Town of Natick

FY 2018 Town Administrator's Preliminary Budget

Martha White, Town Administrator

January 3, 2017

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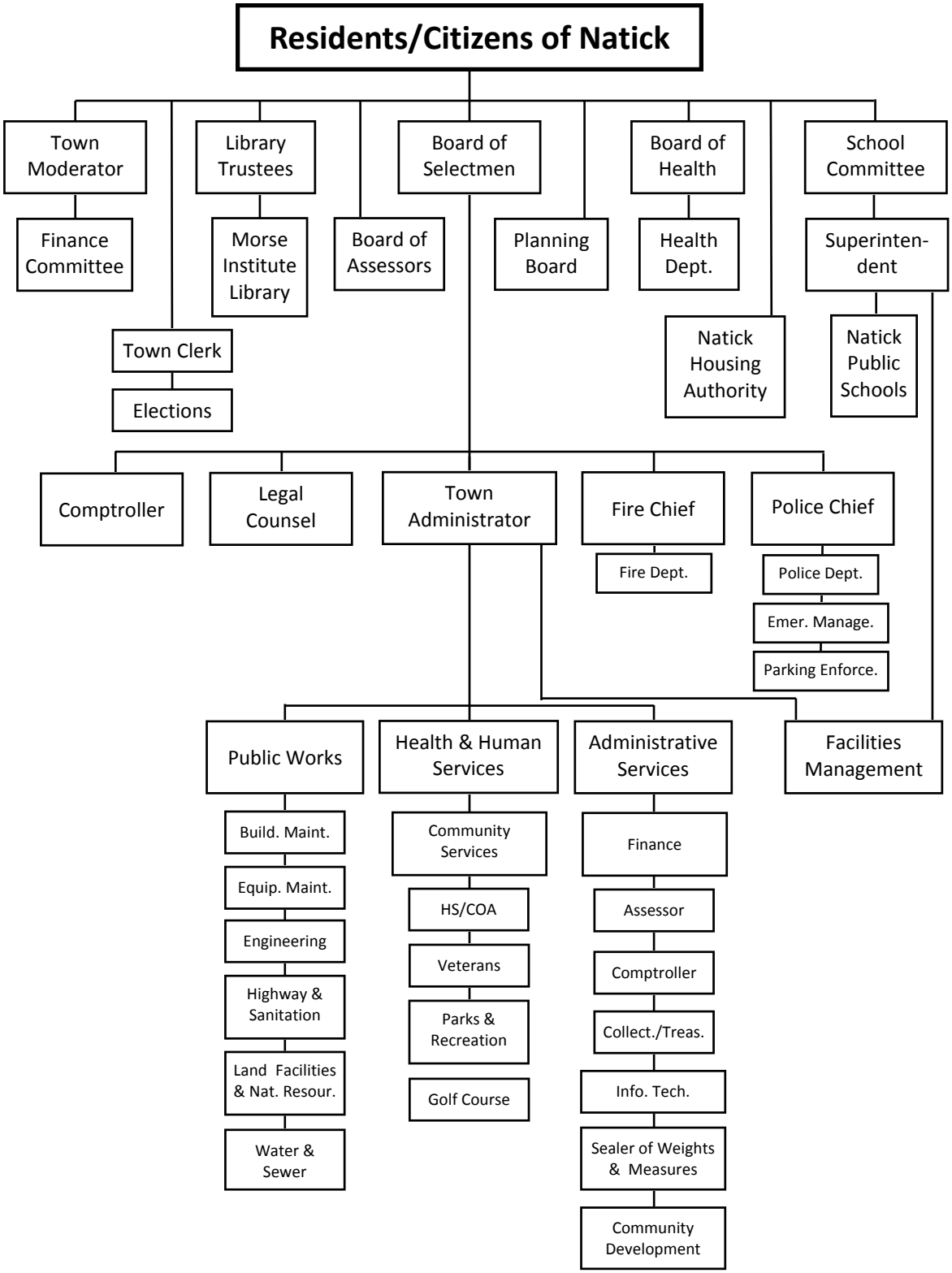
Town of Natick - Organizational Chart



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

Town Administrator's Budget Message

TOWN ADMINISTRATOR
FISCAL YEAR 2018 BUDGET MESSAGE

January 3, 2017

To the Honorable Board of Selectmen, School Committee, Finance Committee and residents of Natick, it is my pleasure to submit the Town Administrator's Preliminary Budget for Fiscal Year 2018. This budget represents the culmination of weeks of effort across all general government and school departments.

Given that the position of Deputy Town Administrator/Finance Director was vacant from last August until John Townsend's recent hiring, Bill Chenard, Deputy Town Administrator for Operations, assumed responsibility for coordinating and managing preparation of the FY 2018 Town Administrator's Preliminary Operating Budget, an undertaking of enormous scope and responsibility. Given Bill's many years of service in a variety of municipal leadership positions, he brings great depth and breadth of knowledge of all municipal operations, with specific expertise in municipal finance. Prior to assuming responsibility for preparation of the annual operating budget, Bill's position called for highly responsible and demanding oversight in numerous areas of Town management and operations. Taking on the added responsibility of preparing the operating budget has placed significant additional demands on Bill's time and "band-width," and I - and the entire Administration - are enormously grateful for Bill's expertise and commitment to the Town of Natick.

Preparation of the annual operating budget is a collaborative process between the Town Administrator's Office and Town's department heads; through this process we challenge them to evaluate their departmental services for need, effectiveness and cost-effectiveness. Development of departmental budgets also requires that necessary and desired community services are adequately funded, while being mindful of the impact of the overall cost of such services with respect to the community's long-term financial stability, and with respect to the impact on Natick's taxpayers.

Developing an operating budget that is responsive to all community expectations is virtually impossible, given residents' widely varied priorities and perspectives as to desired services, and their willingness to fund such services. Many residents strongly desire expanded services, particularly within the School Department. Others oppose the inevitable property tax impacts associated with expanded services. Each year, the Town Administrator presents a Preliminary Budget intended to fund service levels responsive to evolving community needs and expectations while limiting budgetary increases to the extent practicable.

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

accompanying this Budget Message, we provide a comprehensive overview of the Town's financial position, as required by Article 5 of the Charter of the Town of Natick.

Within this Budget Message, highlights of the Town Administrator's FY 2018 Preliminary Budget will be discussed, along with the challenges and opportunities we face in coming fiscal years. The Budget Message also provides an opportunity to review innovations and cost-saving measures that have been incorporated into programs and operations. Development of such initiatives must be, and is, an ongoing effort. Such conservatism is essential in light of inevitable budget growth over time.

In particular we have faced significant growth in recent years within the School Department budget, as well as in health insurance and pension costs.

With respect to health insurance, we have introduced numerous initiatives in recent years to help contain costs, including requiring Medicare-eligible retirees to transfer from employee insurance programs to Medicare and a Town-sponsored supplement plan, eliminating traditional HMO plans in favor of more cost-effective Rate Saver plans, negotiating reductions in the percentage that the Town contributes toward employees' health insurance, and more. Despite these initiatives, from FY 2011 to FY 2016, health insurance costs increased $2,348,000 (19%).

However, as we approached FY 2017, we successfully negotiated with General Government and School Department unions to reduce the Town's health insurance contribution from 75% to 62% on all Rate Saver plans with the exception of the Fallon plans; the Town will continue to contribute 75% toward Fallon plans. The goal of this initiative was to encourage employees to enroll in one of the two Fallon plans; these plans are more affordable for both the Town and the employees.

As a result of this change in contribution rates and the anticipated number of employees shifting to the Fallon plans, FY 2017 health insurance costs for employees and non-Medicare eligible retirees were budgeted $1,077,996 <u>lower</u> than FY 2016 budgeted costs. This savings was a major contributing factor in the Administration's development of a balanced budget for FY 2017 - the first time during my tenure (and well before) that the Town Administrator's Preliminary Budget was presented to the Finance Committee as a balanced budget. Such is not the case with the FY 2018 budget, for the many reasons explained in this Budget Message. In fact, it appears that the FY 2018 operating budget will be among the most challenging we have faced in many years.

Unfortunately, anticipated health insurance cost increases are contributing to such challenges. Specifically, early projections indicate increases in the range of 15% for all health insurance plans, resulting in projected increases in health insurance costs of $2,107,374 over FY 2017. We are hopeful that final prices will not reflect this high of an increase.

We also continue to face substantial pension cost increases, as mandated by the State Public Employee Retirement Administration Commission (PERAC); in recent years such increases have been as high as 8%. Given the substantial cost of the Town's retirement program, such

increases significantly impact the annual budget (increases of $548,021 in FY 2017 and projected $569,789 in FY 2018). The Town will continue to face an annual increase of 7% each year through Fiscal Year 2024 and between 4.2 to 5.45% annually from Fiscal Year 2025 to Fiscal Year 2030.

Recurring and substantial increases in health insurance, pension and other costs are common challenges for municipalities and other levels of government. However, in recent years, Natick has faced a significant additional challenge.

Specifically, recent school enrollment growth has been substantial; since 2006 enrollment has increased by 1,108 students, an average of 93 new students per year. To maintain appropriate class sizes, respond to evolving educational mandates and further advance the district's academic successes, additional teaching and other positions have been essential. Without question, to accommodate these sustained levels of increased enrollment, budgetary growth is certain. The School Department doesn't anticipate this pace of enrollment growth to lessen in the foreseeable future.

As detailed in the Superintendent of School's December 12, 2016 presentation to the Board of Selectmen, from 2011 - 2017 enrollment increased by 743 students while staffing increased by 54.5 personnel, an average of 1 new staff person per 13.6 new students. During this time, the budget for the Natick Public Schools increased from the FY 2011 appropriation of $44,005,755 to the FY 2017 appropriation of $57,778,570, a total increase of $13,772,815 or an average of $2,295,469 - or 5.2% - per year.

The enrollment growth in the Natick Public Schools reflects the district's reputation for providing high quality and forward-thinking educational opportunities for all students, as well as the community's desirability and relative affordability in the MetroWest area. For the Natick Public Schools to ensure continued educational excellence in the face of the aforementioned enrollment growth, substantial operational and capital investments are essential. We must, however, carefully evaluate all requests for additional staff and the associated recurring increases in the Town's operating budget including, of course, requests from the general government.

Increases in the operating budget, such as those we have faced in recent years in response to school enrollment growth, are simply not sustainable within available recurring funds. The School Department's FY 2018 funding request for 32.1 new staff hours and associated budgetary increase of $3.97 million - or 6.87% - simply cannot be funded within projected available revenues. Incorporating the School Department's FY 2018 budgetary request, as well as requested increases in General Government operations and projected increases in shared services (notably the previously mentioned increases in health insurance and pension costs, as well as substantial increases in the debt budget), the Town Administrator's FY 2018 Preliminary Operating Budget projects a deficit of $3,638,572.

With respect to General Government proposals for program enhancements or responses to increased service demands, municipal departments submitted a total of 18 Program

Improvement Requests, all of which are included in the Appendix. While all such requests have merit, at this time just five have been included in the Preliminary Budget:

- Police Department. We have added $5,000 to this budget for uniforms, equipment and training for the all-volunteer Natick Police Auxiliary. The Auxiliary assist the Police Department with traffic management at events and parades, provide weekend school anti-vandalism patrols in the marked Auxiliary cruiser, and provide emergency shelter security and communication during natural disasters. In the past, the Police Department and members of the Auxiliary have sought donations to fund their needs; while these efforts are commendable and appreciated, it is the Administration's position that their good work should be supported within the operating budget, particularly given the modest amount.
- Morse Institute Library. We have added $6,000 to this budget to fund acquisition of additional lending materials. The Morse has been expanding the types of materials they make available for borrowing, now including items ranging from knitting needles to telescopes. The Administration applauds the Morse's creativity in meeting the community's needs and interests. Notably, the Morse has been receiving increasing numbers of requests for expanded "e-book" offerings; each e-book costs approximately $100.
- Town Clerk's Office. The recently enacted Public Records Law significantly changes current mandates, and imposes onerous requirements on municipalities, including penalties for failure to comply with provisions of the law. To aid the Town's response to public records requests and compliance with the law, the Town Clerk has requested funding for new software and staff. We have included $6,000 in the Clerk's budget for the software, and are still evaluating the staffing request. Preliminary review suggests that a full-time position may not be warranted, but we have not ruled out support for a part-time position or regional approach.
- Facilities Management Department. The Facilities Management Director submitted 4 Program Improvement requests, including two for additional custodial staff, one at the High School and one to be shared by the Lilja and Brown Schools. Given the existing and pending expansion of these elementary schools through modular classrooms, we have included the latter request in the FY 2018 operating budget , in the total amount of $55,399, including salary of $36,734 (added to the Facilities budget) and benefits of $18,665 (added to the Employee Fringe budget).
- Finance Department. This request, submitted on behalf of the Assessors' Office, proposes that the vacant non-union position of Assistant Assessor (non-certified), be filled and, specifically, that an existing employee who is effectively doing this work be assigned this title. Her current clerical union position would then remain unfilled. A job description for the position of Assistant Assessor (non-certified) already exists and the position is included in the Personnel Board Classification and Pay Plan as Grade 2. We have added $1,968 to this budget to accommodate this proposal.

Note that some of the other Program Improvement Requests are still under consideration by the Administration but warrant further evaluation of need and total budgetary impact.

As noted earlier, this preliminary budget deficit is disappointing in that I presented a balanced budget for FY 2017. In previous years in which the Preliminary Budget reflected a deficit position, the Administration had significant optimism - even expectation - that our initial conservative revenue outlook would be modified during the budget review process as more refined and up-to-date information became available and that, through this process, revenue projections would inevitably increase. This ongoing evaluation of revenues, combined with implementation of cost-saving measures and prioritization of proposed increases in the operating budget, has historically facilitated development of a balanced budget for presentation to Town Meeting.

However, we are not optimistic that our preliminary FY 2018 revenue projections will increase substantially over the coming weeks. Specifically, and largely in response to the high Free Cash certifications of the last two years, we conducted a thorough evaluation of all revenue categories, resulting in a greater increase in FY 2018 projected revenues than is typical year-over-year. Specifically, the average increase in projected revenues over the past two fiscal years was $2.6 million, whereas the projected increase for FY 2018 revenues is over $4.8 million. Accordingly, we do not believe we've been overly conservative in our revenue projections and do not expect that projected available revenues will increase substantially during the upcoming budget review process.

Instead, achieving a balanced budget will require a realistic - and likely difficult - evaluation of expenses and that FY 2018 expenses must be reduced from the amounts reflected in the Preliminary Budget. During this process there will be temptation to utilize a greater amount of Free Cash to support the FY 2018 operating budget. Such temptation must be resisted - it is essential that our operating budget be supported by reliable, recurring funds.

Accordingly, our deficit reduction plan is simply to work closely with the School Department and municipal departments to reduce expenses, commensurate with available revenues, and to adjust expenses and revenues as more precise information becomes available; notably with respect to the debt, health insurance and Keefe Tech budgets, as well as state aid.

It has been the longstanding policy of this Administration - and our accepted Financial Principles stipulate - that reserves and one-time revenues should be used only for capital or other non-recurring expenses. Nonetheless, for the last several years we have utilized Free Cash in support of the operating budget. Given that Natick's recent Free Cash certifications have ranged from approximately $6 million to $12 million, it is not imprudent to consider a modest amount of such funds to be recurring and apply them as a revenue source to balance our annual operating budgets.

For example, in support of the FY 2017 operating budget we used just under $3 million of Free Cash however, of that amount, approximately $400,000 was effectively "carried over" from the prior fiscal year to fund union contracts. Adjusting for this "carry over," the effective amount of Free Cash used in support of the FY 2017 operating budget was $2.6 million. However, at the 2016 Fall Annual Town Meeting, final revenue figures for New Growth and State Aid that exceeded initial projections by $356,846 and $299,181, respectively, coupled with budgetary reductions, the amount of Free Cash used in support of

the FY 2017 operating budget was reduced by $1.14 million. For reference, in FY 2016, $2.27 million was used in support of the operating budget.

The FY 2018 Preliminary Budget utilizes $2,700,000 of Free Cash in support of operating expenses. Again, despite very compelling operational needs within both the School Department and General Government departments, the Administration strongly advises against increasing this Free Cash amount.. Given that annual increases in operating expenses are virtually certain, greater use of non-recurring revenues only creates bigger revenue challenges for ensuing fiscal years.

Nonetheless, as noted, there will surely be some temptation to increase use of Free Cash given that our most recent Free Cash certification was unusually high - just over $12 million - as reported to the 2016 Fall Annual Town Meeting.

At that Town Meeting, the following actions related to expenditures from Free Cash were taken:

Free Cash Spenddown Proposal

Item	Amount	Rationale
Certified Free Cash as of 7/1/2016	$ 12,088,395	Certified by DOR
.5% of G/F Revenue Set-Aside	$ 711,472	As per Financial Policies
2016 Fall Town Meeting		
Article 4: Transfer of FY 2015 Local Option Taxes to CSF	$ (1,425,532)	As per Financial Management Principles
Article 4: Supplement the Capital Stabilization Fund	$ (2,500,000)	Planning for upcoming Large Capital Projects
Article 8: OPEB Fund	$ (1,000,000)	See Warrant Article
Article 9: Capital Equipment	$ (1,291,000)	See Warrant Article
Article 10: Capital Improvement	$ (245,000)	See Warrant Article
2017 Spring Annual Town Meeting		
Snow and Ice Supplement		FY17 Budget Support
Other Post Employment Benefits (OPEB) Fund		Transfer To OPEB Trust Fund
Remaining Unallocated Balance	**$ 6,338,335**	

Note that this spending plan provided that over $6 million of Free Cash would remain unallocated. Further, the above noted Town Meeting action that reduced Free Cash utilization in support of the FY 2017 budget by $1.14 million, allows these funds to effectively be added to our certified Free Cash amount in terms of available funds. As previously noted, however, of these available funds, $2,700,000 is being used in support of FY 2018 operating expenses.

The Administration has been evaluating how the remaining Free Cash can best be used to the community's benefit and, specifically, to the benefit of Natick's taxpayers. We have made a commitment to make every effort to avoid, or at least mitigate, the impact on taxpayers with respect to upcoming large capital projects - notably the Kennedy Middle School, West Natick Fire Station and Natick Center Parking Garage. As these projects are further advanced, and costs become better known, we can further develop associated financing plans. To minimize the extent to which these projects are funded through excluded debt, the Administration

recommends that we "bank" the bulk of the remaining Free Cash into the Capital Stabilization Fund at the 2017 Spring Annual Town Meeting. However, the findings of the ongoing update to the OPEB actuarial study, may affect the Administration's recommendations regarding appropriations to the Capital Stabilization Fund.

Utilizing Free Cash beyond the amount recommended in the Preliminary Budget would significantly jeopardize our ability to mitigate the impact of the aforementioned projects on Natick's taxpayers. Already, the recent addition of several unanticipated, urgent and high-cost projects to our long-range Capital Plan challenge this goal. In fact, the FY 2018 debt budget is nearly 30% higher than the FY 2017 budget, an increase of over $3 million.

Addressing our capital needs and funding the associated debt presents considerable challenges for the coming years. We are currently calculating alternative scenarios associated with the projected annual debt costs for implementation of all imminent and upcoming capital projects, combined with the known costs associated with existing debt. In addition to the previously mentioned Kennedy Middle School, West Natick Fire Station and Natick Center Parking Garage projects, and the many projects proposed in the FY 2018 Capital Budget, our Five Year Capital Plan proposes substantial investments in our roads, parks and playing fields, in addition to planned future expenditures for capital equipment and improvement projects. Such investments will require substantial additional funding toward our debt budget.

Another ongoing budgetary challenge is our financial obligation regarding Natick's Other Post-Employment Benefits (OPEB) liability, associated primarily with health care and other (non-pension) retiree benefits. Communities are required to identify the magnitude of their OPEB liability but, at this time, there is no funding obligation. However, failure to initiate a funding program would be viewed very unfavorably by our bond rating agency and put our coveted and beneficial AAA bond rating at risk.

OPEB liabilities are very substantial; per our most recent actuarial study, Natick's Unfunded Actuarial Accrued Liability is over $125 million and, to fund this liability with a 30 year amortization, our recommended annual contribution is almost $13 million. Obviously, as is the case with virtually every community in the nation, meeting this obligation is well beyond our means. To date, with Town Meeting's support, we have contributed just over $2 million to the OPEB Trust Fund and we are proposing to contribute an additional $1 million in the FY 2018 budget.

Our commitment to meeting our OPEB obligation is demonstrated in part by recent amendments to our Financial Management Principles, which now provide that at each Fall Annual Town Meeting, after deducting ½ % of gross revenues from Free Cash as a set-aside, and deducting an amount equal to the local option taxes collected during the previous fiscal year, the Town should appropriate at least 10% of the remaining Free Cash to the OPEB Trust Fund.

Further, it is important to note that in FY 2030, our unfunded pension liability will have been met, and our annual appropriation toward pension costs will be substantially reduced. At that time, it is our intent to apply all or part of the reduced annual retirement appropriation toward

our OPEB obligation. To quantify this proposal in broad terms, based on the Retirement Board's most recent actuarial projections, over $13 million would be freed-up in FY 2031, allowing us to address our OPEB liability in a meaningful way.

An updated actuarial study of our OPEB obligation is currently underway, which study will inform and refine our OPEB obligation and associated funding plan.

Because of these and many other challenges we face, and mindful of the impact that our decisions have on Natick's taxpayers, each year the Town Administrators Preliminary Budget recommends a range of services and programs intended to meet community needs while limiting budget increases to the greatest extent practicable. Importantly, we also continuously seek out opportunities for cost savings and efficiencies. A small sampling of such initiatives are highlighted below:

- In 2010, Natick was designated by the Massachusetts Department of Energy Resources as a Green Community (one of the first communities to receive such designation) and remains focused on reducing costs through efficiency and clean energy programs. Since 2008, we have reduced our energy usage by 21%, the equivalent of more than $500,000 in savings each year. We are continuing these efforts in this current fiscal year through a combination of grants and utility incentives valued at $320,000, and will be implementing energy conservation measures at Town Hall, the Community-Senior Center, and Lilja Elementary School. We have also had great success in reducing our energy costs with several solar installations. In 2012, Natick installed solar on five schools and the Community-Senior Center, and more recently installed solar at the Lilja Elementary School, the DPW building and William Chase Ice Arena. In total, these systems are projected to save the Town more than $4 million over their 20 year lifespan. Several additional solar installation opportunities are currently being evaluated.
- As previously noted, we have introduced numerous initiatives in recent years to help contain health insurance costs, including our most recent and most significant accomplishment which resulted in FY 2017 health insurance costs being $1,077,996 <u>lower</u> than FY 2016 costs. Unfortunately, as noted, we are projecting health insurance rate increases of 15% for FY 2018.
- Over the past several years, we have replaced all streetlights throughout the community (with the exception of decorative lighting in Natick Center) with longer-lasting, energy efficient LED bulbs resulting in annual energy savings of over $90,000 and reduced maintenance costs.
- We recently introduced an in-house curbside recycling collection program, with estimated net savings of over $100,000 annually.
- We also recently introduced in-house course maintenance at the Sassamon Trace Golf Course resulting in annual savings of approximately $10,000 and, by all accounts, substantially enhancing the course’s appearance.
- Again, recognizing the challenges faced by many taxpayers, and because it is sound practice, we have made considerable efforts to mitigate taxpayer impacts. Specifically, since the debt exclusions for the High School and Community-Senior

Center were included on property tax bills (FY 2011) we have appropriated a total of almost $3 million to offset the tax increase associated with these debt exclusions.

The roles and responsibilities of the Town Administrator - and the Administration in general - are vast and varied, but most critical is our duty to protect and advance Natick's long-term fiscal strength and stability.

There is no singular definition of fiscal strength but, rather, there are many contributing factors, including, but certainly not limited to:

- Establishment of and adherence to financial management principles
- Stable commercial/industrial tax base from varied businesses and industries
- A strong financial management team
- Low debt position in relation to total revenues
- Long-term financial planning for operational and capital needs
- Development and maintenance of ample reserve funds
- Minimal reliance on one-time funds in support of recurring (operational) expenses
- Adequate and consistent investment in capital needs
- Sound management of the Town's debt to minimize borrowing costs while optimizing investment opportunities
- Ongoing evaluation, and implementation, where appropriate, of cost-saving measures

Our commitment to these and other sound practices in our management of the Town's finances has helped ensure the continued delivery of valued and cost-effective programs and services and the advancement of initiatives that enhance the quality of life for Natick’s residents. We consistently strive to balance the community's desire to improve and expand services with the associated impact on Natick's residents and taxpayers.

Our good work has been recognized by the bond rating agency, Standard & Poor's Ratings Services, which for several years has assigned Natick the coveted AAA rating - presently awarded to only 46 of 351 Massachusetts communities. Notably, Natick has maintained our AAA bond rating since 2008, an achievement shared with only 15 other Massachusetts communities. This bond rating - the highest possible - ensures that our interest rates will be the lowest available when borrowing for capital projects. Recognizing that many factors beyond our control contribute to our bond rating, the AAA rating supports our claims as to the Administration's sound decision-making and leadership regarding our management of the Town's finances. We take this responsibility very seriously and take great pride in the many contributions this Administration has made toward strengthening the Town's financial position.

We urge those who formulate recommendations to Town Meeting to recognize the need for conservatism regarding proposed FY 2018 operating budget increases, and that we ultimately agree upon a budget that does not require increased of Free Cash or other revenues in support of the FY 2018 expenses but, instead, limits expenses within projected revenues.

As noted, this will be a very difficult exercise. School department enrollment growth demands associated increases in teachers and other key personnel, and evolving demands on

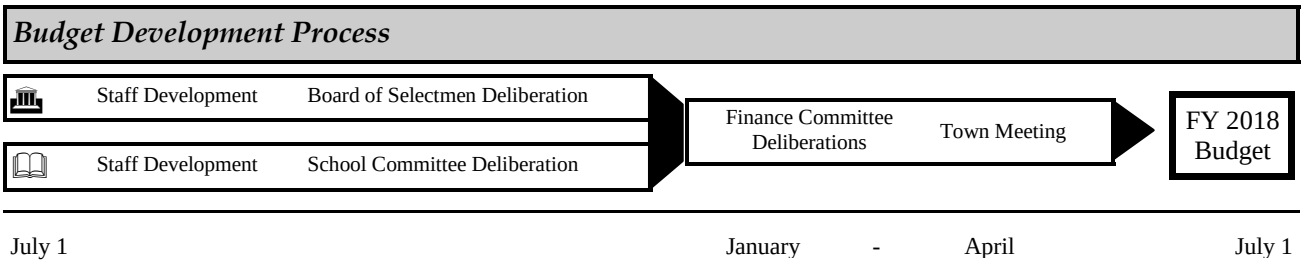
Section I:
Budget Overview

Budget Process	I.3
General Fund Revenue/Expenditure Summary	I.5
General Fund Appropriation Summary	I.7
Three-Year Projection	I.11

The legislative body of the Town of Natick is a representative Town Meeting comprised of 180 elected Town Meeting Members. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects. The Town Administrator is required to submit a Proposed Budget to the Board of Selectmen and Finance Committee on January 3, 2017. An ***Open Process*** is utilized in developing the budget. Internally, input is elicited and encouraged from all staff levels. Externally, citizen participation is encouraged and sought after January 3rd. This open process allows for greater inclusion in decision-making and in the overall development of the budget.

The process begins in the fall with the internal budget process. In late October or early November, Town staff work together to develop individual Department Budget Requests that support the operations of the Town's programs and services, as well as address the needs and objectives that are identified by the BOS goals for the current Fiscal Year. Department Heads will meet in December with the Town Administrator to review the budget requests and refine disparate proposals into a cohesive whole.

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



Once the Town Administrator presents her recommended budget to the Board of Selectmen and the Finance Committee on January 3rd, a series of hearings is held between January and March to vet the budget and allow for the Finance Committee to review and propose a series of recommendations to Town Meeting. The members of each of the major boards and committees are involved in and help guide the decision making process from beginning to end. Through this process, the Town Administrator is able to consider the input of all of these groups when preparing the Preliminary Budget.

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

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

Town of Natick

Budget Summary

General Fund Revenue
and
Expenditure Summary

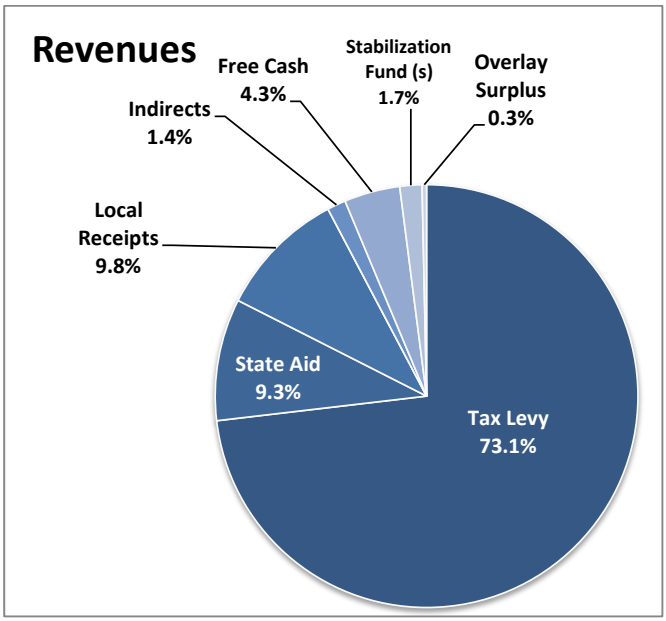
General Fund Revenue/Expenditure Summary

General Fund Revenues	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Tax Levy	$ 96,530,612	$ 99,817,043	$ 103,922,288	$ 107,082,948	3,160,660	3.04%
State Aid	$ 12,852,023	$ 13,016,665	$ 13,548,712	$ 13,663,578	114,866	0.85%
Local Receipts	$ 16,546,852	$ 16,761,623	$ 12,213,646	$ 14,359,781	2,146,136	17.57%
Other Local Receipts						
Indirects	$ 2,207,400	$ 2,241,487	$ 2,260,123	$ 2,078,921	(181,202)	-8.02%
Free Cash	$ 5,668,115	$ 5,100,289	$ 9,031,776	$ 6,250,000	(2,781,776)	-30.80%
Stabilization Fund (s)	$ 3,058,758	$ 2,033,264	$ 1,159,200	$ 2,475,765	1,316,565	113.58%
Overlay Surplus	$ 500,000	$ 500,000	$ 500,000	$ 500,000	-	0.00%
Other Available Funds	$ 317,609	$ 317,609	$ 279,433	$ 1,316,319	1,036,886	371.07%
Total General Fund Revenues	**137,681,369**	**139,787,980**	**142,915,178**	**147,727,313**	**4,812,135**	**2.24%**
General Fund Expenses						
Education & Learning						
Natick Public Schools	$ 51,481,402	$ 53,804,093	$ 57,778,570	$ 61,750,150	3,971,580	6.87%
Keefe Tech	$ 1,091,902	$ 1,247,313	$ 1,522,958	$ 1,568,647	45,689	3.00%
Morse Institute Library	$ 2,074,442	$ 2,094,884	$ 2,109,608	$ 2,216,585	106,977	5.07%
Bacon Free Library	$ 145,615	$ 153,968	$ 169,864	$ 172,433	2,569	1.51%
Public Safety	$ 14,159,001	$ 14,348,600	$ 14,982,544	$ 14,925,597	(56,947)	-0.38%
Public Works	$ 7,506,759	$ 6,989,810	$ 7,530,647	$ 7,738,273	207,626	2.76%
Health & Human Services	$ 2,027,627	$ 2,124,241	$ 2,192,489	$ 2,332,328	139,839	6.38%
Administrative Support Services	$ 4,846,378	$ 5,099,544	$ 6,684,071	$ 7,740,806	1,056,735	15.81%
Committees	$ 16,429	$ 20,484	$ 20,200	$ 20,550	350	1.73%
Shared Expenses						
Fringe Benefits	$ 15,209,526	$ 15,696,973	$ 15,058,910	$ 16,858,757	1,799,847	11.95%
Prop & Liab. Insurance	$ 532,389	$ 570,193	$ 641,750	$ 707,680	65,930	10.27%
Retirement	$ 7,119,320	$ 7,688,521	$ 8,237,157	$ 8,785,376	548,219	6.66%
Debt Services	$ 10,884,737	$ 10,717,600	$ 10,495,357	$ 13,537,396	3,042,039	28.98%
Reserve Fund	$ -	$ 250,000	$ 300,000	$ 300,000	-	0.00%
Facilities Management	$ 2,957,512	$ 3,004,219	$ 3,017,398	$ 3,090,820	73,422	2.43%
General Fund Oper. Expenses	**$ 120,053,039**	**$ 123,810,443**	**$ 130,741,523**	**$ 141,745,397**	**$ 6,931,080**	**8.42%**
Capital Improvements	$ 2,003,250	$ 1,402,850	$ 2,695,200	$ 1,977,765	(717,435)	-26.62%
School Bus Transportation	$ 355,602	$ 371,573	$ 382,720	$ 392,288	9,568	2.50%
State & County Assessments	$ 1,450,370	$ 1,352,418	$ 1,449,503	$ 1,449,503	-	0.00%
Cherry Sheet Offsets	$ 300,641	$ 291,510	$ 352,530	$ 352,530	-	0.00%
Snow Removal Supplement	$ 253,499	$ 699,569	$ 145,000	$ 150,000	5,000	3.45%
Overlay	$ 1,160,387	$ 1,000,000	$ 1,283,443	$ 1,000,000	(283,443)	-22.08%
Golf Course Deficit	$ 309,087	$ 280,000	$ 279,832	$ 248,400	(31,432)	-11.23%
General Stabilization Fund	$ 150,000	$ -	$ -	$ -	-	0.00%
Operational Stabilization Fund	$ 625,000	$ -	$ -	$ -	-	0.00%
Capital Stabilization Fund	$ 2,005,092	$ 1,343,888	$ 3,925,532	$ 2,400,000	(1,525,532)	-38.86%
One-to-One Technology Stab Fund	$ 100,000	$ -	$ -	$ -	-	0.00%
FAR Bonus Stabilization Fund	$ -	$ 433,635	$ -	$ -	-	0.00%
OPEB Trust Fund	$ 250,000	$ -	$ 1,300,000	$ 1,000,000	(300,000)	-23.08%
Misc. Articles	$ 333,000	$ 342,600	$ 216,626	$ 650,000	433,374	200.06%
Total General Fund Expenses	**$ 129,348,967**	**$ 131,328,486**	**$ 142,771,909**	**$ 151,365,884**	**8,593,975**	**6.02%**
Net Excess / (Deficit)	**8,332,402**	**8,459,494**	**143,269**	**(3,638,572)**		

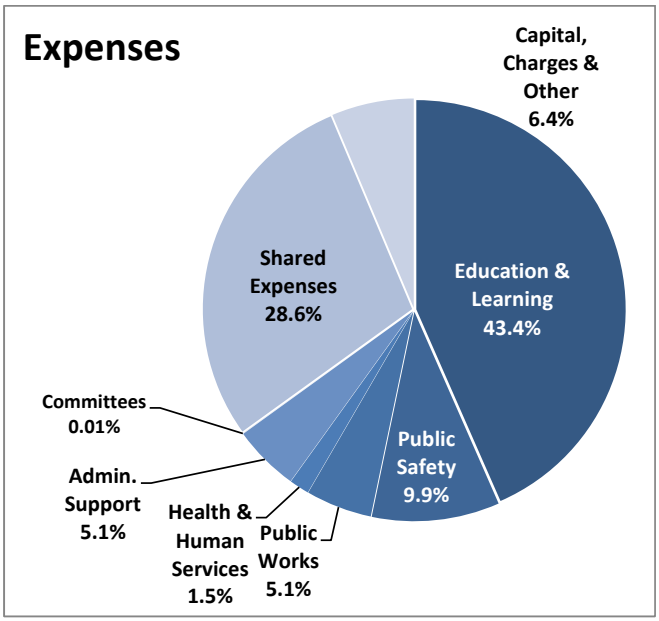
General Fund Revenue/Expenditure Summary

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

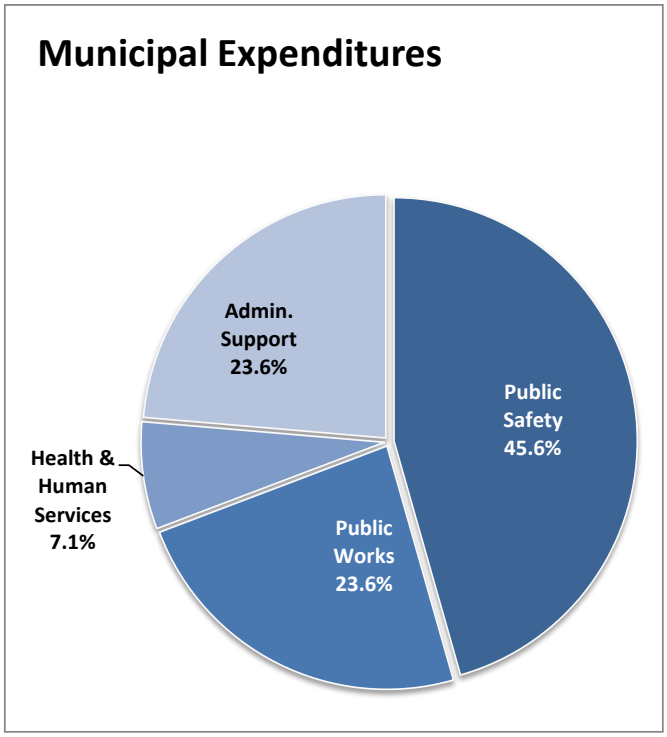
General Fund Revenues - FY 2018



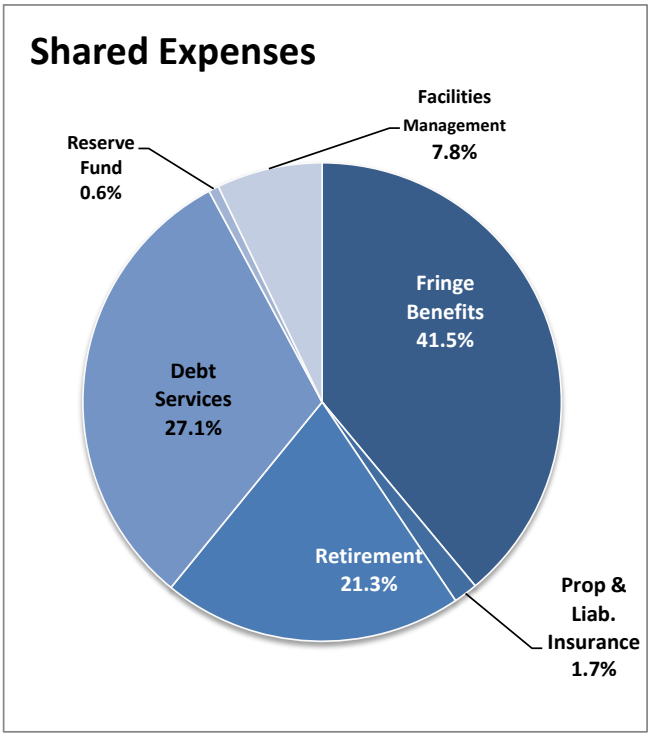
General Fund Expenditures - FY 2018



Municipal Expenditures - FY 2018



Shared Expenditures - FY 2018



General Fund Appropriation Summary

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

	2014 Actual	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Education & Learning							
Section III - Education & Learning							
Natick Public Schools							
Total Natick Public Schools	**$ 48,531,430**	**$ 51,481,402**	**$ 53,804,093**	**$ 57,778,570**	**$ 61,750,150**	**$ 3,971,580**	**6.87%**
Keefe Tech							
Expenses (Assessment)	$ 1,270,852	$ 1,091,902	$ 1,247,313	$ 1,522,958	$ 1,568,647	$ 45,689	3.00%
Total Keefe Tech	**$ 1,270,852**	**$ 1,091,902**	**$ 1,247,313**	**$ 1,522,958**	**$ 1,568,647**	**$ 45,689**	**3.00%**
Morse Institute Library							
Salaries & Expenses	$ 1,940,755	$ 2,074,442	$ 2,094,884	$ 2,109,608	$ 2,222,585	$ 112,977	5.36%
Total Morse Institute Library	**$ 1,940,755**	**$ 2,074,442**	**$ 2,094,884**	**$ 2,109,608**	**$ 2,216,585**	**$ 106,977**	**5.07%**
Bacon Free Library							
Salaries & Expenses	141,694	145,615	$ 158,953	$ 169,864	$ 172,433	$ 2,569	1.51%
Total Bacon Free Library	**$ 141,694**	**$ 145,615**	**$ 153,968**	**$ 169,864**	**$ 172,433**	**$ 2,569**	**1.51%**
Total Education & Learning	**$ 51,884,731**	**$ 54,793,361**	**$ 57,300,258**	**$ 61,581,000**	**$ 65,707,815**	**$ 4,126,815**	**6.70%**
Public Safety							
Section IV - Public Safety							
Emergency Management							
Salaries	$ -	$ -	$ 1,995	$ 5,000	$ 5,000	$ -	0.00%
Expenses	$ 24,333	$ 23,259	$ 16,478	$ 30,600	$ 30,600	$ -	0.00%
Total Emergency Management	**$ 24,333**	**$ 23,259**	**$ 18,473**	**$ 35,600**	**$ 35,600**	**$ -**	**0.00%**
Parking Enforcement							
Salaries	$ 33,352	$ 37,759	$ 46,563	$ 53,695	$ 54,560	$ 865	1.61%
Expenses	$ 82,896	$ 66,050	$ 67,416	$ 81,704	$ 85,808	$ 4,104	5.02%
Total Parking Enforcement	**$ 116,248**	**$ 103,809**	**$ 113,979**	**$ 135,399**	**$ 140,368**	**$ 4,969**	**3.67%**
Police							
Salaries	$ 5,831,933	$ 5,969,498	$ 6,055,165	$ 6,447,517	$ 6,392,624	$ (54,893)	-0.85%
Expenses	$ 206,804	$ 205,094	$ 209,756	$ 218,513	$ 238,513	$ 20,000	9.15%
Other Chgs. & Expenses	$ 4,123	$ 5,662	$ 9,881	$ 7,500	$ 7,500	$ -	0.00%
Total Police	**$ 6,042,860**	**$ 6,180,254**	**$ 6,274,802**	**$ 6,673,530**	**$ 6,638,637**	**$ (34,893)**	**-0.52%**
Fire							
Salaries	$ 7,798,772	$ 7,635,349	$ 7,731,515	$ 7,908,165	$ 7,872,542	$ (35,623)	-0.45%
Expenses	$ 204,754	$ 216,330	$ 209,831	$ 229,850	$ 238,450	$ 8,600	3.74%
Total Fire	**$ 8,003,526**	**$ 7,851,679**	**$ 7,941,346**	**$ 8,138,015**	**$ 8,110,992**	**$ (27,023)**	**-0.33%**
Total Public Safety	**14,186,967**	**14,159,001**	**14,348,600**	**14,982,544**	**14,925,597**	**-56,947**	**-0.38%**
Public Works							
Section V - Public Works							
Salaries	$ 3,082,618	$ 3,209,952	$ 3,295,300	$ 3,524,228	$ 3,651,661	$ 127,433	3.62%
Expenses	$ 1,786,440	$ 1,725,383	$ 1,852,199	$ 1,944,085	$ 2,057,500	$ 113,415	5.83%
Municipal Energy	$ 1,491,898	$ 1,307,105	$ 1,156,905	$ 1,512,334	$ 1,479,112	$ (33,222)	-2.20%
Snow & Ice	$ 1,042,022	$ 1,264,319	$ 685,406	$ 550,000	$ 550,000	$ -	0.00%
Total Public Works	**$ 7,402,978**	**$ 7,506,759**	**$ 6,989,810**	**$ 7,530,647**	**$ 7,738,273**	**$ 207,626**	**2.76%**

Community & Health Services

Section VI - Community & Health Services

Community Services							
Salaries	$ 1,178,161	$ 1,186,369	$ 1,267,098	$ 1,184,537	$ 1,305,013	$ 120,476	10.17%
Expenses	$ 337,046	$ 395,923	$ 377,958	$ 486,006	$ 493,482	$ 7,476	1.54%
Total Community Services	**$ 1,515,207**	**$ 1,582,292**	**$ 1,645,056**	**$ 1,670,543**	**$ 1,798,495**	**$ 127,952**	**7.66%**
Board of Health							
Salaries	$ 390,566	$ 406,542	$ 435,309	$ 471,196	$ 481,783	$ 10,587	2.25%
Expenses	$ 27,225	$ 28,172	$ 28,228	$ 35,750	$ 37,050	$ 1,300	3.64%
Other Changes & Expenditures	$ 7,514	$ 10,621	$ 15,648	$ 15,000	$ 15,000	$ -	0.00%
Total Board of Health	**$ 425,305**	**$ 445,335**	**$ 479,185**	**$ 521,946**	**$ 533,833**	**$ 11,887**	**2.28%**
Total Community & Health Services	**$ 1,940,512**	**$ 2,027,627**	**$ 2,124,241**	**$ 2,192,489**	**$ 2,332,328**	**$ 139,839**	**6.38%**

Administrative Support Services

Section VII - Administrative Support Services

Board of Selectmen							
Salaries	$ 701,123	$ 821,914	$ 952,419	$ 1,017,400	$ 983,599	$ (33,801)	-3.32%
Expenses	$ 195,787	$ 246,786	$ 255,876	$ 275,450	$ 266,450	$ (9,000)	-3.27%
Other Charges & Expenditures	$ 18,357	$ 20,042	$ 101,107	$ 93,000	$ 93,000	$ -	0.00%
Contract Settlements	$ -	$ -	$ -	$ 875,000	$ 1,973,765	$ 1,098,765	125.57%
Zoning By-Law Re-Write - Second Review	$ 2,490	$ -	$ -	$ -	$ -	$ -	0.00%
Recruitment	$ -	$ 23,595	$ -	$ -	$ 10,000	$ 10,000	100.00%
Total Board of Selectmen	**$ 917,757**	**$ 1,112,337**	**$ 1,309,402**	**$ 2,260,850**	**$ 3,326,814**	**$ 1,065,964**	**47.15%**
Personnel Board							
Other Charges & Expenditures	$ -	$ -	$ -	$ 1,000	$ 1,000	$ -	0.00%
Total Personnel Board	**$ -**	**$ -**	**$ -**	**$ 1,000**	**$ 1,000**	**$ -**	**0.00%**
Town Report							
Professional Services	$ 3,711	$ 3,682	$ 3,428	$ 7,850	$ 4,100	$ (3,750)	-47.77%
Total Town Report	**$ 3,711**	**$ 3,682**	**$ 3,428**	**$ 7,850**	**$ 4,100**	**$ (3,750)**	**-47.77%**
Legal							
Expenses	$ 420,522	$ 273,678	$ 218,751	$ 349,600	$ 334,600	$ (15,000)	-4.29%
Other Charges & Expenditures	$ 6,749	$ 7,513	$ 3,469	$ 7,500	$ 7,500	$ -	0.00%
Total Legal Services	**$ 427,271**	**$ 281,191**	**$ 222,220**	**$ 357,100**	**$ 342,100**	**$ (15,000)**	**-4.20%**
Finance							
Salaries	$ 1,044,959	$ 1,104,222	$ 994,223	$ 1,088,512	$ 1,129,308	$ 40,796	3.75%
Expenses	$ 302,536	$ 257,996	$ 293,864	$ 387,350	$ 343,600	$ (43,750)	-11.29%
Other Charges & Expenditures	$ 10,808	$ 61,359	$ 6,633	$ 75,000	$ 75,000	$ -	0.00%
Total Finance	**$ 1,358,303**	**$ 1,423,577**	**$ 1,294,720**	**$ 1,550,862**	**$ 1,547,908**	**$ (2,954)**	**-0.19%**
Information Technology							
Salaries	$ 296,364	$ 322,130	$ 334,447	$ 333,170	$ 341,014	$ 7,844	2.35%
Expenses	$ 370,995	$ 419,671	$ 475,265	$ 566,500	$ 571,550	$ 5,050	0.89%
Other Chgs. & Expenditures	$ 310,415	$ 235,237	$ 310,069	$ 305,000	$ 332,000	$ 27,000	8.85%
Total Information Technology	**$ 977,774**	**$ 977,038**	**$ 1,119,781**	**$ 1,204,670**	**$ 1,244,564**	**$ 39,894**	**3.31%**
Town Clerk							
Salaries	$ 223,377	$ 232,989	$ 239,015	$ 249,337	$ 254,677	$ 5,340	2.14%
Expenses	$ 8,804	$ 12,628	$ 15,355	$ 42,200	$ 50,400	$ 8,200	19.43%
Total Town Clerk	**$ 232,181**	**$ 245,617**	**$ 254,370**	**$ 291,537**	**$ 305,077**	**$ 13,540**	**4.64%**
Elections							
Salaries (Registrars)	$ 21,338	$ 33,378	$ 34,542	$ 69,463	$ 22,906	$ (46,557)	-67.02%
Expenses (Registrars)	$ 25,869	$ 36,422	$ 34,287	$ 55,300	$ 45,800	$ (9,500)	-17.18%
Total Elections	**$ 47,207**	**$ 69,800**	**$ 68,829**	**$ 124,763**	**$ 68,706**	**$ (56,057)**	**-44.93%**
Sealer of Weights & Measures							
Salaries	$ 14,658	$ 14,658	$ 14,758	$ 14,659	$ 14,952	$ 293	2.00%
Expenses	$ 726	$ 783	$ 860	$ 875	$ 890	$ 15	1.71%
Total Sealer Weights/Meas.	**$ 15,384**	**$ 15,441**	**$ 15,618**	**$ 15,534**	**$ 15,842**	**$ 308**	**1.98%**

Administrative Support Services (con't)							
Community Development							
Salaries	$ 748,980	$ 695,942	$ 780,575	$ 840,155	$ 852,345	$ 12,190	1.45%
Expenses	$ 24,853	$ 21,753	$ 30,601	$ 29,750	$ 32,350	$ 2,600	8.74%
Total Community Development	**$ 773,833**	**$ 717,695**	**$ 811,176**	**$ 869,905**	**$ 884,695**	**$ 14,790**	**1.70%**
Total Admin. Support Services	**$ 4,753,421**	**$ 4,846,378**	**$ 5,099,544**	**$ 6,684,071**	**$ 7,740,806**	**$ 1,056,735**	**15.81%**

Commissions & Committees							
Section VIII - Commissions & Committees							
Finance Committee							
Expenses	$ 12,537	$ 15,894	$ 19,090	$ 17,450	$ 17,800	$ 350	2.01%
Total Finance Committee	**$ 12,537**	**$ 15,894**	**$ 19,090**	**$ 17,450**	**$ 17,800**	**$ 350**	**2.01%**
Commission on Disability							
Expenses	$ 351	$ -	$ 506	$ 750	$ 750	$ -	0.00%
Total Commission on Disability	**$ 351**	**$ -**	**$ 506**	**$ 750**	**$ 750**	**$ -**	**0.00%**
Natick Cultural Council							
Expenses	$ 408	$ 226	$ 541	$ 700	$ 700	$ -	0.00%
Total Natick Cultural Council	**$ 408**	**$ 226**	**$ 541**	**$ 700**	**$ 700**	**$ -**	**0.00%**
Historical Commission							
Expenses	$ -	$ -	$ -	$ 750	$ 750	$ -	0.00%
Total Historical Commission	**$ -**	**$ -**	**$ -**	**$ 750**	**$ 750**	**$ -**	**0.00%**
Historic District Commission							
Expenses	$ 463	$ 309	$ 347	$ 550	$ 550	$ -	0.00%
Total Historic District Comm.	**$ 463**	**$ 309**	**$ 347**	**$ 550**	**$ 550**	**$ -**	**0.00%**
Total Section VIII: Comm.	**$ 13,759**	**$ 16,429**	**$ 20,484**	**$ 20,200**	**$ 20,550**	**$ 350**	**1.73%**

Shared Expenses (Unclassified)							
Section IX - Shared Expenses							
Employee Fringe							
Other Personnel Services	$ 14,396,221	$ 15,187,276	$ 15,667,473	$ 14,928,060	$ 16,715,663	$ 1,787,603	11.97%
Other Personnel Services	$ 6,500	$ 22,250	$ 29,500	$ 130,850	$ 143,094	$ 12,244	9.36%
Total Employee Fringe	**$ 14,402,721**	**$ 15,209,526**	**$ 15,696,973**	**$ 15,058,910**	**$ 16,858,757**	**$ 1,799,847**	**11.95%**
Property & Liability Insurance							
Purchased Services	$ 495,234	$ 532,389	$ 570,193	$ 641,750	$ 707,680	$ 65,930	10.27%
Total Prop. & Liab. Insurance	**$ 495,234**	**$ 532,389**	**$ 570,193**	**$ 641,750**	**$ 707,680**	**$ 65,930**	**10.27%**
Contributory Retirement							
Pension Assessment	$ 6,567,165	$ 7,079,771	$ 7,646,153	$ 8,194,354	$ 8,763,143	$ 568,789	6.94%
Total Contributory Retirement	**$ 6,567,165**	**$ 7,079,771**	**$ 7,646,153**	**$ 8,194,354**	**$ 8,763,143**	**$ 568,789**	**6.94%**
Non-Contributory Retirement							
Pensions	$ 41,836	$ 39,549	$ 38,249	$ 42,803	$ 22,233	$ (20,570)	-48.06%
Total Non-Contributory Retire.	**$ 41,836**	**$ 39,549**	**$ 42,368**	**$ 42,803**	**$ 22,233**	**$ (20,570)**	**-48.06%**
Debt Service							
Leased Equipment	$ 66,880	$ 111,096	$ 150,371	$ 148,703	$ 149,203	$ 500	0.34%
Leased Land				$ 3,900	$ 3,900	$ -	0.00%
Principal	$ 8,125,967	$ 8,195,297	$ 7,860,855	$ 7,893,357	$ 9,622,861	$ 1,729,504	21.91%
Interest	$ 2,753,076	$ 2,578,344	$ 2,706,374	$ 2,449,397	$ 3,761,432	$ 1,312,035	53.57%
Total Debt Service	**$ 10,945,923**	**$ 10,884,737**	**$ 10,717,600**	**$ 10,495,357**	**$ 13,537,396**	**$ 3,042,039**	**28.98%**
Reserve Fund							
Other Charges	$ -	$ -	$ 250,000	$ 300,000	$ 300,000	$ -	0.00%
Total Reserve Fund	**$ -**	**$ -**	**$ 250,000**	**$ 300,000**	**$ 300,000**	**$ -**	**0.00%**

Shared Expenses (Unclassified) (con't)							
Facilities Management							
Salaries	$ 2,402,236	$ 2,426,077	$ 2,444,604	$ 2,440,848	$ 2,502,500	$ 61,652	2.53%
Expenses	$ 121,000	$ 531,435	$ 559,615	$ 576,550	$ 588,320	$ 11,770	2.04%
Total Facilities Management	**$ 2,523,236**	**$ 2,957,512**	**$ 3,004,219**	**$ 3,017,398**	**$ 3,090,820**	**$ 73,422**	**2.43%**
Total Shared Expenses	**$ 34,976,115**	**$ 36,703,484**	**$ 39,592,123**	**$ 37,750,572**	**$ 43,280,029**	**$ 5,529,457**	**14.65%**
Total General Fund Operations	**$ 115,158,483**	**$ 120,053,039**	**$ 127,216,427**	**$ 130,741,523**	**$ 141,745,397**	**$ 11,003,874**	**8.42%**

Reconciliation							
Total General Fund Operations	**$ 115,158,483**	**$ 120,053,039**	**$ 127,216,427**	**$ 130,741,523**	**$ 141,745,397**	**$ 11,003,874**	**8.42%**
Other General Fund Appropriations							
Capital Equipment and Improvements	$ 1,725,150	$ 2,003,250	$ 1,402,850	$ 2,695,200	$ 1,977,765	$ (717,435)	-26.62%
School Bus Subsidy	$ 350,243	$ 355,602	$ 371,573	$ 382,720	$ 392,288	$ 9,568	2.50%
Misc. Articles	$ 269,596	$ 333,000	$ 433,635	$ 216,626	$ 650,000	$ 433,374	200.06%
Golf Course Deficit	$ 312,246	$ 309,087	$ 280,000	$ 279,832	$ 248,400	$ (31,432)	-11.23%
General Stabilization Fund		$ 150,000	$ -	$ -	$ -	$ -	0.00%
Capital Stabilization Fund	$ 4,240,207	$ 2,005,092	$ 1,343,888	$ 3,925,532	$ 2,400,000	$ (1,525,532)	-38.86%
Operational Stabilization Fund	$ 856,633	$ 625,000			$ -	$ -	0.00%
One-to-One Tech StabilizationFund		$ 100,000			$ -	$ -	0.00%
FAR Bonus Stabilization Fund			$ 433,635		$ -		
OPEB Trust Fund		$ 250,000		$ 1,300,000	$ 1,000,000	$ (300,000)	-23.08%
Total Other G/F Appropriations	**$ 7,754,075**	**$ 6,131,031**	**$ 3,831,946**	**$ 2,335,546**	**$ 6,668,453**	**$ 4,332,907**	**185.52%**
Other General Fund Expenses (Not appropriated by Town Meeting)							
State & County Assessments	$ 1,420,072	$ 1,450,370	$ 1,352,418	$ 1,449,503	$ 1,449,503	$ -	0.00%
Cherry Sheet Offsets	$ 257,572	$ 300,641	$ 291,510	$ 352,530	$ 352,530	$ -	0.00%
Snow Removal Supplement	$ 712,115	$ 253,499	$ 699,569	$ 145,000	$ 150,000	$ 5,000	3.45%
Overlay	$ 1,349,903	$ 1,160,387	$ 997,192	$ 1,283,443	$ 1,000,000	$ (283,443)	-22.08%
Total Other G/F Expenses	**$ 3,739,662**	**$ 3,164,897**	**$ 3,340,689**	**$ 3,230,476**	**$ 2,952,033**	**$ (278,443)**	**-8.62%**
Total General Fund	**$ 126,652,220**	**$ 129,348,967**	**$ 134,389,062**	**$ 136,272,019**	**$ 151,365,884**	**$ 15,093,864**	**11.08%**

Three-Year Projection

METHODOLOGY

The table on the next pages shows projections of total expenditure requirements and revenues for the next three years, FY 2018 - FY 2020. Projections are calculated in the aggregate, using conservative assumptions, with the intention of giving an overall perspective on the Town's budget outlook. The projections are presented in sequence with the current year for comparison.

Revenues

Revenues are comprised of four primary components: the Tax Levy, State Aid, Local Receipts and Other Available Funds. The Tax Levy will remain constantly growing at the Proposition 2.5% level annually and minimal new growth due to construction. State Aid increased by 1.79% in FY17. Chapter 70 and Unrestricted General Government Aid revenue increased ever so slightly. Local receipts are projected to increase moderately over the period of FY 2018-FY 2020. Indirects are proposed to increase slightly for the three year period. $3.25M in Free Cash and Overlay Surplus are proposed to be applied to operations annually and small amounts of other revenue expect to support small parts of operations. Finally, the Capital Stabilization Fund, using revenues generated from local option taxes, will support new cash capital projects.

Expenses

In the operating budget, wage projections are estimated at 1.0% -2.0% increases. On the whole, we have calculated a 6.87% increase in total expenses for the Natick Public Schools in FY 2018 and 5% each succeeding year, a 3.0% increase for the Keefe Tech Assessment, 1.0 and 2.0% increase for all municipal departments, consistent with past forecast practices of the Town. These increases may not be sustainable into future years; it is incumbent on the Town and School administrations and elected officials to budget responsibly and identify areas for cost reduction and revenue enhancement to ensure Natick's sound financial future.

RESULTS

These projections forecast a sizable gap between the cost of providing the current level of services and the revenue that may be generated over the next several years. In FY 2018, the budget gap is estimated to be $3.6M and in FY 2019 approaches a deficit of over $6.2M. The changes to health care costs have a dramatic impact on future costs in this projection. Though just a forecast, and with the realization that the community must produce a balanced budget, these forecasts demonstrate one clear reality: The Town of Natick continues to have a structural budget imbalance. This can no longer be filled with one-time resources. It simply is not sustainable. In order to achieve sustainability within Town services in the future, either efficiencies will have to be found, services reduced, or new revenue streams developed. As we move forward, Town Officials will continue to monitor revenue receipts, examine new ways of doing business and continue working to make Natick's government more sustainable. Increased student enrollment, if it does not level off, will outpace the revenue that is obtained through new development in Town. Strong consideration would have to be given to an additional operational over-ride if student enrollment growth keeps increasing as it has for the past 5 years.

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

Three-Year Projection

		2015 Actual	2016 Actual	2017 Appropriated	2018 Projection	2019 Projection	2020 Projection	Comments
	General Fund Revenues							
1	**Tax Levy**	$ 96,530,612	$ 99,817,043	$ 103,922,288	$ 107,082,947	110,302,909	113,582,509	2.5% allowable; $750K for growth
2	**State Aid**	$ 12,852,023	$ 13,016,665	$ 13,548,712	$ 13,663,578	13,808,578	13,953,578	Assumes slight increase from FY 2015 State Aid each year forward
3	**Estimated Receipts**	$ 16,546,852	$ 16,761,623	$ 12,213,646	$ 14,359,781	14,646,977	14,939,917	Assumes 2% growth annually
4	**Other Local Receipts**							
5	Indirects	$ 2,207,400	$ 2,241,487	$ 2,260,123	$ 2,078,921	2,089,316	2,099,763	Dependent Upon General Fund Operating Budget
6	Free Cash	$ 5,668,115	$ 5,100,289	$ 9,031,776	$ 6,250,000	2,750,000	2,750,000	
7	Capital Stabilization Fund	$ 3,058,758	$ 2,033,264	$ 1,159,200	$ 2,475,765	1,450,000	1,450,000	CSF funds spent on cash capital
	FAR Bonus Stabilization Fund				$ 1,000,000	3,900	3,900	
8	Overlay Surplus	$ 500,000	$ 500,000	$ 500,000	$ 500,000	750,000	500,000	Can change based upon final settlement of outstanding ATB cases
9	Other Available Funds	$ 317,609	$ 317,609	$ 279,433	$ 316,319	317,901	319,490	Parking Meter Receipts, Other State Remb., Bond Premiums- Wilson & HS/CSC
	Total General Fund Revenues	**137,681,369**	**139,787,980**	**142,915,178**	**147,727,312**	**146,119,581**	**149,599,156**	
	General Fund Expenses							
	Education & Learning							
11	Natick Public Schools	51,481,402	53,804,093	57,778,570	61,750,150	64,837,658	68,079,540	7.36% increase in FY17 over FY16 Appropriation and 5.84% increase in FY18 over FY17 and 5% increase in FY19 over FY18
	Shared Expenses for above					275,000	500,000	Estimated increases in shared expenses for staffing for level services budget. Assuming adding staff each year.
12	Keefe Tech	1,091,902	1,247,313	1,522,958	1,568,647	1,647,079	1,729,433	22.5% increase in FY17: Assumes increase of 19% increase in Natick students & 3.5% budget increase. 5% increase assumption in FY18 & FY19
13	Morse Institute Library	2,074,442	2,094,884	2,109,608	2,216,585	2,238,751	2,261,138	Assumes 1% increase
14	Bacon Free Library	145,615	153,968	169,864	172,433	175,881	179,399	Assumes 2% increase
15	**Public Safety**	14,159,001	14,348,600	14,982,544	14,925,597	15,074,853	15,225,601	Assumes 1% increase
16	**Public Works**	7,506,759	6,989,810	7,530,647	7,738,273	7,815,655	7,893,812	Assumes 1% increase (Snow & Ice at $550,000 in FY17 and beyond with an inflationary factor of 1% starting in FY18)
17	**Health & Human Services**	2,027,627	2,124,241	2,192,489	2,332,328	2,355,651	2,379,208	Assumes 1% increase
18	**Administrative Support Services**	4,846,378	5,099,544	6,684,071	7,740,806	7,895,622	8,053,535	Assumes 2% increase
19	**Committees**	16,429	20,484	20,200	20,550	20,550	20,550	Assumes 0% increase
20	**Shared Expenses**							
21	Fringe Benefits	15,209,526	15,696,973	15,058,910	16,858,757	17,858,757	18,858,757	Assumes increase each year for Workers Comp and Health Insurance
22	Prop & Liab. Insurance	532,389	570,193	641,750	707,680	721,834	736,270	Assumes higher rates in FY 2016 & 2017 (2% annually)
23	Retirement	7,119,320	7,688,521	8,237,157	8,785,376	9,400,352	10,058,377	Assumes 7% increase annually
24	Debt Services	10,884,737	10,717,600	10,495,357	13,537,396	10,405,871	10,405,871	Includes existing and proposed W/L and Excluded debt
25	Reserve Fund	-	250,000	300,000	300,000	250,000	250,000	Level-Funded
26	Facilities Management	2,957,512	3,004,219	3,017,398	3,090,820	3,121,728	3,152,945	Assumes 1% increase for FY18 and beyond
	General Fund Oper. Expenses	**120,053,039**	**123,810,443**	**130,741,523**	**141,745,397**	**144,095,243**	**149,784,438**	
26	**Capital Improvements**	2,003,250	1,402,850	2,695,200	1,977,765	2,000,000	2,000,000	Capital Stab. Fund provides cash funding moving forward.
27	**School Bus Transportation**	355,602	371,573	382,720	392,288	402,095	412,148	2.5% annual increase
28	**State & County Assessments**	1,450,370	1,352,418	1,449,503	1,449,503	1,463,998	1,478,638	Assumes 1.0% increase from FY 2017 Amended Cherry Sheet total
29	**Cherry Sheet Offsets**	300,641	291,510	352,530	352,530	291,510	291,510	Assumes 0% increase from FY 2017 Cherry Sheet figures
31	**Snow Removal Supplement**	253,499	699,569	145,000	150,000	150,000	150,000	DPW Budget has a S&I Budget of $550,000 in FY16 and beyond.
32	**Overlay**	1,160,387	1,000,000	1,283,443	1,000,000	1,000,000	1,000,000	Level amount
33	**Golf Course Deficit**	309,087	280,000	279,832	248,400	240,000	230,000	See Sassamon Trace Golf Course Enterprise Fund 10 Year Projection
34	**General Stabilization Fund**	150,000	-	-	-	-	-	
35	**Operational Stabilization Fund**	625,000	-	-	-	-	-	
36	**Capital Stabilization Fund**	2,005,092	1,343,888	3,925,532	2,400,000	1,500,000	1,500,000	
37	**One-to-One Stab Fund**	100,000	-	-	-	-	-	
38	**FAR Bonus Stab Fund**	-	433,635			-	-	
39	**OPEB Trust Fund**	250,000	-	1,300,000	1,000,000	500,000	500,000	
41	**Misc. Articles**	333,000	342,600	216,626	650,000	650,000	650,000	
	Total General Fund Expenses	**129,348,967**	**131,328,486**	**142,771,909**	**151,365,883**	**152,292,846**	**157,996,733**	
	Net Excess / (Deficit)	**8,332,402**	**8,459,494**	**143,269**	**(3,638,572)**	**(6,173,265)**	**(8,397,577)**	

Section II:
Revenues

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Town of Natick

Revenue Model

Revenue Summary

The summary below presents all general fund revenues for use in FY 2018. The projection is based on the most current data available. Overall, General Fund operating revenues are proposed to **increase $4,062,135 or 2.84%** over the prior fiscal year. State Aid and Local Receipts are stabilized for FY2018. The Available Funds show a decrease of ($1,178,325) but that is due to using less free cash for capital and also not transferring free cash to stabilization funds as has been done in past years. Overall the revenue estimation is strong for the FY2018 budget.

General Fund Revenue Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Recap	FY 2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Property Tax Levy	$ 93,436,666	$ 96,530,612	$ 99,817,043	$ 103,922,288	$ 107,082,948	$ 3,160,660	3.04%
State Aid	$ 12,363,740	$ 12,852,023	$ 13,016,665	$ 13,548,712	$ 13,663,578	$ 114,866	0.85%
Local Receipts	$ 14,022,824	$ 16,546,852	$ 16,761,623	$ 12,213,646	$ 14,359,781	$ 2,146,136	17.57%
Indirects	$ 2,355,825	$ 2,207,400	$ 2,241,487	$ 2,260,123	$ 2,078,921	$ (181,202)	-8.02%
Sub-total GF Operating Revenues	$ 122,179,055	$ 128,136,887	$ 131,836,818	$ 131,944,769	$ 137,185,229	$ 5,240,460	3.97%
Available Funds	$ 9,545,414	$ 9,544,482	$ 7,951,162	$ 10,970,409	$ 10,542,084	$ (428,325)	-3.90%
Gross General Fund Revenues	**$ 131,724,469**	**$ 137,681,369**	**$ 139,787,980**	**$ 142,915,178**	**$ 147,727,313**	**$ 4,812,135**	**3.37%**

Detailed Description:

Property Tax Levy: Property tax revenues are projected to increase in FY 2018. The increase shown, 3.04% includes the statutory increase in the tax levy allowed under Proposition 2 1/2 and an amount for estimated new growth (new construction). The excluded debt amount is not being reduced by funds from the Capital Stabilization Fund in FY 2018. The net excluded debt raised on the tax rate will still be less than it was in FY's 2012 and 2013.

State Aid: State Aid is predicted to be stable in FY 2018. Typically the Administration does not know what the Governor's proposed budget, including State Aid, to municipalities will be until after this budget is presented to the Board of Selectmen on January 3, 2017. The Administration is estimating a slight increase in State Aid for FY 2018 over FY 2017. This number is subject to fluxuation and change prior to the 2017 Spring Annual Town Meeting.

Local Receipts: Local receipts are projected to increase by $2,146,136 or 17.57%. Motor vehicle excise tax has been trending upward and revenue projections have supported increasing this source. Generally, local receipt projections are based on the average revenue received in each category. No fee increases are assumed in these local receipt projections unless otherwise noted. To the extent the Board of Selectmen or other boards increase specific fees, this projection will be revised. We are including the local options tax estimation in this section for budgetary purposes. This is a change to past practice and will be offset by an expense to place it in the capital stabilization fund.

Available Funds: Available Funds are projected to decrease $1,178,325. This category of revenue is typically associated with funding one-time items. This category includes the parking meter receipts, Free Cash (used to support operations and transers to Trust and Stabilization Funds), Overlay Surplus and the amount anticipated from the Capital Stabilization Fund for the purpose of funding the Capital Budget for those expenses catagorized as being paid for in cash. The largest portion of this decrease is attributable to using less free cash. This will most likely change as the budget cycle unfolds and new free cash certification is achieved in September 2017. Typically additional appropriations are made at the Fall Annual Town Meeting to increase funding for the General Stabilization Fund, the Operating/Rainy Day Stabilization Fund, the Capital Stabilization Fund and the Other Post Employment Benefits Trust Fund. There will not be as much free cash available as has been in previous years because of the increases that have been made to estimated local revenues.

Enterprise Receipts: This category represents transfers from the Town's two enterprise funds to the general fund to cover general fund expenditures that support enterprise operations. The FY 2018 amount represents funds anticpated from the Water & Sewer Enterprise and the Sassamon Trace Golf Course Funds to offset general fund costs attributable to the enterprise funds..

Town of Natick

Revenue Model

Revenue Summary

Table 1: Property Tax Levy	FY 2012 Recap	FY 2013 Recap	FY 2014 Recap	FY 2015 Recap	FY 2016 Recap	FY 2017 Recap	FY 2018 Preliminary
Tax Levy	$ 78,763,162	$ 81,600,345	$ 84,573,555	$ 89,191,083	$ 92,549,664	$ 95,604,635	$ 99,501,597
Prop. 2.5%	$ 1,969,079	$ 2,040,009	$ 2,114,339	$ 2,229,777	$ 2,313,742	$ 2,390,116	$ 2,487,540
New Growth	$ 846,384	$ 933,201	$ 2,503,189	$ 1,128,804	$ 741,229	$ 1,506,846	$ 750,000
Sub-Total	**$ 81,578,625**	**$ 84,573,555**	**$ 89,191,083**	**$ 92,549,664**	**$ 95,604,635**	**$ 99,501,597**	**$ 102,739,137**
Excluded Debt	$ 4,924,076	$ 4,768,302	$ 4,276,702	$ 4,215,216	$ 4,215,216	$ 4,491,139	$ 4,343,811
Subtotal	**$ 86,502,701**	**$ 89,341,857**	**$ 93,467,785**	**$ 96,764,880**	**$ 99,819,851**	**$ 103,992,736**	**$ 107,082,948**
Actual Tax Levy	**$ 86,502,701**	**$ 89,341,857**	**$ 93,436,666**	**$ 96,530,612**	**$ 99,817,043**	**$ 103,922,288**	**$ 107,082,948**

Table 2: State Aid	FY 2012 Cherry Sheet	FY 2013 Cherry Sheet	FY 2014 Cherry Sheet	FY 2015 Cherry Sheet	FY 2016 Cherry Sheet	FY 2017 Recap	FY 2018 Preliminary
Ch 70, Charter Tuition, School Offsets	$ 7,245,287	$ 8,053,067	$ 8,659,358	$ 9,066,512	$ 9,090,841	$ 9,491,876	$ 9,610,802
Unrestricted Local Aid	$ 2,990,066	$ 3,223,110	$ 3,299,298	$ 3,390,794	$ 3,512,863	$ 3,663,916	$ 3,665,000
Veterans' Benefits & Exemptions	$ 209,682	$ 234,781	$ 256,268	$ 260,853	$ 279,028	$ 260,056	$ 255,000
State Owned Land & Mitigation	$ 110,151	$ 110,187	$ 112,366	$ 88,023	$ 88,023	$ 86,976	$ 86,976
Offsets (Library)	$ 37,402	$ 36,807	$ 36,450	$ 45,841	$ 45,910	$ 45,888	$ 45,800
Subtotal	**$ 10,592,588**	**$ 11,657,952**	**$ 12,363,740**	**$ 12,852,023**	**$ 13,016,665**	**$ 13,548,712**	**$ 13,663,578**

Table 3: Local Receipts	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Recap	FY 2017 Recap	FY 2018 Preliminary
Motor Vehicle	$ 4,082,872	$ 4,338,121	$ 4,938,973	$ 5,191,836	$ 5,460,485	$ 5,063,350	$ 5,627,300
Other Excise	$ 2,143,965	$ 2,153,685	$ 2,211,290	$ 2,282,475	$ 2,443,396	$ 803,000	$ 2,103,200
Penalties & Interest Taxes/Excise	$ 415,195	$ 379,195	$ 473,270	$ 483,115	$ 375,863	$ 350,000	$ 350,100
Payment in Lieu of Taxes	$ 47,583	$ 35,301	$ 35,150	$ 34,822	$ 34,738	$ 34,500	$ 34,500
Trash Disposal Charges	$ 942,223	$ 1,019,244	$ 987,795	$ 998,551	$ 969,812	$ 950,000	$ 965,000
Police Special Duty Service Charges	$ 51,548	$ 27,051	$ 74,818	$ 75,101	$ 58,374	$ 65,000	$ 60,000
Ambulance Fees - Other Charges	$ 1,469,941	$ 1,492,335	$ 1,551,134	$ 1,576,690	$ 1,471,639	$ 1,435,000	$ 1,450,000
Rentals	$ 52,324	$ 49,780	$ 43,616	$ 49,032	$ 46,604	$ 46,324	$ 46,500
Recreation	$ 175,305	$ 184,073	$ 183,081	$ 191,190	$ 123,472	$ 122,472	$ 125,441
Other Departmental Revenue	$ 985,538	$ 819,959	$ 770,054	$ 789,606	$ 907,264	$ 575,000	$ 810,170
License/Permits	$ 2,254,443	$ 2,011,091	$ 1,646,503	$ 2,774,340	$ 2,218,015	$ 1,900,000	$ 1,908,970
Special Assessments	$ 13,660	$ 13,130	$ 11,532	$ 12,616	$ 9,132	$ 9,000	$ 8,600
Fines/Forfeits	$ 187,866	$ 190,361	$ 229,075	$ 210,097	$ 235,101	$ 230,000	$ 220,000
Investment Income	$ 157,159	$ 89,485	$ 104,083	$ 255,356	$ 272,428	$ 210,000	$ 225,000
Miscellaneous Recurring	$ 194,624	$ 671,948	$ 224,068	$ 377,014	$ 661,450	$ 420,000	$ 425,000
Miscellaneous Non-Recurring	$ 1,213,343	$ 1,171,662	$ 538,382	$ 1,245,011	$ 1,473,850	$ -	$ -
Subtotal	**$ 14,387,588**	**$ 14,646,420**	**$ 14,022,824**	**$ 16,546,852**	**$ 16,761,623**	**$ 12,213,646**	**$ 14,359,781**

Table 4: Available Funds	FY 2012 Appropriated	FY 2013 Appropriated	FY 2014 Appropriated	FY 2015 Appropriated	FY 2016 Appropriated	FY 2017 Appropriated	FY 2018 Preliminary
Free Cash	$ 5,466,393	$ 6,343,030	$ 6,313,951	$ 5,668,115	$ 5,100,289	$ 9,031,776	$ 6,250,000
Overlay Surplus	$ 1,000,000	$ -	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
Capital Stabilization Fund	$ 689,340	$ 1,062,152	$ 2,424,229	$ 3,058,758	$ 2,033,264	$ 1,159,200	$ 2,475,765
FAR Bonus Stabilization Fund	$ -	$ -	$ -	$ -	$ -	$ 3,900	$ 1,000,000
Title V	$ 7,684	$ 7,684	$ 7,684	$ 7,684	$ 7,684	$ 7,684	$ 7,684
Parking Meter Revenue	$ 60,000	$ 60,000	$ 60,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000
School Building Assistance	$ 123,167	$ 123,167	$ 123,167	$ 123,167	$ 123,167	$ 123,167	$ 123,167
Premiums (For Debt Exclusions)	$ 90,681	$ 90,681	$ 106,758	$ 106,758	$ 106,758	$ 64,682	$ 105,468
Receipts Reserved	$ -	$ 150,000	$ -	$ -	$ -	$ -	$ -
Insurance Proceeds < $20,000	$ -	$ 28,875	$ 9,625	$ -	$ -	$ -	$ -
Subtotal	**$ 7,437,265**	**$ 7,865,589**	**$ 9,545,414**	**$ 9,544,482**	**$ 7,951,162**	**$ 10,970,409**	**$ 10,542,084**

Table 5: Enterprise Receipts	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Recap	FY 2018 Preliminary
Water & Sewer Indirects	$ 2,535,883	$ 2,581,514	$ 2,323,579	$ 2,207,400	$ 2,207,400	$ 2,218,150	$ 2,035,229
Sassamon Trace Indirects	$ -	$ -	$ 32,246	$ 34,087	$ 34,087	$ 41,973	$ 43,692
Subtotal	**$ 2,535,883**	**$ 2,581,514**	**$ 2,355,825**	**$ 2,207,400**	**$ 2,241,487**	**$ 2,260,123**	**$ 2,078,921**

Total - G/F Available for Appr.	**$ 121,397,259**	**$ 125,668,617**	**$ 131,724,469**	**$ 137,681,369**	**$ 139,787,980**	**$ 142,915,178**	**$ 147,727,313**

Town of Natick

Revenue Model

1-A Tax Levy Summary

Components	Fiscal Year 2014 Levy Recap	Fiscal Year 2015 Levy Recap	Fiscal Year 2016 Levy Recap	Fiscal Year 2017 Levy Recap	Fiscal Year 2018 Levy Preliminary	2017 vs. 2018 $ (+/-) Change	2017 vs. 2018 % (+/-) Change
Prior Year Levy Limit	$ 84,573,555	$ 89,191,083	$ 92,549,664	$ 95,604,635	$ 99,501,597	$ 3,896,962	4.08%
Proposition 2 1/2% Levy Increase	$ 2,114,339	$ 2,229,777	$ 2,313,742	$ 2,390,116	$ 2,487,540	$ 97,424	4.08%
New Growth	$ 2,503,189	$ 1,128,804	$ 741,229	$ 1,506,846	$ 750,000	$ (756,846)	-50.23%
Net Levy Increase	$ 4,617,528	$ 3,358,581	$ 3,054,971	$ 3,896,962	$ 3,237,540	$ (659,422)	-16.92%
Levy Limit	*$ 89,191,083*	*$ 92,549,664*	*$ 95,604,635*	*$ 99,501,597*	*$ 102,739,137*	$ 3,237,540	3.25%
Debt Exclusion Levy*	$ 4,276,702	$ 4,215,216	$ 4,215,216	$ 4,491,139	$ 4,343,811	$ (147,328)	-3.28%
Total Tax Levy	**$ 93,467,785**	**$ 96,764,880**	**$ 99,819,851**	**$ 103,992,736**	**$ 107,082,948**	**$ 3,090,212**	**2.97%**
Actual Levy	***$ 93,436,666***	***$ 96,530,612***	***$ 99,817,043***	***$ 103,922,288***			

Note:

**Amount shown for excluded debt is net of subsidies. Gross estimated debt service for FY 2018 is $4,572,447. Less School Building Assistance payments for the Wilson Middle School Project of $123,167 and the application of premiums from the High School, Community Senior Center and Wilson Middle School projects of $105,468 results in the net figure shown above.*

Town of Natick

Revenue Model

2-A State Aid Summary

State Aid	Cherry Sheet FY 2012	Cherry Sheet FY 2013	Cherry Sheet FY 2014	Cherry Sheet FY 2015	Cherry Sheet FY 2016	Cherry Sheet FY 2017	Preliminary FY 2018	2017 vs. 2018 $ (+/-) Change	2017 vs. 2018 % (+/-) Change
A. EDUCATION									
Chapter 70	$ 7,062,013	$ 7,640,286	$ 8,312,752	$ 8,681,240	$ 8,816,665	$ 9,117,845	$ 9,300,202	$ 182,357	2.00%
Charter School Tuition Reimbursement	$ 65,378	$ 210,583	$ 125,484	$ 130,472	$ 28,576	$ 67,389	$ 65,000	$ (2,389)	-3.55%
Off-Set: School Choice Receiving Tuition	$ 98,864	$ 181,996	$ 200,233	$ 233,152	$ 245,600	$ 306,642	$ 245,600	$ (61,042)	-19.91%
Off-Set: School Lunch	$ 19,032	$ 20,202	$ 20,889	$ 21,648		$ -	$ -	$ -	0.00%
Sub-Total, All Education Items	**$ 7,245,287**	**$ 8,053,067**	**$ 8,659,358**	**$ 9,066,512**	**$ 9,090,841**	**$ 9,491,876**	**$ 9,610,802**	**$ 118,926**	**1.25%**
B. GENERAL GOVERNMENT									
Unrestricted General Government Aid	$ 2,990,066	$ 3,223,110	$ 3,299,298	$ 3,390,794	$ 3,512,863	$ 3,663,916	$ 3,665,000	$ 1,084	0.03%
Veterans Benefits	$ 98,032	$ 124,841	$ 147,113	$ 160,215	$ 175,891	$ 164,299	$ 160,000	$ (4,299)	-2.62%
Exemptions: Vets, Blind & Surviving Spouse	$ 111,650	$ 109,940	$ 109,155	$ 100,638	$ 103,137	$ 95,757	$ 95,000	$ (757)	-0.79%
State Owned Land	$ 110,151	$ 110,187	$ 112,366	$ 88,023	$ 88,023	$ 86,976	$ 86,976	$ -	0.00%
Off-Set: Public Libraries	$ 37,402	$ 36,807	$ 36,450	$ 45,841	$ 45,910	$ 45,888	$ 45,800	$ (88)	-0.19%
Sub-Total, All General Government	**$ 3,347,301**	**$ 3,604,885**	**$ 3,704,382**	**$ 3,785,511**	**$ 3,925,824**	**$ 4,056,836**	**$ 4,052,776**	**$ (4,060)**	**-0.10%**
C. TOTAL ESTIMATED RECEIPTS FOR FISCAL YEAR	**$ 10,592,588**	**$ 11,657,952**	**$ 12,363,740**	**$ 12,852,023**	**$ 13,016,665**	**$ 13,548,712**	**$ 13,663,578**	**$ 114,866**	**0.85%**
Dollar Change From Previous Year	**$ (202,452)**	**$ 1,065,364**	**$ 705,788**	**$ 488,283**	**$ 164,642**	**$ 1,184,972**	**$ 114,866**		
Percentage Change	**-1.88%**	**10.06%**	**6.05%**	**3.95%**	**1.28%**	**9.58%**	**0.85%**		
Total State Aid	**$ 10,592,588**	**$ 11,657,952**	**$ 12,363,740**	**$ 12,852,023**	**$ 13,016,665**	**$ 13,548,712**	**$ 13,663,578**	**$ 114,866**	**0.85%**

Town of Natick

Revenue Model

3-A Local Receipts summary

Local Receipts

Receipt	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Recap FY 2017	Preliminary FY 2018	Averages 3-year
								$ 15,777,100
Motor Vehicle	$ 4,082,872	$ 4,338,121	$ 4,938,973	$ 5,191,836	$ 5,460,485	$ 5,063,350	$ 5,627,300	5-year
Other Excise	$ 2,143,965	$ 2,153,685	$ 2,211,290	$ 2,282,475	$ 2,443,396	$ 803,000	$ 2,103,200	$ 15,273,061
Penalties & Interest Taxes/Excise	$ 415,195	$ 379,195	$ 473,270	$ 483,115	$ 375,863	$ 350,000	$ 350,100	
Payment in Lieu of Taxes	$ 47,583	$ 35,301	$ 35,150	$ 34,822	$ 34,738	$ 34,500	$ 34,500	10-year
Trash Disposal Charges	$ 942,223	$ 1,019,244	$ 987,795	$ 998,551	$ 969,812	$ 950,000	$ 965,000	$ 13,826,725
Other Charges for Services								
Police Special Duty Service Charges	$ 51,548	$ 27,051	$ 74,818	$ 75,101	$ 58,374	$ 65,000	$ 60,000	
Ambulance Fees - Other Charges	$ 1,469,941	$ 1,492,335	$ 1,551,134	$ 1,576,690	$ 1,471,639	$ 1,435,000	$ 1,450,000	
Rentals	$ 52,324	$ 49,780	$ 43,616	$ 49,032	$ 46,604	$ 46,324	$ 46,500	
Recreation	$ 175,305	$ 184,073	$ 183,081	$ 191,190	$ 123,472	$ 122,472	$ 125,441	
Other Departmental Revenue								
Other Departmental Revenue	$ 985,538	$ 819,959	$ 770,054	$ 789,606	$ 907,264	$ 575,000	$ 810,170	
License/Permits	$ 2,254,443	$ 2,011,091	$ 1,646,503	$ 2,774,340	$ 2,218,015	$ 1,900,000	$ 1,908,970	
Special Assessments	$ 13,660	$ 13,130	$ 11,532	$ 12,616	$ 9,132	$ 9,000	$ 8,600	
Fines/Forfeits	$ 187,866	$ 190,361	$ 229,075	$ 210,097	$ 235,101	$ 230,000	$ 220,000	
Investment Income	$ 157,159	$ 89,485	$ 104,083	$ 255,356	$ 272,428	$ 210,000	$ 225,000	
Miscellaneous Recurring								
Tax Per Chap 59 Sec D	$ 194,624	$ 671,948	$ 224,068	$ 377,014	$ 661,450	$ 420,000	$ 425,000	
Miscellaneous Non-Recurring								
Tax Title	$ 517,430	$ 129,504	$ 67,100	$ 823,985	$ 616,220	$ -	$ -	
Premiums on Bonds/BANs	$ -	$ 482,092	$ 407,561	$ 97,778	$ 303,104	$ -	$ -	
Other	$ 695,913	$ 560,066	$ 63,721	$ 323,248	$ 554,526	$ -	$ -	
Total Estimated Receipts	**$ 14,387,588**	**$ 14,646,420**	**$ 14,022,824**	**$ 16,546,852**	**$ 16,761,623**	**$ 12,213,646**	**$ 14,359,781**	
	10.21%	1.80%	-4.26%	18.00%	1.30%			

Town of Natick

Revenue Model

3-B Motor Vehicle Excise Taxes

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Recap FY 2017	Preliminary FY 2018	Averages
00146150-415008 MOTOR VEHICLE TAX 2008	$ 3,093	$ 3,080	$ 180	$ 510	$ 265	$ -	$ -	3-year
00146150-415009 MOTOR VEHICLE TAX 2009	$ 6,268	$ 1,843	$ 1,599	$ 430	$ 225	$ -	$ -	**$ 5,197,098**
00146150-415010 MOTOR VEHICLE TAX 2010	$ 36,669	$ 5,491	$ 2,220	$ 1,293	$ 445	$ -	$ -	
00146150-415011 MOTOR VEHICLE TAX 2011	$ 565,005	$ 33,769	$ 7,893	$ 2,686	$ 671	$ 150	$ -	5-year
00146150-415012 MOTOR VEHICLE TAX 2012	$ 3,467,329	$ 604,331	$ 38,542	$ 8,856	$ 1,114	$ 500	$ 100	**$ 4,802,457**
00146150-415013 MOTOR VEHICLE TAX 2013	$ -	$ 3,679,888	$ 751,327	$ 43,641	$ 5,462	$ 1,000	$ 500	
00146150-415014 MOTOR VEHICLE TAX 2014	$ -	$ -	$ 4,136,499	$ 672,502	$ 49,729	$ 5,000	$ 1,000	10-year
00146150-415015 MOTOR VEHICLE TAX 2015	$ -	$ -	$ -	$ 4,460,323	$ 747,502	$ 35,000	$ 5,000	**$ 4,398,138**
00146150-415016 MOTOR VEHICLE TAX 2016	$ -	$ -	$ -	$ -	$ 4,653,308	$ 700,000	$ 50,000	
00146150-415017 MOTOR VEHICLE TAX 2017	$ -	$ -	$ -	$ -	$ 383	$ 4,321,000	$ 720,000	
00146150-415018 MOTOR VEHICLE TAX 2018							$ 4,850,000	
00146160-415999 MOTOR VEHICLE PRIOR YRS	$ 2,744	$ 6,702	$ -	$ 410	$ -	$ -	$ -	
00146162-416200 RECOVERY EXCISE	$ 1,765	$ 3,017	$ 713	$ 1,185	$ 1,381	$ 700	$ 700	
Total Motor Vehicle Taxes	**$ 4,082,872**	**$ 4,338,121**	**$ 4,938,973**	**$ 5,191,836**	**$ 5,460,485**	**$ 5,063,350**	**$ 5,627,300**	
	3.85%	6.25%	13.85%	5.12%	5.17%			

Town of Natick

Revenue Model

3-C Other Excise

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Recap FY 2017	Preliminary FY 2018	Averages
								3-year
								$ 2,312,387
00146190-419100 OTHER TAXES HOTEL/MOTEL	$ 1,297,423	$ 1,301,972	$ 1,355,092	$ 1,403,268	$ 1,519,913	$ 800,000	$ 1,200,000	
00146190-467500 LOCAL OPTION MEALS	$ 843,077	$ 848,495	$ 852,879	$ 876,132	$ 918,893	$ -	$ 900,000	5-year
00146160-416010 BOAT EXCISE 2010					$ 80			**$ 2,246,962**
00146160-416011 BOAT EXCISE 2011	$ 76	$ -	$ -	$ -	$ 45	$ -	$ -	
00146160-416012 BOAT EXCISE 2012	$ 3,388	$ 210	$ -	$ -	$ 260	$ -	$ -	10-year
00146160-416013 BOAT EXCISE 2013	$ -	$ 3,008	$ 150	$ 31	$ 185	$ -	$ -	**$ 1,667,446**
00146160-416014 BOAT EXCISE 2014	$ -	$ -	$ 3,169	$ 93	$ 230	$ -	$ -	
00146160-416015 BOAT EXCISE 2015	$ -	$ -	$ -	$ 2,951	$ 386	$ -	$ -	
00146160-416016 BOAT EXCISE 2016	$ -	$ -	$ -	$ -	$ 3,404	$ 200	$ -	
00146160-416017 BOAT EXCISE 2017	$ -	$ -	$ -	$ -	$ -	$ 2,800	$ 200	
00146160-416018 BOAT EXCISE 2018	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,000	
Total Other Excise	**$ 2,143,965**	**$ 2,153,685**	**$ 2,211,290**	**$ 2,282,475**	**$ 2,443,396**	**$ 803,000**	**$ 2,103,200**	
	10.41%	0.45%	2.67%	3.22%	7.05%			

Breakout: **Local Option Taxes**	**FY 2012 Actual**	**FY 2013 Actual**	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Projection**	**FY 2018 Projection**
Hotel Motel Taxes - State Portion (4%)	$ 864,949	$ 867,981	$ 903,395	$ 935,512	$ 1,013,275	$ 1,048,740	$ 1,074,958
Hotel Motel Taxes - Town Portion (2%)*	$ 432,474	$ 433,991	$ 451,697	$ 467,756	$ 506,638	$ 524,370	$ 537,480
Local Option Meals Taxes - Town Portion (.75%)*	$ 843,077	$ 848,495	$ 852,879	$ 876,132	$ 918,893	$ 920,000	$ 920,000

Notes:

Town of Natick

Revenue Model

3-D Penalties and Interest on Taxes and Excise

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Recap FY 2017	Preliminary FY 2018	Averages 3-year
								$ 444,083
00146170-417000 PENALTIES ON TAXES & EXCISE	$ 69,296	$ 78,631	$ 66,221	$ 106,845	$ 92,872	$ 75,000	$ 75,000	
00146170-417100 INTEREST ON TAXES	$ 184,479	$ 213,142	$ 346,062	$ 274,394	$ 138,122	$ 175,000	$ 175,000	5-year
00146170-417200 INTEREST ON MOTOR VEHICLE	$ 24,220	$ 32,166	$ 28,262	$ 30,131	$ 33,673	$ 30,000	$ 30,000	$ 425,328
00146170-417300 INTEREST TAX TITLES	$ 134,579	$ 52,893	$ 30,373	$ 69,997	$ 108,613	$ 67,900	$ 68,000	
00146170-417400 INTEREST ON BETTERMENTS	$ 2,609	$ 2,335	$ 1,829	$ 1,717	$ 2,145	$ 2,000	$ 2,000	10-year
00146170-417600 INTEREST BOAT EXCISE	$ 12	$ 27	$ 523	$ 31	$ 438	$ 100	$ 100	$ 399,624
Total Penalties and Interest	**$ 415,195**	**$ 379,195**	**$ 473,270**	**$ 483,115**	**$ 375,863**	**$ 350,000**	**$ 350,100**	

Assumption:

Notes:

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

Town of Natick

Revenue Model

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

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Recap FY 2017	Preliminary FY 2018	Averages
								3-year
								$ 34,903
00146180-418100 IN LIEU TAX MA MORSE HEALTHCARE	$ 31,878	$ 19,473	$ 19,256	$ 18,738	$ 18,454	$ 18,500	$ 18,500	
00146180-418200 IN LIEU TAX HOUSING AUTHORITY	$ 12,300	$ 12,325	$ 12,315	$ 12,295	$ 12,281	$ 12,200	$ 12,200	5-year
00146180-418400 IN LIEU TAX TCAN NATICK ARTS	$ 3,405	$ 3,503	$ 3,579	$ 3,789	$ 4,003	$ 3,800	$ 3,800	**$ 37,519**
								10-year
								$ 31,552
Total PILOT's	**$ 47,583**	**$ 35,301**	**$ 35,150**	**$ 34,822**	**$ 34,738**	**$ 34,500**	**$ 34,500**	
	64.84%	-25.81%	-0.43%	-0.93%	-0.24%			

Assumption:

Averaging supports a stabile estimate for FY 2018.

Town of Natick

Revenue Model

3-F Trash Disposal Charges

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Recap FY 2017	Prelimimary FY 2018	Averages 3-year
								$ 985,386
00146320-432000 PAYT FEES	$ 845,923	$ 928,926	$ 895,804	$ 906,726	$ 866,220	$ 860,000	$ 875,000	
00420250-425100 BULKY WASTE PICKUP	$ 96,300	$ 90,319	$ 91,991	$ 91,825	$ 103,592	$ 90,000	$ 90,000	5-year
								$ 983,525
								10-year
								$ 988,797
Total Trash Disposal Fees	**$ 942,223**	**$ 1,019,244**	**$ 987,795**	**$ 998,551**	**$ 969,812**	**$ 950,000**	**$ 965,000**	

Notes:

Town of Natick

Revenue Model

3-G Other Charges

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Recap FY 2017	Preliminary FY 2018	Averages 3-year
								$ 1,602,585
00220320-432017 AMBULANCE SERVICE FEES	$ 1,469,941	$ 1,492,335	$ 1,551,134	$ 1,576,690	$ 1,471,639	$ 1,435,000	$ 1,450,000	
00210370-437105 POLICE SPECIAL DUTY S/CHGS	$ 51,548	$ 27,051	$ 74,818	$ 75,101	$ 58,374	$ 65,000	$ 60,000	5-year
								$ 1,569,726
								10-year
								$ 1,326,339
Total Other Charges	**$ 1,521,489**	**$ 1,519,385**	**$ 1,625,952**	**$ 1,651,791**	**$ 1,530,013**	**$ 1,500,000**	**$ 1,510,000**	

Notes:

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

Town of Natick

Revenue Model

3-H Rentals

Item	FY 2012	FY 2013	FY 2014	FY 2015	Recap FY 2016	Recap FY 2017	Preliminary FY 2018	Averages
								3-year
								$ 46,417
								5-year
								$ 48,271
00146360-436003 COLE CENTER RENTAL	$ 13,824	$ 17,280	$ 13,824	$ 13,824	$ 14,104	$ 13,824	$ 14,000	
00146360-436515 RIVERBEND SCHOOL	$ 32,500	$ 32,500	$ 29,792	$ 35,208	$ 32,500	$ 32,500	$ 32,500	10-year
00146360-436510 11 MECHANIC STREET LEASE	$ 6,000	$ -	$ -	$ -	$ -	$ -	$ -	**$ 147,771**
Total Rentals	**$ 52,324**	**$ 49,780**	**$ 43,616**	**$ 49,032**	**$ 46,604**	**$ 46,324**	**$ 46,500**	

Assumption:

FY 2018 Projection is based upon current rental agreements.

Town of Natick

Revenue Model

3-I Recreation Dept. Revenue

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Recap FY 2017	Preliminary FY 2018	Averages
								3-year
								$ 165,914
00134320-432071 FARM SALARY	$ 155,055	$ 163,998	$ 159,081	$ 166,190	$ 98,472	$ 98,472	$ 100,441	
00134320-432066 REGISTRATION FEES- REC PRGRM	$ 20,250	$ 20,075	$ 24,000	$ 25,000	$ 25,000	$ 24,000	$ 25,000	5-year
								$ 171,424
								10-year
								$ 142,921
Total Dept. Revenue - Recreation	**$ 175,305**	**$ 184,073**	**$ 183,081**	**$ 191,190**	**$ 123,472**	**$ 122,472**	**$ 125,441**	

Note:

Town of Natick

Revenue Model

3-J Other Departmental Revenue

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Recap FY 2017	Preliminary FY 2018	Averages
00123320-432013 CABLE FRANCHISE FEES	$ 2,890	$ 2,615	$ 2,571	$ 2,554	$ 2,543	$ 2,516	$ 2,500	3-year
00141320-432001 ASSESSOR COPIES OF RECORDS	$ 1,321	$ 1,447	$ 2,011	$ 1,721	$ 2,449	$ 2,449	$ 1,700	**$ 822,308**
00145320-432015 RETURN CHECK FEES	$ 386	$ 675	$ 650	$ 350	$ 825	$ 825	$ 550	
00145320-432050 SAFETY NATIONAL W/COMP REIMB	$ 21,672	$ -	$ -	$ -	$ -	$ -	$ 4,120	5-year
00145320-432052 REINS POLICE/FIRE THE HARTFORD	$ 26,737	$ 41,856	$ -	$ 6,859	$ -	$ -	$ 14,340	**$ 854,484**
00145320-432074 GENERAL REINSURANCE W/COMP	$ 18,518	$ -	$ -	$ -	$ -	$ -	$ 3,520	
00146170-437110 CH38D INVENTORY FILING PENALTY	$ -	$ -	$ 22,325	$ 32,550	$ 30,802	$ 30,802	$ 16,280	10-year
00146320-432016 DEPUTY COLLECTOR CLEARING FEES	$ 264	$ -	$ -	$ -	$ -	$ -	$ 50	**$ 842,178**
00146370-437100 MUNICIPAL LIEN CERTIFICATES	$ 129,685	$ 150,505	$ 104,855	$ 99,155	$ 101,460	$ 101,460	$ 111,280	
00146370-437144 DEMAND RESPONSE	$ 3,323	$ 4,393	$ 656	$ -	$ 1,000	$ 1,000	$ 1,780	
00146450-445000 SENIOR CITIZEN PARKING PERMITS	$ 1,765	$ 3,699	$ 2,032	$ 2,201	$ 2,594	$ 2,594	$ 2,340	
00146692-431300 TOWN DEPTS MISC INCOME	$ 2,913	$ 5,283	$ 405	$ -	$ 797	$ 797	$ 1,790	
00146692-484005 PENSIONS REIMBURSEMENT COLA	$ 16,708	$ 8,507	$ 4,990	$ 4,990	$ 2,495	$ 2,495	$ 7,160	
00146840-484000 COLLECTOR MISCELLANEOUS INCOMI	$ 133,478	$ 4,921	$ 2,167	$ 3,765	$ 2,567	$ 2,567	$ 27,910	
00161320-432002 TN CLERK DOG LICENSE FEES	$ 33,451	$ 34,596	$ 36,745	$ 37,837	$ 45,178	$ 45,178	$ 35,680	
00161320-432003 TN CLERK ANIMAL BYLAW VIOLATION	$ -	$ -	$ 25	$ -	$ -	$ -	$ -	
00161450-445001 TN CLERK POLICE FINES	$ 1,025	$ 800	$ 600	$ 700	$ 2,195	$ 2,195	$ 1,010	
00161770-477000 TN CLERK FINES	$ -	$ 250	$ -	$ -	$ -	$ -	$ 50	
00161810-481001 TN CLERK SALE RESIDENT BOOKS	$ 1,176	$ 785	$ 1,050	$ 830	$ 765	$ 765	$ 880	
00180320-432014 PLANNING BOARD FEES	$ 39,770	$ 17,350	$ 26,250	$ 11,400	$ 16,054	$ 16,054	$ 21,060	
00180320-432025 COMM DEV COMMUTER PARKING	$ 52,734	$ 63,347	$ 70,240	$ 71,052	$ 63,473	$ 63,473	$ 60,960	
00180370-437000 COMM DEV ANR PLANS	$ 2,200	$ 3,200	$ 1,800	$ 4,400	$ 800	$ 800	$ 2,360	
00180370-437001 COMM DEV BOOKS/MAPS/BYLAWS	$ 171	$ 460	$ 290	$ 258	$ 305	$ 305	$ 280	
00180370-437002 COMM DEV DEFINITIVE PLAN FILE	$ 2,400	$ 7,400	$ -	$ -	$ 2,400	$ 2,400	$ 2,320	
00180370-437003 COMM DEV PARKING STICKERS	$ 91,431	$ 84,179	$ 95,897	$ 87,183	$ 109,824	$ 109,824	$ 89,020	
00180370-437004 COMM DEV PERMIT RESEARCH	$ 156	$ 613	$ 391	$ 234	$ 504	$ 504	$ 360	
00180370-437005 COMM DEV DESIGN REVIEW BD	$ 150	$ 150	$ 300	$ 450	$ 150	$ 150	$ 230	
00210320-432010 POLICE REPORT FEES	$ 4,492	$ 5,720	$ 5,666	$ 5,404	$ (9)		$ 4,040	
00210320-432012 POLICE SOLICITOR FEES	$ 205	$ 220	$ 290	$ 590	$ 335	$ 335	$ 310	
00210320-432038 POLICE FINGERPRINTS	$ 10	$ 5	$ -	$ -	$ -	$ -	$ -	

Town of Natick

Revenue Model

3-J Other Departmental Revenue

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Recap FY 2017	Preliminary FY 2018	Averages
00210320-432039 POLICE SUBPOENAS	$ 185	$ 29	$ -	$ -	$ -	$ -	$ 40	
00210320-432070 RMV FEES	$ 12,840	$ 21,507	$ 19,440	$ 16,160	$ 19,380	$ 19,380	$ 16,970	
00210370-437142 POLICE RECOVERED DETAILS	$ 7,243	$ -	$ -	$ 54	$ -	$ -	$ 1,390	
00210840-484000 POLICE MISCELLANEOUS INCOME	$ 4,823	$ 760	$ 430	$ 583	$ 2,262	$ 2,262	$ 1,680	
00220320-432033 FIRE MASS PIKE ASSISTANCE	$ 1,400	$ 11,950	$ 3,000	$ 6,800	$ 6,200	$ 6,200	$ 5,580	
00220320-432034 FIRE REPORT COPIES	$ 282	$ 166	$ 227	$ 105	$ 141	$ 141	$ 170	
00220320-432035 FIRE SPECIAL DUTY S/CHARGES	$ 7,505	$ 7,355	$ 7,450	$ 5,925	$ 6,060	$ 6,060	$ 6,520	
00220840-484000 FIRE MISCELLANEOUS REVENUE	$ 12	$ -		$ 3	$ 0	$ 0	$ -	
00300320-432063 SCHOOL HLTH REIMBURSEMENTS	$ 150,536	$ 139,097	$ 129,130	$ 175,896	$ 275,242	$ -	$ 165,280	
00300320-432064 SCHOOL MEDICARE REIMBURSEMENT	$ 44,088	$ 48,159	$ 48,640	$ 55,122	$ 57,004	$ -	$ 48,070	
00420320-432040 PUB WKS MAPS	$ 55	$ 70	$ 104	$ 37	$ 20	$ 20	$ 50	
00420320-432041 PUB WKS RECYCLING BINS	$ 1,140	$ 1,048	$ 12,466	$ 5,560	$ 6,500	$ 6,500	$ 5,080	
00420320-432042 PUB WKS RECYCLED GLASS	$ -	$ -	$ -	$ 2,429	$ 1,839	$ 1,839	$ 810	
00420320-432044 PUB WKS RECYCLED METAL	$ 39,312	$ 33,397	$ 34,740	$ 19,745	$ 13,342	$ 13,342	$ 26,700	
00420320-432045 PUB WKS RECYCLED PAPER	$ 5,955	$ 6,174	$ 25,163	$ 24,228	$ 22,931	$ 22,931	$ 16,050	
00420320-432061 RECYCLE OIL PRODUCTS	$ 213	$ 666	$ 810	$ 325	$ -	$ -	$ 380	
00420320-484000 PUB WKS MISCELLANEOUS INCOME	$ 242	$ -	$ 290	$ 30	$ -	$ -	$ 110	
00512320-432007 BD HLTH CLINIC FEES	$ -	$ -	$ -	$ -	$ 46	$ 46	$ 10	
00512320-432009 BD HLTH LATE FEES	$ -	$ -	$ 415	$ 971	$ 1,758	$ 1,758	$ 600	
00512840-484000 BD HLTH MISCELLANEOUS COPIES	$ -	$ -	$ -	$ -	$ 122	$ 122	$ 20	
00512370-477010 TN CLERK BD HEALTH FINES	$ 1,425	$ 1,725	$ 1,350	$ 750	$ 1,911	$ 1,911	$ 1,360	
00630370-437150 RECREATION LIGHTS REIMB	$ -	$ -	$ 1,483	$ -	$ -	$ -	$ 280	
00180320-432006 COMM DEV SUBDIVISION FILE FEE	$ -	$ -	$ -	$ 400	$ 3,000	$ 3,000	$ 650	
00800660-468010 MUNICIPAL MEDICAID REIMBURSEME	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 95,000	
00800660-468098 ABANDONED PROPERTY STATE	$ 17,184	$ 46	$ 1,165	$ -	$ -	$ -	$ 3,490	
Total Dept. Revenue - Other	**$ 985,538**	**$ 819,959**	**$ 770,054**	**$ 789,606**	**$ 907,264**	**$ 575,000**	**$ 810,170**	

Town of Natick

Revenue Model

3-K Licenses and Permits

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Recap FY 2017	Preliminary FY 2018	Averages
00123320-432022 SELECT MISC FEES	$ 4,965	$ 1,380	$ 178	$ -	$ 2,675	$ 150	$ 150	
00123371-437125 SELECT FLAMABLE	$ -	$ -	$ -	$ -	$ 150	$ -	$ -	
00123450-445012 SELECT CLASS I LICENSE	$ 900	$ 950	$ 1,000	$ 800	$ 850	$ 800	$ 800	3-year
00123450-445013 SELECT CLASS II LICENSE	$ 2,100	$ 2,000	$ 2,050	$ 2,200	$ 1,800	$ 1,800	$ 1,800	**$ 2,212,953**
00123450-445014 SELECT CLASS III LICENSE	$ 2,300	$ 200	$ 300	$ 200	$ 200	$ 200	$ 200	
00123450-445015 SELECT COMMON VICTUALLER LIC	$ 4,650	$ 6,400	$ 6,900	$ 6,800	$ 6,800	$ 6,800	$ 6,800	5-year
00123450-445016 SELECT DAILY ENTERTAINMENT LIC	$ 350	$ 1,000	$ 825	$ 1,025	$ 1,200	$ 1,200	$ 1,000	**$ 2,180,878**
00123450-445017 SELECT SUNDAY ENTERTAINMNT LIC	$ 850	$ 1,250	$ 1,000	$ 1,000	$ 750	$ 750	$ 750	
00123450-445018 SELECT HAWKERS/PEDDLARS LIC	$ -	$ 10	$ -	$ -	$ -	$ -	$ -	10-year
00123450-445019 SELECT JUNK COLLECTOR LICENSE	$ 625	$ 525	$ 400	$ 375	$ 325	$ 375	$ 300	**$ 2,042,342**
00123450-445020 SELECT INN HOLDERS LICENSE	$ 150	$ 200	$ 150	$ 150	$ 200	$ 150	$ 150	
00123450-445021 SELECT TAXI CAB LICENSE	$ 650	$ 540	$ 520	$ 520	$ 400	$ 505	$ 500	
00123450-445011 SELECT BILLARD LICENSE	$ -	$ 80	$ 40	$ 10	$ 10	$ -	$ -	
00123450-445026 ALCOHOLIC BEVERAGE LICENSE	$ 104,450	$ 101,300	$ 108,875	$ 97,500	$ 101,580	$ 100,000	$ 97,500	
00123450-445027 SELECT AUTOMATIC AMUSEMENT LIC	$ 3,710	$ 3,675	$ 3,290	$ 3,390	$ 3,430	$ 3,300	$ 3,000	
00123450-445029 SELECT MISCELLANEOUS LICENSE	$ 212	$ 67	$ 52	$ 52	$ 2	$ -	$ -	
00161320-432018 TN CLERK HISTORIC DISTRICT FEE	$ 220	$ 115	$ 280	$ 265	$ 240	$ 200	$ 100	
00161320-432019 TN CLERK ZBA FILING FEES	$ 12,593	$ 12,555	$ 13,445	$ 22,088	$ 12,950	$ 12,500	$ 12,500	
00161370-437030 TN CLERK GOING OUT	$ -	$ -	$ -	$ -	$ 6	$ -	$ -	
00161370-437035 TN CLERK MARRIAGE INTENTIONS	$ 3,925	$ 4,050	$ 4,825	$ 3,900	$ 4,325	$ 4,000	$ 4,000	
00161370-437010 TN CLERK BUSINESS CERTIFICATE	$ 16,435	$ 14,900	$ 13,160	$ 14,070	$ 15,815	$ 13,000	$ 13,000	
00161370-437020 TN CLERK BIRTH CERTIFICATE	$ 16,185	$ 16,206	$ 14,841	$ 15,255	$ 14,066	$ 15,000	$ 14,000	
00161370-437025 TN CLERK DEATH CERTIFICATE	$ 16,410	$ 15,580	$ 17,860	$ 18,575	$ 17,550	$ 1,700	$ 15,000	
00161450-445003 TN CLERK MARRIAGE LICENSE	$ 5,055	$ 5,775	$ 5,610	$ 4,900	$ 4,640	$ 4,900	$ 4,900	
00161450-445704 TN CLERK BAZZAR PERMIT	$ -	$ 525	$ 375	$ 250	$ 375	$ 300	$ 300	
00161450-445705 TN CLERK GASOLINE STORAGE PERM	$ 935	$ 890	$ 935	$ 958	$ 863	$ 800	$ 800	
00161450-445025 TN CLERK RAFFLE PERMITS	$ 400	$ -	$ -	$ -	$ -	$ -	$ -	
00161770-477010 TN CLERK BD HEALTH FINES	$ 450	$ 770	$ 900	$ 450	$ -	$ 450	$ 700	
00180320-432023 SEALER WEIGHTS MEASURER FEES	$ 6,780	$ 5,914	$ 6,479	$ 6,444	$ 10,152	$ 6,500	$ 5,750	
00180370-437007 BLDG DEPT ALTERATIONS	$ 838,420	$ 647,350	$ 580,493	$ 1,240,333	$ 743,851	$ 650,000	$ 650,000	
00180370-437008 BLDG DEPT NEW BUILDINGS	$ 472,370	$ 456,105	$ 200,880	$ 566,050	$ 598,370	$ 480,000	$ 500,000	

Town of Natick

Revenue Model

3-K Licenses and Permits

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Recap FY 2017	Preliminary FY 2018	Averages
00180370-437009 BLDG DEPT CERT OF INSPECTION	$ 11,300	$ 6,411	$ 3,965	$ 3,907	$ 6,049	$ 3,500	$ 3,500	
00180370-437011 BLDG DEPT REINSPECTIONS	$ -	$ 730	$ 440	$ 320	$ -	$ 300	$ 300	
00180457-445701 BLDG DEPT ELECRICAL PERMIT	$ 243,493	$ 196,407	$ 156,582	$ 267,160	$ 192,388	$ 155,000	$ 155,000	
00180457-445702 BLDG DEPT GAS PERMIT	$ 20,105	$ 27,141	$ 22,972	$ 26,603	$ 29,861	$ 20,000	$ 20,000	
00180457-445703 BLDG DEPT PLUMBING PERMIT	$ 38,035	$ 63,209	$ 40,614	$ 59,385	$ 58,431	$ 40,000	$ 40,000	
00180457-445723 BLDG DEPT CERT OF OCCUPANCY	$ 3,050	$ 4,344	$ 3,188	$ 2,400	$ 2,970	$ 2,400	$ 2,400	
00180770-477001 BLDG DEPT ELECTRICAL FINE	$ 46,038	$ -	$ -	$ -	$ -	$ -	$ -	
00180840-484000 BLDG DEPT MISCELLANEOUS INCOME	$ -	$ 80	$ 26	$ -	$ -	$ -	$ -	
00210360-436070 POLICE ALARM VIOLATION	$ -	$ -	$ 7,100	$ -	$ -	$ -	$ -	
00210370-437056 POLICE FIREARM ID'S	$ 6,063	$ 9,488	$ 6,962	$ 4,713	$ 6,887	$ 5,000	$ 5,000	
00210370-437140 POLICE KEEPER OF R					$ 5,591			
00210450-445010 POLICE TAXI LICENSE	$ 5	$ -	$ -	$ -	$ -	$ -	$ -	
00210450-445719 POLICE WORK PERMITS	$ 20	$ -	$ 40	$ 20	$ 30	$ -	$ -	
00210450-445730 POLICE SUNDAY/HOLIDAY PERMITS	$ 40	$ 20	$ -	$ 50	$ 10	$ -	$ -	
00220320-432020 FIRE ALARM BOX ANNUAL FEE	$ 62,800	$ 64,000	$ 61,600	$ 68,400	$ 67,200	$ 65,000	$ 62,000	
00220450-445706 FIRE VARIOUS PERMITS	$ 45,965	$ 55,010	$ 54,500	$ 58,150	$ 56,775	$ 58,000	$ 52,000	
00420450-445732 PUBLIC WORKS HYDRANT USE PERMIT	$ -	$ -	$ 1,937	$ 1,700	$ 2,600	$ 1,500	$ 1,000	
00420450-445733 PUB WKS SEWER PERMITS	$ 12,650	$ 12,325	$ 15,200	$ 15,206	$ 11,525	$ 14,000	$ 11,500	
00420450-445734 PUB WKS STREET OPENING PERMIT	$ 44,573	$ 47,155	$ 61,005	$ 66,170	$ 34,753	$ 45,000	$ 42,000	
00420450-445735 PUB WKS WATER METER PERMIT	$ 3,325	$ 1,425	$ 2,000	$ 1,200	$ 1,300	$ 1,500	$ 1,500	
00420450-445736 PUB WKS WATER PERMITS	$ 3,800	$ 7,000	$ 8,675	$ 10,000	$ 9,400	$ 9,000	$ 7,000	
00512370-437015 BD HLTH UNDERGRND TNK REGISTRY	$ 2,350	$ 2,600	$ 2,450	$ 2,700	$ 2,850	$ 2,500	$ 2,500	
00512370-437016 BD HLTH UNDERGRND TANK INSPCTN	$ -	$ 350	$ 900	$ 300	$ 250	$ 300	$ 300	
00512370-437055 BD HLTH UNDERGRND TANK REMOVA	$ 300	$ 800	$ 250	$ 250	$ 300	$ 250	$ 250	
00512370-437060 BD HLTH HOUSEHLD HAZARDOUS WST	$ 830	$ 950	$ 900	$ 1,350	$ 1,030	$ 900	$ 900	
00512370-437065 BD HLTH PERC TEST/APPLICATION	$ 5,000	$ 5,700	$ 4,200	$ 1,700	$ 2,200	$ 1,700	$ 1,700	
00512370-437080 BD HLTH PLAN REVIEW	$ 4,150	$ 5,156	$ 2,500	$ -	$ -	$ -	$ -	
00512370-437075 BD HLTH REINSPECTION	$ -	$ -	$ -	$ -	$ 75			
00512370-437090 BD HLTH SWIMMING POOL INSTALLER	$ 2,275	$ 2,300	$ 9,300	$ 7,675	$ 650	$ 4,000	$ 3,500	
00512370-437130 BD HEALTH RUBBISH CONTRACTORS	$ 1,500	$ 1,150	$ 1,400	$ 1,400	$ 1,200	$ 1,000	$ 1,000	
00512450-445004 BD HLTH DAY CAMP LICENSE	$ 50	$ 793	$ 50	$ -	$ -	$ 50	$ 50	

Town of Natick

Revenue Model

3-K Licenses and Permits

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Recap FY 2017	Preliminary FY 2018	Averages
00512450-445005 BD HLTH FROZEN DESERT LICENSE	$ 750	$ 650	$ 850	$ 1,000	$ 750	$ 700	$ 700	
00512450-445006 BD HLTH FUNERAL DIRECTR LICENS	$ 400	$ 300	$ -	$ 600	$ 300	$ 300	$ 300	
00512450-445007 BD HLTH MILK/CREAM LICENSE	$ 1,806	$ 1,796	$ 1,760	$ 1,340	$ 1,430	$ 1,350	$ 1,350	
00512450-445008 BD HLTH MOTEL LICENSE	$ 370	$ 850	$ 550	$ 250	$ 250	$ 250	$ 250	
00512450-445009 BD HLTH TANNING LICENSE	$ 1,575	$ 300	$ 900	$ 300	$ 1,200	$ 300	$ 300	
00512450-445707 BD HLTH BAKERY PERMIT	$ 2,125	$ 2,600	$ 2,100	$ 2,100	$ 1,955	$ 2,100	$ 1,950	
00512450-445708 BD HLTH BEE PERMIT	$ 40	$ 160	$ 240	$ 200	$ 290	$ 200	$ 200	
00512450-445710 BD HLTH CAMP PERMIT	$ 1,150	$ 200	$ 850	$ 850	$ 950	$ 850	$ 850	
00512450-445711 BD HLTH CATERING PERMIT	$ -	$ 2,450	$ 2,400	$ 3,000	$ 2,100	$ 2,400	$ 2,400	
00512450-445712 BD HLTH CHEMICAL TOILET PERMIT	$ 120	$ 225	$ 150	$ 125	$ 25	$ -	$ -	
00512450-445713 BD HLTH FOOD ESTABLISHMNT PERM	$ 100,084	$ 103,973	$ 108,834	$ 102,475	$ 104,565	$ 102,000	$ 102,000	
00512450-445714 BD HLTH FOOD CERTIFICATES	$ 1,110	$ -	$ -	$ -	$ -	$ -	$ -	
00512450-445715 BD HLTH FOOD SERVICE PLAN	$ -	$ -	$ 950	$ 3,250	$ 1,875	$ 950	$ 950	
00512450-445716 BD HLTH FOOD ESTABLISHMNT S/C	$ -	$ -	$ -	$ 3,206	$ 2,925	$ -	$ -	
00512450-445719 BD HLTH LIVE STOCK PERMIT	$ 2,000	$ 1,730	$ 1,900	$ 1,550	$ 2,000	$ 1,500	$ 1,500	
00512450-445721 BD HLTH METHYL ALCOHOL PERMIT	$ 180	$ 180	$ 180	$ 160	$ 200	$ 160	$ 160	
00512450-445722 BD HLTH MOBILE FOOD SERVER	$ -	$ 120	$ 260	$ 160	$ 1,180	$ 160	$ 160	
00512450-445723 BD HLTH OCCUPANCY INSPECTION	$ 31,290	$ 45,170	$ 41,685	$ 24,330	$ 33,545	$ 30,000	$ 28,000	
00512450-445724 BD HLTH SEPTAGE HAULER PERMIT	$ 8,775	$ 7,800	$ 7,475	$ 7,800	$ 7,150	$ 7,500	$ 7,500	
00512450-445725 BD HLTH SEPTIC INSTALLER PERM	$ 4,550	$ 2,750	$ 4,550	$ 2,600	$ 3,250	$ 2,600	$ 2,600	
00512450-445726 BD HLTH SEPTIC SYSTEM PERMIT	$ 10,350	$ 9,550	$ 8,550	$ 6,125	$ 3,675	$ 6,000	$ 6,000	
00512450-445727 BD HLTH SWIMMING POOL PERMIT	$ 10,713	$ 12,131	$ 5,500	$ 4,075	$ 9,600	$ 4,000	$ 4,000	
00512450-445728 BD HLTH TOBACCO PERMIT	$ 2,500	$ 2,400	$ 2,400	$ 75	$ -	$ -	$ -	
00512450-445747 BD HLTH WELL PERMIT	$ 750	$ 900	$ -	$ 450	$ 900	$ 400	$ 400	
Total	**$ 2,254,443**	**$ 2,011,091**	**$ 1,646,503**	**$ 2,774,340**	**$ 2,218,015**	**$ 1,900,000**	**$ 1,908,970**	

Assumption:

FY 2018 Projection based at 87.5% of 5-year collection average, FY 2012-2016. Higher building levels within Natick over the last few years are not expected to continue.

Town of Natick

Revenue Model

3-L Special Assessments

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Recap FY 2017	Preliminary FY 2018	Averages
								3-year
								$ 11,093
								5-year
00146170-417405 C/S/S BETTERMENT COMM INTEREST	$ 8,990	$ 8,324	$ 6,884	$ 8,984	$ 5,208	$ 5,000	$ 4,600	**$ 12,014**
00146190-419560 APPORT CURB/ST/SWLK BETTERMNT	$ 4,671	$ 4,807	$ 4,648	$ 3,632	$ 3,924	$ 4,000	$ 4,000	10-year
								$ 18,942
Total Special Assessments	**$ 13,660**	**$ 13,130**	**$ 11,532**	**$ 12,616**	**$ 9,132**	**$ 9,000**	**$ 8,600**	

Assumption:

FY 2018 Projection based on current betterments.

Town of Natick

Revenue Model

3-M Fines and Forfeits

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Recap FY 2017	Preliminary FY 2018	Averages
								3-year
								$ 224,758
00146770-477003 DISTRICT COURT FINES	$ 134,524	$ 111,557	$ 101,867	$ 95,231	71,225	$ 100,000	$ 70,000	
00146770-477004 PARKING FINES	$ 41,499	$ 68,181	$ 112,199	$ 104,568	153,280	$ 120,000	$ 140,000	5-year
00146370-437141 POLICE RESTITUTION	$ -	$ -	$ 150	$ -	400	$ -	$ -	**$ 210,500**
00146770-477005 AUTO LEASE SURCHARGE	$ 11,843	$ 10,622	$ 14,859	$ 10,298	10,096	$ 10,000	$ 10,000	
002100320432037 POLICE FALSE ALARM					100			10-year
								$ 203,169
Total Fines and Forfeits	**$ 187,866**	**$ 190,361**	**$ 229,075**	**$ 210,097**	**$ 235,101**	**$ 230,000**	**$ 220,000**	

Assumption:

FY 2018 Projection based trending of revenues and anticipation of continued reliability.

Town of Natick

Revenue Model

3-N Investment Income

Item	FY 2012	FY 2013	FY 2014	FY 2015	Recap FY 2016	Recap FY 2017	Preliminary FY 2018	Averages
								3-year
								$ 210,622
00145820-482000 INTEREST EARNED INVESTMENTS	$ 98,917	$ 45,757	$ 39,930	$ -	$ -	$ -	$ -	
00145820-482200 INTEREST EARNED	$ 56,453	$ 43,729	$ 64,153	$ 255,356	$ 272,428	$ 210,000	$ 225,000	
00145820-482300 INTEREST PREMIUM BAN'S	$ 1,789	$ -		$ -		$ -	$ -	5-year
								$ 175,702
								10-year
								$ 429,676
Total Investment Income	**$ 157,159**	**$ 89,485**	**$ 104,083**	**$ 255,356**	**$ 272,428**	**$ 210,000**	**$ 225,000**	

Assumption:

FY 2018 Projection based on recurring investment income and current interest rates.

Town of Natick

Revenue Model

3-O Miscellaneous Recurring

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Recap FY 2017	Preliminary FY 2018	Averages 3-year
00146220-422000 TX PER CH59 SEC D OCCUPANCY PERMIT	$ 194,624	$ 671,948	$ 224,068	$ 377,014	$ 661,450	$ 420,000	$ 425,000	**$ 420,844**
								5-year
								$ 425,821
								10-year
								$ 486,937
Total Miscellaneous Recurring	**$ 194,624**	**$ 671,948**	**$ 224,068**	**$ 377,014**	**$ 661,450**	**$ 420,000**	**$ 425,000**	

Assumption:

FY 2018 Projection based on expected building activity.

Town of Natick

Revenue Model

3-P Miscellaneous Non-Recurring

Item	FY 2013	FY 2014	FY 2015	FY 2016	Recap FY 2017	Preliminary FY 2018	Averages 3-year
							$ 1,085,748
00145820-482300 INTEREST PREMIUM	$ -	$ -	$ -	$ -	-	-	
00146140-414200 TAX TITLES	$ 129,504	$ 67,100	$ 823,985	$ 616,220	-	-	
00146800-480000 MISC. NON-RECURRING	$ 560,066	$ 63,721	$ 323,248	$ 554,526	-	-	
00146930-493000 PREMIUM BOND ISSUE	$ 482,092	$ 407,561	$ 97,778	$ 303,104	-	-	
00800660-466010 2012 ONE TIME STATE AID	$ -	$ -	$ -	$ -	-	-	
Total Misc. Non-Recurring	**$ 1,171,662**	**$ 538,382**	**$ 1,245,011**	**$ 1,473,850**	**$ -**	**$ -**	

Assumption:

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

Town of Natick

Revenue Model

4-A Available Funds

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Recap FY 2017	Preliminary FY 2018	Averages 3-year
								$ 5,040,464
Overlay Surplus	$ 1,000,000	$ -	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	
Capital Stabilization Fund	$ 689,340	$ 1,062,152	$ 2,424,229	$ 3,058,758	$ 2,033,264	$ 1,159,200	$ 2,475,765	
FAR Bonus Stabilization Fund	$ -	$ -	$ -	$ -	$ 5,162,690	$ 3,900	$ 1,000,000	5-year
Title V	$ 7,684	$ 7,684	$ 7,684	$ 7,684	$ 7,684	$ 7,684	$ 7,684	$ 3,722,965
Parking Meter Revenue	$ 60,000	$ 60,000	$ 60,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	
School Building Assistance	$ 123,167	$ 123,167	$ 123,167	$ 123,167	$ 123,167	$ 123,167	$ 123,167	
Premium (Debt Exclusion Projects)	$ 90,681	$ 90,681	$ 106,758	$ 106,758	$ 106,758	$ 64,682	$ 105,468	
Receipts Reserved		$ 150,000	$ 9,625	$ -	$ -			
Insurance Proceeds < $20,000		$ 28,875	$ -	$ -	$ -			
Total Available Funds	**$ 1,970,872**	**$ 1,522,559**	**$ 3,231,463**	**$ 3,876,367**	**$ 8,013,563**	**$ 1,938,633**	**$ 4,292,084**	

Assumptions

1. Projected use of Available Funds in FY 2018 is based upon current balances, historic use, and need.

2. The Capital Stabilization Fund is only used in support of capital and debt service related costs. Figure for FY 2018 includes $1,975,765 in direct support of 2018 capital projects being paid for in cash.

Town of Natick

Revenue Model

4-B Free Cash

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Recap FY 2017	Projected FY 2018	Averages 3-year
								$ 5,694,118
Free Cash	$ 5,466,393	$ 6,343,030	$ 6,313,951	$ 5,668,115	$ 5,100,289	$ 9,031,776	$ 6,250,000	
								5-year
								$ 5,778,356
Total Free Cash	**$ 5,466,393**	**$ 6,343,030**	**$ 6,313,951**	**$ 5,668,115**	**$ 5,100,289**	**$ 9,031,776**	**$ 6,250,000**	

Town of Natick

Revenue Model

5-A Indirects

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Recap FY 2017	Projection FY 2018	Averages 3-year
								$ 2,279,600
Indirects (W/S Enterprise Fund)	$ 2,535,883	$ 2,581,514	$ 2,323,579	$ 2,207,400	$ 2,207,400	$ 2,218,150	$ 2,035,229	
Indirects (Sassamon Trace Enterprise Fund)	$ -	$ -	$ 32,246	$ 34,087	$ 34,087	$ 41,973	$ 43,692	5-year
								$ 2,391,239
Total Indirects	**$ 2,535,883**	**$ 2,581,514**	**$ 2,355,825**	**$ 2,241,487**	**$ 2,241,487**	**$ 2,260,123**	**$ 2,078,921**	

Section III:
Education & Learning

Natick Public Schools	III.3
Keefe Tech	III.12
Morse Institute Library	III.15
Bacon Free Library	III.24

Town of Natick
Home of Champions

Department: Natick Public Schools

It is my pleasure to submit the FY 18 Budget Request for the Natick School Department. Our budget request will support educating the continually growing student population (currently at 5,500 students), while working to address several key educational areas. We are confident that this budget request will work towards fulfilling our mission of increasing student achievement for all students while supporting the staff responsible for daily, high-quality instruction.

Our district is dedicated to educating the whole child—academically, socially, and emotionally. Research shows that one of the most important factors in student achievement and success is a highly trained and dedicated teacher. The Natick School Department is fortunate to have highly qualified and talented teachers who bring innovative ideas into the classroom.

Major contributing factors in our requested 6.9% increase over the FY 17 budget include:

Staffing and Compensation
Mandated and fixed costs associated with the compensation provisions contractually agreed to with NPS bargaining units
The addition of 32.7 new FTE staff positions to hold class sizes constant by addressing continued rising enrollments, caseload, and compliance-driven needs
In budget years FY 10, 11 & 12, there were no staff added despite rising student enrollment, and that has placed the district in a position to "catch-up" to previous enrollment growth.

Strategic Investments
Curriculum enhancements for the arts, science, technology and engineering
Ongoing professional development—*"Research shows that an inspiring and informed teacher is the most important school-related factor influencing student achievement." - Edutopia*
Technology replacement and a 1:1 sustainability plan
Student mental health services
Online class opportunities—allowing students to achieve expanded graduation requirements while also reducing pressure on teacher-led physical class sizes

School success—combined with the Town of Natick being an attractive, affordable, accessible and well-run municipality—is an influential factor that impacts district enrollment, which has increased by 957 students or an average of 96 students annually since 2006. This approximate 100-student annual increase in enrollment is expected to continue for the next ten years, which is the furthest realistic projections can extend. Thus, additional staffing will be needed in upcoming years to address student growth.

Notably, that when funded fiscally responsibly and appropriately the Natick School Department has many noteworthy student achievement successes such as:
Our high-school graduation rate is almost 100% with 94% of our students going on to further study.
The top 20% of Natick High School students are earning admittance to the most competitive colleges in the country and now internationally.

Our budget request for FY 18 provides a sound path for the educational future of Natick Public Schools. We recognize and appreciate that the community of Natick takes exceptional pride in—and has the highest expectations for—their public school system. We value the collaboration and careful decision-making of town officials and the support of Natick residents to invest in the school system with sustained financial resources.

In addition, we are especially appreciative of the leadership and collaboration by the School Committee, Selectmen, Finance Committee, Financial Planning Committee, and Town Administrator Ms. Martha White and Deputy Town Administrator Bill Chenard, who all share and support our collective responsibility to educate the children of Natick to the greatest extent possible with the resources available.

We look forward to another successful year and thank you for your continued support.

Sincerely,

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

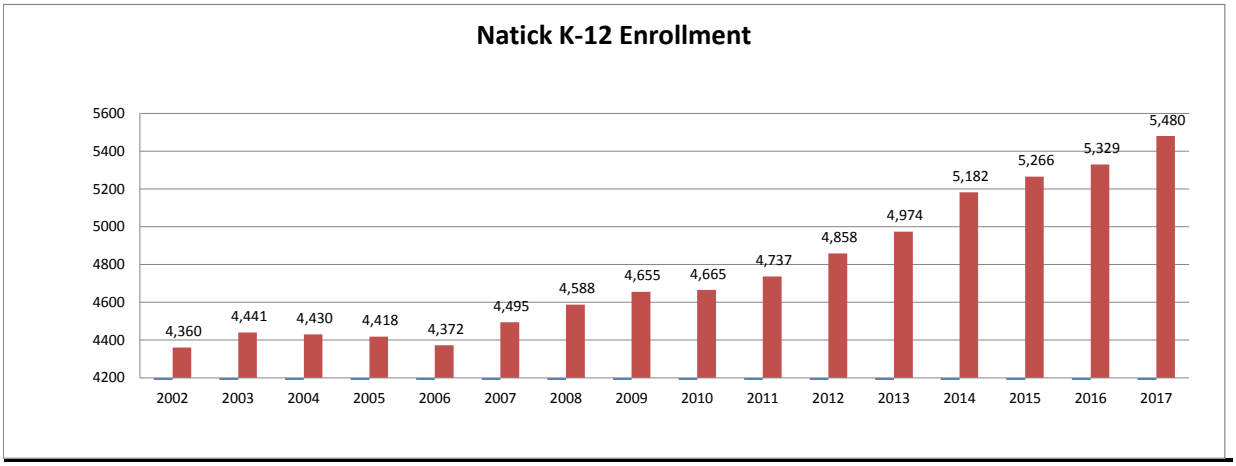
Appropriation Summary

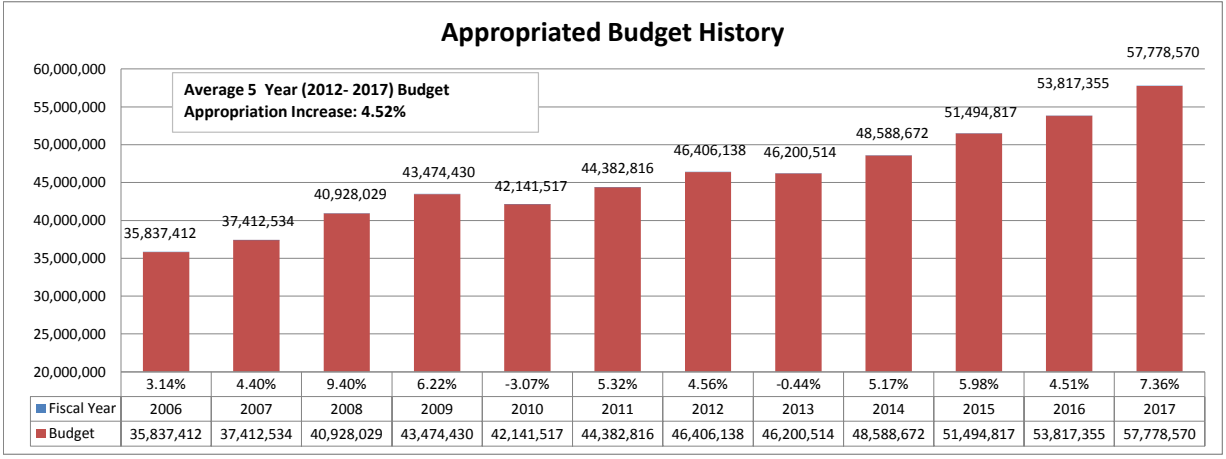
	2014 Actual	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $	%
Personnel Services							
Total Personnel Services	**37,959,865**	**39,565,184**	**41,224,358**	**44,552,667**	**48,118,582**	**3,565,915**	**8.0%**
Expenses							
Total Other Expenses	**10,571,565**	**11,916,218**	**12,364,670**	**13,225,903**	**13,631,568**	**405,665**	**3.1%**
Total Natick Public Schools	**48,531,430**	**51,481,402**	**53,589,027**	**57,778,570**	**61,750,150**	**3,971,580**	**6.9%**

Town of Natick
Home of Champions

Department: Natick Public Schools

Enrollment Data





Appropriated Budget Staffing Summary	2014	2015	2016	2017	2018	2018
School Staff (in FTE's)	Actual	Actual	Actual	Appropriated	New Staff Recommendation	Superintendent Recommendation
Elementary Classroom Teachers	114.7	118.5	118.5	122.9	4.5	127.4
Middle School Classroom Teachers	99.2	98.9	101.4	106.8	10.5	117.3
High School Classroom Teachers	83.2	85.6	88.0	91.4	8.2	99.6
High School Department Heads	3.6	3.6	3.6	3.6		3.6
Middle School Department Heads	2.0	2.0	2.0	2.0		2.0
Librarians & Assistants	11.8	11.8	11.8	11.8		11.8
Special Education Teachers	56.5	59.3	60.3	61.5	3.0	64.5
Guidance Counselors/Psychologists	24.4	25.0	26.0	28.1	1.5	29.6
Nurses	10.9	10.9	11.9	13.0	1.0	14.0
Medical & Therapeutics Services	21.2	25.4	24.9	28.8	2.0	30.8
Paraprofessionals	97.8	99.7	106.7	112.1	1.0	113.1
Custodians / Maintenance Personnel	0.0	0.0	0.0	0.0		0.0
Administrative & Clerical Staff	23.9	26.6	26.6	27.3		27.3
Sub-Total - School Staff	**549.2**	**567.2**	**581.6**	**609.3**	**31.7**	**641.0**
Administrative Staff (in FTE's)						
Principals & Vice Principals	15.0	15.0	16.0	16.0		16.0
District-Wide Administration	6.0	6.0	6.0	6.0		6.0
District - Wide Instruction	5.2	5.2	5.2	5.2	1.0	6.2
District-Wide Admin and Finance	12.0	12.0	12.0	13.6		13.6
Information Technology	11.0	12.0	12.0	12.0		12.0
Sub-Total- Administrative Staff	**49.2**	**50.2**	**51.2**	**52.8**	**1.0**	**53.8**
Grand Total	**598.4**	**617.4**	**632.8**	**662.1**	**32.7**	**694.8**

Town of Natick

Home of Champions

Department: Natick Public Schools

Compensation	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $	%
School Committee (1100)	3,936	2,839	5,010	5,100	90	1.8%
Superintendent & Other District Leadership (1210 & 1220 & 1230)	713,760	673,931	774,314	710,297	(64,017)	-8.3%
Business and Finance (1410)	451,106	450,562	448,522	468,116	19,594	4.4%
Human Resources (1420)	200,767	206,166	204,111	230,441	26,330	12.9%
District Wide Information Mgt & Technology (1450 & 4400)	783,971	864,829	868,975	920,967	51,992	6.0%
Sub-total District. Leader. & Admin.	**2,153,540**	**2,198,327**	**2,300,932**	**2,334,921**	**33,989**	**1.5%**
District Wide Academic Leadership- Curriculum Directors (2110)	585,865	579,726	586,329	609,240	22,911	3.9%
School Leadership - Building - Principal's Office (2210)	2,683,301	2,842,249	2,865,448	2,971,909	106,461	3.7%
Department Heads - Building Level (2220)	534,767	642,997	552,374	701,738	149,364	27.0%
Teachers -Classroom & Substitutes (2305 & 2325)	24,422,420	25,372,314	26,821,628	29,195,054	2,373,426	8.8%
Teachers - Specialists (2310) (Literacy/Reading/ELL Teachers)	803,215	817,004	911,965	1,107,102	195,137	21.4%
Instructional Coordinators/Evaluation Team Leaders (2315)	412,163	465,629	464,451	780,505	316,054	68.0%
Medical/Therapeutic Services (2320) (OT/PT/Vision/Speech)	1,336,554	1,331,493	1,358,483	1,775,617	417,134	30.7%
Paraprofessionals (2330)	2,192,253	2,315,844	2,587,007	2,796,589	209,582	8.1%
Librarians and Media Center Directors (2340)	455,905	478,414	470,601	533,776	63,175	13.4%
Professional Development (2351)	107,410	96,511	95,000	149,466	54,466	57.3%
Guidance, Counseling and Testing Services (2710)	1,338,841	1,500,634	1,555,327	1,894,217	338,890	21.8%
Psychological Services (2800)	765,129	751,290	787,817	953,837	166,020	21.1%
Sub-total Instructional Services	**35,637,823**	**37,194,105**	**39,056,430**	**43,469,050**	**4,412,620**	**11.3%**
Attendance and Parent Liaison Services (3100)		758				
Health Services (3200)	810,214	883,475	894,956	1,103,421	208,465	23.3%
Transportation Services (3300)	46,774	51,003	52,972	56,131	3,159	6.0%
Athletic Program (3510)	613,519	637,024	599,707	676,604	76,897	12.8%
Other Student Activities (3520)	228,221	222,112	240,554	283,455	42,901	17.8%
Sub-total Student Services	**1,698,728**	**1,794,372**	**1,788,189**	**2,119,611**	**331,422**	**18.5%**
Employer Retirement - LIUNA Payment (5100)	12,013	11,327	0	0	0	
Employee Separation Costs (5150)	63,080	26,227	70,000	60,000	(10,000)	-14.3%
Sub-total Employer Retirement	**75,093**	**37,554**	**70,000**	**60,000**	**(10,000)**	**-14.3%**
Degree Changes (All Contractual Step changes have been accounted for above)			431,961			
Negotiations and Merit Adjustments			905,155	135,000		
Total Personnel Services	**39,565,184**	**41,224,358**	**44,552,667**	**48,118,582**	**3,328,309**	**8.1%**

Added January 6 , 2017

Other Expenses	2015 Actual	2016 Actual	2017 Preliminary	2018 Preliminary	2017 vs. 2018 $	%
School Committee (1100)	9,119	7,285	10,059	10,059	(0)	0.0%
Superintendent & Other District Leadership (1210,1220 & 1230)	80,251	111,974	88,829	125,561	36,732	41.4%
Business and Finance (1410)	175,578	157,728	154,873	167,573	12,700	8.2%
Human Resources (1420)	18,710	24,091	33,800	35,253	1,453	4.3%
Legal Services (1430)	258,305	97,570	92,000	117,000	25,000	27.2%
District Wide Information Mgt & Technology (1450)	342,302	510,231	728,079	700,858	(27,221)	-3.7%
Network and Telecommunications (4400)	372,017	463,376	626,198	642,800	16,602	2.7%
Sub-total District. Leader. & Admin.	**1,256,282**	**1,372,254**	**1,733,838**	**1,799,103**	**65,265**	**3.8%**
District Wide Academic Leadership (2100)	9,741	4,217	5,345	5,345	0	0.0%
School Building Leadership (2210)	36,042	50,702	73,403	54,476	(18,927)	-25.8%
Building Technology (2250)	59,652	27,393	5,868		(5,868)	-100.0%
Teachers - Classroom (2305)	32,633	3,958	50,550	67,550	17,000	33.6%
Medical / Therapeutic Services (2320)	204,052	329,295	250,604	229,660	(20,944)	-8.4%
Librarians and Media Center Directors (2340)	43,505		76,883	87,183	10,300	13.4%
Professional Development (2351 & 2357)	323,234	410,831	411,559	451,115	39,556	9.6%
Instructional Materials & Equipment (2400)	1,287,368	1,449,236	1,812,216	2,061,223	249,007	13.7%
Guidance and Adjustment Counselors (2710)	14,695	15,464	21,928	22,405	477	2.2%
Testing and Assessment (2720)	59,595	64,560	68,543	219,900	151,357	220.8%
Sub-total Instructional Services	**2,070,517**	**2,355,656**	**2,776,899**	**3,198,858**	**421,959**	**15.2%**
Transportation Services (3300)						
Cost of Regular Education Buses	*582,919*	582,721	650,286	882,338	232,052	35.7%
Transportation for Homeless Families	*271,583*	223,631	271,380	52,485	(218,895)	-80.7%
Special Needs -In Town Other	*379,815*	505,999	522,725	506,925	(15,800)	-3.0%
Special Needs -Out of Town Other	*851,256*	723,248	632,829	772,641	139,812	22.1%
Sub-total Transportation Services (3300)	**2,085,573**	**2,035,599**	**2,077,220**	**2,214,389**	**137,169**	**6.6%**
Attendance and Parent Liaison Services (3100)	0	0	0		0	
Health Services (3200)	20,167	24,006	128,147	24,140	(104,007)	-81.2%
Athletic Program (3510)	139,106	33,497	50,000	50,000	0	0.0%
Other Student Activities (3520)	6,722	8,027	16,385	17,185	800	4.9%
Sub-total Student Services	**165,995**	**65,530**	**194,532**	**91,325**	**(103,207)**	**-53.1%**
Custodial Services (4110)	142,808	142,726	130,000	140,000	10,000	7.7%
Fuel for heating of buildings (4120)	303,209	183,171	287,925	291,000	3,075	1.1%
Utilities - Electricity(4130)	850,066	976,510	725,000	850,000	125,000	17.2%
Utilities - Telephone (4140)	54,513	64,285	60,000	65,000	5,000	8.3%
General Maintenance (4220)	209,995	212,850	195,000	215,000	20,000	10.3%
General Maintenance Glass (4220)	2,831	1,237	9,000	6,000	(3,000)	-33.3%
General Maintenance Roof (4220)	4,026	867	10,000	10,000	0	0.0%
General Maintenance Painting (4220)	3,655	4,050	8,000	8,000	0	0.0%
General Maintenance Plumbing (4220)	50,340	46,242	25,000	30,000	5,000	20.0%
General Maintenance Electrical Repair (4220)	22,846	52,346	40,000	50,000	10,000	25.0%
General Maintenance HVAC (4220)	45,569	37,859	40,000	60,000	20,000	50.0%
General Maintenance Boilers (4220)	23,412	14,445	30,000	30,000	0	0.0%
Building Security Services - Alarms (4225)	54,085	34,146	35,000	40,000	5,000	14.3%
Vehicle Maintenance Other (4230)	5,969	3,625	8,000	8,000	0	0.0%
Equipment Replacement (7400)	46,281	214,328	96,264	275,000	178,736	185.7%
Sub-total Operations & Maintenance	**1,819,605**	**1,988,687**	**1,699,189**	**2,078,000**	**378,811**	**22.3%**

Other Expenses	2015 Actual	2016 Actual	2017 Preliminary	2018 Preliminary	2017 vs. 2018 $	%
Tuition - MA Public Schools (9100)	82,140	142,812	153,053	196,043	42,990	28.1%
Tuition - Non-Public Schools (9300)	2,228,018	2,960,959	2,854,923	2,821,159	(33,764)	-1.2%
Tuition - Residential Schools (9310)	1,435,435	581,349	1,119,047	325,017	(794,030)	-71.0%
Tuitions - Collaborative Schools (9400)	772,653	861,824	617,202	907,674	290,472	47.1%
Sub-total Programs with Other School Districts	**4,518,246**	**4,546,944**	**4,744,225**	**4,249,893**	**(494,332)**	**-10.4%**
Total Other Expenses	**11,916,218**	**12,364,670**	**13,225,903**	**13,631,568**	**405,665**	3.1%
Subtotal NPS Appropriation	**51,481,402**	**53,589,027**	**57,778,570**	**61,750,150**	**3,971,581**	**6.9%**

*EXPENDITURES FROM OTHER MAJOR FUNDING SOURCES **	2015 Actual	2016 Actual	2017 Projected	2018 Preliminary	2017 vs. 2018 $	%
Description**						
Federal and State Grants	*2,335,510*	*2,425,349*	*2,185,510*	*2,030,510*	(155,000)	-7.1%
Special Education Circuit Breaker	*1,966,393*	*2,359,292*	*2,200,000*	*2,200,000*	0	0.0%
Private Grants and Gifts	*219,449*	*220,634*	*225,000*	*225,000*	0	0.0%
School Choice and Other Tuitions	*882,411*	*782,044*	*800,000*	*800,000*	0	0.0%
Athletic Fund	*309,935*	*413,307*	*410,000*	*410,000*	0	0.0%
School Lunch Program	*1,568,042*	*1,474,450*	*1,550,000*	*1,550,000*	0	0.0%
Other Local Receipts	*2,743,579*	*3,617,126*	*2,700,000*	*2,670,000*	(30,000)	-1.1%
Town Transportation Subsidy	*355,602*	*370,647*	381,766	393,219	11,453	3.0%
Family Bus Fee Offset	*281,840*	*312,714*	*300,000*	*330,000*	30,000	10.0%
Total Other Funding Sources	10,662,761	11,975,563	10,752,276	10,608,729	(143,547)	-1.3%
Gross School Budget	**62,144,163**	**65,564,590**	**68,530,846**	**72,358,880**	**3,828,034**	**5.6%**

*As Reported on the End of Year Report for FY14, FY15, FY16

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

Town of Natick

Home of Champions

Department: Natick Public Schools Line-Item Detail

Narrative

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

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

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

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

3100 - Attendance and Parent Liaison Services - Truancy officer and student/parent information centers.
3200 - Health Services - Expenses for providers of medical services including nurses and school physician.
3300 - Transportation Services - Transportation paid by the town is provided to all students in grades K-6 who live in excess of 2 miles from their assigned school. All other students, regardless of distance, will be invited to participate in a fee for service program. The fee is $150 per student with a family cap of $300. Financial waivers are available for families that qualify on the Free and Reduced Meal Program.

Town of Natick

Home of Champions

Department: Natick Public Schools Line-Item Detail

Narrative

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

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

4110 - Custodial Services - Expenses for custodial and maintenance personnel and materials and equipment necessary to maintain buildings.
4120 - Fuel for heating of buildings - Cost of heating oil and natural gas.
4130 - Electricity - Electric consumption.
4140 - Telephone - Cost of telecommunication systems including mobile phones.
4220 - Building Repairs Cost of maintaining eight (8) schools including boiler, HVAC, plumbing and general repairs.
4230 - Vehicle Maintenance Other Cost of the gasoline, oil, tune-ups, tires and repairs for two (2) vehicles.
4400 - Network and Telecommunications Wiring, WAN/LAN Networks, file servers, supplies and materials for technology maintenance, equipment and tools.

FIXED CHARGES - Retirement and Insurance programs, rental of land and buildings, debt service for current loans, and other recurring items, which are not generally provided for under another function.
5100 - Employee Retirement - Contributions to employee retirement systems. Contractual requirement for custodians and maintenance staff whose salaries are in the Facilities management budget. This is a chargeback from the Town, which is the only such retirement contribution that the School Committee pays.
5150 - Employee Separation Costs - Vacation pay, sick leave buy back and other benefits payable upon termination/retirement.
5200 - Insurance Programs - Employee unemployment, health, and life insurance premiums or payments, and workers compensation for acive employees.

ASSET ACQUSTION & IMPROVEMENT
7000 - Asset Acquisition & Improvement - Acquisition of initial or additional instructional equipment exceeding a $5,000 unit cost.
7400- Replacement of Equipment - Lease/Purchase of equipment. This is only used for leasing our photocopiers.

Programs with Other School Districts

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

Town of Natick

Home of Champions

Department: Natick Public Schools Line-Item Detail

Narrative

OTHER MAJOR FUNDING EXPENDITURES:

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

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

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

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

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

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

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

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

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

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

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Joseph P. Keefe

South Middlesex Regional Technical School

FY2017 Budget Information

Town of Natick

Home of Champions

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

Appropriation Summary

South Middlesex Regional Technical School

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2016 vs. 2017 $ (+/-)	% (+/-)
Operating Expenses						
Assessment	1,091,902	1,247,313	1,522,958	1,568,647	45,689	3.00%
Total Operating Expenses	**1,091,902**	**1,247,313**	**1,522,958**	**1,568,647**	**45,689**	**3.00%**
Total So. Middlesex Regional Tech.	**1,091,902**	**1,247,313**	**1,522,958**	**1,568,647**	**45,689**	**3.00%**

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

Established in 1972, Joseph P. Keefe Technical School is a coeducational, four-year high school, accredited by the New England Association of Schools and Colleges. Keefe Tech serves students from Ashland, Framingham, Holliston, Hopkinton, and Natick. With a student body of approximately 700 students, Keefe offers both academic and career-focused programs.

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

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

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

Philosophy (con't):

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

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

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

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

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Town of Natick

Home of Champions

Department: Morse Institute Library

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2016 vs. 2017 $ (+/-)	% (+/-)
Salaries						
Personnel Services	$ 1,757,850	$1,765,908	$1,857,883	$1,871,618	$ 13,735	0.74%
Total Salaries	**$ 1,757,850**	**$1,765,908**	**$1,857,883**	**$1,871,618**	**$ 13,735**	**0.74%**
Operating Expenses						
Total Expenses	$ 316,592	$ 328,976	$ 337,667	$ 343,667	$ 6,000	1.78%
Total Operating Expenses	**$ 316,592**	**$ 328,976**	**$ 337,667**	**$ 343,667**	**$ 6,000**	**1.78%**
Total Morse Institute Library	**$ 2,074,442**	**$2,094,884**	**$2,195,550**	**$2,215,285**	**$ 19,735**	**0.90%**

Vision:

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

Mission: The Morse Institute Library's mission is:
* To provide free access to materials and quality information and technology services to library users of all ages and abilities;
* To serve as a major educational resource with programs and learning opportunities for all, so residents of Natick and the MetroWest area can meet, learn, and create together;
* To serve as a community and cultural center with meeting and exhibit spaces for individuals as well as municipal and civic groups.

The Morse Institute Library strives to meet the needs of all members of the Natick community through active outreach and by being a welcoming place for all.

I. Main Purpose of the Department:

Who do we serve?

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

Town of Natick

Home of Champions

Department: Morse Institute Library

Goals: FY2018-FY2022 Strategic Plan

Goal 1: Support Enrichment and Life-Long Learning

1. Provide learning opportunities for different ages, abilities and interest.
2. Build a diverse set of programs to engage and meet the interests of the community.
3. Ensure the library's collection reflects the needs of the community.
4. Promote the love of reading in all ages.

Goal 2: Foster Community Engagement and Connections

1. Create and adapt spaces for all ages that are vibrant and engaging.
2. Develop opportunities for the public to volunteer and contribute to the services and programs at the Library.
3. Expand the Library's online presence.
4. Create a platform where librarians, individuals, and organizations exchange knowledge on the topics of interest to the community.

Goal 3: Build Partnerships and Collaborations

1. Foster relationships with municipal departments and community groups to benefit Natick residents.
2. Increase collaborations with public and private schools.
3. Work with local organizations to provide greater access to local history, arts, and culture of Natick.

Goal 4: Expand Outreach and Communication

1. Continue to work with town government to ensure appropriate and sustained municipal funding for the Library.
2. Promote and increase the visibility of the Library and its resources.
3. Provide exceptional customer service for a diverse community of library users.
4. Build Library staff capacity to improve and expand outreach services.

Goal 5: Promote Innovation and Creativity

1. Serve as a place for showcasing local art, music, and other creative works.
2. Be a place that cultivates ideas and innovation and allows community members and staff to innovate, create, and share new ideas.

Special Projects

The library houses a number of unique collections and projects, most notably the *Natick Veterans Oral History Project*. Dedicated to collecting the oral histories of wartime veterans as well as others who have served their country, this project is a unique collection of videos documenting the experiences of veterans from a number of conflicts.

In partnership with the Natick Public Schools, we have created a memorable Veterans Day celebration, the annual Veterans Breakfast, at Kennedy Middle School that bridges the distance between Natick 8th graders and veterans.

Our partnership with the Framingham Public Library and the *Literacy Unlimited* program has been central to the success of our tutoring program for English language learners.

Building Partnerships for Sustainability

Our community partners provide us with volunteers, financial support, and community engagement that will help carry us well into the 21st century.

With generous support from the *Friends of the Morse Institute Library*, we are able to offer numerous programs and projects not otherwise funded by the town. The Friends provide funding for museum passes, speed reads, large print books for the Bookmobile, and programs for all ages.

From the business sector: This past August we began a partnership with SCORE - an organization dedicated to helping small businesses get off the ground, grow and achieve their goals through education and mentoring. SCORE mentors are a highly skilled group of working and retired business professionals and owners who have enjoyed success over the course of their careers and now want to give back by helping others succeed.

Community and Cultural Center

The library serves as an important gathering space for the community, providing meeting rooms, study rooms and informal gathering spaces.

We continue in our role of being a key player in building a stronger community.

Book groups bring community members together to discuss titles ranging from classics to graphic novels.

Our expanding English Language learners program gives a home to two important groups: those who look to improve their English, and the volunteers who give their own time to help others.

We will continue to seek other ways to offer a safe and comfortable place for Natick's residents to gather and learn, strengthening their community ties.

II. Recent Developments

STEAM and STEM learning -- we continue to develop and offer exciting programs for teens and adults in the Innovation Studio, with a focus on science, technology, engineering, art, and math.

3D printing - the library's 3D printer has been used for an Eagle Scout project to "print" prosthetic hands for 3rd world children; and students from WPI have used our printer to create a robotic prototype.

SCORE partnership - in August we started a partnership with SCORE (Senior Core of Retired Executives), whose retired executives schedule client meetings in the library to assist local small businesses with their business plans and offer advice for growing a business. The program has proved so popular, that additional meeting times needed to be added to the schedule.

Library patrons get information about library and community events through our online newsletter, our in-house electronic bulletin board, and social media.

Several "collections" have been separated from the main stacks to make searching for what you are looking for easier. Look for our new sections on biography, cooking, travel and languages.

We now circulate items not traditionally seen in libraries: we offer knitting needles, crochet hooks, and a telescope for library patrons to borrow. Adding unusual collections to our library is a way to connect tools with information.

III. Current Challenges:

As a keeper of information, it is important that the Library work to offer the community a reliable place to gather accurate information. We will continue to provide a broad collection of materials and ideas to Natick residents.

Working with the Facilities Department, we must improve the lighting in our lobby area. During evening hours and overcast days our lobby is very dim, especially in the winter time. This is a prime safety concern.

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

In a recent library survey, associated with the library's new strategic plan, many members of our community requested more open hours, especially on the weekend. Adding an additional hour on Sundays will have a small impact on the staffing budget -- less than 0.5%. The value of offering 4 hours of service on Sundays allows the library to respond to an expressed community need. To meet this service change, we are asking for only an additional $9,159 per year.

V. On the Horizon:

We continue to evaluate the use of our interior space and to rethink our service model, using surveys and statistics to respond to community needs. This has included relocating book shelves on all floors, adding book displays, adding furniture, and relocating service desks. We will continue to investigate ways to present STEAM and STEM learning opportunities to our patrons.

Town of Natick

Home of Champions

Department: Morse Institute Library

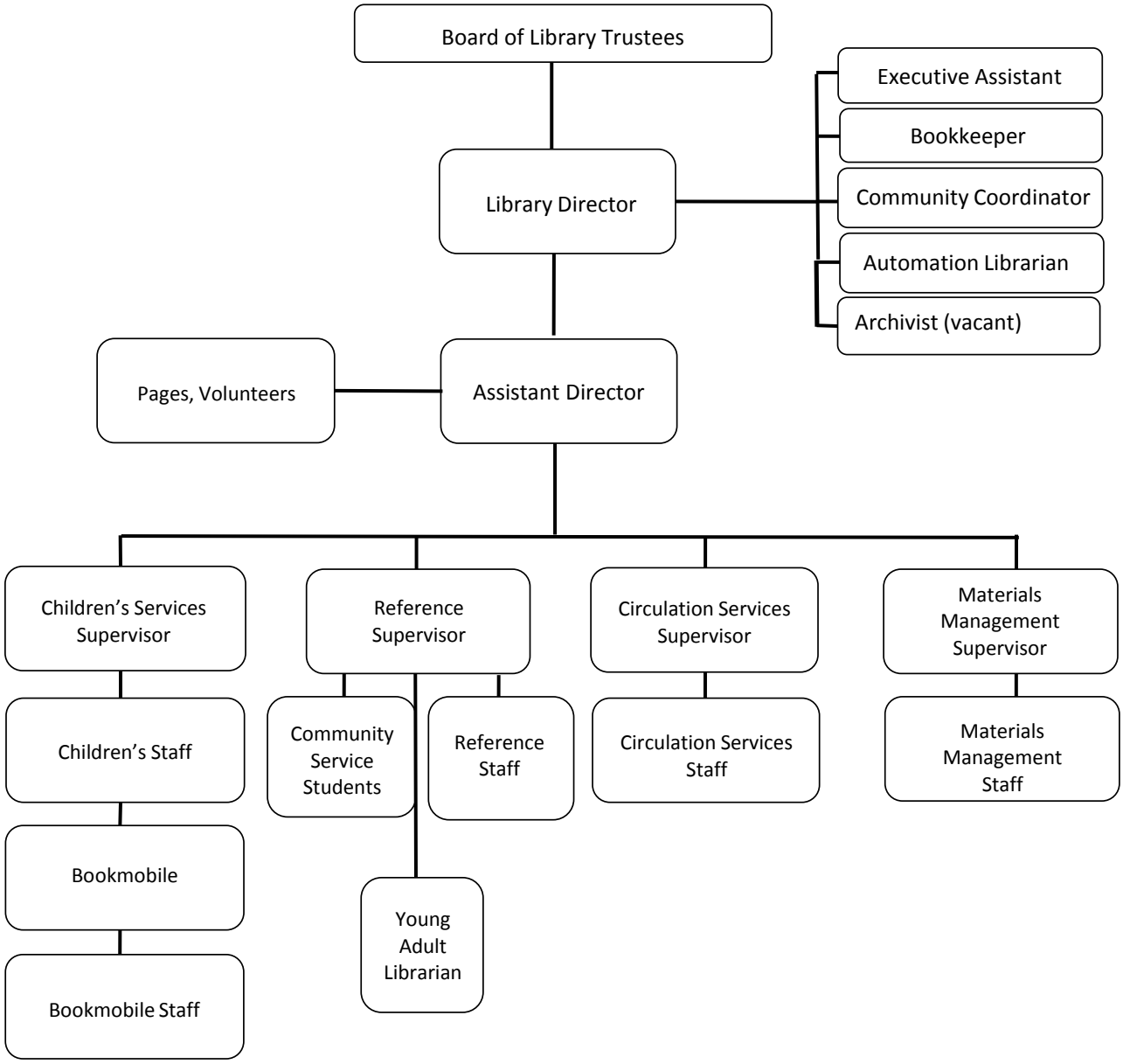
Staffing	2014	2015	2016	2017	2018
Library Director	1	1	1	1	1
Assistant Library Director	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Community Relations Coordinator	0.7	0.7	0.7	0.7	0.7
Supervisors/Department Heads	4	4	4	4	4
Children's Librarian	1	1	1	1	1
Children's Programmer	1	1	1	1	1
Children's Room Associate	1	1	1	1	1
Young Adult Librarian	1	1	1	1	1
Reference Librarian	3.8	4.29	4.22	4.4	4.4
Bookmobile Coordinator	1	1	1	1	1
Technology Associate	1	1	1	1	1
Substitutes	0.32	0.33	0.14	0.21	0.21
Library Assistant	6.57	6.58	5.98	6.01	6.01
Library Associate	4.94	4.83	5.56	5.29	5.29
Bookkeeper	0.51	0.51	0.5	0.49	0.625
Library Clerk	0.21	0.21	0.2	0.2	0.2
Pages	1.51	1.23	1.42	1.42	1.42
Other Pages (.20 FTE)	Not Counted	Not Counted	Not Counted	Not Counted	Not Counted
Total FTE	**31.56**	**31.68**	**31.72**	**31.72**	**31.86**
Total FT/PT	**16 FT / 38 PT**	**16 FT / 40 PT**	**16 FT / 40PT**	**16 FT / 40PT**	**16 FT / 40PT**

Notes

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

Department: Morse Institute Library

Organizational Chart



Town of Natick

Home of Champions

Department: Morse Institute Library

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Management	$ 100,407	$ 102,807	$ 102,415	$ 104,063	$ 1,648	1.61%
Salaries Administrative	$ 161,465	$ 178,401	$ 185,100	$ 173,735	$ (11,365)	-6.14%
Salaries Part-time Benefited	$ 282,509	$ 284,168	$ 284,627	$ 288,156	$ 3,529	1.24%
Salaries Technical/Professional	$ 809,311	$ 826,432	$ 877,462	$ 885,034	$ 7,572	0.86%
Salaries Part-time Non Benefited	$ 324,458	$ 308,336	$ 322,092	$ 331,696	$ 9,604	2.98%
Salaries Pages	$ 22,688	$ 23,577	$ 28,682	$ 32,490	$ 3,808	13.28%
Salaries Substitutes	$ 2,890	$ 3,366	$ 8,078	$ 8,207	$ 129	1.60%
Salaries Longevity	$ 11,830	$ 11,087	$ 18,215	$ 18,237	$ 22	0.12%
Salaries Sunday/Pay Differential	$ 42,292	$ 27,734	$ 31,212	$ 30,000	$ (1,212)	-3.88%
Personnel Services	**$ 1,757,850**	**$ 1,765,908**	**$ 1,857,883**	**$ 1,871,618**	**$ 13,735**	**0.74%**
Maint of Computer System	$ 77,534	$ 78,349	$ 81,900	$ 81,900	$ -	0.00%
Communication Telephone	$ 2,881	$ 2,769	$ 4,000	$ 4,000	$ -	0.00%
Communication Postage	$ 2,264	$ 1,847	$ 3,500	$ 3,000	$ (500)	-14.29%
Copy/Mail Center Fees	$ 220	$ -	$ 550	$ 550	$ -	0.00%
Education	$ 4,189	$ 1,130	$ 7,500	$ 7,500	$ -	0.00%
Purchase of Services	**$ 87,088**	**$ 84,095**	**$ 97,450**	**$ 96,950**	**$ (500)**	**-0.51%**
Library Materials	$ 200,275	$ 214,219	$ 210,255	$ 216,255	$ 6,000	2.85%
Library Supplies	$ 25,745	$ 25,429	$ 25,462	$ 25,962	$ 500	1.96%
Supplies	**$ 226,020**	**$ 239,648**	**$ 235,717**	**$ 242,217**	**$ 6,500**	**2.76%**
Other Supplies & Services	$ 3,484	$ 5,233	$ 4,500	$ 4,500	$ -	0.00%
Other Charges/Expenses	**$ 3,484**	**$ 5,233**	**$ 4,500**	**$ 4,500**	**$ -**	**0.00%**
Total Expenses	**$ 316,592**	**$ 328,976**	**$ 337,667**	**$ 343,667**	**$ 6,000**	**1.78%**
Total Morse Library	**$ 2,074,442**	**$ 2,094,884**	**$ 2,195,550**	**$ 2,215,285**	**$ 19,735**	**0.90%**

Department: Morse Institute Library Line-Item Detail

Narrative:

Salaries:
Salaries Management: Library Director.

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

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

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

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

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

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

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

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

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

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

Communication Postage: Mailing and postage costs.

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

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

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

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

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Town of Natick

Home of Champions

Department: Bacon Free Library

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Salaries						
Personnel Services	**$ 127,484**	**$ 140,918**	**$ 146,814**	**$ 146,472**	**$ (342)**	**-0.23%**
Operating Expenses						
Purchase of Services	$ 7,859	$ 8,983	$ 10,839	$ 11,089	$ 250	2.30%
Supplies	$ 10,272	$ 9,052	$ 14,872	$ 14,872	$ -	0.00%
Total Expenses	**$ 18,131**	**$ 18,035**	**$ 25,711**	**$ 25,961**	**$ 250**	**0.97%**
Total Bacon Free Library	**$ 145,615**	**$ 158,953**	**$ 172,525**	**$ 172,433**	**$ (92)**	**-0.05%**

Mission:

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

I. Main Purpose of the Department

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

II. Significant Accomplishments from FY17

The BFL has been able to successfully work towards our FY17 goals:

a. Increased circulation again - which, with the Morse Institute Library, kept Natick to **5th** in the State for circulation among 45 towns of this size

b. Boosted the BFL profile through a very successful online Fall Fundraiser (Author Confidential) which reached both the immediate Natick community and more national library/books/art/political interest groups

c. In FY16 the BFL averaged 2600 patrons in the library per month, up from an average of 2200 in FY15

d. Continued collaborative relationships with many entiites including the Charles River Community Groups, Morse Institute Library, Natick Center Associate, Natick Historical Society, Natick Businesses and area non-profits

e. Brought award winning and bestselling authors to the BFL for our patrons of all ages and interests

f. Increased all of our performance indicators from FY15-FY16!

- **i**. 7% increase in circulation
- **ii.** 71% increase in number of programs offered
- **iii.** 94% increase in program attendance!
- **iv**. 20% increase in number of patrons coming to the library
- **v**. 88% increase in website visitors

III. Goals for FY18:

Our main goal for FY18 is to seek opportunities to improve the historic Bacon Free Library building. The Library has seen its share of building issues which need to be stabilized. In addition, we will be looking for ways to fund updating our windows and improving the buildings accessibility. To that end, the BFL Board of Trustees is actively pursuing a Capital Campaign for the coming year.

Budget Overview (Continued):

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

b. **Programming**: We had an amazing year of programming in FY17 with increases in both number of programs and program attendance. Our goal for FY18 is to leverage the connections we've made through our fundraising efforts and community involvement to bring even more innovative programs to the BFL

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

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

e. **Books and Periodicals**: Our goal in FY18 is to continue to have the most demanded books for our patrons. The FY17 increase in our materials budget goes a long way in accomplishing this goal. In addition, we continually evaluate the best use of our library space to showcase our collections for easy discovery by our patrons of all ages.

IV. Current Challenges

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

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

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

iii. We are in the process of hiring a fundraising consultant to assist in a Capital Campaign

b. Need for increased Children's Librarian hours

i. The BFL has seen a spike in both programming and attendance for our children's programs. Therefore, we would like to increase the children's librarian hours so as meet this increased demand by the community

Budget Overview (Continued):

c. Accessibility: Continue to find creative ways to reach our patrons who are not able to use our building due to its inaccessibility including outreach to the Natick Community Center

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

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

In FY18 we hope to expand our hours and children's services so have submitted 2 PIR's which we hope will be approved by the town administator. The first PIR is to increase our children's services librarian hours. As seen in our performance indicators, the demands on this position increase yearly. If this PIR is approved, we'll see additional support for our youngest patrons. The second PIR is for additional library assistant time so we can open for four (4) more hours a week to increase accessibility for our patrons.

VI. On the Horizon

One of the biggest areas of change in the library is building improvement. We will be working on securing grants to change the windows and exploring ways to make the library more accessible. These will be big projects which we expect to take several years but will greatly improve the patron experience at the BFL. We hope to collaborate with town departments as we go along the process to make sure we meet all of the requirements for our beautiful, historic building. We look forward to finding ways to improve our building (without losing its historic appeal) for the enjoyment of all.

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

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

Town of Natick

Home of Champions

Department: Bacon Free Library

Staffing	**2014**	**2015**	**2016**	**2017**	**2018**
Library Director *	0.9	0.9	0.9	0.9	0.9
Assistant Library Director **	0.65	0.71	0.73	0.73	0.73
Library Assistant ***	0.81	1.03	1.25	1.25	1.25
Total FTE	**2.36**	**2.64**	**2.88**	**2.88**	**2.88**
Total FT/PT	***1 FT / 5 PT**	***1 FT / 5 PT**	***1 FT / 5 PT**	***1 FT / 5 PT**	***1 FT / 5 PT**

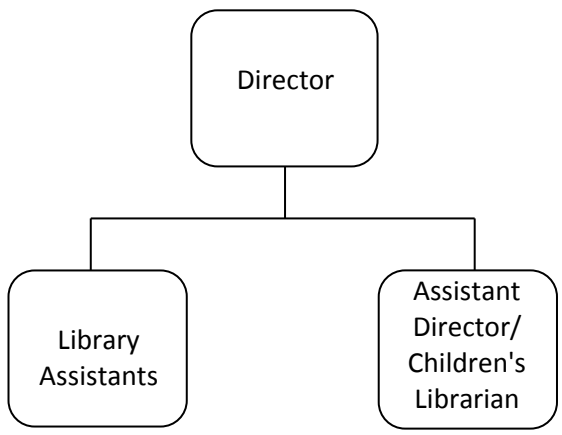
Notes

*Library Director works 36 hours per week.

** Assistant Director works 29 hours per week.

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

Organizational Chart



Town of Natick

Home of Champions

Department: Bacon Free Library

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Management	$ 58,199	$ 60,318	$ 62,405	$ 62,165	$ (240)	-0.38%
Salaries Technical/Professional	$ 69,285	$ 80,600	$ 84,409	$ 84,307	$ (102)	-0.12%
Personnel Services	**$ 127,484**	**$ 140,918**	**$ 146,814**	**$ 146,472**	**$ (342)**	**-0.23%**
Minutemen Library Network Member	$ 3,778	$ 4,957	$ 4,996	$ 5,246	$ 250	5.00%
Utilities	$ 4,081	$ 4,026	$ 4,343	$ 4,343	$ -	0.00%
Repairs & Maintenance	$ -	$ -	$ 1,500	$ 1,500	$ -	0.00%
Purchase of Services	**$ 7,859**	**$ 8,983**	**$ 10,839**	**$ 11,089**	**$ 250**	**2.30%**
Books & periodicals	$ 9,431	$ 8,177	$ 14,000	$ 14,000	$ -	0.00%
Library supplies	$ 841	$ 875	$ 872	$ 872	$ -	0.00%
Supplies	**$ 10,272**	**$ 9,052**	**$ 14,872**	**$ 14,872**	**$ -**	**0.00%**
Total Expenses	**$ 18,131**	**$ 18,035**	**$ 25,711**	**$ 25,961**	**$ 250**	**0.97%**
Total Town Appropriation	**$ 145,615**	**$ 158,953**	**$ 172,525**	**$ 172,433**	**$ (92)**	**-0.05%**

Line-Item Detail

Personal Services:

Salaries - Management: Compensation for the position of Library Director

Salaries - Technical/Professional: One Assistant Director/Children's Librarian and four part-time Library Assistants.

Purchase of Services:

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

Utilities: Water, gas, electric , telephones

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

Supplies:

Books and Periodicals: Our goal in FY18 is to continue to have the most demanded books for our patrons. The FY17 increase in our materials budget goes a long way in accomplishing this goal. In addition, we continually evaluate the best use of our library space to showcase our collections for easy discovery by our patrons of all ages.

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

Town of Natick

Home of Champions

Department: Bacon Free Library

Bacon Free Library Revenues vs. Expenditures - All Sources

Revenues	FY 2015 Actual	FY 2016 Appropriated	FY 2017 Appropriated	FY 2018 Preliminary
Town Appropriation	$ 145,615	$ 153,968	$ 172,525	$ 172,433
Trustees	$ 22,720	$ 24,000	$ 24,000	$ 24,000
Friends	$ 12,000	$ 12,000	$ 12,000	$ 12,000
Total Revenues	**$ 180,335**	**$ 189,968**	**$ 208,525**	**$ 208,433**

Expenditures	FY 2015 Actual	FY 2016 Appropriated	FY 2017 Projected	FY 2017 Preliminary
Salaries	$ 127,484	$ 135,824	$ 146,814	$ 146,814
Purchase of Services (no utilities)	$ 12,895	$ 18,000	$ 17,496	$ 18,000
Purchase of Services (utilities)	$ 8,250	$ 11,145	$ 8,343	$ 8,500
Supplies (Books, Materials, Furniture)	$ 31,706	$ 24,999	$ 26,872	$ 26,900
Total Expenditures	**$ 180,335**	**$ 189,968**	**$ 199,525**	**$ 200,214**

Summary:

The Town of Natick funds a large portion of the operating costs of the Bacon Free Library. Books, salaries, some supplies and heating costs are included in this budget. This budget request must be approved by the Finance Committee, the Selectmen and finally, Town Meeting. ***Our FY18 General Fund budget request is $167,443.*** We sincerely hope that the additional $5,000 will be approved for our book budget - both to support the demand from the community and to meet the states Municipal Appropriations Requirement.

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

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

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

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Section IV:
Public Safety

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

Town of Natick

Home of Champions

Department: Emergency Management

Appropriation Summary

	2015 Actual	2016 Actual	2017 Preliminary	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Salaries						
Salaries Operational Staff	-	$ 1,995	$ 5,000	$ 5,000	$ -	0.00%
Personnel Services	**-**	**1,995**	**5,000**	**5,000**	$ -	0.00%
Operating Expenses						
Total Operating Expenses	$ 23,260	$ 16,478	$ 30,600	$ 30,600	$ -	0.00%
Total Operating Expenses	**$ 23,260**	**$ 16,478**	**$ 30,600**	**$ 30,600**	$ -	0.00%
Total Emergency Management	**$ 23,260**	**$ 18,473**	**$ 35,600**	**$ 35,600**	**$ -**	**0.00%**

Mission:

Through the efficient use of local, state and federal resources, provide for mitigation, preparedness, response and recovery efforts at various stages of a disaster.

Goals:

-To use functional exercise scheduled for FY17 to practice emergency response by town departments
-To continue to plan for an extensive full scale exercise for 2018
-To continue evaluate and plan for establishment of a volunteer emergency response group

Budget Overview:

The budget for the operations of the Emergency Management for the town has been adequate with the addition of state and federal grants. These grants are still likely to continue so we are not recommending any change in the overall budget. FY2016 we created a line item for Salaries Operational. This allowed us to apply the cost of staff time (overtime) when performing emergency management functions so that department budgets can be spared these costs. In FY2017 we increased this line item. This increase seems to be adequate for our needs therefore no increase is requested.

Staffing	2014	2015	2016	2017	2018
None	0	0	0		0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT/0 PT**	**0 FT / 0 PT**

Notes

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

Budget Detail	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Salaries						
Salaries Operational Staff	-	1,995	5,000	5,000	-	0.00%
Total Personnel Services	-	1,995	5,000	5,000	-	0.00%
Operating Expenses						
Repairs/Maintenance Equipment	$ 12,000	$ 11,708	$ 19,000	$ 19,000	-	0.00%
Professional Development	$ -	$ 665	$ 2,500	$ 2,500	-	0.00%
Supplies - Miscellaneous	$ 8,767	$ 2,835	$ 5,000	$ 5,000	-	0.00%
Technical/Professional Services	$ 2,492	$ 1,270	$ 4,100	$ 4,100	-	0.00%
Total Operating Expenses	**$ 23,260**	**$ 16,478**	**$ 30,600**	**$ 30,600**	-	0.00%
Total Emergency Management	**$ 23,260**	**$ 18,473**	**$ 35,600**	**$ 35,600**	**-**	**0.00%**

Department: Emergency Management

Line-Item Detail

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

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

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

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

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

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Town of Natick

Home of Champions

Department: Parking Enforcement

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Salaries						
Personnel Services	37,759	46,563	53,695	54,560	865	1.61%
Total Salaries	**37,759**	**46,563**	**53,695**	**54,560**	865	1.61%
Operating Expenses						
Expenses	66,050	67,415	81,704	85,808	4,104	5.02%
Total Operating Expenses	**66,050**	**67,415**	**81,704**	**85,808**	4,104	5.02%
Total Parking Enforcement	**103,809**	**113,979**	**135,399**	**140,368**	**4,969**	**3.67%**

Mission:

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

Goals:

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

Budget Overview:

FY2018 budget will reflect the result of an analysis completed to manage parking in the Town of Natick. Over the past 2 years we have evaluated changes to parking space management, collection, payments, appeals and payment options. During this evaluation we also discovered that we were losing out on some revenue due to inability to research registry information in order to follow up with scofflaw. As a result we also began to research best practices in managing all these aspects of Parking Programs. We were able to find a vendor that will provide software assistance that will streamline our entire process from the time a violation is issued, through payment and appeals and finally to recognize and receive revenue from scofflaws. This cost will be requested in this budget. The additional costs should be offset through increased revenues as well as a more customer friendly process

Town of Natick

Home of Champions

Department: Parking Enforcement

Staffing	2014	2015	2016	2017	2018
Parking Clerk	0	0	0	0	0
Parking Enforcement Officer	1.2	1.2	1.2	1.2	1.2
Total FTE	**1.2**	**1.2**	**1.2**	**1.2**	**1.2**
Total FT/PT	**3 PT**	**3 PT**	**3 PT**	**3 PT**	**3 PT**

Notes

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

Budget Overview

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Operational Staff	$ 37,759	$ 46,563	$ 53,695	$ 54,560	$ 865	1.61%
Personnel Services	**$ 37,759**	**$ 46,563**	**$ 53,695**	**$ 54,560**	$ 865	1.61%
Repairs/Maintenance Equipment	$ 6,616	$ 10,102	$ 11,000	$ 11,000	$ -	0.00%
Parking Collection Service	$ 2,892	$ 3,192	$ 11,000	$ 14,000	$ 3,000	27.27%
Lease Payment Church MBTA Lot	$ 53,060	$ 54,122	$ 55,204	$ 56,308	$ 1,104	2.00%
Parking Tickets/Stickers	$ 3,482	$ -	$ 4,500	$ 4,500	$ -	0.00%
Expenses	**$ 66,050**	**$ 67,415**	**$ 81,704**	**$ 85,808**	$ 4,104	5.02%
Total Parking Enforcement	**$ 103,809**	**$ 113,979**	**$ 135,399**	**$ 140,368**	**$ 4,969**	**3.67%**

Personnel Services:

Salaries ***: Salaries for three (3) Part-Time Meter Enforcement Officers to provide eight (8) hours of enforcement Monday through Saturday. (2496 total hours @ $21.89)***

Expenses:

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

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

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

Parking tickets/stickers: Costs associated with the purchase of parking tickets and other parking related stickers or notices

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Town of Natick

Home of Champions

Department: Police

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries						
Personnel Services	$ 5,969,498	$ 6,055,166	$ 6,445,983	$ 6,392,624	$ (53,359)	-0.83%
Total Salaries	**$ 5,969,498**	**$ 6,055,166**	**$ 6,445,983**	**$ 6,392,624**	$ (53,359)	-0.83%
Operating Expenses						
Purchase of Services	$ 85,821	$ 96,560	$ 105,500	$ 124,500	$ 19,000	18.01%
Other Services (Miscellaneous)	$ 44,988	$ 36,951	$ 36,000	$ 41,000	$ 5,000	13.89%
Tech/Professional Services	$ 15,586	$ 19,757	$ 31,313	$ 27,313	$ (4,000)	-12.77%
Supplies	$ 15,205	$ 18,039	$ 20,000	$ 20,000	$ -	0.00%
Other Supplies	$ 43,494	$ 38,449	$ 25,700	$ 25,700	$ -	0.00%
Total Operating Expenses	**$ 205,094**	**$ 209,755**	**$ 218,513**	**$ 238,513**	$ 20,000	9.15%
Other Charges & Expenditures						
Other Charges & Expenditures	$ 5,662	$ 9,880	$ 7,500	$ 7,500	$ -	0.00%
Total Other Charges & Expend.	**$ 5,662**	**$ 9,880**	**$ 7,500**	**$ 7,500**	$ -	0.00%
Total Police	**$ 6,180,254**	**$ 6,274,801**	**$ 6,671,996**	**$ 6,638,637**	**$ (33,359)**	**-0.50%**

Mission:

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

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

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

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

Service will be our commitment.

Goals:

Strategic Plan Implementation Review/Implementation

The Natick Police department is committed to the basis of our Strategic Plan. There are several areas that we have accomplished to date or are on our way to accomplish. One important goal of the plan we hope to have completed is community feedback to the operations of our organization. 2017 will mark the three year point of our plan. As 2017 nears its end we will be looking to re-evaluate our plan and measure where we are in its implementation. FY2018 will be the focus year for this action.

Accreditation

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

Town of Natick

Home of Champions

Department: Police

Budget Overview:

Recent Developments

FY2017 is trending to be stable and steady as we have seen in the past. The biggest driver of the budget is personnel. During the fiscal year we have been struggling to bring our staffing up to approved levels. We added a School Resource Officer, a senior officer, to the Middle School in September. Due to police academy availability we could not replace these vacancies until September. This has left us short by 3 officers. In addition we have had several vacancies to be filled in our dispatch ranks. All these openings lead to increased overtime need. To date we have been managing this and do not anticipate additional funding needs at this time. What aids us in managing this are grants. Specifically, we have three grants from the State 911 Department ($79,476 - Support Grant; $15,856 - Training Grant; $10,000 - Leadership Development Grant) that supports our Dispatch efforts.

On The Horizon

FY2018 we hope to have a full staff. This will be important as we embark on several new initiatives. We will be updating our training needs and standards to include community interaction and interacting with the mentally ill and disabled. In addition we will focus on response to critical situations by conducting several exercises to respond to critical incidents including Mass Casualty and Active Shooter Drills. We will also commit ourselves to the well being and mental health of our officers and staff. Also a priority for the organization will be to work collaboratively with the Opioid Task Force to address and attack this epidemic. The Natick Police hopes to play a major role in this process including educating all of our officers to the dynamics of this addiction and how we can respond in a positive manner.

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

Finally, we will concentrate on Community Engagement and Awareness as is stated in our Strategic Plan. This will be important as we determine where the organization needs to go in the next few years as we always look to set

Town of Natick

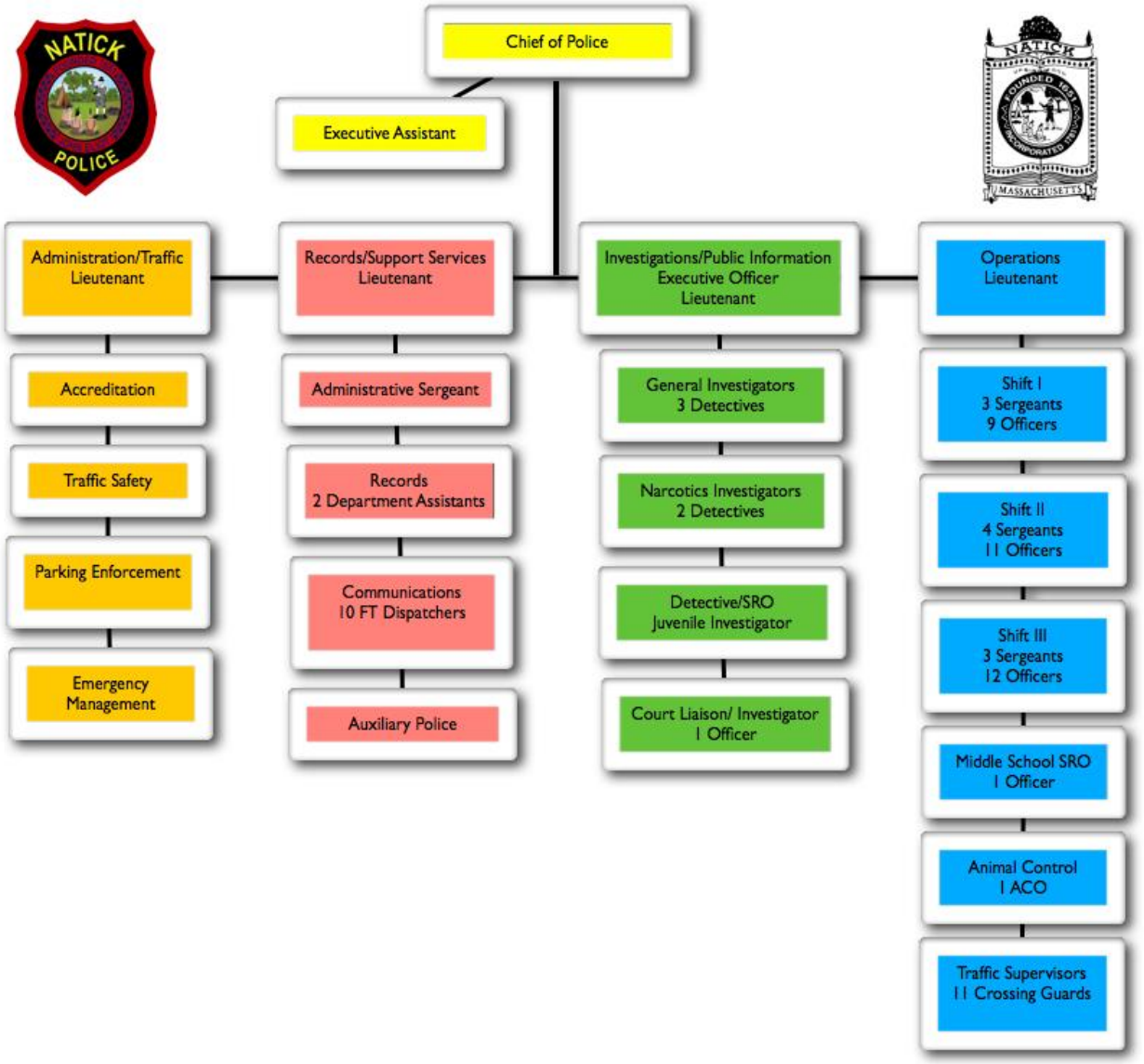
Home of Champions

Department: Police

Staffing	2013	2014	2015	2016	2017	2018
Chief of Police	1	1	1	1	1	1
Executive Officer	0	0	0	0	0	0
Executive Officer/Inv. Svcs. Commander	1	1	1	1	0	0
Operations (Patrol) Division Commander	1	1	1	1	1	1
Investigative Services Division Commander	0	0	0	0	1	1
Operations Commander	0	0	0	0	0	0
Administration/Traffic Division Commander	1	1	1	1	1	1
Records/Support Svcs Division Commander	1	1	1	1	1	1
Administrative Services	1	1	1	1	1	1
Investigative Services Supervisor	0	0	0	1	1	1
Administration/Traffic Supervisor	0	1	1	1	0	0
Patrol Sergeants	10	9	9	9	9	9
Patrol Officers	31	30	31	31	29	29
General Investigators	4	4	4	4	4	4
Narcotics Investigators	2	2	2	2	3	3
Youth Services Investigator	1	1	1	1	1	1
Middle School Resource Officer	1	1	1	1	2	2
Court Liaison/Investigator	0	1	1	1	1	1
Animal Control Officer	1	1	1	1	1	1
School Traffic Supervisors	1.88	1.88	1.88	1.88	1.88	1.88
Records Unit Department Assistant	1.85	1.85	1.85	1.85	1.85	1.85
Traffic Officer	0	0	0	0	1	1
Executive Assistant	1	1	1	1	1	1
Dispatchers	9	9	10	10	10	10
Total FTE Count	**69.73**	**69.73**	**71.73**	**72.73**	**72.73**	**72.73**
Total Actual Personnel	**79.0**	**79.0**	**81.0**	**81.0**	**82.0**	**82.0**

Department: Police

Organizational Chart



Town of Natick

Home of Champions

Department: Police

	2015 Actual	2016 Actual	2017 Budget	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Salaries Management	$ 583,099	$ 611,801	$ 613,115	$ 610,766	$ (2,349)	-0.38%
Salaries Supervisory	$ 883,969	$ 972,641	$ 996,426	$ 996,964	$ 538	0.05%
Salaries Operational Staff	$ 3,143,583	$ 3,062,196	$ 3,258,598	$ 3,232,483	$ (26,115)	-0.80%
Salaries Non-Uniform Staff	$ 152,272	$ 147,370	$ 151,021	$ 152,836	$ 1,815	1.20%
Management Additional Comp	$ 60,543	$ 64,818	$ 65,960	$ 65,960	$ -	0.00%
Supervisory Additional Comp	$ 113,996	$ 138,092	$ 145,188	$ 142,620	$ (2,568)	-1.77%
Operational Staff Additional Comp	$ 582,783	$ 552,714	$ 615,367	$ 590,549	$ (24,818)	-4.03%
Non-Uniform Staff Additional Comp	$ 652	$ 750	$ 750	$ 750	$ -	0.00%
Court Overtime						
Supervisory Overtime	$ 10,105	$ 13,808	$ 24,637	$ 24,637	$ -	0.00%
Operational Staff Overtime	$ 27,521	$ 24,114	$ 83,968	$ 83,968	$ -	0.00%
Regular Overtime						
Management Overtime	$ 95,268	$ 63,033	$ 20,997	$ 20,997	$ -	0.00%
Supervisory Overtime	$ 68,507	$ 106,018	$ 134,043	$ 134,043	$ -	0.00%
Operational Staff Overtime	$ 245,176	$ 297,677	$ 333,174	$ 333,174	$ -	0.00%
Non-Uniform Staff Overtime	$ 2,024	$ 133	$ 2,739	$ 2,877	$ 138	5.04%
Personnel Services	**$ 5,969,498**	**$ 6,055,166**	**$ 6,445,983**	**$ 6,392,624**	$ (53,359)	-0.83%
Repairs & maintenance equipment	$ 1,260	$ 2,220	$ 2,000	$ 2,000	$ -	0.00%
In-State travel/meetings	$ 1,413	$ 1,303	$ 1,000	$ 2,000	$ 1,000	100.00%
Out-of-State travel	$ 5,625	$ 11,736	$ 5,500	$ 5,500	$ -	0.00%
Communication telephone	$ 19,000	$ 18,569	$ 23,000	$ 23,000	$ -	0.00%
Dues & subscriptions	$ 10,187	$ 12,086	$ 9,000	$ 12,000	$ 3,000	33.33%
Training & education	$ 27,951	$ 24,925	$ 25,000	$ 25,000	$ -	0.00%
Assessment center	$ -		$ -	$ 15,000	$ 15,000	#DIV/0!
Professional services selection	$ 2,988	$ 1,650	$ 3,000	$ 3,000	$ -	0.00%
Communication postage	$ 2,093	$ 1,870	$ 2,000	$ 2,000	$ -	0.00%
Maintenance contract radios	$ 11,920	$ 18,832	$ 19,000	$ 19,000	$ -	0.00%
Accreditation consultant	$ -		$ 12,000	$ 12,000	$ -	0.00%
Other services: Miscellaneous	$ 3,384	$ 3,369	$ 4,000	$ 4,000	$ -	0.00%
Purchase of Services	**$ 85,821**	**$ 96,560**	**$ 105,500**	**$ 124,500**	$ 19,000	18.01%
Clothing allowance management	$ 3,212	$ 4,404	$ 4,300	$ 4,300	$ -	0.00%
Clothing allowance supervisory	$ 10,920	$ 12,256	$ 11,825	$ 11,825	$ -	0.00%
Clothing allowance operational	$ 4,124	$ 4,938	$ 4,875	$ 4,875	$ -	0.00%
Clothing equipment/replacement	$ 26,732	$ 15,353	$ 15,000	$ 15,000	$ -	0.00%
Aux Police - Clothing, Equip., Train.	$ -	$ -	$ -	$ 5,000	$ 5,000	100.00%
Other Services (Miscellaneous)	**$ 44,988**	**$ 36,951**	**$ 36,000**	**$ 41,000**	$ 5,000	13.89%
Communication photocopying	$ 509	$ 476	$ 1,500	$ 1,500	$ -	0.00%
Communication teleprocessing	$ 15,077	$ 19,281	$ 29,813	$ 25,813	$ (4,000)	-13.42%
Tech/Professional Services	**$ 15,586**	**$ 19,757**	**$ 31,313**	**$ 27,313**	$ (4,000)	-12.77%

Town of Natick

Home of Champions

Department: Police

	2015 Actual	2016 Actual	2017 Budget	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Office supplies	$ 15,205	$ 18,039	$ 20,000	$ 20,000	$ -	0.00%
Supplies	**$ 15,205**	**$ 18,039**	**$ 20,000**	**$ 20,000**	$ -	0.00%
Supplies other	$ 750	$ 3,619	$ 2,000	$ 2,000	$ -	0.00%
Supplies public safety	$ 38,758	$ 25,365	$ 20,000	$ 20,000	$ -	0.00%
Supplies photographic	$ -		$ 1,500	$ 1,500	$ -	0.00%
Supplies prisoners	$ 1,023	$ 350	$ 1,200	$ 1,200	$ -	0.00%
Supplies safety equipment	$ 2,963	$ 9,115	$ 1,000	$ 1,000	$ -	0.00%
Other Supplies	**$ 43,494**	**$ 38,449**	**$ 25,700**	**$ 25,700**	$ -	0.00%
Total Operating Expenses	**$ 205,094**	**$ 209,755**	**$ 218,513**	**$ 238,513**	$ 20,000	9.15%
Care of stray animals	$ 4,232	$ 5,479	$ 5,000	$ 5,000	$ -	0.00%
Motorcycle repairs/maintenance	$ 1,430	$ 4,402	$ 2,500	$ 2,500	$ -	0.00%
Other Charges & Expenditures	**$ 5,662**	**$ 9,880**	**$ 7,500**	**$ 7,500**	$ -	0.00%
Total Police	**$ 6,180,254**	**$ 6,274,801**	**$ 6,671,996**	**$ 6,638,637**	**$ (33,359)**	**-0.50%**

Line-Item Detail

Personnel Services:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Department: Police

Police Department

Purchase of Services:
Repairs and maintenance equipment: Consists of repairs to RADARs , LIDARs, and other equipment
In-State travel meetings: Consists of costs associated with the Department vehicles' E-Z Pass usage and other travel within the state.
Out-of-State travel: Includes travel to the IACP Conference and any other beneficial out-of-state trainings .
Communication telephone: Includes Department-issued telephones, telephone system, local and long distance service and interpreter line assistance.
Dues and subscriptions: Consists of dues associated with memberships in organizations such as METLEC, IACP, NESPIN, FBINAA and PERF, child safety seat certifications and Massachusetts Police Accreditation Commission membership.
Training and education: Consists of contractually obligated college incentive and assignment of Department members to assorted seminars/trainings based on applicability and aptitude.
Assessment Center: The town has added an additional component to the promotional process for both Lieutenants and Sergeants using an assessment component that includes practical exercises. This expense is a recurring expense every two (2) years.
Professional services selection: Includes items such as outside range supervision, personal history questionnaire analysis, and other professional services.
Communication postage: Consists mainly of Federal Express deliveries ranging from grant delivery to equipment repairs and IKON postage charges.
Maintenance contract radios: Consists of the Motorola maintenance agreement and non-contracted repairs & replacements.
Accreditation consultant: Contractor hired to assist with the complicated process to attain statewide accreditation. The consultant will guide us to insure policies are correctly written and adhere to standards as established.
Other services - Miscellaneous: Includes new employee health screenings and Frederick C. Conley Public Safety Training Center supplies.

Other Services (Misc.)
Clothing allowance management: Contractually obligated clothing stipend/allowance for 4 Lieutenants.
Clothing allowance supervisory: Contractually obligated clothing stipend/allowance for 11 Sergeants.
Clothing allowance operational: Contractually obligated clothing stipend/allowance for 10 Dispatchers and 1 Animal Control Officer.
Clothing equipment/replacement: Miscellaneous clothing/equipment expenses such as equipping new Officers, outfitting Crossing Guards, etc.

Technical & Professional Services:
Communication photocopying: Primarily supports the dispatch copier/fax maintenance agreement.
Communication teleprocessing: Includes CJIS computer equipment maintenance agreements, dictation system maintenance agreement, automated license plate reader (ALPR), LiveScan fingerprint acquisition system and online reporting maintenance agreements, and CDMA Lines for cruiser laptops.

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

Other Supplies:
Supplies other: Consists mainly of water and first aid supplies.
Supplies public safety: Includes range supplies, evidence processing materials and cruiser equipment.
Supplies photographic: Includes supplies required for the production of crime bulletins, evidentiary photographs, firearms permits processing and fingerprint and photograph sessions.
Supplies prisoners: Includes prisoner food and blankets.
Supplies safety equipment: Includes traffic cones, meter bags and "No Parking" signs for Boston Marathon and other public events.

Other Charges & Expenditures:
Care of stray animals: Shelter, treatment and/or disposal of stray, unclaimed or dead animals.
Motorcycle repairs / maintenance: Incidental repairs of the Department's 3 leased motorcycles .

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Town of Natick

Home of Champions

Department: Fire

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries						
Personnel Services	$ 7,635,349	$ 7,731,515	$ 7,908,165	$ 7,872,542	$ (35,623)	-0.45%
Total Salaries	**$ 7,635,349**	**$ 7,731,515**	**$ 7,908,165**	**$ 7,872,542**	**$ (35,623)**	**-0.45%**
Operating Expenses						
Purchase of Services	$ 59,920	$ 46,061	$ 61,688	$ 51,600	$ (10,088)	-16.35%
Other Services (Miscellane	$ 57,250	$ 56,850	$ 56,850	$ 56,850	$ -	0.00%
Supplies	$ 4,521	$ 10,836	$ 7,000	$ 6,000	$ (1,000)	-14.29%
Other Supplies	$ 92,821	$ 91,567	$ 125,521	$ 118,000	$ (7,521)	-5.99%
Public Safety Education	$ 1,818	$ 4,517	$ 8,000	$ 6,000	$ (2,000)	-25.00%
Total Operating Expenses	**$ 216,330**	**$ 209,831**	**$ 259,059**	**$ 238,450**	**$ (20,609)**	**-7.96%**
Total Fire	**$ 7,851,679**	**$ 7,941,346**	**$ 8,167,224**	**$ 8,110,992**	**$ (56,232)**	**-0.69%**

Mission:

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

Goals:

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

Town of Natick

Home of Champions

Department: Fire

Budget Overview:

Main Purpose of the Department

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

Recent Developments

The fire department lost over 130 years of service and experience with the retirement of a Captain, two Lieutenants and the Communications Superintendent this past year.

Natick Firefighters have trained 98% of the Natick High School student body (all four grades) and some teachers in CPR as of February 2016. We will continue to train the freshmen and junior classes this year with support from the town administration and the school department, this will maintain that all four grades of the Natick High School student body are trained in CPR. The CPR Team also trained town employees and citizens of Natick.

We have 10 Divers on the Dive Team, two being police officers (I added an additional police officer), this makes the team a multiagency team. This can be important especially when diving to recover criminal evidence and chain of custody.

A grant allowed us to try a software program and mobile data terminals so we could collect site information on our commercial properties. It worked so well that we will continue to inspect these properties, storing the data so we can retrieve it when it is needed.

Current Challenges

As the building boom continues in Natick and more complexes are added, is the fire department in terms of service and emergency response going to be overtaxed. This will be an ongoing assessment as more and more residential complexes are being built with no slow down in the immediate future expected.

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

The Fire Department has one firefighter in the Fire Academy and will start two more in early January with two Firefighters retiring in 2017. A new Communications Superintendent started in August of 2016.

On the Horizon

The Board of Selectmen has appointed a West Natick Fire Station Committee and they are in the process of moving this project forward, with a ground breaking in the not too distant future. The Department will continue to look at different staffing configurations. The Town agrees that a training facility to help facilitate firefighting skill maintenance is important and possibly could be incorporated with the New West Natick Fire Station Project.

Town of Natick

Home of Champions

Department: Fire

Staffing (Fiscal Year)	2014	2015	2016	2017	2018
Fire Chief	1	1	1	1	1
Deputy Chief	5	5	5	5	5
Captains	5	5	5	5	5
Lieutenants	15	15	15	15	15
Firefighters	56	56	56	56	56
Executive Administrative Assistant	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Fire Prevention Officer	1	1	1	1	1
Assistant Fire Prevention Officer	1	1	1	1	1
Training Officer - Captain	1	1	1	1	1
Superintendant of Communications	1	1	1	1	1
Total FTE	**88**	**88**	**88**	**88**	**88**
Total FT/PT	**88 FT / 0 PT**	**88 FT / 0 PT**	**88 FT / 0 PT**	**88 FT / 0 PT**	**88 FT / 0 PT**

Notes

EMT - Paramedic Total 36

EMT - Intermediate - Total 13

EMTs - Total 33

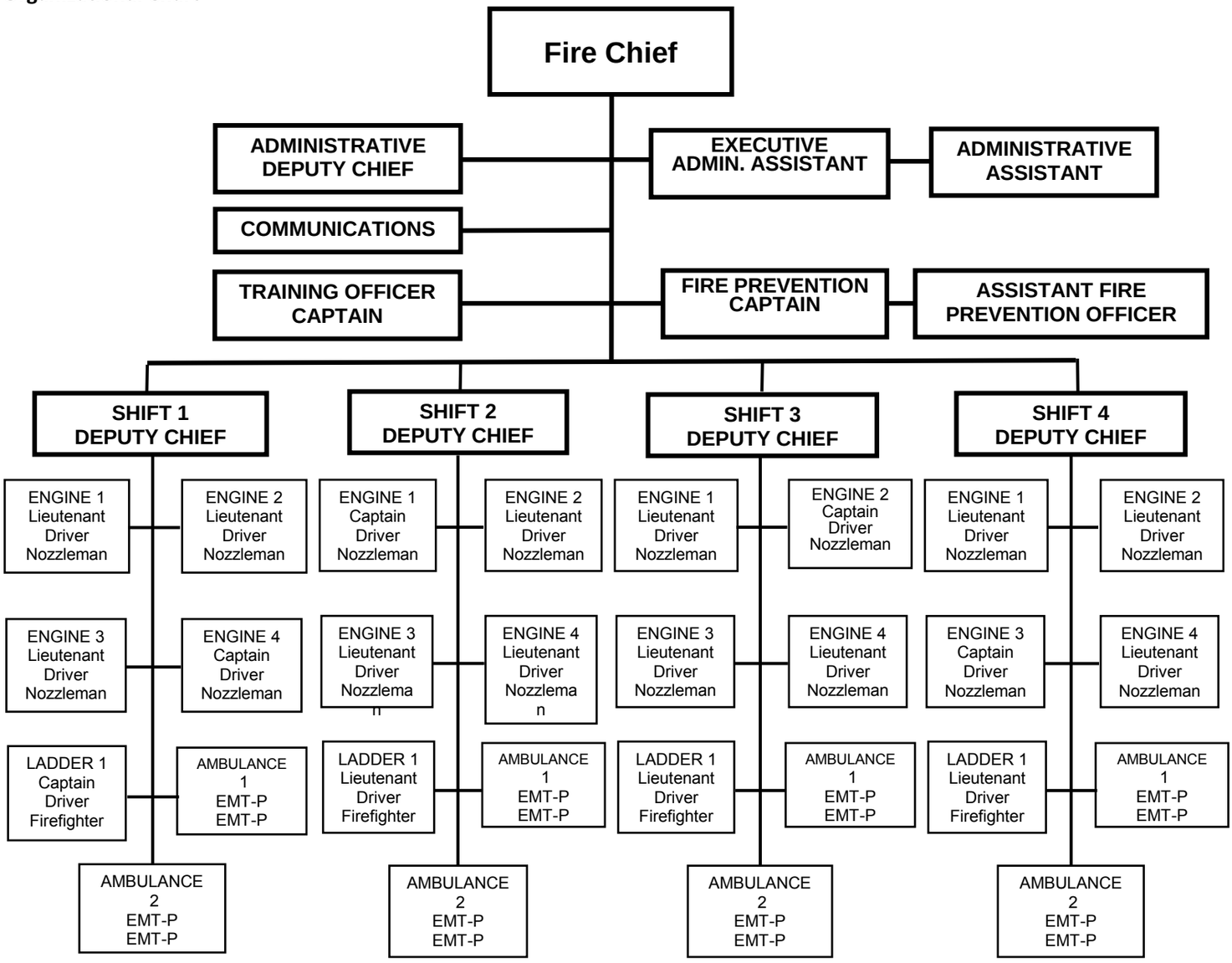
All the above totals include all personnel. Deputy's, Captains, Lieutenants, Firefighters.

Town of Natick

Home of Champions

Department: Fire

Organizational Chart



Notes:

Not all compliments are fully staffed at levels shown above. Budget accounts for staffing of 20 personnel/shift.
Minimum manning level as of FY 2016 is 17/shift.

Town of Natick

Home of Champions

Department: Fire

Salaries	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Management	$ 608,629	$ 594,890	$ 592,694	$ 593,585	$ 891	0.15%
Salaries Supervisory	$ 1,404,661	$ 1,427,976	$ 1,390,860	$ 1,386,246	$ (4,614)	-0.33%
Salaries Operational Staff	$ 3,161,805	$ 3,275,592	$ 3,374,639	$ 3,348,525	$ (26,114)	-0.77%
Salaries Technical/Professional	$ 279,934	$ 247,550	$ 282,091	$ 280,858	$ (1,232)	-0.44%
Management Additional Comp	$ 129,921	$ 122,106	$ 124,369	$ 124,117	$ (253)	-0.20%
Supervisory Additional Comp	$ 365,103	$ 382,263	$ 377,817	$ 387,607	$ 9,790	2.59%
Operational Staff Additional Comp	$ 778,670	$ 821,390	$ 868,672	$ 858,459	$ (10,213)	-1.18%
Technical/Professional Additional Comp	$ 86,973	$ 84,342	$ 84,095	$ 80,217	$ (3,878)	-4.61%
FLSA Costs	$ 37,748	$ 34,657	$ 45,000	$ 45,000	$ -	0.00%
Sub-total Salaries & Other Comp.	$ 6,853,444	$ 6,990,766	$ 7,140,237	$ 7,104,614	$ (35,623)	-0.50%
Regular Overtime						
Management Overtime	$ 53,270	$ 55,611	$ 90,000	$ 90,000	$ -	0.00%
Supervisory Overtime	$ 216,367	$ 187,802	$ 190,000	$ 190,000	$ -	0.00%
Operational Staff Overtime	$ 356,772	$ 310,379	$ 220,000	$ 220,000	$ -	0.00%
Technical/Professional Overtime	$ 13,216	$ 13,625	$ 45,000	$ 45,000	$ -	0.00%
Rescue Task Force	$ -	$ -	$ 24,000	$ 24,000	$ -	0.00%
Sub-total Regular Overtime	$ 639,625	$ 567,417	$ 569,000	$ 569,000	$ -	0.00%
All Other Overtime						
Management Overtime	$ 12,496	$ 18,967	$ 25,000	$ 25,000	$ -	0.00%
Supervisory Overtime	$ 27,326	$ 35,526	$ 39,828	$ 39,828	$ -	0.00%
Operational Staff Overtime	$ 64,419	$ 84,256	$ 82,100	$ 82,100	$ -	0.00%
Technical/Professional Overtime	$ 14,368	$ 12,752	$ 15,000	$ 15,000	$ -	0.00%
Sub-total All Other Overtime	$ 118,609	$ 151,501	$ 161,928	$ 161,928	$ -	0.00%
Total all Overtime	$ 758,234	$ 718,918	$ 730,928	$ 730,928	$ -	0.00%
Public Safety Education	$ 23,671	$ 21,831	$ 37,000	$ 37,000	$ -	0.00%
Personnel Services	**$ 7,635,349**	**$ 7,731,515**	**$ 7,908,165**	**$ 7,872,542**	**$ (35,623)**	**-0.45%**
Repairs & Maint. (Communications Equip.	$ 24,234	$ 15,682	$ 12,526	$ 16,000	$ 3,474	27.73%
Communication Telephone	$ 15,850	$ 17,282	$ 15,458	$ 16,000	$ 542	3.51%
Laundry Service	$ 300	$ -	$ 300	$ 300	$ -	0.00%
Training & Education	$ 1,552	$ 2,293	$ 12,000	$ 5,000	$ (7,000)	-58.33%
Dues/Subscriptions	$ 3,270	$ 3,114	$ 4,700	$ 3,300	$ (1,400)	-29.79%
Fire Apparatus Equipment	$ 6,871	$ 4,795	$ 9,440	$ 7,000	$ (2,440)	-25.85%
Other Services Miscellaneous	$ 7,843	$ 2,895	$ 7,264	$ 4,000	$ (3,264)	-44.93%
Purchase of Services	**$ 59,920**	**$ 46,061**	**$ 61,688**	**$ 51,600**	**$ (10,088)**	**-16.35%**
Clothing Allowance Mgmt	$ 7,400	$ 5,750	$ 5,750	$ 5,750	$ -	0.00%
Clothing Allowance Supervisory	$ 13,500	$ 13,500	$ 13,500	$ 13,500	$ -	0.00%
Clothing Allowance Operational Staff	$ 33,750	$ 35,000	$ 35,000	$ 35,000	$ -	0.00%
Clothing Allowance Tech/Prof	$ 2,600	$ 2,600	$ 2,600	$ 2,600	$ -	0.00%
Other Services (Miscellaneous)	**$ 57,250**	**$ 56,850**	**$ 56,850**	**$ 56,850**	**$ -**	**0.00%**
Office Supplies	$ 4,152	$ 8,154	$ 5,000	$ 5,000	$ -	0.00%
Supplies Computer	$ 369	$ 2,682	$ 2,000	$ 1,000	$ (1,000)	-50.00%
Supplies	**$ 4,521**	**$ 10,836**	**$ 7,000**	**$ 6,000**	**$ (1,000)**	**-14.29%**
Supplies Apparatus	$ 21,904	$ 13,558	$ 27,196	$ 22,000	$ (5,196)	-19.11%
Supplies Ambulance	$ 50,596	$ 57,380	$ 55,716	$ 60,000	$ 4,284	7.69%
Supplies Diving Equipment	$ 4,000	$ 3,909	$ 4,097	$ 6,000	$ 1,903	46.45%
Supplies Personnel	$ 16,321	$ 16,720	$ 38,512	$ 30,000	$ (8,512)	-22.10%
Other Supplies	**$ 92,821**	**$ 91,567**	**$ 125,521**	**$ 118,000**	**$ (7,521)**	**-5.99%**
Public Safety Education	$ 1,818	$ 4,517	$ 8,000	$ 6,000	$ (2,000)	-25.00%
Public Safety Education	**$ 1,818**	**$ 4,517**	**$ 8,000**	**$ 6,000**	**$ (2,000)**	**-25.00%**
Total Fire Department	**$ 7,851,679**	**$ 7,941,346**	**$ 8,167,224**	**$ 8,110,992**	**$ (56,232)**	**-0.69%**

Department: Fire Line-Item Detail

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

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

Other Services (Misc.):
Clothing Allowance - Contractual stipend paid for uniform purchase, replacement.

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

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

Section V:
Public Works

DPW Summary – All Divisions	V.3
DPW Administration	V.7
DPW Energy	V.12
DPW Engineering	V.14
DPW Equipment Maintenance	V.18
DPW Highway, Sanitation & Recycling	V.23
DPW Land Facilities & Natural Resources	V.29

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Town of Natick

Home of Champions

Department: Public Works

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Personnel Services	$ 3,209,952	$ 3,295,301	$ 3,525,463	$ 3,651,661	$ 126,198	3.58%
Expenses	$ 1,713,043	$ 1,852,198	$ 1,944,085	$ 2,057,500	$ 113,415	5.83%
Energy	$ 1,307,105	$ 1,156,906	$ 1,526,434	$ 1,479,112	$ (47,322)	-3.10%
Snow & Ice	$ 1,264,319	$ 685,406	$ 550,000	$ 550,000	$ -	0.00%
Total Public Works	**$ 7,494,419**	**$ 6,989,811**	**$ 7,545,982**	**$ 7,738,273**	**$ 192,291**	**2.55%**

Mission:

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

The Department will provide safe and adequate drinking water, and water for fire protection by maintaining and improving the water treatment plant, supply wells, and water mains throughout town. The Department will also provide safe and sanitary collection and disposal of wastewater by maintaining and improving sewer pump stations, force mains, and gravity sewer mains.

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

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

Goals:

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

Town of Natick

Home of Champions

Department: Public Works

Budget Overview:

I. Main Purpose of the Department

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

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

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

II. Recent Developments

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

III. Current Challenges

• Research and implement improved instructional/educational programs.
• Perpetuate superior customer service and ensure it is extended to all citizens.
• Refine daily productivity by utilizing the latest techniques and technology.

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

See individual departments for comments

Town of Natick

Home of Champions

Department: Public Works | All Divisions

Staffing by Division (General Fund)	2014	2015	2016	2017	2018
Administration	3	3	4	4	4
Building Maintenance	0	0	0	0	0
Municipal Energy	0	0	0	0	0
Engineering	4	4	4	4	4
Equipment Maintenance	9	9	9	9	9
Highway & Sanitation	26	27	27	27	27
Land Facilities & Natural Resources	7	8	8	9	9
Total FTE	**49**	**51**	**52**	**53**	**53**
Total FT/PT	**49 FT/ 8 PT**	**51 FT / 8 PT**	**52 FT/ 8 PT**	**53 FT/ 10 PT**	**53 FT/ 10 PT**

Notes

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

Organizational Charts are contained in each Division section.

Town of Natick

Home of Champions

Department: Public Works - All Divisions

Budget Detail Summary	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Personnel Services						
Administration	$ 197,069	$ 244,077	$ 303,697	$ 308,498	$ 4,801	1.58%
Engineering	$ 413,933	$ 413,371	$ 442,672	$ 441,520	$ (1,152)	-0.26%
Equipment Maintenance	$ 520,545	$ 511,336	$ 551,079	$ 571,391	$ 20,312	3.69%
Highway & Sanitation	$ 1,583,931	$ 1,632,831	$ 1,626,997	$ 1,716,611	$ 89,614	5.51%
Land Facilities & Natural Resources	$ 494,474	$ 493,686	$ 601,018	$ 613,641	$ 12,623	2.10%
Personnel Services	**$ 3,209,952**	**$ 3,295,301**	**$ 3,525,463**	**$ 3,651,661**	**$ 126,198**	**3.58%**
Expenses						
Administration	$ 46,394	$ 60,987	$ 54,630	$ 55,920	$ 1,290	2.36%
Building Maintenance	$ -	$ -	$ -	$ -	$ -	-
Engineering	$ 50,345	$ 110,283	$ 102,200	$ 103,300	$ 1,100	1.08%
Equipment Maintenance	$ 316,945	$ 364,682	$ 336,115	$ 359,400	$ 23,285	6.93%
Surplus Equipment	$ 525	$ 1,751	$ 5,000	$ 5,000	$ -	0.00%
Highway & Sanitation	$ 405,050	$ 391,610	$ 464,780	$ 489,750	$ 24,970	5.37%
Other - Charges & Expenditures	$ 639,977	$ 651,247	$ 672,000	$ 689,300	$ 17,300	2.57%
Land Facilities & Natural Resources	$ 253,807	$ 271,638	$ 309,360	$ 354,830	$ 45,470	14.70%
Expenses	**$ 1,713,043**	**$ 1,852,198**	**$ 1,944,085**	**$ 2,057,500**	**$ 113,415**	**5.83%**
Energy						
Purchase of Services	$ 1,306,258	$ 1,155,272	$ 1,522,434	$ 1,477,112	$ (45,322)	-2.98%
Other Charges	$ 847	$ 1,634	$ 4,000	$ 2,000	$ (2,000)	-50.00%
Municipal Energy	**$ 1,307,105**	**$ 1,156,906**	**$ 1,526,434**	**$ 1,479,112**	$ (47,322)	-3.10%
Snow & Ice						
Snow & Ice Charges	$ 1,264,319	$ 685,406	$ 550,000	$ 550,000	$ -	0.00%
Snow & Ice	**$ 1,264,319**	**$ 685,406**	**$ 550,000**	**$ 550,000**	$ -	0.00%
Total Public Works	**$ 7,494,419**	**$ 6,989,811**	**$ 7,545,982**	**$ 7,738,273**	**$ 192,291**	**2.55%**

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

Town of Natick

Home of Champions

Department: Public Works **Administration**

Appropriation Summary

Salaries	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Personnel Services	$ 197,069	$ 244,077	$ 303,697	$ 308,498	$ 4,801	1.58%
Total Salaries	**$ 197,069**	**$ 244,077**	**$ 303,697**	**$ 308,498**	**$ 4,801**	**1.58%**
Operating Expenses						
Purchased Services	$ 10,827	$ 16,332	$ 11,495	$ 11,720	$ 225	1.96%
Technical & Professional Serv.	$ 15,717	$ 23,297	$ 22,935	$ 22,950	$ 15	0.07%
Supplies	$ 17,837	$ 19,072	$ 16,700	$ 17,750	$ 1,050	6.29%
Other Supplies	$ 2,013	$ 2,286	$ 3,500	$ 3,500	$ -	0.00%
Total Operating Expenses	**$ 46,394**	**$ 60,987**	**$ 54,630**	**$ 55,920**	**$ 1,290**	**2.36%**
Total DPW Administration	**$ 243,463**	**$ 305,064**	**$ 358,327**	**$ 364,418**	**$ 6,091**	**1.70%**

Goals:

Enhance On-Line Opportunities

Residents have the option of making payments using a credit debis cards at service counter.
Working towards scheduling bulky waste pick-up/payment on-line.

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

Other

Maximize Training opportunities to develop and mentor a young workforce.

Town of Natick

Home of Champions

Department: Public Works **Administration**

Budget Overview:

I. Main Purpose of the Division

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

- Weekly payroll and updating/monitoring vacation, sick leave and personal days;
- Preparing and processing over 4,000 purchase orders and invoices;
- Handling all emergency and storm-related inquiries;
- Development and preparation of the annual budget;
- Monitoring the budget on a continuous basis;
- Working with the Procurement Officer in preparation and review of all bids and construction contracts;
- Collecting fees from street openings, water and sewer permits, bulk waste pick-up, maps, and recycling;
- Scheduling final water readings, high water bill inspections, irrigation meter appointments; and
- Reporting street light outages to the contractor, and monitoring maintenance and outage reports.

II. Recent Developments

- Implementing electronic time clock system
- Grants from MaDEP for Sanitation Program Improvements
- Developed and deployed an electronic reminder/notification application for Sanitation Collections
- Performing comprensive department wide benchmarking analysis jointly with neighboring peer communities

III. Current Challenges

- Research and implement improved instructional/educational programs.
- Perpetuate superior customer service and ensure it is extended to all citizens.
- Refine daily productivity utilizing the latest available technology.

Town of Natick

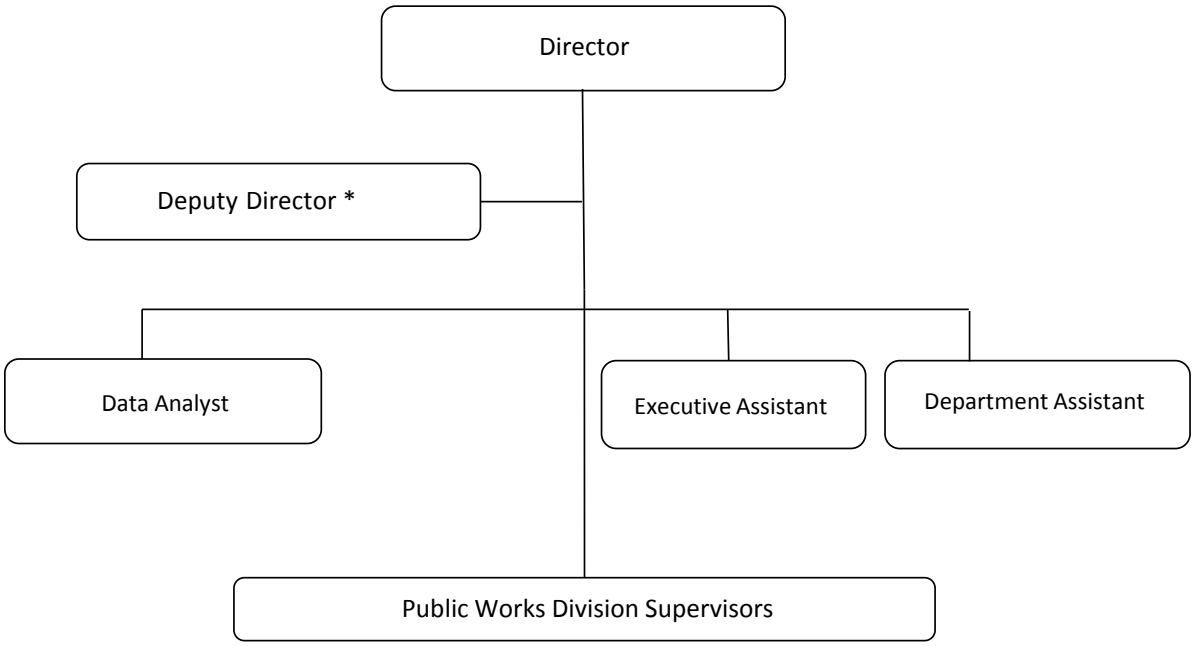
Home of Champions

Department: Public Works	Division: Administration

Staffing	2014	2015	2016	2017	2018
Director	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Data Analyst	1	1	1	1	1
Department Assistant	0	0	1	1	1
Temp Clerical Interns	2	2	2	2	2
Total FTE	**3**	**3**	**4**	**4**	**4**
Total FT/PT	**3 FT / 2 PT**	**3 FT / 2 PT**	**4 FT / 2 PT**	**4 FT / 2 PT**	**4 FT / 2 PT**

Notes

Organizational Chart



Notes:

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

The Deputy Director's primary responsibility is serving as the Highway/Sanitation Division Supervisor.
The Highway/Sanitation Division Supervisor is budgeted under the Highway/Santiation Division.

Town of Natick

Home of Champions

Department: Public Works | **Administration**

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Management	$ 97,171	$ 126,104	$ 123,473	$ 129,000	$ 5,527	4.48%
Salaries Operational Staff	$ 87,978	$ 108,237	$ 150,380	$ 149,076	$ (1,304)	-0.87%
Salaries Part-time Operational	$ -	$ -	$ 12,153	$ 12,107	$ (46)	-0.38%
Operational Staff Additional Comp	$ 2,500	$ 2,500	$ 2,500	$ 2,500	$ -	0.00%
Operational Staff Overtime	$ 6,415	$ 5,130	$ 10,191	$ 10,815	$ 624	6.12%
FLSA Salaries	$ 3,005	$ 2,106	$ 5,000	$ 5,000	$ -	0.00%
Personnel Services	**$ 197,069**	**$ 244,077**	**$ 303,697**	**$ 308,498**	**$ 4,801**	**1.58%**
Repairs & Maint Equipment	$ 498	$ 188	$ 300	$ 300	$ -	0.00%
Communication Telephone	$ 7,001	$ 6,723	$ 7,275	$ 7,500	$ 225	3.09%
Postage	$ 452	$ 960	$ 1,020	$ 1,020	$ -	0.00%
Purchased Services: Miscellaneous	$ 1,960	$ 3,245	$ 1,650	$ 1,650	$ -	0.00%
Communication Print & Advertising	$ 916	$ 5,216	$ 1,250	$ 1,250	$ -	0.00%
Purchased Services	**$ 10,827**	**$ 16,332**	**$ 11,495**	**$ 11,720**	**$ 225**	**1.96%**
Training & Education	$ 6,262	$ 10,480	$ 10,000	$ 10,000	$ -	0.00%
Compliance Inspection & Training	$ 9,455	$ 12,817	$ 12,750	$ 12,750	$ -	0.00%
Licenses	$ -	$ -	$ 185	$ 200	$ 15	8.11%
Technical & Professional Services	**$ 15,717**	**$ 23,297**	**$ 22,935**	**$ 22,950**	**$ 15**	**0.07%**
Office Supplies	$ 9,891	$ 9,386	$ 8,200	$ 8,750	$ 550	6.71%
GIS Supplies	$ 7,946	$ 9,686	$ 8,500	$ 9,000	$ 500	5.88%
Supplies	**$ 17,837**	**$ 19,072**	**$ 16,700**	**$ 17,750**	**$ 1,050**	**6.29%**
Supplies Protective Clothing	$ 2,013	$ 2,286	$ 3,500	$ 3,500	$ -	0.00%
Other Supplies	**$ 2,013**	**$ 2,286**	**$ 3,500**	**$ 3,500**	**$ -**	**0.00%**
Expenses	**$ 46,394**	**$ 60,987**	**$ 54,630**	**$ 55,920**	**$ 1,290**	**2.36%**
Total DPW Administration	**$ 243,463**	**$ 305,064**	**$ 358,327**	**$ 364,418**	**$ 6,091**	**1.70%**

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

Personnel Services:

Salaries Management: Salary for the Director of Public Works position.
Salaries Operational Staff: Salaries for the positions of Executive Assistant, Department Assistant and Data Analyst.
Temporary Operational Staff: Salaries for part-time summer interns to cover the staff vacations and peak volume.
Operational Staff Additional Compensation: Longevity stipends per union contract.
Operational Staff Overtime: To pay overtime to operational staff for work performed beyond the scheduled shifts.
Fair Labor Standards Act (FLSA) Salaries: Additional compensation for overtime to employees who have applicable stipends.

Purchase of Services:

Repairs/Maintenance Equipment: Repairs and/or replacement of office equipment, including specialty printers and time clock.
Communications Telephone: Department pagers, mobile telephones, and the public works portion of the Town telephone system.
Postage: Postage for departmental notifications, mailings, etc.
Purchased Service Miscellaneous: Professional memberships to various organizations (primarily the APWA).
Communication Print and Advertising: Newspaper advertisements for bid specifications, legal, and public notices.

Technical & Professional Services:

Training and Education: Training for employees - seminars and conferences.
Compliance Inspection & Training: To pay for required compliance inspection and testing of oil/water separators, Stage II gas pump, above ground tanks, safety inspection of the overhead equipment, bucket trucks and the fire suppression system at the fuel depot.
Licenses: The cost of license renewals required to operate department equipment (CDL, Hoisting, etc).

Supplies:

Office Supplies and Stationery: Office supplies, paper, purchase orders, time cards, etc. for all DPW Divisions.
GIS Supplies: Cost of providing GIS services to other Town Departments including training, office supplies, computer hardware/software, consultants and software licenses.

Other Supplies:

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

Town of Natick

Home of Champions

Department: Public Works | **Municipal Energy**

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Operating Expenses						
Purchase of Services	$ 1,306,258	*$ 1,155,272*	$ 1,522,434	$ 1,477,112	$ (45,322)	-2.98%
Other Supplies	$ 847	*$ 1,634*	$ 4,000	$ 2,000	$ (2,000)	-50.00%
Total Operating Expenses	**$ 1,307,105**	**$ 1,156,906**	**$ 1,526,434**	**$ 1,479,112**	**$ (47,322)**	**-3.10%**
Total DPW Energy	**$ 1,307,105**	**$ 1,156,906**	**$ 1,526,434**	**$ 1,479,112**	**$ (47,322)**	**-3.10%**

Mission:

To provide affordable energy resources while maximizing conservation.

Goals:

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

Staffing:

No staff are paid directly out of the energy budget.

Budget Overview:

I. Main Purpose of the Division

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

II. Recent Developments

Continued the conversion of streetlights to energy efficient LED fixtures (South Natick).
Replaced the fire suppresion system at the Municipal Fuel Depot.
Integration of fuel usage with vehicle asset management.
Installation of rooftop solar power generation on the DPW Fleet Storage Garage, EMD Garage, and Ice Rink.
Completed re-painting of all downtown decorative light posts.
Completed cost benefit analysis for CNG fuel vehicles.

III. Current Challenges

Energy cost fluctuations.
Lack of stability makes the budget process very difficult.
Preventative maintenance and repairs to traffic signals. Inventory and develop a capital replacement program.
Replacement of aging storage tanks.

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

Pilot alternative fuel vehicles (Hybrid, Electrrc, up-fit XL Hybrid Technology).

V. On the Horizon

Continue to search for alternative energy sources and alternative fuel vehicles.
Partner with MAPC for hybrid conversions, anti-idling vehcile technologies, green fleet resources

Town of Natick

Home of Champions

Department: Public Works	Municipal Energy

Performance Indicators

* Estimated	2014	2015	2016	2017*	2018*
Workload Indicators					
Natural Gas Use (Therms)	113,327	119,841	95,906	115,000	115,000
Electrical Use (kW)	2,828,822	3,463,875	2,662,869	2,900,000	2,900,000
Ultra Low Sulfur Diesel Use (Gallons)	98,507	109,305	94,542	100,000	100,000
Unleaded Fuel 87 Octane Use (Gallons)	85,534	81,950	74,994	85,000	85,000

* Estimated	2014	2015	2016	2017*	2018*
Efficiency Indicators					
Gross S.F. of General Fund Municipal Bldgs	374,821	374,821	374,821	377,570	377,570
Building Energy Costs/Gross Square Foot	$ 1.71	$ 1.79	$ 1.59	$ 2.11	$ 2.04

Budget Detail:	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Street Lighting						
Street Lighting Expenses	$ 92,427	*$ 98,828*	$ 93,021	$ 95,812	$ 2,791	3.00%
Contractual Services	$ 42,962	*$ 127,928*	$ 105,950	$ 85,500	$ (20,450)	-19.30%
Buildings						
Bldg Maint - Utilities: Electric	$ 515,194	*$ 511,679*	$ 651,763	$ 624,100	$ (27,663)	-4.24%
Bldg Maint - Utilities: Fuel Oil & Nat. Gas	$ 154,776	*$ 85,001*	$ 145,000	$ 145,000	$ -	0.00%
Vehicles						
Equip Maint - Vehicular Supplies: Gasoline	$ 500,899	*$ 331,836*	$ 526,700	$ 526,700	$ -	0.00%
Purchase of Services	**$ 1,306,258**	**$ 1,155,272**	**$1,522,434**	**$ 1,477,112**	**$ (45,322)**	**-2.98%**
Holiday Lighting	$ 847	*$ 1,634*	$ 4,000	$ 2,000	$ (2,000)	-50.00%
Other Supplies	**$ 847**	**$ 1,634**	**$ 4,000**	**$ 2,000**	**$ (2,000)**	**-50.00%**
Total DPW Energy	**$ 1,307,105**	**$ 1,156,906**	**$1,526,434**	**$ 1,479,112**	**$ (47,322)**	**-3.10%**

Line-Item Detail:

Purchase of Services:

Street Lighting Expenses - Energy and hardware costs for all street and traffic lights.
Contractual Services - Cost to maintain and repair street, traffic ,and exterior lights throughout the town. Consulting and contracting for energy management services.
Building Maintenance - Utilities - Cost of electricity at town owned buildings.
Building Maintenance - Utilities: Fuel Oil & Natural Gas - Cost for natural gas and fuel oil for hot water and heat at town buildings. Current natural gas prices remain stabile.
Equipment Maintenance - Vehicular Supplies: Gasoline - Cost of all fuel used in town vehicles. This includes unleaded fuel 87 octane, ultra low sulfur diesel , and propane gas.

Other Supplies:

Holiday Lighting - Costs associated with holiday lighting.

Town of Natick

Home of Champions

Department: Public Works | **Engineering**

Appropriation Summary

Salaries	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Personnel Services	$ 413,933	$ 413,371	$ 442,672	$ 441,520	$ (1,152)	-0.26%
Total Salaries	**$ 413,933**	**$ 413,371**	**$ 442,672**	**$ 441,520**	**$ (1,152)**	**-0.26%**
Operating Expenses						
Purchased Services	$ 5,346	$ 5,570	$ 7,000	$ 7,500	$ 500	7.14%
Technical & Professional Services	$ 39,744	$ 99,513	$ 90,000	$ 90,500	$ 500	0.56%
Other Supplies	$ 5,255	$ 5,200	$ 5,200	$ 5,300	$ 100	1.92%
Total Operating Expenses	**$ 50,345**	**$ 110,283**	**$ 102,200**	**$ 103,300**	**$ 1,100**	**1.08%**
Total DPW - Engineering	**$ 464,278**	**$ 523,654**	**$ 544,872**	**$ 544,820**	**$ (52)**	**-0.01%**

Goals:

- Integrate DPW Issued permits into Municity Permit Program.
- Create Drain Layers License requirements for DPW, and submit to the Board of Selectmen for approval.
- Complete Street Sign Inventory
- Create Stormwater Management Oversight Committee
- Continue to work with all Town Departments to improve the coordination and mitigation of the impacts to Town services for all current and future development projects.
- Create a Driveway Curb Cut Policy to work in conjunction with Community Development/Building Inspector .

Department: Public Works

Budget Overview:

Main Purpose of the Division

The Engineering Division responds to all inquiries by the public, and provides support to other divisions in Public Works and other departments throughout the Town. This Division:
- Reviews subdivision/site plans for the Planning Board.
- Reviews development and aquifer protection plans for the Zoning Board of Appeals, and as requested by the Conservation Commission.
- Inspects developer's work to assure compliance with the approved plans.
- Recommends bond amounts to protect the Town should a developer not complete their obligations.
- Updates various Town maps and all Town as-built utility plans/records.
- Prepares easement plans and documents for Town utility easements.
- Prepares construction plans, specifications, documents , and provides construction management for various Town construction projects.
- Conducts field surveys to determine locations of water, sewer, and drain lines.
- Manages the Town's Street Opening Policy, and issuance of all sewer & water connection permits.
- Ensures trench permits are issued for trench excavations.
- Works with the Building Department regarding the issuance of Certificates of Occupancy.
- Manages the Town's U.S.EPA issued Storm Water Management Permit.
- Manages Town Pavement Management Plan/Roadway Improvement Plan.
- Ensures Town compliance with DCR's Office of Dam Safety requirements for the Charles River Dam and Jennings Pond Dam.
-The Division utilizes computers, GPS and traditional surveying equipment, data collectors, plotters, scanners, Civil 3D design and drafting software, GIS software, and various other software packages to perform these functions.

Recent Developments
- Completed the Design & Permitting for the Roadway Improvements to Cottage Street, and the Pleasant Street Bridge Rehabilitation project.
- Continued to provide DPW coordination for the State reconstruction projects for the Marion Street Bridge Replacement, Route 27 Corridor Project, and the Route 27/Route 9 Interchange.
- Continued to coordinate the utility and roadway mitigation projects required by site plans approved through the Planning Board and Zoning Board.
- Prepared and managed the construction contract for Chapter 90 Roadway Improvements for 2016.
- Completed street acceptance process for Hunter's Lane and Heavey Way.

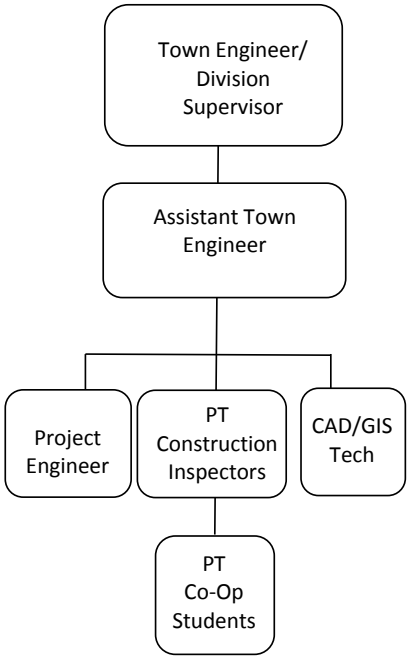
III. Current Challenges
- Update the Town's 5 Year Roadway Improvement Plan.
- Bid and construct Roadway & Drainage Improvements for Cottage Street, and the Pleasant Street Bridge Rehabilitation projects.
- Complete the Stormwater Plan for the newly issued MS4 Permit, and file of the associated NOI. Complete stated goals of the first year of the MS4 permit.
- Design/bid/construct the roadway improvements at various locations contract for 2017.
- Complete Design/Permitting/Bidding/Start Construction of the South Main Street Roadway Improvements project.
- Complete the Drainage Master Plan for the North Ave Drainage Area.

Town of Natick

Home of Champions

Department: Public Works	Division: Engineering				
Staffing	**2014**	**2015**	**2016**	**2017**	**2018**
Town Engineer/Division Supervisor	1	1	1	1	1
Assistant Town Engineer	1	1	1	1	1
Project Engineer	1	1	1	1	1
CAD/GIS Technician	1	1	1	1	1
Total FTE	**4**	**4**	**4**	**4**	**4**
Construction Inspectors (Part-time)	0.49	0.49	0.49	0.98	0.98
Co-Op Student (Part-time)	1	1	1	0.5	0.5
Total FT/PT	**4 FT / 2 PT**	**4 FT / 2 PT**	**4 FT / 2PT**	**4 FT / 3 PT**	**4 FT / 3 PT**

Organizational Chart



Performance Indicators

	2014	**2015**	**2016**	**2017***	**2018***
Workload Indicators					
Value of Town Roadway Improvement & various utility Projects - Provided Construction Management & Inspection Services	$2,800,000	$4,100,000	$4,500,000	$2,500,000	$5,750,000
Number of Water and Sewer Service Permits Issued - Provided Inspections and As-built Plan Revisions	135	123	160	160	170
Number of Street Opening Permits Issued - Provided Necessary Inspections	252	205	193	200	200
Number of Utility Mark-outs Provided for Town Wide Construction Activities	293	300	301	325	325
Building Permit Reviews	241	295	345	350	350
Planning Board & ZBA Plan Reviews	66	65	64	65	70

** Estimated figures.*

Town of Natick

Home of Champions

Department: Public Works **Engineering**

Budget Detail:

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Supervisory	$ 103,089	$ 103,521	$ 103,052	$ 102,657	$ (395)	-0.38%
Salaries Technical Professional	$ 228,168	$ 235,236	$ 245,074	$ 244,135	$ (939)	-0.38%
Salaries Part-Time Operational	$ 55,676	$ 47,614	$ 65,746	$ 65,928	$ 182	0.28%
Supervisory Additional Comp	$ 27,000	$ 27,000	$ 28,800	$ 28,800	$ -	0.00%
Personnel Services	**$ 413,933**	**$ 413,371**	**$ 442,672**	**$ 441,520**	**$ (1,152)**	**-0.26%**
Licenses, Dues & Training	$ 2,256	$ 3,349	$ 4,000	$ 4,500	$ 500	12.50%
Repairs & Maint. Equipment	$ 3,090	$ 2,221	$ 3,000	$ 3,000	$ -	0.00%
Purchased Services	**$ 5,346**	**$ 5,570**	**$ 7,000**	**$ 7,500**	**$ 500**	**7.14%**
Consultant Engineering	$ 8,778	$ 10,676	$ 10,000	$ 10,500	$ 500	5.00%
Storm Water Master Plan	$ 30,966	$ 88,837	$ 80,000	$ 80,000	$ -	0.00%
Technical & Professional Services	**$ 39,744**	**$ 99,513**	**$ 90,000**	**$ 90,500**	**$ 500**	**0.56%**
Engineering Supplies	$ 5,255	$ 5,200	$ 5,200	$ 5,300	$ 100	1.92%
Other Supplies	**$ 5,255**	**$ 5,200**	**$ 5,200**	**$ 5,300**	**$ 100**	**1.92%**
Total Operating Expenses	**$ 50,345**	**$ 110,283**	**$ 102,200**	**$ 103,300**	**$ 1,100**	**1.08%**
Total DPW Engineering	**$ 464,278**	**$ 523,654**	**$ 544,872**	**$ 544,820**	**$ (52)**	**-0.01%**

Line-Item Detail:

Personnel Services:

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

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

Purchased Services:

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

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

Technical & Professional Services:

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

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

Other Supplies:

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

Town of Natick

Home of Champions

Department: Public Works | **Equipment Maintenance**

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries						
Personnel Services	$ 520,545	$ 511,336	$ 551,079	$ 571,391	$ 20,312	3.69%
Total Salaries	**$ 520,545**	**$ 511,336**	**$ 551,079**	**$ 571,391**	**$ 20,312**	**3.69%**
Operating Expenses						
Purchased Services	$ 42,689	$ 40,196	$ 44,270	$ 45,300	$ 1,030	2.33%
Supplies	$ 274,256	$ 324,486	$ 291,845	$ 314,100	$ 22,255	7.63%
Other Capital Outlay	$ 525	$ 1,751	$ 5,000	$ 5,000	$ -	0.00%
Total Operating Expenses	**$ 317,470**	**$ 366,433**	**$ 341,115**	**$ 364,400**	**$ 23,285**	**6.83%**
Total DPW - Equip. Maintenance	$ 838,015	$ 877,769	$ 892,194	$ 935,791	$ 43,597	4.89%

Goals:

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

Town of Natick

Home of Champions

Department: Public Works | **Equipment Maintenance**

Budget Overview:

Department of Public Works Equipment Maintenance Division

I. Main Purpose of the Division

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

II. Recent Developments

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

III. Current Challenges

Increased costs for tires and parts; Fluctuating fuel and lubricant prices.
Locating parts for equipment at an affordable cost. Availability of parts for older equipment.
Training and mentoring less experienced staff; locating experienced staff to fill vacancies.

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

Staff departures and retirements have created a younger less experienced workforce requiring additional training and supervision.
Improve equipment preventative maintenance and service scheduling. Improve asset information management , tracking, and documentation.

V. On the Horizon

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

Town of Natick

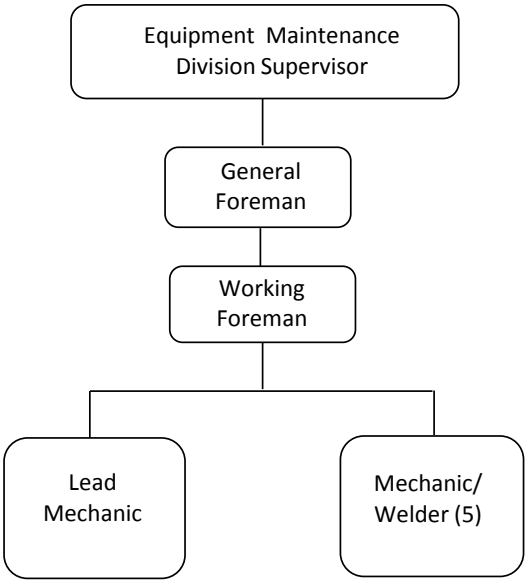
Home of Champions

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

Staffing	**2014**	**2015**	**2016**	**2017**	**2018**
Division Supervisor	1	1	1	1	1
General Foreman	1	1	1	1	1
Lead Mechanic	1	1	1	1	1
Working Foreman	1	1	1	1	1
Mechanic/Welder	5	5	5	5	5
Total FTE	**9**	**9**	**9**	**9**	**9**
Total FT/PT	**9 FT / 0 PT**	**9 FT / 0 PT**	**9 FT / 0 PT**	**9 FT / 0 PT**	**9 FT / 0 PT**

Notes

Organizational Chart



Performance Indicators

	2014	**2015**	**2016**	**2017**	**2018**
Workload Indicators					
Total Pieces of Equipment Maintained	488	490	491	491	498
Registered Vehicles Maintained				238	245
Backup Generators Maintained				23	23

Town of Natick

Home of Champions

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

Narrative:

Personnel Services:

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

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

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

Operational Staff Additional Compensation: Longevity and temporary upgrades.

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

Purchase of Services:

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

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

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

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

Supplies:

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

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

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

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

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

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

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

Other Capital Outlay:

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

Town of Natick

Home of Champions

Department: Public Works | **Highway, Sanitation & Recycling**

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries						
Personnel Services	$ 1,583,931	$ 1,632,831	$ 1,625,762	$ 1,716,611	$ 90,849	5.59%
Total Salaries	**$ 1,583,931**	**$ 1,632,831**	**$ 1,625,762**	**$ 1,716,611**	**$ 90,849**	**5.59%**
Operating Expenses						
Purchased Services	$ 112,456	$ 117,664	$ 126,250	$ 136,300	$ 10,050	7.96%
Supplies	$ 292,594	$ 273,946	$ 338,530	$ 353,450	$ 14,920	4.41%
Other Charges/Expenses	$ 1,904,296	$ 1,336,653	$ 1,222,000	$ 1,239,300	$ 17,300	1.42%
Total Operating Expenses	**$ 2,309,346**	**$ 1,728,263**	**$ 1,686,780**	**$ 1,729,050**	**$ 42,270**	**2.51%**
Total DPW - Highway/Sanitation	**$ 3,893,277**	**$ 3,361,094**	**$ 3,312,542**	**$ 3,445,661**	**$ 133,119**	**4.02%**

Goals:

To computerize all work orders and have the foreman enter information for better tracking. Continued working with sustainability coordinator to pilot the food/organic waste composting program. Investigate implementing a salt brine/calcium operation for winter deicing.

Budget Overview:

I. Main Purpose of the Division

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

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

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

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

Budget Overview (con't):

II. Recent Developments

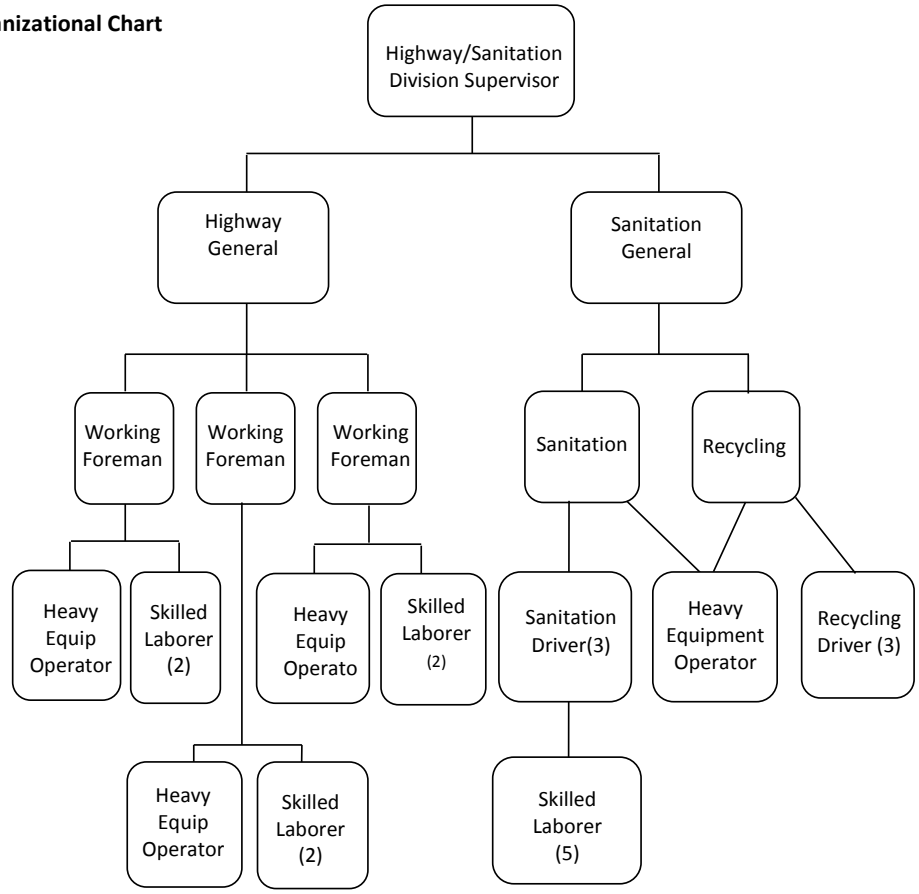
Approval of a second compactor at Recycling Center which will make for more efficient disposal. The implementation of the My Waste App which gives residents the ability to electronically recieve their personalized trash and recycle notifications and information. The installation of (2) computerized sander controls to reduce winter salt use and have better control of material dispensing. GPS installations in trash and recycle trucks as well as sanders will help streamline operations.

III. Current Challenges

Work with engineering Division on new Storm Water permitting. The expiration of the start up grant for mattress pickup and recycling. Provide resources (staff and equipment) for the food waste pilot program.

Staffing	2014	2015	2016	2017	2018
Division Supervisor	1	1	1	1	1
Highway General Foreman	1	1	1	1	1
Sanitation General Foreman	1	1	1	1	1
Working Foreman	3	3	3	3	3
Heavy Equipment Operator	4	4	4	4	4
Sanitation Driver	5	5	6	6	6
Skilled Laborer	11	12	11	11	11
Total FTE	**26**	**27**	**27**	**27**	**27**
Total FT/PT	**26FT/3PT**	**27 FT / 3PT**	**27FT/3PT**	**27FT/3PT**	**27FT/3PT**

Organizational Chart



Town of Natick

Home of Champions

Department: Public Works	Division: Highway, Sanitation & Recycling

Performance Indicators

Calendar year	CY 2014	FY 2015	FY 2016	FY 2017*	FY 2018*
Workload Indicators					
Highway					
Total miles of accepted roadways maintained	132	132	132	132	132
Number of catch basins cleaned	1300	1800	1285		
Sanitation					
Total tons of municipal solid waste collected curbside	5780	6142	6299	6460	6500
Total number of households provided with sanitation collection	9435	9435	10020	10060	10100
Total tons of recyclables collected					
- Curbside	3487	3518	3608	3700	3794
- At Recycling Center	600	656	660	664	668
Total tons of yard waste collected at curbside	3000	6000	5800	5607	5420
Number of curbside yard waste collection days	8	8	8	8	8
Total tons of yard waste and brush accepted at Recycling Center	4400	4500	4500	4602	4706
Snow & Ice Removal					
Number of snow events					
- Minor storms	24	38	16	26	26
- Major storms	7	7	5	6	6
Tons of materials used to treat Natick Streets					
- Salt	4508	5280	2853	4650	4650
- Sand	5322	4845	1100	1787	1787
- Liquid		4050	2000	3260	3260
Sidewalk & Curb Repair					
Asphalt curbing (lf)	3545	3645	1974	1069	579
Asphalt sidewalks (lf)	0	0	7404	4010	2172
Street and Traffic Signs					
New	82	98	113	130	150
Repaired & replaced	248	300	289	278	267
Catch Basin & Manhole Repair					
Manholes	9	13	6	9	14
Catch basins	56	59	33	49	73
New structures	5	4	2	6	6
Line Painting					
Crosswalks	288	288	293	298	303
Center & fog Lines	35	35	35	35	35

** Estimates*

	CY 2014	FY 2015	FY 2016	FY 2017*	FY 2018*
Efficiency Indicators					
Average cost per snow storm	$66,950	$43,650	$56,940	$60,000	$60,000
Average cost per catch basin repair	$200 - $400	$300 - $500	$300 - $500	$350 - $550	$350 - $550
Average disposal cost/ton of solid waste	$75.66	$64.00	$66.00	$68.00	$70.00
Average response time to perform routine street maint.	24	24	24	24	24

Town of Natick

Home of Champions

Department: Public Works | **Highway, Sanitation & Recycling**

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Supervisory	$ 101,991	$ 102,418	$ 101,954	$ 101,564	$ (390)	-0.38%
Salaries Operational Staff	$ 1,238,635	$ 1,275,771	$ 1,309,517	$ 1,385,321	$ 75,804	5.79%
Salaries Temp Operational Staff	$ 49,056	$ 56,026	$ 35,731	$ 40,500	$ 4,769	13.35%
Supervisory Additional Comp	$ 6,000	$ 6,000	$ 6,500	$ 6,500	$ -	0.00%
Operational Staff Additional Comp	$ 16,123	$ 15,078	$ 16,060	$ 17,178	$ 1,118	6.96%
Operational Staff Overtime	$ 172,126	$ 177,538	$ 156,000	$ 165,548	$ 9,548	6.12%
Personnel Services	**$ 1,583,931**	**$ 1,632,831**	**$ 1,625,762**	**$ 1,716,611**	**$ 90,849**	**5.59%**
Communication telephone	$ 3,636	$ 4,517	$ 3,250	$ 3,300	$ 50	1.54%
Test/disposal street sweepings	$ 25,792	$ 14,140	$ 20,000	$ 22,000	$ 2,000	10.00%
Purchased Services: Crack sealing	$ 30,386	$ 30,000	$ 30,000	$ 36,300	$ 6,300	21.00%
Purchased Services: Sand/gravel	$ 6,834	$ 13,582	$ 12,000	$ 12,000	$ -	0.00%
Landfill cap maintenance	$ 7,549	$ -	$ 6,500	$ 6,500	$ -	0.00%
Condensate disposal - flaring station	$ -	$ -	$ 2,500	$ 2,500	$ -	0.00%
Landfill gas/flaring station maintenance	$ 9,825	$ 23,259	$ 10,500	$ 10,500	$ -	0.00%
Landfill environmental testing	$ 19,772	$ 29,597	$ 30,000	$ 31,500	$ 1,500	5.00%
Yard waste brush grinding	$ 3,976	$ 324	$ 9,500	$ 9,600	$ 100	1.05%
Purchased Services: Miscellaneous	$ 4,686	$ 2,245	$ 2,000	$ 2,100	$ 100	5.00%
Purchased Services	**$ 112,456**	**$ 117,664**	**$ 126,250**	**$ 136,300**	**$ 10,050**	**7.96%**
Licenses - CDL and special	$ 734	$ 1,024	$ 1,100	$ 1,150	$ 50	4.55%
Clothing allowance Operational Staff	$ 8,400	$ 9,100	$ 9,100	$ 9,100	$ -	0.00%
Maintenance materials	$ 49,261	$ 39,981	$ 52,500	$ 52,500	$ -	0.00%
Off-street drainage	$ 10,412	$ 10,616	$ 12,000	$ 14,000	$ 2,000	16.67%
Recycling Center maintenance & supplies	$ 4,468	$ 2,997	$ 5,000	$ 5,000	$ -	0.00%
Traffic markings and signs	$ 76,095	$ 95,777	$ 95,000	$ 95,000	$ -	0.00%
Waste bags: Pay-as-you-throw	$ 127,751	$ 100,818	$ 143,330	$ 155,700	$ 12,370	8.63%
Compost/recycling bins	$ 7,458	$ 6,376	$ 12,500	$ 13,000	$ 500	4.00%
Other supplies: Miscellaneous	$ 8,015	$ 7,257	$ 8,000	$ 8,000	$ -	0.00%
Supplies	**$ 292,594**	**$ 273,946**	**$ 338,530**	**$ 353,450**	**$ 14,920**	**4.41%**
Snow removal	$ 1,264,319	$ 685,406	$ 550,000	$ 550,000	$ -	0.00%
Household hazardous waste disposal	$ 14,052	$ 14,905	$ 15,000	$ 16,000	$ 1,000	6.67%
Street & sidewalk maintenance	$ 162,552	$ 149,403	$ 160,000	$ 165,000	$ 5,000	3.13%
Tipping fees - yard waste	$ 18,500	$ 19,441	$ 19,500	$ 21,500	$ 2,000	10.26%
Tipping fees - solid waste	$ 433,161	$ 456,685	$ 465,000	$ 474,300	$ 9,300	2.00%
Recycling - curbside	$ 4,831	$ 5,000	$ 5,000	$ 5,000	$ -	0.00%
Recycling - education materials	$ 3,872	$ 2,700	$ 3,500	$ 3,500	$ -	0.00%
Transportation - hauling tolls	$ 3,009	$ 3,113	$ 4,000	$ 4,000	$ -	0.00%
Other Charges/Expenses	**$ 1,904,296**	**$ 1,336,653**	**$ 1,222,000**	**$ 1,239,300**	**$ 17,300**	**1.42%**
Total Expenses	**$ 2,309,346**	**$ 1,728,263**	**$ 1,686,780**	**$ 1,729,050**	**$ 42,270**	**2.51%**
Total DPW Highway, Sanitation & Recycle	**$ 3,893,277**	**$ 3,361,094**	**$ 3,312,542**	**$ 3,445,661**	**$ 133,119**	**4.02%**

Department: Public Works | **Division: Highway, Sanitation, Recycling**

Personnel Services:

Salaries Supervisory: Supervisor of Highway, Sanitation, and Recycling who oversees this division.
Salaries Operational Staff: Twenty-six employee positions who maintain and repair the roadways in the town, collect trash and recycling and operate the recycling center.
Salaries Temporary Operational Staff: Police details for work done in the roadways and pay for summer employees.
Supervisory Additional Compensation: Education incentive stipends and service awards.
Operational Staff Additional Compensation: Longevity, differential pay and temporary upgrades per union contract.
Operational Staff Overtime: Emergencies and callbacks after normal operating hours.

Purchase of Services:

Communication telephone: Telephone, cable, cellular phone service.
Test/disposal of street sweepings: To utilize an outside contractor to test and dispose street sweepings and catch basin material.
Purchase services - crack Sealing: Sealing certain roads to prolong their use and to minimize pothole repair.
Purchase services - sand and gravel: Purchase sand, gravel and stone from an outside vendors.
Landfill cap maintenance: Repairs and maintenance of the 34 acre municipal landfill in accordance with all State and Federal regulations.
Condensate disposal flaring station: Testing and disposal of liquid condensate from the operation of the Flaring Station at landfill.
Landfill gas flaring station maintenance: Maintenance and operational expense for the gas Flaring Station at landfill.
Yard waste brush grinding: Operation and maintenance of the brush grinder used at the Recycling Center.
Purchased services miscellaneous: Membership dues, training, certifications, etc.

Supplies:

License - CDL and special: Reimbursement to the employees for license renewals, CDL, Hoisting, etc.
Clothing allowance operational staff: Clothing allowance and winter jackets per union contract.
Maintenance materials: Tools (saws, blowers, rollers and wheel barrels), safety equipment, cold patch and other equipment.
Off-street drainage: Basin repair materials (block, brick, catch basins, manholes and pipe) and other equipment for drain work.
Recycling Center maintenance and supplies: Supplies and materials for the operations at the Recycling Center, including tarps for the roll-off containers, spill containment items and cleaning products.
Traffic markings and signs: Road pavement markings (center and side lines, crosswalks and parking spaces) and the material needed to make street/traffic signs including blanks, reflective paper and posts. therefore safety.
Waste Bags – Pay-as-you-throw: This fund is for the purchase of the PAYT bags that are sold in various retail stores in town.
Other Supplies: Miscellaneous: This fund is for materials and supplies used by the Division including gloves, cleaning products and deodorant for the trucks, dumpster covers and repairs, spill equipment and other safety supplies.

Other Charges & Expenditures:

Snow removal: This fund is for snow removal including road salt, liquid deicer, employee overtime, snow contractors and other expenses related to snow removal and sanding operations.
Household hazardous waste disposal: This fund covers the cost associated with the proper disposal of household and municipal hazardous waste. This involves the disposal of waste oil, paint and paint related material, abandoned waste left throughout Town at the roadside, materials for all municipal buildings such as fluorescent lamps and ballast for electrical fixtures.
Street and sidewalk maintenance: This fund is for the completion of the town's paving including bituminous concrete and castings and for repairing sidewalks throughout the town.
Tipping fees - yard waste: This fund is for the proper disposal of yard waste collected at curbside and at the Recycling Center.
Tipping fees - solid waste This fund is for all disposal costs for solid waste. The primary disposal site is the Millbury Waste-to-Energy facility. The tipping fee covers additional cost for Federal and State mandated environmental pollution retrofits at the Millbury Facility such as Mercury separation plans, landfill ash stabilization process, various scrubbers.
Recycling curbside: This is for the cost of disposal for goods that are not recyclable.
Recycling - education materials: This fund is for public education materials in addition to the DEP supplied materials such as the calendar.
Transportation - hauling tolls: This fund is for all costs associated with the Mass Turnpike including all DPW vehicles equipped with the appropriate turnpike readers.

Town of Natick

Home of Champions

Department: Public Works | **Land Facilities and Natural Resources**

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries						
Personnel Services	$ 494,474	$ 493,686	$ 601,018	$ 613,641	$ 12,623	2.10%
Total Salaries	**$ 494,474**	**$ 493,686**	**$ 601,018**	**$ 613,641**	**$ 12,623**	**2.10%**
Operating Expenses						
Supplies	$ 128,635	$ 146,353	$ 176,420	$ 202,770	$ 26,350	14.94%
Purchased Services	$ 5,075	$ 5,550	$ 5,250	$ 5,250	$ -	0.00%
Technical & Professional Services	$ 120,097	$ 119,735	$ 127,690	$ 146,810	$ 19,120	14.97%
Total Operating Expenses	**$ 253,807**	**$ 271,638**	**$ 309,360**	**$ 354,830**	**$ 45,470**	**14.70%**
Total LF & NR	**$ 748,281**	**$ 765,324**	**$ 910,378**	**$ 968,471**	**$ 58,093**	**6.38%**

Goals:

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

Town of Natick

Home of Champions

Department: Public Works

Budget Overview:

Main Purpose of the Division

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

Recent Developments

New Bucket Truck and Log Loader in addition to Tree Worker Position, increase in Tree Work performed
New responsability of School Landscape Maintenance, including staff, and operational /capital resources
Continued Centralized Irrigation upgrades
Tree Planting Program- Spring/Summer 2016 Plantings
Collaboation with Sustainability Coordinator for Healthier Lawn Inititaive Project-Year 1 Results
Tree City USA award for FY2016. Natick has nine years as a Tree City USA
Continued improvement of Champion Tree Inventory and preservation strategies.
First year of full scaleTree Inventory, establishing asset values and prioritizing removals and care

Current Challenges

Time- The Department's greatest challenge is time. Time to perform needed tasks associated with field care and tree work. The Department continually searches for new innovations and modifies procedures to find efficiency improvements.
Intense Use- The Department is constantly challenged with the high use model for the athletic fields. Fields are used everyday by user groups including the general public, youth groups, physical education classes, and high school events.
Dogs on Athletic Fields - The Department Supervisor and Staff constantly asks dog owners to follow the bylaw of the town to please leash their pet and pick up after the pet. Dog feces is common on some athletic space and dogs also urinate on field equipment. Volunteers have helped with the clean up effort.
Tree Decline, Environmental, Pathogen, and Insect Threats- The Department is constantly challenged with tree decline and the work load associated with high risk removals and effforts to replant what has been lost. Environmental factors such as recent drought and insect prsssures such as the threat of Emerald Ash Borer and Gypsy Moth pose a significant risk to tree population of Natick.

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

None

On the Horizon

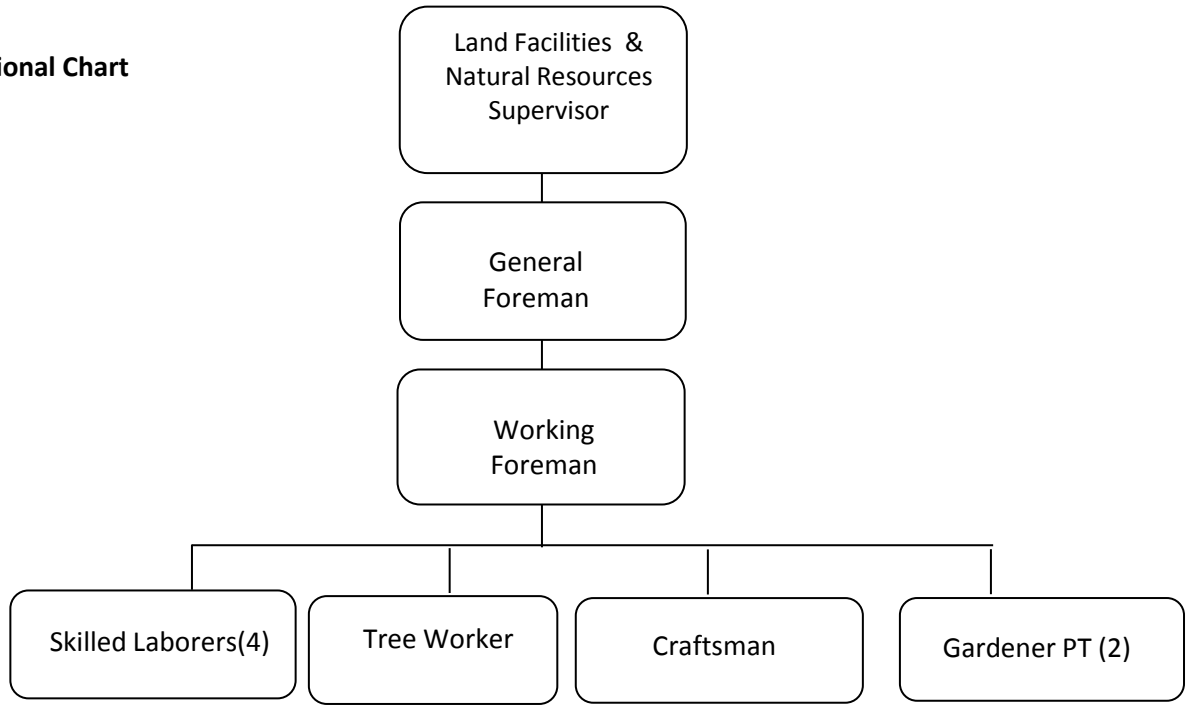
East School and Navy Yard reconstruction
Tree City USA recertification
Continuation of Tree Planting Program
Continuous improvements to tree inventory
Improvements in operational excellence and scheduling of tasks and special projects

Town of Natick

Home of Champions

Department: Public Works	Division: Land Facilities & Natural Resources				
Staffing	**2014**	**2015**	**2016**	**2017**	**2018**
Division Supervisor	1	1	1	1	1
General Foreman	1	1	1	1	1
Working Foreman	1	1	1	1	1
Craftsmen	1	1	1	1	1
Tree Worker	0	0	1	1	1
Skilled Laborers	3	4	3	4	4
Total FTE	**7**	**8**	**8**	**9**	**9**
Gardener (Part-time)	2	2	2	2	2
Total FT/PT	**7 FT / 2 PT**	**8 FT / 2 PT**	**8 FT / 2 PT**	**9 FT / 2 PT**	**9 FT / 2 PT**

Organizational Chart



Performance Indicators	**2014**	**2015**	**2016**	**2017***	**2018***
Workload Indicators					
Land Facilities					
Number of fields & parks maintained	62	62	62	62	62
Acres Mowed Via Contract	60	57.5	54	54	54
Forestry					
Number of trees removed	30	37	32	80	85
Number of trees pruned	-	31	21	40	45
Number of stumps removed	-	29	62	60	65

**Estimation*

Town of Natick

Home of Champions

Department: Public Works | Land Facilities & Natural Resources

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Supervisory	$ 98,698	$ 99,112	$ 98,663	$ 98,285	$ (378)	-0.38%
Salaries Operational Staff	$ 325,726	$ 310,240	$ 416,997	$ 429,432	$ 12,435	2.98%
Salaries Temporary Operational	$ 29,096	$ 35,042	$ 38,723	$ 38,723	$ -	0.00%
Supervisory Additional Comp	$ 9,300	$ 9,300	$ 9,300	$ 9,300	$ -	0.00%
Operational Staff Additional Comp	$ 5,620	$ 5,907	$ 6,440	$ 5,115	$ (1,325)	-20.57%
Operational Staff Overtime	$ 26,034	$ 34,085	$ 30,895	$ 32,786	$ 1,891	6.12%
Personnel Services	**$ 494,474**	**$ 493,686**	**$ 601,018**	**$ 613,641**	**$ 12,623**	**2.10%**
Licenses - CDL & special	$ 255	$ 235	$ 300	$ 300	$ -	0.00%
Clothing allowance operational staff	$ 2,100	$ 2,100	$ 2,450	$ 2,500	$ 50	2.04%
Materials field maintenance	$ 83,833	$ 91,311	$ 118,950	$ 132,250	$ 13,300	11.18%
Materials playground	$ 15,779	$ 23,226	$ 18,000	$ 30,000	$ 12,000	66.67%
Materials beach maintenance	$ 317	$ 175	$ 600	$ 600	$ -	0.00%
Tools & hardware	$ 12,548	$ 13,299	$ 21,120	$ 21,120	$ -	0.00%
Materials planting	$ 8,927	$ 11,168	$ 10,000	$ 10,000	$ -	0.00%
Irrigation system	$ 4,876	$ 4,839	$ 5,000	$ 6,000	$ 1,000	20.00%
Supplies	**$ 128,635**	**$ 146,353**	**$ 176,420**	**$ 202,770**	**$ 26,350**	**14.94%**
Purchased Services: miscellaneous	$ 5,075	$ 5,550	$ 5,250	$ 5,250	$ -	0.00%
Purchased Services	**$ 5,075**	**$ 5,550**	**$ 5,250**	**$ 5,250**	**$ -**	**0.00%**
Tree services	$ 61,767	$ 57,005	$ 62,180	$ 75,300	$ 13,120	21.10%
Mowing services	$ 58,330	$ 62,730	$ 65,510	$ 71,510	$ 6,000	9.16%
Technical & Professional Services	**$ 120,097**	**$ 119,735**	**$ 127,690**	**$ 146,810**	**$ 19,120**	**14.97%**
Total Expenses	**$ 253,807**	**$ 271,638**	**$ 309,360**	**$ 354,830**	**$ 45,470**	**14.70%**
Total DPW LF & NR	**$ 748,281**	**$ 765,324**	**$ 910,378**	**$ 968,471**	**$ 58,093**	**6.38%**

Personnel Services:

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

Supplies:

Licenses-CDL and special: Reimbursement of employees for license renewals (CDL, hoisting, etc.) per contract agreement.
Clothing allowance operational staff: Clothing allowance for employees per contract agreement**.**
Materials field maintenance: Purchase of pellet lime, fertilizer, infield conditioner, infield mix, pesticides, contractual pesticide and herbicide applications, bark mulch, grass seed, loam, topdressing materials, fence repairs.
Materials playgrounds: Purchase of playground resilient materials and parts needed to make repairs.
Materials beach maintenance: Purchase of beach sand, turn boards, fence repairs, and repairs to the piers and playground equipment.
Tools and hardware: Purchase of misc. tools and hardware, flags for the buildings and parks, plastic bags for trash receptacles, padlocks, keys, 2-cycle oil, saw chains, files, chain saw repairs, batteries, wire ties, light bulbs, park bench repairs, string, tape measures, RV antifreeze for winter shutdowns, gas cans, nuts, bolts, etc.
Materials planting: Purchase of a limited number of trees, various plants in the landscape that are in need of replacement, and flowers for the gardens.
Irrigation system: Purchase irrigation parts for repairs, upgrades, and is used to fund irrigation contractor work on an as needed basis.

Purchase of Services:

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

Technical & Professional Services:

Tree service: Pruning and removal work done by outside contractors, poison ivy control in the parks and on school grounds, Hemlock Wooly Adelgid sprays, Dutch Elm Disease and winter moth controls, and deep root fertilization. A recent decision by the Attorney General requires all tree work to be completed under MGL Ch 30 39M. This requires contractors to pay prevailing wage, and post additional bonds.
Mowing service: Mowing of 16 sites, which covers 54 acres of grass, by an outside contractor.

Town of Natick

Home of Champions

Department: Public Works | **Equipment Maintenance**

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Supervisory	$ 98,951	$ 99,112	$ 98,663	$ 98,285	$ (378)	-0.38%
Salaries Operational Staff	$ 355,534	$ 353,335	$ 408,992	$ 427,939	$ 18,947	4.63%
Supervisory Additional Comp	$ 21,738	$ 19,584	$ 13,084	$ 13,084	$ -	0.00%
Operational Staff Additional Comp	$ 2,947	$ 1,933	$ 3,410	$ 3,505	$ 95	2.79%
Operational Overtime	$ 41,375	$ 37,372	$ 26,930	$ 28,578	$ 1,648	6.12%
Personnel Services	**$ 520,545**	**$ 511,336**	**$ 551,079**	**$ 571,391**	**$ 20,312**	**3.69%**
Vehicle inspection (stickers)	$ 11,293	$ 12,056	$ 13,970	$ 14,500	$ 530	3.79%
Vehicular supplies: Oil lubricants	$ 20,964	$ 17,221	$ 20,000	$ 20,000	$ -	0.00%
Rental and leases of uniforms	$ 3,312	$ 5,813	$ 4,500	$ 5,000	$ 500	11.11%
Repairs and maintenance - radios	$ 7,120	$ 5,106	$ 5,800	$ 5,800	$ -	0.00%
Purchased Services	**$ 42,689**	**$ 40,196**	**$ 44,270**	**$ 45,300**	**$ 1,030**	**2.33%**
Licenses - CDL & special	$ 270	$ 1,305	$ 400	$ 400	$ -	0.00%
Clothing allowance Operational Staff	$ 4,880	$ 4,667	$ 4,200	$ 4,200	$ -	0.00%
Shop supplies	$ 10,078	$ 9,382	$ 8,000	$ 10,000	$ 2,000	25.00%
Vehicular supplies: Tires	$ 55,235	$ 56,308	$ 65,745	$ 66,000	$ 255	0.39%
Vehicular supplies: Parts	$ 202,485	$ 249,759	$ 190,000	$ 210,000	$ 20,000	10.53%
Body damage and repairs	$ 1,308	$ 3,065	$ 7,500	$ 7,500	$ -	0.00%
Generator Maintenance	$ -	$ -	$ 16,000	$ 16,000	$ -	0.00%
Supplies	**$ 274,256**	**$ 324,486**	**$ 291,845**	**$ 314,100**	**$ 22,255**	**7.63%**
Surplus equipment purchase	$ 525	$ 1,751	$ 5,000	$ 5,000	$ -	0.00%
Other Capital Outlay	**$ 525**	**$ 1,751**	**$ 5,000**	**$ 5,000**	**$ -**	**0.00%**
Total Operating Expenses	**$ 317,470**	**$ 366,433**	**$ 341,115**	**$ 364,400**	**$ 23,285**	**6.83%**
Total DPW Equipment Maint.	**$ 838,015**	**$ 877,769**	**$ 892,194**	**$ 935,791**	**$ 43,597**	**4.89%**

Section VI:
Community & Health Services

Community Services
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Board of Health VI.30

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Town of Natick

Home of Champions

Department: Community Services All Divisions

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries						
Personnel Services	$ 1,186,369	$ 1,258,790	*$ 1,271,582*	$ 1,305,013	$ 33,431	2.63%
Total Salaries	**$ 1,186,369**	**$ 1,258,790**	**$ 1,271,582**	**$ 1,305,013**	**$ 33,431**	**2.63%**
Operating Expenses						
Purchase of Services	$ 60,368	$ 51,374	*$ 81,164*	$ 86,290	$ 5,126	6.32%
Tech/Professional Services	$ 46,326	$ 46,127	$ 52,790	$ 53,890	$ 1,100	2.08%
Supplies	$ 14,997	$ 16,564	$ 18,950	$ 20,200	$ 1,250	6.60%
Other Supplies	$ 3,750	$ 3,828	$ 4,200	$ 4,200	$ -	0.00%
Other Charges/Expenses	$ 270,482	$ 243,302	$ 328,902	$ 328,902	$ -	0.00%
Total Operating Expenses	**$ 395,923**	**$ 361,195**	**$ 486,006**	**$ 493,482**	**$ 7,476**	**1.54%**
Total Community Services	**$ 1,582,292**	**$ 1,619,985**	**$ 1,757,588**	**$ 1,798,495**	**$ 40,907**	**2.33%**

Town of Natick

Home of Champions

Department: Community Services

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries						
Salaries Management	$ 301,722	$ 331,107	$ 330,367	$ 336,156	$ 5,789	1.75%
Salaries Supervisory	$ 150,381	$ 153,976	$ 153,388	$ 155,857	$ 2,469	1.61%
Salaries Operational Staff	$ 404,622	$ 449,186	$ 454,854	$ 469,266	$ 14,412	3.17%
Salaries Technical & Professional	$ 323,423	$ 319,711	$ 325,598	$ 336,109	$ 10,511	3.23%
Operational Staff Additional Comp	$ 4,750	$ 2,625	$ 5,125	$ 5,125	$ -	0.00%
O/T Operational & Supervisory Staff	$ 1,471	$ 2,186	$ 2,250	$ 2,500	$ 250	11.11%
Personnel Services	**$ 1,186,369**	**$ 1,258,790**	**$ 1,271,582**	**$ 1,305,013**	**$ 33,431**	**2.63%**
Mileage	$ 1,200	$ 241	$ 1,200	$ 1,200	$ -	0.00%
Security Monitoring Alarm	$ -	$ -	$ 500	$ 500	$ -	0.00%
Repairs & Maint. Facilities	$ 2,145	$ 2,332	$ 5,371	$ 5,371	$ -	0.00%
Repairs & Maint. Equipment	$ 6,506	$ 5,355	$ 6,000	$ 6,800	$ 800	13.33%
Rental of Veterans Headquarters	$ 1,200	$ 600	$ 600	$ 600	$ -	0.00%
Communication Telephone	$ 7,292	$ 8,462	$ 8,900	$ 9,626	$ 726	8.16%
Communication Postage	$ 11,614	$ 10,267	$ 10,100	$ 11,200	$ 1,100	10.89%
Dues & Subscriptions	$ 2,960	$ 3,007	$ 3,835	$ 5,335	$ 1,500	39.11%
Copy/Mail Center Fees	$ 2,000	$ 983	$ 8,350	$ 8,350	$ -	0.00%
Citizen Leadership Academy	$ 2,244	$ 2,518	$ 5,000	$ 5,000	$ -	0.00%
Training & Education	$ 4,409	$ 2,021	$ 4,500	$ 5,500	$ 1,000	22.22%
Wellness Programs	$ 5,553	$ 4,782	$ 8,743	$ 8,743	$ -	0.00%
Contract Services: Counseling	$ 401	$ 2,107	$ 5,000	$ 5,000	$ -	0.00%
In/Out of State Travel/Meetings	$ 12,349	$ 7,869	$ 12,540	$ 12,540	$ -	0.00%
Other Services Misc.	$ 495	$ 829	$ 525	$ 525	$ -	0.00%
Purchase of Services	**$ 60,368**	**$ 51,374**	**$ 81,164**	**$ 86,290**	**$ 5,126**	**6.32%**
Communication Photocopying	$ 25,762	$ 22,202	$ 27,750	$ 28,250	$ 500	1.80%
School Custodial Charges	$ 3,084	$ 2,665	$ 2,730	$ 3,330	$ 600	21.98%
Special Needs Tuition	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ -	0.00%
Dug Pond Treatment & Testing	$ 11,480	$ 15,260	$ 16,310	$ 16,310	$ -	0.00%
Technical/Professional Services	**$ 46,326**	**$ 46,127**	**$ 52,790**	**$ 53,890**	**$ 1,100**	**2.08%**
Care of Veterans Graves	$ 1,197	$ 1,400	$ 1,400	$ 1,400	$ -	0.00%
Office Supplies	$ 11,907	$ 13,050	$ 13,800	$ 14,100	$ 300	2.17%
Supplies Computer	$ 1,265	$ 789	$ 1,750	$ 2,200	$ 450	25.71%
Supplies Disposable Goods	$ 628	$ 1,325	$ 2,000	$ 2,500	$ 500	25.00%
Supplies	**$ 14,997**	**$ 16,564**	**$ 18,950**	**$ 20,200**	**$ 1,250**	**6.60%**
Recreation Program Supplies	$ 3,750	$ 3,828	$ 4,200	$ 4,200	$ -	0.00%
Other Supplies	**$ 3,750**	**$ 3,828**	**$ 4,200**	**$ 4,200**	**$ -**	**0.00%**
Transportation Program	$ 14,712	$ 14,987	$ 12,000	$ 12,000	$ -	0.00%
Veteran Benefits: Cash Allowance*	$ 113,800	$ 94,557	$ 139,311	$ 139,311	$ -	0.00%
Veteran Benefits: Medical*	$ 124,945	$ 128,931	$ 156,611	$ 156,611	$ -	0.00%
Veteran Benefits: Food/Clothing/Fuel	$ 550	$ 550	$ 550	$ 550	$ -	0.00%
Veteran Benefits: Nursing Home Trans	$ 500	$ 326	$ 500	$ 500	$ -	0.00%
Veteran Benefits: Miscellaneous	$ 1,425	$ 1,425	$ 1,430	$ 1,430	$ -	0.00%
Memorial Day Program	$ 12,375	$ 1,177	$ 15,000	$ 15,000	$ -	0.00%
Veterans' Day Program	$ 2,175	$ 1,350	$ 3,500	$ 3,500	$ -	0.00%
Other Charges/Expenses	**$ 270,482**	**$ 243,302**	**$ 328,902**	**$ 328,902**	**$ -**	**0.00%**
Total Operating Expenses	**$ 395,923**	**$ 361,195**	**$ 486,006**	**$ 493,482**	**$ 7,476**	**1.54%**
Total	**$ 1,582,292**	**$ 1,619,985**	**$ 1,757,588**	**$ 1,798,495**	**$ 40,907**	**2.33%**

* 75% reimbursed by the Commonwealth of Massachusetts

Town of Natick

Home of Champions

Department: Community Services

Summary

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

Budget Detail

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Management	$ 103,396	$ 105,868	$ 105,464	$ 107,687	$ 2,223	2.11%
Salaries Operational Staff [1]	$ 55,925	$ 110,004	$ 107,203	$ 113,572	$ 6,369	5.94%
Operational Staff Other Compensation	$ -	$ -	$ 2,500	$ 2,500	$ -	0.00%
Personnel Services	**$ 159,321**	**$ 215,872**	**$ 215,167**	**$ 223,759**	**$ 8,592**	**3.99%**
Mileage	$ 1,200	$ 241	$ 1,200	$ 1,200	$ -	0.00%
Security Monitoring Alarm	$ -	$ -	$ 500	$ 500	$ -	0.00%
Repairs & Maintenance Facilities	$ 500	$ 69	$ 3,000	$ 3,000	$ -	0.00%
Repairs & Maintenance Equipment	$ 1,929	$ 645	$ 1,500	$ 1,500	$ -	0.00%
Communication Telephone	$ 760	$ 715	$ 600	$ 600	$ -	0.00%
Communication Postage	$ 9,353	$ 8,630	$ 9,000	$ 9,000	$ -	0.00%
Copy/Mail Center Fees	$ 2,000	$ 160	$ 2,500	$ 2,500	$ -	0.00%
Citizen Leadership Academy	$ 2,244	$ 2,518	$ 5,000	$ 5,000	$ -	0.00%
Training & Education	$ 757	$ 21	$ 1,500	$ 2,500	$ 1,000	66.67%
Purchase of Services	**$ 18,743**	**$ 12,999**	**$ 24,800**	**$ 25,800**	**$ 1,000**	**4.03%**
Communication Photocopying	$ 22,705	$ 20,014	$ 23,500	$ 24,000	$ 500	2.13%
Technical/Professional Services	**$ 22,705**	**$ 20,014**	**$ 23,500**	**$ 24,000**	**$ 500**	**2.13%**
Office Supplies	$ -	$ 624	$ 300	$ 300	$ -	0.00%
Supplies Computer	$ -	$ -	$ 150	$ 200	$ 50	33.33%
Supplies	**$ -**	**$ 624**	**$ 450**	**$ 500**	**$ 50**	**11.11%**
Total Operating Expenses	**$ 41,448**	**$ 33,637**	**$ 48,750**	**$ 50,300**	**$ 1,550**	**3.18%**
Total	**$ 200,769**	**$ 249,508**	**$ 263,917**	**$ 274,059**	**$ 10,142**	**3.84%**

Line-Item Detail

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

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

Purchase of Services:

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

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

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

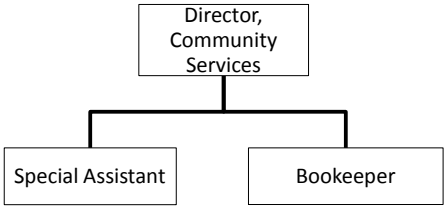
Copy/Mail Center Fees - Funds in this line item help to support misc. departmental publications and mailings.

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

Technical/Professional Services:

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

Supplies:



Town of Natick

Home of Champions

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

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries						
Personnel Services	$ 366,297	$ 288,759	$ 303,291	$ 309,934	$ 6,643	2.19%
Total Salaries	**$ 366,297**	**$ 288,759**	**$ 303,291**	**$ 309,934**	**$ 6,643**	**2.19%**
Operating Expenses						
Purchased Services	$ 20,653	$ 17,559	$ 27,493	$ 28,619	$ 1,126	4.10%
Supplies	$ 6,519	$ 7,193	$ 9,500	$ 10,400	$ 900	9.47%
Other Charges/Expenses	$ 14,712	$ 14,987	$ 12,000	$ 12,000	$ -	0.00%
Total Operating Expenses	**$ 41,884**	**$ 39,739**	**$ 48,993**	**$ 51,019**	**$ 2,026**	**4.14%**
Total COA	**$ 408,181**	**$ 328,497**	**$ 352,284**	**$ 360,953**	**$ 8,669**	**2.46%**

Mission:

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

Goals:

- Design and deliver services that meet the diverse needs of seniors, their families and caregivers.
- Expand programs and services that promote healthy aging.
- Implement strategic plan objectives and goals.
- Build capacity to meet demand.

Town of Natick

Home of Champions

Department: Community Ser Council on Aging

Main Purpose of the Department

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

Recent Developments

- Introduced video conferencing and live streaming to connect seniors with new educational and cultural programs.

- Hosted community conversation and focus groups to gather information on the needs of Lesbian, Gay, Bisexual, Transgender (LGBT) aging elders.

- Launched Better Impact Volunteer Software management system.

- Secured grants to host wellness seminars, continue a walking club and aid elders with emergency preparedness.

- Initiated local, affordable day trips to area museums.

Current Challenges

- Creating a diverse menu of programs and services that meet the needs & schedules of younger seniors

- Intergrating technology to expand reach & improve efficiency

- Developing volunteer opportunities that meet the interests and skills of all ages

- Understanding Natick's housing options for residents looking to downsize and remain local

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

The COA plans to add a part-time professional receptionist. Funding will be sought from non-general fund sources.

Town of Natick

Home of Champions

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

Budget Overview (con't)

Staffing	2013	2014	2015	2016	2017	2018
Director	1	1	1	1	1	1
Assistant Director/Program Coor	1	1	1	1	1	1
Program Assistant	0.3	0.3	0.3	0.62	0.62	1
Volunteer Resources Coordinato	0.9	0.9	0.9	1	1	1
Program Instructors	varies	varies	varies	varies	varies	varies
Clerical Staff	1.49	1.49	2.49	2.47	2.47	2.85
Transportation Coordinator	0	0	0	0.49	0.49	1
Building Monitors	*	*	*	*	*	*
Clinical Social Worker	0.375	0.375	0.375	0	0	
Outreach Coordinator	1	1	1	0	0	
Social Worker	1.75	1.75	1	0	0	
Total FTE	**7.82**	**7.82**	**8.06**	**6.58**	**6.58**	**7.85**
Total FT/PT	**5FT / 6PT**	**5FT / 6PT**	**6FT / 5PT**	**5FT/4PT**	**5FT/4PT**	**5FT/4PT**

Notes

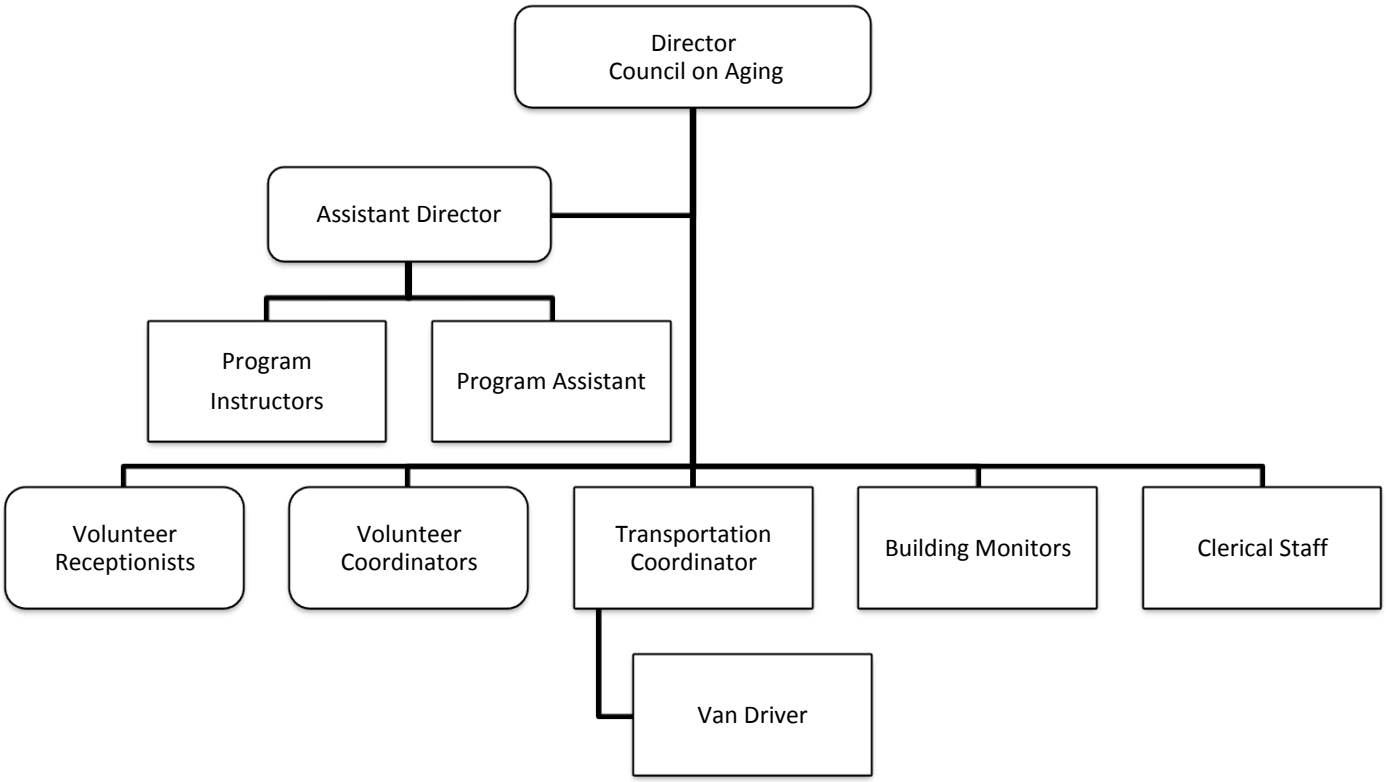
** Building Monitor position paid for out of the CSC Revolving Fund and varies as needed. P/t Transportation Coordinator non GF funded. .38 Program Assistant & .85 clerical are funded through a grant.*

Town of Natick

Home of Champions

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

Organizational Chart



Town of Natick

Home of Champions

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

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Management	$ 50,504	$ 73,479	$ 73,722	$ 76,500	$ 2,778	3.77%
Salaries Operational Staff	$ 194,336	$ 215,280	$ 229,569	$ 233,434	$ 3,865	1.68%
Salaries Tech & Professional	$ 121,457	$ -	$ -		$ -	#DIV/0!
Personnel Services	**$ 366,297**	**$ 288,759**	**$ 303,291**	**$ 309,934**	**$ 6,643**	**2.19%**
Repairs & Maintenance Equipment	$ 2,683	$ 2,826	$ 2,600	$ 3,000	$ 400	15.38%
In/Out of State Travel	$ 6,424	$ 3,124	$ 5,000	$ 5,000	$ -	0.00%
Communication Telephone	$ 1,864	$ 2,274	$ 2,500	$ 2,626	$ 126	5.04%
Dues & Subscriptions	$ 1,282	$ 2,072	$ 2,100	$ 2,100	$ -	0.00%
Communication Postage	$ 2,176	$ 1,054	$ 400	$ 1,000	$ 600	150.00%
Copy/Mail Center Fees	$ -	$ 823	$ 5,850	$ 5,850	$ -	0.00%
Contract Services: Counseling	$ 401	$ -	$ -	$ -	$ -	#DIV/0!
Other Services Miscellaneous	$ 270	$ 604	$ 300	$ 300	$ -	0.00%
Wellness Programs	$ 5,553	$ 4,782	$ 8,743	$ 8,743	$ -	0.00%
Purchase of Services	**$ 20,653**	**$ 17,559**	**$ 27,493**	**$ 28,619**	**$ 1,126**	**4.10%**
Office Supplies	$ 4,626	$ 5,079	$ 5,900	$ 5,900	$ -	0.00%
Supplies Computer	$ 1,265	$ 789	$ 1,600	$ 2,000	$ 400	25.00%
Supplies Disposable Goods	$ 628	$ 1,325	$ 2,000	$ 2,500	$ 500	25.00%
Supplies	**$ 6,519**	**$ 7,193**	**$ 9,500**	**$ 10,400**	**$ 900**	**9.47%**
Transportation Program	$ 14,712	$ 14,987	$ 12,000	$ 12,000	$ -	0.00%
Other Charges/Expenses	**$ 14,712**	**$ 14,987**	**$ 12,000**	**$ 12,000**	**$ -**	**0.00%**
Total Operating Expenses	**$ 41,884**	**$ 39,739**	**$ 48,993**	**$ 51,019**	**$ 2,026**	**4.14%**
Total Council on Aging	**$ 408,181**	**$ 328,497**	**$ 352,284**	**$ 360,953**	**$ 8,669**	**2.46%**

Personnel Services:

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

Salaries Operational Staff: Costs associated with support staff.

Purchase of Services:

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

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

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

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

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

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

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

Wellness Programs: Funds programs that promote healthy aging.

Supplies:
Office Supplies: Funds general office supplies for the COA.

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

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

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

Town of Natick

Home of Champions

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

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries						
Personnel Services	$ -	$ 117,879	$ 117,429	$ 124,000	$ 6,571	5.60%
Total Salaries	**$ -**	**$ 117,879**	**$ 117,429**	**$ 124,000**	**$ 6,571**	**5.60%**
Operating Expenses						
Purchased Services	$ -	$ 2,107	$ 6,000	$ 6,000	$ -	0.00%
Total Operating Expenses	**$ -**	**$ 2,107**	**$ 6,000**	**$ 6,000**	**$ -**	**0.00%**
Total Human Services	**$ -**	**$ 119,986**	**$ 123,429**	**$ 130,000**	**$ 6,571**	**5.32%**

Mission:

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

Goals:

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

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

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

Notes:

Town of Natick

Home of Champions

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

Budget Overview:

Recent Developments:
The Human Services Division has recently integrated the new Prevention and Outreach Manager into its structure. As such, the new Human services team will invest in additional training on matters of substance abuse.

This past year the Human Services Team developed a number of highly successful initiatives including:
- Recruitment and facilitation of a Hoarding Support Group
- Bulky Waste Pick-up for 50+ low income elders in collaboration iwth the Department of Public Works
- Facilitation of Natick's Community Task Force with professional developoment in the areas of Hoarding, Behavioral Health, and Safe Driving.

Current Challenges:
- Identification of resources to assist individuals and families in need of critical home repairs, dental care, de-cluttering, etc.

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact:
None.

On the Horizon:
The division will work closely with the community to identify unmet support needs and to creatively meet those needs in collaboration with others.

Town of Natick

Home of Champions

Department: Community Services	Human Services

Staffing	2014	2015	2016	2017	2018
Social Worker Coordinator	0	0	1	1	1
Outreach Coordinator	0	0	1	1	1
Total FTE	**0**	**0**	**2**	**2**	**2**
Total FT/PT	**N/A**	**N/A**	**2 FT /0 PT**	**2 FT /0 PT**	**2 FT /0 PT**

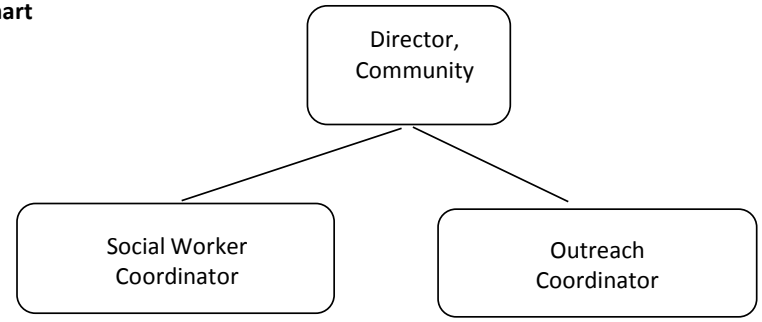
Notes

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

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

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

Organizational Chart



Town of Natick

Home of Champions

Department: Community Services | **Human Services**

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Tech/Professional Staff	$ -	$ 117,879	$ 117,429	$ 124,000	$ 6,571	5.60%
Personnel Services	**$ -**	**$ 117,879**	**$ 117,429**	**$ 124,000**	**$ 6,571**	**5.60%**
In State Travel/Meetings	$ -	$ -	$ 1,000	$ 1,000	$ -	0.00%
Contractual Services - Counseling	$ -	$ 2,107	$ 5,000	$ 5,000	$ -	0.00%
Purchase of Services	**$ -**	**$ 2,107**	**$ 6,000**	**$ 6,000**	**$ -**	**0.00%**
Total Operating Expenses	**$ -**	**$ 2,107**	**$ 6,000**	**$ 6,000**	**$ -**	**0.00%**
Total Human Services	**$ -**	**$ 119,986**	**$ 123,429**	**$ 130,000**	**$ 6,571**	**5.32%**

Personnel Services:

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

Purchase of Services:

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

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

Town of Natick

Home of Champions

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

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries						
Personnel Services	$ 119,948	$ 122,782	$ 122,450	$ 125,741	$ 3,291	2.69%
Total Salaries	**$ 119,948**	**$ 122,782**	**$ 122,450**	**$ 125,741**	**$ 3,291**	**2.69%**
Operating Expenses						
Purchase of Services	$ 5,234	$ 4,879	$ 5,665	$ 6,565	$ 900	15.89%
Supplies	$ 2,512	$ 2,905	$ 3,100	$ 3,100	$ -	0.00%
Other Charges / Expenses	$ 255,770	$ 228,315	$ 316,902	$ 316,902	$ -	0.00%
Total Operating Expenses	**$ 263,516**	**$ 236,100**	**$ 325,667**	**$ 326,567**	**$ 900**	**0.28%**
Total Veterans' Services	**$ 383,464**	**$ 358,881**	**$ 448,117**	**$ 452,308**	**$ 4,191**	**0.94%**

Mission:

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

Goals:

Continued focus on enhancing services to Veterans:
Increase awareness of services available to Veterans and eligible dependents with a focus on reaching seniors, widows and widowers.

Assist family members with ongoing needs and provide exposure to the Veterans benefit system.

Continue to monitor and track the effectiveness of services to our Veterans.

Town of Natick

Home of Champions

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

Budget Overview:

Recent Developments:

This office has seen a large increase in VA benefits awarded, totaling some $1,300,999 this year. Our chapter 115 case load, state and local benefits have seen a decrease of approximately 10% this past year.

Current Challenges:

Ensuring that adequate resources exist to meet the needs of eligible Veterans and their dependents.

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

We will not see and increase in funds allocated to Veterans this year.

Town of Natick

Home of Champions

Department: Community Services	Veterans' Services

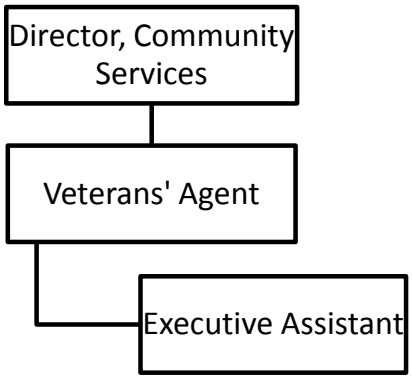
Staffing	2014	2015	2016	2017	2018
Veterans' Agent	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Total FTE	**2**	**2**	**2**	**2**	**2**
Total FT/PT	**2 FT /0 PT**	**2 FT /0 PT**	**2 FT /0 PT**	**2 FT /0 PT**	**2 FT /0 PT**

Notes

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

1) Veterans' Agent
2) Executive Assistant

Organizational Chart



Town of Natick

Home of Champions

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

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Management	$ 67,247	$ 68,855	$ 68,592	$ 69,696	$ 1,104	1.61%
Salaries Operational Staff	$ 51,951	$ 52,802	$ 52,733	$ 54,920	$ 2,187	4.15%
Operational Staff Other Comp	$ 750	$ 1,125	$ 1,125	$ 1,125	$ -	0.00%
Personnel Services	**$ 119,948**	**$ 122,782**	**$ 122,450**	**$ 125,741**	**$ 3,291**	**2.69%**
Rental of Veterans' headquarters	$ 1,200	$ 600	$ 600	$ 600	$ -	0.00%
In-State travel/meetings	$ 2,193	$ 2,262	$ 2,640	$ 2,640	$ -	0.00%
Communication telephone	$ 928	$ 1,124	$ 1,000	$ 1,400	$ 400	40.00%
Dues & subscriptions	$ 85	$ 85	$ 500	$ 500	$ -	0.00%
Communication Postage	$ 603	$ 584	$ 700	$ 1,200	$ 500	71.43%
Other services miscellaneous	$ 225	$ 225	$ 225	$ 225	$ -	0.00%
Purchase of Services	**$ 5,234**	**$ 4,879**	**$ 5,665**	**$ 6,565**	**$ 900**	**15.89%**
Care of Veterans' graves	$ 1,197	$ 1,400	$ 1,400	$ 1,400	$ -	0.00%
Office supplies	$ 1,315	$ 1,505	$ 1,700	$ 1,700	$ -	0.00%
Supplies	**$ 2,512**	**$ 2,905**	**$ 3,100**	**$ 3,100**	**$ -**	**0.00%**
Veteran benefits: Cash allowance*	$ 113,800	$ 94,557	$ 139,311	$ 139,311	$ -	0.00%
Veteran benefits: Medical*	$ 124,945	$ 128,931	$ 156,611	$ 156,611	$ -	0.00%
Veteran benefits: Food/clothing/fuel	$ 550	$ 550	$ 550	$ 550	$ -	0.00%
Veteran benefits: Transportation	$ 500	$ 326	$ 500	$ 500	$ -	0.00%
Veteran benefits: Miscellaneous	$ 1,425	$ 1,425	$ 1,430	$ 1,430	$ -	0.00%
Memorial Day Program	$ 12,375	$ 1,177	$ 15,000	$ 15,000	$ -	0.00%
Veterans' Day Program	$ 2,175	$ 1,350	$ 3,500	$ 3,500	$ -	0.00%
Other Charges/Expenses	**$ 255,770**	**$ 228,315**	**$ 316,902**	**$ 316,902**	**$ -**	**0.00%**
Total Operating Expenses	**$ 263,516**	**$ 236,100**	**$ 325,667**	**$ 326,567**	**$ 900**	**0.28%**
Total Veterans' Services	**$ 383,464**	**$ 358,881**	**$ 448,117**	**$ 452,308**	**$ 4,191**	**0.94%**

** 75% reimbursed by the Commonwealth of Massachusetts*

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

Personnel Services:

Salaries Management: Salary to fund the full-time position of Director of Veterans' Services.
Salaries Operational Staff: Salary to fund the full-time position of Executive Assistant.
Operational Staff Additional Compensation: Longevity award is provided when employee has 10 years of employment and belongs to the union.

Purchase of Services:
Rental of Veterans' Headquarters: State law requires that if there is a recognized veterans organization in a municipality and that such veterans organization does not have a physical headquarters of its own, the municipality must provide this organization with a place to meet or rent a place in which this organization may meet. The Town of Natick pays $50.00 per month to the VFW to allow the Disabled American Veterans to meet at that location. The Town of Natick also pays $50.00 per month to the AMVETS to allow the Marine Corps League to meet there on a monthly basis.
In State Travel/Meetings: This line item is used to cover the cost of attending in state conferences, meetings, and training sessions.
Communication Telephone: Cost for local and long distance phone service related to veterans services, citizens'information; citizens complaints, and other related services.
Dues & Subscriptions: Dues for membership in professional organizations and subscriptions to magazines and papers that help to enhance the ability of this office to provide services.
Copy/Mail Center Fees: Those costs incurred by the use of our copy/mail center.
Other Services Miscellaneous: Discretionary account that allows for purchase of otherwise unanticipated goods or services.
Care of Veterans Graves: Physical cleaning and care at North Cemetery; purchase of flag holders; repair of veterans memorials and headstones; and other related costs as needed.

Supplies:
Office Supplies: Purchase of supplies necessary for the efficient functioning of the office.
Postage: Separate line item for Veterans postage, previous request in mail/copy center line item.

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

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

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

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

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

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

Other Charges:

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

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

Town of Natick

Home of Champions

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

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries						
Personnel Services	$ 374,612	$ 347,806	$ 339,532	$ 344,475	$ 4,943	1.46%
Total Salaries	**$ 374,612**	**$ 347,806**	**$ 339,532**	**$ 344,475**	**$ 4,943**	**1.46%**
Operating Expenses						
Purchase of Services	$ 15,738	$ 13,830	$ 17,206	$ 19,306	$ 2,100	12.21%
Technical & Professional	$ 23,621	$ 26,112	$ 29,290	$ 29,890	$ 600	2.05%
Supplies	$ 5,966	$ 5,842	$ 5,900	$ 6,200	$ 300	5.08%
Other Supplies	$ 3,750	$ 3,828	$ 4,200	$ 4,200	$ -	0.00%
Total Operating Expenses	**$ 49,075**	**$ 49,612**	**$ 56,596**	**$ 59,596**	**$ 3,000**	**5.30%**
Total Recreation	**$ 423,687**	**$ 397,419**	**$ 396,128**	**$ 404,071**	**$ 7,943**	**2.01%**

Mission:

To provide recreational opportunities for residents of all ages and abilities. To enhance the fabric of Natick's Community through people, parks and programs.

Goals:

- To oversee the completion of construction-ready designs for East and Navy Yard Parks
- Enhance communication with students/youth to determine gaps in services
- Secure long-term MOU with state for Camp Arrowhead
- Complete renovations of Camp Arrowhead in time for summer 2017 programming
- Oversee the replacement of the pond liner at Sassamon Trace

Town of Natick

Home of Champions

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

Budget Overview:

Main Purpose of the Department:

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

Recent Developments:

We made significant strides in streamlining administrative functions associated with our Town beach this year including:

- Residents are now able to purchase a renewable beach pass in the form of a "fob card" allowing for swipe check-ins and outs
- The addition of laptops at the beach allowing staff to process real time payments and sales
- The ability for beach pass holders to renew their yearly passes at their convenience on- line.

In response to citizen requests, we are pleased to have expanded our early orning and and evening hours at Sargent Playground and our day camp to ease the burden on working parents.

This year we instigated new "bridge" programming during the summer, adding additional programming two weeks following then end of day camp and closing of the beach. These programs were staffed internally as well as contracted out.

Town of Natick

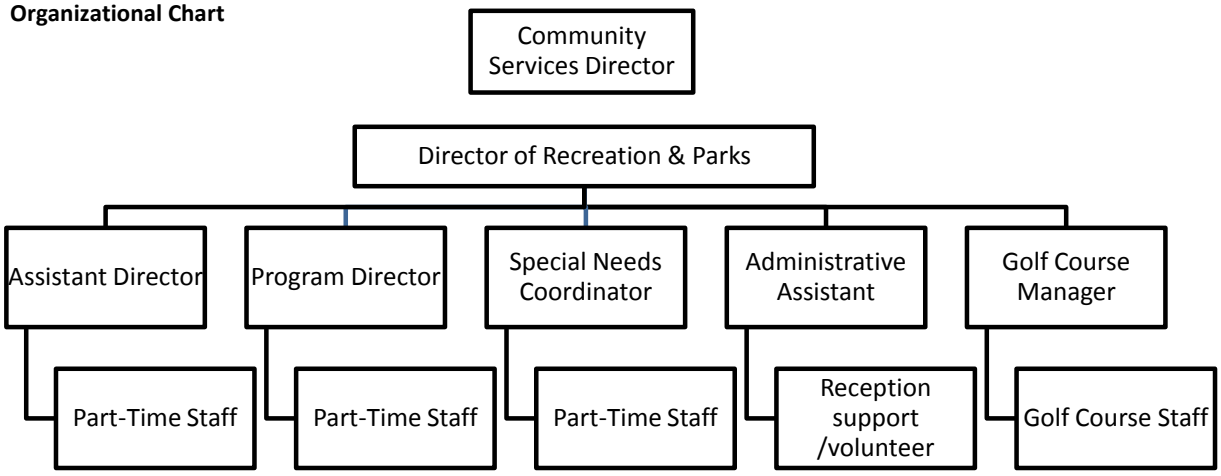
Home of Champions

Department: Community Services	Division: Recreation & Parks				
Staffing	**2014**	**2015**	**2016**	**2017**	**2018**
Director	1	1	1	1	1
Assistant Director	1	1	1	1	1
Program and Special Events Director *	1	1	1	1	1
Special Needs Coordinator *	0.8	0.8	0.8	0.8	0.8
Administrative Assistant	1	1	1	1	1
Bookkeeper	1	1	0	0	0
Playgroup Director	0	0	0	0	0
Receptionist**	0.4	0.4	0.48	0.48	0.48
Total FTE	**6.2**	**6.2**	**5.28**	**5.28**	
Part-time Receptionist **			0.37	0.37	0.37
Part Time Program Staff**	23	23	23	23	23
Total FT/PT	**5FT/204PT**	**5FT/204PT**	**4FT/204 PT**	**4FT/204 PT**	**4FT/204 PT**

Notes

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

Organizational Chart



Town of Natick

Home of Champions

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

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Management	$ 80,575	$ 82,905	$ 82,589	$ 82,273	$ (316)	-0.38%
Salaries Supervisory	$ 76,615	$ 78,447	$ 78,147	$ 79,405	$ 1,258	1.61%
Salaries Operational Staff	$ 102,410	$ 71,100	$ 65,349	$ 67,340	$ 1,991	3.05%
Salaries Technical & Professional	$ 109,541	$ 111,668	$ 109,697	$ 111,457	$ 1,760	1.60%
Operational Staff Additional Compensation	$ 4,000	$ 1,500	$ 1,500	$ 1,500	$ -	0.00%
Operational Staff - Overtime	$ 1,471	$ 2,186	$ 2,250	$ 2,500	$ 250	11.11%
Personnel Services	**$ 374,612**	**$ 347,806**	**$ 339,532**	**$ 344,475**	**$ 4,943**	**1.46%**
Repairs & Maintenance Of Facilities	$ 1,645	$ 2,263	$ 2,371	$ 2,371	$ -	0.00%
Repairs & Maintenance Of Equipment	$ 1,894	$ 1,884	$ 1,900	$ 2,300	$ 400	21.05%
In/Out of State Travel/Meetings	$ 3,732	$ 2,483	$ 3,900	$ 3,900	$ -	0.00%
Communication Telephone	$ 3,740	$ 4,350	$ 4,800	$ 5,000	$ 200	4.17%
Training & Education	$ 3,652	$ 2,000	$ 3,000	$ 3,000	$ -	0.00%
Dues & Subscriptions	$ 1,075	$ 850	$ 1,235	$ 2,735	$ 1,500	121.46%
Copy/Mail Center Fees	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Purchase of Services	**$ 15,738**	**$ 13,830**	**$ 17,206**	**$ 19,306**	**$ 2,100**	**12.21%**
Communication/Photocopying	$ 3,057	$ 2,187	$ 4,250	$ 4,250	$ -	0.00%
School Custodian Charges	$ 3,084	$ 2,665	$ 2,730	$ 3,330	$ 600	21.98%
Dug Pond Treatment & Testing	$ 11,480	$ 15,260	$ 16,310	$ 16,310	$ -	0.00%
Special Needs Tuition	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ -	0.00%
Technical/Professional Services	**$ 23,621**	**$ 26,112**	**$ 29,290**	**$ 29,890**	**$ 600**	**2.05%**
Office Supplies	$ 5,966	$ 5,842	$ 5,900	$ 6,200	$ 300	5.08%
Supplies	**$ 5,966**	**$ 5,842**	**$ 5,900**	**$ 6,200**	**$ 300**	**5.08%**
Program Supplies	$ 3,750	$ 3,828	$ 4,200	$ 4,200	$ -	0.00%
Other Supplies	**$ 3,750**	**$ 3,828**	**$ 4,200**	**$ 4,200**	**$ -**	**0.00%**
Total Operating Expenses	**$ 49,075**	**$ 49,612**	**$ 56,596**	**$ 59,596**	**$ 3,000**	**5.30%**
Total Recreation & Parks Budget	**$ 423,687**	**$ 397,419**	**$ 396,128**	**$ 404,071**	**$ 7,943**	**2.01%**

Note:

Town of Natick

Home of Champions

Department:	Community Services	Division:	Recreation & Parks

Narrative:

Personnel Services

Salaries Management - This line item contains a full-time Director
Salaries Supervisory - This line item contains a full-time Assistant Director.
Salaries Operational Staff - This line item contains a full-time Office Administrator and part-time receptionist hours.
Salaries Technical & Professional - This line item includes a full-time Program Director, and a part-time Special Needs Coordinator.
Operational Staff Additional Comp - This account represents longevity compensation for the operational staff.
O/T Operational - This line item contains overtime for union positions.

Purchase of Services

Repairs & Maintenance of Facilities - This is used to pay for minor repairs at the parks in town. This account also provides a year-round security and door system at Memorial Beach, Camp Arrowhead & Mary Bunker Park.
Repairs & Maintenance of Equipment - This is used to maintain and repair the department's office and building equipment. FY 18 proposed reflects a small increase in annual expenses at Mary Bunker
In/Out of State Travel/Meetings - This is used to cover travel reimbursement for Recreation & Parks Department Staff using their own vehicles on Town Business. This covers funding for state meetings and the annual conference.
Communication/Telephone - This covers the phone system at the Cole Center, Beach, Camp Marybunker & Camp Arrowhead. The Department's cell phones and tablets are also included in this account.
Training & Education - This will ensure staff receive the technical training necessary to perform their jobs efficiently and effectively.
Dues & Subscriptions - This covers state and national membership dues as well as fees associated with the public showing of copyrighted movies.

Technical / Professional Services

Communication/Photocopying - This covers the cost of paper and postage.
School Custodian Charges - This covers a portion of the custodial costs incurred for the "rehearsal week hours" for the two Natick Drama Workshop Productions.
Dug Pond Treatment & Testing - This covers the annual testing and treatment of Dug Pond. The annual testing at Pegan Brook inlet to Dug Pond as requested by Natick DPW is also included in this line item.
Special Needs Tuition - This covers some of the cost of the agreement between the Town of Natick and the Amputee Veteran's Association for camper weeks to be paid by the Town as a rental fee for using the camp grounds. Also included in this account is the Commonwealth of Mass (DCR) Annual Fee.

Supplies

Office Supplies - This covers all other office operational costs for the Department. We have requested a small increase in this line item for FY 18.

Other Supplies

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

Town of Natick

Home of Champions

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

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries						
Personnel Services	$ 166,191	$ 165,693	$ 173,713	$ 177,104	$ 3,391	1.95%
Total Personnel Services	**$ 166,191**	**$ 165,693**	**$ 173,713**	**$ 177,104**	**$ 3,391**	**1.95%**
Total NCOF	**$ 166,191**	**$ 165,693**	**$ 173,713**	**$ 177,104**	**$ 3,391**	**1.95%**

Mission:

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

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

Main Purpose of the Department:

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

Recent Developments:

- Sold out September Harvest Dinner
- Completed Good Agricultural Standard (GAP) compliant washing station for produce
- Increased # of membership by 12%
- Increased produce sales to Walnut Hill
- Sheared sheep in front of all of Natick Public School's first graders

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

None

Town of Natick

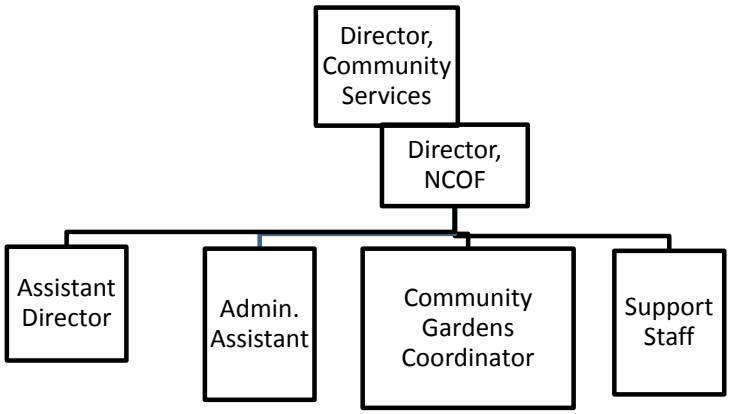
Home of Champions

Department: Community Services	Division: Natick Community Organic Farm				
Staffing	**2014**	**2015**	**2016**	**2017**	**2018**
Director of Natick Community Organic Far	1	1	1	1	1
Assistant Director, NCOF*	1	1	1	1	1
Administrative Assistant, NCOF*	0.75	0.75	0.88	0.88	0.88
Total FTE	**2.75**	**2.75**	**2.88**	**2.88**	**2.88**
Total FT/PT	**2 FT / 1PT**	**2 FT / 1PT**	**2 FT / 1PT**	**2 FT / 1PT**	**2 FT / 1PT**

Notes

*Positions are fully offset by revenues.

Organizational Chart



Budget Detail	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Supervisory	$ 75,529	$ 75,241	$ 76,452	$ (288)	-0.38%
Salaries Technical & Professional	$ 90,164	$ 98,472	$ 100,652	$ 8,308	9.21%
Personnel Services	**$ 165,693**	**$ 173,713**	**$ 177,104**	**$ 8,020**	**4.84%**
Total NCOF	**$ 165,693**	**$ 173,713**	**$ 177,104**	**$ 8,020**	**4.84%**

Line-Item Detail

Personnel Services

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

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

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Town of Natick

Home of Champions

Department: Board of Health

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries						
Personnel Services	$ 406,542	$ 435,309	$ 471,196	$ 481,783	$ 10,587	2.25%
Total Salaries	**$ 406,542**	**$ 435,309**	**$ 471,196**	**$ 481,783**	**$ 10,587**	**2.25%**
Operating Expenses						
Expenses	$ 28,172	$ 28,228	$ 35,750	$ 37,050	$ 1,300	3.64%
Other Chgs./Expend.	$ 10,621	$ 15,648	$ 15,000	$ 15,000	$ -	0.00%
Total Operating Expenses	**$ 38,793**	**$ 43,876**	**$ 50,750**	**$ 52,050**	**$ 1,300**	**2.56%**
Total Board of Health	**$ 445,335**	**$ 479,185**	**$ 521,946**	**$ 533,833**	**$ 11,887**	**2.28%**

Mission:

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

Goals

Ensure statutory and other key responsibilities are fulfilled in a timely and effective manner, including:
- Compliance and monitoring of food establishments, sanitary housing, septic system design and installation, etc.
- Compliance with Public and Environmental Health mandates
- Federal, state and local regulatory code enforcement
- Providing preventative clinical and immunization services; communicable disease monitoring and investigations.
- Local and Regional Public Health Emergency Preparedness

Addressing Challenges
-Work with other key members of Opioid Task Force to provide support and resources to those afflicted by substance abuse.
- Continue an active leadership role in the newly formed HMCC emergency preparedness region.
- Collaborate with NPD to enforce the recently adopted local Bodyworks Regulation to protect the community against prostitution and human trafficking.
- Ensure department representation in SAPC and MOAPC; grant funded regional approaches to address substance abuse.

Enhance Departmental Communication
- Provide timely and consistant updates on the department's website and facebook page.
- Continue to re-enforce customer service as a department priority.
- Discuss department and Town policies and/or position on pertinent issues during staff meetings for consistent messaging.
- Develop public service announcements to be distributed through all media outlets on emerging public health issues.

Enhance Environmental Protection
- Endorse staff training to prepare for the upcoming revisions in several state regulations pertaining to public health.
- Assess existing local public health regulations; provide revision recommendations to the Board for consideration to address health and safety concerns of the community.
- Plan and prepare the marketing and enforcement campaign for the impending plastic bag reduction regulation.

Miscellaneous
-With DEP's assistance enter into a mutual agreement with communities willing to share hazardous waste collection days to offer residents a calendar of additional drop off sites and dates.
- The inspectional staff will share a recently received electric car, departmental participation in the Town's green initiative.

Main Purpose of the Department

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

Town of Natick

Home of Champions

Department: Board of Health

Recent Developments

The Health Department has been appointed as a member to the newly created Opioid and Substance Abuse Task Force Team by the Board of Selectmen. The Task Force has much work to do but we are fully committed to provide resources and assistance to families dealing with this public health epidemic and to end the stigma surrounding this disease.

The Board of Health recently adopted a new regulation governing Bodyworks Establishments. Communities previously had no regulations governing this type of business, a business having been suspected of being a haven for prostitution and human trafficking of young and often underaged asian women. The regulation has enabled this department to work with the Natick Police to cease operations of unlawful practices and to assist the certified professional bodyworks therapy organizations.

Current Challenges

The demand on the department continues to increase due to the large volume of construction activity, both commercial and residential, within the Town. In order to assure compliance with state and local regulations we are involved in several aspects of the process including zoning cases, building application plan review, Planning Board cases, drainage and aquifer protection, and occupancy inspections. It appears that upward trend will continue.

The sustainability of Natick Together for Youth Community Coalition is an important component of the substance abuse prevention program. The Town's effort to receive additional grant funding was unsuccessful but the plan is to re-apply in the spring. The grant process is extremely competitive and the dilemma is how will this Coalition be funded if the application is not sucessful. It is imperative that the Coalition remain viable; it will be difficult to have an effective substance abuse program without involvement of the youth prevention piece.

The CDC has restructured the regional public health emergency preparedness process. Public health no longer stands alone but has merged with four other disciplines including hospitals, EMS, long term care and community healthcare to form Health and Medical Community Coalitions (HMCC). The past twelve years of regionalized public health emergency response and developing standard principles of operation have been abolished. The reprocessing with the five merged disciplines has begun but the work involved to meet federal standards will be long and time consuming.

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

The budget as proposed is leveled funded and does not include any requests for additional staffing or operational expenses.

On the Horizon

The Massachusetts Department of Public Health is currently in the process of revising several codes and regulations including food code, day camps and lead paint. Any significant changes may require staff training and changes in our current procedures.

This department has recently begun to assess our current fee schedule. It has been a decade since the entire process was assessed and there are gaps within the structure. We will complete the review and make a recommendation to Board. The

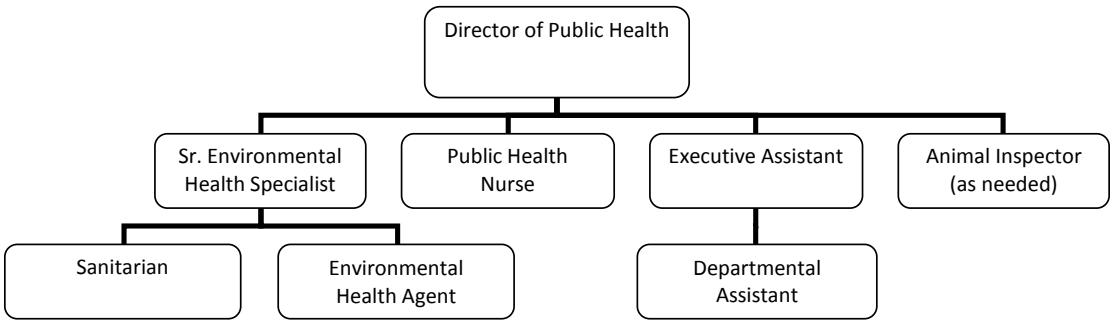
Staffing	2014	2015	2016	2017	2018
Director	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Senior Environmental Health Specialist	1	1	1	1	1
Sanitarian	0	0	1	1	1
Environmental Health Agent	1	1	1	1	1
Public Health Nurse	1	1	1	1	1
Departmental Assistant	1	1	1	1	1
Animal Inspector	*	*	*	*	*
Total FTE	**6**	**6**	**7**	**7**	**7**
Total FT/PT	**6 FT**	**6 FT**	**7 FT**	**7 FT**	**7 FT**

Notes

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

Department: Board of Health

Organizational Chart



Town of Natick

Home of Champions

Department: Board of Health

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Management	$ 101,389	$ 105,984	$ 105,404	$ 108,150	$ 2,746	2.61%
Salaries Operational Staff	$ 92,720	$ 89,804	$ 99,413	$ 103,041	$ 3,628	3.65%
Salaries Technical & Professional	$ 207,317	$ 233,856	$ 258,643	$ 262,865	$ 4,222	1.63%
Salaries Add'l Comp Operational	$ 750	$ 750	$ 750	$ 750	$ -	0.00%
Salaries Temp Tech/Prof Staff	$ 3,378	$ 3,926	$ 5,986	$ 5,977	$ (9)	-0.15%
Salaries Part Time Operational	$ 988	$ 988	$ 1,000	$ 1,000	$ -	0.00%
Personnel Services	**$ 406,542**	**$ 435,309**	**$ 471,196**	**$ 481,783**	**$ 10,587**	**2.25%**
Food Consultants	$ 11,510	$ 10,755	$ 12,000	$ 12,000	$ -	0.00%
Repairs & Maint. Equipment	$ 314	$ 368	$ 700	$ 700	$ -	0.00%
In State Travel/Meetings	$ 3,173	$ 2,467	$ 3,000	$ 3,000	$ -	0.00%
Communication Telephone	$ 433	$ 372	$ 3,000	$ 3,000	$ -	0.00%
Dues & Subscriptions	$ 1,206	$ 1,441	$ 1,250	$ 1,500	$ 250	20.00%
Other Services Misc.	$ -	$ 478	$ 500	$ 500	$ -	0.00%
Office Supplies	$ 2,715	$ 3,030	$ 2,850	$ 3,100	$ 250	8.77%
Printing/Advertising	$ 651	$ 500	$ 500	$ 500	$ -	0.00%
Professional Services: Clinics	$ 3,154	$ 1,473	$ 4,500	$ 4,000	$ (500)	-11.11%
Communicable Disease Program	$ 659	$ 536	$ 1,250	$ 1,250	$ -	0.00%
Environmental Program Supplies	$ 3,387	$ 5,438	$ 5,000	$ 6,000	$ 1,000	20.00%
Laboratory Supplies	$ 970	$ 1,370	$ 1,200	$ 1,500	$ 300	25.00%
Expenses	**$ 28,172**	**$ 28,228**	**$ 35,750**	**$ 37,050**	**$ 1,300**	**3.64%**
Household Hazardous Waste Program	$ 10,621	$ 15,648	$ 15,000	$ 15,000	$ -	0.00%
Other Chgs./Expend.	**$ 10,621**	**$ 15,648**	**$ 15,000**	**$ 15,000**	**$ -**	**0.00%**
Total Board of Health	**$ 445,335**	**$ 479,185**	**$ 521,946**	**$ 533,833**	**$ 11,887**	**2.28%**

Department: Board of Health

Narrative:

Personnel Services:

Salaries Management - This line item is the compensation for the Director of Public Health.
Salaries Operational Staff -
• Full Time Administrative Assistant
• Full Time Department Assistant
Salaries Technical and Professional -
• Senior Environmental Health Specialist
• Sanitarian
• Environmental Health Agent
• Public Health Nurse
Salaries Additional Compensation -
• Longevity payment for Administrative Assistant - per union contract
Salaries Part Time Operational -
• Stipend for Secretary to the Board
Salaries Temp Tech/Prof Staff -
• Animal Inspector
• Part Time Nurses, primarily for immunization clinics

Purchase of Services:

Repairs and Maintenance Equipment
• This line item is used for maintenance of equipment and for purchase of misc. small equipment (e.g. thermometers, batteries, temp strips)
In State Travel Meetings
• Primarily mileage reimbursement for employee use of their personal vehicles on the job.
• Is also used for registration fees at various educational seminars.
Communication Telephone
• Office Telephones, Samsung tablet for Building Dept related inspections.
• 4 iPhone cell phones (Line item assumes grant for 4 iPhone cell phones will NOT be renewed.)
Dues and Subscriptions
• Dues for membership in professional associations.
• Subscriptions to professional publications.
Copy/Mail Center Fees
• Fees assessed for the use of the copy/mail center in Town Hall
Other Services Misc.
• Miscellaneous - otherwise unclassified expenses.

Technical & Professional Services:

Food Consultant
• To assist mandated food inspection program.
Printing/Advertising
• Legal Notices for public hearings and for adoption of new or amended regulations.
• Employment advertisements

Supplies:
Office Supplies Stationery
• Postage
• Software updates
• Ink cartridges
• Miscellaneous office supplies

Narrative:

Other Supplies:

Professional Services: Consultants
• Food Consultant to assist with food establishment inspections
Professional Services: Clinics
• All expenses related to clinics (Flu, Lead Screening, Hepatitis B, School Clinics)
• Syringes, vaccines, alcohol, cotton, etc.
• Professional services
• Equipment, including rental
Communicable Disease Program
• Vaccines and syringes
• Educational brochures and pamphlets
• Current reference publications
• Professional seminars on communicable disease issues
Environmental Program Supplies
• Expenses directly related to environmental sanitation programs (UST's, Title 5, food protection, code enforcement, hazardous materials)
• Stem and strip thermometers, reference publications, constable fees, costs of boarding up condemned properties
• Professional seminars on environmental health issues
Laboratory Supplies
• Lab supplies
• Outside testing of beach water samples
• Other testing as needed

Other Charges & Expenditures:

Household Hazardous Waste Program
• Expenses related to the annual household hazardous waste collection day
• Hazardous waste contractor fee, including setup, sorting and disposal
• Police detail at collection site
• Other hazardous waste disposal costs as needed.
Mandated Syringe/sharps collection program

Section VII:
Administrative Support Services

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Town of Natick

Home of Champions

Department:	Board of Selectmen/Town Administrator					
Appropriation Summary	**2015 Actual**	**2016 Actual**	**2017 Appropriated**	**2018 Preliminary**	**2017 vs. 2018 $ (+/-)**	**% (+/-)**
Salaries						
Personnel Services	$ 821,914	$ 952,419	$ 1,017,400	$ 1,053,599	$ 36,199	3.6%
Total Personal Services	**$ 821,914**	**$ 952,419**	**$ 1,017,400**	**$ 1,053,599**	**$ 36,199**	**3.6%**
Operating Expenses						
Puchase of Services	$ 83,921	$ 93,280	$ 131,700	$ 123,700	$ (8,000)	-6.1%
Technical & Professional	$ 129,139	$ 110,523	$ 158,750	$ 112,750	$ (46,000)	-29.0%
Supplies	$ 18,140	$ 10,967	$ 25,000	$ 25,000	$ -	0.0%
Other Supplies	$ 15,586	$ 1,106	$ 5,000	$ 5,000	$ -	0.0%
Other Charges/Expenses	$ 20,042	$ 101,107	$ 93,000	$ 93,000	$ -	0.0%
Selectmen Contract Settlem	$ -	$ -	$ 875,000	$ 1,973,765	$ 1,098,765	125.6%
Zoning By-Law Re-Write	$ -	$ -	$ -	$ -	$ -	0.0%
Recruitment	$ 23,595	$ -	$ -	*$ 25,000*	$ 25,000	0.0%
Total Operating Expenses	**$ 290,423**	**$ 316,983**	**$ 1,288,450**	**$ 2,358,215**	**$ 1,069,765**	**83.0%**
Total BOS/TA	**$ 1,112,337**	**$ 1,269,402**	**$ 2,305,850**	**$ 3,411,814**	**$ 1,105,964**	**48.0%**

Mission:

Board of Selectmen

The Board of Selectmen is composed of five members, each of whom are elected for a three-year term. Per the Town of Natick's Home Rule Charter and By-Laws, the Selectmen serve as the Town's Chief Elected and Executive Officers, responsible for determining overall Town policy, and guiding the general direction and management of all Town matters and affairs. One of the Selectmen's most important responsibilities is to appoint a Town Administrator who, per the term of the Town Charter and By-Laws, is responsible for the daily management and coordination ofall municipal (non-school) operations.

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

The Selectmen also serve as licensing board responsible for issuing, monitoring and renewing licenses in 19 categories, including common victualler (food service), liquor (retail and on-premises /restaurant), entertainment, innholder's, taxi cab, gasoline storage, lodging house and many others.

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

Department: Board of Selectmen/Town Administrator

Mission (con't)

Town Administrator

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

The Town Administrator is appointed by the Board of Selectmen to ensure the efficient administration of all functions and daily operations of the Town, advise and administer the policies and procedures of the Board of Selectmen, enforce Town By-Laws, and implement the terms ofTown Meeting votes. The Town Administrator's authority and responsibilities are established and defined in Section 4 of the Town Charter.

The Town Administrator is responsible for the development of the annual operating budget, including revenue and expense projections for the upcoming fiscal year; this document is released as a preliminary budget on the first business day of each January. The Town Administrator's budget is presented to the Board of Selectmen, reviewed by the Finance Committee and ultimately presented to Town Meeting for action.

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

Goals:

The Board of Selectmen and Town Administrator have established a set of goals that revolve around several key themes:

- Develop an effective and coordinated community response to the opioid problem
- Enhance internal and external communications
- Promote sound economic development
- Ensure fiscally responsible service delivery
- Actively participate in the Master Planning process
- Enhance customer service

Budget Overview:

I. Main Purpose of the Department

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

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

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Department: Board of Selectmen/Town Administrator

Budget Overview (con't):

II. Recent Developments

• The Administration and Board of Selectmen oversee a wide array of high-quality and cost-effective services to meet the evolving needs of our community. Sound financial planning is essential to meet these needs on a consistent and ongoing basis, and the Administration's long-range perspective and fiscal conservativatism have served the Town well and enabled us to respond to emerging community needs and priorities. For example, in response to the opioid epidemic affecting residents and families in our community - and those across the State and nation - in FY 2016 with the support of the Administration, Board of Selectmen, Finance Committee and Town Meeting, a full-time Prevention and Outreach Program Manager was hired to coordinate local and regional efforts to combat this crisis. Other developments in FY 2016 include further accomplishments and new initiatives in our sustainibility programs. Notably, our "Solarize Mass Natick" program, which coordinated and supported reduced-cost solar installations for Natick residents and small businesses, of the 51cities and towns enrolled in this program, Solarize Mass Natick was the largest in state history as measured by installed capacity, and the third largest as measured by the number of new installations! Further, in FY 2016 the Town initiated a pilot program to evaluate the logistics and workability of a curbside compost collection program. Over 500 households are enrolled in this successful initiative, which we hope to offer Town-wide on a voluntary basis within the next couple of years. Another major development in FY 2016 was the initiation of Natick 2030+, a two year process through which extensive public input will be solicted as to Natick's current community character, advantages and challenges; where the community wants to be in 25 years; and how the community might best achieve that future.

III. Current Challenges

Natick's evolving population - most notably increasing numbers of young families - presents significant demands for expanded services. Specifically, for each of the last 10 years, student enrollment in the Natick Public Schools has increased an average of approximately 100 students; this pace of enrollment growth is projected to diminish only slightly in the next few years. To maintain appropriate class sizes, respond to evolving educational mandates and further advance the district's academic goals, additional teaching and other positions have been essential, along with associated budgetary growth.

Specifically, for the 10 year period between fiscal year 2007 to fiscal year 2017, the Natick School Department budget has grown from just over $40 million to $57.8 million, an average of $1.76 million per year or 4.4%. In more recent years this budget growth has been more pronounced; since fiscal year 2011 the School Department budget has increased an average of $2.3 million or an annual average of 5.2%. It is important to reiterate that this budgetary growth has been driven by the substantial and consistent growth in student enrollment and the ongoing challenges associated with ever-changing state and federal mandates regarding delivery of educational programs and services. Nonetheless, meeting these escalating annual costs continue to present considerable financial challenges.

We are also facing challenges with respect to our capital needs. Specifically, we are currently developing financing plans for three major capital projects - a new Middle School, Fire Station and Parking Garage - with the goal of minimizing the impact that these projects will have on Natick's taxpayers.

Department: Board of Selectmen/Town Administrator

Budget Overview (con't):

Natick continues to be in a very solid financial position and it will be incumbent upon department heads and those involved in the budget process to continue to be financially prudent. School enrollment growth, increasing complexity in state and federal regulations govenring municipal regulations, evolving community needs and priorities all present financial challenges for the Town.

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

Several of the collective bargaining agreements between the Town and General Government unions have not yet been settled; these contracts expired at the end of FY15. As in the past two fiscal years, we are carrying a reserve to fund these contracts once they are ratified.

V. On the Horizon

Several employees in key leadership positions are scheduled to retire within the next year or two. We strive to develop succession plans in anticipation of these departures but all too often find that it is challenging to identify qualified individuals for specialized municipal positions.

Town of Natick

Home of Champions

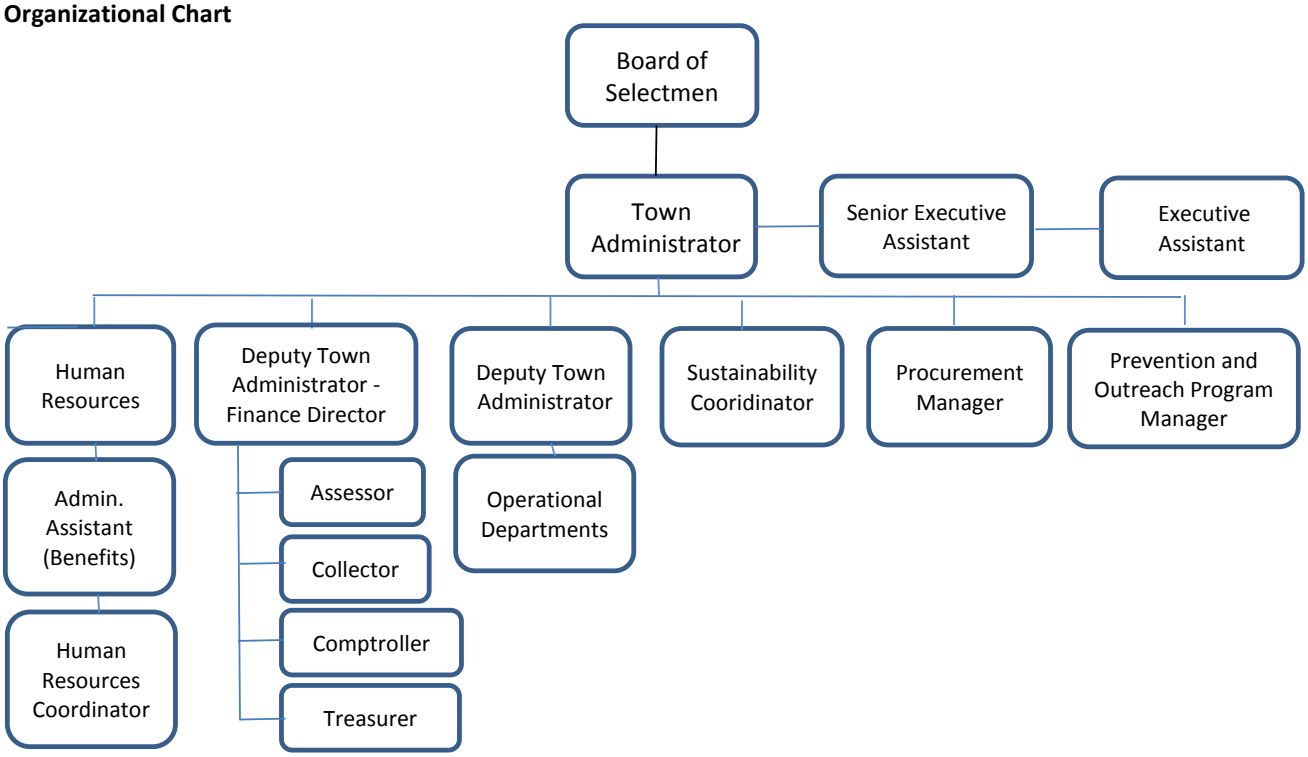
Department: Board of Selectmen/Town Administrator

Staffing	2015	2016	2017	2018
Town Administrator	1	1	1	1
Deputy Town Administrator/Finance Director	1	1	1	1
Deputy Town Administrator/Operations	1	1	1	1
Director of Human Resources	1	1	1	1
Executive Assistants	2.8	2	2	2
Administrative Assistant (Benefits)	1	1	1	1
Human Resources Coordinator	0.5	1	1	1
Department Support	0.25	0.25	0.25	0.25
Sustainability Coordinator	1	1	1	1
Procurement Manager	0	1	1	1
Prevention and Outreach Program Manager	0	0	0	1
Total FTE	**9.55**	**10.25**	**10.25**	**11.25**
Total FT/PT	**8 FT / 3 PT**	**10 FT / 1 PT**	**10 FT / 1 PT**	**10 FT / 1 PT**

Notes

There are no proposed changes to staffing in FY18.

Organizational Chart



Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Salaries Management	$ 554,929	$ 574,812	$ 570,018	$ 570,097	$ 79	0.0%
Salaries Supervisory	$ 64,606	$ 63,341	$ 60,231	$ 63,000	$ 2,769	4.6%
Salaries Operational Staff	$ 147,188	$ 172,168	$ 174,227	$ 178,102	$ 3,875	2.2%
Salaries Tech & Professional	$ 49,500	$ 139,579	$ 202,924	$ 232,400	$ 29,476	14.5%
Salaries Part/Time Operational	$ 5,691	$ 2,519	$ 10,000	$ 10,000	$ -	0.0%
Personnel Services	**$ 821,914**	**$ 952,419**	**$ 1,017,400**	**$ 1,053,599**	**$ 36,199**	**3.6%**
In-State travel/meetings	$ 894	$ 3,003	$ 3,200	$ 3,200	$ -	0.0%
Out of State travel	$ 3,285	$ 1,142	$ 10,000	$ 10,000	$ -	0.0%
Communication telephone	$ 3,658	$ 5,349	$ 4,500	$ 5,500	$ 1,000	22.2%
Dues/subscriptions	$ 10,670	$ 12,242	$ 13,000	$ 13,000	$ -	0.0%
Copy/mail center fees	$ 58,185	$ 62,416	$ 68,000	$ 68,000	$ -	0.0%
Training & education	$ 7,229	$ 9,128	$ 26,500	$ 24,000	$ (2,500)	-9.4%
Purchase of Services	**$ 83,921**	**$ 93,280**	**$ 125,200**	**$ 123,700**	**$ (1,500)**	**-1.2%**
Annual financial audit	$ 80,000	$ 86,000	$ 87,000	$ 90,000	$ 3,000	3.4%
Consultant Parking Garage	$ 8,765	$ -	$ -	$ -	$ -	0.0%
GASB 45 / OPEB study & updates	$ 9,500	$ -	$ 9,500	$ -	$ (9,500)	-100.0%
Economic Development Study	$ -		$ 40,000	$ -	$ (40,000)	-100.0%
Consultant assistance	$ -	$ 3,404	$ 3,000	$ 3,500	$ 500	16.7%
Surveys	$ -	$ -	$ -	$ -	$ -	0.0%
Perambulation of Bounds	$ 200	$ 250	$ 250	$ 250	$ -	0.0%
Oil tank remediation	$ 23,548	$ 15,700	$ 10,000	$ 10,000	$ -	0.0%
Printing & advertising	$ 7,126	$ 5,169	$ 9,000	$ 9,000	$ -	0.0%
Technical & Professional	**$ 129,139**	**$ 110,523**	**$ 158,750**	**$ 112,750**	**$ (46,000)**	**-29.0%**
Office supplies: Furniture	$ 7,998	$ 1,690	$ 15,000	$ 15,000	$ -	0.0%
Office supplies	$ 10,142	$ 9,277	$ 10,000	$ 10,000	$ -	0.0%
Supplies	**$ 18,140**	**$ 10,967**	**$ 25,000**	**$ 25,000**	**$ -**	**0.0%**
Supplies - Town Administrator	$ 3,810	$ 1,106	$ 5,000	$ 5,000	$ -	0.0%
Community Senior Center Survey	$ 11,776	$ -	$ -	$ -	$ -	0.0%
Other Supplies	**$ 15,586**	**$ 1,106**	**$ 5,000**	**$ 5,000**	**$ -**	**0.0%**
Natick Center revitalization	$ 8,000	$ 88,667	$ 80,000	$ 80,000	$ -	0.0%
Metrowest Regional Collaborative	$ 12,042	$ 12,440	$ 13,000	$ 13,000	$ -	0.0%
Other Charges/Expenses	**$ 20,042**	**$ 101,107**	**$ 93,000**	**$ 93,000**	**$ -**	**0.0%**
Selectmen contract settlements	$ -	$ -	$ 875,000	$ 1,973,765	$ 1,098,765	125.6%
Selectmen Contract Settlements	**$ -**	**$ -**	**$ 875,000**	**$ 1,973,765**	**$ 1,098,765**	**125.6%**
Selectmen Recruitment	**$ 23,595**	**-**	**-**	**25,000**	$ 25,000	100.0%
Zoning By-Law re-write	**$ -**	**$ -**			**$ -**	**0.0%**
Total Expenses	**$ 290,423**	**316,983**	**1,281,950**	**2,358,215**	**1,076,265**	**84.0%**
Total Board of Selectmen	**$ 1,112,337**	**$ 1,269,402**	**$ 2,299,350**	**$ 3,411,814**	**$ 1,112,464**	**48.4%**

Town of Natick

Home of Champions

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

Personnel Services:

Salaries - Management: Town Administrator, Deputy Town Administrator - Operations, Deputy Town Administrator - Finance Director, Director of Human Resources.
Salaries - Supervisory: Senior Executive Administrator to the Town Administrator.
Salaries - Operational Staff: Senior Executive Administrator to the Board of Selectmen, Administrative Assistant - Benefits, and the Human Resources Coordinator.
Salaries - Technical / Professional: Procurement Manager and the Sustainability Coordinator.

Purchase of Services:

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

Technical & Professional Services:

Annual Financial Audit: Provides the required annual financial audit of the Town's transactions and accounts.
GASB 45/OPEB Study & Updates: This account is used to fund updates to the OPEB actuarial. These updates are only needed every other year. With the change in health insurance contributions by the Town, through negotiations with the Public Employees Committee in FY16, the Town will update its OPEB actuarial report in FY17.
Consultant Assistance: These funds support various special engineering projects throughout the Fiscal Year, typically related to the work of the Environmental Compliance Officer.
Surveys: This account would allow for full or partial contracting of citizen and customer surveys for the Town of Natick.
Perambulation of Bounds: This account funds the cost of the required visual inspection of the property bounds of the community.
Oil Tank Remediation: Long term monitoring required to be in compliance with state regulations. The Court House monitoring was completed in FY16 and no additional remediation is necessary in the future.
Printing & Advertising: Funds are used to advertise Town Meeting, public hearings, sale of surplus property, employment opportunities and legal notices, etc.

Supplies:

Office Supplies: Provides for a variety of office supplies to support the Board of Selectmen's Office. Includes forms for licenses.
Office Supplies: Furniture: Increasingly as offices age new chairs and desks are required. We plan on replacing a majority of the office chairs in Town Hall. We are also planning on replacing the conference room furniture in the Community Development Office conference room.

Other Supplies:

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

Other Charges:

Natick Center Revitalization: These funds are to assist Natick Center Associates for continued revitalization efforts.
Metrowest Regional Collaborative: This line item funds the Town's annual dues to the Metrowest Regional Collaborative. This amount increased in FY16 and is expected to remain stable in FY17.
Selectmen Contract Settlements: This line item is used to fund collective bargaining settlements for all Town unions. The are still several contracts unsettled. Contracts are in process of negotiations.
Selectmen Recruitment: This line item is used to fund recruiting for the Town Administrator and Fire Chief.

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Town of Natick

Home of Champions

Department: Personnel Board

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Classification Program	$ -	$ -	$ 1,000	$ 1,000	$ -	0%
Other Charges/Expenses	**$ -**	**$ -**	**$ 1,000**	**$ 1,000**	**$ -**	**0%**
Total Personnel Board	**$ -**	**$ -**	**$ 1,000**	**$ 1,000**	**$ -**	**0%**

Line-Item Detail:

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

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Town of Natick

Home of Champions

Department: Town Report

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Printing & Advertising	$ 3,682	$ 3,428	$ 7,850	$ 4,100	$ (3,750)	-48%
Professional Services	**$ 3,682**	**$ 3,428**	**$ 7,850**	**$ 4,100**	**$ 4,422**	**129.0%**
Total Town Report	**$ 3,682**	**$ 3,428**	**$ 7,850**	**$ 4,100**	**$ 4,422**	**129.0%**

Line-Item Detail:

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

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Town of Natick

Home of Champions

Department: Legal

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Operating Expenses						
Technical & Professional Serv.	$ 270,202	$ 218,751	$ 346,100	$ 331,100	$ 127,349	58.22%
Supplies	$ 3,476	$ 3,469	$ 3,500	$ 3,500	$ 31	0.89%
Total Operating Expenses	**$ 273,678**	**$ 222,221**	**$ 349,600**	**$ 334,600**	**$ 127,379**	**57.32%**
Other Chgs & Expenses						
Sub-total - Other Charges & Expenses	$ 7,513	$ 843	$ 7,500	$ 7,500	$ 6,657	789.68%
Total Other Chgs. & Expenses	**$ 7,513**	**$ 843**	**$ 7,500**	**$ 7,500**	**$ 6,657**	**789.68%**
Total Legal Services	**$ 281,191**	**$ 223,064**	**$ 357,100**	**$ 342,100**	**$ 134,036**	**60.09%**

Budget Overview:

I. Main Purpose of the Department

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

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

II. Recent Developments

Town Counsel services were primarily required for Selectmen, Town Administrator, building, zoning, Planning Board, liquor licenses, contracts (a broad scope including sewer projects, water projects, DPW projects, tree services, consultant services, and numerous other subjects), easements, leases, preparation of Town Meeting warrant articles and motions, and participation at Town Meeting. Notable Town Meeting action involved the purchase of the Cochituate Rail Trail, multiple proposals for moratoriums on development and changes to Use Districts and Use Regulations, proposed amendments to Zoning By-laws for multiple items, anti-aid amendment, etc.

Labor Counsel services include various personnel matters, collective bargaining, healthcare, grievances and arbitrations related to contract issues and related to employment issues.

III. Current Challenges

Incorporating Municipal Law Changes into the daily operations.

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

The Town is the process of negotiating the remaining union contracts from FY16. The Town intends to negotiate all union contracts in FY 2018. Additional funding for Legal Services - The retainer and hourly rates have not changed in some time. We anticipate a request to increase these fees in the upcoming year.

V. On the Horizon

None

Town of Natick

Home of Champions

Department: Legal

Staffing	2014	2015	2016	2017	2018
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

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

Budget Summary	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Legal Services - Appellate Tax	$ 4,006	$ 2,125	$ 15,000	$ 10,000	$ (5,000)	-33.3%
Legal Services - Labor	$ 75,052	$ 68,201	$ 150,000	$ 125,000	$ (25,000)	-16.7%
Communication Telephone	$ 48	$ 47	$ 100	$ 100	$ -	0.0%
Legal Services - Retainer	$ 100,000	$ 100,000	$ 100,000	$ 115,000	$ 15,000	15.0%
Legal Services - Litigation	$ 43,241	$ 37,134	$ 60,000	$ 60,000	$ -	0.0%
Legal Services - ZBA Decisions	$ 17,539	$ 11,245	$ 20,000	$ 20,000	$ -	0.0%
Legal Services - Cable	$ -	$ -	$ 1,000	$ 1,000	$ -	0.0%
Legal Services - Affordable Housing	$ -	$ -	$ -	$ -	$ -	0.0%
Legal Services - Tax Titles	$ 30,316	$ -	$ -	$ -	$ -	0.0%
Technical & Professional Serv.	**$ 270,202**	**$ 218,751**	**$ 346,100**	**$ 331,100**	**$ (15,000)**	**-4.3%**
Law Updates/Books	$ 3,476	$ 3,469	$ 3,500	$ 3,500	$ -	0.0%
Supplies	**$ 3,476**	**$ 3,469**	**$ 3,500**	**$ 3,500**	**$ -**	**0.0%**
Sub-total - Operating Expenses	**$ 273,678**	**$ 222,221**	**$ 349,600**	**$ 334,600**	**$ (15,000)**	**-4.3%**
Judgments - Damage Claims	$ 2,907	$ 843	$ 2,500	$ 2,500	$ -	0.0%
Judgments - Litigation	$ 4,606	$ -	$ 5,000	$ 5,000	$ -	0.0%
Sub-total - Other Charges & Expenses	**$ 7,513**	**$ 843**	**$ 7,500**	**$ 7,500**	**$ -**	**0.0%**
Total Legal	**$ 281,191**	**$ 223,064**	**$ 357,100**	**$ 342,100**	**$ (15,000)**	**-4.2%**

Line-Item Detail:

Tech & Prof. Services

Legal Services - Retainer	Set Cost of Attorney Fees for John Flynn
Legal Services - Litigation	Legal fees relative to dispute resolution
Legal Services - ZBA Decisions	Legal services relative to defending Zoning Board of Appeals decisions.
Legal Services - Labor	Legal services relating to employment issues
Legal Services - Appellate Tax	Legal services relative to Appellate Tax Board rulings
Legal Services - Cable	Fees relative to cable contract negotiations (Epstein & August, LLC)
Legal Services - Tax Titles	Fee for collection related legal services on tax title receivables
Communication Telephone	Town Counsel telephone costs

Supplies

Law Updates/Books	MGL updates and books

Other Charges & Expenditures

Judgments - Damage Claims	Small claims against the town
Judgments - Litigation	Claims that have been litigated and a final judgment rendered

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Town of Natick

Home of Champions

Department: Finance

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Personnel Services	$ 1,104,222	$ 994,223	$ 1,088,511	$ 1,129,308	$ 40,797	3.75%
Total Personnel Services	**$ 1,104,222**	**$ 994,223**	**$ 1,088,511**	**$ 1,129,308**	**$ 40,797**	**3.75%**
Purchase of Services	$ 135,527	$ 157,142	$ 234,050	$ 189,600	$ (44,450)	-18.99%
Supplies	$ 16,673	$ 20,175	$ 21,300	$ 21,000	$ (300)	-1.41%
Technical & Professional Services	$ 105,796	$ 116,547	$ 132,000	$ 133,000	$ 1,000	0.76%
Total Expenses	**$ 257,996**	**$ 293,864**	**$ 387,350**	**$ 343,600**	**$ (43,750)**	**-11.29%**
Revalue of real property	$ 61,359	$ 6,633	$ 75,000	$ 75,000	$ -	0.00%
Total Other Charges/Expenses	**$ 61,359**	**$ 6,633**	**$ 75,000**	**$ 75,000**	**$ -**	**0.00%**
Total Finance Department	**$ 1,423,577**	**$ 1,294,720**	**$ 1,550,861**	**$ 1,547,908**	**$ (2,953)**	**-0.19%**

Mission Statement

The mission of the Finance Department is to provide outstanding and timely customer service to Town residents and departments; to accurately and properly record all Town financial activity and provide reports to the Board of Selectmen, Town administration, Town Committees and residents showing the financial activity and condition for the Town; and to do whatever is necessary to protect the financial assets of the Town and make the best use of its financial resources.

In order to accomplish its mission of the Finance Department develops and monitors fiscal policies and procedures that ensure a financially strong and effective town government which maintains the financial integrity of the Town and its related departments. Being responsible for the overall financial and accounting management of the Town, the Department ensures that the generally accepted accounting principles are followed and appropriate internal controls are in place to safeguard Town assets.

The Department plays a key role in every financial transaction of the Town ranging from cash handling to debt management and from financial forecasting to budgetary processing and controls. Services provided by the Department include fiscal oversight, accounting and analysis, debt management, cashiering, cash management, investments, collections, budget development, external reporting, accounts receivable, accounts payable, payroll, real estate assessment and internal auditing and control.

Town of Natick

Home of Champions

Department: Finance

Goals:

○ To provide exceptional customer service to Town residents and departments.
○ To streamline and update Department workflows to enhance efficiency.
○ Please see the goals section under each division for additional information.

Current Challenges:

The Finance Department manages daily, weekly, monthly and annual financial transactions, investments, reconciliations, and accounting for the 640 funds and well over $130 million of financial activity. In addition, the Department proves valuations of real and personal property of over $7 billion of valued property that provide the basis for over 75% of the Town's revenue.

In order to maintain this vital town infrastructure operating efficiently, keeping our systems and staff up to date and appropriately resourced will continue to be an ongoing challenge in FY 2018 and for years to come.

The Town is fortunate to have a dedicated, professional , hardworking Finance Department staff and taxpayers should feel confident that their interests and investment are being well taken care of.

Significant Changes to the Upcoming Fiscal Year and Budget Impact

Each division has outlined this information as it pertains to their individual departments.

Department: Finance

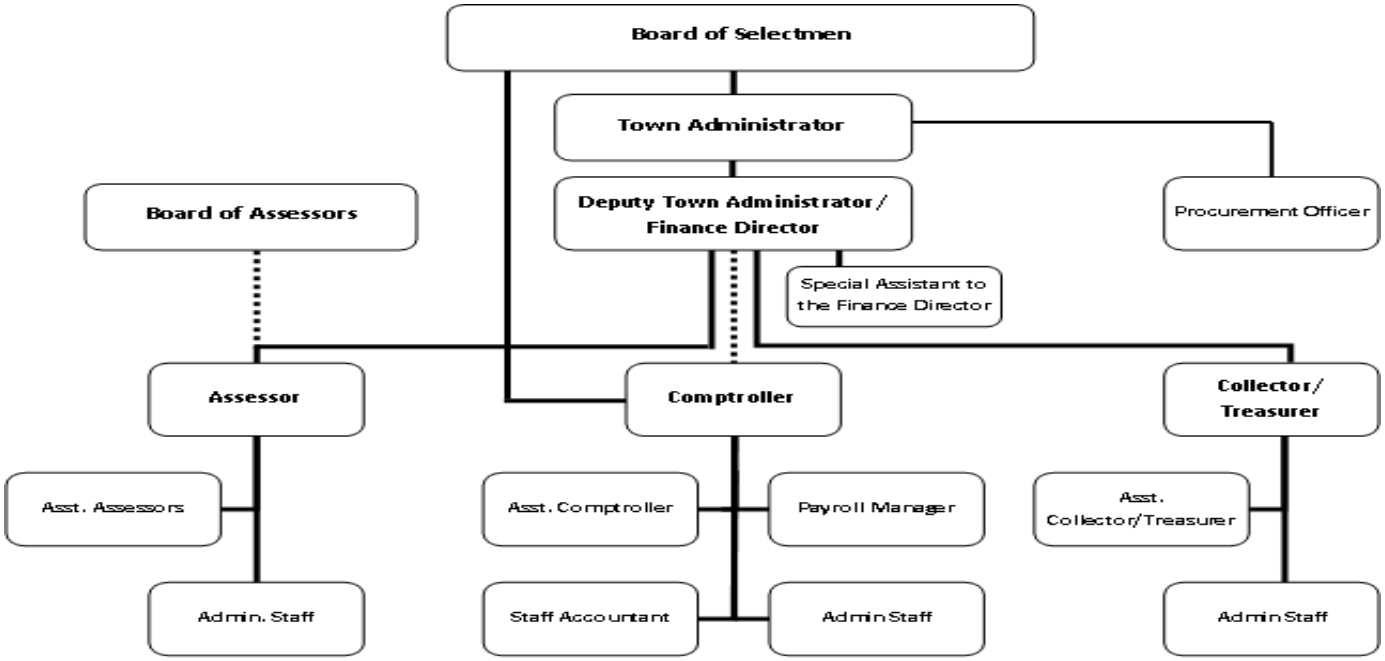
Staffing

The Finance Department is led by the Deputy Town Administrator/Finance Director. In addition, a Special Assistant to the Finance Director reports directly to the Finance Director and is not allocated to any one division. All other staffing is detailed within the division breakouts.

Staffing Summary Table	FY2014	FY2015	FY2016	FY2017	FY2018
Finance Director	0	0	0	0	0
Special Assistant to Finance Director	1	1	1	1	1
Comptroller	5.99	5.69	5	5	5
Assessing	4.63	4.94	5	5	5
Collector**	2.77	3.77	2.80	2.80	2.80
Treasurer**	1.63	1.63	1.60	1.60	1.60
Total Staffing	**16.02**	**17.03**	**15.40**	**15.40**	**15.40**

***An additional 2.09 FTE work within the office, but are shown in Utility Billing under the Water/Sewer Enterprise Fund.*

Organizational Chart



Town of Natick

Home of Champions

Department: Finance

Budget Detail	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Salaries Management	$ 337,420	$ 337,930	$ 336,289	$ 341,900	$ 5,611	1.67%
Salaries Supervisory	$ 109,895	$ 99,771	$ 136,782	$ 153,500	$ 16,718	12.22%
Salaries Operational Staff	$ 266,031	$ 283,223	$ 325,086	$ 334,306	$ 9,220	2.84%
Salaries Tech & Professional	$ 324,356	$ 209,359	$ 211,566	$ 252,874	$ 41,308	19.52%
Part Time Operational Staff	$ 62,098	$ 62,562	$ 66,538	$ 34,478	$ (32,060)	-48.18%
Operational Staff Additional Comp	$ 750	$ 750	$ 750	$ 750	$ -	0.00%
Operational Staff Overtime	$ 3,672	$ 628	$ 11,500	$ 11,500	$ -	0.00%
Personnel Services	**$ 1,104,222**	**$ 994,223**	**$ 1,088,511**	**$ 1,129,308**	**$ 40,797**	**3.75%**
Repairs & maintenance equipment	$ 1,942	$ 1,234	$ 9,500	$ 9,300	$ (200)	-2.11%
Tax title	$ 24,652	$ 54,877	$ 40,000	$ 35,000	$ (5,000)	-12.50%
In-state travel/meetings	$ 3,463	$ 1,807	$ 4,650	$ 4,650	$ -	0.00%
Communication telephone	$ 4,648	$ 3,611	$ 4,400	$ 4,450	$ 50	1.14%
Training & education	$ 4,386	$ 6,157	$ 25,350	$ 25,850	$ 500	1.97%
Dues & subscriptions	$ 1,339	$ 1,215	$ 1,950	$ 2,150	$ 200	10.26%
Tax mapping	$ 7,065	$ 10,171	$ 10,000	$ 10,000	$ -	0.00%
Communication postage	$ 82,594	$ 77,799	$ 91,200	$ 91,200	$ -	0.00%
Collection activities	$ 83	$ 50	$ 2,000	$ 2,000	$ -	0.00%
Consulting services	$ 5,355	$ 220	$ 45,000	$ 5,000	$ (40,000)	-88.89%
Purchase of Services	**$ 135,527**	**$ 157,142**	**$ 234,050**	**$ 189,600**	**$ (44,450)**	**-18.99%**
Copy center supplies	$ 255	$ 1,936	$ 2,800	$ 2,850	$ 50	1.79%
Office supplies	$ 16,418	$ 18,239	$ 18,500	$ 18,150	$ (350)	-1.89%
Supplies	**$ 16,673**	**$ 20,175**	**$ 21,300**	**$ 21,000**	**$ (300)**	**-1.41%**
Real estate tax billing	$ 5,029	$ 6,533	$ 7,000	$ 8,000	$ 1,000	14.29%
Motor vehicle excise tax billing	$ -	$ -	$ 4,000	$ 4,000	$ -	0.00%
Ambulance fee collections	$ 63,033	$ 74,052	$ 71,000	$ 71,000	$ -	0.00%
Banking service fees	$ 37,734	$ 35,962	$ 50,000	$ 50,000	$ -	0.00%
Technical & Professional Services	**$ 105,796**	**$ 116,547**	**$ 132,000**	**$ 133,000**	**$ 1,000**	**0.76%**
Revalue of real property	$ 61,359	$ 6,633	$ 75,000	$ 75,000	$ -	0.00%
Other Charges / Expenses	**$ 61,359**	**$ 6,633**	**$ 75,000**	**$ 75,000**	**$ -**	**0.00%**
Total Expenses	**$ 319,355**	**$ 300,497**	**$ 462,350**	**$ 418,600**	**$ (43,750)**	**-9.46%**
Totals	**$ 1,423,577**	**$ 1,294,720**	**$ 1,550,861**	**$ 1,547,908**	**$ (2,953)**	**-0.19%**

Town of Natick

Home of Champions

Department: Finance | **Division: Administration**

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Salaries Tech/Professional *	$ 59,289	$ 62,491	$ 62,253	$ 63,874	$ 1,621	2.6%
Personnel Services	**$ 59,289**	**$ 62,491**	**$ 62,253**	**$ 63,874**	**$ 1,621**	**2.6%**
In-state travel		$ -	$ 300	$ 300	$ -	0.0%
Dues & subscriptions		$ 300	$ 400	$ 400	$ -	0.0%
Training & education		$ -	$ 650	$ 650	$ -	0.0%
Purchase of Services		**$ 300**	**$ 1,350**	**$ 1,350**	**$ -**	**0.0%**
Office supplies		$ 300	$ 350	$ 350	$ -	0.0%
Supplies		**$ 300**	**$ 350**	**$ 350**	**$ -**	**0.0%**
Total Expenses		**$ 600**	**$ 1,700**	**$ 1,700**	**$ -**	**0.0%**
Total Administration	**$ 59,289**	**$ 63,092**	**$ 63,953**	**$ 65,574**	**$ 1,621**	**2.5%**

Line item details:

Personnel Services

Salaries: Special Assistant to the Finance Director.

Purchase of Services

In State Travel: Annual conference for the Accountants/Auditors which is held at the University of Massachusetts.

Dues & Subscriptions: For professional association dues and subscriptions to enhance professional development.

Training & Education: Continuing education opportunities to enhance professional development.

Supplies:

Office Supplies: General office supplies including binders, toner, pens, pencils, etc.

Town of Natick

Home of Champions

Department: Finance **Comptroller**

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Salaries						
Personnel Services	$ 400,566	$ 319,942	$ 376,976	$ 392,072	$ 15,096	4.00%
Total Salaries	**$ 400,566**	**$ 319,942**	**$ 376,976**	**$ 392,072**	**$ 15,096**	**4.00%**
Operating Expenses						
Purchase of Services	$ 9,968	$ 5,157	$ 62,500	$ 22,300	$ (40,200)	-64.32%
Supplies	$ 3,351	$ 9,219	$ 4,950	$ 5,150	$ 200	4.04%
Total Operating Expenses	**$ 13,319**	**$ 14,376**	**$ 67,450**	**$ 27,450**	**$ (40,000)**	**-59.30%**
Total Comptroller	**$ 413,885**	**$ 334,318**	**$ 444,426**	**$ 419,522**	**$ (24,904)**	**-5.60%**

Mission:

The mission of the Comptroller 's Office is to safeguard the financial assets of the Town through the use of sound professional accounting practices and internal controls; to ensure that the financial integrity of the Town is preserved and protected; to report on the accounts of Town Departments, Commissions and Committees; to provide the Town's management with accurate and timely financial information; to provide audit functions for the Town and to provide support to all Town Departments.

Goals:

Operational:

✓Close the books and submit Free Cash request to the DOR by early September each year
✓Meet other external reporting deadlines as needed during the fiscal year
✓Ensure that external audit requirements are met annually

Munis Enhancements:

✓Implement MUNIS upgrades as needed .
✓ Determine if improved utilization of existing software modules will benefit the Town and implement those portions that will enhance productivity without loss of internal controls.
✓Determine if MUNIS can integrate with other software used in the finance department to enable more timely, efficient data processing.
✓Continue to investigate opportunities for the electronic processing of payments via payroll or accounts payable.

Personnel Training and Advancement:

✓ Fill any staff vacancies with succession planning in mind.
✓ Continue to look for opportunities in training staff on Munis software and overall financial functions.
✓ Advance the skills of staff to be capable of growing within the Town to maintain continuity of service.
✓ Meet with staff regularly to discuss overall progress and operations and communicate ideas.
✓ Ensure people are cross-trained in priority functions so there is back-up for unexpected emergencies.

Town of Natick

Home of Champions

Department: Finance **Comptroller**

Miscellaneous:
✓Provide departments with adequate financial reporting to help them better monitor their budgets.
✓Assist departments as needed in processing new fund requests or making payroll & vendor changes. This will allow departmental transactions to be processed timely and properly.

Budget Overview:

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

II. Recent Developments
The Department has instituted procedural changes in recent years designed to streamline finance operations and maintain internal controls. Some recent changes are:

- Efforts are being made to decentralize payroll accrual accounting to streamline the process and gather more accurate and timely information.
- An ongoing effort to document and standardize office procedures continues to be a priority.
- A quarterly reporting procedure was instituted for all 600 plus non-major funds to allow departments further insight into their "total" available budgets .
- An effort to clean up old fund balances and close old accounts started in FY15, as staffing and time permit.
- Some training and assistance has been provided to other finance department staff to help them understand how their daily work impacts the accuracy of the ledger and the ability to reconcile the ledger accounts.

III. Current Challenges
✓ To establish a successful succession plan which would create a smooth transition when current employees retire or leave the Town's employ. Along these lines:

- The Assistant Comptroller position has been filled with an employee who has the potential to fill the Comptroller position, with additional training and support.
- The Finance Coordinator position has been filled and now provides a line of succession for the Staff Accountant postion.

✓ Finding opportunities for existing qualified staff to grow within the organization.
✓ The FY16 audit must be completed and any audit findings corrected.
✓ Monthly reconciliations and reporting are a challenge due to staff turnover and absences. The ability to process transactions on an accurate and timely basis is directly impacted by this factor.
✓ FY16 Year End Reporting to DOR is ongoing.
✓ We are in the midst of establishing new , more secure roles for Munis users .

Town of Natick

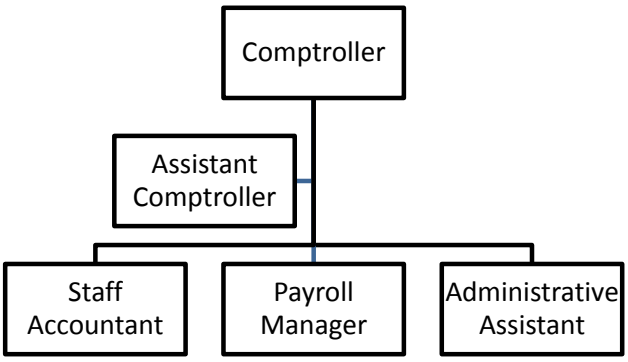
Home of Champions

Department: Finance | **Division: Comptroller**

Comptroller Staffing	2014	2015	2016	2017	2018
Comptroller	1	1	1	1	1
Assistant Comptroller	1	1	1	1	1
Procurement Officer *	1	1	0	0	0
Staff Accountant	1	1	1	1	1
Administrative Assistant***	0	0	1	1	1
Payroll Manager	1	1	1	1	1
Payroll/Benefits Administrative Coordinator **	0.5	0.5	0	0	0
Department Assistant	0.49	0.19	0	0	0
Total FTE	**5.99**	**5.69**	**5**	**5**	**5**
Total FT/PT	**5 FT / 1 PT**	**5 FT / 1 PT**	**5 FT / 0 PT**	**5 FT / 0 PT**	**5 FT / 0 PT**

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

Organizational Chart



Town of Natick

Home of Champions

Department: Finance **Comptroller 1**

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Salaries Management	$ 124,364	$ 125,961	$ 125,481	$ 128,750	$ 3,269	2.61%
Salaries Supervisory	$ 71,409	$ 62,416	$ 75,347	$ 85,000	$ 9,653	12.81%
Salaries Operational Staff	$ 86,361	$ 131,454	$ 174,148	$ 176,322	$ 2,174	1.25%
Salaries Tech/Professional	$ 118,432	$ -	$ -	$ -	$ -	0.00%
Operational Staff Overtime	$ -	$ 110	$ 2,000	$ 2,000	$ -	0.00%
Personnel Services	**$ 400,566**	**$ 319,942**	**$ 376,976**	**$ 392,072**	**$ 15,096**	**4.00%**
Consulting services	$ 5,355	$ 220	$ 45,000	$ 5,000	$ (40,000)	-88.89%
In-State travel	$ 165	$ -	$ 350	$ 100	$ (250)	-71.43%
Training & education	$ 2,476	$ 3,262	$ 15,000	$ 15,000	$ -	0.00%
Dues & subscriptions	$ 509	$ 125	$ 550	$ 550	$ -	0.00%
Communication telephone	$ 1,463	$ 1,549	$ 1,600	$ 1,650	$ 50	3.13%
Purchase of Services	**$ 9,968**	**$ 5,157**	**$ 62,500**	**$ 22,300**	**$ (40,200)**	**-64.32%**
Copy center supplies	$ 255	$ 1,936	$ 2,800	$ 2,850	$ 50	1.79%
Office supplies	$ 3,096	$ 7,284	$ 2,150	$ 2,300	$ 150	6.98%
Supplies	**$ 3,351**	**$ 9,219**	**$ 4,950**	**$ 5,150**	**$ 200**	**4.04%**
Total Expenses	**$ 13,319**	**$ 14,376**	**$ 67,450**	**$ 27,450**	**$ (40,000)**	**-59.30%**
Total Comptroller	**$ 413,885**	**$ 334,318**	**$ 444,426**	**$ 419,522**	**$ (24,904)**	**-5.60%**

Town of Natick

Home of Champions

Department: Finance | **Division: Comptroller**

Narrative:

Personnel Services

Salaries Management: Town Comptroller.
Salaries Supervisory: Assistant Comptroller.
Salaries Operational Staff: Compensation for the positions of (1) Staff Accountant , (1) Payroll Manager and (1) Finance Coordinator
Operational Staff Overtime: This amount is used for emergencies during peak work load times usually at the end of the fiscal year.

Purchase of Services

Consulting Services: To hire outside professional help to provide payroll tax advice, Munis software assistance, or hire temporary assistance when the office is short staffed.
In State Travel: Annual conference for the Accountants/Auditors which is held at the University of Massachusetts. and Melanson Heath course for new accounting hires along with the DLS new Hire annual forum
Training & Education: Continuing education for the Comptroller and Assistant Comptroller which includes Massachusetts Municipal Auditors and Accountants Association School. MUNIS training to enable staff to keep up to date with current versions, to include all Town of Natick departmental staff as needed.
Dues & Subscriptions: Various professional associations: Massachusetts Accountants/Auditors Association, Government Finance Officers Association, American Payroll Association - local chapter, dues and related materials.
Communication Telephone: Office telephones and fax machine.

Supplies:

Copy Center Supplies: Generic supplies needed for the operation of the center such as pens, pencils, card stock which supports the entire town.
Office Supplies: This line item is used to fund all the general office supplies.

Town of Natick

Home of Champions

Department: Finance | **Assessor**

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Salaries						
Personnel Services	$ 351,186	$ 352,444	$ 358,421	$ 371,309	$ 12,888	3.60%
Total Salaries	**$ 351,186**	**$ 352,444**	**$ 358,421**	**$ 371,309**	**$ 12,888**	**3.60%**
Operating Expenses						
Expenses	$ 22,499	$ 19,896	$ 26,900	$ 26,900	$ -	0.00%
Other Chgs. / Exp.	$ 61,359	$ 6,633	$ 75,000	$ 75,000	$ -	0.00%
Total Operating Expenses	**$ 83,858**	**$ 26,530**	**$ 101,900**	**$ 101,900**		
Total Assessor	**$ 435,044**	**$ 378,973**	**$ 460,321**	**$ 473,209**	**$ 12,888**	**2.80%**

Mission:

The Assessors Office is responsible for assessing all property located within the Town of Natick, including real estate, personal property, excise on motor vehicles and boats.
In cooperation with the Department of Revenue, values are reviewed for accuracy each year. Assessors are audited and certified triennially. Motor Vehicle excise information is provided by the Registry of Motor Vehicles. We strive to provide equality, compassion, and continued support while administering the personal exemption programs in accordance with Massachusetts General Laws chapter 59 clause 5. We will work successfully to complete all aspects of the Assessing field. We will continue to ask for the support of the Natick Community.

Goals:

Customer Service/ Personnel Advancement

✓ Educate the Public with a small class workshop for new homeowners, (Repeat of several years ago.)
✓ Continue to educate each member of the staff of all assessing functions . This will enable every taxpayer to receive an answer immediately.(Continued cross training)
✓ Enter into a new version of CAMA software which will enable us to implement improved methods of assessing all classes of property.
✓ Newer Staff members must continue to persue educational testing to complete their Massachusetts Certification.

Web and Other Computer Applications

✓*Total CAMA conversion to a web-based tool.*

Policy Issues

✓Work with Economic Development to enter into "Pilot" agreements and in leiu of payments. Solar and Natick Housing Authority.

Miscellaneous

✓Assist Finance Offices in any conversions to updated software.
✓Support all efforts with "Municity" with information sharing for all Town Departments.
✓Provide smooth transistions within the department for retirements.

Town of Natick

Home of Champions

Department: Finance | **Assessor**

Budget Overview:

I. Main Purpose of the Department – The Assessors Office serves as an advisory department to the Board of Assessors. The department is responsible for the assessment of all taxable property within the community. This includes; residential real estate, commercial and industrial real estate, motor vehicle excise, personal property, and boat excise tax. The department also manages betterment assessments, personal exemptions, abatements and tax appeals. The Assessors are also required to update Assessors' maps annually.

II. Recent Developments –Recent Developments: Efforts to visit and inspect all recent sales and all issued building permits are underway and it will take many hours of the Assistant Assessor's time. We will visit more than 1600 properties to complete the sales and building permit process for the calendar year. Property inspections for homes that have not had an interior inspection in the last eight years have been offered. Homeowners have opened their homes with an overwhelming participation rate of over 25%. This process follows the guidelines for the mandated inspection program from the Department of Revenue.

Natick's New Growth was certified at one hundred eleven million forty two thousand four hundred and sixty-seven dollars ($111,042,467). There were many contributing types of properties. A total of thirty one (31) new homes were added with an average value of $931,000. Additions to all property types also added significantly. Large commercial types of properties included La Fitness and banking facilities. Lastly the Modera project added a large contribution. The entire office staff worked tirelessly to list, measure, sketch and data enter the data changes for all of these projects. Maintaining the Assessors maps, creating new parcels and tracking lot changes added to the many tasks the staff completed.

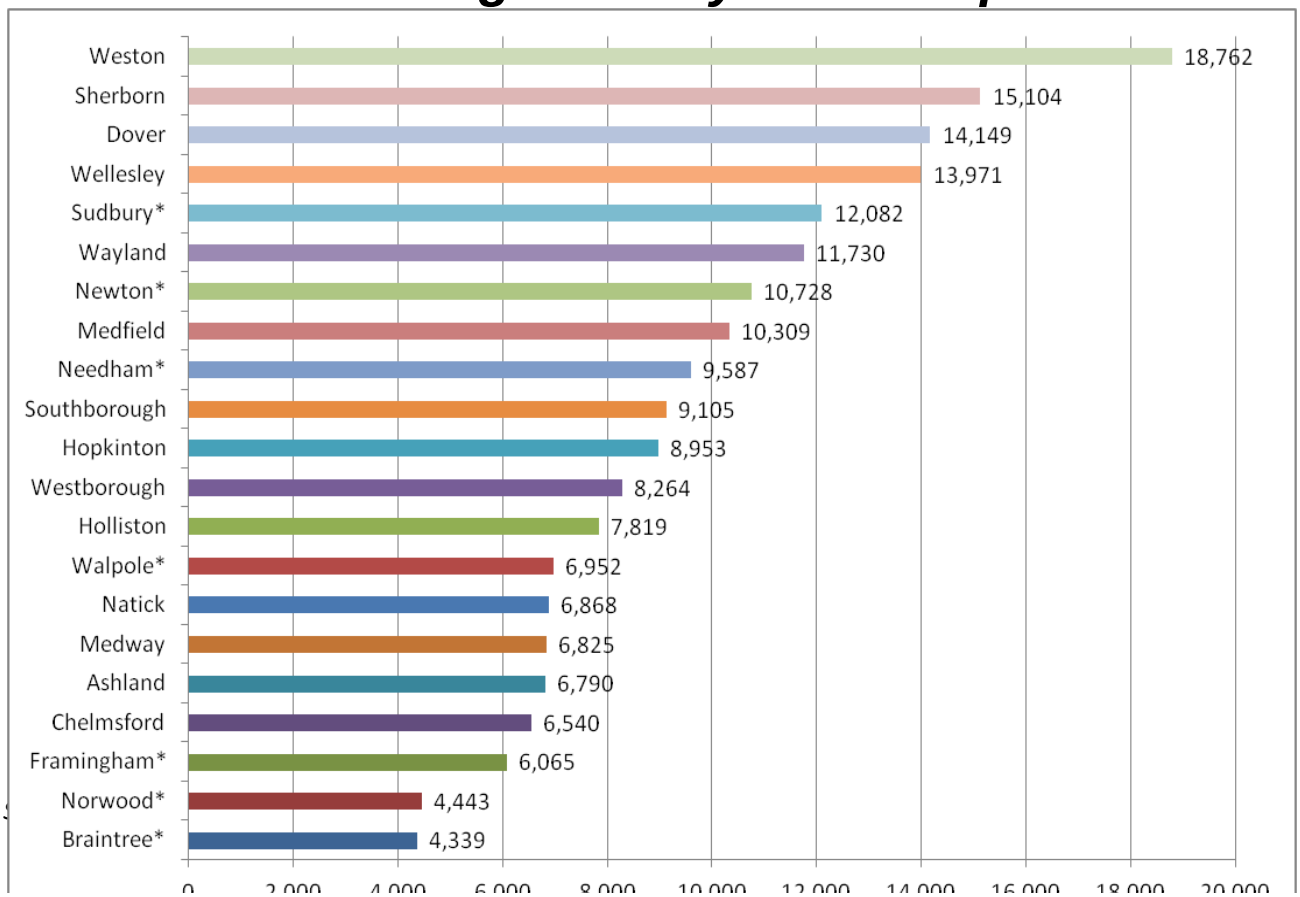
Rounding out the accumulation of all of the efforts listed above, the knowledgeable staff worked together with the Department of Revenue advisors to value each and every Natick property. Appraisal knowledge and Massachusetts guidelines for valuation assisted the staff in providing equal fair valuations for the Town.

III. Current Challenges – The numbers and complexity of building permits continue to increase in the midst of the current real estate boom. The volume of building permits occupies a large amount of time spent by the assistant assessors. The Mathworks Lakeside project, Stonegate Development projects, and the Hometown Paint redevelopment are all major projects that will require multiple field visits and a high level of valuation analysis. As the Appraisal staff are strectched thin, we are fortunate to have a strong support from our clerical staff who continue to add to their assessing education and help complete the task. Additionally, we are working towards FY2018 values and establishing new growth while also working towards the FY2019 certification process. As values have climbed in FY2017 and increases are indicated in the future, we anticipate a larger volume of phone calls and visits from taxpayers. Abatement filings will include property inspections and analysis of values. The staff's time will be consumed with questions and many conversations that will require a great deal of patience and understanding. The interaction with the public during "abatement season"is one of our offices highest priorities. Ultimately, the staff is up to the challenge and will provide accurate information and fair assessments for all Natick residents. Assessed values reflect market conditions and can be difficult to explain. Unfortunately, increased values can trigger higher property taxes and more unhappy taxpayers.

In Fiscal Year 2018 the main project will be moving forward to an upgraded web based software conversion for Real Estate. Our current "Univers" CAMA system has served the Town for over 20 years. The software upgrade will allow us to utilize new technology and increase the accuracy and consistency of our property values. In addition, upgraded features such as the abutters list process, condo complex valuation techniques, and income and expense entry will streamline some of our current procedures. This process will be involved and will take many staff hours. However, we are fortunate that our two new assistant assessors both have vast experience

V. On the Horizon – Fiscal Year 2018 will be our last interim year before our Fiscal Year 2019 certification process with the Department of Revenue. It is our goal to start working towards the certification standards now, as the process is very involved. Permit, sales, and cyclical inspections will continue along with the preparation of FY2019 certification. Many staff hours will be used for residential and commercial analysis and establishing new growth. The implementation of the upgraded software will be a time consuming process and will involve a large amount of internal training. It will also involve much valuation analysis of our current cost tables as they will be updated to todays standards. There is no doubt that the transistion will be a smooth one and our office will be up to speed in a short time. Hours of of dedicated staff training for the new software's use will be a high priority. I am sure that the dedicated staff will accomplish this task and continue to be sucessful.

FY2016 Single Family Tax Comparison

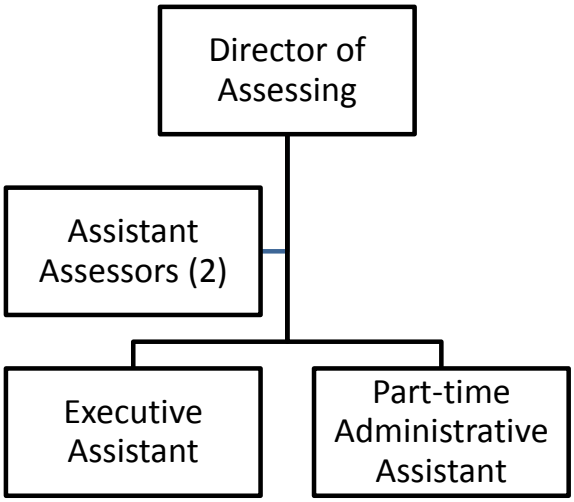


Department: Finance | **Division: Assessor**

Assessor Staffing	2014	2015	2016	2017	2018
Director of Assessing	1	1	1	1	1
Assistant Assessor	2	2	2	2	2
Executive Assistant	1	1	1	1	1
Administrative Assistant	0.63	0.94	1	1	1
Total FTE	**4.63**	**4.94**	**5**	**5**	**5**
Total FT/PT	**4 FT / 1PT**	**4 FT / 1PT**	**4 FT / 1 PT**	**5 FT / 0 PT**	**5 FT / 0 PT**

Notes

Organizational Chart



Town of Natick

Home of Champions

Department: Finance | **Division: Assessor**

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Salaries Management	$ 105,527	$ 105,984	$ 105,404	$ 108,150	$ 2,746	2.61%
Salaries Operational Staff	$ 52,031	$ 52,843	$ 52,470	$ 54,920	$ 2,450	4.67%
Salaries Tech & Professional	$ 146,635	$ 146,868	$ 149,313	$ 189,000	$ 39,687	26.58%
Part Time Operational Staff	$ 45,861	$ 46,345	$ 49,234	$ 17,239	$ (31,995)	-64.99%
Operational Staff Overtime	$ 1,132	$ 404	$ 2,000	$ 2,000	$ -	0.00%
Personnel Services	**$ 351,186**	**$ 352,444**	**$ 358,421**	**$ 371,309**	**$ 12,888**	**3.60%**
Repairs & Maint Equip	$ -	$ 6	$ 500	$ 300	$ (200)	-40.00%
In State Travel/Meetings	$ 3,275	$ 1,243	$ 3,000	$ 3,000	$ -	0.00%
Communication Telephone	$ 2,338	$ 1,560	$ 1,500	$ 1,500	$ -	0.00%
Education & Training	$ 1,580	$ 810	$ 3,200	$ 3,700	$ 500	15.63%
Tax Mapping	$ 7,065	$ 10,171	$ 10,000	$ 10,000	$ -	0.00%
Dues & Subscriptions	$ 830	$ 790	$ 1,000	$ 1,200	$ 200	20.00%
Communication Postage	$ 4,311	$ 2,949	$ 4,700	$ 4,700	$ -	0.00%
Purchase of Services	**$ 19,399**	**$ 17,529**	**$ 23,900**	**$ 24,400**	**$ 500**	**2.09%**
Office Supplies	$ 3,100	$ 2,367	$ 3,000	$ 2,500	$ (500)	-16.67%
Supplies	**$ 3,100**	**$ 2,367**	**$ 3,000**	**$ 2,500**	**$ (500)**	**-16.67%**
Revalue of Real Property	$ 61,359	$ 6,633	$ 75,000	$ 75,000	$ -	0.00%
Other Chgs. / Exp.	**$ 61,359**	**$ 6,633**	**$ 75,000**	**$ 75,000**	**$ -**	**0.00%**
Total Expenses	**$ 83,858**	**$ 26,530**	**$ 101,900**	**$ 101,900**	**$ -**	**0.00%**
Total Assessor	**$ 435,044**	**$ 378,973**	**$ 460,321**	**$ 473,209**	**$ 12,888**	**2.80%**

Town of Natick

Home of Champions

Department: Finance | **Division: Assessor**

Narrative:

Salaries:

Salaries Management: Salary for the Director of Assessing.

Salaries Operational Staff: Salaries for two Assistants, one full-time Executive Assistant and one full-time Administrative Assistant.

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

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

Supplies:

Repairs & Maintenance Equipment: This line item is used to repair and /or replace existing equipment (time clock - used to date stamp official documents) and other miscellaneous equipment.

Travel/Meetings: Travel to attend training and professional meetings. Also mileage reimbursements for inspections conducted in private vehicles, which has been decreased due to the purchase of the Electric Car. This coming year this number for mileage reimbursement will be zero..

Training & Education: The Massachusetts Association of Assessing Officers requires continued education for certification. The typical IAAO course cost is $525. The typical MAAO course ranges from $50 for seminars to over $575 for formal courses. Continued professional education is a key to maintaining a knowledgeable staff. The addition of staff members still completing their Massachusetts Certification has increased.

Communication Telephone: Telephone systems, cellular telephone.

Tax Mapping: Professional services related to tax mapping. The town must update tax maps to receive certification from the Department of Revenue to tax property. We rely on increased utilization of the Town's GIS capabilities. Additionally, the department will be changing to a web-based software and field modules are a must.

Dues & Subscriptions, (Memberships): To maintain the current status for the Town of Natick Assessing Staff and the Board of Assessors in the International Association of Assessing Officers, Massachusetts Association of Assessing Officers., and the Middlesex County Association of Assessing Officers. This allows the office to receive valuable training at discounted rates, newsletters and updates regarding the assessing profession. New staff member will hold a specialized certification, perhaps one of only 75 in the state. This renewal is more costly.

Communication Postage: Communication, mailings and information requests from taxpayers.

Office Supplies: Miscellaneous office supplies - paper, binders, folders, pens, pencils, etc.

Other Charges/Expenses:

Revaluation of Property: This account is used to support the primary costs related to the revaluation of property required under the provisions of Massachusetts General Laws Chapter 59. This is used to augment the work of the assessing staff and for software/hardware costs not covered by the information technology budget that are directly related to property revaluation. With the conclusion of the 2016 Certification, we intend to update our "CAMA" software. The planned update will be time consuming and will require additional support and licensing. This transfer of our "CAMA" data is beginning and we hope to have the conversion done by the start of this Fiscal Year. The Assessors revaluation line item will pay for the conversion and support for three years easing the IT dependence.

Town of Natick

Home of Champions

Department: **Finance** **Division:** **Collector**

Collector Budget	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Salaries						
Personnel Services	$ 204,201	$ 167,873	$ 188,325	$ 195,221	$ 6,896	3.66%
Total Salaries	**$ 204,201**	**$ 167,873**	**$ 188,325**	**$ 195,221**	**$ 6,896**	**3.66%**
Operating Expenses						
Purchase of Services	$ 65,422	$ 67,888	$ 80,650	$ 80,650	$ -	0.00%
Supplies	$ 4,709	$ 415	$ 5,000	$ 5,000	$ -	0.00%
Technical & Prof. Services	$ 68,062	$ 80,585	$ 82,000	$ 83,000	$ 1,000	1.22%
Total Operating Expenses	**$ 138,193**	**$ 148,888**	**$ 167,650**	**$ 168,650**	**$ 1,000**	**0.60%**
Total Collector	**$ 342,394**	**$ 316,761**	**$ 355,975**	**$ 363,871**	**$ 7,896**	**2.22%**

Mission:

The Collector's office is responsible for the billing and collecting of all monies due to the Town including but not limited to: Real estate tax, personal property tax, motor vehicle excise tax, boat excise tax, parking ticket fines, water and sewer bills, parking meter receipts, pay-as-you-throw trash bag billing and collection, police outside duty billing and collection, Federal and State reimbursements and grants, as well as a myriad of miscellaneous departmental permits, license and fees. The Collector's office offers in person, online and payment options through a lock-box payment system.

Goals:

✓To effectively and efficiently bill and collect all revenue statutorily required of our office.
✓Provide greater flexibility and ability to respond to evolving staffing needs.
✓Provide great customer service through a personable office environment that is here to lend assistance to the public.
✓ Implement improved online payment system and credit/debit readers within each department to improve customer service and streamline payment collection.

Budget Overview:

II. Recent Developments

The “online” payment capabilities continues to mark our commitment to improvement in the services provided to the residents of Natick. An “online” application for ordering “municipal lien certificate” was added to our online payment capabilities. Software applications for Community Development receipts and Pay as You Throw billing were developed utilizing QuickBooks Pro and joins Police Detail billing in our suite of billing and collection applications. We have implemented Invoice Cloud to allow for the payment both online and via credit and debt card, as well as electronic check options for real estate, personnel property bills, Water/Sewer Utility , Motor Vehicle Excise and donations to the Elderly and Disabled fund .

III. Current Challenges

The Town installed Point Software systems for real estate, personal property, and motor excise billing in FY2002. Although this has served us well, we have experienced decreasing functionality of maintaining two separate systems - one for accounts receivable and one for the general ledger. We anticipate a conversion of our tax and utility receivables from Point Software to Munis which we currently use for our accounting system , in fiscal 2018.

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

The Finance Department as a whole will be re-engineered for the future transition that is going to occur with retirements coming soon in a number of divisions. Our goal will be to have a succession plan established and implemented to assure a smooth transition. When long-standing and dedicated employees retire it typically leaves a hole in the operation due to lack of foresight and planning. We will lose "institutional knowledge" but our desire is to minimize interruptions to our departmental operations**.** Our succession plan includes cross training , and professional staff development of new and long term employees.

Town of Natick

Home of Champions

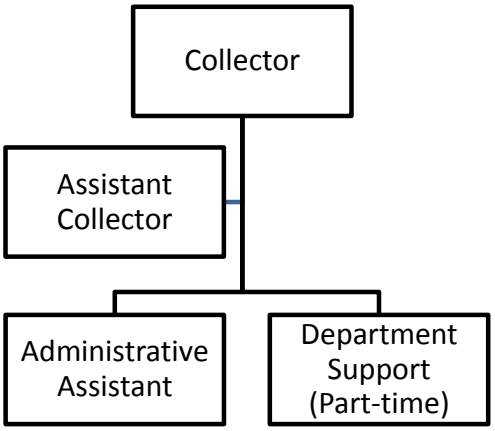
Department: Finance | **Division: Collector**

Collector Staffing	**2014**	**2015**	**2016**	**2017**	**2018**
Collector	0.7	0.7	0.7	0.7	0.7
Assistant Collector	0.7	0.7	0.7	0.7	0.7
Administrative Assistant	1	2	1	1	1
Department Support	0.4	0.4	0.4	0.4	0.4
Total FTE	**2.8**	**3.8**	**2.8**	**2.8**	**2.8**
Total FT/PT	**3 FT / 1 PT**	**4 FT / 1 PT**	**3 FT / 1 PT**	**3 FT / 1 PT**	**3 FT / 1 PT**

Notes

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

Organizational Chart



Performance Indicators

Please see Treasurer's Budget for these Indicators	

Town of Natick

Home of Champions

Department: Finance | **Collector**

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Management	$ 75,978	$ 74,201	$ 73,783	$ 73,500	$ (283)	-0.38%
Salaries Supervisory	$ 26,940	$ 27,885	$ 43,005	$ 47,950	$ 4,946	11.50%
Salaries Operational Staff	$ 83,774	$ 49,570	$ 49,234	$ 51,532	$ 2,298	4.67%
Salaries Part-Time Operational Staff	$ 16,237	$ 16,217	$ 17,304	$ 17,239	$ (65)	-0.38%
Operational Staff Overtime	$ 1,272	$ -	$ 5,000	$ 5,000	$ -	0.00%
Personnel Services	**$ 204,201**	**$ 167,873**	**$ 188,325**	**$ 195,221**	**$ 6,896**	**3.66%**
Repair & Maint Equipment	$ 320	$ 360	$ 3,000	3,000	$ -	0.00%
In State Travel/Meetings	$ -	$ 500	$ 500	500	$ -	0.00%
Communication Telephone	$ 847	$ 502	$ 650	650	$ -	0.00%
Training & Education	$ 280	$ 1,040	$ 2,500	2,500	$ -	0.00%
Communication Postage	$ 63,892	$ 65,436	$ 72,000	72,000	$ -	0.00%
Collection Activities	$ 83	$ 50	$ 2,000	2,000	$ -	0.00%
Purchase of Services	**$ 65,422**	**$ 67,888**	**$ 80,650**	**$ 80,650**	**$ -**	**0.00%**
Office Supplies	$ 4,709	$ 415	$ 5,000	$ 5,000	$ -	0.00%
Supplies	**$ 4,709**	**$ 415**	**$ 5,000**	**$ 5,000**	**$ -**	**0.00%**
Real Estate Tax Billing	$ 5,029	$ 6,533	$ 7,000	8,000	$ 1,000	14.29%
Motor Vehicle Excise Tax Billing	$ -	$ -	$ 4,000	4,000	$ -	0.00%
Ambulance Fee Collections	$ 63,033	$ 74,052	$ 71,000	71,000	$ -	0.00%
Technical & Professional Services	**$ 68,062**	**$ 80,585**	**$ 82,000**	**$ 83,000**	**$ 1,000**	**1.22%**
Total Expenses	**$ 138,193**	**$ 148,888**	**$ 167,650**	**$ 168,650**	**$ 1,000**	**0.60%**
Total Collector	**$ 342,394**	**$ 316,761**	**$ 355,975**	**$ 363,871**	**$ 7,896**	**2.22%**

Town of Natick

Home of Champions

Department: Finance **Division: Collector**

Narrative:

Personnel Services

Salaries Management: Pro-rated portion of the Finance Director/Treasurer's salary in the capacity as Town Collector (70% of total salary).
Salaries Supervisory: Pro-rated portion of the Assistant Treasurer / Assistant Collector's salary in the capacity as the Town's Assistant Collector (70% of total salary).
Salaries Operational Staff: Salary for one staff position is funded in this line item. This position is responsible for Municipal Lien Certificate preparation and is the primary public contact person at the Collector's public service window.
Part Time Operational: 720 hours of part-time operational staff. This position will provide administrative / clerical support to the Finance Director and Collector's office and will be available during peak tax receipt periods to supplement the full time Collector's staff.
Overtime Operational: Overtime worked by operational staff during peak tax receipt periods. These include the weeks of the real estate and personal property due date (Aug 1, Nov 1, Feb 1, & May 1) and various excise tax billings during the peak times (January - March).

Purchase of Services

Repairs and Maintenance: Maintenance and repair of business equipment such as date stamp, check signer, endorser, bar code readers, specialized printer, etc.
In State Travel/Meetings: Limited funding for in-state professional meetings & travel.
Training and Education: The costs related MUNIS Software training, attendance for staff at the Treasurer/Collector association conference, PC-specialized training seminars, etc.
Communication Telephone: Proportional costs assigned to the Collector's Office for telephone service.
Communication Postage: Cost associated with the mailings from the Collector's Office.
Collection Activities: Additional mailings of unpaid / delinquent tax, excise, police detail, tax title, betterment, and other accounts receivable.
Copy/Mail Center Fees: Cost assigned to the Collector's Office for mail center labor for mail handling and copy charges.

Technical & Professional Services

Real Estate Tax Billing: The cost of producing and mailing (non-postage) the real estate bills on a quarterly basis. The cost of producing and mailing (non-postage) the motor vehicle excise tax bills for multiple annual commitments.
PAYT Billing: This line item expense was eliminated in FY16. All billing is done in-house by the Finance Director.
Police Detail Billing: This line item expense was eliminated in FY16. All billing is done in-house by the Finance Director.
Ambulance Fee Collection: These represent fees, based on 4.00% of collected revenue, for a service agency (ProEMS) to process all ambulance invoicing and insurance claim processing as well as costs for on-call ambulances when necessary.

Supplies

Office Supplies: General office supplies.

Town of Natick

Home of Champions

Department: Finance | **Division: Treasurer**

Treasurer Budget	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Salaries						
Personnel Services	$ 88,980	$ 91,473	$ 102,536	$ 106,832	$ 4,296	4.19%
Total Salaries	**$ 88,980**	**$ 91,473**	**$ 102,536**	**$ 106,832**	**$ 4,296**	**4.19%**
Operating Expenses						
Purchase of Services	**$ 40,738**	**$ 66,269**	**$ 65,650**	**60,900**	**$ (4,750)**	**-7.24%**
Supplies	**$ 5,513**	**$ 7,872**	**$ 8,000**	**8,000**	**$ -**	**0.00%**
Technical & Professional	**$ 37,734**	**$ 35,962**	**$ 50,000**	**50,000**	**$ -**	**0.00%**
Total Operating Expenses	**$ 83,985**	**$ 110,103**	**$ 123,650**	**$ 118,900**	**$ (4,750)**	**-3.84%**
Total Treasurer	**$ 172,965**	**$ 201,576**	**$ 226,186**	**$ 225,732**	**$ (454)**	**-0.20%**

Mission:

The Treasurer/Collector's office is responsible for the billing, collecting and investing of all monies due to the Town ; the reconciliation of checks and bank accounts; issuing all authorized debt for both short and long term borrowing; and the maintenance of all properties taken for non-payment of taxes and for all public auction or disposition of all foreclosed properties.

Goals:

✓Foster professional development/cross training of staff
✓Maximize return on investment with safety and liquidity in mind.
✓Consolidate bank accounts.
✓Maximize operational efficiency .
✓ Improve and standardize cash management . Improve , and implement internal controls.
✓Work with the Town's Comptroller to improve timeliness and accessibility of revenue collections for staff and citizens.
✓Tax and utility receivables conversion
.

Budget Overview:

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

II. Recent Developments

In FY 2017 we have continued our strategy of placing a greater emphasis on the types of investments . Stabilization funds and OPEB Trust Funds, funds that have the ability to invested in longer-term products have been structured to maximize revenue while still maintaining a moderate risk tolerance. Weekly monitoring of cash and investment balances is performed and funds are invested, mainly in money market funds (short-term) to maximize interest with no risk of loss. We have continued to see significant improvements in the returns on the Towns investments. We will continue to monitor and adjust when necessary investment possibilities in order to be good fiscal stewards with the funds provided by taxpayers.

III. Current Challenges

The current challenges facing the Treasurer's division is the low interest rate prevalent in the market place today. It is difficult to earn any significant amount of interest income due to the continued low rates.

Succession planning is also a current challenge. Our goal is to properly cross-train employees so that we ensure a smooth transition when upcoming retirements occur. Another challenge to the department is handling the volume of transactions that are handled by the department.

IV. On the Horizon

This office plans on continuing the use of technology to improve processing of transactions. We plan to expand online receipt capabilities in the near future for various Departments through Invoice cloud, as well as remote check capture imaging .This allow various divisions to reduce the amount of cash and checks processed. Check Imaging allows for direct electronic deposits to our bank, increasing both efficiency and cost savings.

In Fiscal 2016, Article 28 was passed, which allows the Treasurer to establish a tax title revolving account. Costs associated with the collection of tax title fees, charges and costs upon redemption of tax titles and or the sale of foreclosed property, may be used for future expenses and will eliminate the need to appropriate such costs in the future. As of 11/30/2016 the balance collected totals $66,546.31. As the revolving account grows there should be no need to appropriate for Tax Title/Foreclosure expenses by 2019.

Town of Natick

Home of Champions

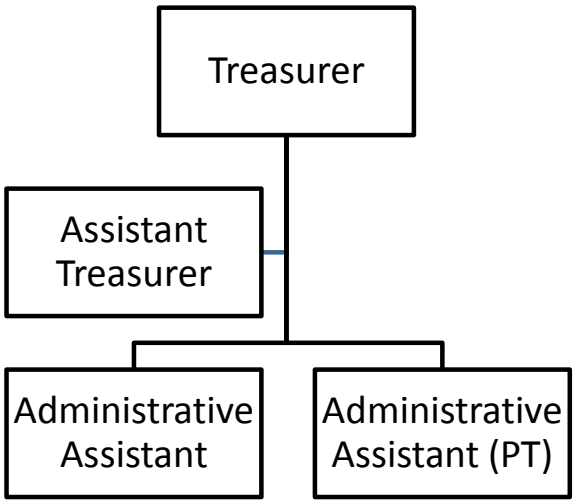
Department: Finance

Treasurer Staffing	2014	2015	2016	2017	2018
Treasurer	0.29	0.29	0.30	0.30	0.30
Assistant Treasurer	0.33	0.33	0.30	0.30	0.30
Administrative Assistant	1	1	1	1	1
Total FTE	**1.63**	**1.63**	**1.60**	**1.60**	**1.60**
Total FT/PT	**3 FT / 0 PT**	**3 FT / 0 PT**	**3 FT / 0 PT**	**3 FT / 0 PT**	**3 FT / 0 PT**

Notes

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

Organizational Chart



Performance Indicators

	2014	2015*	2016*	2017*	2018*
Workload Measures					
Number of real estate tax bills issued	53,420	53,800	53,800	53,800	57,000
Number of personal property tax bills issued	6,200	6,220	6,220	6,220	6,220
Number of motor vehicle excise bills issued	34,196	34,000	34,000	34,000	34,000
	2014	**2015***	**2016***	**2017***	**2017***
Efficiency Measures					
Number of On-line payments	21,900	21,900	25,000	25,000	25,000
	2014	**2015***	**2016***	**2017***	**2017***
Outcome Measures					
Collection Rate - Personal Property Tax Bills	98.80%	98.80%	98.80%	98.80%	
Collection Rate - Real Estate Tax Bills	98.30%	98.30%	98.30%	98.30%	

*Estimates**

Town of Natick

Home of Champions

Department: Finance | **Division: Treasurer**

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Management	$ 31,551	$ 31,783	$ 31,621	$ 31,500	$ (121)	-0.38%
Salaries Supervisory	$ 11,546	$ 9,470	$ 18,431	$ 20,550	$ 2,120	11.50%
Salaries Operational Staff	$ 43,865	$ 49,356	$ 49,234	$ 51,532	$ 2,298	4.67%
Other Compensation Oper. Staff	$ 750	$ 750	$ 750	$ 750	$ -	0.00%
Overtime Operational Staff	$ 1,268	$ 114	$ 2,500	$ 2,500	$ -	0.00%
Personnel Services	**$ 88,980**	**$ 91,473**	**$ 102,536**	**$ 106,832**	**$ 4,296**	**4.19%**
Repair & Maint Equipment	$ 1,622	$ 868	$ 6,000	$ 6,000	$ -	0.00%
Tax Title	$ 24,652	$ 54,877	$ 40,000	$ 35,000	$ (5,000)	-12.50%
In State Travel/Meetings	$ 23	$ 64	$ 500	$ 750	$ 250	50.00%
Communication Telephone	$ -	$ -	$ 650	$ 650	$ -	0.00%
Training & Education	$ 50	$ 1,045	$ 4,000	$ 4,000	$ -	0.00%
Communication Postage/Envelopes	$ 14,391	$ 9,415	$ 14,500	$ 14,500	$ -	0.00%
Purchase of Services	**$ 40,738**	**$ 66,269**	**$ 65,650**	**$ 60,900**	**$ (4,750)**	**-7.24%**
Office Supplies	$ 5,513	$ 7,872	$ 8,000	$ 8,000	$ -	0.00%
Supplies	**$ 5,513**	**$ 7,872**	**$ 8,000**	**$ 8,000**	**$ -**	**0.00%**
Banking Services Fees	$ 37,734	$ 35,962	$ 50,000	$ 50,000	$ -	0.00%
Technical & Professional	**$ 37,734**	**$ 35,962**	**$ 50,000**	**$ 50,000**	**$ -**	**0.00%**
Total Expenses	**$ 83,985**	**$ 110,103**	**$ 123,650**	**$ 118,900**	**$ (4,750)**	**-3.84%**
Total Treasurer	**$ 172,965**	**$ 201,576**	**$ 226,186**	**$ 225,732**	**$ (454)**	**-0.20%**

Department: Finance | **Division: Treasurer** | **Line-Item Detail**

Narrative:

Personnel Services

Salaries Management: Pro-rated portion of the Finance Director/Treasurer's salary in the capacity as Town Treasurer (30% of total salary).

Salaries Supervisory: Pro-rated portion of the Assistant Treasurer / Assistant Collector's salary in the capacity as the Town's Assistant Treasurer (30% of total salary).

Salaries Operational Staff: Administrative Assistant (1).

Overtime Operational: Overtime for the operational staff member. Overtime in peak demand times only.

Purchase of Services

Repairs and Maintenance: Maintenance and repair of business equipment such as date stamp, check signer, endorser, bar code readers, specialized printer, etc.

In State Travel/Meetings: Travel to and from meetings, conference, seminar or professional association meetings.

Training and Education: With the conversion of the Accounts Receivable software package training will be required. Also, training and education is provided to keep up with Massachusetts General Laws, investment training, etc.

Communication Telephone: Costs assigned to the Treasurer's Office for telephone service.

Communication Postage: Cost associated with the mailings from the Treasurer's Office.

Supplies

Office Supplies: General office supplies.

Tech. & Prof. Services

Banking Services Fees: This is utilized for payment of charges for account services such as returned check fees, service fees charged by depository and lockbox banks, paying agent fees for debt service, etc.

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Town of Natick

Home of Champions

Department: Information Technology

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries						
Personnel Services	$ 322,130	$ 334,447	$ 333,170	$ 341,014	$ 7,844	2.35%
Total Salaries	**$ 322,130**	**$ 334,447**	**$ 333,170**	**$ 341,014**	**$ 7,844**	**2.35%**
Operating Expenses						
Purchase of Services	$ 419,671	$ 475,265	$ 566,500	$ 571,550	$ 5,050	0.89%
Other Charges & Expenses	$ 235,237	$ 310,069	$ 305,000	$ 332,000	$ 27,000	8.85%
Total Operating Expenses	**$ 654,908**	**$ 785,334**	**$ 871,500**	**$ 903,550**	**$ 32,050**	**3.68%**
Total Information Technology	$ 977,038	$ 1,119,781	$ 1,204,670	$ 1,244,564	$ 39,894	3.31%

Mission:

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

Goals:

-Continue to work with the Town Administration and Town Departments to find and implement cost effective solutions that use current technologies to improve and streamline the day to day operations and facilitate easy access to that data for both the Town and the public.
- Work with Public Safety to evaluate and implement the rapidly changing field of public safety technology
-Communicate and collaborate with School IT Department and other municipalities' IT Department's.
- Continue to improve the Town Web Site and add-on services (NovusAgenda, See-Click-Fix, etc) to provide more transparency to government operations and service to the public.

Miscellaneous
- Facilitate training for employees as needed & applicable, e.g. MUNIS, web, etc.
- Continue to evaluate cost effective alternatives for equipment & technology e.g. lease vs. purchase, return-on-investment, outsourcing, cloud based solutions vs. on-premise solutions, etc.
- Develop policies as appropriate re: use of technology, social networking and associated equipment
- Work with Town Departments and the Information Systems Board to implement the document archiving process.

Town of Natick

Home of Champions

Department: Information Technology

Budget Overview:

I. Main Purpose of the Department

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

II. Recent Developments

Installation of the new Shoretel Voice over Internet Protocol (VOIP) Phone System
Data and voice network upgrades, installation of new switches to support Shoretel phone and data network re-design.
Financial Software - Begin Munis receivables upgrade
Installation of the new Appassure Backup Server
Installation of the new Aruba Wireless Controller

III. Current Challenges

Day to day operations and ensuring integrity of data backups and data mirrors.
Network monitoring and troubleshooting.
Providing PBX and VOIP telephone support.
Maintaining Patch levels and security on desktops and servers (i.e. spyware, adware, viruses).
Life Cycle Replacement of all town IT equipment, which includes PCs, printers, UPS, servers, networking equipment, etc.

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

LAN/WAN Maintainence - increased $27,000 for a 3 year support contract for the Sonicwall. By entering into 3 year contract we save $10,000 over the next three years.

Town of Natick

Home of Champions

Department: Information Technology

Budget Overview:

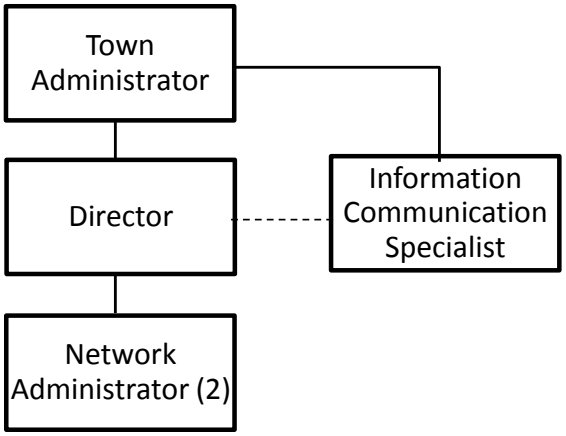
V. On the Horizon

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

Staffing	**2014**	**2015**	**2016**	**2017**	**2018**
Director	1	1	1	1	1
Network Administrator	2	2	2	2	2
Information / Communication Specialist	1	1	1	1	1
Total FTE	**4**	**4**	**4**	**4**	**4**
Total FT/PT	**4 FT / 0 PT**	**4 FT / 0 PT**	**4 FT / 0 PT**	**4 FT / 0 PT**	**4 FT / 0 PT**

Notes

Organizational Chart



Town of Natick
Home of Champions

Department: Information Technology

Budget Detail

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Management	$ 104,077	$ 106,565	$ 106,158	$ 110,510	$ 4,352	4.10%
Salaries Technical/Professional	$ 218,053	$ 227,882	$ 227,012	$ 230,504	$ 3,492	1.54%
Personnel Services	**$ 322,130**	**$ 334,447**	**$ 333,170**	**$ 341,014**	**$ 7,844**	**2.35%**
Equipment Repairs and Maintenance	$ 79,885	$ 88,226	$ 25,000	$ 25,000	$ -	0.00%
Software Maintenance	$ 299,107	$ 346,831	$ 350,000	$ 352,200	$ 2,200	0.63%
Hosted Applications	New in FY 2017		$ 150,000	$ 150,100	$ 100	0.07%
Communication telephone	$ 19,428	$ 19,721	$ 19,000	$ 19,750	$ 750	3.95%
Copy/mail center fees	$ -	$ -	$ 1,000	$ 500	$ (500)	-50.00%
Training & Education	$ 64	$ 4,500	$ 5,000	$ 7,500	$ 2,500	50.00%
Computer supplies	$ 12,187	$ 6,988	$ 7,500	$ 7,500	$ -	0.00%
Paper supplies - municipal	$ 9,000	$ 9,000	$ 9,000	$ 9,000	$ -	0.00%
Purchase of Services	**$ 419,671**	**$ 475,265**	**$ 566,500**	**$ 571,550**	**$ 5,050**	**0.89%**
Telephone system maintenance	$ 54,781	$ 40,706	$ 65,000	$ 70,000	$ 5,000	7.69%
LAN/WAN maintenance	$ 61,525	$ 49,535	$ 50,000	$ 77,000	$ 27,000	54.00%
Equipment replacement computers	$ 70,081	$ 149,193	$ 115,000	$ 110,000	$ (5,000)	-4.35%
Software systems upgrade & replace	$ 48,850	$ 70,634	$ 75,000	$ 75,000	$ -	0.00%
Other Charges & Expenses	**$ 235,237**	**$ 310,069**	**$ 305,000**	**$ 332,000**	**$ 27,000**	**8.85%**
Total Operating Expenses	**$ 654,908**	**$ 785,334**	**$ 871,500**	**$ 903,550**	**$ 32,050**	**3.68%**
Total Information Technology	**$ 977,038**	**$ 1,119,781**	**$ 1,204,670**	**$ 1,244,564**	**$ 39,894**	**7.58%**

Department: Information Technology Line-Item Detail

Personnel Services:

Salaries Management – Information Technology Director.
Salaries Technical/Professional – Salaries for three positions, (1) Information/Communication Specialist and (2) Network Administrators.

Purchase of Services:

Equipment Repairs and Maintenance – Cost of repairing, maintaining and if offered by the vendor, extending hardware maintenance on all existing equipment attached to the Town network. Includes, but is not limited to, personal computers, laptops, tablets, network printers and network servers
Software Maintenance – Cost of replacing, maintaining and licensing of Town software applications. Includes, but is not limited to, financial software (Munis), Permitting System (Municity), operating systems, Geographical Information System (GIS), firewall software and police/fire Computer Aided Dispatch software, virtual servers software (VMware, Vizioncore), election system software, database software (Pervasive SQL, Microsoft SQL Server).
Hosted Applications - Cost of hosted solutions currently used by the Town. These software as a service (SAAS) solutions include Google Apps (email, calendar,etc..), Town web site and many web applications linked to from the Town web site such as NovusAgenda (meeting scheduling and packets), See-ClickFix, My-Waste, Granicus (boards and committees application), Collector software, Community Services software and off site backup storage.
Communication Telephone – Cost for local and long distance phone service and mobile telephones, the town web site hosting services at CivicPlus and town internet access.
Copy/Mail Center Fees – Cost for services provided by copy and mail center.
Training Education – Cost of providing training to effectively administer/support/deploy software applications and hardware currently supported by Information Technology Department. Also included are the purchase of technology documentation, manuals, on-line training and training for other department staff as necessary.
Computer Supplies – Cost of purchasing miscellaneous computer supplies, i.e. backup tapes, printer cartridges, storage media, etc.
Paper Supplies – Municipal – Cost for paper supplies used by town departments. Including, but not limited to, laser printer paper, computer paper and tax forms (W2, 1099).

Other Charges & Expenses:

Telephone System/INET Voice Maintenance – Cost of maintenance for town PBX and VOIP ShoreTel telephone system, T1 fiber optic emulators, voice mail system and call accounting system.
LAN/WAN/INET Data Maintenance – Cost of maintenance of local area and wide area networking equipment. Includes network switches, firewall equipment and INET fiber optic switching equipment.
Equipment Replacement Computers – Cost of cyclical replacement of personal computers, laptops, tablets, printers, network servers, storage arrays and uninterrupted power supplies (UPS).
Software Systems Upgrade & Replace – Used for purchasing new software applications (on-premise and hosted solutions) and software licensing.

Town of Natick

Home of Champions

Department: Town Clerk

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Salaries						
Personnel Services	$ 232,989	$ 239,015	$ 249,337	$ 254,677	$ 5,340	2.14%
Total Salaries	**$ 232,989**	**$ 239,015**	**$ 249,337**	**$ 254,677**	**$ 5,340**	**2.14%**
Operating Expenses						
Expenses	$ 12,628	$ 22,050	$ 42,200	$ 50,400	$ 8,200	19.43%
Total Operating Expenses	**$ 12,628**	**$ 22,050**	**$ 42,200**	**$ 50,400**	**$ 8,200**	**19.43%**
Total Town Clerk	**$ 245,617**	**$ 261,065**	**$ 291,537**	**$ 305,077**	**$ 13,540**	**4.64%**

Goals for the Town Clerk and Elections Offices

1. The focus during FY 2017 was on Elections and preparing and getting ready for the Presidential Election. In FY 2018 we will be focussing on the new Public Records Law, updating and improving the Town Clerk's website, a new dog licensing program and implementing technology to allow residents to pay for services using credit or debit cards.

2. The Town Clerk's staff will also be working to update and clean up our voter list as required after the November 8, 2016 election.

3. Complete the process of codification of the charter and by-laws with the aid and support of the Charter and By-law review committee.

4. Continue to improve accessibility and availability of information on the Town website. This has greatly improved over the past year but it is a fluid process and continues to be a priority in the office. The new Public Records law requires an on-line method for making public records requests. In addition, it is imperative that as much information as possible is posted on the website. Pointing the requestor to the Town's website will be the most cost and time efficient metod to respond to FOIA requests.

5. Continue the process of preserving historical documents (this program is funded by a Town Meeting appropriation).

6. Seek technology improvements which could potentially make the office more efficient and help provide easier access to information for the public.

7. Manage the budget for electronic voting devices and making sure the votes are available on the website.

8. The Town Clerk will be actively involved in an Election Task Force (a committee created in the new election law passed in 2015) which will be addressing and reviewing early voting and making recommendations for improvements.

Department: Town Clerk and Board of Registrars

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

I. Main Purpose of the Department

The Town Clerk's office is the gateway to local government. The Town Clerk is the chief election officer responsible for overseeing and managing all elections, assuring that they are fair and impartial. The Town Clerk's office provides residents and non-residents access to vital records (births, deaths and marriages), issues dog licenses, maintains permanent records of planning and zoning decisions, issues Doing Business As (DBA) licenses and maintains historical records. The Clerk is also responsible for mailing and compiling the data from the Annual Street Listing (census) and confirmation cards. This data is used to maintain current voting lists. The Town Clerk serves as the Clerk of Town Meeting with responsibility for publishing and maintaining all Town Meeting records and submitting all the necessary documents to the Attorney General's office for approvals. We aim to provide all services professionally, efficiently and courteously.

II. Recent Developments

A new Public Records law goes into effect January 1, 2017. The Town Clerk will be the primary records officer for the Town. This law is complex and will require significantly more monitoring. The financial consequences to the Town are very great if we do not comply and provide information required in the proscribed time frame. This law will require that the Town put even more information (including historical information) on the website. It also requires that the process for making FOIA requests are clearly articulated and available in the office as well as on-line. The most cost efficient manner in which the Town will be able to respond is through the website. The law requires that a complete log is mainted for all requests.

The office has also completed the current year restoration of documents and will begin the next step using resources approved in 2016. During this fiscal year there will be two elections, however, one is the presidential primary and there will be increased number of new and or change voter registrations.

The Town Clerk will be participating in an Election Task Force which will study and make recommendations regarding the election law which went into effect last year.

III. Current Challenges

The biggest challenge in the upcoming year will be understanding, training and complying with the new Public Records law. In addition, we will be implementing a new dog licensing program beginning in January 2017. Another challenge will be to plan for changes to the new Election law.

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

In the budget there are no significant changes. The Town Clerk has requested money for software which can be used to track FOIA requests and also additional staff to aid in implementing this law.

V. On the Horizon

The biggest issues on the horizon are the new Public Records law, implementing a system that will allow the use of the credit and debit cards to pay for services over the counter and ultimatey via the Town's website, the Election Task force and revising and ultimately implementing any changes prior to the November 2018 State Election. The election will take place in FY 19 but the planning will be in FY 18.

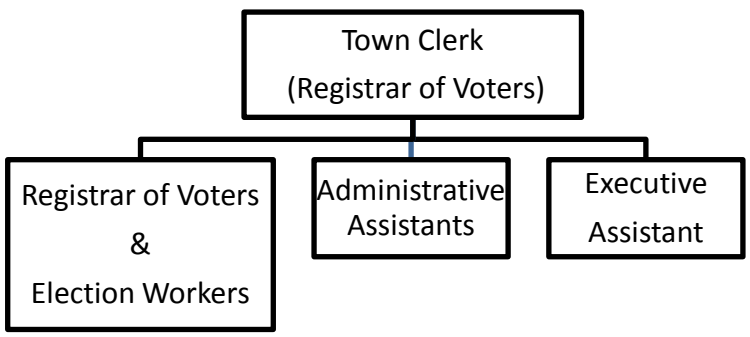
Town of Natick

Home of Champions

Department: Town Clerk

Staffing	2014	2015	2016	2017	2018
Town Clerk	1	1	1	1	1
Assistant Town Clerk	0	0	0	0	0
Department Assistant	0	0	0	0	0
Administrative Assistant	2	2	2	2	2
Executive Assistant	1	1	1	1	1
Total FTE	**4**	**4**	**4**	**4**	**4**

Organizational Chart



Town of Natick

Home of Champions

Department: Town Clerk

Budget Detail	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Salaries Management	$ 80,000	$ 85,000	$ 90,000	$ 92,700	$ 2,700	3.00%
Salaries Operational Staff	$ 149,963	$ 149,747	$ 151,087	$ 157,227	$ 6,140	4.06%
Additional Comp Operational Staff	$ -	$ 1,750	$ 750	$ 1,750	$ 1,000	133.33%
Operational Staff Overtime	$ 3,026	$ 2,518	$ 7,500	$ 3,000	$ (4,500)	-60.00%
Personnel Services	**$ 232,989**	**$ 239,015**	**$ 249,337**	**$ 254,677**	**$ 5,340**	**2.14%**
Repairs & maintenance equipment	$ 105	$ 500	$ 500	$ 500	$ -	0.00%
In-State travel/meetings	$ 1,040	$ 2,500	$ 2,500	$ 3,000	$ 500	20.00%
Communication telephone	$ 386	$ 600	$ 600	$ 600	$ -	0.00%
Dues & memberships	$ 420	$ 500	$ 600	$ 600	$ -	0.00%
Copy/mail center fees	$ 3,328	$ 4,500	$ 5,000	$ 5,000	$ -	0.00%
Binding	$ 3,275	$ 7,200	$ 7,500	$ 7,200	$ (300)	-4.00%
Office supplies	$ 3,314	$ 4,200	$ 5,500	$ 5,000	$ (500)	-9.09%
Communication print & advertising	$ 760	$ 2,000	$ 2,000	$ 2,000	$ -	0.00%
Other services miscellaneous	$ -	$ 50	$ 18,000	$ 26,500	$ 8,500	47.22%
Supplies	**$ 12,628**	**$ 22,050**	**$ 42,200**	**$ 50,400**	**$ 8,200**	**19.43%**
Total Town Clerk	**$ 245,617**	**$ 261,065**	**$ 291,537**	**$ 305,077**	**$ 13,540**	**4.64%**

Line-Item Detail

Personnel Services

Salaries: Management: Town Clerk;
Salaries Operational Staff: Executive Assistant (1) and Administrative Assistants (2).
Additional Compensation: This includes a $1,000 for the Town Clerk based on her certification as Massachusetts Municipal Clerk (CMMC) and longevity pay for one member of the Clerk's office staff.
Operational Staff Overtime: Overtime is associated with elections and Town Meeting. Overtime has been reduced to the same level as FY 2015 and 2016.

Expenses

Repairs and maintenance of equipment – Cost associated with repairing/replacing equipment operated by the department.

In-State travel/meetings – In-state travel to meetings and reimbursement of travel for use of private vehicles. This has been increased slightly as the Town Clerk is a member of the Mass Town Clerk's Executive Board and must attend all conferences as well some additional meeting througout the year.

Communication/telephone – Telephone expenses for the department.

Dues & membership – Dues for Mass Town Clerk's Association, Middlesex County Clerk's Association, New England Clerk's Association and the International Institute of Municipal Clerks. This account is also used to pay for conference registration fees. Some of the membership fees and registrations are increasing next year.

Copy/mail center fees in the Clerks' and Registrars' budgets – Copy and mail center fees include all voter related mailings, the annual street listing, absentee ballots, overseas ballots, confirmation cards (including pre-paid return postage), dog license information, election materials to candidates and current office holders and training materials for election workers. State Mandates for the State Ethics, OCPF and OML laws continue to require large amounts of copying and mailing.

Binding - This budget includes the continuation of a process to make sure that all vital records are appropriately stored. This process is on-going until all materials are appropriately stored in vitals binders in the vault.

Office supplies – Materials needed for the day-to-day operation of the Town Clerks' Office

Communication printing & advertising - This line-item covers the costs of printing & advertising warrants for town meetings and elections, the printing of the mailing for the annual street listing and the related books, printing updated versions of the charter and by-laws, confirmation cards and any other election or clerk office printing.
Other Services - Cost for electronic voting devices for use at Town Meetings and contract renewal for labels for vault storage.

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Town of Natick

Home of Champions

Department: Elections

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Salaries						
Personnel Services	$ 33,378	$ 37,306	$ 69,463	$ 22,906	$ (46,557)	-67.02%
Total Salaries	**$ 33,378**	**$ 37,306**	**$ 69,463**	**$ 22,906**	**$ (46,557)**	**-67.02%**
Operating Expenses						
Purchase of Services	$ 36,422	$ 34,400	$ 55,300	$ 45,800	$ (9,500)	-17.18%
Total Operating Expenses	**$ 36,422**	**$ 34,400**	**$ 55,300**	**$ 45,800**	**$ (9,500)**	**-17.18%**
Total Elections/Bd. of Reg.	**$ 69,800**	**$ 71,706**	**$ 124,763**	**$ 68,706**	**$ (56,057)**	**-44.93%**

Budget Overview:

I. Main Purpose of the Department

The Elections department is responsible for assuring fair and impartial elections. It is important to note that the same amount of preparation is necessary for an election that ultimately has only 10% turnout as there is for an election with 70% turnout.

II. Recent Developments

FY 2017 was the first year for early voting . We will not be required to have early voting again until the November 2018 election (FY 19). During the next 12-18 months there will be a great deal of discussion regarding the early voting law. There will be changes that will be implemented for the November 2018 election. We will be closely monitoring what happens. The Town Clerk will be participating in a task force which will be discussing the law and making recommendations for changes.

III. Current Challenges

Recruiting and training election personnel continues to be a challenge. During the upcoming year we will be focussing on making sure that the voting list is updated as is required by law after the November 2016 election.

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

This budget is significantly decreased as there will be only one election. It is important to note that the costs associated with running an election do not change significantly because turnout is lower or higher. There are many fixed costs.

Staffing	2014	2015	2016	2017	2017
Board of Registrars	4*	4*	4*	4*	4*
Election Workers	80*	80*	80*	80*	80*
Total FTE	**Varied**	**Varied**	**Varied**	**Varied**	**Varied**

Notes

*Registrars of Voters and Election Workers each receive stipends for their service during elections. They work extremely limited hours and are not quantifiable into a FTE.

Town of Natick

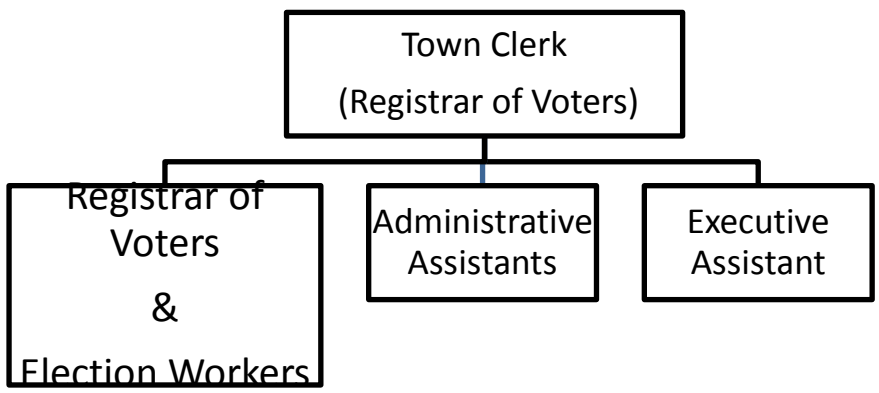
Home of Champions

Department: Elections

Performance Indicators	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Workload Indicators					
Number of Elections	1	3	2	3+	1
	2014	**2015**	**2016**	**2017**	**2018**

3+: The plus accounts for 10 days of early voting

Organizational Chart



Budget Detail

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Salaries Management	$ 4,274	$ 4,306	$ 4,274	$ 4,306	$ 32	0.75%
Salaries Election Workers	$ 27,289	$ 30,900	$ 63,089	$ 16,500	$ (46,589)	-73.85%
Salaries Miscellaneous	$ 1,815	$ 2,100	$ 2,100	$ 2,100	$ -	0.00%
Personnel Services	**$ 33,378**	**$ 37,306**	**$ 69,463**	**$ 22,906**	**$ (46,557)**	**-67.02%**
Communication election coding	$ 9,421	$ 10,000	$ 11,000	$ 14,000	$ 3,000	27.27%
Communication postage	$ 14,107	$ 13,000	$ 18,000	$ 15,000	$ (3,000)	-16.67%
Communication printing of ballots	$ 9,293	$ 5,000	$ 11,000	$ 11,000	$ -	0.00%
Communication books	$ 1,206	$ 1,300	$ 1,300	$ 1,300	$ -	0.00%
Election supplies	$ 1,040	$ 3,000	$ 10,000	$ 3,500	$ (6,500)	-65.00%
Supplies food	$ 1,355	$ 2,100	$ 4,000	$ 1,000	$ (3,000)	-75.00%
Purchase of Services	**$ 36,422**	**$ 34,400**	**$ 55,300**	**$ 45,800**	**$ (9,500)**	**-17.18%**
Total Board of Registrars	**$ 69,800**	**$ 71,706**	**$ 124,763**	**$ 68,706**	**$ (56,057)**	**-44.93%**

Department: Elections

Line-Item Detail:

Personnel Services
This includes stipends for the registrars. Three of the registrars are appointed by the Board of Selectmen (2 Republicans and 1 Democrat) and the Town Clerk is the fourth member (Democrat). The two political parties must be equally represented. This also includes the stipends for the poll workers and the special duty police officers for each election. At a minimum, each precinct must have 1 Warden, 1 Clerk, and 4 poll workers (checkers) and each polling location must have a special duty police officer. This budget includes extra staff for the presidential primary (extra poll workers).

In addition, this budget includes the cost of pages for Town Meeting and the expenses for posting Town Meeting warrants, election warrants and AG approvals of by-laws.

Purchase of Services

Postage – Covers election mailings including absentee ballots, the annual street listing, confirmation notices (with return postage) to all inactive voters and additional postage to forward returned mail. This estimate is in line with previous years that did not have a presidential election

Printing & Advertising- See detail and notes in Clerk's budget.

Election Coding – This includes the service contract for the voting machines, programming of the regular and the Automark machines. This number is based on FY 16's actual with a slight increase.

Communication Books – This item includes the street listing books. The increase in requests has been for electronic data rather than hard copy books therefore this line item is flat.

Election Supplies - This includes extra supplies for early voting, a presidential election and and the purchase of an additional voting machine which would come with a ballot box, two programmable cards and a two-year warranty.

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Town of Natick

Home of Champions

Department: Sealer of Weights & Measures

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Personnel Services						
Personnel Services	$ 14,658	$ 14,758	$ 14,659	$ 14,952	$ 293	2.00%
Total Operating Expenses	**$ 14,658**	**$ 14,758**	**$ 14,659**	**$ 14,952**	**$ 293**	**2.00%**
Operating Expenses						
Purchase of Services	$ 783	$ 860	$ 875	$ 890	$ 15	1.71%
Total Other Charges & Expenses	**$ 783**	**$ 860**	**$ 875**	**$ 890**	**$ 15**	**1.71%**
Total Sealer of Weights & Measures	**$ 15,441**	**$ 15,617**	**$ 15,534**	**$ 15,842**	**$ 308**	**1.98%**

Budget Overview:

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

Device statistics presented herein may increase or decrease as businesses move in and out of the Town; as they expand or downsize their operations; and as they remove, repair, or replace their equipment.

Staffing	2014	2015	2016	2017	2018
Sealer of Weights & Measures	0.4	0.4	0.4	**0.4**	**0.4**
Total FTE	**0.4**	**0.4**	**0.4**	**0.4**	**0.4**
Total FT/PT	**0 FT / 1 PT**	**0 FT / 1PT**	**0 FT / 1 PT**	**0 FT / 1 PT**	**0 FT / 1 PT**

Town of Natick

Home of Champions

Department: Sealer of Weights & Measures

Budget Detail

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Technical & Professional	$ 14,658	$ 14,758	$ 14,659	$ 14,952	$ 293	2.00%
Personnel Services	**$ 14,658**	**$ 14,758**	**$ 14,659**	**$ 14,952**	**$ 293**	**2.00%**
Repairs & Maint Supplies	$ 493	$ 500	$ 500	$ 500	$ -	0.00%
Dues & Subscriptions	$ 145	$ 150	$ 175	$ 175	$ -	0.00%
Training & Education	$ 145	$ 210	$ 200	$ 215	$ 15	7.50%
Purchase of Services	**$ 783**	**$ 860**	**$ 875**	**$ 890**	**$ 15**	**1.71%**
Total Sealer of Weights & Measures	**$ 15,441**	**$ 15,617**	**$ 15,534**	**$ 15,842**	**$ 308**	**1.98%**

Line-Item Detail

Personnel Services

Salaries Technical & Professional: Pays for the Sealer of Weights & Measures.

Purchase of Services

Repairs & Maintenance Supplies: Supplies required to carry out the duties of the office. Up-to-date weights and measures laws and regulations including National Institute of Standards Handbook 44 and other NIST handbooks and publications, Massachusetts General Laws, Massachusetts Code of Regulations, and Town By-laws. Avoirdupois, apothecary, metric, and troy weights and liquid test measures which meet NIST Handbook 44 requirements together with carrying cases, hand tools, cart, funnel, safety cones, and other safety items. Vinyl seals for display to the public that a device has been tested and sealed and is legal for trade, lead and wire seals to secure the device's adjustment mechanism to deter and to exhibit any tampering, a punch to mark the vinyl seals, a seal press to press and imprint the lead and wire seals, and dies for use with the seal press. Not sealed labels, condemned tags, inspection pads, citation and receipt books, and office supplies and postage.

Dues & subscriptions: Handbooks and publications containing updated laws and regulations required for weights and measures enforcement are provided free with membership from the National Conference on Weights and Measures. The Massachusetts Weights and Measures Association and Eastern Massachusetts Weights and Measures Association provide updated Massachusetts General Law information and comment, and also offer training to satisfy regulatory requirements at an additional expense to its members.

Training & education: Massachusetts General Law and Division of Standards regulations require local Sealers to attend training and fulfill continuing education requirements. Actual annual cost for training to satisfy requirements is running upwards of $125 plus local travel. The Division recommends $200 be budgeted for training each year.

Town of Natick

Home of Champions

Department: Community & Economic Development

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Personnel Services	$ 695,942	$ 780,575	$ 840,155	$ 852,345	$ 12,190	1.45%
Total Salaries	**$ 695,942**	**$ 780,575**	**$ 840,155**	**$ 852,345**	**$ 12,190**	**1.45%**
Operating Expenses						
Expenses	$ 21,753	$ 30,601	$ 29,750	$ 32,350	$ 2,600	8.74%
Total Operating Expenses	**$ 21,753**	**$ 30,601**	**$ 29,750**	**$ 32,350**	**$ 2,600**	**8.74%**
Total Community Development	**$ 717,695**	**$ 811,176**	**$ 869,905**	**$ 884,695**	**$ 14,790**	**1.70%**

Mission:

We are dedicated to making Natick a better and safer place to live, work, and visit

The Community and Economic Development Department seeks to ensure that Natick is an ideal community to raise a family, enjoy recreational opportunities, work and invest in the community. The Department strives to protect and enhance Natick's built and natural resources, preserve and advance the high quality of life for its citizens, and advance the long-term interests/vision of the community. Staff is committed to delivering the highest quality services to the Natick community.

Goals:

- Administer and enforce all applicable building and land use regulations
- Support Town boards, committees, and other official entities
- Continue to improve the vitality of Natick Center, specifically addressing ease of access and mobility for all users
- Advance the Natick 2030+ Comprehensive Master Plan and eventual implementation of the master plan
- Promote Local Access / Address local traffic issues through targeted infrastructure investments
- Preserve and enhance the ecological integrity of Natick's natural resources
- Advance / Manage affordable housing resources
- Promote sustainable long-term economic development and commercial vitality for all of Natick's commercial and industrial districts
- Continue to provide the highest level of professional service to the Natick community

Town of Natick

Home of Champions

Budget Overview:

I. Main Purpose of the Department

The Department works to protect and preserve Natick's quality of life and environment through the administration and enforcement of numerous state and local land use regulations. The Department does this by:

- Reviewing construction plans, issuing building permits and inspecting projects and properties.
- Working with municipal boards, businesses and residents to develop plans to guide the future development.
- Reviewing, updating and enforcing applicable town by laws, state regulations and federal requirements.

II. Recent Developments

The Department continues to monitor and inspect multiple private developments, including the MathWorks Lakeside Campus expansion, redevelopment of the Old Town Paint property on South Main Street, the redevelopment of the former American Legion property, and many others. Involvement and management of several major infrastructure improvement projects include the redesign of North Main Street (Rt. 27) from Natick Center to the Wayland town line; design and construction of the Cochituate Rail Trail; and the redesign of the MBTA Natick Center station, proposed Natick Center Parking Garage, and many others. Management of the Town's multiple short and long range planning efforts are also part of the Department's mission, including the targeted Economic Development Action Plan and the Town-wide Natick 2030+ Comprehensive Master Plan. The Department recently hired a new Senior Planner to initiate and manage multiple planning and development acitivites on behalf of the town.

III. Current Challenges

- Aggresive levels of permitting continue, placing a significant workload on Department staff and Boards.
- Office document storage and organization challenges (soon to be remedied with a new filing system) continue to impact the ability to complete work tasks in an effecient manner.
- Balancing the need to complete short and long range planning work while not impacting/discouraging appropriate private investment initiatives from occuring.
- Need/desire to assist the numerous local and regional committees and boards in a professional and responsive manner - i.e. Board of Selectmen, Planning Board, ZBA, Conservation, Open Space, Natick Center Associates, Economic Development, Transportation Advisory, Cochituate Rail Trail Advisory, Affordable Housing Trust, Safety, MAPC, 495/MetroWest Partnership, MWRTA, and many others).

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

- Complention of a town-wide Natick 2030+ Comprehensive Master Plan and a targeted Economic Development Action Plan, designed to advance and guide the future development of Natick (funded - no budget impact);
- Integration of all aspects of the Department (Conservation Commission, ZBA, Planning, permitting, etc) into a cohesive department that can provide a more comprehensive approach to community and economi c development within Natick.

V. On the Horizon

- Advance design and local/state funding for the Rt. 27 Corridor, Cochituate Rail Trail (CRT), Natick Center parking garage, Bacon Street Sewer (affordable housing) and other infrastructure projects.
- Advance the creation and start implementation of the Natick 2030+ Comprehensive Master Plan and targeted Economic Development Action Plan (soon to be completed).
- Pursue multiple economic development related activities and funding/support opportunities.
- Advance the comprehensive revision of zoning bylaw and improve the local permitting and board review process to ensure a predictable, transparent, and streamlined program.
- Continue support for initiatives to enhance, expand and promote use of Natick's trail system.

Town of Natick

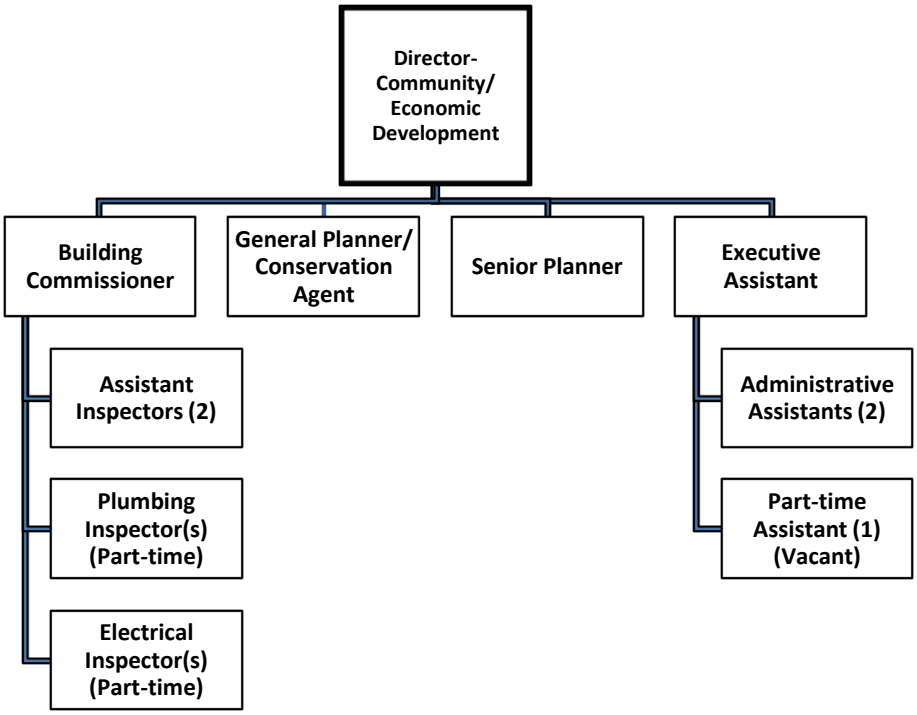
Home of Champions

Department: Community & Economic Development

Staffing	2014	2015	2016	2017	2018
Director - Community/Economic Development	1	1	1	1	1
Building Commissioner	1	1	1	1	1
Assistant Inspectors	2	2	2	2	2
General/Housing Planner	1	1	1	1	0
Economic Development Planner	1	1	0	0	0
Transportation Planner	0	0	1	0	0
General Planner/Conservation Agent	0	0	0	0	1
Senior Planner	0	0	0	1	1
Executive Assistant	1	1	1	1	1
Administrative Assistant	2	2	2	2	2
Part-Time Clerk	0	0	0	0	0.4
Environmental Compliance/Cons Agent	0.5	0	0	0	0
Conservation Agent	0	0.4	0.4	0.4	0
Part-Time Inspectors	2.60	3.35	3.35	3.35	3.35
Total FTE	**12.10**	**12.75**	**12.75**	**12.75**	**12.75**
Total FT/PT	**10 FT / 6 PT**	**10 FT / 6 PT**	**10 FT / 6 PT**	**10 FT / 6 PT**	**10 FT / 6 PT**

Notes

Organizational Chart



Town of Natick

Home of Champions

Department: Community & Economic Development

Budget Detail	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Management	$ 151,998	$ 206,521	$ 205,341	$ 211,945	$ 6,604	3.22%
Salaries Supervisory	$ 56,398	$ 57,409	$ 57,246	$ 59,620	$ 2,374	4.15%
Salaries Operational Staff	$ 96,889	$ 99,242	$ 117,029	$ 121,064	$ 4,035	3.45%
Salaries Technical & Professional	$ 252,925	$ 263,522	$ 298,348	$ 297,329	$ (1,019)	-0.34%
Salaries Tech & Prof Inspector's	$ 111,496	$ 130,217	$ 135,941	$ 135,762	$ (179)	-0.13%
Add'l Comp Supervisory Staff	$ 2,500	$ 2,500	$ 2,500	$ 2,500	$ -	0.00%
Add'l Comp Operational Staff	$ 750	$ 750	$ 750	$ 1,125	$ 375	50.00%
Salaries Operation Staff Overtime	$ 22,986	$ 20,414	$ 23,000	$ 23,000	$ -	0.00%
Personnel Services	**$ 695,942**	**$ 780,575**	**$ 840,155**	**$ 852,345**	**$ 12,190**	**1.45%**
In State Travel/Meetings	$ 836	$ 1,643	$ 2,000	$ 2,400	$ 400	20.00%
Communication Telephone	$ 3,510	$ 3,549	$ 2,750	$ 3,500	$ 750	27.27%
Dues & Subscriptions	$ 590	$ 1,350	$ 1,000	$ 1,250	$ 250	25.00%
Training & Education	$ 1,610	$ 3,394	$ 3,000	$ 3,500	$ 500	16.67%
Communication Postage	$ 4,626	$ 4,193	$ 3,750	$ 4,200	$ 450	12.00%
Communication Print & Advertising	$ 6,839	$ 8,014	$ 8,000	$ 8,000	$ -	0.00%
Communication Books & Publications	$ 378	$ -	$ 1,000	$ 1,000	$ -	0.00%
Professional Services - Other	$ -	$ 1,811	$ 3,500	$ 3,500	$ -	0.00%
Office Supplies	$ 3,364	$ 6,648	$ 4,750	$ 5,000	$ 250	5.26%
Expenses	**$ 21,753**	**$ 30,601**	**$ 29,750**	**$ 32,350**	**$ 2,600**	**8.74%**
Total CED	**$ 717,695**	**$ 811,176**	**$ 869,905**	**$ 884,695**	**$ 14,790**	**1.70%**

Line-Item Detail

Personnel Services:

Salaries - Management: Salary for the Community and Economic Development Director and the Building Commissioner.

Salaries - Supervisory: Salary for the Executive Assistant.

Salaries - Operational Staff: Salaries for the Administrative Assistants (2.5).

Salaries - Technical/Professional: Salaries for the Inspectors (2), the General Planner/Conservation Agent (1) and the Senior Planner (1) - In FY17, the full-time General/Housing Planner and parti-time Conservation Agent positions was re-programmed into a full time General Planner/Conservation Agent position to more accurately reflect the workload requirements of the Department.

Salaries - Technical/Professional - Part-time Inspectors : Salaries for the Part-time Plumbing and Wiring Inspectors.

Additional Compensation - To fund longevity payments for Executive Assistant and Administrative Assistant for various lengths of services achieved.

Salaries - Operational Staff Overtime: To provide overtime wages to address the on-going demands of night-time board work. This includes staffing/assistance of the Planning Board, Zoning Board and Conservation Commission which are critical to maintaining the functions of the boards and services to the community.

Department: Community & Economic Development Line-Item Detail

Narrative:

Purchase of Services:

In State Travel/Meetings: Provides funding for mileage reimbursement for employees who utilize their own vehicles for Town business and for travel costs associated with meetings/educational opportunities.

Communication Telephone: Office and cell phones for staff.

Dues/Subscriptions: Dues for professional associations in order to stay abreast of current issues, trends and regulatory matters.

Training and Education: To pay for courses, seminars, and other associated educational opportunities for professional staff. This budgetary line is especially important to make sure that our professional staff is able to maintain knowledge of regulatory matters, building codes, etc., and is required for certain staff certifications and licenses.

Communication Postage: Postage for Departmental required mailings, including abutter notification, Departmental communications, etc.

Communication Print/Advertising: Advertising expenses associated with Departmental and board/committee requirements such as legal notices, etc.

Communication Books and Publications: To pay for the purchase of building code books and manuals, and other trade publications necessary to ensure compliance with state regulations and requirements.

Professional Services - Other: To provide basic funding for outside technical help that the department may need on specific topics such as affordable regulations, community outreach and engagement, traffic related matters and/or other technical reviews that are not paid for by developers or other town resources.

Office Supplies: To cover the cost of paper, office supplies, materials needed to perform the essential functions of the department. Added to this line item in FY18 is funding for protective equipment and clothing for staff working out in the field. Items such as hard hats, vests, protective foot wear and other gear to ensure the safety and protection of staff.

Section VIII:
Committees & Commissions

Committees & Commissions
Summary VIII.3
Finance Committee VIII.4
Commission on Disability VIII.5
Cultural Council VIII.6
Historical Commission VIII.7
Historic District Commission VIII.8

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Town of Natick

Home of Champions

Department: Commissions & Committees

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Operating Expenses						
Total Finance Committee	$ 15,894	$ 19,090	$ 17,450	$ 17,800	$ -	0.00%
Total Commission on Disability	$ -	$ 506	$ 750	$ 750	$ -	0.00%
Total Natick Cultural Council	$ 226	$ 541	$ 700	$ 700	$ -	0.00%
Total Historical Commission	$ -	$ -	$ 750	$ 750	$ -	0.00%
Total Historic District Commission	$ 309	$ 347	$ 550	$ 550	$ -	0.00%
Total Committees & Commissions	16,429	20,484	20,200	20,550	-	0.00%

Budget Overview:

The Town of Natick has over 40 volunteer boards, commissions and committees which serve in various capacities to ensure the citizens of Natick have the most responsive and accountable local government possible. Some of these receive modest budgetary outlays. They are detailed in this section of the budget.

Town of Natick

Home of Champions

Department: Finance Committee

Budget Overview:

As established under Article 23 of the By-laws of the Town of Natick, the Finance Committee holds public hearings on and conducts a detailed review of the proposed budget. The Finance Committee provides reports and recommendations to the representative Town Meeting and the Town. The Finance Committee can make recommendations about what to cut if an override is not approved by the voters.

It also is statutory responsible for the administration of and disbursement for the Reserve Fund as set for under M.G.L. Ch. 40, Sec. 6. Please see Section IX: Shared Expenses: Reserve Fund for more information.

Staffing:	**2014**	**2015**	**2016**	**2017**	**2018**
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

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

Budget Detail:

	2015 Actual	**2016 Actual**	**2017 Appropriated**	**2018 Preliminary**	**2017 vs. 2018 $ (+/-)**	**% (+/-)**
Secretarial Staff	$ 6,005	$ 9,800	$ -	$ -	$ -	0.00%
Personnel Services	**$ 6,005**	**$ 9,800**	**$ -**	**$ -**	**$ -**	**0.00%**
Communication Postage	$ 1,725	$ 1,634	$ 1,800	$ 1,800	$ -	0.00%
Purchase of Services	**$ 1,725**	**$ 1,634**	**$ 1,800**	**$ 1,800**	**$ -**	**0.00%**
Dues & Subscriptions	$ -	$ 333	$ 350	$ 350	$ -	0.00%
Consultant	$ -	$ -	$ 9,800	$ 10,150	$ 350	3.57%
Copy/Mail Center Fees	$ 3,912	$ 6,931	$ 5,000	$ 5,000	$ -	0.00%
Tech/Prof Services	**$ 3,912**	**$ 7,264**	**$ 15,150**	**$ 15,500**	**$ 350**	**2.31%**
Office Supplies	$ 333	$ 392	$ 500	$ 500	$ -	0.00%
Supplies	**$ 333**	**$ 392**	**$ 500**	**$ 500**	**$ -**	**0.00%**
Equipment Purchases	$ 3,919	**$ -**	**$ -**	**$ -**	$ -	0.00%
Equipment Purchases	**$ 3,919**	**$ -**	**$ -**	**$ -**	**$ -**	**0.00%**
Total Finance Committee	**$ 15,894**	**$ 19,090**	**$ 17,450**	**$ 17,800**	**$ -**	**-8.59%**

Line-Item Detail:

Secretarial Staff: This appropriation was moved to consultant expenses. The Finance Committee contracts for its recording secretary to a private contractor.

Communication/Postage: Covers the cost of mailing Finance Committee Reports to Town Meeting members.

Contract Services: Contractual services for recording secretarial work.

Copy/Mail Center Fees: Covers the cost of printing Finance Committee Reports for Town Meeting. FY 2017 request covers productions of 220 copies of three separate recommendation books and includes costs of printing, binding, and materials.

Office Supplies: Covers the various miscellaneous costs of supplies for the executive secretary and the committee.

Town of Natick

Home of Champions

Department: Commission on Disability

Budget Overview:

The Commission on Disability is appointed by the Town Administrator with the purpose of advocacy on behalf of residents with disabilities in order to reach the goal of full inclusion of people with disabilities in the community. The Commission works with the Commonwealth, Town Departments and local officials, and the general public responding to concerns and complaints regarding accessibility concerns.

Staffing:	2014	2015	2016	2017	2018
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

Budget Detail:

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
ADA Expenses:						
Communication Telephone	$ -	$ -	$ -	$ -	$ -	0.00%
In State Travel	$ -	$ -	$ 50	$ 50	$ -	0.00%
Dues & Subscriptions	$ -	$ -	$ -	$ -	$ -	0.00%
Copy/Mail Center Fees	$ -	$ -	$ 75	$ 75	$ -	0.00%
Tech/Professional Services	**$ -**	**$ -**	**$ 125**	**$ 125**	**$ -**	**0.00%**
Operating Expense	$ -	$ 506	$ 625	$ 625	$ -	0.00%
Supplies	**$ -**	**$ 506**	**$ 625**	**$ 625**	**$ -**	**0.00%**
Total Commission on Disability	**$ -**	**$ 506**	**$ 750**	**$ 750**	**$ -**	**0.00%**

Line-Item Detail:

In State Travel: Funds available for committee members to be reimbursed for travel, if necessary.

Copy/Mail Center Fees: Funds available for printing, materials, etc.

Operating Expense: Funds for funding any operating expense related need to support those with disabilities within the Town of Natick.

Town of Natick

Home of Champions

Department: Natick Cultural Council

Budget Overview:

The Natick Cultural Council supports the promotion of arts and culture in Natick through the distribution of small amounts of grants from the Commonwealth.

For a list of grant disbursements, please visit: http://mass-culture.org/Natick#

Natick Cultural Council

Staffing:	2014	2015	2016	2017	2018
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Operating Expense	$ 226	$ 541	$ 700	$ 700	$ -	0.00%
Supplies	**$ 226**	**$ 541**	**$ 700**	**$ 700**	**$ -**	**0.00%**
Total Natick Cultural Council	**$ 226**	**$ 541**	**$ 700**	**$ 700**	**$ -**	**0.00%**

Line-Item Detail:

Operating Expense: Covers the costs of office supplies & communications.

Town of Natick

Home of Champions

Department: Historical Commission

Budget Overview:

The Historical Commission serves to redevelop, protect and promote historic properties throughout Natick. Established under Articles 4 and 5 by Special Town Meeting through acceptance of M.G.L. Ch. 40, Section 8D, on March 30, 1967, the commission's charge is to preserve, protect and develop the historical or archeological assets of the town. They are also charged to "conduct researches for places of historic or archeological value, shall cooperate with the state archeologist in conducting such researches or other surveys, and shall seek to coordinate the activities of unofficial bodies organized for similar purposes, and may advertise, prepare, print and distribute books, maps, charts, plans and pamphlets which it deems necessary for its work. " Recommendations are made to the Selectmen and the Massachusetts Historical Commission, for any place to be certified as an historical or archeological landmark.

Staffing:	**2014**	**2015**	**2016**	**2017**	**2018**
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

	2015 Actual	**2016 Actual**	**2017 Appropriated**	**2018 Preliminary**	**2017 vs. 2018 $ (+/-)**	**% (+/-)**
Operating Expense	$ -	$ -	$ 750	$ 750	$ -	
Supplies	**$ -**	**$ -**	**$ 750**	**$ 750**	**$ -**	
Total Historical Commission	**$ -**	**$ -**	**$ 750**	**$ 750**	**$ -**	

Line-Item Detail:

Operating Expense: Covers the costs of office supplies & communications.

Town of Natick

Home of Champions

Department: Historic District Commission

Budget Overview:

The Historic District Commission serves as a regulatory commission providing review and certification for all construction and or remodeling projects involving properties within the Eliot and Wilson historic districts for which the changes are visible from any public way. The purpose of this oversight is to protect the overall historic appearance and nature of the historic districts and to preserve the historic features, scale, materials and settings of buildings of historic significance. The Commission was created in 1974 under M.G.L. Chapter 40C, the Historic District Act of 1960.

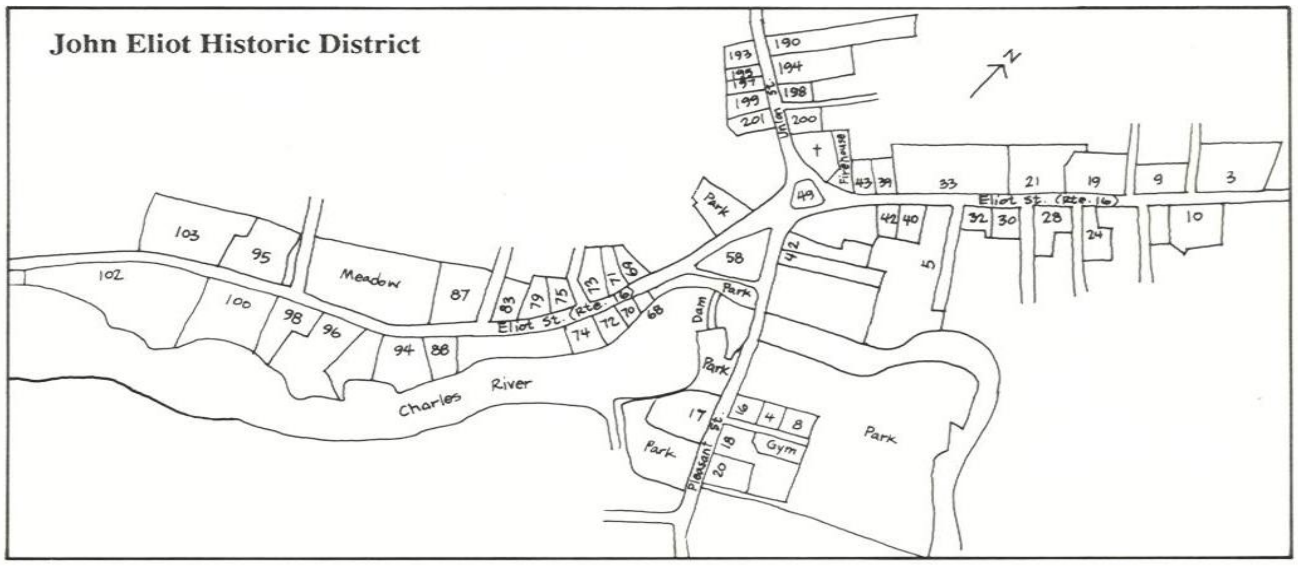
Staffing:	**2014**	**2015**	**2016**	**2017**	**2018**
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

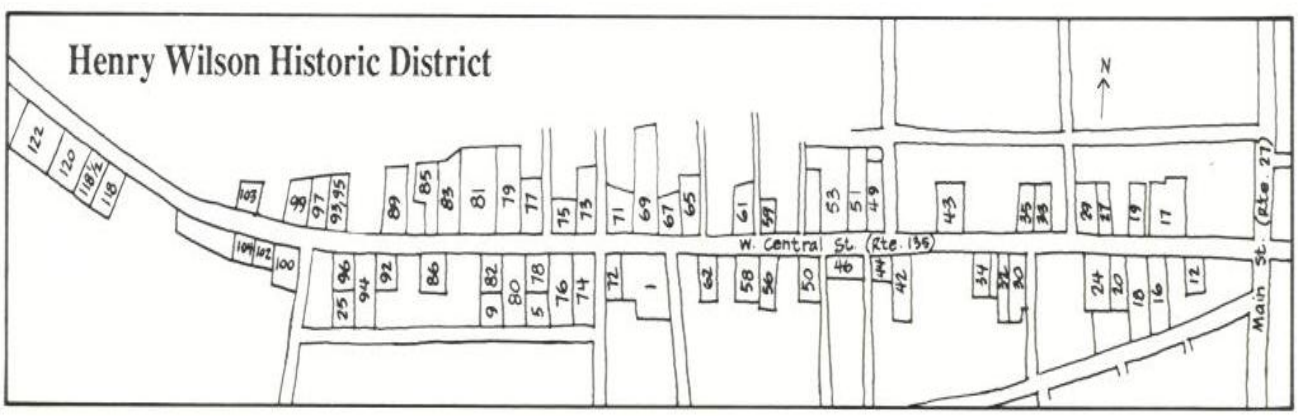
Budget Detail

	2015 Actual	**2016 Actual**	**2017 Appropriated**	**2018 Preliminary**	**2017 vs. 2018 $ (+/-)**	**% (+/-)**
Operating Expense	$ 309	$ 347	$ 550	$ 550	$ -	
Supplies	**$ 309**	**$ 347**	**$ 550**	**$ 550**	**$ -**	
Total Historic District Commission	**$ 309**	**$ 347**	**$ 550**	**$ 550**	**$ -**	

Line-Item Detail:

Operating Expense: Covers the costs of legal notices, office supplies & communications.





Section IX:
Shared Expenses

Benefits
- Employee Fringe Benefits & Insurance IX.3
- Property & Liability Insurance IX.14
- Contributory Retirement IX.15
- Non-Contributory Retirement IX.17

Debt Service IX.18
Facilities Management IX.31
Reserve Fund IX.37

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Town of Natick

Home of Champions

Department: Employee Fringe

Appropriation Summary

	2015 Actual	2016 Appropriated	2017 Projected	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Other Personnel Services						
Worker's Compensation	$ 471,640	$ 568,800	$ 540,775	$ 584,217	$ 43,442	8.03%
Unemployment	$ 189,799	$ 150,000	$ 100,000	$ 65,000	$ (35,000)	-35.00%
Medicare (All)	$ 969,734	$ 1,026,129	$ 1,065,000	$ 1,126,514	$ 61,514	5.78%
Drug & Alcohol testing	$ 5,825	$ 7,500	$ 10,000	$ 12,500	$ 2,500	25.00%
Medical Insurance (s)	$ 12,995,926	$ 14,829,677	$ 11,979,360	$ 13,126,906	$ 1,147,546	9.58%
Public Safety Medical (111F)	$ 147,110	$ 205,000	$ 150,000	$ 151,549	$ 1,549	1.03%
LIUNA/Mass Lab. Pension	$ 238,235	$ 226,711	$ 312,117	$ 388,550	$ 76,433	24.49%
Benefits Reserve	$ 1,000	$ 50,000	$ 50,000	$ 50,000	$ -	0.00%
Long-Term Disability	$ 16,706	$ 18,000	$ 20,000	$ 20,000	$ -	0.00%
Retirement Buy-Out Program	$ 151,301	$ 165,000	$ 165,000	$ 165,000	$ -	0.00%
Total Other Personnel Services	**$ 15,187,276**	**$ 17,246,817**	**$ 14,392,252**	**$ 15,690,236**	**$ 1,297,984**	**9.02%**
Merit/Performance Raises*	$ 22,250	$ 135,850	$ 130,850	$ 143,935	See next page	
Total Performance Plan	**$ 22,250**	**$ 135,850**	**$ 130,850**	**$ 143,935**	**See next page**	
Total Employee Fringe	**$ 15,209,526**	**$ 17,382,667**	**$ 14,523,102**	**$ 15,834,171**	**$ 1,311,069**	**9.03%**

**Please see next page for explanation*

Budget Overview:

This budget covers all fringe benefits, insurances, testing's and non-retirement system related pension contributions for all employees of the Town of Natick funded through the General Fund. It includes the following budget allocations: Unemployment - Worker's Compensation - Medicare (payroll taxes) - Health Insurance - Life Insurance - LIUNA/Massachusett's Laborers' Pension Contributions - Retirement Buy-Outs - Drug & Alcohol Testing

Major Points for Health Care/Benefits for FY 2018:

Higher Health Care Rates The Town estimates that health care rates may increase on average 15% for the plans that have a majority of our insured in FY17 for the Rate Saver plans. We anticipate receiving notice of the increases in February 2017.

Mid-year plan changes: A number of employees who currently do not opt for insurance may come onto the Town's plan either in an individual or family capacity. To that end we have budgeted 10 extra plans (5 family and 5 individual) for the Town Departments and 10 extra plans (5 family and 5 individual) for the School Department in the Insurance Group Health & Life categories to handle this increase.

New Employee Hires: In response to the Program Increase Requests filed by the Departments we have budgeted for an additional 32 new hireds for FY 2018: 29 new plans for the School Department and three new plans for other Town Departments. Any amount appropriated and unspent returns to Free Cash at year's end.

Town of Natick

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Department: Employee Fringe Line-Item Detail

Workers Compensation:
Line item contains the amount based on a premium assessed by our carrier MEGA as well as a portion for employees who are currently on long term disability due to an injury during the performance of their job. This line item is anticipating an increase in premiums for FY2018.

Unemployment Insurance:
Line item is set aside for any unforeseen lay offs or reduction in the work force. This amount is for both the School Department and the Municipal Departments. *Please see the following pages for more detail.*

Medicare (Payroll):
The Consolidated Omnibus Budget Reconciliation Act of 1985 amended the Internal Revenue Code so that the hospital insurance (Medicare) portion of the Federal Insurance Contributions Act (FICA) applies to wages paid for services rendered after 3/31/86 by employees hired after 3/31/86. The tax is equal to 1.45% of the employee's pay. The employer is required to contribute an amount equal to that deducted from the employee's pay, an additional 1.45%. *Please see the following pages for more detail.*

DOT Testing:
Drug and alcohol testing done on a random basis for certain departments who operate Motor Vehicles (excludes uniformed personnel) this is performed on a monthly basis.

Insurance Group Health & Life:
Coverage for all town employees both currently employed and retirees of the town both school and municipal departments who work greater than 20 hours on a regular basis. Percentages paid by the town vary from plan to plan from a low of 50% to a high of 75.0% depending on the coverage selected by the employee. Charts are included in this section to provide greater understanding. Estimates for FY 2018 are based upon FY 2017 YTD expenditures and a projected rate increases from the West Suburban Health Group the Town's insurance provider. *Please see the following pages for more detail.*

Public Safety Chapter 41 Section 111F:
This coverage is paid on a premium basis for the uniformed members of the Town of Natick's Police & Fire workforce who become injured while on duty. This pays hospital and medical bills for the injured officer. The Town does receive reimbursement from insurance companies for expenses incurred under this line-item, up to 75% of the total claim. *Please see the following pages for more detail.*

LIUNA/Mass. Laborers' Pensions:
Laborers' International Union of North America National (Industrial) Pension Fund., a pension provided to the following units of the Town of Natick's workforce:

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

The contribution rate is set by the collective bargaining agreement or other agreement between the Employer and the Union. The rate must fall within the range of rates accepted by the Pension Fund. The rate may be cents, or dollars-and-cents, for each hour for which a covered employee is paid, or a fixed daily, weekly or monthly amount for each covered employee. The rate ranges. This provides these workers with an additional pension or annuity upon retirement. *Please see the following pages for more detail.*

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

Town of Natick

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Unemployment Estimates

Unemployment Insurance is available for any employee who has worked for the Town of Natick - either as a result of being laid off or reduced hours. Historically, the Town of Natick averaged less than $100,000 and while annual expenses spiked close to $200,000 during economic downturns, FY2018 should continue the trend of payments below the $100,000 mark. Natick has been fortunate that wholesale reductions in force have not been necessary; and at this time we do not anticipate any changes to Federal unemployment laws that will increase the pay outs.

Fiscal Year 2017 Unemployment				
Original Appropriation			**$**	**100,000**
Amount Spent through November 2016			*$*	*39,969*
Balance			**$**	**60,032**
School Department expenses through November 2016	$	37,988		
Town expenses through November 2016	$	952		
Service Fees	$	1,029		
Average Monthly Expenses (07/01/2015 to 11/30/2016)	$	3,302		
Amount Needed through end of year based upon case load			$	23,114
Estimated Unspent Balance @ 6/30/16			**$**	**36,918**

The Town of Natick is self-insured for purposes of unemployment insurance. The Town receives monthly invoices from the Commonwealth as to who has filed claims, the value of those claims and the duration of those claims. The Town pays those invoices to the state directly, who distributes unemployment checks to those who have filed and qualified for U/I benefits. Current unemployment laws allow for maximum benefit of 26 weeks. Additional 'emergency' or 'extended' benefits can be passed by the Congress at any time forcing the municipality (and any business) to continue providing the unemployed with extended benefits. The Town also employs a third party vendor, to handle direct claims between unemployed individuals and the Town of Natick, as well as reviews the claim requests from the state and assists in management of the Town's liability.

Estimate for FY 2018 **$65,000**

At this time, we are proposing that $65,000 be budgeted for unemployment benefits for FY 2018. Based upon claims analysis for FY16 and FY17 through the end of November 2016 and projected claims for the next fiscal year this expense account should be well below the FY17 appropriated amount of $100,000.

Health care Expenses - Projections for FY 2018

The Town of Natick purchases its health insurance through the West Suburban Health Group (WSHG) a municipal joint purchase group organized under Mass. General Laws Chapter 32B, §12. The WSHG's is comprised of eleven (11) participating governmental employers located in the metrowest area allowing Natick's employees and retirees to choose from among multiple health plan options while providing the Town with volume pricing that reduces cost margins and administrative expenses. The anniversary date of the group's health plans for active employees is July 1st of each year. The anniversary date for the Senior (Medicare) plans is January 1st. Rates for the active employee plans for FY 2018 increased by 15% for all rate saver plans except Fallon plans that increased by 9%. Senior Plan increases went into effect January 1, 2017 and are reflected in the projections below. Based on the 2017 increases, the Town does expect an average increase for senior plans in the second half of FY 2018 of 7.5%.

TOWN OF NATICK

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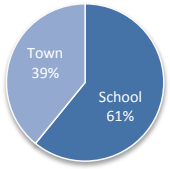
Employee & Retiree Health Benefits Summary -Town Appropriation

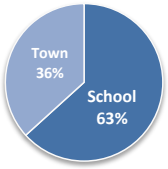
Active Employees

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Traditional PPO	$ -	$ -	$ 14,876	$ 15,625	$ -
Rate Saver HMO's	$ 9,037,975	$ 9,684,604	$ 10,542,861	$ 9,000,179	$ 9,396,694
Safety Nets	$ 310,000	$ 210,000	$ 100,000	$ -	
Continuity of Care Mitigation				$ 100,000	$ 100,000
Retiree Mitigation				$ 60,000	$ 60,000
Sentinel Benefits Administration Fee	$ 42,822	$ 42,768	$ 42,876	$ 40,200	$ 40,200
Reserves: Individual Plans	$ 58,405	$ 50,575	$ 26,479	$ 23,391	$ 41,786
Reserves: Family Plans	$ 152,640	$ 121,104	$ 69,049	$ 61,943	$ 112,542
New Positions	$ 217,879	$ 134,566	$ 123,480	$ 255,698	$ 300,971
Retirees					
Retiree Health Plans	$ 3,019,593	$ 3,180,433	$ 3,767,996	$ 3,547,770	$ 3,274,912
Life Insurance	$ 40,475	$ 40,424	$ 47,000	$ 47,772	$ 49,205
Flu Shots	$ 7,500	$ 7,500	$ 7,500	$ 7,500	$ 7,500
Occupational Health Nurse	$ 20,000	$ 20,000	$ 20,000	$ 21,000	$ 21,000
Sentinel Benefits	$ 780	$ 780	$ 780	$ 780	$ 780
Cook & Co - Consultants	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000
Medicare Penalty Re: Section 18	$ 30,120	$ 30,120	$ 33,780	$ 33,780	$ 33,780
All other Miscellaneous Items: (Wellness Programming, Luncheon Seminars, Health Fair, etc.)	$ 20,000	$ 20,000	$ 27,000	$ 27,000	$ 25,000
Total Employee Health Benefits	**$ 12,964,188**	**$ 13,548,874**	**$ 14,829,677**	**$ 13,248,638**	**$ 13,470,371**

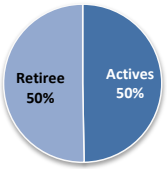
Retirees: School vs. Town Employees



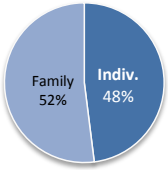
Actives: School vs. Town Employees



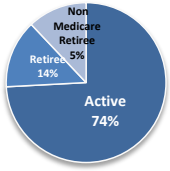
Participants - Actives vs. Retirees



Participants - Individuals vs. Family



Cost - Actives vs. Retirees



Active Employee Plans - Projections for FY 2018

Projected healthcare costs for FY 2018 are based upon the rate increases established for FY 2018. The number of plans is based upon the number of employees and retirees as of January 1, 2017 and the budgeted staffing increases for FY 2018. A number of reserve plans are also budgeted for to account for employees that currently are not covered who may elect coverage during FY 2018 or change types of plans.

Active Employee Rate Save Plan	Town Contrib	FY 18 Annual Cost Per Plan	School Plans	Town Plans	Projected Number of Plans - FY 2018	School Costs	Town Costs	Total Projected Plan Cost - FY 2018	FY 18 Cost Increase
Blue Option Rate Saver Individual	62%	$7,572.06	4	2	6	$30,288.24	$15,144.12	$45,432.36	15.00%
Blue Option Rate Saver Family	62%	$20,311.94	8	0	8	$162,495.55	$0.00	$162,495.55	15.00%
HP Rate Saver Individual	62%	$6,836.24	16	4	20	$109,379.90	$27,344.98	$136,724.88	15.00%
HP Rate Saver Family	62%	$17,805.04	8	8	16	$142,440.29	$142,440.29	$284,880.58	15.00%
Tufts Rate Saver Individual	62%	$7,195.60	15	4	19	$107,933.94	$28,782.38	$136,716.32	15.00%
Tufts Rate Saver Family	62%	$18,848.87	10	5	15	$188,488.68	$94,244.34	$282,733.02	15.00%
Fallon Direct Rate Saver Individual	75%	$5,846.76	23	9	32	$134,475.48	$52,620.84	$187,096.32	9.00%
Fallon Direct Rate Saver Family	75%	$15,696.00	9	2	11	$141,264.00	$31,392.00	$172,656.00	9.00%
Fallon Select Rate Saver Individual	75%	$6,268.59	178	89	267	$1,115,809.02	$557,904.51	$1,673,713.53	9.00%
Fallon Select Rate Saver Family	75%	$16,883.01	215	159	374	$3,629,847.15	$2,684,398.59	$6,314,245.74	9.00%
Active Employee PPO Plan									
HP PPO	50%	$14,786.88	0	0	0			$0.00	5.50%
Totals			486	282	768	$5,762,422.25	$3,634,272.05		

Active Employees Projected Annual Total Cost **$9,396,694.30**

Retirees - Projections for FY 2018

The Town of Natick provides its retired employees with Health Insurance. Retirees up to the age of 65 are provided with the active employee plans. At age 65 all retirees must sign up for MEDICARE and switch to a senior plan. The Town's contribution to the senior plan includes a payment for 50% of the Medicare Part B coverage cost.

Non-Medicare Eligible Retirees - Rate Save Plans	Town Contribution	FY 18 Annual Cost Per Plan	School	Town	Projected Number of Plans - FY 2018	School Costs	Town Costs	Total Projected Plan Cost - FY 2018	FY 18 Cost Increase
Blue Option Rate Saver Individual	62%	$7,572.06	1	2	3	$7,572.06	$15,144.12	$22,716.18	15%
Blue Option Rate Saver Family	62%	$20,311.94	3	0	3	$60,935.83	$0.00	$60,935.83	15%
HP Rate Saver Individual	62%	$6,836.24	14	6	20	$95,707.42	$41,017.46	$136,724.88	15%
HP Rate Saver Family	62%	$17,805.04	8	7	15	$142,440.29	$124,635.25	$267,075.54	15%
Tufts Rate Saver Individual	62%	$7,195.60	9	1	10	$64,760.36	$7,195.60	$71,955.96	15%
Tufts Rate Saver Family	62%	$18,848.87	2	1	3	$37,697.74	$18,848.87	$56,546.60	15%
Fallon Direct Rate Saver Individual	75%	$5,846.76	0	1	1	$0.00	$5,846.76	$5,846.76	9%
Fallon Direct Rate Saver Family	75%	$15,696.00	0	0	0	$0.00	$0.00	$0.00	9%
Fallon Select Rate Saver Individual	75%	$6,268.59	33	21	54	$206,863.47	$131,640.39	$338,503.86	9%
Fallon Select Rate Saver Family	75%	$16,883.01	12	18	30	$202,596.12	$303,894.18	$506,490.30	9%
Non-Medicare Eligible Retirees PPO Plan									
HP PPO Individual	50%	$14,786.88	4	0	4	$59,147.52		$59,147.52	6%
Totals			86	57	143	$877,720.81	$648,222.63		
Annual Total Cost								**$1,525,943.44**	

Senior Plans	Town Contribution	FY 18 Annual Cost Per Plan	School	Town	Projected Number of Plans - FY 2018	School Costs	Town Costs	Total Projected Plan Cost - FY 2018	FY 18 Cost Increase
Fallon Senior Plan	65.52%	$2,748.66	1	3	4	$2,748.66	$8,245.98	$10,994.64	9.00%
Managed Blue for Seniors	65.20%	$2,804.97	9	5	14	$25,244.73	$14,024.85	$39,269.58	10.20%
HPHC MEDICARE with First Health	65.34%	$2,701.92	158	76	234	$426,903.36	$205,345.92	$632,249.28	2.00%
HPHC HME Limited Subsidy	65.34%	$1,361.22	2	1	3	$2,722.44	$1,361.22	$4,083.66	2.00%
MEDEX 2 with BlueCare RX	63.84%	$2,963.66	106	79	185	$314,148.07	$234,129.22	$548,277.29	5.30%
MEDEX Enhanced LIS	63.84%	$1,511.96	7	0	7	$10,583.73	$0.00	$10,583.73	5.30%
Tufts Medicare Preferred HMO	67.72%	$2,502.19	40	33	73	$100,087.68	$82,572.34	$182,660.02	10.90%
Tufts Medicare Supplement Plus	64.82%	$2,862.79	63	47	110	$180,355.52	$134,550.94	$314,906.46	10.30%
Tufts Medicare Pref Supp Lim Inc Su	64.82%	$1,486.09	0	3	3	$0.00	$4,458.26	$4,458.26	10.30%
Tufts Medicare Preferred	64.82%	$1,486.09	1	0	1	$1,486.09	$0.00	$1,486.09	10.30%
Total			387	247	634	$1,064,280.27	$684,688.73		
Senior Plans Projected Annual Total Cost								**$1,748,968.99**	

Reserve Plans - Projections for FY 2018

In order to accommodate FTEs added in the budget and employee/retirees changing plans, the Town projects reserve plans that may be needed.

Town	**Positions**	**Annual Cost**
Individual Plan Reserve	*5*	$20,893.21
Family Plan Reserve	*5*	$56,271.07
Additional Plans (Town Position Adds)	*4*	$46,303.20
	14	**$123,467.48**

School		
Individual Plan Reserve	5	$20,893.21
Family Plan Reserve	5	$56,271.07
Additional Plans (School Position Adds)	22	$254,667.60
	32	**$331,831.88**

Total Reserve	15	$98,057.49
Total Additional	26	$300,970.80
Total	**92**	**$399,028.29**

Totals

Plans	
Town Active Employees	282
School Active Employees	486
Town Retirees	304
School Retirees	473
Toal	**1,545**

Cost	
Town Active Employees	$3,634,272.05
School Active Employees	$5,762,422.25
Town Retirees	$1,332,911.36
School Retirees	$1,942,001.07
Total	**$12,671,606.73**
Town Additions & Reserves	$123,467.48
School Additions & Reserves	$331,831.88
Total	**$455,299.37**

TOTAL PROJECTED HEALTH PLAN COSTS FY 2018	**$13,126,906.10**

Town of Natick

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LIUNA/MASS Laborers' Benefits Fund Contribution for Fiscal Year 2017 Budget

General Fund	#Employees	Annual Cost per Employee	Amount
Laborers **	47	$ 2,894	$ 135,995
Clerical **	19	$ 2,330	$ 44,262
Supervisors/Adm **	7	$ 2,894	$ 20,255
Facilities **	37	$ 2,457	$ 90,899
Morse Library *			$ 16,544
A. Hansberry			$ 2,174
J. Rose			$ 1,988
		Total	$312,117
Water & Sewer Enterprise			
Laborers **	20	$ 2,894	$ 57,870
Clerical **	3	$ 2,330	$ 6,989
Supervisors/Adm **	4	$ 2,894	$ 11,574
		Total	$ 76,433
		Total	$388,550

* Massachusetts Laborers' Benefit Fund

** LIUNA Pension Fund

Includes Projected 02/01/2017 and 02/01/2018 increases in service charges

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Town of Natick

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Department: Property & Liability Insurance

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Operating Expenses						
Purchase of Services	$ 532,389	$ 570,193	$ 641,750	$ 707,680	$65,930	10.27%
Total Operating Expenses	**$ 532,389**	**$ 570,193**	**$ 641,750**	**$ 707,680**	**$65,930**	**10.27%**
Total Property & Liability Insuranc	**$ 532,389**	**$ 570,193**	**$ 641,750**	**$ 707,680**	**65,930**	**10.27%**

Budget Overview:

I. Main Purpose of the Department

To provide property insurance on approximately $304 million dollars of buildings and contents. Provide $3 million in general liability coverage plus an additional $5 million in an excess liability policy. Provide commercial fleet auto insurance including collision, comprehensive, and liability coverage. The Town is insured for boiler & machinery for $100 million. There are also separate specialty liability policies for public officials liability, school board legal liability, social workers, and law enforcement coverage.

II. Recent Developments

New property acquistitions and building additions are included in this for the first time. These additions increase the overal l cost of insurance.

III. Current Challenges

It is always a challenge to forecast the cost of insurance due to the market. Our plan is to do our best to train our employees in areas of potential risk of injury and/or damage in order to prevent future accidents. By taking a proactive approach to safety and training we hope to make improvements in this area.

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

The Town's insurance costs continue to climb. While the increase is modest, we hope that our safety programs will help keep costs reasonable.

V. On the Horizon

New buildings , modular classrooms, and acqusitions by the Town will need to be included in our future insurance forecasts.

Budget Detail:

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Package Policy Property/Liability	$ 367,855	$ 397,611	$ 438,000	$ 486,180	$48,180	11.00%
Motor Vehicle	$ 162,126	$ 165,083	$ 177,500	$ 195,250	$17,750	10.00%
Insurance Deductibles	$ 2,408	$ 7,499	$ 26,250	$ 26,250	$ -	0.00%
Purchased Services	**$ 532,389**	**$ 570,193**	**$ 641,750**	**$ 707,680**	**$65,930**	**10.27%**
Total Property & Liability Ins.	**$ 532,389**	**$ 570,193**	**$ 641,750**	**$ 707,680**	**$65,930**	**10.27%**

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Town of Natick

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Department: Contributory Retirement

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Operating Expenses						
Funding Schedule - Completion 2030	$ 7,079,771	$ 7,646,153	$ 8,194,354	$ 8,763,143	$ 568,789	**6.94%**
Total Operating Expenses	**$ 7,079,771**	**$ 7,646,153**	**$ 8,194,354**	**$ 8,763,143**	**$568,789**	**6.94%**
Total Contributory Retirement	**$ 7,079,771**	**$ 7,646,153**	**$ 8,194,354**	**$ 8,763,143**	**$ 568,789**	**6.94%**

Budget Overview:

I. Main Purpose of the Department

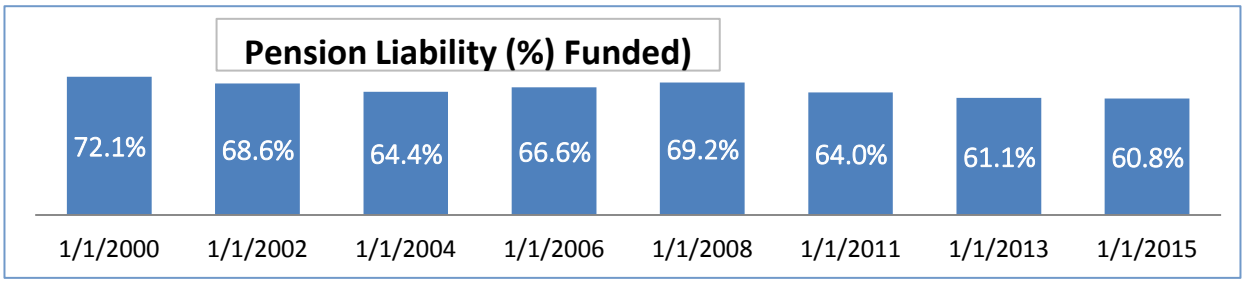
The Natick Retirement System provides pension benefits for many retired employees of the Town of Natick . Established under M.G.L. Chapter 32, the Natick Retirement System is funded via an annual appropriation at Town Meeting. As of 2015, there were 1117 participants in the Natick Retirement System - 620 active, 114 inactive and 383 retired participants and beneficiaries. Eligibility in the system is determined upon your employment status with the Town. If an employee is employed on a permanent basis and works 20 or more hours a week , then that employee is eligible. Enrollment is mandatory for all employees who qualify.

Employees who became members prior to April 1, 2012 are eligible to apply for a pension benefit when they have completed either ten years of creditable service and have reached the age of 55, or have 20 years of creditable service regardless of your age. Employees who became members on or after April 1, 2012 are eligible to apply for a benefit when they have reached age 60 with ten or more years of creditable service or have 20 years of service at any age. Recipients receive a defined benefit plan. The pension allowance is calculated using an employees years of creditable service, their age at retirement and their highest average salary for either 36 or 60 consecutive months, depending upon their date of hire. Employees are required by M.G.L. Ch. 32 to contribute a set percentage of their salary and an additional 2% on any salary over $30,000 by regular payroll deductions. The rate of contribution is determined by the date on which an employee first became eligible for membership in a Massachusetts Contributory Retirement System and maintained their funds on deposit.

Before January 1, 1975 - 5%
January 1, 1975 - December 31, 1983 - 7%
January 1, 1984 - June 30, 1996 - 8%
July 1, 1996 - or after - 9%
Employees who were members before January 1, 1979 are NOT subject to the additional 2%, while employees who became members after January 1, 1979 are subject to 2%.

Pension Liability

The chart below shows the percent funded amounts for the Natick Retirement System since 2000.



Department: Contributory Retirement

Budget Overview: (continued)

II. Recent Developments

The latest actuarial report, conducted by The Segal Group effective January 1, 2015, found that the Natick Retirement System was funded at a ratio of 60.79%, with actuarial value of assets totaling $119,777,862 while the actuarial accrued liability totaled $197,036,372. This is a decrease from the last actuarial, dated January 1, 2013 where the system was 61.13% funded.

III. Current Challenges

The funding schedule for FY2017 has been approved by the Public Employee Retirement Administration Commission (PERAC). The *Actuarial Valuation and Review as of January 1, 2015* of the Town of Natick Contributory Retirement System shows, the unfunded liability has increased from $65.6 Million as of January 1, 2013 to $77.3 Million as of January 1, 2015. Changes in assumptions made for the most recent valuation increased the unfunded liability by $12.7Million and increased the normal cost by $662,000." (1) The valuation reflects changes in actuarial assumptions such as the net investment return assumption was decreased from 8% to 7.5%, the administrative expense assumption was increased from $240,000 for calendar year 2013 to $280,000 for the calendar year 2015 to reflect budget ed expenses, mortality assumption changes and changes to the assumed retirement age for inactive vested participants. (1)

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

The Actuarial Valuation and Reveiw as of January 1, 2015, details demographic data comparison (page v) that shows the total payroll for 2013 as $30.7Million and for 2015 as $33.1Million. The number of active participants increased from 591 to 620 from 2013 to 2015, and increase of 5%. State law mandates the pension system must be fully funded by 2040. The funding schedule shows that the Town will be fully funded by 2030, no change from the 1/1/13 report.

V. On the Horizon

Accounting regulations (GASB 45) require that municipalities disclose their OPEB liabilities on their year-end balance sheets. While not directly part of the retirement system, these benefits for pensioners will have to be funded somehow in the future, and the Town of Natick will have to develop strategies to manage and determine a way to fund this liability. The Town is currently completing an actuarial to update our liability.

Budget Detail:

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Funding Schedule - Completion 2030	$ 7,079,771	$ 7,646,153	$ 8,194,354	$ 8,763,143	$ 568,789	6.94%
Personnel Services	**$ 7,079,771**	**$ 7,646,153**	**$ 8,194,354**	**$ 8,763,143**	**$ 568,789**	**6.94%**
Total Contributory Retirement	**$ 7,079,771**	**$ 7,646,153**	**$ 8,194,354**	**$ 8,763,143**	**$ 568,789**	**6.94%**

Note: The amount shown under funding schedule is a net amount: less those pension assessments for the Natick Housing Authority, the Sassamon Trace Golf Course and the Water/Sewer Enterprise fund. The math is shown below.

Total ***ESTIMATED*** Assessment for FY 2018	$ 9,216,080
less Natick Housing Authority Assessment	$ 139,048
less Golf Course Assessment	$ 17,761
less Water/Sewer Assessment	$ 296,128
Net Retirement Assessment (General Fund)	**$ 8,763,143**

Line-Item Detail

Personnel Services: Funding Schedule: The annual contribution required under law to meet the Town's pension obligations to its pensioners. The Natick Retirement System is on pace to be fully funded by 2030. Under the most current Massachusetts General Law, the Retirement Board has the discretion to extend the deadline up to 2040.

This amount is **net** of the assessment for the Golf Course and Water/Sewer Enterprise Funds and the Natick Housing Authority.

(1) The *Actuarial Valuation and Review as of January 1, 2015* of the Town of Natick Contributory Retirement System - Page ii.

Town of Natick

Home of Champions

Department: Non - Contributory Retirement

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Other Personnel Services						
Pensions - Non-Contributory	$ 39,549	$ 38,249	$ 42,803	$ 22,233	$ (20,570)	-48.1%
Total Other Personnel Services	**$ 39,549**	**$ 38,249**	**$ 42,803**	**$ 22,233**	**$ (20,570)**	**-48.1%**
Total Non-Contributory Retirement	**$ 39,549**	**$ 38,249**	**$ 42,803**	**$ 22,233**	**$ (20,570)**	**-48.1%**

Budget Overview:

Nearly all employees who have worked for the Town of Natick are part of the Natick Retirement System and have been required to contribute part of their earnings towards the pension system. However a few past employees and their beneficiaries were not required to contribute, specifically those who were employed by the Town prior to January 1, 1939. This budget provides for the pensions for those employees/beneficiaries.

Budget Detail:

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Pensions Police	$ 4,618	$ 4,618	$ 4,913	$ 5,060	$ 147	3.0%
Pensions Fire	$ 15,422	$ 16,453	$ 16,813	$ 17,173	$ 360	2.1%
Pensions School	$ 19,509	$ 17,177	$ 21,077	$ -	$ (21,077)	-100.0%
Other Personnel Services	**$ 39,549**	**$ 38,249**	**$ 42,803**	**$ 22,233**	**$ (20,570)**	**-48.1%**
Total Non-Contributory Retirement	**$ 39,549**	**$ 38,249**	**$ 42,803**	**$ 22,233**	**$ (20,570)**	**-48.1%**

Line-Item Detail:

<u>Other Personnel Services:</u>

Pensions - Fire: Pays for 1 pension to beneficiaries of retired firemen.
Pensions - Police: Shares the pension of one retiree with the Commonwealth of Massachusetts.

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Town of Natick

Home of Champions

Department: Debt Service

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Operating Expenses						
Leased Equipment	$ 111,096	$ 142,669	$ 148,703	$ 149,203	$ 500	0.34%
Leased land			$ 3,900	$ 3,900	$ -	0.00%
Principal	$ 8,195,297	$ 7,860,855	$ 7,893,357	$ 8,466,861	$ 573,504	7.27%
Interest	$ 2,578,344	$ 2,706,374	$ 2,449,397	$ 3,044,991	$ 595,594	24.32%
Total Expense	**$10,884,737**	**$ 10,709,898**	**$ 10,495,357**	**$ 11,664,955**	**$ 1,169,598**	**11.14%**
Total Debt Service	**$ 10,884,737**	**$ 10,709,898**	**$ 10,495,357**	**$ 11,664,955**	**$ 1,169,598**	**11.14%**

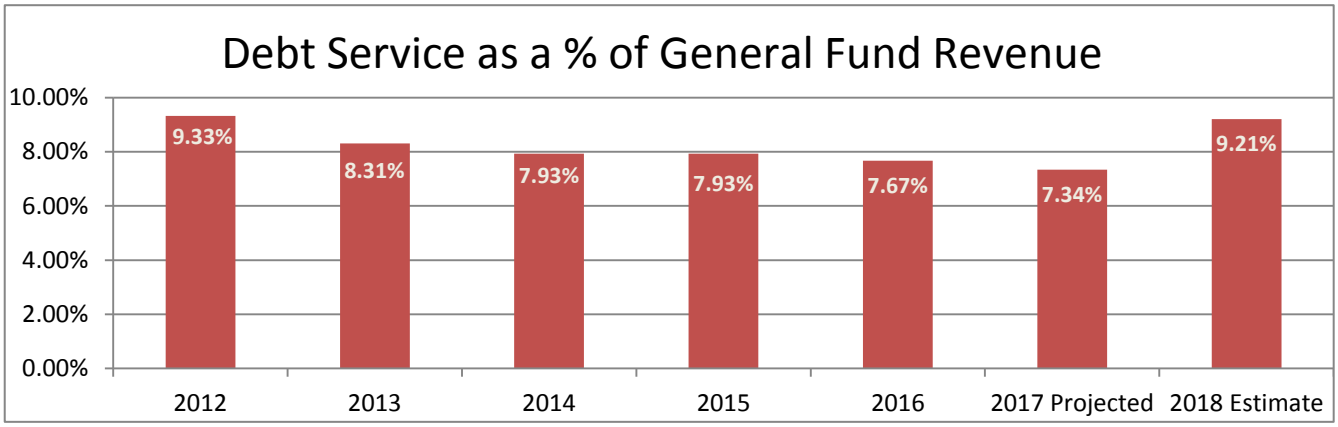
Budget Overview:

The Town assumes debt to finance many capital projects. Natick's debt is funded through bond issues. State statutes permit maximum terms of bond issues to vary from 5 to 20 years, depending on the purpose of the issue. The Town can only issue new debt with the approval of two-thirds of Town Meeting.

Debt service includes general fund principal and interest payments for both exempt and non-exempt debt as well as temporary borrowing. Also included in these figures are debt issuance costs and leased equipment costs.

Debt is the chief financing tool utilized by municipalities to continually replace and maintain its capital infrastructure. As such, it is important to monitor how much debt the community has at any one point in time and determine what impact the amount of debt service has on the operating budget and the taxpayers. Credit rating agencies monitor the amount of debt a community has just like they monitor individual credit. A variety of factors, including the level of debt service/annual revenues and level of debt service/capita and per household are evaluated by credit rating agencies. Debt Service is one of the Town's twelve Financial Indicators checked annually for fiscal health.

Positively for Natick, the community fares well on this indicator. Debt service of 20% of operating revenues is considered a problem. Ten percent (10%) is considered acceptable. Future issuance of debt should be timed so as to minimize its impact upon both the operating budget. This can be achieved by timing new issuances with retirement of current debt service and following the Town Administrator's Recommended Financial Policies on issuing large debt projects (over $1,000,000) outside of the tax levy.

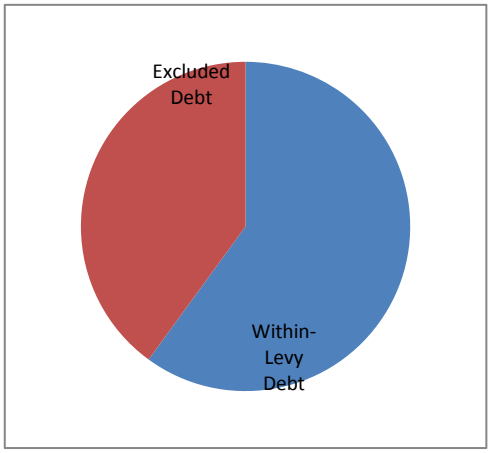


Debt per capita has grown significantly since FY 2012 when the majority of the debt for the new Natick High School and the new Community/Senior Center began. This issuance has been well timed in that it; a) received favorable bid prices, b)was issued at low interest rates and c) was issued after several years of declining debt service amounts.

Massachusetts General Law Chapter 44, Section 10 states that except as otherwise provided by law, a city or town shall not authorize indebtedness to an amount exceeding 5 per cent of the equalized valuation of the city or town. A city or town may authorize indebtedness in excess of 5 per cent but not in excess of 10 per cent, of the aforesaid equalized valuation; provided, however, that the amount of indebtedness so authorized shall be subject to the approval of the members of the municipal finance oversight board, which approval may be given either before or after such authorization.

Within-Levy vs. Excluded Debt

	Principal	Interest	Total
Within-Levy Debt	$ 5,310,827	$ 1,553,579	$ 6,864,406
Excluded Debt	$ 3,156,034	$ 1,416,413	$ 4,572,447
Total	**$ 8,466,861**	**$ 2,969,991**	**$ 11,436,852**



Debt Limit

Equalized Valuation	**$**	**7,812,219,900**
Current Debt Limit	**$**	**390,610,995**

Town of Natick

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Updated 2/15/2017

Department: General Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2018 Principal	Fiscal Year 2019 Principal	Fiscal Year 2020 Principal	Fiscal Year 2021 Principal	Issue Balance	Total Outstanding Principal
2001	Septic Title V (MWPAT) T5-97-1026	$ 145,813	$ 7,597	$ 7,597	$ 7,597	$ -	$ -	$ 22,791
2004	Septic Title V (MWPAT) T5-97-1026-1	$ 92,122	$ 5,102	$ 5,102	$ 5,102	$ 5,102	$ 10,442	$ 30,850
2009	Glen Street Drainage	$ 1,065,000	$ 80,000	$ -	$ -	$ -	$ -	$ 80,000
2009	Municipal Bldg Improvements	$ 158,000	$ 15,080	$ -	$ -	$ -	$ -	$ 15,080
2009	Capital Equipment - Catch Basin Cleaner	$ 190,000	$ 15,000	$ -	$ -	$ -	$ -	$ 15,000
2009	Septic (MWPAT)	$ 150,000	$ 7,500	$ 7,500	$ 7,500	$ 7,500	$ 60,000	$ 90,000
2010	Municipal Complex HVAC	$ 410,000	$ 40,000	$ 40,000	$ 40,000	$ -	$ -	$ 120,000
2010	Sidewalk Tractor	$ 117,000	$ 10,000	$ 10,000	$ -	$ -	$ -	$ 20,000
2011	Community Senior Center	$ 8,850,000	$ 445,000	$ 445,000	$ 445,000	$ 445,000	$ 4,400,000	$ 6,180,000
2011	Roads - Oak St	$ 2,000,000	$ 135,000	$ 135,000	$ 135,000	$ 135,000	$ 650,000	$ 1,190,000
2011	Storage Bldg - Oak St Gravel Pit	$ 100,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ -	$ 40,000
2011	Fire - Engine Replacement	$ 400,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ -	$ 160,000
2011	Bldg Remodel - Police Dispatch	$ 150,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 75,000
2011	Replace DPW Dump Truck H-44	$ 180,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 75,000
2011	Replace DPW Dump Truck H-53	$ 180,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 75,000
2012	Community Senior Center	$ 1,150,000	$ 95,000	$ 95,000	$ 95,000	$ 100,000	$ 300,000	$ 685,000
2012	DPW Equip - Dump Truck H-45	$ 190,000	$ 25,000	$ 25,000	$ -	$ -	$ -	$ 50,000
2012	DPW Equip - Sidewalk Plow	$ 142,000	$ 20,000	$ 20,000	$ -	$ -	$ -	$ 40,000
2012	DPW Equip - Backhoe H-59	$ 125,000	$ 15,000	$ 15,000	$ -	$ -	$ -	$ 30,000
2012	DPW Equip - Heavy Duty Truck - H-40	$ 60,000	$ 5,000	$ 5,000	$ -	$ -	$ -	$ 10,000
2012	DPW Equip - Dump Truck LF-6	$ 130,000	$ 15,000	$ 15,000	$ -	$ -	$ -	$ 30,000
2012	DPW Equip - Tractors - LF-14 & LF-15	$ 70,000	$ 10,000	$ 10,000	$ -	$ -	$ -	$ 20,000
2012	Recreation Bus #2	$ 70,000	$ 10,000	$ 10,000	$ -	$ -	$ -	$ 20,000
2012	DPW Garage Roof	$ 99,000	$ 10,000	$ 10,000	$ -	$ -	$ -	$ 20,000
2012	DPW Security Upgrades	$ 66,000	$ 10,000	$ 5,000	$ -	$ -	$ -	$ 15,000
2012	Cole Center Repairs	$ 155,000	$ 20,000	$ 20,000	$ -	$ -	$ -	$ 40,000
2012	DPW - 75 West Street Expansion	$ 791,000	$ 80,000	$ 80,000	$ 80,000	$ 75,000	$ 75,000	$ 390,000
2012	Landfill Capping *Refunded	$ 2,500,000	$ 120,000	$ -	$ -	$ -	$ -	$ 120,000
2012	Municipal Complex (Town Hall / Safety) *Refunded	$ 9,020,000	$ 453,000	$ -	$ -	$ -	$ -	$ 453,000
2012	Landfill Capping (Net of Surplus to G.C.) *Refunded	$ 2,456,916	$ 103,660	$ 90,170	$ 89,460	$ -	$ -	$ 283,290
2013	Police - Building Security	$ 85,000	$ 15,000	$ -	$ -	$ -	$ -	$ 15,000
2013	DPW - Redesign Cottage Street	$ 250,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 50,000	$ 150,000
2013	DPW - Redesign Pine street	$ 250,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 50,000	$ 150,000
2013	DPW Equip. - SnowMelter	$ 232,000	$ 45,000	$ -	$ -	$ -	$ -	$ 45,000
2013	DPW Equip. - Replace H-55	$ 170,000	$ 30,000	$ -	$ -	$ -	$ -	$ 30,000
2013	DPW Equip. - Replace H-42	$ 110,000	$ 20,000	$ -	$ -	$ -	$ -	$ 20,000
2013	DPW Equip. - Recycling Packers	$ 900,000	$ 130,000	$ 125,000	$ 125,000	$ -	$ -	$ 380,000
2013	DPW Equip - Log Loader	$ 62,000	$ 10,000	$ -	$ -	$ -	$ -	$ 10,000
2013	DPW Equip - LF-3	$ 62,000	$ 10,000	$ -	$ -	$ -	$ -	$ 10,000
2014	DPW Equip. - Replace Dump Truck H-48	$ 190,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ -	$ 100,000
2014	DPW Equip. - Replace Hooklift H-51	$ 230,000	$ 35,000	$ 30,000	$ 30,000	$ 30,000	$ -	$ 125,000
2014	DPW Equip. - Recycling Toters	$ 428,000	$ 85,000	$ 85,000	$ -	$ -	$ -	$ 170,000
2014	Police - Replace Rooftop HVAC	$ 125,000	$ 15,000	$ 15,000	$ 10,000	$ 10,000	$ 30,000	$ 80,000
2014	JJ Lane Park	$ 110,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 30,000	$ 70,000
2014	Field Fence Work	$ 140,750	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 35,000	$ 95,000
2014	Retaining Wall - Pond & Cemetery	$ 455,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 240,000	$ 360,000
2014	Roads (Collector/Arterial)	$ 300,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 160,000	$ 240,000
2014	Police - Dispatch Center	$ 230,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 120,000	$ 180,000

Town of Natick

Home of Champions

Updated 2/15/2017

Department: General Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2018 Principal	Fiscal Year 2019 Principal	Fiscal Year 2020 Principal	Fiscal Year 2021 Principal	Issue Balance	Total Outstanding Principal
2014	Fire - Engine Replacement (#5)	$ 520,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ -	$ 300,000
2014	DPW Equip. - Replace S-35 (Packer)	$ 275,000	$ 40,000	$ 40,000	$ 40,000	$ 35,000	$ -	$ 155,000
2014	DPW Equip. - Replace H-62 (Sweeper)	$ 185,000	$ 35,000	$ 35,000	$ -	$ -	$ -	$ 70,000
2014	Cole North Field Improvements	$ 400,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 120,000	$ 280,000
2015	Cole North Field Improvements	$ 195,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 75,000	$ 155,000
2015	Fire - Ambulance #3	$ 205,000	$ 40,000	$ 40,000	$ 40,000	$ -	$ -	$ 120,000
2015	DPW Equip.-Replace Hooklift & Chassis S-37	$ 230,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 80,000	$ 180,000
2015	DPW Equip. - Replace Truck S-38	$ 130,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 40,000	$ 100,000
2015	Roads - Pine Street	$ 1,000,000	$ 70,000	$ 70,000	$ 70,000	$ 65,000	$ 585,000	$ 860,000
2015	DPW - Public Works Bldg Expansion	$ 248,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 95,000	$ 195,000
2015	DPW - Drainage - Roads & Sidewalks	$ 350,000	$ 35,000	$ 35,000	$ 35,000	$ 35,000	$ 140,000	$ 280,000
2015	Comm. Serv. - Replace Dug Pond Pier	$ 115,000	$ 15,000	$ 10,000	$ 10,000	$ 10,000	$ 40,000	$ 85,000
2015	DPW - Public Works Bldg Expansion	$ 101,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 50,000	$ 90,000
2016	Roads - Pine Street	$ 847,000	$ 60,000	$ 60,000	$ 60,000	$ 55,000	$ 550,000	$ 785,000
2016	Pegan Ln Land Acquisition	$ 1,000,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 750,000	$ 950,000
2016	Roads & Sidewalks (Coll/Art)	$ 100,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 50,000	$ 90,000
2016	Replace H-57 Front-End Loader	$ 245,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 120,000	$ 220,000
2016	Drainage Improvements - Willow St.	$ 191,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 90,000	$ 170,000
2016	Replace H-56 Two Loader Mounted Snow Blowers	$ 275,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 75,000	$ 235,000
2016	Replace H-61 Sidewalk Machine	$ 142,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 65,000	$ 125,000
2016	Replace Trash Packer	$ 280,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 80,000	$ 240,000
2016	Parking Meter Upgrade	$ 50,000	$ 7,000	$ 5,000	$ 5,000	$ 5,000	$ 20,000	$ 42,000
Bond Auth. March 2017								
2017	Cole North Field	$ 120,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 80,000	$ 120,000
2017	IT - Telephone System Upgrade Hardware	$ 712,500	$ 92,500	$ 90,000	$ 90,000	$ 90,000	$ 350,000	$ 712,500
2017	IT - Telephone System Upgrade Software	$ 37,500	$ 17,500	$ 10,000	$ 10,000		$ -	$ 37,500
2017	Facilities - Air Handler (Cole Center)	$ 80,000	$ 20,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 80,000
2017	DPW - Replace M-2 (Truck)	$ 100,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 100,000
2017	Replace LF-9 Bucket Truck	$ 200,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 100,000	$ 200,000
2017	Charles River Bridge - Engineering	$ 125,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 125,000
2017	Replace Ambulance	$ 225,000	$ 45,000	$ 45,000	$ 45,000	$ 45,000	$ 45,000	$ 225,000
2017	Replace H-50 - Dump Truck	$ 135,000	$ 30,000	$ 30,000	$ 25,000	$ 25,000	$ 25,000	$ 135,000
2017	Replace H-63 - Street Sweeper	$ 212,000	$ 32,000	$ 30,000	$ 25,000	$ 25,000	$ 100,000	$ 212,000
2017	Replace H-63 - Street Sweeper Supplement	$ 80,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 40,000	$ 80,000
2017	Accounts Receivable Software	$ 260,000	$ 55,000	$ 55,000	$ 50,000	$ 50,000	$ 50,000	$ 260,000
2017	Replace S-33 (+36000 re-app)	$ 259,000	$ 44,000	$ 40,000	$ 35,000	$ 35,000	$ 105,000	$ 259,000
2017	Roads & Sidewalks (Coll/Art)	$ 1,000,000	$ 70,000	$ 70,000	$ 70,000	$ 70,000	$ 720,000	$ 1,000,000
2017	Field Renovations	$ 167,000	$ 17,000	$ 15,000	$ 15,000	$ 10,000	$ 110,000	$ 167,000
2017	Replace East School Roof	$ 280,000	$ 20,000	$ 20,000	$ 15,000	$ 15,000	$ 210,000	$ 280,000
2017	East Field Renovation - Engineering	$ 200,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 200,000
2017	Navy Yard Field Renovation - Engineering	$ 100,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 100,000
2017	Road Improvements - Cottage Street	$ 2,255,000	$ 155,000	$ 150,000	$ 1,650,000	$ 150,000	$ 150,000	$ 2,255,000
2017	Replace DPW Roof - Equip Maint Garage	$ 300,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 240,000	$ 300,000
2017	Town Hall HVAC Rooftop Units	$ 110,000	$ 15,000	$ 15,000	$ 10,000	$ 10,000	$ 60,000	$ 110,000
2017	Pond Street Sidewalk & Guardrail Replace	$ 285,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 165,000	$ 285,000
2017	Purchase New Recycling Side Arm Packer	$ 275,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 115,000	$ 275,000
2017	Charles River Dam - Engineering & Repairs	$ 250,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 250,000
2017	Upgrade DPW Radio System	$ 215,000	$ 45,000	$ 45,000	$ 45,000	$ 40,000	$ 40,000	$ 215,000

Town of Natick

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Updated 2/15/2017

Department: General Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2018 Principal	Fiscal Year 2019 Principal	Fiscal Year 2020 Principal	Fiscal Year 2021 Principal	Issue Balance	Total Outstanding Principal
2017	Design Roadway and Sidewalk Improvements	$ 300,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 220,000	$ 300,000
2017	Charles River Bridge - Rehab	$ 750,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 650,000	$ 750,000
Bond Auth. July 2017								
2018	Replace S-31 Trash Packer	$ 290,000	$ 45,000	$ 45,000	$ 40,000	$ 40,000	$ 120,000	$ 290,000
2018	Replace H-58 (Font End Loader)	$ 270,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 150,000	$ 270,000
2018	Replace H-72 Side Walk bombardier	$ 180,000	$ 18,000	$ 18,000	$ 18,000	$ 18,000	$ 108,000	$ 180,000
2018	Park and Field Renovations	$ 175,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 115,000	$ 175,000
2018	Roadway & Sidewalks Supplement	$ 1,000,000	$ 70,000	$ 70,000	$ 70,000	$ 70,000	$ 720,000	$ 1,000,000
2018	Replace Cole Roof	$ 500,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 380,000	$ 500,000
2017	Document Archiving - Information Technology	$ 250,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 250,000
2017	Comm. Dev. - Main Street Improvements	$ 280,000	$ 56,000	$ 56,000	$ 56,000	$ 56,000	$ 56,000	$ 280,000
2017	Acquisition - 22 Pleasant St	$ 3,200,000	$ 160,000	$ 160,000	$ 160,000	$ 160,000	$ 2,560,000	$ 3,200,000
Bond Auth. Feb 2018								
2018	Replace 2001 Fire Pumper	$ 580,000		$ 85,000	$ 85,000	$ 85,000	$ 240,000	$ 495,000
2018	Replacement of SCBA equipment	$ 300,000		$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 240,000
2018	East Field Renovations	$ 1,850,000		$ 125,000	$ 125,000	$ 125,000	$ 1,350,000	$ 1,725,000
2018	Navy Yard Field Renovations	$ 950,000		$ 65,000	$ 65,000	$ 65,000	$ 690,000	$ 885,000
2018	90 Oak - Replace Exterior Windows and Doors	$ 350,000		$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 100,000
2018	90 Oak - Replace Boiler	$ 250,000		$ 20,000	$ 20,000	$ 20,000	$ 170,000	$ 230,000
2018	Acquisition CSX Saxonville Branch	$ 2,960,000		$ 165,000	$ 165,000	$ 165,000	$ 2,300,000	$ 2,795,000
2018	North Ave Area Drainage Improvements	$ 250,000		$ 15,000	$ 15,000	$ 15,000	$ 190,000	$ 235,000
2018	Construction - Roadway Impr South Main St.	$ 3,000,000		$ 200,000	$ 200,000	$ 200,000	$ 2,200,000	$ 2,800,000
2018	Replace Fire Station 4 (West Natick)	$ 7,500,000		$ 250,000	$ 250,000	$ 250,000	$ 6,500,000	$ 7,250,000
Sub-Total (Gen'l Gov)			**$ 4,580,939**	**$ 4,714,369**	**$ 5,908,659**	**$ 4,071,602**	**$ 31,009,442**	**$ 50,285,011**
2004	Wilson Middle School (Refunded 2014)	$ 9,850,000	$ 465,000	$ 465,000	$ 460,000	$ 455,000	$ 1,340,000	$ 3,185,000
2004	Wilson Middle School (Refunded 2014)	$ 1,300,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 180,000	$ 420,000
2008	School Bldg Improvements	$ 785,000	$ 74,920	$ -	$ -	$ -	$ -	$ 74,920
2009	Kennedy Renovations	$ 1,200,000	$ 120,000	$ 120,000	$ 120,000	$ -	$ -	$ 360,000
2010	Memorial Renovations	$ 1,670,000	$ 165,000	$ 165,000	$ 165,000	$ -	$ -	$ 495,000
2010	High School - Construction	$ 38,500,000	$ 1,925,000	$ 1,925,000	$ 1,925,000	$ 1,925,000	$ 19,250,000	$ 26,950,000
2011	High School - Plans	$ 947,000	$ 50,000	$ 50,000	$ 50,000	$ 45,000	$ 450,000	$ 645,000
2011	High School - Design	$ 520,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 250,000	$ 350,000
2011	Johnson Boilers	$ 247,000	$ 25,000	$ 25,000	$ 25,000	$ 20,000	$ -	$ 95,000
2011	Memorial Fire Alarm System	$ 275,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ -	$ 100,000
2011	Johnson Exterior Windows	$ 110,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ -	$ 40,000
2011	Johnson Repairs	$ 203,000	$ 25,000	$ 25,000	$ -	$ -	$ -	$ 50,000
2012	Johnson Repairs	$ 90,000	$ 10,000	$ 10,000	$ -	$ -	$ -	$ 20,000
2012	Kennedy School Equipment	$ 220,000	$ 30,000	$ 30,000	$ -	$ -	$ -	$ 60,000
2013	Kennedy - Replace Electrical Serv.	$ 150,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 30,000	$ 90,000
2013	High School - Construction (Re-Approp. 2015 FATM - Art 10)	$ 3,268,600	$ 151,034	$ 151,034	$ 151,034	$ 151,034	$ 1,812,408	$ 2,416,544
2013	Ben-Hem - School Playground	$ 175,000	$ 20,000	$ 20,000	$ 15,000	$ 15,000	$ 45,000	$ 115,000
2014	Memorial - Boiler Replacement	$ 400,000	$ 30,000	$ 30,000	$ 30,000	$ 25,000	$ 200,000	$ 315,000
2014	Memorial - School Lighting	$ 125,000	$ 15,000	$ 15,000	$ 10,000	$ 10,000	$ 30,000	$ 80,000
2014	Replace Windows - Johnson	$ 175,000	$ 20,000	$ 20,000	$ 15,000	$ 15,000	$ 45,000	$ 115,000
2014	Kennedy Middle School Portable Classrooms	$ 212,000	$ 40,000	$ 40,000	$ 40,000	$ -	$ -	$ 120,000
2015	Purchase & Install Portable Classrooms(Re-Approp. 2015 FATM	$ 1,097,800	$ 60,989	$ 60,989	$ 60,989	$ 60,989	$ 731,866	$ 975,822
2015	Purchase & Install Portable Classrooms(Re-Approp. 2015 FATM	$ 583,600	$ 32,423	$ 32,423	$ 32,423	$ 32,423	$ 389,062	$ 518,769

Town of Natick

Home of Champions

Department: General Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2018 Principal	Fiscal Year 2019 Principal	Fiscal Year 2020 Principal	Fiscal Year 2021 Principal	Issue Balance	Total Outstanding Principal
2015	Lilja - Roof Replacement(Re-Approp. 2015 FATM - Art 10)	$ 550,000	$ 30,556	$ 30,556	$ 30,556	$ 30,556	$ 397,220	$ 519,444
Bond Auth. March 2017								
2017	Lilja - Roof Replacement	$ 440,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 320,000	$ 440,000
2017	Brown - Replace sidewalks	$ 105,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 65,000	$ 105,000
2017	Wilson - Replace sidewalks	$ 108,000	$ 13,000	$ 10,000	$ 10,000	$ 10,000	$ 65,000	$ 108,000
2017	Brown School Roof Replacement	$ 880,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 640,000	$ 880,000
Bond Auth. July 2017								
2018	Lilja School - Install Modular Classrooms	$ 2,100,000	$ 140,000	$ 140,000	$ 140,000	$ 140,000	$ 1,540,000	$ 2,100,000
2018	Brown School - Sidewalk Upgrade Phase 2	$ 100,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 60,000	$ 100,000
2018	Natick High School - Install Irrigation Well	$ 100,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 60,000	$ 100,000
Sub-Total (Schools)			**$ 3,885,922**	**$ 3,702,002**	**$ 3,588,002**	**$ 3,233,002**	**$ 27,900,556**	**$ 42,309,484**
	2019 Capital Plan Items							$ -
	Replace L-1 with Platform/Ladder	*$ 1,350,000*		*$ 135,000*	*$ 135,000*	*$ 135,000*	*$ 945,000*	*$ 1,350,000*
	Roads & Sidewalks (Coll/Art)	*$ 1,500,000*		*$ 100,000*	*$ 100,000*	*$ 100,000*	*$ 1,200,000*	*$ 1,500,000*
	Downtown Parking Garage	*$ 7,500,000*		*$ 375,000*	*$ 375,000*	*$ 375,000*	*$ 6,375,000*	*$ 7,500,000*
	*Kennedy Middle School**	*$ 90,000,000*		*$ 3,000,000*	*$ 3,000,000*	*$ 3,000,000*	*$ 81,000,000*	*$ 90,000,000*
	North Ave Area Drainage Improvements	*$ 1,200,000*		*$ 60,000*	*$ 60,000*	*$ 60,000*	*$ 1,020,000*	*$ 1,200,000*
	2020 Capital Plan Items							$ -
	Roads & Sidewalks (Coll/Art)	*$ 1,500,000*			*$ 100,000*	*$ 100,000*	*$ 1,300,000*	*$ 1,500,000*
	Memorial Exterior Windows	*$ 1,000,000*						
	2021 Capital Plan Items							
	Roads & Sidewalks (Coll/Art)	*$ 1,500,000*						
	2022 Capital Plan Items							
	Roads & Sidewalks (Coll/Art)	*$ 1,500,000*					*$ 1,500,000*	*$ 1,500,000*
Sub-Total			**$ -**	**$ 3,670,000**	**$ 3,770,000**	**$ 3,770,000**	**$ 93,340,000**	**$ 104,550,000**
General Fund Total			**$ 8,466,861**	**$ 12,086,371**	**$ 13,266,661**	**$ 11,074,604**	**$ 152,249,998**	**$ 197,144,495**

Town of Natick

Home of Champions

Department: General Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2018 Interest	Fiscal Year 2019 Interest	Fiscal Year 2020 Interest	Fiscal Year 2021 Interest	Remaining Issue Balance	Total Outstanding Interest
2001	Septic Title V (MWPAT) T5-97-1026	$ 145,813	$ -	$ -			$ -	$ -
2004	Septic Title V (MWPAT) T5-97-1026-1	$ 92,122	$ -	$ -			$ -	$ -
2009	Glen Street Drainage	$ 1,065,000	$ 3,200	$ -	$ -	$ -	$ -	$ 3,200
2009	Municipal Bldg Improvements	$ 158,000	$ 603	$ -	$ -	$ -	$ -	$ 603
2009	Capital Equipment - Catch Basin Cleaner	$ 190,000	$ 600	$ -	$ -	$ -	$ -	$ 600
2009	Septic (MWPAT)	$ 150,000	$ -	$ -			$ -	$ -
2010	Municipal Complex HVAC	$ 410,000	$ 3,800	$ 2,600	$ 1,300	$ -	$ -	$ 7,700
2010	Sidewalk Tractor	$ 117,000	$ 625	$ 325	$ -	$ -	$ -	$ 950
2011	Community Senior Center	$ 8,850,000	$ 217,350	$ 204,000	$ 186,200	$ 172,850	$ 925,100	$ 1,705,500
2011	Roads - Oak St	$ 2,000,000	$ 38,675	$ 34,625	$ 29,225	$ 25,175	$ 65,325	$ 193,025
2011	Storage Bldg - Oak St Gravel Pit	$ 100,000	$ 1,300	$ 1,000	$ 600	$ 300	$ -	$ 3,200
2011	Fire - Engine Replacement	$ 400,000	$ 5,200	$ 4,000	$ 2,400	$ 1,200	$ -	$ 12,800
2011	Bldg Remodel - Police Dispatch	$ 150,000	$ 1,950	$ 1,500	$ 900	$ 450	$ -	$ 4,800
2011	Replace DPW Dump Truck H-44	$ 180,000	$ 1,950	$ 1,500	$ 900	$ 450	$ -	$ 4,800
2011	Replace DPW Dump Truck H-53	$ 180,000	$ 1,950	$ 1,500	$ 900	$ 450	$ -	$ 4,800
2012	Community Senior Center	$ 1,150,000	$ 19,525	$ 15,725	$ 11,925	$ 8,125	$ 12,375	$ 67,675
2012	DPW Equip - Dump Truck H-45	$ 190,000	$ 2,000	$ 1,000	$ -	$ -	$ -	$ 3,000
2012	DPW Equip - Sidewalk Plow	$ 142,000	$ 1,600	$ 800	$ -	$ -	$ -	$ 2,400
2012	DPW Equip - Backhoe H-59	$ 125,000	$ 1,200	$ 600	$ -	$ -	$ -	$ 1,800
2012	DPW Equip - Heavy Duty Truck - H-40	$ 60,000	$ 400	$ 200	$ -	$ -	$ -	$ 600
2012	DPW Equip - Dump Truck LF-6	$ 130,000	$ 1,200	$ 600	$ -	$ -	$ -	$ 1,800
2012	DPW Equip - Tractors - LF-14 & LF-15	$ 70,000	$ 800	$ 400	$ -	$ -	$ -	$ 1,200
2012	Recreation Bus #2	$ 70,000	$ 800	$ 400	$ -	$ -	$ -	$ 1,200
2012	DPW Garage Roof	$ 99,000	$ 800	$ 400	$ -	$ -	$ -	$ 1,200
2012	DPW Security Upgrades	$ 66,000	$ 600	$ 200		$ -	$ -	$ 800
2012	Cole Center Repairs	$ 155,000	$ 1,600	$ 800	$ -	$ -	$ -	$ 2,400
2012	DPW - 75 West Street	$ 791,000	$ 12,600	$ 9,400	$ 6,200	$ 3,000	$ 1,500	$ 32,700
2012	Landfill Capping *Refunded	$ 2,500,000	$ 2,400	$ -	$ -	$ -	$ -	$ 2,400
2012	Municipal Complex (Town Hall / Safety) *Refunded	$ 9,020,000	$ 9,060	$ -	$ -	$ -	$ -	$ 9,060
2012	Landfill Capping (Net of Surplus to G.C.) *Refunded	$ 2,456,916	$ 9,258	$ 5,382	$ 1,819	$ -	$ -	$ 16,459
2013	Police - Building Security	$ 85,000	$ 600	$ -	$ -	$ -	$ -	$ 600
2013	DPW - Redesign Cottage Street	$ 250,000	$ 5,500	$ 4,500	$ 3,500	$ 2,500	$ 2,000	$ 18,000
2013	DPW - Redesign Pine street	$ 250,000	$ 5,500	$ 4,500	$ 3,500	$ 2,500	$ 2,000	$ 18,000
2013	DPW Equip. - SnowMelter	$ 232,000	$ 1,800	$ -	$ -	$ -	$ -	$ 1,800
2013	DPW Equip. - Replace H-55	$ 170,000	$ 1,200	$ -	$ -	$ -	$ -	$ 1,200
2013	DPW Equip. - Replace H-42	$ 110,000	$ 800	$ -	$ -	$ -	$ -	$ 800
2013	DPW Equip. - Recycling Packers	$ 900,000	$ 15,200	$ 10,000	$ 5,000	$ -	$ -	$ 30,200
2013	DPW Equip - Log Loader	$ 62,000	$ 400	$ -	$ -	$ -	$ -	$ 400
2013	DPW Equip - LF-3	$ 62,000	$ 400	$ -	$ -	$ -	$ -	$ 400
2014	DPW Equip. - Replace Dump Truck H-48	$ 190,000	$ 4,250	$ 3,000	$ 2,000	$ 1,000	$ -	$ 10,250
2014	DPW Equip. - Replace Hooklift H-51	$ 230,000	$ 5,350	$ 3,600	$ 2,400	$ 1,200	$ -	$ 12,550
2014	DPW Equip. - Recycling Toters	$ 428,000	$ 7,650	$ 3,400	$ -	$ -	$ -	$ 11,050
2014	Police - Replace Rooftop HVAC	$ 125,000	$ 3,075	$ 2,325	$ 1,725	$ 1,325	$ 1,675	$ 10,125
2014	JJ Lane Park	$ 110,000	$ 2,625	$ 2,125	$ 1,725	$ 1,325	$ 1,675	$ 9,475
2014	Field Fence Work	$ 140,750	$ 3,675	$ 2,925	$ 2,325	$ 1,725	$ 1,875	$ 12,525

Town of Natick
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Department: General Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2018 Interest	Fiscal Year 2019 Interest	Fiscal Year 2020 Interest	Fiscal Year 2021 Interest	Remaining Issue Balance	Total Outstanding Interest
2014	Retaining Wall - Pond & Cemetery	$ 455,000	$ 12,038	$ 10,538	$ 9,338	$ 8,138	$ 30,418	$ 70,470
2014	Roads (Collector/Arterial)	$ 300,000	$ 8,025	$ 7,025	$ 6,225	$ 5,425	$ 20,275	$ 46,975
2014	Police - Dispatch Center	$ 230,000	$ 6,020	$ 5,270	$ 4,670	$ 4,070	$ 15,214	$ 35,244
2014	Fire - Engine Replacement (#5)	$ 520,000	$ 12,750	$ 9,000	$ 6,000	$ 3,000	$ -	$ 30,750
2014	DPW Equip. - Replace S-35 (Packer)	$ 275,000	$ 6,600	$ 4,600	$ 3,000	$ 1,400	$ -	$ 15,600
2014	DPW Equip. - Replace H-62 (Sweeper)	$ 185,000	$ 3,150	$ 1,400	$ -	$ -	$ -	$ 4,550
2014	Cole North Field Improvements	$ 400,000	$ 10,500	$ 8,500	$ 6,900	$ 5,300	$ 6,700	$ 37,900
2015	Cole North Field Improvements	$ 195,000	$ 4,650	$ 4,050	$ 3,450	$ 2,850	$ 5,400	$ 20,400
2015	Fire - Ambulance #3	$ 205,000	$ 3,600	$ 2,400	$ 1,200	$ -	$ -	$ 7,200
2015	DPW Equip.-Replace Hooklift & Chassis S-37	$ 230,000	$ 5,400	$ 4,650	$ 3,900	$ 3,150	$ 6,000	$ 23,100
2015	DPW Equip. - Replace Truck S-38	$ 130,000	$ 3,000	$ 2,550	$ 2,100	$ 1,650	$ 3,000	$ 12,300
2015	Roads - Pine Street	$ 1,000,000	$ 24,760	$ 22,660	$ 20,560	$ 18,460	$ 81,055	$ 167,495
2015	DPW - Public Works Bldg Expansion	$ 248,000	$ 5,850	$ 5,100	$ 4,350	$ 3,600	$ 6,900	$ 25,800
2015	DPW - Roads & Sidewalks	$ 350,000	$ 8,400	$ 7,350	$ 6,300	$ 5,250	$ 10,500	$ 37,800
2015	Comm. Serv. - Replace Dug Pond Pier	$ 120,000	$ 2,550	$ 2,100	$ 1,800	$ 1,500	$ 3,000	$ 10,950
2015	DPW - Public Works Bldg Expansion	$ 101,500	$ 2,735	$ 2,335	$ 1,935	$ 1,535	$ 3,118	$ 11,658
2016	Roads - Pine Street	$ 1,000,000	$ 21,111	$ 18,711	$ 16,312	$ 14,011	$ 60,809	$ 130,956
2016	Pegan Ln Land Acquisition	$ 1,000,000	$ 24,738	$ 22,738	$ 20,756	$ 18,738	$ 130,656	$ 217,624
2016	Roads & Sidewalks (Coll/Art)	$ 100,000	$ 3,600	$ 3,240	$ 2,880	$ 2,520	$ 7,560	$ 19,800
2016	Replace H-57 Front-End Loader	$ 245,000	$ 6,688	$ 5,688	$ 4,688	$ 3,688	$ 7,919	$ 28,669
2016	Drainage Improvements - Willow St.	$ 191,000	$ 5,170	$ 4,370	$ 3,570	$ 2,770	$ 5,675	$ 21,555
2016	Replace H-56 Two Loader Mounted Snow Blowers	$ 275,000	$ 7,800	$ 6,200	$ 4,600	$ 3,000	$ 2,500	$ 24,100
2016	Replace H-61 Sidewalk Machine	$ 142,000	$ 3,803	$ 3,203	$ 2,603	$ 2,003	$ 3,956	$ 15,566
2016	Replace Trash Packer	$ 280,000	$ 8,000	$ 6,400	$ 4,800	$ 3,200	$ 2,800	$ 25,200
2016	Parking Meter Upgrade	$ 50,000	$ 1,258	$ 1,018	$ 818	$ 618	$ 1,044	$ 4,754
Bond Auth. March 2017								
2017	Cole North Field	$ 120,000	$ 4,320	$ 3,960	$ 3,600	$ 3,240	$ 12,960	$ 28,080
2017	IT - Telephone System Upgrade Hardware	$ 712,500	$ 25,650	$ 22,320	$ 19,080	$ 15,840	$ 31,140	$ 114,030
2017	IT - Telephone System Upgrade Software	$ 37,500	$ 1,313	$ 700	$ 350			$ 2,363
2017	Facilities - Air Handler (Cole Center)	$ 100,000	$ 2,800	$ 2,100	$ 1,575	$ 1,050	$ 525	$ 8,050
2017	DPW - Replace M-2 (Truck)	$ 100,000	$ 3,500	$ 2,800	$ 2,100	$ 1,400	$ 700	$ 10,500
2017	Replace LF-9 Bucket Truck	$ 200,000	$ 7,000	$ 6,125	$ 5,250	$ 4,375	$ 10,500	$ 33,250
2017	Charles River Bridge - Engineering	$ 125,000	$ 4,375	$ 3,500	$ 2,625	$ 1,750	$ 875	$ 13,125
2017	Replace Ambulance	$ 225,000	$ 7,875	$ 6,300	$ 4,725	$ 3,150	$ 1,575	$ 23,625
2017	Replace H-50 - Dump Truck	$ 135,000	$ 4,860	$ 3,780	$ 2,700	$ 1,800	$ 900	$ 14,040
2017	Replace H-63 - Street Sweeper	$ 212,000	$ 7,632	$ 6,480	$ 5,400	$ 4,500	$ 9,000	$ 33,012
2017	Replace H-63 - Street Sweeper Supplement	$ 80,000	$ 2,880	$ 2,520	$ 2,160	$ 1,800	$ 2,880	$ 12,240
2017	Accounts Receivable Software	$ 260,000	$ 9,360	$ 7,380	$ 5,400	$ 3,600	$ 1,800	$ 27,540
2017	Replace S-33 (+36000 re-app)	$ 259,000	$ 9,324	$ 7,740	$ 6,300	$ 5,040	$ 7,560	$ 35,964
2017	Roads & Sidewalks (Coll/Art)	$ 1,000,000	$ 36,000	$ 33,480	$ 30,960	$ 28,440	$ 154,620	$ 283,500
2017	Field Renovations	$ 167,000	$ 6,012	$ 5,400	$ 4,860	$ 4,320	$ 23,760	$ 44,352
2017	Replace East School Roof	$ 280,000	$ 10,080	$ 9,360	$ 8,640	$ 8,100	$ 56,700	$ 92,880
2017	East Field Renovation - Engineering	$ 200,000	$ 7,200	$ 5,760	$ 4,320	$ 2,880	$ 1,440	$ 21,600
2017	Navy Yard Field Renovation - Engineering	$ 100,000	$ 3,600	$ 2,880	$ 2,160	$ 1,440	$ 720	$ 10,800

Town of Natick

Home of Champions

Department: General Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2018 Interest	Fiscal Year 2019 Interest	Fiscal Year 2020 Interest	Fiscal Year 2021 Interest	Remaining Issue Balance	Total Outstanding Interest
2017	Road Improvements - Cottage Street	$ 2,255,000	$ 81,180	$ 75,600	$ 70,200	$ 64,800	$ 283,500	$ 575,280
2017	Replace DPW Roof - Equip Maint Garage	$ 300,000	$ 10,800	$ 10,260	$ 9,720	$ 9,180	$ 73,440	$ 113,400
2017	Town Hall HVAC Rooftop Units	$ 110,000	$ 3,960	$ 3,420	$ 2,880	$ 2,520	$ 2,160	$ 14,940
2017	Pond Street Sidewalk & Guardrail Replace	$ 285,000	$ 10,260	$ 9,180	$ 8,100	$ 7,020	$ 19,980	$ 54,540
2017	Purchase New Recycling Side Arm Packer	$ 275,000	$ 9,900	$ 8,460	$ 7,020	$ 5,580	$ 8,100	$ 39,060
2017	Charles River Dam - Engineering & Repairs	$ 250,000	$ 9,000	$ 7,200	$ 5,400	$ 3,600	$ 1,800	$ 27,000
2017	Upgrade DPW Radio Sytem	$ 215,000	$ 7,740	$ 6,120	$ 4,500	$ 2,880	$ 1,440	$ 22,680
2017	Design Roadway and Sidewalk Improvements South Main	$ 300,000	$ 10,800	$ 10,080	$ 9,360	$ 8,640	$ 47,520	$ 86,400
2017	Charles River Bridge - Rehab	$ 750,000	$ 27,000	$ 26,100	$ 25,200	$ 24,300	$ 315,900	$ 418,500
Bond Auth. July 2017								
2017	Replace S-31 Trask Packer	$ 290,000	$ 10,875	$ 9,188	$ 7,500	$ 6,000	$ 9,000	$ 42,563
2017	Replace H-58 (Font End Loader)	$ 270,000	$ 10,125	$ 9,000	$ 7,875	$ 6,750	$ 19,689	$ 53,439
2017	Replace H-72 Side Walk bombadier	$ 180,000	$ 6,750	$ 6,075	$ 5,400	$ 4,725	$ 14,175	$ 37,125
2017	Park and Field Renovations	$ 175,000	$ 6,563	$ 6,000	$ 5,438	$ 4,875	$ 24,938	$ 47,813
2017	Roadway & Sidewalks Supplement	$ 1,000,000	$ 37,500	$ 34,875	$ 32,250	$ 29,625	$ 161,065	$ 295,315
2017	Replace Cole Roof	$ 425,000	$ 15,938	$ 14,813	$ 13,725	$ 12,788	$ 78,788	$ 136,050
2017	Document Archiving - Information Technology	$ 250,000	$ 9,375	$ 7,500	$ 5,625	$ 3,750	$ 1,875	$ 28,125
2017	Comm. Dev. - Main Street Improvements	$ 280,000	$ 10,500	$ 8,400	$ 6,300	$ 4,200	$ 2,100	$ 31,500
2017	Acquisition - 22 Pleasant St	$ 3,200,000	$ 120,000	$ 114,000	$ 108,000	$ 102,000	$ 816,000	$ 1,260,000
Bond Auth. Feb 2018								
2018	Replace 2001 Fire Pumper	$ 580,000	$ 13,050	$ 24,795	$ 22,185	$ 19,575	$ 63,945	$ 143,550
2018	Replacement of SCBA equipment	$ 300,000	$ 6,750	$ 12,150	$ 9,450	$ 6,750	$ 5,400	$ 40,500
2018	East Field Renovations	$ 1,850,000	$ 41,625	$ 80,438	$ 74,813	$ 69,188	$ 394,316	$ 660,380
2018	Navy Yard Field Renovations	$ 950,000	$ 21,375	$ 41,288	$ 38,363	$ 35,438	$ 199,916	$ 336,380
2018	90 Oak - Replace Exterior Windows and Doors	$ 350,000	$ 7,875	$ 15,188	$ 14,063	$ 12,938	$ 70,316	$ 120,380
2018	90 Oak - Replace Boiler	$ 250,000	$ 5,625	$ 10,800	$ 9,900	$ 9,000	$ 49,055	$ 84,380
2018	North Ave Area Drainage Improvements	$ 250,000	$ 5,625	$ 10,913	$ 10,238	$ 9,563	$ 70,541	$ 106,880
2018	Construction - Roadway Impr South Main St.	$ 3,000,000	$ 67,500	$ 130,500	$ 121,500	$ 112,500	$ 648,000	$ 1,080,000
2018	Acquisition CSX Saxonville Branch	$ 2,960,000	$ 66,600	$ 129,488	$ 122,063	$ 114,638	$ 829,014	$ 1,261,803
2018	Replace Fire Station 4 (West Natick)	$ 8,800,000	$ 99,000	$ 389,400	$ 376,050	$ 363,000	$ 4,910,550	$ 6,138,000
Sub-Total (Gen'l Gov)			**$ 1,488,337**	**$ 1,838,242**	**$ 1,652,620**	**$ 1,487,997**	**$ 10,868,200**	**$ 17,335,396**

Town of Natick
Home of Champions

Department: General Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2018 Interest	Fiscal Year 2019 Interest	Fiscal Year 2020 Interest	Fiscal Year 2021 Interest	Remaining Issue Balance	Total Outstanding Interest
2004	Wilson Middle School (Refunded 2014)	$ 9,850,000	$ 119,850	$ 96,600	$ 78,000	$ 59,600	$ 74,700	$ 428,750
2004	Wilson Middle School (Refunded 2014)	$ 1,300,000	$ 15,750	$ 12,750	$ 10,350	$ 7,950	$ 10,050	$ 56,850
2009	School Bldg Improvements	$ 785,000	$ 2,997	$ -	$ -	$ -	$ -	$ 2,997
2010	Kennedy Renovations	$ 1,200,000	$ 11,400	$ 7,800	$ 3,900	$ -	$ -	$ 23,100
2010	Memorial Renovations	$ 1,670,000	$ 15,675	$ 10,725	$ 5,363	$ -	$ -	$ 31,763
2011	High School - Construction	$ 38,500,000	$ 948,063	$ 890,313	$ 813,313	$ 755,563	$ 4,047,313	$ 7,454,563
2011	High School - Plans	$ 947,000	$ 22,663	$ 21,163	$ 19,163	$ 17,663	$ 94,613	$ 175,263
2011	High School - Design	$ 520,000	$ 12,313	$ 11,563	$ 10,563	$ 9,813	$ 52,563	$ 96,813
2011	High School - Feasibility Study	$ 118,000	$ -	$ -	$ -	$ -	$ -	$ -
2011	Johnson Boilers	$ 247,000	$ 3,100	$ 2,350	$ 1,350	$ 600	$ -	$ 7,400
2011	Memorial Fire Alarm System	$ 275,000	$ 3,250	$ 2,500	$ 1,500	$ 750	$ -	$ 8,000
2011	Johnson Exterior Windows	$ 110,000	$ 1,300	$ 1,000	$ 600	$ 300	$ -	$ 3,200
2012	Johnson Repairs	$ 203,000	$ 2,000	$ 1,000	$ -	$ -	$ -	$ 3,000
2012	Johnson Repairs	$ 90,000	$ 800	$ 400	$ -	$ -	$ -	$ 1,200
2012	Kennedy School Equipment	$ 220,000	$ 2,400	$ 1,200	$ -	$ -	$ -	$ 3,600
2012	Lilja School *Refunded	$ 7,490,000	$ 1,440	$ -	$ -	$ -	$ -	$ 1,440
2012	Bennett-Hemenway School *Refunded	$ 13,200,000	$ 9,440	$ 5,480	$ 2,780	$ 860	$ -	$ 18,560
2013	Kennedy - Replace Electrical Serv.	$ 150,000	$ 3,300	$ 2,700	$ 2,100	$ 1,500	$ 1,200	$ 10,800
2013	High School - Construction (Re-approp. FY15 FATM - Art 1	$ 3,268,600	$ 76,650	$ 70,608	$ 64,567	$ 58,526	$ 348,509	$ 618,860
2014	Ben-Hem - School Playground	$ 175,000	$ 4,388	$ 3,388	$ 2,588	$ 1,988	$ 2,514	$ 14,866
2014	Memorial - Boiler Replacement	$ 400,000	$ 10,682	$ 9,182	$ 7,982	$ 6,782	$ 25,348	$ 59,976
2014	Memorial - School Lighting	$ 125,000	$ 3,075	$ 2,325	$ 1,725	$ 1,325	$ 1,675	$ 10,125
2014	Replace Windows - Johnson	$ 155,000	$ 4,388	$ 3,388	$ 2,588	$ 1,988	$ 2,514	$ 14,866
2015	Kennedy Middle School Portable Classrooms	$ 212,000	$ 3,600	$ 2,400	$ 1,200	$ -	$ -	$ 7,200
2015	Purchase & Install Portable Classrooms (Re-approp 2015	$ 1,097,800	$ 30,952	$ 28,513	$ 26,073	$ 23,634	$ 140,729	$ 249,901
2015	Purchase & Install Portable Classrooms (Re-approp 2015	$ 583,600	$ 16,456	$ 15,158	$ 13,862	$ 12,564	$ 74,809	$ 132,849
2015	Lilja - Roof Replacement (Re-approp 2015 FATM - Art 10)	$ 550,000	$ 14,286	$ 13,064	$ 11,842	$ 10,620	$ 59,880	$ 109,692
Bond Auth. March 2017								
2017	Lilja - Roof Replacement Supplement	$ 440,000	$ 15,840	$ 14,940	$ 14,040	$ 13,140	$ 89,640	$ 147,600
2017	Brown - Replace Sidewalks	$ 105,000	$ 3,780	$ 3,420	$ 3,060	$ 2,700	$ 12,420	$ 25,380
2017	Wilson - Replace Sidewalks	$ 108,000	$ 3,888	$ 3,600	$ 3,312	$ 2,772	$ 13,860	$ 27,432
2017	Brown School Roof Replacement	$ 880,000	$ 31,680	$ 29,880	$ 28,080	$ 26,280	$ 180,000	$ 295,920
Bond Auth. July 2017								
2018	Lilja School - Install Modular Classrooms	$ 2,100,000	$ 78,750	$ 73,500	$ 68,250	$ 63,000	$ 346,500	$ 630,000
2018	Brown School - Sidewalk Upgrade Phase 2	$ 100,000	$ 3,750	$ 3,488	$ 3,225	$ 2,963	$ 16,108	$ 29,534
2018	Natick High School - Install Irrigation Well	$ 100,000	$ 3,750	$ 3,488	$ 3,225	$ 2,963	$ 16,108	$ 29,534
Sub-Total (Schools)			**$ 1,481,654**	**$ 1,347,885**	**$ 1,204,600**	**$ 1,085,843**	**$ 5,611,052**	**$ 10,731,032**

Town of Natick
Home of Champions

Department: General Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2018 Interest	Fiscal Year 2019 Interest	Fiscal Year 2020 Interest	Fiscal Year 2021 Interest	Remaining Issue Balance	Total Outstanding Interest
	2019 Capital Plan Items							$ -
	Replace L-1 with Platform/Ladder	$ 1,350,000		*$ 67,500*	*$ 60,750*	*$ 54,000*	*$ 189,000*	*$ 371,250*
	Roads & Sidewalks (Coll/Art)	$ 1,500,000		*$ 75,000*	*$ 71,500*	*$ 68,000*	*$ 554,250*	*$ 768,750*
	Downtown Parking Garage	$ 7,500,000		*$ 375,000*	*$ 356,250*	*$ 337,500*	*$ 2,868,750*	*$ 3,937,500*
	*Kennedy Middle School**	$ 90,000,000		*$ 2,250,000*	*$ 2,137,500*	*$ 2,025,000*	*$ 17,212,500*	*$ 23,625,000*
	North Ave Area Drainage Improvements	$ 1,200,000		*$ 60,000*	*$ 57,000*	*$ 54,000*	*$ 459,000*	*$ 630,000*
	2020 Capital Plan Items							
	Roads & Sidewalks (Coll/Art)	$ 1,500,000			*$ 75,000*	*$ 71,500*	*$ 622,250*	*$ 768,750*
	Memorial Exterior Windows	$ 1,000,000			*$ 50,000*	*$ 47,190*	*$ 410,685*	*$ 507,875*
	2021 Capital Plan Items							
	Roads & Sidewalks (Coll/Art)	$ 1,500,000				*$ 75,000*	*$ 693,750*	*$ 768,750*
	2022 Capital Plan Items							
	Roads & Sidewalks (Coll/Art)	$ 1,500,000					*$ 768,750*	*$ 768,750*
Sub-Total			**$ -**	**$ 2,827,500**	**$ 2,808,000**	**$ 2,732,190**	**$ 23,778,935**	**$ 32,146,625**
	*** Assumes Exempt Debt**							
General Fund Total Interest			**$ 2,969,991**	**$ 6,013,626**	**$ 5,665,219**	**$ 5,306,029**	**$ 40,258,187**	**$ 60,213,053**

Town of Natick

Home of Champions

Department: General Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2018 Interest	Fiscal Year 2019 Interest	Fiscal Year 2020 Interest	Fiscal Year 2021 Interest	Remaining Issue Balance	Total Outstanding Interest

Summary of Debt - General Fund

	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Issue Balance	Total
General Fund Principal	$ 8,466,861	$ 12,086,371	$ 13,266,661	$ 11,074,604	$ 152,249,998	$ 197,144,495
General Fund Interest	$ 2,969,991	$ 6,013,626	$ 5,665,219	$ 5,306,029	$ 40,258,187	$ 60,213,053
Bond Anticipation Note/Refunding Costs	$ 75,000	$ 13,978	$ 30,000	$ 30,000	$ 30,000	
Exempt Principal	$ 3,156,034	$ 3,156,034	$ 3,151,034	$ 3,146,034	$ 27,802,408	$ 40,411,544
Exempt Interest	$ 1,416,413	$ 3,559,971	$ 3,321,230	$ 3,107,139	$ 22,767,672	$ 34,172,423
Exempt Debt Total	**$ 4,572,447**	$ 6,716,005	$ 6,472,264	$ 6,253,173	$ 50,570,080	$ 74,583,967
Within Levy Principal	$ 5,310,827	$ 5,930,337	$ 7,115,627	$ 4,928,570	$ 43,447,590	$ 66,732,951
Within Levy Interest	$ 1,553,579	$ 2,453,656	$ 2,343,990	$ 2,198,891	$ 17,490,515	$ 26,040,630
Bond Anticipation Note/Refunding Costs	$ 75,000	$ 13,978	$ 30,000	$ 30,000	$ 30,000	
	$ 6,939,406	$ 8,397,971	$ 9,489,617	$ 7,157,461	$ 60,968,105	$ 92,773,581
Total All Debt	**$ 11,511,852**	**$ 15,127,953**	**$ 15,991,880**	**$ 13,440,633**	**$ 111,568,185**	$ 167,357,548

Town of Natick

Home of Champions

Department: Debt Service

Leased Equipment

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2016 vs. 2017 $ (+/-)	% (+/-)
Police Motorcycles	12,594	13,200	13,000	13,250	250	1.92%
Motor Vehicle Excise Tax	1,098	-	1,200	1,250	50	4.17%
Municipal Street Lights	-	73,503	73,503	73,503	-	0.00%
Mailing Equipment	18,462	18,577	21,000	21,000	-	0.00%
Copiers	34,627	37,389	40,000	40,200	200	0.50%
Purchased Services	**66,781**	**142,669**	**148,703**	**149,203**	**500**	**0.34%**
Total Leased Equipment	**66,781**	**142,669**	**148,703**	**149,203**	**500**	**0.34%**

Leased Equipment

Land Lease (JJ Lane Park)	-	-	3,900	3,900	-	0.00%
Total Leased Land	**-**	**-**	**3,900**	**3,900**	**-**	**0.00%**

Department: Debt Service Line-Item Detail

Narrative:

Principal Payments:
The requested budget amount of $8,466,861 represents repayment of principal for multiple land acquisition, building projects, and capital improvements.

Interest Payments:
The requested budget amount of $3,044,991 represents the respective interest payments associated with general obligation bonds issued for the projects referenced above. In addition to that amount is $75,000 for bond anticipation and issue costs (bond counsel, financial advisor, rating agency fees, etc.) for borrowings (included within Interest payments total) associated with the acquisition of the CSX Saxonville Branch BAN and other anticipated borrowing.

Leased Equipment:
Motorcycle leases for the Police Department $15,250, Excise Tax for leased motorcycles $1,250, leased postage / mail room equipment $21,000, copier equipment for the copy center $40,200. The annual amount of the LED street light lease is $73,073. Total leased equipment budget $149,203.

Leased Land:
This is the annual payment to the Commonwealth for the leased portion of JJ Lane Park.

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Town of Natick

Home of Champions

Department: Facilities Management

Budget Overview:

I. Main Purpose of the Department

As provided by section 37M of the Massachusetts General Laws the Natick School Committee and Board of Selectmen agreed to the creation of a joint municipal and school facilities management department that will be known as the Department of Facilities Management (DFM). A Memorandum of Agreement was signed between the two boards on March 12, 2012; the DFM became officially established effective July 1, 2012.

The Department of Facilities Management is the combination of the Custodial and Facilities Department of the Natick Public Schools and the Building Maintenance Division of the Department of Public Works. It is responsible for maintaining all 34 Town facilities (26 municipal buildings & facilities and 8 schools). This budget includes all personnel costs - including all custodians, trades people and supervisors. In addition, expenses related to contracted custodial cleaning are included. NOT included are any other type of building related expense - supplies, trades contracts, capital costs and utilities are still budgeted separately within the Natick Public schools and the Department of Public Works, as applicable.

The Department is governed by the Facilities Management Board (FMB) which is comprised of the Town Administrator and the Superintendent of Public Schools or their designee. They appoint a Director of Facilities Management who is responsible for running day-to-day operations of the Department and developing the operating and capital budgets. The FMB sets the goals and direction for the DFM.

II. Recent Developments

The Facilities Management Department has a new director who was hired in July of 2015. The new Director will continue to create a cohesive and efficient department by maximizing the resources available to him and identifying new opportunities to reduce operating expenses. All supervisory and administrative staff including the Director, Maintenance Manager and Data Analyst/Special Assistant have been moved from the third floor of Town Hall to the newly renovated DPW building. Major capital projects have been completed such as the installation of heaters in the DPW Vehicle Garage and rooftop units at the Natick Police Headquarters/ Fire Department headquarters. The Johnson Elementary School bathrooms were completely renovated and now utilize touchless low-flow fixtures. Currently the Town Hall is undergoing a re-carpeting project on the top floor of the building. Increased collaboration with the Sustainability Coordinator was undertaken to improve system functionality and help to create positive behavioral changes in each building to reduce energy consumption.

III. Current Challenges

The department continues to evolve into a cohesive combination of separate operations - one municipal and one school. Achieving cohesion and efficiency in the consolidated Department of Facilities Management department presents challenges for the new Director, but much progress has been made just in the past four months. Another challenge was the elimination of a Custodial Manager who played a vital role in managing a maintenance staff of 31 employees. With ever increasing budget constraints and further cuts possible, maintaining a level of service for students, staff and residents will prove to be challenging.

IV. On the Horizon

Under new leadership, the Facilities Management department continues to move in the direction of truly one cohesive department by working very closely with principals, building managers and department heads in all 34 municipal and school buildings. Tasked with the absence of a Custodial Manager, the new Director is working with vendors and contractors to procure competitive rates and services to serve the Town of Natick. The Director is also seeking to update an antiquated work order system and make it more easy-to-use, efficient and tablet friendly. Finally, the department continues to work closely with the Sustainability Coordinator in an effort to establish an eco-friendly, cost-effective Town.

Town of Natick

Home of Champions

Department: Facilities Management

Budget Detail:	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Supervisory	$ 171,979	$ 183,089	$ 186,851	$ 248,778	$ 61,927	33.14%
Salaries Technical & Professional	$ 56,952	$ 56,458	$ 58,091	$ 55,000	$ (3,091)	-5.32%
Salaries Operational Staff	$ 1,932,963	$ 1,935,390	$ 1,975,306	$ 1,988,720	$ 13,414	0.68%
Salaries Part-Time Operational	$ 42,014	$ 36,300	$ 35,000	$ 37,100	$ 2,100	6.00%
Operational Staff Add. Comp	$ 29,800	$ 26,000	$ 25,600	$ 25,400	$ (200)	-0.78%
Operational Staff Overtime	$ 192,369	$ 157,695	$ 160,000	$ 169,803	$ 9,803	6.13%
Personnel Services	**$ 2,426,077**	**$ 2,394,932**	**$ 2,440,848**	**$ 2,524,801**	**$ 83,953**	**3.44%**
Repairs & Maint. Facilities	$ 332,991	$ 290,333	$ 340,900	$ 344,100	$ 3,200	0.94%
Repairs & Maint. (5 Auburn Street)	$ 13,307	$ 9,843	$ 26,000	$ 26,000	$ -	0.00%
Repairs & Maint. Elevator/Chair lift	$ 19,857	$ 27,206	$ 23,650	$ 27,500	$ 3,850	16.28%
Purchase of Services	**$ 366,155**	**$ 327,383**	**$ 390,550**	**$ 397,600**	**$ 7,050**	**1.81%**
Clothing Allowance Oper. Staff	$ 10,750	$ 10,000	$ 13,000	$ 12,000	$ (1,000)	-7.69%
Other Services (Misc.)	**$ 10,750**	**$ 10,000**	**$ 13,000**	**$ 12,000**	**$ (1,000)**	**-7.69%**
Contractual Svs - Cleaning	$ 107,791	$ 104,744	$ 125,000	$ 132,220	$ 7,220	5.78%
Tech/Professional Services	**$ 107,791**	**$ 104,744**	**$ 125,000**	**$ 132,220**	**$ 7,220**	**5.78%**
Custodial Supplies	$ 46,739	$ 39,487	$ 48,000	$ 46,500	$ (1,500)	-3.13%
Other Supplies	**$ 46,739**	**$ 39,487**	**$ 48,000**	**$ 46,500**	**$ (1,500)**	**-3.13%**
Total - Facilities Management	**$ 2,957,512**	**$ 2,876,545**	**$ 3,017,398**	**$ 3,113,121**	**$ 95,723**	**3.17%**

Line-Item Detail

Personnel Services:

Salaries: Supervisory: To fund three (3) positions including the Director of Facilities Management, Custodial Supervisor, and Maintenance Manager.

Salaries: Technical/Professional: To fund one (1) position of Data Analyst.

Salaries: Operational Staff: To fund forty-two (42) employees who maintain and care for Town buildings.

Salaries: Part Time Operational: This fund is for extra help during summer vacations and for Summer Maintenance Personnel.

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

Operational Staff Overtime: This fund is for emergencies and callbacks after normal operating hours for Municipal buildings, and Building Security & Substitutes and Rental of Facilities Overtime for the Natick Public Schools.

Purchase of Services:

Repairs and Maintenance Facilities: This fund is for parts, labor for replacement of broken or worn out equipment, quarterly fire alarm testing and repairs, police station repairs, emergency light testing and repairs, H.V.A.C. repairs and boiler repairs.

Repairs and Maintenance (5 Auburn Street): This fund is for parts, labor for replacement of broken or worn out equipment, quarterly fire alarm testing and repairs, emergency light testing and repairs, H.V.A.C. repairs and general maintenance.

Repairs and Maintenance to Elevators: This fund is for the elevators and lifts located at the Police Station, Fire Station, Town Hall, Cole Recreation Center, and the Morse Library, and DPW including monthly maintenance and repairs and annual state inspection.

Other Services (Misc.):

Clothing Allowance/Operational Staff: This fund is for the clothing allowance per union agreement.

Technical & Professional Services:

Contractual Services – Custodian: This fund is for the cleaning, set-ups and maintenance of the Senior Center, Fire Station, Police Station, Morse Institute Library, Town Hall, Public Works including the addition to the second floor, Water Treatment Plant, JJ Lane Park, and Natick Organic Farm.

Other Supplies:

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

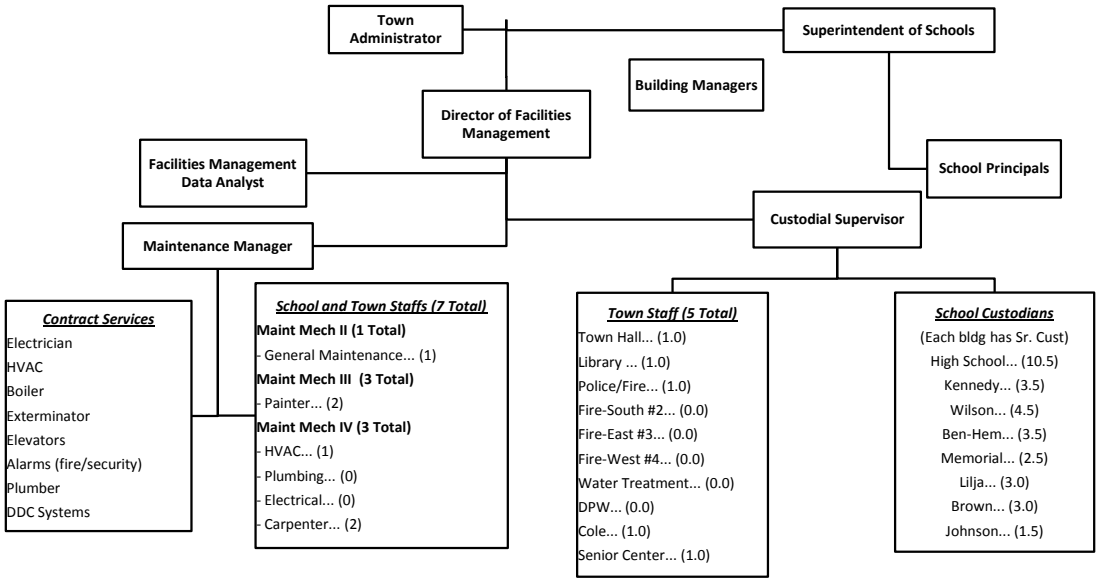
Town of Natick

Home of Champions

Department: Facilities Management

Staffing	2014	2015	2016	2017	2018
Director of Facility Maintenance	1	1	1	1	1
Custodial Supervisor	1	1	0	0	1
Maintenance Manager	1	1	1	1	1
Assistant / Analyst	1	1	1	1	1
Assistant Senior Custodian	1	1	1	1	1
Senior Custodian III	1	1	1	1	2
Senior Custodian II	1	1	1	3	2
Senior Custodian I	6	6	6	10	10
Junior Custodian II	7	7	7	7	7
Junior Custodian I	15	15	15	14	15
Maintenance Foreman	1	1	1	0	0
Maintenance IV	2	2	2	3	3
Maintenance III	2	2	2	3	2
Maintenance II	0	0	0	1	1
General Foreman	1	1	1	0	0
Custodian	4	4	4	0	0
Painter	1	1	1	0	0
Total FTE	**46**	**46**	**45**	**46**	**47**
Total FT/PT	**47 FT/0PT**	**47 FT/0PT**	**46 FT/0PT**	**46 FT/0PT**	**47 FT/0PT**

^ Includes Program Improvement Request



Roles and responsibiliies of each position:

Director of Facilities Management
Capital Planning
Project Management
Purchasing
Bids, Specs & Quotes
AHERA Coordinator

Facilities Data Analyst
Data Analysis
Work Order System
Accouting (Invoices, PO's)
Payroll
Paid Time Off

Maintenance Manager
Building Systems
Operations & Repairs
Personnel Scheduling
Contractor Scheduling
New Building Systems and Training

Custodial Manager
Manage Cleaning & Moving Services
Personnel Scheduling
Contractor Scheduling
IPM Coordinator
Supplies & Equipment

Town of Natick

Home of Champions

Department: Facilities Management

Natick Buildings Systems Summary

	#	% of buildings
Overall		
Total Number of Buildings/Properties Managed & Maintained	**34**	
- Municipal Buildings/Properties	26	
- School Buildings/Properties	8	
Total Square Footage of all Buildings	**1,170,843**	
- Municipal Square Footage	390,743	
- School Square Footage	780,100	
Utility Consumption (annual)		
- Electric (kWH)	8,119,687	
- Natural Gas (therms)	447,580	
- Heating Oil (gallons)	8,752	
- Water* (HCF) **(partial - Municipal only)*	5,122	
Building Systems		
Climate		
- Heat		
Oil	3	9%
Gas	24	71%
None	5	15%
Other	2	6%
- Air Conditioning		
Central	16	47%
Unit	9	26%
None	9	26%
- Digital Controls (DDC) (Y/N)	16	47%
Electric		
Single Phase	12	35%
Three-Phase	13	38%
Unknown	9	26%
Solar Systems (# of buildings which have systems)	6	18%
Security Systems (# of buildings which have systems)	21	62%
Windows		
Excellent	6	18%
Good	13	38%
Fair/Average	9	26%
Poor	6	18%
Roof		
Excellent	12	35%
Good	10	29%
Fair	12	35%
Poor	0	0%
Fire Suppression/ Sprinklers (# of buildings which have Sprinklers)	16	47%
Users		
Individuals in all School Buildings (average daily)	6,220	
Average Hours of Operation (schools) (daily)	12.5	

Town of Natick

Home of Champions

Department: Facilities Management

Budget Detail:	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Salaries Supervisory	$ 171,979	$ 183,089	$ 186,851	$ 248,778	$ 61,927	33.14%
Salaries Technical & Professional	$ 56,952	$ 56,458	$ 58,091	$ 55,000	$ (3,091)	-5.32%
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Operational Staff Add. Comp	$ 29,800	$ 26,000	$ 25,600	$ 25,400	$ (200)	-0.78%
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Purchase of Services	**$ 366,155**	**$ 327,383**	**$ 390,550**	**$ 397,600**	**$ 7,050**	**1.81%**
Clothing Allowance Oper. Staff	$ 10,750	$ 10,000	$ 13,000	$ 12,000	$ (1,000)	-7.69%
Other Services (Misc.)	**$ 10,750**	**$ 10,000**	**$ 13,000**	**$ 12,000**	**$ (1,000)**	**-7.69%**
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Line-Item Detail

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Salaries: Part Time Operational: This fund is for extra help during summer vacations and for Summer Maintenance Personnel.

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

Operational Staff Overtime: This fund is for emergencies and callbacks after normal operating hours for Municipal buildings, and Building Security & Substitutes and Rental of Facilities Overtime for the Natick Public Schools.

Purchase of Services:

Repairs and Maintenance Facilities: This fund is for parts, labor for replacement of broken or worn out equipment, quarterly fire alarm testing and repairs, police station repairs, emergency light testing and repairs, H.V.A.C. repairs and boiler repairs.

Repairs and Maintenance (5 Auburn Street): This fund is for parts, labor for replacement of broken or worn out equipment, quarterly fire alarm testing and repairs, emergency light testing and repairs, H.V.A.C. repairs and general maintenance.

Repairs and Maintenance to Elevators: This fund is for the elevators and lifts located at the Police Station, Fire Station, Town Hall, Cole Recreation Center, and the Morse Library, and DPW including monthly maintenance and repairs and annual state inspection.

Other Services (Misc.):

Clothing Allowance/Operational Staff: This fund is for the clothing allowance per union agreement.

Technical & Professional Services:

Contractual Services – Custodian: This fund is for the cleaning, set-ups and maintenance of the Senior Center, Fire Station, Police Station, Morse Institute Library, Town Hall, Public Works including the addition to the second floor, Water Treatment Plant, JJ Lane Park, and Natick Organic Farm.

Other Supplies:

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

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Town of Natick

Home of Champions

Department: Reserve Fund

Budget Detail:

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Reserve for Appropriation	$ -	$ -	$ 300,000	$ 300,000	$ -	0.00%
Other Charges	**$ -**	**$ -**	**$ 300,000**	**$ 300,000**	**$ -**	**0.00%**
Total Reserve Fund	**$ -**	**$ -**	**$ 300,000**	**$ 300,000**	**$ -**	**0.00%**

Reserve Fund History

This sheet shows the Reserve Fund transfers for FY 2012 - FY 2016.

	2013	2014	2015	2016	2017
Original Appropriation	$ 400,000	$ 300,000	$ 300,000	$ 250,000	$ 250,000
Revised Appropriation	$ 400,000	$ 300,000	$ 300,000	$ 250,000	$ 300,000
Clerk - Elections	$ (18,000)				
Pond Street Retaining Wall		(258,000)			
Veterans - Financial Assistance	$ (68,000)				
DPW Truck					(3,500)
Year-End Balance	**$ 314,000**	**$ 42,000**	**$ 300,000**	**$ 250,000**	**$ 296,500**

Section X:
Water/Sewer Enterprise Fund

Water & Sewer Enterprise Fund
- Summary X.3
- Sanitary Sewer Collection & Disposal X.10
- Water Supply & Distribution X.10
- Utility Billing X.11
- Fringe Benefits X.11
- Debt Service X.12
- Budgetary Reserves X.12
- Indirect Cost Allocations X.24

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Town of Natick

Home of Champions

Department: Water & Sewer	Enterprise Fund

Appropriation Summary

Water & Sewer Operations

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Total Salaries	**1,673,657**	**1,787,156**	**1,878,441**	**1,974,986**	**96,545**	**5.14%**
Total Operating Expenses	**6,663,911**	**6,813,880**	**7,200,151**	**7,493,775**	**293,624**	**4.08%**
Total Water & Sewer Operations	**8,337,568**	**8,601,036**	**9,078,592**	**9,468,761**	**390,169**	**4.30%**

Utility Billing Operations

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Total Salaries	**100,662**	**103,779**	**112,214**	**113,485**	**1,271**	**1.13%**
Total Operating Expenses	**83,152**	**57,647**	**89,000**	**89,000**	**-**	**0.00%**
Total Utility Billing Operations	**183,814**	**161,426**	**201,214**	**202,485**	**1,271**	**0.63%**

Employee Benefits

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Employee Benefits						
Total Employee Benefits	**723,751**	**791,486**	**748,986**	**836,137**	**87,152**	**11.64%**

Debt Service

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Debt Service						
Principal	1,884,424	1,998,403	1,996,150	2,091,932	95,782	4.80%
Interest	446,491	464,326	394,638	450,706	56,068	14.21%
Total Debt Service	**2,330,915**	**2,462,729**	**2,390,788**	**2,542,638**	**151,850**	**6.35%**
Total Debt Service	**2,330,915**	**2,462,729**	**2,390,788**	**2,542,638**	**151,850**	**6.35%**

Reserves

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	% (+/-)
Total Reserve Fund	**-**	**200,000**	**200,000**	**200,000**	**-**	**0.00%**
Total Reserve Fund	**-**	**200,000**	**200,000**	**200,000**	**-**	**0.00%**
Total Water & Sewer Enterprise Fund	**11,576,048**	**12,216,677**	**12,619,580**	**13,250,022**	**630,442**	**5.00%**
Indirects	**2,207,400**	**2,207,400**	**2,218,150**	**2,035,229**	**(182,921)**	**-8.25%**
Totals	**13,783,448**	**14,424,077**	**14,837,730**	**15,285,251**	**447,521**	**3.02%**

Town of Natick

Home of Champions

Department: Water & Sewer | Enterprise Fund

Mission:

Water & Sewer Operations:

The mission of the Natick Department of Public Work Water And Sewer Operation Divisions are to maintain and improve in a cost-efficient manner the infrastructure and facilities of the town's water and sewer system and be ready and available to provide immediate and professional response to emergency situations.

The Department will provide safe and adequate drinking water and water for fire protection by maintaining and improving the water treatment plant, supply wells, and water mains throughout town. The Department will also provide safe and sanitary collection and disposal of wastewater by maintaining and improving sewer pump stations, force mains, and gravity sewer mains.

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

Utility Billing Operations:

The Utility Billing office is responsible for the billing and collecting of Water and Sewer activity. This includes uploading the usage files received from DPW on a monthly basis, recording the receivable due to the Town of Natick, printing and mailing of water/sewer invoices, and posting water/sewer cash receipts. Also process abatements, corrections, final billing for real estate sales and special billings for backflows, valve work, etc, and maintain the senior citizen account designations with the Assessor's Office. Finally, this division is also responsible for answering customer inquiries and conduct problem research.

Goals:

Water & Sewer Operations:

- *Replace water/sewer services prior to roadway improvement projects*
- *Replace aging and substandard (2" diameter) water mains*
- *Update Asset Management Plan*
- *Maintain sewer pump stations and mains to prevent backups and overflows*
- *Repair water main breaks in a timely fashion*
- *Provide quality potable water for consumption and fire protection*
- *Continue to replace outdated water meter transmitters.*
- *Replace the Eliot Hill Sewer Pump Station*
- *Continue to implement work order management software*
- *Update SCADA equipment*

Utility Billing Operations:

Personnel Advancement

- *Continue to work on customer service/team building.*
- *Reconfigure Collector's Office personnel to facilitate better service.*

Enhance On-line, Web, Computer Applications

- *Work with DPW to add on-line Geographic Information System (GIS) capabilities; create Executive Committee to enhance usability throughout organization .*
- *With DPW, consider alternatives to water billing/accounts receivable systems.*
- *Institute a lock box system that will enhance the posting of deposits.*

Department: Water & Sewer | Enterprise Fund

Budget Overview:

The Water & Sewer Enterprise Fund has three divisions within it: Sanitary Sewer, Water, and Utility Billing.

Department of Public Works Sewer Division

I. Main Purpose of the Division
The Sewer Division operates and maintains over 147 miles of the sewer collection system and seeks to meet or exceed all federal and state mandates and guidelines governing the sewer collection system. The Division monitors theTown's thirty-four sewer pump stations seven days a week. Personnel from this division are on call twenty four hours a day, seven days a week to respond to any sewer emergency.

II. Recent Developments
• Continuation of the sewer main relining program, pipeline video inspections, point repairs
• Upgrade and repair sewer pump stations

III. Current Challenges
• Implementation of the Infiltration and Inflow (I/I) study of the Town's sewer system
• Maintain program to alleviate chronic sewer back up areas
• Monitoring sulfides in the sewer system to prevent premature detrioration of collection piping and equipment
• Repair/replacement of aging and failing sewer chimney services

IV. Significant Proposed Changes for the Upcoming Fiscal Year and the Budget Impact
• Continue to fund the Sewer Pump Station/Line Maintenance to maintain the sewer main and pump stations and to continue the Degreasing Program
• Update asset management plan for sewer infrastructure
• Implement capital projects to repair/replace aging and substandard infrastructure

V. On the Horizon
• Continual maintenance of an aging infrastructure and increased volume of capital projects
• Installation of new Bradford Road and Pamela Road sewer force main
• Rehabilitation of Travis Road and Eliot Hill Sewer Pump Stations
• Route 9 / Route 27 Infrastructure Improvement Project
• 4M Sewer Force main replacement project (Route 9)

Department of Public Works Water Division

I. Main Purpose of the Division
The Water Division operates and maintains the Town's water supply wells, water treatment plant, and water distribution system. It provides safe and potable drinking water through 196 miles of distribution mains witihin Town. The Division is responsible for water meter calibration, quarterly reading over 13,000 meters, and the installation, inspection and testing of backflow prevention devices. In addition, the Division is responsible for water quality testing on a daily basis, the testing and maintenance of 1,400 fire hydrants, the repair of water leaks, maintain compliance with state and federal drinking water requirments, and maintain sufficient supply for fire protection. Personnel from this Division are on-call twenty four hours a day, seven days a week to respond to any water emergency.

II. Recent Developments
• Continuation of Backflow Prevention Program
• Annual water leak detection program to reduce unaccounted for water.
• Replacement of residential water services on various streets before street rehabilitation. (111 total services replaced on the following streets: Barnsdale, Surry, Nottingham, Cottage, Greenwood, Avon, Lynn, Cheryl, Buckingham, Sherwood)
• Conducted yearly uni-directional flushing program

III. Current Challenges
• Update of ISO 14001 Certification for the Springvale Water Treatment Plant
• Update SCADA equipment
• Replacement of Springvale #4 & Morses Pond Well
• Water Management Act permit implementation
• Increase in backflow prevention device testing and inspections

Budget Overview:

Department of Public Works Water Division (con't)

IV. Significant Proposed Changes for the Upcoming Fiscal Year and the Budget Impact
• Implement new pump preventive maintenance schedule
• Implement new state and federal requirements
• Update asset management plan for water infrastructure
• Implement capital projects to repair/replace aging and substandard infrastructure
V. On the Horizon
• Continue the improvement and efficiency of the water system
• Update outdated automation equipement
• Water Distribution system maintenance and upkeep
• East and West Central Street Water Main Replacement Projects
• Route 9 / Route 27 Infrastructure Improvement Project

Utility Billing Division
I. Main Purpose of the Division
The primary responsibility of the Division is the quarterly billing of 13,000 water and sewer accounts. These duties include preparation of quarterly invoices, dispute resolution with rate payers, special fee invoicing, etc. This Division is responsible for the certification of delinquent accounts to the Board of Assessors for inclusion as water and sewer liens transferred to real estate bills.
II. Recent Developments
Implemented online payment of Water & Sewer bills
III. Current Challenges
The format and content of information included with the water and sewer bill is being evaluated for clarity. The goal is to improve the information provided to ratepayers.
IV. Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact
The budget request for FY2017 continues to include funding for improved notification to delinquent accounts, notification to subsequent/new property owners, and additional research/resolution for returned mail.
V. On the Horizon
None.

Town of Natick

Home of Champions

Department: Water & Sewer Operations	Enterprise Fund

Staffing	2014	2015	2016	2017	2018
Water &					
Water & Sewer Division Supervisor	1	1	1	1	1
Water & Sewer General Foreman	1	1	1	1	1
Regulatory Compliance Coordinator	0	1	1	1	1
Administrative Assistant	1	1	1	1	1
Working Foreman	4	4	4	4	4
Heavy Equipment Operator	3	3	3	3	3
Skilled Laborer	5	5	5	5	5
Craftsman	3	3	3	3	3
Water Distribution Assistant Supervisor	1	1	1	1	1
Water Operations/ GIS Manager	1	1	1	1	1
Chief Plant Operator	1	1	1	1	1
Night Operator	1	1	1	1	1
Station Operator	4	4	4	4	4
Utility Billing					
Executive Assistant	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Department Support	0.1	0.1	0.1	0.1	0.1
Total FTE	**28.1**	**29.1**	**29.1**	**29.1**	**29.1**
Total FT/PT	**28 FT / 1 PT**	**29 FT / 1PT**	**29 FT / 1 PT**	**29 FT / 1 PT**	**29 FT / 1 PT**

Notes

Utility Billing Notes:

Departmental Support person:
works 960 hours total
720 hours allocated to collections
240 hours allocated to utility billing

Performance Indicators	2014	FY2015	FY2016	FY2017*	FY2018*
Workload Indicators					
Water & Sewer Operations					
Number of Water Leaks/Repairs	25	60	27	25	25
Number of Sewer Backups	9	12	7	9	9
Total Number of Hydrants Replaced/ Repaired	15	14	28	15	15
Total Mileage of Water & Sewer Pipes	200/150	200/150	200/150	200/150	200/150
Number of Sewer Main lines Lined (in feet)	2000	4600	0	3800	9000
Water Pumped (in Millions of Gallons)	1,180	1,230	1,214	1,180	1,180
Water Services (Main to Stop) replaced		116	111	75	75

	2014	2015	2016	2017*	2018*
Outcome Indicators					
Water & Sewer Operations					
# of Sewer Backups causing Insurance Claims(CY)	4	4	4	4	4

**Estimated*

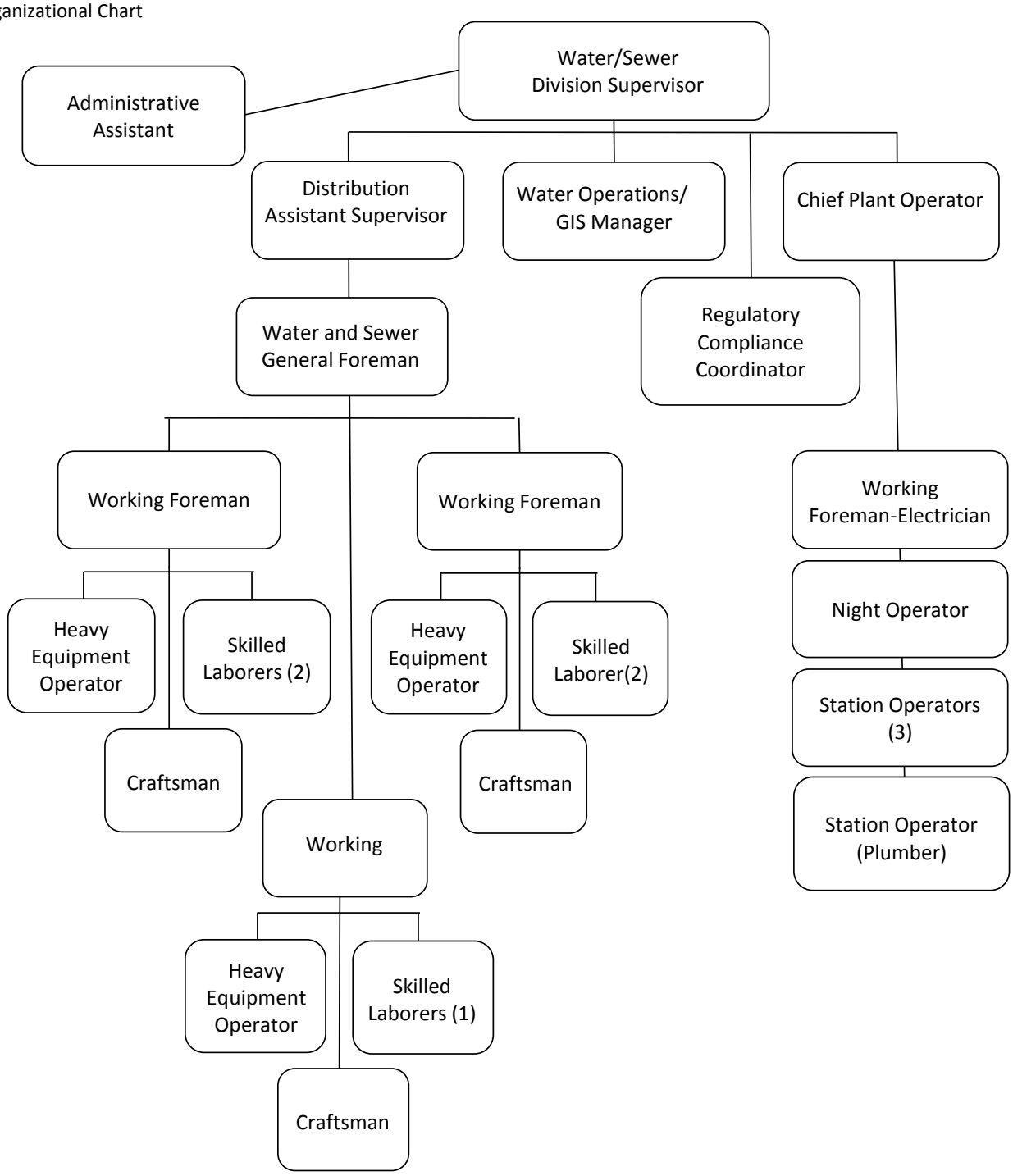
Utility Billing
See Treasurer's Budget (Section VII) for performance indicators related to utility billing.

Town of Natick

Home of Champions

Department: Water & Sewer Operations | Enterprise Fund

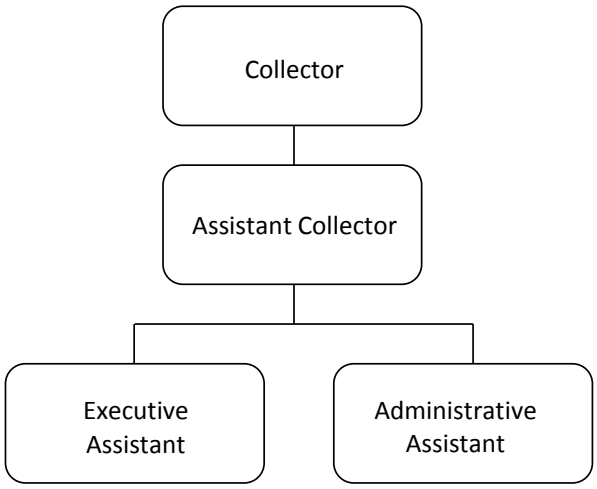
Organizational Chart



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

Department: Water & Sewer Operations | Enterprise Fund

Organizational Chart: Utility Billing Operations



Note: Utility Billing Division is under the management of the Treasurer/Collector.

Town of Natick

Home of Champions

Department: Water & Sewer — Enterprise Fund

Sewer Operations

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Supervisory	$ 172,602	$ 177,438	$ 175,134	*$ 179,731*	$ 4,597	2.62%
Salaries Operational Staff	$ 356,467	$ 405,946	$ 437,419	*$ 460,495*	$ 23,076	5.28%
Salaries Part-time Operational/Police Details	$ 21,406	$ 27,434	$ 30,068	$ 30,068	$ -	0.00%
Supervisory Additional Comp	$ 15,600	$ 15,600	$ 16,600	$ 16,600	$ -	0.00%
Operational Staff Additional Comp	$ 14,388	$ 13,404	$ 16,450	$ 16,775	$ 325	1.98%
Operational Staff Overtime	$ 61,330	$ 63,035	$ 61,000	$ 64,734	$ 3,734	6.12%
Contract Settlements/Merit Increases	$ -	$ -	$ 13,471	$ 21,900	$ 8,429	62.57%
Personnel Services	**$ 641,793**	**$ 702,857**	**$ 750,142**	**$ 790,303**	**$ 40,161**	**5.35%**
Repairs & Maint. Equipment	$ 2,933	$ 3,016	$ 3,000	$ 3,250	$ 250	8.33%
Repairs & Maint. Other	$ 2,884	$ 3,046	$ 3,000	$ 3,250	$ 250	8.33%
Utilities Electric	$ 75,091	$ 89,068	$ 99,695	$ 102,686	$ 2,991	3.00%
Purchase of Services	**$ 80,908**	**$ 95,130**	**$ 105,695**	**$ 109,186**	**$ 3,491**	**3.30%**
Licenses - CDL & Special	$ 679	$ 2,140	$ 2,000	$ 2,100	$ 100	5.00%
Clothing Allowance Operational Staff	$ 2,450	$ 2,450	$ 3,150	$ 3,150	$ -	0.00%
Other Services Inc.	**$ 3,129**	**$ 4,590**	**$ 5,150**	**$ 5,250**	**$ 100**	**1.94%**
Tech & Prof Svs & MWRA Sulfide Testing	$ 6,829	$ 15,832	$ 15,000	$ 15,000	$ -	0.00%
Tech/ Prof. Services	**$ 6,829**	**$ 15,832**	**$ 15,000**	**$ 15,000**	**$ -**	**0.00%**
Repairs & Maint. Misc. Constr.	$ 3,608	$ 3,466	$ 4,000	$ 4,000	$ -	0.00%
Supplies	**$ 3,608**	**$ 3,466**	**$ 4,000**	**$ 4,000**	**$ -**	**0.00%**
Sewer Pump Station/Line Maintenance	$ 259,208	$ 130,367	$ 125,000	$ 130,000	$ 5,000	4.00%
MWRA Sewer Assessment	$ 5,330,710	$ 5,526,614	$ 5,756,705	$ 6,044,540	$ 287,835	5.00%
Water/Sewer Damage Claims	$ -	$ -	$ 15,000	$ 15,000	$ -	0.00%
Other Chgs. / Exp.	**$ 5,589,918**	**$ 5,656,981**	**$ 5,896,705**	**$ 6,189,540**	**$ 292,835**	**4.97%**
Total Operating Expenses	**$ 6,326,185**	**$ 6,478,855**	**$ 6,776,692**	**$ 7,113,279**	**$ 336,587**	**4.97%**

Water Operations

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Supervisory	$ 197,396	$ 198,223	$ 197,325	$ 196,569	$ (756)	-0.38%
Salaries Operational Staff	$ 644,938	$ 690,170	$ 756,540	$ 795,932	$ 39,392	5.21%
Salaries Temp Operational	$ 28,378	$ 22,162	$ 25,957	$ 29,613	$ 3,656	14.08%
Supervisory Additional Comp	$ 18,100	$ 18,100	$ 18,100	$ 18,100	$ -	0.00%
Operational Staff Additional Comp	$ 28,886	$ 29,571	$ 24,600	$ 25,569	$ 969	3.94%
Operational Staff Overtime	$ 114,166	$ 126,073	$ 85,000	$ 95,000	$ 10,000	11.76%
Contract Settlements/Merit Increases	$ -	$ -	$ 20,777	$ 23,900	$ 3,123	15.03%
Personnel Services	**$ 1,031,864**	**$ 1,084,299**	**$ 1,128,299**	**$ 1,184,683**	**$ 56,384**	**5.00%**
Repairs & Maint. Software	$ 15,278	$ 16,500	$ 15,000	$ 15,500	$ 500	3.33%
Utilities	$ 466,179	$ 462,518	$ 563,051	$ 545,900	$ (17,151)	-3.05%
GIS Software & Training	$ 21,959	$ 20,892	$ 25,500	$ 25,500	$ -	0.00%
Copy/Mail Center Fees	$ 11,976	$ 9,511	$ 11,000	$ 11,000	$ -	0.00%
Purchased Services: Miscellaneous	$ 12,334	$ 11,979	$ 12,000	$ 12,250	$ 250	2.08%
Purchase of Services	**$ 527,726**	**$ 521,400**	**$ 626,551**	**$ 610,150**	**$ (16,401)**	**-2.62%**
Licenses - CDL & Special	$ 8,013	$ 8,146	$ 8,500	$ 8,500	$ -	0.00%
Environmental Management - ISO 14001 Certification	$ 6,933	$ 3,953	$ 4,000	$ 4,100	$ 100	2.50%
Clothing Allowance Operational Staff	$ 3,850	$ 4,200	$ 4,550	$ 4,550	$ -	0.00%
Other Services Inc.	**$ 18,796**	**$ 16,299**	**$ 17,050**	**$ 17,150**	**$ 100**	**0.59%**
Implement SDWA Amendment	$ 31,296	$ 29,713	$ 30,000	$ 30,000	$ -	0.00%
Water Testing	$ 21,876	$ 23,572	$ 25,000	$ 26,000	$ 1,000	4.00%
Tech./Prof. Services	**$ 53,172**	**$ 53,284**	**$ 55,000**	**$ 56,000**	**$ 1,000**	**1.82%**

Department: Water & Sewer	Enterprise Fund					
Repairs & Maint - Equipment	$ 14,490	$ 2,985	$ 3,000	$ 3,000	$ -	0.00%
Repairs & Maint - Facilities	$ 1,746	$ 1,984	$ 2,500	$ 3,500	$ 1,000	40.00%
Repairs & Maint - Hydrants	$ 9,801	$ 9,823	$ 10,000	$ 15,000	$ 5,000	50.00%
Repairs & Maint - Misc. Repairs	$ 18,641	$ 17,568	$ 20,000	$ 20,000	$ -	0.00%
Repairs & Maint - Misc. Constr	$ 17,971	$ 18,000	$ 20,000	$ 20,000	$ -	0.00%
Supplies	**$ 62,649**	**$ 50,360**	**$ 55,500**	**$ 61,500**	**$ 6,000**	**10.81%**
Chemical Supplies	$ 88,268	$ 155,700	$ 174,000	$ 174,000	$ -	0.00%
Obsolete Meters	$ 27,282	$ 29,738	$ 30,000	$ 30,000	$ -	0.00%
Service Connections	$ 17,423	$ 19,497	$ 20,000	$ 22,000	$ 2,000	10.00%
Other Supplies	**$ 132,973**	**$ 204,934**	**$ 224,000**	**$ 226,000**	**$ 2,000**	**0.89%**
Water Well/Water Line Maint.	$ 147,650	$ 149,857	$ 150,000	$ 154,000	$ 4,000	2.67%
New Hydrant Installation	$ 9,975	$ 10,000	$ 10,000	$ 10,000	$ -	0.00%
Asphalt Crushing	$ 14,802	$ 14,600	$ 20,000	$ 20,000	$ -	0.00%
DEP Assessment	$ 9,994	$ 13,512	$ 12,000	$ 12,500	$ 500	4.17%
MWRA Discharge Permit	$ 1,782	$ 3,635	$ 3,500	$ 3,500	$ -	0.00%
Other Charges/Expenditures	**$ 184,203**	**$ 191,604**	**$ 195,500**	**$ 200,000**	**$ 4,500**	**2.30%**
Total Operating Expenses	**$ 2,011,383**	**$ 2,122,181**	**$ 2,301,900**	**$ 2,355,483**	**$ 53,582**	**2.33%**

Utility Billing	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Operational Staff	$ 95,842	$ 99,469	$ 105,273	$ 106,451	$ 1,178	1.12%
Part-Time Operational Staff	$ 3,690	$ 3,560	$ 3,786	$ 3,879	$ 93	2.46%
Operational Staff - Additional Comp	$ 750	$ 750	$ 1,125	$ 1,125	$ -	0.00%
Operational Staff Overtime	$ 380	$ -	$ 2,030	$ 2,030	$ -	0.00%
Totals	0.00%	0.00%	214606.00%	0.00%	-214606.00%	-100.00%
Personnel Services	**$ 100,662**	**$ 103,779**	**$ 112,214**	**$ 113,485**	**$ 1,271**	**1.13%**
Repair,Maint, Replace Equipment	$ -	$ -	$ 500	$ 500	$ -	0.00%
Utility Billing Software	$ 15,000	$ -	$ 15,000	$ 15,000	$ -	0.00%
Utility Billing Printing	$ 7,885	$ 6,983	$ 10,000	$ 10,000	$ -	0.00%
In State Travel/Meetings	$ -	$ -	$ 500	$ 500	$ -	0.00%
Communication Telephone	$ -	$ -	$ 1,500	$ 1,500	$ -	0.00%
Training & Education	$ -	$ -	$ 3,000	$ 3,000	$ -	0.00%
Communication Postage	$ 25,218	$ 28,914	$ 25,000	$ 25,000	$ -	0.00%
Copy/Mail Center Fees	$ 31,429	$ 21,750	$ 32,000	$ 32,000	$ -	0.00%
Collection Activities	$ -	$ -	$ 500	$ 500	$ -	0.00%
Office Supplies	$ 3,620	$ -	$ 1,000	$ 1,000	$ -	0.00%
Supplies	**$ 83,152**	**$ 57,647**	**$ 89,000**	**$ 89,000**	**$ -**	**0.00%**
Total Utility Billing	**$ 183,814**	**$ 161,426**	**$ 201,214**	**$ 202,485**	**$ 1,271**	**0.63%**

Employee Benefits	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
FICA {Medicare}	$ 23,864	$ 28,453	$ 28,865	$ 30,554	$ 1,689	5.85%
Insurance Group Health & Life	$ 392,278	$ 432,255	$ 377,215	$ 433,798	$ 56,582	15.00%
LIUNA Pension	$ 47,683	$ 50,059	$ 69,094	$ 75,658	$ 6,564	9.50%
Other Personnel Services	**$ 463,826**	**$ 510,767**	**$ 475,174**	**$ 540,009**	**$ 64,836**	**13.64%**
Funding Schedule	$ 259,925	$ 280,719	$ 273,812	$ 296,128	$ 22,316	8.15%
Other Charges & Expenditures	**$ 259,925**	**$ 280,719**	**$ 273,812**	**$ 296,128**	**$ 22,316**	**8.15%**
Total Employee Benefits	**$ 723,751**	**$ 791,486**	**$ 748,986**	**$ 836,137**	**$ 87,152**	**11.64%**

Town of Natick

Home of Champions

Department: Water & Sewer	Enterprise Fund

Water & Sewer Debt Service

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Water Principal Sub-Totals	$ 1,172,438	$ 1,203,444	$ 1,207,191	*$ 751,495*	$ (455,696)	-37.75%
Sewer Principal Sub-Totals	$ 711,986	$ 794,959	$ 788,959	*$ 1,340,437*	$ 551,478	69.90%
Principal Totals	**$ 1,884,424**	**$ 1,998,403**	**$ 1,996,150**	**$ 2,091,932**	**$ (2,253)**	**-0.11%**
Interest on Debt Water Sub-Totals	$ 279,029	$ 258,702	$ 209,247	*$ 142,106*	$ (67,141)	-32.09%
Interest on Debt Sewer Sub-Totals	$ 165,562	$ 175,624	$ 155,391	*$ 278,600*	$ 123,209	79.29%
Bond Anticipation Notes	$ 1,900	$ 30,000	$ 30,000	$ 30,000	$ -	0.00%
Interest Totals	**$ 446,491**	**$ 464,326**	**$ 394,638**	**$ 450,706**	**$ 56,068**	**14.21%**
Total Water & Service Debt Service	**$ 2,330,915**	**$ 2,462,729**	**$ 2,390,788**	**$ 2,542,638**	**$ 151,850**	**6.35%**

Reserve Fund

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Reserve Fund	$ -	$ 200,000	$ 200,000	$ 200,000	$ -	0.00%
Total Reserve Fund	**$ -**	**$ 200,000**	**$ 200,000**	**$ 200,000**	**$ -**	**0.00%**
Indirects	***$ 2,207,400***	***$ 2,207,400***	***$ 2,218,150***	***$ 2,035,229***	**$ (182,921)**	**-8.25%**
Total	***$ 13,783,448***	***$ 14,424,077***	***$ 14,837,730***	***$ 15,285,251***	***$ 447,521***	3.02%

Narrative:

Sanitary Sewer Operations

Personnel Services
Salaries Supervisory: To fund the positions of Distribution Manager and Chief Plant Operator.
Salaries Operational Staff: To fund eleven employees who maintain and repair the wastewater collecition system.
Salaries Temporary Operational: This fund is for police details for work done in the roadways and part-time help.
Supervisory Additional Compensation: This fund is for education incentive stipends and service awards.
Operational Staff Additional Compensation: This fund is for longevity and temporary upgrades per union contract.
Operational Staff Overtime: This fund is for emergencies and callbacks after normal operating hours.

Purchase of Services
Equipment Repairs/Maintenance: This fund is for the repairs and maintenance of the town's thirty four sewer pump stations which include check valves, motor starters, mechanical seals, etc.
Repairs/Maintenance Other: This fund is for the repairs and maintenance of the alarms, wiring, and fencing.
Electricity: This fund is for the use of electricity at the Sewer Pumping Stations.

Other Services (Misc.)
Licenses CDL and Special: This fund is for the reimbursement to the employees for license renewals, CDL, Hoisting, required training etc.
Clothing Allowance Operational Staff: This fund is for the clothing allowance per union agreement.

Tech & Professional Services
Professional Services-MWRA/Sulfide Testing: This fund is for the testing of the sewer before it enters the Massachusetts Water Resource Authority (MWRA) sewer system and other professional services dealing with this issue as required by the municipal discharge permit.

Supplies
Miscellaneous Construction Repairs and Maintenance: This fund is for the repairs and maintenance of sewer pipe, fittings, sewer camera, manhole covers and sewer rod equipment.

Other Charges

Sewer Line Maintenance: This fund is used for the engineering, repairing, maintenance and rehabilitation of the thirty four sewer pump stations and for the 150 miles of sewer mains such as video inspection of sewers, replacement of sewer pipe, and manholes.
Massachusetts Water Resource Authority (MWRA) Assessment: This fund is for the costs of the Town's sewer discharge into the MWRA sewer collection system.

Water Operations

Personnel Services

Salaries Supervisory: To fund the positions of GIS Coordinator/Water Information Management, Compliance Coordinator, and Supervisor of Water and Sewer, who oversees this division.
Salaries Operational Staff: To fund fourteen employees positions who maintain and repair the water distribution system.
Salaries Temporary Operational: This fund is for police details for work done in the roadways and for part time help.
Supervisory Additional Compensation: This fund is for education incentive stipends and service awards.

Narrative:

Water Operations (con't)

Operational Staff Additional Compensation: This fund is for longevity and temporary upgrades per union contract.
Operational Staff Overtime: This fund is for emergencies and callbacks after normal operating hours.

Purchase of Services

Repairs and Maintenance Software: This fund is used for maintaining the SCADA System at the Water Treatment Plants. It covers the upgrade of intrusion software, hardware replacements and other related computer items.
Electricity: This fund is for the use of electricity at the Water Treatment Plant, Evergreen Wells, Morse's Pond Well, Pine Oaks Well, Elm Bank Well and the Booster Station at Captain Toms Hill.
Copy Mail Center: This fund is for Division's share of the copy/mail center cost.
Purchased Services Miscellaneous: This fund is used for supplies and equipment including printers, computers, computer hardware etc.

Other Services Misc.

Licenses CDL and Special: This fund is for the reimbursement to the employees for license renewals CDL, Hoisting, Water; memberships to NEWWA; required training, etc.
Environmental Management System: This fund is for the audits required to maintain the Environmental Management System and the ISO Certification.
Clothing Allowance Operational Staff: This fund is for the clothing allowance per union agreement.
Safe Drinking Water Act (SDWA) Amendment: This fund is for all Volatile Organic Compounds (VOC) water and other tests mandated by the Massachusetts Department of Environment Protection (DEP), U.S. Environmental Protection Agency (EPA) and Safe Drinking Water Act (SDWA).

Supplies

Water Tests: This fund is for all weekly water testing which includes coliform, manganese, fluoride, lead and copper (among many other compounds).
Equipment Repairs/Servicing: This fund is for the repair of metal detectors, hoses, and service tapping machine.
Facility Repairs and Maintenance: This fund is for the repairs of locks, the purchase of propane gas and belts for air strippers.
Hydrant Repairs and Maintenance: This fund is used to repair and maintain the 1,400 fire hydrants in town.
Miscellaneous Construction Repairs and Maintenance: This fund is for replacing old water gates, ductile iron water pipe, gate boxes, large pipe fittings, tapping sleeves and water gates.

Other Supplies

Chemical Supplies: This fund is for the chemicals (chlorine gas, hydroflousilic acid and potassium permanganate) injected into the water.
Replace Obsolete Meters: This fund is for the replacement of large water meters and flow meters for the water wells and for the calibration of large meters, etc.
Service Connections: This fund is to replace old water line services and replacing the water line in the streets that are to be repaved, including one inch plastic water pipe, curb stops, brass fittings, service boxes and cellar valves, etc.

Other Charges & Expenditures

Water Line Maintenance: This fund is for repairs and maintenance at the water treatment plant, water pump stations and water wells, consultant fees and emergencies.
New Hydrant Installation: This fund is for the installation and replacement of old fire hydrants.
Asphalt Crushing: This fund is used to hire a crusher for the gravel pit to recycle extra dirt and asphalt.
Department of Environment Protection Assessment: This fund is used for the DEP annual assessment.
Massachusetts Water Resource Authority Discharge Permit: This fund is used to pay the Massachusetts Water Resource Authority for the water discharge permit at the water treatment plant.

Department: Water & Sewer Operations Line-Item Detail

Narrative:

Utility Billing Operations

Personnel Services

Salaries Operational Staff Salaries: Two full-time staff positions are funded in this line item. These positions are responsible for preparation of monthly water and sewer charges, special billings (final bills, flat charges, etc.), printing of water/sewer bills, posting payments, customer service inquiries, file maintenance, etc.

Part Time Operational: This funds 240 hours of part-time operational staff. This position provides administrative / clerical support to the Treasurer/ Collector and will be available during peak receipt periods to supplement the full-time Utility Billing staff.

Overtime Operational: This funds overtime worked by operational staff during peak receipt periods.

Purchase of Services

Repairs and Maintenance: This is for the maintenance and repair of business equipment used in the Collector's office for Utility Billing purposes. The primary equipment is the high speed laser printer used for production of the water / sewer bills and bar code scanning equipment, etc.

In State Travel/Meetings: For attendance at Department of Revenue seminars, Treasurer/Collector Association meetings, and administrative/clerical support staff seminars.

Training and Education: These costs related to POINT Software training, Neptune meter reading and inventory systems, Invoice Cloud software, and PC specialized training seminars, etc.

Communication Telephone: Costs assigned to the Utility Billing for telephone service.

Communication Postage: Direct cost associated with the mailings from the Utility Billing Collector's Office. (Water/ Sewer bills, water quality survey, water ban, etc.). This item is reduced to reflect the actual amounts expended over the past several years. There has not been a need to mail notices for a mandatory water BAN.

Collection Activities: Printing and mailing notices of unpaid/delinquent charges, and demand bills, and other accounts receivable.

Copy/Mail Center Fees: Cost assigned to the Utility Billing Collector's Office for mail center labor for mail handling and copy charges.

Technical & Professional Services

Utility Billing Software: This is utilized for minor programming modifications for water / sewer billing. These would include modifications not included in the annual maintenance that Point Software provides for the Water and Sewer receivable / collection system.

Utility Billing Printing: The cost of services and supplies for the preparation of water/sewer bills including forms, consumables (toner), CASS certification software (Accu-Zip).

Supplies

Office Supplies : General office supplies for the Utility Billing Collector's Office for employee benefit and bank reconciliation functions.

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

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

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

Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2018 Principal	Fiscal Year 2019 Principal	Fiscal Year 2020 Principal	Fiscal Year 2021 Principal	Issue Balance	Total Principal
1998	Water Treatment Plant *Refunded 2012	$ 1,175,000	$ 60,000	$ -	$ -	$ -	$ -	$ 60,000
1998	Sewer (Pleasant, Rockwood,etc.) *Refunded 2012	$ 285,000	$ 13,000	$ -	$ -	$ -	$ -	$ 13,000
1999	Sewer (Pleasant, Eliot, Union, etc.) *Refunded 2012	$ 750,000	$ 35,000	$ 22,000	$ 20,000	$ -	$ -	$ 77,000
1999	Sewer (Union St) *Refunded 2012	$ 615,000	$ 25,000	$ 13,000	$ 12,000	$ -	$ -	$ 50,000
1999	Water (Lakeshore Dr) *Refunded 2012	$ 500,000	$ 26,000	$ 13,000	$ 12,000	$ -	$ -	$ 51,000
2000	Water (Lakeshore Dr) *Refunded 2012	$ 540,000	$ 23,000	$ 22,000	$ 22,000	$ 22,000	$ -	$ 89,000
2000	Sewer (Boden Ln & Water, Lincoln, etc.) *Refunded 2012	$ 1,335,000	$ 36,000	$ 36,000	$ 35,000	$ 35,000	$ -	$ 142,000
2002	Sewer (Lakeshore Rd) *Refunded 2013	$ 430,000	$ 20,000	$ 20,000	$ 20,000	$ 15,000	$ 15,000	$ 90,000
2002	Sewer (Leach Ln) *Refunded 2013	$ 210,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 50,000
2006	Sewer (Speen St, Park Ave	$ 2,100,000	$ 105,000	$ 105,000	$ 105,000	$ 105,000	$ 630,000	$ 1,050,000
2007	Water Treatment (MWPAT) *Refunded (Net amount)	$ 4,884,838	$ 277,787	$ 292,408	$ 302,155	$ 311,902	$ 1,312,393	$ 2,496,645
2009	Water Relining	$ 3,000,000	$ 300,000	$ -	$ -	$ -	$ -	$ 300,000
2010	Water Relining	$ 600,000	$ 60,000	$ 60,000	$ 60,000	$ -	$ -	$ 180,000
2010	Springvale Well	$ 250,000	$ 25,000	$ 25,000	$ 25,000	$ -	$ -	$ 75,000
2010	Reservoir Refurbishment	$ 500,000	$ 50,000	$ 50,000	$ 50,000	$ -	$ -	$ 150,000
2010	Sewer Pump Station 5	$ 300,000	$ 30,000	$ 30,000	$ 30,000	$ -	$ -	$ 90,000
2010	Sewer Jet Truck	$ 250,000	$ 25,000	$ 25,000	$ 25,000	$ -	$ -	$ 75,000
2011	Final Phase V	$ 800,000	$ 55,000	$ 55,000	$ 55,000	$ 55,000	$ 250,000	$ 470,000
2012	Ground Water Wells	$ 300,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 150,000
2012	Variable Frequency Drives	$ 260,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 125,000
2012	DPW Headquarters Renovations	$ 504,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 250,000
2012	DPW Vehicle Garage Roof	$ 66,000	$ 10,000	$ 5,000	$ -	$ -	$ -	$ 15,000
2013	Force Main Bradford / Pamela - Rt 9	$ 1,650,000	$ 110,000	$ 110,000	$ 110,000	$ 110,000	$ 770,000	$ 1,210,000
2013	Replace Ground Water Wells	$ 300,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 60,000	$ 180,000
2013	Filter Modification @ Springvale WTP	$ 200,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 40,000	$ 120,000
2014	Replace Ground Water Wells	$ 300,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 160,000	$ 240,000
2014	Town Forest Reservoir Roof	$ 220,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 115,000	$ 175,000
2014	Prime Park Pump Station Wall	$ 150,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 45,000	$ 105,000
2014	Energy Efficiency Upgrades - Springvale WTP	$ 150,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 45,000	$ 105,000
2014	Tonka Valves & Filters - Springvale WTP	$ 100,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 30,000	$ 70,000
2014	Chrysler Road Sewer Line Replacement	$ 48,000	$ 10,000	$ 5,000	$ -	$ -	$ -	$ 15,000
2014	MWRA I&I	$ 755,700	$ 151,140	$ 151,140	$ -	$ -	$ -	$ 302,280
2014	W-22 (Dump Truck w/Plow)	$ 220,000	$ 35,000	$ 35,000	$ 35,000	$ -	$ -	$ 105,000
2014	W-14 (Backhoe w/Plow)	$ 135,000	$ 20,000	$ 20,000	$ 20,000	$ -	$ -	$ 60,000
2014	Speen Street Sewer Work	$ 180,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 40,000	$ 120,000
2015	Sewer Station and Generator Upgrades (Travis Road)	$ 360,000	$ 36,000	$ 36,000	$ 36,000	$ 36,000	$ 180,000	$ 324,000
2015	Sewer Pump Station Replacement (Eliot Hill)	$ 230,000	$ 23,000	$ 23,000	$ 23,000	$ 23,000	$ 115,000	$ 207,000
2015	Public Works Expansion	$ 101,500	$ 10,150	$ 10,150	$ 10,150	$ 10,150	$ 50,750	$ 91,350
2015	Ground Water Wells	$ 300,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 200,000	$ 280,000
2015	MWRA I&I - Sewer Main Relining	$ 202,050	$ 20,205	$ 20,205	$ 20,205	$ 20,205	$ 80,820	$ 161,640
2016	VFD's for Pumps - Springvale Water Treatment	$ 120,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 72,000	$ 120,000
2016	Covered Storage Building	$ 200,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 160,000	$ 200,000
2016	Water Distribution System Enhancements	$ 150,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 90,000	$ 150,000
2016	Replace Ground Water Wells	$ 300,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 180,000	$ 300,000
2017	Springvale Water Treatment Plant - Re-use Tank	$ 390,000	$ 39,000	$ 39,000	$ 39,000	$ 39,000	$ 234,000	$ 390,000
2017	Route 30 Water Main Loop	$ 450,000	$ 22,500	$ 22,500	$ 22,500	$ 22,500	$ 360,000	$ 450,000
2017	West Central Water Main Replacement	$ 1,200,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 960,000	$ 1,200,000
2017	Replace W-23 (Dump Truck)	$ 225,000	$ 32,150	$ 32,150	$ 32,150	$ 32,150	$ 96,400	$ 225,000
Water and Sewer Enterprise Principal			**$ 2,091,932**	**$ 1,684,553**	**$ 1,528,160**	**$ 1,243,907**	**$ 6,406,363**	**$ 14,951,065**

Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2018 Interest	Fiscal Year 2019 Interest	Fiscal Year 2020 Interest	Fiscal Year 2021 Interest	Issue Balance	Total Interest
1998	Water Treatment Plant *Refunded 2012	$ 1,175,000	$ 1,200	$ -	$ -	$ -	$ -	$ 1,200
1998	Sewer (Pleasant, Rockwood,etc.) *Refunded 2012	$ 285,000	$ 260	$ -	$ -	$ -	$ -	$ 260
1999	Sewer (Pleasant, Eliot, Union, etc.) *Refunded 2012	$ 750,000	$ 2,380	$ 1,240	$ 400	$ -	$ -	$ 4,020
1999	Sewer (Union St) *Refunded 2012	$ 615,000	$ 1,500	$ 740	$ 240	$ -	$ -	$ 2,480
1999	Water (Lakeshore Dr) *Refunded 2012	$ 500,000	$ 1,520	$ 740	$ 240	$ -	$ -	$ 2,500
2000	Water (Lakeshore Dr) *Refunded 2012	$ 540,000	$ 3,100	$ 2,200	$ 1,320	$ 440	$ -	$ 7,060
2000	Sewer (Boden Ln & Water, Lincoln, etc.) *Refunded 2012	$ 1,335,000	$ 4,960	$ 3,520	$ 2,100	$ 700	$ -	$ 11,280
2002	Sewer (Lakeshore Rd) *Refunded 2013	$ 430,000	$ 3,600	$ 2,800	$ 2,000	$ 1,200	$ 600	$ 10,200
2002	Sewer (Leach Ln) *Refunded 2013	$ 210,000	$ 2,000	$ 1,600	$ 1,200	$ 800	$ 400	$ 6,000
2006	Sewer (Speen St, Park Ave)	$ 2,100,000	$ 41,213	$ 36,488	$ 32,288	$ 28,088	$ 78,360	$ 216,437
2007	Water Treatment (MWPAT) *Refunded (Net amount)	$ 4,884,838	$ 51,225	$ 40,439	$ 29,667	$ 18,691	$ 15,618	$ 155,640
2009	Water Relining	$ 3,000,000	$ 12,000	$ -	$ -	$ -	$ -	$ 12,000
2010	Water Relining	$ 600,000	$ 5,700	$ 3,900	$ 1,950	$ -	$ -	$ 11,550
2010	Springvale Well	$ 250,000	$ 2,375	$ 1,625	$ 813	$ -	$ -	$ 4,813
2010	Reservoir Refurbishment	$ 500,000	$ 4,750	$ 3,250	$ 1,625	$ -	$ -	$ 9,625
2010	Sewer Pump Station 5	$ 300,000	$ 2,850	$ 1,950	$ 975	$ -	$ -	$ 5,775
2010	Sewer Jet Truck	$ 250,000	$ 2,375	$ 1,625	$ 813	$ 813	$ -	$ 5,626
2011	Phase V	$ 800,000	$ 15,275	$ 13,625	$ 11,425	$ 9,775	$ 25,125	$ 75,225
2012	Ground Water Wells	$ 300,000	$ 4,800	$ 3,600	$ 2,400	$ 1,200	$ 600	$ 12,600
2012	Variable Frequency Drives	$ 260,000	$ 4,000	$ 3,000	$ 2,000	$ 1,000	$ 500	$ 10,500
2012	DPW Headquarters Renovations	$ 504,000	$ 8,000	$ 6,000	$ 4,000	$ 2,000	$ 1,000	$ 21,000
2012	MWRA I&I (0% interest loan)	$ 196,845	$ -	$ -	$ -	$ -	$ -	$ -
2012	DPW Vehicle Garage Roof	$ 66,000	$ 600	$ 200	$ -	$ -	$ -	$ 800
2013	Force Main Bradford / Pamela - Rt 9	$ 1,650,000	$ 39,050	$ 34,650	$ 30,250	$ 25,850	$ 85,663	$ 215,463
2013	Replace Ground Water Wells	$ 300,000	$ 6,600	$ 5,400	$ 4,200	$ 3,000	$ 2,400	$ 21,600
2013	Filter Modification @ Springvale WTP	$ 200,000	$ 4,400	$ 3,600	$ 2,800	$ 2,000	$ 1,600	$ 14,400
2014	Replace Ground Water Wells	$ 300,000	$ 8,025	$ 7,025	$ 6,225	$ 5,425	$ 20,275	$ 46,975
2014	Town Forest Reservoir Roof	$ 220,000	$ 5,869	$ 5,119	$ 4,519	$ 3,919	$ 14,007	$ 33,433
2014	Prime Park Pump Station Wall	$ 150,000	$ 3,938	$ 3,188	$ 2,588	$ 1,988	$ 2,514	$ 14,216
2014	Energy Efficiency Upgrades - Springvale WTP	$ 150,000	$ 3,938	$ 3,188	$ 2,588	$ 1,988	$ 2,514	$ 14,216
2014	Tonka Valves & Filters - Springvale WTP	$ 100,000	$ 2,625	$ 2,125	$ 1,725	$ 1,325	$ 1,675	$ 9,475
2014	Chrysler Road Sewer Line Replacement	$ 48,000	$ 700	$ 200	$ -	$ -	$ -	$ 900
2014	MWRA I&I (0% interest loan)	$ 755,700	$ -	$ -	$ -	$ -	$ -	$ -
2014	W-22 (Dump Truck w/Plow)	$ 220,000	$ 4,550	$ 2,800	$ 1,400	$ -	$ -	$ 8,750
2014	W-14 (Backhoe w/Plow)	$ 135,000	$ 2,600	$ 1,600	$ 800	$ -	$ -	$ 5,000
2014	Speen Street Sewer Work	$ 180,000	$ 4,800	$ 3,800	$ 3,000	$ 1,325	$ 2,000	$ 14,925
2015	Sewer Station and Generator Upgrades (Travis Road)	$ 360,000	$ 11,520	$ 10,080	$ 8,640	$ 7,200	$ 14,400	$ 51,840
2015	Sewer Pump Station Replacement (Eliot Hill)	$ 230,000	$ 7,360	$ 6,440	$ 5,520	$ 4,600	$ 9,200	$ 33,120
2015	Public Works Expansion	$ 101,500	$ 3,248	$ 2,842	$ 2,436	$ 2,030	$ 4,060	$ 14,616
2015	Ground Water Wells	$ 300,000	$ 10,400	$ 9,600	$ 8,800	$ 8,000	$ 36,000	$ 72,800
2015	MWRA I&I - Sewer Main Relining	$ 202,050	$ -	$ -	$ -	$ -	$ -	$ -
2016	VFD's for Pumps - Springvale Water Treatment	$ 120,000	$ 4,800	$ 4,320	$ 3,840	$ 3,360	$ 10,080	$ 26,400
2016	Covered Storage Building	$ 200,000	$ 8,000	$ 7,600	$ 7,200	$ 6,800	$ 54,400	$ 84,000
2016	Water Distribution System Enhancements	$ 250,000	$ 10,000	$ 9,000	$ 8,000	$ 7,000	$ 21,000	$ 55,000
2016	Replace Ground Water Wells	$ 300,000	$ 12,000	$ 10,800	$ 9,600	$ 8,400	$ 25,200	$ 66,000
2017	Springvale Water Treatment Plant - Re-use Tank	$ 390,000	$ 15,600	$ 14,040	$ 12,480	$ 10,920	$ 32,760	$ 85,800
2017	Route 30 Water Main Loop	$ 450,000	$ 18,000	$ 17,100	$ 16,200	$ 15,300	$ 122,400	$ 189,000
2017	West Central Water Main Replacement	$ 1,200,000	$ 48,000	$ 45,600	$ 43,200	$ 40,800	$ 326,400	$ 504,000
2017	Replace W-23 (Dump Truck)	$ 225,000	$ 9,000	$ 7,714	$ 6,429	$ 5,143	$ 7,714	$ 36,000
								$ -
								$ -
Water and Sewer Enterprise Interest			**$ 420,706**	**$ 346,373**	**$ 287,895**	**$ 231,080**	**$ 918,465**	**$ 2,204,520**

Summary of Debt - Water & Sewer Enterprise Fund

	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Issue	Total
Water & Sewer Enterprise Fund Principal	$ 2,091,932	$ 1,684,553	$ 1,528,160	$ 1,243,907	$ 6,406,363	$ 14,951,065
Water & Sewer Enterprise Fund Interest	$ 420,706	$ 346,373	$ 287,895	$ 231,080	$ 918,465	$ 2,204,520
BAN interest, Admin Fees and Issue Costs						
Total Annual Debt Service	**$ 2,512,638**	**$ 2,030,926**	**$ 1,816,055**	**$ 1,474,987**	**$ 7,324,828**	**$ 17,155,584**

Town of Natick

Water and Sewer Enterpise Fund

FY2018 Indirect Costs

	Personnel Cost	Fringe	Expense Cost	Total
DPW Administration	102,287	22,013	16,250	140,550
Engineering Services	180,610	25,332	27,122	233,064
Equipment Maintenance	224,840	30,398	120,900	376,139
Highway Sanitation Recycling	124,371	2,850	84,500	211,721
Facility Maintenance	29,209	9,523	33,513	72,245
Public Safety	88,722	20,759	3,152	112,633
Finance - Administration	9,575	907	-	10,482
Finance - Assessing	7,923	1,145	50	9,118
Finance - Collector/Treasurer	60,655	17,352	9,650	87,656
Finance - Comptroller	59,705	11,329	280	71,314
Town Administrator	116,585	24,024	27,975	168,584
Community Development	66,605	19,850	2,205	88,661
Information Technology	39,710	3,800	77,810	121,320
Procurement	27,010	3,167	765	30,941
Human Resources	2,005	584	405	2,994
Legal Services	-	-	41,067	41,067
Property & Liability Insurance	-	-	269,535	269,535
Utilities	-	-	53,562	53,562
Vehicle Fuel	-	-	110,619	110,619
Sub Total - General Fund				**2,212,204**

Water Sewer Staff Performing General Fund Functions

	Personnel Cost	Fringe	Expense Cost	Total
GIS Services	(31,979)	(7,895)	-	(39,874)
W/S Admin. Asst. - DPW	(29,529)	(8,999)	-	(38,529)
W/S Admin. Asst. - Collector	(49,582)	(15,359)	-	(64,941)
Snow and Ice Removal	(33,135)	(496)	-	(33,631)
Subtotal - Water Sewer				**(176,974)**

Total Water and Sewer Indirect Costs	**2,035,229**

Notes:

Indirect Costs are based upon the Previous Fiscal Year's (FY 2017) Final Appropriated Budget.
Please remember that Town Meeting does not Appropriate these the action taken is to approve these.
Appropriation occurs within the respective budgets listed above are approved by Town meeting.

Section XI:
Sassamon Trace Golf Course
Enterprise Fund

Summary	XI.3
Operations	XI.7
Debt Service	XI.8
Fringe Benefits	XI.8
Indirect Cost Allocations	XI.12

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Town of Natick

Home of Champions

Department:	Sassamon Trace	Enterprise Fund

Appropriation Summary

Sassamon Trace Golf Course Enterprise Fund

Operations

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries						
Personnel Services	$ 265,470	$ 288,438	$ 296,776	$ 300,055	$ 3,279	1.10%
Total Salaries	**$ 265,470**	**$ 288,438**	**$ 296,776**	**$ 300,055**	**$ 3,279**	**1.10%**
Operating Expenses						
Club House Expense	$ 113,030	$ 111,507	$ 114,553	$ 118,276	$ 3,723	3.25%
Supplies - Club House	$ 25,878	$ 23,321	$ 30,000	$ 27,500	$ (2,500)	-8.33%
Other Facility Expense	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Sales Tax	$ 6,816	$ 6,261	$ 7,500	$ 7,500	$ -	0.00%
Course Maintenance Expense	$ 131,851	$ 134,103	$ 151,548	$ 145,879	$ (5,669)	-3.74%
Total Operating Expenses	**$ 277,575**	**$ 275,193**	**$ 303,601**	**$ 299,155**	**$ (4,446)**	**-1.46%**
Total Operations	**$ 543,045**	**$ 563,631**	**$ 600,377**	**$ 599,210**	**$ (1,167)**	**-0.19%**

Employee Benefits

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Employee Benefits						
Other Personal Services	$ 48,417	$ 48,019	$ 55,312	$ 52,501	$ (2,811)	-5.08%
Other Charges & Expenditures	$ 4,816	$ 5,200	$ 16,423	$ 17,761	$ 1,338	8.15%
Total Employee Benefits	**$ 53,233**	**$ 53,219**	**$ 71,735**	**$ 70,262**	**$ (1,473)**	**-2.05%**

Debt Service

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Debt Service						
Principal	$ 221,132	$ 213,500	$ 217,630	$ 220,340	$ 2,710	1.25%
Interest	$ 51,155	$ 46,454	$ 39,982	$ 35,030	$ (4,952)	-12.39%
Total Debt Service	**$ 272,287**	**$ 259,954**	**$ 257,612**	**$ 255,370**	**$ (2,242)**	**-0.87%**
Reserve Fund				$ 8,800	$ 8,800	100.00%
Golf Course Operations	**$ 868,565**	**$ 876,804**	**$ 929,724**	**$ 933,641**	**$ 3,917**	**0.42%**
Indirects	***$ 34,087***	***$ 34,087***	***$ 41,973***	***$ 43,692***	**$ 1,719**	**4.10%**
Golf Course - All Expenses	**$ 902,652**	**$ 910,891**	**$ 971,697**	**$ 977,333**	**$ 5,636**	**0.58%**

Town of Natick

Home of Champions

Department: Sassamon Trace — Enterprise Fund

Mission:
To provide an affordable, quality golf experience for the residents of Natick and surrounding communities by providing well maintained facilities, instructional programs, tournaments and leagues.

Goals:

- To position Sassamon Trace as the best golf value in the MetroWest area
- To increase rounds by creating attractive memberships and organized league play
- To continue our participation in growth of the game initiatives
- To continue to identify other potential revenue streams
- To continue to reduce expenses whenever possible
- To work with the Supporters of Sassamon Trace to raise revenue for course improvements

Budget Overview:

I. Main Purpose of the Department

The main purpose of the department is to operate, maintain and promote the 9 hole Sassamon Trace Golf Course. The golf course is situated on a 72 acre parcel of land in Natick and 50 acres of leased land in Sherborn. There is a small clubhouse and maintenance facility with three full time employees and approximately 26 part time employees. The typical golf season runs from mid March through November.

II. Recent Developments

The FY2016 golf season was heavily impacted by weather at the end of the fall and beginning of the spring. Warm weather and sunshine in both the fall and the spring with less than usual snow during the winter led to extra play and revenue. Due to this great weather, FY2016 revenues greatly surpassed expectations. Personnel Services increased significantly as predicted due to minimum wage as well as the lengthened season. The rest of the operating budget was able to decrease mainly due to savings in water testing.

The FY2017 projections for revenue show a slight increase over FY2016. Extreme drought has caused a stretch on the expense side of the budget. Late fall rain has impacted play signifcantly so far this fall. Once again weather will play a factor and a good start to the season this spring is needed to achieve projections.

The golf pond liner is schedule to be replaced before the end of December.

III. Current Challenges

The golf course is now 16 years old and the infrastructure is showing signs of age. The golf cart charging station is failing and needs immediate replacement. The current chargining station was a temporary solution when the course was built and has well outlived its useful life. The option of solar was not feasable due to the cap; therefore, the charging station will need to be addressed soon to ensure golf carts are available when needed.

Both golf carts and maintenance vehicles are reaching the end of their life and will need to be replaced shortly. The cost of repair and downtime on the vehicles is starting to create issues for normal productivity.

Town of Natick

Home of Champions

Department: Sassamon Trace | Enterprise Fund

Budget Overview:

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

There are a few significant changes that affect FY 18. Increased lesson opportunities will be provided to help introduce new players to the game and also increase revenue. A new league was also added in FY17 which will help drive revenue and play.

V. On The Horizon

The success of the golf course is directly tied to the economy. The course is on pace to generate significantly more revenue in FY2017 than it did in FY2012 due to the modest and selective fee increases during the last 5 years of economic growth. The 10 year forecast has the course on target to significantly reduce the reliance on the annual subsidy. Management must continute to evaluate ways to increase revenues and decrease expenses. The goal is to make sure the cost to play is reasonable, that golfers are enjoying themselves, and that residents are utilizing this wonderful community asset.

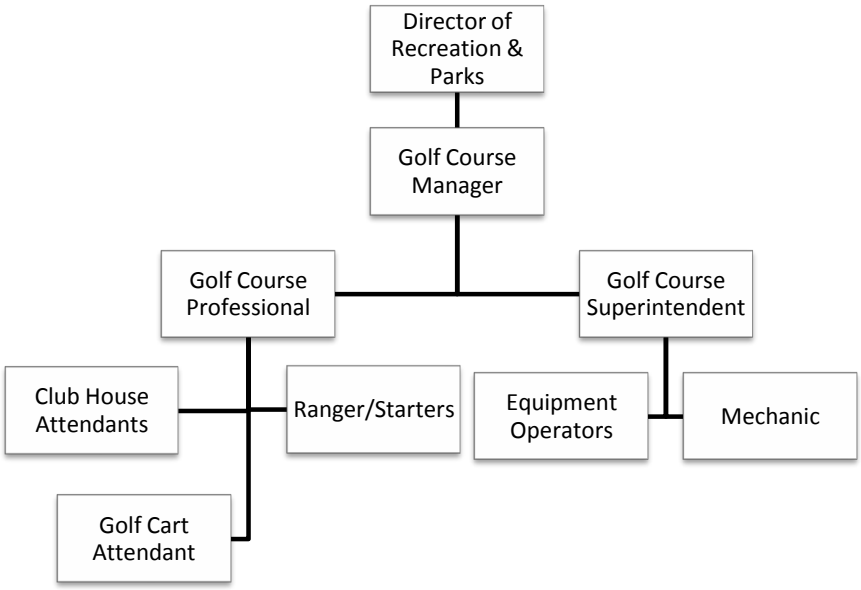
Town of Natick

Home of Champions

Department: Sassamon Trace	Enterprise Fund				
Staffing	**2014**	**2015**	**2016**	**2017**	**2018**
Golf Course Manager	1	1	1	1	1
Assistant Golf Course Manager	0.8	0.8	0.8	0.8	0.8
Maintenance Superintendent	1	1	1	1	1
Maintenance Foreman	1	1	0 *	0 *	0 *
Mechanic	0.28	0.28	0.28	0.28	0.28
Part-time/Seasonal Maintenance Staff	0.93	0.93	1.93	1.93	1.93
Seasonal Golf Shop Supervisor	0	0	0	0	0
Golf Shop Attendants	1.8	1.8	1.8	1.8	1.8
Rangers/starters/cart attendants	1.0	1.0	1.0	1.0	1.0
Total FTE	**7.8**	**7.8**	**7.8**	**7.8**	**7.8**
Total FT/PT	**3FT/25PT**	**3FT/25PT**	**3FT/25PT**	**3FT/26PT**	**3FT/26PT**

Notes: * In FY16, one FT position was eliminated.

Organization Chart



Town of Natick

Home of Champions

Department: Sassamon Trace | Enterprise Fund

Operations

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Salaries Management	$ 100,804	$ 104,306	$ 103,696	*$ 104,757*	$ 1,061	1.02%
Salaries Operational Staff	$ 62,798	$ 64,240	$ 63,995	*$ 65,025*	$ 1,030	1.61%
Salaries Golf Support	$ 29,508	$ 38,883	$ 39,531	*$ 40,175*	$ 644	1.63%
Salaries Part-time Operational	$ 22,568	$ 21,871	$ 30,999	*$ 29,698*	$ (1,301)	-4.20%
Salaries Maintenance Support	$ 49,792	$ 59,137	$ 53,545	*$ 52,890*	$ (655)	-1.22%
Merit/Performance	$ -		$ 5,010	*$ 7,510*	$ 2,500	49.90%
Personnel Services	**$ 265,470**	**$ 288,438**	**$ 296,776**	**$ 300,055**	**$ 3,279**	**1.10%**
Utilities - electricity	$ 25,008	$ 23,337	$ 17,825	$ 18,161	$ 336	1.88%
Building lease/repairs	$ 3,309	$ 3,727	$ 4,000	$ 4,200	$ 200	5.00%
Lease payment land	$ 68,114	$ 68,160	$ 73,428	$ 76,365	$ 2,937	4.00%
Communication telephone	$ 3,805	$ 4,290	$ 3,950	$ 4,400	$ 450	11.39%
Dues/subscriptions	$ 2,903	$ 649	$ 1,350	$ 1,350	$ -	0.00%
Advertising/promotion	$ 145	$ 132	$ 1,500	$ 1,000	$ (500)	-33.33%
Bank & credit card fees	$ 9,557	$ 10,209	$ 11,500	$ 12,000	$ 500	4.35%
Software maintenance	$ 189	$ 1,003	$ 1,000	$ 800	$ (200)	-20.00%
Club House Expense	**$ 113,030**	**$ 111,507**	**$ 114,553**	**$ 118,276**	**$ 3,723**	**3.25%**
Supplies - club house	$ 3,303	$ 2,392	$ 2,500	$ 2,750	$ 250	10.00%
Merchandise pro shop	$ 22,396	$ 20,329	$ 27,000	$ 24,000	$ (3,000)	-11.11%
Custodial supplies	$ 179	$ 600	$ 500	$ 750	$ 250	50.00%
Supplies - Club House	**$ 25,878**	**$ 23,321**	**$ 30,000**	**$ 27,500**	**$ (2,500)**	**-8.33%**
Facility upgrades	$ -	$ -	$ -	$ -	$ -	0.00%
Other Facility Expense	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	0.00%
Golf use sales tax (All)	$ 6,816	$ 6,261	$ 7,500	$ 7,500	$ -	0.00%
Sales Tax	**$ 6,816**	**$ 6,261**	**$ 7,500**	**$ 7,500**	**$ -**	**0.00%**
Utilities - water	$ 1,169	$ 13,495	$ 9,000	$ 10,000	$ 1,000	11.11%
Environmental monitoring	$ 14,100		$ 9,215	$ -	$ (9,215)	-100.00%
Irrigation electricity	$ -		$ 8,675	$ 8,839	$ 164	1.89%
Phragmites control	$ -	$ 2,800	$ 2,800	$ 4,000	$ 1,200	42.86%
Top soil, sand & gravel, fertilizer	$ -				$ -	0.00%
Course materials	$ 6,360	$ 5,870	$ 6,250	$ 7,250	$ 1,000	16.00%
Course chemicals/fertilizers	$ 25,885	$ 23,247	$ 25,000	$ 30,500	$ 5,500	22.00%
Course seed/sod	$ 1,733	$ 8,205	$ 6,500	$ 6,500	$ -	0.00%
Course supplies	$ 5,449	$ 2,744	$ 5,000	$ 5,000	$ -	0.00%
Irrigation repairs and maintenance	$ 5,552	$ 10,637	$ 9,000	$ 10,000	$ 1,000	11.11%
Tools	$ 1,739	$ 708	$ 1,750	$ 1,400	$ (350)	-20.00%
Mechanic tool stipend	$ -	$ 350	$ 450	$ 400	$ (50)	-11.11%
Equipment repairs and maintenance	$ 15,620	$ 12,291	$ 13,000	$ 16,000	$ 3,000	23.08%
Equipment lease	$ 52,908	$ 52,908	$ 52,908	$ 44,090	$ (8,818)	-16.67%
Shop maintenance	$ -		$ 1,000	$ 1,000	$ -	0.00%
Other maintenance	$ 526	$ 278	$ -		$ -	0.00%
Education/professional fees/licenses	$ 810	$ 570	$ 1,000	$ 900	$ (100)	-10.00%

Town of Natick

Home of Champions

Department: Sassamon Trace	Enterprise Fund					
Course Maintenance Expense	**$ 131,851**	**$ 134,103**	**$ 151,548**	**$ 145,879**	**$ (5,669)**	**-3.74%**
Total Operating Expenses	**$ 543,045**	**$ 563,631**	**$ 600,377**	**$ 599,210**	**$ (1,167)**	**-0.19%**

Employee Benefits

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Medicare	$ 3,849	$ 4,182	$ 4,303	$ 4,441	$ 138	3.20%
Health, life insurance	$ 39,214	$ 42,408	$ 44,709	$ 42,560	$ (2,149)	-4.81%
Unemployment	$ 5,354	$ 1,429	$ 6,300	$ 5,500	$ (800)	-12.70%
Other Personal Services	**$ 48,417**	**$ 48,019**	**$ 55,312**	**$ 52,501**	**$ (2,811)**	**$ (0)**
Retirement	$ 4,816	$ 5,200	$ 16,423	$ 17,761	$ 1,338	8.15%
Other Charges & Expenditures	**$ 4,816**	**$ 5,200**	**$ 16,423**	**$ 17,761**	**$ 1,338**	**$ 0**
Total Employee Benefits	**$ 53,233**	**$ 53,219**	**$ 71,735**	**$ 70,262**	**$ (1,473)**	**-2.05%**

Debt Service

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 $ (+/-)	2017 vs. 2018 % (+/-)
Principal	**221,132**	**213,500**	**217,630**	**220,340**	**2,710**	**1.2%**
Interest	**51,155**	**46,454**	**39,982**	**35,030**	**(4,952)**	**-12.4%**
Total Debt Service	**272,287**	**259,954**	**257,612**	**255,370**	**(2,242)**	**-0.9%**
Indirect Costs				**8,800**	**8,800**	**100.0%**
Rserve Fund				**8,800**	**8,800**	**100.0%**
Total All Sassamon Trace	**868,565**	**876,804**	**929,724**	**933,641**	**3,917**	**0.4%**

Town of Natick

Home of Champions

Department: Sassamon Trace | Line-Item Detail | Enterprise Fund

Narrative:

Operational Expenses

Personnel Services:
Salaries Management : Golf Course Manager and the Assistant Manager/ Head Golf Professional.
Salaries Operational Staff: Golf Course Superintendent .
Salaries Part-time Operational: Seasonal part-time golf shop attendants .
Salaries Golf Support: This line item represents the seasonal part-time rangers/starters and golf cart attendants.
Salaries Maintenance Support: Seasonal hourly maintenance personnel including equipment operators, summer laborers and the mechanic.
Merit/Performance: Performance increase pool for management and operational staff positions.

Club House:
Utilities - Electricity: Electric service for the clubhouse, golf carts , maintenance building and irrigation pump.
Building Lease/ Repairs: For repairs to the clubhouse and parking area. Also pays for clubhouse security monitoring service and the service for the on-course portable toilet. It will also cover expenses related to the maintenance building , storage areas and golf car repairs.
Lease Payment Land: Current land lease payment to Dowse Orchards for land that holes #4 through #8 are located on. It also covers the property tax for the leased land.
Communications and Telephone: Phone system, internet and cable service for both the clubhouse and maintenance facility. Cell phones for the Course Manager and Superintendent.
Dues, Subscriptions & Travel: PGA membership dues for Golf Course manager and Assistant manager along with Massachusetts Golf Association membership for Sassamon Trace. Mileage reimbursement to manager for use of personal vehicle for golf operations related use.
Advertisement/Promotion: Golf course promotional expenses related to direct mail print media. Printed materials and postage costs are covered under this account.
Bank & Credit Card Fees: Expenses related to processing debit and credit cards.
Software Maintenance: Computer software, hardware, security and license fees.

Supplies - Club House:
Supplies - Club House: Golf pencils, gift certificates, postage, general office supplies and equipment supplies.
Merchandise Pro-Shop: Merchandise, food & beverage sales and services for resale in the golf shop.
Custodial Supplies: Expenses related to the maintenance of the clubhouse .

Sales Tax:
Golf use sales tax: Massachusetts 6.25% sales tax on all eligible food, beverage and merchandise sales. It also includes the use tax for all rental equipment (golf cars, pull carts and rental clubs).

Town of Natick

Home of Champions

Department: Sassamon Trace | Line-Item Detail | Enterprise Fund

Narrative:

Course Maintenance Expenses:
Utilities water: Town charge for irrigation water.
Environmental Monitoring: Environmental monitoring and testing requirements that the Town of Natick must perform to satisfy the Sherborn Conservation Commission's *Order of Conditions*. Consulting services for ground water, surface water and sediment analysis as required by the aforementioned *Order of Conditions*.
Irrigation/Electricity: Electrical cost for the operation of the irrigation system.
Phragmites Control: Annual contractor fee to chemically treat phragmites surrounding the landfill.
Course Materials: The purchase of sand, gravel and bit concrete.
Chemicals/Fertilizers: Pesticides, herbicides and fungicides needed to maintain turf.
Seed/Sod: Grass seed and sod.
Course Supplies: Signage, markers, flags, cups and water coolers.
Irrigation R&M: PVC pipe, glue, irrigation heads, HDPE repair services, decoders, pump winterization, irrigation control services , service contracts and any cost related to the maintenance of the irrigation system. Also covers irrigation computer control system insurance and service plan.
Tools: Rakes, shovels, back pack blowers, pruning shears, chainsaws, string trimmers and any maintenance tools.
Mechanic Tool Stipend: The mechanic owns his own tools and this expense will allow for depreciation and upgrade of his personal property.
Equipment R & M: Parts and labor for equipment repair. Services such as sharpening of reels and blades .
Equipment Lease: Annual finance cost for the purchase of the specialized golf equipment to maintain the course.
Shop Maintenance: Rags, cleaning supplies, shelving and other miscellaneous items.
Education/Professional Fees/Licenses: Professional licenses, dues, education and associated expenses for the golf course superintendent .

Employee Benefits: Health and life insurance, medicare expense and retirement assessment costs for benefitted employees. Unemployment and Medicare expenses for non-benefited employees.

Debt Service: Principal and interest on debt. Also provides for the annual installment for the purchase of the golf cart fleet.

Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2016 Principal	Fiscal Year 2017 Principal	Fiscal Year 2018 Principal	Fiscal Year 2019 Principal	Fiscal Year 2020 Principal	Fiscal Year 2021 Principal	Issue Balance	Remaining Principal
2002	2002 Golf Course (Refinanced 2013)	$ 2,975,000	$ 140,000	$ 135,000	$ 130,000	$ 130,000	$ 125,000	$ 125,000	$ 125,000	$ 635,000
2004	2002 Golf Course (Landfill Portion)	$ 576,453	$ 34,098	$ 33,228	$ 32,938	$ 27,428	$ 27,138	$ -	$ -	$ 87,504
2006	2007 Golf Course (Landfill Portion)	$ 131,631	$ 9,402	$ 9,402	$ 9,402	$ 9,402	$ 9,402	$ -	$ -	$ 28,206
2014	2013 Golf Carts	$ 117,000	$ 30,000	$ 30,000	$ 25,000	$ -	$ -	$ -	$ -	$ 25,000
2016	2015 Greens Aerator	$ 28,000	$ -	$ 10,000	$ 8,000	$ 5,000	$ 5,000	$ -	$ -	$ 18,000
est 2017	Irrigation Pond Liner	$ 100,000			$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 40,000	$ 100,000
Golf Course Enterprise Principal		**$ 3,928,084**	**$ 213,500**	**$ 217,630**	**$ 220,340**	**$ 186,830**	**$ 181,540**	**$ 140,000**	**$ 125,000**	**$ 1,284,840**
Total Amount Remaining			**$ 1,071,340**	**$ 853,710**	**$ 633,370**	**$ 446,540**	**$ 265,000**	**$ 125,000**	**$ -**	

Department: Enterprise Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2016 Interest	Fiscal Year 2017 Interest	Fiscal Year 2018 Interest	Fiscal Year 2019 Interest	Fiscal Year 2020 Interest	Fiscal Year 2021 Interest	Issue Balance	Remaining Interest
2002	2002 Golf Course (Refinanced 2013)	$ 2,975,000	$ 35,000	$ 30,800	$ 25,400	$ 20,200	$ 15,000	$ 10,000	$ 5,000	$ 141,400
2004	2002 Golf Course (Landfill Portion)	$ 576,453	$ 4,996	$ 3,760	$ 2,550	$ 1,458	$ 454	$ -	$ -	$ 13,219
2006	2007 Golf Course (Landfill Portion)	$ 131,631	$ 2,207	$ 1,721	$ 1,232	$ 740	$ 247	$ -	$ -	$ 6,147
2014	2013 Golf Carts	$ 117,000	$ 4,250	$ 2,750	$ 1,250	$ -		$ -	$ -	$ 8,250
2016	2015 Greens Aerator	$ 28,000	$ -	$ 951	$ 560	$ 300	$ 100	$ -	$ -	$ 1,911
est 2017	Irrigation Pond Liner	$ 4,750			$ 4,038	$ 3,325	$ 2,613	$ 1,900	$ 1,663	$ 13,539
Golf Course Enterprise Interest		**3,832,834**	**46,454**	**39,982**	**35,030**	**26,023**	**18,414**	**11,900**	**6,663**	**$ 184,465**
Total Amount Remaining			**138,012**	**98,030**	**63,000**	**36,977**	**18,563**	**6,663**	**$ 0**	

Summary of Debt - Golf Course Enterprise Fund

	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Issue Balance	Total P&I
Golf Course Enterprise Fund Principal	$ 213,500	$ 217,630	$ 220,340	$ 186,830	$ 181,540	$ 140,000	$ 125,000	$ 1,284,840
Golf Course Enterprise Fund Interest	$ 46,454	$ 39,982	$ 35,030	$ 26,023	$ 18,414	$ 11,900	$ 6,663	$ 184,465
Total Annual Debt Service	**$ 259,954**	**$ 257,612**	**$ 255,370**	**$ 212,853**	**$ 199,954**	**$ 151,900**	**$ 131,663**	**$ 1,469,305**
Total Amount Remaining	**$ 1,209,352**	**$ 951,740**	**$ 696,370**	**$ 483,517**	**$ 283,563**	**$ 131,663**	**$ -**	

Town of Natick

Golf Course Enterpise Fund

FY2018 Indirect Costs

	Personnel Cost	Fringe	Expense Cost	Total
Community Services -Recreation and Parks	8,392	1,184	-	9,575
DPW LFNR	6,104	1,003	2,682	9,789
Equipment Maintenance	2,811	512	1,706	5,028
Highway Sanitation Recycling	610	169	633	1,412
Finance	5,478	891	-	6,369
Town Administrator	3,445	761	-	4,206
Procurement	200	54	-	254
Human Resources	608	172	-	780
Property & Liability Insurance	-	-	3,383	3,383
Vehicle Fuel	-	-	2,897	2,897
Total - General Fund				**43,692**

Total Sassamon Trace Golf Course Indirect Costs	**43,692**

Notes:

Indirect Costs are based upon the Previous Fiscal Year's (FY 2017) Final Appropriated Budget.
Please remember that Town Meeting does not Appropriate these the action taken is to approve these.
Appropriation occurs within the respective budgets listed above are approved by Town meeting.

Section XII:
Capital

Capital Plan – Executive Summary	XII.3
FY2017 Capital Plan with Funding Sources	XII.10
FY2017 – FY2021 Capital Improvement Plan	XII.13

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Section I:

Executive Summary

Section I: Executive Summary

The Town of Natick is required under Section 5-7 of the Charter of the Town of Natick and Article 20, Section 2 of the By-Laws of the Town of Natick to issue a Capital Improvement Program thirty days prior to the date required for submission of the operating budget annually. That program must contain the following elements:

(a) A clear, concise, general summary of its contents.

(b) A listing of all capital expenditures proposed to be made, by years, during the five fiscal years next ensuing, with supporting information as to the need for each such expenditure.

(c) Cost estimates, methods of financing, and recommended time schedules.

(d) The estimated annual cost of operating and of maintaining any new facility or piece of major equipment involved.

This document is that submission for FY 2018.

INTRODUCTION

Everything the Town does, from providing services to its residents and citizens, to equipping employees to effectively perform their jobs, requires the existence of certain basic physical assets. These assets include streets, water mains, parks, buildings, large equipment and technology. They must be purchased, maintained and replaced on a timely basis or their usefulness in providing public services will diminish. The Town's five-year Capital Improvement Program and annual Capital Budget are developed to ensure adequate capital investment in the Town's assets.

FIVE-YEAR CAPITAL PROGRAM

A five-year capital improvement program is an important part of any organization's overall budgeting process. Multi-year planning allows proper staging and sequencing of capital projects to even out spikes and make funding needs more predictable. Capital investment requirements can be uneven, sometimes involving unique large projects such as a new fire engine or a new school building. Other capital investment needs are recurring. We will continue to refine the five-year planning process to identify – and hopefully fund - an appropriate annual level of capital investment.

Natick has recently invested a lot of money in our capital needs. The new modular classrooms at the Brown School, several roof replacements, and a new fire engine are examples. The following table highlights capital equipment and improvements approved at the 2016 Spring and Fall Annual Town Meetings.

2016 Spring and Fall Annual Town Meetings Capital Appropriations

Department	Item	Funding Source	Amount	Authorization
Community Senior Center	CSC Open Space Preliminary Design	Free Cash	25,000	2016 FATM Article 10 Motion A
Community Senior Center	Replacement of Folding Partition Wall	Free Cash	30,000	2016 FATM Article 10 Motion A
Community Services	East School Field Renovation - Engineering	Tax Levy Borrowing	200,000	2016 SATM Article 15 Motion B2
Community Services	Navy Yard Field Renovation - Engineering	Tax Levy Borrowing	100,000	2016 SATM Article 15 Motion B2
Community Services	Playground Safety Updates	Capital Stab. Fund	25,000	2016 SATM Article 14 Motion A
Community Services	Purchase and install Shade Apparatus and Picnic Tables	Free Cash	5,500	2016 FATM Article 9 Motion A
Facilities Management	Bennett Hemenway - Additional Storage	Capital Stab. Fund	31,000	2016 SATM Article 15 Motion A
Facilities Management	Brown - Replace the Privacy Partitions	Capital Stab. Fund	50,000	2016 SATM Article 14 Motion A
Facilities Management	Brown - Replace the Sidewalks	Tax Levy Borrowing	105,000	2016 SATM Article 15 Motion B1
Facilities Management	Brown - Resurface / Expand Parking	Capital Stab. Fund	85,000	2016 SATM Article 15 Motion A
Facilities Management	Brown School - Replace Roof	Tax Levy Borrowing	880,000	2016 FATM Article 10 Motion B
Facilities Management	DPW Equipment Maintenance Garage - Roof Replacement	Tax Levy Borrowing	300,000	2016 SATM Article 15 Motion B1
Facilities Management	Fire Station 3 - Roof Replacement	Capital Stab. Fund	65,000	2016 SATM Article 15 Motion A
Facilities Management	Johnson - Complete Window Project	Capital Stab. Fund	19,000	2016 SATM Article 15 Motion A
Facilities Management	Lilja - Replace Hallway Flooring	Free Cash	105,000	2016 FATM Article 10 Motion A
Facilities Management	Lilja School - Replace Roof Supplement	Tax Levy Borrowing	440,000	2016 FATM Article 10 Motion B
Facilities Management	Natick High School - Install Irrigation System	Capital Stab. Fund	55,000	2016 SATM Article 14 Motion A
Facilities Management	Natick High School - Replace Water Fountains with Bottle Fillers	Capital Stab. Fund	12,000	2016 SATM Article 14 Motion A
Facilities Management	Replace NFM-88	Capital Stab. Fund	40,000	2016 SATM Article 14 Motion A
Facilities Management	Replace the East School Roof	Tax Levy Borrowing	280,000	2016 SATM Article 15 Motion B1
Facilities Management	Town Hall - Carpet Replacement	Capital Stab. Fund	30,000	2016 SATM Article 15 Motion A
Facilities Management	Wilson - Carpet Replacement Administration Area	Capital Stab. Fund	20,000	2016 SATM Article 15 Motion A
Facilities Management	Wilson - Replace Auditorium AC Compressors	Capital Stab. Fund	50,000	2016 SATM Article 14 Motion A
Facilities Management	Wilson - Replace the Sidewalks	Tax Levy Borrowing	108,000	2016 SATM Article 15 Motion B1
Finance	Accounts Receivable Software Purchase and Conversion	Tax Levy Borrowing	260,000	2016 SATM Article 14 Motion B
Fire Department	Mobile Data Terminals/Computers on Apparatus	Free Cash	70,000	2016 FATM Article 9 Motion A
Fire Department	Replace Ambulance	Tax Levy Borrowing	225,000	2016 SATM Article 14 Motion B
Golf Course Enterprise	Replace Irrigation Pond Liner	Golf Course Borrowing	100,000	2016 SATM Article 15 Motion D
Human Resources	HR Management Software	Capital Stab. Fund	35,000	2016 SATM Article 14 Motion A
Information Technology	Document Archiving	Free Cash	250,000	2016 FATM Article 9 Motion A
Police Department	911 Software Enhancement	Capital Stab. Fund	14,000	2016 SATM Article 14 Motion A
Police Department	Cruiser Replacement	Capital Stab. Fund	82,000	2016 SATM Article 14 Motion A
Police Department	Cruiser Replacement	Free Cash	123,000	2016 FATM Article 9 Motion A
Police Department	Replace Automatic External Defibrillators	Capital Stab. Fund	35,200	2016 SATM Article 14 Motion A
Police Department	Replace/Add Security Cameras	Capital Stab. Fund	15,000	2016 SATM Article 14 Motion A
Police Department	Replacement Radio Equipment Parts	Capital Stab. Fund	24,000	2016 SATM Article 14 Motion A
Public Schools	Replace NSD-80 (Delivery Truck)	Capital Stab. Fund	42,000	2016 SATM Article 14 Motion A
Public Works	Cottage Street Roadway Improvements	Reapprop/Tax Levy Borrowing	2,500,000	2016 SATM Article 15 Motion E
Public Works	Field Renovations	Tax Levy Borrowing	167,000	2016 SATM Article 15 Motion B1
Public Works	Install Crosswalk Signal Systems	Capital Stab. Fund	60,000	2016 SATM Article 14 Motion A
Public Works	LED Streetlight Conversion	Capital Stab. Fund	65,000	2016 SATM Article 14 Motion A
Public Works	Replace H-50 (Dump Truck)	Tax Levy Borrowing	135,000	2016 SATM Article 14 Motion B
Public Works	Replace H-63 (Street Sweeper)	Tax Levy Borrowing	212,000	2016 SATM Article 14 Motion B
Public Works	Replace LF-1	Capital Stab. Fund	35,000	2016 SATM Article 14 Motion A
Public Works	Replace LF-16 (Athletic Field Mower)	Capital Stab. Fund	80,000	2016 SATM Article 14 Motion A
Public Works	Replace S-33 (Trash Packer)	Reapprop./Tax Levy Borrow	295,000	2016 SATM Article 14 Motion E
Public Works	Resurface Public Works Facility	Capital Stab. Fund	100,000	2016 SATM Article 15 Motion A
Public Works	Roads and Sidewalk Improvements	Tax Levy Borrowing	1,000,000	2016 SATM Article 15 Motion B1
Public Works	Stormwater Permit Impact Study	Capital Stab. Fund	50,000	2016 SATM Article 14 Motion A
Public Works	Tree Inventory	Capital Stab. Fund	10,000	2016 SATM Article 14 Motion A
Public Works	Tree Replacement	Capital Stab. Fund	30,000	2016 SATM Article 15 Motion A
Public Works Energy	Replace Fuel Depot Storage Tanks	Free Cash	220,000	2016 FATM Article 9 Motion A
Public Works Engineering	Design of North Ave Area Drainage Improvements	Free Cash	75,000	2016 FATM Article 10 Motion A
Public Works Engineering	Design Roadway and Sidewalk Improvements South Main St.	Tax Levy Borrowing	300,000	2016 FATM Article 10 Motion B
Public Works Engineering	Rehabilitate - Charles River Bridge	Tax Levy Borrowing	750,000	2016 FATM Article 10 Motion B
Public Works Equip Main	Upgrade Public Works Radio/Communication System	Tax Levy Borrowing	215,000	2016 FATM Article 9 Motion B
Public Works Highway	Replace H-63 Street Sweeper Supplement	Tax Levy Borrowing	80,000	2016 FATM Article 9 Motion B
Public Works Highway	Guardrail (various locations)	Free Cash	10,000	2016 FATM Article 10 Motion A
Public Works Highway	Mixed Paper Compactor	Free Cash	30,000	2016 FATM Article 9 Motion A
Public Works Highway	Replace Dumpsters	Free Cash	12,500	2016 FATM Article 9 Motion A
Public Works LFNR	Ford F450 Dump Body /Plow	Free Cash	80,000	2016 FATM Article 9 Motion A
Golf Course	Light Weight Utility Vehicles	G.C. Retained Earnings	20,000	2016 FATM Article 9 Motion C
Town Administrator	Document Storage and Preservation	Free Cash	400,000	2016 FATM Article 9 Motion A
Town Clerk	Preservation of Historical Records	Free Cash	100,000	2016 FATM Article 9 Motion A
Water Sewer Enterprise	Replace 4M Sewer Pump Station Generator	W/S Ent. Retained Earnings	100,000	2016 FATM Article 9 Motion D
Water Sewer Enterprise	Replace Roof at 4M Sewer Pump Station	W/S Retained Earnings	20,000	2016 FATM Article 10 Motion D
Water Sewer Enterprise	Replace W-18 Van	W/S Ent. Retained Earnings	42,000	2016 FATM Article 9 Motion D
Water Sewer Enterprise	Route 30 Water Main Loop	W/S Borrowing	450,000	2016 FATM Article 10 Motion C
Water Sewer Enterprise	Sewer Collection System Repairs & Maintenance	I & I Stabilization Fund	150,000	2016 FATM Article 10 Motion E
Water Sewer Enterprise	Water Crew Truck (Medium-duty pickup truck)	W/S Ent. Retained Earnings	45,000	2016 FATM Article 9 Motion D
Water Sewer Enterprise	Water Distribution System Enhancements	W/S Retained Earnings	150,000	2016 FATM Article 10 Motion D
Water Sewer Enterprise	West Central Water Main Replacement	W/S Borrowing	1,200,000	2016 FATM Article 10 Motion C
Water Sewer Enterprise	Replace Ground Water Wells	W/S Borrowing	300,000	2016 SATM Article 15 Motion C
Water Sewer Enterprise	Springvale Water Treatment Plant Re-use Tank	W/S Borrowing	390,000	2016 SATM Article 15 Motion C
Water/Sewer Enterprise	Bradford Rd Sewer Pump Station - Sewer Grind Pump	W/S Retained Earn.	50,000	2016 SATM Article 14 Motion D
Water/Sewer Enterprise	Replace Hydro-Hammer Attachment	W/S Retained Earn.	19,000	2016 SATM Article 14 Motion D
Water/Sewer Enterprise	Replace Stand By Generator Transfer Switches	W/S Retained Earn.	75,000	2016 SATM Article 14 Motion D
Water/Sewer Enterprise	Replace W-12 (Air Compressor)	W/S Retained Earn.	30,000	2016 SATM Article 14 Motion D
Water/Sewer Enterprise	Replace W-23 (Dump Truck)	W/S Borrowing	225,000	2016 SATM Article 14 Motion C
Water/Sewer Enterprise	Springvale Treatment Plant - Water Pump VFD's	W/S Borrowing	120,000	2016 SATM Article 14 Motion C

We have also created the financial mechanisms – through the creation of a Capital Stabilization Fund and the funding of it annually with the Town's Local Option Meals and Hotel/Motel taxes – to ensure the Town's continued ability to adequately fund its capital needs.

To monitor this on an ongoing basis, for the last several years we have developed and utilized recommended targets for capital spending as part of our overall financial policies. For within-levy spending (exclusive of any debt excluded projects), that target recommends that 6% of General Fund Revenues be used to fund each year's "cash capital" plus debt budget. As shown below, we have done well over the last five years in meeting this 6% target.

Recommended Capital Spending - Financial Management Principles

	FY 2011	FY 2012	FY 2013	FY 2014	FY2015	FY2016	FY2017 YTD
Total Revenues	**$107,472,425**	**$116,594,383**	**$122,741,389**	**$128,293,395**	**$132,289,167**	**$134,764,707**	**$136,445,356**
Les Debt Exclusion Taxes	$921,017	$5,057,862	$4,768,302	$4,276,702	$4,215,216	$4,215,216	$4,491,038
Net Revenues	**$106,551,408**	**$111,536,521**	**$117,973,087**	**$124,016,693**	**$128,073,951**	**$130,549,491**	**$131,954,318**
Target:	6%	6%	6%	6%	6%	6%	6%
6% (minimum) Target =	**$6,393,084**	**$6,692,191**	**$7,078,385**	**$7,441,002**	**$7,684,437**	**$7,832,969**	**$7,917,259**
Actual Capital Spending							
Cash	$543,120	$1,401,900	$1,282,777	$1,925,150	$1,628,250	$1,402,850	$2,695,200
Debt Service	$6,096,302	$5,892,283	$5,440,219	$5,521,273	$5,882,868	$5,714,462	$5,663,867
Total Capital Spending	$6,639,422	$7,294,183	$6,722,996	$7,446,423	$7,511,118	$7,117,312	$8,359,067
Spending as a %	6.23%	6.54%	5.70%	6.00%	5.86%	5.45%	6.33%

Note: *All columns reflect Town Meeting appropriations and borrowing authorizations.*

Town of Natick's Financial Indicator #9 – Capital Asset and Renewal – states that the warning sign for the community is when a three or more year decline in capital spending occurs. As the above charts show, although capital funds were restricted during the previous years, at no time did overall capital spending decline for three years in a row. Through the community's willingness to support the debt related projects and sound financial management by policymakers and officials, the Town has found itself in recent years able to meet its capital needs on a recurring basis; this was not always the case in years past.

FINANCING METHODS

Traditionally, there are three potential methods for financing the Town's capital investments:

- **Capital Stabilization Fund –** Established at the 2010 Fall Annual Town Meeting, appropriations out of this stabilization fund can be used to fund capital equipment and improvements as well as debt-service payment related to capital purchases. Funding for the capital stabilization fund comes primarily from the Town's share of recently approved local option taxes. Additional funds have been added to the fund over last several years per the Town's Financial Management Principles. This will continue to be a major source of

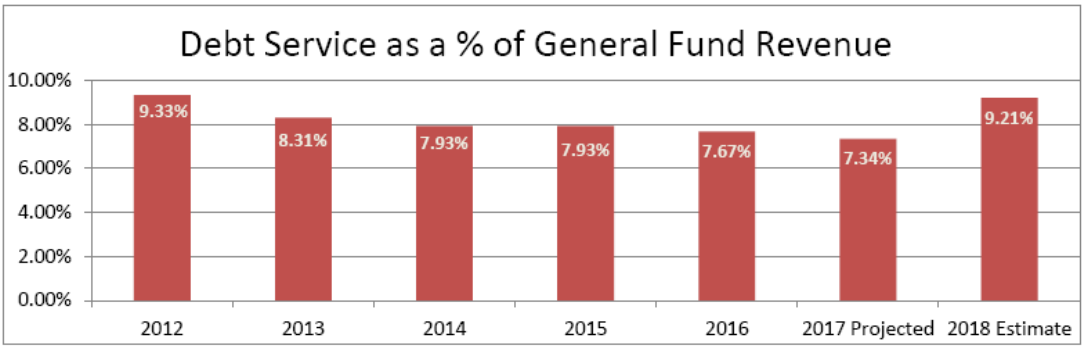
capital financing moving forward. The history of appropriations and current balance of the fund are shown below.

- **Enterprise Fund Retained Earnings** – The town regularly appropriates monies from Retained Earnings within the Water/Sewer Enterprise Fund and the Golf Course Enterprise Fund in support of capital needs for those operations.

- **Debt Service** – The Town has traditionally financed large capital projects or purchases through borrowing. The resulting debt obligations are appropriated under the General Fund Tax Levy (either within the levy limit or from a voter approved debt exclusion) or from Enterprise Funds. Over the last 10 years the Town's General Fund debt service has varied as a percentage of general fund revenue, from a high of over 9% to a low of just over 6%.

It is important to monitor how much debt the community has at any one point in time and determine what impact the amount of debt service has on the operating budget and the taxpayers. Credit rating agencies monitor the amount of debt a community has just like they monitor individual credit. A variety of factors, including the level of debt service/annual revenues and level of debt service/capita and per household are evaluated by credit rating agencies. We are proud that the Town of Natick holds a AAA/Stable bond rating from Standard & Poor's – the best possible credit rating.

Future issuance of debt should be timed so as to minimize fluctuations and their resulting impact upon the operating budget. This can be achieved by timing new issuances with retirement of current debt service and following the Town Administrator's Recommended Financial Policies on issuing large debt projects (over $1,000,000) outside of the tax levy.



As shown above, the amount of general fund resources spent on capital-related items spiked in FY 2012 due to the addition of sizeable amounts of debt service related to the new Natick High School and Community Senior Center. That percentage will remain stable over the next few years and will increase if we add large projects such as a new middle school.

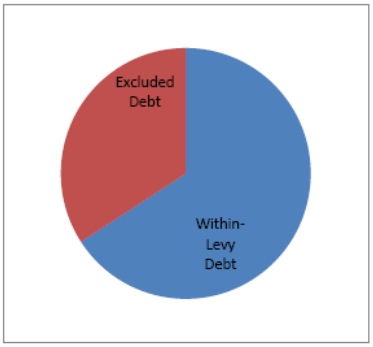
Debt per capita has grown significantly since FY 2012 when the majority of the debt for the new Natick High School and the new Community/Senior Center began. This issuance has been well timed in that it; a) received favorable bid prices, b)was issued at low interest rates and c) was issued after several years of declining debt service amounts.

General Fund Debt tends to be front loaded and decreases overtime going forward as project debt is retired. This will change as new projects are funded through the use of debt. Analysis allows the Administration to selectively time when and how much new debt to issue annually in support of capital renewal and replacement so as to not increase the debt burden on the overall budget.

The Town breaks debt into within levy debt and excluded or exempt debt. Excluded debt includes large projects approved by the voters such as the High School and Community Senior Center.

Within-Levy vs. Excluded Debt

	Principal	Interest	Total
Within-Levy Debt	$ 6,466,827	$ 2,345,020	$ 8,811,847
Excluded Debt	$ 3,156,034	$ 1,416,413	$ 4,572,447
Total	**$ 9,622,861**	**$ 3,761,432**	**$ 13,384,293**



Other Sources – In addition, the Town may use Free Cash to fund our capital needs; in fact at the 2016 Fall Annual Town Meeting, $1,536,000 of Free Cash was used for Capital. Non-Town funding sources are also sometimes used for capital needs such as dedicated state aid (for example, Chapter 90 road improvement funds), mitigation funds and grant funds.

FY 2018-2022 CAPITAL IMPROVEMENT PROGRAM & PHILOSOPHY: *(a.k.a. what gets funded and why)*

The FY 2018-2022 Capital Improvement Program is provided herein; first in summary form and then by program area of the budget in project-by-project detail. All told, there are nearly one hundred million dollars of capital improvements, equipment and infrastructure. This amount of money is necessary to maintain the hundreds of millions of dollars the Town has invested in its properties, equipment and operations.

All capital projects have been and will continue to be evaluated according to the following criteria, listed in their order of priority. The priority areas which administration assigns capital projects are as follows:

a. Imminent threat to the health and safety of citizens or property
b. Timely improvement/replacement of a capital asses to avoid inevitable additional future costs incurred through deferment
c. Requirements of state or federal law or regulation
d. Improvement of infrastructure
e. Improvement of productivity/efficiency

In past years, we had to defer a vast number of capital needs; this issue has been a recurring cautionary theme in recent budget messages – that our failure to adequately fund our capital needs, while a reasonable short-term response to fiscal challenges, is not a sustainable pattern. However, the administration's commitment – and achievements – in working toward adequately funding these needs appears to have been successful. We will continue to review all requests for capital projects. The draft FY 2017 Capital Improvement Budget is found in Section II.

Closing

We are pleased to present a comprehensive Capital Improvement Plan to the citizens of Natick. The community has made great strides in recent years to adequately fund and improve the Town's many capital assets. This will ensure that our public servants have the right tools they need to continue providing quality services to the citizens of Natick. We will continue to work to improve our planning, seek out innovative tools and search for efficiencies to grow and sustain Natick.

Section II:

FY 2018 Capital Budget Summary

Town of Natick

FY 2018 Capital Budget

General Fund Requests

Department	ProjTitle	Funding	2018	Spring	Fall
BD SLECTMEN/TN ADMINISTRATOR	DOCUMENT STORAGE SYSTEMS	Capital Stabilization Fund	$ 100,000		$ 100,000
COMMUNITY AND ECONOMIC DEVELOPMENT	WETHERSFIELD NEIGHBORHOOD TRAFFIC IMPROVEMENTS	Tax Levy Borrowing	$ 208,000		$ 208,000
COMMUNITY AND ECONOMIC DEVELOPMENT	SPEEN STREET TRAFFIC IMPROVEMENTS	Tax Levy Borrowing	$ 400,000		$ 400,000
COMMUNITY AND ECONOMIC DEVELOPMENT	PARK, BACON & WALNUT ST NEIGHBOR. TRAFFIC IMP.	Tax Levy Borrowing	$ 172,000		$ 172,000
COMMUNITY SERVICES - RECREATION & PARKS	JOHNSON SCHOOL PLAYGROUND	Capital Stabilization Fund	$ 200,000	$ 200,000	
COMMUNITY SERVICES - RECREATION & PARKS	HISTORICAL MONUMENT RESTORATION	Capital Stabilization Fund	$ 15,000	$ 15,000	
COMMUNITY SERVICES - RECREATION & PARKS	COLE CENTER PLAYGROUND	Capital Stabilization Fund	$ 15,000	$ 15,000	
COMMUNITY SERVICES - RECREATION & PARKS	EAST FIELD RENOVATIONS	Tax Levy Borrowing	$ 1,850,000		$ 1,850,000
COMMUNITY SERVICES - RECREATION & PARKS	NAVY YARD FIELD RENOVATION	Tax Levy Borrowing	$ 950,000		$ 950,000
FACILITIES MANAGEMENT	LIBRARY - BUILDING ENVELOPE ENGINEERING SERVICES	Capital Stabilization Fund	$ 50,000	$ 50,000	
FACILITIES MANAGEMENT	CARPET REPLACEMENT - TOWN HALL	Capital Stabilization Fund	$ 35,000	$ 35,000	
FACILITIES MANAGEMENT	LIBRARY - REPLACE MEETING ROOM CARPET	Capital Stabilization Fund	$ 30,000	$ 30,000	
FACILITIES MANAGEMENT	BROWN - REPLACE SIDEWALKS AROUND THE SCHOOL	Capital Stabilization Fund	$ 250,000	$ 250,000	
FACILITIES MANAGEMENT	LILJA SCHOOL - INSTALL 6 MODULAR CLASSROOMS	Tax Levy Borrowing	$ 2,600,000	$ 2,600,000	
FACILITIES MANAGEMENT	REPLACE COLE ROOF	Tax Levy Borrowing	$ 384,000	$ 384,000	
FACILITIES MANAGEMENT	90 OAK - REPLACE ALL EXTERIOR WINDOWS AND DOORS	Tax Levy Borrowing	$ 350,000		$ 350,000
FACILITIES MANAGEMENT	REPLACE BOILER AT 90 OAK ST	Tax Levy Borrowing	$ 250,000		$ 250,000
FACILITIES MANAGEMENT	90 OAK - REPLACE BOILER	Tax Levy Borrowing	$ 250,000		$ 250,000
FIRE DEPARTMENT	REPLACEMENT OF SCBA EQUIPMENT	Tax Levy Borrowing	$ 300,000		$ 300,000
FIRE DEPARTMENT	REPLACE FIRE STATION 4 (WEST NATICK)	Tax Levy Borrowing	$ 7,500,000	$ 500,000	$ 7,000,000
FIRE DEPARTMENT	REPLACE 2001 FIRE PUMPER	Tax Levy Borrowing	$ 580,000	$ 580,000	
INFORMATION TECHNOLOGY	DOCUMENT ARCHIVING	Capital Stabilization Fund	$ 250,000		$ 250,000
INFORMATION TECHNOLOGY	COMMUNITY SENIOR CENTER DAS SYSTEM	Capital Stabilization Fund	$ 100,000	$ 100,000	
POLICE DEPARTMENT	CRUISER REPLACEMENT	Capital Stabilization Fund	$ 207,600	$ 69,100	
POLICE DEPARTMENT	PARKING METER REPLACEMENT	Capital Stabilization Fund	$ 80,000	$ 80,000	
POLICE DEPARTMENT	REPLACEMENT FIREARMS (HANDGUNS)	Capital Stabilization Fund	$ 39,000	$ 39,000	
POLICE DEPARTMENT	REPLACE GARAGE LIFT AND EQUIPMENT	Capital Stabilization Fund	$ 30,000	$ 30,000	
POLICE DEPARTMENT	REPLACE SHOTGUNS	Capital Stabilization Fund	$ 27,000	$ 27,000	
POLICE DEPARTMENT	REPLACE VARIABLE MESSAGE BOARDS	Capital Stabilization Fund	$ 17,250	$ 17,250	
PUBLIC WORKS ENGINEERING	CH90 ROAD IMPROVEMENTS	Chapter 90 Aid	$ 986,979	$ 986,979	
Department	**ProjTitle**	**Funding**	**2018**	**Spring**	**Fall**
PUBLIC WORKS ENGINEERING	CONSTRUCTION - ROADWAY IMPROVEMENTS SOUTH MAIN ST.	Tax Levy Borrowing	$ 3,000,000		$ 3,000,000

PUBLIC WORKS ENGINEERING	ROADWAY & SIDEWALKS SUPPLEMENT	Tax Levy Borrowing	$ 1,000,000	$ 1,000,000	
PUBLIC WORKS ENGINEERING	NORTH AVE AREA DRAINAGE IMPROVEMENTS	Tax Levy Borrowing	$ 250,000		$ 250,000
PUBLIC WORKS EQUIPMENT MAINT	FORK LIFT	Capital Stabilization Fund	$ 66,000	$ 66,000	
PUBLIC WORKS EQUIPMENT MAINT	UPGRADE GARAGE EQUIPMENT	Capital Stabilization Fund	$ 50,000	$ 50,000	
PUBLIC WORKS EQUIPMENT MAINT	REPLACE WASH BAY ROOF DPW	Capital Stabilization Fund	$ 30,000	$ 30,000	
PUBLIC WORKS HIGHWAY	REPLACE H-54 TRUCK/PLOW	Capital Stabilization Fund	$ 67,000	$ 67,000	
PUBLIC WORKS HIGHWAY	REPLACE H-73 (2 TON ASPHALT ROLLER)	Capital Stabilization Fund	$ 25,000	$ 25,000	
PUBLIC WORKS HIGHWAY	REPLACE DUMPSTERS	Capital Stabilization Fund	$ 12,500		$ 12,500
PUBLIC WORKS HIGHWAY	GUARDRAIL (VARIOUS LOCATIONS)	Capital Stabilization Fund	$ 10,000		$ 10,000
PUBLIC WORKS HIGHWAY	REPLACE S-31 (TRASH PACKER)	Tax Levy Borrowing	$ 290,000	$ 290,000	
PUBLIC WORKS HIGHWAY	REPLACE H-58 (FRONT END LOADER)	Tax Levy Borrowing	$ 270,000	$ 270,000	
PUBLIC WORKS HIGHWAY	REPLACE H-72 SIDE WALK BOMBADIER	Tax Levy Borrowing	$ 180,000	$ 180,000	
PUBLIC WORKS LND FAC/NAT RES	TREE REPLACEMENT	Capital Stabilization Fund	$ 30,000	$ 30,000	
PUBLIC WORKS LND FAC/NAT RES	REPLACE FERTILIZER SPREADER	Capital Stabilization Fund	$ 12,000	$ 12,000	
PUBLIC WORKS LND FAC/NAT RES	TREE INVENTORY	Capital Stabilization Fund	$ 10,000	$ 10,000	
PUBLIC WORKS LND FAC/NAT RES	PARK AND FIELD RENOVATIONS (NEWLY AMENDED)	Tax Levy Borrowing	$ 175,000	$ 235,000	
SUSTAINABILITY	HVAC OCCUPANCY SENSORS - MORSE INSTITUTE	Capital Stabilization Fund	$ 68,000	$ 68,000	
SUSTAINABILITY	LED LIGHTING - WILSON MIDDLE	Capital Stabilization Fund	$ 65,000	$ 65,000	
SUSTAINABILITY	LED LIGHTING - LILJA	Capital Stabilization Fund	$ 50,500	$ 50,500	
SUSTAINABILITY	EC MOTOR UPGRADES - MORSE INSTITUTE	Capital Stabilization Fund	$ 50,000	$ 50,000	
SUSTAINABILITY	LED LIGHTING - MORSE INSTITUTE	Capital Stabilization Fund	$ 46,000	$ 46,000	
SUSTAINABILITY	LED LIGHTING - BROWN	Capital Stabilization Fund	$ 26,000	$ 26,000	
SUSTAINABILITY	LED LIGHTING - BEN HEM	Capital Stabilization Fund	$ 25,000	$ 25,000	
SUSTAINABILITY	LED LIGHTING - INTERIOR - MEMORIAL	Capital Stabilization Fund	$ 17,500	$ 17,500	
SUSTAINABILITY	INSULATION - FIRE STATION #2	Capital Stabilization Fund	$ 16,400	$ 16,400	
SUSTAINABILITY	HYBRID ELEC HEAT PUMP HOT WATER - FIRE STATION #3	Capital Stabilization Fund	$ 5,015	$ 5,015	
TOWN CLERK	PRESERVATION OF HISTORICAL RECORDS	Capital Stabilization Fund	$ 100,000		$ 100,000
		Total	**$ 24,173,744**	**$ 8,642,744**	**$ 15,452,500**

Funding Source	**Total**
Capital Stabilization Fund	$ 1,977,765
Tax Levy Borrowing	$ 20,809,000
Chapter 90 Aid	$ 986,979
Mitigation	$ 400,000
	$ 24,173,744

Water Sewer Enterprise Fund Requests

Department	ProjTitle	Funding	2018	Spring	Fall

WATER SEWER ENTERPRISE	RTE 9 & RTE 27 WATER/SEWER INFRASTRUCTURE	Water Sewer Borrowing	$ 3,140,000	$ 3,140,000	
WATER SEWER ENTERPRISE	REPLACE GROUND WATER WELLS	Water Sewer Borrowing	$ 400,000	$ 400,000	
WATER SEWER ENTERPRISE	TOWN FOREST RESERVOIR WATER MAIN UPGRADE	Water Sewer Borrowing	$ 360,000	$ 360,000	
WATER SEWER ENTERPRISE	WATER/SEWER COVERED STORAGE BLDG	Water Sewer Retained Earnings	$ 200,000	$ 200,000	
WATER SEWER ENTERPRISE	ELM BANK CHLORINE GAS SCRUBBER	Water Sewer Borrowing	$ 200,000		$ 200,000
WATER SEWER ENTERPRISE	SEWER STATION GENERATORS	Water Sewer Borrowing	$ 190,000	$ 190,000	
WATER SEWER ENTERPRISE	SEWER COLLECTION SYSTEM REPAIRS & MAINT	I & I Stabilization Fund	$ 150,000		$ 150,000
WATER SEWER ENTERPRISE	WATER DISTRIBUTION SYSTEM ENHANCEMENTS	Water Sewer Retained Earnings	$ 150,000		$ 150,000
WATER SEWER ENTERPRISE	WATER/SEWER COMPREHENSIVE ASSET MANAGEMENT PLAN	Water Sewer Retained Earnings	$ 150,000		$ 150,000
WATER SEWER ENTERPRISE	BUILDING REPAIRS TO WATER AND SEWER PUMP STATIONS	Water Sewer Retained Earnings	$ 120,000	$ 120,000	
WATER SEWER ENTERPRISE	SCADA EQUIPMENT UPGRADE	Water Sewer Retained Earnings	$ 90,000		$ 90,000
WATER SEWER ENTERPRISE	REPLACE W-29 2008 SERVICE TRUCK	Water Sewer Retained Earnings	$ 68,000	$ 68,000	
WATER SEWER ENTERPRISE	REPLACE W-24 2007 PICK UP TRUCK	Water Sewer Retained Earnings	$ 55,000	$ 55,000	
		Total	$ 5,273,000	$ 4,533,000	$ 740,000

Funding Source	**Total**
Water Sewer Retained Earn.	$ 833,000
Water Sewer Borrowing	$ 4,290,000
I & I Stabilization Fund	$ 150,000
	$ 5,273,000

Golf Course Enterprise Fund Requests

Department	ProjTitle	Funding	2018	Spring	Fall
SASSAMON TRACE GOLF COURSE	GOLF CART FLEET REPLACEMENT	GC Borrowing	$ 132,000	$ 132,000	
SASSAMON TRACE GOLF COURSE	PARKING LOT EXTENSION	GC Retained earnings	$ 20,000	$ 20,000	
SASSAMON TRACE GOLF COURSE	PAVING OF GOLF COURSE CART PATHS	GC Retained earnings	$ 10,000	$ 10,000	
SASSAMON TRACE GOLF COURSE	TREE WORK	GC Retained earnings	$ 10,000	$ 10,000	
		Total	$ 172,000	$ 172,000	0

Funding Source	**Total**
GC Retained Earnings	$ 40,000
GC Borrowing	$ 132,000
	$ 172,000

FY 2018-2022 Capital Improvement Plan Summary

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Town of Natick
FY2018 - FY2022 Capital Plan

Department	Requested By	ProjTitle	2018	2019	2020	2021	2022
BD SLECTMEN/TN ADMINISTRATOR	MARTHA WHITE	DOCUMENT STORAGE SYSTEMS	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ -
BOARD OF HEALTH	JEREMY MARSETTE	REPLACE HEALTH-1	$ -	$ -	$ 40,000	$ -	$ -
COMMUNITY AND ECONOMIC DEVELOPMENT	JAMIE ERRICKSON	SPEEN STREET TRAFFIC IMPROVEMENTS	$ 400,000	$ -	$ -	$ -	$ -
COMMUNITY AND ECONOMIC DEVELOPMENT	JAMIE ERRICKSON	WETHERSFIELD NEIGHBORHOOD TRAFFIC IMPROVEMENTS	$ 208,000	$ -	$ -	$ -	$ -
COMMUNITY AND ECONOMIC DEVELOPMENT	JAMIE ERRICKSON	PARK, BACON & WALNUT ST NEIGHBOR. TRAFFIC IMP.	$ 172,000	$ -	$ -	$ -	$ -
COMMUNITY AND ECONOMIC DEVELOPMENT	JAMIE ERRICKSON	ROUTE 27 IMPROVEMENTS - CONSTRUCTION	$ -	$ 14,000,000	$ -	$ -	$ -
COMMUNITY AND ECONOMIC DEVELOPMENT	JAMIE ERRICKSON	COCHITUATE RAIL TRAIL	$ -	$ 7,500,000	$ -	$ -	$ -
COMMUNITY AND ECONOMIC DEVELOPMENT	JEREMY MARSETTE	REPLACE CD-1	$ -	$ -	$ -	$ 35,000	$ -
COMMUNITY AND ECONOMIC DEVELOPMENT	JAMIE ERRICKSON	DOWNTOWN PARKING GARAGE		$ 7,500,000	$ -	$ -	$ -
COMMUNITY SERVICES - RECREATION & PARKS	DAN KEEFE	EAST FIELD RENOVATIONS	$ 1,850,000	$ -	$ -	$ -	$ -
COMMUNITY SERVICES - RECREATION & PARKS	DAN KEEFE	NAVY YARD FIELD RENOVATION	$ 950,000	$ -	$ -	$ -	$ -
COMMUNITY SERVICES - RECREATION & PARKS	DAN KEEFE	JOHNSON SCHOOL PLAYGROUND	$ 200,000	$ -	$ -	$ -	$ -
COMMUNITY SERVICES - RECREATION & PARKS	DAN KEEFE	COLE CENTER PLAYGROUND	$ 15,000	$ -	$ -	$ -	$ -
COMMUNITY SERVICES - RECREATION & PARKS	DAN KEEFE	HISTORICAL MONUMENT RESTORATION	$ 15,000	$ -	$ -	$ -	$ -
COMMUNITY SERVICES - RECREATION & PARKS	DAN KEEFE	SOUTH NATICK MULTIPURPOSE COURT RENOVATION	$ -	$ 500,000	$ -	$ -	$ -
COMMUNITY SERVICES - RECREATION & PARKS	DAN KEEFE	LILJA ELEMENTARY SCHOOL PLAYGROUND	$ -	$ 250,000	$ -	$ -	$ -
COMMUNITY SERVICES - RECREATION & PARKS	DAN KEEFE	COMMUNITY CENTER PARK UPDATES	$ -	$ 80,000	$ -	$ -	$ -
COMMUNITY SERVICES - RECREATION & PARKS	DAN KEEFE	COURT REPAIRS	$ -	$ -	$ 200,000	$ -	$ -
COMMUNITY SERVICES - RECREATION & PARKS	DAN KEEFE	OLD TOWN PARK CIRCLULATION IMPROVEMENTS	$ -	$ -	$ 175,000	$ -	$ -
COMMUNITY SERVICES - RECREATION & PARKS	DAN KEEFE	MARY BUNKER PARK SUPPORT BUILDING	$ -	$ -	$ 40,000	$ -	$ -
COMMUNITY SERVICES - RECREATION & PARKS	DAN KEEFE	MURPHY FIELD PARK UPDATES	$ -	$ -	$ -	$ 600,000	$ -
COMMUNITY SERVICES - RECREATION & PARKS	DAN KEEFE	LOKER PLAYGROUND IMPROVEMENT	$ -	$ -	$ -	$ -	$ 200,000
COMMUNITY SERVICES - RECREATION & PARKS	DAN KEEFE	BROWN PLAYGROUND IMPROVEMENT	$ -	$ -	$ -	$ -	$ 200,000
FACILITIES MANAGEMENT	JAMES KANE	LILJA SCHOOL - INSTALL 6 MODULAR CLASSROOMS	$ 2,600,000	$ -	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	REPLACE COLE ROOF	$ 384,000	$ -	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	90 OAK - REPLACE ALL EXTERIOR WINDOWS AND DOORS	$ 350,000	$ -	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	BROWN - REPLACE SIDEWALKS AROUND THE SCHOOL	$ 250,000	$ 200,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	REPLACE BOILER AT 90 OAK ST	$ 250,000	$ -	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	90 OAK - REPLACE BOILER	$ 250,000	$ -	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	LIBRARY - BUILDING ENVELOPE ENGINEERING SERVICES	$ 50,000	$ -	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	CARPET REPLACEMENT - TOWN HALL	$ 35,000	$ -	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	LIBRARY - REPLACE MEETING ROOM CARPET	$ 30,000	$ -	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	KENNEDY - REPLACE ENTIRE ROOF	$ -	$ 900,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	WILSON - INSTALL MODULARS	$ -	$ 800,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	PUBLIC SAFETY BUILDING - REPLACE ROOF	$ -	$ 500,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	MEMORIAL - RESURFACE AND EXPAND PARKING AREAS	$ -	$ 400,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	BEN-HEM - INSTALL AC ENTIRE SECOND FLOOR	$ -	$ 250,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	WILSON - REPAIR AND EXPAND PARKING LOTS	$ -	$ 200,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	BROWN- REPLACE UNIT VENTILATORS IN CLASSROOMS	$ -	$ 185,000	$ -	$ -	$ -

Department	Requested By	ProjTitle	2018	2019	2020	2021	2022
FACILITIES MANAGEMENT	JAMES KANE	MORSE LIBRARY - REPLACE CARPETING	$ -	$ 150,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	NHS IT UPGRADES - NETWORK STORAGE	$ -	$ 150,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	HIGH SCHOOL - RESURFACE PARKING LOTS	$ -	$ 120,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	TOWN HALL - RENOVATE TOWN HALL OFFICES	$ -	$ 100,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	NHS IT UPGRADES - FIREWALL	$ -	$ 100,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	JOHNSON - REPLACE SECOND FLOOR CLASSROOM TILE	$ -	$ 90,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	WILSON SCHOOL - ADA RAMP	$ -	$ 80,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	LILJA - PAINT EXTERIOR TRIM	$ -	$ 60,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	WILSON - INSTALL 35 CLASSROOM PROJECTORS	$ -	$ 55,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	LILJA SCHOOL - PURCHASE CLASSROOM FFE	$ -	$ 50,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	JOHNSON SCHOOL - REPLACE EXTERIOR DOORS	$ -	$ 50,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	BROWN SCHOOL - EXPAND ROOM 132	$ -	$ 50,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	MEMORIAL - REPLACE 32 EXHAUST FANS	$ -	$ 45,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	POLICE/ FIRE BLDG. - REPLACE CARPETING THROUGHOUT	$ -	$ 40,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	JOHNSON - PAINT CLASSROOM WALLS	$ -	$ 40,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	LILJA - REPLACE BATHROOM PARTITIONS AND SINKS	$ -	$ 40,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	FIRE STATION 1 - REFURBISH THE KITCHEN	$ -	$ 40,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	LIBRARY - REPLACE CHILLED WATER SUPPLY LINES	$ -	$ 35,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	DPW ADMIN BUILDING - REPLACE 2 RTU'S	$ -	$ 30,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	BEN HEM - REPLACE TOILETS	$ -	$ 30,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	BEN-HEM RECONFIQUIRE COUNSELING SUITE	$ -	$ 25,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	BROWN - CREATE THREE SMALL ROOMS	$ -	$ 25,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	HIGH SCHOOL - PURCHASE NEW FURNITURE	$ -	$ 25,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	FIRE STATION 1 - REPLACE ROOF DECK	$ -	$ 25,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	WILSON SCHOOL - INSTALL FOLDING PARTITION	$ -	$ 25,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	JOHNSON SCHOOL - REFURBISH SERVING KITCHEN	$ -	$ 25,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	HIGH SCHOOL - INSTALL AN IRRIGATION WELL	$ -	$ 20,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	JOHNSON - REHAB TWO OFFICE BATHROOMS	$ -	$ 20,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	LILJA - INSTALL AC IN THE GYM	$ -	$ 20,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	BROWN - INSTALL AC INSIDE THE ART AND MUSIC ROOMS	$ -	$ 20,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	NHS - PURCHASE 3 NEW STORAGE CONTAINERS	$ -	$ 18,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	NHS - PURCHASE/INSTALL ADDITIONAL STORAGE LOCKERS	$ -	$ 17,500	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	BEN-HEM REPAIR EXTERIOR STORAGE ROOM	$ -	$ 15,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	LIBRARY - REPLACE EXTERIOR DOORS	$ -	$ 15,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	BROWN - RECONFIGURE KINDERGARDEN BATHROOM ENTRANCE	$ -	$ 15,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	MEMORIAL - INSTALL AC CONFERENCE ROOM	$ -	$ 10,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	WILSON - TEACHERS ROOM FLOOR REPLACEMENT	$ -	$ 10,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	POLICE DEPT. - ADD DOOR TO CONFERENCE ROOM	$ -	$ 10,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	MEMORIAL SCHOOL - REFURBISH TEACHERS ROOM	$ -	$ 10,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	POLICE STATION - ADD ADDITIONAL HEAT TO THE GARAGE	$ -	$ 10,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	NHS PRESCHOOL - INSTALL CLASSROOM CONNECTING DOOR	$ -	$ 8,000	$ -	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	KENNEDY - REPLACE SCIENCE & TECHNICAL CLASSROOMS	$ -	$ -	$ 1,500,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	KENNEDY-REPLACE EXTERIOR WINDOWS	$ -	$ -	$ 1,000,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	MEMORIAL SCHOOL - REPLACE EXTERIOR WINDOWS	$ -	$ -	$ 1,000,000	$ -	$ -

Department	Requested By	ProjTitle	2018	2019	2020	2021	2022
FACILITIES MANAGEMENT	JAMES KANE	KENNEDY-INSTALL FIRE SPRINKLER SYSTEM	$ -	$ -	$ 850,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	KENNEDY-REPLACE HVAC UNITS	$ -	$ -	$ 600,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	KENNEDY- REPLACE VCT FLOOR TILE	$ -	$ -	$ 600,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	KENNEDY - RELOCATE MODULAR CLASSROOM	$ -	$ -	$ 600,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	LIBRARY - REPLACE THE ROOF	$ -	$ -	$ 300,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	KENNEDY-REPLACE CLASSROOM UNIVENTS + DDC	$ -	$ -	$ 220,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	NHS IT UPGRADES - REPLACE SWITCHES	$ -	$ -	$ 200,000	$ 200,000	$ 100,000
FACILITIES MANAGEMENT	JAMES KANE	HIGH SCHOOL - PARKING LOT CAMERAS	$ -	$ -	$ 150,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	KENNEDY- REPLACE EXTERIOR DOORS	$ -	$ -	$ 140,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	WILSON - REPLACE LIBRARY CARPET, FURNITURE, PAINT	$ -	$ -	$ 125,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	REPLACE AIR HANDLING UNITS AT BROWN SCHOOL	$ -	$ -	$ 100,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	BEN-HEM - CONVERT THE SECOND BOILER TO GAS	$ -	$ -	$ 80,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	JOHNSON - REPLACE GROUND FLOOR CLASSROOM TILE	$ -	$ -	$ 80,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	MEMORIAL - PAINT CLASSROOM WALLS	$ -	$ -	$ 60,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	MEMORIAL - REPLACE CARPET AND VCT	$ -	$ -	$ 60,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	BROWN - INSTALL NEW RUBBER FLOORING	$ -	$ -	$ 50,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	MEMORIAL SCHOOL - REPLACE CONCRETE ENTRANCE WAY	$ -	$ -	$ 50,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	POLICE BUILDING - REPLACE GARAGE DOORS	$ -	$ -	$ 50,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	KENNEDY - REPLACE OFFICE CARPET	$ -	$ -	$ 45,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	KENNEDY - REPLACE ADMION AND OFFICE CARPET	$ -	$ -	$ 45,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	BEN HEM - PAINT SECOND FLOOR CLASSROOM WALLS	$ -	$ -	$ 40,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	LILJA - REPLACE HALLWAY WALLS WITH DRYWALL	$ -	$ -	$ 40,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	BROWN - INSTALL SECURITY CAMERAS	$ -	$ -	$ 40,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	LILJA SCHOOL - SECURITY CAMERAS/ DOOR CONTROLS	$ -	$ -	$ 40,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	JOHNSON SCHOOL - RETILE SECOND FLOOR HALLWAY	$ -	$ -	$ 40,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	KENNEDY - INSTALL SECURITY CAMERAS	$ -	$ -	$ 35,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	KENNEDY - SECURITY CAMERAS	$ -	$ -	$ 35,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	BEN-HEM REPLACE ADMIN OFFICE RUG	$ -	$ -	$ 30,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	PUBLIC SAFETY BUILDING - REPLACE WINDOWS GLAZING	$ -	$ -	$ 30,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	MEMROIAL - REPLACE BATHROOM PARTITIONS	$ -	$ -	$ 25,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	WILSON - CLEAN ALL HVAC DUCTS	$ -	$ -	$ 25,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	BEN-HEM EXTERIOR MASONRY REPAIR	$ -	$ -	$ 20,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	REPLACE SPEEN ST FIRE STATION ROOF	$ -	$ -	$ 15,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	BROWN SCHOOL - INSTALL AC IN THE CAFETERIA	$ -	$ -	$ 10,000	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	NHS ATHLETICS - INSTALL WATER BUBBLER / ICE MAKER	$ -	$ -	$ 7,500	$ -	$ -
FACILITIES MANAGEMENT	JAMES KANE	MEMORIAL-INSTALL FIRE SPRINKLER SYSTEM	$ -	$ -	$ -	$ 600,000	$ -
FACILITIES MANAGEMENT	JAMES KANE	BROWN - REPLACE BOILERS	$ -	$ -	$ -	$ 400,000	$ -
FACILITIES MANAGEMENT	JAMES KANE	LILJA - REPLACE BOILERS	$ -	$ -	$ -	$ 400,000	$ -
FACILITIES MANAGEMENT	JAMES KANE	MORSE LIBRARY - REPLACE 5 AHU'S	$ -	$ -	$ -	$ 300,000	$ -
FACILITIES MANAGEMENT	JAMES KANE	WILSON - INSTALL CLASSROOM AC	$ -	$ -	$ -	$ 300,000	$ -
FACILITIES MANAGEMENT	JAMES KANE	BEN HEM - EXPAND PARKING LOT AND RESURFACE	$ -	$ -	$ -	$ 150,000	$ -
FACILITIES MANAGEMENT	JAMES KANE	BROWN - CONVERT LOBBY TO THE MAIN OFFICE	$ -	$ -	$ -	$ 150,000	$ -
FACILITIES MANAGEMENT	JAMES KANE	HIGH SCHOOL - BUILD A CLASSROOM INSIDE THE LIBRARY	$ -	$ -	$ -	$ 100,000	$ -
FACILITIES MANAGEMENT	JAMES KANE	BROWN SCHOOL - REPLACE CLASSROOM CARPET WITH TILE	$ -	$ -	$ -	$ 100,000	$ -

Department	Requested By	ProjTitle	2018	2019	2020	2021	2022
FACILITIES MANAGEMENT	JAMES KANE	BEN HEM - PAINT FIRST FLOOR CLASSROOM WALLS	$ -	$ -	$ -	$ 50,000	$ -
FACILITIES MANAGEMENT	JAMES KANE	NHS PRE-SCHOOL - REPLACE OFFICE/AREA RUGS	$ -	$ -	$ -	$ 40,000	$ -
FACILITIES MANAGEMENT	JAMES KANE	REPLACE NFM-82 WORK VAN	$ -	$ -	$ -	$ 40,000	$ -
FACILITIES MANAGEMENT	JAMES KANE	LILJA - INSTALL ADDITIONAL PARKING LOT LIGHTING	$ -	$ -	$ -	$ 35,000	$ -
FACILITIES MANAGEMENT	JAMES KANE	FIRE STATION 1 - REPLACE OFFICE RUG	$ -	$ -	$ -	$ 12,000	$ -
FACILITIES MANAGEMENT	JAMES KANE	BROWN - INSTALL A COOKING KITCHEN	$ -	$ -	$ -	$ -	$ 100,000
FACILITIES MANAGEMENT	JAMES KANE	HIGH SCHOOL - PURCHASE NEW TRACTOR	$ -	$ -	$ -	$ -	$ 30,000
FACILITIES MANAGEMENT	JAMES KANE	FIRE STATION 1 - REPLACE VCT	$ -	$ -	$ -	$ -	$ 15,000
FACILITIES MANAGEMENT	JAMES KANE	BEN-HEM - RECONSTRUCT SECOND FLOOR STORAGE ROOM	$ -	$ -	$ -	$ -	$ 9,000
FIRE DEPARTMENT	RICK WHITE	REPLACE FIRE STATION 4 (WEST NATICK)	$ 7,500,000	$ -	$ -	$ -	$ -
FIRE DEPARTMENT	JEREMY MARSETTE	REPLACE 2001 FIRE PUMPER	$ 580,000	$ -	$ -	$ -	$ -
FIRE DEPARTMENT	RICK WHITE	REPLACEMENT OF SCBA EQUIPMENT	$ 300,000	$ -	$ -	$ -	$ -
FIRE DEPARTMENT	RICK WHITE	REPLACE L-1 WITH A PLATFORM/LADDER	$ -	$ 1,350,000	$ -	$ -	$ -
FIRE DEPARTMENT	RICK WHITE	CONSTRUCTION OF TRAINING FACILITY	$ -	$ 750,000	$ -	$ -	$ -
FIRE DEPARTMENT	RICK WHITE	REPLACE S-5 FIRE ALARM AND SIGNAL BUCKET TRUCK	$ -	$ 160,000	$ -	$ -	$ -
FIRE DEPARTMENT	RICK WHITE	INCIDENT SUPPORT VEHICLE/BOX TRUCK	$ -	$ 90,000	$ -	$ -	$ -
FIRE DEPARTMENT	RICK WHITE	REPLACE BACKUP POWER GENERATOR STATION 2	$ -	$ 40,000	$ -	$ -	$ -
FIRE DEPARTMENT	RICK WHITE	PURCHASE ADDITIONAL AUTO PULSE/ AUTOMATED CPR	$ -	$ 13,000	$ -	$ -	$ -
FIRE DEPARTMENT	RICK WHITE	REPLACE 2005 PUMPER	$ -	$ -	$ 620,000	$ -	$ -
FIRE DEPARTMENT	RICK WHITE	DEFIBRILATOR PURCHASE	$ -	$ -	$ 90,000	$ -	$ -
FIRE DEPARTMENT	RICK WHITE	REPLACE AMBULANCE	$ -	$ -	$ -	$ 275,000	$ -
INFORMATION TECHNOLOGY	ROBERT LEFRANCOIS	DOCUMENT ARCHIVING	$ 250,000	$ 250,000	$ -	$ -	$ -
INFORMATION TECHNOLOGY	ROBERT LEFRANCOIS	COMMUNITY SENIOR CENTER DAS SYSTEM	$ 100,000	$ -	$ -	$ -	$ -
MORSE INSTITUTE LIBRARY	LINDA STETSON	REPLACE BOOKMOBILE	$ -	$ -	$ 200,000	$ -	$ -
NATICK PUBLIC SCHOOLS	PETER SANCHIONI	KENNEDY MIDDLE SCHOOL		$ 90,000,000			
POLICE DEPARTMENT	JEREMY MARSETTE	CRUISER REPLACEMENT	$ 207,600	$ 210,000	$ 212,500	$ 215,000	$ -
POLICE DEPARTMENT	JAMES HICKS	PARKING METER REPLACEMENT	$ 80,000	$ -	$ -	$ -	$ -
POLICE DEPARTMENT	JAMES HICKS	REPLACEMENT FIREARMS (HANDGUNS)	$ 39,000	$ -	$ -	$ -	$ -
POLICE DEPARTMENT	JEREMY MARSETTE	REPLACE GARAGE LIFT AND EQUIPMENT	$ 30,000	$ -	$ -	$ -	$ -
POLICE DEPARTMENT	JAMES HICKS	REPLACE SHOTGUNS	$ 27,000	$ -	$ -	$ -	$ -
POLICE DEPARTMENT	JAMES HICKS	REPLACE VARIABLE MESSAGE BOARDS	$ 17,250	$ 17,250	$ -	$ -	$ -
POLICE DEPARTMENT	JAMES HICKS	REPLACE BULLET PROOF VESTS	$ -	$ 50,000	$ -	$ -	$ -
POLICE DEPARTMENT	JAMES HICKS	REPLACE POLICE K9	$ -	$ -	$ -	$ 6,000	$ -
PUBLIC WORKS ENGINEERING	MARK COVIELLO	CONSTRUCTION - ROADWAY IMPROVEMENTS SOUTH MAIN ST.	$ 3,000,000	$ -	$ -	$ -	$ -
PUBLIC WORKS ENGINEERING	MARK COVIELLO	ROADWAY & SIDEWALKS SUPPLEMENT	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
PUBLIC WORKS ENGINEERING	MARK COVIELLO	CH90 ROAD IMPROVEMENTS	$ 986,979	$ 986,979	$ 986,979	$ 986,979	$ 986,979
PUBLIC WORKS ENGINEERING	MARK COVIELLO	NORTH AVE AREA DRAINAGE IMPROVEMENTS	$ 250,000	$ 1,200,000	$ -	$ -	$ -
PUBLIC WORKS ENGINEERING	MARK COVIELLO	ROADS & SIDEWALKS (COLLECTOR/ARTERIAL)	$ -	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 1,500,000
PUBLIC WORKS ENGINEERING	MARK COVIELLO	ENGINEERING & REPAIRS TO THE CHARLES RIVER DAM	$ -	$ 600,000	$ 950,000	$ -	$ -
PUBLIC WORKS ENGINEERING	MARK COVIELLO	REHAB. - JENNINGS POND DAM	$ -	$ 150,000	$ -	$ -	$ -
PUBLIC WORKS ENGINEERING	JEREMY MARSETTE	REPLACE E-2 TRANSIT	$ -	$ 40,000	$ -	$ -	$ -
PUBLIC WORKS ENGINEERING	JEREMY MARSETTE	REPLACE E-3	$ -	$ -	$ 35,000	$ -	$ -
PUBLIC WORKS EQUIPMENT MAINT	JEREMY MARSETTE	FORK LIFT	$ 66,000	$ -	$ -	$ -	$ -
PUBLIC WORKS EQUIPMENT MAINT	JEREMY MARSETTE	UPGRADE GARAGE EQUIPMENT	$ 50,000	$ 30,000	$ 30,000	$ 30,000	$ -

Department	Requested By	ProjTitle	2018	2019	2020	2021	2022
PUBLIC WORKS EQUIPMENT MAINT	JEREMY MARSETTE	REPLACE WASH BAY ROOF DPW	$ 30,000	$ -	$ -	$ -	$ -
PUBLIC WORKS EQUIPMENT MAINT	JEREMY MARSETTE	REPLACE EQUIPMENT MAINTENANCE GARAGE DOORS	$ -	$ 40,000	$ -	$ -	$ -
PUBLIC WORKS EQUIPMENT MAINT	JEREMY MARSETTE	REPLACE M-3 2008 EMD PICKUP TRUCK	$ -	$ -	$ -	$ 55,000	$ -
PUBLIC WORKS HIGHWAY	JEREMY MARSETTE	REPLACE S-31 (TRASH PACKER)	$ 290,000	$ -	$ -	$ -	$ -
PUBLIC WORKS HIGHWAY	JEREMY MARSETTE	REPLACE H-58 (FRONT END LOADER)	$ 270,000	$ -	$ -	$ -	$ -
PUBLIC WORKS HIGHWAY	JEREMY MARSETTE	REPLACE H-72 SIDE WALK BOMBADIER	$ 180,000	$ -	$ -	$ -	$ -
PUBLIC WORKS HIGHWAY	JEREMY MARSETTE	REPLACE H-54 TRUCK/PLOW	$ 67,000	$ -	$ -	$ -	$ -
PUBLIC WORKS HIGHWAY	JEREMY MARSETTE	REPLACE H-73 (2 TON ASPHALT ROLLER)	$ 25,000	$ -	$ -	$ -	$ -
PUBLIC WORKS HIGHWAY	JEREMY MARSETTE	REPLACE DUMPSTERS	$ 12,500	$ 12,500	$ 12,500	$ 12,500	$ -
PUBLIC WORKS HIGHWAY	TOM HLADICK	GUARDRAIL (VARIOUS LOCATIONS)	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ -
PUBLIC WORKS HIGHWAY	JEREMY MARSETTE	REPLACING S-34 TRASH PACKER	$ -	$ 305,000	$ -	$ -	$ -
PUBLIC WORKS HIGHWAY	JEREMY MARSETTE	REPLACE H-43 TRUCK/SANDER	$ -	$ 250,000	$ -	$ -	$ -
PUBLIC WORKS HIGHWAY	TOM HLADICK	REPLACE H-70 TRACKLESS	$ -	$ 200,000	$ -	$ -	$ -
PUBLIC WORKS HIGHWAY	JEREMY MARSETTE	IMPLEMENTATION OF GRAVEL PIT MASTER PLAN	$ -	$ 125,000	$ -	$ -	$ -
PUBLIC WORKS HIGHWAY	JEREMY MARSETTE	REPLACE S-101 SIDE ARM RECYCLING TRUCK	$ -	$ -	$ 300,000	$ -	$ -
PUBLIC WORKS HIGHWAY	JEREMY MARSETTE	REPLACE H-62 STREET SWEEPER	$ -	$ -	$ 260,000	$ -	$ -
PUBLIC WORKS HIGHWAY	JEREMY MARSETTE	REPLACE H-46 TRUCK/SANDER	$ -	$ -	$ 250,000	$ -	$ -
PUBLIC WORKS HIGHWAY	JEREMY MARSETTE	REPLACE H-67 BOMBADIER	$ -	$ -	$ 185,000	$ -	$ -
PUBLIC WORKS HIGHWAY	TOM HLADICK	REPLACE H-40 DUMP TRUCK	$ -	$ -	$ 135,000	$ -	$ -
PUBLIC WORKS HIGHWAY	JEREMY MARSETTE	REPLACE S-102 SIDE ARM RECYCLING TRUCK	$ -	$ -	$ -	$ 285,000	$ -
PUBLIC WORKS HIGHWAY	JEREMY MARSETTE	REPLACING H-49 DUMP TRUCK/SANDER	$ -	$ -	$ -	$ 250,000	$ -
PUBLIC WORKS HIGHWAY	TOM HLADICK	TRACTOR TRAILER	$ -	$ -	$ -	$ 225,000	$ -
PUBLIC WORKS LND FAC/NAT RES	ART GOODHIND	PLAYGROUND REPLACEMENT	$ -	$ 235,000	$ 235,000	$ 165,000	$ 250,000
PUBLIC WORKS LND FAC/NAT RES	ARTHUR GOODHIND	PARK AND FIELD RENOVATIONS (NEWLY AMENDED)	$ 175,000	$ 175,000	$ 175,000	$ 175,000	$ -
PUBLIC WORKS LND FAC/NAT RES	ARTHUR GOODHIND	TREE REPLACEMENT	$ 30,000	$ 30,000	$ 30,000	$ -	$ -
PUBLIC WORKS LND FAC/NAT RES	ART GOODHIND	REPLACE FERTILIZER SPREADER	$ 12,000	$ -	$ -	$ -	$ -
PUBLIC WORKS LND FAC/NAT RES	ART GOODHIND	TREE INVENTORY	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ -
PUBLIC WORKS LND FAC/NAT RES	JEREMY MARSETTE	REPLACE LF-5	$ -	$ 135,000	$ -	$ -	$ -
PUBLIC WORKS LND FAC/NAT RES	JEREMY MARSETTE	REPLACE LF-4 PICKUP TRUCK	$ -	$ 55,000	$ -	$ -	$ -
PUBLIC WORKS LND FAC/NAT RES	ARTHUR GOODHIND	SEEDING EQUIPMENT	$ -	$ 16,000	$ -	$ -	$ -
PUBLIC WORKS LND FAC/NAT RES	JEREMY MARSETTE	REPLACE LF-17 LAWN MOWER	$ -	$ 15,000	$ -	$ -	$ -
PUBLIC WORKS LND FAC/NAT RES	ART GOODHIND	REPLACE SYNTHETIC TURF MEMORIAL FIELD	$ -	$ -	$ 600,000	$ -	$ -
PUBLIC WORKS LND FAC/NAT RES	JEREMY MARSETTE	REPLACE LF-2 PICKUP W/PLOW	$ -	$ -	$ 60,000	$ -	$ -
SASSAMON TRACE GOLF COURSE	KURT MCDOWELL	GOLF CART FLEET REPLACEMENT	$ 132,000	$ -	$ -	$ -	$ -
SASSAMON TRACE GOLF COURSE	KURT MCDOWELL	PARKING LOT EXTENSION	$ 20,000	$ -	$ -	$ -	$ -
SASSAMON TRACE GOLF COURSE	KURT MCDOWELL	PAVING OF GOLF COURSE CART PATHS	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ -
SASSAMON TRACE GOLF COURSE	KURT MCDOWELL	TREE WORK	$ 10,000	$ -	$ -	$ -	$ -
SASSAMON TRACE GOLF COURSE	KURT MCDOWELL	SASSAMON TRACE IRRIGATION WELL	$ -	$ 75,000	$ -	$ -	$ -
SASSAMON TRACE GOLF COURSE	KURT MCDOWELL	GREENS AND TEE MOWERS	$ -	$ 56,000	$ -	$ -	$ -
SASSAMON TRACE GOLF COURSE	KURT MCDOWELL	TRIM MOWER	$ -	$ 36,000	$ -	$ -	$ -
SASSAMON TRACE GOLF COURSE	KURT MCDOWELL	TRACTOR WITH BACKHOE ATTACHMENT	$ -	$ 32,000	$ -	$ -	$ -
SASSAMON TRACE GOLF COURSE	KURT MCDOWELL	BUNKER RENOVATION	$ -	$ 10,000	$ 10,000	$ -	$ -
SASSAMON TRACE GOLF COURSE	KURT MCDOWELL	FAIRWAY MOWER	$ -	$ -	$ 45,000	$ -	$ -
SASSAMON TRACE GOLF COURSE	JEREMY MARSETTE	REPLACE MAINTENANCE TRUCK	$ -	$ -	$ 35,000	$ -	$ -

Department	Requested By	ProjTitle	2018	2019	2020	2021	2022
SASSAMON TRACE GOLF COURSE	KURT MCDOWELL	TOPDRESSER	$ -	$ -	$ 17,250	$ -	$ -
SASSAMON TRACE GOLF COURSE	KURT MCDOWELL	PERIMETER FENCE	$ -	$ -	$ -	$ 15,000	$ -
SUSTAINABILITY	JILLIAN WILSON MARTIN	HVAC OCCUPANCY SENSORS - MORSE INSTITUTE	$ 68,000	$ -	$ -	$ -	$ -
SUSTAINABILITY	JILLIAN WILSON MARTIN	LED LIGHTING - WILSON MIDDLE	$ 65,000	$ -	$ -	$ -	$ -
SUSTAINABILITY	JILLIAN WILSON MARTIN	LED LIGHTING - LILJA	$ 50,500	$ -	$ -	$ -	$ -
SUSTAINABILITY	JILLIAN WILSON MARTIN	EC MOTOR UPGRADES - MORSE INSTITUTE	$ 50,000	$ -	$ -	$ -	$ -
SUSTAINABILITY	JILLIAN WILSON MARTIN	LED LIGHTING - MORSE INSTITUTE	$ 46,000	$ -	$ -	$ -	$ -
SUSTAINABILITY	JILLIAN WILSON MARTIN	LED LIGHTING - BROWN	$ 26,000	$ -	$ -	$ -	$ -
SUSTAINABILITY	JILLIAN WILSON MARTIN	LED LIGHTING - BEN HEM	$ 25,000	$ -	$ -	$ -	$ -
SUSTAINABILITY	JILLIAN WILSON MARTIN	LED LIGHTING - INTERIOR - MEMORIAL	$ 17,500	$ -	$ -	$ -	$ -
SUSTAINABILITY	JILLIAN WILSON MARTIN	INSULATION - FIRE STATION #2	$ 16,400	$ -	$ -	$ -	$ -
SUSTAINABILITY	JILLIAN WILSON MARTIN	HYBRID ELEC HEAT PUMP HOT WATER - FIRE STATION #3	$ 5,015	$ -	$ -	$ -	$ -
TOWN CLERK	DIANE PACKER	PRESERVATION OF HISTORICAL RECORDS	$ 100,000	$ 100,000	$ -	$ -	$ -
TOWN CLERK	DIANE PACKER	POLE PADS FOR VOTER CHECKIN AND CHECKOUT RPOCESSING		$ 30,000			
WATER SEWER ENTERPRISE	ANTHONY COMEAU	RTE 9 & RTE 27 WATER/SEWER INFRASTRUCTURE	$ 3,140,000	$ -	$ -	$ -	$ -
WATER SEWER ENTERPRISE	ANTHONY COMEAU	REPLACE GROUND WATER WELLS	$ 400,000	$ 300,000	$ 300,000	$ 300,000	$ -
WATER SEWER ENTERPRISE	ANTHONY COMEAU	TOWN FOREST RESERVOIR WATER MAIN UPGRADE	$ 360,000	$ -	$ -	$ -	$ -
WATER SEWER ENTERPRISE	ANTHONY COMEAU	WATER/SEWER COVERED STORAGE BLDG	$ 200,000	$ -	$ -	$ -	$ -
WATER SEWER ENTERPRISE	ANTHONY COMEAU	ELM BANK CHLORINE GAS SCRUBBER	$ 200,000	$ -	$ -	$ -	$ -
WATER SEWER ENTERPRISE	ANTHONY COMEAU	SEWER STATION GENERATORS	$ 190,000	$ -	$ -	$ -	$ -
WATER SEWER ENTERPRISE	ANTHONY COMEAU	WATER DISTRIBUTION SYSTEM ENHANCEMENTS	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ -
WATER SEWER ENTERPRISE	ANTHONY COMEAU	SEWER COLLECTION SYSTEM REPAIRS & MAINT	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ -
WATER SEWER ENTERPRISE	ANTHONY COMEAU	WATER/SEWER COMPREHENSIVE ASSET MANAGEMENT PLAN	$ 150,000	$ -	$ -	$ -	$ -
WATER SEWER ENTERPRISE	ANTHONY COMEAU	BUILDING REPAIRS TO WATER AND SEWER PUMP STATIONS	$ 120,000	$ -	$ -	$ -	$ -
WATER SEWER ENTERPRISE	ANTHONY COMEAU	SCADA EQUIPMENT UPGRADE	$ 90,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000
WATER SEWER ENTERPRISE	JEREMY MARSETTE	REPLACE W-29 2008 SERVICE TRUCK	$ 68,000	$ -	$ -	$ -	$ -
WATER SEWER ENTERPRISE	JEREMY MARSETTE	REPLACE W-24 2007 PICK UP TRUCK	$ 55,000	$ -	$ -	$ -	$ -
WATER SEWER ENTERPRISE	ANTHONY COMEAU	4M SEWER PUMP STATION FORCE MAIN REPLACEMENT	$ -	$ 1,740,000	$ -	$ -	$ -
WATER SEWER ENTERPRISE	ANTHONY COMEAU	WATER MAIN RELINING / REPLACEMENT	$ -	$ 950,000	$ 950,000	$ 950,000	$ -
WATER SEWER ENTERPRISE	ANTHONY COMEAU	EAST CENTRAL WATER MAIN ABANDONMENT	$ -	$ 800,000	$ -	$ -	$ -
WATER SEWER ENTERPRISE	ANTHONY COMEAU	BOOSTER PUMP - GLENRIDGE	$ -	$ 500,000	$ -	$ -	$ -
WATER SEWER ENTERPRISE	JEREMY MARSETTE	REPLACE W-30 2010 VACTOR	$ -	$ 450,000	$ -	$ -	$ -
WATER SEWER ENTERPRISE	ANTHONY COMEAU	CAPT TOM'S BOOSTER PUMP	$ -	$ 350,000	$ -	$ -	$ -
WATER SEWER ENTERPRISE	JEREMY MARSETTE	REPLACE WATER TREATMENT PLANT STAND-BY GENERATORS	$ -	$ 305,000	$ -	$ -	$ -
WATER SEWER ENTERPRISE	ANTHONY COMEAU	SPRINGVALE TONKA FILTER MEDIA REPLACEMENT	$ -	$ 300,000	$ -	$ -	$ -
WATER SEWER ENTERPRISE	JEREMY MARSETTE	REPLACE W-26 1 TON DUMP W/PLOW	$ -	$ 155,000	$ -	$ -	$ -
WATER SEWER ENTERPRISE	JEREMY MARSETTE	REPLACE W-8 PORTABLE GENERATOR	$ -	$ 80,000	$ -	$ -	$ -
WATER SEWER ENTERPRISE	JEREMY MARSETTE	REPLACE EQUIPMENT TRAILERS	$ -	$ 10,000	$ -	$ -	$ -
WATER SEWER ENTERPRISE	ANTHONY COMEAU	RUNNING BROOK/VESTA RD PUMP STATION	$ -	$ -	$ 500,000	$ -	$ -
WATER SEWER ENTERPRISE	JEREMY MARSETTE	REPLACE W-15 FRONT END LOADER	$ -	$ -	$ -	$ 270,000	$ -
WATER SEWER ENTERPRISE	ANTHONY COMEAU	VFD'S FOR PUMPS AT SPRINGVALE WATER TREATMENT	$ -	$ -	$ -	$ 150,000	$ -
WATER SEWER ENTERPRISE	JEREMY MARSETTE	REPLACE W-17 F-450 W/CRANE	$ -	$ -	$ -	$ 135,000	$ -
WATER SEWER ENTERPRISE	JEREMY MARSETTE	REPLACE W-21 CALL TRUCK	$ -	$ -	$ -	$ 68,000	$ -
WATER SEWER ENTERPRISE	JEREMY MARSETTE	REPLACE W-11 (AIR COMPRESSOR)	$ -	$ -	$ -	$ 35,000	$ -

Department	Requested By	ProjTitle	2018	2019	2020	2021	2022
			$ 29,618,744	$ 141,808,229	$ 19,026,729	$ 11,125,479	$ 4,470,979

Section XIII:
Appendix A: Financial Information

Financial Policies	A.3
Snow & Ice History	A.6
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FY 2016 Tax Recapitulation Data	A.12
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Appendices

A - Financial Information
B - Legal Information
C - Glossary
D - Demographics & Information
E – Program Improvement Requests

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Financial Management Principles - Amended October 17, 2016

PART 1: GENERAL

To protect the town's financial stability, to ensure the availability of adequate financial resources in times of emergency, to capitalize on high bond ratings (and thus low interest rates), it is essential that policies regarding the town's financial management be adopted and adhered to in the preparation and implementation of the town's operating and capital budgets. These policies shall be reviewed no less than annually and may be, but are not required to be, revised as a result.

PART 2: PRINCIPLES

Reserves: Use and Recommended Balances

- The Town shall appropriate reserve funds in accordance with M.G.L. C40 Section 6 for extraordinary and unforeseen expenditures. The reserve amount may not exceed three per cent of the tax levy for the fiscal year. No direct drafts against this fund shall be made, but transfers from the fund may from time-to-time be voted by the Finance Committee and the Town Comptroller shall make such transfers accordingly. The Board of Selectmen, in the case of the Water/Sewer Enterprise Fund vote transfers from the water/sewer reserve fund and the Town Comptroller makes such transfers accordingly.
- Reserves and one-time revenues should be used only for capital or other non-recurring expenses, except as noted below.
- The Town will strive to maintain unappropriated free cash at a minimum of 1% of revenues, and unappropriated free cash should never be less than ½ % of revenues.
- Encumbrances shall be reviewed annually and released as deemed appropriate by the Town Administration.

Stabilization Funds:

- The Town will maintain a diversified series of permanent reserves in the form of stabilization funds. These stabilization funds will consist of six types:
    1. A General Stabilization Fund should be maintained for the purpose of unforeseen and catastrophic emergencies. It should, at a minimum, be at a level equal to 2% of revenues, with the target being 5% of revenues. This fund was adopted in accordance with M.G.L. C40, Section 5B at the Annual Town Meeting in 1961.
    2. An Operational Stabilization Fund should be maintained for the purpose of augmenting operations in case of sustained economic downturn and associated loss of revenues in support of operations. Sustained economic downturn will be any situation whereby State Aid and/or local receipts are significantly reduced from one-year to the next. ("Significantly" being defined as more than 5% of the total for the respective revenue category.) The target amount of money in the Operational Stabilization Fund should be sufficient to sustain operations through a three-year period of economic downturn. This shall be equivalent to 10% of State Aid Revenues and 5% of Estimated Receipts cumulative for a three-year period. This fund was adopted in accordance with M.G.L. C40, Section 5B at the 2011 Spring Annual Town Meeting.
    3. A Capital Stabilization Fund should be maintained for the purpose of funding any capital related project, or pieces of capital equipment, or debt-service payment related thereto. It shall be funded primarily through local option taxes though other funding sources as may be available from time to time are not precluded. This fund was adopted in accordance with M.G.L. C40, Section 5B at the 2010 Fall Annual Town Meeting.
    4. An Inflow & Infiltration Stabilization Fund should be maintained for the purpose of funding repairs to and replacement of sewer lines to reduce inflow and infiltration into the Town's sewer system. It can also be used to pay debt service related to this purpose. Sewer connection fees will be the primary source of funding although other funding sources as may be available from time to time are not precluded. This fund was adopted in accordance with M.G.L. C40, Section 5B at the 2014 Spring Annual Town Meeting.
    5. A One-to-One Technology Stabilization Fund should be maintained for the purpose of funding the one-to-one technology program for Natick High School Students. This fund was adopted in accordance with M.G.L. C40, Section 5B at the 2014 Spring Annual Town Meeting.
    6. A FAR Bonus Stabilization Fund should be maintained for the purpose of the creation of additional open space and public parks. More specifically, FAR Bonus monies are to be used for "Open Space Public

Benefit Amenities" which are defined as either parks or excess pervious landscaping available for the active or passive recreation, or leisure use, by the public. This fund was adopted in accordance with M. G.L. C40, Section 5B at the 2015 Fall Annual Town Meeting.

- Stabilization Funds should be enhanced whenever possible in order to meet and/or maintain the desired target levels.

Capital Planning and Budgeting

- A 5-Year capital plan should be developed and updated annually, per Section 5-7 of the Town's Charter.
- Funding for capital projects shall be timed to maximize efficiency, cost-effectiveness and return on investment
- A minimum of 6-7% of net general fund revenues (i.e. within-levy) should be set aside annually to fund capital needs, inclusive of cash appropriations and the subject year's debt budget. Not included in this target are those capital improvements and equipment purchases funded through Debt Exclusions, Enterprise Funds, Intergovernmental Funds, Grants, Mitigation Funds, Chapter 90 Funds, etc. This goal should be revisited regularly to ensure that the Town is investing adequately in its capital needs.
- All capital needs of all Town Departments, including the School Department shall be included within the capital plan.
- Credit rating agency guidelines recommend that a town maintain a general fund debt service payment burden ratio, as a percentage of available revenue or expenditures, between 8% and 12%. The Town shall strive to maintain its burden ratio below 10%. Affordability analysis as determined by this measure will be undertaken prior to General Fund debt being authorized by Town Meeting.

Debt Issuance and Management

- Capital projects should be carefully scheduled and monitored to minimize borrowing costs while optimizing investment opportunities.
- Large capital projects, generally costing over $1 million and having a useful life of ten years or more, are typically funded with debt to spread the cost out over many years.
- The Town will strive to issue debt on a level principal payment basis in order to reduce the total amount of interest that is paid on the issuance.
- Refinancing existing debt to reduce interest rates and costs will be reviewed annually.
- Projects with balances remaining after project completion shall be reviewed annually and excess balances shall be closed to free cash or appropriated for other projects of similar nature.
- Authorized unissued debt remaining after a capital project has been completed shall be presented to Town Meeting for rescission.

Financial Planning and Forecasting

- Revenue estimates should be realistic, yet conservative, to minimize the potential of shortfalls in the subsequent year's operating budgets and corresponding impacts on free cash.
- Three year revenue and expenditure forecasts should be reviewed and updated no less than annually.

Cash/Investments Management

- Fees and charges will be reviewed regularly to ensure that – where appropriate – they cover direct and indirect costs associated with the related service and/or that they fulfill a policy objective or other purpose of the Town.
- The Town's Investment Policy shall be reviewed annually by Board of Selectmen and Town Administrator.
- The Treasurer shall report the cash and investments balances of the Town, as of June 30 each year, to the Board of Selectmen and Town Administrator and provide a report of the safety, liquidity, investment earnings and the amount of insurance/collateralization for all funds.

Retirement System Funding

- The Town will use an actuarially accepted method of funding its pension system to achieve a fully-funded position. The Town's contribution to employee retirement costs will be adjusted annually as necessary to maintain the funding schedule. If the Town reaches its actuarial-required contribution (defined as Town and employee contributions that when expressed as a percent of annual covered payroll are sufficient to accumulate assets to pay benefits when due), the Town may reduce its contribution provided that the amount reduced from the

annual actuarial requirement will only be used to fund other unfunded liabilities (i.e. OPEB liability), for one-time, non-recurring expenses, and/or to enhance the Town's Stabilization Funds in order to provide the ability to increase contributions as may be required by future market conditions.

Other Post-Employment Benefits (OPEB) Funding

- The Town will develop an actuarially accepted method of funding its Other Post-Employment Benefits to achieve a fully-funded position. The Town will strive to get its contributions to the level required by such a plan. The Town's contribution to Other Post-Employment Benefit costs will be funded into the OPEB Trust Fund established for this purpose using one-time funds (free cash) or annual appropriation in the future. After (1) setting aside a free cash amount equal to 1/2% of gross revenues and (2) funding the Capital Stabilization Fund at the Fall Annual Town Meeting with free cash in an amount equal to the 2% local option hotel tax plus the local option meals tax collected during the previous fiscal year, the Town should appropriate at least 10% of the remaining free cash to the OPEB Trust Fund at the Fall Annual Town Meeting prior to appropriating any other amounts from free cash for any other purpose. If the Town reaches its actuarial-required contribution (defined as Town and employee contributions that when expressed as a percent of annual covered payroll are sufficient to accumulate assets to pay benefits when due), the Town may reduce its contribution provided that the amount reduced from the annual actuarial requirement will only be used to fund other unfunded liabilities, for one-time, non-recurring expenses, and/or to enhance the Town's Stabilization Funds in order to provide the ability to increase contributions as may be required by future market conditions.

NATICK BOARD OF SELECTMEN

_____

Richard P. Jennett, Chair

_____

Nicholas S. Mabardy, Vice Chair

_____

Jonathan Freedman, Clerk

_____

Susan G. Salamoff, Member

_____

John Connolly, Member

Adopted by Board of Selectmen March 2011
Revised by Board of Selectmen February 6, 2012
Revised by Board of Selectmen March 10, 2014
Revised by Board of Selectmen November 23, 2015
Revised by Board of Selectmen October 17, 2016

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Town of Natick
Department of Public Works
History of Snow and Ice Removal

	FY00	FY01	FY02	FY03
Appropriation	$ 150,000	$ 150,000	$ 150,000	$ 150,000
Total Expenses	$ 220,944	$ 546,000	$ 232,386	$ 595,726

	FY04	FY05	FY06	FY07
Appropriation	$ 150,000	$ 150,000	$ 150,000	$ 150,000
Total Expenses	$ 449,538	$ 895,551	$ 449,627	$ 352,978

	FY08	FY09	FY10	FY11
Appropriation	$ 150,000	$ 150,000	$ 150,000	$ 150,000
Total Expenses	$ 882,779	$ 827,745	$ 670,901	$ 867,663

	FY12	FY13	FY14	FY15
Appropriation	$ 150,000	$ 150,000	$ 150,000	$ 150,000
Total Expenses	$ 299,508	$ 862,115	$ 1,042,022	$ 1,264,319

	FY16	FY17 YTD		
Appropriation	$ 550,000	$ 550,000		
Total Expenses	$ 685,406	$ 331,939		
	5 Year Average	10 Year Average	5 Year Median	10 Year Median
Total Expenses	**$ 830,674**	**$ 775,543**	**$ 862,115**	**$ 844,930**

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Status of Municipal Reserves

Overlay Surplus:

The purpose of the overlay surplus account is to fund property tax abatements and exemptions that may be granted in a particular fiscal year. Each fiscal year has an associated Overlay Reserve account; once all exemption and abatement requests for a particular fiscal year have been resolved or can be reliably predicted, the funds remaining in the Overlay Reserve may be declared by the Assessors as Overlay Surplus. Typically the Overlay Surplus is released incrementally, and is often used to fund Capital or other one-time expenses. No overlay surplus was used in building the FY 2013 Preliminary Budget. $500,000 was used in FY 2014, FY 2015 and FY 2016, FY 2017 and the same amount is proposed for use in FY 2018.

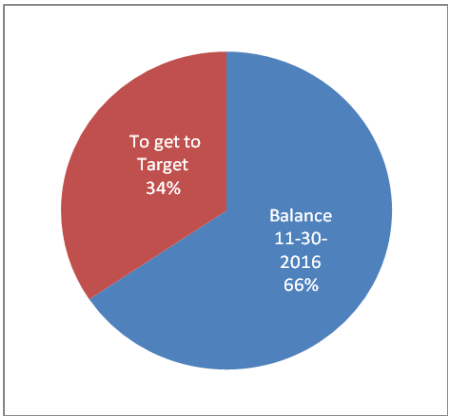
Stabilization Funds:

The Town of Natick, as per its adopted Financial Management Principles, maintains a portfolio of permanent reserves in the form of Stabilization Funds. Established by Town Meeting under Chapter 40, Section 5b of the Massachusetts General Laws, stabilization funds act as the Town's savings account, providing resources for one-time and limited recurring expenses when and if necessary.

The Town maintains six Stabilization Funds:

General Stabilization Fund: The National Advisory Council on State and Local Budgeting recommends that Stabilization Funds be used to address temporary cash flow shortages, emergencies, unanticipated economic downturns, and one-time opportunities. A prudent level of financial resources is recommended to protect against reducing service levels or raising taxes and fees because of temporary revenue shortfalls or unpredicted one-time expenditures. Thus, Natick more recently has appropriately used Stabilization Funds in response to what was hoped to be a temporary downturn in state aid. Persistent and ongoing use of these funds is contrary to recommended practice. Many communities have established a target of 5% of general fund revenues for the Stabilization Fund; this target would suggest maintaining a balance of just over $6.5 million.

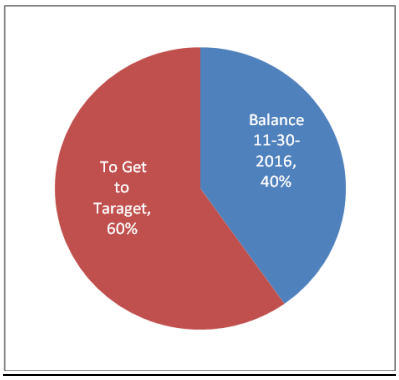
DESCRIPTION	BALANCE
General Stabilization Fund	$4,511,986.85
Funding	Goal
2-5% of GF Revenue	$6,880,561.85



Operational Stabilization Fund: An Operational Stabilization Fund should be maintained for the purpose of augmenting operations in case of sustained economic downturn and associated loss of revenues in support of operations. Sustained economic downturn will be any situation whereby State Aid and/or local receipts are significantly reduced from one-year to the next. "Significantly" is defined as more than 5% of the total for the respective revenue category.

The target amount of money in the Operational Stabilization Fund should be sufficient to sustain operations through a three-year period of economic downturn. This shall be equivalent to 10% of State Aid Revenues and 5% of Estimated Receipts cumulative for a three-year period. As resources allow, it is the intent of Town Administration to build the Operational Stabilization Fund over the coming years to prepare for the next economic downturn.

DESCRIPTION	BALANCE
Operational Stabilization	$2,458,080.58
Funding	Goal
10% State & 5% Local of 3 yrs receipts	$6,114,989.50



Capital Stabilization Fund: This stabilization fund was created by the 2010 Fall Annual Town Meeting and is predominantly funded through local option taxes. It is exclusively to be used for the purposes of funding any capital-related project, or pieces of capital equipment, or debt-service payment related thereto. The Capital Stabilization Fund is a great resource to the Town. It provides a funding mechanism for a significant portion of the capital budget each year. The Town's capital budget (exclusive of debt excluded projects), as indicated in the capital plan, is approximately 6% of general fund revenues. Annual Town Meetings appropriate funds out of the Capital Stabilization Fund in order to pay for capital and debt related expenditures.

July 1, 2015 Balance	**$3,837,852**
FY2017	
Interest Earned (Year to Date)	11,887
2016 FATM - Capital Equipment and Improvement (Articles 13 & 14)	(1,159,200)
2014 FATM - Appropriated from Local Option Taxes (Free Cash Article 4)	1,425,532
2014 FATM – Additional Appropriation (Free Cash Article 4)	2,500,000
June 30, 2015 Balance	**$6,616,071**

Article 4 of the 2016 Fall Annual Town Meeting authorized a transfer of $3,925,532 from Free Cash into the Capital Stabilization Fund. This amount represents the amount of local options taxes collected ($1,425,532) during fiscal year 2015 plus $2,500,000. Town Meeting has transferred the full amount of the local options taxes to the Capital Stabilization Fund each year after the local options taxes were received and certified as Free Cash.

One-to-One Technology Stabilization Fund: This stabilization fund was created by the 2014 Spring Annual Town Meeting – Article 31 for the purpose of providing sustainability of student devices/computers for grades 9-12. This fund, as was discussed at the 2014 Spring Annual Town Meeting, may not cover all of the costs in the future for this program but will serve as a partial funding source to ease the financial burden when these purchases come up. Funding will be needed in the near future for replacement of student devices/computers. To date only one appropriation of $100,000 has been placed in the fund at the 2014 Fall Annual Town Meeting – Article 29. As of November 30, 2016, the balance in this fund totaled $103,623.

Inflow and Infiltration Stabilization Fund: This stabilization fund was created by the 2014 Spring Annual Town Meeting – Article 30 for the purpose of funding programs and activities designed to reduce inflow and infiltration in the Town's sewer system. Each year the Town collects revenue from new or expanding sewer connections. Prior to FY2014 these funds were held in a receipts reserved fund for the purpose of inflow and infiltration removal. This new fund was necessitated by a change directed by the Commonwealth of Massachusetts - Department of Revenue policy which no longer allowed funds to be carried forward in retained earnings from year to year in the Water Sewer Enterprise Fund. Article 28 of the 2014 Fall Annual Town Meeting funded an appropriation from the Water Sewer Enterprise Fund retained earnings in the amount of $1,126,405 as a first time deposit into this stabilization fund. As of November 30, 2016, the balance in this fund totaled $1,124,558.

FAR Bonus Stabilization Fund: This stabilization fund was created by the 2015 Fall Annual Town Meeting Article – Article 24 for the purpose of the creation of additional open space and public parks. More specifically, FAR Bonus monies are to be used for "Open Space Public Benefit Amenities" which are defined as either parks or excess pervious landscaping available for the active or passive recreation, or leisure use, by the public. Article 24 funded two appropriations, $5,162,690 and $433,635, from the Conservation Commission Fund and General Fund, respectively to the FAR Bonus Stabilization Fund.

Town of Natick		FY 2017
FAR Bonus Stablization Fund		12/31/2016
FY2016		
Created 2015 FATM Article 24	$	5,596,325
2016 Special Town Meeting #1 Article 3 *	$	(2,500,000)
Interest Earned	$	35,374
	$	**3,131,699**
FY2017		
2016 SATM Article 8 Motion G	$	(3,900)
2016 Special Town Meeting #2 Article 3	$	(600,000)
Interest Earned (YTD)	$	(22,267)
	$	**2,505,532**

*These funds are held pending further Town Meeting action. The vote taken included the following language;
...said funds shall be expended only if 1) sufficient additional funds from grants, gifts and/or state appropriations are available to acquire said land; 2) a future Natick Town Meeting votes to authorize expenditure of the $2,500,000 in FAR Bonus Stabilization Fund monies under the direction of the Board of Selectmen in accordance with the terms of applicable purchase and sale agreement with CSX Transportation Inc., as amended; and 3) funding for construction of the proposed Cochituate Rail Trail is in the Transportation Improvement Plan by the Boston Metropolitan Planning Organization at the date of the closing for acquisition of said land.

Free Cash:

Free Cash is cyclical, as a new amount is certified by the Department of Revenue each year based upon remaining funds from operations of the previous fiscal year and actual receipts in excess of revenue estimates, with offsets applied such as unpaid property taxes and certain deficits, all as based on the Town's balance sheet as of June 30. That is, Free Cash is, to some extent, replenished at the end of each fiscal year, but the extent cannot be accurately predicted until the subject fiscal year is “closed out.”

The MA Department of Revenue recommends that "A community should maintain a free cash balance to provide a hedge against unforeseen expenditures and to ensure there will be an adequate reserve to prevent sharp fluctuations in the tax rate. Maintenance of an adequate free cash level is not a luxury but a necessary component of sound local fiscal management. Credit rating agencies and other members of the financial community expect municipalities to maintain free cash reserves and make judgments regarding a community's fiscal stability, in part, on the basis of free cash."

One unofficial target for unappropriated Free Cash (the balances remaining after all appropriations are made from the fund during the fiscal year) is that it should not go below 1/2% of general fund revenues, or approximately $650,000 for Natick.

The table below shows the Certified Free Cash amounts for the last 6 years:

Free Cash Balances

Fiscal Year	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Effective Date	7/1/2011	7/1/2012	7/1/2013	7/1/2014	7/1/2015	7/1/2016
General Fund (Free Cash)	$4,737,528	$6,791,984	$6,827,707	$6,832,003	$9,212,607	$12,088,395
Water/Sewer Enterprise	$2,386,297	$849,404	$2,866,906	$3,342,357	$1,753,150	$1,834,879
Golf Course Enterprise	$71,576	$72,642	$100,674	$201,094	$211,371	$277,916

Finally, the following table highlights the free cash appropriations and proposed expenditures.

Total Free Cash Certification as of July 1, 2016	**$12,088,395**
2016 Fall Annual Town Meeting	
Article 1: Free Cash UnAppropriated	$1,150,885
Article 4: Transfer of FY 2015 Local Option Taxes to Capital Stabilization Fund	($1,425,532)
Article 4: Supplement the Capital Stabilization Fund	($2,500,000)
Article 8: OPEB Fund	($1,000,000)
Article 9: Capital Equipment	($1,291,000)
Article 10: Capital Improvement	($245,000)
Available Balance of Free Cash after 2016 FATM	**6,777,748**
FY 2017 Proposed Free Cash Expenditures	
Capital Stabilization Fund	($2,400,000)
OPEB Trust Fund	($1,000,000)
FY2018 Operating Budget	($2,700,000)
Remaining Free Cash	**677,748**

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MASSACHUSETTS DEPARTMENT OF REVENUE
DIVISION OF LOCAL SERVICES
BUREAU OF LOCAL ASSESSMENT

INSERTED 11-17-2017
Natick
City / Town / District

ASSESSMENT/CLASSIFICATION REPORT as of January 1, 2016

Fiscal Year 2017

Property Type	Parcel Count		Class1 Residential	Class2 Open Space	Class3 Commercial	Class4 Industrial	Class5 Pers Prop
101		8,517	4,510,662,800				
102		2,707	803,429,300				
MISC 103,109		39	33,211,600				
104		582	280,777,700				
105		83	41,219,600				
111-125		58	261,437,700				
130-32,106		858	50,996,700				
200-231		0		0			
300-393		557			1,492,406,000		
400-442		54				41,810,700	
450-452		0				0	
CH 61 LAND	4	0		0	9,800		
CH 61A LAND	8	10		0	172,900		
CH 61B LAND	0	17		0	1,094,400		
012-043		47	20,092,500	0	16,250,800	0	
501		964					18,007,590
502		774					36,445,340
503		1					373,010
504		3					67,198,440
505		13					23,803,400
506		0					0
508		4					4,253,390
550-552		0					0
TOTALS		***15,300***	***6,001,827,900***	***0***	***1,509,933,900***	***41,810,700***	***150,081,170***
Real and Personal Property Total Value							7,703,653,670
Exempt Parcel Count & Value						670	655,339,700

For CH 61, 61A and 61B Land: enter the mixed use parcel count in the left-hand box, and enter the 100% Chapter land parcel count in the right-hand box.

Signatures

Board of Assessors

Janice Dangelo, Dir. of Assessing , Natick , dangelo@natickma.org 508-647-6420 | 8/15/2016 4:49 PM

Comment: Signed for BOA, signatures on file

Comments

No comments to display.

NOTE : The information was Approved on 8/17/2016

MASSACHUSETTS DEPARTMENT OF REVENUE
DIVISION OF LOCAL SERVICES
BUREAU OF LOCAL ASSESSMENT

Natick
City / Town / District

LA13 Tax Base Levy Growth

Retain documentation for 5 years in case of DOR audit - Fiscal Year 2017

Property Class	(A)PFY LA4 Values	Omitted and Revised No.	(B) Omitted and Revised Values	Abatement No.	(C) Abatement Values	Other Adjustment No.	(D) Other Adjustment Values	(E) Adjusted Value Base
RESIDENTIAL								
SINGLE FAMILY (101)	4,305,760,000	0	0	22	1,995,400	38	1,746,600	4,305,511,200
CONDOMINIUM (102)	776,377,500	0	0	1	12,900	0	0	776,364,600
TWO & THREE FAMILY (104 & 105)	306,470,300	0	0	2	89,900	19	-11,453,200	294,927,200
MULTI - FAMILY (111-125)	213,578,900	0	0	0	0	4	2,896,300	216,475,200
VACANT LAND (130-132 & 106)	57,337,700	0	0	1	316,200	43	-6,507,700	50,513,800
ALL OTHERS (103, 109, 012-018)	50,710,400	0	0	0	0	1	-652,400	50,058,000
TOTAL RESIDENTIAL	*5,710,234,800*	*0*	*0*	*26*	*2,414,400*	*105*	*-13,970,400*	*5,693,850,000*
OPEN SPACE	0	0	0	0	0	0	0	0
OPEN SPACE - CHAPTER 61, 61A, 61B	0	0	0	0	0	0	0	0
TOTAL OPEN SPACE	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*
COMMERCIAL	1,468,870,400	0	0	12	2,646,900	10	3,054,500	1,469,278,000
COMMERCIAL - CHAPTER 61, 61A, 61B	1,266,800	0	0	0	0	0	0	1,266,800
TOTAL COMMERCIAL	*1,470,137,200*	*0*	*0*	*12*	*2,646,900*	*10*	*3,054,500*	*1,470,544,800*
INDUSTRIAL	39,968,900	0	0	0	0	0	0	39,968,900
PERSONAL PROPERTY	135,373,370	0	0					
TOTAL REAL & PERSONAL	*7,355,714,270*	*0*	*0*					

INSERTED 1-17-2017

A.13

NOTE : The information was Approved on 8/17/2016

MASSACHUSETTS DEPARTMENT OF REVENUE
DIVISION OF LOCAL SERVICES
BUREAU OF LOCAL ASSESSMENT

INSERTED 11/7/2017
Natick
City / Town / District

AMENDED FY 2017 TAX BASE LEVY GROWTH (LA13A)

REVISED AND OMITTED PARCELS NOT PREVIOUSLY ASSESSED - Fiscal Year 2017

(A) Class	(B) Omitted or Revised Value Commited to Tax Collector	(C) Portion Unassessed in Prior FY (After Reval Adj)	(D) Prior Year Tax Rate	(E) (E = C/1000 x D) Levy Growth
Residential	0	0	13.82	0
Open Space	0	0	0.00	0
Commercial	0	0	13.82	0
Industrial	0	0	13.82	0
Personal Property	0	0	13.82	0
* Audited Personal Property	0	0	13.82	0
Total		***0***		***0***

RETAIN DOCUMENTATION FOR 5 YEARS IN THE EVENT OF A DOR AUDIT.

Signatures

Board of Assessors

Janice Dangelo, Dir. of Assessing , Natick , dangelo@natickma.org 508-647-6420 | 8/4/2016 3:36 PM

Comment:

NOTE : The information was Approved on 8/17/2016

MASSACHUSETTS DEPARTMENT OF REVENUE
DIVISION OF LOCAL SERVICES
BUREAU OF ACCOUNTS

INSERTED 11/17/2017
Natick
City / Town / District

SCHEDULE A-2

ENTERPRISE FUNDS CH. 44 S.53 F1/2 et al - Fiscal Year 2017

Enterprise fund number: A-2(1ST)
Type of enterprise fund: Water & Sewer
Name of enterprise fund/statutory reference: CH 44

	(a) FY 2016 Actual Revenues	(b) FY 2017 Estimated Revenues	
1. Enterprise revenues and available funds			
a. User charges	13,626,980.00	13,900,537.00 *	
Other departmental revenue	912,437.00	900,000.00 *	
Investment income	29,235.00	20,000.00 *	
Total revenues	*14,568,652.00*	*14,820,537.00*	
Retained earnings appropriated from July 1, 2015 Certification **	531,441.00	690,714.00	
Retained earnings appropriated from July 1, 2016 Certification **		0.00	
Other enterprise available funds		0.00	
Total revenues and available funds	*15,100,093.00*	*15,511,251.00*	*(To Recap Pg 2, Part III B, line 3)*

* Written documentation should be uploaded to support increases of estimated vs actual revenues
** Retained earnings must be certified by the Director of Accounts prior to appropriation

2. Total costs appropriated			
a. Costs appropriated in the enterprise fund			
Salaries, wages and expenses	10,269,890.00		
Capital Outlay	531,000.00		
Other - Debt Service and I&I Transfer	2,492,211.00		
Total costs appropriated in the enterprise fund		*13,293,101.00*	2a
b. Indirect costs appropriated in the general fund			
Health Insurance	0.00		
Pension	0.00		
Debt	0.00		
Other - Shared Salaries & Facilities	2,218,150.00		
Total costs appropriated in the general fund		*2,218,150.00*	2b
Total costs		*15,511,251.00*	2a + 2b

3. Calculation of subsidy (see instructions)		
Revenue and available funds	*15,511,251.00*	*(part 1 col b)*
Less: Total costs	*15,511,251.00*	*(part 2 total costs)*
Less: Prior year deficit	0.00	*(To Recap Pg 2 Part II B)*
(Negative represents subsidy)	*0.00*	

4. Sources of funding for costs appropriated in the enterprise fund		
a. Revenue and available funds	13,293,101.00	*(To Recap Pg 4 Col f)*
b. Taxation	0.00	
c. Free Cash	0.00	
d. Non-Enterprise Available Funds	0.00	
Total sources of funding for costs appropriated in the enterprise fund	*13,293,101.00*	*(Must equal total part 2a)*

Signatures

Accounting Officer
I hereby certify that the actual revenues - Part 1 column (a) and the amounts appropriated - part 2(a & b) are to the best of my knowledge correct and

NOTE : The information was Approved on 11/18/2016

MASSACHUSETTS DEPARTMENT OF REVENUE
DIVISION OF LOCAL SERVICES
BUREAU OF ACCOUNTS

INSERTED 1-17-2017
Natick
City / Town / District

SCHEDULE A-2

ENTERPRISE FUNDS CH. 44 S.53 F1/2 et al - Fiscal Year 2017

Enterprise fund number: A-2(2ND)
Type of enterprise fund: Golf Course
Name of enterprise fund/statutory reference: CH 44

	(a) FY 2016 Actual Revenues	(b) FY 2017 Estimated Revenues	
1. Enterprise revenues and available funds			
a. User charges	700,212.00	654,000.00 *	
Other departmental revenue	280,000.00	0.00 *	
Investment income	0.00	0.00 *	
Total revenues	***980,212.00***	***654,000.00***	
Retained earnings appropriated from July 1, 2015 Certification **	50,939.00	57,866.00	
Retained earnings appropriated from July 1, 2016 Certification **		0.00	
Other enterprise available funds		0.00	
Total revenues and available funds	***1,031,151.00***	***711,866.00***	*(To Recap Pg 2, Part III B, line 3)*

* Written documentation should be uploaded to support increases of estimated vs actual revenues
** Retained earnings must be certified by the Director of Accounts prior to appropriation

2. Total costs appropriated			
a. Costs appropriated in the enterprise fund			
Salaries, wages and expenses	672,112.00		
Capital Outlay	20,000.00		
Other - Debt Service	257,613.00		
Total costs appropriated in the enterprise fund		***949,725.00***	*2a*
b. Indirect costs appropriated in the general fund			
Health Insurance	0.00		
Pension	0.00		
Debt	0.00		
Other - Shared Salaries & Facilities Exp	41,973.00		
Total costs appropriated in the general fund		***41,973.00***	*2b*
Total costs		***991,698.00***	*2a + 2b*

3. Calculation of subsidy (see instructions)		
Revenue and available funds	***711,866.00***	*(part 1 col b)*
Less: Total costs	***991,698.00***	*(part 2 total costs)*
Less: Prior year deficit	0.00	*(To Recap Pg 2 Part II B)*
(Negative represents subsidy)	***-279,832.00***	

4. Sources of funding for costs appropriated in the enterprise fund		
a. Revenue and available funds	711,866.00	*(To Recap Pg 4 Col f)*
b. Taxation	237,859.00	
c. Free Cash	0.00	
d. Non-Enterprise Available Funds	0.00	
Total sources of funding for costs appropriated in the enterprise fund	***949,725.00***	*(Must equal total part 2a)*

Signatures

Accounting Officer
I hereby certify that the actual revenues - Part 1 column (a) and the amounts appropriated - part 2(a & b) are to the best of my knowledge correct and

NOTE : The information was Approved on 11/18/2016

MASSACHUSETTS DEPARTMENT OF REVENUE
DIVISION OF LOCAL SERVICES
BUREAU OF ACCOUNTS

INSERTED 1-17-2017
Natick
City / Town / District

SCHEDULE A-3

REVOLVING FUNDS CH.44 S.53E1/2 - Fiscal Year 2017

(A) Date of Vote	(B) Department Authorized to Spend	(C) Type of Receipts Credited	(D) FY 2016 Actual Revenues	(E) FY 2017 Receipts Authorized
05/12/2016	Public Works	Sale of Surplus Vehicles	165,186.00	100,000.00
05/12/2016	Morse Library	Overdue Fines	39,983.00	85,000.00
05/12/2016	Morse Library	Rental of Facilities	6,340.00	25,000.00
05/12/2016	Council on Aging	Rental of Facilities	67,390.00	75,000.00
05/12/2016	Board of Health	Immunization Fees	29,315.00	40,000.00
05/12/2016	Council on Aging	Program Fees	106,004.00	95,000.00
05/12/2016	Board of Health	Tobacco Fees/Fines	12,399.00	25,000.00
05/12/2016	Town Adminstrator	Energy Rewards	0.00	25,000.00
05/12/2016	Treasurer/Collector	Tax Title Fees	29,979.00	100,000.00
11/10/2016	Town Administrator	Compost Fees	0.00	20,000.00
		Total	***456,596.00***	***590,000.00***

The total receipts listed in Column E must agree with page 4, column(H) of the Tax Rate and Pro Forma Recap forms. If the amount in A-3 column(E) is greater than the amount in column(D), additional documentation for the increase may be requested.

The total of all revolving funds pursuant to this law cannot exceed 10% of the prior fiscal year's tax levy: $9,981,704.26.
Each department's revolving fund cannot exceed 1% of the prior fiscal year's tax levy: $998,170.43.

Signatures

Accounting Officer
I hereby certify that the actual revenues as shown in column (d) are to the best of my knowledge correct and complete.

Virginia Cahill, Comptroller , Natick , vcahill@natickma.org 508-647-6435 | 11/14/2016 11:08 AM

Comment:

NOTE : The Information was Approved on 11/18/2016

MASSACHUSETTS DEPARTMENT OF REVENUE
DIVISION OF LOCAL SERVICES
BUREAU OF ACCOUNTS

INSERTED 1-17-2017
Natick
City / Town / District

Schedule B-1

Free Cash Certification and Appropriation - Fiscal Year 2017

Part I

		Date Certified
1. 7/1/2015 Free Cash Certification	9,212,607.00	9/9/2015
ADD:		
2. Free Cash Update Part I	0.00	
TOTAL	*9,212,607.00*	
Subtract Free Cash Appropriated From This Certification		
3. FY 2016 Recap	2,764,692.00	
4. FY 2017 Recap (check to Recap page 4, column c)	3,516,129.00	
5. FY 2017 Recap appropriated on or before June 30th to reduce the tax rate	0.00	*To Recap pg 2 Part IIId 1a*
Balance of Unappropriated Free Cash Part I:	*2,931,786.00*	

Part II

		Date Certified
1. 7/1/2016 Free Cash Certification	12,088,395.00	9/15/2016
ADD:		
2. Free Cash Update Part II	0.00	
TOTAL:	*12,088,395.00*	
Subtract Free Cash Appropriated From This Certification		
3. FY 2017 Recap (check to Recap page 4, column c)	5,515,647.00	
4. FY 2017 Recap appropriated on or after July 1st to reduce the tax rate	0.00	*To Recap pg 2 Part IIId 1b*
Balance of Unappropriated Free Cash Part II:	*6,572,748.00*	

Signatures

Accounting Officer

Virginia Cahill, Comptroller , Natick , vcahill@natickma.org 508-647-6435 | 11/14/2016 11:08 AM

Comment:

NOTE : The Information was Approved on 11/18/2016

MASSACHUSETTS DEPARTMENT OF REVENUE
DIVISION OF LOCAL SERVICES
BUREAU OF ACCOUNTS

INSERTED 1-17-2017
Natick
City / Town / District

Schedule B-2

SOURCES AND USES OF OTHER AVAILABLE FUNDS - Fiscal Year 2017

Date of Appropriation	Source of Fund	Use of Fund	Col. A Amount in Fund When Approp. was Made	Col. B. Amount of Appropriation
05/10/2016	FAR Bonus Stabilization	Acquire CSX Land	5,616,400.00	2,500,000.00
05/12/2016	Parking Meter Receipts	Parking Enforcement	253,105.00	80,000.00
05/12/2016	Overlay Surplus	Support FY17 General Fund Budget	4,785,523.00	500,000.00
05/12/2016	Title V Septic	Debt Service	176,548.00	7,684.00
05/12/2016	FAR Bonus Stabilization	JJ Lane Park Lease	3,116,400.00	3,900.00
05/12/2016	Bond Premiums	Debt Service	850,058.00	64,682.00
05/12/2016	School Building Assistance	Debt Service	974,602.00	123,167.00
05/12/2016	Capital Stabilization	Capital Equipment	3,857,852.00	779,200.00
05/12/2016	Re-Appropriate Debt	Capital Equipment	36,168.00	36,000.00
05/12/2016	Capital Stablization	Capital Improvements	3,078,652.00	380,000.00
05/12/2016	Re-Appropriate Debt	Capital Improvements	513,860.00	245,000.00
05/12/2016	Chrysler Road Mitigation	Capital Improvements	2,331,813.00	560,000.00
05/12/2016	Primrose School	Capital Improvements	19,680.00	19,680.00
11/10/2016	I & I Stabilization	Capital Improvements	1,282,735.00	150,000.00
11/10/2016	Modera Mitigation	Capital Improvements	200,000.00	200,000.00
11/17/2016	Mathworks Mitigation	Design Rail Trail	50,000.00	50,000.00
11/17/2016	FAR Bonus Stabilization	Acquire CSX Land	3,112,500.00	3,100,000.00
11/17/2016	Insurance Proceeds	Capital Repairs	236,460.00	187,194.00
			Total	***8,986,507.00***

(Must equal Recap page 4 column d)

Column (A) must be greater than or equal to the amount of the appropriation in Column (B) at the time of the appropriation unless otherwise specified by general or special law.

Signatures

Accounting Officer

Virginia Cahill, Comptroller , Natick , vcahill@natickma.org 508-647-6435 | 11/14/2016 11:08 AM

Comment:

NOTE : The information was Approved on 11/18/2016

INSERTED 1-17-2017

Natick

City / Town / District

MASSACHUSETTS DEPARTMENT OF REVENUE
DIVISION OF LOCAL SERVICES
BUREAU OF ACCOUNTS

SCHEDULE OL-1

OVERLAY WORKSHEET - Fiscal Year 2017

	A. FY 2016 (Certified)	B. FY 2015	C. FY 2014	Prior Years	Total
1. Overlay Raised Per Recap	997,191.64	1,160,386.80	1,349,902.93		
2. Overlay Deficits Raised	0.00	0.00	0.00		
3. Less-Total Abatements and Exemptions charged through 6/30/2016	333,334.00	411,234.00	339,535.00		
4. Less-Amount transferred to Overlay Surplus (if any)	0.00	0.00	0.00		
5. Totals - must equal FY 2016 balance sheet	***663,857.64***	***749,152.80***	***1,010,367.93***	1,862,147.00	***4,285,525.37***
6. Potential Additional Liability (ATB Cases)	253,144.00	95,100.00	68,275.00	1,397,681.00	***1,814,200.00***
7. Total Potential Liability (add 3+6)	***586,478.00***	***506,334.00***	***407,810.00***		
3 year average abatements & exemptions			361,368.00		

Signatures

Assessor

Janice Dangelo, Dir. of Assessing , Natick , dangelo@natickma.org 508-647-6420 | 11/14/2016 11:36 AM

Comment: Signing as the Chair for BOA signatures on file.

NOTE : The information was Approved on 11/18/2016

MASSACHUSETTS DEPARTMENT OF REVENUE
DIVISION OF LOCAL SERVICES
BUREAU OF ACCOUNTS

Natick
City / Town / District

Schedule DE-1

Debt Exclusion - Fiscal Year 2017

(A) Ballot Vote Date	(B) Purpose(s) of Exclusion Vote	(C) Date of original issuance note/bond per purpose(s)	(D) Temp or Perm (T/P)	(E) FY 2016 Net Excluded Debt Service	(F) FY 2016 Gross Debt Service Expended	(G) FY 2017 Gross Debt Service Excludable	(H) Reimbursement adjustments (Whole numbers only)	(I) FY 2017 Net Excluded Debt Service
11/07/2000	Wilson Middle School	04/15/2004	P	504,071	631,350	608,100	123,167	484,933
03/30/2010	Natick High School	06/15/2011	P	2,909,249	3,164,039	3,043,038	48,511	2,994,527
03/30/2010	Community Senior Center	06/15/2011	P	690,377	697,950	675,700	10,996	664,704
03/30/2010	Community Senior Center	06/01/2012	P	111,519	121,175	118,325	1,940	116,385
03/30/2010	Natick High School	06/15/2013	P	0	238,255	233,724	3,235	230,489
							Total:	4,491,038

REIMBURSEMENTS: School Building Assistance, Library Construction Grants etc.

ADJUSTMENTS: Prior year interest not included, rate or term different than estimate

Signatures

Financial Officer

Virginia Cahill, Comptroller , Natick , vcahill@natickma.org 508-647-6435 | 11/14/2016 11:09 AM

Comment:

A.21

INSERTED 1-17-2017

NOTE : The information was Approved on 11/18/2016

printed on 11/18/2016 2:02:54 PM

MASSACHUSETTS DEPARTMENT OF REVENUE
DIVISION OF LOCAL SERVICES
BUREAU OF ACCOUNTS

Natick
City / Town / District

Levy Limit
Fiscal Year 2017

FOR BUDGET PLANNING PURPOSES

I. TO CALCULATE THE FY 2016 LEVY LIMIT

A.	FY 2015 Levy Limit	92,549,664		
A1.	ADD Amended FY 2015 Growth	0		
B.	ADD (IA + IA1)*2.5%	2,313,742		
C.	ADD FY 2016 New Growth	741,229		
C1.	ADD FY 2016 New Growth Adjustment	0		
D.	ADD FY 2016 Override	0		
E.	FY 2016 Subtotal	***95,604,635***		
F.	FY 2016 Levy Ceiling	183,892,857	I.	***95,604,635***
				FY 2016 Levy Limit

II. TO CALCULATE THE FY 2017 LEVY LIMIT

A.	FY 2016 Levy Limit from I	95,604,635		
A1.	ADD Amended FY 2016 Growth	0		
B.	ADD (IIA + IIA1)*2.5%	2,390,116		
C.	ADD FY 2017 New Growth	1,506,846		
C1.	ADD FY 2017 New Growth Adjustment	0		
D.	ADD FY 2017 Override	0		
E.	ADD FY 2017 Subtotal	***99,501,597***		
F.	FY 2017 Levy Ceiling	192,591,342	II.	***99,501,597***
				FY 2017 Levy Limit

III. TO CALCULATE THE FY 2017 MAXIMUM ALLOWABLE LEVY

A.	FY 2017 Levy Limit from II.	99,501,597
B.	FY 2017 Debt Exclusion(s)	4,491,038
C.	FY 2017 Capital Expenditure Exclusion(s)	0
D.	FY 2017 Stabilization Fund Override	0
E.	FY 2017 Other Adjustment	0
F.	FY 2017 Water/Sewer	0
G.	FY 2017 Maximum Allowable Levy	***103,992,635***

Signatures

Board of Assessors

Janice Dangelo, Dir. of Assessing , Natick , dangelo@natickma.org 508-647-6420 | 11/14/2016 11:37 AM

Comment: Signing as Chair for the BOA signatures on file.

NOTE : The information was Approved on 11/18/2016

INSERTED 1-17-2017
Natick
City / Town / District

MASSACHUSETTS DEPARTMENT OF REVENUE
DIVISION OF LOCAL SERVICES
BUREAU OF ACCOUNTS

CLASSIFICATION TAX ALLOCATION

Fiscal Year 2017

1. The selected Residential Factor is 1.000000

If you desire each class to maintain 100% of its full values tax share, indicate a residential factor of "1" and go to question 3.

2. In computing your residential factor, was a discount granted to Open Space?

Yes __ No X

If Yes, what is the percentage discount? 0

3. Was a residential exemption adopted?

Yes __ No X

If Yes, please complete the following:

Class 1 Total Assessed Value / Class 1 Total Parcel Count *	=	6,001,827,900 / 0	X	0 Selected Res. Exemption %	=	0 Residential Exemption

* Include all parcels wtih a Mixed-Use Residential designation

Applicable number of parcels to receive exemption 0

Net value to be exempted 0

4. Was a small commercial exemption adopted?

Yes __ No X

% Selected 0

If Yes, please complete the following:

No. of parcels eligible	0
Total value of parcels	0
Total value to be exempted	0

5. The following information was derived from the LA-7. Please indicate in column D percentages (accurate to 4 digits to the right of the decimal point) which result from your selected residential factor. (If a residential factor of "1" has been selected, you may leave Column D blank.)

A Class	B Certified Full and Fair Cash Value Assessments	C Percentage Full Value Shares of Total Tax Levy	D New Percentage Shares of Total Tax Levy
Residential	6,001,827,900.00	77.9089%	77.9089%
Open Space	0.00	0.0000%	0.0000%
Commercial	1,509,933,900.00	19.6002%	19.6002%
Industrial	41,810,700.00	0.5427%	0.5427%
Personal Property	150,081,170.00	1.9482%	1.9482%
TOTALS	***7,703,653,670.00***	***100.0000%***	***100.0000%***

NOTE : The information was Approved on 11/18/2016

INSERTED 1-17-2017
Natick
City / Town / District

MASSACHUSETTS DEPARTMENT OF REVENUE
DIVISION OF LOCAL SERVICES
BUREAU OF ACCOUNTS

TAX RATE RECAPITULATION

Fiscal Year 2017

I. TAX RATE SUMMARY

Ia.	Total amount to be raised (from page 2, IIe)	$ 163,926,046.00
Ib.	Total estimated receipts and other revenue sources (from page 2, IIIe)	60,003,758.00
Ic.	Tax Levy (Ia minus Ib)	$ 103,922,288.00

Id. Distribution of Tax Rates and levies

CLASS	(b) Levy percentage (from LA5)	(c) Ic above times each percent in col (b)	(d) Valuation by class (from LA-5)	(e) Tax Rates (c) / (d) x 1000	(f) Levy by class (d) x (e) / 1000
Residential	77.9089	80,964,711.44	6,001,827,900.00	13.49	80,964,658.37
Net of Exempt					
Open Space	0.0000	0.00	0.00	0.00	0.00
Commercial	19.6002	20,368,976.29	1,509,933,900.00	13.49	20,369,008.31
Net of Exempt					
Industrial	0.5427	563,986.26	41,810,700.00	13.49	564,026.34
SUBTOTAL	*98.0518*		*7,553,572,500.00*		*101,897,693.02*
Personal	1.9482	2,024,614.01	150,081,170.00	13.49	2,024,594.98
TOTAL	*100.0000*		*7,703,653,670.00*		*103,922,288.00*

MUST EQUAL 1C

Board of Assessors

Janice Dangelo, Dir. of Assessing , Natick , dangelo@natickma.org 508-647-6420 | 11/14/2016 11:39 AM

Comment: Signing as Chair for the BOA signatures on file.

Do Not Write Below This Line --- For Department of Revenue Use Only

Reviewed By:	Andrew Nelson
Date:	11/18/2016
Approved:	Thomas Guilfoyle
Director of Accounts:	Mary Jane Handy

Mary Jane Handy

NOTE : The information was Approved on 11/18/2016

MASSACHUSETTS DEPARTMENT OF REVENUE
DIVISION OF LOCAL SERVICES
BUREAU OF ACCOUNTS

INSERTED 1-17-2017
Natick
City / Town / District

TAX RATE RECAPITULATION

Fiscal Year 2017

LOCAL RECEIPTS NOT ALLOCATED *

	Receipt Type Description	(a) Actual Receipts Fiscal 2016	(b) Estimated Receipts Fiscal 2017
==> 1.	MOTOR VEHICLE EXCISE	5,460,485.00	5,063,350.00
2.	OTHER EXCISE		
==>	a.Meals	918,893.00	800,000.00
==>	b.Room	1,519,913.00	0.00
==>	c.Other	4,590.00	3,000.00
==> 3.	PENALTIES AND INTEREST ON TAXES AND EXCISES	375,863.00	350,000.00
==> 4.	PAYMENTS IN LIEU OF TAXES	34,738.00	34,500.00
5.	CHARGES FOR SERVICES - WATER	0.00	0.00
6.	CHARGES FOR SERVICES - SEWER	0.00	0.00
7.	CHARGES FOR SERVICES - HOSPITAL	0.00	0.00
8.	CHARGES FOR SERVICES - SOLID WASTE FEES	969,812.00	950,000.00
9.	OTHER CHARGES FOR SERVICES	1,530,013.00	1,500,000.00
10.	FEES	0.00	0.00
11.	RENTALS	46,604.00	46,324.00
12.	DEPARTMENTAL REVENUE - SCHOOLS	0.00	0.00
13.	DEPARTMENTAL REVENUE - LIBRARIES	0.00	0.00
14.	DEPARTMENTAL REVENUE - CEMETERIES	0.00	0.00
15.	DEPARTMENTAL REVENUE - RECREATION	123,472.00	122,472.00
16.	OTHER DEPARTMENTAL REVENUE	475,018.00	475,000.00
17.	LICENSES AND PERMITS	2,218,015.00	1,900,000.00
18.	SPECIAL ASSESSMENTS	9,132.00	9,000.00
==> 19.	FINES AND FORFEITS	235,101.00	230,000.00
==> 20.	INVESTMENT INCOME	272,428.00	210,000.00
==> 21.	MEDICAID REIMBURSEMENT	100,000.00	100,000.00
==> 22.	MISCELLANEOUS RECURRING (PLEASE SPECIFY)	661,450.00	420,000.00
23.	MISCELLANEOUS NON-RECURRING (PLEASE SPECIFY)	1,473,850.00	0.00
24.	**Totals**	***16,429,377.00***	***12,213,646.00***

I hereby certify that the actual receipts as shown in column (a) are, to the best of my knowledge correct and complete, and I further certify that I have examined the entries made on page 4 of the Fiscal 2017 tax rate recapitulation form by the City, Town or District Clerk and hereby acknowledge that such entries correctly reflect the appropriations made and the sources from which such appropriations are to be met.

Accounting Officer

I hereby certify that the actual receipts as shown in column (a) are, to the best of my knowledge correct and complete, and I further certify that I have examined the entries made on page 4 of the above-indicated fiscal year tax rate recapitulation form by the City / Town / District Clerk and hereby acknowledge that such entries correctly reflect the appropriations made and the sources from which such appropriations are to be met.

Virginia Cahill, Comptroller , Natick , vcahill@natickma.org 508-647-6435 | 11/14/2016 11:10 AM

Comment:

* Do not include receipts in columns (a) or (b) that were voted by the City / Town / District Council or Town Meeting as offset receipts on Schedule A-1, enterprise funds on Schedule A-2, or revolving funds on Schedule A-3. Written documentation should be submitted to support increases / decreases of estimated receipts to actual receipts.
==> Written documentation should be submitted to support increases/ decreases of FY 2017 estimated receipts to FY 2016 estimated receipts to be used in calculating the Municipal Revenue Growth Factor (MRGF).

NOTE : The information was Approved on 11/18/2016

OFFICE OF THE COMPTROLLER

Office (508) 647-6437 Fax (508) 655-6980
Email: vcahill@natickma.org

To: Massachusetts Department of Revenue
ATTN: Andrew Nelson

From: Virginia J. Cahill, Comptroller

Subject: Justification - "Water/Sewer Revenue"

Date: November 10, 2016

Please accept this memorandum summarizing the Water/Sewer Revenues for the Town's Fiscal Year 2017 Tax Rate Recapitulation.

The Fiscal Year 2017 user charges revenue should be similar to FY 2016 but higher. The Water & Sewer Commissioners voted a 2.0% water rate increase and a 4.5% sewer rate increase for FY 2017.

FY 2016 Estimate	13,419,755
FY 2016 Actual	13,626,980
FY 2017 Estimate	13,900,937

We believe we have adjusted rates, and associated revenue estimates, satisfactorily enough to account for the needed increase to cover estimated increases in appropriations for FY2017.

We expect "Other Departmental Revenue" to be approximately level from FY16 to FY17. The slight decrease from FY16 actual to FY17 projected, of $12,437, is a result of the expectation that sewer connection fees may be lower in FY2017 than prior years.

Lastly, we are being conservative in our investment income projection since the market has dropped off slightly and seems to be staying level with less gains to be realized at this time.

Please contact me at 508 647-6437 or vcahill@natickma.org if additional clarification is required.

Respectfully submitted

Virginia J. Cahill
Comptroller

Town of Natick....13 East Central Street....Natick.....MA 01760

OFFICE OF THE COMPTROLLER

Office (508) 647-6437 Fax (508) 655-6980
Email: vcahill@natickma.org

To: Massachusetts Department of Revenue
ATTN: Andrew Nelson

From: Virginia Cahill, Comptroller

Subject: Justification - "Golf Course Revenue"

Date: November 10, 2016

Please accept this memorandum summarizing the Golf Course revenue for the Town's Fiscal Year 2017 Tax Rate Recapitulation.

The Fiscal Year 2016 revenues were unusually high due to mild weather during the winter months. However, the prior fiscal year, we had an extremely harsh winter and spring which kept the course closed later into the spring season than is typical.

In developing the revenue estimates for Fiscal Year 2017, an analysis of the actual revenues over a three (3) year period was completed. The method used actual revenue net of any tax levy subsidy or use of retained earnings:

FY 2014	$633,113
FY 2015	$615,526
FY 2016	$700,212

Average annual income over three (3) years: $649,617

Estimate used for Fiscal Year 2017 is $654,000

We believe that this conservative approach of utilizing a three-year average accounts for the possible seasonality of this fund relative to weather.

Please contact me at 508-647-6437 or vcahill@natickma.org if additional clarification is required.

Respectfully submitted,

Virginia J. Cahill
Comptroller

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
00020020	COCHITUATE RAIL TRAIL FY08 TM				
0002-123-2-0020-000-00-0000-50-584000-10090 BETA GROUP, INC	20160915	2016/10	39,087.28	39,087.28	COCHITUATE RAIL TRAIL
	ACCOUNT TOTAL		39,087.28	39,087.28	
	ORG 00020020TOT		39,087.28	39,087.28	
00020045	SFTY/TRAFFIC IMPROVEMENTS				
0002-180-4-0045-000-00-0000-50-584000-10090 BETA GROUP, INC	20151699	2015/12	280.00	280.00	North Main Street Roadw
10090 BETA GROUP, INC	20160593	2016/07	20,374.11	20,374.11	Safety Traffic Improvem
			20,654.11	20,654.11	
	ACCOUNT TOTAL		20,654.11	20,654.11	
	ORG 00020045TOT		20,654.11	20,654.11	
00020056	RADIO REPLACEMENTS				
0002-210-2-0056-000-00-0000-50-587000-5613 MOTOROLA SOLUTIONS	20161137	2016/12	3,367.20	3,367.20	Radio 3 Year Service
	ACCOUNT TOTAL		3,367.20	3,367.20	
	ORG 00020056TOT		3,367.20	3,367.20	
00020096	#12 A-3 4/11 RPLE RADIO EQUIP				
0002-210-2-0096-000-00-2012-50-587000-5613 MOTOROLA SOLUTIONS	20161183	2016/12	13,551.50	13,551.50	RADIO REPLACEMENT
38602 CYBER COMM SOLUTION INC	20160959	2016/11	24,539.16	24,539.16	Red Line RDL3000
38602 CYBER COMM SOLUTION INC	20161235	2016/12	4,219.80	4,219.80	RADIO EQUIPMENT
			28,758.96	28,758.96	
	ACCOUNT TOTAL		42,310.46	42,310.46	
	ORG 00020096TOT		42,310.46	42,310.46	
00020109	#13A-10 4/11 TWN MTG TECH UPGD				
0002-123-1-0109-000-00-2012-50-585000-37074 CDW GOVERNMENT INC.	20122225	2012/09	2,422.35	2,422.35	CONF PHONES WEBCAMS & U
	ACCOUNT TOTAL		2,422.35	2,422.35	
	ORG 00020109TOT		2,422.35	2,422.35	
00020112	#!7 4/11 SIDEWALK CONSTRUCTION				

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
0002-180-1-0112-000-00-2012-50-584000-67422 PAVAO CONSTRUCTION CO, INC	20160684	2016/08	49,363.95	49,363.95	Sidewalk Construction
	ACCOUNT TOTAL		49,363.95	49,363.95	
	ORG 00020112TOT		49,363.95	49,363.95	
00020195	WALNUT ST TRAFFIC - 23 SPG '13				
0002-210-2-0268-000-00-2014-50-584000-70002 BAIN COR, INC	20160192	2016/01	655.00	655.00	Message Board Uprights
	ACCOUNT TOTAL		655.00	655.00	
	ORG 00020195TOT		655.00	655.00	
00020233	R&P FLD STUDY ART 36A6 SPG 14				
0002-630-6-0327-000-00-2015-50-581000-40692 WESTON & SAMPSON ENG INC	20160874	2016/10	3,350.28	3,350.28	Field and Park Study
	ACCOUNT TOTAL		3,350.28	3,350.28	
	ORG 00020233TOT		3,350.28	3,350.28	
00020241	COCHTE RAIL TRL ART 5 OCT '14				
0002-123-1-0349-000-00-2015-50-581000-58306 STANTEC CONSULTING SERVICES	20161293	2016/12	29,330.00	29,330.00	LSP Services CRT
	ACCOUNT TOTAL		29,330.00	29,330.00	
	ORG 00020241TOT		29,330.00	29,330.00	
00020246	AUTOMTD STRCHR ART 32A4 OCT 14				
0002-220-2-0354-000-00-2015-50-585000-53132 STRYKER MEDICAL	20161165	2016/12	14,000.00	14,000.00	Auto stretcher
	ACCOUNT TOTAL		14,000.00	14,000.00	
	ORG 00020246TOT		14,000.00	14,000.00	
00020269	TREE REPLCMNT ART 22A3 SPG '15				
0002-427-4-0389-000-00-2016-50-581000-66775 BARTLETT TREE EXPERTS	20160839	2016/09	20,750.00	20,750.00	TREE PLANTING CONTRACT
66775 BARTLETT TREE EXPERTS	20160985	2016/11	4,000.00	4,000.00	Arbor Day Sugar Maple T
66775 BARTLETT TREE EXPERTS	20160986	2016/11	5,000.00	5,000.00	Plant Health Treatments
			29,750.00	29,750.00	
	ACCOUNT TOTAL		29,750.00	29,750.00	
	ORG 00020269TOT		29,750.00	29,750.00	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
00020272	ROOF WEST ST ART 22A6 SPG 2015				
0002-450-4-0392-000-00-2016-50-584000-71306 CAPEWAY ROOFING SYSTEMS INC	20160968	2016/11	76,166.62	76,166.62	Partial Re-roof DPW 75
	ACCOUNT TOTAL		76,166.62	76,166.62	
	ORG 00020272TOT		76,166.62	76,166.62	
00020280	CRDBRD CMPCTR ART 9A4 FALL '15				
0002-426-4-0415-000-00-2016-50-585000-53455 WASTEQUIP MANUFACTURING COMP	20161019	2016/12	20,145.00	20,145.00	COMPACTOR AND CONTAINER
71218 TINGLEY ELECTRIC SERVICES IN	20160904	2016/10	4,247.00	4,247.00	recycling ctr repairs
	ACCOUNT TOTAL		24,392.00	24,392.00	
	ORG 00020280TOT		24,392.00	24,392.00	
00020285	FILED RENOV ART 10F6 FTM '15				
0002-427-4-0421-000-00-2016-50-581000-63698 SPORTS TURF SPECIALTIES INC	20160800	2016/09	29,338.32	29,338.32	SPRING WORK, INFIELD BE
	ACCOUNT TOTAL		29,338.32	29,338.32	
	ORG 00020285TOT		29,338.32	29,338.32	
FUND 0002 GENERAL FUND ARTICLES		TOT:	364,187.57	364,187.57	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
00125	SCHOOL LUNCH EXPENSE				
0012-300-3-0001-920-00-0000-50-570000-61604 KITTREDGE EQUIP CO	71601873	2016/12	2,558.50	2,558.50	PROOFER CABINET
	ACCOUNT TOTAL		2,558.50	2,558.50	
	ORG 00125 TOT		2,558.50	2,558.50	
FUND 0012 SCHOOL LUNCH EXPENSE		TOT:	2,558.50	2,558.50	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR		PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
01055		SUMMER SCHOOL				
0105-300-3-0000-000-00-0000-50-578300-1992	ROCHE BROS	71601868	2016/12	2,000.00	2,000.00	YEAR END EXPENSES
35158	W B MASON	71601888	2016/12	500.00	500.00	SUMMER ACADEMICS SUPPLI
69313	MODULAR ROBOTICS INC	71601871	2016/12	206.13	206.13	YEAR END EXPENSES
		ACCOUNT TOTAL		2,706.13	2,706.13	
		ORG 01055 TOT		2,706.13	2,706.13	

FUND 0105 SUMMER SCHOOL TOT: 2,706.13 2,706.13

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
01075	RENTAL FACILITIES				
0107-300-3-0000-000-00-0000-50-578300-					
35158 W B MASON	71601894	2016/12	4,460.00	4,460.00	FURNITURE
65515 K & S LANDSCAPE CO	71601603	2016/11	945.00	945.00	SPRING SERVICES
	ACCOUNT TOTAL		5,405.00	5,405.00	
	ORG 01075 TOT		5,405.00	5,405.00	
FUND 0107 RENTAL FACILITIES		TOT:	5,405.00	5,405.00	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR		PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
01115		AFTER SCHOOL PROGRAM				
0111-300-3-0000-000-00-0000-50-578300-1127	UNITED BUILDERS SUPPLY	71600833	2016/04	1,500.00	1,500.00	PLAY AREA
1908	S & S WORLDWIDE	71600459	2016/01	15,441.41	15,441.41	ASAP SUPPLIES
5662	MSSAA	71600460	2016/01	3,000.00	3,000.00	ASAP
30412	ORIENTAL TRADING CO INC	71600470	2016/01	1,347.06	1,347.06	ASAP
34057	SCHOOL HEALTH CORP	71600471	2016/01	1,536.60	1,536.60	ASAP SUPPLIES
35158	W B MASON	71600474	2016/01	2,425.16	2,425.16	ASAP SUPPLIES
35158	W B MASON	71601213	2016/07	193.25	193.25	STORAGE CABINETS
				2,618.41	2,618.41	
36765	OFFICE DEPOT	71601402	2016/09	2,000.00	2,000.00	ASAP SUPPLIES
45314	NEDDS	71600491	2016/01	950.00	950.00	ASAP
61228	COMTRONICS CORP	71600502	2016/01	664.00	664.00	ASAP MATERIALS
61238	4IMPRINT INC	71600503	2016/01	581.89	581.89	ASAP
67678	BOSTNET	71600508	2016/01	6,000.00	6,000.00	ASAP
68800	COMPASS FOR KIDS	71600509	2016/01	2,000.00	2,000.00	ASAP
68807	EARLY CHILDHOOD PROFESSIONAL	71600510	2016/01	1,425.00	1,425.00	ASAP
		ACCOUNT TOTAL		39,064.37	39,064.37	
		ORG 01115	TOT	39,064.37	39,064.37	

FUND 0111 AFTER SCHOOL PROGRAM TOT: 39,064.37 39,064.37

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
0112302	BOS - EXPENSES				
0001-123-1-0000-000-00-0000-02-520325-1522 MURPHY HESSE TOOMEY & LEHANE	20142268	2014/12	17,509.75	17,509.75	zoning by law rewrite
	ACCOUNT TOTAL		17,509.75	17,509.75	
0001-123-1-0000-000-00-0000-02-520336-58306 STANTEC CONSULTING SERVICES	20161292	2016/12	2,087.17	2,087.17	Environmental Consultin
	ACCOUNT TOTAL		2,087.17	2,087.17	
0001-123-1-0000-000-00-0000-02-521500-7253 VERIZON	20161296	2016/12	22.22	22.22	june bill
	ACCOUNT TOTAL		22.22	22.22	
0001-123-1-0000-000-00-0000-02-522725-67757 NATIONAL RESEARCH CENTER INC	20132971	2013/12	10,000.00	10,000.00	SURVEYS
67757 NATIONAL RESEARCH CENTER INC	20151962	2015/12	5,000.00	5,000.00	encumbrance 2014 icma
			15,000.00	15,000.00	
	ACCOUNT TOTAL		15,000.00	15,000.00	
0001-123-1-0000-000-00-0000-02-522750-1000 ENCUMBERED FUNDS G/GOVERNMEN	1372022	2007/12	32,206.00	32,206.00	ENC BAL CONSULTANT PK G
	ACCOUNT TOTAL		32,206.00	32,206.00	
0001-123-1-0000-000-00-0000-02-522762-71634 INVESTMENT CONSULTING ASSOCI	20161294	2016/12	40,000.00	40,000.00	TARGETED ECONOMIC DEVEL
	ACCOUNT TOTAL		40,000.00	40,000.00	
0001-123-1-0000-000-00-0000-02-586675-35158 W B MASON	20161290	2016/12	2,769.85	2,769.85	FURNITURE
44465 MASS CORRECTIONAL INDUSTRIES	20161291	2016/12	2,240.00	2,240.00	CONFERENCE ROOM CHAIRS
	ACCOUNT TOTAL		5,009.85	5,009.85	
	ORG 0112302 TOT		111,834.99	111,834.99	
0113402	COMPTROLLER - EXPENSES				
0001-134-1-0000-000-00-0000-02-521500-7253 VERIZON	20161296	2016/12	79.94	79.94	june bill
	ACCOUNT TOTAL		79.94	79.94	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
0001-134-1-0000-000-00-0000-02-540100-					
35158 W B MASON	20161231	2016/12	486.53	486.53	JULIE CHAIR
	ACCOUNT TOTAL		486.53	486.53	
	ORG 0113402 TOT		566.47	566.47	
0114102	ASSESSOR - EXPENSES				
0001-141-1-0000-000-00-0000-02-521500-					
7253 VERIZON	20161296	2016/12	44.43	44.43	june bill
	ACCOUNT TOTAL		44.43	44.43	
0001-141-1-0000-000-00-0000-02-522100-					
25349 TYLER TECHNOLOGIES, INC	20161298	2016/12	7,000.00	7,000.00	Mapping Update CAMA
	ACCOUNT TOTAL		7,000.00	7,000.00	
0001-141-1-0000-000-00-0000-02-530900-					
25349 TYLER TECHNOLOGIES, INC	20151995	2015/12	45,000.00	45,000.00	CAMA UPDATE
25349 TYLER TECHNOLOGIES, INC	20161297	2016/12	52,600.00	52,600.00	CAMA UPGRADE
			97,600.00	97,600.00	
55625 MHQ SUPPLY	20151994	2015/12	19,154.00	19,154.00	REVALUATION SUPPORT - E
64815 OUT TO BID	20151993	2015/12	3,000.00	3,000.00	EV Charging Station - E
	ACCOUNT TOTAL		119,754.00	119,754.00	
	ORG 0114102 TOT		126,798.43	126,798.43	

FUND 0001 GENERAL FUND TOT: 239,199.89 239,199.89

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
01145	NHS TESTING				
0114-300-3-0000-000-00-0000-50-578300-1647 NCS PEARSON INCORPORATED	71601082	2016/06	507.76	507.76	TESTING VOUCHERS
	ACCOUNT TOTAL		507.76	507.76	
	ORG 01145 TOT		507.76	507.76	
FUND 0114 NHS TESTING		TOT:	507.76	507.76	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
0114602	COLLECTOR - EXPENSES				
0001-146-1-0000-000-00-0000-02-521500-7253 VERIZON	20161296	2016/12	26.66	26.66	june bill
	ACCOUNT TOTAL		26.66	26.66	
	ORG 0114602 TOT		26.66	26.66	
0115102	LEGAL - EXPENSES				
0001-151-1-0000-000-00-0000-02-521500-7253 VERIZON	20161296	2016/12	4.44	4.44	june bill
	ACCOUNT TOTAL		4.44	4.44	
	ORG 0115102 TOT		4.44	4.44	
FUND 0001 GENERAL FUND		TOT:	31.10	31.10	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
01155	CIRCUIT BREAKER				
0115-300-3-0000-000-00-0000-50-578300-42541 NORTHSHORE EDUCATION CONSORT	71601872	2016/12	3,797.28	3,797.28	OUT OF DISTRICT TUITION
	ACCOUNT TOTAL		3,797.28	3,797.28	
	ORG 01155 TOT		3,797.28	3,797.28	
FUND 0115 CIRCUIT BREAKER		TOT:	3,797.28	3,797.28	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
0115502	I.T. - EXPENSES				
0001-155-1-0000-000-00-0000-02-520216-					
37074 CDW GOVERNMENT INC.	20161258	2016/12	9,000.00	9,000.00	MS Office Pro Licenses
71597 TOWERWALL INC	20161226	2016/12	12,779.00	12,779.00	Towerwall Pen Testing
	ACCOUNT TOTAL		21,779.00	21,779.00	
0001-155-1-0000-000-00-0000-02-521500-					
7253 VERIZON	20161296	2016/12	17.48	17.48	june bill
	ACCOUNT TOTAL		17.48	17.48	
0001-155-1-0000-000-00-0000-02-521800-					
37074 CDW GOVERNMENT INC.	20161258	2016/12	1,500.00	1,500.00	MS Office Pro Licenses
69703 HARBOR NETWORKS INC	20161191	2016/12	1,000.00	1,000.00	Netsight Training
	ACCOUNT TOTAL		2,500.00	2,500.00	
0001-155-1-0000-000-00-0000-02-581022-					
69703 HARBOR NETWORKS INC	20151954	2015/12	10,544.68	10,544.68	POE Switches
69703 HARBOR NETWORKS INC	20161190	2016/12	20,000.00	20,000.00	Town Hall Extreme POE+
			30,544.68	30,544.68	
	ACCOUNT TOTAL		30,544.68	30,544.68	
	ORG 0115502 TOT		54,841.16	54,841.16	
0115503	INFORMATION SYSTEM CAPITAL				
0001-155-1-0000-000-00-0000-03-583900-					
37074 CDW GOVERNMENT INC.	20161193	2016/12	4,360.40	4,360.40	(300) Windows 2012 Devi
37074 CDW GOVERNMENT INC.	20161258	2016/12	32,035.95	32,035.95	MS Office Pro Licenses
			36,396.35	36,396.35	
53848 ACCESSIBLE SOLUTIONS, INC	20150643	2015/04	2,835.00	2,835.00	SERVTraker Hosted Solu
63239 CAROUSEL INDUSTRIES OF NO AM	20161186	2016/12	8,000.00	8,000.00	Aruba Airwave and Contr
69703 HARBOR NETWORKS INC	20161203	2016/12	16,260.00	16,260.00	Park and Morse Extreme
	ACCOUNT TOTAL		63,491.35	63,491.35	
0001-155-1-0000-000-00-0000-03-585750-					
46018 DELL CORPORATION	20161158	2016/12	6,701.75	6,701.75	Dell Latitude 5570 Lapt
63239 CAROUSEL INDUSTRIES OF NO AM	20161186	2016/12	10,000.00	10,000.00	Aruba Airwave and Contr

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
69703 HARBOR NETWORKS INC	20161196	2016/12	9,242.50	9,242.50	Extreme Town Hall Basem
69703 HARBOR NETWORKS INC	20161201	2016/12	10,653.00	10,653.00	Extreme 10GB mini-GBICs
69703 HARBOR NETWORKS INC	20161202	2016/12	13,195.00	13,195.00	Public Safety Extreme S
			33,090.50	33,090.50	
	ACCOUNT TOTAL		49,792.25	49,792.25	
	ORG 0115503 TOT		113,283.60	113,283.60	
0116102	CLERK - EXPENSES				
0001-161-1-0000-000-00-0000-02-521500-7253 VERIZON	20161296	2016/12	35.54	35.54	june bill
	ACCOUNT TOTAL		35.54	35.54	
0001-161-1-0000-000-00-0000-02-528300-65871 KOFILE PRESERVATION INC	20161288	2016/12	7,307.66	7,307.66	BIRTH BINDERS
	ACCOUNT TOTAL		7,307.66	7,307.66	
0001-161-1-0000-000-00-0000-02-540100-35158 W B MASON	20161285	2016/12	1,500.00	1,500.00	MISC OFFICE SUPPLIES
	ACCOUNT TOTAL		1,500.00	1,500.00	
	ORG 0116102 TOT		8,843.20	8,843.20	
0116202	ELECTIONS - EXPENSES				
0001-162-1-0000-000-00-0000-02-540210-39982 LHS ASSOCIATES INC	20161286	2016/12	1,283.75	1,283.75	ST LISTINGS
	ACCOUNT TOTAL		1,283.75	1,283.75	
	ORG 0116202 TOT		1,283.75	1,283.75	
0118002	COMMUNITY DEVELOPMENT - EXPENS				
0001-180-1-0000-000-00-0000-02-521500-7253 VERIZON	20161296	2016/12	57.76	57.76	june bill
	ACCOUNT TOTAL		57.76	57.76	
	ORG 0118002 TOT		57.76	57.76	
0119202	PUBLIC BLDGS & PROP MAINT				
0001-192-1-0000-000-00-0000-02-521100-54035 TRANSCANADA POWER MARKETING	20160336	2016/04	24,250.00	24,250.00	FY2016 (Annual Estimate
	ACCOUNT TOTAL		24,250.00	24,250.00	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
0001-192-1-0000-000-00-0000-02-521300-					
71219 SUMMIT FINANCIAL RESOURCES L	20161002	2016/11	2,500.00	2,500.00	Fuel Master Integration
71219 SUMMIT FINANCIAL RESOURCES L	20161026	2016/12	126.84	126.84	Asset Management Servic
			2,626.84	2,626.84	
	ACCOUNT TOTAL		2,626.84	2,626.84	
0001-192-1-0000-000-00-0000-02-521800-					
54035 TRANSCANADA POWER MARKETING	20160236	2016/01	1,659.63	1,659.63	Electricity - Street L
71259 ANGEL'S PAINTING INC	20161176	2016/12	3,500.00	3,500.00	Street Light Maintenanc
	ACCOUNT TOTAL		5,159.63	5,159.63	
0001-192-1-0000-000-00-0000-02-522750-					
65567 SIEMENS	20151955	2015/12	2,792.96	2,792.96	STREET LIGHT POLE TRANS
65567 SIEMENS	20160377	2016/04	5,489.00	5,489.00	FURNISH AND INSTALL CON
			8,281.96	8,281.96	
65899 CENTRAL MASS SIGNAL LLC	20161171	2016/12	7,000.00	7,000.00	South Natick Traffic Si
	ACCOUNT TOTAL		15,281.96	15,281.96	
	ORG 0119202 TOT		47,318.43	47,318.43	
0121002	POLICE - EXPENSES				
0001-210-2-0000-000-00-0000-02-520210-					
71665 MEGGITT TRAINING SYSTEMS INC	20161295	2016/12	2,195.00	2,195.00	Range Repairs
	ACCOUNT TOTAL		2,195.00	2,195.00	
0001-210-2-0000-000-00-0000-02-520900-					
44497 E-XPASS MA SERVICE CENTER	20161157	2016/12	28.65	28.65	TOLLS - JUNE
	ACCOUNT TOTAL		28.65	28.65	
0001-210-2-0000-000-00-0000-02-521500-					
7253 VERIZON	20161141	2016/12	112.57	112.57	JUNE 2016
7253 VERIZON	20161296	2016/12	316.29	316.29	june bill
			428.86	428.86	
42220 SPRINT	20161155	2016/12	313.07	313.07	JUNE 2016
55052 LANGUAGE LINE SERVICES	20161166	2016/12	295.33	295.33	JUNE 2016
	ACCOUNT TOTAL		1,037.26	1,037.26	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
0001-210-2-0000-000-00-0000-02-522500-					
19348 FEDERAL EXPRESS CORP	20161146	2016/12	22.96	22.96	SHIPPING JUNE
	ACCOUNT TOTAL		22.96	22.96	
0001-210-2-0000-000-00-0000-02-540100-					
35158 W B MASON	20161149	2016/12	2,292.59	2,292.59	JUNE 2016
39575 DONNEGAN SYSTEMS INC	20161153	2016/12	4,203.00	4,203.00	JUNE 2016
	ACCOUNT TOTAL		6,495.59	6,495.59	
0001-210-2-0000-000-00-0000-02-540650-					
60277 TR MILLER CO INC	20161032	2016/12	978.76	978.76	Youth Academy Supplies
	ACCOUNT TOTAL		978.76	978.76	
0001-210-2-0000-000-00-0000-02-540840-					
65414 TRITECH FORENSICS INC	20161243	2016/12	2,142.19	2,142.19	Detectives
70854 ATLANTIC TACTICAL	20161204	2016/12	504.96	504.96	Gun Valut
70858 PINNACLE PEAK HOLDING CORP	20161175	2016/12	4,240.52	4,240.52	Radio - Motorcycle Helm
	ACCOUNT TOTAL		6,887.67	6,887.67	
0001-210-2-0000-000-00-0000-02-578300-					
17879 NATICK ANIMAL CLINIC	20161145	2016/12	500.00	500.00	JUNE 2016
	ACCOUNT TOTAL		500.00	500.00	
0001-210-2-0000-000-00-0000-02-578319-					
64213 BADGEQUEST INC	20142279	2014/12	20,000.00	20,000.00	Police Sergeant Assessm
64213 BADGEQUEST INC	20160642	2016/08	36,000.00	36,000.00	Assessment Center
			56,000.00	56,000.00	
	ACCOUNT TOTAL		56,000.00	56,000.00	
	ORG 0121002 TOT		74,145.89	74,145.89	
0122002	FIRE - EXPENSES				
0001-220-2-0000-000-00-0000-02-520210-					
7249 VOORHEES COMMUNICATION	20161252	2016/12	526.00	526.00	Batteries
	ACCOUNT TOTAL		526.00	526.00	
0001-220-2-0000-000-00-0000-02-521500-					
7253 VERIZON	20161142	2016/12	166.32	166.32	Telephones
7253 VERIZON	20161296	2016/12	386.64	386.64	june bill
			552.96	552.96	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR		PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
27623	VERIZON WIRELESS	20161148	2016/12	904.86	904.86	Wireless telephones
		ACCOUNT TOTAL		1,457.82	1,457.82	
0001-220-2-0000-000-00-0000-02-528800-5935	READYREFRESH	20161139	2016/12	263.85	263.85	Drinking water
		ACCOUNT TOTAL		263.85	263.85	
0001-220-2-0000-000-00-0000-02-530110-7783	GREENWOOD EMERGENCY VEHICLES	20161143	2016/12	1,690.00	1,690.00	Stick testing
71524	MOBILE FIRE APPARATUS REPAIR	20161180	2016/12	1,750.00	1,750.00	Pump testing
		ACCOUNT TOTAL		3,440.00	3,440.00	
0001-220-2-0000-000-00-0000-02-540820-1142	ANNESI'S POWER EQUIP INC	20161127	2016/12	80.00	80.00	Fuel
7783	GREENWOOD EMERGENCY VEHICLES	20161253	2016/12	448.99	448.99	parts
39438	FIREMATIC SUPPLY CO INC	20161152	2016/12	2,667.08	2,667.08	Valve, hose, nozzles
39438	FIREMATIC SUPPLY CO INC	20161259	2016/12	1,091.00	1,091.00	Gauges
				3,758.08	3,758.08	
47800	FIRE TECH & SAFETY OF NE INC	20161237	2016/12	825.00	825.00	Tools
65216	AUTO ZONE	20161242	2016/12	83.68	83.68	Vehicle cleaner
		ACCOUNT TOTAL		5,195.75	5,195.75	
0001-220-2-0000-000-00-0000-02-540825-48781	ZOLL MEDICAL CORPORATION	20161161	2016/12	772.84	772.84	Ambulance supplies
52279	METROWEST MEDICAL CENTER	20161164	2016/12	1,132.18	1,132.18	Drugs dispensed
53132	STRYKER MEDICAL	20161165	2016/12	3,757.28	3,757.28	Auto stretcher
67958	CURTIS BAY ENERGY IN	20161172	2016/12	53.50	53.50	Regulated medical waste
		ACCOUNT TOTAL		5,715.80	5,715.80	
0001-220-2-0000-000-00-0000-02-540830-19430	MASS DIVING INC	20161256	2016/12	96.52	96.52	diving supplies
		ACCOUNT TOTAL		96.52	96.52	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR		PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
0001-220-2-0000-000-00-0000-02-540840-1142	ANNESI'S POWER EQUIP INC	20161128	2016/12	350.00	350.00	Lawnmower
1175	DOOR SYSTEMS INC	20161130	2016/12	3,059.20	3,059.20	Garage doors
40220	ROBERTS CO INC	20161154	2016/12	2,595.50	2,595.50	Badges
47671	NORTHEAST RESCUE SYSTEMS, IN	20161236	2016/12	855.00	855.00	helmet shields
47800	FIRE TECH & SAFETY OF NE INC	20161160	2016/12	3,363.00	3,363.00	Task Force Blitzfire Pa
65573	CONVERGINT TECHNOLOGIES LLC	20161169	2016/12	2,289.68	2,289.68	security doors
		ACCOUNT TOTAL		12,512.38	12,512.38	
		ORG 0122002 TOT		29,208.12	29,208.12	

FUND 0001 GENERAL FUND TOT: 328,981.91 328,981.91

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
01245	MINI UNIVERSITY				
0124-300-3-0000-000-00-0000-50-578300-1954 MICHAEL J. CONNOLLY & SONS,	71601050	2016/05	1,980.00	1,980.00	BUSES FOR LEARNNG SUMMI
	ACCOUNT TOTAL		1,980.00	1,980.00	
	ORG 01245 TOT		1,980.00	1,980.00	
FUND 0124 MINI UNIVERSITY		TOT:	1,980.00	1,980.00	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
0124602	PARKING ENFORCEMENT - EXPENSES				
0001-246-2-0000-000-00-0000-02-520210-					
46609 DUNCAN PARKING TECHNOLOGIES	27109003	2011/01	6,300.00	6,300.00	UPGRADE PARK SYSTEM
60704 STOKES PUBLISHING CO INC	20160514	2016/06	378.90	378.90	THERMAL PAPER AND SHIPP
	ACCOUNT TOTAL		6,678.90	6,678.90	
0001-246-2-0000-000-00-0000-02-520317-					
64815 OUT TO BID	2790100	2009/12	10,000.00	10,000.00	UPGRADE PARK SYS CALIBR
69954 POM INCORPORATED	20161174	2016/12	7,676.94	7,676.94	METERS
	ACCOUNT TOTAL		17,676.94	17,676.94	
0001-246-2-0000-000-00-0000-02-540220-					
68945 RICHARD JOLIN	20161120	2016/12	270.90	270.90	Parking Enforcement Tic
	ACCOUNT TOTAL		270.90	270.90	
	ORG 0124602 TOT		24,626.74	24,626.74	
0125102	NATICK EMER MGMT EXPENSES				
0001-251-2-0000-000-00-0000-02-580640-					
4592 MOORE MEDICAL CORPORATION	20161279	2016/12	1,730.41	1,730.41	EMERGENCY SUPPLIES
37074 CDW GOVERNMENT INC.	20161111	2016/12	2,070.21	2,070.21	HDMI ADAPTER
70854 ATLANTIC TACTICAL	20161280	2016/12	9,076.80	9,076.80	SUPPLIES
70854 ATLANTIC TACTICAL	20161281	2016/12	606.00	606.00	SUPPLIES
			9,682.80	9,682.80	
	ACCOUNT TOTAL		13,483.42	13,483.42	
	ORG 0125102 TOT		13,483.42	13,483.42	

FUND 0001 GENERAL FUND TOT: 38,110.16 38,110.16

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
01335	SCHOOL PROGRAMS				
0133-300-3-0000-000-00-0000-50-578400-					
10840 APPLE COMPUTER INC	71600005	2016/01	893.50	893.50	PARTS AND REPAIRS KENNE
10840 APPLE COMPUTER INC	71600649	2016/01	73.20	73.20	COMPUTER PARTS AND REPA
10840 APPLE COMPUTER INC	71600710	2016/01	5,000.00	5,000.00	KENNEDY MS LAPTOP PROGR
			5,966.70	5,966.70	
	ACCOUNT TOTAL		5,966.70	5,966.70	
0133-300-3-0000-000-00-0000-50-578405-					
10840 APPLE COMPUTER INC	71600004	2016/01	933.10	933.10	PARTS AND REPAIRS
10840 APPLE COMPUTER INC	71600709	2016/01	2,025.35	2,025.35	WILSON MS LAPTOP PROGRA
			2,958.45	2,958.45	
	ACCOUNT TOTAL		2,958.45	2,958.45	
0133-300-3-0000-000-00-0000-50-578410-					
10840 APPLE COMPUTER INC	71600006	2016/01	128.90	128.90	PARTS AND REPAIRS NATIC
10840 APPLE COMPUTER INC	71600927	2016/04	45.25	45.25	PARTS AND REPAIRS
10840 APPLE COMPUTER INC	71601493	2016/10	551.30	551.30	PARTS AND REPAIRS
			725.45	725.45	
	ACCOUNT TOTAL		725.45	725.45	
	ORG 01335 TOT		9,650.60	9,650.60	
FUND 0133 SCHOOL PROGRAMS		TOT:	9,650.60	9,650.60	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
0141002	DPW ENGINEERING - EXPENSES				
0001-410-4-0000-000-00-0000-02-520308-					
27623 VERIZON WIRELESS	20160294	2016/03	743.95	743.95	FY16 Annual Estimate
61926 GREEN INTERNATIONAL AFFILIAT	20161033	2016/12	3,000.00	3,000.00	Field Survey - Complete
67169 HUNNEMAN APPRAISAL & CONSULT	20151752	2015/12	7,500.00	7,500.00	APPRAISAL SERV HUNNEWEL
	ACCOUNT TOTAL		11,243.95	11,243.95	
0001-410-4-0000-000-00-0000-02-520320-					
10090 BETA GROUP, INC	20142270	2014/12	12,550.00	12,550.00	ENGINEERING SERVICES
60484 AT & T MOBILITY	20161239	2016/12	49.85	49.85	WIRELESS SERVICE FOR JU
68442 BMC CORP	20160253	2016/01	128.73	128.73	FY16 Annual Catch Basin
69928 ENVIRONMENTAL PARTNERS GROUP	20152005	2015/12	20,000.00	20,000.00	STORMWATER SYSTEM SERVI
	ACCOUNT TOTAL		32,728.58	32,728.58	
	ORG 0141002 TOT		43,972.53	43,972.53	
0142002	PUBLIC WORKS ADMIN - EXPENSES				
0001-420-4-0000-000-00-0000-02-521500-					
7253 VERIZON	20160263	2016/01	91.16	91.16	FY16 ANNUAL ESTIMATE
7253 VERIZON	20161296	2016/12	288.56	288.56	june bill
			379.72	379.72	
27623 VERIZON WIRELESS	20160294	2016/03	599.96	599.96	FY16 Annual Estimate
	ACCOUNT TOTAL		979.68	979.68	
0001-420-4-0000-000-00-0000-02-540310-					
29005 DELL MARKETING L.P.	20161274	2016/12	50.00	50.00	service fee
	ACCOUNT TOTAL		50.00	50.00	
	ORG 0142002 TOT		1,029.68	1,029.68	
0142602	DPW EQUIPMENT MAINT - EXPENSES				
0001-426-4-0000-000-00-0000-02-540083-					
35315 LONG DISTANCE TIRE	20160943	2016/11	1,349.87	1,349.87	TIRES
	ACCOUNT TOTAL		1,349.87	1,349.87	
0001-426-4-0000-000-00-0000-02-540084-					
1144 ATLANTIC BROOM SERV INC	20161182	2016/12	2,500.00	2,500.00	SNOW PLOW ROOT

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
60752 MCDEVITT TRUCKS INC	20161265	2016/12	40.00	40.00	BOLTS
68839 NAPA AUTO PARTS	20161270	2016/12	500.00	500.00	JUNE PARTS
71219 SUMMIT FINANCIAL RESOURCES L	20161026	2016/12	66.35	66.35	Asset Management Servic
	ACCOUNT TOTAL		3,106.35	3,106.35	
0001-426-4-0000-000-00-0000-02-540700- 27623 VERIZON WIRELESS	20160294	2016/03	455.97	455.97	FY16 Annual Estimate
	ACCOUNT TOTAL		455.97	455.97	
	ORG 0142602 TOT		4,912.19	4,912.19	
0142702	DPW LAND/FAC NAT RES - EXPENSE				
0001-427-4-0000-000-00-0000-02-528800- 27623 VERIZON WIRELESS	20160294	2016/03	239.98	239.98	FY16 Annual Estimate
	ACCOUNT TOTAL		239.98	239.98	
	ORG 0142702 TOT		239.98	239.98	
0142902	DPW OTHER - EXPENSES				
0001-429-4-0000-000-00-0000-02-520220- 27623 VERIZON WIRELESS	20160294	2016/03	527.96	527.96	FY16 Annual Estimate
55153 COMCAST	20160470	2016/05	71.38	71.38	Comcast Cable Televisio
	ACCOUNT TOTAL		599.34	599.34	
0001-429-4-0000-000-00-0000-02-520308- 59936 NEW ENGLAND SCHOOL SSERVICES	20151936	2015/12	102.18	102.18	DPW EXTERIOR DOORS
	ACCOUNT TOTAL		102.18	102.18	
0001-429-4-0000-000-00-0000-02-520341- 66517 XTREME TUB GRINDING	20161289	2016/12	8,100.00	8,100.00	GRINDING OAK ST YARD
	ACCOUNT TOTAL		8,100.00	8,100.00	
0001-429-4-0000-000-00-0000-02-528800- 71219 SUMMIT FINANCIAL RESOURCES L	20161026	2016/12	48.66	48.66	Asset Management Servic
	ACCOUNT TOTAL		48.66	48.66	
0001-429-4-0000-000-00-0000-02-530225- 63809 WERNER ENVIRONMENTAL LLC	20160246	2016/01	2,483.34	2,483.34	Landfill Gas/Flaring M
	ACCOUNT TOTAL		2,483.34	2,483.34	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
0001-429-4-0000-000-00-0000-02-540810-					
59936 NEW ENGLAND SCHOOL SSERVICES	20160937	2016/11	32.00	32.00	INSTALL AND FURNISH DOO
63787 RILEIGHTS OUTDOOR DECOR	20161125	2016/12	5,000.00	5,000.00	BANNER BRACKETS
65573 CONVERGINT TECHNOLOGIES LLC	20161077	2016/12	4,297.10	4,297.10	NETWORK RECORDER, INSTA
	ACCOUNT TOTAL		9,329.10	9,329.10	
0001-429-4-0000-000-00-0000-02-540890-					
71219 SUMMIT FINANCIAL RESOURCES L	20160988	2016/11	808.00	808.00	GPS Fleet Tracking Equi
	ACCOUNT TOTAL		808.00	808.00	
0001-429-4-0000-000-00-0000-02-577900-					
62902 WESTERN OIL INC	20161185	2016/12	75.00	75.00	USED OIL HALOGENS
	ACCOUNT TOTAL		75.00	75.00	
0001-429-4-0000-000-00-0000-02-578000-					
71219 SUMMIT FINANCIAL RESOURCES L	20160988	2016/11	5,172.00	5,172.00	GPS Fleet Tracking Equi
	ACCOUNT TOTAL		5,172.00	5,172.00	
0001-429-4-0000-000-00-0000-02-578800-					
21722 WHEELABRATOR MILLBURY, INC	20160367	2016/04	34,730.88	34,730.88	FY16 Estimated Balance
54506 EAST COAST ELECTRONICS RECYC	20161263	2016/12	985.00	985.00	CONTAINER SWAP
71219 SUMMIT FINANCIAL RESOURCES L	20161026	2016/12	132.70	132.70	Asset Management Servic
	ACCOUNT TOTAL		35,848.58	35,848.58	
0001-429-4-0000-000-00-0000-02-578900-					
71219 SUMMIT FINANCIAL RESOURCES L	20161026	2016/12	88.46	88.46	Asset Management Servic
	ACCOUNT TOTAL		88.46	88.46	
0001-429-4-0000-000-00-0000-02-579100-					
44497 E-XPASS MA SERVICE CENTER	20161261	2016/12	347.30	347.30	JUNE TOLLS
	ACCOUNT TOTAL		347.30	347.30	
0001-429-4-0000-000-00-0000-02-581031-					
54953 BROX INDUSTRIES INC	20160544	2016/06	2,422.80	2,422.80	HOT TOP
	ACCOUNT TOTAL		2,422.80	2,422.80	
	ORG 0142902 TOT		65,424.76	65,424.76	

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ACCOUNT/VENDOR		PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
0145002		FACLITIES MGMT EXPENSES				
0001-450-4-0000-000-00-0000-50-520200-1301	KEANE FIRE & SAFETY EQUIPMEN	20161299	2016/12	6.77	6.77	PARTS
7253	VERIZON	20161296	2016/12	109.05	109.05	june bill
27623	VERIZON WIRELESS	20160294	2016/03	1,367.91	1,367.91	FY16 Annual Estimate
35158	W B MASON	20161232	2016/12	1,598.55	1,598.55	ICE MACHINE
36712	F W WEBB CO	20160708	2016/08	2,166.41	2,166.41	SENOIR CENTER - HVAC
36712	F W WEBB CO	20161087	2016/12	2,150.00	2,150.00	YEAR END EXPENSES
				4,316.41	4,316.41	
49743	UNIVERSAL ENVIRONMENTAL CONS	20161065	2016/12	1,155.00	1,155.00	acct 6035322501632628
65573	CONVERGINT TECHNOLOGIES LLC	20161064	2016/12	4,859.60	4,859.60	YEAR END EXPENSES
65748	HOME DEPOT	20161078	2016/12	5,000.00	5,000.00	acct 4594633
66173	ENVIRONMENTAL RESPONSE SERV	20161115	2016/12	9,780.00	9,780.00	YEAR END EXPENSES
67959	HORIZON SOLUTIONS LLC	20160728	2016/08	1,397.00	1,397.00	POLICE - PUMP SERVICE
71193	IN & OUT AUTOMATIC DOORS	20160949	2016/11	1,340.00	1,340.00	SENIOR CENTER - INSTALL
71306	CAPEWAY ROOFING SYSTEMS INC	20160968	2016/11	14,900.00	14,900.00	Partial Re-roof DPW 75
		ACCOUNT TOTAL		45,830.29	45,830.29	
0001-450-4-0000-000-00-0000-50-540865-49763	ATLANTIC CLEANING PRODUCTS	20161059	2016/12	2,000.00	2,000.00	FY16 END OF YEAR EXPENS
		ACCOUNT TOTAL		2,000.00	2,000.00	
		ORG 0145002 TOT		47,830.29	47,830.29	
0151202		B.O.H. - EXPENSES				
0001-512-5-0000-000-00-0000-02-521500-7253	VERIZON	20161296	2016/12	35.55	35.55	june bill
		ACCOUNT TOTAL		35.55	35.55	
		ORG 0151202 TOT		35.55	35.55	
0154102		C.O.A. - EXPENSES				
0001-541-5-0000-000-00-5700-02-521500-7253	VERIZON	20161296	2016/12	125.64	125.64	june bill
		ACCOUNT TOTAL		125.64	125.64	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
	ORG	0154102 TOT	125.64	125.64	
0154302	VETERAN SERVICES - EXPENSES				
0001-543-5-0000-000-00-5700-02-521500-7253 VERIZON	20161296	2016/12	23.36	23.36	june bill
	ACCOUNT TOTAL		23.36	23.36	
0001-543-5-0000-000-00-5700-02-571100-68675 ROBERT DREIER	20160037	2016/01	120.00	120.00	Medicare Reimbursement,
	ACCOUNT TOTAL		120.00	120.00	
	ORG	0154302 TOT	143.36	143.36	
0161002	MORSE LIBRARY - EXPENSES				
0001-610-6-0000-000-00-0000-02-521500-7253 VERIZON	20161296	2016/12	171.15	171.15	june bill
	ACCOUNT TOTAL		171.15	171.15	
	ORG	0161002 TOT	171.15	171.15	
0163002	RECREATION & PARKS - EXPENSES				
0001-630-6-0000-000-00-5700-02-521500-7253 VERIZON	20161296	2016/12	183.54	183.54	june bill
	ACCOUNT TOTAL		183.54	183.54	
	ORG	0163002 TOT	183.54	183.54	
0191001	OTHER EMPLOYEE BENEFITS				
0001-910-9-0000-000-00-0000-01-517010-33524 HEALTH RESOURCES	20160202	2016/01	5,148.00	5,148.00	2nd 3rd and 4th quarter
64802 TOWN OF NATICK/HRA	20161287	2016/12	8,000.00	8,000.00	TO COVER REIMB THRU 6/3
	ACCOUNT TOTAL		13,148.00	13,148.00	
	ORG	0191001 TOT	13,148.00	13,148.00	

FUND 0001 GENERAL FUND TOT: 177,216.67 177,216.67

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
06045	BROWN SCHOOL				
0604-300-3-0000-000-02-0000-50-578302-68037 FOLLETT SCHOOL SOLUTIONS INC	71601521	2016/10	575.28	575.28	MATERIALS
	ACCOUNT TOTAL		575.28	575.28	
	ORG 06045 TOT		575.28	575.28	
FUND 0604 BROWN SCHOOL		TOT:	575.28	575.28	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
06085	KENNEDY MIDDLE SCHOOL				
0608-300-3-0000-000-07-0000-50-578301-36765 OFFICE DEPOT	71601509	2016/10	268.99	268.99	SPEAKER SYSTEM
	ACCOUNT TOTAL		268.99	268.99	
	ORG 06085 TOT		268.99	268.99	
FUND 0608 KENNEDY MIDDLE SCHOOL	TOT:		268.99	268.99	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
06095	WILSON MIDDLE SCHOOL				
0609-300-3-0000-000-08-0000-50-578301-1385 BAKER & TAYLOR CO	71601226	2016/07	62.56	62.56	MATERIALS
	ACCOUNT TOTAL		62.56	62.56	
	ORG 06095 TOT		62.56	62.56	
FUND 0609 WILSON MIDDLE SCHOOL	TOT:		62.56	62.56	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
06105	HIGH SCHOOL				
0610-300-3-0000-000-09-0000-50-578301-35484 SCHOOL SPECIALTY INC	71601481	2016/10	138.24	138.24	SUPPLIES
	ACCOUNT TOTAL		138.24	138.24	
	ORG 06105 TOT		138.24	138.24	
FUND 0610 HIGH SCHOOL		TOT:	138.24	138.24	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
06465	NEF AWARDS 15/16				
0646-300-3-0000-000-00-2016-50-535082-1385 BAKER & TAYLOR CO	71601227	2016/07	8.56	8.56	MATERIALS
	ACCOUNT TOTAL		8.56	8.56	
	ORG 06465 TOT		8.56	8.56	
FUND 0646 NEF AWARDS 15/16		TOT:	8.56	8.56	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
100416	METCO FY16				
1004-300-3-0000-000-00-2016-00-558000-35158 W B MASON	71600715	2016/01	200.19	200.19	SUPPLIES
	ACCOUNT TOTAL		200.19	200.19	
	ORG 100416 TOT		200.19	200.19	
FUND 1004 METCO		TOT:	200.19	200.19	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
100616	FY16 ESSENTIAL HEALTH				
1006-300-3-0000-000-00-2016-00-500100-4676 THE CHILDREN'S HOSPITAL	71601490	2016/10	390.00	390.00	CONFERENCE REGISTRATION
	ACCOUNT TOTAL		390.00	390.00	
	ORG 100616 TOT		390.00	390.00	
FUND 1006 ESSENTIAL HEALTH		TOT:	390.00	390.00	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
150716	TITLE I FY16				
1507-300-3-0000-000-00-2016-00-558000-53625 STEPS TO LITERACY	71601733	2016/11	43.95	43.95	MATERIALS
58625 ARCHITECTS FOR LEARNING LLC	71601861	2016/12	900.00	900.00	CLASS REGISTRATIONS
	ACCOUNT TOTAL		943.95	943.95	
	ORG 150716 TOT		943.95	943.95	
FUND 1507 TITLE I		TOT:	943.95	943.95	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
151416	SPED PROGRAM IMPROVEMENT FY16				
1514-300-3-0000-000-00-2016-00-522750-58625 ARCHITECTS FOR LEARNING LLC	71601861	2016/12	900.00	900.00	CLASS REGISTRATIONS
	ACCOUNT TOTAL		900.00	900.00	
	ORG 151416 TOT		900.00	900.00	
FUND 1514 SPED PROGRAM IMPROVEMENT TOT:			900.00	900.00	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
22015	RECREATION PROGRAMS				
2201-630-6-0000-000-00-0000-50-540100-26281 GLOBAL EQUIPMENT CO	20161208	2016/12	799.64	799.64	Fans and Pop Tents
	ACCOUNT TOTAL		799.64	799.64	
	ORG 22015 TOT		799.64	799.64	
FUND 2201 RECREATION PROGRAMS		TOT:	799.64	799.64	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
22085	INS CLAIM <$20K				
2208-134-1-0000-000-00-0000-50-528200-					
24529 PIERCE COLLISION INC	20160882	2016/10	1,300.89	1,300.89	accident repairs
24529 PIERCE COLLISION INC	20160907	2016/10	1,591.81	1,591.81	remaining accident repa
			2,892.70	2,892.70	
	ACCOUNT TOTAL		2,892.70	2,892.70	
	ORG 22085 TOT		2,892.70	2,892.70	
FUND 2208 INS CLAIM <$20K		TOT:	2,892.70	2,892.70	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
23545	COMM ON DISABILITY FINES ART 1				
2354-549-5-0000-000-00-0000-50-528800-69468 CURTIS NEWTON CORP	20151645	2015/12	6,082.20	6,082.20	plug in door operator
	ACCOUNT TOTAL		6,082.20	6,082.20	
	ORG 23545 TOT		6,082.20	6,082.20	
FUND 2354 COMM ON DISABILITY FINES ART 1 TOT:			6,082.20	6,082.20	

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ACCOUNT/VENDOR		PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
23565		MUN AFFORDABLE HOUSING TR				
2356-180-1-0000-000-00-0000-50-528800-1194	HANSEN ELEC SUPPLY INC	20160743	2016/09	4,944.36	4,944.36	ELECTRICAL SUPPLIES
59542	ASHLAND LUMBER	20160754	2016/09	17,820.40	17,820.40	BLDG SUPPLIES BACON ST
		ACCOUNT TOTAL		22,764.76	22,764.76	
		ORG 23565 TOT		22,764.76	22,764.76	

FUND 2356 MUN AFFORDABLE HOUSING TR TOT: 22,764.76 22,764.76

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
24325	MAPC NATICK CENTER TOD STUDY				
2432-180-1-0000-000-00-2016-50-521900-52056 MAPC	20160978	2016/11	10,000.00	10,000.00	COMPLETION OF TOD NATIC
	ACCOUNT TOTAL		10,000.00	10,000.00	
	ORG 24325 TOT		10,000.00	10,000.00	

FUND 2432 MAPC NATICK CTR TOD STUDY TOT: 10,000.00 10,000.00

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
31065	RECYCLING/WASTE COMPACTOR				
3106-426-4-0000-000-00-2016-50-590345-53455 WASTEQUIP MANUFACTURING COMP	20161019	2016/12	7,500.00	7,500.00	COMPACTOR AND CONTAINER
	ACCOUNT TOTAL		7,500.00	7,500.00	
	ORG 31065 TOT		7,500.00	7,500.00	
FUND 3106 RECYLCING/WASTE COMPACTOR	TOT:		7,500.00	7,500.00	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
31105	MASSDOT COMPLETE STS PLAN FY16				
3110-429-4-0000-000-00-2016-50-530235-61926 GREEN INTERNATIONAL AFFILIAT	20160851	2016/10	24,273.98	24,273.98	Transporation Consultin
	ACCOUNT TOTAL		24,273.98	24,273.98	
	ORG 31105 TOT		24,273.98	24,273.98	
FUND 3110 MASSDOT COMPLETE STS PLAN '16 TOT:			24,273.98	24,273.98	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
3500	CHAPTER 90				
3500-410-4-0000-000-00-0000-00-522761-56064 D & R GENERAL CONTRACTING IN	20151739	2015/12	12,500.92	12,500.92	ROADWAY IMP VARIOUS LOC
	ACCOUNT TOTAL		12,500.92	12,500.92	
	ORG 3500 TOT		12,500.92	12,500.92	
FUND 3500 CHAPTER 90		TOT:	12,500.92	12,500.92	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
500104	#10-1A 11/10 REPLACE BOILERS				
5001-300-3-0000-000-00-1004-00-591500-66004 BLW ENGINEERS,INC	20140356	2014/01	700.00	700.00	JOHNSON ELEMENTARY - BO
	ACCOUNT TOTAL		700.00	700.00	
	ORG 500104 TOT		700.00	700.00	
FUND 5001 CAP IMP #10 - 1,2,3,4,5,6,7&10 TOT:			700.00	700.00	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
50085	STREET LIGHTS				
5008-300-3-0000-000-00-0000-50-521900-65567 SIEMENS	20160450	2016/05	596.00	596.00	DOWNTOWN DEC LIGHTS
	ACCOUNT TOTAL		596.00	596.00	
	ORG 50085 TOT		596.00	596.00	
FUND 5008 STREET LIGHTS		TOT:	596.00	596.00	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
50255	PROJECT CONTINGENCY				
5025-446-4-0000-000-00-0000-50-585000-56064 D & R GENERAL CONTRACTING IN	20151739	2015/12	6,558.33	6,558.33	ROADWAY IMP VARIOUS LOC
	ACCOUNT TOTAL		6,558.33	6,558.33	
	ORG 50255 TOT		6,558.33	6,558.33	
FUND 5025 PHASE 5 RELINING		TOT:	6,558.33	6,558.33	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
505102	COTTAGE ST ROAD - 6B FATM '12				
5051-410-4-0000-000-00-2013-00-584500-61926 GREEN INTERNATIONAL AFFILIAT	20160449	2016/05	40,674.39	40,674.39	Engineering Services Co
	ACCOUNT TOTAL		40,674.39	40,674.39	
	ORG 505102 TOT		40,674.39	40,674.39	
FUND 5051 CAPITAL IMPRVMNTS 6B FATM '12 TOT:			40,674.39	40,674.39	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
505402	RECNFGURE DISPACTH FY14 14B-2				
5054-210-2-0275-000-00-2014-00-584000-68079 XYBIX SYSTEMS INC	20141775	2014/09	353.00	353.00	Dispatch Re-Configurati
	ACCOUNT TOTAL		353.00	353.00	
	ORG 505402 TOT		353.00	353.00	
505404	RTNG WLL PND/CEM '14 ART 14B-4				
5054-427-4-0277-000-00-2014-00-580130-10090 BETA GROUP, INC	20150729	2015/05	4,109.48	4,109.48	POND STREET RETAINING W
	ACCOUNT TOTAL		4,109.48	4,109.48	
	ORG 505404 TOT		4,109.48	4,109.48	
505410	POLICE RF HVAC FY14 ART14B-10				
5054-450-4-0282-000-00-2014-00-584000-36712 F W WEBB CO	20160502	2016/06	10,262.72	10,262.72	POLICE DEPT - RTU - EXH
66233 DAIKIN APPLIED	20150532	2015/01	23,000.00	23,000.00	POLICE DEPT - HVAC
	ACCOUNT TOTAL		33,262.72	33,262.72	
	ORG 505410 TOT		33,262.72	33,262.72	
FUND 5054 CAP IMP FY14 ART 14B		TOT:	37,725.20	37,725.20	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
505703	COLE FLD FY14 ART 19B FTM '13				
5057-630-6-0000-000-00-2014-50-584000-59019 GREEN ACRE LANDSCAPE & CONST	20150775	2015/05	26,500.23	26,500.23	Cole North Field Work
	ACCOUNT TOTAL		26,500.23	26,500.23	
	ORG 505703 TOT		26,500.23	26,500.23	
FUND 5057 CAP IMP FY14 ART 19B FTM '13 TOT:			26,500.23	26,500.23	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
505902	PINE ST ROADS ART 36B2 SPG '14				
5059-429-4-0342-000-00-2015-00-584500-					
68821 I W HARDING CONSTRUCTION CO	20160200	2016/01	20,024.02	20,024.02	pine st rdway & drainag
68821 I W HARDING CONSTRUCTION CO	20160607	2016/07	14,572.20	14,572.20	Change Order #2 Pine St
68821 I W HARDING CONSTRUCTION CO	20160608	2016/07	19,697.34	19,697.34	Change Order #1 Pine St
			54,293.56	54,293.56	
	ACCOUNT TOTAL		54,293.56	54,293.56	
	ORG 505902 TOT		54,293.56	54,293.56	

FUND 5059 CAP IMP FY15 ART 36B 2,3 & 12 TOT: 54,293.56 54,293.56

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
506102	PRKG METER UPGR ART 32B FTM 14				
5061-210-2-0372-000-00-2015-00-585000-60704 STOKES PUBLISHING CO INC	20160514	2016/06	16.10	16.10	THERMAL PAPER AND SHIPP
	ACCOUNT TOTAL		16.10	16.10	
	ORG 506102 TOT		16.10	16.10	
506112	PHONE SYST UPGR ART 32B FTM 14				
5061-155-1-0374-000-00-2015-00-585000-69703 HARBOR NETWORKS INC	20160997	2016/11	32,372.52	32,372.52	ShoreTel Memorial and L
	ACCOUNT TOTAL		32,372.52	32,372.52	
	ORG 506112 TOT		32,372.52	32,372.52	

FUND 5061 CAP EQPMT ART 32B FTM 2014 TOT: 32,388.62 32,388.62

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
506202	ROADS & SIDWLKS ART 33B FTM 14				
5062-429-4-0375-000-00-2015-00-584000-56064 D & R GENERAL CONTRACTING IN	20151739	2015/12	22,954.16	22,954.16	ROADWAY IMP VARIOUS LOC
	ACCOUNT TOTAL		22,954.16	22,954.16	
	ORG 506202 TOT		22,954.16	22,954.16	
FUND 5062 CAP IMPRVMNT ART33B FTM 2014 TOT:			22,954.16	22,954.16	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
506308	RECYCLING PKR ART 21B8 SPG '15				
5063-426-4-0398-000-00-2016-00-585600-71411 PETERBILT STORE NEW ENGLAND	20161177	2016/12	261,939.00	261,939.00	NEW RECYCLING TRUCK CHA
	ACCOUNT TOTAL		261,939.00	261,939.00	
	ORG 506308 TOT		261,939.00	261,939.00	
506311	LF9 BCKT TRK ART 21B11 SPG '15				
5063-426-4-0401-000-00-2016-00-585600-60752 MCDEVITT TRUCKS INC	20160604	2016/07	198,580.00	198,580.00	NEW AERIAL BUCKET TRUCK
	ACCOUNT TOTAL		198,580.00	198,580.00	
	ORG 506311 TOT		198,580.00	198,580.00	

FUND 5063 CAP EQPT ART 21B SPG 2015 TOT: 460,519.00 460,519.00

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
506401	PORT CLASSRMS ART 22B1 SPG '15				
5064-300-3-0407-000-00-2016-00-585000-60967 TRIUMPH	71601180	2016/06	485,821.35	485,821.35	MODULAR CLASSROOMS
71363 SITE SPECIFICS LLC	71601891	2016/12	4,500.00	4,500.00	PLAYGROUND SURFACING
71599 PRO AV SYSTEMS INC	71601892	2016/12	48,198.00	48,198.00	MODULAR EQUIPMENT
	ACCOUNT TOTAL		538,519.35	538,519.35	
	ORG 506401 TOT		538,519.35	538,519.35	
506402	WILLOW ST DRNG ART 22B2 SPG 15				
5064-410-4-0408-000-00-2016-00-584000-10090 BETA GROUP, INC	20160121	2016/01	2,244.99	2,244.99	Construction Engineerin
	ACCOUNT TOTAL		2,244.99	2,244.99	
	ORG 506402 TOT		2,244.99	2,244.99	

FUND 5064 CAP IMPVMT ART22B SPG '15 FY16 TOT: 540,764.34 540,764.34

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
507107	AMBULNCE REPL ART 14B-7 SPG 16				
5071-426-4-0451-000-00-2017-00-585600-69433 NEW ENGLAND FIRE EQUIPMENT &	20161249	2016/12	217,914.00	217,914.00	NEW F-450 4X4 AMBULANCE
	ACCOUNT TOTAL		217,914.00	217,914.00	
	ORG 507107 TOT		217,914.00	217,914.00	
FUND 5071 FY17 CAP EQPMT ART 14B SPG 16 TOT:			217,914.00	217,914.00	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
6000502	SASSAMON EXPENSES				
6000-632-6-0000-000-00-5000-02-521100-54035 TRANSCANADA POWER MARKETING	20160390	2016/04	856.47	856.47	FY2016 ANNUAL BUDGET E
	ACCOUNT TOTAL		856.47	856.47	
6000-632-6-0000-000-00-5000-02-521130-50062 TOWN OF NATICK - GOLF UTILIT	20161215	2016/12	346.89	346.89	Golf Water
	ACCOUNT TOTAL		346.89	346.89	
6000-632-6-0000-000-00-5000-02-521500-54186 RCN	20161216	2016/12	149.91	149.91	Telephone
	ACCOUNT TOTAL		149.91	149.91	
6000-632-6-0000-000-00-5000-02-563125-66533 MTE INC	20161220	2016/12	380.77	380.77	Golf Auto Parts
	ACCOUNT TOTAL		380.77	380.77	
	ORG 6000502 TOT		1,734.04	1,734.04	

FUND 6000 SASSAMON TRACE GOLF COURSE TOT: 1,734.04 1,734.04

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
65020071	SEWER MAIN RELINING				
6502-440-4-0071-000-00-0000-50-583000-1192 HALEY & WARD INC	20160553	2016/07	13,753.34	41,057.99	Engineering Services 3-
	ACCOUNT TOTAL		13,753.34	41,057.99	
	ORG 65020071TOT		13,753.34	41,057.99	
65020089	SWR GRNDR PMP ART 35C21 SPG 14				
6502-440-4-0335-000-00-2015-50-585000-1192 HALEY & WARD INC	20160832	2016/09	5,968.02	5,968.02	Consulting Services Hea
71260 RICCIARDI BROS INC	20160950	2016/11	83,000.00	562,444.61	TRAVIS ROAD PUMP STATIO
	ACCOUNT TOTAL		88,968.02	568,412.63	
	ORG 65020089TOT		88,968.02	568,412.63	
65020091	TRAVIS SWR PUMP- ART 4 OCT 14				
6502-440-4-0368-000-00-2015-50-583000-71260 RICCIARDI BROS INC	20160950	2016/11	164,000.00	667,124.33	TRAVIS ROAD PUMP STATIO
	ACCOUNT TOTAL		164,000.00	667,124.33	
	ORG 65020091TOT		164,000.00	667,124.33	
65020095	H&T FILTER ART 21D15 SPG 2015				
6502-440-4-0404-000-00-2016-50-583000-1192 HALEY & WARD INC	20160532	2016/06	2,736.78	2,736.78	ENGINEERING SERVICES H
43479 R P O'CONNELL, INC.	20161089	2016/12	13,100.00	13,100.00	DCA2000T DEHUMIDIFIER F
70930 BOUCHARD PAINTING INC	20160692	2016/08	42,264.28	42,264.28	H & T FILTER PAINTING
	ACCOUNT TOTAL		58,101.06	58,101.06	
	ORG 65020095TOT		58,101.06	58,101.06	

FUND 6502 SEWER/WATER CAPITAL ARTICLES TOT: 324,822.42 1,334,696.01

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
653816	GRND WTR WELLS FY14 ART14C-16				
6538-440-4-0283-000-00-2014-00-581000-1192 HALEY & WARD INC	20160668	2016/08	46,629.35	46,629.35	Springvale 4 Well Repla
	ACCOUNT TOTAL		46,629.35	46,629.35	
	ORG 653816 TOT		46,629.35	46,629.35	
653820	SPGVALE ENERGY FY14 ART14C-20				
6538-440-4-0286-000-00-2014-00-585000-71260 RICCIARDI BROS INC	20160950	2016/11	94,000.00	564,147.31	TRAVIS ROAD PUMP STATIO
	ACCOUNT TOTAL		94,000.00	564,147.31	
	ORG 653820 TOT		94,000.00	564,147.31	
653821	SPGVALE VALVES FY14 ART 14C-21				
6538-440-4-0287-000-00-2014-00-587000-1192 HALEY & WARD INC	20160670	2016/08	27,370.20	27,370.20	Tonka Filter Plant Valv
	ACCOUNT TOTAL		27,370.20	27,370.20	
	ORG 653821 TOT		27,370.20	27,370.20	

FUND 6538 CAP IMP FY14 ART 14C 16-22 TOT: 167,999.55 638,146.86

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
65395	SWR MAIN RELINE FY14 ART14D				
6539-410-4-0000-000-00-2014-50-521900-					
1192 HALEY & WARD INC	20160551	2016/06	192,036.70	192,036.70	Engineering Services Se
1192 HALEY & WARD INC	20160686	2016/08	239,300.00	239,300.00	Sewer Chimney Inspectio
			431,336.70	431,336.70	
	ACCOUNT TOTAL		431,336.70	431,336.70	
	ORG 65395 TOT		431,336.70	431,336.70	

FUND 6539 SWR MAIN RELINE FY14 ART 14D TOT: 431,336.70 431,336.70

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR		PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
65405		MWRA SWR SYS REHAB FY14 ART14E				
6540-410-4-0000-000-00-2014-50-521900-1192	HALEY & WARD INC	20160553	2016/07	44,677.74	53,083.05	Engineering Services 3-
58126	NATIONAL WATER MAIN CLEANING	20160300	2016/03	512,846.19	512,846.19	3 YEAR SEWER REHAB CONT
		ACCOUNT TOTAL		557,523.93	565,929.24	
		ORG 65405 TOT		557,523.93	565,929.24	

FUND 6540 MWRA SEWER REHAB FY14 ART14E TOT: 557,523.93 565,929.24

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
65425	SPEEN SWR FY14 ART 19C FTM '13				
6542-445-4-0000-000-00-2014-50-583000-68736 R ZOPPO CORP	20150462	2015/01	1,794.87	1,794.87	Speen St Sewer - Framin
	ACCOUNT TOTAL		1,794.87	1,794.87	
	ORG 65425 TOT		1,794.87	1,794.87	
FUND 6542 CAP IMP FY14 ART 19C FTM '13 TOT:			1,794.87	1,794.87	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
654313	SWR STN UPGRD ART 36C13 SPG 14				
6543-445-4-0345-000-00-2015-00-584000-71260 RICCIARDI BROS INC	20160950	2016/11	334,000.00	601,297.09	TRAVIS ROAD PUMP STATIO
	ACCOUNT TOTAL		334,000.00	601,297.09	
	ORG 654313 TOT		334,000.00	601,297.09	
FUND 6543 CAP IMP WS FY15 ART 36C SPG 14 TOT:			334,000.00	601,297.09	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
6544502	SEWER OPERATING EXPENSES				
6500-445-4-0000-000-00-0000-02-521100-7253 VERIZON	20160263	2016/01	65.59	65.59	FY16 ANNUAL ESTIMATE
54035 TRANSCANADA POWER MARKETING	20160237	2016/01	1,790.68	1,790.68	FY16 ANNUAL ESTIMATE
	ACCOUNT TOTAL		1,856.27	1,856.27	
6500-445-4-0000-000-00-0000-02-572100-71685 PATRICK & HANA DUBSKY	20161284	2016/12	9,866.98	9,866.98	Sewer Backup Claim
	ACCOUNT TOTAL		9,866.98	9,866.98	
6500-445-4-0000-000-00-0000-02-581029-59936 NEW ENGLAND SCHOOL SSERVICES	20160936	2016/11	572.00	572.00	INSTALL AND FURNISH DOO
70777 WRIGHT-PIERCE	20160999	2016/11	4,604.75	4,604.75	VTS SCADA LICENSE
71219 SUMMIT FINANCIAL RESOURCES L	20161026	2016/12	88.46	88.46	Asset Management Servic
	ACCOUNT TOTAL		5,265.21	5,265.21	
	ORG 6544502 TOT		16,988.46	16,988.46	
6544601	WATER SALARIES				
6500-446-4-0000-000-00-0000-01-512300-18095 TOWN OF NATICK	20161082	2016/12	3,656.00	3,656.00	POLICE DETAILS
	ACCOUNT TOTAL		3,656.00	3,656.00	
	ORG 6544601 TOT		3,656.00	3,656.00	
6544602	WATER OPERATING EXPENSES				
6500-446-4-0000-000-00-0000-02-520313-59502 RI ANALYTICAL LABORATORIES I	20161060	2016/12	847.00	847.00	WATER SAMPLES
66532 WECK LABORATORIES INC	20161066	2016/12	960.00	960.00	1,4-DIOXANE TESTING
	ACCOUNT TOTAL		1,807.00	1,807.00	
6500-446-4-0000-000-00-0000-02-520400-71219 SUMMIT FINANCIAL RESOURCES L	20161026	2016/12	66.35	66.35	Asset Management Servic
	ACCOUNT TOTAL		66.35	66.35	
6500-446-4-0000-000-00-0000-02-521100-27623 VERIZON WIRELESS	20160294	2016/03	2,135.85	2,135.85	FY16 Annual Estimate
54035 TRANSCANADA POWER MARKETING	20160238	2016/01	22,792.17	22,792.17	FY16 ANNUAL ESTIMATE

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
60484 AT & T MOBILITY	20161240	2016/12	22.40	22.40	WIRELESS SERVICE FOR JU
	ACCOUNT TOTAL		24,950.42	24,950.42	
6500-446-4-0000-000-00-0000-02-525200-55707 WAYPOINT TECHNOLOGY GROUP	20161092	2016/12	3,500.00	3,500.00	GPS UNIT
71219 SUMMIT FINANCIAL RESOURCES L	20161026	2016/12	132.70	132.70	Asset Management Servic
	ACCOUNT TOTAL		3,632.70	3,632.70	
6500-446-4-0000-000-00-0000-02-540835-58306 STANTEC CONSULTING SERVICES	20160822	2016/09	7,349.00	7,349.00	SOIL/WATER DISPOSAL
59502 RI ANALYTICAL LABORATORIES I	20161096	2016/12	4,525.00	4,525.00	WATER TESTING
68229 UNIVAR USA INC	20160912	2016/10	2,088.80	2,088.80	SODIUM HYPO
	ACCOUNT TOTAL		13,962.80	13,962.80	
	ORG 6544602 TOT		44,419.27	44,419.27	
6544603	WATER CAPITAL EXPENSES				
6500-446-4-0000-000-00-0000-03-580001-16343 PUTNAM PIPE CORP	20161070	2016/12	180.00	180.00	BACKFLOW FITTINGS
	ACCOUNT TOTAL		180.00	180.00	
6500-446-4-0000-000-00-0000-03-587100-61523 OLIVER M DEAN INC	20160994	2016/11	1,068.30	1,068.30	BROADS HILL CL2 PUMP RM
	ACCOUNT TOTAL		1,068.30	1,068.30	
	ORG 6544603 TOT		1,248.30	1,248.30	
FUND 6500 SEWER ENTERPRISE FUND		TOT:	66,312.03	66,312.03	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
654516	VFD INSTLL ART 21C16 SPG '15				
6545-440-4-0402-000-00-2016-00-585600-1192 HALEY & WARD INC	20160550	2016/06	20,935.60	20,935.60	Engineering Services 4M
71260 RICCIARDI BROS INC	20160950	2016/11	84,266.00	562,640.58	TRAVIS ROAD PUMP STATIO
	ACCOUNT TOTAL		105,201.60	583,576.18	
	ORG 654516 TOT		105,201.60	583,576.18	
654517	SCADA EQP ART 21C17 SPG '15				
6545-440-4-0403-000-00-2016-00-585600-1192 HALEY & WARD INC	20160667	2016/08	30,214.67	30,214.67	SCADA System Upgrade Pr
70777 WRIGHT-PIERCE	20161025	2016/12	63,872.50	63,872.50	SCADA/PLC UPGRADES PHAS
	ACCOUNT TOTAL		94,087.17	94,087.17	
	ORG 654517 TOT		94,087.17	94,087.17	
FUND 6545 W/S CAP EQP ART 21C SPG 15	TOT:		199,288.77	677,663.35	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
65485	WTR DSTRBN ART 10H FTM '15				
6548-440-4-0000-000-00-2016-50-583000-1192 HALEY & WARD INC	20160669	2016/08	35,289.44	35,289.44	Water System Main Upgra
	ACCOUNT TOTAL		35,289.44	35,289.44	
	ORG 65485 TOT		35,289.44	35,289.44	
FUND 6548 WTR DISTRBTN ART 10H FTM '15 TOT:			35,289.44	35,289.44	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR		PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
70121000		SUPERINTENDENT				
0001-300-3-1210-100-00-0000-01-520900-1031	ENCUMBERED FUNDS SCHOOL	71601857	2016/12	150.00	150.00	CUSTODIAL YEAR END TRAV
31011	MARIANNE E DAVIS	71601655	2016/11	100.00	100.00	YEAR END MILEAGE
49502	TODD BECKWITH	71601408	2016/09	427.43	427.43	YEAR END MILEAGE
56063	ELLEN BRENNEMAN	71601582	2016/11	400.00	400.00	YEAR END MILEAGE
58660	LAKISHA J WILSON	71601411	2016/09	500.00	500.00	YEAR END MILEAGE
63248	SUSAN GRAF	71601593	2016/11	318.33	318.33	MILEAGE
63611	MARK BARANOFF	71601594	2016/11	319.64	319.64	MILEAGE
64102	BRITTANY MARSHALL	71601599	2016/11	400.00	400.00	YEAR END MILEAGE
64987	MATTHEW BRENNEMAN	71601600	2016/11	500.00	500.00	MILEAGE
69032	CHRISTOPHER CRUZ	71601414	2016/09	500.00	500.00	YEAR END MILEAGE
70198	BRIAN HARRIGAN	71601609	2016/11	100.00	100.00	MILEAGE
70367	MICHAEL HEYDE	71601787	2016/11	40.00	40.00	YEAR END MILEAGE
		ACCOUNT TOTAL		3,755.40	3,755.40	
0001-300-3-1210-100-00-0000-01-542100-61048	PETER SANCHIONI	71601845	2016/11	1,000.00	1,000.00	YEAR END EXPENSES
		ACCOUNT TOTAL		1,000.00	1,000.00	
		ORG 70121000TOT		4,755.40	4,755.40	
70123097		ASST SUPERINTENDENT PPS				
0001-300-3-1230-197-00-0000-01-542100-58157	EXPERT LASER SERVICES INC	71601744	2016/11	90.00	90.00	SUPPLIES
		ACCOUNT TOTAL		90.00	90.00	
		ORG 70123097TOT		90.00	90.00	
70141000		BUSINESS & FINANCE				
0001-300-3-1410-100-00-0000-01-528800-62199	MIDAMERICA ADMINISTRATIVE &	71600551	2016/01	1,591.85	1,591.85	QUARTERLY 403B ADMIN FE
		ACCOUNT TOTAL		1,591.85	1,591.85	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
0001-300-3-1410-100-00-0000-01-542100-					
35158 W B MASON	71600118	2016/01	284.86	284.86	SUPPLIES
36765 OFFICE DEPOT	71600383	2016/01	281.54	281.54	SUPPLIES
	ACCOUNT TOTAL		566.40	566.40	
	ORG 70141000TOT		2,158.25	2,158.25	
70142000	HUMAN RESOURCES				
0001-300-3-1420-100-00-0000-01-521700-					
36195 MASPA	71601670	2016/11	250.00	250.00	MEMBERSHIP
	ACCOUNT TOTAL		250.00	250.00	
0001-300-3-1420-100-00-0000-01-542100-					
36765 OFFICE DEPOT	71601170	2016/06	18.00	18.00	SUPPLIES
36765 OFFICE DEPOT	71601672	2016/11	196.18	196.18	SUPPLIES
			214.18	214.18	
58157 EXPERT LASER SERVICES INC	71601743	2016/11	1,425.00	1,425.00	YEAR END EXPENSES
65561 SMART SCAN LLC	71601766	2016/11	600.00	600.00	SCANNING
	ACCOUNT TOTAL		2,239.18	2,239.18	
	ORG 70142000TOT		2,489.18	2,489.18	
70145908	INFORMATION MGT & TECHNOLOGY				
0001-390-3-1450-108-00-0000-01-585300-					
63239 CAROUSEL INDUSTRIES OF NO AM	71600850	2016/04	300.00	300.00	EQUIPMENT
	ACCOUNT TOTAL		300.00	300.00	
0001-390-3-1450-108-00-0000-01-586600-					
63239 CAROUSEL INDUSTRIES OF NO AM	71600793	2016/03	19,222.20	19,222.20	EQUIPMENT
	ACCOUNT TOTAL		19,222.20	19,222.20	
	ORG 70145908TOT		19,522.20	19,522.20	
70200100	INSTRUC SERV-ENCUM INSTRUC				
0001-310-3-2000-100-00-0000-02-551000-					
1031 ENCUMBERED FUNDS SCHOOL	71601864	2016/12	20,000.00	20,000.00	YEAR END EXPENSES
	ACCOUNT TOTAL		20,000.00	20,000.00	
	ORG 70200100TOT		20,000.00	20,000.00	

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ACCOUNT/VENDOR		PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
70230297		SYS TEACHER SPED				
0001-320-3-2305-197-00-0000-01-528800-22957	PSYCHIATRIC EDUCATION	71601643	2016/11	1,906.74	1,906.74	TUTORING SERVICES
50245	EDUCATION INC	71601726	2016/11	3,057.33	3,057.33	TUTORING SERVICES
		ACCOUNT TOTAL		4,964.07	4,964.07	
		ORG 70230297TOT		4,964.07	4,964.07	
70232297		SYS OT/PT/VISION/SPEECH/ABA				
0001-320-3-2320-197-00-0000-01-528800-25046	NEW ENGLAND CENTER FOR CHILD	71601652	2016/11	550.00	550.00	ACE
34943	LOIS BROWN	71601659	2016/11	320.00	320.00	YEAR END SERVICES
43150	MARK MORTARELLI	71601704	2016/11	1,000.00	1,000.00	CONSULTING SERVICES
47879	EASTER SEALS	71601721	2016/11	2,000.00	2,000.00	CONSULTING SERVICES
49501	CLARKE SCHOOL FOR THE DEAF	71601330	2016/09	600.00	600.00	STUDENT EVALUATION
55494	NICOLE SASSON CROSSMAN	71601738	2016/11	101.00	101.00	CONSULTING SERVICES
56233	MARCEL FAJNZYLBER	71601740	2016/11	1,400.00	1,400.00	TESTING
57230	CATHOLIC CHARITIES	71601742	2016/11	850.00	850.00	CONSULTING SERVICES
58766	PROSHRED SECURITY	71601746	2016/11	100.00	100.00	SHREDDING SERVICES
66450	QBS INC	71601767	2016/11	146.00	146.00	CONSULTING SERVICES
66627	AMANDA DUROCHER	71601867	2016/12	2,000.00	2,000.00	HOME BASED SERVICES
67790	MARGO PORTER	71601771	2016/11	2,040.00	2,040.00	CONSULTING SERVICES
67902	ESPED.COM,INC	71601772	2016/11	671.12	671.12	CONSULTING SERVICES
68678	SARAH ENGLAND	71601780	2016/11	1,400.00	1,400.00	HOME BASED SERVICES
70755	ADVANCES LEARNING CENTER INC	71601788	2016/11	874.00	874.00	CONSULTING
		ACCOUNT TOTAL		14,052.12	14,052.12	
		ORG 70232297TOT		14,052.12	14,052.12	
70237138		SYS PROF DEVELOPMENT & TEC				
0001-310-3-2357-138-00-0000-02-521800-1031	ENCUMBERED FUNDS SCHOOL	71601388	2016/09	6,221.72	6,221.72	TUITION REIMBURSEMENTS
1031	ENCUMBERED FUNDS SCHOOL	71601884	2016/12	7,500.00	7,500.00	YEAR END EXPENSES
				13,721.72	13,721.72	

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ACCOUNT/VENDOR		PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
19299	RESEARCH FOR BETTER TEACHING	71601358	2016/09	1,200.00	1,200.00	COURSE
59360	JENNIFER BRENNEMAN	71601585	2016/11	500.00	500.00	RTI CONFERENCE
63611	MARK BARANOFF	71601595	2016/11	704.61	704.61	RTI CONFERENCE
64093	JENNIFER HART	71601577	2016/11	500.00	500.00	RTI CONFERENCE
64102	BRITTANY MARSHALL	71601598	2016/11	500.00	500.00	RTI CONFERENCE
67762	GRACE MAGLEY	71601821	2016/11	1,200.00	1,200.00	ISTE CONFERENCE
68119	SARAH DAHLHEIMER	71601890	2016/12	2,000.00	2,000.00	ISTE CONFERENCE REIMBUR
68832	TERESA CARNEY	71601606	2016/11	612.20	612.20	RTI CONFERENCE
		ACCOUNT TOTAL		20,938.53	20,938.53	
		ORG	70237138TOT	20,938.53	20,938.53	
70248166		SYS INSTRUC MATERIALS-RESERVE				
0001-310-3-2415-166-00-0000-02-551000-70770	TEACHER SYNERGY LLC	71601223	2016/07	100.00	100.00	SUPPLIES
		ACCOUNT TOTAL		100.00	100.00	
		ORG	70248166TOT	100.00	100.00	
70248297		SYS TEXT/SOFTWARE/MEDIA - SPED				
0001-320-3-2415-197-00-0001-02-551000-35484	SCHOOL SPECIALTY INC	71601865	2016/12	193.04	193.04	SUPPLIES
59080	REHABMART, LLC	71601866	2016/12	1,595.93	1,595.93	EQUIPMENT
71222	DELCOM GROUP LP	71601531	2016/10	153.00	153.00	SUPPLIES
71223	IMAGINATION PLAYGROUD LLC	71601562	2016/11	9,341.00	9,341.00	MATERIALS
		ACCOUNT TOTAL		11,282.97	11,282.97	
		ORG	70248297TOT	11,282.97	11,282.97	
70248992		SYS INSTRUC MATERIALS-AV				
0001-390-3-2415-192-00-0000-02-558000-43434	ADTECH SYSTEMS, INC	71601859	2016/12	405.00	405.00	TECH SUPPLIES
		ACCOUNT TOTAL		405.00	405.00	
		ORG	70248992TOT	405.00	405.00	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
70251097	SYS PPS PROF DEVELOPMENT				
0001-300-3-2351-197-00-0000-02-521800-					
45300 STONEMAN CHANDLER & MILLER	71601032	2016/05	125.00	125.00	CONFERENCE REGISTRATION
47879 EASTER SEALS	71601186	2016/06	140.00	140.00	SEMINAR REGISTRATIONS
	ACCOUNT TOTAL		265.00	265.00	
	ORG 70251097TOT		265.00	265.00	
70272212	PPS TESTING & ASSESSMENT				
0001-320-3-2720-112-00-0000-02-551000-					
1647 NCS PEARSON INCORPORATED	71600705	2016/01	809.55	809.55	MATERIALS
	ACCOUNT TOTAL		809.55	809.55	
	ORG 70272212TOT		809.55	809.55	
70320000	SYS HEALTH SERVICES - NURSES				
0001-300-3-3200-100-00-0000-01-550100-					
34057 SCHOOL HEALTH CORP	71601337	2016/09	3,458.61	3,458.61	SUPPLIES
36765 OFFICE DEPOT	71601185	2016/06	300.00	300.00	SUPPLIES
36765 OFFICE DEPOT	71601673	2016/11	188.03	188.03	SUPPLIES
			488.03	488.03	
67958 CURTIS BAY ENERGY IN	71601773	2016/11	135.20	135.20	MEDICAL WASTE PICK-UP
	ACCOUNT TOTAL		4,081.84	4,081.84	
	ORG 70320000TOT		4,081.84	4,081.84	
70330184	SYS TRANSPORTATION - REGULAR				
0001-310-3-3300-184-00-0000-01-533900-					
1775 JFK TRANSPORTATION	71601826	2016/11	1,518.00	1,518.00	YEAR END EXPENSES
60381 VAN POOL TRANSPORTATION LLC	71601842	2016/11	4,322.00	4,322.00	YEAR END EXPENSES
60434 NORTH SHORE SHUTTLE	71601843	2016/11	5,250.00	5,250.00	YEAR END EXPENSES
71600 GREEN TAXI OF WEYMOUTH INC	71601893	2016/12	1,820.00	1,820.00	TRANSPORTATION
	ACCOUNT TOTAL		12,910.00	12,910.00	
	ORG 70330184TOT		12,910.00	12,910.00	
70330297	SYS TRANSPORTATION - SPED				
0001-320-3-3300-197-00-0000-02-533500-					
1775 JFK TRANSPORTATION	71601826	2016/11	450.00	450.00	YEAR END EXPENSES

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR		PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
42410	SCHOOLS FOR CHILDREN INC	71601836	2016/11	1,250.00	1,250.00	YEAR END EXPENSES
64537	DAVID STANLEY	71601848	2016/11	1,140.00	1,140.00	YEAR END EXPENSES
66805	LISA ANDREU	71601852	2016/11	1,058.40	1,058.40	YEAR END EXPENSES
		ACCOUNT TOTAL		3,898.40	3,898.40	
		ORG	70330297TOT	3,898.40	3,898.40	
70411000		SYS CUSTODIAL SERVICES				
0001-300-3-4110-100-00-0000-01-558700-						
27433	LIKARR INC	71601805	2016/11	700.00	700.00	YEAR END EXPENSES
49763	ATLANTIC CLEANING PRODUCTS	71601812	2016/11	500.00	500.00	YEAR END EXPENSES
64536	HILLYARD/ROVIC	71601818	2016/11	10,000.00	10,000.00	YEAR END EXPENSES
		ACCOUNT TOTAL		11,200.00	11,200.00	
		ORG	70411000TOT	11,200.00	11,200.00	
70412000		SYS BUILDINGS-HEATING				
0001-300-3-4120-100-00-0000-02-521400-						
1497	EVERSOURCE ENERGY-GAS	71601825	2016/11	2,950.00	2,950.00	YEAR END EXPENSES
		ACCOUNT TOTAL		2,950.00	2,950.00	
		ORG	70412000TOT	2,950.00	2,950.00	
70413000		SYS BUILDINGS-UTILITY SERVICES				
0001-300-3-4130-100-00-0000-02-521100-						
1155	EVERSOURCE ENERGY - ELECTRIC	71601795	2016/11	65,679.00	65,679.00	YEAR END EXPENSES
1155	EVERSOURCE ENERGY - ELECTRIC	71601824	2016/11	8,400.00	8,400.00	YEAR END EXPENSES
				74,079.00	74,079.00	
54035	TRANSCANADA POWER MARKETING	71601839	2016/11	20,860.00	20,860.00	YEAR END EXPENSES
65362	AMERESCO INC	71601862	2016/12	12,000.00	12,000.00	YEAR END EXPENSES
		ACCOUNT TOTAL		106,939.00	106,939.00	
0001-300-3-4130-100-00-0000-02-521500-						
7253	VERIZON	20161296	2016/12	2,836.45	2,836.45	june bill
7253	VERIZON	71601829	2016/11	400.00	400.00	YEAR END EXPENSES
				3,236.45	3,236.45	
		ACCOUNT TOTAL		3,236.45	3,236.45	
		ORG	70413000TOT	110,175.45	110,175.45	

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ACCOUNT/VENDOR		PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
70422000		SYS MAINTENANCE -BUILDINGS				
0001-300-3-4220-100-00-0000-02-520200-						
1031	ENCUMBERED FUNDS SCHOOL	71601858	2016/12	1,500.00	1,500.00	YEAR END CUSTODIAL SUPP
1142	ANNESI'S POWER EQUIP INC	71601823	2016/11	250.00	250.00	YEAR END EXPENSES
1253	SIMPLEXGRINNELL LP	71600922	2016/04	866.98	866.98	PHOTO SENSORS/FACILITIE
2389	H PERRON & SON	71601798	2016/11	200.00	200.00	YEAR END EXPENSES
19628	GRAINGER INC	71601802	2016/11	500.00	500.00	YEAR END EXPENSES
31048	NORTHEAST ELECTRIC CO	71601806	2016/11	3,000.00	3,000.00	YEAR END EXPENSES
32645	SHERWIN WILLIAMS	71601831	2016/11	200.00	200.00	YEAR END EXPENSES
38327	TRANE	71601835	2016/11	2,500.00	2,500.00	YEAR END EXPENSES
42597	WELLESLEY TRUCKING SERV INC	71601837	2016/11	740.00	740.00	YEAR END EXPENSES
49620	KEYES NORTH ATLANTIC	71601811	2016/11	1,500.00	1,500.00	YEAR END EXPENSES
60266	FERGUSON/J.D. DADDARIO #1196	71601817	2016/11	500.00	500.00	YEAR END EXPENSES
		ACCOUNT TOTAL		11,756.98	11,756.98	
0001-300-3-4220-100-00-0000-02-523300-						
42857	AUTOMATED LOGIC	71601809	2016/11	5,088.00	5,088.00	YEAR END EXPENSES
42857	AUTOMATED LOGIC	71601810	2016/11	5,000.00	5,000.00	YEAR END EXPENSES
				10,088.00	10,088.00	
58813	ELECTRICAL WHOLESALERS, INC	71601816	2016/11	500.00	500.00	YEAR END EXPENSES
		ACCOUNT TOTAL		10,588.00	10,588.00	
		ORG 70422000TOT		22,344.98	22,344.98	
70930297		SYS TUITION - NON PUBLIC-DAY				
0001-320-3-9300-197-00-0000-02-535500-						
42410	SCHOOLS FOR CHILDREN INC	71601889	2016/12	1,867.15	1,867.15	OUT OF DISTRICT PROGRAM
		ACCOUNT TOTAL		1,867.15	1,867.15	
		ORG 70930297TOT		1,867.15	1,867.15	
71221000		BH PRINCIPAL				
0001-300-3-2210-100-01-0001-01-542100-						
5935	READYREFRESH	71600322	2016/01	100.76	100.76	SUPPLIES
		ACCOUNT TOTAL		100.76	100.76	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
	ORG	71221000TOT	100.76	100.76	
71237138	BH PROFESSIONAL DEVELOPMENT				
0001-310-3-2357-138-01-0001-02-521800-					
71225 JOSLIN DIABETES CENTER INC	71601532	2016/10	125.00	125.00	EDUCATION PROGRAM
	ACCOUNT TOTAL		125.00	125.00	
	ORG	71237138TOT	125.00	125.00	
71241132	BH TEXT/SOFTWARE READING				
0001-310-3-2410-132-01-0001-02-551000-					
1765 HOUGHTON MIFFLIN COMPANY	71601618	2016/11	233.38	233.38	MATERIALS
1765 HOUGHTON MIFFLIN COMPANY	71601619	2016/11	760.32	760.32	BOOKS
			993.70	993.70	
65336 CAPSTONE	71601764	2016/11	97.12	97.12	SUPPLIES
	ACCOUNT TOTAL		1,090.82	1,090.82	
	ORG	71241132TOT	1,090.82	1,090.82	
71242101	BH INSTRUC EQUIPMENT-CLASSROOM				
0001-310-3-2420-101-01-0001-02-585300-					
1985 M.E. O'BRIEN & SONS INC	71600319	2016/01	275.00	275.00	SHADE STRUCTURE
57058 METROWEST IRRIGATION COMPANY	71600429	2016/01	200.00	200.00	SCHOOL GARDEN SPRINKLER
	ACCOUNT TOTAL		475.00	475.00	
	ORG	71242101TOT	475.00	475.00	
71243101	BH GENERAL SUPPLIES-CLASSROOM				
0001-310-3-2430-101-01-0001-02-551000-					
35158 W B MASON	71600172	2016/01	118.50	118.50	SUPPLIES
35158 W B MASON	71601143	2016/06	2,227.20	2,227.20	SUPPLIES
			2,345.70	2,345.70	
36765 OFFICE DEPOT	71600197	2016/01	39.68	39.68	SUPPLIES
36765 OFFICE DEPOT	71600199	2016/01	77.66	77.66	SUPPLIES
36765 OFFICE DEPOT	71600200	2016/01	170.18	170.18	SUPPLIES
36765 OFFICE DEPOT	71600384	2016/01	86.19	86.19	SUPPLIES
36765 OFFICE DEPOT	71600387	2016/01	23.07	23.07	SUPPLIES
			396.78	396.78	
58157 EXPERT LASER SERVICES INC	71600431	2016/01	500.00	500.00	TONER

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
58766 PROSHRED SECURITY	71600432	2016/01	150.00	150.00	SHREDDING SERVICES
	ACCOUNT TOTAL		3,392.48	3,392.48	
	ORG 71243101TOT		3,392.48	3,392.48	
71243190	BH GENERAL SUPPLIES - LIBRARY				
0001-310-3-2430-190-01-0001-02-558000-					
68037 FOLLETT SCHOOL SOLUTIONS INC	71601774	2016/11	44.28	44.28	MATERIALS
	ACCOUNT TOTAL		44.28	44.28	
	ORG 71243190TOT		44.28	44.28	
71248160	BH INSTRUC MATERIALS-PHOTOCOPY				
0001-310-3-2415-160-01-0001-02-534300-					
10124 WHIIP COPY PRODUCTS, INC	71601335	2016/09	70.00	70.00	COPIER SUPPLIES
	ACCOUNT TOTAL		70.00	70.00	
	ORG 71248160TOT		70.00	70.00	
71248297	BH INSTRUC MATERIALS-SPED				
0001-320-3-2415-197-01-0001-02-551000-					
35158 W B MASON	71600359	2016/01	2.12	2.12	SUPPLIES
	ACCOUNT TOTAL		2.12	2.12	
	ORG 71248297TOT		2.12	2.12	
71248992	BH INSTRUC MATERIALS-AV				
0001-390-3-2415-192-01-0001-02-558000-					
10840 APPLE COMPUTER INC	71600610	2016/01	171.00	171.00	TECH EQUIPMENT
10840 APPLE COMPUTER INC	71601637	2016/11	1,494.00	1,494.00	MACBOOK PRO
			1,665.00	1,665.00	
	ACCOUNT TOTAL		1,665.00	1,665.00	
	ORG 71248992TOT		1,665.00	1,665.00	
72243101	BR GENERAL SUPPLIES-CLASSROOM				
0001-310-3-2430-101-02-0001-02-551000-					
35158 W B MASON	71600147	2016/01	320.51	320.51	SUPPLIES
35158 W B MASON	71601663	2016/11	151.48	151.48	SUPPLIES
			471.99	471.99	
39604 ETA HAND2MIND	71601699	2016/11	39.06	39.06	STICKERS
	ACCOUNT TOTAL		511.05	511.05	

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ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
	ORG	72243101TOT	511.05	511.05	
72243190	BR GENERAL SUPPLIES - LIBRARY				
0001-310-3-2430-190-02-0001-02-558000-65213 MACKIN BOOK COMPANY	71601763	2016/11	10,000.00	10,000.00	MATERIALS
	ACCOUNT TOTAL		10,000.00	10,000.00	
	ORG	72243190TOT	10,000.00	10,000.00	
73237638	PRESCH PROFESSIONAL DEVLPMT				
0001-360-3-2357-138-03-0006-02-521800-62659 WATSON PRINTING	71600873	2016/04	155.00	155.00	SUPPLIES
	ACCOUNT TOTAL		155.00	155.00	
	ORG	73237638TOT	155.00	155.00	
73241601	PRESCH TEXT/SOFTWARE CLASSROOM				
0001-360-3-2410-101-03-0006-02-551000-29894 WESTERN PSYCHOLOGICAL SERVIC	71601323	2016/09	57.75	57.75	MATERIALS
	ACCOUNT TOTAL		57.75	57.75	
	ORG	73241601TOT	57.75	57.75	
73242697	PRE INSTRUC MATERIALS-SPED				
0001-360-3-2420-197-03-0006-02-551000-35158 W B MASON	71601477	2016/10	68.36	68.36	SUPPLIES
	ACCOUNT TOTAL		68.36	68.36	
	ORG	73242697TOT	68.36	68.36	
73248992	PRESCH INSTR MATERIALS AV				
0001-390-3-2415-192-03-0006-02-558000-10840 APPLE COMPUTER INC	71601800	2016/11	999.00	999.00	MACBOOK PRO
39688 MAYER JOHNSON CO	71601578	2016/11	1,104.70	1,104.70	TECH SUPPLIES
	ACCOUNT TOTAL		2,103.70	2,103.70	
	ORG	73248992TOT	2,103.70	2,103.70	
74243102	JO GENERAL SUPPLIES ART				
0001-310-3-2430-102-04-0001-02-551000-35484 SCHOOL SPECIALTY INC	71600836	2016/04	181.61	181.61	MATERIALS
	ACCOUNT TOTAL		181.61	181.61	
	ORG	74243102TOT	181.61	181.61	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR		PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
75221000		LJ PRINCIPAL				
0001-300-3-2210-100-05-0001-01-542100-						
35158	W B MASON	71601145	2016/06	251.88	251.88	SUPPLIES
35158	W B MASON	71601571	2016/11	1,553.21	1,553.21	SUPPLIES
				1,805.09	1,805.09	
36765	OFFICE DEPOT	71600525	2016/01	362.07	362.07	SUPPLIES
36765	OFFICE DEPOT	71601148	2016/06	97.68	97.68	SUPPLIES
36765	OFFICE DEPOT	71601574	2016/11	1,814.00	1,814.00	SUPPLIES
				2,273.75	2,273.75	
58766	PROSHRED SECURITY	71601747	2016/11	300.00	300.00	SERVICES
		ACCOUNT TOTAL		4,378.84	4,378.84	
		ORG	75221000TOT	4,378.84	4,378.84	
75237138		LJ PROFESSIONAL DEVELOPMENT				
0001-310-3-2357-138-05-0001-02-521800-						
51805	PUBLIC INFORMATION RESOURCES	71600871	2016/04	539.00	539.00	CONFERENCE REGISTRATION
51805	PUBLIC INFORMATION RESOURCES	71601367	2016/09	199.00	199.00	CONFERENCE REGISTRATION
				738.00	738.00	
		ACCOUNT TOTAL		738.00	738.00	
		ORG	75237138TOT	738.00	738.00	
75241101		LJ TEXT/SOFTWARE CLASSROOM				
0001-310-3-2410-101-05-0001-02-551000-						
43944	PEARSON EDUCATION	71600756	2016/01	1,397.90	1,397.90	MATERIALS
		ACCOUNT TOTAL		1,397.90	1,397.90	
		ORG	75241101TOT	1,397.90	1,397.90	
75241132		LJ TEXT/SOFTWARE READING				
0001-310-3-2410-132-05-0001-02-551000-						
1339	NEW ENGLAND MOBILE BOOK FAIR	71600051	2016/01	32.15	32.15	MATERIALS
9053	SCHOLASTIC INC	71600065	2016/01	13.08	13.08	GUIDED READING
53974	WELLESLEY BOOKSMITH	71601550	2016/11	13.08	13.08	MATERIALS
68037	FOLLETT SCHOOL SOLUTIONS INC	71601124	2016/06	92.50	92.50	MATERIALS
		ACCOUNT TOTAL		150.81	150.81	
		ORG	75241132TOT	150.81	150.81	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
75243101	LJ GENERAL SUPPLIES-CLASSROOM				
0001-310-3-2430-101-05-0001-02-551000-					
35484 SCHOOL SPECIALTY INC	71601573	2016/11	1,000.00	1,000.00	SUPPLIES
46750 REALLY GOOD STUFF	71600228	2016/01	11.90	11.90	SUPPLIES
46750 REALLY GOOD STUFF	71600229	2016/01	11.94	11.94	SUPPLIES
46750 REALLY GOOD STUFF	71600233	2016/01	47.84	47.84	MATERIALS
46750 REALLY GOOD STUFF	71601579	2016/11	1,017.03	1,017.03	YEAR END PURCHASES
			1,088.71	1,088.71	
	ACCOUNT TOTAL		2,088.71	2,088.71	
	ORG 75243101TOT		2,088.71	2,088.71	
75245908	LJ CLASSRM INSTRUC TECHNOLOGY				
0001-390-3-2451-108-05-0001-02-585300-					
37074 CDW GOVERNMENT INC.	71601685	2016/11	48.29	48.29	TECH EQUIPMENT
	ACCOUNT TOTAL		48.29	48.29	
	ORG 75245908TOT		48.29	48.29	
75248160	LJ INSTRUC MATERIALS-PHOTOCOPY				
0001-310-3-2415-160-05-0001-02-534300-					
10124 WHIIP COPY PRODUCTS, INC	71601289	2016/08	2,612.00	2,612.00	SUPPLIES
	ACCOUNT TOTAL		2,612.00	2,612.00	
	ORG 75248160TOT		2,612.00	2,612.00	
76243101	MM GENERAL SUPPLIES-CLASSROOM				
0001-310-3-2430-101-06-0001-02-551000-					
36765 OFFICE DEPOT	71600188	2016/01	829.34	829.34	SUPPLIES
	ACCOUNT TOTAL		829.34	829.34	
	ORG 76243101TOT		829.34	829.34	
77221000	KN PRINCIPAL				
0001-300-3-2210-100-07-0005-01-542100-					
37596 RICOH USA INC	71601547	2016/11	343.50	343.50	TONER
	ACCOUNT TOTAL		343.50	343.50	
	ORG 77221000TOT		343.50	343.50	
77243190	KN GENERAL SUPPLIES - LIBRARY				
0001-310-3-2430-190-07-0005-02-558000-					
1385 BAKER & TAYLOR CO	71600799	2016/03	285.04	285.04	LIBRARY BOOKS
	ACCOUNT TOTAL		285.04	285.04	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
	ORG	77243190TOT	285.04	285.04	
77248110	KN INSTRUC MATERIALS-ENGLISH				
0001-310-3-2415-110-07-0005-02-551000-53974 WELLESLEY BOOKSMITH	71601410	2016/09	61.26	61.26	MATERIALS
	ACCOUNT TOTAL		61.26	61.26	
	ORG	77248110TOT	61.26	61.26	
78225908	WL BUILDING TECHNOLOGY				
0001-390-3-2250-108-08-0005-02-585300-66302 B & H ELECTRONICS CO	71601486	2016/10	97.80	97.80	SPEAKERS
	ACCOUNT TOTAL		97.80	97.80	
	ORG	78225908TOT	97.80	97.80	
78242101	WL INSTRUC EQUIPMENT-CLASSROOM				
0001-310-3-2420-101-08-0005-02-585300-36765 OFFICE DEPOT	71600388	2016/01	214.42	214.42	SUPPLIES
	ACCOUNT TOTAL		214.42	214.42	
	ORG	78242101TOT	214.42	214.42	
78242297	WL INSTRUC EQUIPMENT SPED				
0001-320-3-2420-197-08-0005-02-585300-1647 NCS PEARSON INCORPORATED	71601356	2016/09	1,191.44	1,191.44	SUPPLIES
	ACCOUNT TOTAL		1,191.44	1,191.44	
	ORG	78242297TOT	1,191.44	1,191.44	
78243101	WL GENERAL SUPPLIES-CLASSROOM				
0001-310-3-2430-101-08-0005-02-551000-35158 W B MASON	71600366	2016/01	99.05	99.05	SUPPLIES
35158 W B MASON	71601458	2016/10	27.68	27.68	SUPPLIES
			126.73	126.73	
	ACCOUNT TOTAL		126.73	126.73	
	ORG	78243101TOT	126.73	126.73	
78244115	WL INSTRUC SERV - FIELD TRIPS				
0001-310-3-2440-115-08-0001-00-551000-1954 MICHAEL J. CONNOLLY & SONS,	71601623	2016/11	1,800.00	1,800.00	FIELD TRIP
	ACCOUNT TOTAL		1,800.00	1,800.00	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
	ORG	78244115TOT	1,800.00	1,800.00	
78248114	WL INSTRUC MAT-WORLD LANGUAGES				
0001-310-3-2415-114-08-0005-02-551000-68037 FOLLETT SCHOOL SOLUTIONS INC	71601049	2016/05	77.68	77.68	MATERIALS
	ACCOUNT TOTAL		77.68	77.68	
	ORG	78248114TOT	77.68	77.68	
78248120	WL INSTRUC MATERIALS - TECH ED				
0001-310-3-2415-120-08-0005-02-551000-35915 BLICK ART MATERIALS	71601507	2016/10	37.38	37.38	SUPPLIES
65748 HOME DEPOT	71601520	2016/10	167.15	167.15	MATERIALS
	ACCOUNT TOTAL		204.53	204.53	
	ORG	78248120TOT	204.53	204.53	
78248126	WL INSTRUC MATERIALS - MUSIC				
0001-310-3-2415-126-08-0005-02-551000-65882 MICHAEL AMBROSZEWSKI	71601445	2016/10	318.00	318.00	MUSIC MATERIALS
71261 THREE TWINS PRODUCTIONS INC	71601791	2016/11	180.00	180.00	SHIRTS
	ACCOUNT TOTAL		498.00	498.00	
	ORG	78248126TOT	498.00	498.00	
78248128	WL INSTRUC MATERIALS - PHYS ED				
0001-310-3-2415-128-08-0005-02-551000-35484 SCHOOL SPECIALTY INC	71600806	2016/03	1,033.40	1,033.40	MATERIALS
	ACCOUNT TOTAL		1,033.40	1,033.40	
	ORG	78248128TOT	1,033.40	1,033.40	
78248134	WL INSTRUC MATERIALS-SCIENCE				
0001-310-3-2415-134-08-0005-02-551000-35158 W B MASON	71601211	2016/07	153.38	153.38	SUPPLIES
64085 KENNETH LOVELY	71601762	2016/11	55.44	55.44	SCIENCE REIMBURSEMENTS
	ACCOUNT TOTAL		208.82	208.82	
	ORG	78248134TOT	208.82	208.82	
78248160	WL INSTRUC MATERIALS-PHOTOCOPY				

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
0001-310-3-2415-160-08-0005-02-534300-					
65068 RICOH AMERICAS CORP	71601048	2016/05	1,000.00	1,000.00	REPAIRS/SERVICE
	ACCOUNT TOTAL		1,000.00	1,000.00	
	ORG 78248160TOT		1,000.00	1,000.00	
78248297	WL INSTRUC MATERIALS-SPED				
0001-320-3-2415-197-08-0005-02-551000-					
53974 WELLESLEY BOOKSMITH	71600813	2016/03	250.00	250.00	MATERIALS
59282 KATHRYN O'NEILL	71601584	2016/11	65.20	65.20	YEAR END EXPENSES
	ACCOUNT TOTAL		315.20	315.20	
	ORG 78248297TOT		315.20	315.20	
79221000	HS PRINCIPAL				
0001-300-3-2210-100-09-0012-01-542100-					
58766 PROSHRED SECURITY	71600033	2016/01	350.00	350.00	SHREDDIG SERVICES
	ACCOUNT TOTAL		350.00	350.00	
	ORG 79221000TOT		350.00	350.00	
79241114	HS TEXT/SOFTWARE - WORLD LANG				
0001-310-3-2410-114-09-0012-02-551000-					
43944 PEARSON EDUCATION	71601705	2016/11	1,500.00	1,500.00	AP FRENCH
62794 NATIONAL SPANISH EXAMINATION	71601757	2016/11	218.00	218.00	MATERIALS
	ACCOUNT TOTAL		1,718.00	1,718.00	
	ORG 79241114TOT		1,718.00	1,718.00	
79241124	HS TEXT/SOFTWARE/MEDIA/MATERIA				
0001-310-3-2410-124-09-0012-02-551000-					
47154 COLLEGE BOARD,SAT PROGRAM	71601343	2016/09	110.00	110.00	MATH STUDY GUIDES
	ACCOUNT TOTAL		110.00	110.00	
	ORG 79241124TOT		110.00	110.00	
79243190	HS GENERAL SUPPLIES - LIBRARY				
0001-310-3-2430-190-09-0012-02-558000-					
1314 DEMCO INC	71601612	2016/11	1,044.93	1,044.93	MATERIALS
36765 OFFICE DEPOT	71600020	2016/01	98.40	98.40	LIBRARY SUPPLIES
39958 SALEM PRESS	71601702	2016/11	433.00	433.00	LIBRARY MATERIALS

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR		PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
66300	OVERDRIVE, INC	71600820	2016/03	3,000.00	3,000.00	EBOOK
68037	FOLLETT SCHOOL SOLUTIONS INC	71601243	2016/07	14.49	14.49	LIBRARY MATERIALS
68037	FOLLETT SCHOOL SOLUTIONS INC	71601264	2016/08	786.89	786.89	LIBRARY MATERIALS
68037	FOLLETT SCHOOL SOLUTIONS INC	71601413	2016/09	14.49	14.49	LIBRARY MATERIALS
68037	FOLLETT SCHOOL SOLUTIONS INC	71601561	2016/11	172.72	172.72	MATERIALS
				988.59	988.59	
		ACCOUNT TOTAL		5,564.92	5,564.92	
		ORG	79243190TOT	5,564.92	5,564.92	
79244164		HS INSTRUC SERV-GRADUATION				
0001-310-3-2440-164-09-0012-02-551000-4924	JOSTEN'S INC	71601235	2016/07	331.42	331.42	2016 DIPLOMAS
		ACCOUNT TOTAL		331.42	331.42	
		ORG	79244164TOT	331.42	331.42	
79248102		HS INSTRUC MATERIALS - ART				
0001-310-3-2415-102-09-0012-02-551000-35915	BLICK ART MATERIALS	71600478	2016/01	511.81	511.81	MATERIALS
		ACCOUNT TOTAL		511.81	511.81	
		ORG	79248102TOT	511.81	511.81	
79248126		HS INSTRUC MATERIALS - MUSIC				
0001-310-3-2415-126-09-0012-02-551000-13632	MMEA-EASTERN DISTRICT	71600684	2016/02	400.00	400.00	AUDITION FEES
28548	LEONARDS MUSIC	71600110	2016/01	120.00	120.00	MATERIALS
35158	W B MASON	71600686	2016/02	92.08	92.08	SUPPLIES
45573	MICCA	71601098	2016/06	200.00	200.00	REGSTRATION FEE
53974	WELLESLEY BOOKSMITH	71600975	2016/05	397.72	397.72	MATERIALS
55257	SOUTHEASTERN CAREER APPAREL	71600688	2016/02	595.00	595.00	MATERIALS
		ACCOUNT TOTAL		1,804.80	1,804.80	
		ORG	79248126TOT	1,804.80	1,804.80	
79248132		HS INSTRUC MATERIALS-READING				
0001-310-3-2415-132-09-0012-02-551000-35158	W B MASON	71601503	2016/10	33.41	33.41	SUPPLIES

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR		PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
60408	MARYANNE OUELLET	71601750	2016/11	70.00	70.00	SUPPLIES
		ACCOUNT TOTAL		103.41	103.41	
		ORG 79248132TOT		103.41	103.41	
79248134		HS INSTRUC MATERIALS-SCIENCE				
0001-310-3-2415-134-09-0012-02-551000-						
1650	CAROLINA BIOLOGICAL SUPPLY C	71601614	2016/11	58.31	58.31	SUPPLIES
1923	WARD'S NATURAL SCIENCE	71600056	2016/01	154.39	154.39	SCIENCE SUPPLIES
4780	FREY SCIENTIFIC CO	71601630	2016/11	433.58	433.58	SCIENCE SUPPLIES
		ACCOUNT TOTAL		646.28	646.28	
		ORG 79248134TOT		646.28	646.28	
79248160		HS INSTRUC MATERIALS-PHOTOCOPY				
0001-310-3-2415-160-09-0012-02-534300-						
58157	EXPERT LASER SERVICES INC	71601583	2016/11	930.00	930.00	YEAR END EXPENSES
63100	RISO INC	71601882	2016/12	500.00	500.00	SERVICE AND PARTS
65463	CANON USA INC	71601134	2016/06	395.80	395.80	ESTIMATED ANNUAL MAINTE
		ACCOUNT TOTAL		1,825.80	1,825.80	
		ORG 79248160TOT		1,825.80	1,825.80	
79248297		HS INSTRUC MATERIALS-SPED				
0001-320-3-2415-197-09-0012-02-551000-						
36765	OFFICE DEPOT	71600721	2016/01	332.33	332.33	SUPPLIES
36765	OFFICE DEPOT	71601006	2016/05	128.07	128.07	SUPPLIES
				460.40	460.40	
		ACCOUNT TOTAL		460.40	460.40	
		ORG 79248297TOT		460.40	460.40	
79248797		NORTHSTAR INSTRUC MATERIALS				
0001-370-3-2415-197-09-0012-02-551000-						
35158	W B MASON	71600675	2016/02	57.28	57.28	SUPPLIES
35158	W B MASON	71601271	2016/08	397.31	397.31	SUPPLIES
				454.59	454.59	
36061	BARNES & NOBLE INC	71601669	2016/11	1,254.48	1,254.48	SUPPLIES

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR		PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
36765	OFFICE DEPOT	71601676	2016/11	215.42	215.42	SUPPLIES
58766	PROSHRED SECURITY	71601100	2016/06	150.00	150.00	SHREDDING PICKUP DEC -
58766	PROSHRED SECURITY	71601385	2016/09	50.00	50.00	SHREDDING SERVICES
				200.00	200.00	
		ACCOUNT TOTAL		2,124.49	2,124.49	
		ORG 79248797TOT		2,124.49	2,124.49	
79248897		ACHIEVE INSTRUC MATERIALS				
0001-380-3-2415-197-09-0012-02-551000-10840	APPLE COMPUTER INC	71601830	2016/11	7,135.00	7,135.00	TECH EQUIPMENT
65748	HOME DEPOT	71601820	2016/11	2,950.96	2,950.96	YEAR END EXPENSES
		ACCOUNT TOTAL		10,085.96	10,085.96	
		ORG 79248897TOT		10,085.96	10,085.96	
79271194		HS GUIDANCE				
0001-310-3-2710-194-09-0012-01-551000-2116	NATICK FOOD SERVICES	71601627	2016/11	550.00	550.00	MCAS BREAKFAST
		ACCOUNT TOTAL		550.00	550.00	
		ORG 79271194TOT		550.00	550.00	
FUND 0001 GENERAL FUND			TOT:	337,192.02	337,192.02	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR		PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
89065		WILSON MIDDLE SCHOOL				
8906-300-3-0000-000-08-0000-50-500001-						
13632	MMEA-EASTERN DISTRICT	71601208	2016/07	585.00	585.00	DISTRICT AUDITIONS
13632	MMEA-EASTERN DISTRICT	71601292	2016/08	525.00	525.00	REGISTRATIONS
				1,110.00	1,110.00	
42884	MUSIC THEATRE INTN'L	71601887	2016/12	1,005.85	1,005.85	MUSICAL MATERIALS
63996	PLAYSCRIPTS INC	71601203	2016/07	34.57	34.57	MATERIALS
63996	PLAYSCRIPTS INC	71601386	2016/09	779.86	779.86	MATERIALS
				814.43	814.43	
		ACCOUNT TOTAL		2,930.28	2,930.28	
		ORG 89065 TOT		2,930.28	2,930.28	
FUND 8906 WILSON MIDDLE SCHOOL			TOT:	2,930.28	2,930.28	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR		PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
89075		HIGH SCHOOL				
8907-300-3-0000-000-09-0000-50-500001-7553	J W PEPPER & SON INC	71600708	2016/01	2,500.00	2,500.00	MATERIALS
13632	MMEA-EASTERN DISTRICT	71601161	2016/06	145.00	145.00	JUNIOR DISTRICT FEES
13632	MMEA-EASTERN DISTRICT	71601306	2016/08	75.00	75.00	JR. FESTIVAL FEE
				220.00	220.00	
35158	W B MASON	71600008	2016/01	9.74	9.74	YEAR BOOK SUPPLIES
36765	OFFICE DEPOT	71600785	2016/03	476.40	476.40	SUPPLIES
52558	BARBIZON LIGHT OF NEW ENGLAN	71601483	2016/10	1,000.00	1,000.00	LIGHTING SUPPLIES
62044	DRAMATISTS PLAY SERVICE INC	71601369	2016/09	445.73	445.73	MATERIALS
		ACCOUNT TOTAL		4,651.87	4,651.87	
		ORG 89075 TOT		4,651.87	4,651.87	
	FUND 8907 HIGH SCHOOL		TOT:	4,651.87	4,651.87	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
8950	NATICK RETIREMENT BOARD				
8950-911-9-0000-000-00-0000-00-500100-7253 VERIZON	20161296	2016/12	39.97	39.97	june bill
	ACCOUNT TOTAL		39.97	39.97	
	ORG 8950 TOT		39.97	39.97	
FUND 8950 NATICK RETIREMENT BOARD	TOT:		39.97	39.97	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
X143594	FD BAL SPED CIRCUIT BREAKER				
XX14-070-3-X037-920-00-0000-00-500100-57196 JUSTICE RESOURCE INSTITUTE	7061740	2006/09	4,365.02	4,365.02	TUITION
	ACCOUNT TOTAL		4,365.02	4,365.02	
	ORG X143594 TOT		4,365.02	4,365.02	
FUND XX14 REVOLVING FUND		TOT:	4,365.02	4,365.02	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
70237138	SYS PROF DEVELOPMENT & TEC				
0001-310-3-2357-138-00-0000-02-521800-63248 SUSAN GRAF	71601592	2016/11	498.21	.00	RTI CONFERENCE
	ACCOUNT TOTAL		498.21	.00	
	ORG 70237138TOT		498.21	.00	
FUND 0001 GENERAL FUND		TOT:	498.21	.00	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION
50685	CHRLS RVR BRDG ART 10G FTM '15				
5068-410-4-0000-000-00-2016-50-584000-71345 GREENMAN-PEDERSEN INC	20160990	2016/11	121,802.00	.00	Engineering Services Re
	ACCOUNT TOTAL		121,802.00	.00	
	ORG 50685 TOT		121,802.00	.00	
FUND 5068 CHRLS RVR BRDG ART 10G FTM '15 TOT:			121,802.00	.00	

YEAR/PERIOD: 2016/13 Amounts Include Unposted AP Invoice Liquidations

ACCOUNT/VENDOR	PO	YEAR/PER	OPEN LINE AMT	OPEN PO AMT	DESCRIPTION

REPORT PO TOTALS: 5,336,867.86

** END OF REPORT - Generated by Chenard, Bill **

Town of Natick

FY 2018 BUDGET
PREPARATION MANUAL

"Home of Champions"

November 2016

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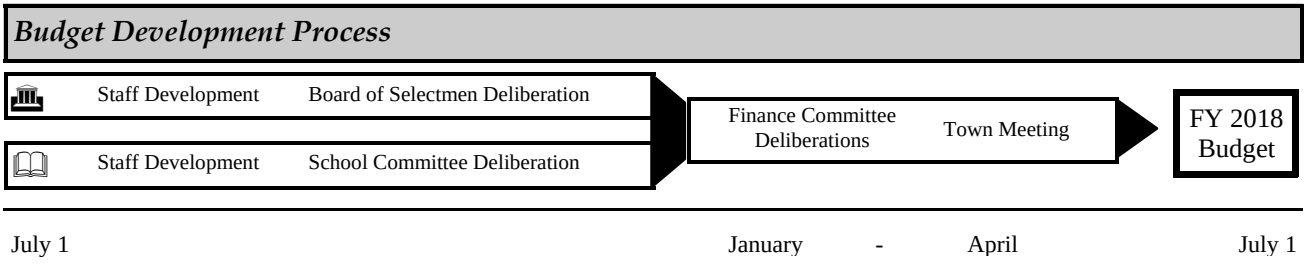
The process of building a budget is as important as the end product it produces. Active communication is the key to successfully building a budget that serves the community well. Working together to identify "hot spots" or new trends earlier rather than later is instrumental in building a well-thought out budget.

External Budget Process:

The legislative body of the Town of Natick is a representative Town Meeting comprised of 180 elected Town Meeting Members. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects. The Town Administrator is required to submit a Proposed Budget to the Board of Selectmen and Finance Committee on January 4, 2017. An ***Open Process*** is utilized in developing the budget. Internally, input is elicited and encouraged from all staff levels. Externally, citizen participation is encouraged and sought after January 4th. This open process allows for greater inclusion in decision-making and in the overall development of the budget.

The process begins in the fall with the internal budget process. In late October or early November, Town staff work together to develop individual Department Budget Requests that support the operations of the Town's programs and services, as well as address the needs and objectives that are identified by the BOS goals for the current Fiscal Year. Department Heads will meet in December with the Town Administrator to review the budget requests and refine disparate proposals into a cohesive whole.

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



Once the Town Administrator presents her recommended budget to the Board of Selectmen and the Finance Committee on January 4th, a series of hearings is held between January and March to vet the budget and allow for the Finance Committee to review and propose a series of recommendations to Town Meeting. The members of each of the major boards and committees are involved in and help guide the decision making process from beginning to end. Through this process, the Town Administrator is able to consider the input of all of these groups when preparing the Preliminary Budget.

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

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

Internal Departmental Budget Development:

Initial budget requests represent a comprehensive and careful consideration of resources needed to accomplish the mission, goals and objectives of your department. The requests must be complete and thorough in order to make it through the Town's budget process. When developing budget requests, it is important to solicit participation from all levels of your staff in order to more fully identify and address the budget needs of the department's programs and services. Each staff person brings a different perspective and expertise to the process. For departments with multiple divisions and programs/subprograms, it may be helpful to start the process with each program developing their individual budget requests. In the initial stages of the budget development, encourage your staff to include **all** of the program's budget needs and to prioritize those needs within each individual program. It is especially important this year that the development process within each department carefully reviews each program and element before making the request.

Once the initial requests have been developed, a team of staff representing the different divisions and programs of the department can be assembled to review and further prioritize the department's requests as a whole. Utilizing a team approach in which the different staffing levels, divisions, and programs are all represented enhances the quality, innovation, strategy and the scope of the Department Budget Requests.

Description of Item	Due Dates
Calendar 2016	
[Staff] - Distribution of Materials to Departments	December 2016
[Staff] – Department Head Goals Meeting w/ Town Administrator	Mid-November to Mid - December
[Staff] – Return of Budget Materials to Deputy Town Administrator	December 16th **
[TA] - Town Administrator Reviews w/Departments	December 17th – December 23th
[SC] – Superintendent's Presentation of Budget	December 1st
[TA] – Final Preparation of Budget Submission	December 27st-December 30th
Calendar 2017	
[BOS] – Presentation of Budget to Board of Selectmen	January 3rd, 2017
[FC] – Presentation of Budget to Finance Committee	Week of January 9th
[BOS] & [FC] – Budget Hearings	January - March
[TA] – Submission of Capital Plan Revisions to BOS & FC	March 1st
Distribution of Budgets & Finance Committee Recommendations	Late March
Town Election	Late March/Early April
Town Meeting	April-May
Begin FY 2017	July 1

**All dates and deadlines subject to revision.*
***If you cannot complete the materials by the deadline or otherwise need help please contact Bill Chenard ASAP at chenard@natickma.org*

OVERVIEW: This budget preparation manual provides information and instructions necessary to prepare your budget requests in an accurate and timely manner. It also provides an understanding of how the individual steps taken in the development of the budget support and directly relate to the overall process.

The FY 2018 Budget Process provides an organized approach to building the budget. The Department will initially prepare a Level-Service budget that provides the same level of service at FY 2017 staffing levels, providing for projected adjustments to fixed costs (i.e. contractual services, utilities, etc.) In recognition that a level service budget may not achieve your Department's objectives, Departments may submit *Program Improvement Requests* (PIR) that request additional funding and/or positions to enhance the services provided by your Department.

When preparing your level-service budget, keep in mind:

- Remove one-time expense items from your budget proposal – only include recurring costs. For example, if you had money appropriated for a one-time project, (boiler replacement, server replacement, etc) take it out of your level-service budget.
- DO NOT INCLUDE restorations in your level-services budget! Please utilize the Program Improvement Requests (detailed in Section 5) to state the case for funding restorations.
- Highlight revenue enhancements or increases that are available to support your department's operations.

It is strongly encouraged that you involve middle managers and any other interested employees in the budget process – you never know when they will need to know how to put a budget together.

STAYING ON SCHEDULE: Adhering to and meeting deadlines is essential. Please carefully review the list of **Critical Dates** on the previous page to familiarize yourself with the key milestones and deadlines.

The Special Assistant to the Finance Director, Debbie Sherman, will serve as the clearinghouse for all submissions and organizing of the budget. She can be reached at **dsherman@natickma.org.** Please do not hesitate to contact Bill Chenard, Deputy Town Administrator/Operations, with any budget questions or guidance on how to fill out materials. He can be reached at **chenard@natickma.org.**

CRITICAL DATES

DEADLINE Departments submit their workbooks & personnel sheets on December 16st

OVERVIEW: It is through the Budget Request documents that individual departments identify their expenditure needs for the upcoming year. This section will assist you in preparing the FY 2018 operating budget requests for your department.

MATERIALS: The following will be provided in Excel workbooks:

1. Departmental workbook with the following sections:
    a. Mission & Goals
    b. Narrative Summary of the budget
    c. Budget Summary of Town Meeting Appropriations & Program Improvement Requests
    d. Staffing History (five-years)
    e. Performance Indicators
    f. Organizational Chart
    g. Detailed pages for each major category of expense (salaries, tech & professional services, other charges, supplies, etc.)
2. Personnel Staffing Worksheets
    a. Detailing each individual person & compensation
    b. This information must be used in completing your budget and cannot be changed by the Department

    PLEASE NOTE: Personnel Staffing Worksheets will be distributed AFTER Departmental workbooks are distributed. Department Heads are responsible for proofing and approving their department's staffing sheets.

3. Departmental Workbook Section Details:

    a. Mission & Goals
        i. Department's Mission Statement
        ii. Department Goals - Please review and update all goals –they must be completed before you submit your budget.
    b. Narrative Summary of the budget
        Narrative detail of Departmental accomplishments for FY 2017 and what challenges you are facing for FY 2018. *PLEASE edit this narrative. NOTHING should be the same from the previous year.*
    c. Budget Summary of Town Meeting Appropriations & Program Improvement Requests
        This section is automated from the other sections and does not require any input from Department heads.

d. Staffing History (five-years)
   i. A five year history of ***funded*** positions in your department.
   ii. The total number of actual staff in your department designating both full-time and part-time staff. This can be a total at the end of your FTE table. This is YOUR responsibility to proof!

e. Performance Indicators
   i. Performance Indicators are necessary to provide quantifiable and objective data which measures our performance such as:
      - *Output indicators* - measuring workloads or the quantity of services provided by Town departments.
      - *Efficiency indicators* - measuring the cost, either in terms of dollars or personnel hours per unit of output or outcome indicating how well resources are being used. This type of measure is focused on productivity and/or cost-effectiveness.
      - *Customer satisfaction indicators* – are residents satisfied with the services provided?
      - *Employee satisfaction indicators – employees are one of the Town's most important assets; do they have what is necessary to do their jobs?*
   ii. If available, please provide data for five (5) fiscal years and an estimate for FY 2017 and a forecast for FY 2018.
   iii. Indicators will be provided for all departments, but if you have other indicators which provide more accurate or useful information please supplement or change the ones we have created.

PLEASE keep in mind that performance indicators are NOT optional – you need to either use the indicators as provided, or provide an equivalent workload/efficiency/outcome metric.

f. Organizational Chart
   Last year's organizational chart will be available for updating.

g. Detailed pages for each major category of expense (salaries, tech & professional services, other charges, supplies, etc.)
   i. This is where you will put your actual budget submission (numbers) and your line-by-line description of any changes to your budget.
   ii. Only include appropriation requests for services you are currently providing.
   iii. Please use the payroll totals, by category, from the staffing sheets to fill in the payroll sections of your budget.

OPERATING BUDGET PARAMETERS:

Budget Requests should be developed according to the parameters listed below.

- **Overall –** Departments are to develop budgets which offer the same level of service being provided in FY 2017.
- **Staffing & Salaries** – Only use the staffing worksheets distributed by the Finance Department to fill in these categories.
- **Benefits** – All benefits are shared costs and will be calculated by the Finance Department.
- **Expenses** - Expenses should be calculated based upon the level of service you are providing this year and cost saving you may be able to achieve from possible operational efficiencies.

The Special Assistant to the Finance Director, Debbie Sherman, will serve as the clearinghouse for all submissions and organizing of the budget. She can be reached at **dsherman@natickma.org.**

CRITICAL DATES

DEADLINE	Departments complete Program Improvement Budget Submissions on December 16st

OVERVIEW: Due to the changing nature of the demands for service, the need to supplement existing services or an innovative idea that will produce cost savings over the long run, Departments may request additional funding. To achieve this end, Departments will be asked to fill out the FY 2018 Program Improvement Request Form (see below). This form will allow departments to succinctly enter the costs and rationale for their requests. Blank forms can be obtained electronically by e-mailing the Special Assistant to the Finance Director at ***dsherman@natickma.org.***

INSTRUCTIONS:

- If your department would like to request additional funds for services that were not provided during FY 2017 or suggest an enhancement to already existing services, please document your request on a "Program Improvement Request". Please provide additional information to support your request, including whether or not the request will provide cost savings, as an attachment to the PIR.

- If your department is seeking additional staff please provide information on why you believe it is necessary, what other options such as contracted services have been evaluated and the costs associated with your request, including all estimated benefits for the position. If the position does not exist in the Personnel Classification and Pay Plan then you will have to meet with the Human Resources Department to discuss your request prior to submission.

- **Step 1) SAVE FILE – Before entering data into this form, make** sure to save it with a unique filename within your department's subfolder. Please save each supplemental request form as a separate document.

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FY2017 PROGRAM IMPROVEMENT REQUEST FORM

Department Priority: 1 of 1

Department:
Division:

Munis Dept #:
Title:

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM IMPROVEMENT FUNDING

Object Code	Object Description	One-Time Cost (FY17 Only)	Ongoing Annual Cost (FY17 & Future)	TOTAL FY17 Request
Compensation				$0
				$0
				$0
Benefits	(each new FTE has $14,000 in cost)			$0
Expenses				$0
				$0
				$0
				$0
				$0
	TOTAL	$0	$0	$0

PURPOSE / DESCRIPTION OF REQUEST

SERVICE IMPLICATION

- **Step 2) ENTER DATA IN BOX ❶** – Fill in the departmental and accounting information in the spaces provided. Also, provide a descriptive name for the supplemental request with which it can be identified from a list of all requests. If your department is submitting more than one request, note the priority of this request out of all departmental requests.

❷

❸

- **Step 3) ENTER DATA IN BOX ❷ (Requested Program Improvement Funding)** – Identify all costs of the request by object code and enter them into the appropriate boxes. If the costs of the request will be one-time only and discontinued after FY2017 enter the cost figures in the *One-Time Cost* column.

❹

  - If the costs will be ongoing, requiring funding in FY2017 and years following, enter the cost figures in the *Ongoing Annual Cost* column.
  - Some requests may include both one-time and ongoing costs. If so, note the type of cost in the appropriate column.
  - No row should have data entered in both the *One-Time Cost* and *Ongoing Annual Cost Columns.*
  - The *TOTAL* row and column will automatically calculate the sum of the data entered.

- **Step 4) ENTER TEXT IN BOX ❸ (Purpose/Description of Request) –** Use the space provided to describe the purpose of the request.

- **Step 5) ENTER TEXT IN BOX ❹ (Service Implication)** – Use the space provided to describe how the request, if approved, would affect the service level of that particular department, program, and/or element.

SECTION 6: CONCLUSION

Inserted 1-17-2017

The budget submission schedule for FY 2018 is tight so please make sure that you proof all documents before submission so that we can avoid any delays in putting the budget together. The Special Assistant to the Finance Director, Debbie Sherman, will serve as the clearinghouse for all submissions and organizing of the budget. She can be reached at **dsherman@natickma.org.**

Revenue projections will probably not meet anticipated expenses requests so it is highly likely that further refinements will necessary as the budget goes forward before Town Meeting. As needs for refinement come forward, we will work with Departments to provide the smoothest process possible and the best outcome for everyone in Natick.

Once again given the timelines if you have any questions please contact Bill Chenard (chenard@natickma.org) or John Townsend (jtownsend@natickma.org), ASAP so that we can keep the budget process moving.

Thank you!!!

Section XIII:
Appendix B: Legal

Legal Definitions B.3
Town By-laws Applicable To Budget B.6

Legal

Governance of the Town of Natick is set forth under the Charter of the Town of Natick. So too is the budget process in the Town of Natick. It is governed by several sections of the Charter of the Town of Natick and the By-Laws of the Town of Natick. This section provides the important excerpts of those documents.

TOWN OF NATICK CHARTER: ARTICLE 5: FISCAL PROCEDURES

Section 5-1 Fiscal Year

The fiscal year of the town shall begin on the first day of July and shall end on the thirtieth day of June, unless another provision is made by general law.

Section 5-2 School Department Budget

(a) **Submission to Town Administrator** - The superintendent of schools' proposed budget shall be submitted to the town administrator in sufficient time to enable him to consider its effect on the total town budget he is required to submit under this article.

(b) **Public Hearing** - At least seven days before the meeting at which the school committee is to vote on its final budget request, the school committee shall cause to be published in a local newspaper a general summary the proposed budget. This notice shall also indicate the times and places at which copies of the proposed budget are available for public examination, and the date, time and place, not less than seven days following such publication, when a public hearing will be held by the school committee on the proposed budget.

Section 5-3 Submission of Preliminary Budget

Within a time fixed by Bylaw, before the date on which the representative town meeting is to meet in its spring session, the town administrator shall submit to the finance committee a preliminary budget for the ensuing year, with an accompanying budget message and supporting documents. He shall, simultaneously, provide for the publication in a local newspaper a general summary of the preliminary budget. This notice shall also indicate the times and places at which complete copies of the preliminary budget and accompanying materials are available for examination by the public.

Section 5-4 Budget Message

The budget message submitted by the town administrator shall at a minimum:

- Provide a comprehensive overview of the preliminary budget
- Explain the Town's fiscal condition including noteworthy changes in various revenue and expense categories as well as reserves
- Outline proposed financial policies of the town for the ensuing fiscal year

- Indicate any major variations from the current financial policies, together with the reasons for such changes
- Identify changed priorities and the reasons for such changes
- Summarize the town's debt position;
- Provide an analysis of significant trends and fiscal challenges and the administration's proposed responses thereto
- Describe and summarize significant changes, if any, in town services and/or staffing levels and the reasons for such changes
- Include such additional information as the town administrator deems desirable or the Board of Selectmen may require.

Section 5-5 The Preliminary Budget

The preliminary budget, in conjunction with the town administrator's budget message, shall provide a complete financial plan of all town funds, including the superintendent of schools' proposed budget as submitted under Section 5-2 and shall explain differences, if any, between that proposal and the town administrator's recommended appropriation for the school department. The preliminary budget must clearly identify any variances between the total recommended appropriations and projected available revenues and identify one or more scenarios for addressing such variances. Except as may otherwise be required by general law, or by the charter, the financial plan shall be in the form the town administrator deems desirable, or as the board of selectmen may require. In his presentation of the preliminary budget, the town administrator shall make use of modern concepts of fiscal presentation so as to furnish a maximum amount of information and the best financial controls. Any and all submitted budgets shall be arranged to show the actual and estimated revenues and expenditures for the previous, current, and ensuing fiscal years and shall indicate, in separate sections:

(a) Proposed expenditures for current operations during the ensuing fiscal year, detailed by town agency, function and work programs, and the proposed methods of financing such expenditures.
(b) Proposed capital expenditures during the ensuing fiscal year, detailed by town agency, and the proposed methods of financing such expenditures.
(c) Estimated surplus revenue and free cash at the end of the current fiscal year, including estimated balances in any special accounts established for specific purposes.

Section 5-6 Action on the Town Administrator's Preliminary Budget

(a) **Public Hearing** - The finance committee shall forthwith, upon receipt of the preliminary budget, provide for the publication in a local newspaper of a notice stating the initial date, time and place, not less than seven nor more than fourteen days following such publication, when the first of one or more public hearings will be held by the finance committee on the preliminary budget.

(b) **Review** - The finance committee shall consider, in open public meetings, the detailed expenditures proposed by each town agency and may confer with representatives of any town agency in connection with its review and consideration. The finance committee may require the town administrator, or any other town agency, to furnish it with such additional information as it

may deem necessary to assist it in its review of any submitted budget.

(c) **Presentation to the Representative Town Meeting** - The finance committee shall file a report containing its recommendations for actions on the proposed budget which shall be available at least seven days prior to the date on which the town meeting acts on the proposed budget. When the proposed budget is before the town meeting for action it shall first be subject to amendment, if any, by the finance committee.

Section 5-7 Capital Improvement Program

The town administrator shall submit a capital improvement program to the board of selectmen and to the finance committee at least thirty days prior to the date fixed by by-law for the submission of the proposed operating budget. The capital improvement program shall include, but need not be limited to the following:

(a) A clear, concise, general summary of its contents.
(b) A listing of all capital expenditures proposed to be made, by years, during the five fiscal years next ensuing, with supporting information as to the need for each such expenditure.
(c) Cost estimates, methods of financing and recommended time schedules.
(d) The estimated annual cost of operating and of maintaining any new facility or piece of major equipment involved.

The information is to be annually revised with regard to all items still pending, or in the process of being acquired, improved or constructed.

TOWN BY-LAWS

ARTICLE 20: TOWN ADMINISTRATOR

Section 2 Dates of Submission of Fiscal Documents

As required by Section 5-3 of the Charter, the Town Administrator shall submit the proposed budget for the next fiscal year on or before the first business day in January.

As required by Section 5-7 of the Charter, the Town Administrator shall submit updates of the capital plan on or before the first business day in March and September.

ARTICLE 23: THE FINANCE COMMITTEE

Section 4 Report, Recommendations

The Finance Committee shall consider all matters of business included within the articles of any warrant for a Town Meeting, and shall, after due consideration, report thereon, in print, its recommendation as to each article. The Finance Committee shall distribute its said report to each of the Town Meeting Members at least seven (7) days in advance of a Town Meeting, except where compliance with this provision would defeat the purpose of a Special Town Meeting. The said recommendations shall be those of a majority of the appointed Committee at the time of the vote, but this shall not be construed to prevent recommendations by a minority as such. The Committee Report shall also state the total amount of the appropriations recommended by them on the entire Warrant and the approximate tax rate based on such recommendations. Said report for the Annual Town Meeting shall also contain a statement of the doings of the Committee during the year, with any such recommendations or suggestions as it may deem advisable on any matters pertaining to the welfare of the Town.

Section 5 Audits

The Finance Committee shall have the authority at any time to investigate the books, accounts and management of any department of the Town, and to employ such expert and other assistance as it may deem advisable for that purpose, and the books and accounts of all departments and officers of the Town shall be open to the inspection of the Committee and any person employed by it for the purpose. The Committee may appoint subcommittees and delegate to them such of its power as it deems expedient.

Appendix C: Glossary & Basis of Budgeting & Accounting

Glossary	C.3
Basis of Budgeting & Accounting	C.10

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Glossary & Basis of Budgeting & Accounting

ABATEMENT - Abatement is a reduction of a tax liability. The Board of Assessors grant abatements for real estate and personal property taxes in cases where an individual's assessed valuation is determined to be in excess of fair market value.

ACCRUAL BASIS FOR ACCOUNTING – A method of accounting that recognizes revenue when earned, rather than when collected, and recognizes expenses when incurred, rather than when paid.

APPROPRIATIONS - A legal authorization to expend money and incur obligations for specific public purposes. Massachusetts municipal finance laws require that all general-purpose expenditures be authorized by a majority vote of Town Meeting.

There are two basic types of appropriations - operating appropriations, and special article appropriations. Operating appropriations last for one fiscal year only, and any unobligated balance is closed at the end of the fiscal year. Fire Department Salaries is an example of an operating appropriation. Special Article appropriations are generally voted for a specific project, such as the completion of a capital improvement or the purchase of a piece of capital equipment. Special article appropriations are closed upon completion of the project for which the funds were voted. Appropriations for all **Municipal** departments, boards, and committees are voted in two broad categories - salaries and expenses. Funds voted for salaries may not be expended for expenses and funds voted for expenses may not be expended for salaries, without a transfer approved by Town Meeting. There are no transfer restrictions on **School** appropriations.

APPROPRIATED BUDGET – As used in fund summaries and department summaries within the budget document, represents the current year budget as originally adopted by Town Meeting. It does not include prior year encumbrances or re-appropriation.

ARTICLE - An article or item on the Town Warrant.

ASSESSED VALUATION - The valuation of real estate or other property determined by the Town Assessor for tax levying purposes. The Commonwealth certifies the values and methodology in determining those values every three years.

ASSETS – Property, plant and equipment owned by the Town.

AUDIT – A comprehensive examination as to the manner in which the government's resources were actually utilized concluding in a written report of its findings. An accounting audit is intended to ascertain whether financial statements fairly present the financial position and results of operations of the Town. The Town is required to conduct an audit annually.

BOND - A written promise to pay a specified sum of money, called the face value or principal amount, at specified dates in the future, called the maturity date(s), together with periodic interest at a specified rate. The difference between notes, usually one year or two years in length and a bond is that the latter runs for a longer period of time. Within the limits prescribed by State Statute, the Board of Selectmen establish the length of a bond repayment.

BOND ANTICIPATION NOTE (BAN) – A temporary note issued typically for one year. This is commonly used to defer the initial pay down of debt or to accommodate reimbursement for borrowed notes from a private source or other governmental entity.

BUDGET - The budget is the Town's financial plan for a given fiscal period. The annual budget includes an estimate of proposed expenditures, as well as a forecast of estimated revenues and other financing sources.

The Natick Town Charter specifies that the Town Administrator is responsible for presenting a recommended annual budget to the Finance Committee. The Finance Committee reviews the Town Administrator's Recommended Budget in detail and forwards its recommendations to Town Meeting. Town Meeting adopts the budget by voting a series of appropriations, which may not; in the absence of an over-ride of Proposition 2 1/2 exceed the estimated total amount of revenues and other financing sources for the fiscal period.

BUDGET MESSAGE (Town Administrator's Transmittal Letter) – The opening section of the budget that provides the Board of Selectmen, Town Meeting Members, and the general public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the recommendations of the Town Administrator.

CAPITAL EXPENDITURE - A major, non-recurring expenditure involving land acquisition, construction or major rehabilitation of a facility, or purchase of equipment costing $10,000 or more with a useful life of five years or more.

CAPITAL IMPROVEMENT PROGRAM (CIP) - A financial planning and management tool which: identifies public facility and equipment requirements; places these requirements in order of priority; and schedules them for funding and implementation.

CHAPTER 90 - Massachusetts General Laws Chapter 90, Section 34 authorizes the Commonwealth to allocate funds to municipalities through the Transportation Bond Issue for highway construction, preservation and improvement projects that create or extend the life of capital facilities. Routine maintenance operations such as pothole filling and snow and ice removal are not covered. The formula for determining the Chapter 90 level of funding is based on a municipality's miles of public ways, population and level of employment. Municipalities receive Chapter 90 funds on pre-approved projects on a reimbursement basis.

CHERRY SHEET - The State allocates a portion of generated revenue to municipalities each year for education and general governmental expenditures. The amount of state aid each community will receive is itemized in a financial statement printed on cherry colored paper (thus the name). The amount of reimbursement is a function of the State budget. Towns usually receive notification in late summer, subsequent to the beginning of the fiscal year.

CLASSIFICATION - Massachusetts municipal finance law requires that all real estate and personal property be appraised at "full and fair cash valuation" for purposes of assessing property taxes. Once the Commissioner of the Massachusetts Department of Revenue certifies that properties are appraised at "full and fair cash valuation" (once every three years), the Board of Selectmen may

impose a tax classification plan, whereby a portion of the residential tax burden may be shifted to the commercial/industrial class of taxpayers. The law limits the amount of tax burden which can be shifted to the commercial/industrial class to not more that 150% of the proportionate share of the class. In other words, if the commercial/industrial class of taxpayers is normally responsible for 25% of the total tax burden, their maximum burden under the classification law is 37.5% (25 x 1.50).

COMPETITIVE BIDDING PROCESS – the process following State law requiring that for purchases of $35,000 or more a Town must advertise, solicit and publicly open sealed bids from prospective vendors. After a review period, the Town Manager then awards a contract to the successful bidder.

DEBT EXCLUSION - The amount of taxes assessed in excess of the Proposition 2-1/2 levy limit for the payment of debt service costs attributable to a vote of the electorate. Two-thirds of the Selectmen and a majority of citizens voting must approve the exclusion. These funds are raised to retire the debt service for the project. They are not added to the tax levy limit for the following fiscal year.

DEBT SERVICE - Payment of interest and principal on an obligation resulting from the issuance of bonds.

DEPARTMENT – A division of the Town that has overall management responsibility for an operation or group of related operations within a functional area.

DEPRECIATION – 1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, and inadequacy of obsolescence. 2) That portion of the cost of a capital asset that is charged as an expense during a particular period. Depreciation is based on historic costs not replacement value.

ENCUMBRANCE – To encumber funds means to set aside or commit funds for a future expenditure. Encumbrances include obligations in the form of purchase orders, contracts or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved.

ENTERPRISE FUNDS - Enterprise Funds, authorized by MGL Ch. 44§53F ½, are used to account for operations which are financed and operated in a manner similar to business operations and where the costs of providing goods or services are financed in whole or in part by user charges (charges for services). Services accounted for in Enterprise Funds are tangible and can be measured for determining a charge for services.

In Massachusetts, the most common types of government enterprises include utility or utility-type services for water treatment and delivery, sewerage collection and treatment, and electricity generation and distribution. Less common but prevalent operations include hospitals, airports, parking, swimming pools, and golf courses.

Individual services must ordinarily be accounted for in separate Enterprise Funds. Segregation is essential for determining the total cost of services and the extent to which user charges cover that cost. Although a community may decide to recover only a portion of its costs from user charges, it is essential from a management point of view that it understands what its total costs are. Such costs include amounts for repayment of long-term debt and related interest and estimates for depreciation.

EXPENDITURE – Decrease in net financial resources for the purpose of acquiring and providing goods and services.

EXPENSES – Outflows or other using up of assets or incurring of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations. Expenses consist of the following objects of expenditure: Utilities, Supplies and Materials, Contractual Services, and Equipment.

FINES & FORFEITURES - Revenue collected from court fines, penalty charges for overdue taxes along with non-criminal fines are included in this category.

FISCAL YEAR (FY) - The Town of Natick operates on a July 1st through June 30th fiscal year.

FREE CASH - The amount certified annually by the Dept of Revenue that represents the unreserved fund balance less all outstanding tax receivables. This balance is created when actual revenues exceed those estimated and/or expenditures are less than appropriations for any given fiscal year. These funds may be appropriated by Town Meeting as a resource for the next fiscal year's operations or any other purpose authorized by state statute. The Massachusetts Department of Revenue certifies free cash each July 1st. Certified Free Cash is available for appropriation by Town Meeting for any lawful purpose.

FUND BALANCE - The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. Monies in the various governmental funds as of June 30 that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of Free Cash. (See Free Cash)

FUNDING SOURCE – The specifically identified funds allocated to meet budget requirements/expenses.

GENERAL FUND - Revenues derived from the tax levy, state aid, local receipts and available funds are considered General Fund revenues. The General Fund is distinguished from Enterprise Funds and Special Revenue Funds.

GFOA – Government Finance Officers Association of the United States and Canada. The G.F.O.A.is a professional organization of governmental finance officers.

GRANT – A contribution by one government unit or outside agency to another governmental unit. The contribution is usually made for a specific purpose but is sometimes for general purposes.

INVESTMENT INCOME - The Town earns interest on cash held in savings accounts and invested in short term securities. The investment goal is to ensure that all funds are invested. The term of these is investments is short-term and risk adverse. The Treasurer is very restricted as to the instruments in which investments can be made. The amount of investment income is a function of the amount of funds invested and the interest rate.

LEVY LIMIT - The maximum amount of money, which the Town can raise from the property tax levy, without an override of proposition 2 1/2. Please refer to the explanation of Proposition 2 1/2 for a description of how the levy limit is calculated.

LIABILITY – Debt or other legal obligation which must be paid, renewed or refunded at some future date, but does not include encumbrances.

LOCAL RECEIPTS - A category of revenue sources including school department charges for services, investment income, fines and forfeitures, building permits and excise taxes. These revenues are not considered part of the Proposition 2 ½ Tax Levy.

MODIFIED ACCRUAL BASIS FOR ACCOUNTING – A method of accounting that recognizes revenue when it is actually received and recognizes expenditures when a commitment is made.

MOTOR VEHICLE EXCISE - All Massachusetts vehicle owners who have their vehicle(s) registered in the State of Massachusetts pay an annual motor vehicle excise tax to the town. The Registry of Motor Vehicles creates a listing of all vehicles registered in Natick and the book value assigned to each vehicle. The Town uses this information to bill all owners an annual tax equal to 2 ½ percent or $25 for each $1,000 of the vehicle's value.

MWRA – Massachusetts Water Resources Authority

NEW GROWTH - In addition to a standard 2 1/2% annual increase in the property tax levy, Proposition 2 1/2 allows the levy to be increased further by the sum of certain qualifying new construction valuation, multiplied by the prior year tax rate. Qualifying new construction valuation is known as "New Growth". In general, in order to qualify as "New Growth" the new construction valuation must be either a newly constructed house or an addition to an existing house, which adds at least 50% to the preconstruction value (residential properties). For commercial/industrial properties, "New Growth" consists of both newly built buildings, and additions, which add at least $100,000 to the prior value of the improved property. It permanently becomes part of the tax levy.

OBLIGATION - A commitment to pay a particular sum of money (e.g. as required by contract or a bond).

OPERATING BUDGET – The portion of the budget that pertains to daily operations, which provide basic services for the fiscal year. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel and the proposed means of financing them.

OPERATING EXPENDITURE - An ongoing or recurring cost of performing a function or providing a service. Operating expenditures include personal services, supplies and materials, utilities, contractual services, minor equipment, and debt service.

OVERLAY - The amount raised in the tax levy for funding abatements granted by the Board of Assessors due to overvaluation.

OVERRIDE - An action taken by the voters of the town to exceed the limit placed on tax revenue growth by the State tax limitation law known as Proposition 2 ½. The tax levy limit can be exceeded only if a majority of residents voting approve an override. This sum is then added to the base levy for the next fiscal year and this becomes a permanent addition to the tax levy limit.

PROPOSITION 2 ½ - A tax limitation measure passed by Massachusetts voters in 1980 which limits the growth of the total property tax levy to 2.5% per year. In other words, the total revenue allowed to be raised through real estate and personal property taxes cannot increase by more than 2.5% from one fiscal year to the next unless the citizens of the town approve a debt exclusion or an operating override. New construction values are in addition to this limit. Two provisions within Proposition 2 ½ allow the citizens of a community by popular vote to authorize the Town to raise taxes above the tax levy limit: an operating override or a debt exclusion.

As a consequence of this proposition, the Property Tax currently accounts for 2/3rd's of the Town's total revenue budget. Proposition 2 1/2, is a statutory limit on the annual rate of growth in the property tax levy of the Town. In the absence of a majority vote of approval by the Natick electorate (an over-ride), the total amount of revenue which may be generated from the property tax is limited to: 2 1/2 more than the prior year levy limit, plus the sum of all qualifying new construction valuation multiplied by the prior year tax rate.

RESERVE FUND - An amount set aside annually within the budget of the town to provide a funding source for "extraordinary and unforeseen" expenditures. In a town, the Finance (or Appropriation) Committee can authorize transfers from this fund. The Reserve Fund is under the control of the Finance Committee.

RETAINED EARNINGS – The equity account reflecting the accumulated earnings of the enterprise funds.

RESOURCES - Total dollar amounts available for appropriation including estimated revenues, fund transfers, and beginning fund balances.

REVALUATION - Massachusetts municipal finance law requires that the Massachusetts Department of Revenue formally certify that property tax assessments represent the "full and fair cash valuation" of properties. The process of determining the "full and fair cash valuation" of taxable property is known as Revaluation.

REVENUE - Budgetary resources. The various revenues the Town receives are listed in the Revenue Section of Town Administrator's Summary.

REVOLVING FUND – As authorized under M.G.L. Ch. 53 E ½, departmental revolving funds allow communities to raise revenues from a specific service and use those revenues without appropriation to support the service. Each revolving fund must be re-authorized each year at annual town meeting, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all

associated fringe benefits.

SCHOOL BUILDING ASSISTANCE PROGRAM – A program started by the Commonwealth of Massachusetts with a mission to partner with Massachusetts communities to support the design and construction of educationally-appropriate, flexible, sustainable, and cost-effective public school facilities. The Massachusetts School Building Authority has a dedicated revenue stream of one penny of the State's 6.25% sales tax.

SEWER & WATER CHARGES - The Town operates a Water and Sewer Enterprise Fund to manage these municipal operations. Users of sewer and water services provided by the Town pay charges depending upon usage. Revenue received from charges for sewer and water services is used to fully support the costs of utility operations, such as Massachusetts Water Resources Authority (MWRA) assessments, debt service obligations, personnel costs, and capital projects. Charges for services are based on an inclining block rate structure corresponding to usage. Charges rise as usage increases. The Town pays the MWRA assessments to dispose of Town sewage.

STABILIZATION FUND – Massachusetts General Law Ch.40, Sec. 5B, allows a municipality to appropriate in any year an amount not exceeding ten percent of the amount raised in the preceding fiscal year; the aggregate amount in the fund shall not exceed ten percent of the equalized valuation of the municipality. The treasurer shall be custodian of the funds and may invest the proceeds legally; any interest earned shall remain with the respective funds. Money from the Stabilization Funds may be appropriated for any lawful purpose by two-thirds vote of Town Meeting.

Natick has five Stabilization Funds as of January 5, 2014: the General Stabilization Fund, the Capital Stabilization Fund, the Operational/Rainy Day Stabilization Fund, the One-to-One Technology Stabilization Fund and the Inflow and Infiltration Stabilization Fund.

TAX LEVY - The total amount to be raised through real estate and personal property taxes. Natick property owners pay taxes to the Town based on the assessed value of their real and/or personal property. Each year the Board of Selectmen conducts a tax classification hearing to determine a tax rate. The Town Assessor makes adjustments to real estate values in order to properly reflect fair market value. In addition to real estate, businesses may also pay a personal property tax (set at the commercial rate) based on the value of their professional equipment, furniture and fixtures. The amount of taxes a property owner pays is determined by multiplying the applicable tax rate by the valuation. For example, if the tax rate is $10 and a property's assessed value is $100,000, the property owner will pay $10 times $100,000/1,000, or $1,000. Tax levy revenues are the largest source of funding for the Town. These revenues support most school, police, fire, public works, library, and general governmental services to the community.

TAX LEVY LIMIT - The maximum amount that can be raised within the restrictions imposed by Proposition 2 ½.

TAX RATE - The amount of tax levied for each $1,000 of assessed valuation.

USER FEES - Fees paid for direct receipt of a public service by the user or beneficiary of the service.

Basis of Accounting & Budgeting – Terminology

The following descriptions detail how the Town of Natick performs its accounting and budgeting.

- Basis of Accounting: General fund accounting is done on a modified accrual basis meaning that revenues are recognized when they become measurable or available (cash basis), while expenditures are accounted for in the accounting period incurred (accrual basis).

- Basis of Budgeting: Budgeting for all enterprise funds is done on a GAAP (Generally Accepted Accounting Principles) or full accrual basis. This means that expenditures and revenues are accounted for in the accounting period incurred.

Appendix D:
Town Information & Demographics

History D.3
Demographic & Geographic Information D.3
Government & Election Information D.4

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Demographics & Information

History

The Town of Natick is a suburban industrial center located on the upper basin of the Charles and Concord Rivers with an extensive complex of ponds. The town was from earliest Colonial days a prime target for development, possessing as it did good agricultural land, fish runs and water power. Established in 1650 on the Charles River, Natick had the first and the largest Indian praying town in the colonies, one that became a model for all other attempts to inculcate European standards into Indians. John Eliot, the great missionary, secured a charter of 6,000 acres for the Indians and converted them to Christianity. Unfortunately, Natick's Indian population was forcibly resettled on Deer Island during the King Philip's war and essentially never returned.

In Colonial days, Natick was an agricultural community with some orchards and some lumbering. Grist and sawmills were established and Indian ownership and control gave way to white dominance between 1676 and 1776. Local tradition claims that several loads of Natick men shipped out to the California gold rush in 1849 and 1850, returning with enough capital to start independent businesses in the town. The shoe industry dominated the community by the early 19th century, with the first shoe sole manufacturer established in 1827 and shoes shipped to the southern and western markets by 1830. The town's products, including baseballs manufactured in Natick, were shipped to Boston on the Boston and Worcester Railroad. The town saw rapid growth including an Irish, English, Nova Scotian, Italian and Armenian immigrant population which came to take jobs in the shoe plants and by the 1880's, Natick was the third largest shoe production community in the country.

Demographic & Geographic Information

Settlement Date: 1651

Incorporation Date: Natick was incorporated as a Town on February 19, 1781.

County: Middlesex

Location**:** Eastern Massachusetts, bordered by Framingham on the west, Wayland and Weston on the north, Wellesley and Dover on the east, and Dover and Sherborn on the south. Natick is 18 miles southwest of Boston; 25 miles east of Worcester; 35 miles north of Providence, Rhode Island; and about 201 miles from New York City.

Total Area**:** 16.06 sq. miles

Land Area**:** 15.09 sq. miles

2013 Population: 35,214 *(Mass Dept. of Revenue)*

2015 Labor Force: 20,204 *(Mass Dept. of Revenue)*

Per Capita Income: (2007-2011 5 year ACS Estimate): 49,012 *(U.S. Census)*

2012 Population per Square Mile: 2,102.12

2009 Housing Units Per Square Mile: 944.55 *(Mass Dept. of Revenue)*

2013 Road Miles: 155.92 *(Mass Dept. of Revenue)*

Principal Employers (1)
Other than the Town itself, the following are the principal employers located in the Town:

Company	Nature of Business	Current Employees
MathWorks, Inc.	Software Dev/Sales	1,900
U.S. Army Natick Research, Development & Engineering Ctr.	Government/Food Research	1,300
Natick Mall	Retail	1,200
Metro West Medical Center Leonard Morse Campus	General Medical & Surgical Hospital	600
Klockner-Moeller	Motor Controls & Switchgear Equipment	200
Cognex	Manufacturers of Vision Instrumentation/Administration	180
Whitney Place	Assisted Living	170
Crowne Plaza Hotel	Hotel	150
Middlesex Savings Bank	Bank	100
Vision Sciences	Medical Instrumentation	80
Stop & Shop	Supermarket	70

Government & Elections Information

School Structure: K-12

Form of Government: Town Administrator-Selectmen-Representative Town Meeting

Registered Voters: (as of December 15, 2015) 22,012

Partisan Affiliation:

Democrat: 7,295	Republican: 2,500	Unenrolled: 12,056
United Independent Party: 69	Green Rainbow: 18	All Other: 74

Town Offices: Town Hall, 13 East Central Street

US Senators: Edward J. Markey & Elizabeth Warren

Representative in Congress: Katherine Clark

State Senators: Karen Spilka, Precincts 1-5, & 8
Richard J. Ross, Precincts 6-7 & 9-10

State Representatives: David Paul Linsky, Precincts 1-10

Voting Qualifications: Must be 18 years of age on or before Election Day, born in the United States or fully naturalized; a resident of Natick.

Registration of Voters: Town Clerk's Office, 13 East Central Street, Monday –Wednesday from 8:00 AM to 5:00 PM; Thursday from 8:00 AM -8:00 PM; Friday from 8:00 AM -12:30 PM.

Where to Vote (Precinct Numbers):

Brown Elementary School, 1 Jean Burke Drive (1)
Cole Recreational Center, 179 Boden Lane (2)
Brown Elementary School, 1 Jean Burke Drive (3)
Wilson Middle School, 24 Rutledge Road (4)
Wilson Middle School, 24 Rutledge Road (5)
Lilja School, 41 Bacon Street at Oak Street (6)
Community/Senior Center, 117 East Central Street (7)
Morse Institute Library, 14 East Central Street (8)
Community/Senior Center, 117 East Central Street (9)
Community/Senior Center, 117 East Central Street 10)

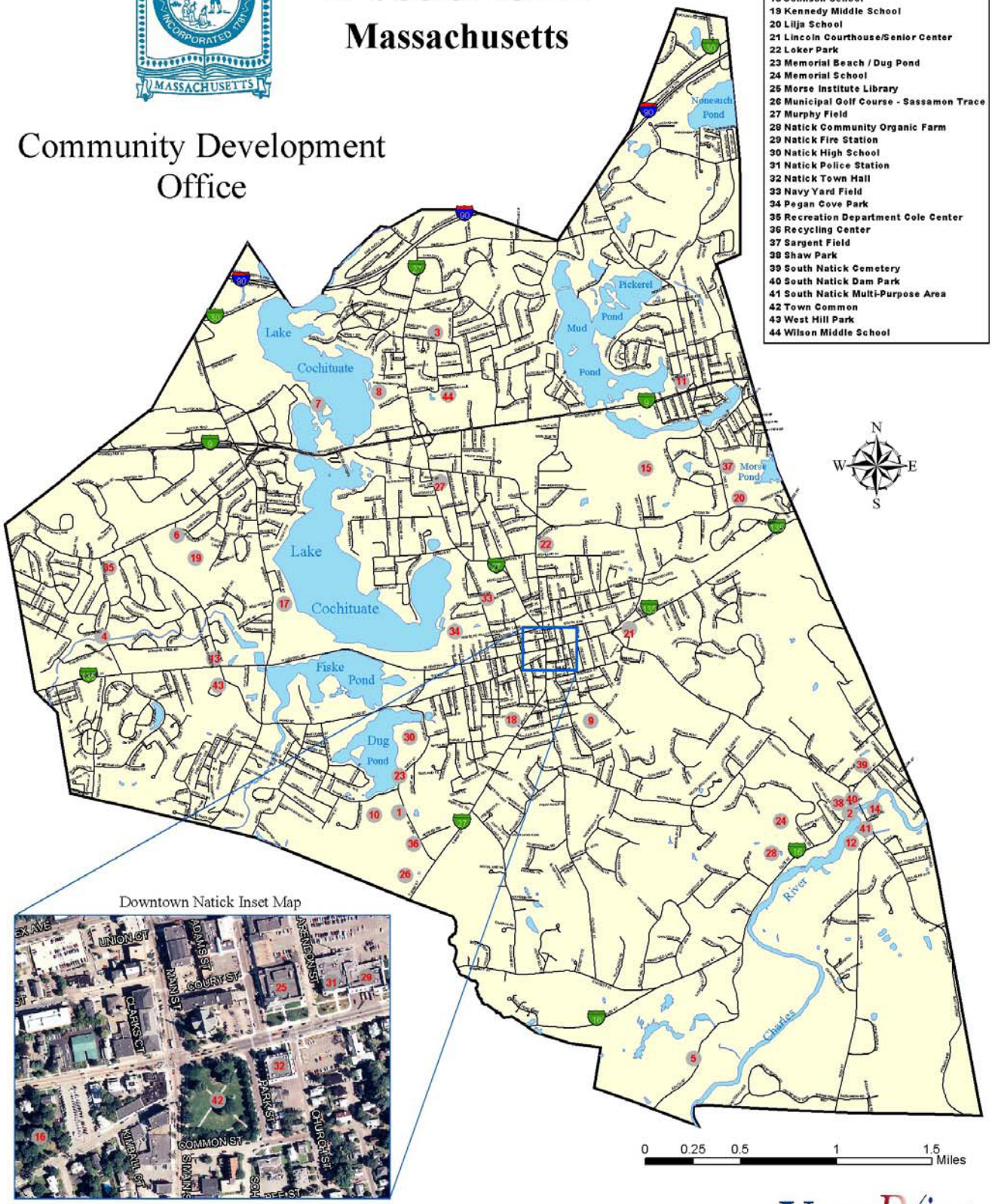
Areas of Interest

Town of
Natick
Massachusetts

Community Development Office

Key to Areas of Interest

1 Track around NHS Football Field
2 Bacon Free Library
3 Bennet Hemenway School
4 Boden Lane Cemetery
5 Broadmoor Sanctuary
6 Brown School
7 Camp Arrowhead
8 Camp Mary Bunker
9 Coolidge Field/Woods
10 Department of Public Works
11 East Natick School
12 Grove Park
13 Henry Wilson Memorial
14 Hunnewell Fields
15 Hunnewell Town Forest
16 Indian Burial Ground
17 John J. Lane Park
18 Johnson School
19 Kennedy Middle School
20 Lilja School
21 Lincoln Courthouse/Senior Center
22 Loker Park
23 Memorial Beach / Dug Pond
24 Memorial School
25 Morse Institute Library
26 Municipal Golf Course - Sassamon Trace
27 Murphy Field
28 Natick Community Organic Farm
29 Natick Fire Station
30 Natick High School
31 Natick Police Station
32 Natick Town Hall
33 Navy Yard Field
34 Pegan Cove Park
35 Recreation Department Cole Center
36 Recycling Center
37 Sargent Field
38 Shaw Park
39 South Natick Cemetery
40 South Natick Dam Park
41 South Natick Multi-Purpose Area
42 Town Common
43 West Hill Park
44 Wilson Middle School



Downtown Natick Inset Map

VIEWPoint
Intelligent Mapping & Planning
300 West Cummings Park • Suite 6900
Woburn, MA 01801 • (617) 577-9000
http://viewpoint-gis.com

Town of Natick
13 E. Central Street
Natick, MA 01760

IMPORTANT TOWN BUSINESS