (b) Department Authorized to Spend | (c) Type of Receipts Credited | (d) FY2013 Actual Revenues | (e) FY2014 Receipts Authorized |
|---|---|---|---|---|
| 04/23/13 | Coun. On Aging | Transportation Fares | 0.00 | 15,000.00 |
| 04/23/13 | DPW | Sale Surplus Vehicles | 110,086.00 | 40,000.00 |
| 04/23/13 | Morse Library | Overdue Fines | 53,057.00 | 85,000.00 |
| 04/23/13 | Morse Library | Rental of Facilities | 10,820.00 | 25,000.00 |
| 04/23/13 | Coun. On Aging | Rental of Facilities | 35,983.00 | 75,000.00 |
| subtotal page 2 | | | 29,073.00 | 135,000.00 |
| TOTAL | | | 239,019.00 | 375,000.00 * |

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

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

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

Accounting Officer  Date

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

Board of Assessors  Date

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

| (a)<br>**Date of Vote** | (b)<br>**Department Authorized to Spend** | (c)<br>**Type of Receipts Credited** | (d)<br>**FY2013 Actual Revenues** | (e)<br>**FY2014 Receipts Authorized** |
|---|---|---|---|---|
| 04/23/13 | Board of Health | Immunization Fees | 21,555.00 | 40,000.00 |
| 04/23/13 | Coun. On Aging | Program Fees | 7,518.00 | 95,000.00 |
| | | | | |
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| | | | | |
| | | | | |
| Total page 2 | | | 29,073.00 | 135,000.00 |

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

| Date of Appropriation | Source of Fund | Use of Fund | COL. A Amount in Fund when Approp. was made | COL. B Amount of Appropriation |
|---|---|---|---|---|
| 04/23/13 | Parking Meter Receipts | Parking Enforcement | 182,633.00 | 60,000.00 |
| 04/23/13 | Capital Stabilization | Capital Exp & Debt Serv | 3,691,483.00 | 699,079.00 |
| 04/23/13 | Title V Septic | Gen Fund Budget | 135,860.00 | 7,684.00 |
| 04/23/13 | School Bldg Assistance | Debt Service | 1,344,103.00 | 123,167.00 |
| 04/23/13 | Reserved Bond Prem. | Debt Service | 1,258,206.00 | 90,681.00 |
| 04/23/13 | Overlay Surplus | Gen Fund Budget | 1,102,394.00 | 500,000.00 |
| 04/23/13 | Capital Stabilization | Capital Equipment | 3,457,979.00 | 630,840.00 |
| 04/23/13 | Capital Stabilization | Capital Improvements | 2,827,139.00 | 295,000.00 |
| 04/23/13 | Chrysler Rd. Mitigation | Capital Improvements | 3,049,510.00 | 516,200.00 |
| 04/23/13 | Mathworks Mitigation | Capital Improvements | 1,507,420.00 | 1,127,000.00 |
| | Bernardi Auto Expansion | Foam Concentrate-Fire | 9,625.00 | 9,625.00 |
| | Reserved Bond Prem. | Debt Service | 1,167,525.00 | 16,077.00 |
| | Capital Stabilization | Capital Equipment | 2,532,139.00 | 459,310.00 |
| | Capital Reappropriation | Capital Equipment | 100,143.00 | 100,000.00 |
| | Capital Stabilization | Capital Improvements | 2,072,829.00 | 340,000.00 |
| | Chrysler Rd. Mitigation | Capital Improvements | 2,533,310.00 | 200,000.00 |
| | Capital Reappropriation | Capital Improvements | 220,702.00 | 125,000.00 |
| | | | | **Total Approp.** |
| | | | 27,193,000.00 | 5,299,663.00 |

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

# BUREAU OF ACCOUNTS
## SCHEDULE DE-1
## DEBT EXCLUSION FORM

**NATICK**

**City/Town/District**

| (A) BALLOT VOTE DATE | (B) PURPOSE(S) OF EXCLUSION VOTE | (C) DATE OF ORIGINAL ISSUANCE NOTE/BOND PER PURPOSES | (D) TEMP OR PERM (T/P) | (E) FY2013 NET EXCLUDED DEBT SERVICE | (F) FY2013 GROSS DEBT SERVICE EXPENDED | (G) FY2014 GROSS DEBT SERVICE EXCLUDABLE | (H) REIMBURSEMENTS/ ADJUSTMENTS | (I) FY2014 NET EXCLUDED DEBT SERVICE |
|---|---|---|---|---|---|---|---|---|
| 11/07/00 | Wilson Middle School | 04/15/04 | PERM | 641,120.50 | 764,287.50 | 744,487.50 | 123,167.00 | 621,320.50 |
| 11/07/00 | Kennedy Middle School | 04/15/04 | PERM | 108,000.00 | 108,000.00 | 104,000.00 | | 104,000.00 |
| 03/30/10 | Natick High School | 06/15/11 | PERM | 3,193,464.50 | 3,356,587.50 | 3,295,687.50 | 469,983.25 | 2,825,704.25 |
| 03/30/10 | Community Senior Ctr | 06/15/11 | PERM | 702,192.00 | 738,000.00 | 724,650.00 | 103,339.00 | 621,311.00 |
| 03/30/10 | Community Senior Ctr | 06/01/12 | PERM | 123,525.00 | 123,525.00 | 121,725.00 | 17,358.75 | 104,366.25 |
| 03/30/10 | Natick High School | 06/15/13 | PERM | 0.00 | 0.00 | 421,587.43 | 421,587.43 | 0.00 |
| 03/30/10 | Community Senior Ctr | 06/15/13 | PERM | 0.00 | 0.00 | 32,104.17 | 32,104.17 | 0.00 |
| | | | | | | | | 0.00 |
| | | | | | | | | 0.00 |
| | | | | | | | | 0.00 |
| | | | | | | | | 0.00 |
| | | | | | | | | 0.00 |
| | | | | | | | | 0.00 |
| | | | | | | | **SUBTOTAL** | 4,276,702.00 |

**REIMBURSEMENTS: School Building Assistance, Library Construction Grants etc.**
**ADJUSTMENTS: prior year interest not included, rate or term different than estimate**

Name/Title

Date

# BUREAU OF ACCOUNTS
# SCHEDULE DE-1
# DEBT EXCLUSION FORM

NATICK

City or Town

| (A) BALLOT VOTE DATE | (B) PURPOSE(S) OF EXCLUSION VOTE | (C) DATE OF ORIGINAL ISSUANCE NOTE/BOND PER PURPOSES | (D) TEMP OR PERM (T/P) | (E) FY2013 NET EXCLUDED DEBT SERVICE | (F) FY2013 GROSS DEBT SERVICE EXPENDED | (G) FY2014 GROSS DEBT SERVICE EXCLUDABLE | (H) REIMBURSEMENTS/ ADJUSTMENTS | (I) FY2014 NET EXCLUDED DEBT SERVICE |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | 0.00 |
| | | | | | | | | 0.00 |
| | | | | | | | | 0.00 |
| | | | | | | | | 0.00 |
| | | | | | | | | 0.00 |
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| | | | | | | | | 0.00 |
| | | | | | | | | 0.00 |
| | | | | | | | | 0.00 |
| | | | | | | | | 0.00 |
| | | | | | | | | 0.00 |
| | | | | | | | SUBTOTAL | 4,276,702.00 |

**REIMBURSEMENTS: School Building Assistance, Library Construction Grants etc.**
**ADJUSTMENTS: prior year interest not included, rate or term different than estimate**

Name/Title

Date

# BUREAU OF ACCOUNTS
# SCHEDULE DE-1
# DEBT EXCLUSION FORM

**NATICK**

City or Town

| (A) BALLOT VOTE DATE | (B) PURPOSE(S) OF EXCLUSION VOTE | (C) DATE OF ORIGINAL ISSUANCE NOTE/BOND PER PURPOSES | (D) TEMP OR PERM (T/P) | (E) FY2013 NET EXCLUDED DEBT SERVICE | (F) FY2013 GROSS DEBT SERVICE EXPENDED | (G) FY2014 GROSS DEBT SERVICE EXCLUDABLE | (H) REIMBURSEMENTS/ ADJUSTMENTS | (I) FY2014 NET EXCLUDED DEBT SERVICE |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | 0.00 |
| | | | | | | | | 0.00 |
| | | | | | | | | 0.00 |
| | | | | | | | | 0.00 |
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| | | | | | | | | 0.00 |
| | | | | | | | | 0.00 |
| | | | | | | | | 0.00 |
| | | | | | | | | 0.00 |
| | | | | | | | | 0.00 |
| | | | | | | | | 0.00 |
| | | | | | | | **SUBTOTAL** | 4,276,702.00 |

**REIMBURSEMENTS: School Building Assistance, Library Construction Grants etc.**
**ADJUSTMENTS: prior year interest not included, rate or term different than estimate**

Name/Title

Date

# MASSACHUSETTS DEPARTMENT OF REVENUE
# DIVISION OF LOCAL SERVICES

## ASSESSMENT/CLASSIFICATION REPORT FY2013

**NATICK** as of January 1, 2013
City/Town/District

| PROPERTY TYPE | ACCT/ PARCEL COUNT | CLASS 1 Residential Assessed Value | CLASS 2 Open Space Assessed Value | CLASS 3 Commercial Assessed Value | CLASS 4 Industrial Assessed Value | CLASS 5 Personal Property Assessed Value |
|---|---|---|---|---|---|---|
| 101 | 8,481 | 3,862,863,400 | | | | |
| 102 | 2,585 | 645,625,800 | | | | |
| Misc 103,109 | 39 | 28,435,900 | | | | |
| 104 | 588 | 243,982,300 | | | | |
| 105 | 79 | 32,977,800 | | | | |
| 111-125 | 56 | 181,306,000 | | | | |
| 130-132, 106 | 857 | 59,037,100 | | | | |
| 200-231 | 0 | | 0 | | | |
| 300-393 | 565 | | | 1,344,144,400 | | |
| 400-452 | 54 | | | | 36,485,100 | |
| CH 61 Land | 1 | | 0 | 3,320 | | |
| CH 61A Land | 18 | | 0 | 162,939 | | |
| CH 61B Land | 17 | | 0 | 1,094,400 | | |
| 012-043 | 52 | 17,730,430 | 0 | 14,477,211 | 0 | |
| 501 | 784 | | | | | 9,081,860 |
| 502 | 739 | | | | | 26,201,290 |
| 503 | 1 | | | | | 13,950 |
| 504,550-552 | 4 | | | | | 52,311,950 |
| 505 | 12 | | | | | 29,658,200 |
| 506 | 0 | | | | | 0 |
| 508 | 15 | | | | | 3,734,260 |
| TOTALS | 14,947 | 5,071,958,730 | 0 | 1,359,882,270 | 36,485,100 | 121,001,510 |
| | | | | | REAL AND PERSONAL PROPERTY TOTAL VALUE | 6,589,327,610 |
| | | | | | EXEMPT VALUE | 560,049,600 |

Submitted by: Board of Assessors

Date

LA-4 (7/2008)

# TAX BASE LEVY GROWTH FY2013 - LA13

***Retain documentation for 5 years in the event of DOR audit***

| PROPERTY CLASS | [A] FY2013 VALUES BY CLASS (Committed / LA-4) | No. | [B] FY2013 REVISED & OMITTED VALUES | No. | [C] ABATEMENT VALUES | No. | [D] OTHER ADJUSTMENT VALUES | [E] FY2013 ADJ VALUE BASE |
|---|---|---|---|---|---|---|---|---|
| **RESIDENTIAL:** | | | | | | | | |
| Single Family (101) | 3,676,320,700 | 0 | 0 | 21 | 1,983,698 | 40 | (2,219,400) | 3,672,117,602 |
| Condominium (102) | 612,880,030 | 0 | 0 | 3 | 533,700 | 55 | 2,160,700 | 614,507,030 |
| Two & Three Family (104 & 105) | 258,920,100 | 0 | 0 | 1 | 76,300 | 16 | 5,732,800 | 264,576,600 |
| Multi - Family (111 - 125) | 123,774,700 | 0 | 0 | 0 | 0 | 1 | 4,230,500 | 128,005,200 |
| Vacant Land ( 130 - 132 & 106) | 61,976,800 | 0 | 0 | 1 | 137,000 | 55 | (5,937,900) | 55,901,900 |
| Others (103, 109, Res mixed use) | 45,205,090 | 0 | 0 | 0 | 0 | 0 | 0 | 45,205,090 |
| **TOTAL RESIDENTIAL** | 4,779,077,420 | 0 | 0 | 26 | 2,730,698 | 167 | 3,966,700 | 4,780,313,422 |
| Open Space | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| pen Space - Chapter 61, 61A, 61B | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL OPEN SPACE** | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Commercial | 1,290,015,551 | 0 | 0 | 12 | 1,203,400 | 7 | 1,745,200 | 1,290,557,351 |
| ommercial - Chapter 61, 61A, 61B | 1,264,559 | 0 | 0 | 0 | 0 | 3 | (4,300) | 1,260,259 |
| **TOTAL COMMERCIAL** | 1,291,280,110 | 0 | 0 | 12 | 1,203,400 | 10 | 1,740,900 | 1,291,817,610 |
| **INDUSTRIAL** | 40,213,000 | 0 | 0 | 2 | 601,700 | 3 | (3,469,400) | 36,141,900 |
| **PERSONAL PROPERTY** | 118,400,530 | | | | | | | |
| **TOTAL REAL & PERSONAL** | 6,228,971,060 | | | | | | | |

**Actual** ☐
**Pro Forma** ☐

**LA-13 (2008)**

# TAX BASE LEVY GROWTH FY2013 - LA13

| PROPERTY CLASS | REVAL % | [F] + or - REVAL ADJUSTMENT VALUES | [G] TOTAL ADJUSTED VALUE BASE | [H] FY2014 PROPOSED VALUES | [ I ] NEW GROWTH VALUATION | [ J ] PRIOR YEAR TAX RATE | [K] TAX LEVY GROWTH |
|---|---|---|---|---|---|---|---|
| **RESIDENTIAL:** | | | | | | | |
| Single Family (101) | 0.04300 | 157,907,698 | 3,830,025,300 | 3,862,863,400 | 32,838,100 | | |
| Condominium (102) | 0.02156 | 13,251,470 | 627,758,500 | 645,625,800 | 17,867,300 | | |
| Two & Three Family (104 & 105) | 0.04451 | 11,775,100 | 276,351,700 | 276,960,100 | 608,400 | | |
| Multi - Family (111 - 125) | 0.01623 | 2,077,400 | 130,082,600 | 181,306,000 | 51,223,400 | | |
| Vacant Land ( 130 - 132 & 106) | 0.01216 | 679,900 | 56,581,800 | 59,037,100 | 2,455,300 | | |
| Others (103, 109, Res mixed use) | 0.01877 | 848,640 | 46,053,730 | 46,166,330 | 112,600 | | |
| **TOTAL RESIDENTIAL** | 0.03902 | 186,540,208 | 4,966,853,630 | 5,071,958,730 | 105,105,100 | 14.34 | $1,507,207 |
| Open Space | | 0 | 0 | 0 | 0 | | |
| pen Space - Chapter 61, 61A, 61B | | 0 | 0 | 0 | 0 | | |
| **TOTAL OPEN SPACE** | | 0 | 0 | 0 | 0 | 0.00 | $0 |
| Commercial | 0.01027 | 13,251,660 | 1,303,809,011 | 1,358,621,611 | 54,812,600 | | |
| ommercial - Chapter 61, 61A, 61B | 0.00032 | 400 | 1,260,659 | 1,260,659 | 0 | | |
| **TOTAL COMMERCIAL** | 0.01026 | 13,252,060 | 1,305,069,670 | 1,359,882,270 | 54,812,600 | 14.34 | $786,013 |
| **INDUSTRIAL** | 0.00950 | 343,200 | 36,485,100 | 36,485,100 | 0 | 14.34 | $0 |
| **PERSONAL PROPERTY** | | | | 121,001,510 | 14,642,161 | 14.34 | $209,969 |
| **TOTAL REAL & PERSONAL** | | | | 6,589,327,610 | 174,559,861 | | $2,503,189 |

*Assessors Signature*

*Date*

# AMENDED FY2013 (LA-13A)

TAX BASE LEVY GROWTH
REVISED AND OMITTED PARCELS
NOT PREVIOUSLY ASSESSED

**NATICK**
CITY/TOWN/DISTRICT

| | |
|---|---|
| **FY2012 TAX RATES: Res** | 13.91 |
| **Open Space** | 0.00 |
| **Com & Ind** | 13.91 |
| **Per Prop** | 13.91 |

| (A) | (B) | (C) | (D) | (E) E = C/1000 x D |
|---|---|---|---|---|
| **CLASS** | **REVISED OR OMITTED VALUE COMMITTED TO TAX COLLECTOR** | **PORTION UNASSESSED IN PRIOR FISCAL YEAR (AFTER REVAL ADJ.)** | **PRIOR YEAR TAX RATE (FY2012)** | **LEVY GROWTH** |
| **Residential** | | | 13.91 | 0 |
| **Open Space** | | | 0.00 | 0 |
| **Commercial** | | | 13.91 | 0 |
| **Industrial** | | | 13.91 | 0 |
| **Personal Property** | | | 13.91 | 0 |
| **Total** | | **0** | | **0** |

*Assessors Signature*

Date

**LA-13A**

RETAIN DOCUMENTATION FOR 5 YEARS IN THE EVENT OF DOR AUDIT

# DEPARTMENT OF REVENUE
# MINIMUM RESIDENTIAL FACTOR COMPUTATION
# FOR FY2014

**NATICK**
City/Town/District

| A | B | C | |
|---|---|---|---|
| **Class** | **Full and Fair Cash Valuation** | **Percentage Share** | |
| 1. Residential | 5,071,958,730 | 76.9723% | 76.9723% |
| 2. Open Space | 0 | 0.0000% | |
| 3. Commercial | 1,359,882,270 | 20.6377% | 23.0277% |
| 4. Industrial | 36,485,100 | 0.5537% | |
| 5. Personal Property | 121,001,510 | 1.8363% | |
| **TOTALS** | 6,589,327,610 | 100.0000% | |

| | | | | |
|---|---|---|---|---|
| Maximum Share of Levy for Classes Three, Four and Personal Property; | 150% | X | 23.0277% Lines 3C+4C+5C | 34.5416% Max % Share |
| Minimum Share of Levy for Classes One and Two: | 100% | -- | 34.5416% Max % Share | 65.4584% Min % Share |
| Minimum Residential Factor **(MRF)** | 65.4584% Min % Share | | 76.9723% Lines 1C+2C | **85.0415%** Minimum Residential Factor |

MINIMUM RESIDENTIAL FACTOR 85.0415%

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

## CALCULATION OF THE LOWEST POSSIBLE RESIDENTIAL FACTOR
## FY 2014 CHAPTER 200

## NATICK

`

1. Last year's chosen residential percentage (R)*. **76.7234%**

2. This year's MRF using a 150% shift to CIP (from LA-7). **85.0415%**

3. Minimum residential share (R) in current year using the 150% Shift to CIP. **65.4584%**

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

---

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

4. Calculate a residential factor using a 175% shift to CIP. _____

5. Multiply this new residential factor by this year's FFCV residential percentage ( R ). _____

6. What is the lowest historical residential percentage since the first certification ( R ). _____

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

---

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

7. Take the lowest historical residential percentage, # 6 _____, divide it by the current residential percentage at FFCV _____; the result is _____ the lowest residential factor allowable ( it may not be less that 50 %).

8. Multiply that factor by FFCV of open space, add the new R% and O% shares, take 100% minus (R + O)% total to equal the new maximum CIP percentage share _____

9. Divide new maximum CIP share by FFCV of CIP share _____ to determine the percentage of shift, _____ (this may not be more than 175%) .

* Consider Residential only, not R & O together.

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

**City/Town/District NATICK**

| | A. FY2013 | B. FY2012 | C. FY2011 | D. PRIOR YRS | E. TOTAL |
|---|---|---|---|---|---|
| 1. Overlay raised per recap | 1,463,310.27 | 1,128,591.97 | 1,112,323.24 | | |
| 2. Overlay deficits raised | | | | | |
| 3. Less - total abatements and exemptions charged through 6/30/2013 | 453,369.19 | 450,401.49 | 567,507.84 | | |
| 4. Less - amount transferred to overlay surplus if any | | | | | |
| 5. Totals - should equal FY2013 balance sheet | 1,009,941.08 | 678,190.48 | 544,815.40 | 1,155,268.92 | 3,388,215.88 |

Accountant/ Auditor

Date

| | | | | | |
|---|---|---|---|---|---|
| 6. Potential additional liability (ATB Cases) | 441,226.03 | 389,930.68 | 339,795.88 | 416,579.81 | 1,587,532.40 |
| 7. Total potential liability (add 3+6) | 894,595.22 | 840,332.17 | 907,303.72 | | |

Assessor

Date

# THE COMMONWEALTH OF MASSACHUSETTS
## DEPARTMENT OF REVENUE
## FISCAL 2014 TAX LEVY LIMITATION FOR
## NATICK
## FOR BUDGET PLANNING PURPOSES

### I. TO CALCULATE THE FY2012 LEVY LIMIT

| | | |
|---|---|---|
| A. | FY2012 Levy Limit | 81,578,625 |
| A1. | ADD Amended FY2012 Growth | 21,720 |
| B. | ADD ( IA + IA1 ) X 2.5% | 2,040,009 |
| C. | ADD FY2013 New Growth | 933,201 |
| C1. | ADD FY2013 New Growth Adjustment | 0 |
| D. | ADD FY2013 Override | 0 |
| E. | FY2013 Subtotal | 84,573,555 |
| F. | FY2013 Levy Ceiling | 155,724,277 |

I. $ 84,573,555
FY2013 Levy Limit

### II. TO CALCULATE THE FY2014 LEVY LIMIT

| | | |
|---|---|---|
| A. | FY2012 Levy Limit from I. | 84,573,555 |
| A1. | ADD Amended FY2013 Growth | 0 |
| B. | ADD ( IIA + IIA1 ) X 2.5% | 2,114,339 |
| C. | ADD FY2014 New Growth | 2,503,189 |
| C1. | ADD FY2014 New Growth Adjustment | |
| D. | ADD FY2014 Override | |
| E. | FY2014 Subtotal | 89,191,083 |
| F. | FY2014 Levy Ceiling | 164,733,190 |

II. $ 89,191,083
FY2014 Levy Limit

### III. TO CALCULATE THE FY2014 MAXIMUM ALLOWABLE LEVY

| | | |
|---|---|---|
| A. | FY2014 Levy Limit from II. | 89,191,083 |
| B. | FY2014 Debt Exclusion(s) | 4,276,702 |
| C. | FY2014 Capital Expenditure Exclusion(s) | |
| D. | FY2014 Stabilization Fund Override | |
| E. | FY2014 Other Adjustment | |
| F. | FY2014 Water / Sewer | |
| G. | FY2014 Maximum Allowable Levy | $ 93,467,785 |

**5.** The following information was derived from the LA-7. Please indicate in column D percentages (accurate to 4 digits to the right of the decimal point) which result from your selected residential factor. (If a residential factor of "1" has been selected, you may leave Column D blank.)

| A | B | C | D |
|---|---|---|---|
| Class | Certified Full and Fair Cash Value | Percentage Full Value Shares of Total Tax | New Percentage Shares of Total |
| 1. Residential | 5,071,958,730 | 76.9723% | 76.9723% |
| 2. Open Space | 0 | 0.0000% | 0.0000% |
| 3. Commercial | 1,359,882,270 | 20.6377% | 20.6377% |
| 4. Industrial | 36,485,100 | 0.5537% | 0.5537% |
| 5. Personal Property | 121,001,510 | 1.8363% | 1.8363% |
| Totals | 6,589,327,610 | 100.0000% | 100.0000% |

**6.** I hereby attest that notice was given to taxpayers that a public hearing on the issue of adopting the tax levy percentages for fiscal year 2014 would be held c 11/18/2013 (date), 7:00 p.m. (time), at 13 East Central St. Nati (place), by

Legal Notice in the Metrowest Newspaper on Nov.4,2013 (describe type of notice).

**City/Town/District Clerk**

**7.** We hereby attest that c 11/18/2013 (date) 7:00 P.M. (time), at E.. Dlott Meeting Rm 13 (place) a public hearing was held on the issue of adopting the percentages for fiscal year 2014, that the Board of Assessors presented information and data relevant to making such determination and the fiscal effect of the available alternatives at the hearing and that the percentages set forth above were duly adopted in public session on 11/18/2013 (date).

**8.** We have been informed by the Assessors of excess levy capacity $31,119.49

For cities: City Councilors, Aldermen, Mayor
For towns: Board of Selectmen
For districts: Prudential Committee or Commissioners

(LA-5)

## Section III: Education & Learning

Department: Natick Public Schools

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| **Total Natick Budget Schools** | **43,474,430** | **43,578,812** | **$ 42,141,517** | **$ 41,769,099** | **$ 44,382,816** | **$ 44,364,711** | **$ 46,637,638** | **$ 46,622,656** | **$ 46,558,714** | **$ 47,192,931** |

Department: South Middlesex Regional Technical School

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Assessment | 1,141,092 | 1,135,347 | $ 1,283,158 | $ 1,283,158 | $ 1,469,598 | $ 1,469,598 | $ 1,396,865 | $ 1,396,865 | $ 1,271,613 | $ 1,260,906 |
| **Expenses** | **1,141,092** | **1,135,347** | **$ 1,283,158** | **$ 1,283,158** | **$ 1,469,598** | **$ 1,469,598** | **$ 1,396,865** | **$ 1,396,865** | **$ 1,271,613** | **$ 1,260,906** |
| **Total Keefe Tech** | **$1,141,092** | **$1,135,347** | **$ 1,283,158** | **$ 1,283,158** | **$ 1,469,598** | **$ 1,469,598** | **$ 1,396,865** | **$ 1,396,865** | **$ 1,271,613** | **$ 1,260,906** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Morse Institute Library Budget Detail

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Management | 86,064 | 73,750 | $ 83,110 | $ 77,635 | $ 78,193 | $ 79,992 | $ 92,314 | $ 92,314 | $ 93,740 | $ 93,740 |
| Salaries Administrative | 148,109 | 103,257 | $ 142,861 | $ 138,867 | $ 145,475 | $ 143,741 | $ 165,012 | $ 162,000 | $ 165,742 | $ 165,310 |
| Salaries Part-time Benefited | 251,657 | 264,350 | $ 274,821 | $ 274,717 | $ 280,230 | $ 276,994 | $ 239,093 | $ 291,024 | $ 228,015 | $ 254,145 |
| Salaries Technical/Professional | 714,388 | 650,261 | $ 676,923 | $ 658,099 | $ 693,537 | $ 673,510 | $ 794,188 | $ 717,775 | $ 813,019 | $ 762,824 |
| Salaries Substitutes | 21,791 | 26,953 | $ 23,792 | $ 28,157 | $ 21,797 | $ 39,079 | $ 25,256 | $ 37,552 | $ 22,288 | $ 25,141 |
| Salaries Part-time Non Benefited | 198,248 | 248,857 | $ 211,909 | $ 211,770 | $ 212,504 | $ 220,763 | $ 212,541 | $ 218,167 | $ 218,744 | $ 240,979 |
| Salaries Pages | 26,825 | 20,041 | $ 29,163 | $ 21,170 | $ 26,671 | $ 21,271 | $ 28,018 | $ 24,656 | $ 27,955 | $ 21,266 |
| Salaries Longevity | 5,774 | 6,286 | $ 6,469 | $ 6,865 | $ 6,750 | $ 7,017 | $ 7,036 | $ 7,013 | $ 6,762 | $ 7,593 |
| Salaries Overtime/Sunday Hrs | 44,874 | 72,841 | $ 5,535 | $ 10,113 | $ 6,856 | $ 21,418 | $ 10,000 | $ 39,061 | $ 21,418 | $ 21,418 |
| Retirement Buy-outs | 0 | 0 | $ - | | | $ - | | | | |
| **Personnel Services** | **1,497,728** | **1,466,597** | **$ 1,454,583** | **$ 1,427,393** | **$ 1,472,013** | **$ 1,483,786** | **$ 1,573,458** | **$ 1,589,562** | **$ 1,597,683** | **$ 1,592,417** |
| | | | | | | | | | | |
| **Total Salaries** | **1,497,728** | **1,466,597** | **$ 1,454,583** | **$ 1,427,393** | **$ -** | **$ 1,483,786** | **$ 1,573,458** | **$ 1,589,562** | **$ 1,597,683** | **$ 1,592,417** |
| | | | | | | | | | | |
| Maint of Computer System | 77,897 | 70,943 | $ 69,934 | $ 71,596 | $ 72,000 | $ 69,912 | $ 74,000 | $ 64,390 | $ 75,850 | $ 75,781 |
| Communication Telephone | 5,200 | 4,438 | $ 5,200 | $ 4,499 | $ 5,200 | $ 3,244 | $ 5,200 | $ 2,651 | $ 6,500 | $ 3,289 |
| Education | 0 | 0 | $ - | | $ 7,500 | $ 1,635 | $ 7,500 | $ 675 | $ 7,500 | $ - |
| Communication Postage | 5,500 | 2,709 | $ 5,500 | $ 2,100 | $ 5,500 | $ 2,623 | $ 5,500 | $ 2,756 | $ 5,500 | $ 2,436 |
| Copy/Mail Center Fees | 8,750 | 8,000 | $ 8,750 | $ 7,363 | $ 8,750 | $ 9,463 | $ 8,750 | $ 6,897 | $ 650 | $ - |
| Other Supplies & Services | 3,800 | 3,535 | $ 3,800 | $ 1,637 | $ 3,800 | $ 2,223 | $ 4,000 | $ 1,901 | $ 4,100 | $ 4,227 |
| Cleaning Allowance - Library Staff | 3,880 | 3,475 | $ 3,481 | $ 3,699 | $ - | $ - | $ - | $ - | $ - | $ - |
| Library Supplies | 19,600 | 20,557 | $ 19,600 | $ 21,627 | $ 21,000 | $ 18,879 | $ 22,000 | $ 21,475 | $ 23,100 | $ 23,099 |
| Library Materials | 158,000 | 161,996 | $ 158,959 | $ 159,244 | $ 142,728 | $ 147,367 | $ 151,670 | $ 161,773 | $ 163,804 | $ 165,018 |
| **Expenses** | **158,000** | **161,996** | **$ 158,959** | **$ 159,244** | **$ 142,728** | **$ 255,345** | **$ 278,620** | **$ 262,516** | **$ 287,004** | **$ 273,850** |
| | | | | | | | | | | |
| **Total Expenses** | **158,000** | **161,996** | **158,959** | **159,244** | **142,728** | **255,345** | **278,620** | **262,516** | **287,004** | **273,850** |
| | | | | | | | | | | |
| **Total Morse Library** | **1,655,728** | **1,628,593** | **1,613,542** | **1,586,637** | **1,614,741** | **1,739,130** | **1,852,078** | **1,852,078** | **1,884,687** | **1,866,266** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Bacon Free Library Budget Detail

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Mngmt & Tech/Prof Staff | 89,950 | 87,694 | $ 91,696 | $ 93,257 | $ 97,361 | $ 95,829 | $ 105,173 | $ 100,436 | $ 107,638 | $ 112,535 |
| Salaries Operation & Maintenance | 0 | | $ - | | | | | | $ 6,895 | $ - |
| **Personnel Services** | **89,950** | **87,694** | **91,696** | **93,257** | **97,361** | **95,829** | **105,173** | **100,436** | **114,533** | **112,535** |
| | | | | | | | | | | |
| Computer Maintenance | 4,300 | 3,185 | $ 2,000 | $ - | $ 2,000 | $ 2,952 | $ 2,000 | $ 3,829 | $ 3,895 | $ 6,522 |
| Utilities: Fuel Oil | 6,300 | 6,962 | $ 6,800 | $ 6,676 | $ 6,800 | $ 6,820 | $ 4,824 | $ 3,908 | $ 4,824 | $ 4,830 |
| Communication - Telephone | 0 | | $ - | | | $ - | $ - | $ - | $ - | |
| Miscellaneous | | | $ - | $ 119 | | $ 18 | $ - | $ - | $ - | |
| Repairs & Maintenance | 600 | 1,259 | $ 400 | $ 1,024 | $ 400 | $ - | $ - | $ - | $ - | |
| Books & Periodicals | 12,078 | 13,664 | $ 12,200 | $ 12,309 | $ 3,244 | $ 4,086 | $ 6,000 | $ 3,834 | $ 6,000 | $ 5,636 |
| Library Supplies | 3,000 | 863 | $ 2,600 | $ 15 | | $ - | $ 830 | $ 6,668 | $ 830 | $ 481 |
| Other Miscellaneous | 700 | 2,681 | $ 200 | $ 2,446 | | $ - | $ - | $ - | $ - | $ - |
| **Expenses** | **15,778** | **17,209** | **15,000** | **14,770** | **3,244** | **13,877** | **13,654** | **18,239** | **15,549** | **17,469** |
| | | | | | | | | | | |
| **Sub-total Bacon Free Library** | **105,728** | **104,903** | **106,696** | **108,027** | **100,605** | **109,706** | **118,827** | **118,675** | **130,082** | **130,005** |
| | | | | | | | | | | |
| **Total Bacon Free Library** | **105,728** | **104,903** | **106,696** | **108,027** | **100,605** | **109,706** | **118,827** | **118,675** | **130,082** | **130,005** |

## Section IV: Public Safety

Department: Emergency Management

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Repairs/Maintenance Equipment | | | $ - | $ - | $ - | $ - | $ - | | $ 24,000 | $ 22,308 |
| Professional Development | | | $ - | $ - | $ - | $ - | $ - | | $ 2,500 | $ - |
| Equipment | | | $ - | $ - | $ - | $ - | $ - | | $ 5,000 | $ 9,100 |
| Supplies - Miscellaneous | | | $ - | $ - | $ - | $ - | $ - | | $ - | $ - |
| Technical/Professional Services | $ 4,100 | $ 1,330 | $ 4,100 | $ 3,414 | $ 4,100 | $ 2,020 | $ 4,100 | $ 3,779 | $ 4,100 | $ 3,714 |
| **Tech/Professional Services** | **$ 4,100** | **$ 1,330** | **$ 4,100** | **$ 3,414** | **$ 4,100** | **$ 2,020** | **$ 4,100** | **$ 3,779** | **$ 35,600** | **$ 35,122** |
| **Total Emergency Management** | **4,100** | **1,330** | **4,100** | **3,414** | **4,100** | **2,020** | **4,100** | **3,779** | **35,600** | **35,122** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Parking Enforcement

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Technical & Professional | 3,941 | 6,514 | $ 3,956 | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Salaries Operational Staff | 35,789 | 20,649 | $ 35,930 | $ 22,463 | $ 35,950 | $ 19,199 | $ 31,909 | $ 25,969 | $ 31,950 | $ 24,992 |
| **Personnel Services** | **39,730** | **27,163** | **39,886** | **22,463** | **35,950** | **19,199** | **31,909** | **25,969** | **31,950** | **24,992** |
| | | | | | | | | | | |
| Repairs/Maintenance Equipment | 12,000 | 716 | $ 11,000 | $ 7,472 | $ 6,000 | $ 238 | $ 8,500 | $ 3,559 | $ 8,500 | $ 17,045 |
| Communication Telephone | 0 | 0 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Clothing Allowance | 425 | 0 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Parking Collection Service | 17,500 | 5,568 | $ 16,000 | $ 3,364 | $ 11,000 | $ 17,446 | $ 11,000 | $ 5,697 | $ 11,000 | $ 20,640 |
| Lease Payment Church MBTA Lot | 53,000 | 53,000 | $ 56,000 | $ 56,000 | $ 58,800 | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,500 | $ 59,800 |
| Parking Tickets/Stickers | 2,900 | 0 | $ 2,900 | $ 696 | $ 2,900 | $ 940 | $ 2,900 | $ - | $ 3,000 | $ 8,140 |
| **Supplies** | **2,900** | **0** | **2,900** | **696** | **2,900** | **68,624** | **72,400** | **59,256** | **73,000** | **105,625** |
| | | | | | | | | | | |
| **Total Parking Enforcement** | **$ 42,630** | **$ 27,163** | **$ 42,786** | **$ 23,159** | **$ 38,850** | **$ 87,823** | **$ 104,309** | **$ 85,225** | **$ 104,950** | **$ 130,617** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Police

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Management | $ 379,391 | $ 421,068 | $ 431,655 | $ 350,390 | $ 389,285 | $ 395,768 | $ 543,897 | $ 541,037 | | $ 576,959 |
| Salaries Supervisory | $ 631,524 | $ 591,697 | $ 676,759 | $ 676,208 | $ 749,112 | $ 691,109 | $ 923,162 | $ 842,863 | | $ 945,877 |
| Salaries Operational Staff | $ 2,560,575 | $ 2,473,575 | $ 2,522,572 | $ 2,489,926 | $ 2,569,803 | $ 2,546,867 | $ 3,049,293 | $ 2,660,290 | $ 2,945,972 | $ 2,860,379 |
| Salaries Non-Uniform Staff | $ 122,528 | $ 132,674 | $ 124,835 | $ 124,336 | $ 124,932 | $ 127,021 | $ 129,905 | $ 131,854 | $ 132,591 | $ 144,091 |
| Management Additional Comp | $ 149,006 | $ 149,684 | $ 136,329 | $ 116,780 | $ 136,514 | $ 80,167 | $ 53,963 | $ 52,871 | | $ 55,593 |
| Supervisory Additional Comp | $ 226,762 | $ 211,161 | $ 211,533 | $ 209,242 | $ 231,337 | $ 139,232 | $ 107,452 | $ 103,231 | | $ 122,496 |
| Operational Staff Additional Comp | $ 611,190 | $ 564,519 | $ 616,625 | $ 589,508 | $ 618,639 | $ 594,108 | $ 611,648 | $ 623,143 | $ 594,561 | $ 561,593 |
| Non-Uniform Staff Additional Comp | $ 350 | $ 256 | $ 361 | $ - | $ 473 | $ - | $ 493 | $ 52 | $ - | $ 1,000 |
| ***Court Overtime*** | | | | | | | | | | |
| Supervisory Overtime | $ 15,413 | $ 15,265 | $ 15,875 | $ 10,834 | $ 18,389 | $ 10,892 | $ 22,986 | $ 17,910 | | $ 13,807 |
| Operational Staff Overtime | $ 66,768 | $ 81,952 | $ 68,771 | $ 65,477 | $ 68,771 | $ 43,726 | $ 82,334 | $ 40,569 | $ 79,704 | $ 37,628 |
| ***Regular Overtime*** | | | | | | | | | | |
| Management Overtime | $ 14,384 | $ 32,732 | $ 10,716 | $ 33,953 | $ 15,069 | $ 61,524 | $ 19,590 | $ 66,027 | | $ 38,230 |
| Supervisory Overtime | $ 105,399 | $ 59,160 | $ 78,522 | $ 74,240 | $ 100,049 | $ 86,660 | $ 125,061 | $ 79,745 | | $ 84,692 |
| Operational Staff Overtime | $ 265,740 | $ 180,722 | $ 198,896 | $ 195,151 | $ 272,876 | $ 204,910 | $ 326,689 | $ 253,037 | $ 316,253 | $ 205,398 |
| Non-Uniform Staff Overtime | $ 3,298 | $ 4,338 | $ 2,457 | $ 1,287 | $ 2,457 | $ 1,425 | $ 2,457 | $ 3,332 | $ 2,457 | $ 2,530 |
| **Personnel Services** | **$ 5,152,328** | **$ 4,918,805** | **$ 5,095,906** | **$ 4,937,332** | **$ 5,297,706** | **$ 4,983,409** | **$ 5,998,930** | **$ 5,415,962** | **$ 5,966,224** | **$ 5,650,272** |
| | | | | | | | | | | |
| Repairs & Maint Equipment | $ 10,500 | $ 2,072 | $ 6,000 | $ 1,385 | $ 5,000 | $ 755 | $ 4,000 | $ 2,788 | $ 3,000 | $ 999 |
| In State Travel/Meetings | $ 1,750 | $ 509 | $ 1,500 | $ 378 | $ 1,500 | $ 437 | $ 1,500 | $ 1,098 | $ 1,000 | $ 1,194 |
| Out of State Travel | $ 3,000 | $ 3,560 | $ 1,000 | $ 1,640 | $ 1,000 | $ 1,286 | $ 1,000 | $ 3,104 | $ 1,500 | $ 403 |
| Communication Telephone | $ 23,000 | $ 17,560 | $ 23,000 | $ 21,342 | $ 23,000 | $ 19,848 | $ 23,000 | $ 18,423 | $ 23,000 | $ 17,960 |
| Dues & Subscriptions | $ 3,500 | $ 3,597 | $ 4,500 | $ 4,377 | $ 6,500 | $ 7,861 | $ 6,500 | $ 9,146 | $ 9,000 | $ 10,793 |
| Training & Education | $ 27,500 | $ 23,991 | $ 25,000 | $ 7,173 | $ 25,000 | $ 7,006 | $ 25,000 | $ 13,201 | $ 25,000 | $ 16,583 |
| Assessment Center | | | | | | $ - | | $ - | $ - | |
| Professional Services Selection | $ 1,750 | $ 2,026 | $ 2,000 | $ 1,089 | $ 2,000 | $ 3,434 | $ 2,000 | $ 1,183 | $ 2,000 | $ 6,066 |
| Communication Postage | $ 2,000 | $ 1,584 | $ 2,000 | $ 1,504 | $ 2,000 | $ 1,650 | $ 2,000 | $ 1,874 | $ 2,000 | $ 1,447 |
| Copy/Mail Center Fees | $ 8,000 | $ 9,152 | $ 8,000 | $ 8,862 | $ 9,000 | $ 9,907 | $ 9,000 | $ 8,185 | $ - | $ - |
| Other Services: Misc. | $ 2,000 | $ 1,916 | $ 3,000 | $ 8,534 | $ 3,000 | $ 3,420 | $ 4,000 | $ 4,592 | $ 4,000 | $ 4,065 |
| Accreditation Consultant | | | | $ - | | $ - | | $ - | $ - | $ - |
| Maintenance Contract Radios | $ 20,000 | $ 14,751 | $ 21,000 | $ 15,290 | $ 21,000 | $ 21,369 | $ 21,000 | $ 23,995 | $ 17,000 | $ 19,023 |
| **Purchase of Services** | **$ 103,000** | **$ 80,718** | **$ 97,000** | **$ 71,572** | **$ 99,000** | **$ 76,972** | **$ 99,000** | **$ 87,588** | **$ 87,500** | **$ 78,532** |
| | | | | | | | | | | |
| Clothing Allowance Management | $ 4,300 | $ 4,284 | $ 4,300 | $ 4,220 | $ 4,300 | $ 4,250 | $ 4,300 | $ 3,210 | $ 4,300 | $ 4,290 |
| Clothing Allowance Supervisory | $ 11,825 | $ 11,365 | $ 10,750 | $ 12,147 | $ 11,825 | $ 9,291 | $ 11,825 | $ 10,668 | $ 11,825 | $ 12,069 |
| Clothing Allowance Operational | $ 36,225 | $ 43,292 | $ 36,225 | $ 35,730 | $ 34,500 | $ 31,962 | $ 34,950 | $ 34,147 | $ 35,775 | $ 33,169 |
| Clothing Equipment/Replacement | $ 11,775 | $ - | $ 11,775 | $ 15,305 | $ 11,775 | $ 6,529 | $ 11,775 | $ 15,950 | $ 11,775 | $ 18,785 |
| **Other Services (Misc. )** | **$ 64,125** | **$ 58,940** | **$ 63,050** | **$ 67,402** | **$ 62,400** | **$ 52,032** | **$ 62,850** | **$ 63,975** | **$ 63,675** | **$ 68,314** |
| | | | | | | | | | | |
| Communication Photocopying | $ 2,000 | $ 2,000 | $ 2,000 | $ 1,917 | $ 2,000 | $ 1,601 | $ 2,000 | $ 1,475 | $ 2,000 | $ 408 |
| Communication Teleprocessing | $ 15,550 | $ 19,300 | $ 15,550 | $ 15,100 | $ 15,550 | $ 12,530 | $ 15,550 | $ 19,471 | $ 29,813 | $ 20,239 |
| **Tech/Professional Services** | **$ 17,550** | **$ 21,300** | **$ 17,550** | **$ 17,017** | **$ 17,550** | **$ 14,131** | **$ 17,550** | **$ 20,946** | **$ 31,813** | **$ 20,646** |
| | | | | | | | | | | |
| Office Supplies | $ 14,000 | $ 12,453 | $ 14,000 | $ 18,873 | $ 14,000 | $ 21,281 | $ 14,000 | $ 22,208 | $ 17,000 | $ 19,878 |
| **Supplies** | **$ 14,000** | **$ 12,453** | **$ 14,000** | **$ 18,873** | **$ 14,000** | **$ 21,281** | **$ 14,000** | **$ 22,208** | **$ 17,000** | **$ 19,878** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Police

| | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Supplies Other | $ | 2,500 | $ | 2,431 | $ | 2,500 | $ | 3,870 | $ | 2,500 | $ | 2,383 | $ | 2,500 | $ | 837 | $ | 2,500 | $ | 1,218 |
| Supplies Public Safety | $ | 15,000 | $ | 16,232 | $ | 17,000 | $ | 23,517 | $ | 17,000 | $ | 25,925 | $ | 18,500 | $ | 27,657 | $ | 20,000 | $ | 37,507 |
| Supplies Photographic | $ | 4,000 | $ | 225 | $ | 2,000 | $ | 632 | $ | 2,000 | $ | 534 | $ | 1,500 | $ | 980 | $ | 1,500 | $ | 1,654 |
| Supplies Prisoners | $ | 1,200 | $ | 669 | $ | 1,200 | $ | 814 | $ | 1,200 | $ | 545 | $ | 1,200 | $ | 1,310 | $ | 1,200 | $ | 975 |
| Supplies Safety Equipment | $ | 1,000 | $ | - | $ | 1,000 | $ | 1,127 | $ | 1,000 | $ | 212 | $ | 1,000 | $ | 7,186 | $ | 1,000 | $ | 1,185 |
| **Other Supplies** | **$** | **23,700** | **$** | **19,557** | **$** | **23,700** | **$** | **29,961** | **$** | **23,700** | **$** | **29,600** | **$** | **24,700** | **$** | **37,971** | **$** | **26,200** | **$** | **42,539** |
| Care of Stray Animals | $ | 10,000 | $ | 9,081 | $ | 8,000 | $ | 2,500 | $ | 8,000 | $ | 2,227 | $ | 7,000 | $ | 2,480 | $ | 5,000 | $ | 4,173 |
| Motorcycle Repairs/Maint | $ | 2,500 | $ | 1,446 | $ | 2,500 | $ | 4,599 | $ | 2,500 | $ | 571 | $ | 2,500 | $ | 3,610 | $ | 2,500 | $ | 1,228 |
| **Other Charges & Expenditures** | **$** | **12,500** | **$** | **10,527** | **$** | **10,500** | **$** | **7,099** | **$** | **10,500** | **$** | **2,797** | **$** | **9,500** | **$** | **6,090** | **$** | **7,500** | **$** | **5,401** |
| **Total Police** | **$** | **5,387,203** | **$** | **5,122,299** | **$** | **5,321,706** | **$** | **5,149,257** | **$** | **5,524,856** | **$** | **5,180,222** | **$** | **6,226,530** | **$** | **5,654,740** | **$** | **6,199,912** | **$** | **5,885,583** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Fire Budget Detail

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Management | $ 468,094 | $ 457,904 | $ 469,610 | $ 476,163 | $ 480,471 | $ 476,210 | $ 512,441 | $ 523,431 | $ 527,315 | $ 521,018 |
| Salaries Supervisory | $ 1,193,976 | $ 1,260,011 | $ 1,221,793 | $ 1,225,270 | $ 1,242,089 | $ 1,242,965 | $ 1,298,661 | $ 1,294,280 | $ 1,298,298 | $ 1,335,780 |
| Salaries Operational Staff | $ 2,889,317 | $ 2,805,706 | $ 2,694,892 | $ 2,720,520 | $ 2,823,161 | $ 2,728,771 | $ 2,915,650 | $ 2,865,608 | $ 3,128,154 | $ 2,883,578 |
| Salaries Technical/Professional | $ 243,292 | $ 255,001 | $ 246,591 | $ 259,484 | $ 253,095 | $ 245,235 | $ 264,625 | $ 260,134 | $ 264,548 | $ 263,534 |
| Management Additional Comp | $ 124,053 | $ 111,420 | $ 117,152 | $ 113,612 | $ 118,800 | $ 122,794 | $ 131,762 | $ 119,728 | $ 118,093 | $ 118,591 |
| Supervisory Additional Comp | $ 253,308 | $ 260,748 | $ 264,359 | $ 258,710 | $ 274,271 | $ 290,790 | $ 297,986 | $ 305,031 | $ 309,421 | $ 319,489 |
| Operational Staff Additional Comp | $ 562,913 | $ 542,014 | $ 598,170 | $ 540,974 | $ 580,953 | $ 614,921 | $ 645,790 | $ 668,925 | $ 758,970 | $ 674,503 |
| Tech/Prof Additional Comp | $ 65,880 | $ 66,170 | $ 68,778 | $ 71,279 | $ 70,861 | $ 68,945 | $ 72,131 | $ 75,496 | $ 80,792 | $ 77,223 |
| Salaries Per FLSA | $ - | $ - | $ - | $ - | $ - | $ 8,809 | $ - | $ 39,341 | $ 42,000 | $ 42,261 |
| ***Regular Overtime*** | | | | | | | | | | |
| Management Overtime | $ 52,675 | $ 43,384 | $ 56,815 | $ 48,561 | $ 58,803 | $ 59,264 | $ 77,109 | $ 63,945 | $ 82,500 | $ 54,930 |
| Supervisory Overtime | $ 98,422 | $ 127,746 | $ 106,157 | $ 155,666 | $ 252,397 | $ 234,092 | $ 193,612 | $ 246,068 | $ 185,000 | $ 233,379 |
| Operational Staff Overtime | $ 212,750 | $ 228,600 | $ 229,469 | $ 219,456 | $ 366,689 | $ 391,135 | $ 428,388 | $ 386,543 | $ 214,965 | $ 442,233 |
| Tech/Prof Overtime | $ 26,026 | $ 13,276 | $ 28,071 | $ 18,592 | $ 35,004 | $ 7,459 | $ 45,902 | $ 13,921 | $ 45,000 | $ 11,611 |
| *Sub-Total Regular Overtime* | *$ 389,873* | *$ 413,005* | *$ 420,512* | *$ 442,275* | *$ 712,893* | *$ 691,950* | *$ 745,011* | *$ 710,476* | *$ 527,465* | *$ 742,153* |
| ***Training Overtime*** | | | | | | | | | | |
| Management Overtime | $ 17,503 | $ 13,721 | $ 18,203 | $ 6,960 | $ 14,640 | $ 24,513 | $ 15,226 | $ 12,412 | $ 20,000 | $ 12,597 |
| Supervisory Overtime | $ 18,543 | $ 21,919 | $ 19,285 | $ 20,027 | $ 22,880 | $ 21,962 | $ 23,796 | $ 20,963 | $ 25,000 | $ 20,970 |
| Operational Staff Overtime | $ 45,224 | $ 63,442 | $ 47,033 | $ 67,193 | $ 65,000 | $ 69,448 | $ 67,600 | $ 74,113 | $ 72,500 | $ 64,780 |
| Tech/Prof Overtime | $ 9,064 | $ 10,308 | $ 9,427 | $ 6,676 | $ 11,440 | $ 7,649 | $ 11,898 | $ 12,199 | $ 15,000 | $ 15,148 |
| *Sub-Total Training Overtime* | *$ 90,334* | *$ 109,389* | *$ 93,948* | *$ 100,856* | *$ 113,960* | *$ 123,572* | *$ 118,520* | *$ 119,687* | *$ 132,500* | *$ 113,496* |
| *Total Overtime* | *$ 480,207* | *$ 522,395* | *$ 514,460* | *$ 543,131* | *$ 826,853* | *$ 815,521* | *$ 863,531* | *$ 830,163* | *$ 659,965* | *$ 855,648* |
| Public Safety Education | | $ - | | $ - | | $ - | | $ - | $ - | $ - |
| **Personnel Services** | **$ 6,670,913** | **$ 6,694,375** | **$ 6,195,805** | **$ 6,209,143** | **$ 6,670,554** | **$ 6,614,962** | **$ 7,002,577** | **$ 6,982,138** | **$ 7,187,556** | **$ 7,091,627** |
| Consultant Services | $ 9,500 | $ 9,936 | $ 9,500 | $ 9,370 | $ 9,500 | $ - | $ - | $ - | $ 5,500 | $ - |
| Repairs & Maint Equipment | $ 9,500 | $ 9,936 | $ 9,500 | $ 9,370 | $ 9,500 | $ 4,854 | $ 9,500 | $ 6,615 | $ 9,500 | $ 7,861 |
| Communication Telephone | $ 10,000 | $ 10,066 | $ 10,000 | $ 12,320 | $ 10,000 | $ 12,050 | $ 10,000 | $ 13,458 | $ 12,500 | $ 16,339 |
| Laundry Service | $ 300 | $ - | $ 300 | $ 2,984 | $ 300 | $ 279 | $ 300 | $ - | $ 300 | $ - |
| Training & Education | $ 8,000 | $ 10,088 | $ 8,000 | $ 2,295 | $ 8,000 | $ 5,741 | $ 12,000 | $ 8,406 | $ 12,000 | $ 12,457 |
| Copy/Mail Center Fees | $ 4,800 | $ 4,912 | $ 4,800 | $ 4,659 | $ 4,800 | $ 6,215 | $ 4,800 | $ 4,850 | $ - | $ - |
| Dues/Subscriptions | $ 3,000 | $ 2,869 | $ 3,500 | $ - | $ 3,500 | $ 2,378 | $ 3,500 | $ 2,079 | $ 3,500 | $ 2,459 |
| Fire Apparatus Equipment | $ 10,000 | $ 17,169 | $ 5,000 | $ 5,130 | $ 5,000 | $ 4,928 | $ 5,000 | $ 5,795 | $ 5,000 | $ 7,201 |
| Training Mall Related Expense | $ - | $ 13,177 | $ - | $ 2,163 | - | $ 3,140 | $ - | | $ - | |
| Other Services Miscellaneous | $ 4,000 | $ 3,408 | $ 4,000 | $ 2,603 | $ 4,000 | $ 2,625 | $ 4,000 | $ 7,233 | $ 4,000 | $ 7,579 |
| **Purchase of Services** | **$ 49,600** | **$ 71,626** | **$ 45,100** | **$ 41,523** | **$ 45,100** | **$ 42,211** | **$ 49,100** | **$ 48,436** | **$ 52,300** | **$ 53,897** |
| Clothing Allowance Mgmt | $ 6,900 | $ 2,400 | $ 7,250 | $ 7,000 | $ 7,250 | $ 7,000 | $ 7,250 | $ 7,250 | $ 7,250 | $ 7,250 |
| Clothing Allowance Supervisory | $ 12,500 | $ 12,500 | $ 12,500 | $ 12,500 | $ 12,500 | $ 12,500 | $ 13,500 | $ 13,500 | $ 13,500 | $ 19,800 |
| Clothing Allowance Oper. Staff | $ 32,200 | $ 31,625 | $ 32,200 | $ 29,900 | $ 29,325 | $ 31,461 | $ 31,875 | $ 31,875 | $ 35,250 | $ 26,875 |
| Clothing Allowance Tech/Prof | $ 2,400 | $ 7,000 | $ 2,400 | $ 1,825 | $ 2,400 | $ - | $ 2,600 | $ 1,975 | $ 2,600 | $ 1,300 |
| **Other Services (Misc. )** | **$ 54,000** | **$ 53,525** | **$ 54,350** | **$ 51,225** | **$ 51,475** | **$ 50,961** | **$ 55,225** | **$ 54,600** | **$ 58,600** | **$ 55,225** |
| Office Supplies: Stationary | $ 5,000 | $ 2,825 | $ 5,000 | $ 4,974 | $ 5,000 | $ 4,500 | $ 5,000 | $ 4,428 | $ 5,000 | $ 5,229 |
| Supplies Computer | $ 1,800 | $ 1,807 | $ 1,800 | $ 1,669 | $ 1,800 | $ 1,800 | $ 1,800 | $ 1,322 | $ 2,000 | $ 1,303 |
| **Supplies** | **$ 6,800** | **$ 4,632** | **$ 6,800** | **$ 6,643** | **$ 6,800** | **$ 6,299** | **$ 6,800** | **$ 5,750** | **$ 7,000** | **$ 6,532** |
| Supplies Foam & Hose | $ 3,500 | $ 834 | $ 14,000 | $ 9,753 | $ 14,000 | $ 21,227 | $ 14,000 | $ 5,136 | $ 22,000 | $ 19,436 |
| Supplies Ambulance | $ 20,000 | $ 20,878 | $ 30,000 | $ 33,052 | $ 30,000 | $ 33,926 | $ 30,000 | $ 40,144 | $ 40,000 | $ 44,638 |
| Supplies Diving Equip | $ 4,000 | $ 2,340 | $ 4,000 | $ - | $ 4,000 | $ 3,984 | $ 4,000 | $ 2,881 | $ 4,000 | $ 2,102 |
| Supplies Public Safety | $ 11,500 | $ 9,863 | $ 11,500 | $ 8,961 | $ 11,500 | $ 8,661 | $ 11,500 | $ 13,956 | $ 11,500 | $ 12,193 |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Other Supplies** | **$ 39,000** | **$ 33,915** | **$ 59,500** | **$ 51,765** | **$ 59,500** | **$ 67,798** | **$ 59,500** | **$ 62,117** | **$ 77,500** | **$ 78,369** |
| CPR Certification Cards | | | | | | | | | $ - | |
| Smoke & Carbon Monoxide Detectors | | | | | | | | | $ - | |
| Misc. Supplies | | | | | | | | | $ - | |
| **Public Safety Education** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Total Fire Department** | **$ 6,820,313** | **$ 6,858,072** | **$ 6,361,555** | **$ 6,360,299** | **$ 6,833,429** | **$ 6,782,231** | **$ 7,173,202** | **$ 7,153,040** | **$ 7,382,956** | **$ 7,285,650** |

## Section V: Public Works

Department: Public Works

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries: Management | $ 106,247 | $ 106,247 | $ 106,247 | $ 136,414 | $ - | $ 91,728 | $ 116,080 | $ 116,387 | $ 118,720 | $ 118,274 |
| Salaries: Supervisory | $ 83,034 | $ 83,034 | $ 84,273 | $ 23,860 | $ 85,542 | $ 8,885 | $ - | $ - | | |
| Salaries: Operational Staff | $ 89,408 | $ 89,430 | $ 46,815 | $ 46,815 | $ 47,995 | $ 47,990 | $ 99,816 | $ 96,688 | $ 103,334 | $ 100,092 |
| Temporary Operational Staff | $ 2,915 | $ - | $ 2,985 | $ - | $ 3,015 | $ - | $ 6,400 | $ 5,429 | $ 6,892 | $ - |
| Supervisory Additional Comp | $ 8,700 | $ 5,908 | $ 9,350 | $ 4,306 | $ 9,350 | $ 2,900 | $ - | $ - | | |
| Operational Staff Part-Time | | | $ 20,365 | $ 5,298 | $ 950 | $ 952 | $ 985 | $ 996 | $ 2,250 | $ 2,250 |
| Operational Staff Additional Comp | $ 1,788 | $ 1,802 | $ 917 | $ 936 | $ 20,462 | $ 16,397 | $ 6,400 | $ 6,475 | $ 7,880 | $ 11,261 |
| FLSA Salaries | $ 675 | $ 676 | $ 695 | $ 573 | $ 5,334 | $ 953 | $ 5,365 | $ 2,083 | $ 3,210 | $ 2,062 |
| **Personnel Services** | **$ 292,767** | **$ 287,096** | **$ 271,647** | **$ 218,203** | **$ 172,648** | **$ 169,805** | **$ 235,046** | **$ 228,058** | **$ 242,286** | **$ 233,938** |
| | | | | | | | | | | |
| Licenses | $ 400 | $ 215 | $ 400 | $ - | $ 185 | $ 200 | $ 185 | $ 100 | $ 185 | $ - |
| Repairs & Maint Equipment | $ 600 | $ 1,447 | $ 1,500 | $ 1,273 | $ 1,545 | $ 2,201 | $ 1,450 | $ 112 | $ 300 | $ - |
| Communication Telephone | $ 6,000 | $ 5,565 | $ 6,000 | $ 6,749 | $ 6,000 | $ 5,465 | $ 6,850 | $ 7,264 | $ 6,250 | $ 7,246 |
| Training & Education | $ 2,000 | $ 737 | $ 2,000 | $ 1,001 | $ 2,000 | $ 1,781 | $ 4,500 | $ 1,167 | $ 5,250 | $ 2,710 |
| Postage | $ 1,700 | $ 1,042 | $ 1,800 | $ 1,010 | $ 1,500 | $ 571 | $ 1,200 | $ 820 | $ 1,020 | $ 565 |
| Purchased Services: Misc. | $ 400 | $ 469 | $ 750 | $ 18 | $ 750 | $ 2,102 | $ 750 | $ 893 | $ 850 | $ 1,132 |
| Office Supplies | $ 8,000 | $ 5,960 | $ 8,000 | $ 7,826 | $ 8,000 | $ 7,087 | $ 8,000 | $ 5,934 | $ 8,000 | $ 6,567 |
| Communication Print & Advertising | $ 1,250 | $ 511 | $ 1,250 | $ 50 | $ 1,250 | $ 644 | $ 1,250 | $ 1,238 | $ 1,000 | $ - |
| GIS Supplies | $ 8,500 | $ 7,706 | $ 8,500 | $ 8,045 | $ 8,500 | $ 7,456 | $ 8,500 | $ 8,339 | $ 8,500 | $ 7,807 |
| Compliance Inspection & Training | $ 9,500 | $ 5,406 | $ 9,500 | $ 6,916 | $ 9,500 | $ 4,764 | $ 9,600 | $ 12,527 | $ 9,800 | $ 6,046 |
| Supplies Protective Clothing | $ 4,332 | $ 1,610 | $ 2,332 | $ 1,650 | $ 2,335 | $ 1,502 | $ 2,335 | $ 1,415 | $ 2,335 | $ 2,333 |
| **Other Supplies** | **$ 4,332** | **$ 1,610** | **$ 2,332** | **$ 1,650** | **$ 2,335** | **$ 33,773** | **$ 44,620** | **$ 39,809** | **$ 43,490** | **$ 34,405** |
| | | | | | | | | | | |
| **Total DPW Administration** | **$ 297,099** | **$ 288,706** | **$ 273,979** | **$ 219,853** | **$ 174,983** | **$ 203,578** | **$ 279,666** | **$ 267,867** | **$ 285,776** | **$ 268,344** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Public Works

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Supervisory | $ 83,034 | $ 83,034 | $ 84,273 | $ 70,244 | $ 88,109 | $ 91,960 | $ 53,819 | $ 2,808 | $ - | $ - |
| Salaries Operational Staff | $ 243,875 | $ 225,349 | $ 248,830 | $ 248,824 | $ 257,509 | $ 258,147 | $ 270,476 | $ 262,588 | $ - | $ - |
| Salaries Part-Time Operational | $ 3,600 | $ - | $ 3,600 | $ - | $ 3,750 | $ - | $ 3,460 | $ - | $ - | $ - |
| Supervisory Staff Add'l Comp | $ 7,042 | $ 7,708 | $ 9,350 | $ 8,352 | $ 9,850 | $ 8,435 | $ 6,500 | $ - | $ - | $ - |
| Operational Staff Additional Comp | $ 2,100 | $ 2,170 | $ 2,400 | $ 4,992 | $ 2,625 | $ 2,450 | $ 7,600 | $ 7,187 | $ - | $ - |
| Operational Staff Overtime | $ 24,421 | $ 29,490 | $ 25,155 | $ 39,138 | $ 25,900 | $ 26,261 | $ 32,650 | $ 19,367 | $ - | $ - |
| **Personnel Services** | **$ 364,072** | **$ 347,751** | **$ 373,608** | **$ 371,550** | **$ 387,743** | **$ 387,253** | **$ 374,505** | **$ 291,950** | **$ -** | **$ -** |
| | | | | | | | | | | |
| Repairs & Maint. Facilities | $ 260,000 | $ 275,560 | $ 260,000 | $ 245,756 | $ 277,518 | $ 275,973 | $ 270,000 | $ 250,584 | $ 270,000 | $ 280,915 |
| Repairs & Maint. Eliot School | $ 60,000 | $ 29,388 | $ 60,000 | $ 17,635 | $ 26,400 | $ 22,268 | $ 22,500 | $ 2,010 | $ 22,500 | $ 25,994 |
| Repairs & Maint. Elevator/Chair lift | $ 26,000 | $ 71,953 | $ 26,000 | $ 84,716 | $ 27,500 | $ 15,282 | $ 19,500 | $ 6,296 | $ 23,650 | $ 20,582 |
| Eliot School Maintenance | | | | | | $ - | $ - | $ 11,066 | $ - | $ 33 |
| Clothing Allowance Opera Staff | $ 2,100 | $ 1,954 | $ 2,100 | $ 2,100 | $ 2,100 | $ 2,100 | $ 2,100 | $ 2,100 | $ - | $ - |
| Contractual Svs - Cleaning | $ 123,147 | $ 104,104 | $ 96,536 | $ 85,542 | $ 96,500 | $ 95,938 | $ 95,800 | $ 91,829 | $ - | $ 4,063 |
| Custodial Supplies | $ 46,000 | $ 44,247 | $ 36,000 | $ 36,044 | $ 40,000 | $ 37,814 | $ 40,000 | $ 18,578 | $ 44,000 | $ 44,102 |
| **Other Supplies** | **$ 46,000** | **$ 44,247** | **$ 36,000** | **$ 36,044** | **$ 40,000** | **$ 449,375** | **$ 449,900** | **$ 382,464** | **$ 360,150** | **$ 375,689** |
| | | | | | | | | | | |
| **Total Building Maintenance** | **$ 410,072** | **$ 391,999** | **$ 409,608** | **$ 407,594** | **$ 427,743** | **$ 836,628** | **$ 824,405** | **$ 674,413** | **$ 360,150** | **$ 375,689** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Public Works

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| ***Street Lighting*** | | | | | | | | | | |
| Street Lighting Expenses | $ 226,474 | $ 201,761 | $ 226,500 | $ 194,832 | $ 228,500 | $ 178,703 | $ 228,500 | $ 168,796 | $ 217,500 | $ 184,743 |
| Contractural Services | $ 60,000 | $ 51,440 | $ 56,000 | $ 44,815 | $ 53,800 | $ 47,020 | $ 57,700 | $ 61,786 | $ 56,700 | $ 91,930 |
| ***Buildings*** | | | | | | | | | | |
| Bldg Maint - Utilities: Electric | $ 540,570 | $ 489,790 | $ 540,570 | $ 479,208 | $ 545,000 | $ 512,571 | $ 562,400 | $ 524,022 | $ 608,198 | $ 571,894 |
| Recreation - Utilities Electric | $ 7,600 | $ 6,306 | $ 7,600 | $ 3,743 | $ 7,600 | $ - | $ 4,200 | $ 515 | $ 4,200 | $ - |
| Highway - Utilities Electric | $ 2,000 | $ 4,260 | $ 2,000 | $ 6,157 | $ 4,300 | $ - | $ 7,100 | $ - | $ 7,000 | $ - |
| Bldg Maint - Utilities: Fuel Oil & Natural Gas | $ 235,000 | $ 208,178 | $ 248,500 | $ 141,179 | $ 197,600 | $ 164,027 | $ 168,200 | $ 102,061 | $ 173,600 | $ 109,246 |
| ***Vehicles*** | | | | | | | | | | |
| Eqp Maint - Vehicular Supplies: Gasoline | 384,540 | 323,567 | $ 397,500 | $ 324,338 | $ 381,500 | $ 420,693 | $ 463,800 | $ 484,334 | $ 468,150 | $ 495,933 |
| **Purchase of Services** | **1,456,184** | **1,285,302** | **$ 1,478,670** | **$ 1,194,272** | **$ 1,418,300** | **$ 1,323,014** | **$ 1,491,900** | **$ 1,341,514** | **$ 1,535,348** | **$ 1,453,746** |
| | | | | | | | | | | |
| Holiday Lighting | $ 500 | $ 1,094 | $ 500 | $ 405 | $ 1,000 | $ 878 | $ 1,500 | $ 725 | $ 1,500 | $ 927 |
| **Other Supplies** | **500** | **1094.48** | **$ 500** | **$ 405** | **$ 1,000** | **$ 878** | **$ 1,500** | **$ 725** | **$ 1,500** | **$ 927** |
| | | | | | | | | | | |
| **Total DPW Energy** | **$ 1,456,684** | **$ 1,286,396** | **$ 1,479,170** | **$ 1,194,677** | **$ 1,419,300** | **$ 1,323,892** | **$ 1,493,400** | **$ 1,342,239** | **$ 1,536,848** | **$ 1,454,673** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Public Works

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Supervisory | $ 227,393 | $ 227,393 | $ 230,787 | $ 230,787 | $ 240,404 | $ 242,625 | $ 96,165 | $ 95,370 | $ 101,135 | $ 97,596 |
| Salaries Operational Staff | $ 88,882 | $ 87,446 | $ 90,225 | $ 90,207 | $ 93,558 | $ 93,070 | $ - | $ 2,761 | $ - | $ 5,432 |
| Salaries Technical/Professional | | | | | | $ - | $ 188,812 | $ 186,643 | $ 198,378 | $ 194,321 |
| Salaries Operational Part-Time | | | | | $ - | $ - | $ 64,540 | $ 55,300 | $ 64,540 | $ 54,979 |
| Supervisory Additional Comp | $ 22,900 | $ 22,908 | $ 25,650 | $ 23,852 | $ 25,350 | $ 22,438 | $ 27,000 | $ 27,000 | $ 28,800 | $ 27,000 |
| Operational Staff Additional Comp | $ 200 | $ 200 | $ 250 | $ 250 | $ 250 | $ 250 | $ - | $ - | $ - | $ - |
| Overtime Operational Staff | $ 2,900 | $ 1,975 | $ 2,975 | $ 3,439 | $ 3,500 | $ 3,656 | $ - | $ - | $ - | $ - |
| **Personnel Services** | **$ 342,275** | **$ 339,921** | **$ 349,887** | **$ 348,535** | **$ 363,062** | **$ 362,039** | **$ 376,517** | **$ 367,073** | **$ 392,853** | **$ 379,328** |
| | | | | | | | | | | |
| Licenses, Dues & Training | $ 2,500 | $ 1,794 | $ 2,500 | $ 1,642 | $ 2,500 | $ - | $ 3,500 | $ - | $ 3,500 | $ 1,324 |
| Repairs & Maint. Equipment | $ 2,700 | $ 3,237 | $ 2,700 | $ 2,663 | $ 2,700 | $ 2,524 | $ 2,700 | $ 2,945 | $ 2,750 | $ 2,820 |
| Clothing Allowance Operational Staff | $ 700 | $ 700 | $ 700 | $ 700 | $ 700 | $ 700 | $ - | $ - | $ - | $ - |
| Consultant Engineering | $ 7,000 | $ 5,722 | $ 7,000 | $ 4,144 | $ 9,500 | $ 7,848 | $ 9,500 | $ 6,186 | $ 9,500 | $ 9,124 |
| Storm Water Master Plan | $ 32,500 | $ 53,063 | $ 36,500 | $ 38,241 | $ 80,000 | $ 21,019 | $ 80,000 | $ 91,199 | $ 80,000 | $ 82,446 |
| Travel | | | | | | $ - | $ - | $ 2,826 | $ - | $ 222 |
| Engineering Supplies | 4,500 | 3,641 | $ 4,500 | $ 4,500 | $ 4,500 | $ 4,335 | $ 4,500 | $ 5,567 | $ 4,650 | $ 5,368 |
| **Other Supplies** | **$ 4,500** | **$ 3,641** | **$ 4,500** | **$ 4,500** | **$ 4,500** | **$ 36,425** | **$ 100,200** | **$ 108,723** | **$ 100,400** | **$ 101,304** |
| | | | | | | | | | | |
| **Total DPW Engineering** | **$ 346,775** | **$ 343,562** | **$ 354,387** | **$ 353,034** | **$ 367,562** | **$ 398,464** | **$ 476,717** | **$ 475,797** | **$ 493,253** | **$ 480,632** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Public Works

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Supervisory | $ 83,034 | $ 83,034 | $ 84,273 | $ 84,273 | $ 86,409 | $ 86,387 | $ 92,069 | $ 92,003 | $ 94,838 | $ 94,468 |
| Salaries Operational Staff | $ 371,225 | $ 364,287 | $ 370,758 | $ 340,224 | $ 371,843 | $ 324,144 | $ 377,514 | $ 312,271 | $ 379,807 | $ 326,722 |
| Supervisory Additional Comp | $ 14,432 | $ 13,960 | $ 15,197 | $ 14,606 | $ 15,755 | $ 15,191 | $ 12,905 | $ 12,644 | $ 13,144 | $ 12,828 |
| Operational Staff Additional Comp | $ 6,575 | $ 4,892 | $ 6,325 | $ 3,581 | $ 6,150 | $ 3,935 | $ 3,850 | $ 3,601 | $ 3,460 | $ 3,057 |
| Operational Overtime | $ 10,590 | $ 11,734 | $ 15,000 | $ 26,104 | $ 15,490 | $ 23,083 | $ 23,852 | $ 22,665 | $ 24,090 | $ 16,123 |
| **Personnel Services** | **$ 485,856** | **$ 477,908** | **$ 491,553** | **$ 468,788** | **$ 495,647** | **$ 452,740** | **$ 510,190** | **$ 443,184** | **$ 515,339** | **$ 453,199** |
| | | | | | | | | | | |
| Clothing Allowance Operational Staff | $ 4,200 | $ 3,630 | $ 4,200 | $ 4,020 | $ 4,200 | $ 4,020 | $ 4,200 | $ 4,200 | $ 4,200 | $ 3,210 |
| Licenses - CDL & Special | $ 350 | $ 264 | $ 350 | $ 326 | $ 350 | $ 175 | $ 350 | $ 558 | $ 350 | $ 130 |
| Rental & Leases of Uniforms | $ 3,250 | $ 2,983 | $ 3,250 | $ 3,771 | $ 3,250 | $ 2,730 | $ 3,700 | $ 3,050 | $ 3,815 | $ 3,080 |
| Vehicle Inspection (Stickers) | $ 4,600 | $ 9,475 | $ 11,000 | $ 9,663 | $ 11,000 | $ 10,077 | $ 11,750 | $ 10,112 | $ 11,874 | $ 9,079 |
| Vehicular Supplies: Oil Lubricants | $ 13,000 | $ 13,882 | $ 15,500 | $ 12,946 | $ 15,500 | $ 15,748 | $ 16,750 | $ 15,838 | $ 17,250 | $ 17,518 |
| Repairs & Maint. Radios | $ 5,600 | $ 3,194 | $ 5,600 | $ 3,467 | $ 5,600 | $ 5,071 | $ 5,600 | $ 3,992 | $ 5,600 | $ 3,912 |
| Vehicular Supplies: Tires | $ 34,580 | $ 35,863 | $ 43,225 | $ 35,210 | $ 43,500 | $ 42,510 | $ 43,500 | $ 41,416 | $ 45,100 | $ 44,762 |
| Vehicular Supplies: Parts | $ 180,000 | $ 174,066 | $ 170,000 | $ 156,015 | $ 170,000 | $ 175,318 | $ 170,000 | $ 172,992 | $ 170,000 | $ 179,703 |
| Body Damage & Repairs | $ 6,000 | $ 4,982 | $ 4,000 | $ 3,865 | $ 5,000 | $ 4,750 | $ 5,000 | $ 4,251 | $ 5,000 | $ 4,951 |
| Shop Supplies | $ 6,000 | $ 6,637 | $ 6,000 | $ 5,685 | $ 6,000 | $ 6,615 | $ 6,000 | $ 6,305 | $ 6,700 | $ 5,210 |
| **Expenses** | **$ 226,580** | **$ 221,548** | **$ 223,225** | **$ 200,774** | **$ 224,500** | **$ 267,014** | **$ 266,850** | **$ 262,713** | **$ 269,889** | **$ 271,555** |
| | | | | | | | | | | |
| Surplus Equipment Purchase | $ 8,000 | $ 9,696 | $ 8,000 | $ 6,554 | $ - | $ - | $ 5,000 | $ 4,950 | $ 5,000 | $ 5,000 |
| **Other Capital Outlay** | **$ 8,000** | **$ 9,696** | **$ 8,000** | **$ 6,554** | **$ -** | **$ -** | **$ 5,000** | **$ 4,950** | **$ 5,000** | **$ 5,000** |
| | | | | | | | | | | |
| **Total DPW Equipment Maint.** | **$ 720,436** | **$ 709,152** | **$ 722,778** | **$ 676,116** | **$ 720,147** | **$ 719,755** | **$ 782,040** | **$ 710,847** | **$ 790,228** | **$ 729,754** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Public Works

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Supervisory | $ 83,034 | $ 83,034 | $ 84,273 | $ 84,273 | $ 86,409 | $ 86,387 | $ 95,162 | $ 95,133 | $ 97,940 | $ 97,994 |
| Salaries Operational Staff | $ 1,010,802 | $ 992,307 | $ 956,687 | $ 933,389 | $ 975,222 | $ 942,005 | $ 1,019,566 | $ 1,010,752 | $ 1,104,452 | $ 1,041,031 |
| Salaries Temp Operational Staff | $ 29,884 | $ 20,841 | $ 25,498 | $ 26,448 | $ 25,750 | $ 35,152 | $ 31,174 | $ 30,578 | $ 31,922 | $ 46,486 |
| Supervisory Additional Comp | $ 10,000 | $ 10,219 | $ 11,850 | $ 11,354 | $ 12,350 | $ 11,827 | $ 6,500 | $ 138,682 | $ 6,500 | $ 6,000 |
| Operational Staff Additional Comp | $ 22,000 | $ 13,713 | $ 21,750 | $ 13,185 | $ 20,950 | $ 14,370 | $ 11,376 | $ 6,000 | $ 11,855 | $ 14,355 |
| Operational Staff Overtime | $ 81,692 | $ 77,043 | $ 114,652 | $ 124,600 | $ 116,370 | $ 119,130 | $ 116,412 | $ 10,199 | $ 120,100 | $ 144,879 |
| **Personnel Services** | **$ 1,237,412** | **$ 1,197,158** | **$ 1,214,710** | **$ 1,193,250** | **$ 1,237,051** | **$ 1,208,871** | **$ 1,280,190** | **$ 1,291,344** | **$ 1,372,769** | **$ 1,350,745** |
| | | | | | | | | | | |
| Clothing Allowance Operational Staff | $ 8,400 | $ 8,342 | $ 7,350 | $ 7,700 | $ 7,700 | $ 7,350 | $ 7,700 | $ 8,138 | $ 7,700 | $ 8,050 |
| Licenses - CDL & Special | $ 600 | $ 820 | $ 600 | $ 690 | $ 600 | $ 630 | $ 1,050 | $ 605 | $ 1,050 | $ 761 |
| Repairs & Maint Supplies | $ 2,000 | $ 4,474 | $ 2,000 | $ 1,747 | $ 2,000 | $ 2,875 | $ 2,250 | $ 2,705 | $ 2,900 | $ 3,101 |
| Traffic Signs & Markers | $ 25,000 | $ 23,580 | $ 25,000 | $ 27,778 | $ 36,000 | $ 35,368 | $ 51,000 | $ 50,306 | $ 52,250 | $ 59,950 |
| Environmental Monitoring/Engineering | $ 28,000 | $ 26,032 | $ 28,000 | $ 18,922 | $ 30,500 | $ 16,017 | $ 29,000 | $ 21,977 | $ 27,500 | $ 21,127 |
| Yard Waste Brush Grinding | $ 7,500 | $ 3,572 | $ 7,500 | $ 3,267 | $ 7,500 | $ 1,731 | $ 7,500 | $ 15,351 | $ 7,500 | $ 6,565 |
| Test/Disposal Street Sweepings | $ 24,000 | $ 7,500 | $ 17,000 | $ 7,815 | $ 17,000 | $ 16,533 | $ 18,000 | $ 9,754 | $ 18,000 | $ 6,208 |
| Purchased Services: Sand/Gravel | $ 15,000 | $ 9,776 | $ 11,500 | $ 8,501 | $ 11,500 | $ 6,225 | $ 11,500 | $ 15,001 | $ 11,500 | $ 16,944 |
| Purchased Services: Misc. | $ 1,500 | $ 104 | $ 1,500 | $ 457 | $ 1,500 | $ 647 | $ 1,500 | $ 53 | $ 1,500 | $ 477 |
| Landfill Cap Maintenance | $ 4,000 | $ 6,115 | $ 5,000 | $ 3,456 | $ 6,250 | $ 4,116 | $ 6,250 | $ 2,475 | $ 6,250 | $ 1,163 |
| Landfill Gas/Flaring Station Maintenance | $ 5,000 | $ 5,149 | $ 5,500 | $ 5,184 | $ 5,500 | $ 5,247 | $ 6,000 | $ 7,091 | $ 6,800 | $ 7,532 |
| Purchased Services: Crack Sealing | $ 15,000 | $ 15,000 | $ 30,000 | $ - | $ 30,000 | | $ - | | $ 30,000 | $ 30,000 |
| Condensate Disposal - Flaring Station | $ 2,200 | $ 2,200 | $ 2,200 | $ 380 | $ 2,200 | | $ 32,250 | $ 90,000 | $ 2,500 | $ 92,500 |
| Maintenance Materials | $ 40,000 | $ 33,808 | $ 45,000 | $ 46,560 | $ 45,000 | $ 36,836 | $ 45,000 | $ 51,094 | $ 45,000 | $ 51,280 |
| Off Street Drainage | $ 5,000 | $ 1,846 | $ 5,000 | $ 4,861 | $ 10,000 | $ 10,066 | $ 10,000 | $ 10,000 | $ 10,250 | $ 10,121 |
| Recycling Center Maint & Supplies | $ 5,600 | $ - | $ 5,600 | $ 5,234 | $ 5,600 | $ 1,141 | $ 5,600 | $ 3,019 | $ 5,600 | $ 3,413 |
| Waste Bags - Pay as you Throw | $ 120,000 | $ 132,093 | $ 135,000 | $ 132,344 | $ 141,000 | $ 129,376 | $ 140,000 | $ 99,307 | $ 138,000 | $ 119,551 |
| Compost/Recycling Bins | | | $ 6,600 | $ 6,504 | $ 6,600 | $ 6,600 | $ 6,600 | $ 5,244 | $ 6,600 | $ 19,692 |
| Other Supplies: Misc. | $ 8,000 | $ 7,299 | $ 8,000 | $ 7,815 | $ 8,000 | $ 6,449 | $ 8,000 | $ 6,976 | $ 8,000 | $ 1,720 |
| **Expenses** | **$ 178,600** | **$ 175,047** | **$ 205,200** | **$ 203,318** | **$ 216,200** | **$ 190,468** | **$ 215,200** | **$ 399,097** | **$ 388,900** | **$ 460,158** |
| | | | | | | | | | | |
| Snow Removal | $ 150,000 | $ 150,000 | $ 150,000 | $ 670,901 | $ 150,000 | $ 867,663 | $ 150,000 | $ 299,508 | $ 150,000 | $ 862,115 |
| Household Hazardous Waste Disposal | $ 30,000 | $ 10,849 | $ 10,000 | $ 4,013 | $ 10,000 | $ 3,690 | $ 15,000 | $ 12,222 | $ 15,000 | $ 13,178 |
| Street & Sidewalk Maintenance* | $ 125,000 | $ 131,477 | $ 140,500 | $ 138,533 | $ 140,500 | $ 127,677 | $ 140,500 | $ 148,371 | $ 142,500 | $ 169,304 |
| Tipping Fees Yard Waste | $ 15,000 | $ 10,459 | $ 15,000 | $ 17,421 | $ 15,000 | $ 13,888 | $ 17,500 | $ 15,843 | $ 17,500 | $ 15,201 |
| Tipping Fees - Solid Waste | $ 670,000 | $ 662,440 | $ 567,454 | $ 465,649 | $ 558,075 | $ 469,618 | $ 560,900 | $ 510,705 | $ - | $ - |
| Tipping Fees Bulky Waste & Disposal | $ - | $ - | $ - | $ 245 | $ - | $ - | $ - | | $ 535,000 | $ 638,102 |
| Recycling - Curbside | $ 445,000 | $ 476,723 | $ 467,000 | $ 476,261 | $ 498,000 | $ 508,202 | $ 567,600 | $ 554,000 | $ 595,600 | $ 539,635 |
| Recycling - Education Materials | $ 3,000 | $ 2,289 | $ 3,000 | $ 2,746 | $ 3,000 | $ 1,907 | $ 3,000 | $ 1,907 | $ 3,000 | $ 932 |
| Transportation Hauling Tolls | $ 3,600 | $ 2,948 | $ 5,000 | $ 3,016 | $ 4,250 | $ 2,898 | $ 3,200 | $ 3,063 | $ 3,200 | $ 3,121 |
| **Other Chgs./Expend.** | **$ 1,441,600** | **$ 1,447,185** | **$ 1,357,954** | **$ 1,778,785** | **$ 1,378,825** | **$ 1,995,543** | **$ 1,457,700** | **$ 1,545,618** | **$ 1,461,800** | **$ 2,241,587** |
| | | | | | | | | | | |
| **Total DPW Highway & Sanitation** | **$ 2,857,612** | **$ 2,819,389** | **$ 2,777,864** | **$ 3,175,353** | **$ 2,832,076** | **$ 3,394,882** | **$ 2,953,090** | $ 3,236,060 | **$ 3,223,469** | **$ 4,052,489** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Public Works

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Supervisory | $ 83,034 | $ 83,034 | $ 84,273 | $ 84,273 | $ 86,409 | $ 86,387 | $ 92,069 | $ 75,915 | $ 92,867 | $ 82,242 |
| Salaries Operational Staff | $ 344,558 | $ 288,055 | $ 274,902 | $ 274,919 | $ 280,866 | $ 275,643 | $ 291,142 | $ 267,109 | $ 305,143 | $ 278,297 |
| Salaries Temporary Operational | $ 22,925 | $ 23,850 | $ 26,239 | $ 18,582 | $ 26,239 | $ 18,047 | $ 27,300 | $ 25,095 | $ 28,234 | $ 39,196 |
| Supervisory Additional Comp | $ 8,900 | $ 10,008 | $ 11,150 | $ 10,652 | $ 11,650 | $ 11,138 | $ 8,300 | $ 8,300 | $ 8,300 | $ 7,000 |
| Operational Staff Additional Comp | $ 4,000 | $ 4,052 | $ 3,600 | $ 3,252 | $ 4,000 | $ 4,145 | $ 3,850 | $ 6,594 | $ 4,470 | $ 4,197 |
| Operational Staff Overtime | $ 24,638 | $ 27,697 | $ 25,250 | $ 22,004 | $ 27,300 | $ 26,004 | $ 27,300 | $ 26,051 | $ 27,300 | $ 16,302 |
| **Personnel Services** | **$ 488,055** | **$ 436,696** | **$ 425,414** | **$ 413,681** | **$ 436,464** | **$ 421,365** | **$ 449,961** | **$ 409,064** | **$ 466,314** | **$ 427,234** |
| | | | | | | | | | | |
| Purchased Services Misc. | $ 4,650 | $ 3,123 | $ 4,650 | $ 1,546 | $ 4,650 | $ 2,005 | $ 4,650 | $ 4,303 | $ 4,650 | $ 3,503 |
| Licenses - CDL & Special | $ 500 | $ 110 | $ 440 | $ 275 | $ 300 | $ 160 | $ 300 | $ - | $ 300 | $ 455 |
| Clothing Allowance Operational Staff | $ 2,800 | $ 2,450 | $ 2,100 | $ 2,100 | $ 1,750 | $ 2,100 | $ 2,100 | $ 2,100 | $ 2,100 | $ 1,750 |
| Tech & Prof. Svs. - Tree Svs | $ 65,000 | $ 64,591 | $ 30,000 | $ 27,683 | $ 30,000 | $ 33,241 | $ 61,095 | $ 88,647 | $ 61,095 | $ 84,384 |
| Tech & Prof. Svs. - Mowing Svs | $ 64,100 | $ 45,238 | $ 54,100 | $ 48,671 | $ 53,000 | $ 38,377 | $ 57,936 | $ 51,407 | $ 54,900 | $ 56,438 |
| Materials Field Maint | $ 53,360 | $ 51,341 | $ 50,000 | $ 51,652 | $ 50,000 | $ 56,501 | $ 66,400 | $ 62,256 | $ 76,400 | $ 90,354 |
| Materials Playground | $ 8,900 | $ 7,277 | $ 8,900 | $ 7,166 | $ 8,900 | $ 4,734 | $ 12,800 | $ 11,199 | $ 16,000 | $ 14,432 |
| Materials Beach Maint | $ 1,600 | $ 918 | $ 600 | $ 600 | $ 600 | $ 600 | $ 600 | $ 600 | $ 600 | $ - |
| Tools & Hardware | $ 7,000 | $ 3,254 | $ 7,000 | $ 1,629 | $ 7,000 | $ 6,498 | $ 7,000 | $ 7,322 | $ 7,000 | $ 6,776 |
| Materials Planting | $ 5,000 | $ 1,805 | $ 5,000 | $ 6,794 | $ 5,000 | $ 1,875 | $ 6,000 | $ 1,024 | $ 10,000 | $ 10,411 |
| Irrigation Pump Testing & Calibration | | | | $ 3,698 | $ - | $ 1,299 | $ 1,000 | $ 6,614 | $ 5,000 | $ 4,394 |
| **Supplies** | **$ 75,860** | **$ 64,595** | **$ 71,500** | **$ 71,541** | **$ 71,500** | **$ 147,390** | **$ 219,881** | **$ 235,471** | **$ 238,045** | **$ 272,897** |
| | | | | | | | | | | |
| **Total DPW LF & NR** | **$ 563,915** | **$ 501,291** | **$ 496,914** | **$ 485,222** | **$ 507,964** | **$ 568,755** | **$ 669,842** | **$ 644,535** | **$ 704,359** | **$ 700,131** |

## Section VI: Health & Human Services

Department: Community Services

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Management | | 0 | | 0 | 0 | 0 | 57,500 | 53,077 | 117,174 | 109,388 |
| Salaries Operational Staff | | 0 | | 0 | 0 | 0 | 0 | | 0 | 0 |
| **Community Services Overall Personnel Services** | **0** | **0** | **0** | **0** | **0** | **0** | **57,500** | **53,077** | **117,174** | **109,388** |
| **Human Services & Council on Aging Personnel Services** | 337,798 | 321,455 | 339,887 | 321,180 | 331,337 | 330,963 | 376,934 | 371,682 | 392,558 | 381,448 |
| **Veterans Services Personnel Services** | 106,531 | 106,558 | 108,585 | 95,745 | 109,756 | 106,003 | 113,504 | 113,052 | 114,756 | 114,566 |
| **Recreation & Parks Personnel Services** | 500,008 | 499,978 | 505,081 | 503,459 | 482,806 | 482,748 | 493,785 | 494,510 | 497,039 | 496,255 |
| **Total Community Services Personnel Services** | **944,337** | **927,991** | **953,553** | **920,383** | **923,899** | **919,714** | **1,041,723** | **1,032,320** | **1,121,526** | **1,101,658** |
| Mileage | | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Repairs & Maint. Facilities | | | | | | | | | | |
| Repairs & Maint Equipment | | | | | | | | | | |
| Communication Postage | | | | | | | | | | |
| Copy/Mail Center Fees | | | | | | | | | | |
| Training & Education | | | | | | | | | | |
| Office Supplies | | | | | | | | | | |
| Supplies Computer | | | | | | | | | | |
| Security Monitoring Alarm | | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Communication Photocopying | | | | | | | | | | |
| Communication Telephone | | 0 | | 0 | 0 | 0 | 0 | 0 | 980 | 0 |
| Community Services Overall Expenses | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **980** | **0** |
| Human Services & Council on Aging Expenses | 46,949 | 27,809 | 44,507 | 25,268 | 44,472 | 32,463 | 42,122 | 28,580 | 40,982 | 31,733 |
| Veterans Services Expenses | 15,000 | 14,807 | 15,000 | 14,494 | 16,000 | 190,610 | 214,085 | 195,758 | 194,885 | 259,763 |
| Recreation & Parks Expenses | 29,015 | 27,540 | 28,270 | 27,612 | 21,800 | 60,730 | 58,287 | 55,567 | 54,830 | 54,742 |
| **Total Community Services Expenses** | **90,964** | **70,157** | **87,777** | **67,374** | **82,272** | **283,803** | **314,494** | **279,905** | **291,677** | **346,238** |
| **Total Community Services** | **1,035,301** | **998,148** | **1,041,330** | **987,757** | **1,006,171** | **1,203,517** | **1,356,217** | **1,312,226** | **1,413,203** | **1,447,896** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

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

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Management | 61,764 | 139,881 | 61,764 | 62,147 | 63,937 | 63,897 | 76,015 | 74,288 | 75,064 | 75,064 |
| Salaries Operational Staff | 141,179 | 129,608 | 139,343 | 128,073 | 118,356 | 119,928 | 133,976 | 144,015 | 148,513 | 144,142 |
| Salaries Tech & Professional | 134,855 | 51,966 | 138,780 | 130,960 | 149,044 | 147,138 | 166,943 | 153,379 | 168,981 | 162,242 |
| **Personnel Services** | **337,798** | **321,455** | **339,887** | **321,180** | **331,337** | **330,963** | **376,934** | **371,682** | **392,558** | **381,448** |
| | | | | | | | | | | |
| Repairs & Maint Equipment | 1,600 | 1,593 | 1,600 | 1,493 | 1,600 | 1,535 | 1,600 | 1,586 | 1,600 | 2,128 |
| In/Out of State Travel | 4,100 | 2,489 | 4,400 | 1,141 | 4,400 | 1,574 | 4,400 | 2,909 | 4,400 | 3,079 |
| Communication Telephone | 2,175 | 2,304 | 2,600 | 2,713 | 2,600 | 2,646 | 2,600 | 2,264 | 2,600 | 3,412 |
| Dues & Subscriptions | 1,450 | 772 | 1,450 | 1,201 | 1,450 | 1,182 | 1,450 | 1,355 | 1,450 | 1,345 |
| Communication Postage | 950 | 618 | 950 | 317 | 950 | 367 | 950 | 469 | 950 | 542 |
| Copy/Mail Center Fees | 1,175 | 1,232 | 1,225 | 1,069 | 1,240 | 5,613 | 1,240 | 819 | - | - |
| Contract Services Outreach Worker | 5,000 | 120 | 5,000 | 495 | 5,000 | 824 | 5,000 | 0 | 5,000 | - |
| Other Services Misc. | 425 | 379 | 425 | 225 | 425 | 545 | 425 | 135 | 500 | 335 |
| Wellness Programs | 4,480 | 2,663 | 4,069 | 2,732 | 4,069 | 4,137 | 4,069 | 2,572 | 4,069 | 3,505 |
| Office Supplies Stationary | 1,850 | 1,581 | 1,850 | 1,222 | 1,850 | 2,426 | 1,850 | 1,624 | 1,850 | 1,875 |
| Supplies Computer | 900 | 659 | 900 | 986 | 850 | 869 | 850 | 1,466 | 875 | 1,120 |
| Supplies Disposable Goods | 400 | 423 | 400 | 491 | 400 | 362 | 400 | 207 | 400 | 313 |
| Youth Advisory - Supplies | 288 | 0 | 288 | 0 | 288 | 0 | 288 | 0 | 288 | - |
| Transportation Program | 21,456 | 12,978 | 19,000 | 11,183 | 19,000 | 10,383 | 17,000 | 13,174 | 17,000 | 14,080 |
| Service Directory Support | 700 | 0 | 350 | 0 | 350 | 0 | 0 | 0 | | |
| **Expenses** | **46,949** | **27,809** | **44,507** | **25,268** | **44,472** | **32,463** | **42,122** | **28,580** | **40,982** | **31,733** |
| | | | | | | | | | | |
| **Total Human Services & Council on Aging** | **384,747** | **349,265** | **384,394** | **346,448** | **375,809** | **363,426** | **419,056** | **400,262** | **433,540** | **413,181** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

**Division:** **Veterans Services**

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Management | $ 61,764 | $ 61,764 | $ 61,764 | $ 48,824 | $ 61,764 | $ 57,534 | $ 63,582 | $ 63,118 | $ 64,074 | $ 64,074 |
| Salaries Operational Staff | $ 44,767 | $ 44,794 | $ 46,821 | $ 46,920 | $ 47,992 | $ 47,996 | $ 49,439 | $ 49,439 | $ 49,932 | $ 49,742 |
| Operational Staff Other Comp | | $ - | $ - | $ - | $ - | $ 473 | $ 483 | $ 494 | $ 750 | $ 750 |
| **Personnel Services** | **$ 106,531** | **$ 106,558** | **$ 108,585** | **$ 95,745** | **$ 109,756** | **$ 106,003** | **$ 113,504** | **$ 113,052** | **$ 114,756** | **$ 114,566** |
| | | | | | | | | | | |
| Rental of Veterans Headquarters | $ 1,200 | $ 1,200 | $ 1,200 | $ 1,200 | $ 1,200 | $ 1,200 | $ 1,200 | $ 1,200 | $ 1,200 | $ 1,200 |
| In State Travel/Meetings | $ 1,500 | $ 1,938 | $ 1,500 | $ 746 | $ 1,500 | $ 1,629 | $ 2,500 | $ 2,344 | $ 2,500 | $ 2,511 |
| Communication Telephone | $ 400 | $ 357 | $ 400 | $ 409 | $ 400 | $ 316 | $ 400 | $ 177 | $ 400 | $ 1,407 |
| Dues & Subscriptions | $ 225 | $ 195 | $ 225 | $ 176 | $ 225 | $ 209 | $ 225 | $ 85 | $ 225 | $ 85 |
| Communication Postage | | | $ - | $ - | $ 500 | $ 281 | $ 500 | $ 341 | $ 500 | $ 339 |
| Copy/Mail Center Fees | $ 125 | $ 191 | $ 125 | $ - | $ 200 | $ 214 | $ 200 | $ 79 | $ - | $ - |
| Other Services Misc. | $ 150 | $ - | $ 150 | $ 323 | $ 150 | $ - | $ 150 | $ - | $ 150 | $ 55 |
| Care of Veterans Graves | $ 1,100 | $ - | $ 1,100 | $ - | $ 1,100 | $ 1,100 | $ 1,100 | $ 1,096 | $ 1,100 | $ 1,100 |
| Office Supplies: Stationary | $ 1,400 | $ 750 | $ 1,400 | $ 706 | $ 1,500 | $ 1,105 | $ 1,500 | $ 1,222 | $ 1,500 | $ 1,407 |
| Veteran Benefits: Cash Allowance | $ 35,000 | $ 96,310 | $ 60,000 | $ 73,148 | $ 89,000 | $ 88,259 | $ 90,000 | $ 73,871 | $ 99,000 | $ 108,574 |
| Veteran Benefits: Medical | $ 15,000 | $ 48,430 | $ 40,000 | $ 65,272 | $ 80,000 | $ 81,267 | $ 97,000 | $ 99,950 | $ 68,200 | $ 127,801 |
| Veteran Benefits: Food/Clothing/Fuel | $ 500 | $ 500 | $ 500 | $ 410 | $ 550 | $ - | $ 550 | $ - | $ 550 | $ 550 |
| Veteran Benefits: Nursing Home Trans | $ 300 | $ - | $ 300 | $ - | $ 330 | $ 258 | $ 330 | $ - | $ 330 | $ - |
| Veteran Benefits: Miscellaneous | $ 1,300 | $ 1,300 | $ 1,300 | $ 1,300 | $ 1,430 | $ 1,430 | $ 1,430 | $ 1,430 | $ 1,430 | $ 1,430 |
| Memorial Day Program | $ 12,750 | $ 12,507 | $ 12,750 | $ 12,394 | $ 13,000 | $ 11,213 | $ 14,000 | $ 11,817 | $ 14,500 | $ 11,724 |
| Veterans Day Program | $ 2,250 | $ 2,300 | $ 2,250 | $ 2,100 | $ 3,000 | $ 2,130 | $ 3,000 | $ 2,145 | $ 3,300 | $ 1,581 |
| **Expenses** | **$ 15,000** | **$ 14,807** | **$ 15,000** | **$ 14,494** | **$ 16,000** | **$ 190,610** | **$ 214,085** | **$ 195,758** | **$ 194,885** | **$ 259,763** |
| | | | | | | | | | | |
| **Total Veterans Services** | **$ 121,531** | **$ 121,365** | **$ 123,585** | **$ 110,239** | **$ 125,756** | **$ 296,613** | **$ 327,589** | **$ 308,810** | **$ 309,641** | **$ 374,329** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

**Division:** **Recreation**

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Management | 95,695 | 95,695 | $ 95,695 | $ 95,695 | $ 95,695 | $ 95,695 | $ 74,663 | $ 88,821 | $ 75,400 | $ 75,345 |
| Salaries Supervisory | 118,473 | 118,463 | $ 123,847 | $ 123,847 | $ 125,086 | $ 124,821 | $ 136,350 | $ 137,525 | $ 142,285 | $ 142,285 |
| Salaries Operational Staff | 116,660 | 116,039 | $ 110,602 | $ 112,603 | $ 113,637 | $ 114,027 | $ 116,989 | $ 117,511 | $ 118,162 | $ 118,033 |
| Salaries Technical & Professional | 151,768 | 152,234 | $ 156,561 | $ 154,712 | $ 130,647 | $ 130,631 | $ 147,354 | $ 137,453 | $ 154,994 | $ 154,087 |
| O/T Operational & Supervisory Staff | 2,639 | 2,540 | $ 2,723 | $ 2,774 | $ 2,260 | $ 2,505 | $ 2,260 | $ 1,102 | $ 2,194 | $ 3,348 |
| Management Additional Comp | 5,200 | 5,200 | $ 5,350 | $ 5,350 | $ 5,350 | $ 5,350 | $ 5,350 | $ 2,675 | $ - | $ - |
| Supervisory Staff Additional Comp | 3,150 | 3,150 | $ 3,350 | $ 3,150 | $ 3,400 | $ 3,200 | $ 3,600 | $ 3,600 | $ - | $ - |
| Operational Staff Additional Comp | 1,373 | 1,741 | $ 1,653 | $ 1,792 | $ 1,681 | $ 1,925 | $ 1,969 | $ 2,118 | $ 4,003 | $ 3,158 |
| Tech/Prof Additional Comp | 5,050 | 4,917 | $ 5,300 | $ 3,537 | $ 5,050 | $ 4,594 | $ 5,250 | $ 3,704 | $ - | $ - |
| **Personnel Services** | **500,008** | **499,978** | **$ 505,081** | **$ 503,459** | **$ 482,806** | **$ 482,748** | **$ 493,785** | **$ 494,510** | **$ 497,039** | **$ 496,255** |
| | | | | | | | | | | |
| Clothing Allowance Supervisory | 200 | 385 | $ 200 | $ 200 | $ 200 | $ 200 | $ 200 | $ - | $ - | $ - |
| Clothing Allowance Tech & Prof. | 200 | 0 | $ 200 | $ 181 | $ 200 | $ 200 | $ 200 | $ 50 | $ - | $ - |
| Repairs & Maint. Facilities | 1,670 | 2,146 | $ 1,770 | $ 1,936 | $ 1,270 | $ 1,629 | $ 1,935 | $ 2,416 | $ 2,021 | $ 1,967 |
| Repairs & Maint. Equipment | 1,750 | 1,731 | $ 1,800 | $ 2,485 | $ 1,800 | $ 1,392 | $ 1,800 | $ 1,395 | $ 1,900 | $ 1,867 |
| In/Out of State Travel/Meetings | 4,900 | 5,494 | $ 3,423 | $ 3,825 | $ 2,500 | $ 3,646 | $ 5,650 | $ 5,661 | $ 5,826 | $ 6,463 |
| Communication Telephone | 4,920 | 4,249 | $ 4,770 | $ 4,648 | $ 4,725 | $ 4,190 | $ 4,935 | $ 3,479 | $ 4,980 | $ 5,980 |
| Dues & Subscriptions | 1,125 | 1,328 | $ 1,150 | $ 1,120 | $ 225 | $ 623 | $ 575 | $ 1,402 | $ 575 | $ 335 |
| Copy/Mail Center Fees | 5,853 | 6,031 | $ 5,148 | $ 5,832 | $ 10,600 | $ 13,130 | $ 4,600 | $ 3,798 | $ - | $ - |
| School Custodial Charges | 4,420 | 4,215 | $ 3,900 | $ 3,880 | $ 1,800 | $ 1,800 | $ 2,100 | $ 1,796 | $ 2,100 | $ 2,005 |
| Dug Pond Treatment & Testing | 24,300 | 21,850 | $ 23,800 | $ 21,850 | $ 17,800 | $ 17,800 | $ 17,550 | $ 17,550 | $ 17,550 | $ 17,550 |
| Special Needs Tuition's | 5,080 | 5,659 | $ 5,584 | $ 5,812 | $ 5,584 | $ 5,644 | $ 5,800 | $ 5,874 | $ 6,000 | $ 6,000 |
| Training & Education | 0 | 0 | $ - | $ - | $ - | $ 900 | $ - | $ - | $ - | $ - |
| Office Supplies: Stationary | 7,040 | 6,243 | $ 6,700 | $ 5,493 | $ 5,000 | $ 2,202 | $ 5,000 | $ 3,162 | $ 5,900 | $ 6,070 |
| Communication Photocopying | 3,800 | 938 | $ 3,520 | $ 1,597 | $ 3,830 | $ 3,089 | $ 3,942 | $ 3,268 | $ 3,978 | $ 3,312 |
| Recreation Program Supplies | 4,715 | 5,690 | $ 4,470 | $ 5,762 | $ 4,000 | $ 4,284 | $ 4,000 | $ 5,716 | $ 4,000 | $ 3,194 |
| **Expenses** | **29,015** | **27,540** | **$ 28,270** | **$ 27,612** | **$ 21,800** | **$ 60,730** | **$ 58,287** | **$ 55,567** | **$ 54,830** | **$ 54,742** |
| | | | | | | | | | | |
| **Total Recreation Budget** | **$ 529,023** | **$ 527,518** | **$ 533,351** | **$ 531,071** | **$ 504,606** | **$ 543,478** | **$ 552,072** | **$ 550,077** | **$ 551,869** | **$ 550,997** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Board of Health

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Management | $ 83,110 | $ 102,534 | $ 78,773 | $ 78,643 | $ 81,618 | $ 81,487 | $ 92,372 | $ 92,372 | $ 93,787 | $ 93,787 |
| Salaries Operational Staff | $ 72,278 | $ 73,916 | $ 74,700 | $ 75,788 | $ 76,580 | $ 76,670 | $ 78,896 | $ 78,896 | $ 94,501 | $ 94,075 |
| Salaries Technical & Professional | $ 228,117 | $ 195,257 | $ 169,891 | $ 144,747 | $ 170,756 | $ 169,805 | $ 194,170 | $ 191,600 | $ 197,107 | $ 194,535 |
| Salaries Part Time Operational | $ 1,160 | $ 988 | $ 1,018 | $ 988 | $ 1,018 | $ 988 | $ 1,039 | $ 988 | $ 1,039 | $ 988 |
| Salaries Temp Tech/Prof Staff | $ 5,494 | $ 4,677 | $ 5,515 | $ 4,710 | $ 5,515 | $ 3,311 | $ 5,626 | $ 3,378 | $ 5,626 | $ 3,452 |
| Salaries Add'l Comp Operational | $ 448 | $ 448 | $ 473 | $ 468 | $ 947 | $ 722 | $ 743 | $ 742 | $ 1,125 | $ 1,248 |
| **Personnel Services** | **$ 390,159** | **$ 377,371** | **$ 329,897** | **$ 304,876** | **$ 335,487** | **$ 332,982** | **$ 372,846** | **$ 367,974** | **$ 393,185** | **$ 388,086** |
| | | | | | | | | | | |
| Food Consultants | - | - | - | - | - | - | - | | 12,000 | 12,000 |
| Repairs & Maint. Equipment | $ 700 | $ 72 | $ 700 | $ - | $ 700 | $ - | $ 700 | $ 500 | $ 700 | $ 500 |
| In State Travel/Meetings | $ 2,250 | $ 1,998 | $ 2,500 | $ 1,011 | $ 2,500 | $ 1,975 | $ 2,500 | $ 2,697 | $ 2,500 | $ 2,214 |
| Communication Telephone | $ 1,200 | $ 660 | $ 2,700 | $ 751 | $ 2,700 | $ 621 | $ 2,700 | $ 1,488 | $ 2,700 | $ 1,992 |
| Dues & Subscriptions | $ 1,250 | $ 814 | $ 1,250 | $ 726 | $ 1,250 | $ 1,014 | $ 1,250 | $ 1,112 | $ 1,250 | $ 1,423 |
| Copy/Mail Center Fees | $ 1,200 | $ 1,569 | $ 1,500 | $ 1,589 | $ 1,500 | $ 2,412 | $ 1,500 | $ 2,857 | $ - | $ - |
| Other Services Misc. | $ 500 | $ 65 | $ 500 | $ 65 | $ 500 | $ - | $ 500 | $ 156 | $ 500 | $ - |
| Office Supplies Stationary | 2,850 | 2,858 | $ 2,850 | $ 2,600 | $ 2,850 | $ 3,451 | $ 2,850 | $ 2,391 | $ 2,850 | $ 2,099 |
| Printing/Advertising | $ 500 | $ 1,440 | $ 500 | $ 98 | $ 500 | $ - | $ 500 | $ 132 | $ 500 | $ 82 |
| Professional Services: Clinics | $ 4,500 | $ 4,349 | $ 4,500 | $ 1,252 | $ 4,500 | $ 2,905 | $ 4,500 | $ 3,109 | $ 4,500 | $ 3,904 |
| Communicable Disease Program | $ 1,250 | $ 1,184 | $ 1,250 | $ 277 | $ 1,250 | $ 382 | $ 1,250 | $ 802 | $ 1,250 | $ 788 |
| Environmental Program Supplies | $ 5,000 | $ 5,229 | $ 5,000 | $ 2,421 | $ 5,000 | $ 3,072 | $ 5,000 | $ 4,562 | $ 5,000 | $ 4,144 |
| Laboratory Supplies | $ 1,200 | $ 1,540 | $ 1,200 | $ 635 | $ 1,200 | $ 1,295 | $ 1,200 | $ 540 | $ 1,200 | $ 960 |
| **Other Supplies** | **$ 11,950** | **$ 12,302** | **$ 11,950** | **$ 4,584** | **$ 11,950** | **$ 17,127** | **$ 24,450** | **$ 20,346** | **$ 34,950** | **$ 30,107** |
| | | | | | | | | | | |
| Household Hazardous Waste Program | $ 15,000 | $ 9,952 | $ 15,000 | $ 8,431 | $ 15,000 | $ 7,339 | $ 15,000 | $ 11,718 | $ 15,000 | $ 14,311 |
| **Other Chgs./Expend.** | **$ 15,000** | **$ 9,952** | **$ 15,000** | **$ 8,431** | **$ 15,000** | **$ 7,339** | **$ 15,000** | **$ 11,718** | **$ 15,000** | **$ 14,311** |
| | | | | | | | | | | |
| **Total Board of Health** | **$ 417,109** | **$ 399,626** | **$ 356,847** | **$ 317,891** | **$ 362,437** | **$ 357,448** | **$ 412,296** | **$ 400,038** | **$ 443,135** | **$ 432,504** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

## Section VII: Administrative Support Services

Department: Board of Selectmen/Town Administrator

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Management | 296,610 | 254,866 | $ 302,348 | $ 250,794 | $ 303,839 | $ 303,797 | $ 345,994 | $ 345,561 | $ 365,283 | $ 361,334 |
| Salaries Supervisory | 53,392 | 53,506 | $ 53,392 | $ 53,391 | $ 53,392 | $ 53,391 | $ 59,342 | $ 59,342 | $ 60,251 | $ 60,251 |
| Salaries Operational Staff | 85,995 | 86,427 | $ 87,078 | $ 86,477 | $ 97,202 | $ 93,750 | $ 103,780 | $ 102,496 | $ 105,934 | $ 105,047 |
| Salaries Tech & Professional | 46,454 | 46,454 | $ 46,454 | $ 47,758 | $ 46,454 | $ 46,454 | $ 48,327 | $ 48,327 | $ 48,814 | $ 48,814 |
| Salaries Part/Time Operational | 18,144 | 8,710 | $ 18,144 | $ 9,082 | $ 7,580 | $ 10,003 | $ 10,886 | $ 9,082 | $ 10,886 | $ 7,752 |
| Management Add'l Comp | 5,000 | 2,500 | $ 5,000 | $ 5,000 | $ 5,000 | $ 5,000 | $ 5,000 | $ - | $ - | |
| **Personnel Services** | **505,595** | **452,463** | **512,416** | **452,502** | **513,467** | **512,395** | **573,329** | **564,807** | **591,168** | **583,197** |
| | | | | | | | | | | |
| Consultant Assistance | 3,000 | 0 | $ 3,000 | $ - | $ 33,000 | $ 17,768 | $ 3,000 | $ 20,165 | $ 3,000 | $ 2,045 |
| Perambulation of Bounds | 250 | 150 | $ 250 | $ 150 | $ 250 | $ 250 | $ 250 | $ 250 | $ 250 | $ 250 |
| Oil Tank Remediation | 22,000 | 25,338 | $ 22,000 | $ 21,665 | $ 25,000 | $ 16,861 | $ 25,000 | $ 19,062 | $ 20,000 | $ 21,334 |
| Instate Travel/Meetings | 1,500 | 755 | $ 1,500 | $ 426 | $ 1,500 | $ 37 | $ 1,500 | $ 367 | $ 2,000 | $ 430 |
| Out of State Travel | $ - | $ - | $ - | $ - | | $ - | $ 10,000 | $ 4,928 | $ 10,000 | $ 15,128 |
| Communication Telephone | 1,500 | 1,535 | $ 1,500 | $ 2,129 | $ 1,500 | $ 2,465 | $ 2,000 | $ 2,984 | $ 3,000 | $ 3,699 |
| Dues/Subscriptions | 8,500 | 10,070 | $ 8,500 | $ 10,063 | $ 10,000 | $ 12,051 | $ 12,000 | $ 11,015 | $ 13,000 | $ 10,689 |
| Training & Education | 3,000 | 2,833 | $ 3,000 | $ 7,657 | $ 2,000 | $ 2,987 | $ 7,000 | $ 11,560 | $ 7,000 | $ 6,338 |
| Annual Financial Audit | 60,000 | 60,000 | $ 60,000 | $ 74,900 | $ 67,500 | $ 68,650 | $ 72,500 | $ 90,120 | $ 80,000 | $ 86,600 |
| Copy/Mail Center Fees | 6,000 | 7,391 | $ 6,000 | $ 571 | $ 7,000 | $ 7,891 | $ 7,000 | $ 10,206 | $ 65,000 | $ 66,263 |
| Consultant Parking Garage | 0 | 6,500 | $ - | $ 3,500 | $ - | $ - | $ - | $ - | $ - | $ - |
| GASB 34 Updates | 7,500 | 13,800 | $ 7,500 | $ 6,975 | $ 7,500 | $ 6,445 | $ 7,500 | $ 3,950 | $ 7,500 | $ - |
| GASB 45 / OPEB Updates | 0 | 0 | $ - | $ - | $ 7,000 | $ 9,500 | $ - | $ - | $ 10,000 | $ 9,500 |
| Office Supplies: Furniture | | | | | | | | | | |
| Office Supplies: Stationary | 5,500 | 5,744 | $ 5,500 | $ 11,207 | $ 5,500 | $ 5,580 | $ 7,000 | $ 10,084 | $ 7,500 | $ 8,271 |
| Printing & Advertising | 6,000 | 4,267 | $ 6,000 | $ 4,353 | $ 6,500 | $ 6,668 | $ 6,000 | $ 15,178 | $ 7,000 | $ 7,245 |
| Supplies - Tn Administrator | 3,500 | 1,790 | $ 3,500 | $ 2,573 | $ 3,500 | $ 3,395 | $ 3,500 | $ 2,373 | $ 3,500 | $ 2,582 |
| Surveys | | 0 | $ - | $ - | $ - | $ - | $ - | $ - | $ 10,000 | $ 10,000 |
| Volunteer Appreciation Day | 0 | 0 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Audit Special Projects | 0 | 0 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Natick Fire Dept Study | 0 | 0 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Police Chief Screening Committee | | | $ 30,000 | $ - | $ - | $ 19,340 | $ - | $ - | $ - | $ - |
| **Expenses** | **$ 128,250** | **$ 140,173** | **$ 158,250** | **$ 146,169** | **$ 177,750** | **$ 179,887** | **$ 164,250** | **$ 202,242** | **$ 248,750** | **$ 250,374** |
| | | | | | | | | | | |
| Cochituate Rail Trail Service | 0 | 14,710 | $ - | $ 34,428 | $ - | $ - | $ - | $ - | $ - | $ - |
| Dept Fee Review Study | 0 | 4,500 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Natick Center Revitalization | 8,000 | 8,000 | $ 8,000 | $ 8,000 | $ 8,000 | $ 8,000 | $ 8,000 | $ 8,000 | $ 8,000 | $ 8,000 |
| Metrowest Growth Management | 10,375 | 10,357 | $ 10,357 | $ 10,357 | $ 10,357 | $ 10,357 | $ 10,357 | $ 10,357 | $ 10,357 | $ 10,357 |
| **Other Chgs./Exp.** | **18,375** | **37,567** | **18,357** | **52,785** | **18,357** | **18,357** | **18,357** | **18,357** | **18,357** | **18,357** |
| | | | | | | | | | | |
| **Merit/Performance Increases** | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| | | | | | | | | | | |
| **Selectmen Contract Settlements** | | | $ - | $ - | $ - | $ - | $ - | $ - | $ 173,319 | $ 166,406 |
| | | | | | | | | | | |
| **Zoning By-Law Re-write - Second Review** | | | | | | | | | | |
| | | | | | | | | | | |
| **Selectmen Recruitment** | | | | | | | | | | |
| | | | | | | | | | | |
| **Total Board of Selectmen** | **652,220** | **630,203** | **689,023** | **651,455** | **709,574** | **710,639** | **755,936** | **785,407** | **1,031,594** | **1,018,334** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

**Personnel Board**

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Classification Program | 1,000 | 868 | $ 1,000 | $ - | $ 1,000 | $ - | $ 1,000 | $ 419 | $ 1,000 | $ - |
| **Other Chgs./Exp.** | **1,000** | **868** | **1,000** | **0** | **1,000** | **0** | **1,000** | **419** | **1,000** | **0** |
| | | | | | | | | | | |
| **Total Personnel Board** | **1,000** | **868** | **1,000** | **0** | **1,000** | **0** | **1,000** | **419** | **1,000** | **0** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

**Annual Town Report**

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Printing & Advertising | 5,000 | 4,400 | $ 5,000 | $ 4,926 | $ 5,000 | $ 4,374 | $ 5,500 | $ 4,695 | $ 5,500 | $ 4,178 |
| **Professional Services** | **5,000** | **4,400** | **5,000** | **4,926** | **5,000** | **4,374** | **5,500** | **4,695** | **5,500** | **4,178** |
| | | | | | | | | | | |
| **Total Town Report** | **5,000** | **4,400** | **5,000** | **4,926** | **5,000** | **4,374** | **5,500** | **4,695** | **5,500** | **4,178** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Legal

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Legal Services - Appellate Tax | 15,000 | 10,129 | $ 15,000 | $ 11,180 | $ 15,000 | $ 11,850 | $ 16,800 | $ 19,167 | $ 16,800 | $ 6,560 |
| Legal Services - Labor | 42,000 | 148,777 | $ 64,000 | $ 35,911 | $ 79,000 | $ 48,648 | $ 88,480 | $ 64,729 | $ 88,480 | $ 76,599 |
| Communication Telephone | 500 | 74 | $ 500 | $ 94 | $ 500 | $ 66 | $ 500 | $ 61 | $ 500 | $ 55 |
| Legal Services - Retainer | 50,000 | 50,000 | $ 50,000 | $ 50,000 | $ 60,000 | $ 55,000 | $ 67,200 | $ 66,600 | $ 67,200 | $ 72,800 |
| Legal Services - Litigation | 120,000 | 37,757 | $ 120,000 | $ 38,045 | $ 95,000 | $ 19,757 | $ 106,400 | $ 11,499 | $ 106,400 | $ 16,239 |
| Legal Services - ZBA Decisions | 5,000 | 31,345 | $ 5,000 | $ 1,740 | $ 5,000 | $ 13,471 | $ 5,600 | $ 16,298 | $ 5,600 | $ 13,770 |
| Legal Services - Cable | 5,000 | 1,670 | $ 5,000 | $ 13,116 | $ 5,000 | $ 20,030 | $ 5,000 | $ 3,490 | $ 5,000 | $ - |
| Legal Services - Tax Titles | 2,000 | 15,772 | $ 2,000 | $ 38,275 | $ 2,000 | $ 45,103 | $ 2,000 | $ 14,030 | $ 2,000 | $ 12,781 |
| **Technical & Professional Serv.** | **239,500** | **295,524** | **261,500** | **188,361** | **261,500** | **213,924** | **291,980** | **195,874** | **291,980** | **198,804** |
| Law Updates/Books | 2,000 | 2,338 | $ 2,000 | $ 2,586 | $ 2,000 | $ 3,071 | $ 2,500 | $ 2,380 | $ 2,500 | $ 2,840 |
| **Supplies** | **2,000** | **2,338** | **2,000** | **2,586** | **2,000** | **3,071** | **2,500** | **2,380** | **2,500** | **2,840** |
| **Sub-total - Operating Expenses** | **241,500** | **297,861** | **263,500** | **190,947** | **263,500** | **216,995** | **294,480** | **198,253** | **294,480** | **201,644** |
| Judgments - Damage Claims | 2,500 | 0 | $ 2,500 | $ - | $ 2,500 | $ - | $ 2,500 | $ - | $ 2,500 | $ 2,500 |
| Judgments - Litigation | 7,500 | 0 | $ 7,500 | $ 250 | $ 7,500 | $ 1,576 | $ 7,500 | $ 500 | $ 7,500 | $ - |
| **Sub-total - Other Charges & Expenses** | **10,000** | **0** | **10,000** | **250** | **10,000** | **1,576** | **10,000** | **500** | **10,000** | **2,500** |
| **Total Legal** | **251,500** | **297,861** | **273,500** | **191,197** | **273,500** | **218,571** | **304,480** | **198,753** | **304,480** | **204,144** |

Department: Finance

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

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Technical/Professional | 0 | 0 | $ - | $ - | $ - | $ - | $ - | | $ 55,212 | $ 55,000 |
| **Finance - Overall Personnel Services** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **55,212** | **55,000** |
| **Comptroller Personnel Services** | $ 295,200 | $ 277,910 | $ 268,975 | $ 246,678 | $ 281,903 | $ 263,479 | $ 270,550 | $ 277,513 | $ 334,885 | $ 262,278 |
| **Assessor Personnel Services** | $ 295,043 | $ 282,048 | $ 272,562 | $ 269,296 | $ 273,965 | $ 271,939 | $ 308,478 | $ 306,515 | $ 313,544 | $ 313,476 |
| **Collector Personnel Services** | $ 184,013 | $ 175,268 | $ 186,530 | $ 183,520 | $ 186,732 | $ 186,684 | $ 202,056 | $ 197,789 | $ 180,049 | $ 171,256 |
| **Treasurer Personnel Services** | $ 114,204 | $ 106,596 | $ 144,208 | $ 136,841 | $ 145,338 | $ 145,192 | $ 152,650 | $ 145,077 | $ 107,514 | $ 94,033 |
| **Total Finance Department Personnel Services** | **$ 888,460** | **$ 841,822** | **$ 872,275** | **$ 836,335** | **$ 887,938** | **$ 867,294** | **$ 933,735** | **$ 926,893** | **$ 991,204** | **$ 896,042** |
| **Comptroller Expenses** | $ 4,000 | $ 2,066 | $ 25,000 | $ 23,246 | $ 30,150 | $ 39,607 | $ 71,900 | $ 64,450 | $ 86,250 | $ 135,572 |
| **Assessor Expenses** | $ 4,500 | $ 3,358 | $ 45,800 | $ 24,631 | $ 40,800 | $ 26,604 | $ 40,800 | $ 43,318 | $ 37,500 | $ 46,154 |
| **Collector Expenses** | $ 4,000 | $ 5,469 | $ 129,350 | $ 111,147 | $ 154,250 | $ 153,825 | $ 174,250 | $ 120,191 | $ 202,250 | $ 158,976 |
| **Treasurer Expenses** | $ 63,750 | $ 33,744 | $ 59,550 | $ 43,554 | $ 60,750 | $ 65,503 | $ 60,750 | $ 68,888 | $ 69,300 | $ 43,522 |
| **Total Finance Department Expenses** | **$ 76,250** | **$ 44,637** | **$ 259,700** | **$ 202,578** | **$ 285,950** | **$ 285,539** | **$ 347,700** | **$ 296,848** | **$ 395,300** | **$ 384,224** |
| **Assessor Other Charges & Expenses** | $ 80,000 | $ 1,672 | $ 80,000 | $ 112,548 | $ 75,000 | $ 6,792 | $ 75,000 | $ 18,902 | $ 75,000 | $ 361,857 |
| **Total Finance Other Charges & Expenses** | **$ 80,000** | **$ 1,672** | **$ 80,000** | **$ 112,548** | **$ 75,000** | **$ 6,792** | **$ 75,000** | **$ 18,902** | **$ 75,000** | **$ 361,857** |
| **Total Finance** | **$ 1,044,710** | **$ 888,132** | **$ 1,211,975** | **$ 1,151,461** | **$ 1,248,888** | **$ 1,159,625** | **$ 1,356,435** | **$ 1,242,643** | **$ 1,461,504** | **$ 1,642,124** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Comptroller

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Management | 83,110 | 80,257 | $ 78,321 | $ 63,585 | $ 91,121 | $ 78,709 | $ 65,286 | $ 54,290 | $ 42,367 | $ - |
| Salaries Supervisory | 61,764 | 61,764 | $ 61,764 | $ 61,764 | $ 61,764 | $ 61,764 | $ 67,706 | $ 67,705 | $ 68,400 | $ 68,400 |
| Salaries Technical/Professional | 0 | 0 | $ - | $ - | $ - | $ - | $ - | | $ 149,138 | $ 93,435 |
| Salaries Operational Staff | 148,326 | 130,870 | $ 126,890 | $ 118,230 | $ 126,574 | $ 116,239 | $ 135,096 | $ 154,508 | $ 72,980 | $ 100,443 |
| Operational Staff Overtime | 2,000 | 4,776 | $ 2,000 | $ 2,660 | $ 2,000 | $ 6,316 | $ 2,000 | $ 530 | $ 2,000 | $ - |
| Additional Compensation | | 244 | $ - | $ 439 | $ 444 | $ 450 | $ 462 | $ 480 | | $ - |
| **Personnel Services** | **295,200** | **277,910** | **268,975** | **246,678** | **281,903** | **263,479** | **270,550** | **277,513** | **334,885** | **262,278** |
| | | | | | | | | | | |
| Consulting Services | 5,000 | 7,884 | $ 5,000 | $ 7,988 | $ 10,000 | $ 31,225 | $ 47,000 | $ 37,824 | $ 63,000 | $ 120,485 |
| In State Travel | 500 | 421 | $ 500 | $ - | $ 500 | $ 106 | $ 200 | $ 326 | $ 200 | $ 253 |
| Communication Telephone | 1,500 | 1,571 | $ 1,500 | $ 1,892 | $ 1,600 | $ 2,064 | $ 1,950 | $ 1,313 | $ 2,000 | $ 1,118 |
| Dues & Subscriptions | 500 | 300 | $ 500 | $ 7,994 | $ 550 | $ 395 | $ 550 | $ 265 | $ 550 | $ 210 |
| Training & Education | 10,500 | 2,704 | $ 10,500 | $ 275 | $ 10,500 | $ 136 | $ 16,000 | $ 19,403 | $ 16,000 | $ 7,741 |
| Copy/Mail Center Fees | 1,000 | 1,726 | $ 1,000 | $ 1,446 | $ 1,700 | $ 2,413 | $ 1,700 | $ 2,408 | $ - | $ - |
| Bookbinding | 3,500 | 0 | $ 2,000 | $ - | $ 1,300 | $ - | $ 500 | $ - | $ 500 | $ 310 |
| Copy Center Supplies | 2,000 | 419 | $ 2,000 | $ 1,832 | $ 2,000 | $ 2,790 | $ 2,000 | $ 2,359 | $ 2,000 | $ 3,940 |
| Office Supplies | 2,000 | 1,648 | $ 2,000 | $ 1,820 | $ 2,000 | $ 478 | $ 2,000 | $ 553 | $ 2,000 | $ 1,515 |
| **Supplies** | **4,000** | **2,066** | **25,000** | **23,246** | **30,150** | **39,607** | **71,900** | **64,450** | **86,250** | **135,572** |
| | | | | | | | | | | |
| **Total Comptroller** | **299,200** | **279,977** | **293,975** | **269,924** | **312,053** | **303,086** | **342,450** | **341,963** | **421,135** | **397,850** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Assessor

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Management | 79,842 | 79,841 | $ 79,842 | $ 79,841 | $ 79,842 | $ 79,841 | $ 91,984 | $ 91,984 | $ 93,405 | $ 93,338 |
| Salaries Operational Staff | 89,407 | 76,639 | $ 46,811 | $ 46,815 | $ 47,994 | $ 48,156 | $ 49,439 | $ 49,439 | $ 49,932 | $ 49,734 |
| Salaries Tech & Professional | 123,332 | 123,531 | $ 123,527 | $ 18,139 | $ 123,527 | $ 19,712 | $ 135,412 | $ 135,411 | $ 137,140 | $ 137,041 |
| Part Time Operational Staff | 0 | | $ 19,911 | $ 123,527 | $ 20,129 | $ 123,527 | $ 29,151 | $ 29,186 | $ 30,317 | $ 31,874 |
| Operational Staff Additional Comp | 462 | 461 | $ 471 | $ 468 | $ 473 | $ 223 | $ 492 | $ - | $ 750 | $ 1,049 |
| Operational Staff Overtime | 2,000 | 1,575 | $ 2,000 | $ 505 | $ 2,000 | $ 480 | $ 2,000 | $ 494 | $ 2,000 | $ 440 |
| **Personnel Services** | **295,043** | **282,048** | **272,562** | **269,296** | **273,965** | **271,939** | **308,478** | **306,515** | **313,544** | **313,476** |
| | | | | | | | | | | |
| Repairs & Maint Equip | 2,800 | 1,860 | $ 2,000 | $ 119 | $ 2,000 | $ 129 | $ 2,000 | $ 1,185 | $ 2,000 | $ - |
| In State Travel/Meetings | 3,000 | 1,351 | $ 3,000 | $ 2,131 | $ 3,000 | $ 2,129 | $ 3,000 | $ 2,693 | $ 3,000 | $ 2,159 |
| Communication Telephone | 2,800 | 2,252 | $ 2,000 | $ 1,579 | $ 2,000 | $ 2,077 | $ 2,000 | $ 2,105 | $ 2,000 | $ 800 |
| Dues & Subscriptions | 2,500 | 1,535 | $ 2,500 | $ 1,493 | $ 2,500 | $ 1,005 | $ 2,500 | $ 965 | $ 2,000 | $ 770 |
| Education & Training | 1,500 | 440 | $ 1,500 | $ 1,500 | $ 1,500 | $ 12,472 | $ 1,500 | $ 14,478 | $ 2,000 | $ 1,990 |
| Tax Mapping | 45,000 | 9,053 | $ 25,000 | $ 9,431 | $ 20,000 | $ - | $ 20,000 | $ 11,689 | $ 20,000 | $ 33,206 |
| Copy/Mail Center Fees | 2,200 | 2,662 | $ 3,800 | $ 3,215 | $ 3,800 | $ 4,087 | $ 3,800 | $ 3,350 | $ - | $ - |
| Communication Postage | 1,500 | 2,501 | $ 2,500 | $ 2,642 | $ 2,500 | $ 2,639 | $ 2,500 | $ 2,812 | $ 3,000 | $ 4,953 |
| Office Supplies | 4,500 | 3,358 | $ 3,500 | $ 2,521 | $ 3,500 | $ 2,065 | $ 3,500 | $ 4,041 | $ 3,500 | $ 2,276 |
| **Expenses** | **4,500** | **3,358** | **45,800** | **24,631** | **40,800** | **26,604** | **40,800** | **43,318** | **37,500** | **46,154** |
| | | | | | | | | | | |
| Revalue of Real Property | 80,000 | 1,672 | $ 80,000 | $ 112,548 | $ 75,000 | $ 6,792 | $ 75,000 | $ 18,902 | $ 75,000 | $ 361,857 |
| **Other Chgs. / Exp.** | **80,000** | **1,672** | **80,000** | **112,548** | **75,000** | **6,792** | **75,000** | **18,902** | **75,000** | **361,857** |
| | | | | | | | | | | |
| **Total Assessor** | **379,543** | **287,079** | **398,362** | **406,475** | **389,765** | **305,335** | **424,278** | **368,734** | **426,044** | **721,487** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Collector

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Management | 75,199 | 75,199 | $ 75,188 | $ 79,388 | $ 75,188 | $ 70,799 | $ 80,534 | $ 78,975 | $ 63,822 | $ 36,744 |
| Salaries Supervisory | 43,177 | 43,176 | $ 44,787 | $ 42,387 | $ 46,380 | $ 47,278 | $ 52,144 | $ 50,975 | $ 45,411 | $ 39,918 |
| Salaries Operational Staff | 43,281 | 43,281 | $ 43,926 | $ 43,927 | $ 45,032 | $ 45,029 | $ 46,390 | $ 46,389 | $ 47,545 | $ 68,308 |
| Salaries Temp Operational Staff | 14,423 | 11,108 | $ 14,687 | $ 14,469 | $ 14,687 | $ 21,055 | $ 14,796 | $ 17,992 | $ 14,506 | $ 22,358 |
| Operational Staff Overtime | 7,500 | 2,071 | $ 7,500 | $ 2,909 | $ 5,000 | $ 1,851 | $ 7,500 | $ 2,762 | $ 7,500 | $ 2,838 |
| Operational Staff Additional Comp | 433 | 433 | $ 442 | $ 439 | $ 444 | $ 672 | $ 693 | $ 696 | $ 1,265 | $ 1,090 |
| **Personnel Services** | **184,013** | **175,268** | **186,530** | **183,520** | **186,732** | **186,684** | **202,056** | **197,789** | **180,049** | **171,256** |
| | | | | | | | | | | |
| Consulting Services | | | | $ - | $ - | $ - | $ - | $ - | $ 17,000 | $ 16,800 |
| Repair & Maint Equipment | 1,500 | 258 | $ 1,500 | $ 796 | $ 2,500 | $ 129 | $ 2,500 | $ 2,150 | $ 2,500 | $ 295 |
| Police Detail Billing | 4,000 | 180 | $ 4,000 | $ 1,214 | $ 4,000 | $ 6,092 | $ 4,000 | $ 189 | $ 4,000 | $ - |
| PAYT Billing | 1,000 | 0 | $ 1,000 | $ 1,000 | $ 1,000 | $ 1,000 | $ 1,000 | $ - | $ 1,000 | $ - |
| Ambulance Fee Collections | 46,500 | 49,095 | $ 46,500 | $ 48,201 | $ 62,500 | $ 56,515 | $ 82,500 | $ 54,467 | $ 82,500 | $ 67,976 |
| In State Travel/Meetings | 500 | 0 | $ - | $ - | $ 500 | $ - | $ 500 | $ 272 | $ 500 | $ - |
| Communication Telephone | 750 | 495 | $ 750 | $ 325 | $ 750 | $ 394 | $ 750 | $ 367 | $ 750 | $ 450 |
| Training & Education | 800 | 485 | $ 300 | $ 563 | $ 500 | $ 335 | $ 500 | $ 415 | $ 1,000 | $ 601 |
| Communication Postage | 48,300 | 55,601 | $ 48,300 | $ 37,856 | $ 57,500 | $ 67,221 | $ 57,500 | $ 43,048 | $ 70,000 | $ 68,741 |
| Copy/Mail Center Fees | 2,000 | 1,961 | $ 2,000 | $ 5,774 | $ 2,000 | $ 1,720 | $ 2,000 | $ 1,619 | $ - | $ - |
| Collection Activities | 15,500 | 10,332 | $ 10,000 | $ 1,857 | $ 6,500 | $ 7,077 | $ 6,500 | $ 4,497 | $ 6,500 | $ 160 |
| Office Supplies | 4,000 | 5,469 | $ 4,000 | $ 2,634 | $ 4,500 | $ 2,772 | $ 4,500 | $ 7,601 | $ 4,500 | $ 2,705 |
| Motor Vehicle Excise Tax Billing | 3,000 | 2,660 | $ 3,000 | $ 2,963 | $ 4,000 | $ 3,558 | $ 4,000 | $ 3,011 | $ 4,000 | $ 113 |
| Real Estate Tax Billing | 8,000 | 5,104 | $ 8,000 | $ 7,964 | $ 8,000 | $ 7,013 | $ 8,000 | $ 2,557 | $ 8,000 | $ 1,136 |
| **Expenses** | **4,000** | **5,469** | **129,350** | **111,147** | **154,250** | **153,825** | **174,250** | **120,191** | **202,250** | **158,976** |
| | | | | | | | | | | |
| **Total Collector** | **188,013** | **180,737** | **315,880** | **294,667** | **340,982** | **340,509** | **376,306** | **317,980** | **382,299** | **330,232** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Treasurer

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Management | 31,311 | 31,300 | $ 31,311 | $ 33,044 | $ 31,311 | $ 31,300 | $ 33,506 | $ 32,872 | $ 33,657 | $ 15,294 |
| Salaries Supervisory | 21,721 | 21,721 | $ 22,536 | $ 21,324 | $ 23,338 | $ 23,775 | $ 26,201 | $ 25,645 | $ 22,851 | $ 20,082 |
| Salaries Technical / Professional | | | $ - | $ - | $ - | $ - | $ - | | | $ - |
| Salaries Operational Staff | 43,281 | 43,281 | $ 87,861 | $ 81,495 | $ 85,689 | $ 85,646 | $ 90,443 | $ 85,946 | $ 47,756 | $ 56,558 |
| Other Compensation Oper. Staff | | | $ - | $ - | $ - | $ - | $ - | | $ 750 | |
| Part Time Operational Staff | 15,391 | 9,166 | $ - | $ 244 | $ - | $ - | $ - | | | |
| Overtime Operational Staff | 2,500 | 1,128 | $ 2,500 | $ 735 | $ 5,000 | $ 4,471 | $ 2,500 | $ 615 | $ 2,500 | $ 2,099 |
| **Personnel Services** | **114,204** | **106,596** | **144,208** | **136,841** | **145,338** | **145,192** | **152,650** | **145,077** | **107,514** | **94,033** |
| | | | | | | | | | | |
| Repair & Maint Equipment | 6,000 | 394 | $ 5,000 | $ 1,877 | $ 5,000 | $ 310 | $ 5,000 | $ 310 | $ 5,000 | $ 362 |
| Tax Title/Foreclosure | | | | | | | | $ 5,265 | | $ - |
| In State Travel/Meetings | 500 | 0 | $ - | $ - | $ 500 | $ 50 | $ 500 | $ 190 | $ 500 | $ 87 |
| Communication Telephone | 800 | 431 | $ 800 | $ 946 | $ 800 | $ 431 | $ 800 | $ - | $ 800 | $ - |
| Training & Education | 2,000 | 691 | $ 500 | $ 431 | $ 500 | $ 2,155 | $ 500 | $ 1,500 | $ 1,000 | $ 450 |
| Communication Postage/Envelopes | 13,050 | 8,306 | $ 12,350 | $ 7,313 | $ 12,350 | $ 8,605 | $ 12,350 | $ 7,532 | $ 12,000 | $ 8,310 |
| Copy/Mail Center Fees | 2,400 | 2,562 | $ 2,400 | $ 2,363 | $ 2,600 | $ 3,350 | $ 2,600 | $ 4,603 | $ - | $ - |
| Banking Services Fees | 35,000 | 17,877 | $ 35,000 | $ 19,015 | $ 35,000 | $ 38,127 | $ 35,000 | $ 39,957 | $ 40,000 | $ 23,675 |
| Office Supplies | 4,000 | 3,483 | $ 3,500 | $ 11,610 | $ 4,000 | $ 12,476 | $ 4,000 | $ 9,531 | $ 10,000 | $ 10,639 |
| Purchased Services Misc. | 0 | 0 | $ - | $ - | $ - | $ - | $ - | | | $ - |
| Master Charge Fees | 0 | 0 | $ - | $ - | $ - | $ - | $ - | | | $ - |
| **Purchase of Services** | **63,750** | **33,744** | **59,550** | **43,554** | **60,750** | **65,503** | **60,750** | **68,888** | **69,300** | **43,522** |
| | | | | | | | | | | |
| **Total Treasurer** | **177,954** | **140,340** | **203,758** | **180,395** | **206,088** | **210,695** | **213,400** | **213,965** | **176,814** | **137,555** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Information Technology

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Management | $ 90,752 | $ 90,751 | $ 90,752 | $ 90,751 | $ 90,752 | $ 90,751 | $ 97,177 | $ 97,176 | $ 98,166 | $ 96,166 |
| Salaries Technical/Professional | $ 197,225 | $ 197,226 | $ 128,467 | $ 128,468 | $ 128,467 | $ 128,468 | $ 141,768 | $ 141,768 | $ 143,593 | $ 145,093 |
| **Personnel Services** | **$ 320,990** | **$ 317,805** | **$ 219,219** | **$ 219,219** | **$ 219,219** | **$ 219,219** | **$ 238,945** | **$ 238,944** | **$ 241,759** | **$ 241,259** |
| | | | | | | | | | | |
| Repairs & Maint Equipment | $ 52,000 | $ 35,058 | $ 52,000 | $ 56,836 | $ 52,000 | $ 26,450 | $ 52,000 | $ 73,227 | $ 52,000 | $ 50,833 |
| Maintenance Contracts Software | $ 235,000 | $ 209,733 | $ 245,000 | $ 251,826 | $ 257,000 | $ 234,448 | $ 280,000 | $ 289,356 | $ 280,000 | $ 304,186 |
| Communication Telephone | $ 19,600 | $ 16,613 | $ 19,600 | $ 12,638 | $ 19,600 | $ 16,184 | $ 19,600 | $ 18,482 | $ 19,600 | $ 18,085 |
| Training & Education | $ 5,000 | $ 4,174 | $ 5,000 | $ 2,995 | $ 5,000 | $ - | $ 5,000 | $ 4,800 | $ 5,000 | $ 6,120 |
| Copy/Mail Center Fees | $ 1,000 | $ 2,246 | $ 1,000 | $ 1,528 | $ 1,000 | $ 1,751 | $ 1,000 | $ 1,497 | $ 1,000 | $ 181 |
| Computer Supplies | $ 7,500 | $ 8,696 | $ 7,500 | $ 6,962 | $ 7,500 | $ 2,221 | $ 7,500 | $ 11,488 | $ 7,500 | $ 11,918 |
| Paper Supplies - Municipal | $ 9,000 | $ 9,000 | $ 9,000 | $ 9,000 | $ 9,000 | $ 9,000 | $ 9,000 | $ 9,000 | $ 9,000 | $ 9,000 |
| Professional Services | | | | $ - | | $ - | | $ - | $ - | $ - |
| Web Development | $ - | $ - | $ - | $ - | $ - | $ - | $ - | | | |
| **Expenses** | **$ 329,100** | **$ 285,520** | **$ 339,100** | **$ 341,784** | **$ 351,100** | **$ 290,053** | **$ 374,100** | **$ 407,849** | **$ 374,100** | **$ 400,323** |
| | | | | | | | | | | |
| Telephone System Maintenance | $ 48,000 | $ 35,974 | $ 48,000 | $ 44,878 | $ 48,000 | $ 35,193 | $ 48,000 | $ 33,879 | $ 48,000 | $ 45,425 |
| LAN/WAN Maintenance | $ 70,000 | $ 70,650 | $ 70,000 | $ 49,960 | $ 70,000 | $ 74,842 | $ 70,000 | $ 58,078 | $ 70,000 | $ 73,031 |
| Equipment Replacement Computers | $ 75,000 | $ 103,170 | $ 75,000 | $ 74,516 | $ 75,000 | $ 67,283 | $ 75,000 | $ 55,914 | $ 75,000 | $ 102,208 |
| Software Systems Upgrade & Replace | $ 72,000 | $ 73,681 | $ 72,000 | $ 78,493 | $ 72,000 | $ 56,261 | $ 72,000 | $ 70,920 | $ 72,000 | $ 76,325 |
| **Other Chgs. & Expenses** | **$ 265,000** | **$ 283,476** | **$ 265,000** | **$ 247,847** | **$ 265,000** | **$ 233,578** | **$ 265,000** | **$ 218,792** | **$ 265,000** | **$ 296,988** |
| | | | | | | | | | | |
| **Total Information Technology** | **$ 915,090** | **$ 886,800** | **$ 823,319** | **$ 808,850** | **$ 835,319** | **$ 742,851** | **$ 878,045** | **$ 865,585** | **$ 880,859** | **$ 938,570** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Town Clerk & Elections

**Town Clerk**

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Management | 64,482 | 63,842 | $ 66,861 | $ 66,665 | $ 62,302 | $ 62,302 | $ 68,000 | $ 68,000 | $ 70,268 | $ 70,000 |
| Salaries Operation Staff | 124,680 | 123,120 | $ 129,446 | $ 121,816 | $ 128,759 | $ 128,378 | $ 135,060 | $ 133,506 | $ 138,751 | $ 135,827 |
| Add'l Comp Operational Staff | 0 | 0 | $ - | $ - | $ - | $ - | $ - | | | $ - |
| Operational Staff Overtime | 3,000 | 2,902 | $ 2,000 | $ 478 | $ 3,200 | $ 1,828 | $ 3,200 | $ 1,365 | $ 3,200 | $ 6,129 |
| Retirement Buy-Out | 0 | 0 | $ - | $ - | $ - | $ - | $ - | | | |
| **Personnel Services** | **192,162** | **189,865** | **$ 198,307** | **$ 188,959** | **$ 194,261** | **$ 192,509** | **$ 206,260** | **$ 202,871** | **$ 212,219** | **$ 211,956** |
| Repairs & Maint Equipment | 350 | 947 | $ 350 | $ 129 | $ 1,345 | $ 890 | $ 700 | $ - | $ 500 | $ 132 |
| In State Travel/Meetings | 1,000 | 36 | $ - | $ 620 | $ 2,740 | $ 339 | $ 1,200 | $ 1,485 | $ 1,400 | $ 483 |
| Communication Telephone | 950 | 597 | $ 950 | $ 687 | $ 750 | $ 467 | $ 750 | $ 489 | $ 750 | $ 431 |
| Dues & Memberships | 400 | 200 | $ 400 | $ 200 | $ 415 | $ 175 | $ 250 | $ 150 | $ 200 | $ 200 |
| Copy/Mail Center Fees | 2,000 | 1,953 | $ 2,000 | $ 2,281 | $ 3,500 | $ 4,139 | $ 4,000 | $ 3,433 | $ 4,500 | $ 3,530 |
| Binding | | | $ 2,250 | $ 224 | $ 2,250 | $ 7,110 | $ 7,200 | $ 7,200 | $ 7,200 | $ 14,400 |
| Office Supplies | 2,000 | 4,810 | $ 2,000 | $ 1,232 | $ 2,500 | $ 2,589 | $ 3,000 | $ 2,041 | $ 3,000 | $ 2,105 |
| Communication Print & Advertising | 5,000 | 3,300 | $ 10,000 | $ 2,029 | $ 11,000 | $ 4,193 | $ 4,000 | $ - | $ 4,200 | $ - |
| Mass General Law Updates | 1,000 | 2,239 | $ 1,000 | $ (66) | $ - | $ - | $ - | $ - | $ - | |
| Other Services Misc. | 200 | 0 | $ 200 | $ 126 | $ 200 | $ - | $ - | $ - | $ - | $ 48 |
| **Expenses** | **2,000** | **4,810** | **$ 2,000** | **$ 1,232** | **$ 24,700** | **$ 19,901** | **$ 21,100** | **$ 14,798** | **$ 21,750** | **$ 21,329** |
| **Total Town Clerk** | **$ 194,162** | **$ 194,675** | **$ 200,307** | **$ 190,191** | **$ 218,961** | **$ 212,410** | **$ 227,360** | **$ 217,669** | **$ 233,969** | **$ 233,285** |

**Board of Registrars**

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Management | 4,303 | 4,159 | $ 4,303 | $ 4,248 | $ 4,275 | $ 3,244 | $ 4,290 | $ 4,614 | $ 4,290 | $ 4,903 |
| Salaries Election Workers | 40,000 | 34,402 | $ 27,288 | $ 31,075 | $ 42,450 | $ 42,348 | $ 28,060 | $ 23,843 | $ 52,475 | $ 66,088 |
| Salaries Misc | | 0 | $ - | $ - | $ - | | $ 2,800 | $ - | $ 2,800 | $ 2,045 |
| **Personnel Services** | **44,303** | **38,560** | **31,591** | **35,324** | **46,725** | **45,592** | **35,150** | **28,457** | **59,565** | **73,036** |
| Communication Election Coding | 8,500 | 3,881 | $ 17,300 | $ 10,199 | $ 24,350 | $ 16,819 | $ 21,800 | $ 13,423 | $ 30,550 | $ 12,008 |
| Communication Postage | 6,000 | 12,682 | $ 6,810 | $ 2,846 | $ 6,810 | $ 13,701 | $ 13,900 | $ 11,554 | $ 14,250 | $ 15,019 |
| Supplies Misc. (Food) | | | | | | | | $ 143 | $ 3,000 | $ 3,044 |
| Election Supplies | | | $ 1,800 | $ 1,920 | $ 2,700 | $ 1,092 | $ 3,800 | $ 2,666 | $ 4,200 | $ 2,454 |
| Communication Printing of Ballots | 4,000 | 1,900 | $ 4,600 | $ 4,344 | $ 8,400 | $ 2,732 | $ 8,500 | $ 4,313 | $ 8,500 | $ 9,438 |
| Communication Books | 2,000 | 2,036 | $ 2,100 | $ 1,178 | $ 2,100 | $ 1,571 | $ 2,000 | $ 3,825 | $ 2,000 | $ 192 |
| **Purchase of Services** | **12,000** | **16,619** | **8,610** | **4,766** | **44,360** | **35,916** | **50,000** | **35,923** | **62,500** | **42,155** |
| **Total Board of Registrars** | **56,303** | **55,179** | **40,201** | **40,090** | **91,085** | **81,508** | **85,150** | **64,380** | **122,065** | **115,191** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Sealer of Weights & Measures

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Technical & Professional | 14,317 | 14,317 | $ 14,372 | $ 14,317 | $ 14,372 | $ 14,317 | $ 14,659 | $ 14,658 | $ 14,659 | $ 14,658 |
| **Personnel Services** | **14,317** | **14,317** | **$ 14,372** | **$ 14,317** | **$ 14,372** | **$ 14,317** | **$ 14,659** | **$ 14,658** | **$ 14,659** | **$ 14,658** |
| Repairs & Maint Supplies | 568 | 567 | $ 500 | $ 498 | $ 500 | $ 498 | $ 500 | $ 493 | $ 500 | $ 500 |
| Training & Education | 200 | 109 | $ - | $ - | $ 200 | $ 145 | $ 200 | $ 150 | $ 200 | $ - |
| Dues & Subscriptions | 150 | 143 | $ 100 | $ 90 | $ 150 | $ 198 | $ 150 | $ 120 | $ 150 | $ 255 |
| **Purchase of Services** | **918** | **819** | **$ 600** | **$ 588** | **$ 850** | **$ 841** | **$ 850** | **$ 763** | **$ 850** | **$ 755** |
| **Total Sealer of Weights & Measures** | **15,235** | **15,136** | **$ 14,972** | **$ 15,403** | **$ 15,222** | **$ 15,157** | **$ 15,509** | **$ 15,420** | **$ 15,509** | **$ 15,412** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Community Development

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Management | $ 174,577 | $ 174,577 | $ 174,577 | $ 174,577 | $ 174,577 | $ 174,577 | $ 190,760 | $ 190,759 | $ 193,228 | $ 193,228 |
| Salaries Supervisory | $ 46,127 | $ 46,127 | $ 46,786 | $ 46,815 | $ 47,990 | $ 47,989 | $ 48,469 | $ 49,439 | $ 53,189 | $ 51,086 |
| Salaries Operational Staff | $ 86,314 | $ 86,324 | $ 87,861 | $ 87,854 | $ 90,067 | $ 90,058 | $ 92,779 | $ 93,015 | $ 93,703 | $ 93,731 |
| Salaries Technical & Professional | $ 234,246 | $ 207,306 | $ 234,099 | $ 221,934 | $ 233,870 | $ 234,132 | $ 253,670 | $ 212,659 | $ 252,611 | $ 252,599 |
| Salaries Tech & Prof Inspector's | $ 149,023 | $ 105,194 | $ 74,044 | $ 81,849 | $ 100,821 | $ 96,962 | $ 101,725 | $ 108,413 | $ 127,113 | $ 134,087 |
| Salaries Operation Staff Overtime | $ 15,000 | $ 16,843 | $ 15,000 | $ 18,322 | $ 15,000 | $ 17,480 | $ 15,000 | $ 21,388 | $ 18,000 | $ 21,480 |
| Add'l Comp Supervisory Staff | $ 923 | $ 922 | $ 951 | $ 936 | $ 947 | $ 952 | $ 947 | $ 996 | $ 2,538 | $ 753 |
| Salaries Temp Operational Staff | $ 10,000 | $ 11,396 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Add'l Comp Operational Staff | $ - | | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ 1,881 |
| **Personnel Services** | **$ 716,210** | **$ 648,687** | **$ 633,318** | **$ 632,287** | **$ 663,272** | **$ 662,149** | **$ 703,350** | **$ 676,671** | **$ 740,382** | **$ 748,845** |
| | | | | | | | | | | |
| Consultant Services | $ - | | $ - | $ - | $ - | $ - | $ - | $ - | $ - | |
| In State Travel/Meetings | $ 2,400 | $ 616 | $ 2,400 | $ 1,037 | $ 2,400 | $ 1,434 | $ 2,400 | $ 605 | $ 2,400 | $ 873 |
| Communication Telephone | $ 2,875 | $ 1,764 | $ 2,875 | $ 2,235 | $ 2,875 | $ 1,892 | $ 2,875 | $ 1,631 | $ 2,875 | $ 1,935 |
| Dues & Subscriptions | $ 800 | $ 490 | $ 800 | $ 345 | $ 800 | $ 520 | $ 800 | $ 480 | $ 800 | $ 470 |
| Training & Education | $ 2,000 | $ 1,940 | $ 2,000 | $ 1,660 | $ 2,000 | $ 2,010 | $ 2,000 | $ 1,455 | $ 2,000 | $ 2,588 |
| Communication Postage | $ 2,730 | $ 1,847 | $ 2,730 | $ 2,407 | $ 2,730 | $ 2,891 | $ 2,730 | $ 2,270 | $ 2,730 | $ 2,833 |
| Copy/Mail Center Fees | $ 4,000 | $ 2,316 | $ 3,000 | $ 2,835 | $ 3,000 | $ 2,562 | $ 3,000 | $ 4,015 | $ - | $ - |
| Office Supplies | $ 5,000 | $ 7,281 | $ 4,500 | $ 3,953 | $ 4,500 | $ 4,363 | $ 4,500 | $ 3,565 | $ 4,500 | $ 2,655 |
| Communication Print & Advertising | $ 12,000 | $ 4,885 | $ 7,756 | $ 5,027 | $ 7,756 | $ 7,902 | $ 7,756 | $ 5,256 | $ 7,756 | $ 5,181 |
| Communication Books & Publications | $ 500 | $ 2,006 | $ 500 | $ 109 | $ 500 | $ 411 | $ 750 | $ - | $ 750 | |
| Professional Services - Other | | $ 4,753 | $ - | $ 1,671 | $ - | $ - | $ - | $ 3,520 | $ - | |
| **Expenses** | **$ 5,000** | **$ 7,281** | **$ 4,500** | **$ 3,953** | **$ 26,561** | **$ 23,985** | **$ 26,811** | **$ 22,796** | **$ 23,811** | **$ 16,534** |
| | | | | | | | | | | |
| **Total Community Development** | **$ 721,210** | **$ 655,968** | **$ 637,818** | **$ 636,240** | **$ 689,833** | **$ 686,134** | **$ 730,161** | **$ 699,467** | **$ 764,193** | **$ 765,379** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

## Section VIII: Commissions & Committees

Department: Finance Committee

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Secretarial Staff | 10,500 | 11,571 | $ 10,500 | $ 9,827 | $ 12,500 | $ 8,224 | $ 12,500 | $ 8,705 | $ 9,000 | $ 6,936 |
| **Personnel Services** | **10,500** | **11,571** | **$ 10,500** | **$ 9,827** | **$ 12,500** | **$ 8,224** | **$ 12,500** | **$ 8,705** | **$ 9,000** | **$ 6,936** |
| | | | | | | | | | | |
| Dues & Subscriptions | 0 | 0 | $ - | $ - | $ - | $ - | $ - | | $ - | |
| Communication Postage | 1,500 | 2,047 | $ 1,500 | $ 924 | $ 2,500 | $ 0 | $ 2,000 | $ 1,320 | $ - | $ 932 |
| **Purchase of Services** | **1,500** | **2,047** | **$ 1,500** | **$ 924** | **$ 2,500** | **$ 0** | **$ 2,000** | **$ 1,320** | **$ -** | **$ 932** |
| | | | | | | | | | | |
| Copy/Mail Center Fees | 1,500 | 368 | $ 1,500 | $ 11,077 | $ 6,200 | $ 12,699 | $ 6,000 | $ 5,178 | $ 12,000 | $ 4,624 |
| **Tech/Prof Services** | **1,500** | **368** | **$ 1,500** | **$ 11,077** | **$ 6,200** | **$ 12,699** | **$ 6,000** | **$ 5,178** | **$ 12,000** | **$ 4,624** |
| | | | | | | | | | | |
| Office Supplies | 1,000 | 453 | $ 1,000 | $ 950 | $ 1,000 | $ 1,056 | $ 1,000 | $ - | $ 1,000 | $ 516 |
| Fire Proof File Cabinet | 0 | | $ - | $ - | $ - | $ - | $ - | | $ - | |
| **Supplies** | **1,000** | **453** | **$ 1,000** | **$ 950** | **$ 1,000** | **$ 1,056** | **$ 1,000** | **$ -** | **$ 1,000** | **$ 516** |
| | | | | | | | | | | |
| **Total Finance Committee** | **14,500** | **14,439** | **$ 14,500** | **$ 22,778** | **$ 22,200** | **$ 21,979** | **$ 21,500** | **$ 15,202** | **$ 22,000** | **$ 13,008** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Commission on Disability

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| **ADA Expenses:** | | | | | | | | | | |
| In State Travel | 200 | - | $ 200 | $ - | $ 200 | $ - | $ 200 | $ - | $ 200 | $ - |
| Communication Telephone | 100 | - | $ 100 | $ - | $ 100 | $ - | $ 100 | $ - | $ 100 | $ - |
| Dues & Subscriptions | 100 | - | $ 100 | $ - | $ 100 | $ - | $ 100 | $ - | $ 100 | $ - |
| Copy/Mail Center Fees | 575 | - | $ 575 | $ 500 | $ 575 | $ 575 | $ 575 | $ - | $ 575 | $ - |
| Operating Expense | 835 | 1,797 | $ 835 | $ 1,159 | $ 835 | $ 168 | $ 835 | $ 202 | $ 835 | $ 246 |
| **Expenses** | **1,410** | **1,797** | **$ 1,410** | **$ 1,659** | **$ 1,410** | **$ 743** | **$ 1,810** | **$ 202** | **$ 1,810** | **$ 246** |
| **Total Commission on Disability** | **$ 1,410** | **$ 1,797** | **$ 1,410** | **$ 1,659** | **$ 1,410** | **$ 743** | **$ 1,810** | **$ 202** | **$ 1,810** | **$ 246** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Natick Cultural Council

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Operating Expense | 700 | 700 | $ 700 | $ 502 | $ 700 | $ 570 | $ 700 | $ 382 | $ 700 | $ 278 |
| **Supplies** | **700** | **700** | **$ 700** | **$ 502** | **$ 700** | **$ 570** | **$ 700** | **$ 382** | **$ 700** | **$ 278** |
| | | | | | | | | | | |
| **Total Natick Cultural Council** | **700** | **700** | **$ 700** | **$ 502** | **$ 700** | **$ 570** | **$ 700** | **$ 382** | **$ 700** | **$ 278** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Historical Commission

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Operating Expense | 1,000 | 425 | $ 1,000 | $ - | $ 1,000 | $ 198 | $ 1,000 | $ 858 | $ 1,000 | $ 714 |
| **Supplies** | **1,000** | **425** | **$ 1,000** | **$ 1,000** | **$ 1,000** | **$ 198** | **$ 1,000** | **$ 858** | **$ 1,000** | **$ 714** |
| | | | | | | | | | | |
| **Total Historical Commission** | **1,000** | **425** | **$ 1,000** | **$ 1,000** | **$ 1,000** | **$ 198** | **$ 1,000** | **$ 858** | **$ 1,000** | **$ 714** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Historic District Commission

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Operating Expense | 500 | 163 | $ 500 | $ 110 | $ 500 | $ 363 | $ 500 | $ 535 | $ 500 | $ 406 |
| **Supplies** | **500** | **163** | **$ 500** | **$ 500** | **$ 500** | **$ 363** | **$ 500** | **$ 535** | **$ 500** | **$ 406** |
| | | | | | | | | | | |
| **Total Historic District Commission** | **500** | **163** | **$ 500** | **$ 500** | **$ 500** | **$ 363** | **$ 500** | **$ 535** | **$ 500** | **$ 406** |

## Section IX: Shared Expenses

Department: Employee Fringe

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Fall ATM | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Worker's Compensation | 600,000 | 519,513 | $ 600,000 | $ 420,334 | $ 600,000 | $ 456,741 | $ 550,000 | $ 444,314 | $ 530,000 | $ 427,835 |
| Insurance Unemployment | 105,000 | 99,312 | $ 222,348 | $ 218,487 | $ 296,987 | $ 187,467 | $ 225,000 | $ 201,375 | $ 215,000 | $ 186,997 |
| FICA {Medicare} | 660,000 | 726,814 | $ 759,501 | $ 617,228 | $ 759,501 | $ 727,919 | $ 750,000 | $ 824,854 | $ 750,000 | $ 881,066 |
| FICA {Social Security} | 600 | 348 | $ 500 | $ - | $ 500 | $ - | $ 500 | $ - | $ 500 | $ - |
| DOT Testing | 4,000 | 2,856 | $ 4,000 | $ 2,866 | $ 4,000 | $ 4,199 | $ 4,000 | $ 2,900 | $ 4,500 | $ 5,730 |
| Insurance Group Health & Life | 11,598,779 | 10,589,293 | $ 12,076,244 | $ 12,148,818 | $ 12,482,018 | $ 12,425,155 | $ 12,931,233 | $ 12,149,914 | $ 12,947,459 | $ 12,342,984 |
| Public Safety C41 S111F Medical | 90,000 | 94,339 | $ 121,870 | $ 83,890 | $ 160,000 | $ 116,927 | $ 160,000 | $ 182,770 | $ 200,000 | $ 179,548 |
| LIUNA Pension | 188,988 | 151,312 | $ 183,979 | $ 167,188 | $ 183,979 | $ 177,279 | $ 192,117 | $ 178,444 | $ 187,550 | $ 184,342 |
| Employee Assistance Program | 0 | 0 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Employee Benefits Reserve | 50,000 | 0 | $ 142,787 | $ 1,875 | $ 100,000 | $ - | $ 100,000 | $ 17,024 | $ 50,000 | $ 2,000 |
| Long Term Disability | | | | $ - | $ - | $ - | | $ - | $ - | $ 4,268 |
| -- Retirement Buy-out Program --- | | | | | | | | | | |
| Salaries Sick/Vacation Buy-Back | 0 | 110,118 | $ - | $ - | $ - | $ - | $ - | $ 9,579 | $ - | $ - |
| Police Department | 25,000 | 0 | $ 25,000 | $ - | $ 25,000 | $ 58,326 | $ 25,000 | $ 11,740 | $ 50,000 | $ 1,364 |
| Fire Department | 25,000 | 0 | $ 84,555 | $ - | $ 50,000 | $ 17,409 | $ 50,000 | $ 46,337 | $ 75,000 | $ 33,957 |
| Highway Division | 25,000 | 0 | $ 25,000 | $ - | $ 17,000 | $ 10,780 | $ 51,000 | $ 66,954 | $ 75,000 | $ 43,000 |
| Recreation/Parks | 0 | 0 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | |
| Reserve | | | | $ - | $ - | $ - | | $ - | $ - | $ 94,346 |
| Tn Adm/Selectmen | 0 | 0 | $ - | $ - | $ - | $ - | $ - | | $ - | |
| **Other Personnel Services** | **13,372,367** | **12,293,905** | **14,245,784** | **13,660,686** | **14,678,985** | **14,182,202** | **15,038,850** | **14,136,205** | **15,085,009** | **14,387,437** |
| | | | | | | | | | | |
| Merit/Performance Increases | 0 | | $ - | $ - | $ 18,750 | $ 18,750 | $ 37,500 | $ 31,750 | $ 24,007 | $ 29,000 |
| **Other Personnel Services** | **0** | **0** | **0** | **0** | **18,750** | **18,750** | **37,500** | **31,750** | **24,007** | **29,000** |
| | | | | | | | | | | |
| **Total Employee Fringe** | **13,372,367** | **12,293,905** | **14,245,784** | **13,660,686** | **14,697,735** | **14,200,952** | **15,076,350** | **14,167,955** | **15,109,016** | **14,416,437** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Property & Liability Insurance

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Package Policy Property/Liability | 302,650 | 259,933 | $ 302,650 | $ 248,054 | $ 302,650 | $ 297,989 | $ 317,783 | $ 310,682 | $ 350,000 | $ 359,813 |
| Motor Vehicle | 150,000 | 122,461 | $ 150,000 | $ 153,897 | $ 150,000 | $ 18,419 | $ 157,500 | $ 137,308 | $ 157,500 | $ 152,939 |
| Boiler {Steam Vessels} | 18,500 | 16,406 | $ 18,500 | $ 17,842 | $ 18,500 | $ 135,445 | $ 19,425 | $ 17,909 | $ 19,425 | $ - |
| Insurance Deductibles | 25,000 | 11,999 | $ 25,000 | $ 11,369 | $ 25,000 | $ - | $ 26,250 | $ 5,966 | $ 26,250 | $ 2,203 |
| **Purchased Services** | **496,150** | **410,799** | **496,150** | **431,162** | **496,150** | **451,853** | **520,958** | **471,865** | **553,175** | **514,956** |
| **Total Property & Liability Insurance** | **496,150** | **410,799** | **496,150** | **431,162** | **496,150** | **451,853** | **520,958** | **471,865** | **553,175** | **514,956** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Contributory Retirement

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Funding Schedule - Completion 2030 | 5,040,179 | 5,040,179 | $ 5,152,503 | $ 5,152,503 | $ 5,384,366 | $ 5,384,366 | $ 5,626,663 | $ 5,626,663 | $ 6,082,991 | $ 6,082,991 |
| **Personnel Services** | **5,040,179** | **5,040,179** | **5,152,503** | **5,152,503** | **5,384,366** | **5,384,366** | **5,626,663** | **5,626,663** | **6,082,991** | **6,082,991** |
| **Total Contributory Retirement** | **5,040,179** | **5,040,179** | **5,152,503** | **5,152,503** | **5,384,366** | **5,384,366** | **5,626,663** | **5,626,663** | **6,082,991** | **6,082,991** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Non-Contributory Retirement

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Pensions Police | 45,228 | 26,273 | $ 31,786 | $ 3,975 | $ 2,804 | $ 4,618 | $ - | $ - | $ 4,757 | $ 9,237 |
| Pensions Fire | 52,059 | 54,228 | $ 53,139 | $ 53,139 | $ 54,219 | $ 52,404 | $ 55,299 | $ 40,182 | $ 40,902 | $ 27,073 |
| Pensions School | 32,910 | 34,282 | $ 34,039 | $ 33,630 | $ 34,350 | $ 34,350 | $ 35,070 | $ 34,830 | $ 21,550 | $ 34,224 |
| **Other Personnel Services** | **130,197** | **114,782** | **118,964** | **90,744** | **91,373** | **91,373** | **90,369** | **75,012** | **67,209** | **70,535** |
| **Total Non-Contributory Retirement** | **130,197** | **114,782** | **118,964** | **90,744** | **91,373** | **91,373** | **90,369** | **75,012** | **67,209** | **70,535** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Debt Service

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Leased Equipment | 38,550 | 28,711 | $ 38,550 | $ 30,690 | $ 40,000 | $ 38,066 | $ 70,000 | $ 68,590 | $ 82,000 | $ - |
| Principal | 4,862,482 | 4,852,843 | $ 5,088,337 | $ 4,822,367 | $ 4,894,762 | $ 4,685,812 | $ 7,592,269 | $ 7,575,385 | $ 7,511,321 | $ 7,502,879 |
| Interest | 2,014,157 | 2,014,438 | $ 2,031,841 | $ 1,870,553 | $ 2,009,423 | $ 2,063,373 | $ 3,357,276 | $ 3,412,016 | $ 2,615,200 | $ 2,548,421 |
| **Total Operating Expenses** | **6,915,189** | **6,895,992** | **7,158,728** | **6,723,610** | **$ 6,944,185** | **$ 6,787,251** | **$ 11,019,545** | **$ 11,055,991** | **$ 10,208,521** | **$ 10,051,300** |
| **Total Debt Service** | **6,915,189** | **6,895,992** | **$ 7,158,728** | **$ 6,723,610** | **$ 6,944,185** | **$ 6,787,251** | **$ 11,019,545** | **$ 11,055,991** | **$ 10,208,521** | **$ 10,051,300** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Reserve Fund

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Reserve for Appropriation | 476,000 | - | $ 400,000 | $ - | $ 400,000 | $ - | $ 400,000 | $ - | $ 400,000 | $ - |
| **Other Charges** | **476,000** | **-** | **400,000** | **-** | **400,000** | **-** | **400,000** | **-** | **400,000** | **-** |
| | | | | | | | | | | |
| **Total Reserve Fund** | **476,000** | **-** | **400,000** | **-** | **400,000** | **-** | **400,000** | **-** | **400,000** | **-** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Facilities Management

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Supervisory | - | - | - | - | - | - | - | - | $ 255,600 | $ 251,960 |
| Salaries Technical & Professional | - | - | - | - | - | - | - | - | $ 48,000 | $ 46,885 |
| Salaries Operational Staff | - | - | - | - | - | - | - | - | $ 1,848,919 | $ 1,825,590 |
| Salaries Part-Time Operational | - | - | - | - | - | - | - | - | $ 35,015 | $ 34,405 |
| Supervisory Staff Add'l Comp | - | - | - | - | - | - | - | - | | $ - |
| Operational Staff Add. Comp | - | - | - | - | - | - | - | - | $ 41,370 | $ 24,500 |
| Operational Staff Overtime | - | - | - | - | - | - | - | - | $ 125,742 | $ 137,655 |
| **Personnel Services** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **2,354,646** | **2,320,994** |
| | | | | | | | | | | |
| Repairs & Maint. Facilities | | | | | | | | | | |
| Repairs & Maint. Eliot School | | | | | | | | | | |
| Repairs & Maint. Elevator/Chair lift | | | | | | | | | | |
| **Purchase of Services** | | | | | | | | | | |
| | | | | | | | | | | |
| Eliot School Maint. | | | | | | | | | | |
| Clothing Allowance Oper. Staff | - | - | $ - | $ - | $ - | $ - | $ - | | $ 14,350 | $ 13,706 |
| **Other Services (Misc. )** | | | | | | **$ -** | **$ -** | **$ -** | **$ 14,350** | **$ 13,706** |
| | | | | | | | | | | |
| Contractual Svs - Cleaning | - | - | $ - | $ - | $ - | $ - | $ - | | $ 110,634 | $ 94,119 |
| **Tech/Professional Services** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **110,634** | **94,119** |
| | | | | | | | | | | |
| Custodial Supplies | | | | | | | | | | |
| **Other Supplies** | | | | | | | | | | |
| | | | | | | | | | | |
| **Total Facilities Management** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **2,479,630** | **2,428,819** |

## Section X: Water/Sewer Enterprise Fund

Department: Water & Sewer — Enterprise Fund

**Sewer Operations**

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Supervisory | 116,917 | 117,366 | $ 119,118 | $ 119,118 | $ 123,994 | $ 124,903 | $ 133,871 | $ 133,775 | $ 144,604 | $ 126,859 |
| Salaries Operational Staff | 443,408 | 419,199 | $ 410,127 | $ 404,057 | $ 411,914 | $ 393,609 | $ 422,528 | $ 346,244 | $ 464,598 | $ 316,516 |
| Salaries Temp Oper. - Police Details | 5,000 | 9,169 | $ 5,200 | $ 5,633 | $ 5,740 | $ 6,605 | $ 6,975 | $ - | $ 8,624 | $ 1,512 |
| Operational Staff Overtime | 56,162 | 49,851 | $ 57,500 | $ 72,223 | $ 57,500 | $ 58,522 | $ 57,850 | $ 44,344 | $ 57,850 | $ 53,847 |
| Supervisory Additional Comp | 12,550 | 11,127 | $ 15,700 | $ 12,827 | $ 16,450 | $ 11,965 | $ 12,450 | $ 8,550 | $ 12,450 | $ 7,800 |
| Operational Staff Additional Comp | 31,485 | 45,859 | $ 31,485 | $ 18,580 | $ 31,485 | $ 19,935 | $ 25,850 | $ 17,381 | $ 23,150 | $ 12,472 |
| **Personnel Services** | **665,522** | **652,570** | **639,130** | **632,438** | **647,083** | **615,540** | **659,524** | **550,294** | **711,276** | **519,005** |
| Repairs & Maint. Equipment | 2,000 | 1,930 | $ 3,000 | $ 3,000 | $ 3,000 | $ 2,394 | $ 3,000 | $ 2,401 | $ 3,000 | $ 2,904 |
| Repairs & Maint. Other | 3,000 | 2,477 | $ 3,000 | $ 3,000 | $ 3,000 | $ 2,955 | $ 3,000 | $ 2,895 | $ 3,000 | $ 2,400 |
| Utilities Electric | 137,000 | 160,276 | $ 137,000 | $ 185,007 | $ 137,000 | $ 125,669 | $ 162,500 | $ 89,033 | $ 144,400 | $ 80,591 |
| **Purchase of Services** | **142,000** | **164,684** | **143,000** | **191,007** | **143,000** | **131,018** | **168,500** | **94,329** | **150,400** | **85,895** |
| Licenses - CDL & Special | 1,000 | 410 | $ 2,000 | $ 713 | $ 2,000 | $ 180 | $ 2,000 | $ 793 | $ 2,000 | $ 562 |
| Clothing Allowance Operational Staff | 3,500 | 3,150 | $ 3,500 | $ 3,247 | $ 3,150 | $ 3,150 | $ 3,150 | $ 2,800 | $ 3,150 | $ 2,100 |
| **Other Services Inc.** | **4,500** | **3,560** | **5,500** | **3,960** | **5,150** | **3,330** | **5,150** | **3,593** | **5,150** | **2,662** |
| Tech & Prof Svs & MWRA Sulfide Testing | 10,000 | 12,009 | $ 15,000 | $ 11,109 | $ 15,000 | $ 12,986 | $ 15,000 | $ 12,134 | $ 15,000 | $ 13,275 |
| **Tech/ Prof. Services** | **10,000** | **12,009** | **15,000** | **11,109** | **15,000** | **12,986** | **15,000** | **12,134** | **15,000** | **13,275** |
| Repairs & Maint. Misc. Constr. | 4,000 | 3,877 | $ 4,000 | $ 4,000 | $ 4,000 | $ 3,128 | $ 4,000 | $ 3,649 | $ 4,000 | $ 2,967 |
| **Supplies** | **4,000** | **3,877** | **4,000** | **4,000** | **4,000** | **3,128** | **4,000** | **3,649** | **4,000** | **2,967** |
| Sewer Pump Station/Line Maintenance | 50,000 | 37,964 | $ 50,000 | $ 41,657 | $ 50,000 | $ 44,610 | $ 50,000 | $ 97,236 | $ 100,000 | $ 71,587 |
| MWRA Sewer Assessment | 4,052,855 | 3,948,943 | $ 4,356,819 | $ 4,219,801 | $ 4,388,595 | $ 4,346,280 | $ 4,493,588 | $ 4,460,551 | $ 4,683,550 | $ 4,634,401 |
| Water/Sewer Damage Claims | 5,000 | 0 | $ 5,000 | $ 95 | $ 5,000 | $ 35,000 | $ 5,000 | $ 11,824 | $ 5,000 | $ 47,881 |
| **Other Chgs. / Exp.** | **4,107,855** | **3,986,907** | **4,411,819** | **4,261,553** | **4,443,595** | **4,425,890** | **4,548,588** | **4,569,611** | **4,788,550** | **4,753,870** |
| **Total Operating Expenses** | **4,933,877** | **4,823,607** | **5,218,449** | **5,104,066** | **5,257,828** | **5,191,891** | **5,400,762** | **5,233,610** | **5,674,376** | **5,377,674** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Water & Sewer — Enterprise Fund

**Water Operations**

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Supervisory | 198,002 | 198,027 | $ 203,392 | $ 207,413 | $ 215,263 | $ 215,968 | $ 227,870 | $ 227,706 | $ 227,870 | $ 245,946 |
| Salaries Operational Staff | 581,853 | 597,532 | $ 582,799 | $ 553,053 | $ 595,950 | $ 470,855 | $ 620,198 | $ 580,110 | $ 623,361 | $ 626,382 |
| Salaries Temp Operational | 20,000 | 9,316 | $ 20,500 | $ 10,395 | $ 21,400 | $ 23,192 | $ 23,642 | $ 4,071 | $ 26,157 | $ 15,793 |
| Supervisory Additional Comp | 26,050 | 22,588 | $ 26,050 | $ 22,477 | $ 27,300 | $ 27,861 | $ 22,250 | $ 23,350 | $ 22,250 | $ 30,400 |
| Operational Staff Additional Comp | 32,650 | 25,978 | $ 32,650 | $ 26,921 | $ 32,650 | $ 27,602 | $ 28,660 | $ 32,008 | $ 29,210 | $ 29,055 |
| Operational Staff Overtime | 43,700 | 47,527 | $ 44,800 | $ 58,666 | $ 45,700 | $ 57,856 | $ 46,250 | $ 75,729 | $ 48,400 | $ 90,021 |
| **Personnel Services** | **902,255** | **900,969** | **910,191** | **878,924** | **938,263** | **823,335** | **968,870** | **942,974** | **977,248** | **1,037,597** |
| Repairs & Maint. Software | 10,000 | 13,896 | $ 15,000 | $ 12,516 | $ 15,000 | $ 14,811 | $ 15,000 | $ 10,392 | $ 15,000 | $ 14,961 |
| Utilities Electric | 551,000 | 430,076 | $ 570,000 | $ 346,055 | $ 575,000 | $ 416,349 | $ 524,000 | $ 472,395 | $ 527,300 | $ 450,625 |
| GIS Software & Training | 25,500 | 26,208 | $ 25,500 | $ 10,058 | $ 25,500 | $ 13,117 | $ 25,500 | $ 32,190 | $ 25,500 | $ 19,693 |
| Copy/Mail Center Fees | 12,000 | 11,919 | $ 18,000 | $ 19,389 | $ 18,000 | $ 11,813 | $ 18,000 | $ 2,220 | $ 18,000 | $ 9,843 |
| Purchased Services: Miscellaneous | 10,000 | 6,905 | $ 12,000 | $ 8,580 | $ 12,000 | $ 6,680 | $ 12,000 | $ 13,031 | $ 12,000 | $ 12,817 |
| **Purchase of Services** | **608,500** | **489,005** | **640,500** | **396,598** | **645,500** | **462,770** | **594,500** | **530,228** | **597,800** | **507,939** |
| Licenses - CDL & Special | 5,600 | 3,372 | $ 6,000 | $ 5,925 | $ 6,000 | $ 3,885 | $ 6,000 | $ 6,275 | $ 10,000 | $ 7,527 |
| Environmental Management - ISO 14001 Certification | | | $ - | $ - | $ 10,000 | $ 1,876 | $ 10,000 | $ 9,068 | $ 10,000 | $ 2,610 |
| Clothing Allowance Operational Staff | 4,200 | 4,463 | $ 4,200 | $ 4,200 | $ 4,200 | $ 3,500 | $ 4,200 | $ 4,200 | $ 4,200 | $ 4,200 |
| **Other Services Inc.** | **9,800** | **7,835** | **10,200** | **10,125** | **20,200** | **9,261** | **20,200** | **19,543** | **24,200** | **14,338** |
| Implement SDWA Amendment | 20,000 | 17,293 | $ 20,000 | $ 29,509 | $ 20,000 | $ 19,238 | $ 30,000 | $ 20,032 | $ 30,000 | $ 23,321 |
| Water Testing | 20,000 | 17,464 | $ 25,000 | $ 24,556 | $ 25,000 | $ 24,710 | $ 25,000 | $ 22,912 | $ 25,000 | $ 25,055 |
| **Tech./Prof. Services** | **40,000** | **34,757** | **45,000** | **54,065** | **45,000** | **43,948** | **55,000** | **42,944** | **55,000** | **48,375** |
| Repairs & Maint - Equipment | 3,000 | 2,840 | $ 3,000 | $ 2,974 | $ 3,000 | $ 2,768 | $ 3,000 | $ 2,745 | $ 3,000 | $ 2,940 |
| Repairs & Maint - Facilities | 2,000 | 1,957 | $ 2,000 | $ 1,960 | $ 2,000 | $ 2,000 | $ 2,000 | $ 355 | $ 2,000 | $ 1,924 |
| Repairs & Maint - Hydrants | 10,000 | 8,797 | $ 10,000 | $ 9,854 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,399 | $ 10,000 | $ 10,000 |
| Repairs & Maint - Misc. Repairs | 18,000 | 16,980 | $ 18,000 | $ 17,919 | $ 18,000 | $ 18,282 | $ 18,000 | $ 7,411 | $ 18,000 | $ 15,388 |
| Repairs & Maint - Misc. Constr | 18,000 | 15,146 | $ 18,000 | $ 17,952 | $ 18,000 | $ 17,997 | $ 18,000 | $ 15,905 | $ 18,000 | $ 17,964 |
| **Supplies** | **51,000** | **45,720** | **51,000** | **50,660** | **51,000** | **51,047** | **51,000** | **36,815** | **51,000** | **48,215** |
| Chemical Supplies | 100,000 | 143,490 | $ 120,000 | $ 149,840 | $ 145,000 | $ 177,504 | $ 145,000 | $ 143,902 | $ 177,500 | $ 149,768 |
| Obsolete Meters | 20,000 | 28,654 | $ 30,000 | $ 29,874 | $ 30,000 | $ 28,338 | $ 30,000 | $ 11,973 | $ 30,000 | $ 27,261 |
| Service Connections | 13,000 | 12,653 | $ 15,000 | $ 14,843 | $ 15,000 | $ 14,889 | $ 15,000 | $ 14,415 | $ 18,000 | $ 18,505 |
| **Other Supplies** | **133,000** | **184,797** | **165,000** | **194,557** | **190,000** | **220,731** | **190,000** | **170,290** | **225,500** | **195,533** |
| Water Well/Water Line Maint. | 150,000 | 134,446 | $ 150,000 | $ 138,022 | $ 150,000 | $ 139,637 | $ 150,000 | $ 175,231 | $ 150,000 | $ 121,541 |
| New Hydrant Installation | 10,000 | 9,525 | $ 10,000 | $ 9,227 | $ 10,000 | $ 9,924 | $ 10,000 | $ 9,800 | $ 10,000 | $ 9,262 |
| Asphalt Crushing | 9,000 | 8,896 | $ 15,000 | $ 14,718 | $ 15,000 | $ 11,899 | $ 15,000 | $ 18,089 | $ 15,000 | $ 9,689 |
| Legal Services - Litigation | - | - | $ - | $ - | $ - | $ - | $ - | $ 13,705 | $ - | $ - |
| DEP Assessment | 14,000 | 11,126 | $ 14,000 | $ 1,438 | $ 14,000 | $ 10,704 | $ 14,000 | $ 9,840 | $ 14,000 | $ 10,183 |
| MWRA Discharge Permit | 2,500 | 3,237 | $ 2,500 | $ 2,965 | $ 2,500 | $ 3,076 | $ 4,000 | $ 2,366 | $ 4,000 | $ 1,782 |
| **Other Charges/Expenditures** | **185,500** | **167,230** | **191,500** | **166,370** | **191,500** | **175,240** | **193,000** | **229,031** | **193,000** | **152,457** |
| **Total Operating Expenses** | **1,930,055** | **1,830,313** | **2,013,391** | **1,751,298** | **2,081,463** | **1,786,332** | **2,072,570** | **1,971,825** | **2,123,748** | **2,004,454** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Water & Sewer | Enterprise Fund

**Utility Billing**

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Operational Staff | 89,408 | 89,728 | $ 91,215 | $ 90,742 | $ 93,499 | $ 93,451 | $ 95,829 | $ 90,595 | $ 95,829 | $ 57,103 |
| Part-Time Operational Staff | 4,808 | 2,905 | $ 4,896 | $ 4,097 | $ 4,896 | $ 3,766 | $ 4,835 | $ 9,605 | $ 4,835 | $ 721 |
| Operational Staff - Additional Comp | 346 | 331 | $ 471 | $ 509 | $ 471 | $ 934 | $ 954 | $ 757 | $ 955 | $ 72 |
| Operational Staff Overtime | 2,000 | 218 | $ 2,000 | $ 156 | $ 3,000 | $ 199 | $ 2,000 | $ 820 | $ 2,000 | $ 1,191 |
| **Personnel Services** | **96,562** | **93,181** | **98,582** | **95,503** | **101,866** | **98,349** | **103,618** | **101,777** | **103,618** | **59,087** |
| Repair & Maint Equipment | 4,000 | 2,143 | $ 4,000 | $ 2,262 | $ 4,000 | $ - | $ 4,000 | $ 4,622 | $ 4,000 | $ - |
| Utility Billing Software | 15,000 | 746 | $ 15,000 | $ - | $ 15,000 | $ - | $ 15,000 | $ 6,900 | $ 15,000 | $ - |
| Utility Billing Printing | 30,200 | 13,355 | $ 30,200 | $ 9,123 | $ 30,200 | $ 7,951 | $ 30,200 | $ 15,000 | $ 30,200 | $ 10,467 |
| In State Travel/Meetings | 500 | - | $ 500 | $ - | $ 500 | $ - | $ 500 | $ 17,470 | $ 750 | $ - |
| Communication Telephone | 1,500 | 1,306 | $ 1,500 | $ 861 | $ 1,500 | $ 861 | $ 1,500 | $ 1,105 | $ 1,500 | $ - |
| Training & Education | 2,500 | - | $ 2,500 | $ - | $ 2,500 | $ - | $ 2,500 | $ 3,750 | $ 2,500 | $ 438 |
| Communication Postage | 20,000 | 19,010 | $ 20,000 | $ 18,372 | $ 20,000 | $ 18,902 | $ 20,000 | $ 23,934 | $ 22,000 | $ 21,800 |
| Copy/Mail Center Fees | 33,000 | 38,567 | $ 33,000 | $ 34,328 | $ 33,000 | $ 39,948 | $ 33,000 | $ 27,683 | $ 40,000 | $ 23,004 |
| Collection Activities | 10,000 | 40 | $ 10,000 | $ 1,100 | $ 10,000 | $ 9,429 | $ 10,000 | $ 2,856 | $ 10,000 | $ - |
| Office Supplies | 4,000 | 3,713 | $ 4,000 | $ 2,783 | $ 4,000 | $ 5,254 | $ 4,000 | $ 3,274 | $ 4,000 | $ 3,289 |
| Audit Water/Sewer | - | | $ - | $ - | $ - | $ - | $ - | $ - | | |
| Professional Serv. Misc. | | | $ - | $ - | $ - | $ - | $ - | | | |
| Water / Sewer Rate Study | - | | $ - | | | | | | | |
| **Supplies** | **120,700** | **78,880** | **120,700** | **68,830** | **120,700** | **82,344** | **120,700** | **106,594** | **129,950** | **58,997** |
| **Total Utility Billing** | **217,262** | **172,061** | **219,282** | **164,334** | **222,566** | **180,693** | **224,318** | **208,371** | **233,568** | **118,084** |

**Employee Benefits**

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| FICA {Medicare} | 13,750 | 16,486 | $ 19,200 | $ 18,575 | $ 19,200 | $ 17,306 | $ 20,100 | $ 763 | $ 25,170 | $ - |
| Insurance Group Health & Life | 407,532 | 352,873 | $ 376,362 | $ 375,662 | $ 388,326 | $ 395,891 | $ 380,795 | $ 376,037 | $ 387,484 | $ 391,616 |
| LIUNA Pension | 37,018 | 37,452 | $ 40,489 | $ 40,229 | $ 40,489 | $ 34,817 | $ 41,604 | $ 37,149 | $ 39,980 | $ 41,228 |
| **Other Personnel Services** | **458,300** | **406,811** | **436,051** | **434,466** | **448,015** | **448,014** | **442,499** | **413,949** | **452,634** | **432,844** |
| Funding Schedule (22 Year) (W&S) | 203,235 | 203,235 | $ 171,725 | $ 171,725 | $ 179,453 | $ 179,453 | $ 187,526 | $ 187,526 | $ 199,959 | $ 199,959 |
| **Other Charges & Expenditures** | **203,235** | **203,235** | **171,725** | **171,725** | **179,453** | **179,453** | **187,526** | **187,526** | **199,959** | **199,959** |
| **Total Employee Benefits** | **661,535** | **610,046** | **607,776** | **606,191** | **627,468** | **627,467** | **630,025** | **601,475** | **652,593** | **632,803** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Water & Sewer | Enterprise Fund

**Water & Sewer Debt Service**

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| **Principal Totals** | **1,629,665** | **1,635,589** | 1,777,370 | 1,627,370 | 1,805,640 | 1,745,640 | 1,827,139 | 1,827,139 | 1,602,757 | 1,602,757 |
| **Interest Totals** | **634,898** | **541,681** | 637,682 | 550,077 | 592,776 | 541,589 | 514,079 | 501,804 | 493,945 | 493,946 |
| **Total Water & Service Debt Service** | **2,264,563** | **2,177,270** | **2,415,052** | **2,177,447** | **2,398,416** | **2,287,229** | **2,341,218** | **2,328,943** | **2,096,702** | **2,096,703** |

**Reserve Fund**

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| **Reserve Fund** | **200,000** | - | $ 200,000 | $ - | $ 200,000 | $ - | $ 200,000 | | **$ 200,000** | **$ -** |
| **Total Reserve Fund** | **200,000** | **-** | **200,000** | **-** | **200,000** | **-** | **200,000** | **-** | **200,000** | **-** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

## Section XI: Sassamon Trace Enterprise

Department: Sassamon Trace — Enterprise Fund

**Operations**

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Salaries Management | 61,764 | 61,764 | $ 61,764 | $ 61,527 | $ 61,764 | $ 62,000 | $ 67,827 | $ 67,705 | $ 68,739 | $ 68,739 |
| Salaries Operational Staff | 32,999 | 12,828 | $ - | $ - | $ 5,274 | $ - | $ 5,180 | $ - | $ 62,158 | $ 41,651 |
| Salaries Golf Support | 29,283 | 28,258 | $ 20,100 | $ 33,459 | $ 24,284 | $ 37,481 | $ 22,775 | $ 34,085 | $ 25,356 | $ 40,404 |
| Salaries Part-time Operational | 28,371 | 35,382 | $ 54,684 | $ 34,653 | $ 52,972 | $ 29,758 | $ 52,925 | $ 47,363 | $ 39,436 | $ 41,907 |
| | | | | | | | | | | |
| Merit/Performance | | | | $ - | | $ - | | $ - | $ - | $ - |
| **Personnel Services** | **152,417** | **138,231** | **136,548** | **129,639** | **144,294** | **129,238** | **148,707** | **149,153** | **195,689** | **192,701** |
| | | | | | | | | | | |
| Utilities - Electric | 21,800 | 10,863 | $ 19,990 | $ 11,413 | $ 18,650 | $ 22,021 | $ 17,750 | $ 22,537 | $ 18,300 | $ 22,540 |
| Building Lease/Repairs | 30,589 | 30,586 | $ 30,680 | $ 31,174 | $ 30,640 | $ 31,120 | $ 19,720 | $ 19,923 | $ 5,485 | $ 5,931 |
| Lease Payment Land | 55,697 | 55,716 | $ 56,961 | $ 58,016 | $ 60,544 | $ 59,987 | $ 62,646 | $ 61,847 | $ 63,959 | $ 63,857 |
| Management Contract Fees | - | - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Management Contract Grounds | 218,100 | 218,400 | $ 224,800 | $ 224,664 | $ 231,404 | $ 231,404 | $ 238,344 | $ 238,799 | $ 145,548 | $ 145,548 |
| Communication Telephone | 3,156 | 2,794 | $ 3,180 | $ 2,547 | $ 2,940 | $ 2,577 | $ 3,000 | $ 3,097 | $ 3,360 | $ 2,979 |
| Dues/Subscriptions | 1,000 | 150 | $ 1,000 | $ 782 | $ 1,000 | $ - | $ 1,000 | $ 1,411 | $ 1,000 | $ 2,965 |
| Advertising/Promotion | 4,100 | 1,012 | $ 3,400 | $ 1,840 | $ 3,500 | $ 2,112 | $ 3,500 | $ 3,036 | $ 4,200 | $ 1,877 |
| Bank & Credit Card Fees | 7,744 | 9,237 | $ 6,470 | $ 9,087 | $ 7,420 | $ 10,183 | $ 8,900 | $ 12,932 | $ 10,600 | $ 20,375 |
| Software Maintenance | 1,900 | 1,625 | $ 1,000 | $ 765 | $ 2,000 | $ 1,234 | $ 1,150 | $ 728 | $ 1,300 | $ 794 |
| **Club House Expense** | **344,086** | **330,384** | **347,481** | **340,289** | **358,098** | **360,639** | **356,010** | **364,310** | **253,752** | **266,866** |
| | | | | | | | | | | |
| Supplies - Club House | 2,000 | 2,145 | $ 2,000 | $ 1,872 | $ 2,300 | $ 2,971 | $ 1,950 | $ 3,555 | $ 2,000 | $ 808 |
| Merchandise Pro Shop | 25,573 | 19,928 | $ 20,505 | $ 23,779 | $ 17,355 | $ 24,548 | $ 18,750 | $ 21,782 | $ 18,500 | $ 21,175 |
| Custodial Supplies | 1,000 | 614 | $ 1,000 | $ 137 | $ 1,000 | $ 616 | $ 1,000 | $ 331 | $ 1,000 | $ 1,298 |
| Purchased Services Misc | - | | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| **Supplies - Club House** | **28,573** | **22,686** | **23,505** | **25,788** | **20,655** | **28,135** | **21,700** | **25,668** | **21,500** | **23,281** |
| | | | | | | | | | | |
| Insurance | 5,000 | - | $ 5,000 | $ - | $ 5,000 | $ - | $ 5,000 | $ - | $ - | $ - |
| Facility Upgrades | 2,500 | 1,977 | $ 2,500 | $ 600 | $ 2,000 | $ 1,335 | $ 2,000 | $ 2,237 | $ 2,000 | $ 2,000 |
| **Other Facility Expense** | **7,500** | **1,977** | **7,500** | **600** | **7,000** | **1,335** | **7,000** | **2,237** | **2,000** | **2,000** |
| | | | | | | | | | | |
| Golf Cart Lease/Repairs | 5,250 | 3,339 | $ 17,000 | $ 17,080 | $ 17,830 | $ 17,423 | $ 17,830 | $ 17,431 | $ - | |
| Golf Use Sales Tax (ALL) | 4,076 | 3,918 | $ 4,323 | $ 4,215 | $ 4,965 | $ 5,203 | $ 4,991 | $ 4,834 | $ 5,000 | $ 5,311 |
| **Golf Cart Expense** | **9,326** | **7,257** | **21,323** | **21,295** | **22,795** | **22,626** | **22,821** | **22,265** | **5,000** | **5,311** |
| | | | | | | | | | | |
| Utilities - Water | 53,200 | 54,280 | $ 34,700 | $ 21,305 | $ 29,500 | $ 22,314 | $ 25,500 | $ 9,243 | $ 13,000 | $ 4,126 |
| Environmental Monitoring | 10,000 | 8,866 | $ 8,000 | $ 7,854 | $ 8,000 | $ 8,986 | $ 8,000 | $ 9,215 | $ 14,000 | $ 20 |
| Irrigation System Repairs | - | | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Irrigation Electricity | 8,275 | 4,093 | $ 7,275 | $ 6,335 | $ 7,450 | $ - | $ 8,600 | $ - | $ 7,600 | $ - |
| Phragmites Control | 2,500 | 2,500 | $ 2,700 | $ 2,700 | $ 2,700 | $ 2,700 | $ 2,700 | $ 2,700 | $ 2,700 | $ 2,700 |
| Top Soil, Sand&Gravel, Fertilizer, etc. | | | | $ - | | $ - | | $ - | $ 6,500 | $ - |
| Course Materials | | | | | | | | | | |
| Course Chemicals/Fertilizers | | | | | | | | | | |
| Course Seed / Sod | | | | | | | | | | |
| Course Supplies | | | | $ - | | $ - | | $ - | $ 4,300 | $ 2,066 |
| Fuel | | | | $ - | | $ - | | $ - | $ 1,000 | $ - |
| Irrigation R& M | | | | $ - | | $ - | | $ - | $ 3,000 | $ - |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Tools | | | | $ - | | $ - | | $ - | $ 2,500 | $ - |
| Mechanic Tool Stipend | | | | $ - | | $ - | | $ - | $ 200 | $ - |
| Equipment R & M | | | | $ - | | $ - | | $ - | $ 1,500 | $ - |
| Equipment Lease | | | $ - | $ - | $ - | $ - | $ - | $ - | $ 19,000 | $ - |
| Other Supplies | | | | $ - | | $ - | | $ - | $ - | $ 40,895 |
| Education/Professinal Fees/Licenses | 1,500 | 8 | $ 1,500 | $ 249 | $ 1,800 | $ 378 | $ 1,800 | $ 2,309 | $ 1,200 | $ - |
| **Course Maintenance Expense** | **75,475** | **69,746** | **54,175** | **38,444** | **49,450** | **34,379** | **46,600** | **23,467** | **76,500** | **49,807** |
| | | | | | | | | | | |
| **Total Operating Expenses** | **617,377** | **570,281** | **590,532** | **556,056** | **602,292** | **576,351** | **602,838** | **587,100** | **554,441** | **539,967** |

# Town of Natick Budget Detail

FY 2015 Budget - Historic Data FY 2009-FY 2013

Department: Sassamon Trace | Enterprise Fund

**Reserve Fund**

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| Reserve for Appropriation | - | - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| **Other Charges** | **-** | **-** | $ - | $ - | $ - | $ - | $ - | $ - | **-** | **-** |
| **Total Reserve Fund** | **-** | **-** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |

**Employee Benefits**

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| FICA Medicare | 2,448 | 2,004 | $ 1,980 | $ 1,851 | $ 2,092 | $ 1,871 | $ 2,030 | $ 120 | $ 2,156 | $ - |
| Group Insurance Health | 29,625 | 12,723 | $ 7,440 | $ 7,207 | $ 8,184 | $ 7,262 | $ 7,032 | $ 6,743 | $ 24,007 | $ 10,131 |
| Unemployment | 5,000 | 3,373 | $ 2,400 | $ 4,311 | $ 3,000 | $ 1,400 | $ 4,200 | $ - | $ 8,755 | $ - |
| **Other Personal Services** | **37,073** | **18,100** | **11,820** | **13,369** | **13,276** | **10,532** | **13,262** | **6,863** | **34,918** | **10,131** |
| Retirement | 12,000 | 12,000 | $ 11,291 | $ 11,291 | $ 11,799 | $ 11,799 | $ 12,331 | $ 12,331 | $ 9,691 | $ 9,691 |
| **Other Charges & Expenditures** | **12,000** | **12,000** | **11,291** | **11,291** | **11,799** | **11,799** | **12,331** | **12,331** | **9,691** | **9,691** |
| **Total Employee Benefits** | **49,073** | **30,100** | **23,111** | **24,660** | **25,075** | **22,331** | **25,593** | **19,194** | **44,609** | **19,822** |

**Debt Service**

| | 2009 Appropriated | 2009 Actual | 2010 Appropriated | 2010 Actual | 2011 FTM Appr. | 2011 Actual | 2012 Appropriated | 2012 Actual | 2013 Fall ATM | 2013 Actual |
|---|---|---|---|---|---|---|---|---|---|---|
| 2002 Golf Course | 150,000 | 150,000 | $ 150,000 | $ 150,000 | $ 150,000 | $ 150,000 | $ 150,000 | $ 150,000 | $ 150,000 | $ 150,000 |
| 2002 Golf Course (Landfill Portion) | 36,528 | 36,528 | $ 36,528 | $ 36,528 | $ 36,528 | $ 36,528 | $ 36,528 | $ 36,528 | $ 41,927 | $ 40,710 |
| 2007 Golf Course (Landfill Portion) | 9,403 | 9,402 | $ 9,403 | $ 9,403 | $ 9,403 | $ 4,954 | $ 9,403 | $ 9,403 | $ 9,403 | $ 10,620 |
| 2013 Golf Carts | | | | | | | | | $ - | |
| **Principal** | **195,931** | **195,930** | **195,931** | **195,931** | **195,931** | **191,482** | **195,931** | **195,931** | **201,330** | **201,330** |
| 2002 Golf Course | 99,315 | 99,315 | $ 92,940 | $ 92,940 | $ 86,490 | $ 86,490 | $ 79,890 | $ 79,890 | $ 73,140 | $ 73,140 |
| 2002 Golf Course (Landfill Portion) | 20,719 | 20,718 | $ 19,020 | $ 19,020 | $ 17,285 | $ 17,285 | $ 15,518 | $ 15,518 | $ 3,113 | $ 5,269 |
| 2007 Golf Course (Landfill Portion) | 5,334 | 5,325 | $ 4,896 | $ 4,896 | $ 4,449 | $ - | $ 3,994 | $ 3,994 | $ 3,530 | $ 1,375 |
| 2013 Golf Carts | | | | | | | | | $ 2,031 | |
| **Interest** | **125,368** | **125,358** | **116,856** | **116,856** | **108,224** | **103,775** | **99,402** | **99,402** | **81,814** | **79,784** |
| **Total Debt Service** | **321,299** | **321,288** | **312,787** | **312,787** | **304,155** | **295,257** | **295,333** | **295,333** | **283,144** | **281,114** |
| **Total All Sassamon Trace** | **987,749** | **921,669** | **926,430** | **893,503** | **931,522** | **893,940** | **923,764** | **901,627** | **882,194** | **840,903** |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 0111702 | INSURANCE | | | | | |
| 0001-117-1-0000-000-00-0000-02-575000- | INS PROPERTY & LIABILITY | | | | | |
| 64698 WILLIAMS SCOTSMAN INC | 20122927 | 2012/12 | 25,000.00 | 25,000.00 | repairs module classroo | Carry Fwrd |
| | ACCOUNT TOTAL | | 25,000.00 | | | |
| | ORG 0111702 TOTAL | | 25,000.00 | | | |
| 0112302 | BOS - EXPENSES | | | | | |
| 0001-123-1-0000-000-00-0000-02-520336- | OIL TNK REMEDIATION TN TNKS | | | | | |
| 33528 COMM OF MASS | 20132941 | 2013/12 | 2,000.00 | 2,000.00 | OIL TANK REMIDIATION | Printed |
| | ACCOUNT TOTAL | | 2,000.00 | | | |
| 0001-123-1-0000-000-00-0000-02-522725- | SURVEYS | | | | | |
| 42349 ICMA | 20132971 | 2013/12 | 10,000.00 | 10,000.00 | SURVEYS | Printed |
| | ACCOUNT TOTAL | | 10,000.00 | | | |
| 0001-123-1-0000-000-00-0000-02-522750- | CONSULTANT PK GARAGE | | | | | |
| 1000 ENCUMBERED FUNDS G/GOVERNMEN | 1372022 | 2007/12 | 40,971.00 | 40,971.00 | ENC BAL CONSULTANT PK G | Carry Fwrd |
| | ACCOUNT TOTAL | | 40,971.00 | | | |
| 0001-123-1-0000-000-00-0000-02-540205- | PRINTING/ADVERTISING | | | | | |
| 1529 MASS MUNICIPAL MANAGEMENT AS | 20132939 | 2013/12 | 274.70 | 274.70 | ADVERTISEMENT | Printed |
| | ACCOUNT TOTAL | | 274.70 | | | |
| 0001-123-1-0000-000-00-0000-02-540860- | SUPPLIES - TN ADMINISTRATOR | | | | | |
| 40248 CITIZENS BANK OF MASSACHUSET | 20132956 | 2013/12 | 183.48 | 183.48 | JUNE CHAREGES ACCT 5530 | Closed |
| | ACCOUNT TOTAL | | 183.48 | | | |
| 0001-123-1-0000-000-00-0000-02-540880- | SELECTMEN CBA SETTLEMENTS | | | | | |
| 1034 ENCUMBERED FUNDS G/G SELECTM | 20132944 | 2013/12 | 162,906.00 | 162,906.00 | ENCUMBER FY13 COLL BARG | Printed |
| | ACCOUNT TOTAL | | 162,906.00 | | | |
| | ORG 0112302 TOTAL | | 216,335.18 | | | |
| 0113402 | COMPTROLLER - EXPENSES | | | | | |
| 0001-134-1-0000-000-00-0000-02-520308- | CONSULTANT SERVICES | | | | | |
| 63670 MUNICIPAL ALTERNATIVES, INC | 20132678 | 2013/12 | 24,120.00 | 24,120.00 | FY13 Year End Contract | Printed |
| | ACCOUNT TOTAL | | 24,120.00 | | | |
| 0001-134-1-0000-000-00-0000-02-521800- | TRAINING & EDUCATION | | | | | |
| 25349 TYLER TECHNOLOGIES, INC | 20131641 | 2013/01 | 2,550.00 | 2,550.00 | MUNIS TRAINING | Printed |
| | ACCOUNT TOTAL | | 2,550.00 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| | ORG 0113402 TOTAL | | 26,670.00 | | | |
| 0114102 | ASSESSOR - EXPENSES | | | | | |
| 0001-141-1-0000-000-00-0000-02-522100- | TAX MAPPING | | | | | |
| 35788 APPLIED GEOGRAPHICS | 20122885 | 2012/12 | 5,000.00 | 5,000.00 | GIS DATABASE | Carry Fwrd |
| 35788 APPLIED GEOGRAPHICS | 20122897 | 2012/12 | 11,931.00 | 11,931.00 | 2012 tax mapping | Carry Fwrd |
| | | | 16,931.00 | | | |
| 64815 OUT TO BID | 17119023 | 2011/12 | 1,300.00 | 1,300.00 | bid pending droid map a | Carry Fwrd |
| 64815 OUT TO BID | 20132959 | 2013/12 | 7,275.00 | 7,275.00 | REVALUATION MAPPING | Printed |
| 64815 OUT TO BID | 17119022 | 2011/12 | 4,700.00 | 4,700.00 | droid map application b | Carry Fwrd |
| | | | 13,275.00 | | | |
| | ACCOUNT TOTAL | | 30,206.00 | | | |
| 0001-141-1-0000-000-00-0000-02-530900- | REVALUATION OF PROPERTY | | | | | |
| 25349 TYLER TECHNOLOGIES, INC | 1799001 | 2009/12 | 30,526.75 | 30,526.75 | revaluation | Carry Fwrd |
| 36420 PATRIOT PROPERTIES INC | 17109000 | 2010/12 | 62,263.46 | 62,263.46 | REVAL MULTI YEAR | Carry Fwrd |
| 64815 OUT TO BID | 17119016 | 2011/12 | 5,000.00 | 5,000.00 | REVAL | Carry Fwrd |
| 64815 OUT TO BID | 17119019 | 2011/12 | 2,000.00 | 2,000.00 | REVAL | Carry Fwrd |
| 64815 OUT TO BID | 20132960 | 2013/12 | 25,000.00 | 25,000.00 | REVALUATION OF SERVICE | Printed |
| 64815 OUT TO BID | 17119013 | 2011/12 | 10,000.00 | 10,000.00 | REVAL BID PENDING | Carry Fwrd |
| 64815 OUT TO BID | 1719011 | 2011/12 | 9,640.00 | 9,640.00 | REVAL BID PENDING | Carry Fwrd |
| 64815 OUT TO BID | 20132961 | 2013/12 | 25,000.00 | 25,000.00 | REVALUATION SERVICES | Printed |
| 64815 OUT TO BID | 17119015 | 2011/12 | 5,000.00 | 5,000.00 | REVAL BID PENDIG | Carry Fwrd |
| 64815 OUT TO BID | 17119017 | 2011/12 | 5,000.00 | 5,000.00 | REVAL BID PENDING | Carry Fwrd |
| 64815 OUT TO BID | 17119018 | 2011/12 | 5,000.00 | 5,000.00 | REVAL BID PENDING | Carry Fwrd |
| 64815 OUT TO BID | 17119014 | 2011/12 | 10,000.00 | 10,000.00 | REV BID PENDING | Carry Fwrd |
| 64815 OUT TO BID | 20122901 | 2012/12 | 68,561.29 | 68,561.29 | 2012 reval | Carry Fwrd |
| 64815 OUT TO BID | 17119012 | 2011/12 | 10,000.00 | 10,000.00 | REVAL BID PENDING | Carry Fwrd |
| 64815 OUT TO BID | 20132962 | 2013/12 | 25,000.00 | 25,000.00 | REVALUATION SERVICES | Printed |
| | | | 205,201.29 | | | |
| | ACCOUNT TOTAL | | 297,991.50 | | | |
| | ORG 0114102 TOTAL | | 328,197.50 | | | |
| 0114502 | TREASURER - EXPENSES | | | | | |
| 0001-145-1-0000-000-00-0000-02-540100- | OFFICE SUPPLIES | | | | | |
| 44741 SHRED-IT | 20132958 | 2013/12 | 2,000.00 | 2,000.00 | SHREDDING | Printed |
| | ACCOUNT TOTAL | | 2,000.00 | | | |
| | ORG 0114502 TOTAL | | 2,000.00 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 0114602 | COLLECTOR - EXPENSES | | | | | |
| 0001-146-1-0000-000-00-0000-02-520450- | AMBULANCE SERVICE BILLING | | | | | |
| 63736 PRO EMS SOLUTIONS | 20132952 | 2013/12 | 4,786.34 | 4,786.34 | ESTIMATE OF AMBULANCE C | Closed |
| | ACCOUNT TOTAL | | 4,786.34 | | | |
| | ORG 0114602 TOTAL | | 4,786.34 | | | |
| 0115102 | LEGAL - EXPENSES | | | | | |
| 0001-151-1-0000-000-00-0000-02-521305- | LEGAL SERVICES LABOR | | | | | |
| 1522 MURPHY HESSE TOOMEY & LEHANE | 20122887 | 2012/12 | 25,919.10 | 25,919.10 | 2012 labor services | Carry Fwrd |
| 67240 DAVIS, MALM & D'AGOSTINE, P. | 20132967 | 2013/12 | 35,000.00 | 35,000.00 | Legal Services | Printed |
| | ACCOUNT TOTAL | | 60,919.10 | | | |
| 0001-151-1-0000-000-00-0000-02-521945- | LEGAL SERVICES LITIGATION | | | | | |
| 1522 MURPHY HESSE TOOMEY & LEHANE | 20132946 | 2013/12 | 34,009.80 | 34,009.80 | JUNE AND OUTSTANDING IN | Printed |
| 1522 MURPHY HESSE TOOMEY & LEHANE | 20122886 | 2012/12 | 84,026.27 | 84,026.27 | litigation legal servic | Carry Fwrd |
| | | | 118,036.07 | | | |
| | ACCOUNT TOTAL | | 118,036.07 | | | |
| 0001-151-1-0000-000-00-0000-02-521964- | MASS GENERAL LAW UPDATES | | | | | |
| 1345 WEST GROUP | 20132935 | 2013/12 | 245.92 | 245.92 | JUNE PAYMENT | Closed |
| | ACCOUNT TOTAL | | 245.92 | | | |
| | ORG 0115102 TOTAL | | 179,201.09 | | | |
| 0115502 | I.T. - EXPENSES | | | | | |
| 0001-155-1-0000-000-00-0000-02-520210- | EQUIPMENT REPAIRS/SERVICING | | | | | |
| 51556 SIRIUS COMPUTER SOLUTIONS | 20130403 | 2013/01 | 2,500.00 | 2,500.00 | IBM Firmware Upgrade | Printed |
| | ACCOUNT TOTAL | | 2,500.00 | | | |
| 0001-155-1-0000-000-00-0000-02-520216- | SOFTWARE SERVICING | | | | | |
| 29005 DELL MARKETING L.P. | 20130111 | 2013/01 | 6,250.00 | 6,250.00 | Appassure Maintenance | Printed |
| | ACCOUNT TOTAL | | 6,250.00 | | | |
| 0001-155-1-0000-000-00-0000-02-521800- | TRAINING & EDUCATION | | | | | |
| 48430 VIRTUAL TOWN HALL, LLC | 20122676 | 2012/12 | 1,300.00 | 1,300.00 | VHT Training | Carry Fwrd |
| | ACCOUNT TOTAL | | 1,300.00 | | | |
| 0001-155-1-0000-000-00-0000-02-581022- | IAN/WAN MAINTENANCE | | | | | |
| 37074 CDW GOVERNMENT INC. | 20132764 | 2013/12 | 8,200.00 | 8,200.00 | HP Switches | Printed |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 63239 CAROUSEL INDUSTRIES OF NO AM | 20132567 | 2013/12 | 1,888.28 | 1,888.28 | Aruba AP105s | Closed |
| | ACCOUNT TOTAL | | 10,088.28 | | | |
| | ORG 0115502 TOTAL | | 20,138.28 | | | |
| 0115503 | INFORMATION SYSTEM CAPITAL | | | | | |
| 0001-155-1-0000-000-00-0000-03-583900- | SOFTWARE SYSTEM UPGRAND/REPLAC | | | | | |
| 25349 TYLER TECHNOLOGIES, INC | 20132763 | 2013/12 | 23,000.00 | 23,000.00 | Munis modules | Printed |
| 37074 CDW GOVERNMENT INC. | 20132400 | 2013/11 | 2,715.36 | 2,715.36 | Misc Supplies | Printed |
| 37074 CDW GOVERNMENT INC. | 20122461 | 2012/11 | 735.03 | 735.03 | ShoreTel Phone Project | Carry Fwrd |
| 37074 CDW GOVERNMENT INC. | 20122462 | 2012/11 | 783.90 | 783.90 | ShoreTel project | Carry Fwrd |
| | | | 4,234.29 | | | |
| 48430 VIRTUAL TOWN HALL, LLC | 20122908 | 2012/12 | 2,200.00 | 2,200.00 | VTH Board Member Module | Carry Fwrd |
| 63239 CAROUSEL INDUSTRIES OF NO AM | 20132132 | 2013/01 | 5,670.00 | 5,670.00 | VMware vSphere Upgrade | Printed |
| 65611 GENERAL CODE | 20122909 | 2012/12 | 8,600.00 | 8,600.00 | Novus Agenda | Carry Fwrd |
| | ACCOUNT TOTAL | | 43,704.29 | | | |
| 0001-155-1-0000-000-00-0000-03-585750- | COMPUTER EQU REPLACMENT | | | | | |
| 46018 DELL CORPORATION | 20132766 | 2013/12 | 9,759.60 | 9,759.60 | Dell Optiplex PCs | Closed |
| 46018 DELL CORPORATION | 20122675 | 2012/12 | 2,874.79 | 2,874.79 | Dell Workstation | Carry Fwrd |
| | | | 12,634.39 | | | |
| | ACCOUNT TOTAL | | 12,634.39 | | | |
| | ORG 0115503 TOTAL | | 56,338.68 | | | |
| 0116102 | CLERK - EXPENSES | | | | | |
| 0001-161-1-0000-000-00-0000-02-528300- | BOOKBINDING | | | | | |
| 65871 KOFILE PRESERVATION INC | 20132928 | 2013/12 | 7,200.00 | 7,200.00 | bookbinding | Printed |
| 65871 KOFILE PRESERVATION INC | 20122797 | 2012/12 | 7,200.00 | 7,200.00 | Vitals Binders and enve | Carry Fwrd |
| | | | 14,400.00 | | | |
| | ACCOUNT TOTAL | | 14,400.00 | | | |
| 0001-161-1-0000-000-00-0000-02-540100- | OFFICE SUPPLIES | | | | | |
| 43488 NEW ENGLAND OFFICE SUPPLY | 20132910 | 2013/12 | 237.72 | 237.72 | office supplies | Closed |
| 46086 DIANE PACKER | 20132913 | 2013/12 | 69.70 | 69.70 | reimb coolers and ice f | Closed |
| | ACCOUNT TOTAL | | 307.42 | | | |
| | ORG 0116102 TOTAL | | 14,707.42 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 0116201 | ELECTIONS - SALARIES | | | | | |
| 0001-162-1-0000-000-00-0000-01-511300- | SALARIES OPERATIONAL STAFF | | | | | |
| 18095 TOWN OF NATICK | 20132901 | 2013/12 | 5,868.81 | 5,868.81 | police for 6/25/13 elec | Closed |
| | ACCOUNT TOTAL | | 5,868.81 | | | |
| | ORG 0116201 TOTAL | | 5,868.81 | | | |
| 0116202 | ELECTIONS - EXPENSES | | | | | |
| 0001-162-1-0000-000-00-0000-02-522500- | POSTAGE | | | | | |
| 66660 THE MARKETING CO INC | 20132969 | 2013/12 | 900.00 | 900.00 | POSTAGE AND PRINTING | Closed |
| | ACCOUNT TOTAL | | 900.00 | | | |
| 0001-162-1-0000-000-00-0000-02-540205- | PRINTING/ADVERTISING | | | | | |
| 59216 JLS MAILING SERVICES | 20132968 | 2013/12 | 2,000.00 | 2,000.00 | PRINTING & POSTAGE CONF | Printed |
| 66660 THE MARKETING CO INC | 20132969 | 2013/12 | 1,100.00 | 1,100.00 | POSTAGE AND PRINTING | Closed |
| | ACCOUNT TOTAL | | 3,100.00 | | | |
| | ORG 0116202 TOTAL | | 4,000.00 | | | |
| 0118002 | COMMUNITY DEVELOPMENT - EXPENS | | | | | |
| 0001-180-1-0000-000-00-0000-02-520308- | CONSULTANT FOR 40B HSENG | | | | | |
| 58156 BLATMAN BOBROWSKI & MEAD, LL | 2169001 | 2006/12 | 738.50 | 738.50 | CONSULTANT SERVICES 40B | Carry Fwrd |
| | ACCOUNT TOTAL | | 738.50 | | | |
| 0001-180-1-0000-000-00-0000-02-540205- | PRINTING/ADVERTISING | | | | | |
| 31343 GATEHOUSE MEDIA | 20132951 | 2013/12 | 333.54 | 333.54 | Printing & Advertising | Closed |
| | ACCOUNT TOTAL | | 333.54 | | | |
| | ORG 0118002 TOTAL | | 1,072.04 | | | |
| 0119202 | PUBLIC BLDGS & PROP MAINT | | | | | |
| 0001-192-1-0000-000-00-0000-02-521100- | ELECTRICITY | | | | | |
| 1155 NSTAR ELECTRIC | 20132871 | 2013/12 | 5,200.00 | 5,200.00 | End of Year Electric | Printed |
| 54035 TRANSCANADA POWER MARKETING | 20132886 | 2013/12 | 27,768.03 | 27,768.03 | End of Year Electricity | Closed |
| 65362 AMERESCO INC | 20132857 | 2013/12 | 1,200.00 | 1,200.00 | End of Year Solar | Printed |
| | ACCOUNT TOTAL | | 34,168.03 | | | |
| 0001-192-1-0000-000-00-0000-02-521400- | HEAT (OIL & GAS) | | | | | |
| 1497 NSTAR GAS | 20132804 | 2013/12 | 3,250.00 | 3,250.00 | END OF YEAR | Printed |
| 7253 VERIZON | 20132808 | 2013/12 | 38.10 | 38.10 | END OF YEAR PHONE | Closed |
| | ACCOUNT TOTAL | | 3,288.10 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 0001-192-1-0000-000-00-0000-02-521800- | UTILITIES STREET LIGHTING | | | | | |
| 1155 NSTAR ELECTRIC | 20132872 | 2013/12 | 4,200.00 | 4,200.00 | ELECTRICITY | Printed |
| 1155 NSTAR ELECTRIC | 20132955 | 2013/12 | 3,065.55 | 3,065.55 | ST LIGHTING ACCT 4000 0 | Closed |
| | | | 7,265.55 | | | |
| 54035 TRANSCANADA POWER MARKETING | 20132887 | 2013/12 | 4,500.00 | 4,500.00 | ELECTRICITY | Printed |
| | ACCOUNT TOTAL | | 11,765.55 | | | |
| 0001-192-1-0000-000-00-0000-02-522750- | OTHER CONTRACTED SERVICES | | | | | |
| 42971 SIEMENS BUILDING TECHNOLOGIE | 20132881 | 2013/12 | 3,565.00 | 3,565.00 | STREET LIGHTS | Printed |
| 42971 SIEMENS BUILDING TECHNOLOGIE | 20132923 | 2013/12 | 18,766.00 | 18,766.00 | STREET LIGHTS REPLACE | Printed |
| | | | 22,331.00 | | | |
| 48795 CORE ENGINEERED SOLUTIONS | 20132884 | 2013/12 | 4,995.00 | 4,995.00 | FUEL TANK RESEAL | Closed |
| 65567 REPUBLIC ITS INC | 20122826 | 2012/12 | 7,089.17 | 7,089.17 | STREET LIGHT MX - END O | Carry Fwrd |
| | ACCOUNT TOTAL | | 34,415.17 | | | |
| | ORG 0119202 TOTAL | | 83,636.85 | | | |
| 0121002 | POLICE - EXPENSES | | | | | |
| 0001-210-2-0000-000-00-0000-02-520900- | TRAVEL | | | | | |
| 44497 E-XPASS MA SERVICE CENTER | 20132912 | 2013/12 | 35.00 | 35.00 | June Invoice | Closed |
| 64436 VISA | 20132855 | 2013/12 | 585.32 | 880.32 | Assorted Purchases | Printed |
| | ACCOUNT TOTAL | | 620.32 | | | |
| 0001-210-2-0000-000-00-0000-02-521500- | TELEPHONE | | | | | |
| 55052 LANGUAGE LINE SERVICES | 20132915 | 2013/12 | 412.39 | 412.39 | June Invoice | Closed |
| | ACCOUNT TOTAL | | 412.39 | | | |
| 0001-210-2-0000-000-00-0000-02-521800- | TRAINING & EDUCATION | | | | | |
| 39175 COMMONWEALTH POLICE SRV | 20132835 | 2013/12 | 155.00 | 155.00 | Education Reimbursement | Printed |
| 64436 VISA | 20132855 | 2013/12 | 295.00 | 295.00 | Assorted Purchases | Printed |
| | ACCOUNT TOTAL | | 450.00 | | | |
| 0001-210-2-0000-000-00-0000-02-530115- | RADIO EQUIP REPAIRS/REPLCMNT | | | | | |
| 5613 MOTOROLA SOLUTIONS | 20132807 | 2013/12 | 392.61 | 392.61 | COMMPORT | Printed |
| 5613 MOTOROLA SOLUTIONS | 20132447 | 2013/11 | 289.11 | 289.11 | COMMPORTS | Closed |
| | | | 681.72 | | | |
| | ACCOUNT TOTAL | | 681.72 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 0001-210-2-0000-000-00-0000-02-540100- | OFFICE SUPPLIES | | | | | |
| 39575 DONNEGAN SYSTEMS INC | 20132836 | 2013/12 | 1,750.00 | 1,750.00 | File Folders | Printed |
| | ACCOUNT TOTAL | | 1,750.00 | | | |
| | ORG 0121002 TOTAL | | 3,914.43 | | | |
| 0122001 | FIRE - SALARIES | | | | | |
| 0001-220-2-0000-000-00-0000-01-513065- | SALARIES ADDL COMP SUPERVISORY | | | | | |
| 58917 ANDREW BALCOM | 20132970 | 2013/12 | 400.00 | 400.00 | 2013 EDUCATIONAL REIMB | Closed |
| | ACCOUNT TOTAL | | 400.00 | | | |
| | ORG 0122001 TOTAL | | 400.00 | | | |
| 0122002 | FIRE - EXPENSES | | | | | |
| 0001-220-2-0000-000-00-0000-02-520210- | EQUIPMENT REPAIRS/SERVICING | | | | | |
| 65752 HOME DEPOT | 20132921 | 2013/12 | 93.17 | 93.17 | PAINT, PAINTING SUPPLIE | Closed |
| | ACCOUNT TOTAL | | 93.17 | | | |
| 0001-220-2-0000-000-00-0000-02-521500- | TELEPHONE | | | | | |
| 7253 VERIZON | 20132705 | 2013/12 | 166.32 | 166.32 | telephone bill | Closed |
| | ACCOUNT TOTAL | | 166.32 | | | |
| 0001-220-2-0000-000-00-0000-02-521800- | TRAINING & EDUCATION | | | | | |
| 66931 AMERICAN PROFESSIONAL MANAGE | 20132651 | 2013/11 | 1,498.00 | 1,498.00 | Semiar | Closed |
| | ACCOUNT TOTAL | | 1,498.00 | | | |
| 0001-220-2-0000-000-00-0000-02-540100- | OFFICE SUPPLIES | | | | | |
| 65818 STAPLES CREDIT PLAN | 20131934 | 2013/01 | 470.17 | 470.17 | office supplies | Closed |
| | ACCOUNT TOTAL | | 470.17 | | | |
| 0001-220-2-0000-000-00-0000-02-540825- | SUPPLIES AMBULANCE | | | | | |
| 48781 ZOLL MEDICAL CORPORATION | 20131936 | 2013/01 | 3,357.53 | 3,357.53 | medical supplies | Printed |
| 52279 METROWEST MEDICAL CENTER | 20132715 | 2013/12 | 143.85 | 143.85 | drugs for ambulance | Closed |
| | ACCOUNT TOTAL | | 3,501.38 | | | |
| | ORG 0122002 TOTAL | | 5,729.04 | | | |
| 0124602 | PARKING ENFORCEMENT - EXPENSES | | | | | |
| 0001-246-2-0000-000-00-0000-02-520210- | EQUIPMENT REPAIRS/SERVICING | | | | | |
| 46609 DUNCAN PARKING TECHNOLOGIES | 27109003 | 2011/01 | 6,500.00 | 6,500.00 | UPGRADE PARK SYSTEM | Carry Fwrd |
| 46609 DUNCAN PARKING TECHNOLOGIES | 20122813 | 2012/12 | 2,446.00 | 2,446.00 | park meter assembly & c | Carry Fwrd |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 46609 DUNCAN PARKING TECHNOLOGIES | 2790100 | 2009/12 | 6,849.70 | 16,849.70 | UPGRADE PARK SYS CALIBR | Carry Fwrd |
| | | | 15,795.70 | | | |
| | ACCOUNT TOTAL | | 15,795.70 | | | |
| 0001-246-2-0000-000-00-0000-02-520317- | PARKING COLLECTION SERVICE | | | | | |
| 46609 DUNCAN PARKING TECHNOLOGIES | 2790100 | 2009/12 | 10,000.00 | 16,849.70 | UPGRADE PARK SYS CALIBR | Carry Fwrd |
| 50511 PKS ASSOCIATES INC | 27119010 | 2011/12 | 6,000.00 | 8,000.00 | hand held park ticket | Carry Fwrd |
| | ACCOUNT TOTAL | | 16,000.00 | | | |
| 0001-246-2-0000-000-00-0000-02-529700- | LEASE PYMT CHURCH PARK LOT | | | | | |
| 64815 OUT TO BID | 27119011 | 2011/12 | 8,800.00 | 8,800.00 | park lot meter station | Carry Fwrd |
| | ACCOUNT TOTAL | | 8,800.00 | | | |
| 0001-246-2-0000-000-00-0000-02-540220- | PARKING TICKET SUPPLIES | | | | | |
| 50511 PKS ASSOCIATES INC | 27109000 | 2010/12 | 2,500.00 | 2,500.00 | HAND HELD PARK TICKET P | Carry Fwrd |
| 50511 PKS ASSOCIATES INC | 27119010 | 2011/12 | 2,000.00 | 8,000.00 | hand held park ticket | Carry Fwrd |
| | | | 4,500.00 | | | |
| | ACCOUNT TOTAL | | 4,500.00 | | | |
| | ORG 0124602 TOTAL | | 45,095.70 | | | |
| 0141002 | DPW ENGINEERING - EXPENSES | | | | | |
| 0001-410-4-0000-000-00-0000-02-520320- | STORM WATER MASTER PLAN | | | | | |
| 55707 WAYPOINT TECHNOLOGY GROUP | 20122819 | 2012/12 | 5,848.00 | 5,848.00 | JUNO 3D HANDHELD, SOFTW | Carry Fwrd |
| 55707 WAYPOINT TECHNOLOGY GROUP | 42111250 | 2011/12 | 3,000.00 | 3,000.00 | data collectors | Carry Fwrd |
| | | | 8,848.00 | | | |
| 56633 TRUAX CORP | 42111247 | 2011/12 | 23,103.20 | 23,103.20 | catch basin cleaning | Carry Fwrd |
| 58126 NATIONAL WATER MAIN CLEANING | 4201190 | 2010/12 | 5,232.50 | 5,232.50 | DRAIN PIPE CLEANING | Carry Fwrd |
| | ACCOUNT TOTAL | | 37,183.70 | | | |
| | ORG 0141002 TOTAL | | 37,183.70 | | | |
| 0142002 | PUBLIC WORKS ADMIN - EXPENSES | | | | | |
| 0001-420-4-0000-000-00-0000-02-540875- | PROTECTIVE CLOTHING | | | | | |
| 32683 TEAKO ENTERPRISES | 20132906 | 2013/12 | 1,975.00 | 1,975.00 | HI-VIS SWEAT SHIRTS AND | Closed |
| | ACCOUNT TOTAL | | 1,975.00 | | | |
| | ORG 0142002 TOTAL | | 1,975.00 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|---|
| 0142502 | | DPW BLDG MAINT - EXPENSES | | | | | |
| 0001-425-4-0000-000-00-0000-02-520200- | | FACILITY REPAIRS/MAINTENANCE | | | | | |
| 1175 | DOOR SYSTEMS INC | 20132442 | 2013/11 | 1,560.00 | 1,560.00 | END OF YEAR EXPENSES | Printed |
| 2389 | H PERRON & SON | 20132446 | 2013/11 | 500.00 | 500.00 | END OF YEAR EXPENSES | Printed |
| 5935 | POLAND SPRING WATER | 20132498 | 2013/11 | 300.00 | 300.00 | END OF YEAR EXPENSES | Closed |
| 27433 | LIKARR INC | 20132450 | 2013/11 | 4,000.00 | 4,000.00 | END OF YEAR EXPENSES | Printed |
| 36712 | F W WEBB CO | 20132452 | 2013/11 | 500.00 | 500.00 | END OF YEAR EXPENSES | Printed |
| 39671 | FILTER SALES & SERV INC | 20132454 | 2013/11 | 300.00 | 300.00 | END OF YEAR EXPENSES | Printed |
| 49620 | KEYES NORTH ATLANTIC | 20132463 | 2013/11 | 2,000.00 | 2,000.00 | END OF YEAR EXPENSES | Printed |
| 58582 | MILHENCH SUPPLY COMPANY | 20132467 | 2013/11 | 3,000.00 | 3,000.00 | END OF YEAR EXPENSES | Printed |
| 58813 | ELECTRICAL WHOLESALERS, INC | 20132469 | 2013/11 | 1,500.00 | 1,500.00 | END OF YEAR EXPENSES | Printed |
| 58813 | ELECTRICAL WHOLESALERS, INC | 20132374 | 2013/11 | 175.56 | 175.56 | ELECTRICAL SUPPLIES | Printed |
| | | | | 1,675.56 | | | |
| 60778 | OSCAR OTERO | 20132473 | 2013/11 | 50.00 | 50.00 | END OF YEAR EXPENSES | Printed |
| 61785 | DAVID RINES | 20132890 | 2013/12 | 34.75 | 34.75 | TRAVEL | Closed |
| 63354 | HI-WAY SAFETY SYSTEMS INC | 20132677 | 2013/12 | 2,328.00 | 2,328.00 | PARKING LOT LINES | Printed |
| 63355 | YOUR ELECTRICAL SOLUTION INC | 20132019 | 2013/01 | 684.00 | 684.00 | COLE RECREATION - ELECT | Printed |
| 63505 | ELECTRONIC ENVIRONMENTS CORP | 20132794 | 2013/12 | 2,356.19 | 2,356.19 | POLICE/TOWN - SERVICE & | Printed |
| 65748 | HOME DEPOT | 20132476 | 2013/11 | 1,159.51 | 1,159.51 | END OF YEAR EXPENSES | Printed |
| 65748 | HOME DEPOT | 20132892 | 2013/12 | 29.31 | 29.31 | TOWN - MATERIALS | Closed |
| | | | | 1,188.82 | | | |
| 66585 | ADI | 20132481 | 2013/11 | 1,000.00 | 1,000.00 | END OF YEAR EXPENSES | Printed |
| | | ACCOUNT TOTAL | | 21,477.32 | | | |
| 0001-425-4-0000-000-00-0000-02-530100- | | REPAIRS/MAINTENANCE ELEVATOR | | | | | |
| 2295 | ASSOCIATED ELEVATOR CO | 20131742 | 2013/01 | 2,738.00 | 2,738.00 | ELEVATOR REPAIR - PART | Printed |
| 2295 | ASSOCIATED ELEVATOR CO | 20132160 | 2013/01 | 613.00 | 613.00 | TOWN HALL - ELEVATOR RE | Printed |
| 2295 | ASSOCIATED ELEVATOR CO | 20131743 | 2013/01 | 825.00 | 825.00 | MORSE LIBRARY - ELEVATO | Printed |
| 2295 | ASSOCIATED ELEVATOR CO | 20132445 | 2013/11 | 3,000.00 | 3,000.00 | END OF YEAR EXPENSES | Printed |
| | | | | 7,176.00 | | | |
| | | ACCOUNT TOTAL | | 7,176.00 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 0001-425-4-0000-000-00-0000-02-540865- SUPPLIES CUSTODIAL | | | | | | |
| 58582 MILHENCH SUPPLY COMPANY | 20132009 | 2013/01 | 442.17 | 442.17 | DPW & FIRE STATION - CU | Printed |
| 58582 MILHENCH SUPPLY COMPANY | 20132391 | 2013/11 | 5,200.44 | 5,200.44 | TOWN - CUSTODIAL SUPPLI | Printed |
| | | | 5,642.61 | | | |
| 59999 BUCKEYE INTERNL INC | 20132471 | 2013/11 | 1,500.00 | 1,500.00 | END OF YEAR EXPENSES | Printed |
| | ACCOUNT TOTAL | | 7,142.61 | | | |
| | ORG 0142502 TOTAL | | 35,795.93 | | | |
| 0142602 | DPW EQUIPMENT MAINT - EXPENSES | | | | | |
| 0001-426-4-0000-000-00-0000-02-540084- VEHICLE SUPPLIES PARTS | | | | | | |
| 7783 GREENWOOD EMERGENCY VEHICLES | 20130040 | 2013/01 | 261.85 | 261.85 | FIRE APPARATUS REPAIR P | Printed |
| 28399 495 TRUCK CENTER | 20131862 | 2013/01 | 25.48 | 25.48 | SPRING CLAMPS | Printed |
| 65216 AUTO ZONE | 20132074 | 2013/01 | 36.00 | 36.00 | WHEEL SEALS | Printed |
| | ACCOUNT TOTAL | | 323.33 | | | |
| | ORG 0142602 TOTAL | | 323.33 | | | |
| 0142701 | DPW LAND/FAC NAT RES - SALARIE | | | | | |
| 0001-427-4-0000-000-00-0000-01-512300- SALARIES PART TIME OPERATIONAL | | | | | | |
| 18095 TOWN OF NATICK | 20132875 | 2013/12 | 2,760.00 | 2,760.00 | POLICE DETAIL | Printed |
| 18095 TOWN OF NATICK | 20132876 | 2013/12 | 4,000.00 | 4,000.00 | POLICE DETAIL TREE REM | Printed |
| | | | 6,760.00 | | | |
| | ACCOUNT TOTAL | | 6,760.00 | | | |
| | ORG 0142701 TOTAL | | 6,760.00 | | | |
| 0142702 | DPW LAND/FAC NAT RES - EXPENSE | | | | | |
| 0001-427-4-0000-000-00-0000-02-520318- TREE SERVICE CONTRACT | | | | | | |
| 63698 SPORTS TURF SPECIALTIES INC | 20132854 | 2013/12 | 4,800.00 | 4,800.00 | ACRES OF SEED INJECTION | Printed |
| 66157 NORTH-EASTERN TREE SERVICE I | 20132859 | 2013/12 | 3,060.00 | 3,060.00 | DAY RATE PER CONTRACT | Printed |
| 66775 BARTLETT TREE EXPERTS | 20132520 | 2013/11 | 2,350.00 | 2,350.00 | STYRAX INSTALL 1 YR | Closed |
| | ACCOUNT TOTAL | | 10,210.00 | | | |
| 0001-427-4-0000-000-00-0000-02-520319- MOWING SERVICE CONTRACT | | | | | | |
| 55209 TOM IRWIN | 20132589 | 2013/12 | 2,436.50 | 2,436.50 | GROWTH REGULATION MOWIN | Printed |
| | ACCOUNT TOTAL | | 2,436.50 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 0001-427-4-0000-000-00-0000-02-540400- | FIELD MAINTENANCE MATERIALS | | | | | |
| 55209 TOM IRWIN | 20132121 | 2013/01 | 580.00 | 580.00 | 19-0-6 FERT | Printed |
| 62338 GREENHAVEN TURF CARE | 20132541 | 2013/12 | 1,437.50 | 1,437.50 | ACRES SPREAD | Closed |
| 63698 SPORTS TURF SPECIALTIES INC | 20132515 | 2013/11 | 2,625.00 | 2,625.00 | ACRES TOPDRESSING | Closed |
| | ACCOUNT TOTAL | | 4,642.50 | | | |
| 0001-427-4-0000-000-00-0000-02-540445- | PLAYGROUND MATERIALS | | | | | |
| 60784 SHADY TREE LANDSCAPING | 20132512 | 2013/11 | 4,512.00 | 4,512.00 | DAY RATE FIBAR LABOR | Printed |
| 67008 PARK STREET PLAYGROUNDS LLC | 20132547 | 2013/12 | 4,724.50 | 4,724.50 | LOADS FIBAR | Closed |
| | ACCOUNT TOTAL | | 9,236.50 | | | |
| 0001-427-4-0000-000-00-0000-02-540510- | PLANTING SUPPLIES | | | | | |
| 21421 WINDY-LO NURSERY | 20130490 | 2013/01 | 95.44 | 95.44 | PLANTING MATERIALS | Printed |
| 45659 TILLY & SALVYS FARMS | 20130505 | 2013/01 | 723.00 | 723.00 | PLANTING MATERIALS | Printed |
| 66775 BARTLETT TREE EXPERTS | 20132521 | 2013/11 | 965.00 | 965.00 | RED MAPLE INSTALL 1 YR | Closed |
| 66775 BARTLETT TREE EXPERTS | 20132523 | 2013/11 | 945.00 | 945.00 | EASTERN RED BUD INSTALL | Closed |
| 66775 BARTLETT TREE EXPERTS | 20132522 | 2013/11 | 1,680.00 | 1,680.00 | JAP MAPLE INSTALL 1 YR | Closed |
| | | | 3,590.00 | | | |
| | ACCOUNT TOTAL | | 4,408.44 | | | |
| | ORG 0142702 TOTAL | | 30,933.94 | | | |
| 0142901 | DPW OTHER - SALARIES | | | | | |
| 0001-429-4-0000-000-00-0000-01-512300- | SALARIES PART TIME OPERATIONAL | | | | | |
| 18095 TOWN OF NATICK | 20122871 | 2012/12 | 640.00 | 640.00 | POLICE DETAILS | Carry Fwrd |
| 18095 TOWN OF NATICK | 20132877 | 2013/12 | 1,372.30 | 1,372.30 | POLICE DETAIL | Printed |
| | | | 2,012.30 | | | |
| | ACCOUNT TOTAL | | 2,012.30 | | | |
| | ORG 0142901 TOTAL | | 2,012.30 | | | |
| 0142902 | DPW OTHER - EXPENSES | | | | | |
| 0001-429-4-0000-000-00-0000-02-520308- | ENVIRON MONITORING ENGINEER | | | | | |
| 63809 WERNER ENVIRONMENTAL LLC | 20132891 | 2013/12 | 2,500.00 | 2,500.00 | LANDFILL | Closed |
| | ACCOUNT TOTAL | | 2,500.00 | | | |
| 0001-429-4-0000-000-00-0000-02-520341- | BRUSH GRINDING | | | | | |
| 10048 ENCUMBERED FUNDS DPW RECYCLI | 4401183 | 2010/12 | 1,950.00 | 1,950.00 | BRUSH GRINDER PARTS | Carry Fwrd |
| | ACCOUNT TOTAL | | 1,950.00 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 0001-429-4-0000-000-00-0000-02-522400- | PURCHASE OF SAND/GRAVEL | | | | | |
| 27346 BERLIN STONE COMPANY | 44111225 | 2011/12 | 5,000.00 | 5,000.00 | DENSE MATERIAL | Carry Fwrd |
| | ACCOUNT TOTAL | | 5,000.00 | | | |
| 0001-429-4-0000-000-00-0000-02-528810- | PURCH SERV-CRACKED CEILING | | | | | |
| 31997 SEALCOATING INC | 20132825 | 2013/12 | 30,000.00 | 30,000.00 | SEALCOATING | Printed |
| | ACCOUNT TOTAL | | 30,000.00 | | | |
| 0001-429-4-0000-000-00-0000-02-530235- | CONDENSATE DISPSL FLARING STA | | | | | |
| 31997 SEALCOATING INC | 20122838 | 2012/12 | 29,000.00 | 29,000.00 | CRACK SEALING - TOWN CO | Carry Fwrd |
| | ACCOUNT TOTAL | | 29,000.00 | | | |
| 0001-429-4-0000-000-00-0000-02-540851- | COMPOST/RECYCLING BINS | | | | | |
| 32021 A J EQUIPMENT REPAIR INC | 20132922 | 2013/12 | 15,600.00 | 15,600.00 | RECYCLING BINS TOWN HAL | Printed |
| | ACCOUNT TOTAL | | 15,600.00 | | | |
| 0001-429-4-0000-000-00-0000-02-578800- | TIPPING FEE SOLID WASTE | | | | | |
| 42597 WELLESLEY TRUCKING SERV INC | 20132880 | 2013/12 | 1,413.03 | 1,413.03 | HS TIPPING | Printed |
| 50389 STRATEGIC MATERIALS | 20132885 | 2013/12 | 250.00 | 250.00 | LIGHT BULB RECYCLING | Printed |
| 54506 EAST COAST ELECTRONICS RECYC | 20132888 | 2013/12 | 1,300.00 | 1,300.00 | ELECTRONIC RECYCLING 01 | Printed |
| 55145 WASTE MANAGEMENT OF MASS INC | 20132926 | 2013/12 | 7,823.44 | 7,823.44 | JUNE TIPPING | Printed |
| | ACCOUNT TOTAL | | 10,786.47 | | | |
| 0001-429-4-0000-000-00-0000-02-578900- | RECYCLING CURBSIDE | | | | | |
| 55145 WASTE MANAGEMENT OF MASS INC | 20132927 | 2013/12 | 71,390.51 | 71,390.51 | RECYCLING YR END | Printed |
| | ACCOUNT TOTAL | | 71,390.51 | | | |
| 0001-429-4-0000-000-00-0000-02-581031- | STREET & SIDEWALK MAINTENANCE | | | | | |
| 54953 BROX INDUSTRIES INC | 20132846 | 2013/12 | 18,834.08 | 18,834.08 | ASPHALT FOR ROADWAYS - | Printed |
| | ACCOUNT TOTAL | | 18,834.08 | | | |
| | ORG 0142902 TOTAL | | 185,061.06 | | | |
| 0145002 | FACLITIES MGMT EXPENSES | | | | | |
| 0001-450-4-0000-000-00-0000-50-520315- | CONTRACTURAL CLEANERS | | | | | |
| 60226 MP BUILDING SERVICES | 20132492 | 2013/11 | 6,500.00 | 6,500.00 | END OF YEAR EXPENSES | Printed |
| | ACCOUNT TOTAL | | 6,500.00 | | | |
| | ORG 0145002 TOTAL | | 6,500.00 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 0151202 | B.O.H. - EXPENSES | | | | | |
| 0001-512-5-0000-000-00-0000-02-520205- | FOOD CONSULTANTS | | | | | |
| 65993 BETH GROSSMAN | 20132858 | 2013/12 | 745.00 | 745.00 | encumbure money for foo | Closed |
| | ACCOUNT TOTAL | | 745.00 | | | |
| 0001-512-5-0000-000-00-0000-02-520900- | TRAVEL | | | | | |
| 62985 JANE ANDERSON | 20132957 | 2013/12 | 136.40 | 136.40 | June mileage for j. And | Closed |
| | ACCOUNT TOTAL | | 136.40 | | | |
| 0001-512-5-0000-000-00-0000-02-521700- | DUES & MEMBERSHIPS | | | | | |
| 30225 NACCHO | 20132363 | 2013/11 | 175.00 | 175.00 | annual membership | Closed |
| | ACCOUNT TOTAL | | 175.00 | | | |
| 0001-512-5-0000-000-00-0000-02-540100- | OFFICE SUPPLIES | | | | | |
| 44465 MASS CORRECTIONAL INDUSTRIES | 20132691 | 2013/12 | 350.00 | 350.00 | 2 office chairs | Closed |
| | ACCOUNT TOTAL | | 350.00 | | | |
| 0001-512-5-0000-000-00-0000-02-540615- | SUPPLIES CLINIC | | | | | |
| 4592 MOORE MEDICAL CORPORATION | 20132659 | 2013/12 | 568.01 | 568.01 | general clinic supplies | Closed |
| 4592 MOORE MEDICAL CORPORATION | 20132615 | 2013/12 | 488.52 | 488.52 | additional sharps conta | Closed |
| | | | 1,056.53 | | | |
| | ACCOUNT TOTAL | | 1,056.53 | | | |
| 0001-512-5-0000-000-00-0000-02-540625- | SUPPLIES ENVIRONMENTAL PROGRAM | | | | | |
| 66235 WMHS NEW HAMPSHIRE COLLECTIO | 20132701 | 2013/12 | 64.09 | 64.09 | June-two sharps pick up | Closed |
| | ACCOUNT TOTAL | | 64.09 | | | |
| 0001-512-5-0000-000-00-0000-02-540640- | SUPPLIES LABORATORY | | | | | |
| 46467 G & L LABORATORIES | 20132636 | 2013/12 | 210.00 | 210.00 | weekly water testing fo | Closed |
| | ACCOUNT TOTAL | | 210.00 | | | |
| | ORG 0151202 TOTAL | | 2,737.02 | | | |
| 0154102 | C.O.A. - EXPENSES | | | | | |
| 0001-541-5-0000-000-00-5700-02-571900- | TRANSPORTATION PROGRAM | | | | | |
| 1775 JFK TRANSPORTATION | 20131536 | 2013/01 | 15.00 | 15.00 | JFK Transportation | Closed |
| 36489 NATICK CAB CO | 20131548 | 2013/01 | 903.00 | 903.00 | Natick Cab | Closed |
| | ACCOUNT TOTAL | | 918.00 | | | |
| | ORG 0154102 TOTAL | | 918.00 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 0154302 | VETERAN SERVICES - EXPENSES | | | | | |
| 0001-543-5-0000-000-00-5700-02-571100- | VETERAN HOSP/MEDICAL/DENTAL | | | | | |
| 65897 VIRGINIA ELLIS | 20132387 | 2013/11 | 29.20 | 29.20 | medicare silver script | Closed |
| | ACCOUNT TOTAL | | 29.20 | | | |
| | ORG 0154302 TOTAL | | 29.20 | | | |
| 0163002 | RECREATION & PARKS - EXPENSES | | | | | |
| 0001-630-6-0000-000-00-5700-02-520200- | FACILITY REPAIRS/MAINTENANCE | | | | | |
| 35100 BANK OF AMERICA | 20132594 | 2013/12 | 98.70 | 98.70 | Faciliy Repair - Beach | Closed |
| | ACCOUNT TOTAL | | 98.70 | | | |
| 0001-630-6-0000-000-00-5700-02-540100- | OFFICE SUPPLIES | | | | | |
| 60308 BUSINESS CARD SERVICES | 20132852 | 2013/12 | 38.44 | 38.44 | Office Supplies | Closed |
| | ACCOUNT TOTAL | | 38.44 | | | |
| | ORG 0163002 TOTAL | | 137.14 | | | |
| 0191001 | OTHER EMPLOYEE BENEFITS | | | | | |
| 0001-910-9-0000-000-00-0000-01-517001- | WORKERS COMPENSATION INS | | | | | |
| 2155 TOWN OF NATICK | 20132940 | 2013/12 | 6,000.00 | 6,000.00 | GURNEY AND FLEMING | Printed |
| | ACCOUNT TOTAL | | 6,000.00 | | | |
| 0001-910-9-0000-000-00-0000-01-517002- | UNEMPLOYMENT INSURANCE | | | | | |
| 2235 MASS DIV EMPLOYMENT & TRAINI | 20132954 | 2013/12 | 1,480.00 | 1,480.00 | june unemployment | Closed |
| | ACCOUNT TOTAL | | 1,480.00 | | | |
| 0001-910-9-0000-000-00-0000-01-517009- | D.O.T. TESTING | | | | | |
| 66631 DOCTORS EXPRESS-NATICK | 20132861 | 2013/12 | 760.00 | 760.00 | DOT DRUG TESTS | Printed |
| | ACCOUNT TOTAL | | 760.00 | | | |
| | ORG 0191001 TOTAL | | 8,240.00 | | | |
| 70121000 | SUPERINTENDENT | | | | | |
| 0001-300-3-1210-100-00-0000-01-520900- | TRAVEL | | | | | |
| 49502 TODD BECKWITH | 71301462 | 2013/11 | 87.11 | 87.11 | YEAR END MILEAGE | Printed |
| 49823 JEANNE ANDERSEN | 71301611 | 2013/11 | 171.20 | 171.20 | MILEAGE | Closed |
| 55584 LAURA PESTANA | 71301624 | 2013/11 | 20.00 | 20.00 | YEAR END MILEAGE | Printed |
| 58660 LAKISHA J WILSON | 71301478 | 2013/11 | 100.00 | 100.00 | YEAR END MILEAGE | Printed |
| 60018 CAROLINE EMANUEL | 71301479 | 2013/11 | 50.00 | 50.00 | YEAR END MILEAGE | Printed |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 61948 PAUL TAGLIAPIETRA | 71301632 | 2013/11 | 34.97 | 34.97 | MILEAGE | Printed |
| 65769 JESSICA BAER | 71301482 | 2013/11 | 50.00 | 50.00 | YEAR END MILEAGE | Printed |
| | ACCOUNT TOTAL | | 513.28 | | | |
| 0001-300-3-1210-100-00-0000-01-542100- | OFFICE SUPPLIES | | | | | |
| 35158 W B MASON | 71300058 | 2013/01 | 69.16 | 69.16 | SUPPLIES | Printed |
| | ACCOUNT TOTAL | | 69.16 | | | |
| | ORG 70121000TOTAL | | 582.44 | | | |
| 70141000 | BUSINESS & FINANCE | | | | | |
| 0001-300-3-1410-100-00-0000-01-542100- | OFFICE SUPPLIES | | | | | |
| 35158 W B MASON | 71301329 | 2013/01 | 176.00 | 176.00 | OFFICE SUPPLIES | Printed |
| 58157 EXPERT LASER SERVICES INC | 71301731 | 2013/12 | 115.00 | 115.00 | YEAR END EXPENSES | Closed |
| | ACCOUNT TOTAL | | 291.00 | | | |
| | ORG 70141000TOTAL | | 291.00 | | | |
| 70142000 | HUMAN RESOURCES | | | | | |
| 0001-300-3-1420-100-00-0000-01-542100- | OFFICE SUPPLIES | | | | | |
| 31011 MARIANNE E DAVIS | 71301718 | 2013/12 | 300.00 | 300.00 | YEAR END EXPENSES | Printed |
| 35158 W B MASON | 71300059 | 2013/01 | 25.64 | 25.64 | SUPPLIES | Closed |
| | ACCOUNT TOTAL | | 325.64 | | | |
| | ORG 70142000TOTAL | | 325.64 | | | |
| 70200100 | INSTRUC SERV-ENCUM INSTRUC | | | | | |
| 0001-310-3-2000-100-00-0000-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 1031 ENCUMBERED FUNDS SCHOOL | 71301735 | 2013/12 | 5,000.00 | 5,000.00 | YEAR END EXPENSES | Printed |
| | ACCOUNT TOTAL | | 5,000.00 | | | |
| | ORG 70200100TOTAL | | 5,000.00 | | | |
| 70211297 | SYS CURR DIRECTORS-SPEC EDUC | | | | | |
| 0001-320-3-2110-197-00-0000-01-542100- | OFFICE SUPPLIES | | | | | |
| 1992 ROCHE BROS | 71301431 | 2013/11 | 214.70 | 214.70 | LUNCHEON | Printed |
| | ACCOUNT TOTAL | | 214.70 | | | |
| | ORG 70211297TOTAL | | 214.70 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 70230297 | SYS TEACHER SPED | | | | | |
| 0001-320-3-2305-197-00-0000-01-528800- | PURCHASED SERVICES MISC | | | | | |
| 22957 PSYCHIATRIC EDUCATION | 71301547 | 2013/11 | 250.00 | 250.00 | HOSPITAL TUTORING SERVI | Printed |
| 42478 BRADLEY HOSPITAL | 71301596 | 2013/11 | 630.00 | 630.00 | HOSPITAL TUTORING SERVI | Closed |
| 50245 EDUCATION INC | 71301613 | 2013/11 | 750.00 | 750.00 | HOSPITAL TUTORING SERVI | Printed |
| | ACCOUNT TOTAL | | 1,630.00 | | | |
| | ORG 70230297TOTAL | | 1,630.00 | | | |
| 70232297 | SYS OT/PT/VISION/SPEECH/ABA | | | | | |
| 0001-320-3-2320-197-00-0000-01-528800- | PURCHASED SERVICES MISC | | | | | |
| 35158 W B MASON | 71301558 | 2013/11 | 257.36 | 257.36 | SUPPLIES | Closed |
| 65753 SARAH SCAMIHORN | 71301636 | 2013/11 | 690.00 | 690.00 | ABA SERVICES | Closed |
| | ACCOUNT TOTAL | | 947.36 | | | |
| | ORG 70232297TOTAL | | 947.36 | | | |
| 70232597 | SEC 504 MEDICAL/THERAPEUTIC | | | | | |
| 0001-350-3-2320-197-00-0001-02-528800- | PURCHASED SERVICES | | | | | |
| 52155 SHRIVER NURSING SERVICES INC | 71301620 | 2013/11 | 4,178.80 | 4,178.80 | NURSING SERVICES | Closed |
| 66234 PEDIATRIC SERV OF AMERICA IN | 71301637 | 2013/11 | 2,917.50 | 2,917.50 | NURSING SERVICES | Printed |
| | ACCOUNT TOTAL | | 7,096.30 | | | |
| | ORG 70232597TOTAL | | 7,096.30 | | | |
| 70237138 | SYS PROF DEVELOPMENT & TEC | | | | | |
| 0001-310-3-2357-138-00-0000-02-521800- | TRAINING & EDUCATION | | | | | |
| 1031 ENCUMBERED FUNDS SCHOOL | 71301530 | 2013/11 | 6,273.44 | 6,273.44 | TUITION REIMBURSEMENTS | Printed |
| 40248 CITIZENS BANK OF MASSACHUSET | 71301737 | 2013/12 | 360.00 | 360.00 | YEAR END EXPENSES | Closed |
| 43482 NATIONAL ASSOC FOR THE EDUCA | 71300853 | 2013/01 | 400.00 | 400.00 | ANNUAL REPORT | Printed |
| 49506 BRIDGEWATER STATE COLLEGE | 71301056 | 2013/01 | 105.00 | 105.00 | ANNUAL READING CONFEREN | Printed |
| | ACCOUNT TOTAL | | 7,138.44 | | | |
| | ORG 70237138TOTAL | | 7,138.44 | | | |
| 70251097 | SYS PPS PROF DEVELOPMENT | | | | | |
| 0001-300-3-2351-197-00-0000-02-521800- | TRAINING & EDUCATION | | | | | |
| 47603 MATSOL | 71301363 | 2013/01 | 580.00 | 580.00 | CONFERENCE REGISTRATION | Printed |
| | ACCOUNT TOTAL | | 580.00 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| | ORG 70251097TOTAL | | 580.00 | | | |
| 70272212 | PPS TESTING & ASSESSMENT | | | | | |
| 0001-320-3-2720-112-00-0000-02-530600- | PROFESSIONAL SVS - EVALUATIONS | | | | | |
| 17284 MAY INSTITUTE INC | 71301545 | 2013/11 | 1,010.00 | 1,010.00 | BCBA SCHOOL CONSULTATIO | Printed |
| 47879 EASTER SEALS | 71301610 | 2013/11 | 2,385.00 | 2,385.00 | CONSULT | Printed |
| | ACCOUNT TOTAL | | 3,395.00 | | | |
| 0001-320-3-2720-112-00-0000-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 40248 CITIZENS BANK OF MASSACHUSET | 71301737 | 2013/12 | 301.45 | 301.45 | YEAR END EXPENSES | Closed |
| | ACCOUNT TOTAL | | 301.45 | | | |
| | ORG 70272212TOTAL | | 3,696.45 | | | |
| 70320000 | SYS HEALTH SERVICES - NURSES | | | | | |
| 0001-300-3-3200-100-00-0000-01-550100- | HEALTH | | | | | |
| 34057 SCHOOL HEALTH CORP | 71301194 | 2013/01 | 1,137.48 | 1,137.48 | HEALTH SUPPLIES | Printed |
| 34057 SCHOOL HEALTH CORP | 71300568 | 2013/01 | 817.38 | 817.38 | HEALTH SUPPLIES | Printed |
| | | | 1,954.86 | | | |
| 35158 W B MASON | 71301660 | 2013/11 | 250.00 | 250.00 | SUPPLIES | Printed |
| 45626 STERICYCLE | 71301670 | 2013/11 | 78.71 | 78.71 | MEDICAL WASTE PICK UP | Closed |
| 59123 ELIZABETH GEMMELL-STEINBERG | 71301676 | 2013/11 | 8.95 | 8.95 | CLINIC BOOKS AND POSTER | Printed |
| | ACCOUNT TOTAL | | 2,292.52 | | | |
| | ORG 70320000TOTAL | | 2,292.52 | | | |
| 70412000 | SYS BUILDINGS-HEATING | | | | | |
| 0001-300-3-4120-100-00-0000-02-521400- | HEAT (OIL & GAS) | | | | | |
| 1497 NSTAR GAS | 71301714 | 2013/12 | 1,500.00 | 1,500.00 | YEAR END EXPENSES | Printed |
| 64879 DIRECT ENERGY MARKETING INC | 71301733 | 2013/12 | 4,500.00 | 4,500.00 | YEAR END EXPENSES | Printed |
| | ACCOUNT TOTAL | | 6,000.00 | | | |
| | ORG 70412000TOTAL | | 6,000.00 | | | |
| 70413000 | SYS BUILDINGS-UTILITY SERVICES | | | | | |
| 0001-300-3-4130-100-00-0000-02-521100- | ELECTRICITY | | | | | |
| 1155 NSTAR ELECTRIC | 71301713 | 2013/12 | 39,932.16 | 39,932.16 | YEAR END EXPENSES | Closed |
| 54035 TRANSCANADA POWER MARKETING | 71301728 | 2013/12 | 30,567.50 | 30,567.50 | YEAR END EXPENSES | Closed |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 65362 AMERESCO INC | 71301734 | 2013/12 | 13,090.56 | 13,090.56 | YEAR END EXPENSES | Closed |
| | ACCOUNT TOTAL | | 83,590.22 | | | |
| 0001-300-3-4130-100-00-0000-02-521500- | TELEPHONE | | | | | |
| 7253 VERIZON | 71301542 | 2013/11 | 350.00 | 350.00 | YEAR END PHONE EXPENSES | Printed |
| | ACCOUNT TOTAL | | 350.00 | | | |
| | ORG 70413000TOTAL | | 83,940.22 | | | |
| 70422000 | SYS MAINTENANCE -BUILDINGS | | | | | |
| 0001-300-3-4220-100-00-0000-02-520200- | GENERAL MAINTENANCE | | | | | |
| 35158 W B MASON | 71301137 | 2013/01 | 127.97 | 127.97 | SUPPLIES | Printed |
| 35158 W B MASON | 71300593 | 2013/01 | 25.86 | 25.86 | SUPPLIES | Printed |
| | | | 153.83 | | | |
| | ACCOUNT TOTAL | | 153.83 | | | |
| | ORG 70422000TOTAL | | 153.83 | | | |
| 70440908 | SYS NETWORKING | | | | | |
| 0001-390-3-4400-108-00-0000-02-528800- | PURCHASE OF SERVICE | | | | | |
| 54186 RCN | 71300159 | 2013/01 | 1,000.00 | 1,000.00 | RCN DARK FIBER | Printed |
| 64207 CUMULUS GLOBAL | 71300195 | 2013/01 | 3,000.00 | 3,000.00 | GOOGLE APPS - ARCHIVING | Printed |
| | ACCOUNT TOTAL | | 4,000.00 | | | |
| | ORG 70440908TOTAL | | 4,000.00 | | | |
| 70930297 | SYS TUITION - NON PUBLIC-DAY | | | | | |
| 0001-320-3-9300-197-00-0000-02-535500- | TUITION SPECIAL NEEDS | | | | | |
| 8880 JUDGE BAKER CHILDREN'S CENTE | 71300373 | 2013/01 | 5,876.55 | 5,876.55 | OUT OF DISTRICT PROGRAM | Closed |
| 8880 JUDGE BAKER CHILDREN'S CENTE | 71300374 | 2013/01 | 5,876.55 | 5,876.55 | OUT OF DISTRICT PROGRAM | Closed |
| 8880 JUDGE BAKER CHILDREN'S CENTE | 71300371 | 2013/01 | 5,876.55 | 5,876.55 | OUT OF DISTRICT PROGRAM | Closed |
| 8880 JUDGE BAKER CHILDREN'S CENTE | 71300370 | 2013/01 | 5,876.55 | 5,876.55 | OUT OF DISTRICT PROGRAM | Closed |
| 8880 JUDGE BAKER CHILDREN'S CENTE | 71300372 | 2013/01 | 5,876.55 | 5,876.55 | OUT OF DISTRICT PROGRAM | Closed |
| | | | 29,382.75 | | | |
| 15449 PERKINS SCHOOL FOR THE BLIND | 71300382 | 2013/01 | 4,209.15 | 4,209.15 | OUT OF DISTRICT PROGRAM | Closed |
| 28833 THE MARGARET GIFFORD SCHOOL | 71300390 | 2013/01 | 6,570.24 | 6,570.24 | OUT OF DISTRICT PROGRAM | Printed |
| | ACCOUNT TOTAL | | 40,162.14 | | | |
| | ORG 70930297TOTAL | | 40,162.14 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 70931297 | SYS TUITION - RESIDENTIAL | | | | | |
| 0001-320-3-9310-197-00-0000-02-535500- | TUITION SPECIAL NEEDS | | | | | |
| 15449 PERKINS SCHOOL FOR THE BLIND | 71300383 | 2013/01 | 10,525.02 | 10,525.02 | OUT OF DISTRICT PROGRAM | Closed |
| 17284 MAY INSTITUTE INC | 71300385 | 2013/01 | 16,569.09 | 16,569.09 | OUT OF DISTRICT PROGRAM | Printed |
| | ACCOUNT TOTAL | | 27,094.11 | | | |
| | ORG 70931297TOTAL | | 27,094.11 | | | |
| 70940297 | SYS TUITION - COLLABORATIVE | | | | | |
| 0001-320-3-9400-197-00-0000-02-535500- | TUITION SPECIAL NEEDS | | | | | |
| 2130 ACCEPT EDUCATION COLLABORATI | 71300440 | 2013/01 | 7,677.64 | 7,677.64 | OUT OF DISTRICT PROGRAM | Printed |
| 2130 ACCEPT EDUCATION COLLABORATI | 71300436 | 2013/01 | 7,662.42 | 7,662.42 | OUT OF DISTRICT PROGRAM | Printed |
| | | | 15,340.06 | | | |
| | ACCOUNT TOTAL | | 15,340.06 | | | |
| | ORG 70940297TOTAL | | 15,340.06 | | | |
| 71221000 | BH PRINCIPAL | | | | | |
| 0001-300-3-2210-100-01-0001-01-521700- | DUES & MEMBERSHIPS | | | | | |
| 42557 LITERACY FOR ALL | 71300851 | 2013/01 | 275.00 | 275.00 | CONFERENCE REGISTRATION | Printed |
| | ACCOUNT TOTAL | | 275.00 | | | |
| | ORG 71221000TOTAL | | 275.00 | | | |
| 71241101 | BH TEXT/SOFTWARE CLASSROOM | | | | | |
| 0001-310-3-2410-101-01-0001-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 9053 SCHOLASTIC INC | 71301645 | 2013/11 | 242.97 | 242.97 | MATERIALS | Printed |
| 36423 NEWBRIDGE EDUCATIONAL PUBLIS | 71301663 | 2013/11 | 1,373.76 | 1,373.76 | KINDERGARTEN COLLECTION | Printed |
| 65336 CAPSTONE | 71301680 | 2013/11 | 630.86 | 630.86 | CLASSROOM COLLECTION | Printed |
| | ACCOUNT TOTAL | | 2,247.59 | | | |
| | ORG 71241101TOTAL | | 2,247.59 | | | |
| 71243101 | BH GENERAL SUPPLIES-CLASSROOM | | | | | |
| 0001-310-3-2430-101-01-0001-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 5935 POLAND SPRING WATER | 71301644 | 2013/11 | 112.75 | 112.75 | MAY/JUNE DELIVERIES | Printed |
| 24954 LAKESHORE LEARNING MATERIALS | 71301492 | 2013/11 | 25.23 | 25.23 | SUPPLIES | Printed |
| 35158 W B MASON | 71300082 | 2013/01 | 22.36 | 22.36 | SUPPLIES | Printed |
| 35158 W B MASON | 71300962 | 2013/01 | 372.55 | 372.55 | SUPPLIES | Printed |
| 35158 W B MASON | 71300071 | 2013/01 | 128.10 | 128.10 | SUPPLIES | Printed |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 35158 W B MASON | 71300094 | 2013/01 | 1.59 | 1.59 | SUPPLIES | Printed |
| 35158 W B MASON | 71300077 | 2013/01 | 4.77 | 4.77 | SUPPLIES | Printed |
| | | | 529.37 | | | |
| 58766 PROSHRED SECURITY | 71300986 | 2013/01 | 300.00 | 300.00 | SHREDDING SERVICES | Printed |
| 61044 THE BOOKSOURCE INC | 71301677 | 2013/11 | 4,329.46 | 4,329.46 | MATERIALS | Printed |
| | ACCOUNT TOTAL | | 5,296.81 | | | |
| | ORG 71243101TOTAL | | 5,296.81 | | | |
| 71243190 | BH GENERAL SUPPLIES - LIBRARY | | | | | |
| 0001-310-3-2430-190-01-0001-02-558000- | LIBRARY SUPPLIES | | | | | |
| 1385 BAKER & TAYLOR CO | 71301316 | 2013/01 | 125.89 | 125.89 | LIBRARY MATERIALS | Printed |
| | ACCOUNT TOTAL | | 125.89 | | | |
| | ORG 71243190TOTAL | | 125.89 | | | |
| 71248128 | BH INSTRUC MATERIALS - PHYS ED | | | | | |
| 0001-310-3-2415-128-01-0001-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 37723 SPORTIME | 71301666 | 2013/11 | 331.94 | 331.94 | SUPPLIES | Printed |
| | ACCOUNT TOTAL | | 331.94 | | | |
| | ORG 71248128TOTAL | | 331.94 | | | |
| 71248160 | BH INSTRUC MATERIALS-PHOTOCOPY | | | | | |
| 0001-310-3-2415-160-01-0001-02-534300- | PHOTOCOPYING | | | | | |
| 58157 EXPERT LASER SERVICES INC | 71301675 | 2013/11 | 275.00 | 275.00 | YEAR END SERVICES | Printed |
| 58157 EXPERT LASER SERVICES INC | 71301730 | 2013/12 | 350.00 | 350.00 | YEAR END EXPENSES | Printed |
| | | | 625.00 | | | |
| | ACCOUNT TOTAL | | 625.00 | | | |
| | ORG 71248160TOTAL | | 625.00 | | | |
| 72237138 | BR PROFESSIONAL DEVELOPMENT | | | | | |
| 0001-310-3-2357-138-02-0001-02-521800- | TRAINING & EDUCATION | | | | | |
| 40248 CITIZENS BANK OF MASSACHUSET | 71301737 | 2013/12 | 1,549.00 | 1,549.00 | YEAR END EXPENSES | Closed |
| | ACCOUNT TOTAL | | 1,549.00 | | | |
| | ORG 72237138TOTAL | | 1,549.00 | | | |
| 72243101 | BR GENERAL SUPPLIES-CLASSROOM | | | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 0001-310-3-2430-101-02-0001-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 35158 W B MASON | 71301562 | 2013/11 | 977.07 | 977.07 | SUPPLIES | Printed |
| 35158 W B MASON | 71301570 | 2013/11 | 371.29 | 371.29 | SUPPLIES | Printed |
| 35158 W B MASON | 71300483 | 2013/01 | 244.26 | 244.26 | SUPPLIES | Printed |
| | | | 1,592.62 | | | |
| 47267 CASCADE SCHOOL SUPPLIES | 71301606 | 2013/11 | 9.41 | 9.41 | SUPPLIES | Printed |
| 64496 SKANDACOR DIRECT INC | 71301634 | 2013/11 | 800.00 | 800.00 | SUPPLIES | Printed |
| | ACCOUNT TOTAL | | 2,402.03 | | | |
| | ORG 72243101TOTAL | | 2,402.03 | | | |
| 72243102 | BR GENERAL SUPPLIES ART | | | | | |
| 0001-310-3-2430-102-02-0001-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 35158 W B MASON | 71301574 | 2013/11 | 148.69 | 148.69 | SUPPLIES | Printed |
| | ACCOUNT TOTAL | | 148.69 | | | |
| | ORG 72243102TOTAL | | 148.69 | | | |
| 72248160 | BR INSTRUC MATERIALS-PHOTOCOPY | | | | | |
| 0001-310-3-2415-160-02-0001-02-534300- | PHOTOCOPYING | | | | | |
| 58157 EXPERT LASER SERVICES INC | 71301626 | 2013/11 | 378.00 | 378.00 | TONER | Printed |
| | ACCOUNT TOTAL | | 378.00 | | | |
| | ORG 72248160TOTAL | | 378.00 | | | |
| 72248297 | BR INSTRUC MATERIALS-SPED | | | | | |
| 0001-320-3-2415-197-02-0001-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 35158 W B MASON | 71301579 | 2013/11 | 116.12 | 116.12 | SUPPLIES | Printed |
| | ACCOUNT TOTAL | | 116.12 | | | |
| | ORG 72248297TOTAL | | 116.12 | | | |
| 73221697 | PRESCHOOL PRINCIPAL | | | | | |
| 0001-360-3-2210-197-03-0006-01-542100- | OFFICE SUPPLIES | | | | | |
| 35158 W B MASON | 71301524 | 2013/11 | 100.79 | 100.79 | SUPPLIES | Printed |
| | ACCOUNT TOTAL | | 100.79 | | | |
| | ORG 73221697TOTAL | | 100.79 | | | |
| 74237138 | JO PROFESSIONAL DEVELOPMENT | | | | | |
| 0001-310-3-2357-138-04-0001-02-521800- | TRAINING & EDUCATION | | | | | |
| 64697 WAYLAND LITERACY INSTITUTE | 71301635 | 2013/11 | 650.00 | 650.00 | CONFERENCE REGISTRATION | Printed |
| | ACCOUNT TOTAL | | 650.00 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| | ORG 74237138TOTAL | | 650.00 | | | |
| 74241101 | JO TEXT/SOFTWARE CLASSROOM | | | | | |
| 0001-310-3-2410-101-04-0001-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 54003 LEARNING CYCLES LLC | 71300337 | 2013/01 | 384.00 | 384.00 | MATERIALS | Printed |
| | ACCOUNT TOTAL | | 384.00 | | | |
| | ORG 74241101TOTAL | | 384.00 | | | |
| 74243101 | JO GENERAL SUPPLIES-CLASSROOM | | | | | |
| 0001-310-3-2430-101-04-0001-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 35158 W B MASON | 71301583 | 2013/11 | 294.18 | 294.18 | YEAR END EXPENSES | Closed |
| 35158 W B MASON | 71301708 | 2013/12 | 3,012.31 | 3,012.31 | TABLE AND CABINET | Printed |
| | | | 3,306.49 | | | |
| 36765 OFFICE DEPOT | 71300719 | 2013/01 | 51.62 | 51.62 | SUPPLIES | Printed |
| | ACCOUNT TOTAL | | 3,358.11 | | | |
| | ORG 74243101TOTAL | | 3,358.11 | | | |
| 74243102 | JO GENERAL SUPPLIES ART | | | | | |
| 0001-310-3-2430-102-04-0001-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 1880 SAX ARTS & CRAFTS | 71300694 | 2013/01 | 204.82 | 204.82 | SUPPLIES | Printed |
| | ACCOUNT TOTAL | | 204.82 | | | |
| | ORG 74243102TOTAL | | 204.82 | | | |
| 74246908 | JO INSTRUCTIONAL HARDWARE | | | | | |
| 0001-390-3-2453-108-04-0001-02-585300- | EQUIPMENT REPLACEMENT | | | | | |
| 37074 CDW GOVERNMENT INC. | 71301501 | 2013/11 | 130.40 | 130.40 | PRINTER | Printed |
| | ACCOUNT TOTAL | | 130.40 | | | |
| | ORG 74246908TOTAL | | 130.40 | | | |
| 75237138 | LJ PROFESSIONAL DEVELOPMENT | | | | | |
| 0001-310-3-2357-138-05-0001-02-521700- | DUES & MEMBERSHIPS | | | | | |
| 22710 ASCD | 71301650 | 2013/11 | 87.80 | 87.80 | MATERIALS | Printed |
| | ACCOUNT TOTAL | | 87.80 | | | |
| | ORG 75237138TOTAL | | 87.80 | | | |
| 75245908 | LJ CLASSRM INSTRUC TECHNOLOGY | | | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 0001-390-3-2451-108-05-0001-02-585300- | EQUIPMENT REPLACEMENT | | | | | |
| 58157 EXPERT LASER SERVICES INC | 71301514 | 2013/11 | 198.00 | 198.00 | YEAR END EXPENSES | Printed |
| 58157 EXPERT LASER SERVICES INC | 71300348 | 2013/01 | 91.05 | 91.05 | TONER AND SUPPLIES | Printed |
| | | | 289.05 | | | |
| | ACCOUNT TOTAL | | 289.05 | | | |
| | ORG 75245908TOTAL | | 289.05 | | | |
| 75248160 | LJ INSTRUC MATERIALS-PHOTOCOPY | | | | | |
| 0001-310-3-2415-160-05-0001-02-534300- | PHOTOCOPYING | | | | | |
| 37596 RICOH USA INC | 71300636 | 2013/01 | 99.22 | 99.22 | COPIER SUPPLIES | Printed |
| | ACCOUNT TOTAL | | 99.22 | | | |
| | ORG 75248160TOTAL | | 99.22 | | | |
| 76241101 | MM TEXT/SOFTWARE CLASSROOM | | | | | |
| 0001-310-3-2410-101-06-0001-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 54003 LEARNING CYCLES LLC | 71300339 | 2013/01 | 765.60 | 765.60 | STUDENT WORKBOOKS | Printed |
| 66063 EMPOWERING WRITERS, LLC | 71301517 | 2013/11 | 230.00 | 230.00 | WORKSHOP REGISTRATION | Printed |
| 66063 EMPOWERING WRITERS, LLC | 71301529 | 2013/11 | 1,519.15 | 1,519.15 | TEACHER RESOURCES | Printed |
| | | | 1,749.15 | | | |
| | ACCOUNT TOTAL | | 2,514.75 | | | |
| | ORG 76241101TOTAL | | 2,514.75 | | | |
| 77243190 | KN GENERAL SUPPLIES - LIBRARY | | | | | |
| 0001-310-3-2430-190-07-0005-02-558000- | LIBRARY MATERIALS | | | | | |
| 35158 W B MASON | 71300633 | 2013/01 | 56.54 | 56.54 | SUPPLIES | Printed |
| | ACCOUNT TOTAL | | 56.54 | | | |
| | ORG 77243190TOTAL | | 56.54 | | | |
| 77248126 | KN INSTRUC MATERIALS - MUSIC | | | | | |
| 0001-310-3-2415-126-07-0005-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 37567 WOODWIND BRASSWIND OF SO BEN | 71301591 | 2013/11 | 724.98 | 724.98 | MUSIC EQUIPMENT | Closed |
| | ACCOUNT TOTAL | | 724.98 | | | |
| | ORG 77248126TOTAL | | 724.98 | | | |
| 78225908 | WL BUILDING TECHNOLOGY | | | | | |
| 0001-390-3-2250-108-08-0005-02-585300- | EQUIPMENT REPLACEMENT | | | | | |
| 38501 TIGERDIRECT | 71301457 | 2013/11 | 7,548.25 | 7,548.25 | TECH EQUIPMENT | Closed |
| | ACCOUNT TOTAL | | 7,548.25 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| | ORG 78225908TOTAL | | 7,548.25 | | | |
| 78237138 | WL PROFESSIONAL DEVELOPMENT | | | | | |
| 0001-310-3-2357-138-08-0005-02-521800- | TRAINING & EDUCATION | | | | | |
| 46957 NATIONAL BUSINESS INSTITUTE | 71301343 | 2013/01 | 306.95 | 306.95 | AUDIO AND COURSE BOOK | Printed |
| | ACCOUNT TOTAL | | 306.95 | | | |
| | ORG 78237138TOTAL | | 306.95 | | | |
| 78241110 | WL TEXT/SOFTWARE ENGLISH | | | | | |
| 0001-310-3-2410-110-08-0005-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 53974 WELLESLEY BOOKSMITH | 71301467 | 2013/11 | 3,264.18 | 3,264.18 | MATERIALS | Printed |
| | ACCOUNT TOTAL | | 3,264.18 | | | |
| | ORG 78241110TOTAL | | 3,264.18 | | | |
| 78242101 | WL INSTRUC EQUIPMENT-CLASSROOM | | | | | |
| 0001-310-3-2420-101-08-0005-02-585300- | EQUIPMENT REPLACEMENT | | | | | |
| 58157 EXPERT LASER SERVICES INC | 71301513 | 2013/11 | 610.05 | 610.05 | YEAR END EXPENSES | Printed |
| | ACCOUNT TOTAL | | 610.05 | | | |
| | ORG 78242101TOTAL | | 610.05 | | | |
| 78243101 | WL GENERAL SUPPLIES-CLASSROOM | | | | | |
| 0001-310-3-2430-101-08-0005-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 35158 W B MASON | 71300507 | 2013/01 | 99.60 | 99.60 | COLORED PAPER | Printed |
| 35158 W B MASON | 71300873 | 2013/01 | 232.28 | 232.28 | SUPPLIES | Printed |
| | | | 331.88 | | | |
| | ACCOUNT TOTAL | | 331.88 | | | |
| | ORG 78243101TOTAL | | 331.88 | | | |
| 78243190 | WL GENERAL SUPPLIES - LIBRARY | | | | | |
| 0001-310-3-2430-190-08-0005-02-558000- | LIBRARY MATERIALS | | | | | |
| 1433 EBSCO SUBSCRIPTION SERV | 71300004 | 2013/01 | 149.71 | 149.71 | LIBRARY MATERIALS | Printed |
| 36061 BARNES & NOBLE INC | 71301199 | 2013/01 | 23.64 | 23.64 | LIBARARY MATERIALS | Printed |
| 57078 FOLLETTE LIBRARY RESOURCES | 71300466 | 2013/01 | 81.45 | 81.45 | LIBRARY MATERIALS | Printed |
| | ACCOUNT TOTAL | | 254.80 | | | |
| | ORG 78243190TOTAL | | 254.80 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 78248102 | WL INSTRUC MATERIALS - ART | | | | | |
| 0001-310-3-2415-102-08-0005-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 35915 BLICK ART MATERIALS | 71301498 | 2013/11 | 111.84 | 111.84 | SUPPLIES | Printed |
| | ACCOUNT TOTAL | | 111.84 | | | |
| | ORG 78248102TOTAL | | 111.84 | | | |
| 78248110 | WL INSTRUC MATERIALS-ENGLISH | | | | | |
| 0001-310-3-2415-110-08-0005-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 53974 WELLESLEY BOOKSMITH | 71300859 | 2013/01 | 19.77 | 19.77 | MATERIALS | Printed |
| | ACCOUNT TOTAL | | 19.77 | | | |
| | ORG 78248110TOTAL | | 19.77 | | | |
| 78248118 | WL INSTR MAT-CONSUMER SCIENCE | | | | | |
| 0001-310-3-2415-118-08-0005-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 38501 TIGERDIRECT | 71301417 | 2013/01 | 6,120.16 | 6,120.16 | TECH MATERIALS | Printed |
| | ACCOUNT TOTAL | | 6,120.16 | | | |
| | ORG 78248118TOTAL | | 6,120.16 | | | |
| 78248120 | WL INSTRUC MATERIALS - TECH ED | | | | | |
| 0001-310-3-2415-120-08-0005-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 33509 WOODWORKERS SUPPLY | 71300588 | 2013/01 | 53.23 | 53.23 | SUPPLIES | Printed |
| 35158 W B MASON | 71301240 | 2013/01 | 250.00 | 250.00 | SUPPLIES | Printed |
| 57728 LEGO DACTA PITSCO LLC | 71301476 | 2013/11 | 315.60 | 315.60 | MINDSTORMS ED BASE SET | Printed |
| | ACCOUNT TOTAL | | 618.83 | | | |
| | ORG 78248120TOTAL | | 618.83 | | | |
| 78248134 | WL INSTRUC MATERIALS-SCIENCE | | | | | |
| 0001-310-3-2415-134-08-0005-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 4780 FREY SCIENTIFIC CO | 71300953 | 2013/01 | 209.69 | 209.69 | SCIENCE MATERIALS | Printed |
| 25468 DELTA EDUCATION INC | 71301391 | 2013/01 | 63.95 | 63.95 | SUPPLIES | Printed |
| 35158 W B MASON | 71301033 | 2013/01 | 299.03 | 299.03 | SUPPLIES | Printed |
| 66782 US GEOLOGICAL SURVEY | 71301427 | 2013/01 | 31.00 | 31.00 | SCIENCE MATERIALS | Printed |
| | ACCOUNT TOTAL | | 603.67 | | | |
| | ORG 78248134TOTAL | | 603.67 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 78248297 | WL INSTRUC MATERIALS-SPED | | | | | |
| 0001-320-3-2415-197-08-0005-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 2115 NASCO | 71300753 | 2013/01 | 41.82 | 41.82 | SUPPLIES | Printed |
| 30412 ORIENTAL TRADING CO INC | 71300921 | 2013/01 | 67.50 | 67.50 | SUPPLIES | Printed |
| 35158 W B MASON | 71300549 | 2013/01 | 2.62 | 2.62 | SUPPLIES | Printed |
| 35158 W B MASON | 71301212 | 2013/01 | 25.17 | 25.17 | SUPPLIES | Printed |
| | | | 27.79 | | | |
| 35484 SCHOOL SPECIALTY INC | 71301497 | 2013/11 | 169.14 | 169.14 | AEROMAT BALL CHAIRS | Printed |
| 50468 HOUGHTON MIFFLIN GRT SOURCE | 71301157 | 2013/01 | 99.20 | 99.20 | ASSESSMENT MATERIALS | Printed |
| | ACCOUNT TOTAL | | 405.45 | | | |
| | ORG 78248297TOTAL | | 405.45 | | | |
| 78271194 | WL GUIDANCE | | | | | |
| 0001-310-3-2710-194-08-0005-01-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 35158 W B MASON | 71300592 | 2013/01 | 67.68 | 67.68 | SUPPLIES | Printed |
| 36061 BARNES & NOBLE INC | 71300966 | 2013/01 | 16.92 | 16.92 | MATERIALS | Printed |
| 36765 OFFICE DEPOT | 71301416 | 2013/01 | 24.53 | 24.53 | SUPPLIES | Printed |
| | ACCOUNT TOTAL | | 109.13 | | | |
| | ORG 78271194TOTAL | | 109.13 | | | |
| 79221000 | HS PRINCIPAL | | | | | |
| 0001-300-3-2210-100-09-0012-01-542100- | OFFICE SUPPLIES | | | | | |
| 35158 W B MASON | 71301559 | 2013/11 | 1,000.00 | 1,000.00 | SUPPLIES | Printed |
| 35158 W B MASON | 71301049 | 2013/01 | 1,245.16 | 1,245.16 | SUPPLIES | Printed |
| 35158 W B MASON | 71300061 | 2013/01 | 391.88 | 391.88 | SUPPLIES | Printed |
| | | | 2,637.04 | | | |
| | ACCOUNT TOTAL | | 2,637.04 | | | |
| | ORG 79221000TOTAL | | 2,637.04 | | | |
| 79237138 | HS PROFESSIONAL DEVELOPMENT | | | | | |
| 0001-310-3-2357-138-09-0012-02-521800- | TRAINING & EDUCATION | | | | | |
| 50385 VHS INC | 71301379 | 2013/01 | 175.00 | 175.00 | STAFF DEVELOPMENT ONLIN | Printed |
| | ACCOUNT TOTAL | | 175.00 | | | |
| | ORG 79237138TOTAL | | 175.00 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 79241110 | HS TEXT/SOFTWARE - ENGLISH | | | | | |
| 0001-310-3-2410-110-09-0012-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 3628 FOLLETT EDUCATIONAL SERV | 71301540 | 2013/11 | 306.74 | 306.74 | ENGLISH MATERIALS | Printed |
| 3628 FOLLETT EDUCATIONAL SERV | 71301643 | 2013/11 | 959.70 | 959.70 | MATERIALS | Printed |
| | | | 1,266.44 | | | |
| 35158 W B MASON | 71301659 | 2013/11 | 142.41 | 142.41 | SUPPLIES | Printed |
| | ACCOUNT TOTAL | | 1,408.85 | | | |
| | ORG 79241110TOTAL | | 1,408.85 | | | |
| 79241114 | HS TEXT/SOFTWARE - WORLD LANG | | | | | |
| 0001-310-3-2410-114-09-0012-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 1765 HOUGHTON MIFFLIN COMPANY | 71301703 | 2013/12 | 7,731.13 | 7,731.13 | MATERIALS | Printed |
| 1765 HOUGHTON MIFFLIN COMPANY | 71301702 | 2013/12 | 10,108.00 | 11,044.48 | FOREIGN LANGUAGE MATERI | Printed |
| | | | 17,839.13 | | | |
| 17479 EMC PUBLISHING | 71301705 | 2013/12 | 4,129.62 | 4,129.62 | MATERIALS | Printed |
| | ACCOUNT TOTAL | | 21,968.75 | | | |
| | ORG 79241114TOTAL | | 21,968.75 | | | |
| 79241134 | HS TEXT/SOFTWARE/MEDIA/MATERIA | | | | | |
| 0001-310-3-2410-134-09-0012-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 37105 MCGRAW HILL COMPANIES | 71301455 | 2013/11 | 20,155.50 | 20,155.50 | EBOOKS | Printed |
| 43944 PEARSON EDUCATION | 71301527 | 2013/11 | 5,383.53 | 5,383.53 | SCIENCE MATERIALS | Printed |
| | ACCOUNT TOTAL | | 25,539.03 | | | |
| | ORG 79241134TOTAL | | 25,539.03 | | | |
| 79241136 | HS TEXT/SOFTWARE/MEDIA/MATERIA | | | | | |
| 0001-310-3-2410-136-09-0012-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 3628 FOLLETT EDUCATIONAL SERV | 71301704 | 2013/12 | 1,840.00 | 1,840.00 | SOCIAL STUDIES MATERIAL | Printed |
| 44599 MPS | 71301710 | 2013/12 | 2,808.00 | 2,808.00 | MATERIALS | Printed |
| 44599 MPS | 71301711 | 2013/12 | 4,960.80 | 4,960.80 | MATERIALS | Printed |
| | | | 7,768.80 | | | |
| | ACCOUNT TOTAL | | 9,608.80 | | | |
| | ORG 79241136TOTAL | | 9,608.80 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 79243190 | HS GENERAL SUPPLIES - LIBRARY | | | | | |
| 0001-310-3-2430-190-09-0012-02-558000- | LIBRARY MATERIALS | | | | | |
| 57078 FOLLETTE LIBRARY RESOURCES | 71301307 | 2013/01 | 25.35 | 25.35 | LIBRARY BOOKS | Printed |
| 57078 FOLLETTE LIBRARY RESOURCES | 71301674 | 2013/11 | 181.62 | 181.62 | LIBRARY BOOKS | Printed |
| 57078 FOLLETTE LIBRARY RESOURCES | 71301059 | 2013/01 | 99.59 | 99.59 | BOOK ORDER | Printed |
| 57078 FOLLETTE LIBRARY RESOURCES | 71301087 | 2013/01 | 33.74 | 33.74 | LIBRARY BOOKS | Printed |
| 57078 FOLLETTE LIBRARY RESOURCES | 71301511 | 2013/11 | 282.54 | 282.54 | LIBRARY MATERIALS | Printed |
| | | | 622.84 | | | |
| 66300 OVERDRIVE, INC | 71300939 | 2013/01 | 3,690.42 | 6,000.00 | ANNUAL LIBRARY FEE | Printed |
| 66760 NBC UNIVERSAL LLC | 71301405 | 2013/01 | 1,999.00 | 1,999.00 | NBC LEARN DATABASE | Printed |
| | ACCOUNT TOTAL | | 6,312.26 | | | |
| | ORG 79243190TOTAL | | 6,312.26 | | | |
| 79244164 | HS INSTRUC SERV-GRADUATION | | | | | |
| 0001-310-3-2440-164-09-0012-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 4924 JOSTEN'S INC | 71301541 | 2013/11 | 20.00 | 20.00 | YEAR END EXPENSES | Closed |
| 18095 TOWN OF NATICK | 71301546 | 2013/11 | 336.00 | 336.00 | GRADUATION POLICE DETAI | Closed |
| 35420 TOWN OF NATICK | 71301584 | 2013/11 | 400.00 | 400.00 | GRADUATION FIRE DETAIL | Printed |
| 54773 UNIVERSITY CAP & GOWN CO INC | 71301623 | 2013/11 | 36.70 | 36.70 | NHS GRADUATION | Printed |
| | ACCOUNT TOTAL | | 792.70 | | | |
| | ORG 79244164TOTAL | | 792.70 | | | |
| 79248102 | HS INSTRUC MATERIALS - ART | | | | | |
| 0001-310-3-2415-102-09-0012-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 54407 NATIONAL ART & SCHOOL SUPPLI | 71301509 | 2013/11 | 46.98 | 46.98 | SUPPLIES | Printed |
| | ACCOUNT TOTAL | | 46.98 | | | |
| | ORG 79248102TOTAL | | 46.98 | | | |
| 79248114 | HS INSTRUC MAT-WORLD LANGUAGES | | | | | |
| 0001-310-3-2415-114-09-0012-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 1765 HOUGHTON MIFFLIN COMPANY | 71301702 | 2013/12 | 936.48 | 11,044.48 | FOREIGN LANGUAGE MATERI | Printed |
| | ACCOUNT TOTAL | | 936.48 | | | |
| | ORG 79248114TOTAL | | 936.48 | | | |
| 79248126 | HS INSTRUC MATERIALS - MUSIC | | | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 0001-310-3-2415-126-09-0012-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 7553 J W PEPPER & SON INC | 71301408 | 2013/01 | 20.00 | 20.00 | MUSIC MATERIALS | Printed |
| 7553 J W PEPPER & SON INC | 71301007 | 2013/01 | 51.00 | 51.00 | MUSIC AND STORAGE SYSTE | Printed |
| | | | 71.00 | | | |
| 35158 W B MASON | 71301494 | 2013/11 | 128.52 | 128.52 | SUPPLIES | Printed |
| 35158 W B MASON | 71301493 | 2013/11 | 131.41 | 131.41 | SUPPLIES | Printed |
| | | | 259.93 | | | |
| | ACCOUNT TOTAL | | 330.93 | | | |
| | ORG 79248126TOTAL | | 330.93 | | | |
| 79248134 | HS INSTRUC MATERIALS-SCIENCE | | | | | |
| 0001-310-3-2415-134-09-0012-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 33525 VERNIER SOFTWARE | 71301706 | 2013/12 | 3,250.68 | 3,250.68 | SCIENCE MATERIALS | Printed |
| 35158 W B MASON | 71300450 | 2013/01 | 464.42 | 464.42 | SCIENCE SUPPLIES | Printed |
| 48926 PASCO | 71301528 | 2013/11 | 4,272.00 | 4,272.00 | SCIENCE MATERIALS | Printed |
| | ACCOUNT TOTAL | | 7,987.10 | | | |
| | ORG 79248134TOTAL | | 7,987.10 | | | |
| 79248136 | HS INSTRUC MAT-SOCIAL STUDIES | | | | | |
| 0001-310-3-2415-136-09-0012-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 35158 W B MASON | 71300591 | 2013/01 | 920.00 | 920.00 | SUPPLIES | Printed |
| | ACCOUNT TOTAL | | 920.00 | | | |
| | ORG 79248136TOTAL | | 920.00 | | | |
| 79248160 | HS INSTRUC MATERIALS-PHOTOCOPY | | | | | |
| 0001-310-3-2415-160-09-0012-02-534300- | PHOTOCOPYING | | | | | |
| 58157 EXPERT LASER SERVICES INC | 71301729 | 2013/12 | 1,400.00 | 1,400.00 | YEAR END EXPENSES | Printed |
| | ACCOUNT TOTAL | | 1,400.00 | | | |
| | ORG 79248160TOTAL | | 1,400.00 | | | |
| 79248166 | HS INSTRUC MATERIALS - RESERVE | | | | | |
| 0001-310-3-2415-166-09-0012-02-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 26249 ROSE BERTUCCI | 71301551 | 2013/11 | 200.00 | 200.00 | YEAR END PURCHASES | Printed |
| 58766 PROSHRED SECURITY | 71301628 | 2013/11 | 150.00 | 150.00 | YEAR END SERVICES | Printed |
| 58766 PROSHRED SECURITY | 71300579 | 2013/01 | 250.00 | 250.00 | SHREDDING SERVICES | Printed |
| | | | 400.00 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| | ACCOUNT TOTAL | | 600.00 | | | |
| | ORG 79248166TOTAL | | 600.00 | | | |
| 79248897 | ACHIEVE INSTRUC MATERIALS | | | | | |
| 0001-380-3-2415-197-09-0012-02-551000- | GENERAL | | | | | |
| 21378 PRO ED | 71301394 | 2013/01 | 93.45 | 93.45 | DELUXE BANKING BINDER | Closed |
| 40248 CITIZENS BANK OF MASSACHUSET | 71301737 | 2013/12 | 10.00 | 10.00 | YEAR END EXPENSES | Closed |
| | ACCOUNT TOTAL | | 103.45 | | | |
| | ORG 79248897TOTAL | | 103.45 | | | |
| 79271194 | HS GUIDANCE | | | | | |
| 0001-310-3-2710-194-09-0012-01-551000- | EDUCATIONAL SUPPLIES | | | | | |
| 7199 COLLEGE BOARD | 71301290 | 2013/01 | 435.00 | 435.00 | VALUE BUNDLE | Printed |
| | ACCOUNT TOTAL | | 435.00 | | | |
| | ORG 79271194TOTAL | | 435.00 | | | |
| 79351181 | HS ATHLETIC SERV-ADMINISTRATIO | | | | | |
| 0001-310-3-3510-181-09-0012-01-558800- | SUPPLIES ATHLETIC/OTHER | | | | | |
| 35158 W B MASON | 71301009 | 2013/01 | 17.33 | 17.33 | OFFICE SUPPLIES | Printed |
| | ACCOUNT TOTAL | | 17.33 | | | |
| | ORG 79351181TOTAL | | 17.33 | | | |
| 79352172 | HS STUDENT ACTIVITIES/CLUB | | | | | |
| 0001-310-3-3520-172-09-0012-02-548600- | SUPPLIES | | | | | |
| 1954 MICHAEL J. CONNOLLY & SONS, | 71301533 | 2013/11 | 960.00 | 960.00 | FIELD TRIPS | Closed |
| 2116 NATICK FOOD SERVICES | 71301535 | 2013/11 | 275.00 | 275.00 | YEAR END EXPENSES | Printed |
| | ACCOUNT TOTAL | | 1,235.00 | | | |
| | ORG 79352172TOTAL | | 1,235.00 | | | |

FUND 0001 GENERAL FUND TOTAL: 1,673,039.38

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 00020051 | I.S. SOFTWARE SYSTEM UPGRADE | | | | | |
| 0002-155-1-0051-000-00-0000-00-583900- | SOFTWARE SYSTEM UPGRAND/REPLAC | | | | | |
| 29005 DELL MARKETING L.P. | 31110039 | 2011/12 | 778.90 | 778.90 | software | Carry Fwrd |
| | ACCOUNT TOTAL | | 778.90 | | | |
| | ORG 00020051TOTAL | | 778.90 | | | |
| 00020109 | #13A-10 4/11 TWN MTG TECH UPGD | | | | | |
| 0002-123-1-0109-000-00-2012-00-585000- | #13A-10 4/11 TWN MTG TECH UPGD | | | | | |
| 37074 CDW GOVERNMENT INC. | 20122225 | 2012/09 | 2,500.00 | 2,500.00 | CONF PHONES WEBCAMS & U | Carry Fwrd |
| | ACCOUNT TOTAL | | 2,500.00 | | | |
| | ORG 00020109TOTAL | | 2,500.00 | | | |
| 00020110 | #13A-11 4/11 ELECTRONIC PERMIT | | | | | |
| 0002-155-1-0110-000-00-2012-00-585000- | #13A-11 4/11 ELECTRONIC PERMIT | | | | | |
| 65611 GENERAL CODE | 20131572 | 2013/01 | 13,625.00 | 13,625.00 | BUILDING, ZONING AND PL | Printed |
| 67082 SHI INTERNATIONAL CO | 20131571 | 2013/01 | 59,163.40 | 59,163.40 | BUILDING, ZONING AND PL | Printed |
| | ACCOUNT TOTAL | | 72,788.40 | | | |
| | ORG 00020110TOTAL | | 72,788.40 | | | |
| 00020114 | #15 4/11 REWRITE ZONING BYLAW | | | | | |
| 0002-180-1-0114-000-00-2012-00-587000- | #15 4/11 REWRITE ZONING BYLAW | | | | | |
| 58156 BLATMAN BOBROWSKI & MEAD, LL | 20130124 | 2013/01 | 57,500.00 | 57,500.00 | CONTRACT AWARDED 6/4/20 | Printed |
| | ACCOUNT TOTAL | | 57,500.00 | | | |
| | ORG 00020114TOTAL | | 57,500.00 | | | |
| 00020127 | #10-8 10/11 EOC CONF UPGRADES | | | | | |
| 0002-210-2-0178-000-00-2012-00-587000- | EOC CONFIGURATION UPGRADES | | | | | |
| 43434 ADTECH SYSTEMS, INC | 20132690 | 2013/12 | 974.12 | 974.12 | Crestron Isys Wireless | Printed |
| | ACCOUNT TOTAL | | 974.12 | | | |
| | ORG 00020127TOTAL | | 974.12 | | | |
| 00020140 | REPLCE PA SYSTEM 15A 4/12 | | | | | |
| 0002-220-2-0196-000-00-2013-00-587000- | REPL PA SYSTEM 15A 4/12 | | | | | |
| 2045 R B ALLEN COMPANY INC | 20130612 | 2013/01 | 42,000.00 | 42,000.00 | voc alarm system | Printed |
| | ACCOUNT TOTAL | | 42,000.00 | | | |
| | ORG 00020140TOTAL | | 42,000.00 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 00020152 | PS RADIO EQMT ART 5A 10/12 FTM | | | | | |
| 0002-210-2-0225-000-00-2013-00-585000- | PS RADIO EQP-ART 5A 10/12 FTM | | | | | |
| 5613 MOTOROLA SOLUTIONS | 20131453 | 2013/01 | 450.30 | 450.30 | XTS2500 USB Programming | Printed |
| 66526 ALL-COMM TECHNOLOGIES INC | 20131412 | 2013/01 | 175.00 | 175.00 | VHF Narrowband Radio Fo | Printed |
| | ACCOUNT TOTAL | | 625.30 | | | |
| | ORG 00020152TOTAL | | 625.30 | | | |

FUND 0002 GENERAL FUND ARTICLES TOTAL: 177,166.72

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|---|
| 01115 | | AFTER SCHOOL PROGRAM | | | | | |
| 0111-300-3-0000-000-00-0000-50-578300- | | OPERATING EXPENSE | | | | | |
| 1908 | S & S WORLDWIDE | 71300997 | 2013/01 | 352.43 | 352.43 | ASAP MATERIALS | Printed |
| 34057 | SCHOOL HEALTH CORP | 71301224 | 2013/01 | 39.31 | 39.31 | SUPPLIES | Printed |
| 35158 | W B MASON | 71300632 | 2013/01 | 102.29 | 102.29 | SUPPLIES | Closed |
| 45314 | NEDDS | 71300805 | 2013/01 | 280.00 | 280.00 | ASAP WORKSHOP REGISTRAT | Printed |
| 67012 | PROCARE SOFTWARE | 71301690 | 2013/12 | 10,068.00 | 10,068.00 | PROCARE SERVICES | Printed |
| | | ACCOUNT TOTAL | | 10,842.03 | | | |
| | | ORG 01115 | TOTAL | 10,842.03 | | | |

FUND 0111 AFTER SCHOOL PROGRAM TOTAL: 10,842.03

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|---|
| 01155 | | CIRCUIT BREAKER | | | | | |
| 0115-300-3-0000-000-00-0000-50-578300- | | OPERATING EXPENSE | | | | | |
| 15449 | PERKINS SCHOOL FOR THE BLIND | 71300384 | 2013/01 | 9,194.10 | 9,194.10 | OUT OF DISTRICT PROGRAM | Closed |
| 15449 | PERKINS SCHOOL FOR THE BLIND | 71300381 | 2013/01 | 9,194.10 | 9,194.10 | OUT OF DISTRICT PROGRAM | Closed |
| 15449 | PERKINS SCHOOL FOR THE BLIND | 71300524 | 2013/01 | 9,194.10 | 9,194.10 | OUT OF DISTRICT PROGRAM | Closed |
| | | | | 27,582.30 | | | |
| 20572 | FRANCISCAN CHILDREN'S | 71301717 | 2013/12 | 29,770.20 | 29,770.20 | OUT OF DISTRICT PROGRAM | Closed |
| 49242 | F L CHAMBERLAIN CENTER INC | 71301143 | 2013/01 | 6,939.45 | 6,939.45 | OUT OF DISTRICT PROGRAM | Closed |
| 55703 | STETSON SCHOOL, INC | 71301399 | 2013/01 | 5,457.60 | 5,457.60 | OUT OF DISTRICT PROGRAM | Closed |
| 63677 | MILESTONES, INC | 71300625 | 2013/01 | 3,166.68 | 3,166.68 | OUT OF DISTRICT PROGRAM | Printed |
| 65150 | MAB COMMUNITY SERVICES | 71300420 | 2013/01 | 15,276.90 | 15,276.90 | OUT OF DISTRICT PROGRAM | Closed |
| | | ACCOUNT TOTAL | | 88,193.13 | | | |
| | | ORG 01155 | TOTAL | 88,193.13 | | | |

FUND 0115 CIRCUIT BREAKER TOTAL: 88,193.13

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 01335 | SCHOOL PROGRAMS | | | | | |
| 0133-300-3-0000-000-00-0000-50-578400- | KENNEDY LAPTOP EXPENSES | | | | | |
| 10840 APPLE COMPUTER INC | 71300502 | 2013/01 | 2,247.50 | 2,247.50 | COMPUTER REPAIRS - KENN | Printed |
| 64686 STM BAGS LLC | 71301712 | 2013/12 | 7,214.66 | 14,429.33 | TECH EQUIP | Printed |
| | ACCOUNT TOTAL | | 9,462.16 | | | |
| 0133-300-3-0000-000-00-0000-50-578405- | WILSON LAPTOP EXPENSES | | | | | |
| 10840 APPLE COMPUTER INC | 71300501 | 2013/01 | 620.95 | 620.95 | COMPUTER REPAIRS | Printed |
| 64686 STM BAGS LLC | 71301712 | 2013/12 | 7,214.67 | 14,429.33 | TECH EQUIP | Printed |
| | ACCOUNT TOTAL | | 7,835.62 | | | |
| 0133-300-3-0000-000-00-0000-50-578410- | HIGH SCH LAPTOP EXPENSES | | | | | |
| 10840 APPLE COMPUTER INC | 71300503 | 2013/01 | 4,012.05 | 4,012.05 | COMPUTER REPAIRS - HIGH | Printed |
| 10840 APPLE COMPUTER INC | 71301410 | 2013/01 | 2,618.95 | 2,618.95 | LAP TOP REPAIRS | Printed |
| | | | 6,631.00 | | | |
| | ACCOUNT TOTAL | | 6,631.00 | | | |
| | ORG 01335 TOTAL | | 23,928.78 | | | |

FUND 0133 SCHOOL PROGRAMS TOTAL: 23,928.78

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|---|
| 06085 | | KENNEDY MIDDLE SCHOOL | | | | | |
| 0608-300-3-0000-000-07-0000-50-578301- | | PRINCIPAL DISCRETIONARY | | | | | |
| 2130 | ACCEPT EDUCATION COLLABORATI | 71301433 | 2013/11 | 250.00 | 250.00 | WORKSHOP REGISTRATIONS | Printed |
| 5662 | MSSAA | 71301289 | 2013/01 | 1,170.00 | 1,170.00 | SUMMER INSTITUTE REGIST | Printed |
| 36061 | BARNES & NOBLE INC | 71301685 | 2013/12 | 342.96 | 342.96 | MATERIALS | Closed |
| | | ACCOUNT TOTAL | | 1,762.96 | | | |
| | | ORG 06085 TOTAL | | 1,762.96 | | | |

FUND 0608 KENNEDY MIDDLE SCHOOL TOTAL: 1,762.96

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 06095 | WILSON MIDDLE SCHOOL | | | | | |
| 0609-300-3-0000-000-08-0000-50-578301- | PRINCIPAL DISCRETIONARY | | | | | |
| 35158 W B MASON | 71301684 | 2013/12 | 38.25 | 38.25 | WALNUT DESK SIGNS | Closed |
| 36061 BARNES & NOBLE INC | 71301213 | 2013/01 | 91.50 | 91.50 | MATERIALS | Printed |
| 57290 J & R ELECTRONICS | 71301473 | 2013/01 | 286.89 | 286.89 | SUPPLIES | Printed |
| | ACCOUNT TOTAL | | 416.64 | | | |
| | ORG 06095 TOTAL | | 416.64 | | | |

FUND 0609 WILSON MIDDLE SCHOOL TOTAL: 416.64

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 06235 | NEF TECHNOLOGY EXPENDITURES | | | | | |
| 0623-300-3-0000-000-00-0000-50-578300- | OPERATING EXPENSE | | | | | |
| 57290 J & R ELECTRONICS | 71301471 | 2013/01 | 988.55 | 988.55 | IPAD CASES | Printed |
| | ACCOUNT TOTAL | | 988.55 | | | |
| | ORG 06235 TOTAL | | 988.55 | | | |

FUND 0623 NEF TECHNOLOGY TOTAL: 988.55

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 06275 | NEF AWARDS 2011-2012 | | | | | |
| 0627-300-3-0000-000-00-0000-50-535006- | READING IN THE 21ST CENTURY | | | | | |
| 66300 OVERDRIVE, INC | 71300939 | 2013/01 | 2,309.58 | 6,000.00 | ANNUAL LIBRARY FEE | Printed |
| | ACCOUNT TOTAL | | 2,309.58 | | | |
| 0627-300-3-0000-000-00-0000-50-535017- | PROGRESSIVE ROBOTICS | | | | | |
| 57728 LEGO DACTA PITSCO LLC | 71300901 | 2013/01 | 750.13 | 755.53 | SUPPLIES | Printed |
| | ACCOUNT TOTAL | | 750.13 | | | |
| | ORG 06275 TOTAL | | 3,059.71 | | | |

FUND 0627 NEF AWARDS 2011-2012 TOTAL: 3,059.71

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 06375 | NEF AWARDS 12-13 | | | | | |
| 0637-300-3-0000-000-00-0000-50-535027- | 3D RAPID PROTOTYPING | | | | | |
| 66024 TECHNOLOGY EDUCATION CONCEPT | 71301311 | 2013/01 | 546.00 | 546.00 | PRINTER EQUIPMENT | Printed |
| | ACCOUNT TOTAL | | 546.00 | | | |
| | ORG 06375 TOTAL | | 546.00 | | | |

FUND 0637 NEF AWARDS 12-13 TOTAL: 546.00

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 100413 | METCO FY13 | | | | | |
| 1004-300-3-0000-000-00-2013-00-533000- | TRANSPORTATION | | | | | |
| 11679 METCO DIRECTORS ASSOC | 71301354 | 2013/01 | 160.00 | 160.00 | LEADERSHIP CONFERENCE R | Closed |
| 66665 BEDFORD PUBLIC SCHOOLS | 71301368 | 2013/01 | 100.00 | 100.00 | TENACITY TEAM CHALLENGE | Closed |
| | ACCOUNT TOTAL | | 260.00 | | | |
| | ORG 100413 TOTAL | | 260.00 | | | |

FUND 1004 METCO TOTAL: 260.00

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 150113 | SPED 94-142 FY13 | | | | | |
| 1501-300-3-0000-000-00-2013-00-520900- | TRAVEL | | | | | |
| 4676 THE CHILDREN'S HOSPITAL | 71301691 | 2013/12 | 1,250.00 | 1,250.00 | CONFERENCE REGISTRATION | Closed |
| | ACCOUNT TOTAL | | 1,250.00 | | | |
| 1501-300-3-0000-000-00-2013-00-558000- | SUPPLIES | | | | | |
| 57290 J & R ELECTRONICS | 71301472 | 2013/01 | 49.10 | 49.10 | IPAD CASE | Printed |
| 63042 HUDSON SEATING & MOBILITY | 71301401 | 2013/01 | 5,251.00 | 5,251.00 | KIDWALK & ACCESSORIES | Closed |
| | ACCOUNT TOTAL | | 5,300.10 | | | |
| | ORG 150113 TOTAL | | 6,550.10 | | | |

FUND 1501 SPED 94-142 TOTAL: 6,550.10

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 150513 | FY13 EARLY CHILD SPED | | | | | |
| 1505-300-3-0000-000-00-2013-00-558000- | SUPPLIES | | | | | |
| 50001 NORTHERN SPEECH SERV INC | 71301612 | 2013/11 | 246.17 | 246.17 | MATERIALS | Printed |
| | ACCOUNT TOTAL | | 246.17 | | | |
| | ORG 150513 TOTAL | | 246.17 | | | |

FUND 1505 SPED E.C. 2011 TOTAL: 246.17

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 150713 | TITLE I FY13 | | | | | |
| 1507-300-3-0000-000-00-2013-00-521900- | PROFESSIONAL SERVICES | | | | | |
| 42119 TEACHERS 21 | 71301459 | 2013/11 | 3,700.00 | 3,700.00 | BRANDON SCHOOL PLANNING | Printed |
| | ACCOUNT TOTAL | | 3,700.00 | | | |
| 1507-300-3-0000-000-00-2013-00-551002- | TEXTBOOKS/INSTRUC MATERIAL | | | | | |
| 10840 APPLE COMPUTER INC | 71301715 | 2013/12 | 12,414.00 | 12,414.00 | TECH EQUIPMENT | Closed |
| 19924 HEINEMANN EDUCATIONAL | 71301716 | 2013/12 | 5,362.74 | 5,362.74 | WRITING MATERIALS | Closed |
| 21378 PRO ED | 71301458 | 2013/11 | 131.95 | 131.95 | BRANDON SCHOOL MATERIAL | Printed |
| 24954 LAKESHORE LEARNING MATERIALS | 71301445 | 2013/11 | 508.73 | 508.73 | BRANDON SCHOOL MATERIAL | Printed |
| 36061 BARNES & NOBLE INC | 71301719 | 2013/12 | 200.05 | 200.05 | WRITING MATERIALS | Closed |
| 38219 WILSON LANGUAGE TRAINING | 71301721 | 2013/12 | 1,040.04 | 1,040.04 | WRITING MATERIALS | Closed |
| 38219 WILSON LANGUAGE TRAINING | 71301720 | 2013/12 | 2,101.68 | 2,101.68 | SUPPLIES | Closed |
| | | | 3,141.72 | | | |
| 43944 PEARSON EDUCATION | 71301461 | 2013/11 | 103.65 | 103.65 | BRANDON SCHOOL MATERIAL | Printed |
| 46750 REALLY GOOD STUFF | 71301727 | 2013/12 | 338.75 | 338.75 | MATERIALS | Closed |
| | ACCOUNT TOTAL | | 22,201.59 | | | |
| | ORG 150713 TOTAL | | 25,901.59 | | | |

FUND 1507 TITLE I TOTAL: 25,901.59

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 151013 | RACE TO THE TOP FY13 | | | | | |
| 1510-300-3-0000-000-00-2013-00-551002- | TEXTBOOKS/INSTRUC MATERIAL | | | | | |
| 39604 ETA CUISENAIRE | 71301726 | 2013/12 | 494.65 | 494.65 | SUPPLIES | Closed |
| 39604 ETA CUISENAIRE | 71301724 | 2013/12 | 626.58 | 626.58 | SUPPLIES | Printed |
| 39604 ETA CUISENAIRE | 71301725 | 2013/12 | 699.60 | 699.60 | SUPPLIES | Printed |
| 39604 ETA CUISENAIRE | 71301723 | 2013/12 | 485.88 | 485.88 | MATERIALS | Printed |
| 39604 ETA CUISENAIRE | 71301722 | 2013/12 | 254.69 | 254.69 | MATERIALS | Printed |
| | | | 2,561.40 | | | |
| | ACCOUNT TOTAL | | 2,561.40 | | | |
| | ORG 151013 TOTAL | | 2,561.40 | | | |

FUND 1510 RACE TO THE TOP TOTAL: 2,561.40

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 20085 | CHPTR 44 53E BOH IMMUNIZATION | | | | | |
| 2008-512-5-0000-000-00-0000-50-521940- | OTHER PURCH SERVICES | | | | | |
| 39017 GLAXOSMITHKLINE PHARMACEUTIC | 20132145 | 2013/01 | 44.00 | 44.00 | 20 DOSES BOOSTRIX | Printed |
| 66589 MERCK SHARP & DOHME CORP | 20132151 | 2013/01 | 109.72 | 109.72 | 30 DOSES ZOSTAVAX | Printed |
| | ACCOUNT TOTAL | | 153.72 | | | |
| | ORG 20085 TOTAL | | 153.72 | | | |

FUND 2008 CHPTR 44 53E BOH IMMUNIZATION TOTAL: 153.72

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|---|
| 22015 | | RECREATION PROGRAMS | | | | | |
| 2201-630-6-0000-000-00-0000-50-540100- | | SUPPLIES OTHER | | | | | |
| 1908 | S & S WORLDWIDE | 20132805 | 2013/12 | 319.54 | 319.54 | Supplies for Parties | Closed |
| 1908 | S & S WORLDWIDE | 20130548 | 2013/01 | 1,727.03 | 1,727.03 | woodtrail supplies | Printed |
| | | | | 2,046.57 | | | |
| 3632 | LINDENMEYR MUNROE | 20132683 | 2013/12 | 20.42 | 20.42 | Paper | Printed |
| 32450 | BYRNE HOME HEALTH CTR | 20132826 | 2013/12 | 89.00 | 89.00 | Office Supplies | Closed |
| 35100 | BANK OF AMERICA | 20132594 | 2013/12 | 4,778.86 | 4,778.86 | Faciliy Repair - Beach | Closed |
| 44045 | DISCOUNT SCHOOL SUPPLY | 20132841 | 2013/12 | 1,914.75 | 1,914.75 | Playgroup Supplies | Closed |
| | | ACCOUNT TOTAL | | 8,849.60 | | | |
| | | ORG 22015 | TOTAL | 8,849.60 | | | |

FUND 2201 RECREATION PROGRAMS TOTAL: 8,849.60

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 22085 | INS CLAIM <$20K | | | | | |
| 2208-134-1-0000-000-00-0000-50-528200- | PURCHASED SERVICES MISC | | | | | |
| 24529 PIERCE COLLISION INC | 20132558 | 2013/12 | 1,460.24 | 1,460.24 | ACCIDENT REPAIRS PER ES | Printed |
| | ACCOUNT TOTAL | | 1,460.24 | | | |
| | ORG 22085 TOTAL | | 1,460.24 | | | |

FUND 2208 INS CLAIM <$20K TOTAL: 1,460.24

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 23075 | COUNCIL ON AGING | | | | | |
| 2307-541-5-0000-000-00-0000-50-528800- | PURCHASED SERVICES MISC | | | | | |
| 60802 CHARLENE HARPER | 20131568 | 2013/01 | 296.80 | 296.80 | Muscle building | Closed |
| 65576 MANUEL CORREIA | 20131560 | 2013/01 | 300.00 | 300.00 | Line dancing | Closed |
| | ACCOUNT TOTAL | | 596.80 | | | |
| | ORG 23075 TOTAL | | 596.80 | | | |

FUND 2307 COUNCIL ON AGING TOTAL: 596.80

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 23095 | BAA MARATHON | | | | | |
| 2309-630-6-0000-000-00-0000-50-528800- | PURCHASED SERVICES MISC | | | | | |
| 35100 BANK OF AMERICA | 20132594 | 2013/12 | 108.04 | 108.04 | Faciliy Repair - Beach | Closed |
| | ACCOUNT TOTAL | | 108.04 | | | |
| | ORG 23095 TOTAL | | 108.04 | | | |
| FUND 2309 BAA MARATHON | TOTAL: | | 108.04 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 30625 | SAFE GRANT FY12 | | | | | |
| 3062-220-2-0000-000-00-0000-50-528800- | PURCHASED SERVICES MISC | | | | | |
| 65332 CAMPAIGN'S THAT WIN.COM | 20131447 | 2013/01 | 2,119.62 | 2,119.62 | safe grant purchase per | Printed |
| | ACCOUNT TOTAL | | 2,119.62 | | | |
| | ORG 30625 TOTAL | | 2,119.62 | | | |
| FUND 3062 SAFE GRANT FY12 | | TOTAL: | 2,119.62 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 30715 | MEMA EMPG FFY 2011 | | | | | |
| 3071-210-2-0000-000-00-0000-50-528800- | PURCHASED SERVICES MISC | | | | | |
| 43434 ADTECH SYSTEMS, INC | 20132690 | 2013/12 | 871.88 | 871.88 | Crestron Isys Wireless | Printed |
| | ACCOUNT TOTAL | | 871.88 | | | |
| | ORG 30715 TOTAL | | 871.88 | | | |

FUND 3071 MEMA EMPG FFY2011 TOTAL: 871.88

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 30745 | HHS SHINGLES VACCINATION PROG | | | | | |
| 3074-512-5-0000-000-00-0000-50-570000- | OPERATING EXPENSE | | | | | |
| 43488 NEW ENGLAND OFFICE SUPPLY | 20132562 | 2013/12 | 9.62 | 9.62 | supplies for singles pr | Printed |
| | ACCOUNT TOTAL | | 9.62 | | | |
| | ORG 30745 TOTAL | | 9.62 | | | |

FUND 3074 HHS SHINGLES VACCINATION PROG TOTAL: 9.62

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 500102 | #10-4A 11/10 RECONFIGURE DISPA | | | | | |
| 5001-210-2-0000-000-00-1002-00-591500- | #10-4A 11/10 RECONFIGURE DISPA | | | | | |
| 5613 MOTOROLA SOLUTIONS | 20122731 | 2012/12 | 214,026.00 | 214,026.00 | EQUIP INSTALLATION LESS | Closed |
| | ACCOUNT TOTAL | | 214,026.00 | | | |
| | ORG 500102 TOTAL | | 214,026.00 | | | |

FUND 5001 CAP IMP #10 - 1,2,3,4,5,6,7&10 TOTAL: 214,026.00

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|---|
| 50315 | | HIGH SCHOOL CONSTR ART 6/7 JAN | | | | | |
| 5031-300-3-0000-000-00-0000-50-585991- | | FURNISHINGS/FIXTURES/EQUIPMENT | | | | | |
| 1533 | FISHER SCIENTIFIC | 71201170 | 2012/10 | 43,609.07 | 43,609.07 | SCIENCE EQUIPMENT | Carry Fwrd |
| 4780 | FREY SCIENTIFIC CO | 71300543 | 2013/01 | 767.88 | 767.88 | SCIENCE MATERIALS | Closed |
| 10840 | APPLE COMPUTER INC | 7111935 | 2011/09 | 4,461.05 | 4,461.05 | HIGH SCHOOL LAPTOPS | Carry Fwrd |
| 10840 | APPLE COMPUTER INC | 71300904 | 2013/01 | 5,999.40 | 5,999.40 | VOLUME LICENSES | Printed |
| | | | | 10,460.45 | | | |
| 28548 | LEONARDS MUSIC | 71201173 | 2012/10 | 73,365.00 | 73,365.00 | MUSIC INSTRUMENTS & EQU | Closed |
| 28586 | EBI ELECTRONICS INC | 71201268 | 2012/11 | 538.00 | 538.00 | DESKS, WORKSURFACES, & | Closed |
| 34879 | PC MALL GOV INC | 7112252 | 2011/11 | 4,410.00 | 4,410.00 | HEADSETS AND ADAPTERS | Carry Fwrd |
| 35158 | W B MASON | 71201273 | 2012/11 | 11,577.00 | 11,577.00 | FURNISHINGS & EQUIPMENT | Carry Fwrd |
| 35158 | W B MASON | 71201161 | 2012/10 | 37,154.34 | 37,154.34 | HIGH SCHOOL FURNISHINGS | Carry Fwrd |
| 35158 | W B MASON | 71300963 | 2013/01 | 460.50 | 460.50 | PORTABLE TOTES | Printed |
| 35158 | W B MASON | 71300964 | 2013/01 | 68.34 | 68.34 | SUPPLIES | Printed |
| | | | | 49,260.18 | | | |
| 35484 | SCHOOL SPECIALTY INC | 71201174 | 2012/10 | 200.00 | 200.00 | FURNISHINGS | Carry Fwrd |
| 37074 | CDW GOVERNMENT INC. | 71201327 | 2012/11 | 40.00 | 40.00 | AVL ACROBAT PRO | Carry Fwrd |
| 39686 | FLINN SCIENTIFIC INC | 71300974 | 2013/01 | 97.47 | 97.47 | SCIENCE MATERIALS | Printed |
| 42106 | CREATIVE OFFICE PAVILLION | 71201175 | 2012/10 | 3,512.00 | 3,512.00 | FURNISHINGS | Carry Fwrd |
| 42404 | ROBERT H LORD COMPANY | 71201176 | 2012/10 | 7,083.26 | 7,083.26 | FURNISHINGS AND EQUIPME | Closed |
| 45077 | MEGAMEDICAL SUPPLY CO INC | 71201177 | 2012/10 | 35,563.00 | 35,563.00 | FURNISHINGS AND EQUIPME | Carry Fwrd |
| 45077 | MEGAMEDICAL SUPPLY CO INC | 71201404 | 2012/12 | 5,199.90 | 5,199.90 | ADDITIONAL EQUIPMENT FO | Carry Fwrd |
| | | | | 40,762.90 | | | |
| 45371 | OCE' IMAGISTICS INC | 71201405 | 2012/12 | 6,700.00 | 6,700.00 | OCE PROFESSIONAL SERVIC | Carry Fwrd |
| 46754 | SARGENT-WELCH | 71201178 | 2012/10 | 22,791.23 | 22,791.23 | SCIENCE EQUIPMENT | Carry Fwrd |
| 47604 | MIDWEST TECHNOLOGY PROD&SERV | 71201179 | 2012/10 | 255.01 | 255.01 | INDUSTRIAL ARTS EQUIPME | Closed |
| 52288 | MONITOR EQUIPMENT CO INC | 71201166 | 2012/10 | 43,295.43 | 43,295.43 | HIGH SCHOOL FURNISHINGS | Closed |
| 52447 | SHEFFIELD POTTERY INC | 71301466 | 2013/11 | 3,250.00 | 3,250.00 | AUTOMATIC KILN | Printed |
| 54404 | RANDALL WOOD | 71301366 | 2013/01 | 3,895.00 | 3,895.00 | NHS DIRECTIONAL SIGNS | Printed |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|---|
| 58142 | CBE TECHNOLOGIES | 71201278 | 2012/11 | 5,150.24 | 5,150.24 | HP EXPANSION MODULE | Carry Fwrd |
| 58142 | CBE TECHNOLOGIES | 71201253 | 2012/11 | 600.00 | 600.00 | FIBER CABLES | Carry Fwrd |
| | | | | 5,750.24 | | | |
| 58380 | GALAXY INTEGRATED TECHNOLOGI | 71300560 | 2013/01 | 1,051.88 | 1,051.88 | ACCESS CONTROL CARDS | Printed |
| 60003 | AMERICOM INC | 71201000 | 2012/09 | 33,283.00 | 33,283.00 | SHORE TEL PHONES | Carry Fwrd |
| 62128 | POLAR ELECTRO INC | 71300990 | 2013/01 | 2,949.94 | 2,949.94 | FITNESS MATERIALS | Printed |
| 64536 | HILLYARD/ROVIC | 71201181 | 2012/10 | 3,031.48 | 3,031.48 | CUSTODIAL EQUIPMENT | Carry Fwrd |
| 65499 | ZAHOUREK SYSTEMS INC | 71300563 | 2013/01 | 13,376.16 | 13,376.16 | MANIKEN STUDENT 2 MODEL | Closed |
| 66661 | SIMON SMITH | 71301313 | 2013/01 | 700.00 | 700.00 | INSTALL BATTING CAGE | Printed |
| 66789 | UNIGRAPHIC INC | 71301429 | 2013/01 | 2,429.38 | 2,429.38 | SNAP FRAMES | Printed |
| | | ACCOUNT TOTAL | | 376,864.96 | | | |
| | | ORG 50315 | TOTAL | 376,864.96 | | | |

FUND 5031 HIGH SCHOOL CONSTR ART 6/7 JAN TOTAL: 376,864.96

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 50325 | SENIOR CTR ART 1 JAN 10 | | | | | |
| 5032-541-5-0000-000-00-0000-50-585990- | CONSTRUCTION | | | | | |
| 23357 SOUTH SHORE GENERATOR | 20132323 | 2013/11 | 4,395.00 | 4,395.00 | SR CENTER CONSTRUCTION | Closed |
| | ACCOUNT TOTAL | | 4,395.00 | | | |
| 5032-541-5-0000-000-00-0000-50-586000- | PROJECT CONTINGENCY | | | | | |
| 67168 ACENTECH INCORPORATED | 20132870 | 2013/12 | 1,387.40 | 1,387.40 | ACOUSTICAL TESTING SR | Closed |
| | ACCOUNT TOTAL | | 1,387.40 | | | |
| 5032-541-5-0000-000-00-0000-50-586200- | FURNISHINGS/FIXTURES/EQUIPMENT | | | | | |
| 1985 M.E. O'BRIEN & SONS INC | 20132396 | 2013/11 | 6,629.90 | 6,629.90 | 4' BUTLER BENCH MODEL B | Closed |
| 61604 KITTREDGE EQUIP CO | 20132917 | 2013/12 | 3,799.00 | 3,799.00 | Freezer | Closed |
| | ACCOUNT TOTAL | | 10,428.90 | | | |
| | ORG 50325 TOTAL | | 16,211.30 | | | |

FUND 5032 SENIOR CTR ART 1 JAN 10 TOTAL: 16,211.30

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 6000502 | SASSAMON EXPENSES | | | | | |
| 6000-632-6-0000-000-00-5000-02-520200- | BUILDING LEASE/REPAIRS | | | | | |
| 35100 BANK OF AMERICA | 20132594 | 2013/12 | 14.99 | 14.99 | Faciliy Repair - Beach | Closed |
| | ACCOUNT TOTAL | | 14.99 | | | |
| 6000-632-6-0000-000-00-5000-02-522780- | ENVIRONMENTAL MONITORING | | | | | |
| 35654 TOWN OF SHERBORN | 20132560 | 2013/12 | 5,000.00 | 5,000.00 | Water Testing Scope of | Printed |
| | ACCOUNT TOTAL | | 5,000.00 | | | |
| 6000-632-6-0000-000-00-5000-02-540830- | SUPPLIES - CLUB HOUSE | | | | | |
| 35100 BANK OF AMERICA | 20132594 | 2013/12 | 91.61 | 91.61 | Faciliy Repair - Beach | Closed |
| | ACCOUNT TOTAL | | 91.61 | | | |
| 6000-632-6-0000-000-00-5000-02-540835- | MERCHANDISE-PRO SHOP | | | | | |
| 35100 BANK OF AMERICA | 20132594 | 2013/12 | 484.11 | 484.11 | Faciliy Repair - Beach | Closed |
| | ACCOUNT TOTAL | | 484.11 | | | |
| 6000-632-6-0000-000-00-5000-02-575420- | OTHER-MAINT. GOLF COURSE | | | | | |
| 35100 BANK OF AMERICA | 20132594 | 2013/12 | 1,262.49 | 1,262.49 | Faciliy Repair - Beach | Closed |
| | ACCOUNT TOTAL | | 1,262.49 | | | |
| | ORG 6000502 TOTAL | | 6,853.20 | | | |

FUND 6000 SASSAMON TRACE GOLF COURSE TOTAL: 6,853.20

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 6544501 | SEWER SALARIES | | | | | |
| 6500-445-4-0000-000-00-0000-01-512300- | SALARIES PART TIME OPERATIONAL | | | | | |
| 18095 TOWN OF NATICK | 20132878 | 2013/12 | 1,656.00 | 1,656.00 | POLICE DETAILS | Printed |
| | ACCOUNT TOTAL | | 1,656.00 | | | |
| | ORG 6544501 TOTAL | | 1,656.00 | | | |
| 6544502 | SEWER OPERATING EXPENSES | | | | | |
| 6500-445-4-0000-000-00-0000-02-521100- | ELECTRICITY | | | | | |
| 54035 TRANSCANADA POWER MARKETING | 20132925 | 2013/12 | 20,000.00 | 20,000.00 | POWER | Printed |
| | ACCOUNT TOTAL | | 20,000.00 | | | |
| 6500-445-4-0000-000-00-0000-02-581029- | SEWER LINE MAINTENANCE | | | | | |
| 16207 NORFOLK POWER EQUIPMENT | 20132814 | 2013/12 | 4,995.00 | 4,995.00 | MOWING DECK/DOOR | Printed |
| 16207 NORFOLK POWER EQUIPMENT | 20132774 | 2013/12 | 2,319.94 | 2,319.94 | GAS CUT OFF SAW | Printed |
| | | | 7,314.94 | | | |
| 37665 TIMOTHY J KATS | 20131504 | 2013/01 | 3,041.51 | 3,041.51 | SEWER PUMP STATION REPA | Printed |
| 60554 IAN TECHNOLOGY SOLUTIONS | 20132889 | 2013/12 | 1,122.63 | 1,122.63 | SCADA REPAIR AND PROGRA | Printed |
| 66171 AESC | 20132798 | 2013/12 | 4,950.00 | 4,950.00 | AS BUILT PLAN ON UTILIT | Printed |
| 66585 ADI | 20132796 | 2013/12 | 10,000.00 | 10,000.00 | DOOR SECURITY LOCKS STA | Printed |
| | ACCOUNT TOTAL | | 26,429.08 | | | |
| 6500-445-4-0000-000-00-0000-02-585990- | MISC CONSTR REPAIRS & MAINT | | | | | |
| 19628 GRAINGER INC | 20132818 | 2013/12 | 473.68 | 473.68 | SUPPLIES | Closed |
| 43488 NEW ENGLAND OFFICE SUPPLY | 20132781 | 2013/12 | 500.00 | 500.00 | OFFICE SUPPLIES | Printed |
| | ACCOUNT TOTAL | | 973.68 | | | |
| | ORG 6544502 TOTAL | | 47,402.76 | | | |
| 6544602 | WATER OPERATING EXPENSES | | | | | |
| 6500-446-4-0000-000-00-0000-02-520280- | SERVICE CONNECTIONS | | | | | |
| 16343 PUTNAM PIPE CORP | 20122492 | 2012/11 | 438.62 | 438.62 | WATER PIPE AND FITTINGS | Closed |
| 16343 PUTNAM PIPE CORP | 20120940 | 2012/05 | 151.05 | 151.05 | SERVICE BOXES AND FITTI | Carry Fwrd |
| 16343 PUTNAM PIPE CORP | 20122095 | 2012/10 | 367.06 | 367.06 | WATER PIPE FITTINGS | Carry Fwrd |
| | | | 956.73 | | | |
| | ACCOUNT TOTAL | | 956.73 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 6500-446-4-0000-000-00-0000-02-520309- | IMPLEMENT SWDA AMENDMENT | | | | | |
| 66532 WECK LABORATORIES INC | 20131433 | 2013/01 | 3,350.00 | 3,350.00 | UCMR3 TESTING AND UPLOA | Printed |
| | ACCOUNT TOTAL | | 3,350.00 | | | |
| 6500-446-4-0000-000-00-0000-02-520313- | WATER TESTING | | | | | |
| 59502 RI ANALYTICAL LABORATORIES I | 20132953 | 2013/12 | 700.00 | 700.00 | LAB TEST DIQUAT | Printed |
| | ACCOUNT TOTAL | | 700.00 | | | |
| 6500-446-4-0000-000-00-0000-02-520400- | SOFTWARE SERVICING | | | | | |
| 60554 IAN TECHNOLOGY SOLUTIONS | 20120321 | 2012/03 | 5,069.00 | 5,069.00 | PLC CABINET HARDWARE, W | Carry Fwrd |
| | ACCOUNT TOTAL | | 5,069.00 | | | |
| 6500-446-4-0000-000-00-0000-02-521100- | ELECTRICITY | | | | | |
| 54035 TRANSCANADA POWER MARKETING | 20132924 | 2013/12 | 22,500.00 | 22,500.00 | POWER | Printed |
| | ACCOUNT TOTAL | | 22,500.00 | | | |
| 6500-446-4-0000-000-00-0000-02-525200- | GIS SOFTWARE & TRAINING | | | | | |
| 29005 DELL MARKETING L.P. | 20132822 | 2013/12 | 1,627.49 | 1,627.49 | LAPTOP PC | Closed |
| | ACCOUNT TOTAL | | 1,627.49 | | | |
| 6500-446-4-0000-000-00-0000-02-530247- | MISC REPAIRS & MAINT | | | | | |
| 16343 PUTNAM PIPE CORP | 20132816 | 2013/12 | 1,000.00 | 1,000.00 | WATER MAIN SUPPLIES | Closed |
| 25771 BAY STATE WATER WORKS SUPPLY | 20132820 | 2013/12 | 895.08 | 895.08 | WATER SERVICE SUPPLIES | Printed |
| 66577 MASTERMAN'S | 20132860 | 2013/12 | 500.00 | 500.00 | SUPPLIES | Printed |
| | ACCOUNT TOTAL | | 2,395.08 | | | |
| 6500-446-4-0000-000-00-0000-02-540835- | CHEMICAL SUPPLIES | | | | | |
| 33244 JONES CHEMICAL INC | 20132777 | 2013/12 | 7,867.61 | 7,867.61 | SODIUM HYPOCHLORITE | Closed |
| | ACCOUNT TOTAL | | 7,867.61 | | | |
| | ORG 6544602 TOTAL | | 44,465.91 | | | |
| 6544603 | WATER CAPITAL EXPENSES | | | | | |
| 6500-446-4-0000-000-00-0000-03-580001- | REPLACE OBSOLETE METERS | | | | | |
| 1265 TI-SALES INC | 20120913 | 2012/05 | 4,204.18 | 4,204.18 | METER TRANSMITTERS AND | Closed |
| 1265 TI-SALES INC | 20132772 | 2013/12 | 2,923.22 | 2,923.22 | TRANSMITTERS | Closed |
| | | | 7,127.40 | | | |
| | ACCOUNT TOTAL | | 7,127.40 | | | |

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 6500-446-4-0000-000-00-0000-03-585990- | MISC CONSTR REPAIRS & MAINT | | | | | |
| 25771 BAY STATE WATER WORKS SUPPLY | 20122456 | 2012/11 | 703.32 | 703.32 | WATER AND PIPE FITTINGS | Closed |
| 25771 BAY STATE WATER WORKS SUPPLY | 20120953 | 2012/05 | 1,009.76 | 1,009.76 | WATER PIPE FITTINGS | Closed |
| | | | 1,713.08 | | | |
| | ACCOUNT TOTAL | | 1,713.08 | | | |
| 6500-446-4-0000-000-00-0000-03-587100- | WATER LINE MAINTENANCE | | | | | |
| 19628 GRAINGER INC | 20120615 | 2012/04 | 503.22 | 503.22 | PARTS | Closed |
| 44232 NORTHEAST PUMP & INSTRUMENT | 20130118 | 2013/01 | 1,234.56 | 1,234.56 | FLUORIDE PIPING AND PAR | Printed |
| 50509 RENAUD HVAC & CONTROLS, INC | 46111163 | 2011/12 | 8,243.80 | 8,243.80 | SCADA TREATMENT PLANT | Carry Fwrd |
| 50509 RENAUD HVAC & CONTROLS, INC | 46111227 | 2011/12 | 15,000.00 | 15,000.00 | REPLACE A/C AT WTP | Carry Fwrd |
| | | | 23,243.80 | | | |
| 60554 IAN TECHNOLOGY SOLUTIONS | 20132792 | 2013/12 | 8,000.00 | 8,000.00 | PINE OAKS SCADA PANEL | Printed |
| 65035 FERGUSON WATERWORKS | 20130353 | 2013/01 | 2,216.64 | 2,216.64 | FLUORIDE PLUMBING PARTS | Printed |
| | ACCOUNT TOTAL | | 35,198.22 | | | |
| 6500-446-4-0000-000-00-0000-03-587200- | NEW HYDRANT INSTALLATION | | | | | |
| 25771 BAY STATE WATER WORKS SUPPLY | 20130110 | 2013/01 | 738.24 | 738.24 | FIRE HYDRANT PARTS | Closed |
| 25771 BAY STATE WATER WORKS SUPPLY | 20122532 | 2012/12 | 664.82 | 664.82 | FIRE HYDRANT AND PARTS | Closed |
| | | | 1,403.06 | | | |
| | ACCOUNT TOTAL | | 1,403.06 | | | |
| | ORG 6544603 TOTAL | | 45,441.76 | | | |

FUND 6500 SEWER ENTERPRISE FUND TOTAL: 138,966.43

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 65020008 | #9-8 4/10 WATER METER TRANS | | | | | |
| 6502-440-4-0008-000-00-2011-50-585000- | #9-8 4/10 WATER METERS | | | | | |
| 1265 TI-SALES INC | 20121120 | 2012/06 | 8,646.20 | 8,646.20 | WATER METER TRANSMITTER | Carry Fwrd |
| | ACCOUNT TOTAL | | 8,646.20 | | | |
| | ORG 65020008TOTAL | | 8,646.20 | | | |
| 65020074 | UPGRADE/MAINT TO RESERVOIR | | | | | |
| 6502-440-4-0074-000-00-0000-50-583000- | UPGRADE/MAINT TO RESERVOIR | | | | | |
| 58813 ELECTRICAL WHOLESALERS, INC | 20120183 | 2012/02 | 42.70 | 42.70 | ELECTRICAL SUPPLIES (ST | Carry Fwrd |
| 58813 ELECTRICAL WHOLESALERS, INC | 20121418 | 2012/07 | 1,423.62 | 1,423.62 | ELECTRICAL PARTS | Carry Fwrd |
| | | | 1,466.32 | | | |
| | ACCOUNT TOTAL | | 1,466.32 | | | |
| | ORG 65020074TOTAL | | 1,466.32 | | | |

FUND 6502 SEWER/WATER CAPITAL ARTICLES TOTAL: 10,112.52

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

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

FUND 6535 W/S CAPITAL ARTICLES FY10 TOTAL: 962.13

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 89065 | WILSON MIDDLE SCHOOL | | | | | |
| 8906-300-3-0000-000-08-0000-50-500001- | OPER "TN OPER CK" EXPENSE | | | | | |
| 37567 WOODWIND BRASSWIND OF SO BEN | 71300516 | 2013/01 | 1,000.00 | 1,000.00 | STUDIO 49 SERIES | Printed |
| 40699 NATIONAL PEN CO LLC | 71301102 | 2013/01 | 11.95 | 11.95 | SUPPLIES | Printed |
| 40699 NATIONAL PEN CO LLC | 71300732 | 2013/01 | 11.95 | 11.95 | SUPPLIES | Printed |
| | | | 23.90 | | | |
| 55287 TAMS-WITMARK MUSIC LIBRARY I | 71301510 | 2013/11 | 1,047.00 | 1,047.00 | MATERIALS | Closed |
| 62991 MUSIC IN THE PARKS | 71301206 | 2013/01 | 200.00 | 200.00 | DEPOSIT FOR MUSIC IN TH | Printed |
| | ACCOUNT TOTAL | | 2,270.90 | | | |
| | ORG 89065 TOTAL | | 2,270.90 | | | |

FUND 8906 WILSON MIDDLE SCHOOL TOTAL: 2,270.90

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|
| 89075 | HIGH SCHOOL | | | | | |
| 8907-300-3-0000-000-09-0000-50-500001- | OPER "TN OPER CK" EXPENSE | | | | | |
| 29234 SKI WARD INC | 71300869 | 2013/01 | 7,000.00 | 7,000.00 | SKI TEAM PRACTICE | Printed |
| 35158 W B MASON | 71300590 | 2013/01 | 829.85 | 829.85 | SUPPLIES | Printed |
| 57728 LEGO DACTA PITSCO LLC | 71300901 | 2013/01 | 5.40 | 755.53 | SUPPLIES | Printed |
| | ACCOUNT TOTAL | | 7,835.25 | | | |
| | ORG 89075 TOTAL | | 7,835.25 | | | |

FUND 8907 HIGH SCHOOL TOTAL: 7,835.25

YEAR/PERIOD: 2013/13 Amounts Include Unposted AP Invoice Liquidations

| ACCOUNT/VENDOR | PO | YEAR/PER | OPEN LINE AMT | OPEN PO AMT | DESCRIPTION | STATUS |
|---|---|---|---|---|---|---|

REPORT PO TOTALS: 2,803,735.37

** END OF REPORT - Generated by Tomasetti, Cindy **

# *Town of Natick*

## FY 2015 BUDGET
## PREPARATION MANUAL

***"Home of Champions"***

**November 2013**

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# SECTION 1: PROCESS

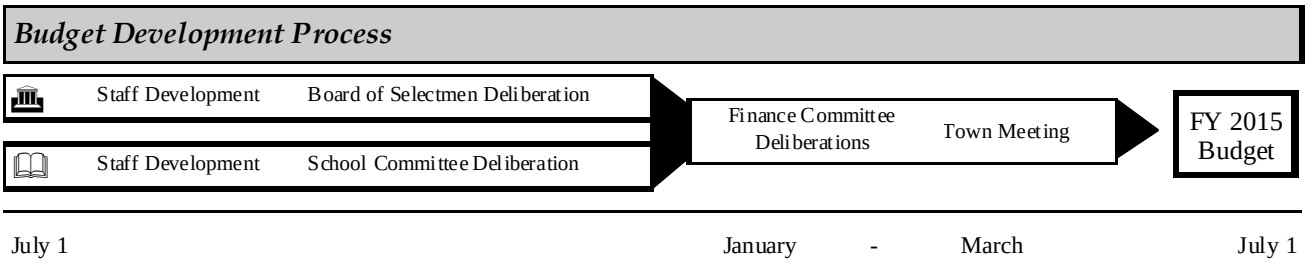
Building a budget is a lot like building a dam – it takes a lot of time, hard work, determination, the right materials and planning. Yet it all comes down to a lot of faith and hope when the water is released for the first time. In this climate of fiscal uncertainty, we all have to take care in preparing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

**External Budget Process:**

The legislative body of the Town of Natick is a representative Town Meeting comprised of 180 elected Town Meeting Members. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects. The Town Administrator is required to submit a Proposed Budget to the Board of Selectmen and Finance Committee on January 1, 2014. An ***Open Process*** is utilized in developing the budget. Internally, input is elicited and encouraged from all staff levels. Externally, citizen participation is encouraged and sought after January 1. This open process allows for greater inclusion in decision-making and in the overall development of the budget.

The process begins in the fall with the internal budget process. In late October or early November, Town staff work together to develop individual Department Budget Requests that support the operations of the Town's programs and services, as well as address the needs and objectives that are identified by the BOS goals for the current Fiscal Year. Department Heads will meet in December with the Town Administrator to review the budget requests and refine disparate proposals into a cohesive whole.

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




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

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

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

**Advise on Internal Departmental Budgeting:**

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

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

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

## SECTION 2: CRITICAL DATES***

| Description of Item | Due Dates |
|---|---|
| **Calendar 2013** | |
| [Staff] - Distribution of Materials to Departments | Mid-November 2012 |
| [Staff] – Department Head Goals Meeting w/ Town Administrator | Mid-November to Mid-December |
| [Staff] – Return of Budget Materials to Deputy Town Administrator | December 6th |
| [TA] - Town Administrator Reviews w/Departments | December 9th – December 20th |
| [SC] – Superintendent's Presentation of Budget | Mid-December |
| [TA] – Final Preparation of Budget Submission | December 24th-December 30th |
| **Calendar 2014** | |
| [BOS] – Presentation of Budget to Board of Selectmen | January 6th, 2013 |
| [FC] – Presentation of Budget to Finance Committee | Week of January 6th |
| [BOS] & [FC] – Budget Hearings | January - March |
| [TA] – Submission of Capital Plan Revisions to BOS & FC | March 1st |
| Distribution of Budgets & Finance Committee Recommendations | Late March |
| Town Election | Late March/Early April |
| Town Meeting | April-May |
| Begin FY 2015 | July 1 |

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

## SECTION 3: FY 2015 BUDGET PREPARATION

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

The FY 2015 Budget Process' chief aim is to provide an organized approach to building the budget. To that end, staff will initially prepare **one budget with a series of add-ons**:

1) A Level-Service budget***: A FY 2015 budget where you provide the same level of service and positions as in FY 2014, accounting for fixed cost increases (i.e. contractual services, compensation, steps, etc.)
2) A Program-Improvement budget: What you need to achieve the job you believe you should be performing.

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

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

---

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

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

Two-way communication is very important for a successful budget process. The Special Assistant to the Finance Director, Debbie Sherman, will serve as the clearinghouse for all submissions and organizing of the budget. She can be reached at **dsherman@natickma.org.** Please do not hesitate to contact Michael Walters Young, Deputy Town Administrator/Finance Director, with any budget questions or guidance on how to fill out materials. He can be reached at **myoung@natickma.org.**

**CRITICAL DATES**

| | |
|---|---|
| **DEADLINE** | Departments submit their workbooks & personnel sheets<br>Week of December 2nd |

**OVERVIEW**: It is through the Budget Request documents that individual departments identify their expenditure needs for the upcoming year. The information that follows in this section will assist you in preparing the FY 2015 operating budget requests for your department.

**MATERIALS:** This year you will receive two Excel workbooks:

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

The following pieces of information should go in each section:

- **i.** Mission & Goals
  - **1.** Your Department's Mission Statement
  - ***2.*** Your Natick 360/Department Head Goals for FY 2014 w/revisions looking ahead to FY 2015. ***Please review these and REPLACE them – the Town Administrator <u>may</u> meet with each of you before you have submitted your budget presentations, so they should be ready when you submit your budget.***
- **ii.** Narrative Summary of the budget
  - ***1.*** This section is similar to the text of last year's budgets…look at the FY 2014 submission for guidance. Basically this is your chance to explain in narrative detail what you have accomplished and what challenges you are facing. ***<u>PLEASE edit this narrative. NOTHING should be the same from the previous year.</u>***
- **iii.** Budget Summary of Town Meeting Appropriations & Program Improvement Requests
  - **1.** This section is automated from the other sections and does not require any input from department heads.

**iv.** Staffing History (five-years)

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

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

**v.** Performance Indicators

1. This is the fourth year for Performance Indicators in the budget. The reason for this section is the same as it has been: The Town of Natick appropriates over $116 Million for its operations in the General Fund alone, but in the recent past we have not been providing measures or indicators of our performance. Although the narrative is crucial to understanding how the department functions and what problems need to be addressed and opportunities need to be seized, we need to provide quantifiable and objective data which measures our performance.

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

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

   Please provided data for **five (5)** fiscal years as you are able – FY 2011, 2012 and 2013, and estimate for FY 2014 and a forecast for FY 2015. We will propagate indicators for all departments, but if you have other indicators which in your professional opinion are better, more useful and that you will use in the future, ***by all means please supplement or change the ones we have created.***

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

**vi.** Organizational Chart

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

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

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

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

**OPERATING BUDGET PARAMETERS:**

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

- **Overall** – Departments are to develop budgets which offer the same level of service as is currently being provided in FY 2014. This means that you will budget compensation and expenses in order that you can provide the same amount of service in FY 2015 as you are providing in FY 2014.
- **Staffing & Salaries** – Please refer to the staffing worksheets distributed from the Finance Department for filling in these categories.
- **Benefits** – The Comptroller's Office, in conjunction with the Town Administrator's Office & Finance Department will calculate benefit figures. Therefore, you will not need to determine or enter the cost of benefits.
- **Expenses** - Expenses should be calculated after first reviewing what level of service you are providing this year and then reviewing your operations to determine any possible efficiencies.

***Please e-mail dsherman@natickma.org with your completed Excel packets. Any questions, please e-mail myoung@natickma.org.***

## CRITICAL DATES

| | |
|---|---|
| **DEADLINE** | Departments complete Program Improvement Budget Submissions<br>Week of December 2nd |

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

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

**INSTRUCTIONS**: To achieve this end, departments will be asked to fill out the FY 2015 Program Improvement Request Form (see below). This form will allow departments to succinctly enter the costs and rationale for their requests. Blank forms can always be obtained electronically by e-mailing the Special Assistant to the Finance Director at ***dsherman@natickma.org.***

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

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

- **Step 3) ENTER DATA IN BOX ❷ (Requested Program Improvement Funding)** – Identify all costs of the request by object code and enter them into the appropriate boxes. If the costs of the request will be one-time only and discontinued after FY2015 enter the cost figures in the *One-Time Cost* column.

**FY2015 PROGRAM IMPROVEMENT REQUEST FORM**

❶

Department Priority: 1 of 1

Department:
Division:

Munis Dept #:
Title:

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

❷

**REQUESTED PROGRAM IMPROVEMENT FUNDING**

| Object Code | Object Description | One-Time Cost (FY15 Only) | Ongoing Annual Cost (FY15 & Future) | TOTAL FY15 Request |
|---|---|---|---|---|
| **Compensation** | | | | $0 |
| | | | | $0 |
| | | | | $0 |
| **Benefits** | (each new FTE has $14,000 in cost) | | | $0 |
| **Expenses** | | | | $0 |
| | | | | $0 |
| | | | | $0 |
| | | | | $0 |
| | | | | $0 |
| | TOTAL | $0 | $0 | $0 |

❸

**PURPOSE / DESCRIPTION OF REQUEST**

❹

**SERVICE IMPLICATION**

- If the costs will be ongoing, requiring funding in FY2015 and years following, enter the cost figures in the *Ongoing Annual Cost* column.
- Some requests may include both one-time and ongoing costs. If so, note the type of cost in the appropriate column.
- No row should have data entered in both the *One-Time Cost* and *Ongoing Annual Cost Columns.*
- The *TOTAL* row and column will automatically calculate the sum of the data entered.

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

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

## SECTION 6: CONCLUSION

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

As has become standard, revenues will likely not meet anticipated expenses requests initially. We strive every year to achieve that necessary balance between serving our citizens, maintaining operations now and in the future and not forcing an increase in taxes. This manual outlines the developmental stages of the budget for FY 2015. It is highly likely that further refinements will necessary as the budget goes forward before Town Meeting. As needs for refinement come forward, we will effectively communicate those needs and work with Departments to provide the smoothest process possible and the best outcome for everyone in Natick.

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

# Section XIII:
# Appendix B: Legal

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# Legal

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

**TOWN OF NATICK CHARTER: ARTICLE 5: FISCAL PROCEDURES**

**Section 5-1 Fiscal Year**

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

**Section 5-2 School Department Budget**

(a) **Submission to Town Administrator** - The superintendent of schools' proposed budget shall be submitted to the town administrator in sufficient time to enable him to consider its effect on the total town budget he is required to submit under this article.
(b) **Public Hearing** - At least seven days before the meeting at which the school committee is to vote on its final budget request, the school committee shall cause to be published in a local newspaper a general summary the proposed budget. This notice shall also indicate the times and places at which copies of the proposed budget are available for public examination, and the date, time and place, not less than seven days following such publication, when a public hearing will be held by the school committee on the proposed budget.

**Section 5-3 Submission of Preliminary Budget**

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

**Section 5-4 Budget Message**

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

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

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

**Section 5-5 The Preliminary Budget**

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

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

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

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

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

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

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

**Section 5-7 Capital Improvement Program**

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

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

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

# TOWN BY-LAWS

## ARTICLE 20: TOWN ADMINISTRATOR

### Section 2 Dates of Submission of Fiscal Documents

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

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

## ARTICLE 23: THE FINANCE COMMITTEE

### Section 4 Report, Recommendations

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

### Section 5 Audits

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

# Appendix C: Glossary & Basis of Budgeting & Accounting

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

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# Glossary & Basis of Budgeting & Accounting

**ABATEMENT -** Abatement is a reduction of a tax liability. The Board of Assessors grants abatements for real estate and personal property taxes in cases where an individual's assessed valuation is determined to be in excess of fair market value.

**ACCRUAL BASIS FOR ACCOUNTING –** A method of accounting that recognizes revenue when earned, rather than when collected, and recognizes expenses when incurred, rather than when paid.

**APPROPRIATIONS -** A legal authorization to expend municipal funds. Massachusetts municipal finance laws require that all general-purpose expenditures be authorized by a majority vote of Town Meeting.

There are two basic types of appropriations - operating appropriations, and special article appropriations. Operating appropriations last for one fiscal year only, and any unobligated balance is closed at the end of the fiscal year. Fire Department Salaries is an example of an operating appropriation. Special Article appropriations are generally voted for a specific project, such as the completion of a capital improvement or the purchase of a piece of capital equipment. Special article appropriations are closed upon completion of the project for which the funds were voted. Appropriations for all **Municipal** departments, boards, and committees are voted in two broad categories - salaries and expenses. Funds voted for salaries may not be expended for expenses and funds voted for expenses may not be expended for salaries, without a transfer approved by Town Meeting. There are no restrictions on **School** appropriations.

**APPROPRIATED BUDGET –** As used in fund summaries and department summaries within the budget document, represents the current year budget as originally adopted by Town Meeting. It does not include prior year encumbrances or re-appropriation.

**ARTICLE -** An article or item on the Town Warrant.

**ASSESSED VALUATION -** The valuation of real estate or other property determined by the Town Assessor for tax levying purposes. The Commonwealth certifies the values and methodology in determining those values every three years.

**ASSETS –** Property, plant and equipment owned by the Town.

**AUDIT –** A comprehensive examination as to the manner in which the government's resources were actually utilized concluding in a written report of its findings. An accounting audit is intended to ascertain whether financial statements fairly present the financial position and results of operations of the Town. The Town is required to conduct an audit annually.

**BOND -** A written promise to pay a specified sum of money, called the face value or principal amount, at a specified dates in the future, called the maturity date(s), together with periodic interest at a specified rate. The difference between notes, usually one year or two years in length and a bond is that the latter runs for a longer period of time. State statute and the Board of Selectmen establish the length of a bond repayment.

**BOND ANTICIPATION NOTE (BAN) –** A temporary note issued for no more than one or two years. This is commonly used to defer the initial pay down of debt or to accommodate reimbursement for borrowed notes from a private source or other governmental entity.

**BUDGET -** The budget is the Town's financial plan for a given fiscal period. The annual budget includes an estimate of proposed expenditures, as well as a forecast of estimated revenues and other financing sources.

The Natick Town Charter specifies that the Town Administrator is responsible for presenting a recommended annual budget to the Finance Committee. The Finance Committee reviews the Town Administrator's Recommended Budget in detail and forwards its recommendations to Town Meeting. Town Meeting adopts the budget by voting a series of appropriations, which may not; in the absence of an over-ride of Proposition 2 1/2 exceed the estimated total amount of revenues and other financing sources for the fiscal period.

**BUDGET MESSAGE (Town Administrator's Transmittal Letter) –** The opening section of the budget that provides the Board of Selectmen, Town Meeting Members, and the general public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the recommendations of the Town Administrator.

**CAPITAL EXPENDITURE -** A major, non-recurring expenditure involving land acquisition, construction or major rehabilitation of a facility, or purchase of equipment costing $10,000 or more with a useful life of five years or more.

**CAPITAL IMPROVEMENT PROGRAM (CIP) -** A financial planning and management tool which: identifies public facility and equipment requirements; places these requirements in order of priority; and schedules them for funding and implementation.

**CHAPTER 90 -** Massachusetts General Laws Chapter 90, Section 34 authorizes the Commonwealth to allocate funds to municipalities through the Transportation Bond Issue for highway construction, preservation and improvement projects that create or extend the life of capital facilities. Routine maintenance operations such as pothole filling and snow and ice removal are not covered. The formula for determining the Chapter 90 level of funding is based on a municipality's miles of public ways, population and level of employment. Municipalities receive Chapter 90 funds on pre-approved projects on a reimbursement basis.

**CHERRY SHEET -** The State allocates a portion of generated revenue to municipalities each year for education and general governmental expenditures. The amount of state aid each community will receive is itemized in a financial statement printed on cherry colored paper (thus the name). The amount of reimbursement is a function of the State budget. Towns usually receive notification in late summer, subsequent to the beginning of the fiscal year.

**CLASSIFICATION -** Massachusetts municipal finance law requires that all real estate and personal property be appraised at "full and fair cash valuation" for purposes of assessing property taxes. Once the Commissioner of the Massachusetts Department of Revenue certifies that properties are appraised at "full and fair cash valuation" (once every three years), the Board of Selectmen may

impose a tax classification plan, whereby a portion of the residential tax burden may be shifted to the commercial/industrial class of taxpayers. The law limits the amount of tax burden which can be shifted to the commercial/industrial class to not more that 150% of the proportionate share of the class. In other words, if the commercial/industrial class of taxpayers is normally responsible for 25% of the total tax burden, their maximum burden under the classification law is 37.5% (25 x 1.50).

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

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

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

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

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

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

**ENTERPRISE FUNDS -** Enterprise Funds are used to account for operations which are financed and operated in a manner similar to business operations and where the costs of providing goods or services are financed in whole or in part by user charges (charges for services). Services accounted for in Enterprise Funds are tangible and can be measured for determining a charge for services. In Massachusetts, the most common types of government enterprises include utility or utility-type services for water treatment and delivery, sewerage collection and treatment, and electricity generation and distribution. Less common but prevalent operations include hospitals, airports, parking, swimming pools, and golf courses.

Individual services must ordinarily be accounted for in separate Enterprise Funds. Segregation is essential for determining the total cost of services and the extent to which user charges cover that cost. Although a community may decide to recover only a portion of its costs from user charges, it is essential from a management point of view that it understands what its total costs are. Such costs include amounts for repayment of long-term debt and related interest and estimates for depreciation.

**EXPENDITURE –** Decrease in net financial resources for the purpose of acquiring and providing goods and services.

**EXPENSES –** Outflows or other using up of assets or incurring of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations. Expenses consist of the following objects of expenditure: Utilities, Supplies and Materials, Contractual Services, and Equipment.

**FINES & FORFEITURES -** Revenue collected from court fines, penalty charges for overdue taxes along with non-criminal fines are included in this category.

**FISCAL YEAR (FY) -** The Town of Natick operates on a July 1st through June 30th fiscal year.

**FREE CASH -** The amount certified annually by the Dept of Revenue that represents the unreserved fund balance less all outstanding tax receivables. This balance is created when actual revenues exceed those estimated and/or expenditures are less than appropriations for any given fiscal year. These funds may be appropriated by Town Meeting as a resource for the next fiscal year's operations or any other purpose authorized by state statute. The Massachusetts Department of Revenue certifies free cash each July 1st. Free Cash represents the savings account of the Town. Certified Free Cash is available for appropriation by Town Meeting for any lawful purpose.

**FUND BALANCE -** The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

**FUNDING SOURCE –** The specifically identified funds allocated to meet budget requirements/expenses.

**GENERAL FUND -** Revenues derived from the tax levy, state aid, local receipts and available funds are considered General Fund revenues. The General Fund is distinguished from Enterprise Funds and Special Revenue Funds.

**GFOA –** Government Finance Officers Association of the United States and Canada. The G.F.O.A.is a professional organization of governmental finance officers.

**GRANT –** A contribution by one government unit or outside agency to another governmental unit. The contribution is usually made for a specific purpose but is sometimes for general purposes.

**INVESTMENT INCOME -** The Town earns interest on cash held in savings accounts and invested in short term securities. The investment goal is to ensure that all funds are invested. The term of these is investments is short-term and risk adverse. The Treasurer is very restricted as to the instruments in which investments can be made. The amount of investment income is a function of the amount of funds invested and the interest rate.

**LEVY LIMIT -** The maximum amount of money, which the Town can raise from the property tax levy, without an override of proposition 2 1/2. Please refer to the explanation of Proposition 2 1/2 for a description of how the levy limit is calculated.

**LIABILITY –** Debt or other legal obligation which must be paid, renewed or refunded at some future date, but does not include encumbrances.

**LOCAL RECEIPTS -** A category of revenue sources including school department charges for services, investment income, fines and forfeitures, building permits and excise taxes. These revenues are not considered part of the Proposition 2 ½ Tax Levy.

**MODIFIED ACCRUAL BASIS FOR ACCOUNTING –** A method of accounting that recognizes revenue when it is actually received and recognizes expenditures when a commitment is made.

**MOTOR VEHICLE EXCISE -** All Massachusetts vehicle owners who have their vehicle(s) registered in the State of Massachusetts pay an annual motor vehicle excise tax to the city or town in which they reside. The Registry of Motor Vehicles creates a listing of all vehicles registered in Natick and the book value assigned to each vehicle. The Town uses this information to bill all owners an annual tax equal to 2 ½ percent or $25 for each $1,000 of the vehicle's value.

**MWRA** – Massachusetts Water Resources Authority

**NEW GROWTH -** In addition to a standard 2 1/2% annual increase in the property tax levy, Proposition 2 1/2 allows the levy to be increased further by the sum of certain qualifying new construction valuation, multiplied by the prior year tax rate. Qualifying new construction valuation is known as "New Growth". In general, in order to qualify as "New Growth" the new construction valuation must be either a newly constructed house or an addition to an existing house, which adds at least 50% to the preconstruction value (residential properties). For commercial/industrial properties, "New Growth" consists of both newly built buildings, and additions, which add at least $100,000 to the prior value of the improved property. It permanently becomes part of the tax levy.

**OBLIGATION -** A commitment to pay a particular sum of money (e.g. as required by contract or a bond).

**OPERATING BUDGET –** The portion of the budget that pertains to daily operations, which provide basic services for the fiscal year. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel and the proposed means of financing them.

**OPERATING EXPENDITURE -** An ongoing or recurring cost of performing a function or providing a service. Operating expenditures include personal services, supplies and materials, utilities, contractual services, minor equipment, and debt service.

**OVERLAY -** The amount raised in the tax levy for funding abatements granted by the Board of Assessors due to overvaluation.

**OVERRIDE -** An action taken by the voters of the town to exceed the limit placed on tax revenue growth by the State tax limitation law known as Proposition 2 ½. The tax levy limit can be exceeded only if a majority of residents voting approve an override. This sum is then added to the base levy for the next fiscal year and this becomes a permanent addition to the tax levy limit.

**PROPOSITION 2 ½ -** A tax limitation measure passed by Massachusetts voters in 1980 which limits the growth of the total property tax levy to 2.5% per year. In other words, the total revenue allowed to be raised through real estate and personal property taxes cannot increase by more than 2.5% from one fiscal year to the next unless the citizens of the town approve a debt exclusion or an operating override. New construction values are in addition to this limit. Two provisions within Proposition 2 ½ allow the citizens of a community by popular vote to authorize the Town to raise taxes above the tax levy limit: an operating override or a debt exclusion.

As a consequence of this proposition, the Property Tax currently accounts for 2/3 of the Town's total revenue budget. Proposition 2 1/2, is a statutory limit on the annual rate of growth in the property tax levy of the Town. In the absence of a majority vote of approval by the Natick electorate (an over-ride), the total amount of revenue which may be generated from the property tax is limited to: 2 1/2 more than the prior year levy limit, plus the sum of all qualifying new construction valuation multiplied by the prior year tax rate.

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

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

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

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

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

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

charged for all associated fringe benefits.

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

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

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

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

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

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

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

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

# Basis of Accounting & Budgeting – Terminology

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

- Basis of Accounting: General fund accounting is done on a modified accrual basis meaning that revenues are recognized when they become measurable or available (cash basis), while expenditures are accounted for in the accounting period incurred (accrual basis).

- Basis of Budgeting: Budgeting for all enterprise funds is done on a GAAP (Generally Accepted Accounting Principles) or full accrual basis. This means that expenditures and revenues are accounted for in the accounting period incurred.

# Appendix D:
# Town Information & Demographics

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

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# Demographics & Information

**History**

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

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

**Demographic & Geographic Information**

Settlement Date: 1651

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

County: Middlesex

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

Total Area**:** 16.06 sq. miles

Land Area**:** 15.09 sq. miles

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

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

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

2010 Population Per Square Mile: 2,055.2

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

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

Principal Employers **(1)**
Other than the Town itself, the following are the principal employers located in the Town:

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

**Government & Elections Information**

School Structure: K-12

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

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

Partisan Affiliation:

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

Town Offices: Town Hall, 13 East Central Street

US Senators: 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 a.m. to 5:00 p.m; Thursday from 8:00 a.m.-8:00 p.m.; Friday from 8:00a.m-12:30 p.m.

Where to Vote (Precinct Numbers):

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

# Natick 360

**Honoring Our Past. Planning Our Future.**

## Final Recommendations to Sponsoring Boards from the Strategic Planning Oversight Committee

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

### Place Strategic Planning Action Items on your Agenda

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

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

### Review Progress Toward Goals Quarterly

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

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

### Collaborate with Other Boards at least Annually

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

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

### Continue to Engage the Public

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

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

### Make it happen

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

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

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

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

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

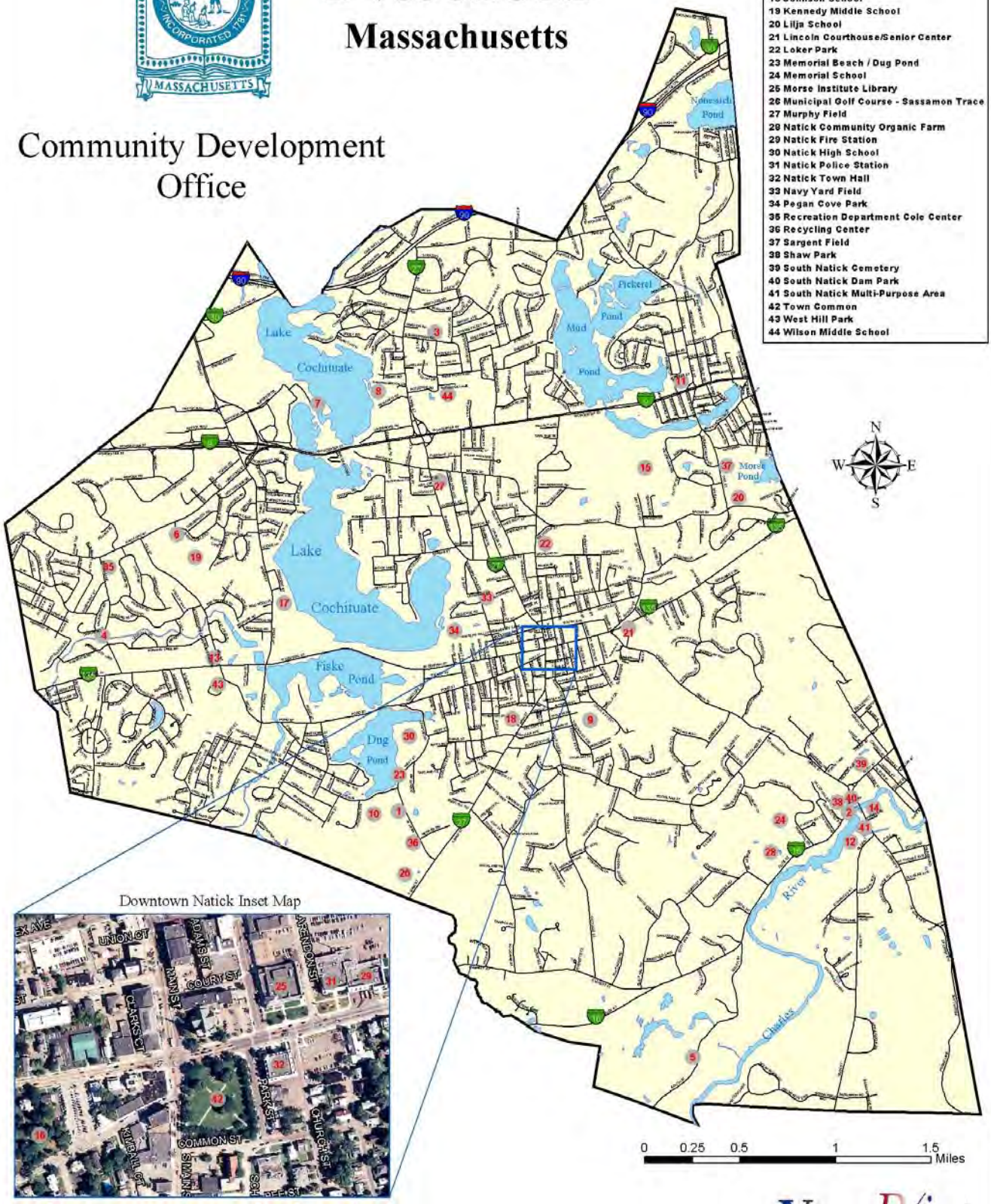
# Areas of Interest

## Town of
# Natick
## Massachusetts

Community Development Office

### Key to Areas of Interest

1 Track around NHS Football Field
2 Bacon Free Library
3 Bennet Hemenway School
4 Boden Lane Cemetery
5 Broadmoor Sanctuary
6 Brown School
7 Camp Arrowhead
8 Camp Mary Bunker
9 Coolidge Field/Woods
10 Department of Public Works
11 East Natick School
12 Grove Park
13 Henry Wilson Memorial
14 Hunnewell Fields
15 Hunnewell Town Forest
16 Indian Burial Ground
17 John J. Lane Park
18 Johnson School
19 Kennedy Middle School
20 Lilja School
21 Lincoln Courthouse/Senior Center
22 Loker Park
23 Memorial Beach / Dug Pond
24 Memorial School
25 Morse Institute Library
26 Municipal Golf Course - Sassamon Trace
27 Murphy Field
28 Natick Community Organic Farm
29 Natick Fire Station
30 Natick High School
31 Natick Police Station
32 Natick Town Hall
33 Navy Yard Field
34 Pegan Cove Park
35 Recreation Department Cole Center
36 Recycling Center
37 Sargent Field
38 Shaw Park
39 South Natick Cemetery
40 South Natick Dam Park
41 South Natick Multi-Purpose Area
42 Town Common
43 West Hill Park
44 Wilson Middle School




VIEWPoint
Intelligent Mapping
300 West Cummings Park
Woburn, MA 01801 • (617) 577-9000
http://viewpoint-gis.com

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# Appendix E:
# Program Improvement Requests

# FY 2015 Program Improvement Request Summary Table

| Department | Request | Compensation | Benefits | Expenses | Total | Funded |
|---|---|---|---|---|---|---|
| **Education and Learning** | | | | | | |
| Morse Library | Sunday Hours | $ 48,000 | $ - | $ - | **$ 48,000** | $ - |
| Morse Library | Book Budget | $ - | $ - | $ 24,553 | **$ 24,553** | $ 24,553 |
| Morse Library | Part-time Children's staff | $ 13,440 | $ - | $ - | **$ 13,440** | $ 13,440 |
| Bacon Free | Additional Staffing Hours | $ 9,715 | $ - | $ - | **$ 9,715** | $ 9,715 |
| Bacon Free | Books and Periodicals | $ - | $ - | $ 3,000 | **$ 3,000** | $ - |
| **Sub-total Education and Learning** | | *$ 71,155* | *$ -* | *$ 27,553* | **$ 98,708** | **$ 47,708** |
| **Public Safety** | | | | | | |
| Police | Motorola Maintenance Agreement | $ - | $ - | $ 2,000 | **$ 2,000** | $ 2,000 |
| Police | Accreditation Consultant | $ - | $ - | $ 12,000 | **$ 12,000** | $ 12,000 |
| Police | Police Officer | $ 66,100 | $ 12,236 | $ - | **$ 78,336** | $ 78,336 |
| Police | Deputy Chief | $ 137,407 | $ 12,236 | $ - | **$ 149,643** | $ - |
| Police | Public Safety Dispatcher | $ 47,765 | $ 12,236 | $ - | **$ 60,001** | $ 60,001 |
| **Sub-total Public Safety** | | *$ 251,272* | *$ 36,708* | *$ -* | **$ 287,980** | **$ 138,337** |
| **Public Works** | | | | | | |
| Highway | Add 2 positions | $ 74,353 | $ 24,472 | $ 700 | **$ 99,525** | $ 99,525 |
| L, F & NR | Add 2 positions | $ 80,574 | $ 24,472 | $ 700 | **$ 105,746** | $ 52,873 |
| **Sub-Total Public Works** | | *$ 154,927* | *$ 48,944* | *$ 1,400* | **$ 205,271** | **$ 152,398** |
| **Health & Human Services** | | | | | | |
| Comm. Services | The Common Guide | $ - | $ - | $ 30,600 | **$ 30,600** | $ 30,600 |
| **Sub-Total Health & Human Services** | | *$ -* | *$ -* | *$ 30,600* | **$ 30,600** | **$ 30,600** |
| **Administrative Support Services** | | | | | | |
| Selectmen | Management Intern | $ 43,000 | $ 12,236 | $ - | **$ 55,236** | $ - |
| Selectmen | Selectmen's Office - Add Position | $ 55,000 | $ 12,236 | $ - | **$ 67,236** | $ 67,236 |
| Finance | Collector/Treasurer Office - Add Position | $ 30,287 | $ 12,236 | $ - | **$ 42,523** | $ 42,523 |
| Inform. Tech. | Public Safety IT Contractor | $ - | $ - | $ 15,000 | **$ 15,000** | $ 15,000 |
| Town Clerk | Election Signage | $ - | $ - | $ 2,500 | **$ 2,500** | $ 2,500 |
| **Sub-Total Administrative Support Services** | | *$ 128,287* | *$ 36,708* | *$ -* | **$ 164,995** | **$ 127,259** |
| **Insurance** | | | | | | |
| Liability | Employee Practices Liability (EPL) | $ - | $ - | $ 81,000 | **$ 81,000** | $ - |
| **Sub-Total Facilities Management** | | *$ -* | *$ -* | *$ 81,000* | **$ 81,000** | **$ -** |
| | | **Compensation** | **Benefits** | **Expenses** | **Total** | |
| **Total G/F Requests** | | $ 605,641 | $ 122,360 | $ 140,553 | **$ 868,554** | **$ 496,302** |
| | | *+/- 10.75 FTE* | *10* | | | |
| **Public Works** | | | | | | |
| Water & Sewer | Add 1 position | $ 59,000 | $ 12,236 | $ - | **$ 71,236** | $ 71,236 |
| **Sub-Total Public Works** | | *$ 59,000* | *$ 12,236* | *$ -* | **$ 71,236** | **$ 71,236** |
| **Total All Funds** | | $ 664,641 | $ 134,596 | $ 140,553 | **$ 939,790** | **$ 567,538** |

# FY2015 PROGRAM IMPROVEMENT REQUEST FORM

Department Priority: 1 of 3

Department: Morse Institute Library
Division: Education

Munis Dept #: 610
Title: Part-time non-benefitted Children's staff

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

## REQUESTED PROGRAM IMPROVEMENT FUNDING

| | Object Code | Object Description | One-Time Cost (FY15 Only) | Ongoing Annual Cost (FY15 & Future) | TOTAL FY15 Request |
|---|---|---|---|---|---|
| **Compensation** | | | | $13,440 | $13,440 |
| | | | | | $0 |
| | | | | | $0 |
| **Benefits** | (each new FTE has $12,236 in cost) | | | | $0 |
| **Expenses** | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | **TOTAL** | $0 | $13,440 | $13,440 |

## PURPOSE / DESCRIPTION OF REQUEST

Job Code 0424 -- H14 -- Step 1 -- $15.789/hour
16 hours per week

The Children's Depratment has been chronically understaffed for several years; a number of staff in other departments are cross-trained to help out in the Chidlren's Library when needed. But this is an imperfect solution and at times we have had to close the children's department when short staffed due to illness. Current staff have very little time to plan programs, take care of adminstrative tasks, and perform other off-desk duties due to this staff shortage.

## SERVICE IMPLICATION

An additional PT non-benefitted library associate would contribute to improved safety in the children's room by ensuring that an adequte number of staff is on duty at all times. We would not need to close the department due to lack of staff. Program planning and adminstrative tasks would be completed in a more timely fashion.

# FY2015 PROGRAM IMPROVEMENT REQUEST FORM

Department Priority: 2 of 3

Department: **Morse Institute Library**
Division: **Education**

Munis Dept #: **610**
Title: **Restore town funding of Sunday hours**

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

## REQUESTED PROGRAM IMPROVEMENT FUNDING

| | Object Code | Object Description | One-Time Cost (FY15 Only) | Ongoing Annual Cost (FY15 & Future) | TOTAL FY15 Request |
|---|---|---|---|---|---|
| **Compensation** | | | | $48,000 | $48,000 |
| | | | | | $0 |
| | | | | | $0 |
| **Benefits** | (each new FTE has $12,236 in cost) | | | | $0 |
| **Expenses** | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | **TOTAL** | $0 | $48,000 | $48,000 |

## PURPOSE / DESCRIPTION OF REQUEST

$400/hr x 4 hrs = $1,600 per Sunday x 30 Sundays = $48,000/year

Currently,the town funds "Salaries Overtime/Sunday Hours" at $22,489.00. These funds also pay for Summer Saturdays, which are paid at the overtime rate.

In FY13, the library had to transfer $45,000 from Library State Aid into the Overtime/Sunday line to cover the shortfall in municipal funding. With the library receiving only about $36,000 a year in library state aid, these funds will be exhausted at some point in the future and we will need to close the library on Sundays.

## SERVICE IMPLICATION

For 3 years we have had to shorten Sunday hours due to lack of municipal funding. Being open only 3 hours on Sunday is inadequate to meet the needs of the community. Sunday hours are popular with the public, especially with families and students doing homework. In FY13, the library used $45,000 from its State Aid account to pay for Sunday hours not covered by the town. With state aid dropping every year, we will eventually run out of funds and will need to find another source of money for Sunday hours, or we will have to close on Sundays. State Aid for FY14 is estimated to be $36,511.92. This is down from $45,448.61 in FY09.

# FY2015 PROGRAM IMPROVEMENT REQUEST FORM

Department Priority: 3 of 3

Department: Morse Institute Library
Division: Education

Munis Dept #: 610
Title: Increase book budget

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

## REQUESTED PROGRAM IMPROVEMENT FUNDING

| | Object Code | Object Description | One-Time Cost (FY15 Only) | Ongoing Annual Cost (FY15 & Future) | TOTAL FY15 Request |
|---|---|---|---|---|---|
| **Compensation** | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| **Benefits** | | (each new FTE has $12,236 in cost) | | | $0 |
| **Expenses** | | | | | $0 |
| | | | | $24,553 | $24,553 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | **TOTAL** | $0 | $24,553 | $24,553 |

## PURPOSE / DESCRIPTION OF REQUEST

Currently, the town funds about 56% of the library's book budget. Every year the library is required by the MA Board of Library Commissioners to spend 13% of its budget on books. For FY14, the municipally funded book budget is $167,080.00, whereas the library is required to spend *at least* $255,510.00. If the town were to fund 75% of the book budget, that number would be $191,633.00. Therefore, we are asking for an additional $24,553 over the FY14 materials appropriation of $167,080, to bring the materials (book) budget up to $191,633 in FY15.

## SERVICE IMPLICATION

More money with which to purchase books means more new titles on the shelves for all age groups -- children, teens, bookmobile patrons, and adults. More money for books means more copies of the best sellers available for Natick residents without waiting for months. More books keeps our collection current and relevant.

# FY2015 PROGRAM IMPROVEMENT REQUEST FORM

Department Priority: 1 of 2

Department: **Bacon Free Library**
Division: **Library**

Munis Dept #:
Title: **FY2015 PIR #1 Books and Periodicals**

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

## REQUESTED PROGRAM IMPROVEMENT FUNDING

| | Object Code | Object Description | One-Time Cost (FY15 Only) | Ongoing Annual Cost (FY15 & Future) | TOTAL FY15 Request |
|---|---|---|---|---|---|
| **Compensation** | | | | $3,000 | $3,000 |
| | | | | | $0 |
| | | | | | $0 |
| **Benefits** | (each new FTE has $12,236 in cost) | | | | $0 |
| **Expenses** | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | **TOTAL** | $0 | $3,000 | $3,000 |

## PURPOSE / DESCRIPTION OF REQUEST

**1. Within this PIR, we ask for $3,000 more in Books and Periodicals.**

## SERVICE IMPLICATION

# FY2015 PROGRAM IMPROVEMENT REQUEST FORM

Department Priority: 2 of 2

Department: Bacon Free Library
Division: Library

Munis Dept #:
Title: FY2015 PIR #2 Part time Hours

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

## REQUESTED PROGRAM IMPROVEMENT FUNDING

| | Object Code | Object Description | One-Time Cost (FY15 Only) | Ongoing Annual Cost (FY15 & Future) | TOTAL FY15 Request |
|---|---|---|---|---|---|
| **Compensation** | | | | | $0 |
| | 9250 | | | $9,715 | $9,715 |
| | | | | | $0 |
| **Benefits** | (each new FTE has $14,000 in cost) | | | | $0 |
| **Expenses** | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | **TOTAL** | $0 | $9,715 | $9,715 |

## PURPOSE / DESCRIPTION OF REQUEST

2. This PIR requests additional Assistant Director hours (2.5/wk = $2,723 ) and additional part time Library Assistant

Additional Assistant Director hours (2.5/wk x 52 wks @ $26.35/hr = $2,723 )

Additional part time Library Assistant hours to cover librarians vac (3 wks ea, sick and training (1wk ea) plus significantly

Vac, sick, training coverage 4wks x 35 = 140 hrs
Vac, sick, training coverage 4wks x 26 = 104 hrs

increased program 4 x 52 = 208 hrs

x $15.41/hr Library Assistant scale

6780

$2723 + $6992 - $9715 Total Request

We request these additional hours to respond to the nine school and other groups who come to BFL weekly; and in order

## SERVICE IMPLICATION

# FY2015 PROGRAM IMPROVEMENT REQUEST FORM

Department Priority: 1 of 5

Department: **Police**
Division:

Munis Dept #: **21**
Title: **Motorola Maintenance Agreement**

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

## REQUESTED PROGRAM IMPROVEMENT FUNDING

| | Object Code | Object Description | One-Time Cost (FY15 Only) | Ongoing Annual Cost (FY15 & Future) | TOTAL FY15 Request |
|---|---|---|---|---|---|
| **Compensation** | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| **Benefits** (each new FTE has $12,236 in cost) | | | | | $0 |
| **Expenses** | | | | | $0 |
| | 121002 | 530115 | | $2,000 | $2,000 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | **TOTAL** | $0 | $2,000 | $2,000 |

## PURPOSE / DESCRIPTION OF REQUEST

Currently the police department has budgeted for the maintenance costs of all equipment related to police and fire. This costs has based on the state contract pricing available for our Motorola equipment. In FY2015 several pieces of the system will come off of their 1 year warranty and therefore must be included in the future maintenance agreement. The anticipated increase is included in this request to be able to cover the need. It is important to know that we only cover critical equipment with a maintenance agreement. We do this to insure swift response if there is a failure. Other equipment that is not critical for operation or we have spares in our possession is not included in this agreement.

## SERVICE IMPLICATION

Failure to maintain a maintenance agreement puts us in danger of not guaranteeing response if our system has a failure. The radio communication is a crucial element in our operations. Without this communication everything comes to a standstill.

# FY2015 PROGRAM IMPROVEMENT REQUEST FORM

Department Priority: 2 of 5

Department: Police
Division:

Munis Dept #: 21
Title: Accreditation Consultant

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

## REQUESTED PROGRAM IMPROVEMENT FUNDING

| | Object Code | Object Description | One-Time Cost (FY15 Only) | Ongoing Annual Cost (FY15 & Future) | TOTAL FY15 Request |
|---|---|---|---|---|---|
| **Compensation** | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| **Benefits** | (each new FTE has $12,236 in cost) | | | | $0 |
| **Expenses** | | | | | $0 |
| | 121002 | 521900 | | $12,000 | $12,000 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | **TOTAL** | $0 | $12,000 | $12,000 |

## PURPOSE / DESCRIPTION OF REQUEST

The update of current policies and procedures within the Natick Police Department is a top need and top priority. Most of the current policies are more than 25 years old. The result of such antiquated policies is lack of consistency and guidance to the organization. Updating policies that have not been reviewed in many years is a monumental task. What can make this task more productive and assist with a blueprint to insure that we meet modern standards and best practice is to use the Massachusetts State Accreditation Commission guidelines. By using these guidelines we will be able to insure that our policies meet a high level of quality and standards. We have begun this process and quickly realized that we would need assistance and guidance from someone that is familiar with the process. We have been partnering with a consultant that has been assisting us as we proceed. This consultant has been paid from grant funds. These funds will be depleted at the end of FY2014. I am requesting that we fund this consultant until such time that we have achieved our goal of accreditation. This consultant will not only guide us in the right direction but will also lessen the time that it will take to achieve our ultimate goal.

## SERVICE IMPLICATION

Achieving accreditation status will professionalize our department and insure that we are delivering services to the community based on best practices and industry standards. Accreditation is a must for modern police operations.

# FY2015 PROGRAM IMPROVEMENT REQUEST FORM

Department Priority: 3 of 5

Department: Police
Division:

Munis Dept #: 21
Title: Police Officer (1)

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

## REQUESTED PROGRAM IMPROVEMENT FUNDING

| | Object Code | Object Description | One-Time Cost (FY15 Only) | Ongoing Annual Cost (FY15 & Future) | TOTAL FY15 Request |
|---|---|---|---|---|---|
| **Compensation** | | | | | $0 |
| | 121001 | 511300 | | $52,980 | $52,980 |
| | 121001 | 513070 | | $13,120 | $13,120 |
| **Benefits** | | (each new FTE has $12,236 in cost) | | $12,236 | $12,236 |
| **Expenses** | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | **TOTAL** | $0 | $78,336 | $78,336 |

## PURPOSE / DESCRIPTION OF REQUEST

The Natick Police Department underwent a strategic planning process. During that process several areas of need were identified that we lack the resources, at the current staffing level, to deliver the service needed. Identified during this process was a need to be more aggressive and proactive in addressing the drug issue in the town. Next was to better address the issues and concerns around traffic and pedestrian safety and finally the need for additional assistance to our current school resource officers. These were the specific areas that the committee felt additional resources, as relates to personnel, were needed. It is key to note that these areas did not make up the bulk of the suggestions and recommendations for improvements during the strategic planning process but these are the issues, as stated, that require the additional personnel to accomplish. Although the opinion is three additional personnel would be needed it was also decided that it would not be prudent or realistic to feel that adding all three in one year would get us the quality needed. Also the fact that it takes about 1 year from when an officer is hired until they become a functional asset to the organization factored into the decision to request for FY2015 one (1) officer and then the same request to be made in FY2016 and FY2017. The priority would be for this officer to be add as a detective in order to increase our investigations in drug activity. We have seen an increase in drug overdoses and possession of stronger narcotics in our area. Also we know for a fact that majority of the property crimes (breaking and entering, motor vehicle breaks , larcenies and shoplifting) are motivated by drug abuse. We have seen a slight increase in these crimes over the last two years and given the forecast by many professionals this trend will increase. We hope to become more proactive and preventative in this area and avoid falling behind and playing catch up which in turn would mean more crimes committed against our innocent citizens.

## SERVICE IMPLICATION

As stated the addition of this officer, once hired and trained, will allow us to address the issue of drug use and sell in our community. Currently night detectives are working on response to property crimes and the associated investigations and unable to give proper attention to drug investigation and eradication.

# FY2015 PROGRAM IMPROVEMENT REQUEST FORM

Department Priority: **4** of **5**

Department: **Police**
Division:

Munis Dept #: **21**
Title: **Deputy Police Chief**

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

## REQUESTED PROGRAM IMPROVEMENT FUNDING

| | Object Code | Object Description | One-Time Cost (FY15 Only) | Ongoing Annual Cost (FY15 & Future) | TOTAL FY15 Request |
|---|---|---|---|---|---|
| **Compensation** | | | | | $0 |
| | 121001 | 511100 | | $106,104 | $106,104 |
| | 121001 | 513060 | | $31,303 | $31,303 |
| **Benefits** | (each new FTE has $12,236 in cost) | | | $12,236 | $12,236 |
| **Expenses** | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | **TOTAL** | $0 | $149,643 | $149,643 |

## PURPOSE / DESCRIPTION OF REQUEST

This is a repeat request to provide a second line of command within the Natick Police Command structure. Currently the Police Chief is the only non-union sworn member of the organization. The duties of the Chief at times has to be able to depend on members to make a decision without being concerned about the reaction from a fellow union member. In addition the organization the size of the Natick Police Department must have a clear Second in Command. In a paramilitary structure knowing who is, and may be, in charge is critical for operational cohesiveness and planning purposes. A clear second in command would also assist with creating a career path and succession planning as the organization moves forward. The responsibilities proposed for this position would be described as follows: Under the direction of the Chief of Police, the principal responsibilities of the Deputy Chief of Police shall include, but not be limited to, assisting the Chief of Police as directed, in supervising police personnel in the performance of their official duties, maintaining discipline, resolving and coordinating issues, concerns and grievances from the collective bargaining representatives, oversee and direct the accreditation process and providing training and motivation. This would be the guiding principals of this position. As requested in past discussions I have attached a draft job description for this position if approved. Action has already begun through Town Meeting vote, to make the position non-civil service and non-union to insure that a process could be put in place to choose the best candidate. In addition research has been completed to, as requested, to see if other police departments of similar size and demographics have such a position. The following departments have a position of Chief of Police or a similar rank (i.e. Assistant Chief, Operational Commander) in their organization: Braintree, Framingham, Canton, Wellesley, Acton, Littleton, Billerica, Stoughton, Tewksbury, Brookline, Walpole and Tyngsboro are a few. There was an additional request to look at the salary. The salary that is proposed takes into account the current total compensation of top step Natick Police Lieutenant ($121,609). This was considered as to make the position appealing to a current employee of the organization. The proposed salary would be approximately a 13% rank differential which is average in the field.

## SERVICE IMPLICATION

This position would allow me as the Chief of Police to better oversee and guide the organization without having to be slowed by operational and administrative tasks that distract from the main mission and at times get delayed in its completion because I am the only non-union manager in the organization. In addition it would provide and excellent opportunity for career development and provide a mechanism for succession planning as the organization moves forward.

# FY2015 PROGRAM IMPROVEMENT REQUEST FORM

Department Priority: 5 of 5

Department: Police
Division:

Munis Dept #: 21
Title: Public Safety Dispatcher

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

## REQUESTED PROGRAM IMPROVEMENT FUNDING

| | Object Code | Object Description | One-Time Cost (FY15 Only) | Ongoing Annual Cost (FY15 & Future) | TOTAL FY15 Request |
|---|---|---|---|---|---|
| **Compensation** | | | | | $0 |
| | 121001 | 511300 | | $43,658 | $43,658 |
| | 121001 | 513070 | | $4,107 | $4,107 |
| **Benefits** | | (each new FTE has $12,236 in cost) | | $12,236 | $12,236 |
| **Expenses** | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | **TOTAL** | $0 | $60,001 | $60,001 |

## PURPOSE / DESCRIPTION OF REQUEST

The Natick Public Safety Communications Center runs 24 hours a day at a staffing level of 2 dispatchers minimum. We currently have 9 full time dispatchers which based on their schedule rotation means that we are at minimum on every shift (2 Dispatchers). What this means is that anytime a dispatcher uses earned time or sick time they must be replaced. We have tried to minimize the cost of these replacements by hiring part-time dispatchers. This has become problematic for many reasons. First, many part-timers have other jobs and are unable to work when needed especially during the overnight shift. Second, the current training requirements instituted and mandated by the Commonwealth in FY2013 requires that all dispatchers attend courses that range from 24 hours to 40 hours and all offered during the day during the week. It is difficult to find anyone that can get time away from their full-time position to commit to this training. Finally, the position of dispatcher requires a skill level that must be used consistently. With the uncertainty of shifts and availability we had some part-time dispatchers that worked 2 shifts (16 hours) a month. This is not conducive to proper skill development and becomes a liability issue as these call takers are required to know Emergency Medical Dispatch techniques and proper response protocols. In addition our staff is becoming more senior in time served that results in more earned time. What has become a constant theme is that dispatchers are now being forced to work to fill these requests. This can lead to times where a dispatcher is working 16 hours straight a few times a week. This is not the best scenario to have as it can lead to critical errors. This proposal would allow the hiring of one additional dispatcher. This 10th dispatcher could work an overlapping shift that can reduce the amount of overtime used and in turn reduce the amount of forced shift work. It will also allow for an additional staff member that may be willing to work some overtime shifts on a voluntary basis. Also hiring a full time person will make training easier and more efficient and insure that proper skills are maintained through a regular shift assignment. The dispatch operations budget is currently shared between town funds and grant funding from the Commonwealth of Massachusetts. In FY2013 total cost to operate this function was $560,790.74 of which $486,677.72 was from town funds and $74,113.02 was from grant funds. If at some point the state grant funds were not available then the town would have to absorb this cost.

## SERVICE IMPLICATION

The service that the dispatch function provides is critical. They are the first point of contact in all emergencies and they also manage all responding emergency equipment during an incident. In addition they are greeters to customers at the station as well as information source for callers on non-emergency lines. It is a high stressed position and anything we can do to reduce this stress would be a benefit to all customers and staff in the public safety department.

# FY2015 PROGRAM IMPROVEMENT REQUEST FORM

Department Priority: ___ of ___

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

Munis Dept #: **429**
Title: **Highway Maint Sanitation Recycling**

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

## REQUESTED PROGRAM IMPROVEMENT FUNDING

| | Object Code | Object Description | One-Time Cost (FY15 Only) | Ongoing Annual Cost (FY15 & Future) | TOTAL FY13 Request |
|---|---|---|---|---|---|
| **Compensation** | | | | | $0 |
| | 511300 | Salaries Oper. | | $74,353 | $74,353 |
| | | | | | $0 |
| **Benefits** | | (each new FTE has $12,236 in cost) | | $24,472 | $24,472 |
| **Expenses** | | | | | $0 |
| | 519115 | Clothing Allow. | | $700 | $700 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | **TOTAL** | $0 | $99,525 | $99,525 |

## PURPOSE / DESCRIPTION OF REQUEST

This request would allow the Department to avoid the conflict for resources caused by the public space recycling and trash program. This program has made the public spaces throughout the town much cleaner and encouraged recycling. The program has become a full time job for staff. This causes a conflict with other tasks typically performed. Sidewalk repair and cleaning is task that is deferred. This includes grass and brush removal. This request would allow the Department to assign staff to both tasks, thus avoiding the conflict of resources.

## SERVICE IMPLICATION

The residents would enjoy safer sidewalks and cleaner public space. The DPW would not be forced to choose between two tasks in high demand.

# FY2015 PROGRAM IMPROVEMENT REQUEST FORM

Department Priority: ____ of ____

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

Munis Dept #: **427**
Title: **Land Facilities and Natural Resources**

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

## REQUESTED PROGRAM IMPROVEMENT FUNDING

| | Object Code | Object Description | One-Time Cost (FY15 Only) | Ongoing Annual Cost (FY15 & Future) | TOTAL FY13 Request |
|---|---|---|---|---|---|
| **Compensation** | | | | | $0 |
| | 511300 | Salaries Oper. | | $80,574 | $80,574 |
| | | | | | $0 |
| **Benefits** | | (each new FTE has $12,236 in cost) | | $24,472 | $24,472 |
| **Expenses** | | | | | $0 |
| | 519115 | Clothing Allow. | | $700 | $700 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | **TOTAL** | $0 | $105,746 | $105,746 |

## PURPOSE / DESCRIPTION OF REQUEST

This request would add two staff members to the LFNR Division. This would allow the division to properly maintain and improve parks, playgrounds, and recreational spaces. The addition of new space will place a burden on the existing staff. This request will also allow the division to assist the Highway Sanitation and Recycling Division with roadside tree work. Several large storms have highlighted the need to prune our roadside trees. Residents were without power for several days as a result of power loss from downed trees or trees in the wires.

**This request restores staffing levels to the pre-recession levels.**

## SERVICE IMPLICATION

The residents would enjoy better maintained parks, playgrounds, and recreational spaces. Taxpayers would have better street access after major storms. This would also improve sight lines along roadways where the trees are encroaching.

Without the additional staff, the division will be forced to defer maintenance on the lesser used areas. These areas already suffer from deferred amaintenance.

# FY2015 PROGRAM IMPROVEMENT REQUEST FORM

Department Priority: 1 of 1

Department: **Community Services**
Division:

Munis Dept #: **1540**
Title: **The Common Guide**

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

## REQUESTED PROGRAM IMPROVEMENT FUNDING

| | Object Code | Object Description | One-Time Cost (FY15 Only) | Ongoing Annual Cost (FY15 & Future) | TOTAL FY15 Request |
|---|---|---|---|---|---|
| **Compensation** | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| **Benefits** | | (each new FTE has $14,000 in cost) | | | $0 |
| **Expenses** | | | | | $0 |
| | 528800 | Purchased Services | | $23,000 | $23,000 |
| | 522500 | Postage | | $7,600 | $7,600 |
| | | | | | $0 |
| | | | | | $0 |
| | | **TOTAL** | $0 | $30,600 | $30,600 |

## PURPOSE / DESCRIPTION OF REQUEST

Identified as a Strategic Goal of the Natick 360 process, and supported through the recent departmental engagement initiative, residents and service providers alike identify the need for comprehensive, accurate and timely information about programs, services and resources. Stakeholders have identified the need for a "one stop shop," resource that provides accessible and comprehensive information on a range of topics. Providing such a resource helps to strengthen our community in tangible ways, both in terms of sharing resource information among the many, and in helping to codify the numerous and valuable options available to our residents in the areas of well-being, continued education, leisure activities and culture.

In an effort to address this priority, the Department seeks the funding necessary to produce and mail a comprehensive activity and resource guide to every resident several times each year. Having received very possitive feedback from residents to date it is our hope and intention to continue to enhance the *Common Guide* going forward.

This print resource does boast an on-line companion with additional resources and links in the preliminary stages of development. The Department intends to seek partnerships wherever possible to broaden the reach of these on-line resources.

## SERVICE IMPLICATION

Service will ensure our residents recevie timely, accurate and comprehensive information about programs, resources and activities available to them.

# FY2015 PROGRAM IMPROVEMENT REQUEST FORM

Department Priority: ____ of ____

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

Munis Dept #:
Title: **Transition Plan**

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

## REQUESTED PROGRAM IMPROVEMENT FUNDING

| | Object Code | Object Description | One-Time Cost (FY15 Only) | Ongoing Annual Cost (FY15 & Future) | TOTAL FY15 Request |
|---|---|---|---|---|---|
| **Compensation** | | | | | $0 |
| | | | | $55,000 | $55,000 |
| | | | | | $0 |
| **Benefits** | (each new FTE has $12,236 in cost) | | | $12,236 | $12,236 |
| **Expenses** | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | **TOTAL** | $0 | $67,236 | $67,236 |

## PURPOSE / DESCRIPTION OF REQUEST

This request seeks to create an additional position within the administrative and executive assistance functions of the Board of Selectmen's Office. The office of the Board of Selectmena dn Town Administrator anticipate several potential retirements over the next several years, and it is essential that proper transition planning and a lengthy period of overlap be budgeted to maintain consitency of operations. The specificity and confidentiality of office functions require that replacements fully understand and have the opprotunity to shadow encumbents in order to ensure continued compliance with all local, state and federal laws.

We are asking for a full-year position to ensure proper overlap before retirements may occur. This would ensure the successor has the ability to shadow key times of year such as licensing, Town Report creation, and learn to know the functions of meeting minute maintenance for the Board of Selectmen.

## SERVICE IMPLICATION

Failure to create the position will result in service interruptions and heightened potential for mistakes from the office.

# FY2015 PROGRAM IMPROVEMENT REQUEST FORM

Department Priority: 1 of 1

Department: Finance
Division: Collector

Munis Dept #: 145
Title: Transition Plan

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

## REQUESTED PROGRAM IMPROVEMENT FUNDING

| | Object Code | Object Description | One-Time Cost (FY15 Only) | Ongoing Annual Cost (FY15 & Future) | TOTAL FY15 Request |
|---|---|---|---|---|---|
| **Compensation** | | | | | $0 |
| | 511300 | Salaries Op. | | $41,452 | $41,452 |
| | | | | | |
| **Benefits** | | (each new FTE has $14,000 in cost) | | $14,000 | $14,000 |
| **Expenses** | | | | | $0 |
| | 512300 | Salaries Op. | | -$14,506 | -$14,506 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | **TOTAL** | $0 | $40,946 | $40,946 |

## PURPOSE / DESCRIPTION OF REQUEST

Currently the Collection Division processes, deposits, and reconciles over 105,000 transactions per year. This involves taking payments in person at the window, processing online payments by individual bill payment systems, and fielding thousands of phone calls . This work is currently done by 4 operational staff member s and one supervisor. This averages out to over 21,000 transactions per employee, as well as countless hours on the phone answering inquires from taxpayers, mortgage companies, real estate brokers, etc. The current workload and processes have created significant backlogs in service delivery relative to processing refunds and addressing taxpayer inquiries in a timely manner. The need in FY 2015 and in the next several fiscal years is to continue the progess being made in FY 2014 to improve service through the implementation of more online transactions and other process improvement s through the elimination of much of the paper processing throughout the Division's operations. However, to do so requires an additional staff member for the next couple of years who can be trained in this highly technical area during the transitional period while the Division creates new efficiencies . The Division anticipates at least one retirement within the next several years - and by that time the Division would no longer need the additional slot.

## SERVICE IMPLICATION

Approval of this request would greatly increase the level of service delivery to Natick taxpayers and customers and help to lead to long term savings. Just as importantly , the shoring up of the Collector's Division, will free up the leadership of the Division to focus its planning efforts on the Treasury Division to increase its investment potential.

# FY2015 PROGRAM IMPROVEMENT REQUEST FORM

Department Priority: 1 of 1

Department: **Information Technology**
Division:

Munis Dept #: **21**
Title: **Public Safety IT Contractor**

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

## REQUESTED PROGRAM IMPROVEMENT FUNDING

| | Object Code | Object Description | One-Time Cost (FY15 Only) | Ongoing Annual Cost (FY15 & Future) | TOTAL FY15 Request |
|---|---|---|---|---|---|
| **Compensation** | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| **Benefits** | (each new FTE has $12,236 in cost) | | | | $0 |
| **Expenses** | | | | | $0 |
| | 121002 | 521900 | | $15,000 | $15,000 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | **TOTAL** | $0 | $15,000 | $15,000 |

## PURPOSE / DESCRIPTION OF REQUEST

The technology that is now associated with public safety has become more complex with more variety of needs. With these systems comes the many requirements in order to operate with different software over several networks and interact with in town systems and insure that virus software and operating systems keep up with these needs. Currently the needs of the public safety departments cannot be met by the current staff of the Natick IT Department. This is not from a lack of trying and effort. When a system in the building goes down it brings operations at time to a stand still. Staff from the IT department will respond but at times are not familiar or up to date with operating systems requirements and systems compatibility. This was demonstrated recently when our internal communication software was not allowing the viewing of PDF documents. IT staff came over and was unable to diagnose the problem. When we contacted the vendor they knew right away that it was a compatibility issue with the new Internet Explorer version. This seems like a simple fix however our IT was not familiar with the issue and therefore the problem could have lingered. This is one of example of many. I propose that we hire a consultant that we can contract to become familiar with the needs and requirements of both public safety departments. This consultant can be contracted to be at the station on a regular basis and address immediate needs and problems, develope a relationship with all vendors, town IT personnel and policies and most important to be able to identify trends in the field and prepare our systems for these changes and needs.

When the systems in the station goes down the frustration level goes up. IT and technology has moved from a luxury to a necessity. This consultant would work in conjunction with the Town of Natick's IT Department to insure a seamless operation and adherence to the town's philosophy and policy for network management.

## SERVICE IMPLICATION

Hiring of this consultant would have a tremendous positive impact on the organization. Currently IT issues of various nature are the top subject of frustration within the organization. In addition to frustration it stops production and workflow. This consultant can help reduce this frustration and assist with better work flow and production.

# FY2015 PROGRAM IMPROVEMENT REQUEST FORM

Department Priority: 1 of 1

Department: Elections
Division:

Munis Dept #: 162
Title: Elections- Registrars

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

## REQUESTED PROGRAM IMPROVEMENT FUNDING

| | Object Code | Object Description | One-Time Cost (FY15 Only) | Ongoing Annual Cost (FY15 & Future) | TOTAL FY15 Request |
|---|---|---|---|---|---|
| **Compensation** | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| **Benefits** | (each new FTE has $14,000 in cost) | | | | $0 |
| **Expenses** | | | | | $0 |
| | | | $2,500 | | $2,500 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | **TOTAL** | **$2,500** | **$0** | **$2,500** |

## PURPOSE / DESCRIPTION OF REQUEST

This request is for permanent same day voting signs which will be reflective and be placed at each polling location. They will include an arrow directing people to the voting place.

## SERVICE IMPLICATION

# FY2015 PROGRAM IMPROVEMENT REQUEST FORM

Department Priority: ___ of ___

Department: **Public Works**
Division: **Water and Sewer Operations**

Munis Dept #: **446**
Title: **Water and Sewer Enterprise**

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

## REQUESTED PROGRAM IMPROVEMENT FUNDING

| | Object Code | Object Description | One-Time Cost (FY15 Only) | Ongoing Annual Cost (FY15 & Future) | TOTAL FY13 Request |
|---|---|---|---|---|---|
| **Compensation** | | | | | $0 |
| | 511200 | Salaries Oper. | | $59,000 | $59,000 |
| | | | | | $0 |
| **Benefits** | (each new FTE has $12,236 in cost) | | | $12,236 | $12,236 |
| **Expenses** | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| | | **TOTAL** | $0 | $71,236 | $71,236 |

## PURPOSE / DESCRIPTION OF REQUEST

This request would add one staff member to the Water and Sewer Division. This position would assume the role of ISO Coordinator and Compliance Coordinator. The water and sewer operations are two of the most regulated operations in the town. The position would assist the Chief Plant Operator with ISO certiifcation and insure the town is compliant with federal Safe Drinking Water Act (SDWA) regulations and state Department of Environmental Protection (DEP)regulations. This coordinator would also ensure all division staffreceive required training and continuing education.

## SERVICE IMPLICATION

The ever increasing regulatory requirements require supervisors to constantly monitor, adjust, and imlement new procedures. Missing a new requirement could have large implications and fines.