

ARTICLE 11
Fiscal 2012 Omnibus Budget
(Town Administrator)

To determine what sum or sums of money the Town will appropriate and raise, or transfer from available funds, for the operation of the government of the Town of Natick, including debt and interest during Fiscal Year 2012 (July 1, 2011 to June 30, 2012), and to provide for a reserve fund for Fiscal Year 2012, or to otherwise act thereon.

RECOMMENDATION: By a vote of 10-0-0 on March 31, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the subject matter of Article 11 and recommends the appropriation of \$116,858,705 to operate the various Town departments during Fiscal Year 2012.

The purpose of this Article is to fund the operations of various Town of Natick departments for Fiscal Year 2012 – July 1, 2011 through June 30, 2012. In explaining their recommendation regarding the Town Administrator’s proposed FY 2012 budget, the Finance Committee would like to draw Town Meeting members’ attention to both the revenue and expenditure side of the budget. Each is explained in detail. For the different Town Departments, please review the particular details of each department so that the budget can be put into context.

MOTION (Majority Vote Required)

There is no motion for Article 11 voted here – this recommendation reflects the total amount that will be voted using all of the motions within the individual budget sections to follow, Sections A-I.

Those motions will be voted as presented within each section.



Town of Natick

2011 Spring Town Meeting – FY 2012 Recommended Budget

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Town of Natick

2011 Spring Town Meeting – FY 2012 Recommended Budget

Article 11: Section A Education & Learning

Natick Public Schools
Keefe Tech



Town of Natick

2011 Spring Town Meeting - FY 2012 Recommended Budget

Finance Committee Recommendation

Motions for Section A: Education & Learning

Motion for Section A under Article 11:

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

Natick Public Schools

Salaries & Expenses 46,406,138

Total Natick Public Schools \$ 46,406,138

Keefe Tech

Expenses (Assessment) \$ 1,396,865

Total Keefe Tech \$ 1,396,865

Motion Total \$ 47,803,003

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

Tax Levy of Fiscal Year 2012 \$ 47,803,003

\$ 47,803,003



A1: Natick Public Schools

RECOMMENDATION: By a vote of 13-0-0 on March 28, 2011, the Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section A1: Education and Learning and that the sum of \$46,406,138 be appropriated from the Tax Levy.

The purpose of this article is to fund the operating budget for the **Natick Public Schools Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).

Town Meeting members will notice that the Natick Public Schools (“NPS”) budget summary is being presented in a different format from those previously presented. The new format coincides with the format used by the Municipal Departments to facilitate the review of this budget by Town Meeting members. More significantly, however, is the inclusion of revenue offsets in the NPS budget summary. The inclusion of these offsets provides a clearer and more transparent picture of the cost of providing public education services, and the drivers of those costs.

For example, Town Meeting members will notice that while the appropriation request for the NPS budget is a 4.6% increase over last year’s appropriation, the “organic growth” of the budget – that is, the growth of the budget independent of the revenue offsets – is 3.4%. Thus, it is evident that, in addition to increased salary and operational expenses, the overall decrease of outside revenues such as Federal and State grants and the end of the stimulus funds distributed under the American Recovery and Reinvestment Act of 2009 are driving the NPS appropriation request.

The Finance Committee appreciates the efforts of the NPS Administration to collaborate with the Committee to bring about these changes and provide additional information regarding its budget.

The Education and Learning Subcommittee met with the NPS Administration for over four hours in four separate public meetings to review and evaluate the NPS Proposed Budget. In addition, the NPS Administration responded to more than fifty written questions submitted by Finance Committee members. The topics covered in these meetings and responses included virtually all line-item expense categories across the NPS budget. The Finance Committee also conducted three public hearings during which the NPS Administration provided the Committee with updates on its budget and deficit-reduction efforts.

During the review of this article it was noted:

- Approximately 95% of the budget is comprised of teacher salaries and negotiated wage increases, transportation costs, and Special Education requirements. Staffing alone represents 76% of the proposed budget.
- The NPS Administration’s overall goal is to keep the teaching staff level and to keep class size at less than 25 students. However, for the FY 2012 operating budget, the NPS Administration has proposed adding two additional teaching positions to support a projected population increase of approximately 47 8th grade students at Wilson Middle School compared to the current year.



Section A1: Cont'd

- The Finance Committee heard testimony from the NPS Administration that the NPS Administration previously had compensated for population increases by realigning teaching resources, but is not able to do that next year due to consistently high number of students in grades 5, 6, and 7. The addition of these two positions will allow the average 8th grade class size to remain at approximately 25; without these two positions, the average class size of 8th grade at Wilson Middle School would rise to approximately 30.
- Salary increases under the current collective bargaining agreements are offset by reductions in health care benefits, similar to other Municipal collective bargaining agreements. The expense reductions are carried within the Municipal budget as a shared expense.
- As discussed at previous Town Meetings and Finance Committee meetings, the end of stimulus funding under the American Recovery and Reinvestment Act (“ARRA”) has created a “funding cliff” for the NPS budget (Town Meeting members may recall that \$1,956,643 and \$1,305,722 of ARRA funds were used to support the NPS operating budget for FY 2010 and 2011, respectively). The NPS Administration is using a \$528,000 Federal “EduJobs” grant to support the FY 2012 operating budget, and has confirmed that the programs formerly supported by the ARRA grants are now proposed to be largely funded from the Town’s appropriation. The Finance Committee shares the concerns of the NPS Administration that that the “funding cliff” will continue to be a significant issue for FY 2013 and the foreseeable future.
- The NPS Administration is projecting Special Education costs to increase approximately \$566,000 for FY 2012. The NPS Administration testified that this projection accommodates all known and anticipated program participants and a 5% projected out-of-district tuition increase. With respect to revenue offsets for Special Education expenses, the NPS Administration is projecting a significant increase in “circuit breaker” reimbursement funding from the Commonwealth, and has budgeted revenue offsets of \$1,959,598, or \$999,575 more than FY 2011, from this source. The NPS Administration is reserving in its revolving fund what it considers to be a prudent amount of “circuit breaker” funds for additional, but not yet known, students that may require such services in FY 2012. The Finance Committee agrees with the NPS Administration’s intention to continue to carefully monitor this part of the budget, due to largely-uncontrolled factors such as high out-of-district tuition costs, out-of-district tuition increases, and additional program participants who move into Natick after the start of the fiscal year.
- The Natick Public Schools are in the second and final “option” year of its contract with Connolly Transport for regular education transportation. NPS Administration has put the bus transportation contract out for bid and is projecting a 15% increase in transportation costs for FY 2012.
- The proposed FY 2012 budget assumes modest revenue increases from bus fees and in the transportation subsidy voted separately by Town Meeting (the transportation subsidy will be voted by this 2011 Spring Annual Town Meeting under Article 14, currently proposed in the amount of \$330,137). If these assumptions are not correct, the NPS Administration will either need to find additional revenue source(s) or additional expense reductions within its budget.



- The NPS Administration currently has no plans to increase any fees for FY 2012.
- As in previous years, the NPS Administration committed during testimony to the Finance Committee that, should it incur additional and unforeseen operating expenses, it will “live within its means” and would not seek additional funding from the Town.

A2: South Middlesex Regional Vocational Technical HS

RECOMMENDATION: By a vote of 10-0-0 on March 10, 2011, the Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section A2: Education and Learning and that the sum of \$1,396,865 be appropriated from the Tax Levy.

The purpose of this article is to fund the assessment for the **South Middlesex Regional Vocational Technical High School** (i.e., “Keefe Tech”) for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).

Members of the Learning and Education Subcommittee fully participated in each of the three Keefe Tech School Committee’s Budget Subcommittee meetings in December 2010. In addition, the Keefe Tech Administration appeared before the Finance Committee for a public hearing on March 10, 2011.

During the review of this article it was noted:

- Natick’s assessment for FY 2012 of \$1,396,865 represents a \$72,733 decrease from FY 2011. One reason for this decrease is a lower number of Natick students enrolled for FY 2012 while Keefe Tech’s overall enrollment is increasing. Specifically, Natick’s enrollment for FY 2012 has decreased by three students (from 75 to 72), while Keefe Tech’s overall enrollment has increased by 33, from 639 to 672. As a result, Natick’s enrollment percentage has decreased from 11.7% to 10.7%.
- Keefe Tech’s FY 2012 budget of \$15,506,373 represents a 2.74% increase in total expenditures. Revenue offsets reflect preliminary Chapter 70 (School Aid) and Chapter 71 (Transportation Aid) based on the Governor’s budget released in January. Net aggregated expenses to the member towns, after offsets, will increase only 1.24%. As much as possible, the budgets were level funded with level staffing.
- Collective bargaining contracts had been renegotiated with three unions and two non-bargaining units. The current year’s budget (FY 2011) provided for no cost of living (“COLA”) adjustments, no step increases, and lane adjustments only as necessary; FY 2012 will provide for 1% COLA and reinstatement of steps; FY 2013 will provide for a 2% COLA, as well as step and lane adjustments.
- There are again no capital requests in the FY 2012 budget, in deference to the continued weak economy; however, Keefe Tech Administration anticipates need for roof repair in the future.



Town of Natick
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Department: Natick Public Schools

To: Town Meeting Members
From: Peter Sanchioni, Superintendent of Schools

I am pleased to submit the FY 12 Budget request for the Natick School Department. The request represents level educational services to approximately 4,800 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.

There are two major factors contributing to the increase of 4.6% over the Fiscal Year 2011 budget; personnel service increased 2.6%, or 46% of the total increase, due to contractual obligations with our various bargaining units (all of which is offset by lower health insurance premiums to the Town); and the effect of the end of the Federal Stimulus Program. This Federal program helped preserve teaching positions during the past two fiscal years. Other factors contributing to the increase in the expense request include higher transportation costs and higher out-of-district tuitions for special education students.

We appreciate the support of Town Meeting as we work together to develop all students as lifelong learners who will contribute to a changing and complex global society.

Sincerely,

Peter Sanchioni, Ph. D.
Superintendent of Schools

Appropriation Summary

Personnel Services	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Request	\$	%
Gross Personnel Services	35,601,824	35,769,657	36,779,512	37,604,453	824,941	2.24%
(Less Offsets)	(1,790,921)	(1,723,812)	(1,680,583)	(1,573,929)	106,654	-6.35%
Net Personnel Appropriation	33,810,903	34,045,845	35,098,929	36,030,524	931,595	2.65%

Expenses

Gross Expenses	11,819,057	12,296,215	12,615,815	13,453,681	837,866	6.64%
(Less Offsets)	(1,769,042)	(4,572,960)	(3,331,927)	(3,078,067)	253,860	-7.62%
Net Expense Appropriation	10,050,015	7,723,255	9,283,888	10,375,614	1,091,726	11.76%

Total School Appropriation

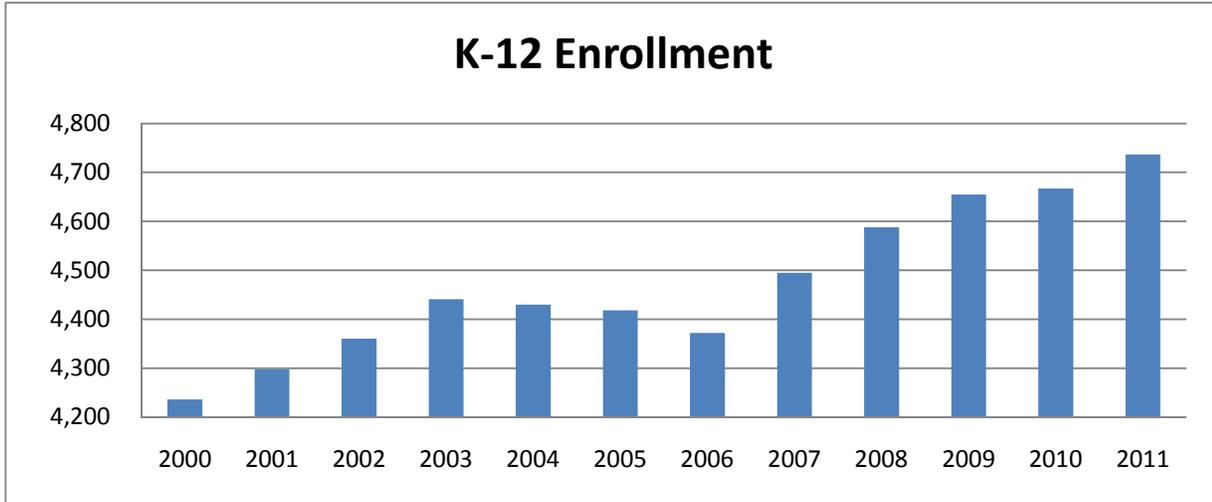
Gross Expense	47,420,881	48,065,872	49,395,327	51,058,134	1,662,807	3.37%
(Less Offsets)	(3,559,963)	(6,296,772)	(5,012,510)	(4,651,996)	360,514	-7.19%
Net TOTAL Appropriation	43,860,918	41,769,100	44,382,817	46,406,138	2,023,321	4.56%



Town of Natick
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Department: Natick Public Schools

Enrollment Data



Staffing Summary

School Staff (in FTE's)	2009	2010	2011	2012
Elementary Classroom Teachers	113.0	111.1	108.5	108.5
Middle School Classroom Teachers	91.8	92.4	92.9	94.4
High School Classroom Teachers	76.4	77.8	78.6	78.6
High School Department Heads	4.8	4.2	4.2	4.2
Middle School Department Heads	2.0	2.0	2.0	2.0
Librarians & Assistants	12.0	12.0	12.0	12.0
Special Education Teachers	58.4	58.9	56.8	56.8
Guidance Counselors/Psychologists	21.0	20.2	22.4	22.4
Nurses	8.8	8.8	8.8	8.8
Medical & Therapeutics Services	15.3	16.5	16.7	15.7
Paraprofessionals	72.0	72.3	76.4	76.4
Custodians / Maintenance Personnel	39.0	38.0	37.0	37.0
Administrative & Clerical Staff	22.6	21.5	22.0	22.0
Sub-Total - School Staff	537.1	535.7	538.3	538.8
Administrative Staff (in FTE's)				
Principals & Vice Principals	13.2	14.0	14.0	14.0
District-Wide Administration	5.0	5.0	5.0	5.0
District - Wide Instruction	4.0	4.2	4.2	4.2
District-Wide Admin and Finance	12.0	12.0	12.0	12.0
Information Technology	8.0	10.0	9.0	11.0
Sub-Total - Administrative Staff	42.2	45.2	44.2	46.2
Grand Total Staff	579.3	580.9	582.5	585.0



Town of Natick
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Department: Natick Public Schools

Rev: 3/31/2011

Compensation	2009	2010	2011	2012	2011 vs 2012	
	Actual	Actual	Appr.	Request	\$	%
School Committee (1100)	3,618	3,900	4,545	4,650	105	2.3%
Superintendent & Asst. Superintendent (1200)	693,880	650,124	999,289	1,031,382	32,094	3.2%
Finance and Administrative Services (1400)	530,015	540,925	570,364	587,281	16,917	3.0%
Technology Services (1450)	500,343	630,176	591,434	708,843	117,409	19.9%
Sub-total District. Leader. & Admin.	1,727,856	1,825,125	2,165,632	2,332,156	166,525	7.7%
District Wide Academic Leadership (2100)	366,778	449,741	418,787	438,033	19,246	4.6%
Principal / Building Leadership (2200)	2,625,009	2,562,567	2,803,336	2,929,644	126,308	4.5%
Instruction -Teaching Services (2300)	22,491,643	22,537,246	23,130,840	23,906,432	775,592	3.4%
Medical / Therapeutic Services (2320)	1,217,891	1,155,438	1,094,243	1,079,214	(15,030)	-1.4%
Non-Clerical Paraprofessionals (2330)	1,553,102	1,702,208	1,743,806	1,799,413	55,607	3.2%
Librarians and Media Center Directors (2340)	379,069	372,303	378,197	397,394	19,197	5.1%
Professional Development (2350)	35,135	22,764	22,223	21,464		
Guidance, Counseling and Testing Services (2700)	1,345,500	1,247,239	1,216,372	1,275,012	58,640	4.8%
Psychological Services (2800)	629,115	721,586	713,240	737,623	24,383	3.4%
Sub-total Instructional Services	30,643,243	30,771,092	31,521,044	32,584,229	1,063,185	3.4%
Attendance and Parent Liaison Services (3100)	3,093	481	0	0		
Health Services (3200)	662,029	629,123	640,406	650,872	10,466	1.6%
Transportation Services (3300)	48,449	48,549	49,276	51,010	1,734	3.5%
Athletic Program (3510)	517,861	521,960	488,999	526,083	37,084	7.6%
Other Student Activities (3520)	159,180	161,205	152,963	154,491	1,528	1.0%
Sub-total Student Services	1,390,612	1,361,318	1,331,644	1,382,456	50,812	3.8%
Custodial Services (4110)	1,840,113	1,812,122	1,761,192	1,305,612	(455,580)	-25.9%
Sub-total Operations & Maintenance	1,840,113	1,812,122	1,761,192	1,305,612	(455,580)	-25.9%
Total Personnel Services	35,601,824	35,769,657	36,779,512	37,604,453	824,941	2.2%
Expenses	2009 Actual	2010 Actual	2011 Appr.	2012 Request	2011 vs. 2012	
					\$	%
School Committee (1100)	13,934	17,599	16,500	16,750	250	1.5%
Superintendent & Asst. Superintendent (1200)	43,046	38,861	49,269	84,460	35,191	71.4%
Finance and Administrative Services (1400)	168,848	162,126	196,963	182,871	(14,092)	-7.2%
Legal Services (1430)	202,865	142,898	56,000	43,003	(12,997)	-23.2%
Technology Services (1450)	415,937	444,247	431,044	441,044	10,000	2.3%
Sub-total District. Leader. & Admin.	844,630	805,731	749,776	768,128	18,352	2.4%
District Wide Academic Leadership (2100)	8,469	5,228	5,345	5,345	0	0.0%
Principal / Building Leadership (2200)	32,234	49,443	62,175	49,694	(12,481)	-20.1%
Medical / Therapeutic Services (2320)	210,236	242,057	229,031	319,654	90,622	39.6%
Librarians and Media Center Directors (2340)	31,811	27,367	48,051	41,904	(6,147)	-12.8%
Professional Development (2350)	298,431	294,782	214,859	251,835	36,977	17.2%
Instructional Materials & Equipment (2400)	742,300	1,216,793	873,399	950,681	77,282	8.8%
Guidance, Counseling and Testing Services (2700)	46,151	46,390	51,461	52,209	748	1.5%
Psychological Services (2800)	7,551	5,778	5,583	5,393	(191)	
Sub-total Instructional Services	1,377,183	1,887,839	1,489,905	1,676,715	186,810	12.5%



Town of Natick

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Department: Natick Public Schools

Rev: 3/31/2011

Expenses	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appr.	Request	\$	%
Transportation Services (3300)	0	0	0	0		
Cost of Regular Education Buses	986,400	1,012,899	1,045,899	1,082,114	36,215	3.5%
Special Needs -In Town Other	411,676	511,845	548,850	601,019	52,169	9.5%
Special Needs -Out of Town Other	629,673	639,636	579,591	707,000	127,409	22.0%
Sub-total Transportation Services (3300)	2,027,749	2,164,380	2,174,340	2,390,133	215,793	9.9%
Attendance and Parent Liaison Services (3100)	332	0	3,000	3,000	0	0.0%
Health Services (3200)	5,850	23,194	16,147	24,200	8,053	49.9%
Athletic Program (3510)	90,295	131,386	68,500	110,000	41,500	60.6%
Other Student Activities (3520)	3,477	2,707	8,767	8,761	(6)	-0.1%
Sub-total Student Services	99,954	157,287	96,414	145,961	49,547	51.4%
Custodial Services (4110)	120,047	126,565	115,000	115,000	0	0.0%
Fuel for heating of buildings (4120)	663,318	540,190	740,000	691,250	(48,750)	-6.6%
Electricity (4130)	770,203	665,155	870,000	782,464	(87,536)	-10.1%
Telephone (4140)	62,946	72,064	75,000	75,000	0	0.0%
Building Repairs (4220)	640,838	488,577	462,000	462,000	0	0.0%
Vehicle Maintenance Other (4230)	8,704	10,833	8,000	8,000	0	0.0%
Network and Telecommunications (4400)	146,971	173,423	197,592	184,062	(13,530)	-6.8%
Sub-total Operations & Maintenance	2,413,027	2,076,806	2,467,592	2,317,776	(149,816)	-6.1%
Employer Retirement Contributions (5100)	91,244	100,340	93,162	89,980	(3,182)	-3.4%
Insurance for Active Employees (5200)		90,060	66,381	64,114	(2,267)	-3.4%
Community Services (6000)	193,157	203,870	196,715	189,997	(6,718)	-3.4%
Asset Acquisition & Improvement	82,250	0	0	0	0	
Sub-total Above 4 Items	366,651	394,271	356,258	344,091	(12,167)	-3.4%
Vocational Education Tuition	55,799	41,354	65,000	43,872	(21,128)	-32.5%
SPED Out of District Tuitions	4,634,063	4,768,548	5,216,530	5,767,005	550,475	10.6%
Sub-total Programs with Other School Districts	4,689,862	4,809,902	5,281,530	5,810,877	529,347	10.0%
Total Expenses	11,819,057	12,296,215	12,615,815	13,453,681	837,866	6.6%
Total GROSS School Operating Budget	47,420,881	48,065,872	49,395,327	51,058,134	1,662,807	3.4%
Offsets						
Less: Town Transportation Subsidy	(302,122)	(311,185)	(320,522)	(330,137)	(9,615)	3.0%
Less: Bus Fee Offset	(201,195)	(264,575)	(260,000)	(270,000)	(10,000)	3.8%
Less: Circuit Breaker Offset	(817,177)	(1,545,367)	(960,023)	(1,959,598)	(999,575)	104.1%
Less: Federal and State Grants	(2,239,469)	(2,219,002)	(2,166,243)	(2,092,261)	73,982	-3.4%
Less: ARRA Offset		(1,956,643)	(1,305,722)		1,305,722	-100.0%
Total Offsets	(3,559,963)	(6,296,772)	(5,012,510)	(4,651,996)	360,514	-7.2%
Total NET School Budget Appropriation	43,860,918	41,769,100	44,382,817	46,406,138	2,023,321	4.6%



Town of Natick

2011 Spring Town Meeting – Finance Committee Recommendation Book

Department: Natick Public Schools

Line-Item Detail

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. This 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, while 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. As well as those 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.



Town of Natick

2011 Spring Town Meeting – Finance Committee Recommendation Book

Department: Natick Public Schools

Line-Item Detail

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.

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 & OTHER SCHOOL DISTRICTS

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



Town of Natick

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Department: South Middlesex Regional Technical School

Appropriation Summary

South Middlesex Regional Technical School

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012	
					\$	%
Operating Expenses						
Assessment	1,135,347	1,283,158	1,469,598	1,396,865	-72,733	-4.95%
Total Operating Expenses	1,135,347	1,283,158	1,469,598	1,396,865	-72,733	-4.95%

Total South Middlesex Regional Tech.	1,135,347	1,283,158	1,469,598	1,396,865	-72,733	-4.95%
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Mission:

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

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



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

Philosophy:

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

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



Town of Natick

Home of Champions

Department: South Middlesex Regional Technical School

Philosophy (con't):

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

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

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

Goals:

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



Town of Natick

Home of Champions

Department: South Middlesex Regional Technical School

Budget Overview

The proposed Keefe Tech assessment for FY 2012 is \$1,396,865, or a reduction of nearly 5% over FY 2011. This is a result of both lower enrollment of Natick pupils attending Keefe Tech (72 vs. 75) and higher enrollment overall, thus shifting the overall assessment between the five member communities.

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Assessment	1,135,347	1,283,158	1,469,598	1,396,865	-72,733	-4.9%
Expenses	1,135,347	1,283,158	1,469,598	1,396,865	-72,733	-4.9%
Total Keefe Tech	1,135,347	1,283,158	1,469,598	1,396,865	-72,733	-4.9%

Historic Data

SOUTH MIDDLESEX REGIONAL VOCATIONAL TECHNICAL SCHOOL DISTRICT
Keefe Technical School - Framingham, Massachusetts

HISTORICAL ASSESSMENTS : 10-YEAR REVIEW

	District Enrollment	TOTAL ASSESSMENT	APPORTIONMENT				
			ASHLAND	FRAMINGHAM	HOLLISTON	HOPKINTON	NATICK
FY2012	675	\$11,942,121	\$1,307,650	\$8,353,939	\$382,414	\$501,253	\$1,396,865
Enrollment by Town			72	483	22	26	72
FY2011	650	\$11,796,257	\$1,117,896	\$8,424,091	\$337,852	\$446,820	\$1,469,598
Enrollment by Town			60	473	19	23	75
FY2010	627	\$11,672,239	\$872,679	\$8,754,724	\$372,598	\$389,079	\$1,283,158
Enrollment by Town			46	475	21	20	65
FY2009	669	\$11,677,779	\$838,689	\$8,848,289	\$429,941	\$424,514	\$1,135,347
Enrollment by Town			50	507	26	24	62
FY2008	691	\$11,024,766	\$710,537	\$8,468,883	\$454,541	\$339,688	\$1,051,116
Enrollment by Town			46	530	31	22	62
FY2007	691	\$10,439,546	777,685	\$7,900,000	\$325,829	\$323,051	\$1,112,981
Enrollment by Town			51	527	21	23	69
FY2006	709	\$10,011,501	906,180	7,310,666	425,477	301,394	1,067,784
Enrollment by Town			63	534	24	23	65
FY2005	702	\$9,733,018	943,592	6,792,735	551,838	306,194	1,135,658
Enrollment by Town			56	511	36	23	76
FY2004	740	\$9,552,153	\$882,842	\$6,776,054	\$535,471	\$319,392	\$1,038,393
Enrollment by Town			58	531	39	25	87
FY2003	753	\$9,316,661	\$778,297	\$6,301,548	\$577,213	\$308,884	\$1,150,719
Enrollment by Town			58	531	39	25	87



Town of Natick

2011 Spring Town Meeting – FY 2012 Recommended Budget

Article 11: Section B: Public Safety

Emergency Management

Police

Fire



Town of Natick

2011 Spring Town Meeting - FY 2012 Recommended Budget

Finance Committee Recommendation

Motions for Section B: Public Safety

Motion for Section B under Article 11:

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

Emergency Management

Expenses	\$ 4,100
Total Emergency Management	\$ 4,100

Police

Salaries	\$ 5,492,384
Expenses	\$ 218,100
Other Chgs. & Expenses	\$ 9,500
Total Police	\$ 5,719,984

Fire

Salaries	\$ 6,968,461
Expenses	\$ 170,625
Total Fire	\$ 7,139,086

Motion Total	\$ 12,863,170
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And that the above Total Budget Amount be raised from the following sources:

Tax Levy of Fiscal Year 2012	\$ 12,863,170
	\$ 12,863,170



Section B: PUBLIC SAFETY

B1: Emergency Management

RECOMMENDATION: By a vote of 11-0-0 on March 08, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section B1: Emergency Management and that the sum of \$4,100 be appropriated from the Tax Levy.

*The purpose of this article is to fund the operating budget for the **Emergency Management Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *Chief Sheridan explained that this budget was level funded and covered the costs associated with the Town’s participation in the Local Emergency Planning Committee (LEPC) and developing and maintaining the town's Comprehensive Emergency Management Plan (CEMP). He said he was looking forward to collaborating with the new Police Chief in these ongoing activities.*

B2: Police Department

RECOMMENDATION: By a vote of 13-0-0 on March 28, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section B2: Police Department and that the sum of \$5,719,984 be appropriated from the Tax Levy.

Previous Recommendation: *By a vote of 11-0-0 on March 08, 2011, The Finance Committee recommended the sum of \$5,714,922 before the March 28th revisions.*

*The purpose of this article is to fund the operating budget for the **Police Department Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *An overview of budget changes include items negotiated during contract discussions:*
 - ◆ *Three of four Union contracts have been settled. The Police Patrolmen’s contract has not been settled and the FY 2012 budget is using 2010 numbers for those positions.*
 - ◆ *Fair Labor Standards Act (FSLA) costs are 25% of Operational Staff Overtime costs*
 - ◆ *The new agreements changed the salary mixes:*
 - *Management from 74% salary and 26% Additional Compensation to 86% Salary and 14% Additional Compensation*
 - *Supervisory 76% salary and 24% Additional Compensation to 90% Salary and 10% Additional Compensation*



Section B2: Cont'd

- ◆ *Overtime Costs*
 - *Supervisory costs (Sergeants) for Court Overtime is expected to go up by 25%*
 - *Management costs (Lieutenants) for Court Overtime is expected to go up by 30%*
- *The proposed budget includes full funding for the new Chief of Police, James G. Hicks, who was named on January 3, 2011.*
- *This budget includes wage and benefit adjustments consistent with contract settlements reached between the Town and three of the department's four collective bargaining units: the Superior Officers, the Public Safety Dispatchers and the Clerical unions. As the Patrol Officers' union has not yet reached an agreement, the budget provides funding for these personnel at 2010 rates.*
- *Effective with the new contracts educational incentive payments (Quinn Bill) have been rolled into base pay for supervisory and management personnel, thereby reducing the respective Additional Compensation line items. Quinn Bill funding for the Patrol Officers continues to be carried in the Additional Compensation line item. This provides for additional parity between the various bargaining units.*
- *Fair Labor Standards Act (FLSA) compensation represents approximately 25% of overtime costs.*
- *Crossing guards are budgeted at 11 positions, consistent with the FY 2011 staffing.*
- *To mitigate the budget shortfall and to provide the new Chief with some flexibility to assess and re-structure the department, should he so choose, one sergeant's and one lieutenant's positions expected to be vacant will be funded for only nine months of the FY 2012 budget year.*
- *Although the Town will continue to maintain Quinn bill educational incentives for the Superior Officers under their new contract, regardless of state funding, the amounts which will be provided to individuals whose eligibility reflects a hire or promotion date after July 1, 2009 will be a specific dollar amount rather than the percentage amount paid to individuals currently receiving that benefit.*
- *Since the Quinn bill compensation has been added to the base salary for supervisory and management personnel, this will also be factored into the overtime calculations; therefore, although the total hours of overtime in the projected FY 2012 budget are the same as were budgeted for FY 2011, the overtime line item costs will be higher than the FY 2011 amounts, whereas the Management and Supervisory Additional Compensation line items will be significantly reduced from FY 2011 levels, when the Quinn bill stipends for the Superior Officers represented approximately 70% of those line item expenses.*
- *In addition to the effects of reallocating the Quinn bill education incentives for the Superior Officers from the Additional Compensation to the Salary accounts, comparisons of proposed FY 2012 amounts to the FY 2011 budgets is further complicated by the fact that the FY 2011 budget figures voted by Spring 2010 Town Meeting were found to be incorrect, during the Administration's review of the amounts following.*



B3: Fire Department

RECOMMENDATION: By a vote of 13-0-0 on March 28, 2011, The Finance Committee recommends **FAVORABLE ACTION** with regard to the budget for Article 11 ~ Section B3: Fire Department and that the sum of \$7,139,086 be appropriated from the Tax Levy.

Previous Recommendation: By a vote of 11-0-0 on March 08, 2011, The Finance Committee recommended the sum of \$7,051,099 before the March 28th revisions.

The purpose of this article is to fund the operating budget for the **Fire Department Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).

During the review of this article it was noted:

- Chief Sheridan stated that the Fire Department budget was essentially level funded for FY 2012, in terms of configuration and numbers of personnel. He noted that a 2% cost of living adjustment (COLA) and an enhanced education incentive stipend reflected the most recent collective bargaining agreement.
- The maximum financial impact of the additional health day negotiated in the new contract is estimated at \$40,000 if overtime resulted from each individual’s choice of when to take this day.
- A substantial amount of mandated continuing education has been moved to on-duty time vs. overtime.
- A grant has been received by a consortium of neighboring towns exploring regionalization of Dispatch services, of which Ms. White is chair, to conduct a feasibility study. No impact of this is anticipated within the FY 2012 fiscal year.
- Due to an accelerated timeframe driven by federal funding requirements, the Town has abandoned exploration of building a new Fire Station on the National Guard property.
- **Major changes to this budget include the following items which were bargained during the recent contract discussion and may impact the Fire Department budget in FY 2012:**
 - ◆ Rate Saver Health Plans were negotiated and will reduce shared expenses. The Fire Department Unions received new benefits for agreeing to the rate saver programs
 - ◆ A newly doubled education incentives was added. This new provision could add as much as \$90,000 to the budget
 - ◆ An additional health day was bargained and can add as much as \$40,000 to the budget
 - ◆ A 3 ½ % increase in salaries will take place in beginning on July 1, 2011.
 - ◆ No additional staff was added however, three (3) individuals are either out on medical leave or on light duty which impacts Overtime. One new retirement was recently announced.



Section B3: Cont'd

- **Overtime (OT) and FSLA.**
 - ◆ *An additional \$85,000 was appropriated to this department's FY 2011 overtime budget at Fall 2010 Town Meeting, and \$150,000 has been added to the FY 2012 budget.*
 - ◆ *The Town Administrator and the Chief are increasingly convinced that if the Town maintains its four Fire Stations and the 17-man minimum staffing model, filling the five vacant positions would be more costly, over time, than increasing the budget for overtime. Occasional use of administrative personnel to cover firefighter positions is used, but not desirable as they have other responsibilities.*
 - ◆ *The Chief has identified no trend factors which would suggest specific periods when staffing could be safely allowed to drop below these levels.*
 - ◆ *The Chief indicated that \$315,000 had been set in FY 2011 aside for the FSLA settlement and that he believes it is being paid correctly.*
- **Additional anticipated revenues for the Ambulance service of \$500,000 was primarily due primarily to:**
 - ◆ *A new Vendor has been hired to do the insurance billings.*
 - ◆ *A new system which monitors and puts an emphasis on the type of dispatch and treatment offered which many times puts the Ambulance call category into Advance Life Support (ALS) vs. Basic Life Support (BLS). ALS services are billed at a higher rate. Statistics show Natick's ALS vs. BLS calls have gone from 40% ALS/60% BLS to 60% ALS/40% BLS.*



Town of Natick

Home of Champions

Department: Emergency Management

Appropriation Summary

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$ (+/-)	% (+/-)
Operating Expenses						
Tech/Professional Services	\$ 1,330	\$ 3,414	\$ 4,100	\$ 4,100	\$ -	0.00%
Total Operating Expenses	\$ 1,330	\$ 3,414	\$ 4,100	\$ 4,100	\$ -	0.00%

Total Emergency Management	\$ 1,330	\$ 3,414	\$ 4,100	\$ 4,100	\$ -	0.00%
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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. See goals below.

Goals:

Develop and adopt a mission statement for the emergency management function.

Conduct at least one tabletop exercise based on the above scenario as developed.

Assemble the LEPC for at least two meetings during FY2012.

Meet with surrounding communities to begin discussions on the regionalization of both the LEPC and the EOC.

Budget Overview:

Emergency management is the comprehensive program developed and maintained by the town, through its elected and appointed officials, including the Town Administrator and the Emergency Management team, assembled by the Emergency Management Director(EMD), the purpose of which is to carry out the responsibilities of mitigation, preparedness, response, and recovery from disasters occurring either in Natick or those for which our assistance is needed as a mutual aid responder in other communities.

Appointed by the Board of Selectmen, the EMD is responsible for coordinating the entire emergency management program, including advising the Chairman of the Board of Selectmen on courses of action available for decision making. The town's Local Emergency Planning Committee (LEPC), its chair appointed by the EMD, is responsible for developing and maintaining the town's Comprehensive Emergency Management Plan (CEMP) as it meets periodically during the year.

The LEPC also has the responsibility for developing and conducting drills and exercises annually. The LEPC is federally mandated to comprise representatives from thirteen disciplines within the community.



Town of Natick

Home of Champions

Department: Police

Appropriation Summary

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$ (+/-)	% (+/-)
Salaries						
Personnel Services	4,918,805	4,937,332	5,297,706	5,492,384	194,678	3.67%
Total Salaries	4,918,805	4,937,332	5,297,706	5,492,384	194,678	3.67%
Operating Expenses						
Purchase of Services	80,718	71,572	99,000	99,000	0	0.00%
Other Services (Misc.)	58,940	67,402	62,850	62,850	0	0.00%
Tech/Professional Services	21,300	17,017	17,550	17,550	0	0.00%
Supplies	12,453	18,873	14,000	14,000	0	0.00%
Other Supplies	19,557	29,961	23,700	24,700	1,000	4.22%
Total Operating Expenses	192,968	204,826	217,100	218,100	1,000	0.46%
Other Charges & Expenditures						
Other Charges & Expenditures	10,527	7,099	10,500	9,500	-1,000	-9.52%
Total Other Charges & Expend.	10,527	7,099	10,500	9,500	-1,000	-9.52%
Total Police	5,122,299	5,149,257	5,525,306	5,719,984	194,678	3.52%

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:

Grants

Pursue alternate funding sources to maintain and possibly expand services currently offered to the community by the department

Internet Presence

Increase the department's online presence in an effort to make the department more accessible and responsive to the community



Town of Natick

Home of Champions

Department: Police

Goals: (con't)

Partnerships

Continue mutually beneficial working relationships with the Natick Collection, Natick Housing Authority, Cedar Gardens, MetroWest Medical Center, Natick Schools and others to better understand each other's abilities and limitations while developing appropriate responses within these parameters

Policies

Review, streamline and codify department operating procedures

The above-listed goals remain areas in which the department constantly strives to improve. It is certain that the new permanent Chief of Police will have additional priorities for the department that we are not able to

Budget Overview:

Recent Developments

For the FY 2011 budget, the department eliminated a Crossing Guard position and the Dispatch Supervisor position. However, the department was able to maintain the School Resource Officer for the middle schools and the 9th Dispatcher position. Additionally, the Town appropriated sufficient funds to provide full Quinn Bill benefits for qualified officers.

In the spring of 2010, the department provided residents the opportunity to report certain types of crimes online. In the first six months of offering this service, online reports accounted for 12.5% of calls generating an offense number. The department also began providing alerts of certain notable activities or traffic conditions via cell phone or e-mail to those residents requesting such service. These two initiatives increased the accessibility of the department, allowed for re-allocation of resources and kept residents better informed and aware of events that might affect them.

The department continued to pursue and was awarded grants to augment the police operation. Among the awards received, the State 911 Department's Training Grant provided \$12,890 for the training of new dispatchers and the professional development of current dispatchers while its Public Safety Answering Point Grant supplied \$78,748 to provide enhanced 911 service through payment of overtime, purchase of equipment or physical improvements to the dispatch center. The EOPSS Highway Safety Division's Traffic Enforcement and Equipment Grant provided \$17,000 for equipment purchases contributing to highway safety and overtime for patrols during selected enforcement periods. The department also received \$31,474 in Edward Byrne Memorial Justice Assistance (JAG) Grant funds to purchase security monitors and additional radio supplies and upgrades. In an effort to provide stability and uniformity in scheduling officers for required in-service training, the department moved from conducting its own program and returned to attending training offered by the Municipal Police Training Council in Boylston. While merely being employed on a trial basis, the department expects a reduction in costs due to the flexibility in scheduling the MPTC academy provides.

For FY 2011, the Crossing Guard post at Pitts St behind Johnson School had been eliminated and the Crossing Guard formerly assigned to Mill St @ Phillip J. Lucier Dr had been moved to Mill St @ Beaver Dam Rd due to current pedestrian traffic. At the Fall Annual Town Meeting 2010, funds were appropriated to restore the Pitts St post and provide for coverage at the Mill St @ Phillip J. Lucier Dr post for the balance of FY 2011.

The Town has reached settlements with the Police Superior Officer, Dispatcher and Clerical unions through FY 2012. The Patrol Officers have not yet reached an agreement with the Town for FY 2012 and have been budgeted at FY 2010 rates.



Town of Natick

Home of Champions

Department: Police

Budget Overview (Con't)

On the Horizon

Throughout 2010, the Police Chief Search Committee worked tirelessly to narrow the list of applicants for the permanent position to four candidates which were presented to the Board of Selectmen on November 29, 2010. The Board chose Chief James Hicks of Bedford to be the Department's new Chief of Police. He was sworn in on March 25, 2011.

Staffing	Rank	2008	2009	2010	2011	2012
Chief of Police	Chief	1	1	1	0.5	1
Interim Chief of Police	Lt.	0	0	0	0.5	0
Executive Officer	Lt.	1	1	0	0.5	1
Executive Officer/Inv. Svcs. Commander	Lt.	0	0	1	1	0
Patrol Services (Division) Commander	Lt.	1	1	1	1	1
Investigative Services (Division) Commander	Lt.	1	1	0	0	1
Info. Serv. & Comm. Division Commander	Lt.	1	1	0	0	0
Operations Commander	Lt.	0	0	0	1	1
Special Operations Commander	Lt.	0	0	1	0	0
Public Information Officer/Report Review	Lt.	0	0	1	0	0
Administrative Services	Sgt.	1	1	1	1	1
Report Review	Sgt.	0	0	0	1	0
Planning Supervisor	Sgt.	0	0	0	0	0
Patrol Sergeants	Sgt.	9	9	9	9	10
Traffic Safety Officer	Sgt.	1	1	0	0	0
Patrol Officers	Ofc.	30	30	29	28	28
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 School Resource Officer	Ofc.	0	0	0	1	1
Animal Control Officer	N/A	1	1	1	1	1
School Traffic Supervisors	N/A	2.27	2.27	1.66	1.88	1.88
Records Unit Dept. Assistant	N/A	1.85	1.85	1.85	1.85	1.85
Court Liaison Officer	Off.	1	1	1	1	1
Executive Assistant	N/A	1	1	1	1	1
Dispatch Supervisor	Disp S.	1	1	0	0	0
Dispatchers	Disp.	9	9	9	9	9
Total FTE Count		70.1	70.1	66.5	67.2	67.7
Total Actual Personnel		82.0	82.0	75.0	77.0	77.0



Town of Natick

Home of Champions

Department: Police

Performance Indicators (calendar year)	2006	2007	2008	2009	2010
Enforcement					
Number of crimes	1472	1294	1501	1526	1655
Number of individuals processed for criminal activity					
- adults	1246	1129	1275	1248	1051
- juveniles	92	128	184	216	113
Traffic					
Number of Motor Vehicle Citations					
- Civil Infractions	2874	2383	2007	1714	1321
- Written Warnings	1497	1903	1628	1551	1335
- Arrests	620	675	469	426	281
- Criminal Complaints	718	534	561	572	527
- OUI	202	128	89	82	59
Crash particulars					
- Total Crashes	1087	972	926	825	879
- Fatal Injury	6	3	1	2	4
- Non-fatal injury (incapacitating)	22	26	27	16	12
- Non-fatal injury (non-incapacitating)	97	72	70	54	88
- Possible Injury	103	95	104	83	91
Dispatch					
Number of 911 calls received	5252	6653	7677	6692	6996
Number of service calls dispatched					
- police (with crime)	2617	2556	3020	2870	3008
- police (without crimes)	32817	23971	36171	34224	35571
- Fire/EMS	2939	6050	5632	4218	4362
Animal Control					
Number of animal calls responded to					
- Domestic	336	379	412	302	244
- Wildlife	238	192	183	177	125



Town of Natick

Home of Champions

Department: Police

Organizational Chart





Town of Natick

Home of Champions

Department: Police

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$ (+/-)	% (+/-)
Salaries Management	\$ 421,068	\$ 350,390	\$ 389,285	\$ 543,897	\$ 154,612	39.72%
Salaries Supervisory	\$ 591,697	\$ 676,208	\$ 749,112	\$ 923,162	\$ 174,050	23.23%
Salaries Operational Staff	\$ 2,473,575	\$ 2,489,926	\$ 2,569,803	\$ 2,592,730	\$ 22,927	0.89%
Salaries Non-Uniform Staff	\$ 132,674	\$ 124,336	\$ 124,932	\$ 129,905	\$ 4,973	3.98%
Management Additional Comp	\$ 149,684	\$ 116,780	\$ 136,514	\$ 53,963	\$ (82,551)	-60.47%
Supervisory Additional Comp	\$ 211,161	\$ 209,242	\$ 231,337	\$ 107,452	\$ (123,885)	-53.55%
Operational Staff Additional Comp	\$ 564,519	\$ 589,508	\$ 618,639	\$ 629,041	\$ 10,402	1.68%
Non-Uniform Staff Additional Comp	\$ 256	\$ -	\$ 473	\$ 493	\$ 20	4.23%
<u>Court Overtime</u>						
Supervisory Overtime	\$ 15,265	\$ 10,834	\$ 18,389	\$ 22,986	\$ 4,597	25.00%
Operational Staff Overtime	\$ 81,952	\$ 65,477	\$ 68,771	\$ 68,771	\$ -	0.00%
<u>Regular Overtime</u>						
Management Overtime	\$ 32,732	\$ 33,953	\$ 15,069	\$ 19,590	\$ 4,521	30.00%
Supervisory Overtime	\$ 59,160	\$ 74,240	\$ 100,049	\$ 125,061	\$ 25,012	25.00%
Operational Staff Overtime	\$ 180,722	\$ 195,151	\$ 272,876	\$ 272,876	\$ -	0.00%
Non-Uniform Staff Overtime	\$ 4,338	\$ 1,287	\$ 2,457	\$ 2,457	\$ -	0.00%
Personnel Services	\$ 4,918,805	\$ 4,937,332	\$ 5,297,706	\$ 5,492,384	\$ 194,678	3.67%
Repairs & Maint Equipment	\$ 2,072	\$ 1,385	\$ 5,000	\$ 4,000	\$ (1,000)	-20.00%
In State Travel/Meetings	\$ 509	\$ 378	\$ 1,500	\$ 1,500	\$ -	0.00%
Out of State Travel	\$ 3,560	\$ 1,640	\$ 1,000	\$ 1,000	\$ -	0.00%
Communication Telephone	\$ 17,560	\$ 21,342	\$ 23,000	\$ 23,000	\$ -	0.00%
Dues & Subscriptions	\$ 3,597	\$ 4,377	\$ 6,500	\$ 6,500	\$ -	0.00%
Training & Education	\$ 23,991	\$ 7,173	\$ 25,000	\$ 25,000	\$ -	0.00%
Professional Services Selection	\$ 2,026	\$ 1,089	\$ 2,000	\$ 2,000	\$ -	0.00%
Communication Postage	\$ 1,584	\$ 1,504	\$ 2,000	\$ 2,000	\$ -	0.00%
Copy/Mail Center Fees	\$ 9,152	\$ 8,862	\$ 9,000	\$ 9,000	\$ -	0.00%
Maintenance Contract Radios	\$ 14,751	\$ 15,290	\$ 21,000	\$ 21,000	\$ -	0.00%
Other Services: Misc.	\$ 1,916	\$ 8,534	\$ 3,000	\$ 4,000	\$ 1,000	33.33%
Purchase of Services	\$ 80,718	\$ 71,572	\$ 99,000	\$ 99,000	\$ -	0.00%
Clothing Allowance Management	\$ 4,284	\$ 4,220	\$ 4,300	\$ 4,300	\$ -	0.00%
Clothing Allowance Supervisory	\$ 11,365	\$ 12,147	\$ 11,825	\$ 11,825	\$ -	0.00%
Clothing Allowance Operational	\$ 43,292	\$ 35,730	\$ 34,950	\$ 34,950	\$ -	0.00%
Clothing Equipment/Replacement	\$ -	\$ 15,305	\$ 11,775	\$ 11,775	\$ -	0.00%
Other Services (Misc.)	\$ 58,940	\$ 67,402	\$ 62,850	\$ 62,850	\$ -	0.00%
Communication Photocopying	\$ 2,000	\$ 1,917	\$ 2,000	\$ 2,000	\$ -	0.00%
Communication Teleprocessing	\$ 19,300	\$ 15,100	\$ 15,550	\$ 15,550	\$ -	0.00%
Tech/Professional Services	\$ 21,300	\$ 17,017	\$ 17,550	\$ 17,550	\$ -	0.00%
Office Supplies: Stationery	\$ 12,453	\$ 18,873	\$ 14,000	\$ 14,000	\$ -	0.00%
Supplies	\$ 12,453	\$ 18,873	\$ 14,000	\$ 14,000	\$ -	0.00%
Supplies Other	\$ 2,431	\$ 3,870	\$ 2,500	\$ 2,500	\$ -	0.00%
Supplies Public Safety	\$ 16,232	\$ 23,517	\$ 17,000	\$ 18,500	\$ 1,500	8.82%
Supplies Photographic	\$ 225	\$ 632	\$ 2,000	\$ 1,500	\$ (500)	-25.00%
Supplies Prisoners	\$ 669	\$ 814	\$ 1,200	\$ 1,200	\$ -	0.00%



Town of Natick

Home of Champions

Department: Police

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$ (+/-)	% (+/-)
Supplies Safety Equipment	\$ -	\$ 1,127	\$ 1,000	\$ 1,000	\$ -	0.00%
Other Supplies	\$ 19,557	\$ 29,961	\$ 23,700	\$ 24,700	\$ 1,000	4.22%
Care of Stray Animals	\$ 9,081	\$ 2,500	\$ 8,000	\$ 7,000	\$ (1,000)	-12.50%
Motorcycle Repairs/Maint	\$ 1,446	\$ 4,599	\$ 2,500	\$ 2,500	\$ -	0.00%
Other Charges & Expenditures	\$ 10,527	\$ 7,099	\$ 10,500	\$ 9,500	\$ (1,000)	-9.52%

Total Police	\$ 5,122,299	\$ 5,149,257	\$ 5,525,306	\$ 5,719,984	\$ 194,678	3.52%
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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 37 Patrol Officers (NPPOA), 9 Dispatchers (SEIU 888), 1 Animal Control Officer (PB) and 11 Crossing Guards

SALARIES NON-UNIFORM STAFF : Contractually obligated salaries for 1 Executive Assistant (1116), 1 FT Department Assistant (1116) and 1 PT Department Assistant (1116)

MANAGEMENT ADDITIONAL COMP : Contractually obligated stipends for Longevity, Holidays and In-Service Incentive for Chief of Police and 4 Lieutenants

SUPERVISORY ADDITIONAL COMP : Contractually obligated stipends for Longevity, Holidays and In-Service Incentive for 11 Sergeants

OPERATIONAL STAFF ADDITIONAL COMP : Contractually obligated stipends for Longevity, Education (Quinn Bill), Specialty Positions, On Call, COMP STAT/Technology Proficiency, Holidays, Community and In-Service Incentives for 37 Patrol Officers; Also includes contractually obligated stipends for Longevity, Holidays, and In-Service Incentive for 9 Dispatchers

NON-UNIFORM STAFF ADDITIONAL COMP : Contractually obligated stipend for Longevity for 1 Executive Assistant

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 37 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 37 Patrol Officers and 9 Dispatchers, including , but not limited to Vacant Shifts, Extended Tours of Duty, Public Events, Training, etc.

NON-UNIFORM STAFF OVERTIME : Consists of work performed beyond regularly scheduled hours for Clerical Staff including, but not limited to Holiday Coverage, Vacation Coverage, etc.

Purchase of Services:

REPAIRS & MAINT EQUIPMENT : Consists of repairs to RADARs , LIDARs, and other equipment

IN STATE TRAVEL/MEETINGS : Consists of costs associated with the Department vehicles' FAST LANE usage and other travel within the state

OUT OF STATE TRAVEL : Includes travel to the IACP Conference and any other beneficial Out Of State Trainings

COMMUNICATION TELEPHONE : Includes Department-issued Telephones, Telephone System, Local and Long Distance Service and Interpreter Line Assistance

DUES & SUBSCRIPTIONS : Consists of dues associated with memberships in organizations such as METLEC, IACP, NESPIN, FBINAA and PERF and Child Safety Seat certifications

TRAINING & EDUCATION : Consists of contractually obligated College Incentive and assignment of Department members to assorted seminars/trainings based on applicability and aptitude

PROFESSIONAL SERVICES SELECTION : Includes items such as Outside Range Supervision, Personal History Questionnaire Analysis, and other professional services



Town of Natick

Home of Champions

Department: Police

Line-Item Detail

Police Department

Purchase of Services:

COMMUNICATION POSTAGE : Consists mainly of Federal Express deliveries ranging from Grant Delivery to Equipment Repairs and IKON Postage charges

COPY/MAIL CENTER FEES : Includes 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 37 Patrol Officers, 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 Detectives Fax, Dispatch Copier/Fax and DSS Recorder Maintenance Agreements

COMMUNICATION TELEPROCESSING : Includes CJIS Computer Equipment Maintenance Agreements, Dictation System Maintenance Agreement, 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

Home of Champions

Department: Fire

Appropriation Summary

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$ (+/-)	% (+/-)
Salaries						
Personnel Services	\$ 6,281,369	\$ 6,209,143	\$ 6,470,554	\$ 6,968,461	\$ 497,907	7.69%
Total Salaries	\$ 6,281,369	\$ 6,209,143	\$ 6,470,554	\$ 6,968,461	\$ 497,907	7.69%
Operating Expenses						
Purchase of Services	\$ 71,626	\$ 41,523	\$ 45,100	\$ 49,100	\$ 4,000	8.87%
Other Services (Misc.)	\$ 53,525	\$ 51,225	\$ 51,475	\$ 55,225	\$ 3,750	7.29%
Supplies	\$ 4,632	\$ 6,643	\$ 6,800	\$ 6,800	\$ -	0.00%
Other Supplies	\$ 33,915	\$ 51,765	\$ 59,500	\$ 59,500	\$ -	0.00%
Total Operating Expenses	\$ 163,698	\$ 151,156	\$ 162,875	\$ 170,625	\$ 7,750	4.76%
Total Fire	\$ 6,445,067	\$ 6,360,299	\$ 6,633,429	\$ 7,139,086	\$ 505,657	7.62%

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:

Address Personnel & Training Needs

- Continue an analysis regarding staffing levels and organizational structure with Town Administrator
- Continue to address training needs in response to recent development patterns
- Enhance Planning Process for Adequate Equipment and Facilities
- Pursue purchasing of lap top computers for installation in all apparatus
- Conduct pre-planning of critical facilities (consulting contract may be needed)
- Evaluate apparatus needs for capital planning purposes
- Explore feasibility/practicality of eliminating call boxes
- Explore benefits of improving ISO insurance classification
- Implement Driver Safety Program
- Improve Fire Dispatch policies and implement Emergency Medical Dispatch

Professional Development

- Pursue opportunities for professional development in areas such as computer skills, budgeting and personnel management. Pursue grants, mitigation and other funding sources to address department needs



Town of Natick

Home of Champions

Department: Fire

Goals (con't)

Miscellaneous

- Continue to monitor ambulance billing to ensure maximization of revenues
- Pursue revenue enhancement through fees, permits, fines, etc.
- Review department web page for accuracy, thoroughness, etc.
- Enhance communication w/ personnel through newsletter, regular meetings, etc.

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

A new piece of Fire Apparatus has recently been purchased. This vehicle has been placed into service as Engine 1 and is located at the central fire station. This purchase enabled The Department to retire two older vehicles that were no longer serviceable. Funding has been appropriated for a new ambulance and this vehicle should join our fleet within the next few months.

Current Challenges

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

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

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

On the Horizon

Decisions will have to be made in the near future on the fate of the West Natick fire station and the manpower that will be needed to meet the growing demands of the community. The Department will continue to evaluate alternative staffing plans. The Department will create a replacement cycle and a sustainable funding source for turnout gear.



Town of Natick

Home of Champions

Department: Fire

Staffing	2008	2009	2010	2011	2012
Fire Chief	1	1	1	1	1
Deputy Chief	5	5	5	5	5
Captains	5	5	5	5	5
Lieutenants	15	15	15	15	15
Firefighters	56	56	51	51	51
Executive Administrative Assistant	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Fire Prevention Officer	1	1	1	1	1
Assistant Fire Prevention Officer	1	1	1	1	1
Training Officer - Captain	1	1	1	1	1
Superintendent of Communications	1	1	1	1	1
Total FTE	88	88	83	83	83

Total FT/PT	88 FT / 0 PT	88 FT / 0 PT	83 FT / 0 PT	83 FT / 0 PT	83 FT / 0 PT
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Notes

EMT - Paramedics - Total 21

EMT - Intermediate's - Total 15

EMT's - Total 39

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



Town of Natick

Home of Champions

Department: Fire

Performance Indicators (Calendar Year)	2008	2009	2010	2011	2012
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Performance Indicators (Calendar Year)	2008	2009	2010	2011	2012
Fire Suppression					
Number of Structure Fires	25	36	17	N/A*	N/A*
Number of Vehicle Fires	14	11	20	N/A*	N/A*
Accidental Alarms	646	519	713	N/A*	N/A*
Forest Brush & Trash Fires	40	37	47	N/A*	N/A*
Mutual Aid Calls					
- Calls for Fire & EMS Given	149	144	109	N/A*	N/A*
- Calls for Fire & EMS Received	106	103	79	N/A*	N/A*
False Alarms	48	32	37	N/A*	N/A*
Emergency Response					
Number of Emergency Runs	2835	2847	2712	N/A*	N/A*
- BLS	1168	1234	N/A*	N/A*	N/A*
- ALS	934	948	N/A*	N/A*	N/A*
General Public Assistance & Miscellaneous	1075	944	925	N/A*	N/A*
Prevention					
Number of smoke detector inspections	436	453	450	450	450
number of quarterly inspections	36	36	36	36	36
Visits to schools	100	100	100	100	100
Training					
Number of training sessions for fire	70	70	70	70	70
Number of training sessions for EMS	65	65	65	65	65

Notes:

* Not Available at this time.

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.

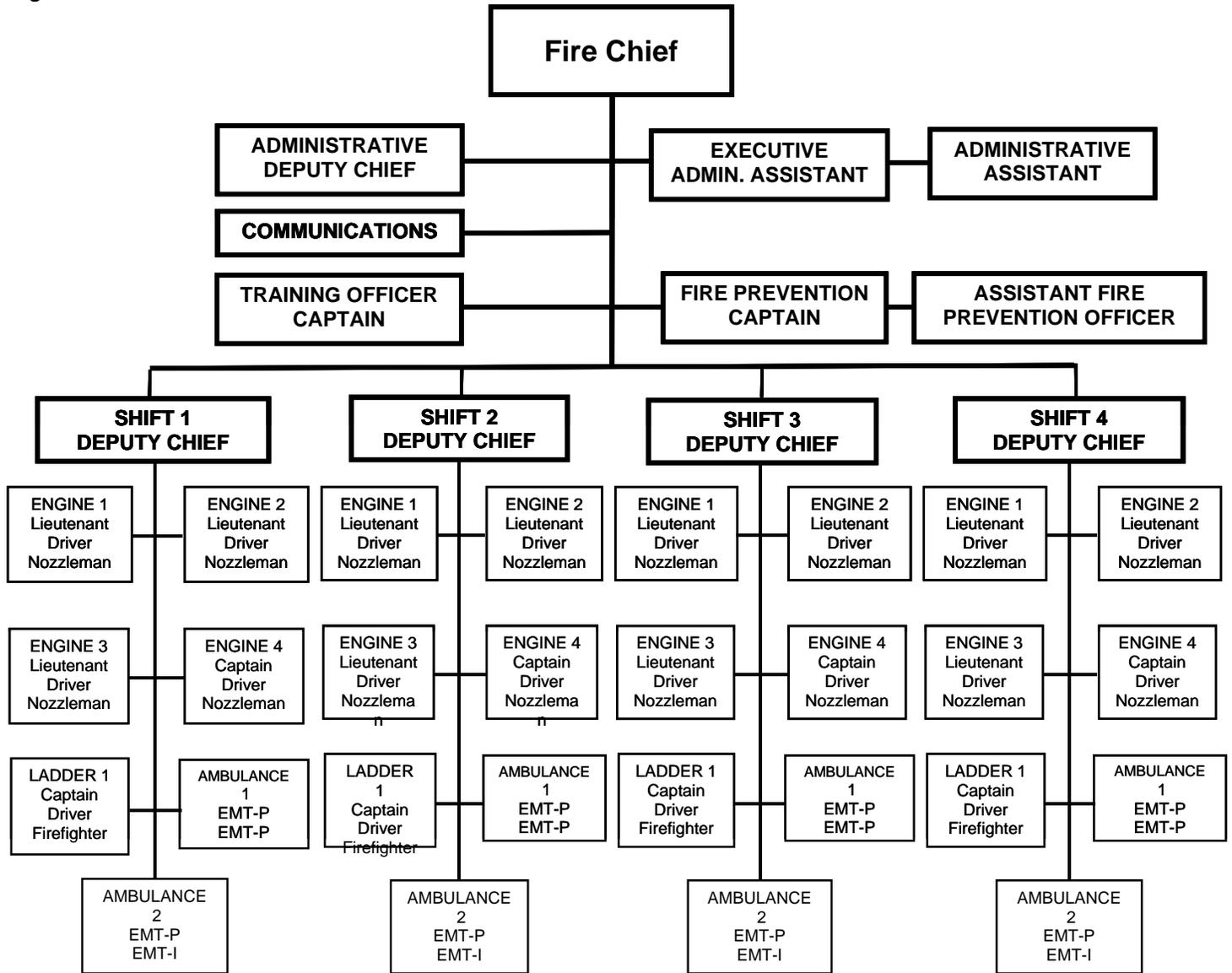


Town of Natick

Home of Champions

Department: Fire

Organizational Chart



Notes:

Not all compliments are fully staffed at levels shown above. Budgeted amount is 19/shift (or 18/shift on one shift).
 Minimum manning level as of FY 2010 is 17/shift.



Town of Natick
Home of Champions

Department: Fire

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 VS. 2012 \$ (+/-) % (+/-)	
Salaries Management	\$ 457,904	\$ 476,163	\$ 480,471	\$ 498,325	\$ 17,854	3.72%
Salaries Supervisory	\$ 1,260,011	\$ 1,225,270	\$ 1,242,089	\$ 1,298,661	\$ 56,572	4.55%
Salaries Operational Staff	\$ 2,805,706	\$ 2,720,520	\$ 2,783,161	\$ 2,915,650	\$ 132,489	4.76%
Salaries Technical/Professional	\$ 255,001	\$ 259,484	\$ 253,095	\$ 264,625	\$ 11,530	4.56%
Management Additional Comp	\$ 111,420	\$ 113,612	\$ 118,800	\$ 131,762	\$ 12,962	10.91%
Supervisory Additional Comp	\$ 260,748	\$ 258,710	\$ 274,271	\$ 297,986	\$ 23,715	8.65%
Operational Staff Additional Comp	\$ 542,014	\$ 540,974	\$ 580,953	\$ 645,790	\$ 64,836	11.16%
Tech/Prof Additional Comp	\$ 66,170	\$ 71,279	\$ 70,861	\$ 72,131	\$ 1,270	1.79%
<i>Sub-total Salaries & Other Comp.</i>	<i>\$ 5,758,974</i>	<i>\$ 5,666,012</i>	<i>\$ 5,803,701</i>	<i>\$ 6,124,930</i>	<i>\$ 321,228</i>	<i>5.53%</i>
Regular Overtime						
Management Overtime	\$ 43,384	\$ 48,561	\$ 58,803	\$ 77,109	\$ 18,306	31.13%
Supervisory Overtime	\$ 127,746	\$ 155,666	\$ 132,397	\$ 173,612	\$ 41,215	31.13%
Operational Staff Overtime	\$ 228,600	\$ 219,456	\$ 326,689	\$ 428,388	\$ 101,699	31.13%
Tech/Prof Overtime	\$ 13,276	\$ 18,592	\$ 35,004	\$ 45,902	\$ 10,898	31.13%
<i>Sub-total Regular Overtime</i>	<i>\$ 413,005</i>	<i>\$ 442,275</i>	<i>\$ 552,893</i>	<i>\$ 725,011</i>	<i>\$ 172,118</i>	<i>31.13%</i>
Training Overtime						
Management Overtime	\$ 13,721	\$ 6,960	\$ 14,640	\$ 15,226	\$ 586	4.00%
Supervisory Overtime	\$ 21,919	\$ 20,027	\$ 22,880	\$ 23,796	\$ 916	4.00%
Operational Staff Overtime	\$ 63,442	\$ 67,193	\$ 65,000	\$ 67,600	\$ 2,600	4.00%
Tech/Prof Overtime	\$ 10,308	\$ 6,676	\$ 11,440	\$ 11,898	\$ 458	4.00%
<i>Sub-total Training Overtime</i>	<i>\$ 109,389</i>	<i>\$ 100,856</i>	<i>\$ 113,960</i>	<i>\$ 118,520</i>	<i>\$ 4,560</i>	<i>4.00%</i>
Personnel Services	\$ 6,281,369	\$ 6,209,143	\$ 6,470,554	\$ 6,968,461	\$ 497,907	7.69%
Repairs & Maint Equipment	\$ 9,936	\$ 9,370	\$ 9,500	\$ 9,500	\$ -	0.00%
Communication Telephone	\$ 10,066	\$ 12,320	\$ 10,000	\$ 10,000	\$ -	0.00%
Laundry Service	\$ -	\$ 2,984	\$ 300	\$ 300	\$ -	0.00%
Training & Education	\$ 10,088	\$ 2,295	\$ 8,000	\$ 12,000	\$ 4,000	50.00%
Copy/Mail Center Fees	\$ 4,912	\$ 4,659	\$ 4,800	\$ 4,800	\$ -	0.00%
Dues/Subscriptions	\$ 2,869	\$ -	\$ 3,500	\$ 3,500	\$ -	0.00%
Fire Apparatus Equipment	\$ 17,169	\$ 5,130	\$ 5,000	\$ 5,000	\$ -	0.00%
Training Mall Related Expense	\$ 13,177	\$ 2,163	\$ -	\$ -	\$ -	0.00%
Other Services Miscellaneous	\$ 3,408	\$ 2,603	\$ 4,000	\$ 4,000	\$ -	0.00%
Purchase of Services	\$ 71,626	\$ 41,523	\$ 45,100	\$ 49,100	\$ 4,000	8.87%
Clothing Allowance Mgmt	\$ 2,400	\$ 7,000	\$ 7,250	\$ 7,250	\$ -	0.00%
Clothing Allowance Supervisory	\$ 12,500	\$ 12,500	\$ 12,500	\$ 13,500	\$ 1,000	8.00%
Clothing Allowance Oper. Staff	\$ 31,625	\$ 29,900	\$ 29,325	\$ 31,875	\$ 2,550	8.70%
Clothing Allowance Tech/Prof	\$ 7,000	\$ 1,825	\$ 2,400	\$ 2,600	\$ 200	8.33%
Other Services (Misc.)	\$ 53,525	\$ 51,225	\$ 51,475	\$ 55,225	\$ 3,750	7.29%
Office Supplies: Stationary	\$ 2,825	\$ 4,974	\$ 5,000	\$ 5,000	\$ -	0.00%
Supplies Computer	\$ 1,807	\$ 1,669	\$ 1,800	\$ 1,800	\$ -	0.00%
Supplies	\$ 4,632	\$ 6,643	\$ 6,800	\$ 6,800	\$ -	0.00%
Supplies Apparatus	\$ 834	\$ 9,753	\$ 14,000	\$ 14,000	\$ -	0.00%
Supplies Ambulance	\$ 20,878	\$ 33,052	\$ 30,000	\$ 30,000	\$ -	0.00%
Supplies Diving Equipment	\$ 2,340	\$ -	\$ 4,000	\$ 4,000	\$ -	0.00%
Supplies Personnel	\$ 9,863	\$ 8,961	\$ 11,500	\$ 11,500	\$ -	0.00%
Other Supplies	\$ 33,915	\$ 51,765	\$ 59,500	\$ 59,500	\$ -	0.00%
Total Fire Department	\$ 6,445,067	\$ 6,360,299	\$ 6,633,429	\$ 7,139,086	\$ 505,657	7.62%



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 (51) 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, clothing and Holiday Pay

Training Overtime - M&M Rounds, Dive Training, Emergency Management, Command Staff Meetings.

Regular Overtime - Overtime paid to backfill vacancies created by vacation, sick or personal days, Working out of grade. Deferred Vacations, Storms, Fire Investigation, Partial Shift (held over, called in).

Purchase of Services:

Repair & Maintain 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). Hoses are 20-years old and their replacement is needed.

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

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

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



Town of Natick

2011 Spring Town Meeting – FY 2012 Recommended Budget

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Town of Natick

2011 Spring Town Meeting – FY 2012 Recommended Budget

Article 11: Section C: Public Works

DPW Administration
DPW Building Maintenance
DPW Energy
DPW Engineering
DPW Equipment Maintenance
DPW Highway/Sanitation
DPW Land, Forestry & Natural Resources



Town of Natick

2011 Spring Town Meeting - FY 2012 Recommended Budget

Finance Committee Recommendation

Motions for Section C: Public Works

Motion for Section C under Article 11:

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

DPW Administration

Salaries	\$	235,046
Expenses	\$	44,620

Total DPW Administration	\$	279,666
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DPW Building Maintenance

Salaries	\$	329,505
Expenses	\$	449,900

Total DPW Build. Maint.	\$	779,405
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DPW Energy

Purchase of Services	\$	1,491,900
Other Charges	\$	1,500

Total DPW Energy	\$	1,493,400
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DPW Engineering

Salaries	\$	376,517
Expenses	\$	100,200

Total DPW Engineering	\$	476,717
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DPW Equipment Maintenance

Salaries	\$	510,190
Expenses	\$	266,850
Other - Capital Outlay	\$	5,000

Total DPW Equip. Maint.	\$	782,040
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DPW Highway & Sanitation

Salaries	\$	1,280,190
Expenses	\$	389,450
Other - Charges & Expenditures	\$	1,457,700

Total DPW Highway & San.	\$	3,127,340
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DPW Land, Facilities & Nat. Resources

Salaries	\$	449,961
Expenses	\$	219,881

Total DPW LF & NR	\$	669,842
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Motion Total	\$	7,608,410
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And that the above Total Budget Amount be raised from the following sources:

Tax Levy of Fiscal Year 2012	\$	7,608,410
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\$	7,608,410
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Section C: PUBLIC WORKS

C1: DPW Administration

RECOMMENDATION: By a vote of 13-0-0 on March 28, 2011, The Finance Committee recommends **FAVORABLE ACTION** with regard to the budget for Article 11 ~ Section C1: DPW Administration and that the sum of \$279,666 be appropriated from the Tax Levy.

Previous Recommendation: By a vote of 13-0-0 on February 24, 2011, The Finance Committee recommended the sum of \$271,098 before the March 28th revisions.

The purpose of this article is to fund the operating budget for the **DPW Administration Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).

During the review of this article it was noted:

- Noting that the position of Business Manager was being permanently eliminated, Mr. Chenard stated that a previous decision to eliminate the Administrative Assistant position had been a mistake, and the budget included provision for an Administrative Analyst to assist with the large volume of ongoing data entry and reporting required by the department.

C2: DPW Building Maintenance

RECOMMENDATION: By a vote of 13-0-0 on March 28, 2011, The Finance Committee recommends **FAVORABLE ACTION** with regard to the budget for Article 11 ~ Section C2: DPW Building Maintenance and that the sum of \$779,405 be appropriated from the Tax Levy.

Previous Recommendation: By a vote of 13-0-0 on February 24, 2011, The Finance Committee recommended the sum of \$765,827 before the March 28th revisions.

The purpose of this article is to fund the operating budget for the **DPW Building Maintenance Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).

During the review of this article it was noted:

- Mr. Chenard reported that, as Mr. Lovett would be retiring during the upcoming year, provision for only one month’s salary for his position was being included in the proposed budget. He explained that, until the outcome of the Facilities Management Consolidation Study, currently underway, was known, it would not make sense to recruit for a replacement for this position, in the event it was decided the position would no longer be required.
- During the interim, the Director and the Deputy Director would provide administrative support to the division and the General Foreman would assume the supervisory responsibilities until the management reorganization was defined.



Section C2: Cont'd

- *Mr. Chenard highlighted recent developments within the division, noting the scope and effectiveness of the preventive maintenance program and the extent of online monitoring and reporting which has enabled the division to function with a high degree of efficiency and effectiveness.*
- *Ms. White explained that the idea of consolidating the school and municipal facilities management functions had been studied a number of years ago under a previous Administration but had not led to any changes.*
- *Prompted by recommendations of the Expense Control Task Force, a working committee, consisting of the Town Administrator, School Superintendent, two Selectmen and two members of the School Committee, and pertinent Department Heads are exploring several operational models which could increase flexibility by sharing personnel and equipment, and lead to increased efficiencies.*
- *Given the complexity of some of the facilities being examined, it's possible the working committee will not have a recommendation until Fall Town Meeting.*

C3: DPW Energy

RECOMMENDATION: By a vote of 13-0-0 on February 24, 2011, The Finance Committee recommends **FAVORABLE ACTION** with regard to the budget for Article 11 ~ Section C3: DPW Energy and that the sum of \$1,493,400 be appropriated from the Tax Levy.

*The purpose of this article is to fund the operating budget for the **DPW Energy Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *The department's database includes energy use by buildings going back to 2004.*
- *Vehicle fuel usage is now monitored and controlled by the requirement of a computer chip to enable access to fuel from the DPW tanks.*
- *Electricity supply contract with TransCanada was recently renegotiated saving slightly below \$.005 per kilowatt from the initial budget projection.*
- *Although supplier component of electricity cost is fixed via the contract with TransCanada, distribution cost through NStar (the only available source) is variable and no fixed contract option is offered.*
- *Natural gas pricing has dropped more than anticipated when initial projections were made and the department may elect to stay with the state contract when the natural gas contract comes up for renewal in 2012 as this has become more competitive.*
- *Recent surge in gasoline prices, with more increases anticipated, is cause for concern regarding adequacy of budget for this line item.*
- *Year-to-date gasoline use is just over 36,000 gallons of unleaded and approximately 43,000 gallons of diesel; with expenditures of \$239,924 through January 11, 2011. Usage is tracking consistently with previous year's usage.*
- *There is no plan, at present, to reduce street lighting in any specific areas as a cost-saving strategy, however, the LED retrofit will enable individual lights to be turned on and off selectively and also to be dimmed.*
- *Street lights, when using LED lighting is anticipated to reduce costs.*
- *The street lighting contract expires in April and is currently being re-bid.*



C4: DPW Engineering

RECOMMENDATION: *By a vote of 13-0-0 on February 24, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section C4: DPW Engineering and that the sum of \$476,717 be appropriated from the Tax Levy.*

*The purpose of this article is to fund the operating budget for the **DPW Engineering Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *Noting that the retirement of another long-term Town employee was anticipated in the upcoming year in this division, Mr. Chenard said there would be some significant changes in this budget as the division would be challenged to take on more work without additional salary costs.*
- *Reclassification of two positions from the laborer classification to the more appropriate professional/technical classification, currently held by individuals with engineering degrees, is planned to address a long-time concern.*
- *The positions being reclassified will continue to be covered under union contract; however, under a different contract than previously.*
- *One full-time position will be eliminated and a half-time construction inspection position added, as well as a co-op student.*
- *The training budget is being increased in view of the impending retirement of a long-term division employee.*
- *The structure of the contractual educational stipends provided was reviewed.*
- *There was a request for quantification of permit fee revenue as this related to costs associated with development plan review by the division and it was noted that fees charged were based on analysis of costs involved in this work.*

C5: DPW Equipment Maintenance

RECOMMENDATION: *By a vote of 11-0-2 on March 28, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section C5: DPW Equipment Maintenance and that the sum of \$782,040 be appropriated from the Tax Levy.*

Previous Recommendation: By a vote of 13-0-0 on February 24, 2011, The Finance Committee recommended the sum of \$770,832 before the March 28th revisions.

*The purpose of this article is to fund the operating budget for the **DPW Equipment Maintenance** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *Mr. Chenard gave an overview of the Equipment Maintenance Division crediting the extraordinary contribution of the Division in keeping all the Town's vehicles in working order. Mr. Chenard noted that Mr. Collins, Equipment Maintenance Supervisor and Deputy Director, was the immediate past president of the New England Chapter of the American Public Works Association.*



Section C5: Cont'd

- *There is little change in the proposed budget for this division from that of the previous year, with the exception of a request to restore \$5,000, which had previously been cut from the Surplus Equipment Purchase line item.*
- *The Surplus Equipment Revolving fund is used to acquire used and surplus vehicles and related equipment, at auction or from dealers, using the proceeds generated from sale of the Town's surplus and used vehicles.*
- *The surplus account was historically not used for vehicles, but only equipment. A suggestion by the Finance Committee led to expansion of the scope to include used vehicle purchase.*
- *The centralized structure of Natick's Equipment Maintenance division is somewhat unusual in that most towns decentralize their maintenance of Fire, Police, Parks and other vehicle and equipment repair and maintenance, and also use more outside service (currently at charges of approximately \$109 per hour).*

C6: DPW Highway, Sanitation, Recycling

RECOMMENDATION: *By a vote of 11-0-2 on March 28, 2011, The Finance Committee recommends **FAVORABLE ACTION** with regard to the budget for Article 11 ~ Section C6: DPW Highway, Sanitation, Recycling and that the sum of \$3,127,340 be appropriated from the Tax Levy.*

Previous Recommendation: *By a vote of 13-0-0 on February 24, 2011, The Finance Committee recommended the sum of \$3,096,875 before the March 28th revisions.*

*The purpose of this article is to fund the operating budget for the **DPW Highway, Sanitation, Recycling** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *Mr. Chenard reviewed the responsibilities, recent developments and challenges confronting this division noting that last spring's flooding and this winter's snowfall volume had presented significant challenges to the department. He commended Mr. Hladick, Highway & Sanitation Supervisor for his work in coordinating the deployment of contract and department staff during the many intense snow emergencies.*
- *The proposed reduction in the P-A-Y-T bag line item is based on usage data indicating a slight reduction in volume.*
- *Additional costs anticipated to result from the State's turnover of their section of Rte. 135 to the Town are expected to exceed significantly the anticipated increase in Chapter 90 funding which will result from the addition of that stretch of road to the Town's total miles of accepted roadways.*



C7: DPW Land, Facilities & Natural Resources

RECOMMENDATION: *By a vote of 11-0-2 on March 28, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section C7: DPW Land, Facilities & Natural Resources and that the sum of \$669,842 be appropriated from the Tax Levy.*

Previous Recommendation: *By a vote of 13-0-0 on February 24, 2011, The Finance Committee recommended the sum of \$657,910 before the March 28th revisions.*

*The purpose of this article is to fund the operating budget for the **DPW Land, Facilities & Natural Resources** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *A recent ruling by the state Attorney General requiring all tree work to be done using prevailing wage rates will increase costs for this line item.*
- *The department is seeking sources of donated trees for its tree replacement program.*
- *The division will be severely challenged to manage field maintenance and accessibility with the removal from service of the athletic fields adjacent to the high school construction project.*
- *All fees charged by the School Department for athletic activities and events are kept in the School budget to offset costs of the athletic programs. Apart from transfers from the Recreation Department, there are no other offsets for field maintenance expense.*
- *The School Department does not charge the Parks & Recreation Dept. for the use of school fields for Park & Recreation Dept. programs.*
- *Once the turf fields at the new high school are completed there may be increased cost associated with their maintenance. Irrigation will continue to be needed to maintain the turf fields.*
- *Recent reclassification of the pay rate for two positions responsible for gardens throughout the Town reflected realignment to more closely match the position requirements.*
- *Although the Conservation Commission provides funding for maintenance needed on properties under its control and care, the majority of the funds received and managed by the Commission from FAR payments may only be used for land acquisition. Any change to that policy would require a Town Meeting vote.*
- *Mr. Dick Cugini, Superintendent, Parks & Recreation stated that the LFNR Division was underfunded and needed more personnel to carry out the work for which they were responsible. Citing that the \$3,900 budgeted for playground maintenance, with at least five new playgrounds being added during the last five (5) years and also noted that the Fibar used around the playground equipment was expensive.*
- *Mr. Cugini also stated that the loss of the fields at the high school would place a tremendous burden on the division to keep the remaining fields in good shape and with adequate resources to keep up the necessary maintenance it should be possible to get through the next two years without taking any of the fields offline, but the demands would be considerable and there must be sufficient budget for the products needed to maintain the fields.*



Town of Natick

Home of Champions

Department: Public Works Administration

Appropriation Summary

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 287,096	\$ 218,203	\$ 172,173	\$ 235,046	\$ 62,873	36.52%
Total Salaries	\$ 287,096	\$ 218,203	\$ 172,173	\$ 235,046	\$ 62,873	36.52%
Operating Expenses						
Purchase of Services	\$ 9,034	\$ 9,100	\$ 11,045	\$ 11,500	\$ 455	4.12%
Tech/Professional Services	\$ 6,358	\$ 7,916	\$ 11,685	\$ 14,285	\$ 2,600	22.25%
Supplies	\$ 13,667	\$ 15,871	\$ 16,500	\$ 16,500	\$ -	0.00%
Other Supplies	\$ 1,610	\$ 1,650	\$ 2,335	\$ 2,335	\$ -	0.00%
Total Operating Expenses	\$ 30,668	\$ 34,537	\$ 41,565	\$ 44,620	\$ 3,055	7.35%
Total DPW Administration	\$ 317,764	\$ 252,740	\$ 213,738	\$ 279,666	\$ 65,928	30.84%

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:

Improve Financial Controls

Implement an electronic tracking system for DPW. This system will combine the Purchase Order database with the budget tracking system.

Work with the Purchasing Officer and Town Counsel to streamline purchasing procedures.

Enhance On-Line Opportunities

Work to allow bulky waste pick-up to be scheduled/paid on-line

Build DPW Tracking Databases

Work to develop databases to track various Department of Public Works activity. Include inventory and activity logs. Consolidate existing data and databases into a comprehensive plan.



Town of Natick

Home of Champions

Department: Public Works Division

Goals (con't)

Evaluate Opportunities to Restructure Operations

Analyze cost/benefit of in-house technical service staff

Participate in evaluation of consolidating Town/School building maintenance

Miscellaneous

Continue to explore training opportunities.

Participate in development of "Master Plan" for building maintenance

Participate in Committees on environmental sustainability and energy

Budget Overview:

I. Main Purpose of the Department

The Administration Division provides all of the supervision, administration, administrative support and secretarial 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. 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

- Continue to upgrade tracking systems and databases.
- Continue to improve customer service through a public information campaign using the website and mailings to residents.

III. Current Challenges

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

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

- 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

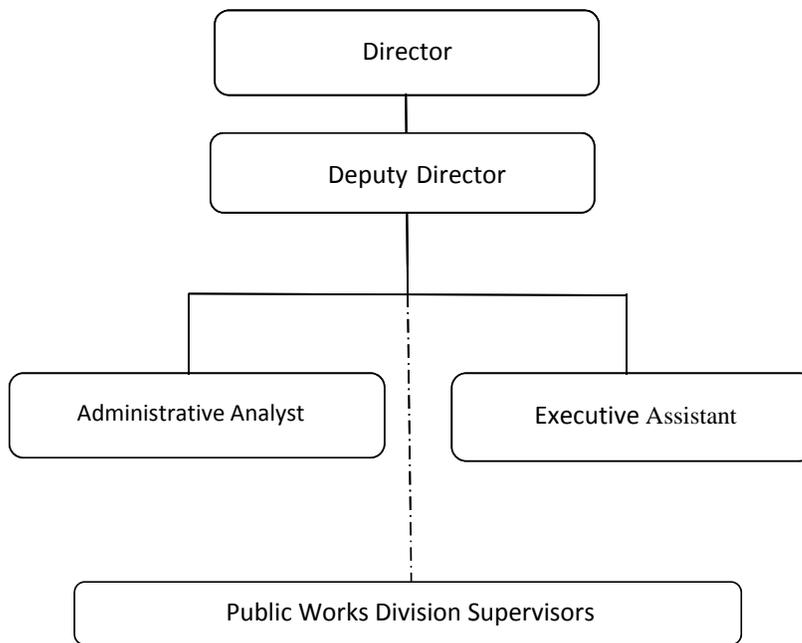
Department: Public Works Administration

Staffing	2008	2009	2010	2011	2012
Director	1	1	1	0	1
Business Manager	1	1	1	1	0
Executive Assistant	1	1	1	1	1
Administrative Analyst	0	0	0	0	1
Administrative Assistant	1	1	0.5	0.5	0
Total FTE	4	4	3.5	2.5	3

Total FT/PT	4FT/0 PT	4FT/0 PT	3FT/1 PT	2FT/1 PT	3FT/1 PT
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Notes

Organizational Chart



Note:

For Division Supervisors and their employees, please refer to other Division budgets.

Deputy Director is also the Equipment Maintenance Supervisor and can be found budgeted under Equipment Maintenance



Town of Natick

Home of Champions

Department: Public Works Division

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012 \$ (+/-) % (+/-)	
Salaries: Management	\$ 106,247	\$ 136,414	\$ -	\$ 116,080	\$ 116,080	100.00%
Salaries: Supervisory	\$ 83,034	\$ 23,860	\$ 85,542	\$ -	\$ (85,542)	-100.00%
Salaries: Operational Staff	\$ 89,430	\$ 46,815	\$ 47,520	\$ 99,816	\$ 52,296	110.05%
Temporary Operational Staff	\$ -	\$ -	\$ 3,015	\$ 6,400	\$ 3,385	112.27%
Supervisory Additional Comp	\$ 5,908	\$ 4,306	\$ 9,350	\$ -	\$ (9,350)	-100.00%
Operational Staff Additional Comp		\$ 936	\$ 950	\$ 985	\$ 35	3.64%
Operational Staff Part Time	\$ 1,802	\$ 5,298	\$ 20,462	\$ 6,400	\$ (14,062)	-68.72%
FLSA Salaries	\$ 676	\$ 573	\$ 5,334	\$ 5,365	\$ 31	0.58%
Personnel Services	\$ 287,096	\$ 218,203	\$ 172,173	\$ 235,046	\$ 62,873	36.52%
Repairs & Maint Equipment	\$ 1,447	\$ 1,273	\$ 1,545	\$ 1,450	\$ (95)	-6.15%
Communication Telephone	\$ 5,565	\$ 6,749	\$ 6,000	\$ 6,850	\$ 850	14.17%
Postage	\$ 1,042	\$ 1,010	\$ 1,500	\$ 1,200	\$ (300)	-20.00%
Purchased Services: Misc.	\$ 469	\$ 18	\$ 750	\$ 750	\$ -	0.00%
Communication Print & Advertising	\$ 511	\$ 50	\$ 1,250	\$ 1,250	\$ -	0.00%
Purchase of Services	\$ 9,034	\$ 9,100	\$ 11,045	\$ 11,500	\$ 455	4.12%
Training & Education	\$ 737	\$ 1,001	\$ 2,000	\$ 4,500	\$ 2,500	125.00%
Compliance Inspection & Training	\$ 5,406	\$ 6,916	\$ 9,500	\$ 9,600	\$ 100	1.05%
Licenses	\$ 215	\$ -	\$ 185	\$ 185	\$ -	0.00%
Tech/Professional Services	\$ 6,358	\$ 7,916	\$ 11,685	\$ 14,285	\$ 2,600	22.25%
Office Supplies	\$ 5,960	\$ 7,826	\$ 8,000	\$ 8,000	\$ -	0.00%
GIS Supplies	\$ 7,706	\$ 8,045	\$ 8,500	\$ 8,500	\$ -	0.00%
Supplies	\$ 13,667	\$ 15,871	\$ 16,500	\$ 16,500	\$ -	0.00%
Supplies Protective Clothing	\$ 1,610	\$ 1,650	\$ 2,335	\$ 2,335	\$ -	0.00%
Other Supplies	\$ 1,610	\$ 1,650	\$ 2,335	\$ 2,335	\$ -	0.00%
Total DPW Administration	\$ 317,764	\$ 252,740	\$ 213,738	\$ 279,666	\$ 65,928	30.84%



Town of Natick

Home of Champions

Department: Public Works Division: Administration Line-Item Detail

Narrative:

Personnel Services:

Salaries: Management: Salary to fund the Director of Public Works position.

Salaries: Supervisory: Salary to fund the position of Business Manager for Public Works. The Business Manager position is being eliminated for FY2012.

Salaries: Operational Staff: Salaries to fund the positions of Executive Assistant and a Data Entry Executive Assistant for Public Works.

Temporary Operational Staff: Salary to fund part time summer help in order to cover the staff vacations.

Supervisory Additional Compensation: This fund is being eliminated in FY 2012. This fund was for the education incentive stipends and service award.

Operational Staff Additional Compensation: This fund is for longevity per union contract.

Fair Labor Standards Act (FLSA) Salaries: This fund is for the additional compensation for overtime to employees who have longevity.

Purchase of Services:

Repairs/Maintenance Equipment: This fund is used to repair and/or replace the office equipment including calculators, time clock, printers, and copy center fees for use of the copier.

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 upcoming retirement of senior staff will require additional training.

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 overhead crane, bucket trucks and 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 clothing including rain gear, boots, gloves, jackets, sweatshirts and shirts.



Town of Natick

Home of Champions

Department: Public Works Building Maintenance

Appropriation Summary

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 347,751	\$ 371,550	\$ 386,043	\$ 329,505	\$ (56,538)	-14.65%
Total Salaries	\$ 347,751	\$ 371,550	\$ 386,043	\$ 329,505	\$ (56,538)	-14.65%
Operating Expenses						
Purchase of Services	\$ 347,513	\$ 348,108	\$ 323,900	\$ 312,000	\$ (11,900)	-3.67%
Other Services (Misc.)	\$ 1,954	\$ 2,100	\$ 2,100	\$ 2,100	\$ -	0.00%
Tech/Professional Services	\$ 104,104	\$ 85,542	\$ 96,500	\$ 95,800	\$ (700)	-0.73%
Other Supplies	\$ 44,247	\$ 36,044	\$ 40,000	\$ 40,000	\$ -	0.00%
Total Operating Expenses	\$ 497,818	\$ 471,794	\$ 462,500	\$ 449,900	\$ (12,600)	-2.72%
Total DPW - Building Maintenance	\$ 845,570	\$ 843,344	\$ 848,543	\$ 779,405	\$ (69,138)	-8.15%

Mission:

The departments mission is contained on the Public Works Administration Budget detail.

Goals:

- Develop realistic budgets on maintaining all town assets while striving to achieve level funded guidelines.
- Continue to protect and preserve the levels of cleanliness and service as expected by the general public and employees.
- Investigate and institute cost saving equipment, environmental friendly purchases, supplies and labor saving techniques in a combined effort to reduce operational costs.
- Explore renewable energy sources.



Town of Natick

Home of Champions

Department: 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

- Supplied and installed two new overhead garage doors at Fire Stations with safety devices.
- 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

- Replace the passage doors at the Eliot - Montessori School.
- Perform exterior painting of the Eliot - Montessori School
- 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

Budget Detail:

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012 \$ (+/-) % (+/-)	
Salaries Supervisory	\$ 83,034	\$ 70,244	\$ 86,409	\$ 8,819	\$ (77,590)	-89.79%
Salaries Operational Staff	\$ 225,349	\$ 248,824	\$ 257,509	\$ 270,476	\$ 12,968	5.04%
Salaries Part-Time Operational	\$ -	\$ -	\$ 3,750	\$ 3,460	\$ (290)	-7.73%
Supervisory Staff Add'l Comp	\$ 7,708	\$ 8,352	\$ 9,850	\$ 6,500	\$ (3,350)	-34.01%
Operational Staff Additional Comp	\$ 2,170	\$ 4,992	\$ 2,625	\$ 7,600	\$ 4,975	189.52%
Operational Staff Overtime	\$ 29,490	\$ 39,138	\$ 25,900	\$ 32,650	\$ 6,750	26.06%
Personnel Services	\$ 347,751	\$ 371,550	\$ 386,043	\$ 329,505	\$ (56,538)	-14.65%
Repairs & Maint. Facilities	\$ 275,560	\$ 245,756	\$ 270,000	\$ 270,000	\$ -	0.00%
Repairs & Maint. Eliot School	\$ 71,953	\$ 84,716	\$ 26,400	\$ 22,500	\$ (3,900)	-14.77%
Repairs & Maint. Elevator/Chair lift	\$ 29,388	\$ 17,635	\$ 27,500	\$ 19,500	\$ (8,000)	-29.09%
Purchase of Services	\$ 347,513	\$ 348,108	\$ 323,900	\$ 312,000	\$ (11,900)	-3.67%
Clothing Allowance Opera Staff	\$ 1,954	\$ 2,100	\$ 2,100	\$ 2,100	\$ -	0.00%
Other Services (Misc.)	\$ 1,954	\$ 2,100	\$ 2,100	\$ 2,100	\$ -	0.00%
Contractual Svs - Cleaning	\$ 104,104	\$ 85,542	\$ 96,500	\$ 95,800	\$ (700)	-0.73%
Tech/Professional Services	\$ 104,104	\$ 85,542	\$ 96,500	\$ 95,800	\$ (700)	-0.73%
Custodial Supplies	\$ 44,247	\$ 36,044	\$ 40,000	\$ 40,000	\$ -	0.00%
Other Supplies	\$ 44,247	\$ 36,044	\$ 40,000	\$ 40,000	\$ -	0.00%
Total Building Maintenance	\$ 845,570	\$ 843,344	\$ 848,543	\$ 779,405	\$ (69,138)	-8.15%

Line-Item Detail

Personnel Services:

Salaries: Supervisory: To fund the position of Supervisor of Building Maintenance who oversees this division.

Salaries: Operational Staff: To fund six employees who maintain the town buildings.

Salaries: Part Time Operational: This fund is for extra help during summer vacations and for Police Details.

Supervisory Staff 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:

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.

Other Supplies:

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



Town of Natick

Home of Champions

Department: Public Works Division: Municipal Energy

Appropriation Summary

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$ (+/-)	% (+/-)
Operating Expenses						
Purchase of Services	\$ 1,285,302	\$ 1,194,272	\$ 1,425,000	\$ 1,642,300	\$ 217,300	15.25%
Other Supplies	\$ 1,094	\$ 405	\$ 1,000	\$ 1,500	\$ 500	50.00%
Total Operating Expenses	\$ 1,286,396	\$ 1,194,677	\$ 1,426,000	\$ 1,643,800	\$ 217,800	15.27%
Total DPW Energy	\$ 1,286,396	\$ 1,194,677	\$ 1,426,000	\$ 1,643,800	\$ 217,800	15.27%

Mission:

Provide affordable energy resources while maximizing conservation.

Goals:

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

Staffing:

No Staff are paid directly out of the energy budget.

Budget Overview:

I. Main Purpose of the Department

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

II. Recent Developments

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

III. Current Challenges

Energy cost fluctuations.
Lack of stability makes the budget process very difficult.
Review energy use and find ways to conserve.

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

Implementing the LED street light program.

V. On the Horizon

Continue to search for alternative energy sources and vehicles.



Town of Natick

Home of Champions

Department: Public Works Municipal Energy

Performance Indicators

	2008	2009	2010*	2011*	2012*
Natural Gas Use (Therms)	153,372	141,723	142,000	142,000	142,000
Electrical Use (kW)	3,062,772	2,999,852	3,004,146	3,004,146	3,004,146
Ultra Low Sulfur Diesel Use (Gallons)	92,329	85,292	89,600	89,600	89,600
Unleaded Fuel 87 Octane Use (Gallons)	71,506	71,206	71,500	71,500	71,500

* Estimated

Budget Detail:

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012 \$ (+/-) % (+/-)	
Street Lighting						
Street Lighting Expenses	\$ 201,761	\$ 194,832	\$ 228,500	\$ 228,500	\$ -	0.00%
Contractual Services	\$ 51,440	\$ 44,815	\$ 53,800	\$ 57,700	\$ 3,900	7.25%
Buildings						
Bldg Maint - Utilities: Electric	\$ 489,790	\$ 479,208	\$ 545,000	\$ 662,400	\$ 117,400	21.54%
Recreation - Utilities Electric	\$ 6,306	\$ 3,743	\$ 7,600	\$ 4,200	\$ (3,400)	-44.74%
Highway - Utilities Electric	\$ 4,260	\$ 6,157	\$ 4,300	\$ 7,100	\$ 2,800	65.12%
Bldg Maint - Utilities: Fuel Oil & Natural Gas	\$ 208,178	\$ 141,179	\$ 204,300	\$ 218,600	\$ 14,300	7.00%
Vehicles						
Eqp Maint - Vehicular Supplies: Gasoline	\$ 323,567	\$ 324,338	\$ 381,500	\$ 463,800	\$ 82,300	21.57%
Purchase of Services	\$ 1,285,302	\$ 1,194,272	\$ 1,425,000	\$ 1,642,300	\$ 217,300	15.25%
Holiday Lighting	\$ 1,094	\$ 405	\$ 1,000	\$ 1,500	\$ 500	50.00%
Other Supplies	\$ 1,094	\$ 405	\$ 1,000	\$ 1,500	\$ 500	50.00%
Total DPW Energy	\$ 1,286,396	\$ 1,194,677	\$ 1,426,000	\$ 1,643,800	\$ 217,800	15.27%

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 small cost increase for electrical delivery.

Contractual Services - This pays the cost to maintain and repair street, traffic and exterior parking lights throughout the town. The town's contract price ends in FY 2011. We expect the new contract to increase.

Bldg Maint - Utilities - This item pays the cost of electricity at town owned buildings except those detailed below.

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

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

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

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

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



Town of Natick

Home of Champions

Department: Public Works Division: Engineering

Appropriation Summary

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs 2012 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 339,921	\$ 348,535	\$ 363,062	\$ 376,517	\$ 13,455	3.71%
Total Salaries	\$ 339,921	\$ 348,535	\$ 363,062	\$ 376,517	\$ 13,455	3.71%
Operating Expenses						
Purchase of Services	\$ 5,031	\$ 4,305	\$ 5,200	\$ 6,200	\$ 1,000	19.23%
Other Services (Misc.)	\$ 700	\$ 700	\$ 700	\$ -	\$ (700)	-100.00%
Tech/Professional Services	\$ 58,785	\$ 42,385	\$ 89,500	\$ 89,500	\$ -	0.00%
Other Supplies	\$ 3,641	\$ 4,500	\$ 4,500	\$ 4,500	\$ -	0.00%
Total Operating Expenses	\$ 68,157	\$ 51,889	\$ 99,900	\$ 100,200	\$ 300	0.30%
Total DPW - Engineering	\$ 408,078	\$ 400,424	\$ 462,962	\$ 476,717	\$ 13,755	2.97%

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:

- Standardize templates for construction plans and specifications so that the Engineering division can increase the of number design and construction projects that can be completed in-house. Create an AutoCAD field to finish routine so that field survey work can be downloaded directly into a cad drawing and automatically create the necessary line work.
- Create Standard Operating Procedures for various Engineering division job functions.
- Create a policy requiring a Drain Layers License for sewer; water; and drain line construction.
- Create a driveway Curb Cut Policy, working in conjunction with Community Development/Building Inspector.



Town of Natick

Home of Champions

Department: Public Works Division:

Budget Overview:

Main Purpose of the Department

The Engineering Division responds to all inquiries by the public, and provides support to other divisions in Public Works and other departments through the Town. This Division:

- reviews subdivision/site plans for the Planning Board
- reviews development and aquifer protection plans for the Zoning Board of Appeals, and as requested by the Conservation Commission
- inspects developer's work to assure compliance with the approved plans
- recommends bond amounts to protect the Town should a developer not complete their obligations
- updates various Town maps and all Town as-built utility plans/records
- prepares easement plans and documents for Town utility easements
- prepares construction plans, specifications, documents, and provides construction management for various Town construction projects
- conducts field surveys to determine locations of all water, sewer, and drain lines
- manages the Town's Street Opening Policy, and issuance of all sewer & water permits
- ensures trench permits are issued for DPW related trench excavations
- work with the Building Department regarding the issuance of Certificates of Occupancy
- manages Storm Water Management Plan
- manages Town Pavement Management Plan
- ensures Town compliance with DCR's Office of Dam Safety requirements for the Charles River Dam and Jennings Pond Dam.

The Division utilizes computers, GPS and traditional surveying equipment, data collectors, plotters, scanners, Civil 3D design and drafting software, GIS software, and various other software packages to perform these functions.

Recent Developments

- Provide DPW coordination for the State reconstruction project for Route 27, Oak Street/Route 9 Intersection, and the Speen Street Culvert Replacement Project.
- Continue to coordinate the utility and roadway mitigation projects required by the MathWorks expansion, Chrysler Road Apartments, and the South Natick Hills development.
- Prepare and manage the construction contract for Chapter 90 Roadway Improvements for 2011.
- Completed street acceptance process for Sanctuary Boulevard, Whispering Lane, Harvest Moon Drive, Deer Path, and a portion of North Main Street.
- Acquired a large format Copier/Scanner/Plotter for scanning plans and linking to GIS utility coverages.

III. Current Challenges

- Continue to achieve the stated goals in the Town's Storm Water Management Plan. As required by law, apply for a new MS4 General Permit through the EPA which will require the Town to create a new 5 year Stormwater Management Program with an increased effort in illicit discharge detection; water quality monitoring; and requirements to implement low impact development standards.
- Complete street acceptance process for Main Street. Work with Natick Center Associates and Main Street property owners to address discrepancies between layout and right of way.
- Address drainage problems in the Willow Street, and Middle Street areas.
- Complete in-house the design of the Oak Street Reconstruction Project. Provide in-house construction management services.
- Re-rate all the road conditions in the Pavement Management Plan.



Town of Natick

Home of Champions

Department: Public Works Engineering

Budget Detail:

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012 \$ (+/-) % (+/-)	
Salaries Supervisory	\$ 227,393	\$ 230,787	\$ 240,404	\$ 96,165	\$ (144,239)	-60.00%
Salaries Technical Professional	\$ 87,446	\$ 90,207	\$ 93,558	\$ 188,812	\$ 95,254	101.81%
Salaries Part-Time Operational	\$ -	\$ -	\$ -	\$ 64,540	\$ 64,540	#DIV/0!
Supervisory Additional Comp	\$ 22,908	\$ 23,852	\$ 25,350	\$ 27,000	\$ 1,650	6.51%
Operational Staff Additional Comp	\$ 200	\$ 250	\$ 250	\$ -	\$ (250)	-100.00%
Overtime Operational Staff	\$ 1,975	\$ 3,439	\$ 3,500	\$ -	\$ (3,500)	-100.00%
Personnel Services	\$ 339,921	\$ 348,535	\$ 363,062	\$ 376,517	\$ 13,455	3.71%
Repairs & Maint. Equipment	\$ 3,237	\$ 2,663	\$ 2,700	\$ 2,700	\$ -	0.00%
Licenses, Dues & Training	\$ 1,794	\$ 1,642	\$ 2,500	\$ 3,500	\$ 1,000	40.00%
Purchase of Services	\$ 5,031	\$ 4,305	\$ 5,200	\$ 6,200	\$ 1,000	19.23%
Clothing Allowance Operational Staff	\$ 700	\$ 700	\$ 700	\$ -	\$ (700)	-100.00%
Other Services (Misc.)	\$ 700	\$ 700	\$ 700	\$ -	\$ (700)	-100.00%
Consultant Engineering	\$ 5,722	\$ 4,144	\$ 9,500	\$ 9,500	\$ -	0.00%
Storm Water Master Plan	\$ 53,063	\$ 38,241	\$ 80,000	\$ 80,000	\$ -	0.00%
Tech/Professional Services	\$ 58,785	\$ 42,385	\$ 89,500	\$ 89,500	\$ -	0.00%
Engineering Supplies	\$ 3,641	\$ 4,500	\$ 4,500	\$ 4,500	\$ -	0.00%
Other Supplies	\$ 3,641	\$ 4,500	\$ 4,500	\$ 4,500	\$ -	0.00%
Total DPW Engineering	\$ 408,078	\$ 400,424	\$ 462,962	\$ 476,717	\$ 13,755	2.97%

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

Home of Champions

Department: Public Works Division: Equipment Maintenance

Appropriation Summary

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 477,908	\$ 468,788	\$ 495,647	\$ 510,190	\$ 14,543	2.93%
Total Salaries	\$ 477,908	\$ 468,788	\$ 495,647	\$ 510,190	\$ 14,543	2.93%
Operating Expenses						
Purchase of Services	\$ 29,533	\$ 29,846	\$ 35,350	\$ 37,800	\$ 2,450	6.93%
Other Services (Misc.)	\$ 3,894	\$ 4,346	\$ 4,550	\$ 4,550	\$ -	0.00%
Other Capital Outlay	\$ 9,696	\$ 6,554	\$ -	\$ 5,000	\$ 5,000	100.00%
Supplies	\$ 221,548	\$ 200,774	\$ 224,500	\$ 224,500	\$ -	0.00%
Total Operating Expenses	\$ 264,672	\$ 241,521	\$ 264,400	\$ 271,850	\$ 7,450	2.82%
Total DPW - Equip. Maintenance	\$ 742,580	\$ 710,309	\$ 760,047	\$ 782,040	\$ 21,993	2.89%

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 to look at new green technology vehicles that reduce fuel consumption and emissions.
- Work on training initiatives to upgrade staff proficiency with both new and existing technology.
- Continue to retrofit, reuse and recycle 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 Division:

Budget Overview:

Department of Public Works Equipment Maintenance Division

I. Main Purpose of the Department

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

II. Recent Developments

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

III. Current Challenges

Increased prices in fuel 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 will create a younger less experienced workforce requiring additional training and supervision. It is possible that half of the division's eight mechanics will have less than 5 years experience.

V. On the Horizon

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



Town of Natick

Home of Champions

Department: Public Works

Equip. Maint.

Staffing

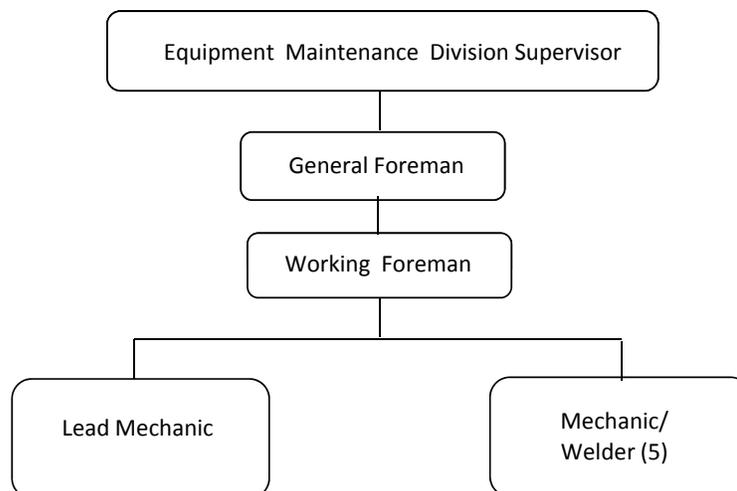
	2008	2009	2010	2011	2012
Division Supervisor	1	1	1	1	1
General Foreman	1	1	1	1	1
Lead Mechanic	1	1	1	1	1
Working Foreman	1	1	1	1	1
Mechanic/Welder	5	5	5	5	5
Total FTE	9	9	9	9	9

Total FT/PT

9 FT/0 PT

Notes

Organizational Chart



Performance Indicators

		2008	2009	2010	2011	2012
Number of pieces of equipment maintained		490	487	485	484	484
Number of pieces repaired outside of DPW yard	*	15	12	11	10	10



Town of Natick

Home of Champions

Department: Public Works Division: Equipment Maintenance

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012 \$ (+/-) % (+/-)	
Salaries Supervisory	\$ 83,034	\$ 84,273	\$ 86,409	\$ 92,069	\$ 5,660	6.55%
Salaries Operational Staff	\$ 364,287	\$ 340,224	\$ 371,843	\$ 377,514	\$ 5,671	1.53%
Supervisory Additional Comp	\$ 13,960	\$ 14,606	\$ 15,755	\$ 12,905	\$ (2,850)	-18.09%
Operational Staff Additional Comp	\$ 4,892	\$ 3,581	\$ 6,150	\$ 3,850	\$ (2,300)	-37.40%
Operational Overtime	\$ 11,734	\$ 26,104	\$ 15,490	\$ 23,852	\$ 8,362	53.98%
Personnel Services	\$ 477,908	\$ 468,788	\$ 495,647	\$ 510,190	\$ 14,543	2.93%
Vehicle Inspection (Stickers)	\$ 9,475	\$ 9,663	\$ 11,000	\$ 11,750	\$ 750	6.82%
Vehicular Supplies: Oil Lubricants	\$ 13,882	\$ 12,946	\$ 15,500	\$ 16,750	\$ 1,250	8.06%
Rental & Leases of Uniforms	\$ 2,983	\$ 3,771	\$ 3,250	\$ 3,700	\$ 450	13.85%
Repairs & Maint. Radios	\$ 3,194	\$ 3,467	\$ 5,600	\$ 5,600	\$ -	0.00%
Purchase of Services	\$ 29,533	\$ 29,846	\$ 35,350	\$ 37,800	\$ 2,450	6.93%
Licenses - CDL & Special	\$ 264	\$ 326	\$ 350	\$ 350	\$ -	0.00%
Clothing Allowance Operational Staff	\$ 3,630	\$ 4,020	\$ 4,200	\$ 4,200	\$ -	0.00%
Other Services (Misc.)	\$ 3,894	\$ 4,346	\$ 4,550	\$ 4,550	\$ -	0.00%
Shop Supplies	\$ 6,637	\$ 5,685	\$ 6,000	\$ 6,000	\$ -	0.00%
Vehicular Supplies: Tires	\$ 35,863	\$ 35,210	\$ 43,500	\$ 43,500	\$ -	0.00%
Vehicular Supplies: Parts	\$ 174,066	\$ 156,015	\$ 170,000	\$ 170,000	\$ -	0.00%
Body Damage & Repairs	\$ 4,982	\$ 3,865	\$ 5,000	\$ 5,000	\$ -	0.00%
Supplies	\$ 221,548	\$ 200,774	\$ 224,500	\$ 224,500	\$ -	0.00%
Surplus Equipment Purchase	\$ 9,696	\$ 6,554	\$ -	\$ 5,000	\$ 5,000	100.00%
Other Capital Outlay	\$ 9,696	\$ 6,554	\$ -	\$ 5,000	\$ 5,000	100.00%
Total DPW Equipment Maint.	\$ 742,580	\$ 710,309	\$ 760,047	\$ 782,040	\$ 21,993	2.89%



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. This year commercial vehicle inspection stickers increased from \$29.00 to a minimum fee of \$124.00

Vehicle Supplies – Oil Lubricants: This fund is for engine, transmission and hydraulic fluids, grease, etc. for all the equipment.

Rental and Leases of Uniforms: This fund is for the mechanics/welders' uniforms and cleaning service per union contract.

Repairs and Maintenance Radios: This fund is for the repairs and maintenance of all public works two-way radios.

Other Services (Misc.):

License/CDL and Special: This fund is for the reimbursement to the employees for license renewals, CDL, Hoisting, etc.

Clothing Allowance Operational Staff: This fund is for the tool allowance and winter jackets and safety boots per union contract.

Supplies:

Shop Supplies: This fund is for shop tools, rags, small equipment and meeting registrations.

Vehicle Supplies/Tires: This fund is for the purchase of all tires, wheels and tubes for the town owned equipment.

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

Body Damage and Repairs: This fund is to cover accident damage and small body repairs that is not recovered from insurance.

Other Capital Outlay:

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



Town of Natick

Home of Champions

Department: Public Works Division: Highway, Sanitation, Recycling

Appropriation Summary

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 1,214,710	\$ 1,193,250	\$ 1,237,051	\$ 1,280,190	\$ 43,139	3.49%
Total Salaries	\$ 1,214,710	\$ 1,193,250	\$ 1,237,051	\$ 1,280,190	\$ 43,139	3.49%

Operating Expenses

Purchase of Services	\$ 110,200	\$ 49,729	\$ 113,950	\$ 114,500	\$ 550	0.48%
Other Services (Misc.)	\$ 7,950	\$ 8,390	\$ 8,300	\$ 8,750	\$ 450	5.42%
Other Supplies	\$ 230,200	\$ 231,096	\$ 252,200	\$ 266,200	\$ 14,000	5.55%
Other Chgs./Expend.	\$ 1,357,954	\$ 1,778,540	\$ 1,378,825	\$ 1,457,700	\$ 78,875	5.72%
Total Operating Expenses	\$ 1,706,304	\$ 2,067,755	\$ 1,753,275	\$ 1,847,150	\$ 93,875	5.35%

Total DPW - Highway/Sanitation	\$ 2,921,014	\$ 3,261,005	\$ 2,990,326	\$ 3,127,340	\$ 137,014	4.58%
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Mission:

The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, 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:

Set-up a system for better tracking the taxpayers' complaints, problems, and suggestions . This would include tracking details by geographic area, street, taxpayer, and logging every call or email. This would allow the division to look for systematic problems and allocate appropriate resources in a more efficient manner.

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 recycling (both curbside and at the recycling center) and solid waste removal.

The Division maintains the 145 miles of road in town. The Division:

- performs paving (small hot top jobs, potholes, hot top curbing, some sidewalk paving)
- performs all street painting (crosswalks, fog lines and center lines)
- makes all street signs and letters all municipal vehicles
- sweeps streets and cleans and repairs 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 when warranted
- collects and disposes of all of the Town's solid waste.
- collects yard waste each spring and fall
- conducts contract oversight for curbside recycling, and manages the Town Recycling Center



Town of Natick

Home of Champions

Department: Public Works Highway, Sanitation, Recycling

Budget Overview (con't):

II. Recent Developments

Spring 2010 flooding created significant challenges and highlighted areas to concentrate. The change to the hours at the recycling center (two day schedule). The new yard waste schedule (change to a single pickup for each neighborhood) created challenges for staff and residents.

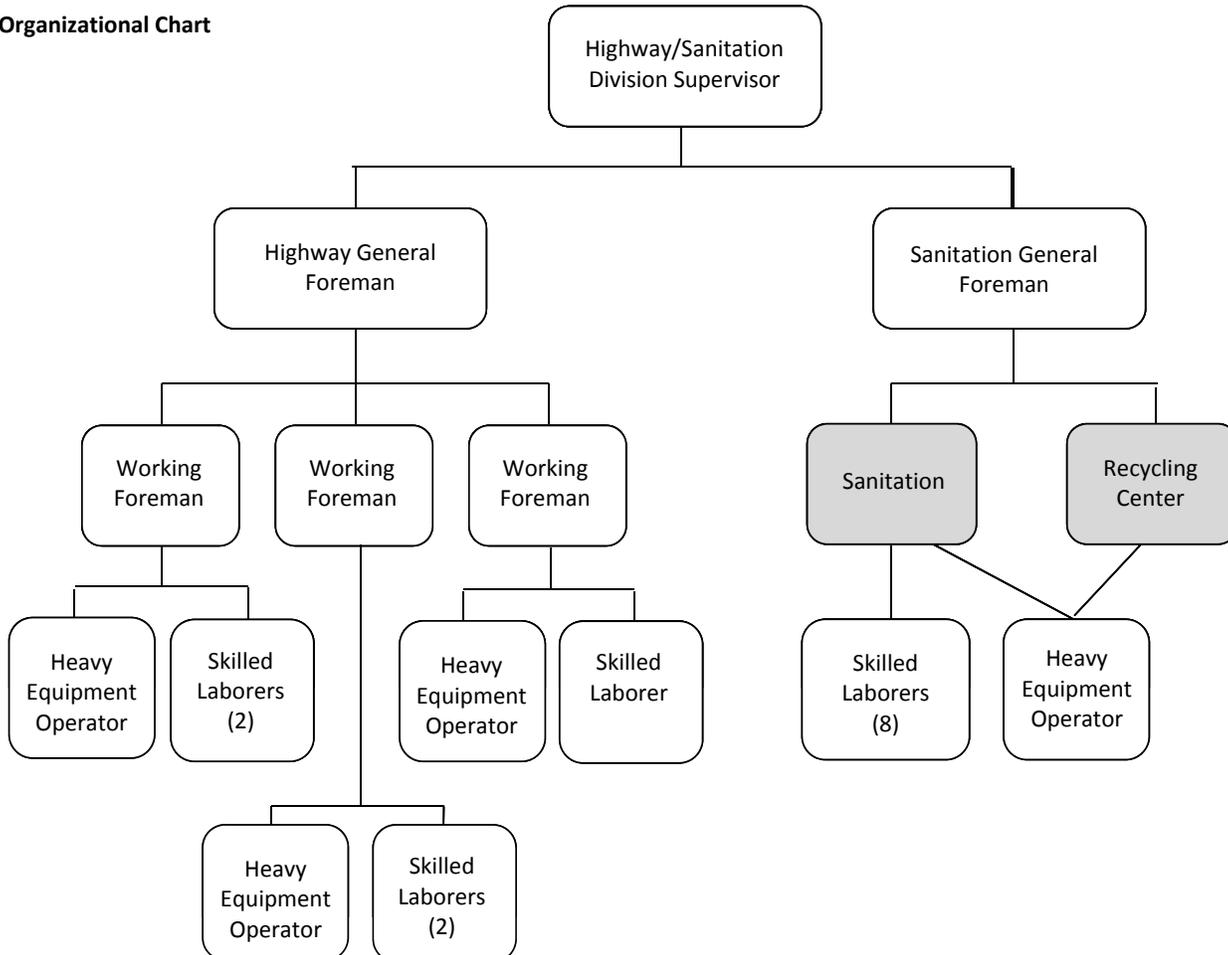
III. Current Challenges

Budget concerns as the cost for materials and labor increase.

The new yard waste schedule (change to a single pickup for each neighborhood) created challenges for staff and residents.

Staffing	2008	2009	2010	2011	2012
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
Skilled Laborer	15	15	13	13	13
Total FTE	25	25	23	23	23
Total FT/PT	25 FT/0 PT	25 FT/0 PT	23 FT/0 PT	23 FT/0 PT	23 FT/0 PT

Organizational Chart





Town of Natick

Home of Champions

Department: Public Works Division: Highway, Sanitation, Recycling

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012 \$ (+/-) % (+/-)	
Salaries Supervisory	\$ 83,034	\$ 84,273	\$ 86,409	\$ 95,162	\$ 8,753	10.13%
Salaries Operational Staff	\$ 992,307	\$ 933,389	\$ 975,222	\$ 1,019,566	\$ 44,344	4.55%
Salaries Temp Operational Staff	\$ 20,841	\$ 26,448	\$ 25,750	\$ 31,174	\$ 5,424	21.06%
Supervisory Additional Comp	\$ 10,219	\$ 11,354	\$ 12,350	\$ 6,500	\$ (5,850)	-47.37%
Operational Staff Additional Comp	\$ 13,713	\$ 13,185	\$ 20,950	\$ 11,376	\$ (9,574)	-45.70%
Operational Staff Overtime	\$ 77,043	\$ 124,600	\$ 116,370	\$ 116,412	\$ 42	0.04%
Personnel Services	\$ 1,197,158	\$ 1,193,250	\$ 1,237,051	\$ 1,280,190	\$ 43,139	3.49%
Repairs & Maint Supplies	\$ 4,474	\$ 1,747	\$ 2,000	\$ 2,250	\$ 250	12.50%
Test/Disposal Street Sweepings	\$ 7,500	\$ 7,815	\$ 17,000	\$ 18,000	\$ 1,000	5.88%
Purchased Services: Sand/Gravel	\$ 9,776	\$ 8,501	\$ 11,500	\$ 11,500	\$ -	0.00%
Purchased Services: Crack Sealing	\$ 15,000	\$ -	\$ 30,000	\$ 30,000	\$ -	0.00%
Landfill Cap Maintenance	\$ 6,115	\$ 3,456	\$ 6,250	\$ 6,250	\$ -	0.00%
Condensate Disposal - Flaring Station	\$ 2,200	\$ 380	\$ 2,200	\$ 2,500	\$ 300	13.64%
Environmental Monitoring/Engineering	\$ 26,032	\$ 18,922	\$ 30,500	\$ 29,000	\$ (1,500)	-4.92%
Landfill Gas/Flaring Station Maintenance	\$ 5,149	\$ 5,184	\$ 5,500	\$ 6,000	\$ 500	9.09%
Yard Waste Brush Grinding	\$ 3,572	\$ 3,267	\$ 7,500	\$ 7,500	\$ -	0.00%
Purchased Services: Misc.	\$ 104	\$ 457	\$ 1,500	\$ 1,500	\$ -	0.00%
Purchase of Services	\$ 79,921	\$ 49,729	\$ 113,950	\$ 114,500	\$ 550	0.48%
Licenses - CDL & Special	\$ 820	\$ 690	\$ 600	\$ 1,050	\$ 450	75.00%
Clothing Allowance Operational Staff	\$ 8,342	\$ 7,700	\$ 7,700	\$ 7,700	\$ -	0.00%
Other Services (Misc.)	\$ 9,162	\$ 8,390	\$ 8,300	\$ 8,750	\$ 450	5.42%
Maintenance Materials	\$ 33,808	\$ 46,560	\$ 45,000	\$ 45,000	\$ -	0.00%
Off Street Drainage	\$ 1,846	\$ 4,861	\$ 10,000	\$ 10,000	\$ -	0.00%
Recycling Center Maint & Supplies	\$ -	\$ 5,234	\$ 5,600	\$ 5,600	\$ -	0.00%
Traffic Signs & Markers	\$ 23,580	\$ 27,778	\$ 36,000	\$ 51,000	\$ 15,000	41.67%
Waste Bags - Pay as you Throw	\$ 132,093	\$ 132,344	\$ 141,000	\$ 140,000	\$ (1,000)	-0.71%
Compost/Recycling Bins		\$ 6,504	\$ 6,600	\$ 6,600	\$ -	0.00%
Other Supplies: Misc.	\$ 7,299	\$ 7,815	\$ 8,000	\$ 8,000	\$ -	0.00%
Other Supplies	\$ 198,626	\$ 231,096	\$ 252,200	\$ 266,200	\$ 14,000	5.55%
Snow Removal	\$ 150,000	\$ 670,901	\$ 150,000	\$ 150,000	\$ -	0.00%
Household Hazardous Waste Disposal	\$ 10,849	\$ 4,013	\$ 10,000	\$ 15,000	\$ 5,000	50.00%
Street & Sidewalk Maintenance	\$ 131,477	\$ 138,533	\$ 140,500	\$ 140,500	\$ -	0.00%
Tipping Fees Yard Waste	\$ 10,459	\$ 17,421	\$ 15,000	\$ 17,500	\$ 2,500	16.67%
Tipping Fees - Solid Waste	\$ 662,440	\$ 465,649	\$ 558,075	\$ 560,900	\$ 2,825	0.51%
Recycling - Curbside	\$ 476,723	\$ 476,261	\$ 498,000	\$ 567,600	\$ 69,600	13.98%
Recycling - Education Materials	\$ 2,289	\$ 2,746	\$ 3,000	\$ 3,000	\$ -	0.00%
Transportation Hauling Tolls	\$ 2,948	\$ 3,016	\$ 4,250	\$ 3,200	\$ (1,050)	-24.71%
Other Chgs./Expend.	\$ 1,447,184	\$ 1,778,540	\$ 1,378,825	\$ 1,457,700	\$ 78,875	5.72%
Total DPW Highway & Sanitation	\$2,932,051	\$ 3,261,005	\$ 2,990,326	\$ 3,127,340	\$ 137,014	4.58%



Town of Natick

Home of Champions

Department: Public Works

Division:

Highway, Sanitation, Recycling

Personnel Services:

Salaries Supervisory: To fund the position of Supervisor of Highway who oversees this division.

Salaries Operational Staff: To fund twenty-four employees positions who maintain and repair the roadways in the town, collecting trash and operating the recycling center.

Salaries Temporary Operational Staff: This fund is for police details for work done in the roadways and summer employees.

Supervisory Additional Compensation: This fund is for education incentive stipends and service award.

Operational Staff Additional Compensation: This fund is for longevity, differential pay and temporary upgrades per union contract.

Operational Staff Overtime: This fund is for emergencies and callbacks after normal operating hours.

Purchase of Services:

Equipment Repairs/Maintenance: This fund is for rental equipment.

Test/Disposal of Street Sweepings: This fund is use to have an outside contractor to test and dispose street sweepings and catch basin material.

Purchase Services Crack Sealing: This fund is for sealing certain roads to prolong their use and to minimize pothole repair.

Purchase Services Sand and Gravel: This fund is for the purchase of sand, gravel and stone from an outside vendor since the gravel pit operation has ceased.

Landfill Cap Maintenance: This fund is for the repairs and maintenance of the 34 acres landfill in accordance with all State and Federal regulations. The additional funds added to the FY2011 budget are the result of recommendations made by the environmental management consultant.

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.



Town of Natick

Home of Champions

Department: Public Works Division: Highway, Sanitation, Recycling

Line-Item Detail

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

Recycling Curbside: This fund is for the cost of the current contract with Waste Management for collection, transportation and processing of recyclable materials collected curbside.

Recycling- Education Materials: This fund is for additional public education materials in addition to the DEP supplied materials such as the calendar. Due to budget cuts at DEP, the calendar will not be available for next year. In past years the bulk of this money has been used to purchase recycling bins for the residents.

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



Town of Natick

Home of Champions

Department: Public Works

Land, Facilities and Natural Resources

Appropriation Summary

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 436,696	\$ 413,681	\$ 436,464	\$ 449,961	\$ 13,497	3.09%
Total Salaries	\$ 436,696	\$ 413,681	\$ 436,464	\$ 449,961	\$ 13,497	3.09%
Operating Expenses						
Purchase of Services	\$ 3,123	\$ 1,546	\$ 4,650	\$ 4,650	\$ -	0.00%
Other Services (Misc.)	\$ 2,560	\$ 2,375	\$ 2,050	\$ 2,400	\$ 350	17.07%
Tech. & Prof. Serv.	\$ 109,830	\$ 76,354	\$ 83,000	\$ 119,031	\$ 36,031	43.41%
Supplies	\$ 64,595	\$ 71,541	\$ 71,500	\$ 93,800	\$ 22,300	31.19%
Total Operating Expenses	\$ 180,107	\$ 151,815	\$ 161,200	\$ 219,881	\$ 58,681	36.40%
Total L, F & NR	\$ 616,803	\$ 565,496	\$ 597,664	\$ 669,842	\$ 72,178	12.08%

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 and abused 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.



Town of Natick

Home of Champions

Department: Public Works

Division:

Budget Overview:

Department of Public Works Land Facilities and Natural Resources

Main Purpose of the Division

The Land Facilities and Natural Resources Division are responsible for the maintenance of over sixty sites which comprise more than seventy acres. Of these seventy acres, fifty-three and one-half acres are mowed by a contractor and the remaining acres are mowed by the division. The Division maintains twenty-one baseball/softball fields, eight tennis courts, nine basketball courts, sixteen playgrounds, the high school track and Memorial Beach. The division is responsible for aerating, seeding and fertilizing all fields as well as field lining for all sports. The Division also maintains eleven automatic irrigation systems. The division is responsible for the care and maintenance of all public shade trees, grinding stumps, cutting brush and pruning and removing trees. We are responsible for all public grounds and share the responsibility for roadside brush maintenance with the highway division.

Recent Developments

Installation of a new/used light pole @ Mahan with 2 new/used sets of lights.

Installation of 2 - 90' poles @ Wilson Mdl. School to hold up a net to stop foul balls from hitting houses.

Major renovation work was done @ Mathworks Field with financial assistance from Mathworks and Natick Soccer Club.

Loss of 4.5 acres of athletic fields adjacent to the High School for new construction.

Loss of main stadium field and track until at least Aug. 1, 2011 for new construction.

Field house was recently renovated and somewhat upgraded.

Three of the five metering systems have been installed for our irrigation wells.

Current Challenges

Install the last 2 metering systems for our irrigation wells.

Upgrade the 2 softball fields @ Memorial School to accommodate High School Softball for about 4 years because of construction.

Finish upgrades to Mahan BB Field.

Accommodate all athletic activity around town even with the loss of 2 major sites.

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

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. This budget will allow the division to complete most of the anticipated maintenance tasks. Stump grinding, tree service operations, and maintenance projects will be prioritized and completed according to need.

On the Horizon

The new high school area fields will create a challenge for field management during construction..

A town-wide review of all land facilities focusing on clean-up, beautification, and community involvement.



Town of Natick

Home of Champions

Department: Public Works Land, Facilities and Natural Resources

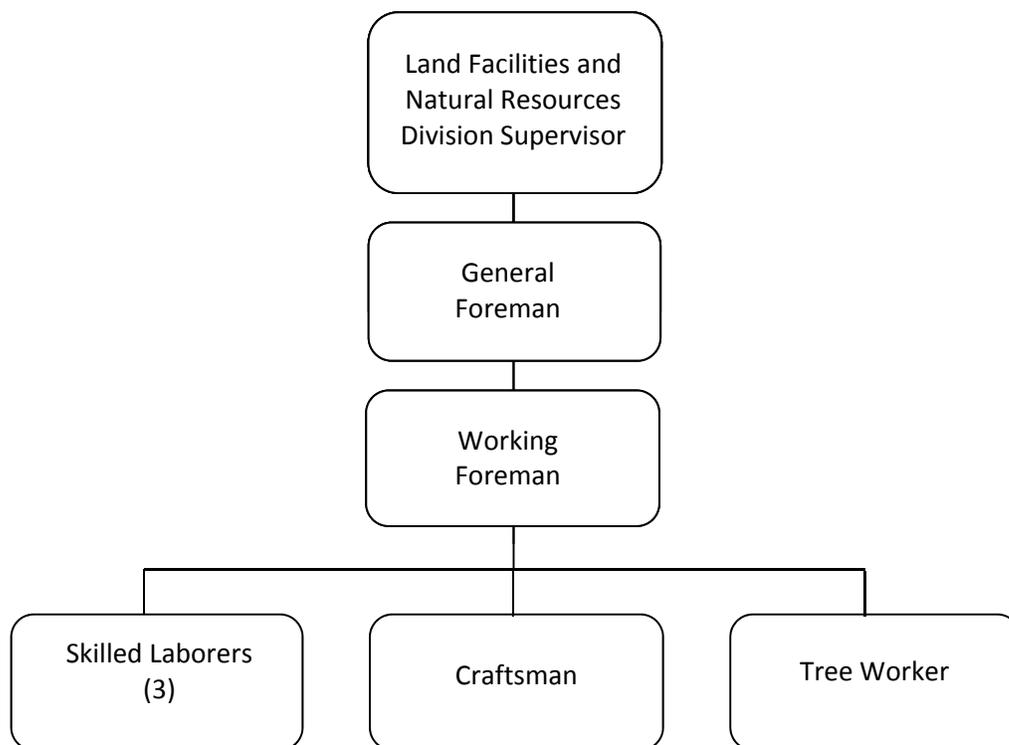
Staffing	2008	2009	2010	2011	2012
Division Supervisor	1	1	1	1	1
General Foreman	1	1	1	1	1
Working Foreman	1	1	1	1	1
Craftsmen	1	1	1	1	1
Tree Worker	1	1	0*	0*	0*
Skilled Laborers	4	4	3	3	3
Total FTE	9	9	7	7	7

Total FT/PT	9 FT/0 PT	9 FT/0 PT	7 FT/0 PT	7 FT/0 PT	7 FT/0 PT
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Notes

* The tree worker is currently the general foremen.

Organizational Chart



Performance Indicators	2008	2009	2010	2011	2012
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Workload Indicators

Land & Facilities	2008	2009	2010	2011	2012
Number of Fields & Parks Maintained	60	61	61	61	61
Acres Mowed Via Contract	53.5	53.5	53.5	54.5	54.5
Forestry					
Number of hazard trees removed	81	72	10	39	40*

*Estimate



Town of Natick

Home of Champions

Department: Public Works

Land, Facilities and Natural Resources

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012 \$ (+/-) % (+/-)	
Salaries Supervisory	\$ 83,034	\$ 84,273	\$ 86,409	\$ 92,069	\$ 5,660	6.55%
Salaries Operational Staff	\$ 288,055	\$ 274,919	\$ 280,866	\$ 291,142	\$ 10,276	3.66%
Salaries Temporary Operational	\$ 23,850	\$ 18,582	\$ 26,239	\$ 27,300	\$ 1,061	4.04%
Supervisory Additional Comp	\$ 10,008	\$ 10,652	\$ 11,650	\$ 8,300	\$ (3,350)	-28.76%
Operational Staff Additional Comp	\$ 4,052	\$ 3,252	\$ 4,000	\$ 3,850	\$ (150)	-3.75%
Operational Staff Overtime	\$ 27,697	\$ 22,004	\$ 27,300	\$ 27,300	\$ -	0.00%
Personnel Services	\$ 436,696	\$ 413,681	\$ 436,464	\$ 449,961	\$ 13,497	3.09%
Purchased Services Misc.	\$ 3,123	\$ 1,546	\$ 4,650	\$ 4,650	\$ -	0.00%
Purchase of Services	\$ 3,123	\$ 1,546	\$ 4,650	\$ 4,650	\$ -	0.00%
Licenses - CDL & Special	\$ 110	\$ 275	\$ 300	\$ 300	\$ -	0.00%
Clothing Allowance Operational Staff	\$ 2,450	\$ 2,100	\$ 1,750	\$ 2,100	\$ 350	20.00%
Other Services (Misc.)	\$ 2,560	\$ 2,375	\$ 2,050	\$ 2,400	\$ 350	17.07%
Tech & Prof. Svs. - Tree Svs	\$ 64,591	\$ 27,683	\$ 30,000	\$ 61,095	\$ 31,095	103.65%
Tech & Prof. Svs. - Mowing Svs	\$ 45,238	\$ 48,671	\$ 53,000	\$ 57,936	\$ 4,936	9.31%
Tech. & Prof. Serv.	\$ 109,830	\$ 76,354	\$ 83,000	\$ 119,031	\$ 36,031	43.41%
Materials Field Maint	\$ 51,341	\$ 51,652	\$ 50,000	\$ 66,400	\$ 16,400	32.80%
Materials Playground	\$ 7,277	\$ 7,166	\$ 8,900	\$ 12,800	\$ 3,900	43.82%
Materials Beach Maint	\$ 918	\$ 600	\$ 600	\$ 600	\$ -	0.00%
Materials Planting	\$ 1,805	\$ 6,794	\$ 5,000	\$ 6,000	\$ 1,000	20.00%
Tools & Hardware	\$ 3,254	\$ 1,629	\$ 7,000	\$ 7,000	\$ -	0.00%
Irrigation System	\$ -	\$ 3,698	\$ -	\$ 1,000	\$ 1,000	#DIV/0!
Supplies	\$ 64,595	\$ 71,541	\$ 71,500	\$ 93,800	\$ 22,300	31.19%
Total DPW LF & NR	\$ 616,803	\$ 565,496	\$ 597,664	\$ 669,842	\$ 72,178	12.08%



Town of Natick

Home of Champions

Department: Public Works

Land, Facilities and Natural Resources

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 Woolly Adelgid sprays, Dutch Elm Disease and winter moth controls, and deep root fertilization. A recent decision by the Attorney General requires all tree work to be completed under MGL Ch 30 39M. This requires contractors to pay prevailing wage, and post additional bonds.

Mowing Service: This funds the mowing of 16 sites which cover 54.5 acres of grass by an outside contractor as needed.

Supplies:

Materials Field Maintenance: This funds the purchase of pelleted lime, fertilizer, turface, infield mix, herbicides, pesticides, contractual pesticide and herbicide applications, irrigation supplies, irrigation repairs, mutt mitts and dispensers, bark mulch grass seed, loam, topdressing materials, fence repairs, and many other misc. items as needed. This item includes additional funding for turf maintenance.

Materials Playgrounds: This funds the purchase of playground resilient materials and parts needed to make repairs. **Materials Beach Maintenance:** This funds the purchase of beach sand, turn boards, fence repairs, and repairs to the piers and playground equipment.

Materials Planting: This newly established line item funds the purchase of a limited number of trees and 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.



Town of Natick

2011 Spring Town Meeting – FY 2012 Recommended Budget

Article 11: Section D: Health & Human Services

Human Services & Council on Aging

Veterans Services

Board of Health

Parks & Recreation



Town of Natick

2011 Spring Town Meeting - FY 2012 Recommended Budget

Finance Committee Recommendation

Motions for Section D: Health and Human Services

Motion for Section D under Article 11:

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

Human Services & Council on Aging

Salaries	\$	376,934
Expenses	\$	25,122
Other Changes & Expenditures	\$	17,000

Total Council on Aging **\$ 419,056**

Veterans Services

Salaries	\$	113,504
Expenses	\$	7,775
Other Changes & Expenditures	\$	171,310

Total Veterans Services **\$ 292,589**

Board of Health

Salaries	\$	372,846
Expenses	\$	24,450
Other Changes & Expenditures	\$	15,000

Total Board of Health **\$ 412,296**

Recreation

Salaries	\$	502,285
Operating Expenses	\$	36,737
Other Supplies	\$	21,550

Total Recreation **\$ 560,572**

Motion Total **\$ 1,684,513**

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

Tax Levy of Fiscal Year 2012	\$	1,684,513
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\$ 1,684,513



Section D: Health & Human Services

D1: Human Services & Council on Aging

RECOMMENDATION: By a vote of 12-1-0 on March 28, 2011, The Finance Committee recommends **FAVORABLE ACTION** with regard to the budget for Article 11 ~ Section D1: Human Services & Council on Aging and that the sum of \$419,057 be appropriated from the Tax Levy.

Previous Recommendation: By a vote of 13-0-1 on March 01, 2011, The Finance Committee recommended the sum of \$392,293 before the March 28th revisions.

The purpose of this article is to fund the operating budget for the **Human Services & Council on Aging Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).

During the review of this article it was noted:

- Ms. Moira Munns, Director of Human Services and the Council on Aging noted that these two (2) budgets for these two departments had been combined this year as recommended during previous years’ reviews of the two departments’ budgets by the Finance Committee.
- The combining of the two areas allows for more accurate representation of the activities and performance of these services since considerable overlap and integration between the two had existed in the past, making some reporting distinctions artificial and misleading.
- The number of volunteers participating in this department’s activities topped 300 for the first time this year. Estimated value of these volunteer hours exceeds \$300,000.
- An addition 19 hours’ funding for a Volunteer Coordinator is being added to cover hours previously supported by a state formula grant. Reduction in the Transportation line item and elimination of funding for a Services Directory will offset the increased cost.
- The department employs two different levels of social workers due, in part, to a legal requirement that social workers licensed at the first level (LSW) receive a minimal amount of clinical supervision by a social worker licensed at the higher level (LICSW).
- Although there are continuing education requirements associated with the maintenance of the social workers’ credentials there are no educational incentive stipends included within these salary expenses.
- Costs associated with referrals for counseling of individuals without any other means of payment have been significantly reduced with the addition of more hours of social worker staffing.
- The 15-hour LICSW is qualified to bill for services, however, her status as an employee of the Town precludes billing for work done in that capacity under her own license; and the requirements to establish licensure of the department as a clinic, which would allow the Town to be reimbursed for this work, has not been deemed to be cost effective, due to the requirements involved.



D2: Veterans Services

RECOMMENDATION: By a vote of 13-0-0 on March 28, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section D2: Veterans Services and that the sum of \$292,589 be appropriated from the Tax Levy.

Previous Recommendation: By a vote of 13-0-0 on February 10, 2011, The Finance Committee recommended the sum of \$290,310 before the March 28th revisions.

*The purpose of this article is to fund the operating budget for the **Veterans Services Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *As an accredited service representative for the Veterans’ Administration, Mr. Carew has been able to assist eligible Veterans and their spouses in securing income, as well as facilitate access to a range of additional benefits. Helping to identify other sources of benefits to meet these Veterans’ needs is expected to save the Town money.*
- *The number of individuals eligible to receive Veterans’ benefits and assistance has increased dramatically, and the increase is anticipated to continue as large numbers of National Guard and Reserve personnel return from deployment in various conflicts throughout the world. Identifying and communicating with those in need of assistance is an ongoing challenge, in addition to the provision of the assistance and support.*
- *There are increases for emergency medical and financial assistance; however, predicting the amount which will be needed is difficult. Past year expense data includes the amounts of several Reserve Fund transfers to these accounts, and FY 2012 budget builds on that adjusted base.*
- *State reimbursement for the Town’s expenditures to provide emergency assistance to Veterans appears on the Cherry Sheet and can take as long as 2 years to be received.*
- *Under the provisions of M.G.L. Chapter 115, 75% of Town expenditures to provide emergency medical and financial assistance to indigent Veterans are reimbursed by the Commonwealth.*

D3: Board of Health

RECOMMENDATION: By a vote of 12-0-1 on March 28, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section D3: Board of Health and that the sum of \$412,296 be appropriated from the Tax Levy.

Previous Recommendation: By a vote of 9-2-0 on February 03, 2011, The Finance Committee recommended the sum of \$388,932 before the March 28th revisions.

*The purpose of this article is to fund the operating budget for the **Board of Health Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*



Section D3: Cont'd

During the review of this article it was noted:

- *James M. White, Jr., Director of Public Health, presented a brief report on the recent activities of the Board of Health and highlighted some of the challenges confronting the Department as it struggles to comply with an ever growing number of unfunded mandates imposed by various state and federal bodies while fiscal constraints limit the Town's ability to add resources to meet these new obligations.*
- *Due to staff limitations, the Department is forced to prioritize inspections of food establishments. High risk establishments are visited more frequently, but low- and medium-risk establishments may not receive the number of annual inspections which the Department believes is desirable.*
- *Title V Septic systems continue to be in use, especially in areas of the Town without Town sewer access. Homeowners are not required to convert from existing Title V systems unless their system fails and Town sewer hookup is available.*
- *A total of \$205,700 in fees and reimbursements was generated by the Department in 2010; and \$62,500 was generated in January 2011 primarily from annual food permit fees, which are due between December 31st and January 15th annually.*
- *There will be an Article on the Spring 2011 Town Meeting Warrant proposing establishment of a Health Department Revolving account, with a \$40,000 annual spending cap, to be funded from revenue generated in conjunction with the Department's immunization programs, including the annual flu clinics. It's believed this could provide some greater flexibility and continuity of funding for future pandemics as well as ongoing immunization and related prevention programs.*
- *In addition to enabling the Department to increase its food inspection volume, additional staff could allow the expansion of other prevention and education activities.*
- *Although discussions and explorations with neighboring towns continue, no promising opportunities for regionalization have emerged. The Department would consider holding joint clinics and similar informal arrangements, but does not see potential cost savings opportunities at this time.*
- *There was an extensive discussion concerning the departments' possible need for a new Sanitarian position. This discussion ended with this item being placed on the "unfunded desires list" of the Finance Committee, for possible consideration during the final days of budgets deliberations. The Administration made it clear that it would simply put added pressures onto the following fiscal years funding cliff of salaried positions.*

D4: Parks & Recreation

RECOMMENDATION: By a vote of 12-1-0 on March 28, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section D4: Parks & Recreation and that the sum of \$560,572 be appropriated from the Tax Levy.

Previous Recommendation: By a vote of 12-0-0 on March 03, 2011, The Finance Committee recommended the sum of \$555,656 before the March 28th revisions.

*The purpose of this article is to fund the operating budget for the **Parks & Recreation Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*



Section D4: Cont'd

During the review of this article it was noted:

- *Mr. Dick Cugini, Director of Parks & Recreation presented the following:*
- *Although the total \$555,656 Recreation & Parks budget includes \$497,369 for salaries, a total of \$162,110 of that is offset by reimbursement by the NCOF of \$144,607 for three salaries and approximately \$17,503 for 33% of the Program Coordinator's salary generated by program fees.*
- *The department benefits from approximately 23,750 hours of volunteer assistance contributed in support of its various programs and activities.*
- *Apart from salary expense increase of \$14,563 related to contractual cost of living adjustments (COLA) a net increase of \$3,853 in the non-salary budget is being requested, primarily to support department training and development expenses, including provision for two managers to attend Director's School in anticipation of the eventual retirement of the Recreation & Parks Superintendent.*
- *An alarm system was donated to the department following a break-in at Camp Arrowhead last year. The proposed operating expense budget includes the cost of a maintenance contract for the new system.*
- *With the move to greater use of online transactions for program registration and other department communications, there are plans to provide additional training to enhance computer skills as well as to focus on customer service issues related to online interactions.*
- *Field maintenance will be a major focus of attention as demands placed on remaining fields and resources will be increased due to the unavailability of field, track and other athletic facilities during the high school construction.*
- *Although membership in the national parks & recreation association was previously allowed to lapse as an expense reduction strategy, the dues for this membership are being reinstated with the FY 2012 budget due to the value of the information and resources which are available only to members.*
- *Questions were raised regarding the Administration's decision not to charge the NCOF for benefit costs associated with the three salaries being covered by that organization. It was suggested that this is an evolving situation as the NCOF transitions to a new business model.*
- *As a general policy, fees charged to users of the fields are intended to support specific work associated with the activity, such as lining the fields, but it is not the intent to cover the Town's field maintenance costs through fees. Many of the user organizations, i.e., Natick Soccer, Little League and Pop Warner, contribute funds toward ongoing field maintenance and restoration.*



Town of Natick

Home of Champions

Department: Human Services & Council on Aging

Appropriation Summary

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$ (+/-)	% (+/-)
Salaries						
Personnel Services	\$ 321,455	\$ 321,180	\$ 331,337	\$ 376,934	\$ 45,597	13.76%
Total Salaries	\$ 321,455	\$ 321,180	\$ 331,337	\$ 376,934	\$ 45,597	13.76%
Operating Expenses						
Purchase of Services	\$ 12,168	\$ 11,387	\$ 22,084	\$ 21,734	\$ (350)	-1.58%
Supplies	\$ 2,663	\$ 2,699	\$ 3,388	\$ 3,388	\$ -	0.00%
Other Chgs./Expend.	\$ 12,978	\$ 11,183	\$ 19,000	\$ 17,000	\$ (2,000)	-10.53%
Total Operating Expenses	\$ 27,810	\$ 25,268	\$ 44,472	\$ 42,122	\$ (2,350)	-5.28%
Total COA & HS	\$ 349,265	\$ 346,448	\$ 375,809	\$ 419,056	\$ 43,247	11.51%

Mission:

The mission of the Council on Aging is to provide and promote advocacy and support systems focused on issues of aging, working toward the ultimate goals of independence, improved quality of life and preparation

Goals:

Continue Community Outreach and Interaction

- Pursue Healthy Communities Initiative; plan and implement event; engage "2nd ring" of participants,
- Continue to enhance Human Services integration with school system
- Conduct outreach presentations to police, fire, school, community groups, others to build partnerships
- Continue to support Youth Advisory Board initiatives
- Initiate efforts to revitalize Natick Community Coalition collaborative organization

Participate in Senior/Community Center Project

- Participate in preparation of capital grant
- Support public information effort

Pursue Community Initiatives in Response to Community Needs

- Implement Earned Income Tax Credit Program (EITC) for low to moderate income families
- Summer Food Program

Miscellaneous

- Pursue grant opportunities
- Manage building rental revolving fund
- Utilize outreach worker to enhance communication
- Continue integrated model of seamless services



Town of Natick

Home of Champions

Department: Human Services & Council on Aging

Budget Overview:

Main Purpose of the Department

The Department is a human service agency and activity/information center that provides social and support services and programs through a multipurpose senior center. We serve as an information resource; provide case management and crisis intervention; coordinate volunteer services; provide programs (wellness, intergenerational and others); provide health services and support for chronic disease self-management; and advocate for older adults (5,943 Natick residents over age 60 according to 2000 U.S. Census) and individuals with disabilities of all ages with local, state and federal programs and governments.

Our services focus on empowering older adults and their families and individuals with disabilities of all ages to make informed decisions, to remain actively engaged in their community and to maintain health, vitality and independence.

Recent Developments

- Successfully partnered in grant application to continue Caregiver Care Program including respite care.
- Worked with other service providers to bring Mammogram Van to Natick for mammography screenings.
- Collaborated with Natick Fire Department for the "NFD Third Annual Chicken Barbecue for Natick Seniors."
- Worked with Massachusetts Dental Society to bring Dental Van to Senior Center for basic dental care for seniors & residents with disabilities without care.
- Worked with Arthritis Foundation to offer My Life - My Health, chronic disease self-management class to Natick residents.

Current Challenges

- Assisting seniors with Medicare Part D and other enrollment and plan changes.
- Transitioning to temporary location of Natick Senior Center while new facility is under construction.
- Increased numbers of residents seeking assistance with Fuel Assistance and Food Stamp applications and applications for other benefits.
- Additional transportation resources are necessary.

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

- Expansion of "Opportunity Knocks" job posting service requires outreach to local businesses with increased postage expenses and staff time.

On the Horizon

- Increased need of elders for social services due to struggles arising from such factors as increased energy costs and rising taxes.
- Application for a vehicle through the state Mobility Access Program to meet the transportation needs of elders, residents of all ages with disabilities.
- Expanding hours and/or days of operation.

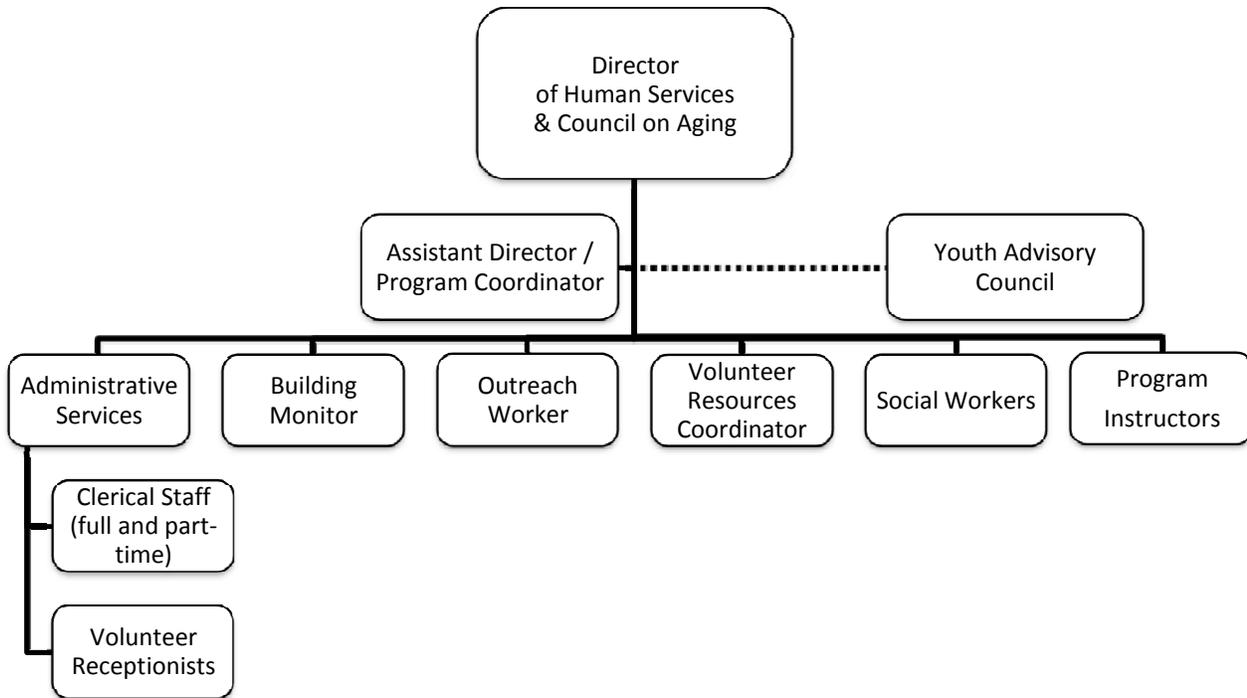


Town of Natick

Home of Champions

Department: Human Services & Council on Aging

Organizational Chart





Town of Natick

Home of Champions

Department: Human Services & Council on Aging

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012 \$ (+/-) % (+/-)	
Salaries Management	61,764	62,147	63,937	76,015	12,078	18.89%
Salaries Operational Staff	129,608	128,073	118,356	133,975	15,619	13.20%
Salaries Tech & Professional	130,083	130,960	149,044	166,944	17,900	12.01%
Personnel Services	321,455	321,180	331,337	376,934	45,597	13.76%
Repairs & Maint Equipment	1,593	1,493	1,600	1,600	0	0.00%
Communication Telephone	2,221	2,713	2,600	2,600	0	0.00%
Dues & Subscriptions	1,038	1,201	1,450	1,450	0	0.00%
Communication Postage	700	317	950	950	0	0.00%
Copy/Mail Center Fees	1,558	1,069	1,240	1,240	0	0.00%
In/Out of State Travel	1,897	1,141	4,400	4,400	0	0.00%
Other Services Misc.	379	225	425	425	0	0.00%
Service Directory Support	0	0	350	0	-350	-100.00%
Wellness Programs	2,663	2,732	4,069	4,069	0	0.00%
Contract Services: Counseling	120	495	5,000	5,000	0	0.00%
Purchase of Services	12,168	11,387	22,084	21,734	-350	-1.58%
Office Supplies	1,582	1,222	1,850	1,850	0	0.00%
Supplies Computer	659	986	850	850	0	0.00%
Supplies Disposable Goods	423	491	400	400	0	0.00%
Youth Advisory Council	0	0	288	288	0	0.00%
Supplies	2,663	2,699	3,388	3,388	0	0.00%
Transportation Program	12,978	11,183	19,000	17,000	-2,000	-10.53%
Other Chgs./Expend.	12,978	11,183	19,000	17,000	-2,000	-10.53%
Total Council on Aging	349,265	346,448	375,809	419,056	43,247	11.51%

Line-Item Detail:

Personnel Services:

Salaries Management: Salary for the full time Director who provides the management functions of the Council on Aging (COA) office, the Human Services Department, and 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 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's older consumers and their families.

Salaries Operational Staff: Salaries for a full time Assistant Director/Program Coordinator, two part-time (12 hrs/wk) Volunteer Resources Coordinators, a full time Senior Clerk and a part time (19.5 hrs/wk) Clerk. 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 COA department at the senior center and at other locations, administers the Property Tax Work Program; acts as staff liaison to the Friends of the Natick Senior Center, Inc.; oversees routine financial operations including donations, deposits to the Treasurer, petty cash, purchase orders, invoices, and weekly payroll; and shares responsibility for volunteer activities. 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 Senior Clerk is responsible for maintaining all COA participation and service records, medical equipment inventory, parking tags for seniors, community resource information, customer service, and support to other COA staff. 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; tracks use of transportation coupon program; and supports other COA staff.



Town of Natick

Home of Champions

Department: Human Services & Council on Aging

Line-Item Detail

Narrative:

Personnel Services (con't):

Salaries Technical & Professional: Salaries for the following positions:

- A full time Social Worker who is primarily responsible for coordination and implementation of direct individual and group social services to community elders, family caregivers and other concerned parties. She provides information, case management (interpretation of individual needs assessment, referral and follow-up); crisis intervention particularly with elders at risk, those with mental health and substance abuse issues and those in abusive situations; outreach; assists with maximizing financial resources of Natick's elder residents including assistance with applications for programs such as fuel assistance, utility discounts, tax relief, and medication assistance. These are the primary areas of referral to our department. Referrals are from consumers, families, friends, neighbors, COA volunteers, Natick Police Department, Natick Fire Department, Natick Board of Health, and other local and distant agencies.

- A 30 hour per week social work position. The social worker is primarily responsible for coordination and implementation of direct individual and group social services for Natick residents of any age. The social worker provides case management (interpretation of individual needs assessment, referral and follow-up);

- 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. Assists the Director in developing new initiatives.

- A 15 hour per week clinical social work position. 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.

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 Senior Center: maintenance agreement for the copy machine, fax machine, computer printers, steam table, refrigerators, other kitchen equipment, assistive listening devices, sound equipment, chairs, tables, TV's, VCR's, projectors, pool tables, computers, and other misc. equipment. Office equipment is obtained and maintained by the COA for use by three Departments: Veterans Services, Council on Aging, and Human Services.

Communication Telephone: Cost for local and long distance phone service related to serving older adults, families of older adults, and caregiver's needs. Older adults, families of older adults, and caregivers are both local and distant. We maintain one direct line through Comcast for our Internet access in the Senior's Computer Lab. The Lab is not connected to the Town networked system.

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

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

Copy/Mail Center Fees: This fund is for printing needs such as stationary, envelopes, business cards, assessment forms, other forms, brochures, and other misc. needs. It is also our assessment for courier service.

In/Out of State Travel: Includes staff and volunteer travel reimbursement when using personal vehicle for COA business. The volunteer coordinators 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, Sensitivity training; Medicaid and other entitlement benefit training updates, Massachusetts Councils on Aging Training Institute, and MA Gerontology Association Training's.

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 in the senior center.

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



Town of Natick

Home of Champions

Department: Human Services & Council on Aging

Line-Item Detail

Narrative:

Purchase of Services (con't)

Contract Services: Contract with Advocates, Inc. for limited counseling services for Natick residents who lack insurance coverage

Supplies:

Office Supplies: For the purchase of general office supplies.

Supplies Computer: For the purchase of general office equipment toners and ink, floppy discs, labels for our monthly newsletter, typewriter ribbons, etc.

Supplies Disposable Goods: Monthly calendars, wellness equipment, first aid supplies, VCR tapes, 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.

Youth Advisory Supplies: Printing, postage, stationary, training materials, conference and workshop registrations.

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

Home of Champions

Department: Veterans Services

Appropriation Summary

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 106,558	\$ 95,745	\$ 109,756	\$ 113,504	\$ 3,748	3.41%
Total Salaries	\$ 106,558	\$ 95,745	\$ 109,756	\$ 113,504	\$ 3,748	3.41%
Operating Expenses						
Purchase of Services	\$ 3,881	\$ 2,853	\$ 5,275	\$ 6,275	\$ 1,000	18.96%
Supplies	\$ 750	\$ 706	\$ 1,500	\$ 1,500	\$ -	0.00%
Other Chgs./Expend. - Veterans	\$ 146,541	\$ 140,130	\$ 142,310	\$ 154,310	\$ 12,000	8.43%
Other Chgs./Expend. - Holidays	\$ 14,807	\$ 14,494	\$ 16,000	\$ 17,000	\$ 1,000	6.25%
Total Operating Expenses	\$ 165,979	\$ 158,183	\$ 165,085	\$ 179,085	\$ 14,000	8.48%
Total Veterans' Services	\$ 272,537	\$ 253,928	\$ 274,841	\$ 292,589	\$ 17,748	6.46%

Mission:

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

Goals:

Continued Ongoing Efforts to Enhance Services to Veterans:

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



Town of Natick

Home of Champions

Department: Veterans Services

Budget Overview:

Recent Developments:

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

Current Challenges:

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

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

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



Town of Natick

Home of Champions

Department: Veterans Services

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

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

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

In conclusion, while it is almost impossible to forecast the percentage for an increase of needs based assistance considering the above mentioned variables, one thing remains certain: The number of eligible veterans and dependents will most certainly rise as a result of 1. The aforementioned Global War on Terror demands. 2. The advancing median age of our veteran population is now approaching retirement age (62 years old). 3. The number of survivors needing assistance who will become financially eligible as a result of their spouse who is also on fixed income will increase in many instances. These will be the three driving forces behind the amount of actual budget expended for FY2011.

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

Veterans Service entities across the country will experience increased requests for assistance as detailed elsewhere in this budget summary. There simply is no way to stem the tide at this juncture, however, prudent use of existing resources can help negate the increase in demand for services. The Commonwealth annually raises the COLA amount of assistance we must render to each applicant by approximately 3% per annum. These two factors indicate that we can expect an increase in the funds that must be allocated for Veterans Benefits: Cash (and) Veterans Benefits: Medical. Whereas services to our veterans are mandated by state law and whereas there will inevitably be an increase in demand for services, the Director of Natick Veterans services recommends a 10% increase over last years



Town of Natick

Home of Champions

Department: Veterans Services

On the Horizon:

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

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

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



Town of Natick

Home of Champions

Department: Veterans Services

Staffing	2008	2009	2010	2011	2012
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				
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Notes

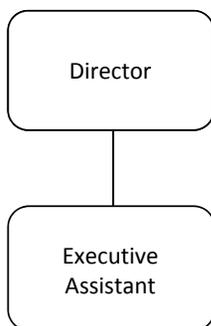
The Department of Veterans of is comprised of two (2) full time positions:

- 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





Town of Natick

Home of Champions

Department: Veterans Services

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012 \$ (+/-) % (+/-)	
Salaries Management	61,764	48,824	61,764	63,582	1,818	2.94%
Salaries Operational Staff	44,794	46,920	47,992	49,439	1,447	3.02%
Operational Staff Other Comp	-	0	0	483	483	100.00%
Personnel Services	106,558	95,745	109,756	113,504	3,748	3.41%

Rental of Veterans Headquarters	1,200	1,200	1,200	1,200	0	0.00%
In State Travel/Meetings	1,938	746	1,500	2,500	1,000	66.67%
Communication Telephone	357	409	400	400	0	0.00%
Communication Postage	-	0	500	500	0	0.00%
Dues & Subscriptions	195	176	225	225	0	0.00%
Copy/Mail Center Fees	191	0	200	200	0	0.00%
Other Services Misc.	-	323	150	150	0	0.00%
Care of Veterans Graves	-	0	1,100	1,100	0	0.00%
Purchase of Services	3,881	2,853	5,275	6,275	1,000	18.96%

Office Supplies:	750	706	1,500	1,500	0	0.00%
Supplies	750	706	1,500	1,500	0	0.00%

Veteran Benefits: Cash Allowance*	96,310	73,148	84,000	90,000	6,000	7.14%
Veteran Benefits: Medical*	48,430	65,272	56,000	62,000	6,000	10.71%
Veteran Benefits: Food/Clothing/Fuel	500	410	550	550	0	0.00%
Veteran Benefits: Nursing Home Trans	-	0	330	330	0	0.00%
Veteran Benefits: Miscellaneous	1,300	1,300	1,430	1,430	0	0.00%
Other Chgs./Expend. - Veterans	146,541	140,130	142,310	154,310	12,000	8.43%

Memorial Day Program	12,507	12,394	13,000	14,000	1,000	7.69%
Veterans Day Program	2,300	2,100	3,000	3,000	0	0.00%
Other Chgs./Expend. - Holidays	14,807	14,494	16,000	17,000	1,000	6.25%

Total Veterans Services	272,537	253,928	274,841	292,589	17,748	6.46%
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Notes:

2010 Salaries Mangement figure lower due to resignation and subsequent hiring of FT VSO part way through FY 2010.



Town of Natick

Home of Champions

Department: Veterans Services

Personnel Services:

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

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

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

Purchase of Services:

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

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

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

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

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

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

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

Supplies:

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

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

Other Charges & Expenditures - Veterans:

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

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



Town of Natick

Home of Champions

Department: Veterans 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

Home of Champions

Department: Board of Health

Appropriation Summary

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 377,819	\$ 305,344	\$ 336,434	\$ 372,846	\$ 36,412	10.82%
Total Salaries	\$ 377,819	\$ 305,344	\$ 336,434	\$ 372,846	\$ 36,412	10.82%
Operating Expenses						
Purchase of Services	\$ 5,178	\$ 4,143	\$ 9,150	\$ 9,150	\$ -	0.00%
Supplies	\$ 2,858	\$ 2,600	\$ 2,850	\$ 2,850	\$ -	0.00%
Tech. & Prof. Serv.	\$ 1,440	\$ 98	\$ 500	\$ 500	\$ -	0.00%
Other Supplies	\$ 12,302	\$ 4,584	\$ 11,950	\$ 11,950	\$ -	0.00%
Other Chgs./Expend.	\$ 9,952	\$ 8,431	\$ 15,000	\$ 15,000	\$ -	0.00%
Total Operating Expenses	\$ 31,730	\$ 19,855	\$ 39,450	\$ 39,450	\$ -	0.00%
Total Board of Health	\$ 409,549	\$ 325,200	\$ 375,884	\$ 412,296	\$ 36,412	9.69%

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 functions
- Housing/Sanitary code compliance monitoring

Address Challenges re: Personnel Transition

- The Environmental Health Agent was hired this past year , starting date was March 3, 2010.
- Continue to integrate newly hired Environmental Health Agent into the operations of the Department and Town.
- Integrate the Environmental staff into plan review and site inspections of Title V, onsite drainage and sub-divisions to assist Director in order to ease the immense workload and provide timely reviews, recommendations and compliance.

Enhance Departmental Communication

- Continue to upgrade Department Web Page with current services and public health awareness information.
- Develop trainings and/or education materials to promote public health initiatives and prevention information.
- Continue hosting staff meetings on a consistent basis for uniformed department goals and information dispersion.

Enhance Environmental Protection

- Update data base of septic systems including pumping data and integrate with DPW GIS data base.
- Review our current local regulations to determine where updates may be required and begin implimenting updates.
- Develop email data base for licensed food establishments for renewals, FDA recalls and training opportunities.
- Develop semi-annual newsletter for food service establishments regarding sanitation practices and code updates.

Miscellaneous

- Continue to expand Medical Reserve Corps, sponsor members training and encourage participation in Town events .
- Endorse the formation of a Youth Corps. to serve under the guidance of the Medical Reserve Corps. Executive Board.
- Continue to support staff training for professional licensure requirements and new public health initiatives.
- Develop revolving fund earmarked for immunization program and emergency preparedness funded by monies received from flu clinic medicare, medicaid and health insurance reimbursement.



Town of Natick

Home of Champions

Department: Board of Health

Main Purpose of the Department

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

Recent Developments

The Department has hired an Environmental Health Agent during the year filling one of the two open positions. That individual began employment on March 3, 2010 and we have experienced an immediate positive impact on the workload. Yet the demands on the Department continue to increase. Within the past year several large scale projects have come to the forefront in Natick, namely South Natick Hills, the new Natick High School and sports complex, Natick Community Center and Chrysler Road Apartments.

Despite the continued hiring freeze on the full time Sanitarian's position and being down the Environmental Health Agent position for the first two months of the year, the department has seen an increase in the number of inspections performed and staff workload volume compared to the past several years.

Current Challenges

We continue to experience being short-handed in staffing, yet the demands on this department have noticeably increased in recent years. Even with the overall downturn in the general economy, Natick remains very active and strong on a local level. While our main priority remains providing local services, the state continues to adopt and hand down unfunded mandates to the local Board's of Health. Within the past year, the state adopted new bathing beach water testing requirements, restaurant caloric regulations and food allergen/certification regulations. Though the state Department of Public Health delayed the implementation of their new sharps/syringe collection regulations, an additional unfunded local mandate, the new startup date is scheduled for this calendar year.

Additionally, there has been a continual increase in the demand for time placed on the myself and the staff. One example being the EP Coalition Region 4A that Natick is bound to. Massachusetts is divided into 16 EP Regions which is part of the federal emergency preparedness program begun, by then President George W. Bush, following 9/11. This constitutes several monthly meetings away from Natick and multiple number of reports and time consuming drills required for Natick and the region to be eligible for federal grant money. On the positive side, this is how the Medical Reserve Corps. began and the Board of Health has been able to subsidize our flu clinics and certain capital equipment needs through this program.

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

We are planning on reviewing our local Board of Health regulations. Many of the local regulations were adopted several decades ago and may be outdated. We will make the necessary recommendations to the Board for adoption consideration. This will be a tedious and time consuming process that needs to be addressed. As for any budget impact, other than mandated personnel salary increases I do not foresee any major impacts to the Board of Health budget.

On the Horizon

The FY 12 budget will again leave the Department at an insufficient service level for the third consecutive year. As stated, the workload and time constraints put upon this Department have steadily increased over the years. The concern is in the case of a widespread public health crisis, the Department is in jeopardy of falling dramatically behind in our daily operations. That being said, we will continue addressing the needs of community, continue in our planning to expand training, education and public awareness in aiding our true function of prevention.



Town of Natick

Home of Champions

Department: Board of Health

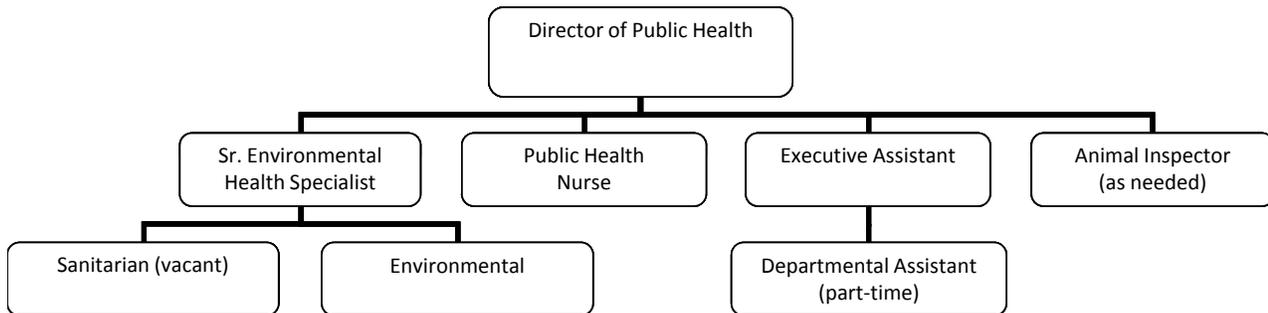
Staffing	2008	2009	2010	2011	2012
Director	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Senior Environmental Health Specialist	1	1	1	1	1
Sanitarian	1	1	0	0	0
Environmental Health Agent	1	1	1	1	1
Public Health Nurse	1	1	1	1	1
Departmental Assistant	0.67	0.67	0.67	0.67	0.67
Animal Inspector	*	*	*	*	*
Total FTE	6.67	6.67	5.67	5.67	5.67

Total FT/PT	6 FT /1 PT	6 FT /1 PT	5 FT /1 PT	5 FT /1 PT	5 FT /1 PT
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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 shared equally by 2 Doctors of Veterinary Medicine.

Organizational Chart





Town of Natick

Home of Champions

Department: Board of Health

Performance Indicators (CALENDAR YEAR)	2008	2009	2010*	2011**	2012**
Workload Measures					
Number of Health Permits Issued	801	821	891	875	900
Number of Food Establishment inspections	990	968	903	1000	1000
Total Number of Health Inspections	3119	3067	3278	3400	3500
Number of Communicable & Reportable Diseases	143	194	130	150	150
Number of Blood Pressure Clinics Conducted	50	50	45	50	45
Number of Participants	412	560	515	500	450
Number of Flu Clinics Conducted	8	11	19	15	15
Number of people Vaccinated	1599	2079	2030	1500	1500
Number of Home Visits	47	97	46	100	100
Title 5 Consultations	397	319	257	300	300
Food Recalls	115	85	147	125	130
Certificate of Occupancy Inspections	510	311	302	300	500
Meetings in and out of Town Hall	311	316	503	350	375
Housing Complaint Based Inspections	112	120	147	125	125
Efficiency Measures					
Number of Health Inspections/Inspector	780	767	1093	1133	1167

*Note: All totals provided for the current year are as of November 21, 2010. Final total will be available after 12/31/10.

**Calendar years 2011 & 2012 figures are projected estimates.

The Public Health Nurse also offers additional immunizations (i.e. tetanus, pneumonia, shingles, etc.) The year to date total is 344.

**The Natick Medical Reserve Corp. continues to grow in numbers. Currently there are 136 members, up from 119 at this time last year.

**A function of the Medical Reserve Corp. is to assist at our flu clinics. To date, 66 members have volunteered at those clinics.

The Board of Health issues burial permits for deaths occurring within the Town limits. Burial permits issued to date total 248 for 2010.



Town of Natick

Home of Champions

Department: Board of Health

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012 \$ (+/-) % (+/-)	
Salaries Management	\$ 102,534	\$ 78,643	\$ 81,618	\$ 92,372	\$ 10,754	13.18%
Salaries Operational Staff	\$ 73,916	\$ 75,788	\$ 76,580	\$ 78,896	\$ 2,316	3.02%
Salaries Technical & Professional	\$ 195,257	\$ 144,747	\$ 170,756	\$ 194,170	\$ 23,414	13.71%
Salaries Add'l Comp Operational	\$ 448	\$ 988	\$ 947	\$ 743	\$ (204)	-21.54%
Salaries Part Time Operational	\$ 988	\$ 4,710	\$ 1,018	\$ 1,039	\$ 21	2.06%
Salaries Temp Tech/Prof Staff	\$ 4,677	\$ 468	\$ 5,515	\$ 5,626	\$ 111	2.01%
Personnel Services	\$ 377,819	\$ 305,344	\$ 336,434	\$ 372,846	\$ 36,412	10.82%
Repairs & Maint. Equipment	\$ 72	\$ -	\$ 700	\$ 700	\$ -	0.00%
In State Travel/Meetings	\$ 1,998	\$ 1,011	\$ 2,500	\$ 2,500	\$ -	0.00%
Communication Telephone	\$ 660	\$ 751	\$ 2,700	\$ 2,700	\$ -	0.00%
Dues & Subscriptions	\$ 814	\$ 726	\$ 1,250	\$ 1,250	\$ -	0.00%
Copy/Mail Center Fees	\$ 1,569	\$ 1,589	\$ 1,500	\$ 1,500	\$ -	0.00%
Other Services Misc.	\$ 65	\$ 65	\$ 500	\$ 500	\$ -	0.00%
Purchase of Services	\$ 5,178	\$ 4,143	\$ 9,150	\$ 9,150	\$ -	0.00%
Printing/Advertising	\$ 1,440	\$ 98	\$ 500	\$ 500	\$ -	0.00%
Tech. & Prof. Serv.	\$ 1,440	\$ 98	\$ 500	\$ 500	\$ -	0.00%
Office Supplies Stationary	\$ 2,858	\$ 2,600	\$ 2,850	\$ 2,850	\$ -	0.00%
Supplies	\$ 2,858	\$ 2,600	\$ 2,850	\$ 2,850	\$ -	0.00%
Professional Services: Clinics	\$ 4,349	\$ 1,252	\$ 4,500	\$ 4,500	\$ -	0.00%
Communicable Disease Program	\$ 1,184	\$ 277	\$ 1,250	\$ 1,250	\$ -	0.00%
Environmental Program Supplies	\$ 5,229	\$ 2,421	\$ 5,000	\$ 5,000	\$ -	0.00%
Laboratory Supplies	\$ 1,540	\$ 635	\$ 1,200	\$ 1,200	\$ -	0.00%
Other Supplies	\$ 12,302	\$ 4,584	\$ 11,950	\$ 11,950	\$ -	0.00%
Household Hazardous Waste Program	\$ 9,952	\$ 8,431	\$ 15,000	\$ 15,000	\$ -	0.00%
Other Chgs./Expend.	\$ 9,952	\$ 8,431	\$ 15,000	\$ 15,000	\$ -	0.00%
Total Board of Health	\$ 409,549	\$ 325,200	\$ 375,884	\$ 412,296	\$ 36,412	9.69%



Town of Natick

Home of Champions

Department: Board of Health

Narrative:

Personnel Services:

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

Salaries Operational Staff -

- Full Time Administrative Assistant
- Part Time Department Assistant

Salaries Technical and Professional -

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

Salaries Additional Compensation -

- Longevity payment for Administrative Assistant - per union contract

Salaries Part Time Operational -

- Stipend for Secretary to the Board

Salaries Temp Tech/Prof Staff -

- Animal Inspector (position currently job-shared by 2 individuals)
- Part Time Nurses, primarily for immunization clinics

Purchase of Services:

Repairs and Maintenance Equipment

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

In State Travel Meetings

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

Communication Telephone

- Office Telephones
- 4 Nextel cell phones (Line item amount assumes grant for 4 Nextel cell phones will NOT be renewed.)

Dues and Subscriptions

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

Copy/Mail Center Fees

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

Other Services Misc.

- Miscellaneous - otherwise unclassified expenses.

Technical & Professional Services:

Printing/Advertising

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

Supplies:

Office Supplies Stationery

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



Town of Natick

Home of Champions

Department: Board of Health

Narrative:

Other Supplies:

Professional Services: Clinics

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

Communicable Disease Program

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

Environmental Program Supplies

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

Laboratory Supplies

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

Other Charges & Expenditures:

Household Hazardous Waste Program

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



Town of Natick

Home of Champions

Department: Recreation

Appropriation Summary

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012	
					\$	%
Salaries						
Personnel Services	499,978	503,459	482,806	502,285	19,479	4.0%
Total Salaries	499,978	503,459	482,806	502,285	19,479	4.0%
Operating Expenses						
Purchase of Services	20,979	19,846	16,020	19,495	3,475	21.7%
Other Services Misc.	385	381	400	400	0	0.0%
Technical/Professional Serv.	10,812	11,290	11,214	11,842	628	5.6%
Supplies	6,243	5,493	5,000	5,000	0	0.0%
Other Supplies	27,540	27,612	21,800	21,550	-250	-1.1%
Total Operating Expenses	65,958	64,621	54,434	58,287	3,853	7.1%
Total Recreation	565,936	568,080	537,240	560,572	23,332	4.34%

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

The first goal is to provide community leisure services programming for all age groups, while enhancing the sense of community through community special events and health initiatives.

Goal two focuses on providing the "best" quality programs and services possible at an affordable price for our customers as possible.

The third goal calls for the department to provide recreational facilities, fields, parks, and open spaces that serve both the active and passive leisure interests of our residents. The enhancement and preservation of these town natural resources is a crucial role within our community for our residents. Facilities need the upmost care and maintenance so that these spaces are clean, safe and environmentally friendly.

The final goal speaks to the commitment of our agency to recruit, hire and train the most qualified staff possible. This obviously includes our full-time staff in addition to our seasonal staff and volunteers.

COMPLIANCE WITH 360 GOALS: One of the main "360 community goals" speaks to the creation of a healthy and vibrant community that attracts families and businesses, while promoting general health, wellness and community spirit. The Recreation & Parks Department believes and subscribes to this goal as we aim to improve the "quality of life" in Natick.

We, at Recreation and Parks, believe that our agency works towards the improvement to the quality of life in Natick by providing to our residents and customers with (1) quality community special events for the community (examples like Natick Days, Spooktacular, Summer Conert Series on the Common, etc.), (2) major municipal community facilities for the community (examples: Cole Recreation Center, Sassamon Trace Golf course, Memorial Beach, Natick Community Organic Farm, Camp Arrowhead, William L. Chase Arena along with outdoor parks, fields, courts and open spaces) and (3) outstanding and affordable indoor and outdoor leisure services, while working with our local business and public service community organizations.



Town of Natick

Home of Champions

Department: Recreation

The Recreation and Parks Commission, who is supportive of these goals, believes strongly in citizen participation and a voice in the decision making process of the department especially when it comes to the planning and development of new programs and facilities. This is a critical role in a successful community as spelled out in the "360 Goals" initiative. The Commission believes that the input of surrounding neighbors and abutters to any outdoor facilities needs to be carefully considered in a sound park and facility process.

BUDGET OVERVIEW:

Summer registration remains at the same level as the previous summer with an increase of participation at Memorial Beach attendance and swim lessons/team of 6%. The Sunshine Center also experienced increase participation at the level of 5%. Woodtrail Center and Camp Arrowhead though experienced decreases in registration and attends at the levels of 8% and 4% respectfully.

Seasonal programming from the period of September through May did experience an average overall growth of 2% from the same previous year period. Youth Basketball, ski lessons, special needs seasonal programs, Parents Night Out, Grade 5 & 6 Fantastic Fridays and Natick Dramas Workshop were major programs that contributed to this net increase.

Natick Community Organic Farm experienced a good overall year of participation at its 117 Eliot Street residency. The Farm also successfully secured its long term existence on this property by successfully being selected by the Town Administration and Conservation Commission as the permanent caretakers of this property through a competitive RFP process.

The Recreation and Parks Department also successfully completed facility upgrades at the Natick Common Civil War monument, the Cole Center outdoor basketball courts and at the Memorial Beach pier and ramp dock system with the help of the Natick DPW.

CURRENT CHALLENGES

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

1. Secure and provide appropriate training for our full-time and part-time staff, who in turn lead the agency and its soon to changing programming into 2011 and beyond. Training for our High School volunteers also needs to be upgraded so that we can provide short-term quality programming and develop these individuals into potential future program and staff members.
2. Prepare our agency for the ability to provide programming for all age groups in Natick as we move toward a "community service" model. This is truly on the horizon on 2012 with the soon to be built Community Senior Center to become a reality. Programming for all age groups will be a reality at this site and also through the use of the Cole Recreation Center. Age groups that we hope to increase programs range from High School through young adults at the age of 19-29.
3. With the building of a new High School on its present site and the construction of a new "turf" field underway along with the building of the Community Senior Center, all outside High School athletic teams, recreation user groups, youth sports organizations, businesses and s are very much aware of the diminishing amount of outdoor fields that will be available for them and their users. It will be one of the major challenges of the Recreation and Parks Department that assigns field with the High School Athletic Director to successfully work with all Natick groups to place teams and groups on the remaining fields that we have for 2011. The communication with DPW is crucial in this role for maintenance and field preparation.



Town of Natick

Home of Champions

Department: Recreation

CURRENT CHALLENGES CONTINUED:

4. Work closely with DPW as the potential reorganization of Grounds maintenance is being considered for future.

ON THE HORIZON

The town is in need of fields and facilities for its residents even with the construction of a new "turf" field at memorial field on West Street being eminent. Present parks and fields are in need capital investment and additional maintenance funding. There is also a great need for additional green space/small neighborhood parks within Natick. The department looks towards in 2011 for the Town and Commonwealth of Massachusetts signing an agreement for a 30 year long term lease for a 3.5 acres portion of the current Mass. National Guard property. Once this accomplished, the Town can then proceed to build and create a new seven acre park next to and including J.J. Lane Park in West Natick with the combination of town land there.

The Department is currently looking to upgrade memorial Beach for its summer users along with creating a dog park either within an existing park or at a new site.



Town of Natick

Home of Champions

Department: Recreation

Staffing

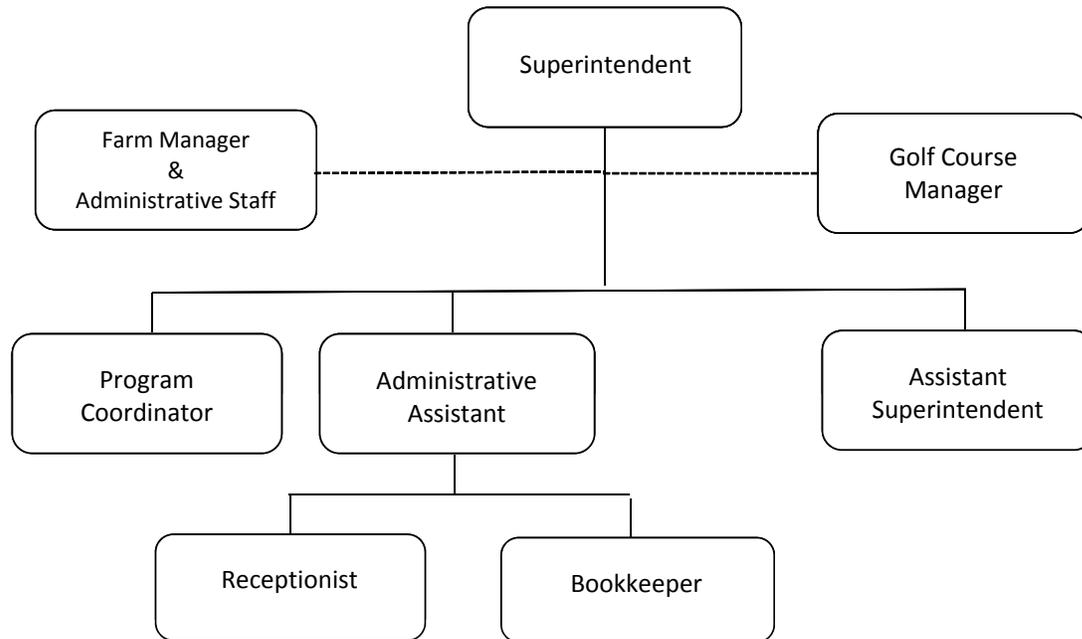
	2008	2009	2010	2011	2012
Superintendent	1	1	1	1	1
Assistant Superintendent	1	1	1	1	1
Director of Natick Community Organic Farm*	1	1	1	1	1
Program Co-ordinator**	1	1	1	1	1
Asst. Director, NCOF*	1	1	1	1	1
Administrative Assistant, NCOF*	0.67	0.8	0.8	0.75	0.75
Special Needs Coordinator	0.67	-	-	-	-
Administrative Assistant	1	1	1	1	1
Bookkeeper	1	1	1	1	1
Playgroup Director	0.8	0.8	0.75	0	0
Receptionist	0.8	0.8	0.6	0.61	0.61
Total FTE	9.94	9.4	9.15	8.36	8.36

Total FT/PT	7ft/5pt	7ft/4pt	7ft/4pt	7ft/3pt	7ft/3pt
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Notes

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

Organizational Chart



Performance Indicators

	2008	2009	2010	2011*	2012*
Workload Measures					
Number of Participants in all programs	29,700	30,000	30,375	31,000	32,000
- General Fund Supported Programs	10	10	10	10	10
- Revolving Fund Supported Programs	130	125	110	115	125
Number of Programs Run	140	135	120	125	135
- General Fund Supported Programs	11,700	13,300	13,875	14,000	14,500
- Revolving Fund Supported Programs	18,000	16,700	16,500	17,000	18,000
Number of Facilities Operated	28park/facility	28park/facility	28park/facility	29park/facility	29park/facility



Town of Natick

Home of Champions

Department: Recreation

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Salaries Management	\$ 95,695	95,695	95,695	99,663	3,968	4.1%
Salaries Supervisory	\$ 118,463	123,847	125,086	128,850	3,764	3.0%
Salaries Operational Staff	\$ 116,039	112,603	113,637	116,989	3,352	2.9%
Salaries Technical & Professional	\$ 152,234	154,712	130,647	138,354	7,707	5.9%
Management Additional Comp	\$ 5,200	5,350	5,350	5,350	0	0.0%
Supervisory Staff Additional Comp	\$ 3,150	3,150	3,400	3,600	200	5.9%
Operational Staff Additional Comp	\$ 1,741	1,792	1,681	1,969	288	17.1%
Tech/Prof Additional Comp	\$ 4,917	3,537	5,050	5,250	200	4.0%
O/T Operational & Supervisory Staff	\$ 2,540	2,774	2,260	2,260	0	0.0%
Personnel Services	499,978	503,459	482,806	502,285	19,479	4.0%
Repairs & Maint. Facilities	\$ 2,146	1,936	1,270	1,935	665	52.4%
Repairs & Maint. Equipment	\$ 1,731	2,485	1,800	1,800	0	0.0%
Communication Telephone	\$ 4,249	4,648	4,725	4,935	210	4.4%
Dues & Subscriptions	\$ 1,328	1,120	225	575	350	155.6%
Copy/Mail Center Fees	\$ 6,031	5,832	4,600	4,600	0	0.0%
In/Out of State Travel/Meetings	\$ 5,494	3,825	3,400	5,650	2,250	66.2%
Purchase of Services	20,979	19,846	16,020	19,495	3,475	21.7%
Clothing Allowance Supervisory	\$ 385	200	200	200	0	0.0%
Clothing Allowance Tech & Prof.	\$ -	181	200	200	0	0.0%
Other Services Misc.	385	381	400	400	0	0.0%
Communication Photocopying	\$ 938	1,597	3,830	3,942	112	2.9%
School Custodial Charges	\$ 4,215	3,880	1,800	2,100	300	16.7%
Special Needs Tuition's	\$ 5,659	5,812	5,584	5,800	216	3.9%
Technical/Professional Serv.	10,812	11,290	11,214	11,842	628	5.6%
Office Supplies: Stationary	\$ 6,243	5,493	5,000	5,000	0	0.0%
Supplies	6,243	5,493	5,000	5,000	0	0.0%
Dug Pond Treatment & Testing	\$ 21,850	21,850	17,800	17,550	-250	-1.4%
Recreation Program Supplies	\$ 5,690	5,762	4,000	4,000	0	0.0%
Other Supplies	27,540	27,612	21,800	21,550	-250	-1.1%
Total Recreation Budget	565,936	568,080	537,240	560,572	23,332	4.3%



Town of Natick

Home of Champions

Department: Recreation

Line-Item Detail

Narrative:

Personnel Services

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

Salaries Supervisory - This line item contains a full-time Assistant Superintendent of Recreation & Parks and the full-time Farm Director of NCOF. Please note that \$62,156 in local receipts will be returned to town for Farm Director position.

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

Salaries Technical & Professional - This line item includes a full-time Program Coordinator for Recreation & Parks, a full-time Assistant Farm Director for NCOF, a part-time Administrative Assistant for NCOF. Please note that local receipts are returned to the town in the amount of \$82,450 for the two NCOF positions, while Program Coordinator position is partially offset by \$17,503.

Management Additional Comp - This account represents training compensation for Superintendent

Supervisory Staff Additional Comp - This account represents an educational stipend and longevity for the Assistant Superintendent for Recreation and Parks and the Manager of NCOF.

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

Tech/Prof Additional Comp - This account represents a longevity payment for an educational and special needs service stipend for the Program Coordinator for Recreation and Parks and the Assistant Farm Director of NCOF. This also includes compensation for the Assistant Farm Director when the Director is out for 3 (+) days by contract.

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

Purchase of Services

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

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

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

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

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

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

Other Services Misc.

Clothing Allowances - As by contract, this is the amount of money required to be paid to the Farm Manager and Assistant Farm Manager for clothing allowance due to nature of the job.



Town of Natick

Home of Champions

Department: Recreation

Line-Item Detail

Narrative:

Technical / Professional Services

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

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

Special Needs Tuition - This fund helps to cover the cost of the agreement between Town of Natick and the Amputee Veteran's Association for 10 camper weeks to be paid by the Town as a rental fee for using their camp grounds and the remainder is to cover the anticipated "short fall" of Camp Arrowhead's costs. Also included in this account is the Commonwealth of Mass (DCR) \$400 Annual Fee.

Supplies

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

Other Supplies

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

Program Supplies - This fund calls for funds to provide training for year-round and summer staff, ads and subscriptions, specialized first aid supplies and uniforms for the beach staff. (The Department historically asks the Board of Selectmen for an additional \$5,000 from BAA to help offset this line item and plans to do this again for the FY'12 budget year.) This request will include audio visual equipment, repair supplies for necessary maintenance at our Beach and Arrowhead waterfronts and supply funds for the Dug Pond pier upgrades (an ongoing project since 2004).



Town of Natick

2011 Spring Town Meeting – FY 2012 Recommended Budget

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Article 11:
Section E:
Administrative Support Services
(General Government)

Board of Selectmen
Personnel Board
Town Report
Legal
Comptroller
Assessor
Collector
Treasurer
Information Systems
Town Clerk
Elections
Sealer of Weights & Measures
Parking Enforcement
Community Development



Town of Natick

2011 Spring Town Meeting - FY 2012 Recommended Budget

Finance Committee Recommendation

Motions for Section E: Administrative Support Services

Motion for Section E under Article 11:

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

Board of Selectmen

Salaries	\$	573,329
Expenses	\$	164,250
Other Charges & Expenditures	\$	18,357
Total Board of Selectmen	\$	755,936

Personnel Board

Other Charges & Expenditures	\$	1,000
Total Personnel Board	\$	1,000

Town Report

Professional Services	\$	5,500
Total Town Report	\$	5,500

Legal

Expenses	\$	294,480
Other Charges & Expenditures	\$	10,000
Total Legal Services	\$	304,480

Comptroller

Salaries	\$	307,550
Expenses	\$	29,900
Total Comptroller	\$	337,450

Assessors

Salaries	\$	308,478
Expenses	\$	40,800
Other Charges & Expenditures	\$	75,000
Total Assessors	\$	424,278

Collector

Salaries	\$	202,056
Expenses	\$	174,250
Total Collector	\$	376,306

Motion continued on next Page --->



Town of Natick

2011 Spring Town Meeting - FY 2012 Recommended Budget

Finance Committee Recommendation

Motions for Section E: Administrative Support Services

Treasurer	
Salaries	\$ 152,650
Expenses	\$ 60,750
Total Treasurer	\$ 213,400
Information Technology	
Salaries	\$ 238,945
Expenses	\$ 374,100
Other Chgs. & Expenditures	\$ 265,000
Total Information Technology	\$ 878,045
Town Clerk	
Salaries	\$ 203,260
Expenses	\$ 21,100
Total Town Clerk	\$ 224,360
Elections	
Salaries (Registrars)	\$ 35,150
Expenses (Registrars)	\$ 50,000
Total Elections	\$ 85,150
Sealer of Weights & Measures	
Salaries	\$ 14,659
Expenses	\$ 850
Total Sealer Weights/Meas.	\$ 15,509
Parking Enforcement	
Salaries	\$ 31,909
Expenses	\$ 72,400
Total Parking Enforcement	\$ 104,309
Community Development	
Salaries	\$ 643,350
Expenses	\$ 26,811
Total Community Development	\$ 670,161
Motion Total	\$ 4,395,885
And that the above <u>Total Budget Amount</u> be raised from the following sources:	
Tax Levy of Fiscal Year 2012	\$ 4,335,885
Parking Meter Revenues	\$ 60,000
	\$ 4,395,885



Section E: ADMINISTRATIVE SUPPORT SERVICES

E1: Board of Selectmen

RECOMMENDATION: By a vote of 9-0-4 on March 28, 2011, The Finance Committee recommends **FAVORABLE ACTION** with regard to the budget for Article 11 ~ Section E1: Board of Selectmen and that the sum of \$755,936 be appropriated from the Tax Levy.

Previous Recommendation: By a vote of 14-0-0 on March 01, 2011, The Finance Committee recommended the sum of \$713,699 before the March 28th revisions.

The purpose of this article is to fund the operating budget for the **Board of Selectmen Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).

During the review of this article it was noted:

- Ms. Martha White, Natick Town Administrator, explained that the increases in this budget related to the 2% cost of living adjustment (COLA) and step increases for two individuals in the Personnel Services line item
- The addition of \$10,000 for a new line item for out of state travel to be used at the Town Administrator’s discretion to support travel expenses of managers throughout the Town associated with attendance at various professional meetings and conferences.
- A typographical error was noted in the page numbering on the Budget Book page revisions for this budget which had been distributed at the previous meeting: the pages were numbered, sequentially, as VIII.3 through VIII.10; however, the correct numbering should be VII.3 – VII.10.
- Since the contaminated soil at the former courthouse will be removed as part of the new Community/Senior Center construction, the remediation expense item will be eliminated from future budgets, however it is included in the FY 2012 projections since the timeline for the removal is uncertain at this time.
- The fee for the Town’s membership in the MetroWest Growth Management Committee, now called the MetroWest Regional Collaborative (MWRC), is not negotiable, and this membership is considered by the Administration and the Board of Selectmen Chairman to be of great benefit to the Town.

E2: Personnel Board

RECOMMENDATION: By a vote of 13-0-0 on March 24, 2011, The Finance Committee recommends **FAVORABLE ACTION** with regard to the budget for Article 11 ~ Section E2: Personnel Board and that the sum of \$1,000 be appropriated from the Tax Levy..

The purpose of this article is to fund the operating budget for the **Personnel Board Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).



Section E2: Cont'd

During the review of this article it was noted:

- *It was noted that the \$1,000 amount was historically turned back in full, but if the new Personnel Pay Plan is engaged then there may be costs associated with keeping the baseline information current.*

E3: Town Report

RECOMMENDATION: By a vote of 11-0-0 on February 10, 2011, The Finance Committee recommends **FAVORABLE ACTION** with regard to the budget for Article 11 ~ Section E3: Town Report and that the sum of \$5,500 be appropriated from the Tax Levy.

*The purpose of this article is to fund the operating budget for the **Town Report Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *This report used to be sent to every household in the Town, but not approximately 500 copies were printed each year and disseminated among a number of public access sites.*
- *Although effort is underway to get an electronic version of this report on the Town’s website, the size of the document presents a challenge. Attempts will be made to segment the report to enable access via this means.*
- *The printing of the report is bid out each year and the number of copies to be printed determined based on the most favorable price points.*

E4: Legal Services

RECOMMENDATION: By a vote of 11-0-0 on February 10, 2011, The Finance Committee recommends **FAVORABLE ACTION** with regard to the budget for Article 11 ~ Section E4: Legal Services and that the sum of \$304,480 be appropriated from the Tax Levy.

*The purpose of this article is to fund the operating budget for the **Legal Services Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *This budget includes an increase of the hourly rate paid for legal services from \$125 per hour to \$140 per hour. This rate had remained the same for eleven years.*
- *No significant legal issues are anticipated during the upcoming year, but it’s usually difficult to predict such things.*
- *Recent work on tax titles has facilitated collection of more than \$350,000 over the past three years with fees of approximately 10% of that.*



E5: Comptroller

RECOMMENDATION: By a vote of 12-0-0 on March 28, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section E5: Comptroller and that the sum of \$337,450 be appropriated from the Tax Levy.

Previous Recommendation: By a vote of 11-0-0 on February 03, 2011, The Finance Committee recommended the sum of \$323,360 before the March 28th revisions.

The purpose of this article is to fund the operating budget for the **Comptroller** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).

During the review of this article it was noted:

- Ms. Karen Kucala, Comptroller presented the proposed budget request for In-State Travel, noting that it has been reduced by \$300 because she covers her own travel expenses.
- Budget for book binding has been reduced as less binding will be required with newer technologies.
- The FY 2012 request for Training & Education is increased by \$5,500 over the current year because staff training is needed related to upgrade of the MUNIS system from version 6.4 to version 8.2; need for more formal payroll training; implementation of an electronic format purchase order system; and anticipation of planned rollout of a new Chart of Accounts on July 1, 2011 in response to recommendations in the most recent Management Letter.
- Ms. White added that Ms. Kucala had saved the Town considerable expense by developing the new Chart of Accounts without the assistance of consultant services, which had been anticipated; and for successfully managing the MUNIS upgrade which involved skipping an entire version of that system.
- She also pointed out that it was Ms. Kucala’s intent that the Payroll personnel would become certified in that area, which would be increasingly important as the payroll processing became more complex with respect to the FLSA payroll systems.
- Although the recent contract negotiations resulted in agreements to move to bi-weekly payroll with direct deposit for all personnel except the Patrol Officers and DPW Laborers, whose contracts have not yet been settled, payroll processing continues to be needed on a weekly basis, due to the fact that the Schools and the General Government payrolls are being done on opposite weeks.
- Based on the Comptroller’s knowledge and experience with MUNIS in other towns, there is potential for further expansion and upgrade of the Town departments’ utilization of these systems.

E6: Assessors

RECOMMENDATION: By a vote of 12-0-0 on March 28, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section E6: Assessors and that the sum of \$424,278 be appropriated from the Tax Levy.



Section E6: Cont'd

Previous Recommendation: By a vote of 11-0-0 on February 03, 2011, The Finance Committee recommended the sum of \$404,318 before the March 28th revisions.

The purpose of this article is to fund the operating budget for the **Assessors** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).

During the review of this article it was noted:

- Ms. Jan Dangelo, Director of Assessing, reviewed the FY 2012 budget proposal noting that all non-salary line items were flat and that salary increases reflected cost of living adjustments (COLA) and the increase in hours of a part-time administrative assistant position from 19 to 25 hours per week.
- Although the budget request for tax mapping is the same as the amount appropriated for the past several years, this appropriation amount was actually reduced from \$45,000 several years ago when the department began using the Town’s GPS resources to assist in this work. The need for updates in this area will continue as the department expands the web-based systems which provide greater access and enhanced capabilities for the Town’s residents.
- Ms. Dangelo reviewed the overlay and abatement process noting that the assessors periodically review the amount set aside in the overlay account against the status of pending cases, and may release some portion of these funds determined to be in excess of anticipated needs.
- In terms of projected new growth, although there has been a drop off in single family house permits, the South Natick Hills and Chrysler Road condominium projects have contributed significantly in this area, as well as the MathWorks project.
- The Administrative Assistant (AA) plays a key role in maintaining continuity of office operations when the assessors are frequently called away from the office, and in providing customer service relating to filing applications and understanding the information related to assessments, permits, etc.
- The increase in the AA hours will move this position into benefit-eligibility which has implications for health insurance, as well as pension costs.

E7: Collector

RECOMMENDATION: By a vote of 12-0-0 on March 28, 2011, The Finance Committee recommends **FAVORABLE ACTION** with regard to the budget for Article 11 ~ Section E7: Collector and that the sum of \$376,306 be appropriated from the Tax Levy.

Previous Recommendation: By a vote of 11-0-0 on March 08, 2011, The Finance Committee recommended the sum of \$368,938 before the March 28th revisions.

The purpose of this article is to fund the operating budget for the **Collector** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).

During the review of this article it was noted:

- Mr. Robert Palmer, Natick Finance Director, noted the addition of a corresponding \$20,000 to the Collector’s budget for Collection Agency fees that is directly related to the projection of a \$500,000 increase in ambulance billing revenue.



Section E6: Cont'd

- *The Public Safety Subcommittee had questioned the Fire Chief who had confirmed that he was very confident the additional \$0.5 million would be realized and that the \$20,000 represented the negotiated 4% collection fee.*
- *The major reason why the ambulance billing revenues were up was a change in Massachusetts General Law (MGL) which allows the Town to bill for services rendered and dispatched at the higher vs. lower rate. For example, if an ambulance was dispatched in response to a call regarding a possible heart attack, but the emergency proved to be for something less serious, it was permitted to bill for the level of service which would have been required to treat the initially anticipated emergency.*

E8: Treasurer

RECOMMENDATION: By a vote of 12-0-0 on March 28, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section E8: Treasurer and that the sum of \$213,400 be appropriated from the Tax Levy.

Previous Recommendation: By a vote of 11-0-0 on February 03, 2011, The Finance Committee recommended the sum of \$210,094 before the March 28th revisions.

*The purpose of this article is to fund the operating budget for the **Treasurer** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *Mr. Conway presented a brief overview of this budget noting that the only increase related to contractual step increases the proposed 2% COLA.*

E9: Information Technology

RECOMMENDATION: By a vote of 12-0-0 on March 28, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section E9: Information Technology and that the sum of \$878,045 be appropriated from the Tax Levy.

Previous Recommendation: By a vote of 15-0-0 on February 08, 2011, The Finance Committee recommended the sum of \$862,703 before the March 28th revisions.

*The purpose of this article is to fund the operating budget for the **Information Technology** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *Mr. Bob LeFrancois, Director of Information Technology, presented a brief overview of the IT department plans and challenges anticipated for the upcoming year, as detailed in the Budget Book.*
- *Thanks were expressed for the IT Department's extensive assistance in relocating the Senior Center's technology and connections to the temporary Oak Street facility. This was noted to have saved the Town considerable expense as this enabled avoidance of the need to employ outside contractor assistance for the move.*



E10: Town Clerk

RECOMMENDATION: By a vote of 12-0-0 on March 28, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section E10: Town Clerk and that the sum of \$224,360 be appropriated from the Tax Levy.

- *Previous Recommendation:* By a vote of 15-0-0 on February 08, 2011, The Finance Committee recommended the sum of \$223,150 before the March 28th revisions.

The purpose of this article is to fund the operating budget for the **Town Clerk** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).

During the review of this article it was noted:

- Ms. Diane Packer, Natick Town Clerk, noted that this was her first budget since being elected to the Town Clerk’s position and that the proposed budget includes some realignment of costs between the Town Clerk’s and the Elections budgets.
- New challenges include the conversion to online vital records, which has begun with birth records, and will continue with death records next year, and marriage records thereafter.
- Various technology changes continue to be explored to increase office efficiency.
- Census updates and follow up will contribute to mailing expense, as well as staff demands. Volunteers have been assisting in keeping up with the mail impact of this.
- There is one FTE listed on the Town Clerk’s budget whose responsibilities are primarily related to elections.
- There is a \$4,100 decrease in the Town Clerk’s budget which is offset by a corresponding increase in the Elections budget.

E11: Elections

RECOMMENDATION: By a vote of 15-0-0 on February 08, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section E11: Elections and that the sum of \$85,150 be appropriated from the Tax Levy.

The purpose of this article is to fund the operating budget for the **Elections** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).

During the review of this article it was noted:

- The Elections budget includes provisions for redistricting and associated communication to all residents affected by potential precinct changes, as well as necessary re-election of all Town Meeting members from realigned precincts resulting from census updates as required every ten years.
- There may be need to purchase new voting machines for which funding was voted by a previous Town Meeting; however, significant improvement has not been made in the technologies available, so it is uncertain whether any purchase will be made this year.
- Staffing for elections is mandated by law; there is currently a bill before the legislature to eliminate some currently required positions.



Section E11: Cont'd

- *As most election workers are seniors and the hours during which the polls remain open are long, these shifts have recently been changed to half days.*
- *AP Government high school students were enlisted to assist during the recent elections, which has been a positive experience for all involved.*

E12: Sealer of Weights & Measures

RECOMMENDATION: By a vote of 11-0-0 on February 03, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section E12: Sealer of Weights & Measures and that the sum of \$15,509 be appropriated from the Tax Levy.

*The purpose of this article is to fund the operating budget for the **Sealer of Weights & Measures** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *Ms. White pointed out that the salary for the one position in this department fell under the Personnel Board Pay Plan, she noted the only increase to the budget related to the proposed 2% COLA, and all non-salary expenses remained flat.*
- *In response to a question regarding whether this function could be shared with a neighboring town, Ms. White said that might be possible, however, that would not result in any savings as only the number of hours needed to perform this function for Natick were paid.*

E13: Parking Enforcement

RECOMMENDATION: By a vote of 11-0-0 on March 08, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section E13: Parking Enforcement and that the sum of \$104,309 be appropriated from the Tax Levy.

*The purpose of this article is to fund the operating budget for the **Parking Enforcement** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *The requested budget amount represents the salaries equivalent to a 4/5 time parking Enforcement Officer and part time Parking Clerk.*

E14: Community Development

RECOMMENDATION: By a vote of 12-0-0 on March 28, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section E14: Community Development and that the sum of \$670,161 be appropriated from the Tax Levy.

Previous Recommendation: By a vote of 11-0-0 on February 03, 2011, The Finance Committee recommended the sum of \$647,239 before the March 28th revisions.

*The purpose of this article is to fund the operating budget for the **Community Development** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*



Section E14: Cont'd

During the review of this article it was noted:

- *Mr. Patrick Reffett, Community Development Director, gave a brief review of the proposed budget noting there were no increases over the current year's budget except for the 2% COLA consistent with other Town departments.*
- *As the demand for building permits is down, there has been no negative impact resulting from the reduction in the appropriation for part-time inspectors.*
- *The amount of revenue generated by this department is a projected \$1.2 million, to come from license and permit fees.*
- *Permit fees are currently \$15 per thousand for both residential and commercial properties.*
- *There was discussion regarding the impact on community services resulting from large projects such as the two condominium developments. It was noted that significant mitigation funds were negotiated as part of the approvals of these projects which were used to improve roadways, traffic and other services on which the developments would have an impact.*
- *The number of additional students projected to be added to the Town's school population as a result of the Chrysler Road project was estimated by the developer as 11, and by a consultant employed by the Town to verify these estimates at 16. This reflects the assumption that high rise dwellings are not generally the first preference of families with school-age children.*



Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

Appropriation Summary

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Salaries						
Personnel Services	452,463	452,502	503,567	573,329	69,762	13.85%
Total Personal Services	452,463	452,502	503,567	573,329	69,762	13.85%
Operating Expenses						
Purchase of Services	22,584	20,847	22,000	39,500	17,500	79.55%
Tech & Prof. Services	110,055	111,543	116,750	114,250	-2,500	-2.14%
Supplies	5,744	11,207	5,500	7,000	1,500	27.27%
Other Supplies - Personnel	1,790	2,573	3,500	3,500	0	0.00%
Other Chgs./Exp.	37,567	52,785	18,357	18,357	0	0.00%
Total Operating Expenses	177,740	198,954	166,107	182,607	16,500	9.93%
Total BOS/TA	630,203	651,455	669,674	755,936	86,262	12.88%

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 votes subsequently adopted. 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 various department heads and members of boards and commissions; hold public hearings on important town issues and hold periodic conferences with agencies under their jurisdiction and with community groups; represent the Town before the General Court; and enforce Town By-Laws and regulations.

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

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



Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

Mission (con't)

Town Administrator

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

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 Senior Management Team 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:

Further improvements to the capital planning process, including

- Development of a longer range plan (beyond 5 years).
- Refinement of our capital spending target (as identified in the Financial Management Principles) to distinguish between within-levy capital spending and excluded debt.
- Development of a multi-year view of existing debt budget and future capital borrowing needs to create, as best as possible, consistent debt funding within the operating budget.

Evaluation of the terms of use of the Conservation Fund with an eye toward allowing greater flexibility in the use of the "FAR" funds, such as for maintenance and/or improvement of open space areas.

Succession planning: several key employees are likely to leave the Town's employment within the next three years; proactive efforts must be made to minimize disruption of the delivery of services.

Implement written performance reviews for all staff.

Update Natick 360 to address the anticipated needs and desires of Natick citizens over the next 5-10 years.

Continue efforts to reduce energy usage; a quantitative goal cannot be determined at this time.

Initiate document archiving program to reduce our vast paper storage needs and improve efficiency.

Furtherance of numerous ongoing projects, including but not limited to:

- The aforementioned road improvement projects.
- Development of additional parking (likely a garage) in Natick Center.
- Acquisition and development of the Rail Trail.
- Promotion of Natick's tourism opportunities.
- Addressing the location of Fire Station 4 and the needs it must serve.



Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

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.

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. Notably, the second annual Financial Summit was held in September, to present to the community an analysis of Natick's financial condition. Such 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. Also this year, the Board of Selectmen adopted the Town's Administrator's Financial Management Principles. Efforts such as these help stabilize the Town's fiscal condition as well as, importantly, our exemplary Aaa bond rating.
- The Office of the Town Administrator completed a comprehensive analysis of the Town's ambulance service. and began comprehensive reviews of the Town's Facilities Maintenance and Human Services functions. The objective of all comprehensive studies is to assess the cost effectiveness of the service, identify means to enhance cost effectiveness and determine if privatization of the service would be more cost effective. Of course, considerations such as response times and service quality are taken into consideration. The goal is to complete at least one comprehensive review annually.
- In spite of the economic and other challenges we faced, we were able to largely maintain existing service levels in this fiscal year.

III. Current Challenges

Our greatest challenges over the coming year will continue to be related to the Town's financial situation. Addressing projected Fiscal Year 2012 budget shortfalls, identifying opportunities for cost savings and reduction, striving to maintain appropriate service levels and much more will present significant challenges to the Board, the Town Administrator and the community.

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

No major changes are proposed that will impact the upcoming fiscal year budget; efforts will be geared around maintaining the community's high quality and varied services. Our ongoing efforts to identify opportunities for efficiency improvements and cost-saving measures will continue, but programs and services enjoyed by many may be reduced or eliminated through the budget process. Such changes will not be without controversy, but the status quo cannot continue in the economy we face. We must live within the means afforded us through recurring revenues. The upcoming budget process will be – as always – transparent and available to the public, and we encourage the public's awareness and participation in this challenging effort.



Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

Budget Overview(con't):

V. On the Horizon

Unfortunately the budgetary challenges that communities are facing – Natick included – are not expected to be short term. Staffing and service reductions implemented as part of the upcoming FY 2012 budget will not soon be replaced, absent dramatic changes in revenues.

Performance Indicators

	FY 2008	FY 2009	FY 2010	FY 2011*	FY 2012*
Number of Licenses Issued	266	262	265	265	265
Number of Meetings Held	38	42	39	40	40
Number of Selectmen's Office Hours Held	24	24	40	24	24

**Estimated*



Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

Staffing	2008	2009	2010	2011	2012
Town Administrator	1	1	1	1	1
Deputy Town Administrator	1	1	1	1	1
Human Resources Director	1	1	1	1	1
Executive Assistant	1.8	1.8	1.8	1.8	1.8
Administrative Assistant (Benefits)	0	1	1	1	1
Department Support	1	0.45	0.45	0.2	0.25
Environmental Compliance Officer	0.5	0.5	0.5	0.5	0.5
Total FTE	6.3	6.75	6.75	6.50	6.55

Total FT/PT	5 FT / 2 PT	5 FT / 3 PT			
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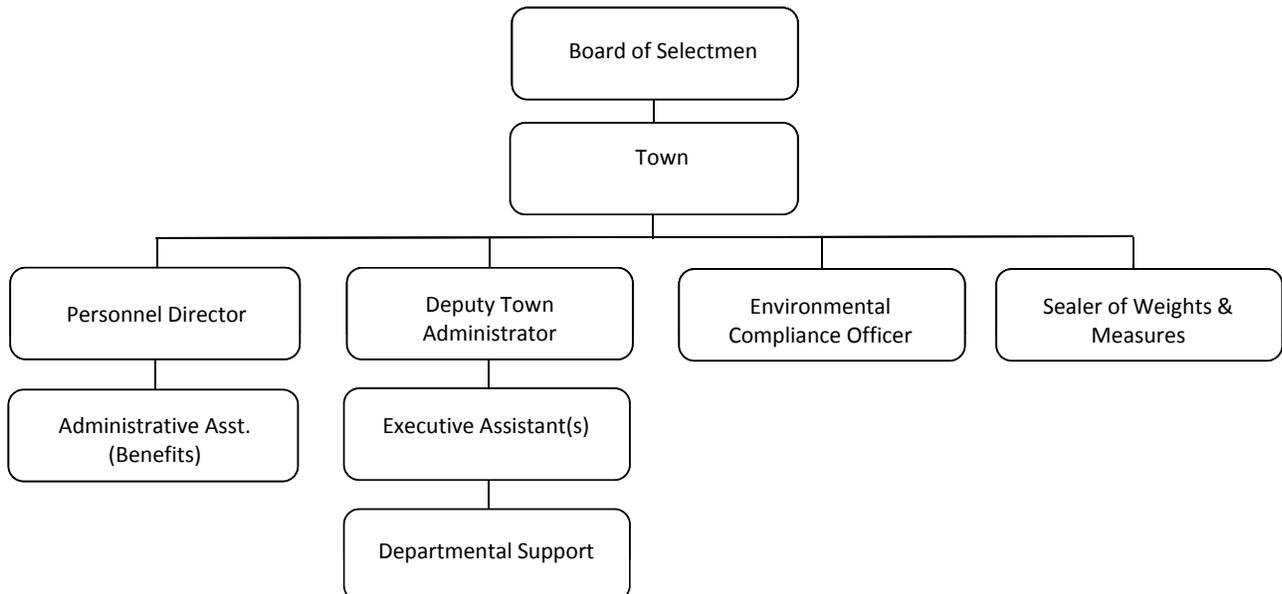
Notes

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

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

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

Organizational Chart





Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Salaries Management	254,866	250,794	303,839	345,994	42,155	13.87%
Salaries Supervisory	53,506	53,391	53,392	59,342	5,950	11.14%
Salaries Operational Staff	86,427	86,477	87,302	103,780	16,478	18.87%
Salaries Tech & Professional	46,454	47,758	46,454	48,327	1,873	4.03%
Salaries Part/Time Operational	8,710	9,082	7,580	10,886	3,306	43.61%
Management Add'l Comp	2,500	5,000	5,000	5,000	0	0.00%
Operational Staff Add'l Comp	0		0		0	#DIV/0!
Personnel Services	452,463	452,502	503,567	573,329	69,762	13.85%
Instate Travel/Meetings	755	426	1,500	1,500	0	0.0%
Out of State Travel	0	0	0	10,000	10,000	#DIV/0!
Communication Telephone	1,535	2,129	1,500	2,000	500	33.3%
Dues/Subscriptions	10,070	10,063	10,000	12,000	2,000	20.0%
Copy/Mail Center Fees	7,391	571	7,000	7,000	0	0.0%
Training & Education	2,833	7,657	2,000	7,000	5,000	250.0%
Purchase of Services	22,584	20,847	22,000	39,500	17,500	79.5%
Annual Financial Audit	60,000	74,900	67,500	72,500	5,000	7.4%
GASB 34 Updates	5,800	6,975	7,500	7,500	0	0.0%
GASB 45 / OPEB Study & Updates	8,000	0	7,000	0	-7,000	-100.0%
Consultant Assistance	0	0	3,000	3,000	0	0.0%
Consultant Parking Garage	6,500	3,500	0	0	0	#DIV/0!
Perambulation of Bounds	150	150	250	250	0	0.0%
Oil Tank Remediation	25,338	21,665	25,000	25,000	0	0.0%
Printing & Advertising	4,267	4,353	6,500	6,000	-500	-7.7%
Tech & Prof. Services	110,055	111,543	116,750	114,250	-2,500	-2.1%
Office Supplies: Stationary	5,744	11,207	5,500	7,000	1,500	27.3%
Supplies	5,744	11,207	5,500	7,000	1,500	27.3%
Supplies - Tn Administrator	1,790	2,573	3,500	3,500	0	0.0%
Other Supplies - Personnel	1,790	2,573	3,500	3,500	0	0.0%
Cochituate Rail Trail Service	14,710	34,428	0	0	0	#DIV/0!
Dept Fee Review Study	4,500	0	0	0	0	#DIV/0!
Natick Center Revitalization	8,000	8,000	8,000	8,000	0	0.0%
Metrowest Regional Collaborative	10,357	10,357	10,357	10,357	0	0.0%
Other Chgs./Exp.	37,567	52,785	18,357	18,357	0	0.0%
Total Board of Selectmen	630,203	651,455	669,674	755,936	86,262	12.9%



Town of Natick

Home of Champions

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 ~ 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 the operation of the office.

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.

Cons. Parking Garage: One time account that there is no longer a need for.

Perambulation of Bounds: This account funds the cost of the required visual inspection of the property bounds of the community.

Oil Tank Remediation: Long term monitoring required to be in compliance with state regulations.

Printing & Advertising: Funds are used to advertise Town Meeting, public hearings, sale of surplus property, employment opportunities and legal notices, etc.

Supplies:

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

Other Supplies:

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

Other Charges:

Cochituate Rail Trail Svc. No longer necessary.

Natick Center Revitalization: These funds are available to assist Natick Center Associates with continued revitalization efforts.

Metrowest Regional Collaborative: This line item funds the Town's annual dues to the Metrowest Regional Collaborative.



Town of Natick

Home of Champions

Department: Personnel Board

Appropriation Summary

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Classification Program	868	\$ -	\$ 1,000	\$ 1,000	\$ -	0.0%
Other Chgs./Exp.	\$ 868	\$ -	\$ 1,000	\$ 1,000	\$ -	0.0%
Total Personnel Board	\$ 868	\$ -	\$ 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

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Printing & Advertising	4,400	\$ 4,926	\$ 5,000	\$ 5,500	\$ 500	10.0%
Professional Services	\$ 4,400	\$ 4,926	\$ 5,000	\$ 5,500	\$ 500	10.0%
Total Town Report	\$ 4,400	\$ 4,926	\$ 5,000	\$ 5,500	\$ 500	10.0%

Line-Item Detail:

Printing: Cost to produce nearly 500 copies of the Town Report annually.



Town of Natick

Home of Champions

Department: Legal

Appropriation Summary

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Operating Expenses						
Technical & Professional Serv.	295,524	188,361	261,500	291,980	30,480	11.66%
Supplies	2,338	2,586	2,000	2,500	500	25.00%
Total Operating Expenses	297,861	190,947	263,500	294,480	30,980	11.76%

Other Chgs & Expenses

Sub-total - Other Charges & Expenses	0	250	10,000	10,000	0	0.00%
Total Other Chgs. & Expenses	0	250	10,000	10,000	0	0.00%

Total Legal Services	297,861	191,197	273,500	304,480	30,980	11.3%
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Budget Overview:

I. Main Purpose of the Department

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

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

II. Recent Developments

III. Current Challenges

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

The proposed increase in the legal budget reflects an increase in Town Counsel's hourly rate from \$125/hour to \$140/hour. This hourly rate was last increased in 2000.

V. On the Horizon

Staffing	2008	2009	2010	2011	2012
None	0	0	0	0	0
Total FTE	0	0	0	0	0

Total FT/PT	0 FT / 0 PT				
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Notes

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



Town of Natick

Home of Champions

Department: Legal

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Legal Services - Retainer	50,000	50,000	60,000	67,200	7,200	12.0%
Legal Services - Litigation	37,757	38,045	95,000	106,400	11,400	12.0%
Legal Services - ZBA Decisions	31,345	1,740	5,000	5,600	600	12.0%
Legal Services - Labor	148,777	35,911	79,000	88,480	9,480	12.0%
Legal Services - Appellate Tax	10,129	11,180	15,000	16,800	1,800	12.0%
Legal Services - Cable	1,670	13,116	5,000	5,000	0	0.0%
Legal Services - Tax Titles	15,772	38,275	2,000	2,000	0	0.0%
Communication Telephone	74	94	500	500	0	0.0%
Technical & Professional Serv.	295,524	188,361	261,500	291,980	30,480	11.7%
Law Updates/Books	2,338	2,586	2,000	2,500	500	25.0%
Supplies	2,338	2,586	2,000	2,500	500	25.0%
Sub-total - Operating Expenses	297,861	190,947	263,500	294,480	30,980	11.8%
Judgments - Damage Claims	0	0	2,500	2,500	0	0.0%
Judgments - Litigation	0	250	7,500	7,500	0	0.0%
Sub-total - Other Charges & Expenses	0	250	10,000	10,000	0	0.0%
Total Legal	297,861	191,197	273,500	304,480	30,980	11.3%

Line-Item Detail:

Tech & Prof. Services

Overall: Hourly Rate increasing from \$125/hour to \$140/hr. First increase in hourly rate in 11 years.

- Legal Services - Retainer Set Cost of Attorney Fees for John Flynn; increasing in FY 2011 for first time in many years.
- Legal Services - Litigation Legal fees relative to dispute resolution; reduction in order to reallocate resources elsewhere within legal budget.
- 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 (Peter Epstein mainly)
- Legal Services - Tax Titles Stipend for additional
- Communication Telephone Town Counsel telephone costs

Supplies

- Law Updates/Books MGL updates and books - Is not always enough

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: Comptroller

Appropriation Summary

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Salaries						
Personnel Services	277,910	246,678	286,903	307,550	20,647	7.20%
Total Salaries	277,910	246,678	286,903	307,550	20,647	7.20%
Operating Expenses						
Purchase of Services	14,606	19,594	21,150	25,900	4,750	22.46%
Supplies	2,066	3,652	4,000	4,000	0	0.00%
Total Operating Expenses	16,672	23,246	25,150	29,900	4,750	18.89%
Total Comptroller	294,582	269,924	312,053	337,450	25,397	8.14%

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:

Budget Process Improvements

- With Town Administrator, Deputy Town Administrator and Finance Director re-engineer overall budgeting process
- With Finance Director develop quarterly reporting procedures for revenues
- Provide monthly exception reports to Selectmen, Finance Committee and Town Administrator (commencing after close of prior FY)
- Submit Free Cash package to Department of Revenue by 10/18
- Close books on prior FY by 10/5

Personnel Training and Advancement

- Enhance staff awareness of how their function relates to overall department mission through cross training
- Continue training of Treasury staff for Concentration and other payroll functionality

Miscellaneous

- Investigate opportunities to better integrate accounting systems
- Enhance Communication Regarding Departmental Operations and Mission through annual presentations to Selectmen and Finance Committee re: department operations
- Establish and develop a healthy and adequate working relationship with the newly created Audit Advisory Committee



Town of Natick

Home of Champions

Department: Comptroller

Budget Overview:

I. Main Purpose of the Department

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

II. Developments in FY11

The Department has undergone significant change this year all designed to streamline the finance operations and to implement daily, weekly, monthly, quarterly, and annual internal controls.

Specifically:

- A new Comptroller was hired with specific expertise in Municipal Finance and a proven track record of financial reporting experience, data integrity, efficiency implementations, data transparency, and specific MUNIS experience.
- Accounts payable functions are being reviewed currently .
- Monthly cash and receivable reconciliations are being prepared.
- Implementation of electronic Purchase Orders in MUNIS replacing paper requests.

III. Challenges for FY11 and beyond

The Department must absorb personnel changes and continue to provide support and timely financial data to Town management . Projects in the pipeline are as follows:

- *The FY10 audit must be completed and audit findings corrected.
- * The current plan is for the rollout on July 1, 2011 of a revised MUNIS chart of Accounts which will allow Departments to obtain and utilize timely accurate financial information which can be relied upon.
- * Wherever possible, we'll integrate and streamline finance operations .
- * Monthly internal control reconciliations will occur as these are the quality control checks on our data transactions.

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

Unlike previous fiscal years, the Comptroller's Office does not plan on any fiscal changes for the upcoming fiscal year.



Town of Natick

Home of Champions

Department: Comptroller

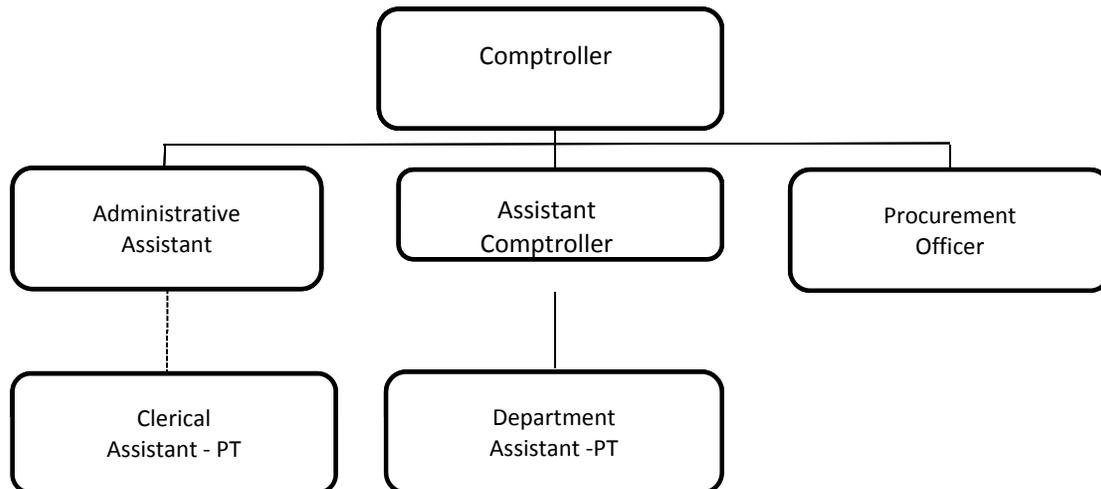
Staffing	2008	2009	2010	2011	2012
Comptroller	1	1	1	1	1
Assistant Comptroller	1	1	1	1	1
Procurement Officer	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Administrative Assistant	1	1	0	0	0
Benefits Administrator	1	0	0	0	0
Clerical Assistant	0.5	0.5	0	0.07	0
Department Assistant	0	0	0.5	0.42	0.49
Total FTE	6.5	5.5	4.5	4.49	4.49

Total FT/PT	6 FT / 1 PT	5 FT / 1 PT	4 FT / 1 PT	4 FT/2 PT	4 FT/1 PT
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Notes

In FY09, the Part-Time Clerical Assistant was budgeted for in the Treasury Department.

Organizational Chart



Performance Indicators	2008	2009	2010	2011	2012
Workload Measures					
Number of Invoices received (yearly)	23,557	24,030	23,018	23,018	23,018
Number of Accts. Payable (A/P) checks issued (yearly)	13,166	13,997	13,568	13,568	13,568
Number of Purchase Orders	6,097	5,730	5821	5821	5821
Number of RFP's Solicited	34	23	28	28	28
Number of Executed Contracts	30	20	23	23	23
Number of funds supervised	87	88	88	88	88
Number of parking ticket hearings	N/A	N/A	210	210	210



Town of Natick

Home of Champions

Department: Comptroller

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012	
					\$	%
Salaries Management	\$ 80,257	63,585	96,121	102,286	6,165	6.4%
Salaries Supervisory	\$ 61,764	61,764	61,764	67,706	5,942	9.6%
Salaries Operational Staff	\$ 130,870	118,230	126,574	135,096	8,522	6.7%
Operational Staff Overtime	\$ 4,776	2,660	2,000	2,000	0	0.0%
Additional Compensation	\$ 244	439	444	462	18	4.1%
Personnel Services	277,910	246,678	286,903	307,550	20,647	7.2%
In State Travel	\$ 421	0	500	200	-300	-60.0%
Communication Telephone	\$ 1,571	1,892	1,600	1,950	350	21.9%
Training & Education	\$ 2,704	7,994	10,500	16,000	5,500	52.4%
Dues & Subscriptions	\$ 300	275	550	550	0	0.0%
Copy/Mail Center Fees	\$ 1,726	1,446	1,700	1,700	0	0.0%
Bookbinding	\$ -	0	1,300	500	-800	-61.5%
Consulting Services	\$ 7,884	7,988	5,000	5,000	0	0.0%
Purchase of Services	14,606	19,594	21,150	25,900	4,750	22.5%
Copy Center Supplies	\$ 419	1,832	2,000	2,000	0	0.0%
Office Supplies	\$ 1,648	1,820	2,000	2,000	0	0.0%
Supplies	2,066	3,652	4,000	4,000	0	0.0%
Total Comptroller	294,582	269,924	312,053	337,450	25,397	8.1%



Town of Natick

Home of Champions

Department: 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 Operational Staff: Compensation for the positions of: (1) Administrative Assistant, (1) Procurement Officer, (1) Part-Time Clerical Assistant, 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 Accounts/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: Services provided for the distribution of inter-office mail, and out going mail as well as a share of the general operation of the copy center operations.

Bookbinding: Permanent books and supplies for historical documents which are mandated by the Division of Public Records. Reduction in-line with previous years total spending.

Supplies:

Copy Center Supplies: Generic supplies needed for the operation of the center such as pens, pencils, card stock which supports the entire town.

Office Supplies: This line item is used to fund all the general office supplies.



Town of Natick

Home of Champions

Department: Assessor

Appropriation Summary

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Salaries						
Personnel Services	282,048	269,296	273,965	308,478	34,513	12.60%
Total Salaries	282,048	269,296	273,965	308,478	34,513	12.60%
Operating Expenses						
Purchase of Services	21,653	22,110	37,300	37,300	0	0.00%
Supplies	3,358	2,521	3,500	3,500	0	0.00%
Other Chgs. / Exp.	1,672	112,548	75,000	75,000	0	0.00%
Total Operating Expenses	26,683	137,179	115,800	115,800	0	0.00%
Total Assessor	308,732	406,475	389,765	424,278	34,513	8.85%

Mission:

We the Assessors Office are responsible for assessing all property located within the Town of Natick, including real estate, personal property, excise on motor vehicles and boats.

In cooperation with the Department of Revenue, values are reviewed for accuracy each year. Assessors are audited and certified triennially. Motor Vehicle excise information is provided by the Registry of Motor Vehicles.

We strive to provide equality, compassion, and continued support while administering the personal exemption programs in accordance with Massachusetts General Laws chapter 59 clause 5.

We will work successfully to complete all aspects of the Assessing field. We will continue to ask for the support of the Natick Community.

Goals:

Customer Service/Personnel Advancement

- Implement GIS mapping system and educate public with its use.
- Hold informative meetings with the public quarterly to help promote an understanding of the tax process.
- Continue to develop staff training for customer service and team building .

Enhance Web and Other Computer Applications

- Work with DPW to implement the new GIS application.
- Upgrade on-line assessment photographs as part of property revaluation.
- Review and relist all commercial properties.

Policy Issues

- Develop and enhance information about affordable housing.

Miscellaneous

- Enhance communication with Community Development/Building Dept. to ensure more timely & complete record updates .
- Monitor overlay reserve account for sufficiency & opportunities to release funds.



Town of Natick

Home of Champions

Department: 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 –The new Natick Collection Expansion is now completed and has contributed to Natick's tax base. Several new condominium complexes have contributed to Natick's Growth. South Natick Hills has added an additional 65 completed units and is continuing to do well and will add an additional 60 plus units by this time next year. The large complexes add to the current workload of the staff and present many challenges as we prepare supplemental and actual bills for the individual units. There continues to be many Seniors who look to the Assessors Staff to complete there personal exemptions. The senior work program will continue to provide elders with a greater credit to their tax bills, the increase in the amount to \$1,000.00 will assist many seniors with their tax burden. The trash bag exemption program has been accepted and since it has been implemented we have provided 1016 sleeves of bags to qualified Seniors. This, together with additional exemption relief, hopes to ease some of their tax concerns. The staff continues to work tirelessly completing all of the requested inspections, and assisting with exemption filings. The Department of Revenue has certified all of Natick's required analysis and Natick has received final approval and has adopted a single tax rate for fiscal year 2011. The new tax rate will be \$12.60. Natick continues to be one of the communities with the lowest average single family tax bill. The Assessors staff anticipates a very active abatement season due to the reported national projections of a depressed economy. The staff will be available to assist taxpayers in the abatement process. We will continue to offer education and guidance with the abatement and exemption applications.

III. Current Challenges – Building improvements continue to challenge the staff of the Assessing department. Building of larger multi parcel developments require hours of staff time to record and assess properly. The staff is required to inspect all building permits when the work is complete or a certificate of occupancy is issued. The certificate of occupancy program increases revenue; however it also requires the assessors' staff to inspect each property prior to the issuance of a certificate of occupancy. The Assessors anticipate a continued challenge with the South Natick Hills. Commercial development is slow but the Math Works location will provide an addition to the tax base. The Chrysler Road apartment buildings will demand assessors staff to visit and list the site for taxation. The Staff will continue to process all the administrative and technical challenges the many projects present. The staff will also continue with all building permit inspections. Abatement inspections, and required cyclical inspections. Our continued dedication to helping the seniors hopefully will assure them Natick can remain their home. We are thankful we have been able to reach so many Seniors with the various exemption programs.

IV. Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact - As we anticipate Fiscal Year 2012 we realize the staff will be working tirelessly going forward to complete the extensive statistical review required by the Department of Revenue for interim year assessments. Ongoing inspections of the large complexes listed will require many work hours. The changes mentioned above created additional workload for the staff, the office has lost a



Town of Natick

Home of Champions

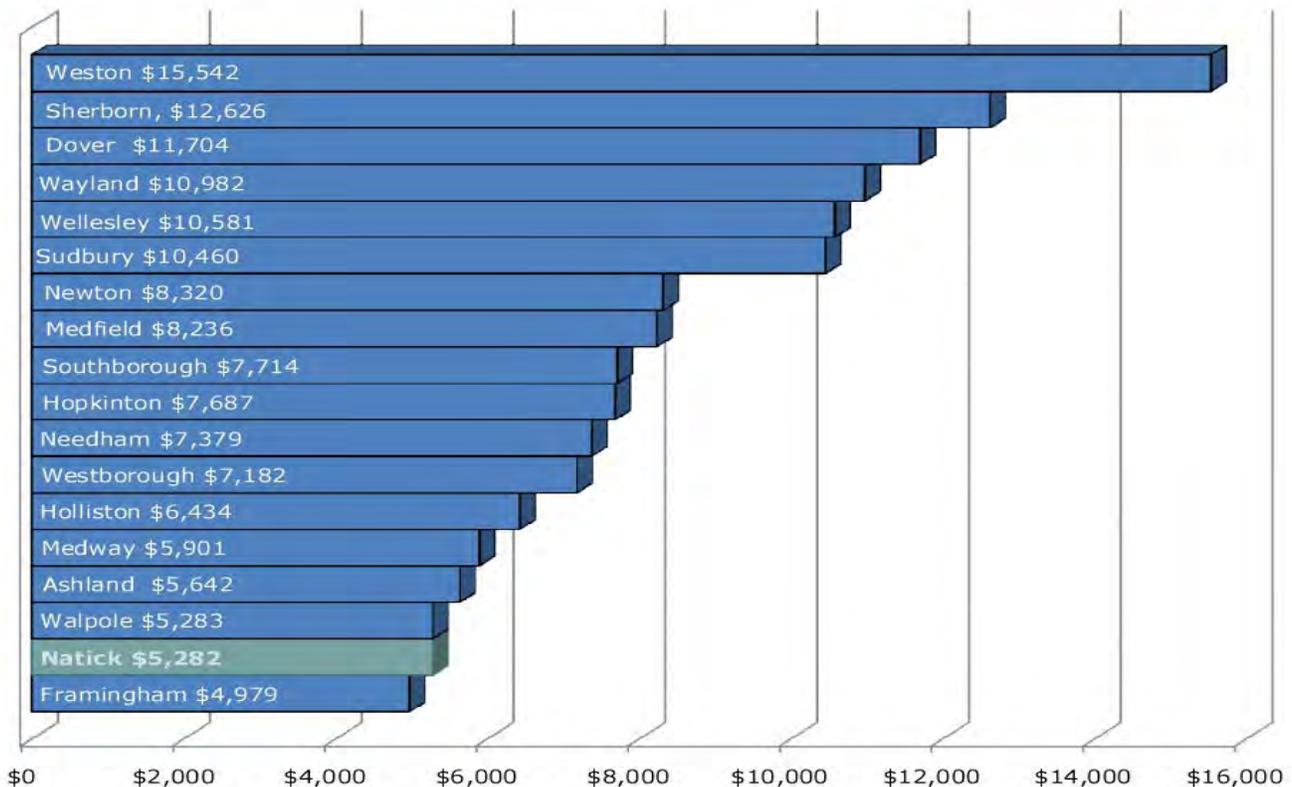
Department: Assessor

Budget Overview:

full time position and it was replaced with a part time position. The decrease to staff presents challenges and pushes all of us to our limits. Additional exemption changes have created a need to educate and assist many Seniors in completing the exemption application. A constant friendly voice and a willingness to help will provide the seniors with knowledge to take advantage of the programs offered.

V. On the Horizon – In Fiscal Year 2012 we will be required to submit interim year adjustment reports to the Department of Revenue. It will seem as if we just completed the revaluation process but again we will be asked to provide information to justify all assessments. The assessors must plan for the audit and review of the Department of Revenue. We must continue to conduct abatement inspections, property inspections and sales review. Anticipated developments such as South Natick Hills, and the Chrysler Road development will consume the technical and administrative staff. We will continue to assist and educate the Senior population and make every effort to help ease their tax burden.

Single Family Tax Bill Comparison





Town of Natick

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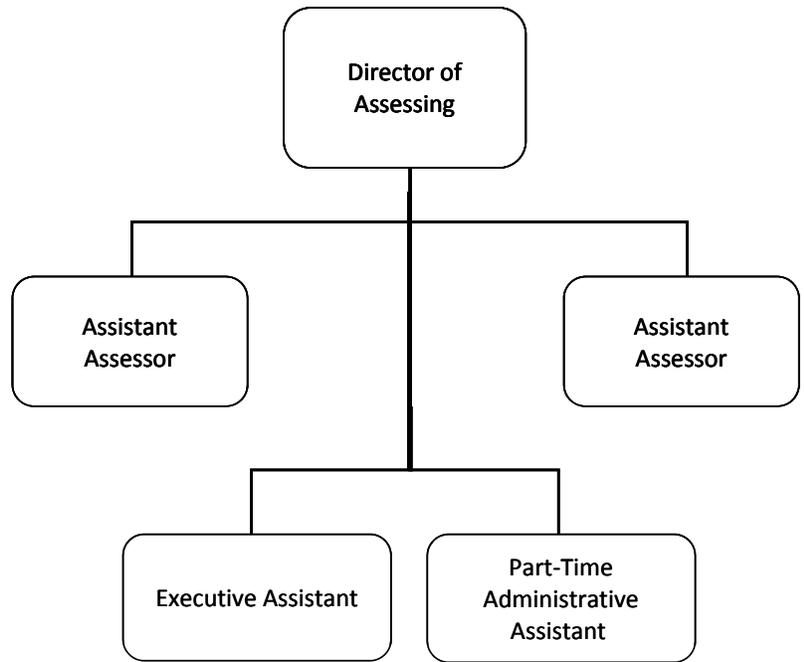
Department: Assessor

Staffing	2008	2009	2010	2011	2012
Director of Assessing	1	1	1	1	1
Assistant Assessor	2	2	2	2	2
Executive Assistant	1	1	1	1	1
Administrative Assistant	1	1	0.5	0.5	0.63
Total FTE	5	5	4.5	4.5	4.63

Total FT/PT	5 FT / 0 PT	5 FT / 0 PT	4 FT / 1 PT	4 FT / 1PT	4 FT / 1PT
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Notes

Organizational Chart



Performance Indicators	2008	2009	2010	2011	2012
Workload Measures					
Number of Personal Property Accounts	1760	1789	1789	1744	1800*
Number of Parcels	12852	12763	13135	13171	13250*
Number of Personal Exemptions	389	387	350	365	360
Number of Abatements (Applications/Granted)					
- Real	161/68	160/92	608/141	200 *	200 *
- Personal Property**	19/11	20/11	9/4	25 *	25 *
Number of Outstanding ATB Cases	34	25	94	n/a	n/a

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: Assessor

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Salaries Management	\$ 79,841	79,841	79,842	91,984	12,142	15.2%
Salaries Operational Staff	\$ 76,639	46,815	47,994	49,439	1,445	3.0%
Part Time Operational Staff	\$ -	18,139	20,129	29,151	9,022	44.8%
Salaries Tech & Professional	\$ 123,531	123,527	123,527	135,412	11,885	9.6%
Operational Staff Additional Comp	\$ 461	468	473	492	19	4.0%
Operational Staff Overtime	\$ 1,575	505	2,000	2,000	0	0.0%
Personnel Services	282,048	269,296	273,965	308,478	34,513	12.6%
Repairs & Maint Equip	\$ 1,860	119	2,000	2,000	0	0.0%
In State Travel/Meetings	\$ 1,351	2,131	3,000	3,000	0	0.0%
Communication Telephone	\$ 2,252	1,579	2,000	2,000	0	0.0%
Education & Training	\$ 440	1,500	1,500	1,500	0	0.0%
Dues & Subscriptions	\$ 1,535	1,493	2,500	2,500	0	0.0%
Tax Mapping	\$ 9,053	9,431	20,000	20,000	0	0.0%
Copy/Mail Center Fees	\$ 2,662	3,215	3,800	3,800	0	0.0%
Communication Postage	\$ 2,501	2,642	2,500	2,500	0	0.0%
Purchase of Services	21,653	22,110	37,300	37,300	0	0.0%
Office Supplies	\$ 3,358	2,521	3,500	3,500	0	0.0%
Supplies	3,358	2,521	3,500	3,500	0	0.0%
Revalue of Real Property	\$ 1,672	112,548	75,000	75,000	0	0.0%
Other Chgs. / Exp.	1,672	112,548	75,000	75,000	0	0.0%
Total Assessor	308,732	406,475	389,765	424,278	34,513	8.9%



Town of Natick

Home of Champions

Department: 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), Unifers and AssessPro (CAMA and personal property valuation software), Assessors ArcGis (mapping and GIS), Point Software (abatements and excise), the Assessors management package, and the abutters program. Primary person for internet and website design and updates. This position is the liaison between the Board of Assessors and other boards, administrative offices, and the Department of Revenue.

Salaries Technical & Professional: Salaries for two full time Assistant Assessors.

The first Assistant Assessor is responsible for the following:

- 50% Residential Data Collection
- Assists w/ large complex data collection
- Residential Value Review
- 50% Sales Inspections
- 50% Building Permit Inspections
- Abatement Inspections
- Abatement Application Control
- Elderly & Disabled review and control
- Assist with ATB setup
- Excise Abatements
- Real Estate Abatement Reconciliation
- 100% of Chapter Applications and review processing
- Processing and review of 3ABC applications
- Data Entry

The second Assistant Assessor is responsible for the following:

- 90% of Commercial data collection and value review
- Plan and Subdivision Cuts and Combos
- 35% Residential Data Collection
- 35% Sales Inspections
- 40% Building Permit Inspections
- Abatement Inspections
- Updates Landisc (document archiving and picture management)
- Assessors Map Update Coordinator
- Supports other Departments and the public with assessors' information requests
- Data Entry

Salaries Operational Staff: Salaries for two Assistants, one full time Executive Assistant and one part time Administrative Assistant. The primary responsibilities are:

Executive Asst 1

- Personal Property Data Entry
- Real Estate Data Entry
- Deed Data Entry
- Customer Support (Counter and Phone)
- Process of Abutters Lists requests
- Form of List review and updates

Admin Asst 1 Part Time

- Customer Assistance (Counter and Phone)
- Excise Abatements
- Initial Building Permit Entry
- Mail
- Taxpayer Mailings
- Real Estate Data Entry



Town of Natick

Home of Champions

Department: Assessor

Line-Item Detail

Narrative:

Operational Staff Additional Compensation: This line item is for staff that need compensation for longevity as of their employment date.

Operational Staff Overtime: This item is related to overtime requirements related to peak periods during property revaluations. The Assessors office is attempting to offset our outside revaluation costs by completing the tasks in house. The overtime hourly rate is less expensive than using a consultant to complete the same work.

Repairs & Maint Equip: This line item is used to repair and /or replace existing equipment required for the day to day operations of the Assessors Office. Time Clock (used to date stamp official documents), Fax Machine, and other miscellaneous equipment.

In State Travel/Meetings: This fund is used by the Assessors Staff and the Board of Assessors to attend training and professional meetings.

Education: This item is designed to offset the cost of professional education. The Massachusetts Association of Assessing Officers requires continued education for certification. The typical IAAO course cost is \$525. The typical MAAO course ranges from \$50 for seminars to over \$575 for most formal courses. Continued professional education is a key to maintaining a knowledgeable staff.

Communications Postage: Costs for phone service and postage related to the Assessors Office.

Dues & Subscriptions: This line item is used to maintain the current status for the Town of Natick Assessing Staff and the Board of Assessors in the International Association of Assessing Officers, Massachusetts Association of Assessing Officers., and the Middlesex County Association of Assessing Officers. This allows the office to receive valuable training at discounted rates, newsletters and updates regarding the assessing profession.

Tax Mapping: This line item is used for professional services related to tax mapping. The town must update tax maps to receive certification from the Department of Revenue to tax property. The scope of these services was reduced in FY2010 but should be sufficient to retain certification of the maps. This is facilitated largely through increased utilization of the Town's GIS capacities.

Copy/Mail Center Fees: This line item is used to support the assessor's share of the copy and mail center.

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: Collector

Appropriation Summary

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Salaries						
Personnel Services	175,268	183,520	186,732	202,056	15,325	8.2%
Total Salaries	175,268	183,520	186,732	202,056	15,325	8.2%
Operating Expenses						
Purchase of Services	69,131	47,171	70,250	70,250	0	0.0%
Tech. & Prof. Serv.	57,039	61,342	79,500	99,500	20,000	25.2%
Supplies	5,469	2,634	4,500	4,500	0	0.0%
Total Operating Expenses	131,640	111,147	154,250	174,250	20,000	13.0%
Total Collector	306,908	294,667	340,982	376,306	35,325	10.4%

Mission:

The Treasurer/Collector's office is responsible for the billing, collecting and investing of all monies due to the Town including but not limited to- Real Estate tax, Personal Property Tax, Motor Vehicle Excise Tax, Boat Excise Tax, Parking Ticket fines, Water and Sewer Bills, Parking Meter receipts, Pay as You Throw, Federal and State reimbursements and grants, as well as a myriad of miscellaneous departmental permits, license and fees.

The department is responsible for the reconciliation of checks and bank accounts.

The department issues all authorized debt for both short and long term borrowing.

The department is also responsible for the maintenance of all properties taken for nonpayment of taxes and for all public auction or disposition of all foreclosed properties.

Goals:

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
- Working with Information Technology department, work toward development of intranet
- Working with Town Administrator, establish position for web development/ maintenance
- Enhance customer access; oversee creation of additional on-line payments for bulky waste, recreation programs, others as appropriate

Budget Process Improvements

- Oversee integration of various MUNIS personnel functions



Town of Natick

Home of Champions

Department: Collector

Goals (con't)

Budget Process Improvements (con't)

- With Town Administrator, Deputy Town Admin. and Comptroller, re-engineer overall budgeting process
- With DPW, consider alternatives to water billing system

Miscellaneous

- Facilitate same-day deposits of payments
- Scan all checks for record keeping
- Implement new water billing system including averaging for condos
- Begin to assess opportunities for public information kiosk at Town Hall & Morse Institute Library
- Bid Insurance Programs
- With Comptroller, develop quarterly reporting procedure for revenues

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. During FY2011 a web application that will provide access to ".pdf" copies of current bills will be made available to the public.

III. Current Challenges

The Town installed Point Software systems for real estate, personal property, and motor excise billing in FY2002. The conversion of prior receivables information into the Point applications is a high priority for completion. The final conversion of MUNIS applications to the Point Software systems is now completed.

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

V. On the Horizon

The Town will be required to comply with any new or modified legislation and programs adopted in the Commonwealth of Massachusetts. The development of increased Internet access to information is a priority for the near future.



Town of Natick

Home of Champions

Department: Collector

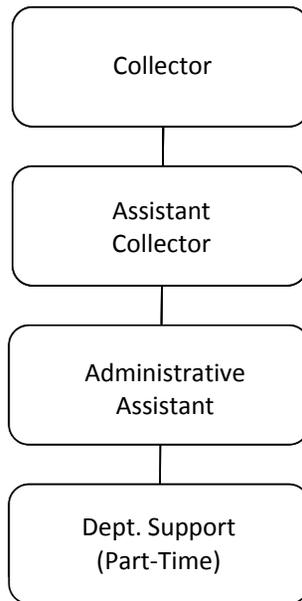
Staffing	2008	2009	2010	2011	2012
Collector	0.7	0.7	0.7	0.7	0.7
Assistant Collector	0.7	0.7	0.7	0.7	0.7
Administrative Assistant	1	1	1	1	1
Department Support	0.4	0.4	0.4	0.4	0.4
Total FTE	2.8	2.8	2.8	2.8	2.8

Total FT/PT	4 FT / 0 PT	3 FT / 1 PT			
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Notes

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

Organizational Chart



Performance Indicators	2008	2009	2010	2011	2012
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Please see Treasurer's Budget for these Indicators					
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Town of Natick

Home of Champions

Department: Collector

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Salaries Management	\$ 75,199	79,388	75,188	80,534	5,345	7.1%
Salaries Supervisory	\$ 43,176	42,387	46,380	52,144	5,764	12.4%
Salaries Operational Staff	\$ 43,281	43,927	45,032	46,390	1,358	3.0%
Salaries Temp Operational Staff	\$ 11,108	14,469	14,687	14,796	109	0.7%
Operational Staff Additional Comp	\$ 433	439	444	693	249	56.0%
Operational Staff Overtime	\$ 2,071	2,909	5,000	7,500	2,500	50.0%
Personnel Services	175,268	183,520	186,732	202,056	15,325	8.2%
Repair & Maint Equipment	\$ 258	796	2,500	2,500	0	0.0%
In State Travel/Meetings	\$ -	0	500	500	0	0.0%
Training & Education	\$ 485	563	500	500	0	0.0%
Communication Telephone	\$ 495	325	750	750	0	0.0%
Communication Postage	\$ 55,601	37,856	57,500	57,500	0	0.0%
Collection Activities	\$ 10,332	1,857	6,500	6,500	0	0.0%
Copy/Mail Center Fees	\$ 1,961	5,774	2,000	2,000	0	0.0%
Purchase of Services	69,131	47,171	70,250	70,250	0	0.0%
Real Estate Tax Billing	\$ 5,104	7,964	8,000	8,000	0	0.0%
Motor Vehicle Excise Tax Billing	\$ 2,660	2,963	4,000	4,000	0	0.0%
PAYT Billing	\$ -	1,000	1,000	1,000	0	0.0%
Police Detail Billing	\$ 180	1,214	4,000	4,000	0	0.0%
Ambulance Fee Collections	\$ 49,095	48,201	62,500	82,500	20,000	32.0%
Tech. & Prof. Serv.	57,039	61,342	79,500	99,500	20,000	25.2%
Office Supplies	\$ 5,469	2,634	4,500	4,500	0	0.0%
Supplies	5,469	2,634	4,500	4,500	0	0.0%
Total Collector	306,908	294,667	340,982	376,306	35,325	10.4%



Town of Natick

Home of Champions

Department: 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. This line item was reduced by 62.5% in FY2010 and only essential / mandatory training will be authorized.

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. This line item was reduced for FY2010 and continues to require more efficient use of the resources available. Priority will remain on real estate tax, tax title and other larger receivables. Reduction in FY 2011 is a transfer to the Finance Committee for more accurate accounting of the cost of Finance Committee Recommendation Materials.

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 \$950,000.

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. The increase is needed due to increased revenue projections of Ambulance Revenues in FY 2012.

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: Treasurer

Appropriation Summary

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Salaries						
Personnel Services	106,596	136,841	145,338	152,650	7,312	5.0%
Total Salaries	106,596	136,841	145,338	152,650	7,312	5.0%
Operating Expenses						
Purchase of Services	12,384	12,929	21,750	21,750	0	0.0%
Tech & Prof. Services	17,877	19,015	35,000	35,000	0	0.0%
Supplies	3,483	11,610	4,000	4,000	0	0.0%
Total Operating Expenses	33,744	43,554	60,750	60,750	0	0.0%
Total Treasurer	140,340	180,395	206,088	213,400	7,312	3.5%

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:

Personnel Advancement

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

Working with Information Technology department, work toward development of intranet

Working with Town Administrator, establish position for web development/ maintenance

Enhance customer access; oversee creation of additional on-line payments for bulky waste, recreation programs, others as appropriate



Town of Natick

Home of Champions

Department: Treasurer

Goals (con't)

Budget Process Improvements

Oversee integration of various MUNIS personnel functions

With Town Administrator, Deputy Town Admin. and Comptroller, re-engineer overall budgeting process

With DPW, consider alternatives to water billing system

Miscellaneous

Facilitate same-day deposits of payments

Scan all checks for record keeping

Implement new water billing system including averaging for condos

Begin to assess opportunities for public information kiosk at Town Hall & Morse Institute Library

Bid Insurance Programs

With Comptroller, develop quarterly reporting procedure for revenues

Budget Overview:

I. Main Purpose of the Department

The Treasurer's Office is responsible for all cash management activities for the Town of Natick. This includes the receipt, deposit, and disbursement of funds including accounts payable and payroll funds. The Treasurer is responsible for investment activities of available funds. The Treasurer's Office also maintains Tax Title accounts and is responsible for the collection of these delinquent property taxes. The Treasurer is also responsible for the issuance of all authorized debt for short and long term borrowing.

II. Recent Developments

The installation and conversion of all Tax Title accounts into Point Software's software module is completed. The goal of this effort is to improve the management of existing accounts and assist in the timely processing of Tax Title activity. Investment rates are now decreasing prompting a comprehensive review of the investment strategy for Town funds to maximize investment income.

III. Current Challenges

The Treasurer has determined that it is in the Town's best interest to proceed with the provisions of Chapter 200A Section 5 regarding outstanding checks and refunds. The provisions will allow the Treasurer to follow established rules for return of these funds to the correct party or for the Town to retain the funds if they become abandoned property.

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

The payroll processing has moved back to the Treasurer's Office. To facilitate this the salary for the payroll support staff is included in this budget. A modest increase is proposed in the overtime line item related to the reconciliation of the concentration accounts (vendor, payroll, and workers compensation checking accounts), a minimal amount has been restored for attendance at in-sate meetings, and supplies have been increased by \$500.00 related to the printing of checks etc. Level funding is proposed in repair & maint. of equipment, training, envelopes, and office supplies. This will require improving the use of available resources to provide the Treasurer's services.

V. On the Horizon

The Town will be required to comply with any new or modified legislation and programs adopted in the



Town of Natick

Home of Champions

Department: Treasurer

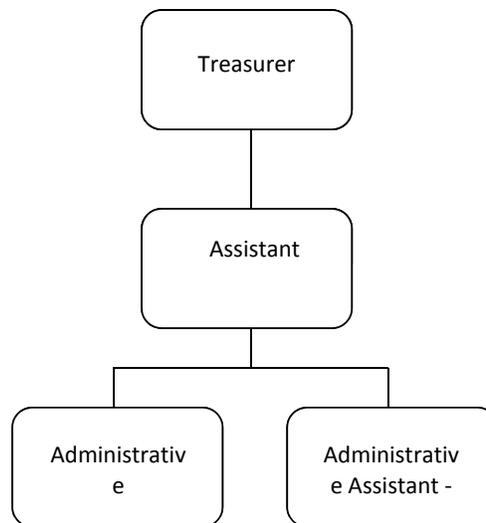
Staffing	2008	2009	2010	2011	2012
Treasurer	0.29	0.29	0.29	0.29	0.29
Assistant Treasurer	0.33	0.33	0.33	0.33	0.33
Administrative Assistant	1	1	1	1	1
Payroll Coordinator	0	0	1	1	1
Department Support - Part time	0.00	0.49	0	0	0
Total FTE	1.63	2.12	2.63	2.63	2.63

Total FT/PT	3 FT / 0 PT	3 FT / 1 PT	4 FT / 0 PT	4 FT / 0 PT	4 FT / 0 PT
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Notes

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

Organizational Chart



Performance Indicators	2008	2009	2010	2011	2012
Workload Measures					
Number of real estate tax bills issued	52,224	52,130	52,300	52,300	52,300
Number of personal property tax bills issued	8,053	8,046	8,100	8,100	8,100
Number of motor vehicle excise bills issued	37,442	37,169	37,500	37,500	37,500
Number of payroll checks/ direct deposit per pay-period	51,234	52,257	52,500	52,500	52,500



Town of Natick

Home of Champions

Department: Treasurer

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Salaries Management	\$ 31,300	33,044	31,311	33,506	2,195	7.0%
Salaries Supervisory	\$ 21,721	21,324	23,338	26,201	2,863	12.3%
Salaries Operational Staff	\$ 43,281	81,495	85,689	90,443	4,754	5.5%
Part Time Operational Staff	\$ 9,166	244	0	0	0	0.0%
Overtime Operational Staff	\$ 1,128	735	5,000	2,500	-2,500	-50.0%
Personnel Services	106,596	136,841	145,338	152,650	7,312	5.0%
Repair & Maint Equipment	\$ 394	1,877	5,000	5,000	0	0.0%
In State Travel/Meetings	\$ -	0	500	500	0	0.0%
Training & Education	\$ 691	431	500	500	0	0.0%
Communication Telephone	\$ 431	946	800	800	0	0.0%
Communication Postage/Envelopes	\$ 8,306	7,313	12,350	12,350	0	0.0%
Copy/Mail Center Fees	\$ 2,562	2,363	2,600	2,600	0	0.0%
Purchased Services Misc.	\$ -	0	0	0	0	#DIV/0!
Purchase of Services	12,384	12,929	21,750	21,750	0	0.0%
Banking Services Fees	\$ 17,877	19,015	35,000	35,000	0	0.0%
Master Charge Fees	\$ -	0	0	0	0	#DIV/0!
Tech & Prof. Services	17,877	19,015	35,000	35,000	0	0.0%
Office Supplies	\$ 3,483	11,610	4,000	4,000	0	0.0%
Supplies	3,483	11,610	4,000	4,000	0	0.0%
Total Treasurer	140,340	180,395	206,088	213,400	7,312	3.5%



Town of Natick

Home of Champions

Department: Treasurer

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 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 two staff positions are funded in this line item. One position is responsible for payroll and employee benefit administration. The second position is responsible primarily for cash and account reconciliation.

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 eliminated in the FY2011 budget.

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.

Copy/Mail Center Fees This is the proportional cost assigned to the Treasurer's Office for mail center labor for mail handling and copy charges.

Tech. & Prof. Services

Banking Services Fees This is utilized for payment of charges for account services such as returned check fees, service fees charged by depository banks, paying agent fees for debt service, etc. This item is level funded from FY2010 – please note that the FY2008 spending level was \$45,011.

Supplies

Office Supplies General office supplies for the Treasurer's Office for employee benefit and bank reconciliation functions.



Town of Natick

Home of Champions

Department: Information Technology

Appropriation Summary

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 317,805	\$ 219,219	\$ 219,219	\$ 238,945	\$ 19,726	9.00%
Total Salaries	\$ 317,805	\$ 219,219	\$ 219,219	\$ 238,945	\$ 19,726	9.00%
Operating Expenses						
Purchase of Services	\$ 267,824	\$ 325,823	\$ 334,600	\$ 357,600	\$ 23,000	6.87%
Supplies	\$ 17,696	\$ 15,962	\$ 16,500	\$ 16,500	\$ -	0.00%
Other Chgs. & Exps.	\$ 283,476	\$ 247,847	\$ 265,000	\$ 265,000	\$ -	0.00%
Total Operating Expenses	\$ 568,995	\$ 589,631	\$ 616,100	\$ 639,100	\$ 23,000	3.73%
Total Information Technology	\$ 886,800	\$ 808,850	\$ 835,319	\$ 878,045	\$ 42,726	5.11%

Mission:

To create and maintain the data and telecommunications technology infrastructure by seeking, researching, evaluating and implementing systems to improve efficiency and increase productivity necessary to advance the Town's goals and objectives and the secure preservation of data.

Goals:

- Continue to work with the Town Administration and Town Departments to find and implement cost effective solutions that use current technologies to improve and streamline the day to day operations and facilitate easy access to that data for both the Town and the public via the town web site.
- Work to improve esthetics, content and navigation of the Town web site.
- Implement Public and Private Wireless networks in Town Buildings
- Identify and implement new technologies that will that help manage an ever growing IT infrastructure.
- Communicate with other municipalities IT Department's.

Disaster Recovery Planning

- Install high availability and failover capabilities on critical systems not yet protected
- Implement storage area network (SAN) between Town Hall and Public Safety building to facilitate DR via virtualization software.

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 and associated equipment



Town of Natick

Home of Champions

Department: Information Technology

Budget Overview:

I. Main Purpose of the Department

The IT Department is primarily a services based department and will continue to provide broad based data and voice services to municipal employees as well as services provided to the community via the Town web site. Data services include but are not limited to network administration, database administration, web site support, network security, end-user support, hardware and software deployment/upgrades/ maintenance/ troubleshooting and municipal staff training. Voice services provided by the IT Department include PBX administration, PBX installation, system configuration and deployment, voice mail account management, transaction box design, end-user support, telephone replacement and providing a point of contact with the telephone vendor.

II. Recent Developments

- Migration/Upgrade of Munis Financial Application from AIX/Informix version 6.x to Windows/SQL Server version 8.2.
- Upgraded Active Directory 2003 to Active Directory 2008
- Upgrade Microsoft Exchange 2003 to Exchange 2007
- Replaced/Upgrade Network switches in Town Hall.
- All system upgrades are virtualized on an IBM BladeCenter running VMWare vSphere 4.0
- Deployment of Windows 7
- Worked with Architect to finalize data/voice networks in new Community Center Building
- Modified existing data/voice networks at East School for temporary Senior Center, coordinated move with all phone/data vendors and will assist in tear down and setup of all data/voice equipment
- Upgraded backup and anti-virus software

III. Current Challenges

- Day to day operations and the 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).
- Continued replacement of older PCs, printers and UPSs.
- Replacement of older core network switches which are over 10 years old

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

- Increase of \$23,000 in Software Maintenance budget to cover maintenance of the financial software (Munis).

V. On the Horizon

- Public and private wireless networks in Town Buildings
- Add second Exchange 2007 server in Police Station for failover - virtualized.
- Replace Network Switches in Police, Fire, Senior Center and Recreation and Parks
- Evaluate Cloud technologies for email and off-site backup.
- Upgrade/virtualize Assessing server
- Increase Internet Bandwidth



Town of Natick

Home of Champions

Department: Information Technology

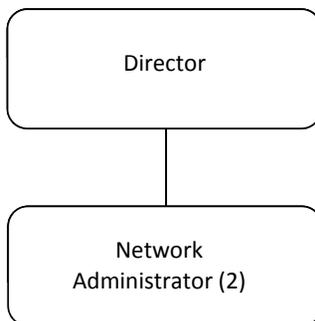
Staffing	2008	2009	2010	2011	2012
Director	1	1	1	1	1
Network Administrator	2	2	2	2	2
Database Administrator	1	1	0	0	0
Data Entry Clerk	0.75	0.75	0	0	0
Total FTE	4.75	4.75	3	3	3

Total FT/PT	4 FT / 1 PT	4 FT / 1 PT	3 FT / 0 PT	3 FT / 0 PT	3 FT / 0 PT
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Notes

Effective FY 2010, one budgeted Database Administrator position is officially being transferred to the Natick Public Schools. This position has been centrally involved with school-related IT functions in the past, and belonged within the schools budget.

Organizational Chart



Performance Indicators	2008	2009	2010	2011	2012
Workload Measures					
Software Maintenance Cost	\$ 220,000	\$ 235,000	\$ 245,000	\$ 257,000	\$ 280,000
Percentage of PC support calls for Viruses and Malware	25%	20%	10%	5%	3%
Number of PC's Supported	275	250	250	250	255
Staff	4.75	4.75	3	3	3
Efficiency Measures					
Number of PC's Supported/Staff Member	58	53	83	83	85



Town of Natick

Home of Champions

Department: Information Technology

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012 \$ (+/-) % (+/-)	
Salaries Management	\$ 90,751	\$ 90,751	\$ 90,752	\$ 97,177	\$ 6,425	7.08%
Salaries Operational Staff	\$ 29,828	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Salaries Technical/Professional	\$ 197,226	\$ 128,468	\$ 128,467	\$ 141,768	\$ 13,301	10.35%
Personnel Services	\$ 317,805	\$ 219,219	\$ 219,219	\$ 238,945	\$ 19,726	9.00%
Repairs & Maint Equipment	\$ 35,058	\$ 56,836	\$ 52,000	\$ 52,000	\$ -	0.00%
Maintenance Contracts Software	\$ 209,733	\$ 251,826	\$ 257,000	\$ 280,000	\$ 23,000	8.95%
Web Development	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Communication Telephone	\$ 16,613	\$ 12,638	\$ 19,600	\$ 19,600	\$ -	0.00%
Copy/Mail Center Fees	\$ 2,246	\$ 1,528	\$ 1,000	\$ 1,000	\$ -	0.00%
Training & Education	\$ 4,174	\$ 2,995	\$ 5,000	\$ 5,000	\$ -	0.00%
Purchase of Services	\$ 267,824	\$ 325,823	\$ 334,600	\$ 357,600	\$ 23,000	6.87%
Computer Supplies	\$ 8,696	\$ 6,962	\$ 7,500	\$ 7,500	\$ -	0.00%
Paper Supplies - Municipal	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ -	0.00%
Supplies	\$ 17,696	\$ 15,962	\$ 16,500	\$ 16,500	\$ -	0.00%
Equipment Replacement Computers	\$ 103,170	\$ 74,516	\$ 75,000	\$ 75,000	\$ -	0.00%
Software Systems Upgrade & Replace	\$ 73,681	\$ 78,493	\$ 72,000	\$ 72,000	\$ -	0.00%
LAN/WAN Maintenance	\$ 70,650	\$ 49,960	\$ 70,000	\$ 70,000	\$ -	0.00%
Telephone System Maintenance	\$ 35,974	\$ 44,878	\$ 48,000	\$ 48,000	\$ -	0.00%
Other Chgs. & Exps.	\$ 283,476	\$ 247,847	\$ 265,000	\$ 265,000	\$ -	0.00%
Total Information Technology	\$ 886,800	\$ 808,850	\$ 835,319	\$ 878,045	\$ 42,726	5.11%



Town of Natick

Home of Champions

Department: Information Technology

Line-Item Detail

Personnel Services:

Salaries Management – Salary to fund the Information Technology Director's position. This position reports to the Town Administrator. Primary responsibilities include management of day to day operations, long term technology planning, evaluation of new technologies and project management, implementation of policies regarding technology and appropriate use and utilization of technology to improve services internally and to the community.

Salaries Technical/Professional – Salaries for 2 Network Administrators. All positions provide end-user support for computer hardware and software.

(2) Network Administrator - position provides administration/support/deployment/upgrades and maintenance for the Town and personal computer hardware and software, voice/data network and Town telephone systems, general network security (monitoring and auditing network activity, network printers, network servers and proper authentication, data backups and restoration, anti-virus software) and account management (user network accounts and email).

Purchase of Services:

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.

Supplies:

Computer Supplies – Cost of purchasing miscellaneous computer supplies i.e. backup tapes, printer cartridges, storage media etc

Paper Supplies – Municipal – Cost for paper supplies used by Town Departments. Including but not limited to laser printer paper, green bar paper (line printers), Employee Paychecks and Tax Forms (W2, 1099).

Other Charges & Expenses:

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

Home of Champions

Department: Town Clerk

Appropriation Summary

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Salaries						
Personnel Services	189,865	188,959	194,261	203,260	8,999	4.6%
Total Salaries	189,865	188,959	194,261	203,260	8,999	4.6%

Operating Expenses

Purchase of Services	5,973	3,977	8,950	6,900	-2,050	-22.9%
Tech. & Prof. Serv.	3,300	2,254	13,250	11,200	-2,050	-15.5%
Supplies	4,810	1,232	2,500	3,000	500	20.0%
Total Operating Expenses	14,083	7,463	24,700	21,100	-3,600	-14.6%

Total Town Clerk	203,948	196,422	218,961	224,360	5,399	2.5%
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Goals for the Town Clerk and Elections Offices

Personnel Management and Training

Pursue professional development opportunities in areas such as computer skills (excel and access), the new vitals program and election law changes.

Continue cross training for office staff to ensure versatility especially in the areas of elections, vitals and zoning

Pursue improved efficiencies through technology and internal changes

Identify a lead web person, provide training for web development

Become more involved in the Mass Clerks Assoc.

Website development and maintenance

Work with IT to improve the design and access to information on the Town Clerk's website and then how those interface with the Town's website

Records Retention, Preservation and Cataloguing

Implement the first year of a multi-year records preservation program (funded at 2010 Fall Annual Town Meeting)

Monitor records retention and work with other town departments to identify records which can be destroyed

Research new digital and/or electronic technologies for document storage and cataloguing

Implement appropriate storage for current vital records and other permanent Town records

Miscellaneous

Incorporate all State or Federal mandates into the budget and operations of the office as necessary

Research and acquire new voting machines prior to the presidential primary in March 2012

Work with a volunteer to create a database of current elected and appointed committee members and terms (a term tracker type of system)



Town of Natick

Home of Champions

Department: Town Clerk and Board of Registrars

Budget Overview for the Clerk' Office and the Board of Registrars:

I. Main Purpose of the Department

To serve the citizens needs in a professional way and to assure fair and impartial elections.

II. Recent Developments

This past year there were significant changes to the voting regulations for military and overseas voters. For the first time we were able to e-mail ballots. This will continue to be a trend in the future. Implementation of the new Open Meeting law and implementation of the Ethics laws and current changes continues to be a time drain on the office and costly in terms of copying costs.

III. Current Challenges

Continued cross-training for current employees as well as seeking internal adjustments which will improve efficiency in the office. The office continues to make changes and improve the data that is entered into the VRIS (voter registration information system). FY 2012 will include a presidential primary and state and federal elections always result in increased volume in the Clerk's office. Continue to increase and improve the use of the web and in particular the Clerk's web page. All office staff need to be trained.

We will begin the first year of a multi year capital project to preserve the historical records of the Town. This project will be put out to bid in early 2010. This will require monitoring during the year by the Clerk.

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

We will be redistricting after the federal census data is received. This will require notification of all voters whose precincts are changed and reelection/election for many if not all town meeting members. Additional funds were added to the printing and mailing lines, primarily in the Board of Registrars budget.

Confirmation postcards will be mailed to each **inactive** voter and requires the Town to pay for the postage both ways. Residents must notify the Clerk's office if they have moved in order to assure accurate voting lists. This will be an additional necessary yearly expense although the cost should decrease as the list is updated and maintained.

The State will be implementing a new vitals program for births, deaths and marriage certificates. The birth segment of the program will be implemented in January 2010. All of the details and processes that Clerk's offices will use have not yet been unveiled; however it should improve access and may result in an increase number of requests for certified copies. We will be able to do provide a certified copy for any resident regardless of the city of birth or residence within the State. The State will be requiring use of a specific security paper and will also set a state wide fee for all records. As of this time we do not have details on the paper or the fee.

V. On the Horizon

We will be purchasing new voting machines prior to the Presidential primary in March 2012.

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.



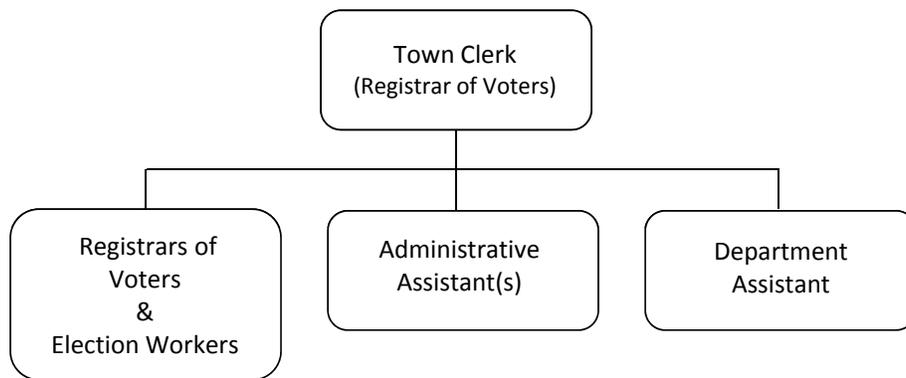
Town of Natick

Home of Champions

Department: Town Clerk

Staffing	2008	2009	2010	2011	2012
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

Organizational Chart





Town of Natick

Home of Champions

Department: Town Clerk

Budget Detail	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Salaries Management	\$ 63,842	66,665	62,302	65,000	2,698	4.3%
Salaries Operation Staff	\$ 123,120	121,816	128,759	135,060	6,301	4.9%
Operational Staff Overtime	\$ 2,902	478	3,200	3,200	0	0.0%
Personnel Services	\$ 189,865	188,959	194,261	203,260	8,999	4.6%
Repairs & Maint Equipment	\$ 947	129	1,345	700	-645	-48.0%
In State Travel/Meetings	\$ 36	620	2,740	1,200	-1,540	-56.2%
Communication Telephone	\$ 597	687	750	750	0	0.0%
Dues & Memberships	\$ 200	200	415	250	-165	-39.8%
Copy/Mail Center Fees	\$ 1,953	2,281	3,500	4,000	500	14.3%
Mass General Law Updates	\$ 2,239	-66	0	0	0	#DIV/0!
Other Services Misc.	\$ -	126	200	0	-200	-100.0%
Purchase of Services	\$ 5,973	3,977	8,950	6,900	-2,050	-22.9%
Communication Print & Advertising	\$ 3,300	2,029	11,000	4,000	-7,000	-63.6%
Binding		224	2,250	7,200	4,950	220.0%
Tech. & Prof. Serv.	\$ 3,300	2,254	13,250	11,200	-2,050	-15.5%
Office Supplies	\$ 4,810	1,232	2,500	3,000	500	20.0%
Supplies	\$ 4,810	1,232	2,500	3,000	500	20.0%
Total Town Clerk	\$ 203,948	196,422	218,961	224,360	5,399	2.5%

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. Beginning with the Spring 2010 Annual Town Meeting only one employee works at Town Meeting. During this year, we will be using a lap top to track attendance, making it more efficient in providing information for the annual report.

Purchase of Services

Repairs and Maintenance of Equipment – Contract for time clock, maintenance of town seal. The seals need to be cleaned and possibly repaired.

In State Travel /Meetings – This item allowed staff to attend conferences which offer education classes through the Mass Town Clerk's Assoc. and speakers from the Secretary of State's office.

Communication/Telephone – Extensive communication with the Central Voter Registry at the Secretary of State's Office.

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.

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 acknowledgements, absentee ballots, overseas ballots, confirmation cards (an increase is expected with the presidential primary) and training materials for election workers. There is a large volume of requests which may increase as the new vitals program in implemented at the State level, new mandates for the State Ethics, OCPF and OML laws will continue to require large amounts of copying and mailing. The updated Charter and By-laws will need to be printed. There are additional funds requested to accommodate mailing and copying needs which will be part of the mandated re-districting that will occur in the Spring of this year.

Tech & Prof. Services (Clerks and Registrars Budget)

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 as well as the books, printing updated versions of the charter and by-laws, confirmation cards, and expected needs relating to redistricting.

Binding - This will cover the costs of purchasing appropriate binders and storage sleeves for the death certificates from 2000-2010. This past year, we purchased the materials to complete this process for marriages and 20 years of Town Meeting minutes. In addition, there are funds requested in order to maintain these records on an ongoing basis.

Supplies

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.



Town of Natick

Home of Champions

Department: Elections

Appropriation Summary

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Salaries						
Personnel Services	38,560	35,324	46,725	35,150	-11,575	-24.8%
Total Salaries	38,560	35,324	46,725	35,150	-11,575	-24.8%
Operating Expenses						
Purchase of Services	20,500	20,487	44,360	50,000	5,640	12.7%
Total Operating Expenses	20,500	20,487	44,360	50,000	5,640	12.7%
Total Elections/Bd. of Reg.	59,060	55,811	91,085	85,150	-5,935	-6.5%

Budget Overview:

I. Main Purpose of the Department

To serve the citizens needs in a professional manner and to assure fair and impartial elections. This department is responsible for assuring compliance with all voting laws and regulations (State and Federal).

II. Recent Developments

The use of State mandated use of Auto Mark terminals to assist sight and hearing impaired voters continues to be very limited, but we must legally have them programmed and fully functional. There have been significant changes to the voting processes and regulations for overseas and specially qualified voters.

III. Current Challenges

The voting regulations have changed considerably and Massachusetts is likely to see additional changes, including early voting and changes to absentee voting in the near future. Another issue in this department has been working to maintain the Voter Registration Information Systems (VRIS) database correctly. Federal and state elections result in larger turnout and significantly greater volume prior to the election (registrations, absentee ballots, etc)

Continue cross training the office staff on elections issues

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

Purchasing new voting machines prior to the presidential primary in March 2012.

Additional funds have been added to this budget in order to provide coffee/danish and lunch for the election workers.

The town will be complete a redistricting plan which will be implemented in FY 2012. Funds have been added to the budget to inform residents in changes in precincts and polling locations.



Town of Natick

Home of Champions

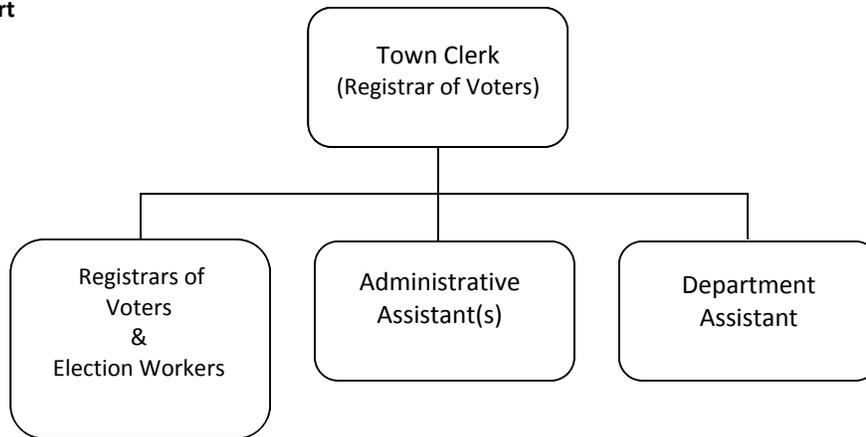
Department: Elections

Staffing	2008	2009	2010	2011	2012
Board of Registrars	4*	4*	4*	4*	4*
Election Workers	Varied	60*	60*	60*	60*
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.

Organizational Chart



Budget Detail

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Salaries Management	\$ 4,159	4,248	4,275	4,290	15	0.4%
Salaries Election Workers	\$ 34,402	31,075	42,450	28,060	-14,390	-33.9%
Salaries Misc	\$ -	0	0	2,800	2,800	#DIV/0!
Personnel Services	38,560	35,324	46,725	35,150	-11,575	-24.8%
Communication Postage	\$ 12,682	2,846	6,810	13,900	7,090	104.1%
Communication Election Coding	\$ 3,881	10,199	24,350	21,800	-2,550	-10.5%
Communication Printing of Ballots	\$ 1,900	4,344	8,400	8,500	100	1.2%
Communication Books	\$ 2,036	1,178	2,100	2,000	-100	-4.8%
Election Supplies		1,920	2,700	3,800	1,100	40.7%
Purchase of Services	20,500	20,487	44,360	50,000	5,640	12.7%
Total Board of Registrars	59,060	55,811	91,085	85,150	-5,935	-6.5%



Town of Natick

Home of Champions

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. A detailed break out is provided below:

Election Costs	Rate/election	# necessary	# of Elections	Annual Cost
Wages				
Registrars				4,290
Police Details	\$ 650.00	6	2	7,800
Precinct Wardens	\$ 175.00	10	2	3,500
Precinct Clerks	\$ 150.00	10	2	3,000
Checkers	\$ 140.00	40	2	11,200
Ballot Box Attendants	\$8/hour	20	2	2,560
Constables	varies			1,200
Town Meeting pages	\$50/night	16	2	1,600
TOTAL				35,150

Purchase of Services

Postage – Covers election mailings including absentee ballots, the annual street listing, confirmation notices (with return postage) to all inactive voters and redistricting notification to all voters who are affected.

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 - This amount of \$1,000/election or \$2,000/annually accurately captures the amount of resources necessary to supply and outfit the polling sites & run municipal elections. In addition, included is coffee and danish/ and lunch for the election workers. (\$900 per election)

Expenses			
Postage			13,900
Total Election Coding costs			21,800
Ballots - Printing	2,000	2	4,000
Programming			
Service Contract			4,300
PromPack Programming	2,250	2	4,500
Automark flaschard Prog	4,500	2	9,000
Street Books Printing	2,000		2,000
Other printing	8,500		8,500
Office Supplies	3,800		3,800
Total Expenses			50,000



Town of Natick

Home of Champions

Department: Sealer of Weights & Measures

Appropriation Summary

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012	
					\$	%
Personnel Services						
Personnel Services	14,317	14,317	14,372	14,659	287	2.00%
Total Operating Expenses	14,317	14,317	14,372	14,659	287	2.00%

Operating Expenses

Purchase of Services	819	588	850	850	0	0.00%
Total Other Chgs. & Expenses	819	588	850	850	0	0.00%

Total Sealer of Weights & Measures	15,136	14,905	15,222	15,509	250	1.89%
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Budget Overview:

The Department of Weights and Measures enforces the Massachusetts General laws relating to Weights and Measure. It tests, inspects, seals and/or condemns weighing and measuring devices used in the sale of commodities to consumers. This includes scales and balances, weights, gasoline meters, oil truck meters, taxi meters, and point of sale scanner systems. It also investigates sales transactions and practices upon initiative and complaint, and commences legal action for violations of laws.

In interpreting the figures below, the reader should understand that device statistics 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. In 2010, another gasoline retailer located on Route 9 closed its doors.

Staffing	2008	2009	2010	2011	2012
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				
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Performance Indicators	2008	2009	2010*	2011*	2012*
Workload Measures					
Scales Tested					
- 100lbs-1000lbs	13	14	15	15	15
- 10lbs-100lbs	94	93	92	92	92
- Less than 10lbs	6	10	10	10	10
- Metric & Apothecary Weights	56	33	33	33	33
Liquid Measuring Device					
- Gasoline Meters	174	153	136	176	176
- Vehicle Tank Meters	14	15	14	14	14
- Taxi Meters	24	24	27	27	27

*Estimates. Inspections are performed on a calendar year basis.



Town of Natick

Home of Champions

Department: Sealer of Weights & Measures

Budget Detail

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Salaries Technical & Professional	\$ 14,317	14,317	14,372	14,659	287	2.00%
Personnel Services	14,317	14,317	14,372	14,659	287	2.00%
Repairs & Maint Supplies	\$ 567	498	500	500	0	0.00%
Training & Education	\$ 109	0	200	200	0	0.00%
Dues & Subscriptions	\$ 143	90	150	150	0	0.00%
Purchase of Services	819	588	850	850	0	0.00%
Total Sealer of Weights & Measures	15,136	14,905	15,222	15,509	287	1.89%

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. Avoidupois, 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 2012.

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 2012.

Dues & Subscriptions: Handbooks and publications containing updated laws and regulations required for weights and measures enforcement are provided free with membership from the National Conference on Weights and Measures. The Massachusetts Weights and Measures Association and Eastern Massachusetts Weights and Measures Association provide updated Massachusetts General Law information and comment, and also offer training to satisfy regulatory requirements at an additional expense to its members. The actual cost for dues to the above organizations is presently \$145.00. A level funded \$150.00 is requested for FY 2012.



Town of Natick

Home of Champions

Department: Parking Enforcement

Appropriation Summary

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012	
					\$	%
Salaries						
Personnel Services	27,163	22,463	35,950	31,909	-4,041	-11.24%
Total Operating Expenses	27,163	22,463	35,950	31,909	-4,041	-11.24%
Operating Expenses						
Purchase of Services	716	7,472	6,000	8,500	2,500	41.67%
Technical & Professional Serv.	58,568	59,364	69,800	61,000	-8,800	-12.61%
Supplies	0	696	2,900	2,900	0	0.00%
Total Operating Expenses	59,284	67,532	78,700	72,400	-6,300	-8.01%
Total Parking Enforcement	86,447	89,996	114,650	104,309	-10,341	-9.0%

Mission:

Enforce parking bylaws in the downtown Natick area thru monitoring and ticketing as applicable.

Goals:

In addition to our mission, we would like to eventually replace the meters as funds become available.

Budget Overview:

I. Main Purpose of the Department

Provides parking enforcement primarily in the "Downtown" area including the Parking Clerk and ticketing staff salaries. The budget includes all necessary funding for ticket supplies & materials, meter equipment, parking passes and stickers, and the costs of the lease of the parking lot from St. Patrick's Church.

II. Recent Developments

There is a need to replace and / or refurbish the meter housing that are several decades old.

III. Current Challenges

Replacement of the equipment within the limited available funding.

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

Restoration in the budget for repair and maintenance of meters will allow staff to keep pace with the replacement / refurbishment of aging equipment , but a longer-term solution should be explored.

V. On the Horizon

Nothing

Performance Indicators	2008	2009	2010	2011	2012
Workload Measures					
Number of parking tickets issued by Parking Control Officer	4271	3211	3012	3500	3500
Number of meters maintained	350	350	350	350	350



Town of Natick

Home of Champions

Department: Parking Enforcement

Staffing	2008	2009	2010	2011	2012
Parking Clerk	0.05	0.05	0.05	0	0
Parking Enforcement Officer	0.8	0.8	0.8	0.8	0.75
Total FTE	0.85	0.85	0.85	0.8	0.75
Total FT/PT	3 PT				

Notes

The Procurement Officer has taken over the duties of Parking Clerk. He is budgeted under the Comptroller's Budget. The Natick Police Department has staffed the Parking Enforcement Officer position with multiple individuals working part-time effective 2008.

Budget Overview

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs 2012	
					\$	%
Salaries Technical & Professional	\$ 6,514	0	0	0	0	#DIV/0!
Salaries Operational Staff	\$ 20,649	22,463	35,950	31,909	-4,041	-11.2%
Personnel Services	27,163	22,463	35,950	31,909	-4,041	-11.2%
Repairs/Maintenance Equipment	\$ 716	7,472	6,000	8,500	2,500	41.7%
Communication Telephone	\$ -	0	0	0	0	#DIV/0!
Purchase of Services	716	7,472	6,000	8,500	2,500	41.7%
Parking Collection Service	\$ 5,568	3,364	11,000	11,000	0	0.0%
Lease Payment Church MBTA Lot	\$ 53,000	56,000	58,800	50,000	-8,800	-15.0%
Technical & Professional Serv.	58,568	59,364	69,800	61,000	-8,800	-12.6%
Parking Tickets/Stickers	\$ -	696	2,900	2,900	0	0.0%
Supplies	0	696	2,900	2,900	0	0.0%
Total Parking Enforcement	86,447	89,996	114,650	104,309	-10,341	-9.0%

Line-Item Detail

Personnel Services:

Salaries: The requested budget amount represents the salaries equivalent to a 4/5 time Parking Enforcement Officer and part time Parking Clerk.

Purchase of Services:

Repairs / Maintenance Equipment: This is utilized for routine repairs to meter mechanisms. The Town is in the process of replacing the current meter housings with new or refurbished housings. These funds are used for preventative maintenance including battery replacements on the electronic meter mechanisms installed approximately six (6) years ago. An increase is requested to keep pace with replacement.

Technical/Professional Services:

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

Lease Payment / Church MBTA Lot: This represents the lease payment for the St. Patrick's Church parking lot. The lot is utilized for MBTA commuter parking. The appropriation request of \$50,000 should be offset by sales of parking permits,

Supplies:

Parking Tickets / Stickers: This represents the purchase of parking tickets and other parking related sticker or notices.



Town of Natick

Home of Champions

Department: Community Development

Appropriation Summary

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 648,687	\$ 632,287	\$ 603,272	\$ 643,350	\$ 40,078	6.64%
Total Salaries	\$ 648,687	\$ 632,287	\$ 603,272	\$ 643,350	\$ 40,078	6.64%
Operating Expenses						
Purchase of Services	\$ 8,972	\$ 10,519	\$ 13,805	\$ 13,805	\$ -	0.00%
Supplies	\$ 7,281	\$ 3,953	\$ 4,500	\$ 4,500	\$ -	0.00%
Tech. & Prof. Serv.	\$ 11,644	\$ 6,807	\$ 8,256	\$ 8,506	\$ 250	3.03%
Total Operating Expenses	\$ 27,897	\$ 21,278	\$ 26,561	\$ 26,811	\$ 250	0.94%
Total Community Development	\$ 676,584	\$ 653,566	\$ 629,833	\$ 670,161	\$ 40,328	6.40%

Mission:

We are dedicated to making our town a better and safer place to live.

A place where people want to raise a family and have their children raise their children. The Community Development Department works to protect and enhance our natural resources by preserving the quality of life for the citizens of Natick. Through our Boards and Commission we strive to serve by building lasting partnerships with individual residents, community groups, professional services, providers, contractors, business leaders, and local and state officials. We stand for a commitment to the long-term interests of our community, and to delivering the highest quality of service.

Goals:

Support Town Boards and official bodies

- Assist Planning Board , Zoning Board of Appeals, Conservation Commission, Board of Selectmen and other Town bodies with respect to planning and conservation related functions

Improve Downtown/In-Town Parking

- Promote/advance public/private garage at Middlesex Avenue site
- Review on-street parking to maximize availability & utilization
- Evaluate downtown parking fee structure to maximize revenue
- Advance by-law modifications as appropriate



Town of Natick

Home of Champions

Department: Community Development

Goals (con't)

Improve Local Traffic Conditions

- Oversee redesign of Oak St./Rte 9 intersection
- Oversee redesign of North Main Street / Route 27
- Oversee conceptual design for Rte27/Rte9 intersection; seek funds for further design
- Pursue state funding for transportation improvements
- Serve as Town's key liaison on transportation issues
- Identify and work to address problem traffic areas

Advance Proactive Approach to Affordable Housing

- Manage 40B, 40R and HOOP projects
- Administer HOME funds
- Review Subsidized Housing Inventory status; project need post-2010 census
- Promote HOOP and Smart Growth projects
- Promote Inclusionary Housing bylaw
- Advance and promote affordable housing

Assist Cochituate Rail Trail Advisory Committee

- Pursue possible acquisition of right of way
- Advance design work
- Advocate for project inclusion on state "TIP" funding list

Assist Affordable Housing Trust Fund Committee

- Consider transfer of targeted HOME funds
- Facilitate opportunities to fund projects

Miscellaneous

- Improve departmental web pages; work with boards on their pages
- Ensure continued compliance on permitted projects
- Assist in Montessori School RFP process
- Participate as member of Economic Development Advisory Committee
- Promote and expand green technologies

Budget Overview:

I. Main Purpose of the Department

The Department works to protect and enhance the quality of life and natural environment in Natick through administration and enforcement of land development, building and conservation regulations. The Department does this by:

- Reviewing construction plans, issuing building permits and inspecting projects and properties.
- Working with municipal boards, businesses and residents to develop plans to guide our community's future.
- Reviewing, updating and enforcing applicable By Laws, as well as informing the public regarding these regulations.



Town of Natick

Home of Champions

Department: Community Development

Budget Overview:

II. Recent Developments

The Town continues to manage multiple 40B affordable housing projects in various stages. The Natick Mall "Lifestyle Center" along the Route 9 side of the property is near completion. Refinement of an existing special permit for an expansion of the Natick MathWork's facility is before the Natick Planning Board with office space construction anticipated to begin in 2010. A significant HOOP project has been proposed for a site near downtown which has been before the Planning Board on numerous occasions. Both South Natick Hills 40B project and the Grant Street 40B project are under construction with many departmental demands being generated by both projects. The Town continues undertaking three major roadway improvement projects including the redesign of North Main Street to the Wayland town line; design of improvements to the intersection of Oak Street and Route 9; and, redesign of the intersection of Route 27 with Route 9. A conceptual plan for a possible Cochituate Rail Trail upon the abandoned Saxonville Branch has been prepared and discussed publicly.

III. Current Challenges

- High levels of permitting continue, placing a significant workload on the Department & Boards.
- Addressing major planning concerns such as affordable housing, growth management and all forms of transportation.
- Continually reviewing development projects, special permits and subdivisions to assure permit conditions are met.
- Assisting various groups and boards (Selectmen, Planning, Zoning, Conservation, Open Space, Natick Center Associates and many other groups).
- Managing affordable housing related demands as imposed by the State.
- The Department has reached a critical point regarding storage of its plans, documents and files.
- Completion of trails required as part of Planning Board decisions.

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

- South Natick Hills 40B, the Grant Street 40B, the Armory redevelopment , downtown HOOP projects and others continue to place major demands our small staff.
- 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.

V. On the Horizon

- Acquisition of an automated permit tracking system is desired and would enhance management oversight and will allow residents to view permit status on line.
- Pursue applicable state and federal grants.
- Pursue design and state funding for the reconstruction of North Main Street, and major Rt. 9 intersections.
- Pursue scanning and electronic filing of 47 years of plans to address plan storage problems plaguing department.
- Pursue linking to Town's electronic real property data system which dept. currently cannot do.
- Maintaining appropriate staffing levels to address departmental and Town responsibilities.



Town of Natick

Home of Champions

Department: Community Development

Performance Indicators

1	Department to prepare meeting postings and minutes for Planning Board, ZBA, and Conservation Committee
2	Department to prepare list of zoning bylaw and map flaws and provide recommendations to Planning Board and ZBA
3	Department to track / prepare information regarding implementation of Stretch Code
4	Department to administer MORE grant and associated work (manage \$1.3 million in traffic engineering contracts)
5	Department to administer design contract and manage traffic engineers and public process for North Main (Rt. 27) Redesign
6	Pursuit of roadway projects construction funding (Oak/9, 9/27, Rt 27).
7	Updating of Departmental website information
8	Address document/data storage (hopefully)
9	Public outreach efforts regarding need to revise zoning bylaw and map
10	Institute monthly staff meetings for project review coordination purposes
11	Pursuit of Cochituate Rail Trail project – further design, ROW acquisition and funding
12	Assist/participate in Economic Development Advisory Committee
13	Participate in Natick Center Associates
14	Review 2010 census data
15	Manage and administer wetland protection program for Con Comm
16	Manage and administer energy programs for general government
17	Manage and administer environmental compliance programs for general government
18	Manage and administer HOME program for Town
19	Manage and administer Fair Housing requirements
20	Assist Community Development Advisory Committee and Affordable Housing Trust Fund Committee
21	Manage affordable housing stock (review transactions, file reporting, take actions as necessary)
22	Prepare Commonwealth Capital Submission
23	Undertake research regarding state proposed zoning reform
24	Assist Planning Board in preparation of zoning bylaw modifications



Town of Natick

Home of Champions

Department: Community Development

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$ (+/-)	% (+/-)
Salaries Management	\$ 174,577	\$ 174,577	\$ 174,577	\$ 190,760	\$ 16,183	9.27%
Salaries Supervisory	\$ 46,127	\$ 46,815	\$ 47,990	\$ 48,469	\$ 479	1.00%
Salaries Operational Staff	\$ 86,324	\$ 87,854	\$ 90,067	\$ 92,779	\$ 2,712	3.01%
Salaries Technical & Professional	\$ 207,306	\$ 221,934	\$ 233,870	\$ 253,670	\$ 19,800	8.47%
Salaries Tech & Prof Inspector's	\$ 105,194	\$ 81,849	\$ 40,821	\$ 41,725	\$ 904	2.21%
Salaries Temp Operational Staff	\$ 11,396	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Add'l Comp Supervisory Staff	\$ 922	\$ 936	\$ 947	\$ 947	\$ 0	0.03%
Salaries Operation Staff Overtime	\$ 16,843	\$ 18,322	\$ 15,000	\$ 15,000	\$ -	0.00%
Personnel Services	\$ 648,687	\$ 632,287	\$ 603,272	\$ 643,350	\$ 40,078	6.64%
In State Travel/Meetings	\$ 616	\$ 1,037	\$ 2,400	\$ 2,400	\$ -	0.00%
Communication Telephone	\$ 1,764	\$ 2,235	\$ 2,875	\$ 2,875	\$ -	0.00%
Dues & Subscriptions	\$ 490	\$ 345	\$ 800	\$ 800	\$ -	0.00%
Training & Education	\$ 1,940	\$ 1,660	\$ 2,000	\$ 2,000	\$ -	0.00%
Communication Postage	\$ 1,847	\$ 2,407	\$ 2,730	\$ 2,730	\$ -	0.00%
Copy/Mail Center Fees	\$ 2,316	\$ 2,835	\$ 3,000	\$ 3,000	\$ -	0.00%
Purchase of Services	\$ 8,972	\$ 10,519	\$ 13,805	\$ 13,805	\$ -	0.00%
Consultant Services		\$ -	\$ -	\$ -	\$ -	#DIV/0!
Communication Print & Advertising	\$ 4,885	\$ 5,027	\$ 7,756	\$ 7,756	\$ -	0.00%
Communication Books & Publications	\$ 2,006	\$ 109	\$ 500	\$ 750	\$ 250	50.00%
Professional Services - Other*	\$ 4,753	\$ 1,671	\$ -	\$ -	\$ -	#DIV/0!
Tech. & Prof. Serv.	\$ 11,644	\$ 6,807	\$ 8,256	\$ 8,506	\$ 250	3.03%
Office Supplies	\$ 7,281	\$ 3,953	\$ 4,500	\$ 4,500	\$ -	0.00%
Supplies	\$ 7,281	\$ 3,953	\$ 4,500	\$ 4,500	\$ -	0.00%
Total Community Development	\$ 676,584	\$ 653,566	\$ 629,833	\$ 670,161	\$ 40,328	6.40%

Notes:

*Line-item used for legal consultation for 40B projects. Funding source was a \$50,000 Town Meeting article in FY 2007. Balance as of 7/1/2010: \$7,286.50



Town of Natick

Home of Champions

Department: Community Development

Line-Item Detail

Narrative:

Salaries Technical & Professional Inspectors - For 2012, level-service.

Salaries Temp Operational Staff – After having eliminated temp staffing in FY 2010, the Department will continue to use existing staff and/or schedule non-essential work to be delayed during vacation periods.

Salaries Operation Staff Overtime – We propose maintaining the FY2011 level of Operation Staff Overtime at \$15,000 to address the on-going demands of night-time board work. This includes staffing to assist the functions of the Planning Board, Zoning Board and Conservation Commission which are critical to maintaining the functions of the boards.

Purchase of Services – An amount of \$13,805, is proposed for FY2012 to cover travel, telephone, dues and subscriptions training and education (critical for inspectors), postage, copying and mailings. The reduction in Copy/Mail center fees is based upon actual results from 2008. The 0% increase will be adequate unless prices increase.

Technical & Professional Services - The FY2012 budget is a 3.03% increase but will cover baseline requirements. 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. However, it will allow us to maintain required legal notifications and postings in local papers for board review purposes so long as increases do not occur.

Supplies – The proposed budget is \$4,500 consistent with the FY2011 budget. Should costs of paper and other office supplies increase this number may need to be increased.



Town of Natick

2011 Spring Town Meeting – FY 2012 Recommended Budget

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Town of Natick

2011 Spring Town Meeting – FY 2012 Recommended Budget

Article 11: Section F: Committees & Commissions

Finance Committee
Commission on Disability
Cultural Council
Historical Commission
Historic District Commission



Town of Natick

2011 Spring Town Meeting - FY 2012 Recommended Budget

Finance Committee Recommendation

Motions for Section F: Committees and Commissions

Motion for Section F under Article 12:

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

Finance Committee

Expenses	\$ 21,500
Total Finance Committee	\$ 21,500

Commission on Disability

Expenses	\$ 1,810
Total Commission on Disability	\$ 1,810

Natick Cultural Council

Expenses	\$ 700
Total Natick Cultural Council	\$ 700

Historical Commission

Expenses	\$ 1,000
Total Historical Commission	\$ 1,000

Historic District Commission

Expenses	\$ 500
Total Historic District Commission	\$ 500

Motion Total	\$ 25,510
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And that the above Total Budget Amount be raised from the following sources:

Tax Levy of Fiscal Year 2012	\$ 25,510
	\$ 25,510



Section F: Committees & Commissions

F1: Finance Committee

RECOMMENDATION: By a vote of 14-0-0 on February 08, 2011, The Finance Committee recommends **FAVORABLE ACTION** with regard to the budget for Article 11 ~ Section F1: Finance Committee and that the sum of \$21,500 be appropriated from the Tax Levy.

The purpose of this article is to fund the operating budget for the Finance Committee for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).

During the review of this article it was noted:

- *There was discussion concerning ways the amount of paper and copying associated with the Committee’s work might be reduced through various means, including additional use of technology.*

F2: Commission on Disability

RECOMMENDATION: By a vote of 13-0-0 on February 10, 2011, The Finance Committee recommends **FAVORABLE ACTION** with regard to the budget for Article 11 ~ Section F2: Commission on Disability and that the sum of \$1,810 be appropriated from the Tax Levy.

The purpose of this article is to fund the operating budget for the Commission on Disability Budget for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).

During the review of this article it was noted:

- *Mr. Carew was joined at the podium by Ms. Joan Sherizen, Chair of the Commission on Disability to speak to the Commission’s budget and activities.*
- *Ms. Sherizen gave an overview of the Commission’s plans and activities, highlighting the major expenditures for which the appropriation is used.*
- *Questions were raised regarding the status and accounting of revenues from fines assessed for handicapped parking violations which is supposed to be deposited into a special account to be used by the Commission for projects related to improving accessibility for disabled individuals throughout the Town. Mr. Carew reported that he had requested Lt. Lauzon, the Town’s Safety officer, to look into this. It was requested that this research address a comprehensive statement of the designated fund with indication as to whether the revenues generated from the parking fines were being properly accounted for, and the account properly authorized.*
- *Ms. Sherizen listed a number of projects which had recently been completed by the Commission, including a beach ramp to the water; purchase of a sand wheelchair, wider doors at the hockey rink and a sled for disabled individuals to get onto the ice. She explained that a major project to add on to an existing playground to increase access for children with disabilities had been tabled due to the magnitude of funding required.*



F3: Natick Cultural Council

RECOMMENDATION: By a vote of 11-0-0 on February 10, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section F3: Natick Cultural Council and that the sum of \$700 be appropriated from the Tax Levy.

*The purpose of this article is to fund the operating budget for the **Natick Cultural Council Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- Mr. Walters Young reviewed the mission and role of the Cultural Council saying that, although this appropriation was small, it was important to securing larger grants.

F4: Historical Commission

RECOMMENDATION: By a vote of 11-0-0 on February 10, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section F4: Historical Commission and that the sum of \$1,000 be appropriated from the Tax Levy.

*The purpose of this article is to fund the operating budget for the **Historical Commission Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- Mr. Walters Young reviewed the mission and responsibilities of the Historical Commission explaining that the Historical Commission was created by a Town By-law to oversee historic elements throughout the Town, whereas the Historic District Commission was required by State statute to oversee any specifically designated historic districts in the Town, of which Natick had two.
- Ms. Nancy Lavash, a member of the Town’s Historical Commission, added that there were a number of historic buildings in areas of the Town outside the two designated historic districts, which fell under the oversight of this Commission.

F5: Historic District Commission

RECOMMENDATION: By a vote of 11-0-0 on February 10, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section F5: Historic District Commission and that the sum of \$500 be appropriated from the Tax Levy.

*The purpose of this article is to fund the operating budget for the **Historic District Commission Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- Mr. Walters Young, reviewed the role of the Historic District Commission and explained that this Commission was created in 1974 when Town Meeting accepted M.G.L. Chapter 40C, the Historic District Act of 1960.



Town of Natick

Home of Champions

Department: Commissions & Committees

Appropriation Summary

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Operating Expenses						
Total Finance Committee	14,439	22,778	21,000	21,500	500	2.38%
Total Commission on Disability	1,797	1,659	1,810	1,810	0	0.00%
Total Natick Cultural Council	700	502	700	700	0	0.00%
Total Historical Commission	425	0	1,000	1,000	0	0.00%
Total Historic District Commission	163	110	500	500	0	0.00%
Total Committees & Commissions	17,524	25,049	25,010	25,510	500	2.00%

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:	2008	2009	2010	2011	2012
None	0	0	0	0	0
Total FTE	0	0	0	0	0
Total FT/PT	0 FT / 0 PT				

Notes

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

Budget Detail:

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012	
					\$	%
Secretarial Staff	11,571	9,827	12,500	12,500	0	0.00%
Personnel Services	11,571	9,827	12,500	12,500	0	0.00%
Communication Postage	2,047	924	2,500	2,000	-500	-20.00%
Purchase of Services	2,047	924	2,500	2,000	-500	-20.00%
Copy/Mail Center Fees	368	11,077	5,000	6,000	1,000	20.00%
Tech/Prof Services	368	11,077	5,000	6,000	1,000	20.00%
Office Supplies	453	950	1,000	1,000	0	0.00%
Supplies	453	950	1,000	1,000	0	0.00%
Total Finance Committee	14,439	22,778	21,000	21,500	500	2.38%

Line-Item Detail:

Secretarial Staff: Amount covers the costs of the Executive Secretary to the Finance Committee. Amount needs to increase given increased frequency and duration of meetings.

Communication/Postage: Covers the cost of mailing Finance Committee Reports to Town Meeting members. Postage needs to increase to cover additional weight of books mailed.

Copy/Mail Center Fees: Covers the cost of printing Finance Committee Reports for Town Meeting. FY 2012 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:	2008	2009	2010	2011	2012
None	0	0	0	0	0
Total FTE	0	0	0	0	0
Total FT/PT	0 FT / 0 PT				

Notes

Budget Detail:

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs 2012	
					\$	%
ADA Expenses:						
Communication Telephone			100	100	0	0.00%
In State Travel			200	200	0	0.00%
Dues & Subscriptions			100	100	0	0.00%
Copy/Mail Center Fees			75	75	0	0.00%
Tech/Professional Services		-	475	475	0	0.00%
Copy/Mail Center Fees		500	500	500	0	0.00%
Operating Expense	1,797	1,159	835	835	0	0.00%
Supplies	1,797	1,659	1,335	1,335	0	0.00%
Total Commission on Disability	1,797	1,659	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/lcc_public_about.asp?sort1=N&sort2=Q&coun_enum=188



Staffing:	2008	2009	2010	2011	2012
None	0	0	0	0	0
Total FTE	0	0	0	0	0
Total FT/PT	0 FT / 0 PT				

Notes

	2009	2010	2011	2012	2011 vs 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Operating Expense	700	502	700	700	0	0.00%
Supplies	700	502	700	700	0	0.00%
Total Natick Cultural Council	700	502	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.

Staffing:	2008	2009	2010	2011	2012
None	0	0	0	0	0
Total FTE	0	0	0	0	0
Total FT/PT	0 FT / 0 PT				

Notes

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012	
					\$	%
Operating Expense	425	0	1,000	1,000	0	0.00%
Supplies	425	0	1,000	1,000	0	0.00%
Total Historical Commission	425	0	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:	2008	2009	2010	2011	2012
None	0	0	0	0	0
Total FTE	0	0	0	0	0

Total FT/PT	0 FT / 0 PT				
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Notes

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Operating Expense	163	110	500	500	0	0.00%
Supplies	163	110	500	500	0	0.00%
Total Historic District Commission	163	110	500	500	0	0.00%

Line-Item Detail:

Operating Expense: Covers the costs of legal notices, office supplies & communications.



Town of Natick

2011 Spring Town Meeting – FY 2012 Recommended Budget

Article 11: Section G: Shared Expenses (Unclassified)

Benefits

Employee Fringe Benefits & Insurance

Property & Liability Insurance

Contributory Retirement

Non-Contributory Retirement

Debt Service

Reserve Fund



Town of Natick

2011 Spring Town Meeting - FY 2012 Recommended Budget

Finance Committee Recommendation

Motions for Section G: Shared Expenses (Unclassified)

Motion for Section G under Article 11:

Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of funding the accounts and funds shown below.

Said funds are to be expended under the direction of the following officials or committees:

(con't) Reserve Fund – Finance Committee; Property and Liability Insurance - Town Administrator; Employee Fringe Benefits - Town Administrator; Debt Service - Finance Director/Treasurer, Collector; Contributory Retirement System Pension Liability – Finance Director/Treasurer, Collector; Non Contributory Retirement Pension Liability - Comptroller.

Employee Fringe

Other Personnel Services	\$ 15,231,712
Other Personnel Services	\$ 37,500

Total Employee Fringe	\$ 15,269,212
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Property & Liability Insurance

Purchased Services	\$ 520,958
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Total Prop. & Liab. Insurance	\$ 520,958
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Contributory Retirement

Pension Assessment	\$ 5,626,663
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Total Contributory Retirement	\$ 5,626,663
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Non-Contributory Retirement

Pensions	\$ 90,369
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Total Non-Contributory Retire.	\$ 90,369
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Debt Service

Leased Equipment	\$ 40,000
Principal	\$ 5,638,585
Interest	\$ 3,103,770

Total Debt Service	\$ 8,782,355
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Reserve Fund

Other Charges	\$ 400,000
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Total Reserve Fund	\$ 400,000
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Motion Total

Motion Total	\$ 30,689,557
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And that the above Total Budget Amount be raised from the following sources:

Tax Levy of Fiscal Year 2012	\$ 25,024,611
Free Cash	\$ 1,998,212
Stabilization Fund	\$ -
Overlay Surplus	\$ 1,000,000
Title V Septic	\$ 7,684
Water-Sewer User Fees	\$ 2,535,883
School Building Assistance	\$ 123,167

Total	\$ 30,689,557
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Section G: Shared Expenses (Unclassified)

G1: Employee Fringe Benefits

RECOMMENDATION: By a vote of 12-0-0 on March 28, 2011, The Finance Committee recommends **FAVORABLE ACTION** with regard to the budget for Article 11 ~ Section G1: Employee Fringe Benefits and that the sum of \$15,269,212 be appropriated from the Tax Levy.

Previous Recommendation: By a vote of 10-2-0 on March 01, 2011, The Finance Committee recommended the sum of \$15,398,821 before the March 28th revisions.

The purpose of this article is to fund the operating budget for the **Employee Fringe Benefits Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).

During the review of this article it was noted:

- Total fringe benefit budget of \$15,398,821 proposed for FY 2012 is 4.11% above FY 2011. Health care rates set by West Suburban Health Group are 7% above the previous year, however, the move of all Town employees, except two bargaining units (DPW Laborers and Police Patrolmen) which have not yet settled, to rate saver health insurance plans is projected to save approximately \$648,184 in FY 2012
- Costs associated with the continued utilization of traditional HMO's by the two bargaining units still outstanding total \$1.1 million
- Further cost savings may be realized with the future possibility that funding set aside for "safety nets" against extraordinarily high out of pocket employee health costs can be reduced. This will be evaluated again in the fall.
- Funding is being budgeted again this year (\$37,500) for raises for individuals in the performance range whose performance has been deemed by the Town Administrator to merit an increase.
- Although nearly half (48%) of health plan participants are retirees, active employees account for 74% of total costs.
- Although the Administration is still researching this, as yet no suitable insurance policy has been located to cover the stop loss provisions of the safety nets.
- The safety net funds set aside are intended to provide for all Town employees, both general government and schools.
- The Town's decision to fund health benefits for retirees dates back to a decision to adopt related legislation in March of 1960. Noting that the position of Business Manager was being permanently eliminated, Mr. Chenard stated that a previously decision to eliminate the Administrative Assistant position had been a mistake, and the budget included provision for an Administrative Analyst to assist with the large volume of ongoing data entry and reporting required by the department.



G2: Property & Liability Insurance

RECOMMENDATION: By a vote of 11-0-0 on February 03, 2011, The Finance Committee recommends **FAVORABLE ACTION** with regard to the budget for Article 11 ~ Section G2: Property & Liability Insurance and that the sum of \$520,958 be appropriated from the Tax Levy.

*The purpose of this article is to fund the operating budget for the **Property & Liability Insurance Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *Mr. Palmer noted that the appropriation for this budget had remained flat for the past five years, but said a small increase was proposed for FY 2012 based on the expectation that recent changes to the stated values of Town properties would lead to some slight increases in premiums. He added that the plan was to re-bid this year and it was hoped that these costs could be held static for at least the next two to three years as a result.*
- *Town buildings are usually insured according their appreciated value, but when the corresponding replacement cost begins to exceed that figure by a significant amount, an adjustment to reflect the higher cost is considered prudent.*
- *Deductibles are \$500 for automobiles and \$1,000 for buildings. Although previously the Town had \$0 deductible terms, small deductibles were recently added to help keep premium costs down.*

G3: Contributory Retirement

RECOMMENDATION: By a vote of 14-0-0 on March 01, 2011, The Finance Committee recommends **FAVORABLE ACTION** with regard to the budget for Article 11 ~ Section G3: Contributory Retirement and that the sum of \$5,626,663 be appropriated from the Tax Levy.

*The purpose of this article is to fund the operating budget for the **Contributory Retirement Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *Mr. David Given, a member of the Natick Retirement Board (NRB), joined Ms. Kucala at the podium to present information relating to the Contributory Retirement budget.*
- *Mr. Given noted that he had been the Selectmen’s appointee to the Retirement Board since FY 2001-2002.*
- *Total FY 2012 appropriation across all Town entities is \$5.9 million based on most recent (1/1/2008) actuarial valuation.*
- *Previous modeling predicted FY 2013 appropriation could be as much as \$3 million higher than previous projection of between \$6 M and \$6.5 M.*
- *All systems throughout the state are experiencing significant increases in their unfunded liability due to erosion of investment values as a result of the recent economic situation.*
- *NRB investment returns of 18.9% for 2009 and 13.5% for 2010 were both better than those achieved by the Pension Reserves Investment Trust (PRIT) the State’s pooled investment fund.*



Section G3: Cont'd

- A funding relief bill passed by the state legislature allows extension of the timeframe by which this liability must be fully funded from the current target deadline of 2028 to 2040. Although slowing down the funding schedule would reduce the annual appropriation amount, this could increase the total cost over time by as much as \$100 million due to the effects of inflation and the lower value of assets in the fund available for generating investment income.
- In addition to Mr. Given, other members of the NRB include Mr. Robert Drew, Mr. Michael Melchiorri and Ms. Kucala.
- Although an up to date figure was not currently available, the percentage of the Town's liability currently funded was approximately 66% in 2008, however, it's estimated this may have dropped to approximately 50% today.
- There is presently no requirement to fund the Town's other post-employment benefits (OPEB) which consist, primarily, of health benefits for retirees; however, there is a requirement to calculate the amount of the accrued liability, which was estimated at \$118,478,909 as of two years ago. There is funding in the FY 2011 budget to conduct an actuarial study to update this figure which is currently growing at an estimated rate of approximately \$7.5 million per year.

G4: Non-Contributory Retirement

RECOMMENDATION: By a vote of 13-0-0 on February 08, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section G4: Non-Contributory Retirement and that the sum of \$90,369 be appropriated from the Tax Levy.

The purpose of this article is to fund the operating budget for the **Non-Contributory Retirement Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).

During the review of this article it was noted:

- Ms. White explained that this budget covered the Town's pension obligations for employees who commenced their employment with the Town before January 1, 1939, prior to which employees were not required to make any contribution to the pension plan.
- Although a slight increase is proposed for FY 2012 related to a small cost of living increase, this budget generally declined each year as the number of eligible retirees and/or surviving spouses dwindled.
- This liability is fully funded.

G5: Debt Service

RECOMMENDATION: By a vote of 12-0-0 on March 28, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section G5: Debt Service and that the sum of \$8,782,355 be appropriated from the Tax Levy.

Previous Recommendation: By a vote of 10-0-0 on March 03, 2011, The Finance Committee recommended the sum of \$8,821,485 before the March 28th revisions.

The purpose of this article is to fund the operating budget for the **Debt Service** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).



Section G5: Cont'd

During the review of this article it was noted:

- Mr. Walters Young noted that this budget was increasing by approximately 25%, or slightly over \$1.81 million, in anticipation of the new debt which would be issued in the upcoming year for the two debt exclusion projects, the new High School and the Community/Senior Center. He noted that the within-levy portion was flat.
- Whether borrowing is permissible for an individual item is determined by Massachusetts General Law (MGL) Chapters 44.7 & 44.8, and whether the item cost is \$10,000 or greater.
- The Town's debt service is detailed as a percentage of general fund revenue in the financial indicators developed each September. This is 7.54% in FY 2010 and will increase to 7.74% in FY 2012, as a result of the addition of the two exclusion projects. Credit rating agencies raise alarm flags when this percentage exceeds 20% of operating revenues.
- Because the new debt has not yet been issued, assumptions have been made regarding the amount which will actually be borrowed and the associated borrowing costs. For that reason, this item will be brought back to Town Meeting in the fall, when these figures are known. At that time, the actual impact on taxpayer rates will also be known.
- Although a significant portion of the cost of the high school building project will be reimbursed by the state, the full amount of the project cost authorized by Town Meeting is reflected in the schedules. When the actual borrowing is done, this figure will drop to the Town's share.
- The imminent issue of more than \$50 million in new debt to cover the two debt exclusion projects will be the Town's largest single issue in its history.
- Although the Town is not immune to the challenges inherent in the current economic environment, Natick's financials and status are such that the Town's AAA bond rating is expected to continue.

G6: Reserve Fund

RECOMMENDATION: By a vote of 14-0-0 on February 08, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section G6: Reserve Fund and that the sum of \$400,000 be appropriated from the Tax Levy.

The purpose of this article is to fund the operating budget for the **Reserve Fund** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).

During the review of this article it was noted:

- There have been no withdrawals from Reserves since the current fiscal year began, however, the Administration anticipates an upcoming request related to Fire Department overtime.
- Although this is not formally earmarked, an amount of \$100,000 has been carried in this budget for the past several years as provision against potential School repair needs, particularly at the high school.



Town of Natick

Home of Champions

Department: Employee Fringe

Appropriation Summary

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012	
					\$	%

Other Personnel Services

Worker's Compensation	519,513	420,334	600,000	550,000	-50,000	-8.33%
Unemployment	99,312	218,487	389,691	225,000	-164,691	-42.26%
FICA (All)	726,814	617,228	760,001	750,500	-9,501	-1.25%
Drug & Alcohol testing	3,204	2,866	4,000	4,000	0	0.00%
Medical Insurance (s)	10,589,293	12,148,818	12,482,018	13,124,095	642,077	5.14%
Public Safety Medical (111F)	94,339	83,890	160,000	160,000	0	0.00%
LIUNA	151,312	167,188	183,979	192,117	8,138	4.42%
Benefits Reserve	0	1,875	100,000	100,000	0	0.00%
Retirement Buy-Out Program	110,118	0	92,000	126,000	34,000	36.96%
Total Other Personnel Services	12,293,905	13,660,686	14,771,689	15,231,712	460,023	3.11%

Merit/Performance Raises	0	0	18,750	37,500	18,750	100%
Other Personnel Services	0	0	18,750	37,500	18,750	100%

Total Employee Fringe	12,293,905	13,660,686	14,790,439	15,269,212	478,773	3.24%
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Budget Overview:

This budget covers all fringe benefits, insurances, testings 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

Key Changes for FY 2012:

- Higher Health Care Rates: Health care rates are going to increase 7% from FY 2011 rates to FY 2012, regardless of the plan. This budget projection takes into account contract settlement with 15 of the 17 Town Unions. A detailed summary of each HMO option is attached to this budget.
- Cushion for mid-year plan changes: Particularly with the continued downturn in the economy, it is certainly possible that employees who currently do not currently opt to take benefits may come onto the Town's plan either in an individual or family capacity. To that end we have budgeted 20 extra plans in the Insurance Group Health & Life categories to handle this increase.



Town of Natick

Home of Champions

Department: Employee Fringe

Budget Detail:

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Worker's Compensation	519,513	420,334	600,000	550,000	-50,000	-8.33%
Insurance Unemployment	99,312	218,487	389,691	225,000	-164,691	-42.26%
FICA {Medicare}	726,814	617,228	759,501	750,000	-9,501	-1.25%
FICA {Social Security}	348	0	500	500	0	0.00%
DOT Testing	2,856	2,866	4,000	4,000	0	0.00%
Insurance Group Health & Life	10,589,293	12,148,818	12,482,018	13,124,095	642,077	5.14%
Public Safety C41 S111F Medical	94,339	83,890	160,000	160,000	0	0.00%
LIUNA Pension	151,312	167,188	183,979	192,117	8,138	4.42%
Employee Benefits Reserve	-	1,875	100,000	100,000	0	0.00%
-- Retirement Buy-out Program ---						
Fire Department	110,118	0	50,000	50,000	0	0.00%
Police Department		0	25,000	25,000	0	0.00%
DPW / Highway Division		0	17,000	51,000	34,000	200.00%
Other Personnel Services	12,293,905	13,660,686	14,771,689	15,231,712	460,023	3.11%
Merit/Performance Raises	-	0	18,750	37,500	18,750	100.00%
Other Personnel Services	0	0	18,750	37,500	18,750	100.00%
Total Employee Fringe	12,293,905	13,660,686	14,790,439	15,269,212	478,773	3.24%



Town of Natick

Home of Champions

Department: Employee Fringe

Line-Item Detail

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 2012 is comparable to expected utilization in FY 2010 and FY 2011. *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.

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 90% depending on the coverage selected by the employee. Charts are included in this section to provide greater understanding. Estimates for FY 2011 are based upon Dec. 2009 enrollment counts assuming actual rates for FY 2011 from the West Suburban Health Group.

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. Increased cost driven by increased claim activity in FY 2009 & 2010. The Town does receive reimbursement from insurance companies for expenses incurred under this line-item, up to 75% of the total claim. Average reimbursements for the last three fiscal years have been around \$90,000. That money flows to fund balance at the end of year.

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 from \$.35 cents per hour to \$.75 cents per hour. This provides these workers with an additional pension or annuity upon retirement.

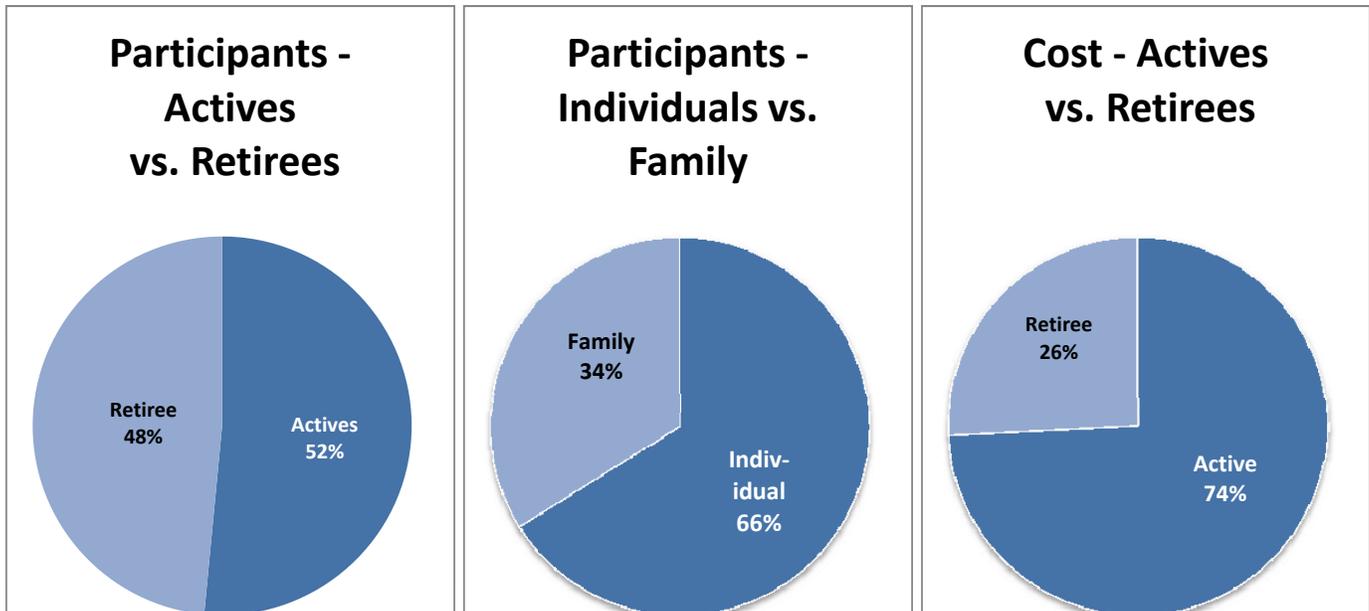
Retirement Buyout:

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

revised 3/1/2011

Active		
- Traditional HMO's	\$	608,796
- Rate Saver HMO's	\$	8,382,238
Tier #1 Safety Net	\$	290,750
Tier #2 Safety Net	\$	100,000
Tier #3 Safety Net	\$	250,000
Sentinel Benefits Administration Fee	\$	39,960
Retiree		
- Retiree Health Plans	\$	3,355,789
Life Insurance (\$4.25/mo. x Total Benefited Employees)	\$	39,882
Flu Shots	\$	7,500
Sentinel Benefits (\$65/MO)	\$	780
Cook & Co - Consultants (\$1,500/QTR)	\$	6,000
Medicare Penalty Re: Section 18 (\$2,700/MO)	\$	32,400
All other Miscellaneous Items: (Health Fair/Legal Issues, etc.)	\$	10,000
Total Employee Health Benefits	\$	13,124,095



Active Employees - Traditional HMO's

Active Employees

Active Employees Plans:	Individual		Family		Total Cost		
	Total	Town Share	Total	Town Share			
HEALTH PLANS:	\$	%	\$	\$	%	\$	\$
Network Blue							
Monthly Rates (Regular Members)	732.00	86.38%	632.30	1,963.00	77.30%	1,517.40	
Participants			4			9	
Annual Total			\$30,350			\$163,879	\$ 194,230
Harvard/Pilgrim PPO							
Rates (Regular Members)	1,420.00	50.00%	710.00	3,154.00	50.00%	1,577.00	
Participants			0			3	\$ -
Annual Total			\$0			\$56,772	\$ 56,772
Harvard/Pilgrim EPO							
Monthly Rates (Regular Members)	690.00	84.96%	586.22	1,798.00	76.71%	1,379.25	
Participants Includes 25 N/H)			6			9	
Annual Total			\$42,208			\$148,959	\$ 191,167
Tufts POS							
Monthly Rates (Regular Members)	1,420.00	50.00%	710.00	3,154.00	50.00%	1,577.00	
Participants			1			0	
Annual Total			\$8,520			\$0	\$ 8,520
Tufts EPO							
Monthly Rates (Regular Members)	730.00	88.73%	647.73	1,910.00	77.75%	1,485.03	
Participants			2			8	
Annual Total			\$15,545			\$142,562	\$ 158,108
Fallon Group Select Care							
Monthly Rates (Regular Members)	613.00	90.00%	551.70	1,651.00	80.00%	1,320.80	
Participants			0			0	
Annual Total			\$0			\$0	\$ -
Fallon Group Direct Care							
Monthly Rates (Regular Members)	568.00	90.00%	511.20	1,535.00	80.00%	1,228.00	
Participants			0			0	
Annual Total			\$0			\$0	\$ -
Premium Cost Summary					Enrollments		
					Single	Family	
Active Health Plans					13	29	
Total Premium							\$ 608,796

Enrollments as of 12/2010

Rates set by West Suburban Health Group on 2/17/2011

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)	603.00	90.00%	542.70	1,620.00	80.00%	1,296.00	
			44			68	
Annual Total			\$286,546			\$1,057,536	\$ 1,344,082
Fallon Group Direct Care							
Monthly Rates (Regular Members)	485.00	90.00%	436.50	1,305.00	80.00%	1,044.00	
Participants			0			1	
Annual Total			\$0			\$12,528	\$ 12,528
Fallon Group Select Care							
Monthly Rates (Regular Members)	521.00	90.00%	468.90	1,404.00	80.00%	1,123.20	
Participants			24			29	
Annual Total			\$135,043			\$390,874	\$ 525,917
Harvard/Pilgrim							
Monthly Rates (Regular Members)	586.00	90.00%	527.40	1,529.00	80.00%	1,223.20	
Participants			141			199	
Annual Total			\$892,361			\$2,921,002	\$ 3,813,362
Tufts Navigator							
Monthly Rates (Regular Members)	620.00	90.00%	558.00	1,623.00	80.00%	1,298.40	
Participants			108			126	
Annual Total			\$723,168			\$1,963,181	\$ 2,686,349

Premium Cost Summary	Enrollments		
	Single	Family	
Active Health Plans	317	423	\$ 8,382,238
Tier #1 Safety Net			\$ 290,750
Tier #2 Safety Net			\$ 100,000
Tier #3 Safety Net			\$ 250,000
Sentinel FSA Costs			\$ 39,960
Total Appropriation Needed			\$ 9,062,948

Enrollments as of 12/2010

Rates set by West Suburban Health Group on 2/17/2011

Retiree Health Care

Retirees - Non Medicare Eligible

Active Employees Plans: HEALTH PLANS:	Individual			Family			Total Cost
	Total	Town Share		Total	Town Share		
	\$	%	\$	\$	%	\$	\$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	603.00	90.00%	542.70	1,620.00	80.00%	1,296.00	
			11			6	
Annual Total			\$71,636			\$93,312	\$ 164,948
Fallon Group Select Care							
Monthly Rates (Regular Members)	521.00	90.00%	468.90	1,404.00	80.00%	1,123.20	
Participants			1			0	
Annual Total			\$5,627			\$0	\$ 5,627
Harvard/Pilgrim							
Monthly Rates (Regular Members)	586.00	90.00%	527.40	1,529.00	80.00%	1,223.20	
Participants			58			37	
Annual Total			\$367,070			\$543,101	\$ 910,171
Tufts Navigator							
Monthly Rates (Regular Members)	620.00	90.00%	558.00	1,623.00	80.00%	1,298.40	
Participants			36			18	
Annual Total			\$241,056			\$280,454	\$ 521,510
Harvard/Pilgrim PPO							
Rates (Regular Members)	1,420.00	50.00%	710.00	3,154.00	50.00%	1,577.00	
Participants			9			2	
Annual Total			\$76,680			\$37,848	\$ 114,528
Tufts POS							
Monthly Rates (Regular Members)	1,420.00	50.00%	710.00	3,154.00	50.00%	1,577.00	
Participants			2			0	
Annual Total			\$17,040			\$0	\$ 17,040

Premium Cost Summary	Enrollments		
	Single	Family	
Active Health Plans	117	63	\$ 1,733,825
Total Appropriation Needed			\$ 1,733,825

Retirees - Medicare Eligible

Senior Plans: HEALTH PLANS:	Individual			HEALTH PLANS:	Individual		
	Total	Town Share			Total	Town Share	
	\$	%	\$	\$	%	\$	
HPHC Medicare Enhancement				Medex III			
Monthly Rates (Senior Care)	406.00	61.87%	251.19	Monthly Rates (Senior Care)	432.00	61.16%	264.21
Monthly Rates (Senior Care)	446.60	61.87%	276.31	Monthly Rates (Senior Care)	475.20	61.16%	290.63
Participants			153	Participants			234
Total			\$484,248	Total			\$779,000
Fallon Senior Plan *				Tufts Medicare Preferred			
Monthly Rates (Senior Care)	267.00	70.25%	187.57	Monthly Rates (Senior Care)	242.00	73.29%	177.36
Monthly Rates (Senior Care)	293.70	70.25%	206.32	Monthly Rates (Senior Care)	266.20	73.29%	195.10
Participants			1	Participants			82
Total			\$2,363	Total			\$87,262
Tufts Medicare Compliment				BCBS Managed Blue for Seniors			
Monthly Rates (Senior Care)	390.00	62.96%	245.54	Monthly Rates (Senior Care)	428.11	61.66%	263.97
Monthly Rates (Senior Care)	429.00	62.96%	270.10	Monthly Rates (Senior Care)	470.92	61.66%	290.37
Participants			73	Participants			13
			\$225,851	Total			\$43,239

Medicare Eligible Retirees	Enrollments		
	Single	Family	
	556	0	
Total Medicare Eligible Employees (Senior Plans)			\$1,621,964

Total Retiree Health Care	\$3,355,789
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Town of Natick

Home of Champions

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. When the FY 2011 budget was approved at the Spring 2010 Annual Town Meeting, the budget had significantly higher unemployment benefits budgeted than previous years due to the prolonged uncertainty of state aid and the possibility of mid-year reductions in force. As the fiscal year has progressed, however, reductions in force were not necessary. We now believe a significant surplus will result in the unemployment line-item for FY 2011. That is detailed below.

Fiscal Year 2011 Unemployment

Original Appropriation	\$ 389,691
<i>Amount Spent through February 2011</i>	<i>\$ 130,337</i>
Balance	\$ 259,354
Average Monthly Expenses	\$ 16,292
Amount Needed through end of year assuming same rate of expense	\$ 65,169
Estimated Balance @ end of year	\$ 194,185

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 2012

At this time, we are proposing a lump-sum of \$225,000 be budgeted for unemployment benefits for FY 2012. As we continue further throughout the FY 2012 budget process, we will revise this number if reductions in force or layoffs are necessary.

ANALYSIS OF CHAPTER 111F EMERGENCY MEDICAL

	FY07	FY08	FY09	FY10	FY11 (7 mos.)	FY12 Budget
CLAIMS	47,351.82	44,997.87	48,319.68	4,375.65	8077.5	25,000.00
PREMIUMS	26,143.00	37,937.00	52,949.00	79,514.00	80989.5	135,000.00
TOTAL	73,494.82	82,934.87	101,268.68	83,889.65	89,067.00	160,000.00

ANALYSIS OF WORKERS COMPENSATION

	FY07	FY08	FY09	FY10	FY11 (7 mos.)	FY12 Budget
CLAIMS ADMIN	6,000.00	6,000.00	6,000.00	4,000.00	2000.00	4,000.00
ON SITE NURSE	14,508.00	19,344.00	19,344.00	19,344.00	9672.00	19,344.00
PREMIUMS	399,864.00	309,408.00	356,642.00	320,586.00	239841.00	400,000.00
CLAIMS	74,239.00	192,002.00	137,527.28	76,403.72	38439.08	126,656.00
TOTAL	494,611.00	526,754.00	519,513.28	420,333.72	289,952.08	550,000.00



Town of Natick

Home of Champions

Department: Property & Liability Insurance

Appropriation Summary

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Operating Expenses						
Purchase of Services	410,799	431,162	496,150	520,958	24,808	5.00%
Total Operating Expenses	410,799	431,162	496,150	520,958	24,808	5.00%
Total Property & Liability Insurance	410,799	431,162	496,150	520,958	24,808	5.00%

Budget Overview:

I. Main Purpose of the Department

To provide property insurance on approximately \$235 million dollars of buildings and \$40 million in contents. Provide \$3 million in general liability coverage plus an additional \$2 million in an umbrella liability policy. Provide commercial fleet auto insurance including collision, comprehensive, and liability coverage. We are insured for boiler & machinery for \$75 million. There are also separate specialty liability policies for public officials liability, school board legal liability, and law enforcement coverage.

II. Recent Developments

The escalating costs for property insurance in the "post 9/11 era" have subsided and increases are now tracking in the 5% - 8% range. Thru continually monitoring and bidding our insurance, we believe that we will be able to hold an increase to the 5% requested in FY2012.

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:

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Package Policy Property/Liability	259,933	248,054	302,650	317,783	15,133	5.0%
Motor Vehicle	122,461	153,897	150,000	157,500	7,500	5.0%
Boiler {Steam Vessels}	16,406	17,842	18,500	19,425	925	5.0%
Insurance Deductibles	11,999	11,369	25,000	26,250	1,250	5.0%
Purchased Services	410,799	431,162	496,150	520,958	24,808	5.0%
Total Property & Liability Ins.	410,799	431,162	496,150	520,958	24,808	5.0%



Town of Natick

Home of Champions

Department: Contributory Retirement

Appropriation Summary

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs 2012	
					\$	%
Operating Expenses						
Funding Schedule - Completion 2026	5,040,179	5,152,503	5,384,366	5,626,663	242,297	4.50%
Total Operating Expenses	5,040,179	5,152,503	5,384,366	5,626,663	242,297	4.50%
Total Contributory Retirement	5,040,179	5,152,503	5,384,366	5,626,663	242,297	4.50%

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 2007, there were 1028 participants in the Natick Retirement System - 573 active, 84 inactive and 371 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 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. 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%.



Town of Natick

Home of Champions

Department: **Contributory Retirement**

Budget Overview: (con't)

II. Recent Developments

The latest actuarial report, conducted by The Segal Group effective January 1, 2008 found that the Natick Retirement System was funded at a ratio of 69.24%, with actuarial value of assets totaling \$90,885,080 while the actuarial accrued liability totaled \$131,268,314. This is an increase from the last actuarial, dated January 1, 2006 where the system was 66.64% 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, 2011 and should likely be available in May 2011.

III. Current Challenges

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:

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Funding Schedule - Completion 2026	5,040,179	5,152,503	5,384,366	5,626,663	231,863	4.5%
Personnel Services	5,040,179	5,152,503	5,384,366	5,626,663	231,863	4.5%
Total Contributory Retirement	5,040,179	5,152,503	5,384,366	5,626,663	231,863	4.5%

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 PERAC Assessment for FY 2011	\$ 5,916,756
less NHA Assessment	\$ (90,236)
less Golf Course Assessment	\$ (12,331)
less Water/Sewer Assessment	\$ (187,526)
Net Retirement Assessment (General Fund)	\$ 5,626,663

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 2026. Under the most current Massachusetts General Law, the Retirement Board has the discretion to extend the deadline up to 2040.

This amount is **net** of the assessment for the Natick Housing Authority.

PERAC

COMMONWEALTH OF MASSACHUSETTS | PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION COMMISSION

DOMENIC J. F. RUSSO, *Chairman* | A. JOSEPH DeNUCCI, *Vice Chairman*
MARY ANN BRADLEY | PAUL V. DOANE | JAMES M. MACHADO | DONALD R. MARQUIS | ROBERT B. McCARTHY

JOSEPH E. CONNARTON, *Executive Director*

MEMORANDUM

TO: Natick Retirement Board
FROM: *Joseph E. Connarton*
Joseph E. Connarton, Executive Director
RE: Appropriation for Fiscal Year 2011
DATE: November 20, 2009

RECEIVED

NOV 24 2009

BOARD OF SELECTMEN
NATICK, MA

Required Fiscal Year 2011 Appropriation: **\$5,661,968**

This Commission is hereby furnishing you with the amount to be appropriated for your retirement system for Fiscal Year 2011 which commences July 1, 2010.

Attached please find summary information based on the present funding schedule for your system and the portion of the Fiscal Year 2011 appropriation to be paid by each of the governmental units within your system. The amounts were determined by Segal as part of their January 1, 2008 actuarial valuation report.

If your System has a valuation currently in progress, you may submit a revised funding schedule to PERAC upon its completion. The current schedule is/was due to be updated by Fiscal Year 2012.

If you have any questions, please contact PERAC's Actuary, Jim Lamenzo, at (617) 666-4446 Extension 921.

JEC/jrl
Attachments

cc: Board of Selectmen
Town Meeting
c/o Town Clerk

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Natick Retirement Board

Projected Appropriations

Fiscal Year 2011 - July 1, 2010 to June 30, 2011

Aggregate amount of appropriation: **\$5,661,968**

Fiscal Year	Estimated Cost of Benefits	Funding Schedule (Excluding ERI)	ERI	Total Appropriation	Pension Fund Allocation	Pension Reserve Fund Allocation	Transfer From PRF to PF
FY 2011	\$7,011,578	\$5,661,968	\$0	\$5,661,968	\$5,661,968	\$0	\$1,349,610
FY 2012	\$7,335,775	\$5,916,756	\$0	\$5,916,756	\$5,916,756	\$0	\$1,419,019
FY 2013	\$7,674,599	\$6,183,010	\$0	\$6,183,010	\$6,183,010	\$0	\$1,491,589
FY 2014	\$8,028,711	\$6,461,246	\$0	\$6,461,246	\$6,461,246	\$0	\$1,567,465
FY 2015	\$8,398,799	\$6,752,002	\$0	\$6,752,002	\$6,752,002	\$0	\$1,646,797

The Total Appropriation column shown above is in accordance with your current funding schedule and the scheduled payment date(s) in that schedule. Whenever payments are made after the scheduled date(s), the total appropriation should be revised to reflect interest at the rate assumed in the most recent actuarial valuation. Payments should be made before the end of the fiscal year.

For illustration, we have shown the amount to be transferred from the Pension Reserve Fund to the Pension Fund to meet the estimated Cost of Benefits for each year. If there are sufficient assets in the Pension Fund to meet the Cost of Benefits, this transfer is optional.

SECTION 3: Supplemental Information for the Town of Natick Contributory Retirement System

EXHIBIT G

Department Results as of January 1, 2008

Category	Housing	Public Safety	Water & Sewer Enterprise Fund	Sassamon Trace Enterprise Fund	All Others	Total
1. Demographics						
Actives	13	156	26	2	376	573
Inactives	1	4	2	0	77	84
Retired	0	135	16	0	220	371
Total	14	295	44	2	673	1,028
2. Total normal cost	\$73,161	\$1,766,370	\$132,003	\$17,762	\$2,055,121	4,044,417
3. Administrative expenses	3,980	96,083	7,180	966	111,791	220,000
4. Expected employee contributions	47,887	883,231	111,389	8,360	1,202,043	2,252,910
5. Employer normal cost:						
(2) + (3) - (4)	\$29,254	\$979,222	\$27,794	\$10,368	\$964,869	\$2,011,507
6. Employer normal cost as a percent of payroll	4.6%	9.8%	2.1%	12.2%	7.0%	7.8%
7. Actuarial accrued liability	\$2,064,277	\$67,238,087	\$5,751,111	\$45,973	\$56,168,866	\$131,268,314
8. Actuarial value of assets	1,429,003	46,545,792	3,981,226	45,973	38,883,086	90,885,080
9. Unfunded actuarial accrued liability:						
(7) - (8)	635,274	20,692,295	1,769,885	--	17,285,780	40,383,234
10. Payroll	636,700	9,966,535	1,332,790	84,845	13,754,606	25,775,476
11. Fiscal year 2009 appropriation	81,426	2,679,684	170,884	10,805	2,391,573	5,334,373
12. Fiscal year 2010 appropriation	82,632	2,720,199	171,725	11,291	2,432,304	5,418,151
13. Fiscal year 2011 appropriation	86,350	2,842,608	179,453	11,799	2,541,758	5,661,968

Notes: Recommended contributions are assumed to be paid on July 1 and December 31.



Town of Natick

Home of Champions

Department: Non - Contributory Retirement

Appropriation Summary

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012	
					\$	%
Other Personnel Services						
Pensions - Non-Contributory	114,782	90,744	88,569	90,369	1,800	2.03%
Total Other Personnel Services	114,782	90,744	88,569	90,369	1,800	2.03%

Total Non-Contributory Retirement	114,782	90,744	88,569	90,369	1,800	2.03%
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Budget Overview:

Nearly all employees who have worked for the Town of Natick are part of the Natick Retirement System and have been required to contribute part of their weekly earnings towards the pension system. However a few employees and their beneficiaries have not been required to contribute. Prior to January 1, 1939, employees were not required to contribute into the retirement system. This budget provides for the pensions for those beneficiaries.

Budget Detail:

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012	
					\$	%
Pensions Police	26,273	3,975	0	0	0	0.0%
Pensions Fire	54,228	53,139	54,219	55,299	1,080	2.0%
Pensions School	34,282	33,630	34,350	35,070	720	2.1%
Other Personnel Services	114,782	90,744	88,569	90,369	1,800	2.0%
Total Non-Contributory Retirement	114,782	90,744	88,569	90,369	1,800	2.0%

Line-Item Detail:

Other Personnel Services:

Pensions - Fire: Pays for 3 pensions to beneficiaries of retired firemen.
 Pensions - Schools: Pays for 2 pensions of retired school employees.



Town of Natick

Home of Champions

Department: Debt Service

Appropriation Summary

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012	
					\$	%
Operating Expenses						
Leased Equipment	28,711	30,690	40,000	40,000	0	0.00%
Principal	4,852,843	4,822,367	4,967,896	5,638,585	670,689	13.50%
Interest	2,014,438	1,870,553	2,009,423	3,103,770	1,094,347	54.46%
Total Operating Expenses	6,895,992	6,723,610	7,017,319	8,782,355	1,765,036	25.15%

Total Debt Service	6,895,992	6,723,610	7,017,319	8,782,355	1,765,036	25.15%
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Budget Overview:

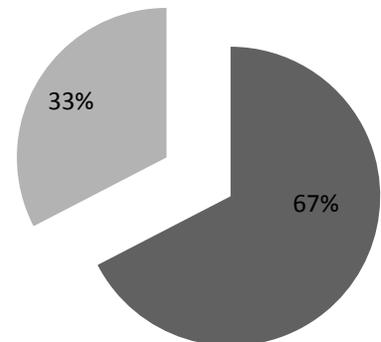
The Town assumes debt to finance many capital projects. Natick's debt is funded through bond issues. State statutes permit maximum terms of bond issues to vary from 5 to 20 years, depending on the purpose of the issue. The Town can only issue new debt with the approval of two-thirds of Town Meeting.

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.

Within-Levy vs. Excluded Debt

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Within-Levy Debt	\$ 4,452,269	\$ 1,439,414	\$ 5,891,683
Excluded Debt*	\$ 1,186,316	\$ 1,664,356	\$ 2,850,672
Total	\$ 5,638,585	\$ 3,103,770	\$ 8,742,355

*Amount shown is an estimate. Actual to be issued not determined as of Town Meeting.



■ Within-Levy Debt
■ Excluded Debt*



Town of Natick

Home of Champions

Department: General Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Issue	Total
			Principal	Principal	Principal	Principal	Principal	Principal	Balance	Principal
1996	Morse Institute Library	\$ 2,814,028	\$ 155,000	\$ 155,000	\$ 155,000	\$ 130,000	\$ -	\$ -	\$ -	\$ 595,000
1998	Landfill Capping	\$ 2,500,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 250,000	\$ 1,000,000
1998	Morse Institute Library	\$ 2,250,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ -	\$ 750,000
1998	Municipal Complex (Town Hall / Safety)	\$ 9,000,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	\$ 3,000,000
1999	Municipal Complex (Town Hall / Safety)	\$ 9,020,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,500,000
1999	Landfill Capping (Net of Surplus to G.C.)	\$ 2,456,916	\$ 114,070	\$ 114,070	\$ 114,212	\$ 110,212	\$ 110,212	\$ 110,212	\$ 330,636	\$ 999,624
2001	Septic Title V (MWPAT) T5-97-1026	\$ 145,813	\$ 7,735	\$ 7,735	\$ 7,735	\$ 7,735	\$ 7,597	\$ 7,597	\$ 22,791	\$ 68,925
2002	Storm Water (MWPAT)	\$ 287,297	\$ 22,954	\$ 22,999	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,953
2003	Land Acquisition *Refunded	\$ 812,000	\$ 87,000	\$ 81,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 240,700
2003	Fuel Storage (Residential) *Refunded	\$ 490,000	\$ 52,500	\$ 49,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 145,250
2003	Fuel Storage (Municipal) *Refunded	\$ 98,000	\$ 10,500	\$ 9,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,050
2004	Septic Title V (MWPAT) T5-97-1026-1	\$ 92,122	\$ 5,127	\$ 4,975	\$ 5,102	\$ 5,102	\$ 5,102	\$ 5,102	\$ 30,850	\$ 61,360
2005	Septic Title V (MWPAT) (Pending)	\$ 150,000	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 90,000	\$ 135,000
2006	Capital Equipment (FY2007) ATM 2006	\$ 130,000	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,000
2006	Capital Equipment (FY2007) ATM 2006	\$ 15,000	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000
2008	Landfill Capping *Refunded	\$ 90,370	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 5,000	\$ -	\$ -	\$ 45,000
2008	Oil Tank Removal / Remediation *Refunded	\$ 306,254	\$ 45,000	\$ 45,000	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ 170,000
2008	Morse Institute Library *Refunded	\$ 1,511,188	\$ 220,000	\$ 210,000	\$ 205,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 835,000
2008	Municipal Complex (Town Hall / Safety) *Re	\$ 341,398	\$ 50,000	\$ 50,000	\$ 45,000	\$ 35,000	\$ -	\$ -	\$ -	\$ 180,000
2009	Glen Street Drainage	\$ 1,065,000	\$ 110,000	\$ 110,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 80,000	\$ 720,000
2009	Glen Street Sidewalk	\$ 355,000	\$ 70,000	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000
2009	Municipal Bldg Improvements	\$ 158,000	\$ 15,917	\$ 15,917	\$ 15,917	\$ 15,917	\$ 15,917	\$ 15,080	\$ 15,080	\$ 109,745
2009	Capital Equipment - Fire Pumper	\$ 400,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 40,000	\$ -	\$ 265,000
2009	Capital Equipment - Trash Packers	\$ 525,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ -	\$ -	\$ -	\$ -	\$ 255,000
2009	Capital Equipment - Catch Basin Cleaner	\$ 190,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 15,000	\$ 15,000	\$ 130,000
2009	Capital Equipment - S-2 DPW Highway	\$ 50,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
2009	Capital Equipment - H-40 DPW Highway	\$ 45,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
2009	Capital Equipment - LF-2 DPW LF&NR	\$ 41,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
2010	Trash Packer	\$ 150,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ 150,000
2010	Municipal Complex HVAC	\$ 410,000	\$ 45,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 120,000	\$ 365,000
2010	Sidewalk Tractor	\$ 117,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 20,000	\$ 100,000
	Estimated - Ambulance 1	\$ 130,000	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	\$ -	\$ -	\$ 130,000
	Estimated - Fire Repeater System	\$ 150,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ 150,000
	Estimated - Dump Truck/Plow H-53	\$ 180,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 72,000	\$ 180,000
	Estimated - Dump Truck/Plow H-44	\$ 180,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 72,000	\$ 180,000
	Estimated - Dispatch Center	\$ 150,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ 150,000
	Estimated - Fire Car #2	\$ 50,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 50,000
	Estimated - Oak Street Improvements	\$ 2,000,000	\$ 133,333	\$ 133,333	\$ 133,333	\$ 133,333	\$ 133,333	\$ 133,333	\$ 1,200,000	\$ 2,000,000
	Estimated - Route 27 Improvements	\$ 120,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ -	\$ -	\$ 120,000
	Estimated - Oak Street Gravel Pit Impr.	\$ 100,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 100,000
	Estimated - Replace H-52	\$ 50,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 50,000
	Estimated - Community Senior Center	\$ 10,000,000	\$ 526,316	\$ 526,316	\$ 526,316	\$ 526,316	\$ 526,316	\$ 526,316	\$ 6,842,105	\$ 10,000,000
Sub-Total (Gen'l Gov)		\$	\$ 3,368,952	\$ 3,288,846	\$ 3,157,115	\$ 2,907,115	\$ 2,491,977	\$ 2,326,140	\$ 9,660,462	\$ 27,200,608



Town of Natick
Home of Champions

Department: General Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2012		Fiscal Year 2013		Fiscal Year 2014		Fiscal Year 2015		Fiscal Year 2016		Fiscal Year 2017		Issue		Total
			Principal	Balance	Principal												
1998	Lilja School	\$ 475,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 175,000
1998	Lilja School	\$ 7,490,000	\$ 391,000	\$ 391,000	\$ 391,000	\$ 391,000	\$ 391,000	\$ 391,000	\$ 391,000	\$ 391,000	\$ 391,000	\$ 391,000	\$ 391,000	\$ 391,000	\$ 391,000	\$ 391,000	\$ 2,737,000
1999	Lilja School	\$ 300,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 45,000	\$ 135,000
2000	Bennet-Hemenway School	\$ 13,200,000	\$ 660,000	\$ 660,000	\$ 660,000	\$ 660,000	\$ 660,000	\$ 660,000	\$ 660,000	\$ 660,000	\$ 660,000	\$ 660,000	\$ 660,000	\$ 660,000	\$ 660,000	\$ 2,640,000	\$ 6,600,000
2004	Wilson Middle School	\$ 9,850,000	\$ 495,000	\$ 495,000	\$ 495,000	\$ 495,000	\$ 495,000	\$ 495,000	\$ 495,000	\$ 495,000	\$ 495,000	\$ 495,000	\$ 495,000	\$ 495,000	\$ 495,000	\$ 3,430,000	\$ 6,385,000
2004	Wilson Middle School	\$ 1,300,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 455,000	\$ 845,000
2004	Kennedy Middle School	\$ 1,000,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ 300,000
2008	Lilja School *Refunded	\$ 135,555	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 5,000	\$ 85,000
2008	Brown School *Refunded	\$ 469,310	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ -	\$ 210,000
2009	School Bldg Improvements	\$ 785,000	\$ 79,083	\$ 79,083	\$ 79,083	\$ 79,083	\$ 79,083	\$ 79,083	\$ 79,083	\$ 79,083	\$ 79,083	\$ 79,083	\$ 79,083	\$ 79,083	\$ 79,083	\$ 74,920	\$ 545,254
2010	Kennedy Renovations	\$ 1,200,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 360,000	\$ 1,080,000
2010	Memorial Renovations	\$ 1,670,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 495,000	\$ 1,500,000
	Estimated - Johnson Boilers	\$ 256,500	\$ 25,650	\$ 25,650	\$ 25,650	\$ 25,650	\$ 25,650	\$ 25,650	\$ 25,650	\$ 25,650	\$ 25,650	\$ 25,650	\$ 25,650	\$ 25,650	\$ 25,650	\$ 102,600	\$ 256,500
	Estimated - Memorial Fire Alarm System	\$ 275,000	\$ 27,500	\$ 27,500	\$ 27,500	\$ 27,500	\$ 27,500	\$ 27,500	\$ 27,500	\$ 27,500	\$ 27,500	\$ 27,500	\$ 27,500	\$ 27,500	\$ 27,500	\$ 110,000	\$ 275,000
	Estimated - Johnson Exterior Windows	\$ 114,000	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400	\$ 45,600	\$ 114,000
	Estimated High School Project	\$ 88,900,000	\$ -	\$ -	\$ 2,286,750	\$ 2,286,750	\$ 2,286,750	\$ 2,286,750	\$ 2,286,750	\$ 2,286,750	\$ 2,286,750	\$ 2,286,750	\$ 2,286,750	\$ 2,286,750	\$ 2,286,750	\$ 38,874,750	\$ 48,021,750
	Sub-Total (Schools)	\$ 2,269,633	\$ 2,254,633	\$ 2,254,633	\$ 4,416,383	\$ 4,416,383	\$ 4,531,383	\$ 4,531,383	\$ 4,416,383	\$ 4,376,383	\$ 4,376,383	\$ 4,362,220	\$ 4,362,220	\$ 4,362,220	\$ 4,362,220	\$ 47,053,870	\$ 69,264,504
	General Fund Total	\$ 5,638,585	\$ 5,543,479	\$ 7,688,498	\$ 7,323,498	\$ 6,868,360	\$ 56,714,332	\$ 96,465,111									
	Total Amount Remaining	\$ 96,465,111	\$ 90,826,526	\$ 85,283,048	\$ 77,594,550	\$ 70,271,052	\$ 63,402,691	\$ 56,714,332	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Town of Natick
Home of Champions

Department: General Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Issue	Total
			Interest	Interest	Interest	Interest	Interest	Interest	Balance	Interest
1996	Morse Institute Library	\$ 2,814,028	\$ 28,903	\$ 20,300	\$ 11,620	\$ 3,640	\$ -	\$ -	\$ -	\$ 64,463
1998	Landfill Capping	\$ 2,500,000	\$ 45,875	\$ 40,063	\$ 34,125	\$ 28,063	\$ 21,875	\$ 15,625	\$ 12,500	\$ 198,125
1998	Morse Institute Library	\$ 2,250,000	\$ 33,375	\$ 27,563	\$ 21,625	\$ 15,563	\$ 9,375	\$ 3,125	\$ -	\$ 110,625
1998	Municipal Complex (Town Hall / Safety)	\$ 9,000,000	\$ 133,500	\$ 110,250	\$ 86,500	\$ 62,250	\$ 37,500	\$ 12,500	\$ -	\$ 442,500
1999	Municipal Complex (Town Hall / Safety)	\$ 9,020,000	\$ 165,563	\$ 140,875	\$ 115,875	\$ 90,563	\$ 64,875	\$ 39,000	\$ 13,000	\$ 629,750
1999	Landfill Capping (Net of Surplus to G.C.)	\$ 2,456,916	\$ 48,459	\$ 42,827	\$ 37,114	\$ 31,534	\$ 25,872	\$ 20,169	\$ 46,179	\$ 252,154
2002	Storm Water (MWPAT)	\$ 287,297	\$ 376	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 376
2003	Land Acquisition *Refunded	\$ 812,000	\$ 7,888	\$ 4,524	\$ 1,450	\$ -	\$ -	\$ -	\$ -	\$ 13,862
2003	Fuel Storage (Residential) *Refunded	\$ 490,000	\$ 4,760	\$ 2,730	\$ 875	\$ -	\$ -	\$ -	\$ -	\$ 8,365
2003	Fuel Storage (Municipal) *Refunded	\$ 98,000	\$ 952	\$ 546	\$ 175	\$ -	\$ -	\$ -	\$ -	\$ 1,673
2006	Capital Equipment (FY2007) ATM 2006	\$ 130,000	\$ 440	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 440
2006	Capital Equipment (FY2007) ATM 2006	\$ 15,000	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60
2008	Landfill Capping *Refunded	\$ 90,370	\$ 1,500	\$ 1,175	\$ 850	\$ 525	\$ 175	\$ -	\$ -	\$ 4,225
2008	Oil Tank Removal / Remediation *Refunded	\$ 306,254	\$ 5,625	\$ 4,163	\$ 2,700	\$ 1,400	\$ -	\$ -	\$ -	\$ 13,888
2008	Morse Institute Library *Refunded	\$ 1,511,188	\$ 27,638	\$ 20,488	\$ 13,663	\$ 7,000	\$ -	\$ -	\$ -	\$ 68,788
2008	Municipal Complex (Town Hall / Safety) *Ref	\$ 341,398	\$ 5,938	\$ 4,313	\$ 2,688	\$ 1,225	\$ -	\$ -	\$ -	\$ 14,163
2009	Glen Street Drainage	\$ 1,065,000	\$ 27,900	\$ 22,400	\$ 18,688	\$ 15,013	\$ 11,206	\$ 7,269	\$ 10,469	\$ 112,944
2009	Glen Street Sidewalk	\$ 355,000	\$ 5,863	\$ 2,363	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,225
2009	Municipal Bldg Improvements	\$ 158,000	\$ 4,252	\$ 3,456	\$ 2,919	\$ 2,361	\$ 1,784	\$ 1,188	\$ 1,791	\$ 17,750
2009	Capital Equipment - Fire Pumper	\$ 400,000	\$ 10,213	\$ 7,963	\$ 6,444	\$ 4,869	\$ 3,238	\$ 1,550	\$ 1,550	\$ 35,825
2009	Capital Equipment - Trash Packers	\$ 525,000	\$ 10,094	\$ 5,844	\$ 2,975	\$ -	\$ -	\$ -	\$ -	\$ 18,913
2009	Capital Equipment - Catch Basin Cleaner	\$ 190,000	\$ 5,031	\$ 4,031	\$ 3,356	\$ 2,656	\$ 1,931	\$ 1,181	\$ 1,781	\$ 19,969
2009	Capital Equipment - S-2 DPW Highway	\$ 50,000	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500
2009	Capital Equipment - H-40 DPW Highway	\$ 45,000	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500
2009	Capital Equipment - LF-2 DPW LF&NR	\$ 41,000	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500
2010	Trash Packer	\$ 150,000	\$ 3,000	\$ 2,500	\$ 1,938	\$ 1,313	\$ 688	\$ -	\$ -	\$ 9,438
2010	Municipal Complex HVAC	\$ 410,000	\$ 9,900	\$ 9,000	\$ 8,100	\$ 7,100	\$ 6,100	\$ 5,000	\$ 7,700	\$ 52,900
2010	Sidewalk Tractor	\$ 117,000	\$ 2,588	\$ 2,288	\$ 1,950	\$ 1,575	\$ 1,200	\$ -	\$ -	\$ 9,600
	Estimated - Ambulance 1	\$ 130,000	\$ 5,200	\$ 4,160	\$ 3,120	\$ 2,080	\$ 1,040	\$ -	\$ -	\$ 15,600
	Estimated - Fire Repeater System	\$ 150,000	\$ 6,000	\$ 4,800	\$ 3,600	\$ 2,400	\$ 1,200	\$ -	\$ -	\$ 18,000
	Estimated - Dump Truck/Plow H-53	\$ 180,000	\$ 7,200	\$ 6,480	\$ 5,760	\$ 5,040	\$ 4,320	\$ 3,600	\$ 7,200	\$ 39,600
	Estimated - Dump Truck/Plow H-44	\$ 180,000	\$ 7,200	\$ 6,480	\$ 5,760	\$ 5,040	\$ 4,320	\$ 3,600	\$ 7,200	\$ 39,600
	Estimated - Dispatch Center	\$ 150,000	\$ 6,000	\$ 4,800	\$ 3,600	\$ 2,400	\$ 1,200	\$ -	\$ -	\$ 18,000
	Estimated - Fire Car #2	\$ 50,000	\$ 2,000	\$ 1,600	\$ 1,200	\$ 800	\$ 400	\$ -	\$ -	\$ 6,000
	Estimated - Oak Street Improvements	\$ 2,000,000	\$ 80,000	\$ 74,667	\$ 69,333	\$ 64,000	\$ 58,667	\$ 53,334	\$ 240,018	\$ 640,018
	Estimated - Route 27 Improvements	\$ 120,000	\$ 4,800	\$ 3,840	\$ 2,880	\$ 1,920	\$ 960	\$ -	\$ -	\$ 14,400
	Estimated - Oak Street Gravel Pit Impr.	\$ 100,000	\$ 4,000	\$ 3,200	\$ 2,400	\$ 1,600	\$ 800	\$ -	\$ -	\$ 12,000
	Estimated - Replace H-52	\$ 50,000	\$ 2,000	\$ 1,600	\$ 1,200	\$ 800	\$ 400	\$ -	\$ -	\$ 6,000
	Estimated - Community Senior Center	\$ 10,000,000	\$ 200,000	\$ 389,474	\$ 368,421	\$ 347,368	\$ 326,315	\$ 305,262	\$ 2,063,104	\$ 3,999,944
	BANs and Issue Costs	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	\$ 360,000
	Bond Refunding (2)	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000
Sub-Total (Gen'l Gov)		\$ -	\$ 1,045,589	\$ 1,040,758	\$ 902,902	\$ 770,096	\$ 645,441	\$ 532,402	\$ 2,412,492	\$ 7,349,680



Town of Natick

Home of Champions

Department: Debt Service

Leased Equipment

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Police Motorcycles	\$ 12,600	\$ 14,220	\$ 15,000	\$ 15,000	0	0.00%
Motor Vehicle Excise Tax	\$ -	\$ -	\$ 750	\$ 750	0	0.00%
Mailing Equipment	\$ 16,111	\$ 16,470	\$ 24,250	\$ 24,250	1,450	6.36%
Purchased Services	\$ 28,711	\$ 30,690	\$ 40,000	\$ 40,000	1,450	3.76%
Total Leased Equipment	\$ 28,711	\$ 30,690	\$ 40,000	\$ 40,000	1,450	3.76%



Town of Natick

Home of Champions

Department: Debt Service

Line-Item Detail

Narrative:

Principal Payments:

The requested budget amount of \$5,638,535 represents repayment of principal for multiple land acquisition, building projects, and capital improvements.

Interest Payments:

The requested budget amount of \$3,103,770 represents the respective interest payments associated with general obligation bonds issued for the projects referenced above.

Bond Anticipation Notes:

The requested budget amount of \$65,000 represents the estimated amount of interest associated potential short term borrowing. This amount also includes issue costs (bond counsel, financial advisor, rating agency fees, etc.) for authorized borrowings. (included within Interest payments total).

Leased Equipment:

Motorcycle leases for the Police Department \$15,000, Excise Tax for leased motorcycles \$750, and leased postage / mail room equipment \$24,250. Total leased equipment budget \$40,000.



Town of Natick

Home of Champions

Department: Reserve Fund

Appropriation Summary

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Other Charges						
Reserve for Appropriation	0	0	400,000	400,000	0	0.00%
Total Operating Expenses	0	0	400,000	400,000	0	0.00%

Total Reserve Fund	0	0	400,000	400,000	0	0.00%
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Budget Overview:

As provided for under M.G.L. Ch. 40, Section 6, every city or town in Massachusetts is allowed to maintain a reserve account or fund within their respective operating budget for "extraordinary or unforeseen expenditures." The Reserve Fund is under the control of the Finance Committee. Disbursements are made by department heads and/or the Town Administrator or the Superintendent requesting transfers be made to their respective budgets.

Reserve Fund History Summary - FY 2004 through 2010

	2004	2005	2006	2007	2008	2009	2010
Appropriations							
Spring Town Meeting	\$ 536,070	\$ 250,000	\$ 300,000	\$ 250,000	\$ 300,000	\$ 400,000	\$ 400,000
Fall Town Meeting			\$ 250,000	\$ 63,500		\$ 76,000	\$ -
Total Appropriation	\$ 536,070	\$ 250,000	\$ 550,000	\$ 313,500	\$ 300,000	\$ 476,000	\$ 400,000
Total Transfers	\$ (403,928)	\$ (222,274)	\$ (403,606)	\$ (225,408)	\$ (220,912)	\$ (402,153)	\$ (208,774)
Ending Balance	\$ 132,142	\$ 27,726	\$ 146,394	\$ 88,092	\$ 79,088	\$ 73,847	\$ 191,226

A detailed description of individual transfers is on the following page.



Town of Natick

Home of Champions

Department: Reserve Fund

Budget Detail:

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Reserve for Appropriation	-	-	400,000	400,000	0	0.00%
Other Charges	-	-	400,000	400,000	0	0.00%
Total Reserve Fund	\$ -	\$ -	400,000	400,000	0	0.00%

Reserve Fund History

This sheet shows the Reserve Fund transfers for FY 2007-FY 2010.

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Original Appropriation	\$ 250,000.00	\$ 300,000.00	\$ 400,000.00	\$ 400,000.00
Revised Appropriation	\$ 313,500.00	\$ 300,000.00	\$ 476,000.00	\$ 400,000.00

Clerk - Salaries	\$ (1,500.00)			\$ (13,500.00)
Clerk - Election Coding		\$ (2,700.00)		
DPW - Facility Repairs/Maintenance	\$ (50,000.00)	\$ (134,000.00)	\$ (45,793.00)	
DPW - Gasoline/Diesel	\$ (51,450.00)			
DPW - Engineering - Pleasant Street			\$ (50,000.00)	
DPW - Street Lighting	\$ (46,000.00)			
DPW - Charles River Dam Project			\$ (100,000.00)	
DPW - Town Hall & Fire/Police Boilers				\$ (105,653.00)
Finance Committee - Salaries		\$ (2,700.00)		
Finance Committee - Printing				\$ (9,621.34)
Fire - Overtime			\$ (23,000.00)	\$ (35,000.00)
Fire - Radios		\$ (6,559.00)		
Fire - Settlement (Labor)		\$ (16,180.70)		
IT - Software Systems Upgrade/Replacement	\$ (0.48)			
IT - Telephone Upgrade	\$ (16,626.00)			
Legal - FLSA Accounting Services		\$ (3,500.00)		
Legal - Judgments	\$ (10,000.00)			
Parks & Rec - East School Tennis Courts	\$ (18,543.00)			
School Department - HS Emergency Repairs			\$ (87,129.89)	
Selectmen - Town Administrator Search	\$ (17,500.00)			
Veterans - Financial Assistance	\$ (13,789.00)	\$ (55,272.20)	\$ (96,229.89)	\$ (45,000.00)

Year-End Balance* \$ 88,091.52 \$ 79,088.10 \$ 73,847.22 \$ 191,225.66

*In FY 2011, \$30,000 has been appropriated leaving a balance of \$370,000 as of the start of the 2011 Spring Annual Town Meeting.



Town of Natick

2011 Spring Town Meeting – FY 2012 Recommended Budget

Article 11: Section H1& H2: Water/Sewer Enterprise Fund

Water & Sewer Enterprise Fund
Sanitary Sewer Collection & Disposal
Water Supply & Distribution
Utility Billing
Debt Service
Fringe Benefits
Budgetary Reserves
Projections & Initial Rate



Town of Natick

2011 Spring Town Meeting - FY 2012 Recommended Budget

Finance Committee Recommendation

Motions for Section H: Water/Sewer Enterprise

Motion for Water/Sewer Enterprise Fund - Section H under Article 11:

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

Sanitary Sewer

Salaries	\$ 659,524
Expenses	\$ 192,650
Other - Chgs. & Expenditures	\$ 4,548,588

Total Sanitary Sewer **\$ 5,400,762**

Water

Salaries	\$ 968,870
Expenses	\$ 910,700
Other - Chgs. & Expenditures	\$ 193,000

Total Water **\$ 2,072,570**

Utility Billing

Salaries	\$ 103,618
Expenses	\$ 120,700

Total Utility Billing **\$ 224,318**

Fringe Benefits

Other Personal Services	\$ 442,499
Other - Chgs. & Expenditures	\$ 187,526

Total Benefits **\$ 630,025**

Water & Sewer Debt Service

Principal	\$ 1,827,139
Interest	\$ 514,079

Total Debt Service **\$ 2,341,218**

Water & Sewer Reserve Fund

Expenses	\$ 200,000
----------	------------

Total W & S Reserve Fund **\$ 200,000**

Motion Total **\$ 10,868,893**

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

Water-Sewer User Fees	\$ 10,868,893
------------------------------	---------------

\$ 10,868,893



Town of Natick

2011 Spring Town Meeting - FY 2012 Recommended Budget

Finance Committee Recommendation

Motions for Section H: Water/Sewer Enterprise

Water/Sewer Indirect Cost Allocations - Motion under Article 11

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

PERCENTAGE ALLOCATIONS	TOTAL
DPW ADMINISTRATION	\$ 122,675
BUILDING MAINTENANCE	112,618
ENGINEERING SERVICES	318,870
GIS SERVICES	(66,936)
EQUIPMENT MAINTENANCE	328,142
HIGHWAY MAINTENANCE	363,134
PUBLIC SAFETY	374,211
FINANCIAL / ADMINISTRATIVE	593,844
DEBT SERVICE	69,626
PROPERTY INSURANCE	208,383
ENERGY	111,315
SUBTOTAL - GENERAL FUND	2,535,883

And that the Sum of \$2,535,883 appropriated in the General Fund be raised from the following source:

Water-Sewer User Fees	\$ 2,535,883
(See Motion for Section G, Article 11: Shared Expenses (Unclassified))	\$ 2,535,883



Section H: Water/Sewer Enterprise

H1: Sanitary Sewer

RECOMMENDATION: By a vote of 11-0-1 on March 28, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section G1: Sanitary Sewer and that the sum of \$5,400,762 be appropriated from the Tax Levy.

Previous Recommendation: By a vote of 13-0-1 on February 17, 2011, The Finance Committee recommended the sum of \$5,381,397 before the March 28th revisions.

The purpose of this article is to fund the operating budget for the Sanitary Sewer Budget for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).

During the review of this article it was noted:

- *Emphasizing that the sewer system was distinct from the storm drain system, a major objective of the department is to reduce the amount of Infiltration & Inflow (I&I) of storm water into the sanitary sewer system. Identifying and repairing leaks in the system, as well as ongoing capital upgrades (relining) to the 147 miles of the sewer collection system continue as a priority to reduce I&I which, in turn, reduces the Town’s Massachusetts Water Resources Authority (MWRA) assessment.*
- *Prolonged heavy rains and flooding during the 2010 spring season required sewer pumps to run continuously for an extended period, resulting in higher than average utility expense for the Division. A corresponding reduction in utility cost in the Water Division reflected reduced need for water pumping, also due to the higher rainfall. Combining the utility budgets for the two divisions would make forecasting these budgets easier, as there is an inverse relationship between the two with respect to the impact of weather.*
- *The MWRA line item was based on data available in December when the budgets were being developed; finalization of the Town’s assessment by the Authority will not be known until June when the State’s budgets are nearer finalization.*
- *Current data which appears on the MWRA public website as of today’s date suggests a figure of \$4,493,588 for the Town’s FY 2012 assessment, which is lower than the \$4,607,057 in the projected budget. Review of the past several years’ expenditures indicates the actual expenditures consistently came in below budget.*
- *There was a request for benchmarking information comparing Natick’s performance in terms of I&I flow percentage, and other parameters, to other communities.*
- *A question was raised as to why the funding for police details was carried as a salary expense rather than as a purchased service.*
- *Allocation of some personnel costs, especially administrative, between the Water and Sewer divisions is difficult because the two function as one department in many respects.*



H2: Water Operations

RECOMMENDATION: By a vote of 10-0-2 on March 28, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section H2: Water Operations and that the sum of \$2,072,570 be appropriated from the Tax Levy.

Previous Recommendation: By a vote of 13-0-1 on February 17, 2011, The Finance Committee recommended the sum of \$2,053,270 before the March 28th revisions.

*The purpose of this article is to fund the operating budget for the **Water Services Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *In addition to the reduction in utility expense related to last year’s weather, there has also been a drop in the price of natural gas.*
- *The Town’s record on drinking water compliance is excellent. Any failure, even false failures, must be reported; however, the Town has not experienced any failures.*
- *Mr. Jack Perodeau, Water Division Supervisor, reported that approximately 6% of the Town’s water delivery was not accounted for, attributable to firefighting, open hydrants, and similar uses which were difficult to track.*

H3: Utility Billing Operations

RECOMMENDATION: By a vote of 13-0-0 on February 24, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section H3: Utility Billing Operations and that the sum of \$224,318 be appropriated from the Tax Levy.

*The purpose of this article is to fund the operating budget for the **Utility Billing Operations Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *Mr. Palmer highlighted upcoming plans to increase the amount and clarity of billing information available on the Town’s website, and to make this information more user friendly.*
- *There is a reduction of \$1,000 in the Operational Staff overtime budget and all non-salary line items were level funded, and net salary increases reflected collective bargaining contract adjustments.*
- *Reducing the frequency of billing is unlikely as there have been requests for more frequent, e.g., monthly, billing.*



H4: W & S Fringe Benefits

RECOMMENDATION: *By a vote of 11-0-1 on March 28, 2011, The Finance Committee recommends **FAVORABLE ACTION** with regard to the budget for Article 11 ~ Section H4: Water & Sewer Fringe Benefits and that the sum of \$630,025 be appropriated from the Tax Levy.*

Previous Recommendation: *By a vote of 12-0-0 on March 01, 2011, The Finance Committee recommended the sum of \$657,636 before the March 28th revisions.*

*The purpose of this article is to fund the operating budget for the **Water & Sewer Fringe Benefits Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *Mr. Walters Young highlighted revisions which had been made to these items to reflect the final health care rates from the West Suburban Health Group.*
- *In response to a member's question, Mr. Walters Young estimated the savings which would be anticipated if the employees in this department, whose contract has not yet been settled, were to move to rate saver plans as between \$30,000 and \$50,000.*

H5: W & S Debt Service

RECOMMENDATION: *By a vote of 14-0-0 on February 17, 2011, The Finance Committee recommends **FAVORABLE ACTION** with regard to the budget for Article 11 ~ Section H5: Debt Service and that the sum of \$2,341,218 be appropriated from the Tax Levy.*

*The purpose of this article is to fund the operating budget for the **Water & Sewer Debt Service Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *Mr. Bob Palmer, Natick Finance Director and Treasurer, noted that these were all fixed costs based on bond issues which had already been released.*
- *He noted that certain of the issues were funded through zero interest loans from the MWRA and from subsidized interest loans through the Massachusetts Water Pollution Abatement Trust (MPAT).*
- *It is the Administration's intent to seek authorization from Spring Town Meeting for at least \$890,000 in new borrowing, and possibly more, if a particular force main project is moved up. This would replace a significant amount of Water & Sewer debt that has been paid down.*
- *Although the Town is not immune to the challenges inherent in the current economic environment, Natick's financials and status are such that the Town's AAA bond rating is expected to continue.*



H6: W & S Reserve Fund

RECOMMENDATION: *By a vote of 14-0-0 on February 17, 2011, The Finance Committee recommends **FAVORABLE ACTION** with regard to the budget for Article 11 ~ Section H6: Water & Sewer Reserve Fund and that the sum of \$200,000 be appropriated from the Tax Levy.*

*The purpose of this article is to fund the operating budget for the **Water & Sewer Reserve Fund** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *Mr. Walters Young explained that this fund provided a “safety valve” if needed for the Water & Sewer Enterprise as the Reserve Fund dispensed by the Finance Committee was not available for use by the Enterprise.*
- *Although the amount appropriated for this account is proportionately higher than the amount budgeted for the Town’s Reserve fund, this is because potential emergencies in this Enterprise would likely be significant and urgent.*

H7: Indirect Cost Allocations

RECOMMENDATION: *By a vote of 13-0-0 on February 24, 2011, The Finance Committee recommends **FAVORABLE ACTION** with regard to the Allocation of Indirect Costs from the Water & Sewer Enterprise Fund and that the sum of \$2,535,833 be appropriated to the Tax Levy.*

The purpose of this article is to use Water & Sewer Enterprise Funds to fund Article 11 Operating budgets for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).

During the review of this article it was noted:

Mr. Walters Young explained that Town Meeting does not appropriate these funds – the action is to approve the use of the Water & Sewer Enterprise funds for appropriation within the respective general fund budgets.



Town of Natick

Home of Champions

Department: Water & Sewer

Enterprise Fund

Appropriation Summary

Sewer Operations						
	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012	
					\$	%
Total Salaries	652,570	632,438	647,083	659,524	12,441	1.2%
Total Operating Expenses	4,171,037	4,471,629	4,610,745	4,741,238	130,493	0.7%
Total Sewer Operations	4,823,607	5,104,066	5,257,828	5,400,762	142,934	0.75%
Water Operations						
	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012	
					\$	%
Total Salaries	900,969	878,924	938,263	968,870	30,607	3.3%
Total Operating Expenses	929,344	872,374	1,143,200	1,103,700	-39,500	-3.5%
Total Water Operations	1,830,313	1,751,298	2,081,463	2,072,570	-8,893	-0.43%
Utility Billing Operations						
	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012	
					\$	%
Total Salaries	93,181	95,503	101,866	103,618	1,752	1.7%
Total Operating Expenses	78,880	68,830	120,700	120,700	0	0.0%
Total Utility Billing Operations	172,061	164,334	222,566	224,318	1,752	0.79%
Employee Benefits						
	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012	
					\$	%
Total Employee Benefits	610,046	606,191	627,468	630,025	2,558	0.4%
Total Employee Benefits	610,046	606,191	627,468	630,025	2,558	0.4%
Debt Service						
	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012	
					\$	%
Debt Service						
Principal	1,635,589	1,627,370	1,805,640	1,827,139	21,499	1.2%
Interest	603,368	671,952	592,776	514,079	-78,697	-13.3%
Total Debt Service	2,238,958	2,299,322	2,398,416	2,341,218	-57,198	-2.4%
Total Debt Service	2,238,958	2,299,322	2,398,416	2,341,218	-57,198	-2.4%
Reserves						
	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012	
					\$	%
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	9,674,985	9,925,209	10,787,740	10,868,893	81,153	0.75%
Indirects	2,546,347	2,506,417	2,449,757	2,535,883	86,126	3.52%



Town of Natick

Home of Champions

Department: Water & Sewer

Enterprise Fund

Mission:

Water & Sewer Operations:

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

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

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

Utility Billing Operations:

The Utility Billing office is responsible for the billing and collecting of Water and Sewer activity. This includes uploading the usage files received from DPW on a monthly basis, recording the receivable due to the Town of Natick, printing and mailing of water/sewer invoices, and posting water/sewer cash receipts. Also process abatements, corrections, final billing for real estate sales and special billings for backflows, valve work, etc, and maintain the senior citizen account designations with the Assessor's Office. Finally, this department is also responsible for answering customer inquiries and problem research.

Goals:

Water & Sewer Operations:

- Replace force sewer mains on Wethersfield Rd.
- Replace outdated water meter transmitters.
- Start media replacement on the air strippers and pressure filters at the water treatment plant.
- Continue the upgrade SCADA software and hardware.
- Install two new sewer station replacements.
- Continue the relocation of Springvale Wells #1 & #3.
- Rehabilitate Evergreen Well #1 & #3
- Replace water services on Cottage St, Pearl St, Plain St.
- Repair Broads Hill & Town Forest Reservoirs.
- Install Chem Feed Buildings at Town Forest and Broads Hill Reservoirs.

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
- Working with Information Technology department, work toward development of intranet

Budget Process Improvements

- 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
- Replacement Sewer Pump Stations

III. Current Challenges

- Implementation of the Infiltration and Inflow (I/I) study of the Town's sewer system
- Maintain program to alleviate chronic sewer back up areas
- Monitoring the sulfides in the sewer system
- Loss of Rate Reduction funding by the MWRA may impact MWRA rates.

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

- Continue to fund the Sewer Pump Station/Line Maintenance to reline problem sewer mains and to continue the Degreasing Program.
- Increase of utility costs
- Fieldstone Lane and Crescent Street sewer pump station renovations

V. On the Horizon

- Coordination of the water and sewer line expansion and rehabilitation with the South Natick Hills and Chrysler Road Housing Development

Department of Public Works Water Division

I. Main Purpose of the Department

The Water Division operates and maintains the Town's water wells and water treatment plant. It provides safe and potable drinking water throughout the 196 miles of distribution mains throughout Town. The Division is responsible for water meter calibration, reading over 12,500 meters, and the installation, inspection and testing of backflow prevention devices. In addition, the Division is responsible for water quality testing on a weekly basis, the testing and maintenance of 1,400 fire hydrants and the repair of water leaks. Personnel from this Division are on-call twenty four hours a day, seven days a week to respond to any water emergency.

II. Recent Developments

- Recertification of the Environmental Management System (ISO 14001) at the Springvale Water Treatment Plant
- Completion of Backflow Prevention Program
- Annual water leak detection program to reduce unaccounted for water.
- Replacement of residential water services on various streets before street rehabilitation.

III. Current Challenges

- Continue to update the ISO 14001 Certification of the Springvale Water Treatment Plant
- Repair of the Broads Hill and Town Forest Reservoirs
- Replacement of Springvale Wells #1 & #3
- Installation of chlorine injector system to the Town Forest Reservoir.
- Replacement of pressure filter media and air stripper media
- 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
- Significant increase in the cost of electricity.



Town of Natick

Home of Champions

Department: Water & Sewer

Enterprise Fund

Budget Overview:

Department of Public Works Water Division (con't)

V. On the Horizon

- Coordination of the water and sewer line rehabilitation with the South Natick Hills and Chrysler Rd Housing Development.

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

In FY2010 a web application that will facilitate the public viewing of actual bills in a “.pdf” format was implemented.

III. Current Challenges

The format and content of information included with the water and sewer bill is being evaluated for clarity. The goal is to improve the information provided to ratepayers.

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

A more informative billing format will be implemented in FY2011. This format will at a minimum include usage history, comprehensive explanation of bill calculation, and other informational materials. The budget request for FY2012 continues to include funding for improved notification to delinquent accounts, notification to subsequent/new property owners, and additional research/resolution for returned mail.

V. On the Horizon

The development of increased Internet access to information and the development of information kiosks at Town Hall and Library are priorities for the near future.



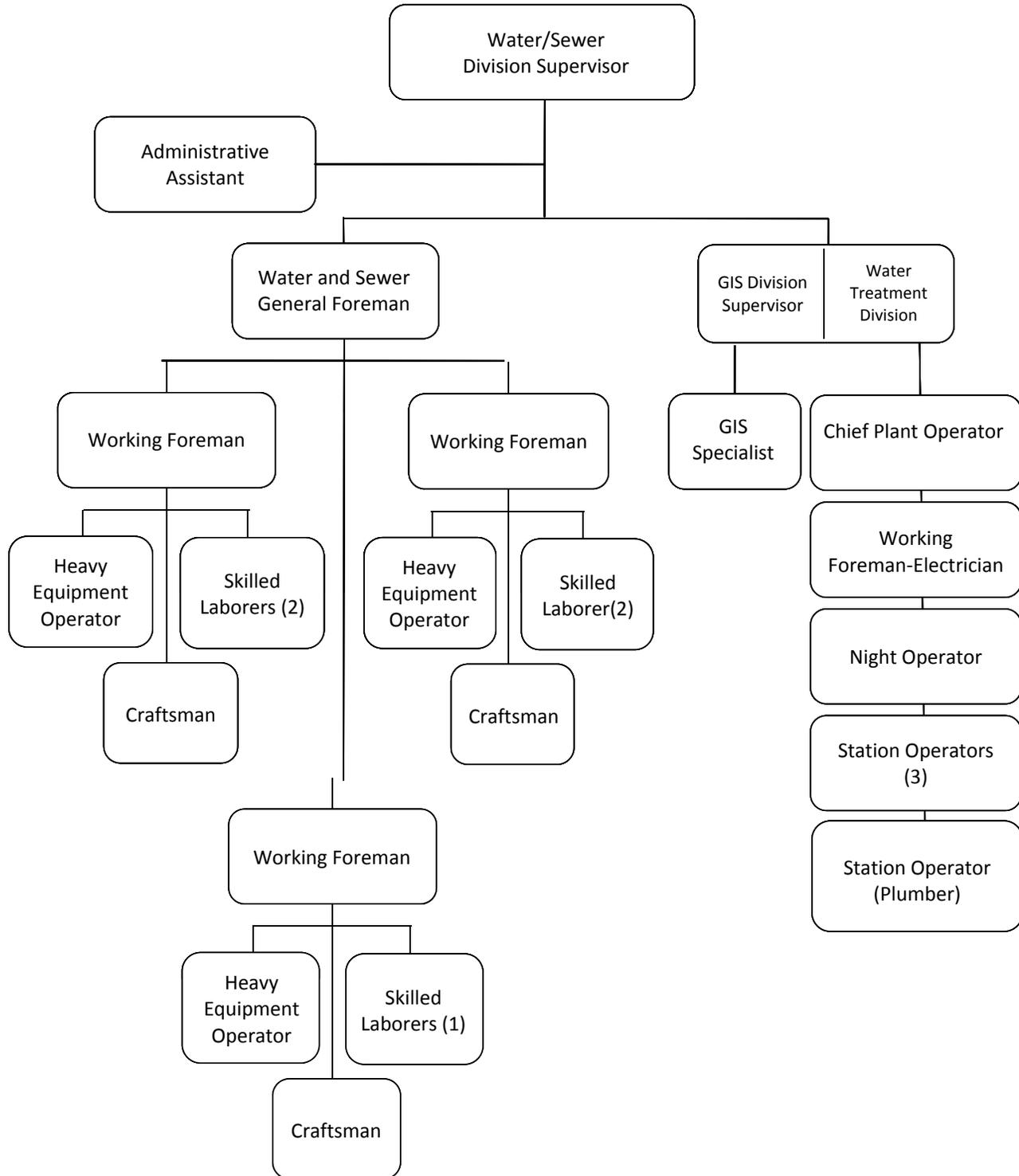
Town of Natick

Home of Champions

Department: Water & Sewer Operations

Enterprise Fund

Organizational Chart



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



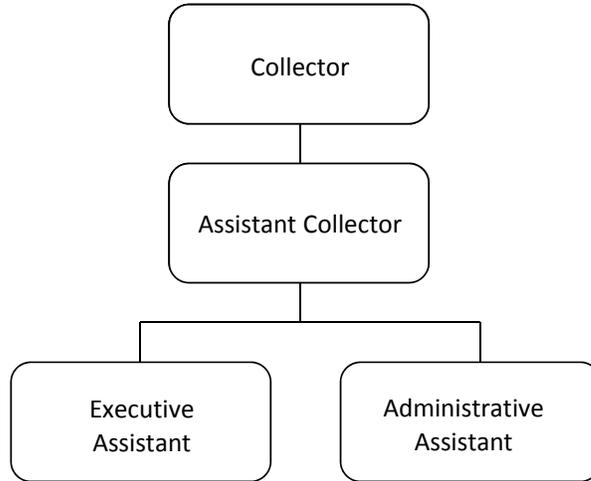
Town of Natick

Home of Champions

Department: Water & Sewer Operations

Enterprise Fund

Organizational Chart: Utility Billing Operations



Note: Utility Billing Division is under the management of the Finance Director / Treasurer / Collector



Town of Natick

Home of Champions

Department: Water & Sewer

Enterprise Fund

Sewer Operations

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012	
					\$	%
Salaries Supervisory	\$ 117,366	119,118	123,994	133,871	9,877	8.0%
Salaries Operational Staff	\$ 419,199	404,057	411,914	422,528	10,614	2.6%
Salaries Temp Oper. - Police Details	\$ 9,169	5,633	5,740	6,975	1,235	21.5%
Supervisory Additional Comp	\$ 11,127	12,827	16,450	12,450	-4,000	-24.3%
Operational Staff Additional Comp	\$ 45,859	18,580	31,485	25,850	-5,635	-17.9%
Operational Staff Overtime	\$ 49,851	72,223	57,500	57,850	350	0.6%
Personnel Services	652,570	632,438	647,083	659,524	12,441	1.9%
Repairs & Maint. Equipment	\$ 1,930	3,000	3,000	3,000	0	0.0%
Repairs & Maint. Other	\$ 2,477	3,000	3,000	3,000	0	0.0%
Utilities Electric	\$ 160,276	185,007	137,000	162,500	25,500	18.6%
Purchase of Services	164,684	191,007	143,000	168,500	25,500	17.8%
Licenses - CDL & Special	\$ 410	713	2,000	2,000	0	0.0%
Clothing Allowance Operational Staff	\$ 3,150	3,247	3,150	3,150	0	0.0%
Other Services Inc.	3,560	3,960	5,150	5,150	0	0.0%
Tech & Prof Svs & MWRA Sulfide Testing	\$ 12,009	11,109	15,000	15,000	0	0.0%
Tech/ Prof. Services	12,009	11,109	15,000	15,000	0	0.0%
Repairs & Maint. Misc. Constr.	\$ 3,877	4,000	4,000	4,000	0	0.0%
Supplies	3,877	4,000	4,000	4,000	0	0.0%
Sewer Pump Station/Line Maintenance	\$ 37,964	41,657	50,000	50,000	0	0.0%
MWRA Sewer Assessment	\$ 3,948,943	4,219,801	4,388,595	4,493,588	104,993	2.4%
Water/Sewer Damage Claims	\$ -	95	5,000	5,000	0	0.0%
Other Chgs. / Exp.	3,986,907	4,261,553	4,443,595	4,548,588	104,993	2.4%
Total Operating Expenses	4,823,607	5,104,066	5,257,828	5,400,762	142,934	2.7%

Water Operations

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012	
					\$	%
Salaries Supervisory	\$ 198,027	207,413	215,263	227,870	12,607	5.9%
Salaries Operational Staff	\$ 597,532	553,053	595,950	620,198	24,248	4.1%
Salaries Temp Operational	\$ 9,316	10,395	21,400	23,642	2,242	10.5%
Supervisory Additional Comp	\$ 22,588	22,477	27,300	22,250	-5,050	-18.5%
Operational Staff Additional Comp	\$ 25,978	26,921	32,650	28,660	-3,990	-12.2%
Operational Staff Overtime	\$ 47,527	58,666	45,700	46,250	550	1.2%
Personnel Services	900,969	878,924	938,263	968,870	30,607	3.3%
Repairs & Maint. Software	\$ 13,896	12,516	15,000	15,000	0	0.0%
Utilities	\$ 430,076	346,055	575,000	524,000	-51,000	-8.9%
GIS Software & Training	\$ 26,208	10,058	25,500	25,500	0	0.0%
Copy/Mail Center Fees	\$ 11,919	19,389	18,000	18,000	0	0.0%
Purchased Services: Miscellaneous	\$ 6,905	8,580	12,000	12,000	0	0.0%
Purchase of Services	489,005	396,598	645,500	594,500	-51,000	-7.9%
Licenses - CDL & Special	\$ 3,372	5,925	6,000	6,000	0	0.0%
Environmental Management - ISO 14001 Certification	\$ -	0	10,000	10,000	0	0.00%
Clothing Allowance Operational Staff	\$ 4,463	4,200	4,200	4,200	0	0.0%
Other Services Inc.	7,835	10,125	20,200	20,200	0	0.0%
Implement SDWA Amendment	\$ 17,293	29,509	20,000	30,000	10,000	50.0%
Water Testing	\$ 17,464	24,556	25,000	25,000	0	0.0%
Tech./Prof. Services	34,757	54,065	45,000	55,000	10,000	22.2%
Repairs & Maint - Equipment	\$ 2,840	2,974	3,000	3,000	0	0.0%



Town of Natick

Home of Champions

Department: Water & Sewer	Enterprise Fund					
Repairs & Maint - Facilities	\$ 1,957	1,960	2,000	2,000	0	0.0%
Repairs & Maint - Hydrants	\$ 8,797	9,854	10,000	10,000	0	0.0%
Repairs & Maint - Misc. Repairs	\$ 16,980	17,919	18,000	18,000	0	0.0%
Repairs & Maint - Misc. Constr	\$ 15,146	17,952	18,000	18,000	0	0.0%
Supplies	45,720	50,660	51,000	51,000	0	0.0%
Chemical Supplies	\$ 143,490	149,840	145,000	145,000	0	0.0%
Obsolete Meters	\$ 28,654	29,874	30,000	30,000	0	0.0%
Service Connections	\$ 12,653	14,843	15,000	15,000	0	0.0%
Other Supplies	184,797	194,557	190,000	190,000	0	0.0%
Water Well/Water Line Maint.	\$ 134,446	138,022	150,000	150,000	0	0.0%
New Hydrant Installation	\$ 9,525	9,227	10,000	10,000	0	0.0%
Asphalt Crushing	\$ 8,896	14,718	15,000	15,000	0	0.0%
Legal Services - Litigation	\$ -	0	0	0	0	#DIV/0!
DEP Assessment	\$ 11,126	1,438	14,000	14,000	0	0.0%
MWRA Discharge Permit	\$ 3,237	2,965	2,500	4,000	1,500	60.0%
Other Charges/Expenditures	167,230	166,370	191,500	193,000	1,500	0.8%
Total Operating Expenses	1,830,313	1,751,298	2,081,463	2,072,570	-8,893	-0.4%

Utility Billing

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2011 vs. 2012	
					\$	%
Salaries Operational Staff	\$ 89,728	90,742	93,499	95,829	2,330	2.5%
Part-Time Operational Staff	\$ 2,905	4,097	4,896	4,835	-61	-1.2%
Operational Staff - Additional Comp	\$ 331	509	471	954	483	102.5%
Operational Staff Overtime	\$ 218	156	3,000	2,000	-1,000	-33.3%
Personnel Services	93,181	95,503	101,866	103,618	1,752	1.7%
Repair & Maint Equipment	\$ 2,143	2,262	4,000	4,000	0	0.0%
In State Travel/Meetings	\$ -	0	500	500	0	0.0%
Training & Education	\$ -	0	2,500	2,500	0	0.0%
Communication Telephone	\$ 1,306	861	1,500	1,500	0	0.0%
Communication Postage	\$ 19,010	18,372	20,000	20,000	0	0.0%
Collection Activities	\$ 40	1,100	10,000	10,000	0	0.0%
Copy/Mail Center Fees	\$ 38,567	34,328	33,000	33,000	0	0.0%
Purchase of Services	61,065	56,924	71,500	71,500	0	0.0%
Utility Billing Software	\$ 746	0	15,000	15,000	0	0.0%
Utility Billing Printing	\$ 13,355	9,123	30,200	30,200	0	0.0%
Tech/Prof. Services	14,101	9,123	45,200	45,200	0	0.0%
Office Supplies	\$ 3,713	2,783	4,000	4,000	0	0.0%
Supplies	3,713	2,783	4,000	4,000	0	0.0%
Total Utility Billing	172,061	164,334	222,566	224,318	1,752	0.8%



Town of Natick

Home of Champions

Department: Water & Sewer

Enterprise Fund

Employee Benefits

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
FICA {Medicare}	\$ 16,486	18,575	19,200	20,100	900	4.7%
Insurance Group Health & Life	\$ 352,873	375,662	388,326	380,795	-7,531	-1.9%
LIUNA Pension	\$ 37,452	40,229	40,489	41,604	1,116	2.8%
Other Personnel Services	406,811	434,466	448,015	442,499	-5,515	-1.2%
Funding Schedule (22 Year) (W&S)	\$ 203,235	171,725	179,453	187,526	8,073	4.5%
Other Charges & Expenditures	203,235	171,725	179,453	187,526	8,073	4.5%
Total Employee Benefits	610,046	606,191	627,468	630,025	20,142	3.3%

Water & Sewer Debt Service

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Water Principal Sub-Totals	\$ 1,238,939	\$ 1,207,720	\$ 1,373,640	\$ 1,479,662	106,022	7.7%
Sewer Principal Sub-Totals	\$ 373,650	\$ 399,650	\$ 407,000	\$ 322,477	-84,523	-20.8%
2008 Capital Equipment	\$ 23,000	\$ 20,000	\$ 25,000	\$ 25,000	0	0.0%
Principal Totals	1,635,589	1,627,370	1,805,640	1,827,139	21,499	1.2%
Interest on Debt Water Sub-Totals	\$ 346,562	\$ 380,213	\$ 375,203	\$ 338,742	-36,461	-9.7%
Interest on Debt Sewer Sub-Totals	\$ 184,543	\$ 160,156	\$ 188,260	\$ 147,275	-40,985	-21.8%
2008 Capital Equipment	\$ 3,506	\$ 3,000	\$ 4,313	\$ 3,063	-1,251	-29.0%
Bond Anticipation Notes	\$ 7,070	\$ 6,707	\$ 25,000	\$ 25,000	0	0.0%
Interest Totals	603,368	671,952	592,776	514,079	-78,697	-13.3%
Total Water & Service Debt Service	2,238,958	2,299,322	2,398,416	2,341,218	-57,198	-2.4%

Reserve Fund

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Reserve Fund	\$ -	0	200,000	200,000	0	0.0%
Total Reserve Fund	-	-	200,000	200,000	0	0.0%



Town of Natick

Home of Champions

Department: Water & Sewer Operations Line-Item Detail

Enterprise Fund

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 as television sewers, replacement of sewer pipe and manholes.

Massachusetts Water Resource Authority (MWRA) Assessment: This fund is for the costs of the town's sewer discharge into the MWRA sewer collection system.

Water Operations

Personnel Services

Salaries Supervisory: To fund the positions of GIS/Water Treatment Plant Supervisor, GIS Specialist and .5 Supervisor of Water and Sewer, who oversees this division.

Salaries Operational Staff: To fund thirteen employees positions who maintain and repair the water distribution system.

Salaries Temporary Operational: This fund is for police details for work done in the roadways and for part time help.

Supervisory Additional Compensation: This fund is for education incentive stipends and service award.



Town of Natick

Home of Champions

Department: Water & Sewer Operations Line-Item Detail

Narrative:

Water Operations (con't)

Operational Staff Additional Compensation: This fund is for longevity and temporary upgrades per union contract.

Operational Staff Overtime: This fund is for emergencies and callbacks after normal operating hours.

Purchase of Services

Repairs and Maintenance Software: This fund is used for 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/Service: 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.



Town of Natick

Home of Champions

Department: Water & Sewer Operations Line-Item Detail

Narrative:

Utility Billing Operations

Personnel Services

Salaries Operational Staff Salaries for two staff positions are funded in this line item. These positions are responsible for preparation of monthly water and sewer charges, special billings (final bills, flat charges, etc.), printing of water / sewer bills, posting payments, customer service inquiries, file maintenance, etc. 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. Costs will also be reduced as a result of utility billing enhancements which include CASS certified mailing of bills.

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. This line item was increased by \$10,000 in FY2009 to facilitate the programming / modifications of an improved bill format, revenue forecasting, and web applications.

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). This line item was increased to include a non capital lease for software to facilitate CASS certified mailings (see reduction in Postage).

Supplies

Office Supplies General office supplies for the Utility Billing Collector's Office for employee benefit and bank reconciliation functions.



Town of Natick

Home of Champions

Department: Water & Sewer Operations Line-Item Detail

Employee Benefits

Pays for benefits for Water & Sewer Benefit eligible employees.

Debt Service

Principal Payments:

The requested budget amount of \$1,827,139 represents repayment of principal for multiple water and sewer capital improvement projects.

Interest Payments:

The requested budget amount of \$514,079 represents the respective interest payments associated with general obligation bonds issued for water and sewer projects. Of that amount, \$25,000 represents the estimated amount for Bond Anticipation Notes & issue costs (bond counsel, financial advisor, rating agency fees, etc.) for authorized borrowings.

Reserve Fund

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

Water & Sewer Employee Health Benefits Summary

Active		
- Traditional HMO's	\$	-
- Rate Saver HMO's	\$	330,023
Tier #1 Safety Net	\$	12,550
Tier #2 Safety Net	\$	-
Tier #3 Safety Net	\$	-
Sentinel Benefits Administration Fee	\$	1,404
Retiree		
- Retiree Health Plans	\$	35,493
Life Insurance (\$4.25/mo. x Total Benefited Employees)	\$	1,325
Total Employee Health Benefits	\$	380,795

Water & Sewer Enterprise - Active Employees - Rate Saver HMO's

Active Employees

Active Employees Plans:	Individual			Family			Total Cost
	Total	Town Share		Total	Town Share		
HEALTH PLANS:							
	\$	%	\$	\$	%	\$	\$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	603.00	90.00%	542.70	1,620.00	80.00%	1,296.00	
			1			2	
Annual Total			\$6,512			\$31,104	\$ 37,616
Fallon Group Direct Care							
Monthly Rates (Regular Members)	485.00	90.00%	436.50	1,305.00	80.00%	1,044.00	
Participants			0			1	
Annual Total			\$0			\$12,528	\$ 12,528
Fallon Group Select Care							
Monthly Rates (Regular Members)	521.00	90.00%	468.90	1,404.00	80.00%	1,123.20	
Participants			0			0	
Annual Total			\$0			\$0	\$ -
Harvard/Pilgrim							
Monthly Rates (Regular Members)	586.00	90.00%	527.40	1,529.00	80.00%	1,223.20	
Participants			4			9	
Annual Total			\$25,315			\$132,106	\$ 157,421
Tufts Navigator							
Monthly Rates (Regular Members)	620.00	90.00%	558.00	1,623.00	80.00%	1,298.40	
Participants			2			7	
Annual Total			\$13,392			\$109,066	\$ 122,458

Premium Cost Summary	Enrollments		
	Single	Family	
Active Health Plans	7	19	\$ 330,023
Tier #1 Safety Net			\$ 12,550
Tier #2 Safety Net			\$ -
Tier #3 Safety Net			\$ -
Sentinel FSA Costs			\$ 1,404
Total Appropriation Needed			\$ 343,977

Enrollments as of 12/2010

Rates set by West Suburban Health Group on 2/17/2011

Water & Sewer Enterprise - Retiree Health Care

Retirees - Non Medicare Eligible

Active Employees Plans:	Individual			Family			Total Cost
	Total	Town Share		Total	Town Share		
HEALTH PLANS:	\$	%	\$	\$	%	\$	\$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	603.00	90.00%	542.70	1,620.00	80.00%	1,296.00	
			0			0	
Annual Total			\$0			\$0	\$ -
Fallon Group Select Care							
Monthly Rates (Regular Members)	521.00	90.00%	468.90	1,404.00	80.00%	1,123.20	
Participants			0			0	
Annual Total			\$0			\$0	\$ -
Harvard/Pilgrim							
Monthly Rates (Regular Members)	586.00	90.00%	527.40	1,529.00	80.00%	1,223.20	
Participants			0			0	
Annual Total			\$0			\$0	\$ -
Tufts Navigator							
Monthly Rates (Regular Members)	620.00	90.00%	558.00	1,623.00	80.00%	1,298.40	
Participants			0			0	
Annual Total			\$0			\$0	\$ -
Harvard/Pilgrim PPO							
Rates (Regular Members)	1,420.00	50.00%	710.00	3,154.00	50.00%	1,577.00	
Participants			0			0	
Annual Total			\$0			\$0	\$ -
Tufts POS							
Monthly Rates (Regular Members)	1,420.00	50.00%	710.00	3,154.00	50.00%	1,577.00	
Participants			0			0	
Annual Total			\$0			\$0	\$ -

Premium Cost Summary	Enrollments		
	Single	Family	
Active Health Plans	0	0	\$ -
Tier #1 Safety Net			\$ -
Tier #2 Safety Net			\$ -
Tier #3 Safety Net			\$ -
Sentinel FSA Costs			\$ -
Total Appropriation Needed			\$ -

Retirees - Medicare Eligible

Senior Plans:	Individual			HEALTH PLANS:	Individual		
	Total	Town Share			Total	Town Share	
HEALTH PLANS:	\$	%	\$	\$	%	\$	
HPHC Medicare Enhancement				Medex III			
Monthly Rates (Senior Care)	406.00	61.87%	251.19	Monthly Rates (Senior Care)	432.00	61.16%	264.21
Monthly Rates (Senior Care)	446.60	61.87%	276.31	Monthly Rates (Senior Care)	475.20	61.16%	290.63
Participants			4	Participants			5
Total			\$12,660	Total			\$16,645
Fallon Senior Plan *				Tufts Medicare Preferred			
Monthly Rates (Senior Care)	267.00	70.25%	187.57	Monthly Rates (Senior Care)	242.00	73.29%	177.36
Monthly Rates (Senior Care)	293.70	70.25%	206.32	Monthly Rates (Senior Care)	266.20	73.29%	195.10
Participants			0	Participants			0
Total			\$0	Total			\$0
Tufts Medicare Compliment				BCBS Managed Blue for Seniors			
Monthly Rates (Senior Care)	390.00	62.96%	245.54	Monthly Rates (Senior Care)	428.11	61.66%	263.97
Monthly Rates (Senior Care)	429.00	62.96%	270.10	Monthly Rates (Senior Care)	470.92	61.66%	290.37
Participants			2	Participants			0
			\$6,188	Total			\$0

Medicare Eligible Retirees	Enrollments	
	Single	Family
	11	0
Total Medicare Eligible Employees (Senior Plans)		

Total Retiree Health Care \$35,493

*Rates Change on 1/1



Town of Natick
Home of Champions

Department: Enterprise Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Issue	Total
			Principal	Principal	Principal	Principal	Principal	Principal	Balance	Principal
1998	Water Treatment Plant	\$ 1,175,000	\$ 62,000	\$ 62,000	\$ 62,000	\$ 52,000	\$ 52,000	\$ 52,000	\$ 139,000	\$ 481,000
1998	Sewer (Pleasant, Rockwood, etc.)	\$ 285,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 25,000	\$ 97,000
1999	Sewer (Pleasant, Eliot, Union, etc.)	\$ 750,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 105,000	\$ 315,000
1999	Sewer (Union St)	\$ 615,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 75,000	\$ 245,000
1999	Water (Lakeshore Dr)	\$ 500,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 75,000	\$ 225,000
2000	Water (Lakeshore Dr)	\$ 540,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 100,000	\$ 250,000
2000	Sewer (Boden Ln & Water, Lincoln, etc.)	\$ 1,335,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 160,000	\$ 400,000
2002	Water Meters	\$ 1,800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 180,000
2002	Water Relining	\$ 700,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ -	\$ 70,000
2002	Water Relining	\$ 1,420,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000
2002	Sewer (Lakeshore Rd)	\$ 430,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000	\$ 220,000
2002	Sewer (Leach Ln)	\$ 210,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000	\$ 110,000
2003	Water Elm Bank *Refunded	\$ 1,375,000	\$ 140,000	\$ 135,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 275,000
2004	Water Meters	\$ 350,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 105,000
2005	Sewer I&I (MWRA)	\$ 338,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2006	Sewer (Speer St, Park Ave	\$ 2,100,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 1,050,000	\$ 1,680,000
2007	Water Treatment (MWPAAT) *Refunded	\$ 4,884,838	\$ 227,662	\$ 233,911	\$ 243,023	\$ 250,438	\$ 258,294	\$ 268,041	\$ 2,553,695	\$ 4,035,063
2008	Water Treatment Plant *Refunded	\$ 225,925	\$ 30,000	\$ 30,000	\$ 25,000	\$ 20,000	\$ 15,000	\$ 15,000	\$ -	\$ 135,000
2009	Water Relining	\$ 3,000,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 2,100,000
2009	Equipment W-9 Backhoe	\$ 90,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ 60,000
2009	Equipment W-29 Dump Truck	\$ 70,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
2010	Water Relining	\$ 600,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 180,000	\$ 540,000
2010	Springvale Well	\$ 250,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 75,000	\$ 225,000
2010	Reservoir Refurbishment	\$ 500,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 150,000	\$ 450,000
2010	Sewer Pump Station 5	\$ 300,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 90,000	\$ 270,000
2010	Sewer Jet Truck	\$ 250,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 75,000	\$ 225,000
2010	Sewer I&I (MWRA)	\$ 77,385	\$ 15,477	\$ 15,477	\$ 15,477	\$ 15,477	\$ -	\$ -	\$ -	\$ 61,908
2010	Water Groundwater Wells	\$ 150,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ 150,000
	Estimated Final Phase V	\$ 800,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 320,000	\$ 800,000
Water and Sewer Enterprise Principal			\$ 1,827,139	\$ 1,423,388	\$ 1,292,500	\$ 1,249,915	\$ 1,232,294	\$ 1,212,041	\$ 5,622,695	\$ 13,859,971
Total Amount Remaining			\$ 13,859,971	\$ 12,032,832	\$ 10,609,444	\$ 9,316,944	\$ 8,067,030	\$ 6,834,736	\$ 5,622,695	\$ -



Town of Natick
Home of Champions

Department: Enterprise Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Issue	Total
			Interest	Interest	Interest	Interest	Interest	Interest	Balance	Interest
1998	Water Treatment Plant	\$ 1,175,000	\$ 22,014	\$ 19,131	\$ 16,186	\$ 13,424	\$ 10,850	\$ 8,250	\$ 14,825	\$ 104,680
1998	Sewer (Pleasant, Rockwood, etc.)	\$ 285,000	\$ 4,454	\$ 3,896	\$ 3,326	\$ 2,744	\$ 2,150	\$ 1,550	\$ 2,825	\$ 20,945
1999	Sewer (Pleasant, Eliot, Union, etc.)	\$ 750,000	\$ 15,264	\$ 13,536	\$ 11,786	\$ 10,014	\$ 8,216	\$ 6,405	\$ 14,665	\$ 79,888
1999	Sewer (Union St)	\$ 615,000	\$ 11,781	\$ 10,300	\$ 8,800	\$ 7,281	\$ 5,869	\$ 4,575	\$ 10,475	\$ 59,081
1999	Water (Lakeshore Dr)	\$ 500,000	\$ 10,903	\$ 9,669	\$ 8,419	\$ 7,153	\$ 5,869	\$ 4,575	\$ 10,475	\$ 57,063
2000	Water (Lakeshore Dr)	\$ 540,000	\$ 12,450	\$ 11,200	\$ 9,938	\$ 8,650	\$ 7,344	\$ 6,025	\$ 16,775	\$ 72,381
2000	Sewer (Boden Ln & Water, Lincoln, etc.)	\$ 1,335,000	\$ 19,920	\$ 17,920	\$ 15,900	\$ 13,840	\$ 11,750	\$ 9,640	\$ 26,840	\$ 115,810
2002	Water Meters	\$ 1,800,000	\$ 8,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,100
2002	Water Relining	\$ 700,000	\$ 3,150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,150
2002	Water Relining	\$ 1,420,000	\$ 6,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,300
2002	Sewer (Lakeshore Rd)	\$ 430,000	\$ 10,820	\$ 9,920	\$ 9,000	\$ 8,040	\$ 7,040	\$ 6,040	\$ 21,220	\$ 72,080
2002	Sewer (Leach Ln)	\$ 210,000	\$ 5,410	\$ 4,960	\$ 4,500	\$ 4,020	\$ 3,520	\$ 3,020	\$ 10,610	\$ 36,040
2003	Water Elm Bank *Refunded	\$ 1,375,000	\$ 8,200	\$ 2,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,900
2004	Water Meters	\$ 350,000	\$ 4,200	\$ 2,800	\$ 1,400	\$ -	\$ -	\$ -	\$ -	\$ 8,400
2005	Sewer I&I (MWRA)	\$ 338,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2006	Sewer (Speer St, Park Ave)	\$ 2,100,000	\$ 66,150	\$ 62,081	\$ 58,144	\$ 54,206	\$ 50,138	\$ 45,938	\$ 262,369	\$ 599,025
2007	Water Treatment (MWPAT) *Refunded	\$ 4,884,838	\$ 106,425	\$ 100,177	\$ 91,065	\$ 83,651	\$ 75,936	\$ 123,775	\$ 217,563	\$ 798,592
2008	Water Treatment Plant *Refunded	\$ 225,925	\$ 4,550	\$ 3,575	\$ 2,600	\$ 1,788	\$ 1,088	\$ 563	\$ 563	\$ 14,725
2009	Water Relining	\$ 3,000,000	\$ 81,375	\$ 66,375	\$ 56,250	\$ 45,750	\$ 34,875	\$ 23,625	\$ 35,625	\$ 343,875
2009	Equipment W-9 Backhoe	\$ 90,000	\$ 2,313	\$ 1,813	\$ 1,475	\$ 1,125	\$ 763	\$ 388	\$ 388	\$ 8,263
2009	Equipment W-29 Dump Truck	\$ 70,000	\$ 750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750
2010	Water Relining	\$ 600,000	\$ 14,700	\$ 13,500	\$ 12,150	\$ 10,650	\$ 9,150	\$ 7,500	\$ 9,900	\$ 77,550
2010	Springvale Well	\$ 250,000	\$ 6,125	\$ 5,625	\$ 5,063	\$ 4,438	\$ 3,813	\$ 3,125	\$ 4,128	\$ 32,316
2010	Reservoir Refurbishment	\$ 500,000	\$ 12,250	\$ 11,250	\$ 10,125	\$ 8,875	\$ 7,625	\$ 6,250	\$ 8,250	\$ 64,625
2010	Sewer Pump Station 5	\$ 300,000	\$ 7,350	\$ 6,750	\$ 6,075	\$ 5,325	\$ 4,575	\$ 3,750	\$ 4,950	\$ 38,775
2010	Sewer Jet Truck	\$ 250,000	\$ 6,125	\$ 5,625	\$ 5,063	\$ 4,438	\$ 3,813	\$ 3,125	\$ 4,128	\$ 32,316
2010	Sewer I&I (MWRA)	\$ 77,385	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2010	Water Groundwater Wells	\$ 150,000	\$ 6,000	\$ 4,800	\$ 3,600	\$ 2,400	\$ 1,200	\$ -	\$ -	\$ 18,000
	Estimated Final Phase V	\$ 800,000	\$ 32,000	\$ 28,800	\$ 25,600	\$ 22,400	\$ 19,200	\$ 16,000	\$ 32,000	\$ 176,000
	BANs and Issue Costs	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ 150,000
	Water and Sewer Enterprise Interest		\$ 514,079	\$ 441,403	\$ 391,463	\$ 345,212	\$ 299,781	\$ 309,117	\$ 708,573	\$ 3,009,628
	Total Amount Remaining		\$ 3,009,628	\$ 2,495,549	\$ 2,054,146	\$ 1,662,683	\$ 1,317,472	\$ 1,017,690	\$ 708,573	\$ -

Summary of Debt - Water & Sewer Enterprise Fund

	Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Issue	Total
Water & Sewer Enterprise Fund Principal	\$ 1,827,139	\$ 1,423,388	\$ 1,292,500	\$ 1,249,915	\$ 1,232,294	\$ 1,212,041	\$ 5,622,695	\$ 13,859,971
Water & Sewer Enterprise Fund Interest	\$ 514,079	\$ 441,403	\$ 391,463	\$ 345,212	\$ 299,781	\$ 309,117	\$ 708,573	\$ 3,009,628
Total Annual Debt Service	\$ 2,341,218	\$ 1,864,790	\$ 1,683,963	\$ 1,595,126	\$ 1,532,075	\$ 1,521,158	\$ 6,331,268	\$ 16,869,599
Total Amount Remaining	\$ 16,869,599	\$ 14,528,381	\$ 12,663,591	\$ 10,979,627	\$ 9,384,501	\$ 7,852,426	\$ 6,331,268	\$ -



Town of Natick

Home of Champions

Department: Water & Sewer Operations

Indirect Cost Allocations

PERCENTAGE ALLOCATIONS	PERSONNEL	FRINGE	EXPENSES	TOTAL
DPW ADMINISTRATION	\$ 77,773	\$ 30,026	\$ 14,876	\$ 122,675
BUILDING MAINTENANCE	\$ 40,676	\$ 15,704	\$ 56,238	\$ 112,618
ENGINEERING SERVICES	\$ 193,907	\$ 74,863	\$ 50,100	\$ 318,870
GIS SERVICES	\$ (48,292)	\$ (18,644)	\$ -	\$ (66,936)
EQUIPMENT MAINTENANCE	\$ 171,352	\$ 66,155	\$ 90,635	\$ 328,142
HIGHWAY MAINTENANCE	\$ 128,722	\$ 49,697	\$ 184,715	\$ 363,134
PUBLIC SAFETY	260,214	100,463	13,534	\$ 374,211
FINANCIAL / ADMINISTRATIVE	305,339	117,885	170,620	\$ 593,844
DEBT SERVICE	-	-	69,626	\$ 69,626
PROPERTY INSURANCE	-	-	208,383	\$ 208,383
ENERGY	-	-	111,315	\$ 111,315
SUBTOTAL - GENERAL FUND	1,129,692	436,149	970,042	\$ 2,535,883

Notes:

Please remember that Town Meeting does not appropriate these - the action taken is to approve these. Appropriation occurs within the respective budgets listed above.

Water/Sewer Enterprise Fund Projection & Initial Proposed Single-Family Home Rate for FY 2012

Water/Sewer Enterprise Fund Projection - FY 2012, FY 2013 & FY 2014

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 2012 should see a nominal increase of 0.04% in most rates (See below). Later years, however, rates will likely be between 4-6% increases annually, driven mainly by anticipated 12.5% increases in the MWRA assessment annually and full funding of capital requests.

	2009 Actual	2010 Actual	2011 Appropriated	2012 Recommended	2013 Estimate	2014 Estimate
Revenues						
User Charges	\$ 13,068,730	\$ 11,745,779	\$ 12,434,497	\$ 12,439,776	\$ 13,107,337	\$ 13,743,410
Connection Fees	\$ 95,193	\$ 117,505	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000
Other Departmental Income	\$ 1,000,186	\$ 1,116,991	\$ 750,000	\$ 750,000	\$ 850,000	\$ 850,000
Investment Income	\$ 48,798	\$ 41,470	\$ 45,000	\$ 45,000	\$ 75,000	\$ 75,000
Capital Article Closeouts/Trans.	\$ -		\$ 150,000	\$ -	\$ -	\$ -
Retained Earnings	\$ -		\$ -	\$ 320,000	\$ 150,000	\$ 400,000
Total Revenues	\$ 14,212,907	\$ 13,021,745	\$ 13,549,497	\$ 13,724,776	\$ 14,352,337	\$ 15,238,410
Expenses						
Sewer	\$ 4,823,607	\$ 5,104,066	\$ 5,257,828	\$ 5,400,762	\$ 5,967,842	\$ 6,594,465
Water	\$ 1,830,313	\$ 1,751,298	\$ 2,081,463	\$ 2,072,570	\$ 2,134,747	\$ 2,198,790
Utility Billing	\$ 172,061	\$ 164,334	\$ 222,566	\$ 224,318	\$ 231,048	\$ 237,979
Fringe Benefits	\$ 610,046	\$ 606,191	\$ 627,468	\$ 630,025	\$ 693,028	\$ 762,331
Debt Service	\$ 2,177,270	\$ 2,299,322	\$ 2,398,416	\$ 2,341,218	\$ 2,189,790	\$ 2,308,963
Reserve Fund	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Indirects (included in G/F)	\$ 2,546,346	\$ 2,506,417	\$ 2,449,757	\$ 2,535,883	\$ 2,535,883	\$ 2,535,883
Capital	\$ 746,635	\$ 350,000	\$ 312,000	\$ 320,000	\$ 400,000	\$ 400,000
Total Expenses	12,906,278	12,781,627	13,549,498	13,724,776	14,352,337	15,238,410

Preliminary Proposed Single-Family Water & Sewer Rates for FY 2012

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 2012 rate setting, which will begin in April 2011. 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 0.04%, or less than a dollar annually.

Rate Options for the average Single-Family House (26.57 HCF/quarter)

2011	Tier	Combined Rate	Consumption	Annual Cost	0.04%
Bills	0-10	\$ 5.70	10	\$ 228.00	
	011-20	\$ 9.76	10	\$ 390.40	
	021-40	\$ 15.72	6.57	\$ 413.12	
			26.57	\$ 1,031.52	
2012 (draft)	Tier	Combined Rate	Consumption	Annual Cost	
Bills	0-10	\$ 5.70	10	\$ 228.10	
	011-20	\$ 9.76	10	\$ 390.57	
	021-40	\$ 15.73	6.57	\$ 413.30	
			26.57	\$ 1,031.96	
Cost increase/year over FY 2011				\$ 0.44	
Cost increase/quarter over FY 2011				\$ 0.11	



Town of Natick

2011 Spring Town Meeting – FY 2012 Recommended Budget

Article 11: Section I: Sassamon Trace Golf Course Enterprise Fund

Sassamon Trace
Operations
Debt Service
Fringe Benefits
Budgetary Reserves
Three-Year Projection



Town of Natick

2011 Spring Town Meeting - FY 2012 Recommended Budget

Finance Committee Recommendation

Motions for Section I: Sassamon Trace Enterprise Fund

Motion for Sassamon Trace Enterprise Fund - Section I under Article 11:

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

Sassamon Trace Operations

Salaries	\$	144,707
Expenses	\$	454,131

Total GC Operations	\$	598,838
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Sassamon Trace Reserve Fund

Expenses	\$	-
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Total GC Reserve Fund	\$	-
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Sassamon Trace Fringe Benefits

Other Personal Services	\$	13,262
Other - Chgs. & Expenditures	\$	12,331

Total GC Fringe Benefits	\$	25,593
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Sassamon Trace Debt Service

Principal	\$	195,931
Interest	\$	99,402

Total GC Debt Service	\$	295,333
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Motion Total	\$	919,764
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And that the above Total Budget Amount be raised from the following sources:

Tax Levy of Fiscal Year 2012	\$	320,000
Golf User Fees	\$	551,400
Golf Retained Earnings	\$	48,364

\$	919,764
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Section I: Sassamon Trace Enterprise

11: Sassamon Trace Operations

RECOMMENDATION: By a vote of 10-1-1 on March 28, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section I1: Sassamon Trace Operations and that the sum of \$598,838 be appropriated from the Tax Levy.

Previous Recommendation: By a vote of 11-1-0 on March 03, 2011, The Finance Committee recommended the sum of \$594,131 before the March 28th revisions.

*The purpose of this article is to fund the operating budget for the **Sassamon Trace Operations Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *Mr. Pete Meagher, Sassamon Trace Golf Course Manager, joined Mr. Dick Cugini to speak to the proposed FY 2012 Golf Course budget.*
- *Recent management decisions have had a significant positive impact on the management and overall fiscal health of the operation:*
 - *The water resource agreement entered into with an abutting landowner to provide an alternate source of irrigation water is projected to reduce irrigation cost significantly. The assistance of Mr. Bob Healey, Acting Chair of the Golf Course Oversight Committee was noted to have been extremely valuable in the work on this project.*
 - *The lease payments on the double-wide trailer serving as a clubhouse for the course will be completed next year at a cost considerably below what construction of an equivalent facility would have been.*
 - *The assistance of Mr. Ciccariello in design of the maintenance building saved the Town approximately \$125,000.*
- *Fiscal 2010 expenses were \$28,157 below FY 2009 due to reduced need for irrigation, elimination of two benefited salary positions and reductions in Pay Plan salary scales. FY 2011 is projected to come in under budget due to declining electricity cost and the impact of the new irrigation system.*
- *FY 2012 operating budget will see the continued impact of the wage scale and irrigation expense reductions, as well as the elimination of lease expense for the clubhouse.*
- *FY 2010 revenue of \$561,918 (up more than \$31,000 from the previous year) was positively affected by 2010's early spring which allowed the course to open on March 2nd. Current projection for FY 2011 is over \$541,000 and an opening around the 25th or 26th of March.*
- *In view of the continuing soft economy, there are no fee increases in the proposed budget. The escalating price of gasoline is anticipated to have a positive impact as people choose to play on local courses rather than traveling greater distances.*
- *Season passes have been revised to reflect use patterns and fill more available course time.*



Section I1: Cont'd

- *A portion of marketing dollars will be shifted from print media to the new website which will go live next month.*
- *The course has continued to enjoy support and contributions from the Supporters' association and Keefe Tech.*
- *The golf course will be 10 years old on September 1, 2011.*
- *The projected use of approximately \$44,000 in retained earnings to support this budget reflects a plan to try to bring greater stability to this operation by reducing the tax levy subsidy each year going forward by an amount approximately equivalent to the amount by which the debt service expense drops. Use of a greater amount of the retained earnings balance is not advised as this serves as the reserve fund for this Enterprise.*
- *Issues to be addressed going forward include the following:*
 - *Provisions for golf cars when the current 3-year lease is up at the end of FY 2012;*
 - *Whether or not to re-bid the turf management contract or bring this in house;*
 - *Plans to explore creation of a well for irrigation may be shelved if the new irrigation arrangement proves successful;*
 - *The Town's Environmental Compliance officer has been asked to evaluate possible use of solar panels to generate electricity for the golf course.*
 - *A major concern is the lack of any middle management support for the golf course manager, who works six days per week during the golf season.*

I2: Sassamon Trace Reserve Fund

RECOMMENDATION: By a vote of 12-0-0 on March 03, 2011, The Finance Committee recommends **FAVORABLE ACTION** with regard to the budget for Article 11 ~ Section I2: Sassamon Trace Reserve Fund and that the sum of \$ 0 be appropriated from the Tax Levy.

*The purpose of this article is to fund the operating budget for the **Sassamon Trace Reserve Fund Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *Mr. Walters Young advised that, as the Retained Earnings served as the reserve for potential emergencies in the Golf Enterprise, there was no funding being recommended for the Golf Enterprise Reserve budget.*

I3: Sassamon Trace Fringe Benefits

RECOMMENDATION: By a vote of 12-0-0 on March 03, 2011, The Finance Committee recommends **FAVORABLE ACTION** with regard to the budget for Article 11 ~ Section I3: Sassamon Trace Fringe Benefits and that the sum of \$25,593 be appropriated from the Tax Levy.

*The purpose of this article is to fund the operating budget for the **Sassamon Trace Fringe Benefits Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*



Section I3: Cont'd

During the review of this article it was noted:

- *Mr. Walters Young noted that health insurance was provided to only one employee and unemployment costs related to two part-time employees who worked in the summer but whose hours dropped during the winter months.*

I4: Sassamon Trace Debt Service

RECOMMENDATION: *By a vote of 11-0-1 on March 03, 2011, The Finance Committee recommends FAVORABLE ACTION with regard to the budget for Article 11 ~ Section I4: Sassamon Trace Debt Service and that the sum of \$295,333 be appropriated from the Tax Levy.*

*The purpose of this article is to fund the operating budget for the **Sassamon Trace Debt Service Budget** for the Fiscal Year 2012 (July 1, 2011 through June 30, 2012).*

During the review of this article it was noted:

- *Mr. Robert Palmer, Natick Finance Director, and Mr. Walters Young noted that the last of the golf course debt would be retired in 2023.*
- *Mr. Palmer reviewed the three components of the debt noting that the first was the original bond and the second two related to two separate Town Meeting authorizations to use excess proceeds from the landfill closure and to appropriate these for purposes related to the golf course.*
- *The first was to rectify an issue resulting from an audit regarding what was charged to the landfill vs. the golf course; and the second represented a portion of the golf course maintenance building.*
- *He said that the two pieces from the landfill closure would be retired a bit earlier than the bond for the golf course construction because the landfill bonds were issued earlier.*



Town of Natick

Home of Champions

Department: Sassamon Trace

Enterprise Fund

Appropriation Summary

Sassamon Trace Golf Course Enterprise Fund

Operations							
	2009	2010	2011	2012	2011 vs. 2012		
	Actual	Actual	Appropriated	Recommended	\$	%	
Salaries							
Personnel Services	138,231	129,639	144,294	144,707	413	0.3%	
Total Salaries	138,231	129,639	144,294	144,707	413	0.3%	
Operating Expenses							
Club House Expense	330,384	340,289	358,098	356,010	-2,088	-0.6%	
Supplies - Club House	22,686	25,788	20,655	21,700	1,045	5.1%	
Other Facility Expense	1,977	600	7,000	7,000	0	0.0%	
Golf Cart Expense	7,257	21,295	22,795	22,821	26	0.1%	
Course Maintenance Expense	69,746	38,444	49,450	46,600	-2,850	-5.8%	
Total Operating Expenses	432,049	426,417	457,998	454,131	-3,867	-0.8%	
Total Operations	570,281	556,056	602,292	598,838	-3,454	-0.57%	

Reserves							
	2009	2010	2011	2012	2011 vs. 2012		
	Actual	Actual	Appropriated	Recommended	\$	%	
Reserve Fund							
Reserve for Appropriation	0	0	0	0	0	#DIV/0!	
Total Reserve Fund	0	0	0	0	0	#DIV/0!	
Total Reserve Fund	0	0	0	0	0	#DIV/0!	

Employee Benefits							
	2009	2010	2011	2012	2011 vs. 2012		
	Actual	Actual	Appropriated	Recommended	\$	%	
Employee Benefits							
Other Personal Services	18,100	13,369	13,276	13,262	-14	-0.1%	
Other Charges & Expenditures	12,000	11,291	11,799	12,331	532	4.5%	
Total Employee Benefits	30,100	24,660	25,075	25,593	518	2.1%	
Total Employee Benefits	30,100	24,660	25,075	25,593	518	2.1%	

Debt Service							
	2009	2010	2011	2012	2011 vs. 2012		
	Actual	Actual	Appropriated	Recommended	\$	%	
Debt Service							
Principal	195,930	195,931	195,931	195,931	0	0.0%	
Interest	125,358	116,856	108,224	99,402	-8,822	-8.2%	
Total Debt Service	321,288	312,787	304,155	295,333	-8,822	-2.9%	
Total Debt Service	321,288	312,787	304,155	295,333	-8,822	-2.9%	

Golf Course	921,669	893,503	931,522	919,764	-11,758	-1.26%	
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Town of Natick

Home of Champions

Department: Sassamon Trace

Enterprise Fund

Mission:

To provide an affordable, quality golf experience for the residents of Natick and surrounding communities by providing well maintained 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 this department is to provide leisure golf opportunities, instruction, merchandise, organized league and tournament play all at reasonable fees on a well maintained golf course.

II. Recent Developments

The 2010 golf season got off to an early start with the golf course opening on March 2, the earliest opening ever. While most golf courses were closed, Sassamon Trace reaped the rewards of the early season golfers. Play continued at a brisk pace through the end of June. July proved to be one of the hottest on record resulting in a 10% reduction in play for the month. August and the fall months were as expected and thanks to the early head start on the season green fee revenue was up 4% compared to the 2009 golf season.

III. Current Challenges

The biggest challenge to this budget will be to bring Season Ticket sales back to FY10 levels. Although Adult and Senior Season Ticket sales have remained flat, it is the Junior Season Ticket sales that have fallen sharply. The Golf Committee and golf course management will work together to create more options to increase Junior Season Ticket sales.

A cost savings measure in the spring of 2009 eliminated two full time benefited positions which included the golf course assistant manager. In addition, the entire pay plan was adjusted downward. This left the golf course manager as the only full time employee while the balance of the staff is part time working 19 hours per week or less. It has become difficult to find qualified personnel that can work on a seasonal



Town of Natick

Home of Champions

Department: Sassamon Trace

Enterprise Fund

Budget Overview:

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

The Supporters of Sassamon Trace Corporation in cooperation with Alex Dowse completed an alternate irrigation water supply for the golf course in November of 2010. The system has been tested and preliminary results look promising. This water supply has the potential to save tens of thousands of dollars annually in the irrigation budget. Mr. Dowse is providing the water at no charge and the Supporters Association provided the funds to install the infrastructure to deliver the water to the irrigation pond. The FY12 budget does provide for \$25,000 in irrigation expenses which is more than a 50% reduction than in past years. A complete irrigation season will be needed to evaluate the full potential of the project.

V. On the Horizon

During this budget year a decision will be made whether to purchase, extend or roll over into a new golf car lease. The facility currently leases 27 Yamaha golf cars from New England Golf Cars at a cost of \$16,800 per year for 3 years. This decision will be based on the condition of the golf cars in the spring of 2012, the buyout price and the rollover cost of a new fleet. It is also possible that the fleet will be replaced in increments over a three year period.

Another project on the horizon is the installation of golf car paths on holes 2,4 and 9. Currently, during periods of wet turf conditions, golf cars may not be used. The installation of golf car paths would allow management to restrict the use of golf cars to the paths only thus allowing the use of the cars earlier in the spring and during periods of very wet weather resulting in additional revenue.

The current turf maintenance contract with Sterling Golf Management will expire in December of 2012. Golf course management will explore whether or not to go out to bid for a new maintenance contract or explore other options. Golf course management meets annually with other municipalities to share information and this will be a topic for discussion.

Finding qualified personnel for the golf staff is always a priority. Each year brings a different set of circumstances due to the seasonal nature of the business. A goal of management is create a full time year round position for a golf professional. This position would spend 8 months in the golf operation and 4 months in another capacity within the town. Management will continually monitor the landscape until the right situation presents itself.

And finally, a project that would greatly enhance the golfers experience is a food and beverage operation (potentially including the sale of alcohol) located on top of the landfill behind the existing 9th green. This outlet will be operational during the peak business months of June, July and August and would be a valuable tool in attracting leagues to the course.

Over the last 10 years, golf course management has been very resourceful in correcting many shortcomings of the golf course construction project. Many projects such as the construction of the new clubhouse and maintenance building have been done very efficiently at low cost. Other projects such as the new irrigation supply, landscaping and asphalt have been completed without town funding. Now that much of the infrastructure is complete, it is time to look forward to the long term plan knowing that management understands the financial situation of the golf course and will act in a fiscally responsible manner.



Town of Natick

Home of Champions

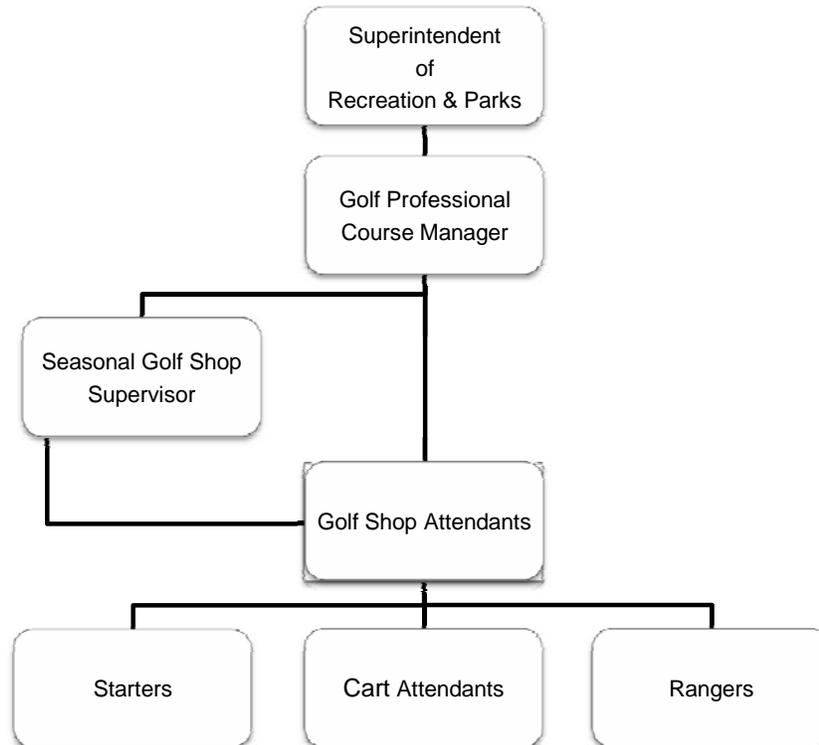
Department: Sassamon Trace Enterprise Fund

Staffing	2008	2009	2010	2011	2012
Golf Course Manager	1	1	1	1	1
Assistant Golf Course Manager	0.6	0.6	0	0	0
Seasonal golf shop supervisor	0	0.6	0.06	0.06	0.06
golf shop attendants	1.5	1.2	2.24	2.24	2.24
Rangers/starters/cart attendants	1.3	1.3	1.0	1.0	1.0
Total FTE	4.4	4.7	4.3	4.3	4.3

Total FT/PT 2FT/ 15PT 3FT/13PT 1FT/17PT 1FT/17PT 1FT/17PT

Notes

Organization Chart



Performance Indicators	2008	2009	2010	2011	2012
Number of Rounds Played	28,752	27,314	30,548	28,441	29,100
Number of Season Pass Holders	184	186	163	162	173
Number of Senior Pass Holders	72	73	77	75	74
Number of Junior Pass Holders	44	50	25	25	35
Green Fee Revenue	\$ 386,080	\$ 333,839	\$ 364,693	\$ 356,257	\$ 357,635
Cart Fee Revenue	\$ 61,088	\$ 57,441	\$ 64,182	\$ 65,184	\$ 65,980
Season Ticket Revenue	\$ 85,233	\$ 83,772	\$ 78,568	\$ 78,193	\$ 80,000
Golf Instruction Revenue	\$ 11,105	\$ 9,229	\$ 8,422	\$ 9,417	\$ 9,500



Town of Natick

Home of Champions

Department: Sassamon Trace

Enterprise Fund

Operations

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Salaries Management	\$ 61,764	61,527	61,764	67,827	6,063	9.8%
Salaries Operational Staff	\$ 12,828	0	5,274	5,180	-94	-1.8%
Salaries Part-time Operational	\$ 35,382	34,653	52,972	52,925	-47	-0.1%
Salaries Golf Support	\$ 28,258	33,459	24,284	18,775	-5,509	-22.7%
Personnel Services	138,231	129,639	144,294	144,707	413	0.3%
Utilities - Electric	\$ 10,863	11,413	18,650	17,750	-900	-4.8%
Building Lease/Repairs	\$ 30,586	31,174	30,640	19,720	-10,920	-35.6%
Lease Payment Land	\$ 55,716	58,016	60,544	62,646	2,102	3.5%
Management Contract Grounds	\$ 218,400	224,664	231,404	238,344	6,940	3.0%
Communication Telephone	\$ 2,794	2,547	2,940	3,000	60	2.0%
Dues/Subscriptions	\$ 150	782	1,000	1,000	0	0.0%
Advertising/Promotion	\$ 1,012	1,840	3,500	3,500	0	0.0%
Bank & Credit Card Fees	\$ 9,237	9,087	7,420	8,900	1,480	19.9%
Software Maintenance	\$ 1,625	765	2,000	1,150	-850	-42.5%
Club House Expense	330,384	340,289	358,098	356,010	-2,088	-0.6%
Supplies - Club House	\$ 2,145	1,872	2,300	1,950	-350	-15.2%
Merchandise Pro Shop	\$ 19,928	23,779	17,355	18,750	1,395	8.0%
Custodial Supplies	\$ 614	137	1,000	1,000	0	0.0%
Supplies - Club House	22,686	25,788	20,655	21,700	1,045	5.1%
Insurance	\$ -	0	5,000	5,000	0	0.0%
Facility Upgrades	\$ 1,977	600	2,000	2,000	0	0.0%
Other Facility Expense	1,977	600	7,000	7,000	0	0.0%
Golf Cart Repairs	\$ 3,339	17,080	17,830	17,830	0	0.0%
Golf Use Sales Tax (ALL)	\$ 3,918	4,215	4,965	4,991	26	0.5%
Golf Cart Expense	7,257	21,295	22,795	22,821	26	0.1%
Utilities - Water	\$ 54,280	21,305	29,500	25,500	-4,000	-13.6%
Environmental Monitoring	\$ 8,866	7,854	8,000	8,000	0	0.0%
Irrigation Electricity	\$ 4,093	6,335	7,450	8,600	1,150	15.4%
Phragmites Control	\$ 2,500	2,700	2,700	2,700	0	0.0%
Course Supplies	\$ 8	249	1,800	1,800	0	0.0%
Course Maintenance Expense	\$ 69,746	\$ 38,444	\$ 49,450	\$ 46,600	-2,850	-5.8%
Total Operating Expenses	\$ 570,281	\$ 556,056	\$ 602,292	\$ 598,838	-3,454	-0.6%



Town of Natick

Home of Champions

Department: Sassamon Trace

Enterprise Fund

Reserve Fund

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
Reserve for Appropriation	\$ -	0	0	0	0	#DIV/0!
Other Charges	0	0	0	0	0	#DIV/0!
Total Reserve Fund	0	0	0	0	0	#DIV/0!

Employee Benefits

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
FICA Medicare	\$ 2,004	1,851	2,092	2,030	-62	-3.0%
Group Insurance Health	\$ 12,723	7,207	8,184	7,032	-1,152	-14.1%
Unemployment	\$ 3,373	4,311	3,000	4,200	1,200	40.0%
Other Personal Services	18,100	13,369	13,276	13,262	(14)	-0.1%
Retirement	\$ 12,000	11,291	11,799	12,331	532	4.5%
Other Charges & Expenditures	12,000	11,291	11,799	12,331	532	4.5%
Total Employee Benefits	30,100	24,660	25,075	25,593	518	2.1%

Debt Service

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Recommended	\$	%
2002 Golf Course	\$ 150,000	150,000	150,000	150,000	0	0.0%
2002 Golf Course (Landfill Portion)	\$ 36,528	36,528	36,528	36,528	0	0.0%
2007 Golf Course (Landfill Portion)	\$ 9,402	9,403	9,403	9,403	0	0.0%
Principal	195,930	195,931	195,931	195,931	0	0.0%
2002 Golf Course	\$ 99,315	92,940	86,490	79,890	-6,600	-7.6%
2002 Golf Course (Landfill Portion)	\$ 20,718	19,020	17,285	15,518	-1,767	-10.2%
2007 Golf Course (Landfill Portion)	\$ 5,325	4,896	4,449	3,994	-455	-10.2%
Interest	125,358	116,856	108,224	99,402	-8,822	-8.2%
Total Debt Service	321,288	312,787	304,155	295,333	-8,822	-2.9%

Total All Sassamon Trace	921,669	893,503	931,522	919,764	-11,758	-1.3%
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Town of Natick

Home of Champions

Department: Sassamon Trace

Line-Item Detail

Enterprise Fund

Narrative:

Operational Expenses

Personnel Services:

Salaries Management - This line item contains a full-time Manager for the Sassamon Trace Golf Course Operation.

Salaries Operational Staff- This line item represents the salary paid to the Recreation Department's Program Coordinator that fills in one day per week to cover the Golf Manager on his day off.

Salaries Part-Time Operational Staff - This line item represents seasonal part-time Club House Attendants that service customers within the golf shop. This staff also provides league administration and golf instruction.

Salaries Golf Support - This line item represents the seasonal part-time Rangers/Starters that service and monitor golfers on the course. This account also represents seasonal part-time Golf Car Attendants that maintain and clean golf carts, keep the trailer area clean and assist the rangers on the Course when needed.

Club House Expenses:

Advertisement/Promotion - This fund covers the costs for promotion of course through discount coupons and newspapers. All legal notices, printed materials and postage costs are covered under this account.

Bank & Credit Card fees - This line item represents the costs to the Town of Natick for being able to process credit cards from Sassamon Trace customers.

Communications and Telephone- Account covers the 4 line phone system, internet and cable service. The Manager's cell phone is also part of this account.

Dues, Subscriptions & Travel - Covers the PGA Membership dues for Golf Professional/Manager along with Massachusetts Golf Association Membership for Sassamon Trace. Also included is mileage funds for manager.

Merchandise Pro-Shop - This account represents the following costs at the Pro-Shop.

- Merchandise
- Food & Beverage
- Handicap System (Called GHIN)
- Cost of Rental Clubs and Pull Carts

Golf Use Sales tax- This represents the Massachusetts 6.25% sales tax on all eligible food, beverage and merchandise sales. It also includes the tax for all rental equipment (golf cars, pull carts and clubs)

Software Maintenance - This account provides funds for computer software, hardware, security and license fees.

Office Supplies - This represents the cost for pencils, gift certificates, postage, general office supplies and equipment supplies.

Electricity - This account provides funds for the electrical operation of the clubhouse, golf carts and maintenance building.

Custodial Supplies - This account covers cleaning supplies, paper goods and custodian supplies.

Golf Course Expenses:

Course Supplies - This represents various items that are needed on the course for the convenience of the golfers. Replacement netting for the golf practice net is also included in this section.

Irrigation/Electricity - This represents the electrical cost for the operation of the irrigation system.

Repairs & Building Leases - This section represents the lease of the 60' x 24' clubhouse. This account also includes the rental of a port-a-potty and clubhouse security system. The fixed yearly maintenance cost for our irrigation computer system is also included in this section.

Irrigation/Water - This line item represents the cost for the Town of Natick water and sewer that the course must pay for.

Lease Payments/Land -This line item represents the current lease payment to Alex Dowse for the rental of land that holes #4 through #8 are located on. By agreement, we are responsible for the taxes of this property.

Maintenance Contract - This represents the payments to Sterling Golf Management for Turf Maintenance of the Golf Course.

Environmental Monitoring - This account represents the environmental monitoring and testing requirements that the Town of Natick must perform as per order of conditions through the Sherborn Conservation Commission.

Phragmite Control - This line item represents the second year of a two-year agreement of the Contract with Lycotte Environmental.

Insurance- This account represents the amount of recommended general liability insurance that is under the town's insurance for covering unforeseen occurrences at Sassamon Trace during the year.



Town of Natick

Home of Champions

Department: Sassamon Trace

Line-Item Detail

Narrative:

Operations (con't)

Golf Carts - This line item represents the third of a three year lease agreement for 27 golf carts. Retained earnings in the amount of \$6,000/yr. will be needed to be assessed against this three year lease agreement. A small remaining amount of money is also in this account for minor repairs to the golf cart fleet.

Facility Upgrades - This account represents renovations to the Course that are not the responsibility of Sterling Golf Management. The work for this year would include the completion of paving the parking lot with asphalt as needed and cart path maintenance.

Reserve Fund

Employee Benefits - Pays for the health care and retirement assessment costs of the Golf Course Manager. Money is 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.

Sassamon Trace Golf Course Revenue/Expenditure Summary - Forecast

	FY09	FY10	FY11	FY 12	FY 13	FY 14
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Revenue						
Golf Course Revenue	\$ 530,040	\$ 561,918	\$ 540,600	\$ 551,400	\$ 562,400	\$ 573,648
Retained Earnings*	\$ 59,232	\$ 41,430	\$ 56,421	\$ 48,364	\$ 41,029	\$ 43,215
Total Revenue	\$ 589,272	\$ 603,348	\$ 597,021	\$ 599,764	\$603,429	\$616,863
Expenses						
Personnel Services						
Staffing	\$ 138,231	\$ 129,639	\$ 144,294	\$ 144,707	149,772	155,014
Expenses						
Maint. Contract	\$ 218,400	\$ 224,664	\$ 231,404	\$ 238,344	245,500	245,501
Water/Sewer	\$ 54,280	\$ 21,305	\$ 29,500	\$ 25,500	25,500	25,500
Building leases	\$ 30,589	\$ 31,174	\$ 30,640	\$ 19,720	5,000	5,000
Electricity/heat	\$ 14,956	\$ 17,749	\$ 26,100	\$ 26,350	27,141	27,955
Merchandise/food	\$ 19,278	\$ 23,779	\$ 17,355	\$ 18,750	19,313	19,892
Environmental	\$ 8,866	\$ 7,854	\$ 8,000	\$ 8,000	8,240	8,487
Land Lease	\$ 55,716	\$ 58,016	\$ 60,544	\$ 62,966	66,114	69,420
Golf cart repairs	\$ 3,339	\$ 17,080	\$ 17,830	\$ 17,830	19,613	19,613
Other misc. costs	\$ 26,619	\$ 24,796	\$ 36,624	\$ 36,671	37,771	38,904
Operations	\$ 570,274	\$ 556,056	\$ 602,291	\$ 598,838	603,963	615,286
Fringe benefits	\$ 30,100	\$ 24,660	\$ 25,075	\$ 25,593	23,152	25,468
Debt and Interest	\$ 321,288	\$ 312,787	\$ 304,155	\$ 295,333	286,314	276,110
Total Expense	\$ 921,662	\$ 893,503	\$ 931,521	\$ 919,764	913,429	916,863
Appropriated Subsidy	\$ 355,000	\$ 355,006	\$ 334,500	\$ 320,000	\$ 310,000	\$ 300,000
Year-End Balance	\$ 22,610	\$ 64,851	\$ -			

Notes:

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

FY 2011 Certified Retained Earnings Spenddown Proposal

Beginning	\$ 111,897
Less FY 2012 Oper. Subsidy	\$ (48,364)
Remaining Proposed Balance	\$ 63,533