

Section I

Reports from Town Departments, Committees, Boards, & Commissions

General Government

Board of Selectmen & Town Administrator

The Board of Selectmen saw one change in its membership during calendar 2011; Selectman John Connolly announced that he did not intend to run for reelection at the expiration of his term; Nicholas S. Mabardy was elected to the Board in the spring Town Election.

There were several common themes in the initiatives and accomplishments of the Board of Selectmen and Town Administrator this year, notably ensuring continued progress with our many community “greening” programs, advancing the Town’s financial stability, and continued analysis and implementation of efficiency improvements in town operations.

In 2010, the Town of Natick was designated as a “Green Community” by the Massachusetts Executive Office of Energy and Environmental Affairs, and in 2011 the Town leveraged the opportunities made available through this designation and associated grant funds to launch several initiatives. These opportunities are very much appreciated and sought out by the Board of Selectmen and Town Administrator, who help to guide the proper stewardship of our resources and community. Specific project examples in 2011 include:

- Installation of solar photovoltaic panels at the Wilson and Kennedy Middle Schools and Memorial and Bennett-Hemenway Elementary Schools for an estimated total first year energy savings of close to \$70,000. Further installations have been approved for the new Natick High School and Community/Senior Center for additional estimated first year savings of \$20,000. All told, these projects will reduce Natick’s greenhouse gas (carbon dioxide) emissions by an estimated 1.16 million pounds per year, an amount equivalent to removing 390 cars from Natick roads annually. These projects have all been accomplished at no cost to the Town of Natick. We are still exploring the feasibility of system installations at the Sassamon Trace Golf Course and the former gravel pit site on Oak Street.
- Purchase of a Ford Escape hybrid utilizing a grant that funded the additional up-front costs associated with hybrid vehicles. This vehicle is being used by the building inspector staff – short “around town” type trips that maximize the fuel efficiency of hybrid vehicles.
- Initiation of a pilot program for new energy efficient street lighting. If the results are favorable, over the next 5 – 8 years all of the street lighting will be replaced saving maintenance costs (as the LED lighting lasts over 10 times longer than the various types of lighting currently in use) while significantly reducing energy usage and electricity costs. Energy savings of 32 – 65% are projected, depending on the type of lighting being replaced.
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These are cited as perhaps the most interesting green initiatives, but we wish to emphasize to residents that this way of thinking permeates throughout our organization; we continuously strive to improve our performance with respect to energy efficiency and respect for our natural resources.

The goal of ensuring a sustainable financial future for the Town while enhancing the community’s understanding of the budgeting process were also pervasive themes throughout our work this year. The Town this year was honored to receive the Government Finance Officers Association’s Distinguished Budget Presentation Award. This award is the culmination of the Administration’s continued efforts to improve the quality, clarity and consistency of the Town’s annual capital and operating budget presentations. The criterion used to evaluate a budget for this award serve as the guiding principles that the Administration has used to refine the budget in Natick. Specifically, we strive to ensure that the budget serves as:

- A policy document
- A financial plan
- An operations guide
- A communication device

The Town Administrator and Board of Selectmen continue to advocate against the use of non-recurring revenues in support of the General Government and School operations, in order to ensure that our programs and services are sustainable into future. While recurring revenues remain an ongoing challenge, the Town this year had sufficient one-time revenues to allow us to present to Town Meeting significant investments in our capital needs; in fact, we were able this year to catch up on the backlog of capital projects created through years of inadequate investment.

Another effort to create financial stability was the creation of now our third Stabilization Fund, approved by the Spring Annual Town Meeting. The Operational Stabilization Fund is intended to supplement declines in revenues during periods of economic downturn.

In 2010, the Board settled 8 of the 10 general government union collective bargaining agreements; in 2011 the final 2 union contracts were settled. At present, all employees – union and non-union, general government and school – as well as the Town’s retirees, are on the so-called Rate Saver health care plans. These more cost-effective plans help create a more sustainable financial model for the Town’s future. These contract settlements were the result of very hard work on the part of many individuals, boards, and committees. The Town Administrator and Board of Selectmen are grateful to the employees on the collective bargaining teams who worked so hard to understand and ultimately advocate for these changes.

Opportunities to consolidate operations to enhance efficiency and service delivery were evaluated this year. After months of study, Town Meeting voted to consolidate the departments of Council on Aging, Human Services, Recreation, and Veterans’ Services into a newly created Community Services Department; this consolidation will be effective January 1, 2012. Dick Cugini, present Director of Recreation and Parks, will serve as the Community Services Director, and a new Director of Recreation and Parks will be selected. We feel confident that this new structure will achieve the goals of enhancing collaboration and coordination among the staff and operations that will be represented in the new Community/Senior Center, scheduled to open next fall, as well as enhancing service to Natick residents. We welcome feedback from the community as to our success in achieving these goals. The study can be found on the Board of Selectmen/Town Administrator’s web page under “Research and Studies.”

In conjunction with the School Department, we have been studying the potential consolidation of General Government and School Department facility maintenance and management operations. As of this writing, a draft Memorandum of Agreement is being finalized by the Facility Management Study Committee for presentation to the Board of Selectmen and School Committee. If approved by these policy boards, the consolidation will be presented for consideration at the 2012 Spring Annual Town Meeting.

Many comparable communities have engaged in some degree of facility management consolidation in recent years, and most report that this organizational change was successful, notably in these three areas:

- 1) Increase in the quality and breadth of professional facility management staff
- 2) Savings and efficiencies gained by aggregating construction and renovation projects
- 3) Improved coordination of staff, equipment and resources which in turn improved daily

maintenance quality.

Other results included the ability to more nimbly use resources to address new problems, make better design decisions for new facilities, system-wide improvement in preventative maintenance and improved equipment purchases and use. We believe that the consolidation of these operations will provide these same benefits to the Town of Natick and its buildings and facilities, and are hopeful that this goal will be achieved in 2012. The Facility Management study can also be found on the Board of Selectmen/Town Administrator's web page under "Research and Studies."

This year the Administration also initiated an evaluation of the benefits of consolidating the offices of the Collector/Treasurer, Comptroller and Assessor into one Finance Department. We hope to present a proposal in this regard to the 2012 Spring Annual Town Meeting.

Also during 2011, the Board of Selectmen approved new voting precincts to reflect the latest population figures from the U.S. Census, while taking into account recent and planned residential development. These precincts take effect on January 1, 2012. Every voting precinct has changed, some more than others, requiring all 180 Town Meeting seats to be voted at the 2012 Town Election.

In June, the Town of Natick had the honor of hosting the Vietnam Moving Wall, a replica of the Vietnam Veterans' Memorial in Washington, D.C. Through the efforts of the Natick Veterans' Council and others, this event provided the community with a unique opportunity to honor and respect those that made the ultimate sacrifice through remembrance and education, and to give residents of our community and region an opportunity that they would never otherwise have to view this important memorial.

The Board spent considerable time this year evaluating and modifying the Town's alcohol licensing policies and laws. It is anticipated that these modest changes will allow Natick's establishments to be more competitive with other area restaurants and better reflect today's dining culture.

Also in 2011, Town Meeting approved funding to completely re-write of the Town's Zoning By-Law, cited by many as confusing and overly complex. The Board has established a committee to retain a consultant and oversee their work, which is anticipated to be a two-year effort. We encourage the community to participate in this effort through the many anticipated public meetings; these zoning changes have the potential to literally shape the landscape of the community for decades to come.

Work on the new Community/Senior Center continued throughout the year. The project faced several challenges in its early stages due to numerous unforeseen conditions, including extensive underground ledge as well as contaminated soil. By the end of the year, however, the project was well along and proceeding smoothly, with completion scheduled for late summer/early fall 2012. During construction, Senior Center operations are located at 90 Oak Street (the former East School).

During this year, Natick's emergency preparedness was tested – not once but twice – by unusual storms, notably Hurricane Irene in August and the significant and early snowstorm in October. Natick's preparedness for, and response to these events – in particular the Police, Fire and Public Works Departments – was outstanding and reassuring for residents. Members of these departments worked tirelessly to help keep roadways open and respond to emergencies throughout the community.

These events provided the Town with an opportunity to utilize our new CodeRed emergency notification system. Based on feedback from residents, this system was well received and the notices and information were very much appreciated. The system initially had only "land line" phone numbers; residents and businesses register cell phones or private lines. If you have not done so, please register

through the Town's website www.natickma.gov, or those without internet access can call Marylee Watkins, Executive Assistant to the Chief of Police at 508-647-9511. Thank you very much for your cooperation in enabling us to contact you in an emergency.

Effective the week of December 5, Town Hall office hours have changed, as follows:

- Monday through Wednesday: 8 a.m. to 5 p.m.
- Thursday: 8 a.m. to 8 p.m.
- Friday: 8 a.m. to 12:30 p.m.

The late Thursday evening hours are intended to complement late evening hours for Natick Center businesses. We hope that residents will take advantage of this opportunity to conduct their Town Hall business before or after shopping or dining in Natick Center.

The Board is grateful to the many volunteers and employees who help ensure the effective accomplishment of the Town's business while making Natick a unique and wonderful community.

Respectfully submitted,

Martha L. White, Town Administrator

Personnel Department

The year 2011 proved to be an enriching year for both the department as well as the employees of the Town. In addition to sustaining many of the initiatives introduced in 2010, such as the annual employee cookout, ongoing monthly luncheon seminars, and wellness initiatives including live cooking demonstrations from Chef Tony!

The department received in excess of 285 applications and/ or resumes and assisted in the hiring of eighty nine individuals, both full and part time, throughout the various departments of the Town including Library, DPW, and Council on Aging, Police, Fire, Recreation, and Procurement. Among the many vacancies filled were the hiring of a Procurement Manager, Payroll Manager, Executive Secretary, and Data Analyst to mention a few.

In our endeavors to enhance employee performance, in collaboration with the School Department we introduced training in both Excel and Word in efforts to advance the skill sets of our support staff. In addition to this we implemented Customer Service training on "How to Deal with Difficult People", and in conjunction with the Town Administrator oversaw a needs analysis of our Recreation, Council on Aging, Human Services, and Veterans Affairs staff in anticipation of consolidating these functions under one department. One significant development in training this past year was the implementation of goal setting and related training of Department Heads for all Pay Plan members as approved by Town Meeting last year in conjunction with the approved Pay for Performance program based on annual employee Performance Appraisals. In addition, the Department in conjunction with the Personnel Board and Town Administrator successfully implemented the approved changes to Article XXIV, governing the benefits of Pay Plan members.

In our continuous efforts to centralize and expedite paper processing associated with the hiring and termination of employees we implemented a revised Personnel Action Sheet utilized with every action governing the employment process as well as implementing a "new hire" packet ensuring complete and accurate processing of all required paperwork associated with the hiring process.

In addition, the Town made several significant accomplishments upon introducing the Rate Saver Health Plans to assist our employees. One of said programs was the introduction of HRA'S (Health Reimbursement Accounts) to assist with out of pocket expenses incurred. In addition, we assumed administrative costs associated with our FSA (Flexible Spending Accounts) which resulted in a marked increase in participation by employees, thus enabling them to use pretax dollars for payment of incurred deductibles.

I would be remiss if I didn't acknowledge the exceptional efforts exhibited daily by Linda Clark, our Benefits Manager in overseeing the 1529 retiree and active participants on our various health plans.

Our attention in the forthcoming year will be to successfully negotiate contracts with the Town's eight unions, and enhance the work life of all.

Respectfully submitted;

Richard D. Tranfaglia
Director of Personnel

Town Counsel

2011 was a vibrant year for legal issues. Building, by-laws, Charter, conservation, easements, elections, legislation, liquor licenses, open meeting law, planning and subdivision, town meeting, zoning, and conferences with and advice to Town personnel provided the most frequent need for assistance.

Town Meeting appropriated money to rewrite the Zoning By-Laws; established a revolving fund to utilize Medicare, Medicaid and health insurance reimbursements from Board of Health flu clinics to provide subsidized funding for future flu clinics; authorized a home rule petition to remove the position of Building Commissioner from civil service (present Building Commissioner excepted); amended the By-Laws to provide for duties and responsibilities, appointment, term of office or compensation, when the Building Commissioner is not subject to civil service law; authorized a home rule petition to remove the position of Fire Chief from civil service (present Fire Chief excepted); amended the By-Laws to provide a procedure for appointment of a Fire Chief when that position is not subject to civil service law; amended the By-Laws to clarify the screening process for appointment of a Police Chief; accepted a statute which allows the Town to establish a post-employment benefits liability trust fund to reduce the unfunded actuarial liability of health care and other post-employment benefits; authorized the Board of Selectmen to acquire easements for roads, sidewalks, vehicular and/or pedestrian access or passage, drainage and utilities; and amended the Natick Home Rule Charter regarding appointment of Town Meeting members, revising precinct boundaries, and publication of notice of Finance Committee hearings on the Town Administrator's preliminary budget:

Procurement documents and/or contracts were reviewed for: catch basin cleaning, roadway improvements, pump station rehabilitation, tree trimming and removal, grass maintenance mowing and trimming, street light maintenance, purchase of a new ambulance, demand and response sales and service for purchase of electricity, energy management for purchase of electricity generated by solar panels on school and Town buildings, owner's project management services for the Community/Senior Center project, management and operation of the William L. Chase Arena, employment of the Chief of Police, data backup tape vaulting, creating an economic development website; acceptance, transportation and disposal of household hazardous waste; cable television public

educational and government facilities, services and programming; lease purchase of school laptop computers; lease of modular classroom buildings for Natick High School; school bus transportation; rehabilitation of Springvale Wells 2 & 4; Springvale No. 3 Water Station rehabilitation; Springvale Pressure Filter and Air Tower Media replacement; Oak Street roadway and drainage improvements; engineering inspection services for that project; purchase of a backhoe; purchase of water meters; phragmites control services at Sassamon Trace Golf Course; an HVAC system for the Cole Center; CO² sensors and ventilation improvements for the Natick Town Hall; restoration of historic books and documents; and a community-wide property survey.

Two (2) zoning cases were resolved in 2011 in which the Zoning Board of Appeals decisions remain in effect. One (1) workers' compensation case was dismissed. Sixteen (16) cases in which this firm was involved were pending at the end of 2011 including fourteen (14) zoning cases, one (1) real estate case, and one (1) water case.

We welcome Police Chief James Hicks and we wish him a long, healthy and happy career with the Town of Natick.

Our firm, Murphy, Hesse, Toomey & Lehane, LLP, is a law firm of thirty (30) lawyers. Partners David DeLuca and Kathryn Murphy, associates Karis North, Bryan Le Blanc, Brandon Moss, Brian Fox and Lauren Galvin, and Paralegals Paula Rivera and Bryanne Tartamella also worked on Town Counsel matters during 2011. We thank the Board of Selectmen, Martha White, Michael Walters Young, Donna Challis, Maureen Fleming, Ann Wiles and all Town of Natick employees and members of boards, commissions and committees for the professional and courteous working relationship which you provide for us. We are grateful for the opportunity to represent the Town of Natick.

MURPHY, HESSE, TOOMEY & LEHANE, LLP

By:

John P. Flynn

Town Clerk

In 2011 the office administered the Town Census (street listing) to 16,623 households. The information gathered through the Annual Town Census is used to update the annual list of residents. Distribution of the Town Census and compilation of the data is required by the Massachusetts General Laws. Following the completion of this task, the Board of Registrars is required to mail confirmation cards to voters who do not respond to the census.

The local results of the Federal census became available during 2011 and the number of residents grew to 33,006. This data is used to complete redistricting which is required every ten years. Natick maintained ten (10) voting precincts however the lines for each precinct changed slightly. In the 2012 Annual Town Election all 180 members of Town Meeting will be elected. Residents whose voting precincts have been changed will be notified in early 2012.

Natick held two Annual Town Meetings, one in the spring and one in the fall of 2011. The Annual Spring Town Meeting convened on April 12, 2011, concluding its business in five (5) sessions dissolving on May 3, 2011. The Annual Fall Town Meeting convened on October 18, 2011, concluding its business in three (3) sessions dissolving on October 25, 2011.

During 2011 the Town Clerk's office worked to improve the use of technology in the office. A database to track and record DBA (Doing Business As) certificates for the past four years was created. This list will now be maintained and updated electronically thereby making it easier to search for businesses. In addition we have created databases of the indices for marriage and death certificates for the past ten (10) years. This makes the process of checking for vital records easier, thus allowing us to respond more quickly to customer requests.

The Office of the Town Clerk, acting as the Town's Registrar of Vital Records recorded 420 births, 389 deaths and 145 marriages in 2011. These numbers are for new vital records, not for certified copies of already existing records. In addition, the office licensed 2,657 dogs during the year.

I would like to thank the Board of Registrars: Robert Awkward, Donna Lambert and Nancy Northgraves for their assistance during the elections. I would also like to thank our tireless volunteers: Helen O'Malley and Adele Rosenthal. Without Helen and Adele's help we would not be able to complete our work with the Annual Street listing. Again, I would like to thank the staff in the Clerk's office; Deb Blatz, Kerry Graveline and Nancy Hansen for their tireless work and effort, their professionalism and their continued support of me as the Town Clerk.

Respectfully submitted

Diane B. Packer, Town Clerk

Board of Registrars

The Board of Registrars, working with the Town Clerk's office conducted only one election during 2011. The Town of Natick purchased new voting machines late in 2011 which will be used for the first time during the Presidential Primary on March 6, 2012. These machines replace outdated machines purchased over 15 years ago.

The Board of Registrars, in conjunction with the Natick League of Women Voters, conducted a voter registration drive at Natick High School prior to the Annual Town Election. We will continue to do this each year. Throughout the course of 2011 the Board of Registrars registered 972 new voters, a dramatic increase from the previous year. At the end of 2011 there was a marked increase in the number of new voter registrations and requests for absentee ballots as we head into a presidential election year.

The only election held during the year was the Annual Town Election on March 29, 2011. There were four (4) contested races: The Board of Selectmen, Park and Recreation Commission, and for two Natick Housing Authority seats. In addition, there were three ballot questions which pertained to Natick Home Rule Charter changes previously approved by Town Meeting. All three questions were approved by the voters.

Massachusetts General Laws require that the Board of Registrars mail pre-paid confirmation cards to all non-respondents to the Town Census. In 2011, the Board mailed approximately 5,000 post cards to voters who did not respond to the annual street listing mailing. In an effort to keep the list of residents and voters up to date, the Board of Registrars and the Clerk's office continue to inform the community regarding the importance of responding to the Annual Town Census. In addition, this past year, we forwarded confirmation cards which were returned to our office with valid forwarding addresses. This helps to assure that we have the most accurate list of residents and voters.

The Board of Registrars would like to thank all of the election workers (wardens, clerks and inspectors) for their continued dedication and hard work. A special thanks to Michael Linehan for his volunteer service to help test the voting machines for each election. Our elections run smoothly because of the support that we receive from the Department of Public Works, Police Department, the School Department and their custodial staff.

Respectfully submitted by Diane Packer on behalf of the Board of Registrars:

Robert Awkward
Donna Lambert
Nancy Northgraves
Diane Packer

Information Technology Department

Overview

For calendar year 2011, the Information Technology Department continued to provide broad based data and voice services to municipal employees as well as services provided to the community via the Town web site. Some of the projects the IT Department worked on include updating the Ed Dlott, School Committee, School Training, Assessing and Community Development meeting rooms in Town Hall with interactive short throw Epson Brightlink projectors and in 2012, LCD TVs will be installed in the Ed Delott meeting room. New Software systems the Town is reviewing include Meeting Agenda and Scheduling software to reduce the time it takes to prepare packets for meetings, reduce printing costs, provide committee members online access to the meeting material and upon approval of the minutes provide the citizens with searchable and cross-referenced minutes. The Town is also reviewing and will be selecting a new enterprise wide permitting system. The initial deployment will be in the Community Development department with public safety, health and other Town departments coming online at a later date. Online accessibility and mobile applications for the inspectors are two key components. Two large projects for IT in 2011 and 2012 are working with the School IT Department to design and implement the new High School ShoreTel VOIP telephone system which will integrate with the Town's existing NEC PBX system and the design of the new Community Center's data/voice/video/security networks and systems.

The IT Department also installed a public/private Aruba wireless network in all Town buildings.

As part of maintaining the Town's voice and data infrastructure the IT department is continually upgrading and replacing aging and obsolete equipment such as PCs, printers, uninterrupted power supplies (UPS) and network switches. 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.

The Information Technology Advisory Board has once again been an invaluable resource for the Town IT Department by providing experience and insight from the private sector. Thanks to all Board members.

Services

On a day to day basis the IT Department provides critical core services for the Town's voice and

data networks. The support and administration of the networks and systems that run on them account for a substantial amount of the department's resources and budget. The IT Department is currently responsible for the administration and maintenance of the following large systems:

- Tyler Technologies MUNIS© Financial Software
- NEC 2400 Telephone System – 15 PBX switches, ~702 phones, Voice Mail Server, Call Accounting Server
- Town Network – 250 PC's, 34 servers, switches, INET fiber optic networking equipment, etc...
- Town Intranet and Internet web sites
- Internet Access, Email, Network Security - Firewall
- Disaster Recovery, system backups, data mirroring
- Antivirus/Malware protection, Anti-spam screening for email

It should be noted each bulleted item has numerous subsets of responsibilities. This is a summarized list of work related activities and services provided by the IT Department.

Natick INET

The Town INET is a fiber optic network installed and maintained by cable company RCN as part of their license agreement with the Town. The INET carries voice and data to all municipal buildings via multiple single mode fibers which all terminate at the Public Safety Facility. Typically, Town buildings have 4 single mode fibers with the exception of the Natick High School which has 6 single mode fibers and the Police/Fire Station which has 96 single mode fibers.

The benefits of running all Town voice, video and data services over a private fiber optic network are significant in terms of cost savings and bandwidth.

The Town INET has remained a stable and valuable asset to the Town. Reliability has continued to be an impressive 100% uptime. In 2012, the new High School will have more fiber which should eliminate the need for the expensive Wave Division Multiplexors (WDMs) that currently provide data connectivity between all the school buildings.

Natick Web Site (www.natickma.gov)

In calendar 2011 the IT Department worked with Virtual Town Hall to improve the esthetics, content and navigation of the town web site and provided onsite training.

The Information Technology Department assists departments in providing information on the Town web site. In addition to researching web site design and content in general, we also review other municipal web sites for additional ideas and/or services offered which would enhance the Town's online presence. The web site provides 24 hour access to Town services.

The site is hosted by Virtual Town Hall, a company that specializes in designing and hosting municipal web sites. In addition, the Town maintains its own web server providing online mapping and assessment inquiries. Virtual Town Hall features dynamic posting capabilities, in-depth searches and e-commerce functionality. A subscription service is available allowing anyone to sign up for an email of a posted document(s), which could include public meetings, agendas, schedules, minutes, etc.

Although the Web site is hosted by Virtual Town Hall, all Town Departments are responsible for providing, maintaining and updating their department's content on the site. All departments have the ability to add/ remove documents within their web site segment; create and edit their web pages

as well as add and remove links on the web pages without any in-depth knowledge of web page design.

The Online Bill Payment service now allows bill payment for excise, real estate, personal property, school transportation fees and water/sewer bills.

The web site is continually reviewed for timeliness and accuracy of content. We encourage public input as a means to help improve the services provided by the Town web site.

Security, Viruses, Adware, Spyware and Malware

As with most networks connected to the Internet, protection from hackers, spammers, malware and viruses is an ongoing challenge and a security priority. The IT department protects the Town's network and all related resources by the use of a perimeter firewall, PC firewalls, anti-virus, malware, and adware software and an email and Internet firewall. The anti-virus software resides on all servers and desktops and runs in real-time mode constantly checking for viruses in all files including email. The anti-virus software on all PCs, networks servers, firewalls and email are updated daily. To protect against email viruses the Town uses a Barracuda Networks Email Firewall, which scans incoming and outgoing email and attachments for spam and viruses. Since its installation, the appliance has reduced spam by 98% and has blocked 99.9% of all email borne viruses. The Town also uses a Barracuda Networks Web Firewall to detect web borne viruses, adware, spyware and malware. The older Checkpoint Firewall located in the Public Safety Building was replaced this year with a Juniper Firewall that provides even more stringent perimeter security through deep packet inspection, site blocking; virus and malware scanning over all protocols (http, https, ftp,etc) for all inbound network traffic from the Internet. The reality of today's Internet world however, dictates that no matter how vigilant, both from a physical and virtual perspective, there is no "fail safe" solution when it comes to network security. Communication, training and education of network users, is just as critical in helping to avoid security breaches.

Conclusion

Calendar year 2011 was a very challenging year in which the IT Department completed many projects. In 2012 we will continue to look for innovative methods and techniques in identifying and implementing cost effective solutions to improve, streamline and protect the day to day IT operations and, just as importantly, facilitate easy access to data for both the Town and its citizens via the town web site.

Calendar year 2012 will be a very busy year for IT with the new High School and Community/Senior Center buildings coming online as well as upgrades to the Emergency operation Center (EOC) and potentially the implementation of a document management system along with many more 3G or 4G/tablet/smart phone mobile solutions.

For more information on the Information Technology Department visit the Information Technology Department web pages on the Town of Natick web site (www.natickma.gov).

Respectfully submitted,

Robert LeFrancois, Director Information Technology
robertl@natickma.org

Community Development Department

Mission Statement

The Natick Community Development Department is 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 the quality of life for citizens of Natick. Through our Boards and departmental staff we strive to proactively work with all stakeholders. The Department is committed to the long-term interests of our community and to delivering the highest quality of service.

The Community Development Department administers and enforces land development and building regulations – regulations adopted by the Town of Natick, the Commonwealth of Massachusetts and the Federal Government. In addition, the Department provides assistance to the public in understanding these regulations and other development related matters.

The Community Development Department is organized into five interrelated divisions.

- Building Division
- Planning Board
- Zoning Board of Appeals
- Conservation Commission
- General Planning

The Building Division, Planning Board, Zoning Board of Appeals, and Conservation Commission continue to be substantially assisted by the Community Development Staff, without whose help the Boards and Commission would be unable to effectively carry out their responsibilities. General planning in multiple areas including transportation, infrastructure, affordable housing, regional planning issues, economic development and open space development are addressed by the Director, General Planner and various interested parties.

Patrick Reffett, who serves as the Community Development Director, is responsible for the day to day management of the Department, reviews all submitted plans, site plans and development plans for ordinance compliance, and communicates the technical requirements of the Natick Zoning By-Laws to developers and consultants. The Director also represents the Town and Department in numerous capacities, especially in the area of transportation/circulation.

Michael Melchiorri, Building Commissioner, oversees the Building Division of this Department as well as construction and alteration of all commercial projects and is the Zoning Enforcement Officer of the Town. The Building Commissioner certifies the inspection of buildings, schools, daycares, restaurants, multi-family dwellings and all public buildings.

Michael Connelly, Local Building Inspector, primarily oversees residential construction projects in the Town and assists the Building Commissioner. Michael is the lead inspector in the review of subdivisions and the South Natick Hills 40B project containing 268 units.

Joseph Merkel, Housing/General Planner, was hired in 2008 to assist in addressing the many demands of affordable housing and general planning. Mr. Merkel works with the Community Development Advisory Committee, the Affordable Housing Trust Fund Committee and the MetroWest Home Consortium. Mr. Merkel is also the Town's Fair Housing Officer (a Federal

requirement), administers the HUD HOME Fund and assists the Director in numerous special planning efforts. Additionally Mr. Merkel works with the State on an ongoing basis regarding the recording and management of certified affordable housing units in Natick.

Annie Greel, Executive Assistant, coordinates the processing of all requests for the Building Division, communicates the policies and procedures to the public and provides office management to the Community Development Department. Ms. Greel also provides administrative support to the Planning Board.

Susan Calhoun handles the administrative details and schedules inspections for the Conservation Commission, including all Wetlands Protection Permitting, Riverfront Protection, DEP's Stormwater Management Policy and enforcement orders. Ms. Calhoun also provides staff assistance for the Downtown Parking Program.

Pam Condlin, Administrative Assistant to the Zoning Board of Appeals, is responsible for the day-to-day aspects of processing development requests, managing 40B project information, coordinating submittal schedules, communicating development policies and procedures to the public, and preparing development cases.

Bob Bois, the Town's Conservation Agent, assists the Conservation Commission with their daily duties. He helps the Commission oversee and enforce the Town's Wetlands By-Law and Regulations by attending site visits, investigating complaints, and educating the general public of conservation issues. Mr. Bois is heavily engaged in assisting the Town's DPW and School department as they seek to meet and exceed the many environmental regulations that pertain to Town functions and holdings. Additionally, he is the Town's Environmental Compliance Officer.

Year-End Review

- The Town's web site continues to be updated and improved. Please log onto www.natickma.org to gather information regarding the permitting process for all divisions of this Department, download application forms, and get links to other areas of interest. The Department is looking at a number of ways to better employ the web-site to allow customers and constituents to be better informed regarding community development matters in Natick. One such area in the web-site currently includes updates regarding affordable housing opportunities within Natick.
- In spite of a weak construction economy nation-wide, Natick has a surprising number of major construction projects being built or soon to begin. The South Natick Hills 40B project of 268 residential units continues to be constructed in a phased manner south of downtown with approximately 1/2 of the units being finished at the end of 2011. The MathWorks expansion, which includes a +/-166,450 square foot office structure, a 700 car parking garage, and other on-site improvements continues at the Apple Hill location. The Chrysler Road 40B project which includes 407 residential units began construction in 2011. Numerous smaller scale residential and commercial projects have occurred over the year. The on-going demands of these projects, large and small, continue to place demands on departmental staff, boards and the numerous other town staff who assist in the management of such growth.
- The Department and the Planning Board continue to work toward making traffic, pedestrian and landscaping improvements along Route 9 as it works with individual development projects and the Massachusetts Department of Transportation. Other aesthetic improvements we have

pursued include reducing the numbers and sizes of signage along Route 9. The MathWorks Expansion project which was permitted in 2009 is required to provide extensive improvements to Route 9 and nearby neighborhood roadways and intersections. Additionally, the CD Director manages the design of major roadway improvements. The intersection of Oak Street and Route 9 has been finished and is expected to begin construction during 2012. Mr. Reffett is also assisting the State in the redesign of the intersection of Route 27 and Route 9. Also, the Director is managing the redesign and funding of North Main Street (Route 27) from the North Avenue intersection at downtown to the Wayland town line.

- The Town, CD Department and various representative agencies and boards continue to advocate for appropriate affordable housing in our community. We will continue to support an increase of housing units for persons of low and moderate income. Affordable housing may be created by employing the incentives offered under the Town's applicable zoning bylaws (HOOP) which are intended to encourage utilization of the Town's remaining developable land in a manner consistent with local housing policies and needs, to encourage redevelopment of land and buildings in urban centers consistent with smart growth principles and to encourage new housing developments to contain a proportion of the housing units affordable to persons of low and moderate income by offering bonuses of increased density to encourage the creation of such housing. Accordingly, the goals of this development program are to: increase the supply of housing in the Town that is available to and affordable by low and moderate income households; to encourage a greater diversity of housing accommodations to meet the needs of family households and other Town residents; and to promote a reasonable mix and distribution of housing opportunities in residential neighborhoods throughout the Town. To advance these goals the CD Department with the assistance of the Community Development Advisory Committee (appointed by the Board of Selectmen) prepared, submitted and gained State approval of a Housing Plan in 2006. Soon this document will be updated.
- The Town has worked hard to attain affordable housing at 10.04 percentage of its overall housing stock. As the new 2010 Federal Census was partially unfolded in 2011. The anticipated Paperboard Redevelopment project will bring the affordable units percentage to approximately 11% thereby allowing the Town to refuse future 40B projects if it deems appropriate.
- The Design Review Board (DRB) continues to review individual projects in downtown Natick by "raising the bar" in physical design of these highly visible projects. They are charged with the design review of projects within the Downtown Mixed Use (DMU) District which require special permits or variances. Additionally the DRB assists the Planning Board by providing design review recommendations for Smart Growth Overlay projects such as proposed for the former Natick Paperboard site at 82 North Main Street.
- We anticipate continued rebuilding of "tear down" properties and an increase in alteration permits in Natick as a result of a limited number of buildable lots available and the continued high cost of land and new construction. Construction of "in-law" unit residential projects also continues. Natick residents continue a pattern of re-investing in their homes and undertake property upgrades through the use of contractors as well as building themselves.
- The Cochituate Rail Trail Advisory Committee continues to pursue the project and make recommendations to the Natick Board of Selectmen. In late 2011 the Town advertised for consulting services to assist the Committee and Town in determining if transit opportunities

exist that might provide funds for acquisition while still accommodating bike and pedestrian use of the corridor. The group is assisted by the Community Development Director who is a member.

- The Zoning Board of Appeals continues to address many cases; 34 were decided by the Board during 2011. It is noteworthy to mention that the cases are often focused upon difficult sites with complex physical projects as many of the “easy” sites have largely been developed.
- The Zoning Bylaw Review Committee was established in 2011 by the Board of Selectmen and has authorized a rezoning scope to guide the process and a consultant to be selected likely in early 2012. The Committee is represented by a person from numerous town boards including the Board of Selectmen, School Board, Planning Board, Zoning Board as well as the Town Administrator and the Community Development Director.
- The Community Development Department has expended significant staff time and expertise in the revision and updating of the town’s Open Space and Recreation Plan throughout 2011.
- The Community Development Director has contributed significantly to interacting with various levels of State government to pursue downtown parking which is intended to promote economic development and a greater level of vitality within Natick Center.

In conclusion, I would like to thank the entire Community Development Department staff, affiliated Boards and Commission members for their continued dedication of service to the Town of Natick.

Respectfully submitted,

Patrick Reffett
Director

Building Department

The Building Department consists of the following personnel: Michael J. Melchiorri, Building Commissioner; Michael J. Connelly, Local Inspector; Scott Chavious, Part-time Electrical Inspector; Kevin Bouret, Assistant Part-time Electrical Inspector; Robert Dempsey, Part-time Plumbing/Gas Inspector; George Lessard, Assistant Plumbing Inspector; and Allan Sherman, Assistant Plumbing Inspector.

In 2011 the Building Department issued the following permits and collected the following fees:

• New Building Permits	\$ 432,405.00
• Alteration Permits	495,643.21
• Electrical Permits	177,389.40
• Gas Permits	20,779.00
• Plumbing Permits	38,330.00
• Certificate of Inspections	<u>2,461.00</u>

\$1,167,007.60

Construction was completed at a number of sites this year:

- Mary Ann Morse Healthcare
- MathWorks Parking Garage
- Forever XXI (Natick Collection)
- Natick High School -- 21 Educational Trailers
- Natick High School – Track & Field, Football Field Sports Complex

The following sites are under construction or started in 2011:

- Meadows II – 98% complete
- Sanctuary – 98% complete
- Heavey Estates – 10%
- Granite Ridge Estates -- 90%
- New Natick High School – 50%
- Walnut Hill Estates – 75%
- South Natick Hills – 80%
- Chrysler Road Apartments (407 units) – 5%
- Natick Community Senior Center – 25%
- Natick Paperboard – demolition underway
- Crowne Plaza – 98%
- 1 H.F. Brown Way
- Little Flippers/7 Strathmore Road – 20%
- Dover Rug & Home (complete)/Dover Squash & Fitness – 85%
- 114 West Central Street Shopping Plaza – 15%
- Hess Gas Station – 98%

There were ongoing improvements and new tenants at Natick Collection, Sherwood Plaza, Sunnyside Plaza, and Rt. 9 & 27 Shopping Center.

In 2012 we look forward to the start of construction of:

- Hunter Hill Definitive Subdivision

- New Sports Facilities at the High School
- Proposed FEDEX Warehouse Facility
- Proposed new Data Center at former Sam's Club site
- MathWorks Apple Hill I
- Riverbend School Phase II

Respectfully submitted,

Michael J. Melchiorri
Building Commissioner

Conservation Commission and Environmental Compliance

The Conservation Commission and the Environmental Compliance Officer annual reports were combined in 2006 into one report to reflect the organizational reality and efficiency achieved by combining the duties of the Conservation Agent and the Environmental Compliance Officer into one position. The outcome of the change makes the environment a routine consideration in Town Board and Commission deliberations resulting in broader reviews and more sustainable decisions. The Conservation Commission/Environmental Compliance annual report includes a summary of the achievements of the Conservation Commission and a separate summary of the achievements of the Environmental Compliance Office.

Conservation Commission Oversight and Protection of Wetland Resources

By way of background, the Conservation Commission is comprised of seven members appointed by the Town Board of Selectmen. The present Commission members have varying backgrounds, including biology, architecture, environmental law, teaching, civil engineering, environmental science and engineering and landscaping. The primary responsibility of the Commission is to implement and enforce Article 31- the Natick's Wetland Bylaw and Regulations, the Massachusetts Wetlands Protection Act and Regulations (Chapter 131, section 40 and 310 CMR 10.58), the Rivers Protection Act (310 CMR 10.58), Natick's Stormwater Bylaw and Regulations the State's Best Management Practices for the Storm Water Management Policy, as well as to acquire and protect open space. In addition, the Commission advises the Selectmen on matters that relate to the Aquifer Protection District, the Agricultural Preservation Act and on various wildlife issues.

A half-time Conservation agent and half-time support staff provides assistance to the Commissioners and the public on a daily basis. They provide support for semi-monthly Commission meetings, frequently held Subcommittee meetings, and answer questions from the public and professional communities. They provide technical assistance and research on environmental issues, schedule hearings, prepare decisions made by the Commission, keep minutes and perform site inspections. Additional projects completed by staff include assisting on the Open Space Plan, completing grant applications and implementing special environmental projects.

Accomplishments This Year (2011) Include:

The non-chemical treatment for Lake Cochituate and Fiske Pond: The Commission continues to work with DCR and various parties to develop a whole lake solution that includes non-chemical solutions to control nuisance weeds found in the Lake. A variety of non-chemical treatment options have been used since the effort started in March 2006. Most recently invasive plants have been removed from Middle Pond and Fiske Pond using a combination of techniques including hand pulling, Diver Assisted Suction Harvester (DASH) and Surface Harvesting. Under three separated

initiatives 4,810 gallons of invasive plants were removed from the Lake/Pond system by private parties under a Generic Notice of Intent issued by the Commission; 9,560 gallons of invasive plants from the state beach and boat ramp area of Middle Pond using a \$37,500 partnership grant with DCR; and 29 tons of invasive plants from Fiske Pond by DCR.

Improvements: A plant survey completed by a contractor working for DCR showed significant improvements in North Pond, Upper Middle Pond and Fiske Pond, but invasive plants remain a major issue for the entire Lake/Pond system suggesting the possibility of chemical treatment in South Pond and areas of Middle Pond away from the Town wells.

The oversight of Landfill/Golf Course maintenance: The Commission continues to monitor the Order of Conditions (OOC) for the Golf Course. Over the past year the Commission has reviewed the Integrated Pest Management Plan (IPM) Report and the Phragmites Control Plan and has decided to drop expensive sampling requirements for a more reasonable performance based outcome using historical chemical application rates.

The oversight of the Conservation Commission Website: The Commission is continuing to maintain the Conservation Website, which includes the General Wetlands Protection Rules, Regulations, Fee Schedule, and answers to Frequently Ask Questions (FAQ) regarding wetlands. In addition, the website includes the Wetland Bylaw, a procedures Memo, Agendas, and a member list. Other associated information, such as the Aquifer Protection District map, the Open Space map, the Pegan Cove Trail map, the Town Forest map and the new Stormwater Bylaw and Regulations can be found on the Natick website at the Conservation Commission link at www.natickma.gov

Open Space Additions and Improvements: The Commission established 3 separate committees to help improve general oversight of properties under its purvey. They are: the Cochituate Aqueduct Study Committee, to help evaluate the open space options available for MWRA property in east Natick; the Trails Maintenance Committee, to help maintain existing town trails; and, the Town Forest Committee, to help improve the Hunnewell Town Forest. Furthermore, the Commission purchased property on Craigie Street for \$375,000, accepted a gift of a 5 acre property off of Cottage Street and spent \$100,000 on maintaining open space at the Organic Farm in South Natick.

Over the past year, the Commission held 23 meetings to review projects subject to the Massachusetts Wetlands Protection Act and the Natick Wetland Bylaw in which it issued 12 Orders of Conditions, 14 Determinations of Applicability, 10 Certificates of Compliance, 6 Order of Conditions Extensions, 5 Plan Changes and 5 Enforcement Orders. This is an increase from the number of outcomes completed in 2010.

And finally, the Commission continues to encourage potential applicants with marginal/potential wetland issues to come and talk to the Commission to determine if any type of filing is necessary. This gives the person a better understanding of the Commission's concerns they will need to address in the filing. This informal discussion, which occurs during the first half hour of the Commission's semi-monthly meetings, has reduced the number of negative determinations and improved the overall quality of the filings of applicants who were not familiar with the filing process. The net effect of this effort has been fewer filings and less time spent in deliberations. The Commission has had 58 potential applicants take advantage of informal discussions. This is a twofold increase over the number of informal discussion in years past. About two thirds of these applicants were asked to return to the Commission with filings.

Stormwater Requirements

By way of background, in 2006 the Natick Conservation Commission has added new requirements to help protect Natick's valuable water resources. The new federally required Stormwater Requirements (“unfunded Mandate”) were adopted in 2006 and copies of both the Stormwater By-Law and the Stormwater Regulations are found on the Natick website at the Conservation Commission's link at www.natickma.gov.

Under the Stormwater requirements, any new construction, development or home improvement project that disturbs an area of land over 40,000 square feet may require the filing of a Land Disturbance Permit application with the Natick Conservation Commission. The application should detail a plan to control erosion of land during construction and a plan to manage and maintain stormwater systems on-site over the long term. Lesser areas of land disturbance are covered by the Stormwater Requirements as well, but only require techniques to control land erosion during construction. Over the past year, the Commission has reviewed and approved 5 Land Disturbance Permits.

Environmental Innovation at the Springvale Water Treatment Plant

The Water and Sewer Division completed a major upgrade of the Springvale Water Treatment Plant off of Route 9 in 2005. The upgraded Plant is more complex in how it treats water, and must meet a myriad of new environmental requirements and standards. The Division has developed an Environmental Management System (EMS) to help manage the operation of the Plant safely and in compliance with environmental requirements. The Division used the international business standard called ISO 14000 to develop the EMS and in March 2007 was assessed by an EMS certifier and found to be in conformance with ISO 14001:2004. The Division completed a successful annual review audit in June 2009 and has received its recertification to the ISO 14001:2004 standard in March 2010. The Water Division is the only municipal Water Purveyor in the state and one of the few in the country to have its EMS certified under the ISO Environmental Management System Business Standard. A narrative summary of the Division's EMS can be found at the Natick Web-site on the DPW link at www.natickma.gov.

Energy Conservation and Energy Task Force

An Energy Task Force established in the winter of 2008 is comprised of business and building managers from both schools and general government and procurement and vehicle managers and is chaired by the Town Administrator.

Accomplishments this year (2011) include:

Green Community Program: Natick is a designated Green Community Program by the state Department of Energy Resources (DOER). To become a Green Community, Natick demonstrated that it met the five criteria for the Program. They are: inventory greenhouse gas emissions (GHG); a commitment to reduce these emissions by 20% within five years; favorable zoning changes to help promote “green” technologies and projects and a demonstrated commitment to purchase town vehicles with high miles per gallon fuel ratings. At the end of year one, Natick has: reduced its energy use by 8%, replaced 5 gas “guzzling” vehicles with vehicles with better gas mileage; and will reduce its GHG emissions by 474 tons annually, with the completion of a 1.07 MW solar system on various town building roofs.

Managing Town Oil Tank Remediation Site

Finally, the Town continues to work on cleaning up its oil tank sites. No new sites have been added. Of the original 19 Town owned oil tank sites, only 3 sites remain in the monitoring phase of clean-up. The sites are the Lilja Elementary School, the Natick Court House and the Murphy Recreation

Park. Since 2002, the cost of clean-up has gone from \$188,164 per year to \$11,000 per year. Natick will likely meet state clean-up standards for the Natick Court House site following the completion of the construction of the new Community Senior Center. This will reduce the number to two active clean-up sites.

Respectfully submitted,

Robert Bois

Planning Board

Established pursuant to M.G.L. c.41 s 81, and the Town of Natick Charter, Article 3 section 11, the Planning Board is the elected body with jurisdiction that includes approving, modifying, or rejecting all proposed subdivision applications, all proposed special permit applications for commercial development in the Regional Center (RC) and Highway Corridor (HC) overlay districts in the environs of Rte. 9, determining the qualification of applications for “Approval Not Required” plans and providing Zoning By-Law recommendations for Town Meeting action.

The Planning Board is also charged to:

- Prepare, adopt, amend and implement a Master Plan for the Town (M.G.L. c.41 s.81 D)
- Adopt, administer and amend Subdivision Rules and Regulations
- Act as a Special Permit Granting Authority (SPGA) when applicable
- Approve Site Plans when applicable
- Administer the Aquifer Protection Bylaw where applicable.
- Recommend designation of and hold public hearings on requests regarding the Scenic Roads Act.
- Appoint three members to the Design Review Board
- Review and issue Special Permits for signage in the Highway Overlay Districts along Rte. 9
- Serve as the Smart Growth Plan Approval Authority (PAA)

In 2011, the Planning Board held 24 regular meetings, two joint meetings with the Board of Selectmen as well as numerous site visits and working group meetings. There were 59 separate decisions filed by the Planning Board.

Among these were site plan review and special permits (including modification of site plan review and/or special permits) on the following applications:

- Dover Rug & Home
- Dover Squash & Fitness
- Riverbend School
- Orono Real Estate Trust/313 Speen Street
- Starbucks
- Terrian LLC & Walnut Hill Management – (HOOP I) /42 South Avenue
- 30 Worcester Road LLC/1450 Worcester Street
- Natick Paperboard

Prior decisions which were subject to review for minor modifications included: Mathworks, Natick High School, Crowne Plaza, Sherwood Plaza, as well as numerous signage applications.

The Board undertook the following subdivision control law and related matters:

- Held hearings and voted on two Subdivisions – Hunter Hill and The Subdivision at Cottage

Street.

- Endorsed 4 plans of lot border changes as qualified Approval Not Required, and
- Permitted two Shared Driveways – 186 East Central Street and 29 & 31 Rockland Street

The Board submitted four warrant articles which passed the 2011 Annual Spring Town Meeting: Article 38 (Construction Hours); Article 39 (Special Permit Granting Authority in certain non-residential districts); Article 40 (Definitions in the bylaws); and Article 41 (Off street loading and Parking Requirements). The Board also supported Article 15 to fund an updating and reformatting of the Zoning Bylaws and Article 26 to update the Town Bylaws' description of the Building Commissioner position.

With funding in place for an updating of the Zoning Bylaws and in concert with the goals expressed in Natick 360, the Board is working with a special town committee to identify gaps, deficiencies, and inconsistencies in the Zoning By-Laws. This process includes changes to the organization of the Zoning Bylaws and their recodification.

The Planning Board continues with its commitment to the development and maintenance of an inventory of affordable housing in Natick and to promote, foster and enable an economically, socially and culturally vibrant and diverse Natick Center. Recognizing the work and time commitments of related Town boards and committees, the Board endeavors to regularly engage with these bodies including the Zoning Board of Appeals, Conservation Commission and the Design Review Board.

The Board extends its appreciation to the staff of the Community Development Office, particularly Community Development Director Patrick Reffett and Executive Assistant Annie Greel for their hard work on behalf of the Board and the Town. The Board also acknowledges the contributions of Mark Coviello, Town Engineer, for his technical assistance in many of the cases which appear before the board.

In November 2011, Robert B. Foster stepped down from the Board to continue public service as an Associate Justice on the Massachusetts Land Court. Since joining the Board in 2001, Bob's work has been instrumental in the Town achieving many of its land use and affordable housing goals. We will continue to benefit from his contributions in crafting the Town's 40R and HOOP district bylaws.

Associate Member Peter Nottonson was appointed to serve as Member in November and John Wadsworth was appointed to serve as Associate Member in December by the Planning Board and the Board of Selectmen until the 2012 Town Election.

Respectfully Submitted:

Julian Munnich, Chair
Glen Glater, Vice-Chair
Andrew Meyer, Clerk
Terri Evans, Member
Peter Nottonson, Member

John Wadsworth, Associate Member

Zoning Board of Appeals

The Natick Zoning Board of Appeals (the "Board") operates pursuant to applicable provisions of Chapter 40A of the Massachusetts General Laws and the Town of Natick Charter and By-Laws. The Board consists of eight members (five regular members and three associate members) appointed by the Board of Selectmen, which seeks to maintain at least one attorney, one architect, and one civil engineer or builder. The Town of Natick *Zoning By-Laws* sets forth, among other things, the use and dimensional requirements which have been established for the various zoning districts of the Town, as well as procedures and standards which pertain to seeking relief from those requirements. In certain cases, the Board hears cases seeking such relief. The Board has the power to hear and decide the following petitions:

- Requests for variances from the regulations of the *Zoning By-Laws* – for example, a variance to allow the construction of an addition to a dwelling that does not meet the current setback requirements.
- ❖ Requests for relief (appeals) from persons aggrieved by reason of their inability to obtain a permit from certain administrative officials under the provisions of Chapter 40A of the Massachusetts General Laws.
- ❖ Requests for Special Permits as allowed within the *Zoning By-Laws* – for example, the Board, when designated to act as the Special Permit Granting Authority, can grant permission for specific uses in specific zones.

The Board meets regularly on Monday nights at least once per month. In 2011, the Board received 34 petitions, with filing fees totaling \$14,167. These fees cover the cost of legal advertisements and abutter notifications, as required by law. Of these applications, 4 were withdrawn, 26 were granted conditionally; 3 were denied; and 1 has yet to be decided.

Due to an increase in the number and complexity of applications, in 2012 the Board continues to tentatively schedule two regular meetings per month versus the past practice of one regular meeting per month.

The majority of the applications received concerned residential properties. Additions to pre-existing non conforming structures continue to be a popular trend, with Town residents desiring increased and better designed space without leaving their established neighborhoods.

The Board welcomes the opinions of Town Boards and Commissions and encourages all Boards and Commissions to provide input relative to their respective areas of expertise. This insight enables the Board to craft more detailed and appropriate decisions.

The Board wishes to recognize the special contributions of Associate Member Kathryn Coughlin throughout the past year. In addition to providing thoughtful and useful insight at regular meetings, Kathryn has dedicated significant time and effort as the Board's appointed representative to the Zoning Bylaw Review Committee.

The Board also wishes to thank the staff of the Town's Community Development Office for its support throughout the year.

Each volunteer member of the Zoning Board of Appeals looks forward to his/her continued service. We will continue to work together to provide the town and townspeople of Natick a valuable service.

Respectfully submitted:

Michael J Hickey, Jr. – Chair
Robert E Havener – Vice Chair
Paul T Mulkerron – Clerk
Laura Godin – Regular Member

Scott W Landgren – Regular Member
Chike C Odunukwe – Associate Member
Kathryn M Coughlin – Associate Member
Kevin P Polansky – Associate Member

Sealer of Weights and Measures

Weights and Measures may be ranked among the necessities of life to every individual of human society. They enter into the economical arrangements and daily concerns of every family. They are necessary to every occupation of human industry; to the distribution and security of every species of property; to every transaction of trade and commerce; to the labors of husbandman; to the ingenuity of the artificer; to the studies of the philosopher; to the researches of the antiquarian; to the navigation of the mariner, and the marches of the soldier; to all the exchanges of peace, and all the operations of war. The knowledge of them, as in established use, is among the first elements of education, and is often learned by those who learn nothing else, not even to read or write. This knowledge is riveted in the memory by the habitual application of it to the employment of men throughout life.” John Quincy Adams – Extract from the Report on Weights and Measures by the Secretary of State, made to the Senate on February 22, 1821.

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

During the period January 1, 2011 through December 31, 2011 twelve scales in the one hundred to one thousand pound category were tested and sealed. In the more than ten but less than one hundred pound category, ninety-seven scales were tested, found correct, and sealed. Eleven scales and balances in the under ten pound category were tested and sealed. Twenty metric and ten apothecary weights were tested, found correct, and sealed. In the Liquid Measuring Device category, one hundred and fifty-five gasoline meters were tested and sealed. Fourteen vehicle tank meters were tested and sealed. Twenty-four taximeters were tested and sealed. Eight scanning systems were inspected and found meeting ninety-eight percent price accuracy. Trial re-weighings of pre-packaged commodities were conducted. Civil citations were issued where weights and measures violations were found. The total fees for sealing and certifications amounted to \$6,470.00.

Respectfully submitted,

Joseph J. Mulvey
Sealer of Weights and Measures

Financial Departments

Board of Assessors

The Board of Assessors respectfully submits its annual town report for 2011.

Fiscal Year 2011 closes with the addition of many new condominiums. The additional development of the South Natick Hills Complex has increased the Town's tax base and will continue to contribute to Natick's revenue stream. The Assessors Staff have been reviewing and inspecting all the condominiums and all alteration permits in Town. Additionally the staff has visited all recent sales and has asked the new owners to cooperate with the completion of sales questionnaires. The fiscal year 2012 tax rate has been set at a single rate of \$13.91. Natick's tax rate will increase but the residents will soon see two beautiful new buildings. The Assessors Office will continue to review assessments for accuracy on a continuous basis. Taxpayers are urged to review assessor's records to verify property information.

The Board of Assessors granted 322 Personal Exemptions to qualified property owners in fiscal year 2011. There were a total of 33 senior workers. (\$31,210.00) Additionally we granted 125 water/trash exemptions.

2011 GRANTED EXEMPTIONS		Count	Total
42	Spouse of officer/ firefighter killed in line of duty	1	6,434.82
17D	Senior/ Surviving Spouse	41	9,686.25
22D	Surviving Spouse	1	2,500.00
22(a-e)	Veteran 10% Disabled	129	69,660.00
22A	Veteran loss of limb	1	1,012.50
22B	Veteran multi limb loss	1	1,685.50
22C	Veteran adapted housing	1	2,025.00
22E	Veteran 100% disabled	29	39,150.00
37A	Blind	31	20,925.00
41A	Deferral	18	58,720.93
41C	Elderly	66	89,100.00
18	Hardship	3	3,375.00

Total Amount Granted \$304,275.00

In fiscal year 2011 the Assessor's Office committed for collection:
Real Property \$ 78,232,266.25

Personal Property \$1,412,910.44
Supplemental \$223,139.92

In fiscal year 2011 the committed excise totaled \$ 4,122,257.15.

The Assessor's Office received 181 abatement applications for real estate, supplemental and personal property for fiscal year 2011. The staff inspected and reviewed the applications received. The Assessors issued 69 abatements for real estate and supplemental bills totaling \$173,439.95. There were 11 Personal Property abatements granted totaling \$6,720.60.

For fiscal year 2011 there are 14 pending Appellate Tax Cases, 4 are Telephone Communication Companies, 8 Commercial Properties, and 2 Residential Properties. In fiscal year 2011 we have successfully closed or settled all but 79 appellate appeals. They consist of 2 residential appeals, 12 commercial appeals, and 65 telecommunication cases. The total numbers of appellate appeals date from 2003 thru 2011 inclusive. The Town continues to have a potential liability in all years. The town must continue to maintain a significant balance in the overlay account until all of the appeals are settled.

The free trash bag program for qualified seniors has continued. The qualified residents have received 1,444 sleeves of bags. The Elderly and Disabled Tax Committee have been able to assist seven applicants with a total award of \$9,500.00. The Committee wishes to thank all of the residents who have generously contributed to the fund.

Meetings of the Board of Assessors are scheduled and are posted at Town Hall. The assessment data and all forms and applications are available on our web site <http://www.natickma.gov> (please select Assessors Office).

The Assessors Office Staff will continue to provide residents with accurate assessment data. The Assessors Office is open daily to assist residents and will be committed to providing any and all support needed to answer all questions and concerns. The Assessor's Office is open Monday, Tuesday, and Wednesday 8:00 A.M. to 5:00 P.M. Thursday 8:00 A.M. to 8:00P.M.and Friday 8:00 A.M. to 12:30 P.M.

Respectfully Submitted,

Janice M. Dangelo
Director of Assessing

Collector/Treasurer

The following represents the percentage of the net tax levy collected through the 2011 fiscal year:

Total Tax Levy:	\$79,645,196
Overlay Reserve for Abatements	<u>\$ 1,112,323</u>
Net Tax Levy	\$78,532,873
Overlay Percentage of Net Tax Levy	1.4%

Amount Collected thru 6/30/11 \$76,680,525

Percent of Net Tax Levy Collected 98%

In conclusion I would like to thank the entire Treasurer/Collector staff for their continued dedication of service to the residents of the Town of Natick. Beth, Tina, Carol and Terry are a team of knowledgeable people who happily serve town residents in person, at the Collector's window or via the phone.

Respectfully submitted,

Brian Conway
Assistant Treasurer/Interim Treasurer

Comptroller

In compliance with Massachusetts General Laws Chapter 41, Section 61 herewith is the annual report of Town Comptroller's Department for the fiscal period July 1, 2010 through June 30, 2011. All invoices and payrolls presented by Town Departments were examined for their accuracy and compliance with state law prior to payment.

Monthly appropriation status reports were forwarded to Town Departments and Committees/Boards legally charged with the expenditure of Town Funds.

Notice of actual receipts were provided to the Assessor's for Tax Recap purposes.
Major Accomplishment: Develop and implement a new "Chart of Accounts" that is UMAS (Uniform Massachusetts Accounting System) compliant. This will aid greatly in report generation, maintenance of accounts and the annual audit.

Also, a special thanks to former Town Comptroller Karen Shree Kucala.

Robert Palmer, Interim Town Comptroller

Board of Retirement

INCOME

Contributions	\$2,515,182.34
Transfers	355,173.53
Make-up Redeposits	6,499.48

APPROPRIATION

Pension Fund	5,916,756.00
Workers Comp	750.00

OTHER SOURCES

Reimbursements	341,817.40
Investment Income	3,347,836.74
Profit on Sales	81,780.28

DISBURSEMENTS

Annuities Paid	1,248,527.10
Pensions Paid	7,302,230.67
Refunds/Transfers	310,705.35
Reimbursements	283,352.76

ADMINISTRATIVE EXPENSES

Salaries	143,832.71
All Others	433,095.17
Loss on Sales	7,164.35

Respectfully submitted,

Robert J. Drew, Chairman
Robert Palmer, Interim Ex-officio
Michael J. Melchiorri
David A. Given
B. Michael Reardon

Kathleen S. Bacon, Director

Health and Human Services

Board of Health

STAFF

Director of Public Health – James M. White, Jr., B.A, C. P. H., RS/REHS
Senior Environmental Health Specialist – Michael K. Boudreau, M.P.A., R.S.
Environmental Health Agent – Jane M. Anderson, M.P.H., REHS/RS
Public Health Nurse – Leila J. Mercer, R.N., B.S.N
Executive Assistant – Pamela K. Morgan, B.A.
P/T Department Assistant – Jean M. Cotter
Animal Inspector – Keith A. Tosi

The following communicable and reportable diseases were reported to the Board of Health during 2011:

Babesiosis	3	Lyme Disease	54
Campylobacter	6	Meningitis (Viral)	1
Dengue Fever	1	Mumps	2
E.coli 0157:H7	1	Norovirus	1
Ehrlichiosis	1	Salmonella	3
Group A Strep Invasive	2	Shigella	1
Group B Strep Invasive	2	Varicella (Chicken Pox)	8
S.pneumoniae	7	Influenza (Lab Confirmed)	
Hepatitis B	7	Type A	4
Hepatitis C	24		

TOTAL: 128

Home visits made for contagion and other related matters totaled 93. Mantoux skin tests for tuberculosis totaled 31. There were 4 positive reactions identified and 5 referrals to private physicians. The Tuberculosis Control Program numbers of active cases requiring monitoring, investigations, home or office visits, referrals and department workload has doubled from the previous year.

At our weekly Blood Pressure Clinics, 270 residents participated, with 10 referrals to private physicians. Additional office visits included Lead Screening, walk in patients, communicable disease screening and community health assessments totaling 92 visits resulting in an additional 24 referrals to private physicians or state agencies.

There were 13 separate Flu Clinics held in the Fall following state and federal government guidelines with a total of 1533 seasonal flu vaccines administered by the Board of Health. In addition to the flu vaccine, the Board of Health administered 213 doses of various vaccines through our immunization program such as Hepatitis A & B, tetanus, MMR, pneumonia, shingles, Td, Tdap, etc., bringing the combined total to 1746 of individual doses administered by the department.

Fees collected by the Board of Health Department in calendar year 2011 for various licenses, permits, fees and inspections totaled \$188,561.91. This total includes \$13,752.84 in Medicare reimburse-

ment from our flu clinics that was deposited into the newly established Immunization Revolving Fund. In addition, another \$450 was collected by the Town Clerk for non-criminal fines issued by the Board of Health for code violations.

A total of 1098 inspections were conducted for 405 food establishments of all types, including restaurants, markets, bakeries, caterers, clubs, schools, canteen trucks, fairs, hospital, nursing homes and residential kitchens. Additionally, 3071 inspections, complaint investigations, progress inspections, plan reviews and field consultations were carried out by the Board of Health staff relative to environmental sanitation, housing, nursing homes, sewerage, drainage, swimming pools, day camps, livestock, hazardous materials and other public health matters for a combined total of 4169, which represents an increase of over 400 from the previous year. This department received, investigated and/or reviewed 134 food related recalls, 171 complaints, 30 Title V inspection reports and 569 septic system pump outs in 2011. Various permits and licenses issued by the Board of Health totaled 1420 in 2011.

The Board of Health was also an active participant in the Town's response to both Hurricane Irene and the October 30th Nor'easter snow storm. We aided by supplying Medical Reserve Corps (MRC) volunteers to man the overnight comfort station set up in the library for residents left without power from the storm's aftermath. The Board of Health continues to provide administrative guidance to our 148 member MRC volunteer program; their complete annual report can be found elsewhere in this booklet.

A new program worth noting, a Junior MRC volunteer program for high school age students was formed in Natick this past April and currently has 8 members. This is the only active Junior MRC in Massachusetts at this time.

On April 30, 2011, we held our 25th annual Household Hazardous Waste Collection Day at the DPW facilities located at 75 West Street. Both the new location and attendance were a success as we serviced 205 vehicles generating over \$7000 of properly disposed waste during the event. In subsequent years, the Board of Health must also supply proper means of disposing used syringes as the new state sharps regulations go into effect on July 1, 2012.

We would like to take this opportunity to thank both, Dr. Anthony Cosimini, DVM and Dr. Edward Zullo, DVM for their years of service to the Board of Health as Animal Inspectors. Dr. Cosimini served in that capacity for 6 years while Dr. Zullo retired after serving the Town of Natick as our Animal Inspector for the past 64 years. We appreciate everything you did for this department and the professionalism you brought to the position. We wish you all the best in the years to come.

Respectfully submitted,

Peter A Delli Colli, D.M.D., Chairman
Donald J. Breda, P.E., Vice Chairman
Ian L. Wong, M.S.P.H., Clerk
Alan G. Cole, M.D., Physician to the Board
James M. White, Jr. RS/REHS, Director of Public Health



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Lynda Simkins, Director
Jean-Claude Bourrut, Assistant
Director
Trish Wesley Umbrell, Farm
Administrator
Regina Wolf Fritz, Coordinator of
Public Programs
Jeannette Christensen,
Coordinator of School Programs
Taneeta Bacon, Caretaker

Board of Directors

Rebecca Killigrew, President
Deidre Tymann, Treasurer
Mary DeBlois
Randall Gruber
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David Krentzman
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Kathleen Drumm Rehl
Barbara Talkov
Mare Tomaski
Kristine Van Amsterdam
Bruce Weisberg
Ronald Wright

Honorary

George Ames
Frank Paul

NATICK COMMUNITY ORGANIC FARM

Natick Community Organic Farm is a nonprofit, certified-organic farm providing productive open space, farm products, and hands-on education for all ages, year-round. Committed to farming methods that are ecologically healthy and sustainable, the Farm places special emphasis on service to youth through year-round classes, work-experience programs and volunteer opportunities for working the land.

NCOF is open every day during daylight hours with no admission fee for the public's visits and purchases.

Public markets for NCOF products

- Barn-side market stand at NCOF
- Youth-run Rt. 16 market stand, July-Sept.
- Natick Common Farmers' Market, Saturdays, May-Oct
- Framingham Farmers' Market, Thursdays, May-Oct.
- Bacon Street Farm
- Deb's Flowers, Holliston
- Sweet Basil, Needham

NCOF Educational Programming

- Free yearly programming for Natick Public Schools grades K-4
- Open-enrollment programming for children, youth and families
- Home-schooling programs
- Classes and workshops for adults
- Professional development programming
- Individual and group volunteers
- Self-guided visits
- Internships

2012 Events

- Sat. March 10 Maple Magic Day, Memorial School & NCOF
- Sun. May 20 Spring Spectacular, NCOF
- Sat. June 23 Summerdance, NCOF
- Mon. September 24 Harvest Dinner & Auction, Wellesley College Club

Notes on 2011

We had so much snow in February that we were unsure that we would be able to reach our tap sites! Nevertheless, we made 219 gallons of maple syrup. Spring seedling sales were once again brisk. We increased production of spring greens and early tomatoes in our new hoop house.





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We ran our first professional development program, restarted our home-schooling programs, and extended our after-school programming year-round. All but one of our summer teachers returned, leading to very smooth programming. Our gardens produced well despite a very wet beginning to the growing season and a very dry end to it. We tend five bee hives organically. We sold all but two of our Thanksgiving turkeys; we are still selling pork and chicken, and beef. Our newly completed root cellar allowed us to market carrots and other root crops well into the winter. Fundraising days at Whole Foods and Boloco Burrito brought in income for the Farm and introduced us to new cross sections of people. We reestablished a two-month rotation of new and established artists in our art gallery.

Goals for 2012

- **Build a new composting pad.**
- **Continue outreach for schools & groups.**
- **Update school program curricula to reflect new frameworks.**
- **Focus staffing to generate more income and innovative programming.**
- **Fine-tune planting schedules to maximize harvests.**
- **Develop a matching gift program and a list of foundations to financially support our mission.**
- **Help secure land for community gardeners.**



Human Services & Council on Aging

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

Main Purpose of the Department

The Department is a human service agency providing activities, education, information, social and support services and programs for children, adults, elders, families, and individuals with disabilities 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; assist in the planning of community projects that address youth and family issues; develop and foster partnerships with other agencies and organizations for planning wellness and prevention programs; work with the school department, area social service organizations & state agencies to address service needs; assist families and individuals in accessing public and private benefits; advocate for older adults (6502 Natick residents over age 60 according to 2010 U.S. Census, a 9.4% increase from the 2000 U.S. Census) and individuals with disabilities of all ages locally and on the state level; and foster the growth of young leaders in Natick.

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

Most programs and services are provided at the Senior Center. Our high level of activity would not be possible if not for the 316 volunteers who donated 14,779 hours of their time, equivalent to \$315,679 of service to the town of Natick. Additionally, Whitney Place Assisted Living Residences, Natick Visiting Nurse Association, Inc., MetroWest Medical Center, Mary Ann Morse Nursing Home, BayPath Elder Nutrition Program, Senior Citizens Legal Project, Vision Foundation, and many doctors and other health care professionals, local agencies, and other town departments provided “in-kind” services to benefit our participants. We are grateful to the foundations, businesses, civic organizations and individuals who have supported our programs and services through their generosity.

Our social services department accessed entitlement benefits for Natick residents in the areas of: food stamps, Mass Health, SSI, SSDI, fuel assistance, Medicare programs, Good Neighbor Energy, Bay-Path Emergency Fund, and Prescription Advantage in addition to their ongoing case management cases. Income Tax preparers worked with over 200 Natick residents to help them file their personal Income Tax returns and assisted many in accessing Circuit Breaker refunds for elders and Earned Income Tax Refunds (EITC) for low to moderate income families with children. SHINE counselors assisted Medicare beneficiaries in saving money and navigating complex changes in the health insurance system. While the financial benefit of our social services staff, SHINE counselors, and Income Tax preparers is significant, the non-financial benefits of access to information or resources, peace of mind, and closure, are of equal importance.

Representative Activities and Initiatives in 2011

The work of the department in collaboration with many other local organizations, agencies, and

departments has resulted in numerous activities and/or initiatives for Natick residents including:

- Fuel Assistance for 105 Natick families, a 14% increase in the number of families served over last year. Monetary benefit of \$62,177 in fuel assistance, a 21.4% increase over the previous year. Collaboration with the Natick School Department has directed previously unidentified eligible families to the Human Services/COA Department for assistance in accessing public and private benefits.
- Backpacks for 43 Natick children through collaboration with Natick Parks and Recreation's Camp Woodtrail, Natick Service Council, and Backpacks for Kids
- Beginner's Spanish Class
- Family movies for grandparents and grandchildren and parents and children on our 63" television during school vacation weeks
- Partnered with Sherborn Council on Aging to offer Water Aerobics class at Longfellow Sports Club.
- Screening site for National Depression Screening Day cosponsored with MetroWest Medical Center and The Samaritans.
- Collaborated with Central Massachusetts Area Health Education Center (Central Mass. AHEC) to become a host site for AmeriCorps volunteer program for Healthy Aging.
- Expanded our hours of operation to include evenings and weekends to offer free income tax preparation for working families to help them collect the Earned Income Credit and Child Care Credit.
- Collaborated with American Red Cross to hold two successful blood drives.

Activities in 2011

Service was provided at the senior center, in consumer's homes and through our transportation program, and in the community

Social Service and Case Management Cases:	496
Programming and Health Services Units:	33,220
Information Calls:	17,520
Parking Tags Issued:	984

We appreciate the support and suggestions of the community as we plan for the future of our department. We remain committed to the goals of providing services, information and resources and access to the same for Natick residents of all ages and incomes. We work to be responsive to the identified needs of our community as well as to anticipate emerging needs. These principles guide our planning for the services, activities, and programs of our department.

Respectfully submitted

Moira Anne Munns, Director
Human Services & Council on Aging

Recreation and Parks Department

The Natick Recreation and Parks Department enjoyed a very successful year in 2011. The year was highlighted with substantial participant increases to community special events along with significant increases in pre-school and youth programming. Another important accomplishment that occurred in 2011 was the Department designing a new agency logo thanks to the help of the Joseph Keefe Technical students and staff. This new logo will help to brand our department's new image to the public. The Department also spearheaded facility improvements throughout the Town's recreation system with the (1) renovation of East Natick playground, (2) major facility overhaul in the amount of \$1,000,000 at the William L. Chase Ice Arena, (3) improvements to the Sassamon Trace Golf Course, (4) Natick Common improvements to the Civil War monument, the Gazebo, and the Common's overall electrical system, (5) Memorial Beach entrance way improvements, (6) Cole Recreation Center floor and interior electrical upgrades and (7) field enhancements to the Cole South and Memorial School soccer fields.

The Natick Recreation and Park continue to work with various 501(C) 3 organizations so as to provide excellent programs at affordable rates. These organizations include the Natick Basketball Association, Parents Association of the Handicapped, Natick Community Organic Farm, Inc., Friends of Natick Drama Workshop and Supporters of Sassamon Trace Golf Course, Corp. Their commitment to provide financial support through fundraising along with their important input to our agency has been a great asset to Recreation and Parks as we work towards providing diversified, unique and specialized programming for our residents.

The Department continues to utilize its new registration software to provide improved communication and marketing services to our participants. With the use of a web based survey tool called "survey monkey", we receive invaluable feedback on our services from our customers, which has helped our agency make appropriate changes to better serve the residents.

Summer participation at Memorial Beach, which included an excellent high quality swim instruction program and well attended summer swim team, increased by 3% compared to the previous summer. The Sunshine Center program, which provides a morning social play for boys and girls Ages 3-5, also experienced a 2% increase in participation from the previous summer.

Seasonal programming from September through May experienced an overall growth of 3% from the previous year. Programs that spearheaded this increase include Natick Drama Workshop, Grade 5 & 6 Fantastic Fridays, Parents Night Out, Special Needs Programming, Ski Lessons and our popular Grade 4-8 Basketball Program.

Town community special events such as Natick Days, Spooktacular, Concerts on the Common, Family Performing Arts Series, Health, Fun and Fitness Day, Flashlight Egg Hunt, the Great Outdoors, the Mini-Triathlon and Mile Swim at Memorial Beach, continue to grow in popularity and size. These events along with the excellent seasonal special events that the Natick Community Organic Farm provides are truly outstanding services for all segments of the Natick community to enjoy. Our "personal" thanks goes out to the Special Event committee members, program volunteers, non-profit organizations, local businesses, civic organizations and municipal agencies, who work with us to make these events possible through their personal support and funding.

The Natick Recreation and Parks Commission has advocated the past two years for an increase in

training of full-time and part-time staff alike throughout the department. It has been the hope of the Commission that an increase in specific training sessions would enhance each employee's skills so that the department's overall quality would improve and that outstanding public service would be provided on a daily basis to the public and program participants alike. 2011 saw not only site specific waterfront module training along with CPR and Standard first aid training to lifeguards and year-round staff, but summer supervisors and administrators received beneficial and appropriate Massachusetts Recreation and Parks Association training in late June. At this session, fifteen key summer staff received skills training, which helped them supervise and motivate their summer staffs. This helped to improve the overall delivery of summer programs to our program users.

Our full time staff received training in computer, financial accounting and customer service during the year. In addition to this full-time staff training, please note that Jonathan Marshall has completed his NRPA Director's School two year training while Dan Keefe has completed his first year of Director's School training in anticipation of completing the program in the summer of 2012.

Natick Recreation and Parks Commissioner David Ordway is the Commission's representative to the Town's "Open Space" committee. He has been working on the committee during the past five years to help to rewrite the "Five Year Open Space and Recreation Plan" for the Town of Natick. The committee members have been working with a private consultant (Gino Carlucci) to create this document, which represents the communities' goals, needs and objectives when it comes to public space use and its current and future needs. The Recreation and Parks Department is pleased to announce that the Town has signed a 30-year land lease with the State to acquire a 4 acre parcel of land next to J. J. Lane Park. This property will be renovated jointly with the existing J. J. Lane Park to create a 7-acre park on Speen Street. This park was one of the top priorities of the Town's previous "Open Space and Recreation Plan".

The Recreation and Parks Department and the community at large are still faced with field overuse and field shortages, even with the 2011 construction of the new "synthetic turf" field being completed at Memorial field on West Street. The department will continue to work closely with the Athletic Department, the DPW Land, Facilities and Natural Resources Supervisor and the community to carefully schedule these outdoor facilities as DPW works hard to keep the facilities at a safe and appropriate playing level.

The Recreation and Parks Department and Commission is extremely excited with the prospect of the soon to be opened Community Senior Center on East Central Street. The scheduled target opening date at this point is for late summer 2012. This facility promises to be an excellent opportunity for the Recreation and Parks Department to provide quality and affordable programming for high school students, young adults, adults and seniors alike in an outstanding recreation facility. This initiative is part of the emergence of the new Community Services Department, which is a consolidation of the Recreation and Parks Department, Veteran's Services, Human Services and Council on Aging. Dick Cugini has been selected to be the Director of this agency, which starts on January 1, 2012.

With the new facility on the near horizon, the Recreation and Parks Department has also upgraded its facility at 179 Boden Lane. Some of the renovation work includes providing new floor and game equipment within the Teen Room, installing a new rubber floor within the Playgroup room and has provided WIFI in the front section of the Cole Center. HVAC work to the Playgroup room is scheduled for 2012 along with the expansion of the Cole Center Parking lot from 72 to 96 parking spaces.

The upgrade to this facility along with the planned installation of new direct digital heating controls (DDC) throughout the building are being done in anticipation of a major recreational use at both the new Community Center on East Central Street and the Cole Recreation Center.

In closing, the Natick Recreation and Parks Commissioners wish to extend an invitation to the general public to come to their monthly “first Monday of the month” Commission meetings. Please feel free to bring with you any issue, question or concerns that you have to the meeting. If you can’t attend, please feel free to call or visit the Department’s main office at the Cole Center anytime during the week from 8:00 am to 5:00 pm.

Respectfully submitted,

Wayne Szretter, Chairman
Recreation and Parks Commission

Dick Cugini, Superintendent
Recreation and Parks Department

Sassamon Trace Golf Course

Sassamon Trace Golf Course opened for the 2011 golf season on March 17th. It was the second earliest opening date ever despite the snowiest January on record. Much of the success of the golf course is dependent on a challenge. April and May 29 days with precipitation was cooler and wetter than 1st the course was evacuated. Conversely, July was the 2nd heat waves. August proved and featured hurricane September through December temperature despite an snowstorm. The warm weather produced a record number of golfers in November and December. The golf course remained open for play straight through the month of December.



weather and 2011 was certainly although average in rainfall had over the two months. June normal and surprisingly on June due to a tornado warning. warmest on record with two to be the 5th wettest on record Irene at the end of the month. was much above normal in uncharacteristic Halloween

Gross revenue for 2011 was down 7.3% from 2010 and total rounds played were down 4.5%. This down turn can be directly attributed to the poor spring weather conditions. April and May is the time when golfers want to get out and play after the long winter layoff. Winter rates are no longer in effect and demand is high. Unfortunately, poor weather deterred play for most of the spring. Green fee revenue was down \$40,000 compared to the same time period in 2010. Discounted green fees go into effect late in the season and as nice as the weather was in November and December there is just not enough demand to make up for the poor spring. All revenue categories including food & beverage, golf car rentals, instruction and merchandise were negatively impacted as a result. The only income category that saw an increase was Season Tickets. A Season Ticket is basically pre-paid green fees for the year. A goal for 2011 was to increase Season Ticket Revenue. Without increasing the fee, Season Ticket revenue increased 10% to \$85,555. The 2011 Season Ticket was modified to include more course access making it a better value. There were 190 Season Tickets sold in 2011 compared to 162 in 2010. Natick residents comprise 71% of all season ticket holders. There were 8,238 rounds played by Season Ticket holders, equivalent to 30% of all play.

Calendar Year 2011 vs. 2010

	<u>2011</u>	<u>2010</u>
Total Rounds Played	27,230	28,492
Green Fees Revenue	\$315,100	\$356,688
Golf Car Revenue	\$61,609	\$65,184
Season Ticket Revenue	\$86,555	\$78,168
Golf Shop Revenue	\$52,676	\$56,827
Total Revenue	\$515,940	\$556,867

Major expenses, such as payroll, irrigation and electricity and all other variable expenses are constantly monitored. All major expenses categories came in below appropriations for the calendar year. Irrigation water for the course historically has cost anywhere from \$35k to \$85k depending on weather conditions but in 2011 only \$9,500 was expended. One benefit of a wetter than normal

season is less water is used to irrigate the golf course. However, the major reason for the low water expense is that we are now drawing water from a shared water supply located on the Dowse orchard. This was the first season for the new water supply. A total of 3,800,000 gallons of water was drawn from this new supply. Had this same amount of water come from the Town of Natick water supply it would have cost over \$41,000. The water is donated to the course by the Dowse Family and the Supporters of Sassamon Trace paid for the infrastructure to transfer the water to our irrigation pond.

Sassamon Trace Golf Course, which opened on September 1st, 2001, sits on approximately 120 acres of land. Sterling Golf Management is the contractor for the turf maintenance. There are 1.75 acres of greens, 1.5 acres of tees, 8 acres of fairways and 21 acres of rough. Sterling Golf Management maintains the golf course under IPM conditions which is the industry benchmark for environmental conservation. Sassamon Trace is a member club in the Audubon Cooperative Sanctuary Program. The golf course celebrated its 10th anniversary on September 5th with a golf tournament which included many of the guests and town officials that were present for the course opening in 2001.

The Supporters of Sassamon Trace were busy again this year raising funds for special projects and amenities for the course. This year they raised over \$7,700 through their annual appeal, prize drawings, tournaments and sponsorships. In 2011 they awarded two scholarships for Natick High School students. They were instrumental in providing the funding needed to install the infrastructure for the new water supply. Other items provided by the Supporters include scorecards and brochures. This year's Audubon project was a bluebird restoration project. The Earth Science Club at the high school selected a student intern to carry out the project and the Supporter's Association paid for all the materials.

The Golf Course Advisory Committee is composed of five town appointed residents that meet on the third Tuesday of the month at Sassamon Trace Golf Course. The committee invites residents to participate in these monthly meetings that are posted at the course and on the town's online public meeting calendar. The Golf Committee works with golf course management to review policies & procedures, develop new revenue opportunities and identify cost saving measures.

Respectfully submitted,

The Sassamon Trace Golf Course Advisory Committee

Robert Healey, Chair

Kevin Chandley, Vice Chair

Arthur B. Fair III

George Richards III

Timothy Nihill

Veterans Services

Natick Veteran Services is staffed by a full time Veterans Service Officer, as required by Massachusetts General Laws, and 60% by an Executive Assistant. The Veteran Service Officer is an accredited service representative with Vietnam Veterans of America and United Spinal Association, Inc. This gives the VSO the authority to work on all Veterans Administration issues. This could include Aid and Attendance for our elderly veterans and spouses. If the veteran is deceased, the spouse may still be eligible for the benefits. This also includes claims for our veterans which can now be handled from start to finish. These claims will provide funds to our veterans, and at times, to surviving spouses.

This office provides assistance on state and federal benefits. The Commonwealth of Massachusetts is second to none in providing veteran benefits, and is the only state to provide the benefit of Veteran Service Officer for every city and town. This benefit goes back to the post civil war time to help the returning veterans and their families.

In addition to helping the veterans who have served, we also have resources to help the families of those who are presently serving. There are many resources available to their families. There are currently many more members of the National Guard and other reserve units compared to pre- 9/11. This is a new group that is much larger and which includes multiple deployments . This office is involved with the Total Wounded Warrior/Yellow Ribbon program, a program that was formed to help the new returning veterans and their families.

A resource guide has been put together with the many services provided in the Commonwealth. This guide is used by other state agencies such as Parole, Middlesex County Probation, Operation Stand Down and the Middlesex Sheriff's Office. There are 14 Veterans' Outreach Centers, Vet Centers and numerous housing programs which are state, private and federally funded. Most of the State Universities also have veteran groups made up mostly of the recent returning Veterans; this office has been involved with the program at Framingham State University. Education is provided by the State Universities where a tuition waiver is provided for all veterans of a foreign war including WWII, Korea, Vietnam, Lebanese peace keeping force, Grenada rescue mission, the Panamanian intervention force, or the Persian Gulf. The new generation of Veterans who served in Iraq and Afghanistan Veterans are covered under the Post- 9/11 GI Bill. This covers both tuition and fees at all colleges and universities. There is also a program to help the children of Fallen Service Members which covers all 2- and 4-year undergraduate degrees.

While we can all see the ages of our WWII and Korea veterans, our Vietnam veterans are for the most part over 60 years of age. Nationally, we are losing over one thousand a day of the WWII Veterans, with the youngest being in their late 80s. Of the Korean War Veterans, the youngest are about 80 years of age. The youngest of the Vietnam Veteran are 57 or 58 years of age. This will be an increase in veterans benefits needed. For example, VA benefit Aid and Attendance, are on the rise. This is a form of VA pension.

We have won a number of compensation and pension cases including widow's benefits. We have processed 79 cases of compensation and pension with the VA. To date we have had awards totaling \$291,911 through January 24, 2012. Most Aid and Attendance cases take over a year to get a decision. The compensation case generally takes at least one year to process, usually longer. With the new generation returning from war, the time for the VA to settle claims is taking longer than

normal or more than one year. But the benefits are lifelong awards.

This office also works with other agencies in the Town of Natick, including the Council on Aging and Human Services. By working together we meet many needs, such as fuel assistance and counseling. This office is also building relationships with other members of Town Government and with other agencies throughout the Commonwealth, such as Career Centers. Many times, veterans come to this office unemployed and seeking assistance. We can provide assistance while at the same time helping them find employment. We have built up a resource list for Career Centers, which is included in the resource guide that we have put together. Ms. Young and I sit on a committee with the Career Centers. Since a part of our clients are elderly, we are familiar with resources such as Bay Path Elder Services.

This office is also part of a team effort to remember our Veterans in many different ways. Our Memorial Day events including the decorating of the graves, a great town-wide effort. This includes many citizens, including youth and many scout groups. The parade on Memorial Day is a town-wide effort with the youth, town officials and elected state officials, and includes our local clergy. Veterans Day events also include many of the same efforts as the Memorial Day parade.

We are the only city or town in the Commonwealth to remember Pearl Harbor on the 7th December every year; 2011 was the 70th anniversary of Pearl Harbor. We were also involved in the Transfer of Flags held this year at Wilson Middle School. A "Remember and Thank you" evening was put on by the Town Selectmen, Natick Firefighters, Veteran Services, Natick Veterans Council and the Natick Solider Systems Command.

The Natick Police Honor Guard has led both Veterans Day and Memorial Day Parades; thanks to the NPD. This office continues to work with the Natick Veterans Council in square dedications; we have three planned for this spring. Thank you to the Town's support in these efforts. See The Veterans Services web page for event details as spring approaches.

My highlight of this year was being part of bringing the Vietnam Moving Wall to Natick from June 9-12. Natick lost 11 young men in the Vietnam War, the second highest per capita in the country. A great committee, chaired by Veterans Council President Ed Jolley, was made up of both veterans and civilians. I was given the opportunity to bring greetings on behalf of the Town of Natick at one of the opening ceremonies. Over 10,000 showed up to view the Wall. Great job, Vietnam Moving Wall Committee. The Vietnam Veterans are forever grateful.

We have been involved with the Natick Solider Systems Command and have attended about a dozen events held at the Command. Natick Solider Systems Command has always been a strong supporter of all veterans events held here in town.

The town officials and residents of our community continue to be strong supporters of my office and the veteran's community. Working with the community is such a great part of the work of the office. Let us never forget "Freedom is not free."

Every veteran who walks through the door or calls this office is asked if he or she is enrolled in the VA Health care system. If not, regardless of age are they are asked to complete a three page application and to bring it back to be enrolled. Many veterans do not know that they are entitled to this benefit. For many, this brings savings on co-payments for medical appointments or drugs

and hearing aids , not just elderly. This could also lead to a claim being processed by this office.

Natick residents have always answered the call to duty, going above and beyond. We have had at least 120 Natick residents answer the call since 9/11. Several have had more than one deployment, and a number have had 3 or more deployments. Many are citizen soldiers, with the average age of 26 compared to a much younger average age in past wars. In past wars, Natick's losses have been above average.

Another duty of the Town of Natick Veteran Service Director includes being the liaison to the Commission of Disability and the ADA Compliance Officer. This has been a new experience for me. It is a learning experience and is a great group working very hard to address issues of those with disabilities. I have been able to address a number of complaints with success.

While the Veteran Service Department is one of the smallest in Natick, it is a very important department. Every veteran of every war deserves the best of services we can provide. There is a need for both the WWII or elderly and for the "new generation of warrior" returning now . I have been involved in bringing to a large number of people important information about the "hidden wounds of war" Such as PTSD (Post Traumatic Stress Disorder) and TBI (Traumatic Brain Injuries). While neither is new, they are now defined and more common among returning troops, due to the type of combat today's veterans are facing.

Opening many new claims to the VA is a huge part of my duties. In the past, claims were not personally handled by the VSO. Now with my accreditations I can process these claims. Every claim won is money to the veteran, along with direction and assistance in dealing with the veteran's disabilities.

In closing, I am approaching the end of my second year as VSO. I have been asked to take over as the VSO in Dover, where at present there are no Chapter 115 cases. This will probably involve more answering questions concerning VA issues.

As many are aware, there has been a change in the structure of the Human Services, Council on Aging, Recreation and Parks and Veterans Services. We will all be part of the Human Services Department. Richard Cugini is the new director of this department, and I look forward to the opportunities and challenges ahead.

I am very fortunate to have Sheila Young as my Executive Assistant. She works above and beyond. She has helped educate me on the Chapter 115, an area with which she has extensive experience and expertise. She has also showed a strong desire to get involved with the VA process. We have done many home visits to the elderly who are often unable to leave their homes. The Town of Natick has been very supportive from the Board of Selectman who hired me, to Town Administrator White and her staff. All the agencies that I have dealt with have been very supportive. Thank you" for your the support of this past year.

The AMVETS has an excellent motto: "We fought together, now let's build together."

Respectfully submitted,

Paul Carew
Veterans Service Officer

Education & Learning

Superintendent of Schools and School Committee

This report is a summation of the most significant events and accomplishments during the past year.

Natick School Committee

Mr. Dirk Coburn and Ms. Amy Mistrot were re-elected to the School Committee for three-year terms in March 2011. Mr. Paul Laurent was re-elected to the School Committee for a two-year term in March 2011. School Committee officers as of April 4, 2011 are as follows: Mr. David Margil, Chairman, Ms. Anne Blanchard, Vice Chair, and Ms. Anne Zernicke, Clerk.

Natick High School Project

We are pleased to report that the construction of the new Natick High School is on budget and is scheduled to open August 2012. Construction by Brait Builders Inc. has gone exceedingly well. The first phase of the project was completed in August 2011 which included renovations to Memorial Field, which now boasts a new track, turf field, locker rooms, restrooms, bleachers, and press box. The facility has proven to be a great facility for our soccer, field hockey, football, track and lacrosse teams as well as the various youth teams of the Town.

District/Curriculum, Instruction & Assessment

- Supported the district goal of using technology to enhance the curriculum during the December 5, 2011 district professional development day where teachers attended three ninety-minute workshops, facilitated by their colleagues. Workshop sessions included developing podcasts, using storyboards, google docs and sites, digital citizenship, project-based learning
- Conducted Physical Education and Wellness and Fine and Performing Arts Curriculum Review
- Increased teacher collaboration on student learning through professional learning communities, where teachers work in teams to support teaching and learning
- Supported teacher knowledge of writing, K-4, by conducting professional development using nationally recognized facilitators, Mr. Matthew Glover and Ms. Elizabeth Hale

Pupil Services

- Began the search for a new Assistant Superintendent for Student Services
- Continued the process to streamline the delivery of special education services district-wide by:
 - consistent use of specialized programs and curriculum;
 - special education coordinators and evaluation team leaders at each level;
 - more efficient development of IEPs through the aid of technology.
- Increased the use of technology system-wide in order to:
 - enhance instruction;
 - increase engagement;
 - provide students with accommodations that allow for easier access to the general education curriculum.

- Began the transition to the new state-of-the-art preschool program at the new Natick High School

Technology - District Wide Infrastructure Improvements

- A new wireless infrastructure has been completely implemented district wide. Now all elementary Schools and both middle schools have a wireless environment that supports learning. In addition, outside of the school day the wireless network is available to members of the public through the use of a guest access at all of our schools.
- A pilot of our 1 to 1 learning environment was deployed this fall to all 8th grade students at both middle schools.
- Modular classrooms were deployed at the high school to support the construction of the new high school and wireless access was also deployed there to support the learning environment and set the stage for expanding the 1 to 1 initiative at the new high school.
- Plans and designs for the new high school technology needs were made and work will continue up to the start of next school year. Plans include not only opening a new state of the art high school building but also moving the district wide data center from the current high school to the new high school and expanding our 1 to 1 learning environment to all high school students when the new high school opens in the fall of 2012.

Natick High School

- Natick High School ranked 32nd in “Best Schools in the Boston Area” according to the September, 2011 issue of *Boston Magazine*.
- The Natick High School Class of 2011 was made up of 314 seniors. From this group, 92% continued on to further education: 80% to 4-year colleges, 11.5% to 2-year colleges, and the remainder to specialized and prep schools, .62% of the class joined the armed forces.
- 147 scholarships totaling \$155,000 were awarded to the 2011 seniors at Class Night.
- The Class of 2011 had 2 National Merit Scholarship Finalists and 1 National Achievement Recipient.
- The 2011 National Advanced Placement Exams resulted in 1 Natick High School National AP Scholar, 19 AP Scholars with distinction, 12 AP Scholars with honor and 35 AP Scholars.
- 90% of the Class of 2011 took the SAT’s with scores a wide margin above the state and national means.
- Natick was among a total of 367 school districts across the U.S. and Canada to be honored by the College Board by being placed on the 2nd Annual Advanced Placement Honor Roll for simultaneously increasing access to Advanced Placement course work while maintaining or increasing the percentage of students earning scores of 3 or higher on AP Exams. This recognition indicates that the district is successfully identifying motivated, academically prepared students who are likely to benefit most from AP course work.

- 38% of the Class of 2011 participated in ACT testing with a composite score of 24.0.
- Selected and trained 100+ students from all grades for the inaugural “NHS Leadership Team”. The team was established with the purpose of interrupting the cycle of bullying, and ensuring Natick High School is a safe and supportive environment for all students, visitors and staff.
- NHS Leadership Team accomplishments:
 1. 25 Leadership Team students and 4 teacher-chaperones attended the Anti-Defamation League – April Conference – “World of Difference”.
 2. Approximately 40 Leadership Team students volunteered to be a “buddy” for new transfer students over the summer and into the first week of school. This program will continue in 2012/13.
 3. Leadership Team members created a slogan, “*We Cannot Change the World ... Unless We Change Ourselves*” for t-shirts, and other slogans for stickers to create more visibility for Anti-Bullying Campaigns.
- The NHS Academic Decathlon Team finished 5th out of 22 teams at the Massachusetts large-school competition in November, 2011.
- The Natick High School Speech Team won the Massachusetts State Tournament in the spring of 2011 and went on with a strong representation at Nationals.
- The NHS Symphonic Band won the statewide MICCA competition earning their 3rd Gold Medal in 4 years. The NHS Chorus earned Silver and Bronze Medals in this prestigious competition.
- In May, 2011 our BPA (Business Professionals of America) won 1st place in the “Computer Network Design Team” competition at Nationals in Washington D.C.
- The NHS Robotic Team travelled to Newfound Lake, New Hampshire, in June of 2011 and provided the state with underwater video of the steamboat, Stella-Marion’s barge collected by 3 student built ROV’s (remotely operated vehicles). This barge sunk in the early 1900’s and its location was unknown to local historians. This was a very important discovery that was later presented at a Historical Committee meeting.
- An Award for Academic Excellence was presented to students Sarah Grace and Carly Daitch by Dr. Sanchioni for distinguishing themselves in the pursuit of academic excellence during their high school careers.
- NHS students competed in the 24th Annual Invitational Mathematics Meet at WPI in October, 2011. Over 80 area schools participated. NHS senior, Patrick Harney, was recognized as the top winner on the Natick team, earning a \$1000 scholarship to WPI.
- Thanksgiving weekend, 2011, NHS Drama presented “*Remember ‘11*”, a theatrical revue in tribute to the closing of our school, specifically the Jeremiah J. Healy Auditorium. The revue combined selections from virtually all the major musicals that have been performed on the stage.
- NHS competed in the 9th annual *Women of Science* competition at Bedford High School, finishing in the top 10.
- NHS Art students were named finalists at *ARISIA*, a Science Fiction Convention held in Boston. The student’s work, illustrations on a science fiction theme, made an impressive showing.

- The NHS Athletic Program had another successful year with several notable highlights:
 1. Natick High School was honored with another yearly banner for its Sportsmanship by the MIAA for the year 2011.
 2. NHS Girls' Volleyball, Wrestling, and Boys' Volleyball Teams were BSC Champions.
 3. Field Hockey qualified for the MIAA Tournament for the second straight year and advanced past the first round for the first time in program history.
 4. Girls' Hockey qualified for the MIAA Tournament for the first time since 2002 and won a first round game for the first time in program history.
 5. Wrestling was BSC Champions for the 17th time in 18 years, Sectional Champions, and State runner-ups. Senior Nathan Ziegler and Junior James Smith competed in the NE Championships @ Yale University.
 6. Girls' Lacrosse qualified for the MIAA Tournament for the first time in program history.
 7. The following teams qualified for their respective tournaments: Girls' and Boys' Volleyball, Girls' Soccer, Girls' Swimming, Field Hockey, Golf, Girls' Cross Country, Girls' Basketball, Boys' and Girls' Hockey, Boys' and Girls' Skiing, Boys' and Girls' Outdoor Track, Boys' and Girls' Lacrosse, Boys' Tennis.
- Natick High School established a committee to plan the end of the year party, "*Say a Final Goodbye to Old Natick High*". Save the Date: Saturday, June 16, 2012!

Middle Schools

The Natick Middle Schools are vibrant places for the youth of Natick. The schools work in partnership to develop and advance opportunities for young adolescents, build leadership skills, teach 21st century skills and personalize academic learning. We are proud to share a few of our joint accomplishments from the last year.

Technology, 21st Century Skills and Personalizing Learning

Both buildings became 100% wireless and ushered in the district's first one-to-one laptop computing digital conversion. All 8th grade teachers and students have converted to a digitally-infused learning environment. All 8th grade teachers and staff have obtained extensive professional development in order to maximize the digital resources at their disposal and convert the classroom to a more personalized, student-centered environment. The laptop for every child extends the reach of the classroom and school, increases critical thinking, reading and writing exposure and levels the playing field relative to access to resources. The program pilots the same implementation that will come to the high school and sets Natick on course to become one of the most cutting-edge and instructionally effective school districts in the state!

Leadership Training and Anti-Bullying Programming

- Both schools implemented year two of a comprehensive Peer Leadership program in which over 250 students have participated. The program provides monthly anti-bullying training to any interested student and 50 students participated in extensive trainings with the Anti-Defamation League (ADL) so they can train their peers and younger students to become empowered bystanders in combating bullying as they confront it in their lives.

The Arts

- The middle schools produced the following plays: *Mulan, Jr.*, *The Back of the Bus* (an anti-bullying musical written by middle school staff), *Miss Nelson is Missing*, and *Into the*

Woods.

Fitness

- All physical education staffers have designed and published fitness videos for use in PE classes and as movement breaks in regular education classes. This work operationalizes current neuro-fitness research conducted by John Ratey.

Science, Technology, Engineering and Math Advances

- Solar panels installed on both buildings and collaboration with engineering company for curriculum connections and curriculum
- Expansion of gifted and talented enrichment program and math acceleration program for advanced students grades 5-7 (next year 8th grade will be included as well)

Bennett-Hemenway School

- Implementation of core reading program. During the 2011 - 2012 school year Ben-Hem has expanded their pilot of the core reading program, Reading Street. This program provides continuous, cohesive standards and curriculum K-4 and complements existing best practices.
- iPad implementation K-4. During the 2011 - 2012 school year Ben-Hem has deployed 30 iPads. These mobile devices are being used K-4 for purposes ranging from student research to administering classroom and building level assessments.
- Document cameras deployed to every classroom. During the 2011 - 2012 school year Ben-Hem has outfitted every classroom with iPevo2 document cameras. These devices provide teachers and students the ability to project real-time images in the classroom. Students can showcase their work and explain their thinking while teachers are able to provide direct visual support to instruction modeling live with the document camera.
- Continued refinement and expansion of student support systems. During the 2011 - 2012 school year Ben-Hem has made great strides in refining student support services throughout the building. The Child Study process has made great gains in its ability to identify student learning needs and define support services in an effective and timely manner.

Brown School

- Brown School was recognized by the Boston Globe for having the highest number of students who scored advanced on the third grade MCAS Reading test. In addition, Brown School had the second highest total of third grade students who scored advanced on the MCAS Math test. Brown had continued to demonstrate its overall achievement and is ranked in the top ten percent of elementary schools in Massachusetts according to MCAS results.
- As part of a district-wide initiative, Brown School has implemented the AIMSweb assessment system to measure student progress in reading and math. The AIMSweb assessment tool compliments the other assessments used at Brown to help educators design instruction that is targeted to the needs of our students.
- Brown School hosted the fourth grade Academically Gifted/Academically Talented program in the spring of 2011. Fourth grade students from across Natick came to Brown once per week for two hours to focus on Math challenges.

Johnson School

- Johnson School has their iPad lab up and running. We now host a cart with 21 iPads to support our learning. This cart provides opportunities to complete research, practice word study skills and present information in new ways. This cart is being used with all grade levels. We look forward to building our resources and finding new ways to enhance our learning opportunities.
- Our school council has launched a new “Family Buddy” Program. Families in grades three and four are matched up with our newest community members to help them acclimate to school and have a personal connection to another family at Johnson. The program is modeled after our K-4 Reading Buddy program.
- Each month during our Whole School Assembly we recognize *effort*. We have described effort as working hard to accomplish a goal, either academic or social. Teachers share names of students that have exhibited effort and why they should be recognized. Then they are acknowledged by their peers. This program is sponsored by the Natick Kiwanis Club. As an added bonus, these students receive a gift certificate to a local venue compliments of the Kiwanis Terrific Kid program.
- Johnson School is working to instill the idea of civic virtue and be more involved in community service events. This fall we hosted a “Healthy Harvest” led by fourth grade students to collect goods for the Natick Service Council. This winter we are hosting a book drive, also led by a team of fourth graders, to donate books to a local woman’s prison. We will host an event for the spring also.

Lilja School

- Lilja School second graders benefited from an arts mentor initiated by some high school students from the Walnut Hill School (a private performing arts school in the community). Walnut Hill high school students worked with our students to cultivate voice, creativity, expression and dramatic flair through poetry, dance and acting workshops.
- A generous Natick Education Foundation grant supported the inception of the LILJA CAFÉ. Just opening for its second season, the café is open to the public on Friday mornings from 9-10AM. Our students plan, prepare and sell delicious coffee, tea and baked goods.
- With the wireless capability across the Natick schools, we are able to implement the use of iPads to enhance teaching and learning. Each fourth grade classroom has use of e-reader devices to complement book selections for individual readers and small reading groups. K-4 classrooms have access to a mini-lab of iPads where we use an abundance of educational applications to compliment curriculum content.

Memorial School

- Memorial School implemented a new core reading program with fidelity to the core (Reading Street) in grades K-4. Teachers have been demonstrating key lesson components in the Reading Street Program to provide powerful learning opportunities for all students.
- Memorial School uses the Reading Street assessments to establish student baseline performance to appropriately group, instruct, and activate intervention for ELA student achievement and monitor effectiveness of the intervention as it documents student progress. In collaboration

with special education teachers, core literacy specialist and support team, Memorial School has implemented ELA interventions for students identified in strategic intervention groups.

- Memorial School sends weekly communication home using “Family Times” to provide information about ELA skills, concepts, reading strategies, and vocabulary for the week. Memorial School also publishes a monthly newsletter highlighting school curriculum, classroom educational updates, and student writers.
- Memorial School Incorporates 21st Century technologies for instruction and academic achievement. Memorial school is expanding our technological capabilities; exploring new ideas, and funding sources to broaden our teaching and learning options. All classrooms have a LCD projector, document camera, and laptop. Memorial also has a 24-laptop lab for student and classroom use.
- Memorial School podcasts daily announcements and uses multiple means (i.e. Facebook, School Website) to promote events and increase communication.

Natick High School Graduating Class of 2011

Kameliya Abelyan
Samuel D. Adler *
Andrew Thomas Dustin Ahern
Sean Patrick Dillon Ahern
Gregory Aaron Allen □
Marisa Clare Allen
Kevin Christopher Alston
Eric Liston Andersen *
Kevin R. Anderson
Walter Sunderland Andrews *
Nicholas Stephen Anthony
Olivia Christine Anthony
Justin Alexander Arno
Timothy Alexander Arthur
Thomas Vincent Avalos
William Walker Barnes
Christopher James Barnicle
Katie L. Beausoleil
Evelyn Elizabeth Behrends
Nicholas Gaspare Bellomo
Derek Benson
Venkatesh Subramanian Bharadwaj *
Katy Alexandra Biagi *
Ryan A. Bibo
Nicole Lindsay Bice
Eric Birdsall
Caroline Elizabeth Bishop *
John W. Bishop
Nathan Harris Black
Anthony Chad Blakeman
Leila Ann Blatt *
Jessica Beth Blumenthal *
Ashley Louise-Carol Bolles-Wilson
Patrick Lynch Bellinger Bowers
Jacob Asher Brandt
Alyssa Renee Breen
Emily Margaret Brewster
Cameron Michael Brown
Derek Patrick Brown
Nathaniel Kyle Bruce
Madeline Ruth Bruns *
Michael James Burke
Victoria Shirley Burns *
Yana E. Bushmelov
Emma Jean Bytnar
Lindsey Joy Calhoun
Danielle Theresa Callanan
Ryan Charles Callanan
Joshua A. Cappadona
Andrea Lauren Carberry *
Emily Elizabeth Cashman
Isabella Jenna Caso *
Elizabeth Mary Chalfin *
Tiffany Chen □*
Emily W. Cheung *

Alessandra Caroline Manna Chinetti*
Krista Martha Chouinard *
Holman Hok-Lam Chung
Andrew Liam Clover
Alexander Craig Cobb
Angela Marie Cohen
Spencer Adam Cohen *
Shaughnessy Taylor Cole
Timothy Michael Cole
Crystal Natalie Correia
Joseph P. Cotoia III
Alanna Rose Coughlin
Abigail Sarah Craig *
Joseph W. Crosby
Sean Michael Cummings
Shannon Wayne Cunningham
Olivia Grace Currier
Matthew Steven Custodio
Christopher K. Damata
Kyle Dame
Gregory Joseph Daneault *
Sarah M. Dannin *
Brian John Dellorfon
Craig Hunter Dickie
Devin Elizabeth DiPalma
Talia Dawn DiRuscio
Meghan Lynn Doble
Kyle Joseph Donahue *
Michael Christopher Donahue
Sean Francis Donohue *
Sabrina Grace Dudish
Glen Fitzgerald Duffy *
Kyla M. Dunleavy
Matthew John Eldridge *
Aleczander Hayden Farquharson
Devin C. Feeney
Joshua Corsino Ferreira *
Alexandra Lauren Ferrera
Anthony Michael Fierimonte
Edward J. Finerty
Janelle B. Fink
Patrick Macdonald Flaherty
Sean Ryan Flaherty
Kenneth William Foner
Timothy Spiro Forance
Henry Bennett Forbes
Daniel Patrick Fox
Jenna Marie Francis
Daniel Austin Friedman
Lauren Michelle Fry
Kristopher Andrew Funk
Stephen Michael Funnell
David Joseph Gallo
Elizabeth R. Garvey
Ryan Michael Gaudet

Natick High School Graduating Class of 2011

Rebecca Frances Gerdes ☐*
Brianna D. Gladu
Ethan S. Glass
Elisheva Miriam Glater ☐*
Jonathan Ray Gomez
Bennett Paul Griesmer *
Domenic Mark Grupposo
Tomás Felipe Gutiérrez
Cristina Nicole Haigis
Christopher Charles Halloran *
Paul J. Hanbury
Christopher Daniel Hanna *
Gregory P. Harris *
Hillary Violet Havener *
Jonathan Michael Hayes
Christopher Allan Hills
Judith Miriam Hollander ☐*
Patrick Palmer Hurley
Haley Joan Jackson
Jill M. Jacobs *
Michael Andrew Jamieson *
Olivia H. Janus
Allison Kate Jennett
Samuel C. Johnson
Anna Juhasz
Jason Nicholas Kacoyanis Jr.
Mary Elizabeth Kacprowicz ☐*
Josh R. Kalra *
Tyler J. Kaplan *
George Katsiaunis
Ariana Lee Kattany
Meghan Frances Kennedy
Jesse D. Kerzwick
Hannah Bourret Kinney *
Samuel Jacob Klepper
Andrea Ruth Knott
Danielle Reva Kohen
Alexander Samuel Kostin
Holly K. Lanchantin *
James Arthur Larkin *
Eli L. Laskey
David S. Lasri
Brian Timothy Lee
Alexandra I. LeGrand
Jackson T. Lenhart
Olivia Ana Leon
Grace Marie Lessard *
James McKeon Levine *
Marc Harrison Lewis
Kevin W. Lim *
Michael Benjamin Linsky
Matthew W. Lockhart
Amanda K. Loewy ☐*
Meghan Kathleen Long
Brendan Aras Lounsbury
William G. M. Lundberg *
Eric Mitchell Lunn *
Duc H. Luu
Margaret Shannon Lydon ☐*
Brandon Lloyd Lynch
Catherine Margaret MacLellan
Lorraine Brontë Magee *
Jocelyn Rose Mahoney
Jacob Patrick Maley
Shani Mallikarachchi
Matthew V. Manchester
Joseph Russell Manganaro
Mark Thomas Marcantano
Sarah Anne Marcinkiewicz
Alanna Victoria-Marie Mario
Juliana Alvarenga Marra
Zachary E. Martin
Christopher A. Mathias
Samantha Giselle Matos
Lauren Shelley Mazzola
Michael L. Mazzola
Harry James McCall
Shawna Lee McCarthy
Kyril A. McCauley
Cecily Murphy McDonough
Molly Elizabeth McEachern *
Michael C. McGurk
Kevin Peter McKenna
Ellen Frances McMullen
Scott Samuel McNeil
Carolyn Michelle McQuillan *
Jennifer Elizabeth McShane
Stephanie Evelyn Merlino *
Tess Elizabeth Merry*
Maura Kathleen Merson
Berj Aaron Mesrobian
Daniel K. Miller
Sarah Ann Michelle Minshull
Brandon J. Mirr
Rei Mitsuyama
Jake Cullen Moody
Dylan J. Mortarelli
Matthew Curtis Morton
Brianna Mae Morton
Nardin Gamil Mosaad
Mariane Mourao
Katherine Anne Olivia Murray *
Claire A. Naman *
Taylor Anne Natarelli
Ryan Michael Nee
Tara Elizabeth Neger
William L. Negrotti
Nicole Morgan Neugarten
Jenna Eloise Newcombe
Erin Rose Newton

Natick High School Graduating Class of 2011

Felix C. Ngan
Grace Anne Northgraves *
Stephanie Marie Nuñez
Michael James O'Brien *
Shawn P. O'Neil
Ajulueke Kosisoehukwu Odunukwe
Trevor Erik Olson
Olukonyinsola Walter Oluwole
Lauren Elisabeth Ordway
Anita Palanukorn *
Vasin Palanukorn *
Asa Leavitt Patterson
Samuel Strong Patterson
Kyle James Pearson *
Andrew Taylor Pease
Shawn Paul Persaud
Kaitlin May Plachy *
Seymour Max Polatin
Liam David Porter
Patrick John Powers
Kelsey Roberta Quilty
Bryce Perry Rabideau *
Daniel Thomas Raffol
Eric Jaime Ramirez
Gregory A. Reardon *
Laura Elizabeth Rebula
Kathryn Mary Reilly *
Alexander J. Reimer *
Thomas Joseph Resmini
Azariah Shaquille Rice
Shaina Elyse Riley
Yanira Saleen Rivera
Evelyn Miriam Roberts *
Sean Michael Rooney
Steven Andrew Rooney
Arthur Rose
Abigail Rebecca Rosen
Jennifer Doreanne Ross
Jesse Albert Rowlands
Mackenzie Margaret Roy
Leonel Eduardo Ruano
Emily Elizabeth Rubin
Daniel Corinthian Ruhmshottel
Luis Enrinque Sanchez
Lais B. Santos
Evan Douglas Saravo
Robert Scott Sawyer *
Alberto E. Sayan
Grant Robert Schaller *
Margaret Wood Schelleng *
Gretchen Leigh Schmid *
Kristen Marie Seeto *
Natalie Claire Segal
Vikram Sharma
Hadas Shlisselberg

Camelia Shuja
Scott Lawrence Sibley
Andrew H. Siden
Aleksandar Simjanoski
Michael Robert Simonelli *
Duncan James Smith-Freedman *
Jacob Benjamin Snow
Anthony Alex Spalla
Keven R. St. Fleur
Brennan Michael St. Martin
Joy Alene Stark *
Charles Gordon Steinberg *
Jennifer Lee Stoller
Emily Elizabeth Stroobant *
Dana Marie Sugrue
James Edward Sullivan *
Erik Michael Swanson *
Aidan Jeffery Syms
Justin J. Szeto
Joshua F. Texeira
Jeffrey Ryan Thibault
Sophie Elizabeth Traficonte *
Christine B. Tran
Rebecca L. Tuohey
Jaime I. Turcotte
Marie-Therese Ivanova Valovska *
Gemma Catherine Verdelli
Elliott William von Wendt
Jalyse Imani Ware
Diana Haley Weinstein *
Kathleen Maryann Weithman
Zachary Francis Wenner
Gregory P. West
Emily Rose Wilbur
Jillian Leigh Wilbur
Kelly Marie Williamson
Andy Wong
Alexander Davis Woo
Leigh Charlotte Wynne *
Christopher W. Yonuss
David Alexander Young
Deanna C. Young
Ka Ying Yung
Katherine Mary Zanchi
Kristen Anne Zardiackas
Nathan Maxwell Ziegler *
Danielle Marie Zinck *
Nicholas Anthony Zinck *

***National Honor Society Member**
 High Honors every term, all four years

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

This annual report is prepared by Superintendent /Director James Lynch and composed on behalf of the members of the School Committee of the **South Middlesex Regional Vocational Technical School District** and submitted after review and approval by the full Committee in compliance with the provisions of the Agreement among the towns of Ashland, Framingham, Holliston, Hopkinton and Natick.

As in recent past reports prepared by Committee member John Kahn, this report discusses from the perspective of the Committee the principal items with which the Committee was concerned during the year. It is a representative account of matters solely within the policy making authority of the Committee and also of matters which the Superintendent/Director brought before the Committee for information and consultation. For greater detail and discussion the reader should read the extended minutes of Committee meetings and the attachments thereto which are available at the school office.

The Committee acknowledges with great appreciation the service of its Recording Secretary, Elaine O'Toole, whose careful recording of the minutes of the Committee Meetings makes possible the preparation of this annual report.

The Committee also noted the retirement of a number of long- term employees: Margaret Cahill, Cosmetology Teacher; Patricia Murray Canali, Principal; Melanie Leonard, Reading Teacher; Deborah Walley, Special Education Teacher; Neal Mahoney, Electrical Teacher.

The Committee reorganized on June 6, 2011 with the following officers being elected unanimously to the following positions:

Chair: Tassos Filledes
Vice-Chair: Linda Fobes
Secretary: Ed Burman
Treasurer: Jack Keating
Assistant Treasurer: Lawrence Cooper

It was noted that Mr. Nelson Goldin has been awarded the Massachusetts Association of School Committees Lifetime Achievement for his many years of service on the School Committee. Mr. Goldin is a representative from Framingham.

In July, the Committee welcomed a new member, Mr. Frank D'Urso, a member from the Town of Hopkinton who was appointed by their Board of Selectmen. Mr. D'Urso replaced Michelle Gates who resigned from the Committee in 2010. The Committee received, with regret, the resignation of Esther Hopkins, a Framingham Representative. The Framingham Board of Selectmen and the members of the South Middlesex Regional Vocational Technical School District School Committee representing Framingham jointly voted to elect John Evans as the new member representing Framingham. This vote was in compliance with the District's Regional Agreement.

Mr. Evans was welcomed onto the Committee at the August 29, 2011 meeting.

The balance of this report presents a summary of the discussion and actions of the Committee on a number of the important matters brought before the Committee for advice or action.

Community Engagement

Staff and students of the construction cluster career and technical programs of Carpentry, Electrical, Plumbing, Horticulture and Metal Fabrication and Welding participated in many community projects throughout the School District member towns. Examples of these activities include electrical work performed at the Town of Natick's Morse Library, design and carpentry work performed at the Framingham Public Library, student engagement and internships at the Access Framingham Public Cable Station, and Carpentry work constructing a new building at the Holliston Senior Center. Several construction and maintenance jobs were completed for the Town of Framingham Parks and Recreation Department as well as Natick's Parks and Recreation Department. The Horticulture Department participated with the Framingham Department of Public Works on an Arbor Day celebration and planting activities on Keefe Technical School's property. Keefe Technical School has partnered with the Framingham Board of Health to provide an annual flu clinic for citizens. In addition, the Keefe Community hosted the MetroWest Leadership Academy to a tour, a program presentation on Career and Technical Education and lunch. Keefe also hosted a legislative breakfast in March and partnered with 12 other towns in that event. School funding and local aid offered by the Commonwealth of Massachusetts was discussed with area legislators. Keefe hosted the annual Scholarship Breakfast of the MetroWest Chamber of Commerce as well as the Scholarship luncheon of the Framingham Rotary Organization. It should also be noted that all five District town high school's swimming teams practice and compete at the Keefe Technical School pool. The pool is also used by the Framingham and Natick Park and Recreation Department.

Administration

Effective on July 1, 2011, Jonathan Evans became the new Principal of Keefe Technical School. Jonathan replaced Patricia Canali who retired in June 2011. Jonathan was promoted from the position of Director of Student Services. Mr. Evans has been employed by the School District for 15 years, 8 as an administrator. The Superintendent re-structured the administration on July 1, 2011 and changed the management model of a student services director in charge of guidance and special education to a Director of Guidance and Placement and to a Director of Special Education. In addition, the Superintendent re-instated the position of Director of Technology that had been eliminated in 2010. All of these changes were accomplished within the parameters of the budget. In addition, the Superintendent established the position of Director of Education Programs. This position is funded with enterprise funds and the director has responsibility for developing and managing continuing education, post graduate, post secondary, GED training and testing, community program development and supervision and collaboration with institutions of higher education and oversight of all District ELL programs.

The Superintendent's Evaluation Sub-Committee considered the process by which the Committee and the Superintendent established goals for the administration against which the Superintendent's performance is evaluated periodically by the Committee. The Sub-Committee proposed that it be reorganized to achieve broader participation among the towns representatives and to maintain some continuity in its work. The on-going Sub-Committee members are John Kahn, William Gaine, Linda Fobes, A.J. Mulvey and Dr. Stephen Kane, Chair.

The School Committee adopted goals for the Superintendent's performance evaluation period from July 2011 through June 30, 2012. The goals adopted related to: developing District budgets that will meet the approval of the District Towns and managing them effectively; continuing to stabilize and to increase the student population; represent the interest of the School Committee in collective bargaining for a new teacher evaluation instrument in compliance with the RTTT grant and the new educator evaluation regulation; lead the staff toward the improvement of student performance and close the achievement gap in all assessed academic and CTE content areas; lead the staff to develop

new career and technical curriculum components in existing programs and a new post-secondary offering; the Superintendent will lead the growth and development of adult education to satisfy training requirements for work force development.

The Committee completed its periodic evaluation of the Superintendent's accomplishments against established goals and desired personal qualities. The complete record of that evaluation is a public document that is available at the Keefe office.

The Committee approved a new contract with the Superintendent extending his employment through June 30, 2015. The text of the contract is a public document and may be seen at the Keefe office.

During the course of the year the Superintendent brought the administrative benefits policy before the Committee for adjustment and alignment with other employment contracts in the District.

School Improvement Plans

The Committee adopted The School Improvement Plan for the 2010 – 2011 school year which embodies specific performance objectives as follows: (1) maintaining and providing a safe environment for all individuals who use school facilities for education, athletics and community events; (2) developing, implementing and evaluating the effectiveness of programs in meeting their goals; (3) expanding community partnerships and communications with all constituents; and, (4) using data to assess existing programs to bring about productive initiatives to stabilize and increase enrollment.

The Committee reviewed the progress toward the goals of the 2010 -2011 School Improvement Plan. The report of Principal Canali noted tangible specific improvements in school safety, academic and CTE program growth, expanded participation in community initiatives and the continued improvements in the use of data.

Discipline

The Committee approved revisions to the Student Handbook that had previously been approved by the School Council. Major changes relate to: providing extra help for students who exceed the maximum of 12 unexcused absences; authorizing, upon due process, the principal to suspend a student upon issuance of a felony complaint or to expel a student upon conviction; and inclusion of state compliant provisions regarding bullying. The policy is available on the Keefe web site.

After detailed consideration of Keefe's comprehensive bullying policy, it was unanimously approved by the Committee.

Race to the Top Program

In 2009, the Superintendent met with the leaders of the Keefe Tech Education Association and the Chairman of the South Middlesex Regional Vocational Technical School District School Committee to form an alliance and apply for participation in the Race to the Top Grant Program that was offered in Massachusetts. The South Middlesex Regional Vocational Technical School District qualified for this grant and will have access to approximately \$112,000.00 to be used over a four year period. This grant opportunity was designed to achieve five major objectives: improve educator effectiveness, improve curriculum and instruction, help to create school turnaround in identified low performing schools, improve college and career readiness, and to provide educators with real time actionable data through improved data systems and infrastructure. The Superintendent expressed pride that at Keefe Regional Technical School labor (Teachers Association), management (Superintendent and Administration) and the employer (School Committee) will be working together to participate in this education improvement initiative. These funds and the anticipated DESE assistance will allow our school district to implement the stated improvements in a timely and effective manner.

I anticipate that these changes will be required of all districts within three years.

Post Graduate Program

The Keefe post-graduate program serves current or recent (1 to 2 year) high school graduates from member towns. Enrollees have met their academic requirements for graduation and participate only to the extent of available positions in their chosen vocational program.

The Budget Process

The Budget Sub-Committee, members Stephen Kane, Yvonne Giargiari, Ruth Knowles, Larry Cooper and Linda Fobes under the Chair, Edward Burman presented a preliminary FY13 budget representing a 5.78% increase (approximately \$890,000) over the prior year's actual budget. The final FY12 budget reflected a 2.74% increase.

The Superintendent continued his practice of meeting informally early in the budget process with the financial officers of the member towns to develop mutual awareness of both municipal budget constraints and the efforts of the Committee to manage the school efficiently and effectively while recognizing those limitations. The Committee continued to consider reductions in the preliminary budget and the budget as submitted to the member towns and was approved by all (\$15,506,373).

Auditor's Report

The annual audit by the independent accounting firm of McCarthy & Hargrave disclosed no inaccuracies in the financial statements. The GASB 45 report was noted. The audit report also noted that the energy project had met its stipulated guarantee benchmarks.

Business Office

The business office staff of the South Middlesex Regional Vocational Technical School District has designed and implemented many improvements over the past two years. Human resource management, employee benefits programs, procurement practices, contract proposals, grant fund accounting, grant management, student cafeteria management, student nutrition, budget preparation and management, continuing education registration and inventory control are all components of the business office operations that have undergone significant changes and efficiencies. The most significant improvement to our operation has been the conversion to a new business management accounting software known as Budget Sense. This major conversion from an antiquated system positions the South Middlesex School District to take advantage of available technology changes as we proceed into the 21st century. In 2011-12, our business office staff will focus on fine tuning the Budget Sense conversion by providing professional development training as needed for our staff. In addition, our business manager and human resource generalist will collaborate with the administrative staff to complete the task of updating all of our professional position job descriptions. The business office staff will also engage with the Superintendent to analyze and prepare for changes in health insurance offerings due to recent legislative actions.

State Aid

The Governor and Legislature again proposed reductions in state aid to transportation (-50%). These funds provide access to regional schools where transportation networks extend across community lines. Moreover, cuts made after member communities have approved balanced regional school budgets based upon reliable forecasts may require significant reductions in educational programs. The Superintendent and the Committee Chair, with the support of the Committee, addressed their concerns to the Governor and State legislators and to the Massachusetts Association of School Committees.

Siemens' Energy Conservation Project

Siemens Industry provided the South Middlesex Regional Vocational Technical School District with

an energy savings guarantee report. This report details the guarantee period savings by comparing the guaranteed energy savings versus the actual energy savings. The total verified energy savings for year three of the performance contract is \$557,284. The total guaranteed savings were projected to be \$540,419. The difference between the total guaranteed savings versus the actual savings results in an additional savings of \$16,866.

Personnel Administration

The Committee continued to wrestle with the issue of maintaining an appropriate health insurance program in the face of rising costs. The Employee Health Insurance Advisory Committee (IAC) met and recommended that the District employees increase their co-pay commitment and thereby realize a cost savings on premiums. This would be cost effective for subscribers and for the District. The Committee approved the recommendation.

Enrollment, Recruiting and Student Retention

The Keefe Regional Technical School is a school of application. Maintaining a healthy enrollment of students for our day school operation is essential for our financial support and overall operational success. Our enrollment has improved in the last two years and we are expecting further improvements this year. The superintendent has indicated that he believes that the quality and rigor of our school programs and the safety and culture of our school environment will dictate our success in attracting students and their families to Keefe Technical School. The Superintendent has emphasized that the administration, faculty and support staff must work together to ensure that Keefe is recognized by our community as a career and technical school of high quality. We have improved and will continue to improve our marketing techniques, our communication with our school district sending town middle and high schools, and with our connection to prospective students and their families.

It is the Superintendent's plan to expand our career and technical program offerings from a present level of 14 to our original level of 17 over the next 3 to 5 years. This proposed expansion will take careful planning and collaboration with our District School Committee. As a result of our re-organization of the delivery of education programs that occurred in the 2010-11 school year, our facility is positioned to absorb the planned growth. It is the Superintendent's intent that our new CTE offerings satisfy the work force needs of the greater Metro west area.

Buildings and Grounds

The Keefe Regional Technical School opened its doors in September of 1973. As we begin our 38th year of operation, the superintendent reported that he is pleased to report that our facility is doing well. Thanks to a comprehensive energy upgrade that was completed in 2008, our facility is poised to move forward without the necessity for major structural improvements. Our maintenance and custodial staffs continue to take ownership for the quality of our building and grounds. We recently completed having a contractor perform improvements to our 100 foot smoke stack that will improve the structural integrity of the smoke stack and the functioning efficiency of our boilers. We anticipate that future projects for our District facility will involve a new roof membrane, parking lot improvements, sealing our concrete building envelope, and athletic locker room renovations. The superintendent also anticipates investigating in the installation of photo voltaic solar panels on our roof after the installation of a new roof membrane is completed. To begin the process of capital improvements, the Committee authorized the Superintendent to file a Statement of Interest with the Massachusetts School Building Authority (MSBA).

Student Achievement

The District received from the DESE its annual accountability report detailing Keefe's Adequate Yearly Progress. Based upon the AYP criteria which includes: the level of student participation in the MCAS testing; meeting state performance targets; attainment of the District's own improvement

target and achievement of attendance and graduation targets, Keefe students achieved Adequate Yearly Progress over all and in all identified subgroups in English Language Arts (ELA) and Mathematics. In September all parents or guardians of Keefe students received the Keefe Report Card notifying them of this accomplishment.

In summary, from 2007 to 2010 in ELA the number of students scoring at proficient or above increased by 19% while the number of students failing decreased by 8%. For math the number at proficient or higher increased by 10% while the number failing decreased by 2%.

In October, the Committee was informed that according to the 5 level scaling systems created by the DESE under the Educational Reform Act of 2010; Keefe has been categorized as a level 1 school. Schools with an NCLB accountability status of “no status” or “improvement year 1 or 2” are categorized as a level 1 school. Districts are placed in Level 1 if the highest level of any school in the district is level 1.

In February Keefe hosted 600 student participants in the SkillsUSA District Competition at which our students received 7 gold medals, 10 silver and 3 bronze. As part of the teamwork’s competition, a separate building construction competition was held in April at the Royal Trade Center in Marlborough.

A newly formed Drama Club in March presented as its first offering, the popular comedy “Ms. Nelson is Missing”. The event was open to students during school hours and to parents and friends in the evening. The stage sets were constructed by the vocational shops and the crew and cast, under the leadership of Principal Patricia Canali, added a new dimension to the Keefe experience.

General Advisory Board

The General Advisory Board consists of the Chair of each Vocational Advisory Board. The General Board summarizes and brings to the attention of the administration and the School Committee observations and recommendations of the advisory boards. The points noted for the current year include: the need to continually align the curriculum with changes in technology; outreach to bring Keefe’s program to potential students; increasing opportunities for students and employers in the co-op program; successful pursuit of grant funding for state-of-the-art vocational equipment; and maintaining the license status of student professional programs that advance Keefe students vocational entry opportunities.

Respectfully submitted,

SOUTH MIDDLESEX REGIONAL VOCATIONAL SCHOOL COMMITTEE

ASHLAND

Edward Burman
William N. Gaine, Jr.

HOPKINTON

Ruth Knowles
Frank J. D’Urso, Jr.

FRAMINGHAM

Nelson Goldin
Michael Rossi
John Kahn
Linda Fobes
James Cameau
A.J. Mulvey
John H. Evans, III
Larry Cooper

HOLLISTON

Richard Lamoue
Yvonne Giargiari

NATICK

Tassos Filledes
Dr. Stephen Kane

Morse Institute Library

www.morseinstitute.org

The Morse Institute Library is dedicated to making a difference in the life of our community and to offer services that are free of charge and available to everyone of every age, ability, and background in Natick. We strive to be the “town’s living room” by providing a welcoming, safe, inviting place for Natick residents to visit.

The library continues to build on its dedication to extreme customer service. We have installed several self-checkout stations on the first floor and in the Children’s Room. In 2011, we enhanced patron service by providing self service pickups of items on hold.

In 2011, the Morse Institute did not need to file for a waiver from the Board of Library Commissioners (MBLC), as municipal funding met the minimum requirement to qualify for library state aid. The amount of state aid which Natick libraries received in 2011 was \$38,489.00, nearly \$20,000 less than was received just a few years ago. The library had to file for waivers in 2009 and 2010.

Library use continues to increase with Natick residents seeking studying space, computer training classes, ESOL - English as a second language training, career assistance, and good books to read. Highlights from 2011 include:

- New Teen Librarian began in September – we are now seeing a steady increase in the number of teens and ‘tweens using the Teen Room, and have begun developing programs to engage Natick teens.
- Technology Upgrades – in 2011, the library began the process of upgrading the Wi-Fi bandwidth available free of charge in the library. Our goal is to ensure a strong Wi-Fi connection no matter where one is in the building and to guarantee that everyone can get on to the Wi-Fi network without timing out.
- Veterans Oral History Project – in FY2011, the library received \$22,500 in funding from the state, and in FY2012, we received \$24,750.
- The library served as a temporary shelter during 4 different weather events:
 - June – served as a shelter during an outbreak of tornados
 - July – served as a cooling station during a heat wave
 - August – served as a shelter during Hurricane Irene
 - October – served as a comfort station and warming center during an early season snowstorm
- 2011 marked the second year as a Foundation Center Cooperating Collection. The Morse Institute Library provides resources for individuals interested in learning how to apply for and write grants, and remains the only Cooperating Collection located between Boston and Worcester. Funding is generously provided by the MetroWest Health Foundation.
- In 2011, the Morse Institute and the Natick Historical Society began working together to find a solution for displaying the Society’s items in the library in secure cases.
- Food for Fines – the library collected “food for fines” for the Natick Service Council during the month of August. We learned that summer is a time of great need for our neighbors in Natick so we chose to collect items for the Service Council in August rather than our usual collection time of November-December. Natick residents donated over 2 tons of food and personal care items.

- Art exhibits from area artists and students were displayed throughout the library during the year.
- Grants the library received in 2011 –
 - Mathworks grant for \$2,000 to start a science for students program for grades 3-6 called “Discover Science.” This began in September with monthly programs.
 - Nellie Mae Education Foundation - \$2,000
 - Dorothy F. Thorne Foundation - \$1,000
 - MetroWest Health Foundation - \$995
 - Natick Lions Club - \$300
 - Veterans Oral History Project grant --\$24,750
- 2011 saw an increase in the number of digital resources offered by the library in the Reference Department. The Reference staff has provided assistance to patrons on how to use eBooks and download electronic titles, developed the Online Newsstand, and assisted with the use of our other electronic reference services.
- Programs – the library continues to offer a wide variety of programs for children, teens, adults, and senior citizens:
 - “Creative Connections” series
 - Summer Reading
 - Music programs
 - Two monthly book groups
 - Art displays and community exhibits
 - Annual poetry slam
 - Guest authors
 - Financial literacy seminars
 - Resume and cover letter writing workshops
 - Computer basics workshops
- Local history is a popular subject in Natick and we are fortunate to have several staff members, and a professional archivist, here to assist patrons with their local history and archive questions. As a result, patrons will find a variety of unique and interesting displays throughout the year highlighting Natick history.
- Website – in 2011, the library had 139,969 visitors to our website.
- 8,902 people used their mobile or handheld devices to access the library and its resources.
- Library Card Sign-Up events were held at Mathworks in April, and the Cole Center in September.
- National Library Week activities during April 10-16, 2011 included:
 - Concerts
 - Local history presentation
 - First-time home buyers workshop
 - National Bookmobile Day
- Natick’s Bookmobile serves many populations in a variety of ways:
 - Two visits per month to the US Army Garrison – Natick Labs to provide library services to civilians and soldiers on the base.
 - Weekly visits to older adults and seniors at assisted living, senior housing and nursing homes.
 - Participation in many community events: Family Night, July 4th Parade, Natick Days, DPW Open House and Truck Day, and National Bookmobile Day.
 - From spring to fall, visits to a variety of neighborhoods in the evening.
 - Home visits/delivery to individuals unable to come to the library in person.

- Provides assistive technology (video-magnifiers, players, and more) to those who need it.
- Signs up children for summer reading program during June and July at regular neighborhood stops.
- The Natick Veterans Oral History Project continues to collect and preserve the recollections of men and women who served in wartime (from World War II to Iraq/Afghanistan) as well as those who served on the home front during World War II.
 - From Jan. 1-Dec. 31, 2011, the Project added 18 interviews to the collection.
 - With the assistance of a private grant and Natick Pegasus, 71 interviews have been added to the website at www.natickvets.org
 - Interviews of veterans were seen by students at Dover-Sherborn Middle and High schools, as well as Kennedy Middle School in Natick, as part of events to commemorate Veterans Day.
 - A portable display was created in the spring to highlight the Project's main points. It made its debut during the Moving Wall weekend in June.
 - The Project teamed up with the Morse Institute Library, the Natick Veterans Council and Natick Veterans Service Office on several events in 2011, including the Moving Wall weekend, the annual Veterans Breakfast and the town's observance of the 70th anniversary of the attack on Pearl Harbor.
 - "Thank you" to the Commonwealth's Department of Veterans Services, which provides funding for the Project, the Natick Veterans Council and Natick Veterans Service Office.

We heartily thank the Friends of the Morse Institute Library for its ongoing and generous support. Its members provide funding for "speed reads," programs for young and old, assistive technology, museum passes, bookmobile enhancements, and much more. Assistance from the Friends allows the Morse Institute to provide many programs and services which would otherwise not be available.

Many thanks go to our dedicated volunteers who give so much of their time and energy to make the library the special place that it is!

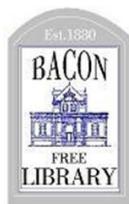
We continue to work cooperatively with the Bacon Free Library, providing Minuteman Library Network access and other expertise as needed. The Bacon's budget and hours contribute to the Town's ability to meet the MBLC's minimum requirements for municipal library funding.

On behalf of the Trustees and staff, I wish to thank all of the individuals and groups that donated their time, talent, and funding to the library in 2011.

Respectfully submitted,

Linda B. Stetson
Library Director

Bacon Free Library



In 2011, even before the economy showed signs of improving, we saw a refreshing change in the tone of discussions between Bacon Free Library, Town Finance Committee and Town administration. Despite lingering recessionary woes and the always tough task of balancing a municipal budget, we saw increased appreciation on the part of Town leaders from Town Administrator Martha White on down for Bacon Free Library's diligent staff of three Holley Meyer, Fran Daneault and Dawn Schontag. This trio of part time library professionals not only dealt with half a book budget --due to budget cuts--and the hopscotch of hours that BFL was open to the public during the year. They kept pace for the more than six months during which "The Bacon" had no director. Advancing in her career, Diane Wallace departed in June. On December 2nd, John Brisbin began as the new Bacon Free Library Director.

This increased recognition of "The Bacon" is also a tribute to the hard work and peerless customer service standard set by outgoing Director Wallace. In her seven year tenure, the library saw book circulation more than double, from 13,326 in FY05 to 29,827 in FY11. One hundred sixty five library programs were conducted in FY11. Over fifty families signed up for Family Literacy Bingo this past summer. Events throughout the summer drew over 400 attendees. It's important to remember too that libraries get more use in hard times. Families may forego a vacation, movies, etc. but they still want to enjoy themselves so they increase library visits.

Town leadership's recognition of "The Bacon" is also a tribute to its re-energized partnership with the Board of Trustees headed by Steve Wilson; and, by extension, to a re-energized partnership with the Friends of Bacon Free Library headed by Mary Ann McLean.

"The Bacon's" Trustees are in the second year of building toward a ten year goal called "50 in 10" --boosting the library's endowment, 2010 to 2020, by dint of several fundraising approaches and prudent investing in a volatile market. After the year 2020, five percent annually could then be drawn from the healthier endowment fund to support 50% of "The Bacon's" non salary costs. In trying to take the 2011 step toward that ten year goal, however, Trustees needed to stop and bail out "The Bacon's" decimated book budget. They needed to pay sky high fuel oil bills after the Town allocation was zeroed out in midwinter. They had to cover a big chunk of the Minuteman Network cost after the Town allocation was zeroed out. In spite of all that and more, Trustees are still slightly ahead of pace for their "50 in 10" goal.

The FY11 Trustees' Mardi Gras fundraiser held at the Wellesley College Ballroom was very successful, as was the well attended Friends of Bacon Free Library South Natick Kitchen Tour. In fact Kitchen Tour proceeds allowed the Friends to fund new carpeting at the end of 2011 and to commission the construction of an oak window seat which was in keeping with the historic character of "The Bacon's" nineteenth century building.

The increased recognition is all founded, we sincerely believe, on a widening appreciation of the 1881 architectural gem in which Bacon Free Library lives; and on a widening appreciation of its spectacularly beautiful grounds near the cascading waterfalls of the narrowing Charles River – the area where Natick founder John Eliot taught the Praying Indians back in the 1660s. Ultimately Bacon Free Library is a key reason why the junction of Route 16 and Union St has become the hub of activity in South Natick, the destination, indeed the picnic destination --with a busy coffee shop and longtime family run sub shop right across the street.

Together the Morse Institute at Natick Center and Bacon Free Library in South Natick provide superior library services to all the citizens of Natick. Our economies of cooperation have recently included:

- Filling in for staff who are ill or on maternity leave.
- Rotating large print book collections.
- Sharing Minuteman Network costs
- Partnering on the popular Natick Reads program
- Partnering on Adult Literacy and Adult Basic Skills initiatives.

“The Bacon” and its supporters of the staff and director, Town, Trustees, Friends and taxpayer-resident levels look forward to a restored materials budget, to basic nine to five-thirty hours (plus an evening and Saturday hours) of operation in place of the frustrating open-close open-close hopscotch. We look forward to further delighting and inspiring our pre-schoolers and young families as well as our various other adult, young adult and juvenile populations.

A personal note: As the new director on the job for just two months, I am absolutely impressed. Two people I met recently sum up my high opinion. I was at the bank in Natick Center at lunchtime last Thursday. I introduced myself to the woman in front of me. She said that Bacon Free Library was the place that warmly received her when her life was at a painful crossroads. She said that it was the place that launched her into a new career, a new and vibrant sense of herself. She praised particular staff members. In gratitude back then, she did a series of children’s programs at “The Bacon”. Now she has one of the busiest health and wellness practices in the area. During my first week on the job in December, we had a visit from popular picture book author Sarah Hoagland Hunter, who grew up our Natick area. She read to an enthusiastic all ages crowd from her critically acclaimed “Lighthouse Santa” picture book. Most moving was when Sarah pointed across the room to the children’s area. “I read every book in that room when I was nine, ten and eleven years old,” she said. That’s when I decided to become a children’s book author.” For lots of Natick people, things start or re-start or really take off at “The Bacon”.

Sincere thanks to all of our patrons and to all levels of Town and library leadership. To those who aren’t yet patrons, come and visit us. Look for us on Facebook and at www.baconfreelibrary.org.

Respectfully submitted,

John Brisbin
Director
Bacon Free Library

Public Safety

Fire Department

I am pleased to report the activities of the Natick Fire Department for the year 2011.

This year was marked significantly by the retirement of Lieutenant Michael Aries. Mike Aries has served as an example to and advocate for the fire service, locally, regionally and nationally for over 34 years. His knowledge, experience and dedication have been an inspiration to many. Those who worked with Lieutenant Aries have had the honor of serving with a true leader in the fire service.

The Fire Department placed two new vehicles in service this past year. A new Ambulance was purchased and placed in service and a new Ford Expedition was purchased and placed in service as Natick Car-2, the Deputy Fire Chiefs command vehicle.

This year we welcomed Firefighter/ Paramedic Christopher Mix and Firefighter /Paramedic Justin Mellor to the Ranks of the NFD.

The Fire Department was very busy this year with ice storms and blizzards in January and February, Hurricane Irene in August and then a surprise winter storm in October. The Department was kept busy the last three months of the year with five structure fires and a parking deck fire involving several vehicles.

I am again grateful that Natick chooses to maintain a well trained, well equipped Fire Department and I offer my sincerest thanks to the citizens of Natick for their continued support.

Fire Prevention

Captain Rocco Franciose

The Fire Prevention Bureau continues to monitor all new construction and renovation projects. Quarterly inspections are performed as required by Mass General Laws.

Tanya Quigley-Boylan was awarded the Fire Inspector position. Inspector Quigley-Boylan also took over the responsibilities of the Fire Safety Educator and conducted many Fire Safety programs throughout the Town. She, on behalf of the Department, applied and received a Student Awareness and Fire Safety Education (S.A.F.E.) grant. This grant will be used to plan and conduct community fire and life safety programs.

Many projects, both residential and commercial were being planned, constructed or completed this year. These include the Chrysler Road Apartments, South Natick Hills, Mathworks, Natick High School and the Natick Community Senior Center.

Mr. Maurice Pillette continues to assist the Department with plan reviews. His advice and guidance are a major asset to this department.

Permits Issued

Open Burning	276
UST Removal	1
Sprinkler Installation	68

Flammable Storage	6
Fire Alarm Installation	43
Tank Truck	0
Fixed Fire Suppression	7
Propane Storage	39
Black Powder	0
Cutting & Welding	17
Blasting	2
Oil Burner	115
Certificate of Occupancy	109
<u>Smoke Detectors Cert.</u>	<u>518</u>
Total	1201

Training Division

Captain Eugene Rothman, BS, NREMT-P

The Training Division was involved in a number of new projects this year. The Fire Department studied updated medical protocols and experienced new ways of learning when PRO/EMS brought their portable medical simulation laboratory (SimLab) to our headquarters. The department applied for and received a waiver to participate in a special project called CCR – CardioCerebral Resuscitation. Similar to the new American Heart Association’s “Hands-Only CPR,” we expect that CCR, along with our Zoll® AutoPulse™ compression device, will help us treat patients who are in cardiac arrest more successfully. We are now able to transmit diagnostic electrocardiograms (EKGs) directly from the field to the cardiologists at Metro West Medical Center, effectively shortening the time from our arrival at the hospital to the delivery of lifesaving heart surgery. We added new tools and equipment to our arsenal and trained on them extensively. Powered ambulance stretchers will allow us to transport patients more safely and reduce fire fighter injuries; the *W-Tool* helps us gain access to patients more quickly and with minimal damage to homes and apartments.

All department members participated in a 12-hour advanced Emergency Vehicle Operator’s Course (EVOC), brought to us by the Massachusetts Firefighting Academy. The Training Division worked with the police department, developing plans to implement Emergency Medical Dispatch (EMD) and a new Public Safety Dispatcher training program. A Fire Department Training Cadre was formed, made up of experienced fire instructors within our own ranks and their first offering, a program on vehicle stabilization, was presented by FF Andrew Hladick. The training division was also very involved in ongoing efforts to improve disaster response, including planning meetings for an updated Emergency Operations Center (EOC), emergency shelters, and participation in local and regional drills.

Communications Division

Gordon VanTassel

In 2011 three new master fire alarm boxes were added to our fire alarm system. With these come additional fees; the revenue generated by the Communications Division will exceed \$60,000 this year.

During the year normal maintenance and testing was performed on the fire alarm system.

The new UHF radio system is in the process of being completed and we should be able to change to this new system very soon. When this is done we will have interoperability with all the surrounding towns and emergency networks. Until then we are still using the VHF radio system which is operating very well.

Ambulance Fees

January	106,266.60	July	107,396.75
February	139,459.26	August	151,015.65
March	121,894.28	September	114,392.18
April	95,362.15	October	114,540.74
May	138,241.35	November	128,806.78
June	100,845.01	December	103,004.44

Year Total

	<u>2009</u>	<u>2010</u>	<u>2011</u>
	1,003,401.10	1,028,659.30	1,421,225.19

Service Fees

January	3772.00	July	2130.00
February	3615.00	August	6025.00
March	6800.00	September	15,280.00
April	1561.00	October	29,680.00
May	18,965.00	November	22,480.00
June	6360.00	December	7682.00

3 Year Total

	<u>2009</u>	<u>2010</u>	<u>2011</u>
	113,732.00	117,028.00	124,350.00

Record of Fire Calls

<u>Incident Type Category</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Fire/Explosion	104	139	96
Overpressure Rupture	2	5	7
Rescue Call	2889	2754	2810
Hazardous Condition	324	340	565
Service Call	327	609	484
Good intent Call	184	214	235
False Call	552	560	659
Severe Weather/ Natural Disaster	1	16	28
Special Type/Complaint	11	22	29
<u>Undetermined</u>	<u>0</u>	<u>0</u>	<u>10</u>
Total	4394	4659	4923

Mutual Aid Rendered (Fire-Amb.)	88	109	121
Mutual Aid Received (Fire-Amb.)	91	79	93

Respectfully submitted,

James A. Sheridan
Chief of Department

Police Department



On January 3, 2011 the Board of Selectmen voted to appoint James G. Hicks as the next Chief of Police for the Natick Police Department. Chief James Hicks was welcomed by the Town of Natick on March 25, 2011 as he was sworn in as Chief taking over for Lieutenant Nicholas S. Mabardy who served as Interim Chief since the retirement of Chief Dennis R. Mannix after more than 20 years as Chief of Police of the Natick Police Department.

Although Chief Hicks has spent a majority of his tenure in 2011 evaluating the needs of the organization and plotting its future there were many noteworthy events and activities worthy of reporting.

Department Organization

The chart below depicts the organizational structure of the Natick Police Department as of July 1, 2011:



Personnel

- After more than 40 years of service, Interim Chief Nicholas S. Mabardy retired in April. Chief Mabardy served as Interim Chief from June 2009 until a permanent Chief was appointed in March of 2011.
- Dispatcher Daniel Ciocca, who originally joined the Department as a part-time dispatcher, became full-time in June.
- Sergeant Cara Rossi-Cafarelli was promoted to Lieutenant in October 2011.
- Patrol Officer John Doherty, Jr was promoted to Sergeant in October 2011.
- Patrol Officer Alan Graham was promoted to Sergeant in October 2011.
- Officer Christopher DiModica was appointed in November 2011 as a transfer from Malden.
- Officer Michael Mabardy was appointed in November 2011.

Emergency Preparedness

During 2011 two events occurred that allowed us to test our emergency preparedness. On August 8, 2011 the area was hit with Hurricane Irene. On October 30, 2011 we were hit with an early snowstorm that blanketed the area. These events demonstrated to us that we must always be ready to respond and commit to the needs of the community in these situations.

Court Activity

During 2011, 1,182 complaints were forwarded to the Court for prosecution. In addition to these complaints, Records Room staff processed 1,485 offense reports, 885 motor vehicle crash reports, and 2,868 citations.

The following illustrates traffic enforcement and crash data for 2011 as compared to 2009 and 2010 data:

Violation Breakdown	2009	2010	2011
Civil Motor Vehicle Infractions	1,714	1,321	1,090
Written Warnings	1,551	1,335	1,382
Arrests	426	287	332
Criminal Complaints	570	538	697
OUI	81	85	73

Crash Particulars			
Total Crashes	825	879	876
Fatal Injury	2	4	2
Non-Fatal Injury (incapacitating)	16	12	15
Non-Fatal Injury (non-incapacitating)	54	88	49
Possible Injury	83	91	74

Officer of the Year

For his outstanding dedication to duty, to the youth of Natick and for his wide range of investigation skills, Detective Richard P. Halloran was named Officer of the Year for 2010.

A member of the Natick Police Department for more than 27 years, Detective Halloran has served as the department's Juvenile Officer as well as handling investigatory duties within the department. He has been able to combine these skills with his interpersonal skills to build relationships within the community to increase the trust between the police and the youth of the community. Detective Halloran's outstanding dedication to duty, to the youth of Natick and his wide range of investigation skills reflect the highest credit upon himself and the Natick Police Department.

Animal Control

Animal Control enforces state regulations and town bylaws applicable to wild and domestic animals and administers to the sick and injured animals within the town's borders. The following is a list of Animal Control activity during 2010:

Domestic		Wildlife	
Unrestrained Dog Complaints	121	Sick Raccoons Reported	57
Barking Dog Complaints	101	Sick Skunks Reported	20
Dogs Struck By Motor Vehicles	3	Sick Possums Reported	34
Stray Dogs Reported	142	Sick Woodchucks Reported	5
Dog Bites Reported	29	Sick Squirrels Reported	44
Lost Dogs Reported	126	Coyote Sick Or Sighted	32
Lost Cats Reported	153	Fox Sick Or Sighted	49
Stray Cats Reported	44	Sick/Injured Birds Of Prey	9
Cats Struck By Motor Vehicles	44	Sick/Injured Waterfowl & Birds	61
Cat Bites Reported	17	Deer Struck By Motor Vehicles	21
Lost Exotic Pets	11	Deceased Animals (Roadways)	217
Informational Statistics			
Animal Cruelty Cases Investigated	30		
Wild Animals Removed From Dwellings	19		
Citations Issued	17		
Written Warnings Issued	102		
Mutual Aid To Other Communities	9		
Assistance Calls For Service	148		
Informational Calls	142		
Livestock Complaints	10		
Farms/Barns Inspected	28		

Respectfully submitted,

Chief of Police James Hicks

Department of Public Works

MISSION STATEMENT

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.

The following is a summary of the activities of the various divisions of the Department of Public Works during 2011:

Building Maintenance Division

The responsibilities of the Building Maintenance Division include maintenance and janitorial services for the town hall, library, police, main fire station, the senior center and now former court house, Cole Recreation, and the DPW complex. Additionally, the division provides maintenance services for Camp Arrowhead, Memorial Beach, Camp Mary Bunker, the three fire department sub-stations, the West Suburban Skate Arena and the former East and Eliot Schools. Our computerized DDC system allows us to monitor and control the temperature and other HVAC functions at nearly all locations from a remote site. Utilizing the system saves countless man-hours and expense.

This year, the program with the Framingham inmates was again greatly utilized. There tasks ranged from landscaping, cleaning around buildings, picking up trash / litter along the major roads of the town, cleaning the seasonal recreational buildings and landscaping tasks on the grounds and performing weeding, raking and trimming of the town buildings. During the snow days the inmates assist in shoveling the town buildings, the entrance to the MBTA train station and making punch outs in the snow banks in front of the stores on Main Street.

Proudly it can be stated that we have been using solely green products in all of our custodial tasks. This ranges from the paper products to the chemicals purchased. These products while being environmentally friendly are purchased at no additional cost over other non green products.

As in previous years we rigidly adhere to our planned maintenance programs. These programs range from painting, carpet cleaning and floor re-finishing to multiple tasks of HVAC preventative work and light mechanical repairs, plumbing and electrical tasks.

Engineering Division

The Engineering Division of the Public Works Department provides guidance and technical support to all the various Departments, Boards and Commissions within Town Government, as well as to the citizens of Natick.

The Engineering Division is the repository of street layout plans, site development plans, utility

as-built plans and other various record plans. Updating of these plans as well as other maps such as the Assessor's maps, various zoning maps and street maps is an important duty of the Engineering Division. This updating process includes maintaining accurate as-built records for the Town's water distribution system, sewer system, storm drainage systems and individual utility service information for all buildings.

The Engineering Division, as part of the site development approval process, provides technical assistance to the Zoning Board of Appeals, Conservation Commission, and the Planning Board in the review of all site plans and subdivision plans. This process includes the review of plans and supporting documentation to assure compliance with all Town standards and requirements. After a plan is approved, the Engineering Division is responsible for calculating and maintaining various construction performance bonds, and is responsible for all related site utility and roadway construction inspection.

In addition to the above, the Engineering Division completed the following during 2011:

Issued 168 Street Opening Permits and provided the necessary inspections.

Provided follow up inspections on 57 Occupancy Certificates.

Issued 72 water connection permits and provided the necessary inspections.

Issued 63 sewer connection permits and provided the necessary inspections.

Issued 99 Trench Permits

Provided 246 field utility mark-outs for ongoing Town wide construction activity.

Reviewed 195 Applications as part of Building Permit Application process.

Submitted the required Phase-1 Inspection/Evaluation Report for the Charles River Dam to DCR's Office of Dam Safety.

Negotiated and worked with private property owners on grants of easements to the Town. Presented three easements to the Board of Selectmen for approval and acceptance. Recorded all approved easement plans and documents at the Middlesex Registry of Deeds.

Continued work as required in the Town's Storm Water Master Plan and NPDES General Permit. Completed Permit Year goals, and filed yearly EPA status report. Began design and implementation planning for the new 5 year permit to be administered by the EPA beginning in FY2012.

Provided Town project coordination for the Massachusetts Highway Department's North Main Street Reconstruction project, Route 9/27 & Route 9/Oak Street Intersection Improvements, and the Mathworks Access Permit.

Provided Town project coordination for the Department of Conservation and Recreation's (DCR) Speen Street culvert replacement project.

Updated the Town wide pavement management program and created a new 5 Year Paving Plan. Managed the yearly Chapter 90 - Roadway Improvement at Various Locations Contract.

Completed the design, advertised, bid and awarded the Oak Street Roadway and Drainage Improvements Contract. Construction started in 2011 and is planned to be completed in the summer of 2012. Liaison to the MAPC for the Pre-Hazard Mitigation Project.

Equipment Maintenance Division

This division is responsible for the purchase and maintenance of all the town vehicles and equipment. This equipment includes police cars, administrative cars, fire apparatus, lawn equip-

ment, dump trucks, sanders, plows, dump trucks, pumps, rubbish packers, school department vehicles, emergency generators, farm, and recreation buses. We also maintain the town's fuel depot. The past year we have either replaced or ordered police cruisers, 1 new Peterbilt sander/plow/dump truck, 1 new school pickup, 1 Ambulance, 3 new administrative Escapes. Also this year we were able to have a sidewalk machine repainted at the Massachusetts Correctional Institute in Norfolk.

This year also marked the retirement of Vin Collins, the General Foreman of this division. Vin has worked for this division for 37 years with 24 of that as the General Foreman repairing everything that needed to be fixed. Vin has a work ethic and mechanical talents that are going to be greatly missed by the Town and by all of us at DPW.

Water Division

The Water Division pumped and distributed 1,179 Million gallons of potable water during 2011. The Water Division changed 172 water services. The Water Division repaired 29 water service leaks, and 3 water main leaks. The Division also replaced 11 fire hydrants with new hydrants. Water Division personnel maintain 12,815 radio water meters. The division completed 2,042 tests of backflow devices.

In 2011, the Water Division completed the air stripper media and pressure filter media replacement at the Springvale Water Treatment Facility. The Division also completed the wiring and plumbing of the Town Forest chlorine injection system. The Division completed the contract to repair the Town Forest Reservoir and Broads Hill Reservoir. The Division also completed the cleaning of Evergreen Well #1 and Well #3. A contract was put out to bid for the connection and pump installation of the new Springvale Well #3 and related building rehabilitation. A contract was also put out to bid for the cleaning of Springvale Wells #2 and #4. Work is expected to begin in February of 2011.

Sewer Division

The Sewer Division pumped an average of 3.00 million gallons of sewerage per day in CY2009-2011 into the M.W.R.A. sewer collection system. The Sewer Division will continue the sewer main relining program to improve old and decaying sewer main infrastructure. The Division is contracting to TV, clean and line 3,000 feet of sewer mains in various parts of Town. The TV inspection work will provide a list of sewer segments that require lining or repairs or more frequent cleaning to maintain adequate flow velocities. The Division completed the replacement of Crescent Street and Fieldstone Sewer stations. The Division also completed the installation of a by-pass pipe at the Health Center Station and two point repairs at West Central Street and East Central Street. The Division also completed upgrades to the Prime Park Sewer Pump Station.

A contract was put out to bid and awarded for the replacement of Crescent Street and Fieldstone sewer pump stations, upgrades to the Prime Park sewer pump station, and multiple sewer main point repairs. Work is expected to begin in the spring of 2011.

Land Facilities and Natural Resources Division

LF&NR is responsible for 90% of the ground maintenance around all public buildings. We maintain all of the school athletic fields, recreation areas and non-school properties for the entire town. We manage over 60 sites which include over 70 acres of turf. We also maintain 22 baseball/softball fields, eight tennis courts, seven basketball courts, fifteen playgrounds, the High School track and the beach. We maintain the flags and flagpoles at 13 sites. We line all fields for all sports, and we maintain 11 irrigation systems. We are also responsible for the maintenance of all public shade trees.

I am sad to report the passing of one of the Town's long time employees, the General Foreman of

LF&NR, John Waters. His talents, wit, and old fashioned humor are missed.

The popularity and increase in the number of students participating youth sports programs means an increase in field use. There are now over 100 little league teams and over 100 youth soccer teams using our fields in the spring season. In addition to this, the youth lacrosse program is increasing in size, adding more teams, and adding more additional stress to field use and scheduling. The division mows 53.5 acres via contract and completes all other field maintenance in house.

This year saw the construction of the new artificial turf field at Memorial Field. It has already had a large positive impact. We saw less grass field damage this fall because of this new field. The field was used as much as possible, there were no rainouts, and any games to be played in questionable weather on grass were rescheduled to the artificial turf.

The very successful recreation and youth sports programs put a great deal of stress on our athletic fields. This year we reconstructed and resodded portions of both the varsity and jr. varsity soccer fields. We also replaced the back edge of the Mahan infield. We eliminated the lip; laser graded the base paths and upgraded portions of the infield irrigation. We also installed new foul poles at Mahan.

The loss of John Waters left us short one person from the first of May through the entire year. Tropical storm Irene and the October snow made things interesting this fall. Lots of tree damage to clean up. Closed fields and postponed schedules set us back and we never caught up. Thankfully we had a mild December and with no sports schedules to deal with, were able to finish our fall cleanups and do a couple of small projects.

The construction of the new high school has brought with it new challenges. Field use was not affected in 2010. Plans were made through the summer and fall of 2010 to move displaced teams starting in the spring of 2011.

Highway/Sanitation/Recycling Division

In 2011, the Highway/Sanitation/Recycling Division performed all regularly scheduled duties as well as many unexpected projects. The division installed new and repaired approximately 5700 feet of asphalt curbing on the following streets; Cypress Road, East Evergreen Road, Brookdale Road, Hemlock drive, Coachman Lane, Madonna Street, Birch Road, Chestnut Street, Highland Street, Liberty Street, Clubhouse Lane, Saddle brook Road, Bradford Road, Carver hill Road, Lantern Lane, Lincoln Street, Clearview Drive, Eliot Street, Everett Street, Eliot Hill Road, Merifield Lane, Pegan Lane and Beacon Street. All of the above mentioned areas were either newly installed or repaired from the prior winter's damage and all areas were loamed and seeded.

In 2011 the division had to postpone our usual sidewalk repair maintenance due to a couple of factors, one being that hurricane Irene used all of our crews for a couple of weeks and the installation of bike racks paid from a grant to the town. In 2011 the Department of Public Works performed its annual Chapter 90 road way improvements on the following streets; Cottage street(South Main Street to Fay Way), Webster Street, Cross street, Walcott Street, Circular Avenue, Diamond Street, Plain Street, Pearl Street and Floral Avenue. Granite curb was installed on several streets and asphalt curb on the remainder of the listed roads. All sidewalks were rebuilt. Sewer and drain structures were replaced and all areas were loamed and seeded. These listed roads will also be chip sealed in the spring of 2012. In the fall of 2010 town meeting approved the reconstruction of Oak Street which began in the summer of 2011 and will be completed in 2012; this project will include total road reconstruction including all new drainage, granite curbing, new sidewalks and new road sur-

face. This work is done by an outside contractor under the supervision of the town engineer and the highway supervisor.

In 2011 all regular sweeping activity took place starting with main roads. Sidewalk sweeping began in the middle of March and ended beginning of April. We then proceeded to sweep all streets, municipal lots and all schools. We swept the downtown area monthly. We collected approximately 2300 tons of street sweepings which were tested then hauled to designated dump site. In 2011 all regular paint duties were performed which included painting 35 miles of double yellow and white fog lines, 273 crosswalks, stop bars and stenciled stop wording. We repaired and replaced approximately 290 different types of street signs and lettered any new municipal vehicles. In 2011 we received approximately 70" of snow which was broken down to 19 sanding events, 7 plow events and removed snow in the downtown area and south Natick square twice. The highway division is responsible for all snow removal operations and is assisted by all divisions of the Department of Public Works in which we have 44 pieces of town owned equipment as well as 30 hired pieces of equipment. In addition to plowing all streets the division plows 41 miles of main road sidewalks and walkways leading to schools, all municipal parking lots and all school parking lots. We also maintain 35 sand barrels placed in key areas around town. In the winter of 2011 we applied approximately 6200 tons of sand, 4200 tons of road salt and 4300 gallons of liquid deicer.

As part of the ongoing contract for catch basin cleaning under the storm water regulations, we cleaned 1264 catch basins in 2011. The division repaired 42 catch basins, 8 manholes and installed 4 new structures, and continues to work with the engineering division with outfall inspections and other drainage issues.

The highway division also assists other departments in the town, such as the Town Clerk's office for distributing all voting equipment to the polling areas and maintenance and distribution of the Natick Votes signs. We assisted the Police and Fire Department for traffic control for the marathon, parades, road races, and any other emergencies that developed. We assisted the Community Development department with installing 165 bike racks at schools, parks and the downtown area.

On the sanitation side of the division, we service approximately 9300 residential homes for curbside solid waste and recycling and disposed of approximately 6,300 tons of solid waste and 3,200 tons of recycled materials. The division is responsible for 27 dumpsters located at schools and municipal buildings, 120 trash barrels throughout the town and 50 recycling containers. The division is also responsible for large item pickups (Bulk) done on Mondays. The recycle center still remains open on Saturdays and Sundays only, and the paint shed was also reopened this past season. The totals for the recycling center were Mixed Paper (215 tons) Cardboard (144 tons) Plastics (35 tons) Light metal (143 tons) Recycled electronics (25.75 tons) mixed glass (34 tons) Propane tanks (116) waste oil (870 gallons) and received \$6700.00 from the Town of Wellesley for paper and cardboard. We hauled 163 tons of solid waste from the housing authority at the Cedar Gardens complex and we collected 52 tons of trash from the parks. Spring yard waste was done for the first two weeks in May on trash day and the fall pickup remained last three Mondays in November and first Monday in December. Christmas trees were picked up first two weeks in January.

Respectfully submitted,

William D. Chenard
Director of Public Works

Boards, Committees & Commissions

Affordable Housing Trust Board

The Natick Affordable Housing Trust (NAHT) was formed in February 2008, after Natick Town Meeting voted in Fall 2007 to accept Massachusetts General Law Chapter 44, Section 55C, and thus authorized the establishment of a municipal affordable housing trust for Natick. The general purpose of such trust, as stated in Massachusetts General Law, is for the creation and preservation of affordable housing for the benefit of low and moderate-income households.

During 2011, the NAHT spent their time working with Natick's Housing Planner, Joe Merkel and the Community Development Advisory Committee (CDAC) to advance affordable housing in the Town of Natick. The two committees continue to meet simultaneously and to work in a collaborative effort in the discussions and consideration of future projects. Based on the most recent 2010 census, Natick meets the 10% requirement for affordable housing as established by the guidelines of the Commonwealth of Massachusetts; however the need for various types of affordable housing still exists.

In 2011, we along with the CDAC attempted to strengthen our relationship with the Natick Housing Authority (NHA) and considered proposals from the NHA to renovate uninhabitable units that they presently have in their inventory. NHA is currently undergoing organizational changes and hopefully there will be opportunities to work with them in 2012 as they have a long list of those waiting for affordable units. The NAHT and the CDAC also considered various options for utilizing WestMetro HOME Consortium funds as well as funds from other sources for affordable housing. Through the continued efforts of Mr. Merkel, the deed rider issue that we have been dealing with for over a year has been partially resolved and some units have been added back into our affordable housing stock count. We are hoping to resume a portion of the Down Payment Assistance Program that we had to suspend in 2010, due to the deed rider issue.

Towards the end of 2011 the NAHT made a recommendation to the Zoning Board of Appeals (ZBA) for a cash-in-lieu payment of \$85,000 for affordable housing instead of an affordable 1 bedroom condominium in regards to the decision at 226 Pond Street (Course Brook, LLC). If approved and received the money may be used to resume the Down Payment Assistance Program, or for some other affordable housing project yet to be determined.

In 2012, the NAHT will continue to work with the CDAC and Mr. Merkel to explore various affordable housing opportunities in Natick and advise the Board of Selectmen on best use of the funds that the Town receives through the WestMetro Home Consortium.

Respectfully submitted,

Bruce S. Weisberg, Chairman
Natick Affordable Housing Trust

Members: Carol Gloff representing the Board of Selectmen, Glen Glater representing the Planning Board, Bruce Weisberg representing the banking industry, Paul McKeon representing the real estate industry, Randy Johnson representing the construction industry, Michael Avitzur as an attorney, and three citizens-at-large, Steve Gartrell, Marjorie Gove and Jay Ball.

Bicycle and Pedestrian Advisory Committee

History and Mission

The NBPAC, consisting of seven members, was founded in 1997, recognized by the Board of Selectmen in 1998, and reconfirmed by the Board of Selectmen in 2001.

The Natick Bicycle and Pedestrian Advisory Committee serves to advise the Town on issues relating to the safe and proper use of roads, sidewalks and trails by and for bicyclists and pedestrians, and to make Natick more bicycle and pedestrian friendly through public education and outreach, and by consultation and coordination with Town departments and boards.

2011 Accomplishments

- Sponsored Bike Week in May as part of Bay State Bike Week. Members handed out safety information, t-shirts and safety items provided by MassDOT and MassBike during the farmer's market on the common.
- Supported the town's successful application for the "Safe Steps" grant to the Metrowest Community Healthcare Foundation to assess and improve pedestrian accommodations for all users.
- Initiated the town's application to the Metropolitan Area Planning Council (MAPC) Bike Rack grant program. Former NBPAC chair Glen Glater started the process in a previous year. Joe Merkel of Community Development coordinated site selection and put together the application. DPW installed the racks. In total, the town received 89 bike racks for a total of 268 bike spaces: 160 at schools, 48 at parks, and 60 at Natick Center.
- Sponsored a "Complete Streets" training workshop in Natick by the Baystate Roads Program and MassDOT held in January 2012. All future road projects receiving state funding must meet Complete Streets requirements, so it's important that members of the community become familiar with the concepts. The workshop is a non-technical overview intended for decision makers and community members.
- Represented the committee at meetings of the Safety Committee and the Cochituate Rail Trail Committee.
- Attended the Commonwealth's "Moving Together" conference to learn about design practices and organizations engaged in bicycle and pedestrian advocacy.
- Assisted the Planning Board in assessing pedestrian access to an applicant's property and in receiving a sidewalk easement on Speen Street.
- Worked with Natick Police to assess bicycle and pedestrian safety issues in town.

Conclusion

We thank the many individuals and groups that help our projects for better sidewalks and trails for pedestrians, for better traffic solutions for bicyclists, and more. We invite everyone who wishes to help to join in and to help us in the year to come and volunteer to assist us in supporting the town's development. The Natick Bicycle and Pedestrian Advisory Committee meets monthly on the first Monday of the month (with exceptions for holidays.) Please refer to the town's public calendar for specific meeting times and locations.

Respectfully submitted,

John Magee, Chair
James Mello
Dan Sohl

Robin Gilmore-Barnes
Charles Planck

Meg Kiely
Bernie Siryk

Cable Advisory Committee

The Cable Advisory Board's most important function is as a liaison between the Town and any existing or future cable licensees. The Board also represents and advises the Board of Selectmen in negotiating the franchise licenses with whichever cable providers they wish to allow to operate in the Town. Currently Comcast, RCN Corporation and Verizon hold licenses to operate within the Town.

In 2011 the Cable Advisory Board continued the ascertainment process for the renewal of the cable license for Comcast. This process, (approximately 3 years), is critical to the re-licensing process. During this period the Board has gathered information from cable TV subscribers related to the franchisee's performance and adherence to the terms of their current licenses. We are also determining the needs of the community regarding public, education and government TV access, including funding requirements that is part of the existing franchises. Negotiations with Comcast progressed at a slow pace, and on January 24, 2011 the Board of Selectmen issued a Preliminary Denial of the renewal of the Comcast license due to twenty-one material reasons that could not be resolved. Negotiations will continue into 2012.

The Board also continues to provide assistance and advice to Pegasus, the public access non-profit corporation for the Town of Natick, in areas such as funding agreements with cable providers, and technical assistance regarding equipment needs.

The Board received many comments and complaints from town residents about cable service. These complaints included general concerns about cable providers operating in the town, cable content, and pricing/rate increases. Specific issues were access in apartment complexes and to houses with underground services, billing charges, service outages and the quality of service. It should also be noted that the Town does not set the rates charged by the cable operators.

The Cable Advisory Board welcomes and listens to comments from the residents and cable subscribers of Natick. People can contact the Board via e-mail: cable@natickma.org. The mailing address is in care of Natick Town Hall, 13 East Central St.

Respectfully submitted,

Hank Szretter, Chair
Rod Feak, Secretary
Martha Jones
Ron Ordway
Arnold Pinsley
Michael Avitzur

Cochituate Aqueduct Study Committee

The Cochituate Aqueduct Study Committee (CASC) was charged with the following by the Conservation Commission:

- 1) Recommend to the Conservation Commission the potential of this property to be used as a recreational walking, hiking or multi-use trail for the Town of Natick;
- 2) Advise the Conservation Commission on matters relating to the design and construction of a potential trail;
- 3) Advise the Conservation Commission on a process to establish a potential multi-use trail;
- 4) Continue outreach efforts to inform the community about the project and gain input from abutters and residents.

The Committee was sworn in July 2011. As of today, it has had 5 meetings, conducted 2 site visits, and is currently in the process of reviewing quotes in order to select a firm to conduct an assessment of feasibility for a multi-use trail along the Cochituate Aqueduct land.

The CASC believes that a small-scale Feasibility Study of the potential Cochituate Aqueduct trail will enable CASC to conduct public hearings and outreach to the community to raise awareness of the project and collect feedback regarding this project. After this preliminary report is conducted and the outreach to the community are completed, given positive findings, CASC sees a need for a more comprehensive Trail Design study to be conducted.

Throughout the process, CASC is working and communicating closely with the Conservation Commission members and Town employees / elected officials.

Respectfully submitted,

Luba Zhaurova, Cochituate Aqueduct Study Committee Chair

Robert Eisenmenger

Michael Linehan

Bogdan Siekurka

Ken Solderholm

Cochituate Rail Trail Advisory Committee

The CRT Advisory Committee serves to advise the Selectmen on issues relating to a potential recreational trail over the abandoned Saxonville Branch Right of Way from Natick Center to the Framingham border at Route 30. The Town of Framingham is at work on its section of the project.

The Board of Selectmen re-appointed two Cochituate Rail Trail Advisory Committee members in 2011: John Griffiths, Recreation and Parks Representative and Jan Henderson, Member At Large. John Magee was appointed as the Bicycle/Pedestrian Advisory Committee representative.

The committee members at the conclusion of 2011 were:

Member	Affiliation	Term expires
Joshua Ostroff	Board of Selectmen	June 30, 2013
Patrick Reffett	Community Development Director	June 30, 2013
John Griffith	Recreation and Parks Commission	June 30, 2014
John Magee	Bicycle/Pedestrian Advisory Comm	June 30, 2012
Jan Henderson	Member At Large	June 30, 2014
Michael K. Manzo	Member At Large	June 30, 2013
Peter Henry	Member At Large	June 30, 2013
David Camacho	Member At Large	June 30, 2012
William Schoenig	Member At Large	June 30, 2013

The committee organization did not change in 2011 keeping Will Schoenig as Chair, Dave Camacho as Vice Chair and Michael Manzo as Clerk.

The largest issue relating to the CRT project is the slow-moving acquisition from the property owner, CSX Transportation. Negotiations are ongoing at this time under the direction of the Board of Selectmen and the Conservation Commission.

The primary work product during 2011 was the development of a Request for Proposals and subsequent selection of a consulting firm to evaluate complementary transit and recreational use of the Right of Way, along with alternative sources of funding for acquisition, construction and assistance in negotiations with CSX. The Advisory Committee evaluated proposals and interviewed two bidders; the committee's recommendation to engage the Bronner Group was approved by the Conservation Commission and the Board of Selectmen.

Project work with the Bronner Group will be underway early in 2012.

Also in 2011, Spring Annual Town Meeting appropriated the balance remaining of from the original \$500,000 in mitigation funds from General Growth, the owners of the Natick Mall, which was negotiated in 2006 exclusively for CRT planning and design within a five year timeframe, or for open space acquisition for bicycle or pedestrian projects. As of January 2013, any unexpended funds from the initial balance revert to General Growth under the original terms of the agreement.

Subject to the results of the Bronner Group project, future work may include a land survey, wetlands research, a progress report to Town Meeting, collaboration with Framingham, providing input to the Town as requested on any similar and related project such possible acquisition of the Saxonville branch line and such support as the Town may require in the lengthy process of negotiations with CSX.

Respectfully submitted,

Will Schoenig,
Chair

Commission on Disability

The Commission on Disability continues to advocate on behalf of residents with disabilities, in order to reach the goal of full inclusion of people with disabilities in the community. In compliance with Massachusetts General Laws, Chapter 40, Section 81, the Commission may:

- 1) Research local problems of people with disabilities.
- 2) Advise and assist municipal officials and employees in ensuring compliance with state and federal laws and regulations that affect people with disabilities.
- 3) Coordinate or carry out programs designed to meet the problems of people with disabilities in coordination with programs of the Massachusetts office on disabilities.
- 4) Review and make recommendations about policies, procedures, services, activities and facilities of departments, boards, and agencies as they affect people with disabilities.
- 5) Provide information, referrals, guidance and technical assistance to individuals, public agencies, businesses, and organizations in matters pertaining to disability.
- 6) Coordinate activities of other local groups organized for similar purposes.

The board has a new member, Ann Breda, who brings much experience to the board . Ann brings the view of a parent of a child of disability. Ann has also taken over the duties of Clerk of the Board. The board has lost two members this past year. Kenneth Chermack, the long time clerk and former Selectman John Connolly have left the board; we thank Kenneth and John for their service. With the construction of two new buildings in Natick, the High School and Community/Senior Center the commission looks forward to completion. The board will do a walk through prior to these two building openings.

The year has been a busy and educational year for all members of the board. The commission is in the process of ordering 6 sets pet oxygen masks. There are three different size masks in each package. They are currently being used throughout the country.

We did a site visit to an ADA approved playground in Brighton MA. A tour was given by the director. The board did an inspection of the playgrounds in Natick to see if one could be converted into an ADA compliant playground.

Paul Carew, Commission liaison, has continued to attend seminars on employment of those with disabilities. Paul receives regular notices from the Veterans Administration concerning assistance for veterans returning home with severe physical injuries or wounds.

Jennifer Harnish has attended a number of different NCOD related events. Jennifer just returned from an event NCOD sponsored and brought back information concerning veterans with disabilities, including spinal cord injuries.

Chairman of the Board, Joan Sherizen keeps the board up to date on State and National news concerning the ADA issues and updates.

The commission provided advice to the new Community/Senior Center's furniture/fixtures committee regarding what is necessary to be in compliance with ADA rules and regulations. The committee provided a wish list from which the commission will help purchase some items for the new center.

The board set up a table again at Natick Days with a lot of residents visiting our booth to gain information and materials.

Tim Kelley continues as Treasurer of the Commission. Tim is also our representative to the MWRTA Board.

We will continue to meet on the first Thursday of each month except the month of August. Check the town website for the location of meetings.

Board members: Chairman Joan Sherizen, Treasurer Timothy Kelley, Clerk Ann Breda, Member Jennifer Harnish, ADA Coordinator Paul Carew.

For ADA issues you may call the office of Paul Carew VSO Town of Natick at 508-647-6545 or email at pcarew@natickma.org.

Community Development Advisory Committee

The Community Development Advisory Committee (CDAC) is charged with serving as the Town's Fair Housing Committee and acting as an advisory board and resource in carrying out the major goals identified in the Town's Housing Plan and the Consolidated Plan, participating in the development of housing and community programs, and providing input and guidance for any future proposed plans.

As was the case in 2010, the CDAC spent 2011 working with Natick's Housing Planner, Mr. Joe Merkel and the board of the Natick Affordable Housing Trust (NAHT) to advance affordable housing in our town. The two committees continue to meet simultaneously and to work collaboratively in our discussions and consideration of future projects. Based on the 2010 federal census, Natick meets the 10% requirement for affordable housing as established by the Commonwealth of Massachusetts; however, the need for various types of affordable housing continues.

With the NAHT, during 2011 the CDAC considered proposals from the Natick Housing Authority to renovate currently uninhabitable Housing Authority units. The Housing Authority is currently undergoing organizational changes and opportunities to work with that organization may become better defined in 2012 and beyond. The committee considered various options for utilizing WestMetro HOME Consortium funds as well as funds available from other sources for affordable housing. Through the efforts of Mr. Merkel, the discrepancy between federal and state affordable housing documentation requirements has been partially resolved. During 2011, no fair housing complaints were brought to the attention of the CDAC.

The CDAC currently has one open position and is looking for an individual who lives in low or moderate income housing to join our board. Please contact the Selectmen's office if you would like more information or would be interested in applying for this committee seat.

In 2012, the CDAC will continue to work with the NAHT and Mr. Merkel to advise the Board of Selectmen on the optimal use of funds the Town receives through the WestMetro HOME

Consortium, and to expand its outreach and participation activities with regard to fair housing in Natick. Mr. Merkel is currently in the process of revising the Town's Housing Plan and the CDAC will work with him to finalize this important document.

Respectfully submitted,

Carol Gloff, Chair
Community Development Advisory Committee

Members: Carol Gloff (Board of Selectmen representative), Glen Glater (Planning Board representative), Marjorie Gove, Paul Mulkerron, Bruce Weisberg

Members (ex officio): Patrick Reffett (Natick Community Development Department), Eileen Merritt (Interim, Natick Housing Authority)

Community Senior Center Construction Project

This past year, 2011, was an exciting and active time for the Community Senior Center Building Committee.

The construction of the building and related sitework began in May 2011 and moving forward brings many challenges.

Several key goals achieved during 2011 include:

1. Final approval of the project by the Natick Zoning Board of Appeals and Planning Board.
2. The Senior Center, Natick's Council on Aging, Human Services and Veteran's Department were relocated to 90 Oak Street (Former East School) in late December 2010.
3. Diversified Project Management was retained by the Town, as the Owner's Project Manager in February 2011.
4. General Bids and Field Sub Bids for construction were received during February 2011.
5. TLT Construction Corp. was awarded the construction contract effective May 5, 2011, in the amount of \$7,185,210.00.

The Building Committee meets a minimum of twice a month with the Project Architect and Project Manager to discuss and evaluate all phases of the project.

Two sub-committees were formed to oversee the furniture/equipment selections and exterior/interior color selections.

Based on the present construction schedule, completion is anticipated in early Fall 2012.

Submitted by John Ciccariello
Chairman, NCSCBC

Council on Aging Board

The Council on Aging Board functions in an advisory capacity to the Council on Aging Department. The COA Board's primary responsibility is to advocate for needed programs and services on behalf of seniors living in Natick. Some of the Board's main objectives are:

- To identify the needs of all older citizens in Natick;
- To educate the community at large about the needs of older adults;
- To ensure that Natick's seniors have full access to the services and benefits to which they are entitled;
- To provide specialized knowledge to the Selectmen to help them make informed decisions;
- To provide state and federal political advocacy;

The COA Board had an active year in 2011. The Board continued to support the tireless efforts of Moira Munns, the Director, and her excellent staff as they organized the wide variety of programs and events that are held throughout the year. Various Board members attended events that included the Volunteer Dinner, the Natick Senior Man and Woman of the Year Dinner, the BayPath Recognition Breakfast, Natick Days, the Pie Social and the Holiday Dinner. I'd like to especially thank Carol Gloff for her help in organizing fundraising for this year's Holiday Dinner. Members of the COA Board also attended various town meetings in support of the COA budget, town meeting warrants, and legislative items.

The COA Board supported the efforts of Town Administrator Martha White and her proposal at the 2011 Fall Town Meeting that called for a reorganization of three town departments, one of which was the Council on Aging & Human Services Department. After meeting with Ms. White in August, and discussing the proposal at our meetings in September and October, the Council on Aging voted to support the warrant article put forth by Ms. White. In a statement released to the Town Administrator's office, the Council on Aging wrote: "On August 16, 2011, the Council on Aging voted unanimously to support the town department reorganization concept as it was presented by Town Administrator Martha White. The Council on Aging understands this reorganization to have as its goal the creation of a new position: Director of Community Services, who will oversee the consolidation of three departments - Human Services, the Council on Aging, Veterans Services, and Parks & Recreation. The Council on Aging Board supports the concept as it was presented on August 16, 2011 and believes that the Director will play a vital role in ensuring the most efficient use of the spaces and resources that will be available at the new Community Senior Center." We were prepared to make a similar statement at Town Meeting, but that was not necessary as the measure passed with strong support from the voting members.

The COA Board continued to expand its relationship with the Friends of the Natick Senior Center. Board members assisted at Natick Days, attended Friends dinners, attended the Holiday Bazaar and supported the Friend's Bake Sales. Additionally, the Board's new Vice Chair, Ms. Sue Salamoff, has been serving as the liaison to the Friends of the Natick Senior Center, which has expedited and improved the communication between the two boards. Additionally, The COA Board's Outreach Committee continued to seek new ways to reach Natick seniors who don't regularly participate in Senior Center programs.

Finally, the COA Board heads into 2012 with a few vacancies. Kathleen Mulkerron, Sonja Hicks, and Matt Siegel ended their terms on the COA Board this year, and we are indebted to them for their

service and their commitment to serving this community. We look forward to welcoming some new members this year and hope to have a full board within the first few months of 2012. After all, there is a lot of great work to be done, and we are excited to get started!

Respectfully submitted,

Dylan Hayre, Chair

Sue Salamoff, Vice Chair

Sue Watjen, Secretary

Tobe Gerard

Elizabeth Killeen

Ann Lynch

Lori Rosen

Judy Sabol

Karen Oakley, Associate Member

Jeanne Williamson-Ostroff, Associate Member

Cultural Council

1. MEMBERSHIP

- **Current membership:** Donna Vanderbeck, Amy Elizabeth (Secretary), Steve Bloomenthal, Amy Lawler, Shirley Parish, Chris Howell (Treasurer), Dan Dick, Barbara Shenker and Chris Rehl (Chair).

2. MEETINGS

- Meetings in 2011 were held 2/14, 2/28, 3/28, 4/6, 7/31, 8/5, 9/8, 9/14, 10/26, 11/16, 12/15 and 12/29. Meetings took place in Town Hall.
- On April 27, the NCC held a reception at the Morse Institute Library to announce its 2010 grant recipients.

3. GRANTS

For Fiscal year 2011, the MCC (Mass Cultural Council of which the Natick Cultural Council is a local cultural council chapter) allotted \$5,150— level funding from the previous fiscal year. The Council also used \$200 from locally raised funds. The NCC granted \$5,325 available to 20 organizations/individuals out of 23 applicants, refer to chart on the second page of this report.

4. FUNDRAISING AND EVENTS

On April 29, the NCC held a reception at the Morse Institute Library to announce its 2010 grants and honor the grant recipients. Speakers included Selectman Josh Ostroff, Puja Mehta from the office of State Senator Karen Spilka, Steve Miller, Director of Fine Arts Natick Public Schools and Annie Houston from the Massachusetts Cultural Council. There were performances by None of the Above (a cappella group) and the Children's Dance Theater both 2010 grantees. This is the 10th year that the Cultural Council held this event.

5. INITIATIVES TAKEN IN 2010

- The NCC members have taken steps to increase awareness of the council and its membership opportunities. These steps include posting notices in the *Natick Tab & Bulletin*, emailing artists, Natick oriented facebook activities and Natick residents through TCAN and other email lists, posting flyers around town, and recruiting and increasing our presence and involvement at Natick Days.

- The NCC offered a grant-writing workshop for potential grant recipients at the Morse Institute Library.
- The NCC initiated the town’s involvement in the Massachusetts Cultural District Initiative program in conjunction with the Natick Center Associates.

6. GOALS

- The NCC will continually recruit members to increase diversity of ideas and ability to act on new initiatives.
- The NCC will continue to work on developing awareness of the availability of grants in Natick and increasing the public’s awareness of the events funded by the NCC.
- The NCC will look at the best practices of other LCCs to see how the NCC can better serve the Natick community through the arts.

Natick Cultural Council FY12 Grant Awards

Name of Applicant	Project	Funding level
Carol Krentzman	“As Trees Give Life to Their Branches” Mosaic	700
Steve Henderson	“Jerry Atric – The Older I Get” - a short play	200
TCAN	The Young Masters Series	500
A Cappella Singers	Spring Concert	400
Fountain Street Fine Art	12 x 12 for 2012 Public Art Installation	100
Natick Cultural Arts Group	Emerson Stage	500
NE Wildflower Society	The Nature Zone: A Family Activity Area	250
The Discovery Museums	Especially for Me	175
Gregory Maichack	Que Sera, Seurat! Pastel Painting Optically	300
Venturing Out	The Castle – Dramatic Monologues by Former Offenders	200
Sereda Dance Works	Community Flash Mob (Dance for all ages)	200
Hands on History - 7th Mass Regiment	Hands on History – The American Revolution	200
The Marble Collection, Inc (TMC)	The Marble Collection High School Literary Magazine	100
Amazing Things Art Center	The Upstairs Galleries	200
Natick Historical Society	Henry Wilson Kiosk Exhibit	300
None of the Above Acappella Ensemble	NOTA Sings at Morse Library	200
Eileen Herman-Haase	Dancing Through the Decades with Dance Caliente	200
Ruth Harcovitz	Irish Heritage Month Musical Program	100
Leslie Havens	Concert by Solstice Sackbuts	200
Voices of Metrowest	Free Voices concert	300

Report submitted by Chris Rehl, NCC Chair

Design Review Board

The Design Review Board is an advisory board to the Planning Board, Zoning Board of Appeals, Building Department, and the Town as a whole in matters of design. There is no budget assigned to the Design Review Board and the members are unpaid.

The Natick Design Review Board was appointed to review projects in the Downtown Mixed Use District with the charge to prevent blight and enhance the natural and aesthetic qualities of the downtown as referenced in the Natick Zoning Bylaws Downtown Mixed Use Section III.E.4. Additionally, the Board performs reviews of projects located within the Housing Option Overlay Plan (HOOP) Districts.

The Board is charged to use the Natick Center Design Master Plan of June 1998 as the foundation of our review and consists of 5 members.

Board Position

Member

Planning Board appointed Architect:	Jonathan Traficonte, AIA
Planning Board appointed Landscape Architect:	Sarallyn Keller, RLA
Planning Board designee:	Wayne Chouinard, PE
Natick Selectmen Historic Commission appointee:	Anna Mancini, IIDA
Natick Selectmen Downtown Business appointee:	Avigail Shimshoni AIA

The Design Review Board meets on a monthly basis and more frequently as required for specific projects. The Board meetings are advertised in compliance with the Open Meeting Law requirements of Massachusetts.

Respectfully Submitted,



Wayne A. Chouinard
Clerk

Financial Planning Committee

The Board of Selectmen, in an effort to promote collaboration, sharing of information, and development of short and long range recommendations regarding the town's financial condition, has established a Financial Planning Committee (FPC). The membership of the Financial Planning Committee is defined as two members of the Board of Selectmen, two members of the Finance Committee, two members of the School Committee, the Town Administrator or her designee, and the Superintendent of Schools or his designee. Each of the eight members of this committee has full voting rights.

The committee's overarching objective is to develop short and long range forecasts for revenues and expenditures, and to develop strategies for meeting any projected shortfalls. To accomplish this, the

committee may consult with and utilize the expertise of various municipal officials including but not limited to the Finance Director, Comptroller and School Director of Fiscal and Management Services.

Through a collaborative and cooperative process, committee members work to achieve unanimous agreement, when possible, on forecasts and strategies and advocate for agreement with their respective board or committee. Members are expected to keep their respective board or committee informed of the activities of the Financial Planning Committee.

The FPC meets on an as-needed basis with Town and School staff to discuss financial planning for our community. In November and December 2011, the committee met to discuss the Fiscal Year 2013 financial predictions and begin to consider ways that Natick can deal with limited revenues and ever-increasing monetary needs. The committee looks forward to further meetings and discussions in 2012 as the town closes the initial gap between revenues and costs for the upcoming fiscal year.

Respectfully submitted,

Carol A. Gloff, Chair
Natick Financial Planning Committee

Members: Paul Joseph and Carol Gloff representing the Board of Selectmen; Karen Adelman Foster and David Margil representing the School Committee; Jonathan Freedman and Tony Lista representing the Finance Committee; Peter Sanchioni, Superintendent of Schools; and Martha White, Town Administrator.

Historical Commission

The Historical Commission (NHC) had an eventful year developing local preservation projects that will benefit community knowledge of our local history. Key projects that are now underway are as follows:

- **FY2011 Survey & Planning Grant:**
120 historic properties on North Main Street and Walnut Hill will be surveyed and documented for future protection. The project is a matching federal grant administered by the Massachusetts Historical Commission. NHC share comes from an anonymous gift.
- **Felch Tavern, C. 1800:**
The former stage coach tavern and inn is also where Asa Felch began the cottage shoe industry. A memorandum of understanding has been drafted with the owner for conversion to affordable housing, and the house will be moved and restored to allow for roadway intersection improvements. Funding for this mitigation project was negotiated with the Mathworks, and is anticipated to begin when Route 27 funding is in place.
- **Sawin House C. 1697 – 1770:**
To save one of our most important assets, NHC is supporting an initiative to relocate and reconstruct the home of Natick's first European settlers from its present location on South Street to Shaw Park in South Natick square. If successful in fund development, the Natick

Historical Society will use the house for its headquarters and archive storage. Several local approvals for the project will be required, including a long term lease of the property.

- Demolition/Alteration By-Law reviews:

Several projects were reviewed and approved for alterations and additions in accordance with the provisions of our Article 76 by-law. Projects ranged from storm damage to porch additions to window replacement.

The NHC looks forward to the completion of the projects now underway during the next several years.

Respectfully submitted,

Stephen N. Evers AIA, Chairman

Adam Redbord, Vice Chairman

Elliot Goodman

Ginny Lyster

Maureen Sullivan

Anna Mancini

Robin Sparr

Nancy Lavash

Kevin Polanski

Historic District Commission

History:

The Historic District Act, Chapter 40C, of the Massachusetts General Laws was established in 1960 and was amended in 1975. Under the authority of this statute, Natick established its own Historic District Commission in 1974 with the concurrent establishment of the original John Eliot Historic District (plan dated 8/22/73) in South Natick. By 1979, Article 26 was passed expanding the John Eliot Historic District to its current plan (dated 8/28/75 and revised 3/1/76) and adding the Henry Wilson Historic District (plan dated 8/10/77 and revised 11/8/77) in Natick Center.

Purpose:

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.

Budget:

The Commission has operated on a small budget for many years. The currently approved annual budget is \$626.50. In 2011, expenses included charges for legal notices in the Metrowest News, copies, postage and office supplies. The Commission is authorized to accept gifts for additional expenses, such as technical assistance and consultants and clerical assistance, but it has not done so to date.

Current Year Information:

In 2011, six new Certificates of Appropriateness were awarded for projects judged to be appropriate to the district in question. One of the Certificates of Appropriateness was awarded to The Riverbend School to construct a new school building that will be approximately 12,500 square feet. This is the largest project the Commission has considered and required multiple meetings and several months to review and approve.

The Commission has two open positions for a Commission Member and one open position for an Alternate at this time. Matthew McCue's term expired on June 30, 2011 and he will be seeking re-appointment to the Commission. Jean-Pierre Parnas will seek to become appointed to a Commission Member. Laura Duncan did not seek re-appointment to the Commission when her term expired.

2011 Board Members and Officers:

D. Michael Collins, Chairman
Jeannine Furrer, Vice Chairman
Patricia A. Marr, Secretary
Christopher Milford
Alternates:
Jean-Pierre Parnas

Natick Housing Authority

2011 was a year of change for the Natick Housing Authority. The NHA Board lost long time member Charles Emanuelli, who passed away in early January. After twenty years of service to the Board, Anthony Onorato stepped down in March. Both will be missed.

Stepping in to fill the vacancies were David Parish and Jeanne Williamson Ostroff. David brought a wealth of experience in the housing, finance, architecture, management and planning. Jeanne brought a rich background of public service and commitment to seniors and others disenfranchised by the high cost of housing in Natick. We welcome their pragmatism, diligence and commitment to the NHA.

Charlene B. Foss was also elected to continue serving on the board after her initial year-long appointment. Charlene's experience in affordable housing and her deft style of communication have been assets to the NHA.

During its organizational meeting in April, 2011, the board voted in the following slate of officers:

Gina L. Govoni, Chairman
Charlene B. Foss, Vice-Chairman
Erica Ball, Treasurer
David P. Parish, Assistant Treasurer
Jeanne W. Ostroff, Commissioner

In the fall of 2011, after a number of staff changes, Eileen Merritt stepped in as Acting Executive Director amid a challenging time for the NHA. After revelations that the NHA was not on solid ground financially, Eileen, the board and the state Department of Housing and Community Development (DHCD) began working closely together to create a corrective plan to set the NHA back on

track operationally and financially. That work is now in progress; and the NHA plans to have over thirty long-vacant housing units available for rent in the initial months of 2012.

With the support of DHCD three-year formula funding grant, the NHA is pleased to announce that two boilers have been replaced at Cedar Gardens, five roofs have been replaced at Forest Green and three kitchens have been replaced at Forest Green. The walkway repaving project at Cedar Gardens was completed. Lastly, the ARRA funded boiler replacement project that began in 2010 was completed in 2011, improving energy efficiency in over sixty units of family housing.

The NHA made a lot of new friends in 2011. In April, the Ark Builders of Temple Israel began to assist in much needed renovations of NHA family housing units. The volunteer spirit caught on, and additional helpers came from St. Paul's Church, Hartford Street Presbyterian Church, Natick Rotary Club and Natick High School to do carpentry, cleaning, painting, leaf raking and general grounds cleanup. Four units have been completed and are occupied by families that had been waiting for housing; the volunteers, aptly named the Friends of the Natick Housing Authority, are currently working on two additional family housing units.

The Natick Service Council continues to operate its food pantry and other services at the NHA's Coolidge Gardens site.

The Natick High School's Achieve Program continues to operate successfully at the NHA's Cedar Garden's location.

The NHA board and staff continue to work closely with the Cedar Gardens Tenants Organization (CGTO). Sadly, CGTO President Barbara Maclean passed away in August. Her good humor and hard work will be missed. Ted Mellor also gave of his time to assist in leading the CGTO, and Debi Henry is dutifully filling in until new leadership is elected. The NHA is looking forward to working collaboratively with the CGTO to find a permanent Executive Director for the NHA in 2012.

The NHA would like to thank the Town of Natick, DHCD, and the US Department of Housing and Urban Development (HUD), as well as all of its partners and new friends. We are looking forward to a year of great change and opportunity.

Respectfully submitted by Gina Govoni, Chairman, Natick Housing Authority

Natick Information System Advisory Board

The Natick Information Systems Advisory Board (NISAB) met quarterly during 2011. This board, created by Town Meeting, appointed by the Selectmen serves in an advisory capacity to the selectmen and the finance committee on Information Systems related issues. At the end of the year, members are: Hank Szretter (chairperson), John Bradford, Todd Gillenwater, Gregory Meyers, and James Varnum.

During 2011 the Board continued to monitor the Town's web site, and made changes to assure that it is providing the best service to the community and the residents. This will be a continuing process into the future as technologies evolve. The Board welcomes public input to assure that the site continues to be a valuable tool for the community.

The NISAB has advised and consulted with the Municipal Information Systems and School Administration Information Systems departments during the year. Topics discussed were: INET, Natick Pegasus, school system information systems, telephone system and service, web site issues, long range planning, budgeting, cost reduction and possible consolidation, licensing and open source software, and wireless systems. The Board continued to participate with the Cable Advisory Board in the ascertainment process (part of the license renewal for Comcast) related to data and INET funding issues. The INET provided by RCN as part of their Cable TV franchise is a critical piece of the Town data and telephone system infrastructure, connecting all Town buildings.

The meetings were regularly attended by Selectman Josh Ostroff or Paul Joseph, Assistant Town Administrator Michael Walters-Young, the Town IS Director Bob LeFrancois, the School Department IS Director Dennis Roche, and the Station Manager of Natick Pegasus Randy Brewer.

Respectfully submitted,

Hank Szretter (Chair)

Math Works Scholarship Committee

The 2011 MathWorks Scholarship Committee, is charged each year with administering two \$10,000 Scholarships offered by the MathWorks to two high school seniors who reside in Natick and who are committed to pursuing a career in mathematics or science. The members of the committee, Kerry Conley, Lawrence Dick, Lenore Freitas Steve Rosenberg, and Howard Wilcox, represent a variety of experience in both education and commercial careers.

The Committee met three times during the Spring of 2011 to review the applications, and interview qualified candidates. After review of nineteen candidates, including thirteen students from Natick High School and six from private schools, the Committee interviewed the top four candidates. Meeting the candidates was a pleasure, as these students were remarkable academically and socially. They will all represent the Town of Natick in a most positive manner.

Although the contest was very close, the Committee identified two students whom it felt were most deserving of the MathWorks award. It recommended two nominees to the Board of Selectmen: Nicholas Zinck of Natick High School, and Sam Trabucco of The Roxbury Latin School. Both

students were awarded the scholarship on May, 2011.

The MathWorks scholarship award is paid out over four years of college which means that the Committee must continually review previous winners to 1.) ensure their intentions to study science and/ or math remain true, and 2.) that their academic performance remains strong. The Committee received letters and transcripts from the prior year recipients, determined that the requirements of the Scholarship were being satisfied, and authorized the issuance of disbursements to prior year winners.

Submitted by Lenore Freitas, Chair

Medical Reserve Corps

The Natick Medical Reserve Corps (MRC) exists to provide trained, prepared volunteers (currently 148) to support the Health and Public Safety departments in their service to the town. In addition, the MRC provides help, such as staffing shelters, to communities across the Commonwealth as requested. We operate in cooperation with MA MRC Region 4-A, which consists of 33 surrounding communities, also with the Natick Local Emergency Planning Committee (LEPC), and under the authority and overview of the Natick Board of Health.

In 2011, our sixth year, Natick's MRC provided support at about half of Natick's flu clinics, and staffed a two-night shelter and warming station at Morse Institute, established by the town in response to the late October snow-induced power outages. Natick MRC personnel also assisted in shelters set up in western MA in response to the June tornados and in Southborough, MA due to Hurricane Irene in late August. In May, we provided nearly 40 participants for Natick Soldier Systems Command's 'Weapons of Mass Destruction' drill, and were invited to present an information table at their Safety Fair in October.

This year a Junior MRC was established, one of the first in the nation, which has already participated in Natick's Health, Fun and Fitness Day in May, trained in First Aid, and helped staff the Natick Public Schools' Wellness Fair in November, as well as some of the Board of Health's flu clinics.

Most of the MRC's activities are to provide training for the MRC volunteers, and educational activities related to residents' emergency preparedness. The training is diverse and ongoing, including Incident Command, CPR and First Aid, Sheltering (both human and pet) practices and requirements, and communications protocols, so that we are prepared to provide the necessary support when requested. In our educational focus, we sponsored a presentation by Captain Gene Rothman of the Natick Fire Department on radiological hazards, recorded by Pegasus. Our major community outreach activity is during the annual Natick Days event. One final note, we have recently established our own Facebook page: <http://www.facebook.com/pages/Natick-MA-Medical-Reserve-Corps-MRC/169110689854134>.

Respectfully submitted by Mike Linehan, Chair

Open Space Advisory Committee

The Open Space Advisory Committee was established under Natick Town Bylaws to advise the Board of Selectmen in carrying out the major goals of Natick's Open Space and Recreation Plan, and to revise that Plan as needed.

Our major goal during 2011 was the updating the Open Space and Recreation Plan, which sets forth the town's goals for the next seven years. The updated Plan is required so that Natick will be eligible for various state grants dealing with parks and open space. As 2011 ended, all of the narrative had been completed, and we were waiting for final pieces of information from several town departments.

During the early part of the year, we synthesized comments from our first Public Forum and from the Board of Selectmen, Planning Board, Conservation Commission, and Recreation and Parks Commission regarding Goals and Objectives, and we began developing these into a detailed Seven Year Action Plan. Working with our consultant, Gino Carlucci, we also completed the other required sections of the Plan. A particular problem that we experienced was the difficulty in obtaining accurate data on the status of open space parcels, and we are recommending the Town develop improved procedures for processing this information.

On October 13, we held a second Public Forum at the Library to solicit comments on the complete draft of the Plan, with a particular focus on the Seven Year Action Plan. We received many valuable comments, made appropriate revisions to the Plan, and began circulating a final draft among Town boards.

A second highlight of the year was the creation of three new committees with missions related to open space: the Town Forest Committee, Trails Maintenance Committee, and Cochituate Aqueduct Study Committee. The Conservation Commission established these committees and appointed the initial members. Some of these tasks had previously been handled by our committee, through our Trails Subcommittee. The three new committees brought involvement of many new people with new energy to the job of promoting trails and open space.

The public got to meet the new committees at this year's Natick Days. We hosted a table that included our committee, the three new committees, the Cochituate Rail Trail Advisory Committee, and Safe Steps Grant Program –six different town groups involved with walking and open space. Our committee also staffed info tables at the Community Farm's Pancake Breakfast in March and Health, Fun & Fitness Day in May.

The Town's largest trails event took place on October 22 with the Second Annual Trails Day, when 50 volunteers of all ages came to Hunnewell Town Forest to work on trails, including extensive erosion control. This event was a combined effort of the Town Forest Committee and Trails Maintenance Committee.

Additional trails cleanup and maintenance took place on a regular basis throughout the year. Most notably, following up on last year's successful work on Coolidge Hill, Pat Conaway organized three additional "sweeps" of Coolidge Hill, with an average of 30 volunteers each. Pat also leads twice-weekly trail work with his informal "Trail Buddies" volunteers. He continues to seek new volunteers and can be reached at pbconaway@gmail.com.

Several notable developments occurred relating to new trails:

- The Planning Board secured a trail easement from Broads Avenue to the Sherman Nature Reserve, as part of the Riverbend School's plan for a new campus on Eliot Street.
- As part of a Cottage Street subdivision, the Planning Board obtained a parcel along the Sudbury Aqueduct that completes the public's right-of-way to the Aqueduct from Cottage Street to Memorial School.
- The Conservation Commission purchased a lot on Craigie Street to provide a walking path to Clearview Drive, allowing residents of the Clearview neighborhood to walk to downtown.
- Finally, a boardwalk was completed connecting Woodleigh Road and Whispering Lane, an issue that had taken years to resolve.

In July, David Parish completed his term on our committee and did not seek reappointment due to extensive involvement in the Natick Housing Authority. The Board of Selectmen appointed David Coffey as our newest member.

Respectfully submitted,
Martin Kessel, Chair
Michael Linehan, Vice-Chair
David Coffey, Clerk
George Bain, Conservation Commission
Pat Conaway
Terri Evans, Planning Board
David Ordway, Recreation and Parks

Recycling Committee

Recycling is still going and growing very strongly in Natick, and the Recycling Committee is constantly looking for ways to increase recycling awareness and to make it easier for residents to recycle.

At our monthly meetings, we continue to strive towards finding ways to help the community and assist the Department of Public Works with recycling initiatives. Some of the projects the committee worked on in 2011 were: updating our mission statement and objectives; presenting to the Board of Selectman, at their request, our findings of a thorough study of the current Pay-As-You-Throw program and bag pricing in Natick; 4th year of a discounted rain barrel sales program (we have sold over 400 rain barrels since starting this program); and assisting with another Computer and Electronics recycling event in October with Natick High School. We have initiated a committee education topic each month and have covered such topics as what to do with coffee cups, cartons and plastics, plastic bag and film recycling guidelines, light bulbs and the state's Expanded Bottle Bill proposal and we are working on adding these education topics to our committee website. We also hosted a presentation for a home energy efficiency program.

In the spring, we held our third annual Clean Your Attic Day. It was a beautiful day and there was great enthusiasm from all the volunteers. Participation of residents continues to increase. In addition to 9 bags of food for the Natick Food Pantry, we recycled two full trucks of electronics (including microwaves and air conditioners), 47 bikes, 3 large cartons of books, and 2500 lbs of

cloth, 1000 lbs of household goods and shredded 1.25 tons of paper. Our next CYA day will be May 5, 2012.

Members of the Recycling Committee once again manned an information table at Natick Days, and also at the Natick Community Organic Farm's Pancake breakfast, each of which met with lots of positive feedback and questions from residents.

Our website is continually updated with helpful information for Natick residents (<http://natickrecycle.pbworks.com>). There is also a link to this website on the town webpage (<http://natickma.org>, click on Boards and Committees, click on Recycling Committee, click on Natick Recycling Committee Website).

The Recycling Committee continues to assist the DPW in finding ways to improve and better utilize the Recycling Center, which is a major resource for the town. Residential usage at this facility is constant, even though the hours have been cut back to just Saturdays and Sundays. The Recycling Center plays a major role in keeping recyclables out of the waste stream and thereby lowering our tonnage and tipping fees. In addition to the items recycled at curbside, the Recycling Center accepts Styrofoam, waste oil, all batteries, and items containing mercury, including fluorescent bulbs, thermostats, thermometers, and any elementary mercury. We are pleased to note that this area is getting more use every year. The brush and yard waste areas also have mulch and compost available for residential use.

Some of the Natick Recycling Committee's 2012 goals include creating a "Local Business Recycling in Natick Guide" and working with local businesses to help them become better recyclers, becoming more familiar with environmental regulations, staying abreast of statewide recycling efforts and trends, increasing our educational outreach to Natick residents including improving our website and social networking and continuing our presence at many events within the town.

Respectfully submitted,

Terry Miller, Recycling Committee Chairperson

Members: Geoff Del Sesto, Michael Garvey, Jack Gaziano, Ed Hoelsch, Mike Linehan, Dee Magnoni, Brinley Vickers and Scott Davis.

Reprecincting Committee

The Reprecincting Committee was established by the Board of Selectmen on February 28, 2011 to advise the Board on how to arrange local voting precincts, which is the role of the Board under Massachusetts General Law. The Committee was appointed on March 21, including Joshua Ostroff, Richard Sidney, James Connolly, Dight Crain and Michael Avitzur. Town Clerk Diane Packer was appointed as an ex-officio member.

Local voting precincts form the basis for state and federal districts, which were also revised in 2011. All new precincts take effect for elections in 2012.

Assisted by GIS Division Director Richard Ames, and using a guide to reprecincting and 2010 census

block population data provided by the Secretary of State's office, the committee first met on April 27 and elected Mr. Ostroff as Chair, Mr. Sidney as Vice Chair and Mr. Avitzur as Clerk. It further voted to provide the Selectmen with the following guidelines under which it planned to discharge its duties. Those guidelines were presented to and approved by the Board of Selectmen and included:

- conform with existing boundaries
- compactness
- address town meeting and voter participation
- accommodate future growth
- minimize need for interim reprecincting
- preserve neighborhood integrity
- maintain 10 precincts

The committee sought to anticipate planned and permitted residential development in order to reduce the need for further boundary changes, since the Charter provides for interim reprecincting when any one precinct varies from the town average by more than 5%.

The committee sought to modify a map prepared for the town by the Secretary of State's office, but ultimately developed its own map in order to adhere to the guidelines, particularly the need to maintain neighborhood integrity where possible.

The Selectmen asked the committee to pursue two alternatives: one that divided the existing Precinct 1 to address its low voter turnout and underrepresentation at Town Meeting, and one that kept Precinct 1 substantially intact. Through the committee's work at meetings on May 4, 10 and 23, both were presented to the Board, which received public comment exclusively in favor of maintaining Precinct 1 as is. In consultation with the Secretary of State's office, it was further learned that splitting up Precinct 1 may present the potential for a challenge, since that would dilute the most significant racial minority in Natick.

The Board of Selectmen considered both options and ultimately approved the option keeping Precinct 1 intact on June 6, 2011, and this recommendation was approved by the Secretary of State's Local Election Districts Review Commission on July 14. The Reprecincting Committee was subsequently discharged.

Respectfully submitted by Joshua Ostroff, Reprecincting Committee Chair

Strategic Planning Review Committee

The Reprecincting Committee was established by the Board of Selectmen in late 2010 to advise the Town on progress related to the Natick 360 Strategic Planning Initiative. The five Natick 360 Sponsoring Boards and Committees were invited to nominate a representative, and those individuals were:

Finance Committee:	James Brown
School Committee:	Karen Adelman Foster
Conservation Commission:	Jeffrey Richards

Planning Board: Terri Evans
Board of Selectmen: Paul Joseph

These nominations were affirmed by the Selectmen in early 2011. In addition, former members of the Strategic Planning Oversight Committee were invited to participate, and David Parish applied and was appointed.

Subsequently, Mr. Joseph stepped down from the committee and Joshua Ostroff was appointed to represent the Board of Selectmen.

The Committee met for organizational and planning purposes on August 31 and elected Mr. Ostroff as chair, Ms. Evans as Vice Chair and Mr. Richards as Clerk.

The committee's primary charge is to assess progress under the Natick 360 Strategic Plan and to advise the Town on next steps for implementation and further strategic planning. The Strategic Plan is available through the Town web site and at www.Natick360.org.

The committee will present its findings to a future Town Meeting and offer recommendations to the sponsoring boards.

Respectfully submitted,

Joshua Ostroff, Chair

Town Forest Committee

Actions and outcomes

To commence, we undertook a careful review of conditions in the Natick Town Forest during the fall of 2011, including a site review with a focus on trails and various problems of erosion. Subsequently, we met with representatives of the town's Department of Public Works and the Natick Trails Maintenance Committee to assess needed improvements and devised a plan of action. We then jointly, undertook a successful group workday involving upwards of 40 volunteers who were able to remove deadfall, install a dozen water-bars and erect a sign kiosk at the Oak Street entrance to the forest. Media coverage, leafleting and word-of-mouth promotion of the trails day has led us to conclude a substantial body of support for the Town Forest exists in the town.

We also supported successful passage of a Town Meeting Home Rule Petition to expand the Town Forest Committee from three regular members and a non-voting alternate to five full members. We trust this matter, when it comes before the General Court, will result in positive action.

Regular meetings of the Town Forest Committee have led us to adopt the following planning agenda, including:

- Undertaking a formal planning process for the long-term stewardship of the Town Forest through a program offered by the Mass Department of Conservation and Recreation.
- Drafting, budgeting and funding a town-sponsored maintenance and development program

for the Town Forest. Such an approach might contain health & wellness initiatives and usage programs that integrate the Town Forest with Natick Trails and Open Space resources.

- Drafting and implementing a program to limit and eventually eliminate illegal usage of the Town Forest by ATVs and snowmobiles (cause of erosion and other damage).
- Placement of uniform trail markers and interpretive signage consistent with a town-wide system. The benefits of such an approach are numerous, including integration into online web-based guides to town outdoor amenities, including the Town Forest.
- Development of a Town Forest orienteering program as an aid to promoting and enjoying this popular pastime while also creating a precise map of the Town Forest for maintenance and planning purposes.
- Construction of a bird watching platform and or walkway within the general area of the sunken meadow at the west end of Little Jennings Pond. Further planning and budgeting is needed in this matter along with consultation with the Conservation Commission.
- Creation of a Facebook page or Blog site on behalf of the Town Forest
- Exploring collaborative efforts with the ConCom and Open Space Committee
- Exploring outreach opportunities (volunteer and donor) with external organization like Boy and Girl Scouts, REI, Sudbury Valley Trustees, Appalachian Mountain Club, Mass Audubon, Trustees of Reservations (who made tools available for our recent Town Forest Trails Day) and related from other communities.

In conclusion the numerous amenities and scenic, natural resources of the Natick Town Forest, including diverse flora and animal habitat, represent a substantial recreational and learning resource to our community. To the extent the Town Forest's natural and social history, interpretative signage and active use can be developed and shared we see a bright future for this unique asset.

Respectfully submitted by Natick Town Forest Committee Members...

Peter Frykman, Chair

Tony Petro, Clerk

Peter Golden, Member

Irene Kessel, Alternate

Trails Maintenance Committee

Submitted on January 14th, 2012 by Greg Michalopoulos (natick.greg@gmail.com), Chair 2011 was the inaugural year for the Trails Maintenance Committee (TMC). On the evening of July 20th, the TMC members – Bob Severance, Bob Watjen, Greg Michalopoulos (chair), Pat Conaway (clerk), and Sara Hanna (vice chair) – were sworn in and met for the first time. The committee was formed to continue the amazing work that Tim Collins, Pat Conaway, and numerous other people contributed to in the past. Since that night, the committee met five times throughout the rest of the year, typically on the third Wednesday of the month at Morse Institute Library.

As a nascent committee, the most pertinent task was to establish our mission and goals. The committee approved mission is as follows:

To oversee the maintenance, and assist in the development, of a walking trail network within the Town of Natick on protected open space, recreation land and, where authorized, private property. To

encourage trail use for exercise, exploring and observing nature, responsible dog-walking, connecting with town history and linking of neighborhoods and adjacent communities.

The committee's goals are focused on accomplishing our stated mission. These goals include: Participate in trail maintenance activities and lead by example: Getting out on the trails and ensuring that they are available for all to enjoy is paramount to all other committee goals. To that end, committee members participated in numerous trail work days at various sites throughout the Town, many of which were organized by Pat Conaway's Big Heart – Little Feet. The first committee planned event, Natick Trails Day, occurred this past fall.

Coordinate volunteer resources for maintenance and improvements: On October 22nd, the TMC and the Hunnewell Town Forest Committee hosted the second annual Natick Trails Day at the Hunnewell Town Forest. The goals of the day were ambitious, but thanks to the effort of fifty volunteers the day was extremely successful. Twelve water bars were installed on various paths in an effort to control the flow of water in hopes of thwarting further soil erosion. Several fallen trees were cleared to keep the trails passable. Also, invasive plant species were controlled to prevent them from causing further damage to the beautiful trees in the Forest. A kiosk was also installed at the Oak Street trailhead to encourage more visitors to the Forest. During a break, Peter Golden of the Town Forest Committee provided the volunteers with an oration on "...the genesis of the forest and its relationship to the social and natural history of the region" (Golden, 2011). Above all, the attendees were able to enjoy the beauty of the Town Forest and its trail system on a crisp fall day. Pat Conaway had conceived of and executed on the idea of a Trails Day the previous year and the TMC was eager to continue that theme and plans to make it an annual event. The success of the event was nicely summarized by Peter Golden in the Metro West Daily News:

"Most heartening of all was the turnout of enthusiastic Town Forest supporters, who undertook the work at hand with great energy and spirit." (Golden, 2011)

We look forward to building on this success with more trails maintenance events in 2012.

Prepare a town-wide trail maintenance plan: The first step in preparing a maintenance plan is to have an inventory and map of the existing trail system and provide it to the community. This information is scattered throughout different systems; the committee has taken up the charge to consolidate these items and make it easily available to the public. This effort is on-going.

Promoting and encouraging trail use: One of our top priorities was, and continues to be, informing Natick residents of the great system of trails that already exists and to encourage more people to enjoy the natural beauty that the Town has to offer. To that end, the TMC established a Facebook and Twitter page to inform the community-at-large of trails information, maintenance events, and other committee happenings. These pages also allow the community to alert the committee to anything that requires our attention. We look to grow our online and volunteer community in the coming year.

Over the last half of 2011, since the committee's inauguration, we have had some success that we look to build on over the next year. Looking forward to 2012, the committee remains focused on documenting and mapping the trail system, establishing a maintenance plan, promoting use of the trails, and organizing trails maintenance events.

In closing, it is important to note that the committee would not be able to succeed without the

dedication and effort of numerous volunteers. The committee wishes to thank all those that helped us deliver on our mission.

Please keep up to date with the Natick Trails Maintenance Committee by following us on:

Facebook: [facebook.com/NatickTrails](https://www.facebook.com/NatickTrails)

Twitter: twitter.com/NatickTrails @NatickTrails

Works Cited

Golden, P. (2011, October 28). *Green volunteers fight Natick town forest erosion*. Retrieved from Wicked Local: <http://www.wickedlocal.com/natick/highlight/x2063886989/Green-volunteers-fight-Natick-town-forest-erosion>

Youth Advisory Board

The Mission of the Board is to provide for the coordination of youth issues in Natick and enable youth to participate as partners to improve the quality of life in our community. The Natick Youth Advisory Board is an advisory board to the Board of Selectmen. The Natick Youth Advisory Board's purposes are:

- A) To act as a focal point in listening to and advising the Town of Natick and the community regarding issues concerning youth or that impact their future.
- B) To create apprenticeships to Boards, Commissions and Committees in the public sector so as to gather knowledge and information and to act in an advisory capacity to such Boards, Commissions and Committees.
- C) To take such action as the Youth Advisory Board considers appropriate to insure their knowledge of Town, School and other organizations operations, procedures and processes.
- D) To plan, implement and evaluate leadership training opportunities for Board members and other youth.
- E) To act as a conduit for youth issues for the general public.
- F) To take other actions as may be agreed on by the Board of Selectmen and the Youth Advisory Board.

Several members of the Youth Advisory Board either completed their terms or graduated during the past year. There is currently only one member of this nine member board. The challenge in the coming year will be to rebuild the board to full strength. We are in the process of actively recruiting members through direct outreach to local schools and religious communities. Any student in grades 9 through 12 who lives in Natick may serve on the Board regardless of which school they attend or if they are home schooled. Membership is also open regardless of club, activity, sport participation or academic achievement. The YAB advisor has become a member of the Youth, Education, and Families Institute of the National League of Cities and joined the Youth Participation Advisors Peer Network in order to bring national information and models to the group.

Members: Adam Azanow

Respectfully submitted,
Moirra Anne Munns, Director
Human Services & Council on Aging
Youth Advisory Board Advisor