



# *Town of Natick*

FY 2010 Budget

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## **Section I: Budget Overview**



# *Town of Natick*

FY 2010 Budget

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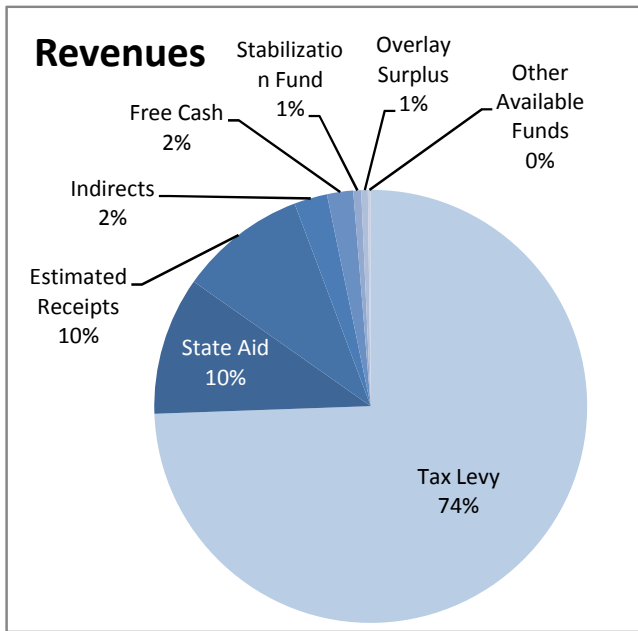
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# General Fund Revenue/Expenditure Summary

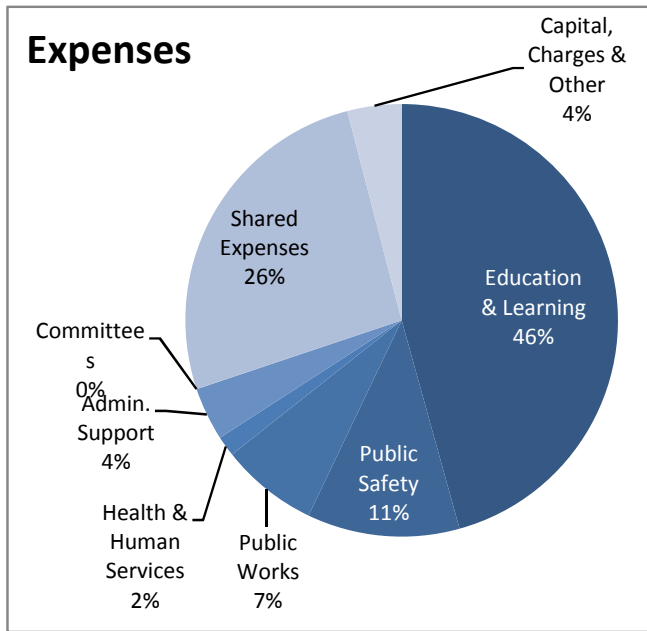
	2008 Actual	2009 Appropriated	2010 Appropriated	2009 vs. 2010	
				\$	%
<b>General Fund Revenues</b>					
Tax Levy	\$ 64,617,822	\$ 73,083,995	\$ 75,818,308	2,734,313	3.74%
State Aid	\$ 12,315,120	\$ 12,341,007	\$ 10,533,589	-1,807,418	-14.65%
Estimated Receipts	\$ 13,692,857	\$ 10,607,283	\$ 9,686,423	-920,860	-8.68%
Other Local Receipts					
Indirects	\$ 2,379,592	\$ 2,546,345	\$ 2,506,416	-39,929	-1.57%
Free Cash	\$ 5,057,917	\$ 3,000,000	\$ 2,000,000	-1,000,000	-33.33%
Stabilization Fund	\$ 256,102	\$ 600,000	\$ 600,000	0	0.00%
Overlay Surplus	\$ 1,116,024	\$ -	\$ 500,000	500,000	#DIV/0!
Other Available Funds	\$ 323,167	\$ 210,851	\$ 210,851	0	0.00%
Revenues set-aside for Free Cash			\$ (125,202)	-319,419	-164.47%
<b>Total General Fund Revenues</b>	<b>\$ 99,758,601</b>	<b>102,389,481</b>	<b>101,730,385</b>	<b>-659,096</b>	<b>-0.6%</b>
<b>General Fund Expenses</b>					
Education & Learning					
Natick Public Schools	\$ 40,905,762	\$ 43,474,430	\$ 42,141,517	-1,332,913	-3.07%
Keefe Tech	\$ 1,051,116	\$ 1,141,092	\$ 1,283,158	142,066	12.45%
Morse Institute Library	\$ 1,708,525	\$ 1,780,355	\$ 1,729,807	-50,549	-2.84%
Bacon Free Library	\$ 114,313	\$ 116,928	\$ 115,896	-1,032	-0.88%
Public Safety	\$ 11,225,820	\$ 11,821,743	\$ 11,323,888	-497,855	-4.21%
Public Works	\$ 7,196,327	\$ 7,513,840	\$ 7,322,776	-191,064	-2.54%
Health & Human Services	\$ 1,413,949	\$ 1,561,166	\$ 1,556,215	-4,951	-0.32%
Administrative Support Services	\$ 4,232,899	\$ 4,244,340	\$ 4,056,112	-188,228	-4.43%
Committees	\$ 15,339	\$ 18,510	\$ 18,510	0	0.00%
Shared Expenses					
Fringe Benefits	\$ 12,486,833	\$ 13,372,367	\$ 14,395,784	1,023,417	7.65%
Prop & Liab. Insurance	\$ 420,705	\$ 496,150	\$ 496,150	0	0.00%
Retirement	\$ 5,376,574	\$ 5,170,376	\$ 5,271,467	101,091	1.96%
Debt Services	\$ 7,243,778	\$ 6,915,189	\$ 7,158,728	243,539	3.52%
Reserve Fund	\$ -	\$ 476,000	\$ 400,000	-76,000	-15.97%
<b>General Fund Oper. Expenses</b>	<b>\$ 93,391,940</b>	<b>\$ 98,102,487</b>	<b>\$ 97,270,007</b>	<b>-832,479</b>	<b>-0.8%</b>
Capital Improvements	\$ 1,122,250	\$ 293,900	\$ 153,560	-140,340	-47.8%
School Bus Transportation	\$ 302,122	\$ 302,122	\$ 311,186	9,064	3.0%
State & County Assessments	\$ 1,643,654	\$ 1,552,943	\$ 1,494,494	-58,449	-3.8%
Cherry Sheet Offsets	\$ 66,398	\$ 68,029	\$ 48,624	-19,405	-28.5%
Tax Title	\$ 25,000	\$ 25,000	\$ 25,000	0	0.0%
Collective Bargaining (Art. 10)			\$ 162,514	162,514	#DIV/0!
Snow Removal Supplement	\$ 201,261	\$ 650,000	\$ 750,000	100,000	15.4%
Overlay	\$ 1,003,911	\$ 1,040,000	\$ 1,150,000	110,000	10.6%
Misc. Articles (Art. 24)			\$ 10,000	10,000	#DIV/0!
Golf Course Deficit	\$ 355,000	\$ 355,000	\$ 355,000	0	0.0%
<b>Total General Fund Expenses</b>	<b>\$ 98,111,536</b>	<b>\$ 102,389,481</b>	<b>\$ 101,730,385</b>	<b>-659,095</b>	<b>-0.6%</b>
<b>Net Excess / (Deficit)</b>	<b>\$ 1,647,065</b>	<b>0</b>	<b>0</b>		

# General Fund Revenue/Expenditure Summary

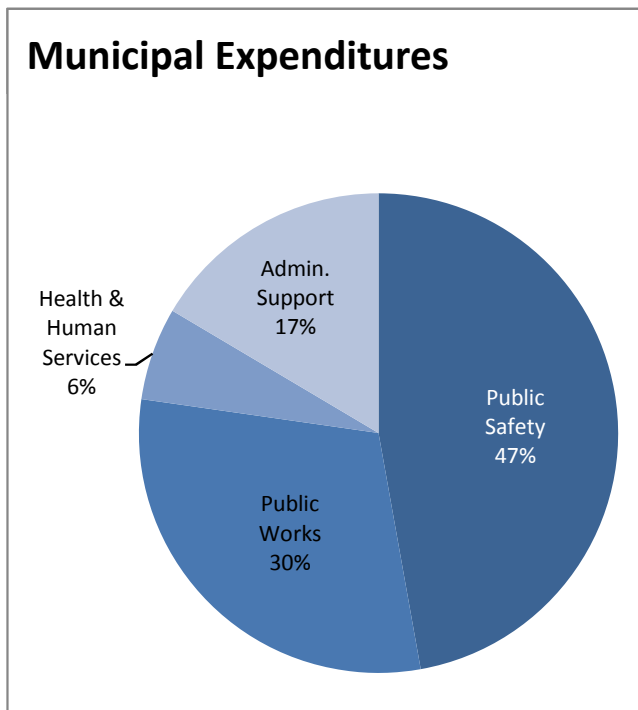
General Fund Revenues - FY 2010



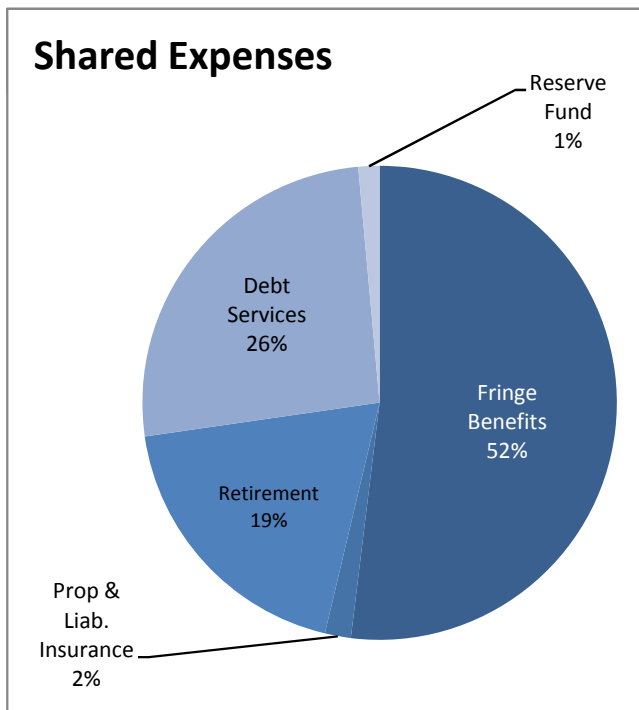
General Fund Expenditures - FY 2010



Municipal Expenditures - FY 2010



Shared Expenditures - FY 2010



# General Fund Appropriation Summary

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

	2007 Actual	2008 Actual	2009 Appropriated	2010 Appropriated	2009 vs. 2010 \$ %	
<b>Education &amp; Learning</b>						
<b>Section III</b>						
<b>Natick Public Schools</b>						
Salaries	30,490,144	31,911,758	34,046,800	33,536,331	-510,469	-1.50%
Expenses	6,922,390	8,994,004	9,427,630	8,605,186	-822,444	-8.72%
<b>Total Natick Public Schools</b>	<b>37,412,534</b>	<b>40,905,762</b>	<b>43,474,430</b>	<b>42,141,517</b>	<b>-1,332,913</b>	<b>-3.07%</b>
<b>Keefe Tech</b>						
Expenses (Assessment)	1,169,728	1,051,116	1,141,092	1,283,158	142,066	12.45%
<b>Total Keefe Tech</b>	<b>1,169,728</b>	<b>1,051,116</b>	<b>1,141,092</b>	<b>1,283,158</b>	<b>142,066</b>	<b>12.45%</b>
<b>Article 7:</b>						
<b>Morse Institute Library</b>						
Salaries & Expenses	1,647,040	1,708,525	1,780,355	1,729,807	-50,549	-2.84%
<b>Total Morse Institute Library</b>	<b>1,647,040</b>	<b>1,708,525</b>	<b>1,780,355</b>	<b>1,729,807</b>	<b>-50,549</b>	<b>-2.84%</b>
<b>Article 8:</b>						
<b>Bacon Free Library</b>						
Salaries & Expenses	110,958	114,313	116,928	115,896	-1,032	-0.88%
<b>Total Bacon Free Library</b>	<b>110,958</b>	<b>114,313</b>	<b>116,928</b>	<b>115,896</b>	<b>-1,032</b>	<b>-0.88%</b>
<b>Total Education &amp; Learning</b>	<b>40,340,260</b>	<b>43,779,716</b>	<b>46,512,805</b>	<b>45,270,378</b>	<b>-1,242,428</b>	<b>-2.67%</b>
<b>Public Safety</b>						
<b>Section IV</b>						
<b>Emergency Management</b>						
Expenses	1,809	4,100	4,100	4,100	0	0.00%
<b>Total Emergency Management</b>	<b>1,809</b>	<b>4,100</b>	<b>4,100</b>	<b>4,100</b>	<b>0</b>	<b>0.00%</b>
<b>Police</b>						
Salaries	4,677,329	4,819,803	5,152,328	4,732,433	-419,895	-8.15%
Expenses	191,369	180,253	198,675	191,600	-7,075	-3.56%
Other Chgs. & Expenses	22,375	45,052	36,200	34,200	-2,000	-5.52%
<b>Total Police</b>	<b>4,891,073</b>	<b>5,045,109</b>	<b>5,387,203</b>	<b>4,958,233</b>	<b>-428,970</b>	<b>-7.96%</b>
<b>Fire</b>						
Salaries	5,740,648	6,017,492	6,281,040	6,195,805	-85,235	-1.36%
Expenses	239,477	159,119	149,400	165,750	16,350	10.94%
<b>Total Fire</b>	<b>5,980,124</b>	<b>6,176,611</b>	<b>6,430,440</b>	<b>6,361,555</b>	<b>-68,885</b>	<b>-1.07%</b>
<b>Total Public Safety</b>	<b>10,873,006</b>	<b>11,225,820</b>	<b>11,821,743</b>	<b>11,323,888</b>	<b>-497,855</b>	<b>-4.21%</b>

# General Fund Appropriation Summary

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

	2007 Actual	2008 Actual	2009 Appropriated	2010 Appropriated	2009 vs. 2010	
					\$	%
<b>Public Works</b>						
<b>Section V</b>						
<b>DPW Administration</b>						
Salaries	265,541	258,029	292,767	271,647	-21,120	-7.21%
Expenses	36,562	35,000	42,682	42,032	-650	-1.52%
<b>Total DPW Administration</b>	<b>302,103</b>	<b>293,029</b>	<b>335,449</b>	<b>313,679</b>	<b>-21,770</b>	<b>-6.49%</b>
<b>DPW Building Maintenance</b>						
Salaries	307,954	316,608	364,072	373,608	9,536	2.62%
Expenses	508,234	573,967	517,247	480,636	-36,611	-7.08%
<b>Total DPW Build. Maint.</b>	<b>816,188</b>	<b>890,575</b>	<b>881,319</b>	<b>854,244</b>	<b>-27,075</b>	<b>-3.07%</b>
<b>DPW Energy</b>						
Purchase of Services	1,164,129	1,309,788	1,456,184	1,478,670	22,486	1.54%
Other Charges	1,267	629	500	500	0	0.00%
<b>Total DPW Energy</b>	<b>1,165,395</b>	<b>1,310,417</b>	<b>1,456,684</b>	<b>1,479,170</b>	<b>22,486</b>	<b>1.54%</b>
<b>DPW Engineering</b>						
Salaries	312,071	327,486	342,275	349,887	7,612	2.22%
Expenses	40,672	48,731	49,900	53,900	4,000	8.02%
<b>Total DPW Engineering</b>	<b>352,744</b>	<b>376,217</b>	<b>392,175</b>	<b>403,787</b>	<b>11,612</b>	<b>2.96%</b>
<b>DPW Equipment Maintenance</b>						
Salaries	421,719	462,015	485,856	491,553	5,697	1.17%
Expenses	233,513	266,171	257,580	263,125	5,545	2.15%
Other - Capital Outlay	7,824	3,796	8,000	8,000	0	0.00%
<b>Total DPW Equip. Maint.</b>	<b>663,056</b>	<b>731,983</b>	<b>751,436</b>	<b>762,678</b>	<b>11,242</b>	<b>1.50%</b>
<b>DPW Highway &amp; Sanitation</b>						
Salaries	1,130,382	1,172,123	1,237,412	1,214,710	-22,702	-1.83%
Expenses	272,008	301,335	316,800	348,350	31,550	9.96%
Other - Charges & Expenditures	1,453,740	1,487,816	1,441,600	1,357,954	-83,646	-5.80%
<b>Total DPW Highway &amp; San.</b>	<b>2,856,130</b>	<b>2,961,274</b>	<b>2,995,812</b>	<b>2,921,014</b>	<b>-74,798</b>	<b>-2.50%</b>
<b>DPW Land, Facilities &amp; Nat. Resources</b>						
Salaries	398,566	455,897	488,055	425,414	-62,641	-12.83%
Expenses	201,896	176,936	212,910	162,790	-50,120	-23.54%
<b>Total DPW LF &amp; NR</b>	<b>600,462</b>	<b>632,834</b>	<b>700,965</b>	<b>588,204</b>	<b>-112,761</b>	<b>-16.09%</b>
<b>Total Public Works</b>	<b>6,756,078</b>	<b>7,196,327</b>	<b>7,513,840</b>	<b>7,322,776</b>	<b>-191,064</b>	<b>-2.54%</b>

# General Fund Appropriation Summary

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

	2007 Actual	2008 Actual	2009 Appropriated	2010 Appropriated	2009 vs. 2010	
					\$	%
<b>Health &amp; Human Services</b>						
<b>Section VI</b>						
<b>Council on Aging</b>						
Salaries	180,156	215,317	252,974	253,131	157	0.06%
Expenses	15,504	14,978	17,455	17,469	14	0.08%
Other Changes & Expenditures	18,429	15,992	21,456	19,000	-2,456	-11.45%
<b>Total Council on Aging</b>	<b>214,089</b>	<b>246,288</b>	<b>291,885</b>	<b>289,600</b>	<b>-2,285</b>	<b>-0.78%</b>
<b>Human Services</b>						
Salaries	28,474	37,193	84,824	86,756	1,932	2.28%
Expenses	4,688	2,912	8,038	8,038	0	0.00%
<b>Total Human Services</b>	<b>33,162</b>	<b>40,105</b>	<b>92,862</b>	<b>94,794</b>	<b>1,932</b>	<b>2.08%</b>
<b>Veterans Services</b>						
Salaries	97,668	102,162	106,531	108,585	2,054	1.93%
Expenses	6,775	6,266	6,100	6,100	0	0.00%
Other Changes & Expenditures	70,693	116,044	65,800	115,800	50,000	75.99%
<b>Total Veterans Services</b>	<b>175,136</b>	<b>224,472</b>	<b>178,431</b>	<b>230,485</b>	<b>52,054</b>	<b>29.17%</b>
<b>Board of Health</b>						
Salaries	302,764	325,605	390,607	330,370	-60,237	-15.42%
Expenses	18,124	15,314	22,400	24,450	2,050	9.15%
Other Changes & Expenditures	10,198	6,496	15,000	15,000	0	0.00%
<b>Total Board of Health</b>	<b>331,087</b>	<b>347,414</b>	<b>428,007</b>	<b>369,820</b>	<b>-58,187</b>	<b>-13.59%</b>
<b>Recreation</b>						
Salaries	471,050	487,619	500,008	505,081	5,073	1.01%
Operating Expenses	39,011	38,488	40,958	38,165	-2,793	-6.82%
Other Supplies	29,524	29,563	29,015	28,270	-745	-2.57%
<b>Total Recreation</b>	<b>539,585</b>	<b>555,670</b>	<b>569,981</b>	<b>571,516</b>	<b>1,535</b>	<b>0.27%</b>
<b>Total Health &amp; Human Services</b>	<b>1,293,060</b>	<b>1,413,949</b>	<b>1,561,166</b>	<b>1,556,215</b>	<b>-4,951</b>	<b>-0.32%</b>

# General Fund Appropriation Summary

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

	2007 Actual	2008 Actual	2009 Appropriated	2010 Appropriated	2009 vs. 2010	
					\$	%
<b>General Government</b>						
<b>Section VII</b>						
<b>Board of Selectmen</b>						
Salaries	430,627	400,038	505,595	512,416	6,821	1.35%
Expenses	110,549	82,347	128,250	128,250	0	0.00%
Other Charges & Expenditures	6,567	37,595	18,375	18,357	-18	-0.10%
<b>Total Board of Selectmen</b>	<b>547,742</b>	<b>519,980</b>	<b>652,220</b>	<b>659,023</b>	<b>6,803</b>	<b>1.04%</b>
<b>Personnel Board</b>						
Other Charges & Expenditures	0	0	1,000	1,000	0	0.00%
<b>Total Personnel Board</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>	<b>0.00%</b>
<b>Town Report</b>						
Professional Services	4,740	4,000	5,000	5,000	0	0.00%
<b>Total Town Report</b>	<b>4,740</b>	<b>4,000</b>	<b>5,000</b>	<b>5,000</b>	<b>0</b>	<b>0.00%</b>
<b>Legal</b>						
Expenses	243,478	367,911	241,500	263,500	22,000	9.11%
Other Charges & Expenditures	15,075	3,402	10,000	10,000	0	0.00%
<b>Total Legal Services</b>	<b>258,553</b>	<b>371,313</b>	<b>251,500</b>	<b>273,500</b>	<b>22,000</b>	<b>8.75%</b>
<b>Comptroller</b>						
Salaries	292,742	283,441	295,200	268,975	-26,225	-8.88%
Expenses	36,016	41,200	26,500	25,000	-1,500	-5.66%
<b>Total Comptroller</b>	<b>328,758</b>	<b>324,641</b>	<b>321,700</b>	<b>293,975</b>	<b>-27,725</b>	<b>-8.62%</b>
<b>Assessors</b>						
Salaries	266,073	283,212	295,043	272,562	-22,481	-7.62%
Expenses	72,184	69,329	65,800	45,800	-20,000	-30.40%
Other Charges & Expenditures	84,703	263,897	80,000	80,000	0	0.00%
<b>Total Assessors</b>	<b>422,959</b>	<b>616,439</b>	<b>440,843</b>	<b>398,362</b>	<b>-42,481</b>	<b>-9.64%</b>
<b>Collector</b>						
Salaries	147,282	169,534	184,013	186,530	2,517	1.37%
Expenses	136,962	163,963	135,850	129,350	-6,500	-4.78%
<b>Total Collector</b>	<b>284,244</b>	<b>333,497</b>	<b>319,863</b>	<b>315,880</b>	<b>-3,983</b>	<b>-1.25%</b>
<b>Treasurer</b>						
Salaries	131,689	136,416	114,204	144,208	30,004	26.27%
Expenses	47,891	69,481	63,750	59,550	-4,200	-6.59%
<b>Total Treasurer</b>	<b>179,580</b>	<b>205,897</b>	<b>177,954</b>	<b>203,758</b>	<b>25,804</b>	<b>14.50%</b>

# General Fund Appropriation Summary

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

	2007 Actual	2008 Actual	2009 Appropriated	2010 Appropriated	2009 vs. 2010	
					\$	%
<b>Information Technology</b>						
Salaries	294,657	309,493	320,990	219,219	-101,771	-31.71%
Expenses	323,562	305,908	329,100	339,100	10,000	3.04%
Other Chgs. & Expenditures	310,084	205,633	265,000	265,000	0	0.00%
<b>Total Information Technology</b>	<b>928,303</b>	<b>821,034</b>	<b>915,090</b>	<b>823,319</b>	<b>-91,771</b>	<b>-10.03%</b>
<b>Town Clerk</b>						
Salaries	195,426	183,161	192,162	198,307	6,145	3.20%
Expenses	17,897	13,351	12,900	19,150	6,250	48.45%
<b>Total Town Clerk</b>	<b>213,324</b>	<b>196,512</b>	<b>205,062</b>	<b>217,457</b>	<b>12,395</b>	<b>6.04%</b>
<b>Elections</b>						
Salaries (Registrars)	39,485	34,137	44,303	31,591	-12,712	-28.69%
Expenses (Registrars)	12,491	18,253	20,500	32,610	12,110	59.07%
<b>Total Elections</b>	<b>51,976</b>	<b>52,391</b>	<b>64,803</b>	<b>64,201</b>	<b>-602</b>	<b>-0.93%</b>
<b>Sealer of Weights &amp; Measures</b>						
Salaries	13,363	13,900	14,317	14,372	55	0.38%
Expenses	821	643	918	600	-318	-34.64%
<b>Total Sealer Weights/Meas.</b>	<b>14,184</b>	<b>14,542</b>	<b>15,235</b>	<b>14,972</b>	<b>-263</b>	<b>-1.73%</b>
<b>Parking Enforcement</b>						
Salaries	25,146	26,963	39,730	39,886	156	0.39%
Expenses	76,344	88,913	85,825	85,900	75	0.09%
<b>Total Parking Enforcement</b>	<b>101,490</b>	<b>115,876</b>	<b>125,555</b>	<b>125,786</b>	<b>231</b>	<b>0.18%</b>
<b>Community Development</b>						
Salaries	546,207	621,631	716,210	633,318	-82,892	-11.57%
Expenses	56,114	35,145	32,305	26,561	-5,744	-17.78%
<b>Total Community Development</b>	<b>602,320</b>	<b>656,776</b>	<b>748,515</b>	<b>659,879</b>	<b>-88,636</b>	<b>-11.84%</b>
<b>Total Admin. Support Services</b>	<b>3,938,173</b>	<b>4,232,899</b>	<b>4,244,340</b>	<b>4,056,112</b>	<b>-188,228</b>	<b>-4.43%</b>

# General Fund Appropriation Summary

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

	2007 Actual	2008 Actual	2009 Appropriated	2010 Appropriated	2009 vs. 2010 \$ %
<b>Commissions &amp; Committees</b>					
<b>Section VIII</b>					
<b>Finance Committee</b>					
Expenses	11,460	13,867	14,500	14,500	0 0.00%
<b>Total Finance Committee</b>	<b>11,460</b>	<b>13,867</b>	<b>14,500</b>	<b>14,500</b>	<b>0 0.00%</b>
<b>Commission on Disability</b>					
Expenses	264	833	1,810	1,810	0 0.00%
<b>Total Commission on Disability</b>	<b>264</b>	<b>833</b>	<b>1,810</b>	<b>1,810</b>	<b>0 0.00%</b>
<b>Natick Cultural Council</b>					
Expenses	558	440	700	700	0 0.00%
<b>Total Natick Cultural Council</b>	<b>558</b>	<b>440</b>	<b>700</b>	<b>700</b>	<b>0 0.00%</b>
<b>Historical Commission</b>					
Expenses	300	0	1,000	1,000	0 0.00%
<b>Total Historical Commission</b>	<b>300</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>0 0.00%</b>
<b>Historic District Commission</b>					
Expenses	0	199	500	500	0 0.00%
<b>Total Historic District Comm.</b>	<b>0</b>	<b>199</b>	<b>500</b>	<b>500</b>	<b>0 0.00%</b>
<b>Total Section VIII: Comm.</b>	<b>12,581</b>	<b>15,339</b>	<b>18,510</b>	<b>18,510</b>	<b>0 0.00%</b>

# General Fund Appropriation Summary

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

	2007 Actual	2008 Actual	2009 Appropriated	2010 Appropriated	2009 vs. 2010 \$ %	
<b>Shared Expenses (Unclassified)</b>						
<b>Section IX</b>						
<b>Employee Fringe</b>						
Other Personnel Services	11,474,218	12,486,833	13,372,367	14,395,784	1,023,417	7.65%
<b>Total Employee Fringe</b>	<b>11,474,218</b>	<b>12,486,833</b>	<b>13,372,367</b>	<b>14,395,784</b>	<b>1,023,417</b>	<b>7.65%</b>
<b>Property &amp; Liability Insurance</b>						
Purchased Services	394,977	420,705	496,150	496,150	0	0.00%
<b>Total Prop. &amp; Liab. Insurance</b>	<b>394,977</b>	<b>420,705</b>	<b>496,150</b>	<b>496,150</b>	<b>0</b>	<b>0.00%</b>
<b>Contributory Retirement</b>						
Pension Assessment	4,204,995	4,822,418	5,040,179	5,152,503	112,324	2.23%
ERI Assessment	395,466	431,861	0	0	0	#DIV/0!
<b>Total Contributory Retirement</b>	<b>4,600,461</b>	<b>5,254,279</b>	<b>5,040,179</b>	<b>5,152,503</b>	<b>112,324</b>	<b>2.23%</b>
<b>Non-Contributory Retirement</b>						
Pensions	157,263	122,295	130,197	118,964	-11,233	-8.63%
<b>Total Non-Contributory Retire.</b>	<b>157,263</b>	<b>122,295</b>	<b>130,197</b>	<b>118,964</b>	<b>-11,233</b>	<b>-8.63%</b>
<b>Debt Service</b>						
Leased Equipment	693	30,813	38,550	38,550	0	0.00%
Principal	4,849,102	4,849,102	4,862,482	5,088,337	225,855	4.64%
Interest	2,363,863	2,363,863	2,014,157	2,031,841	17,684	0.88%
<b>Total Debt Service</b>	<b>7,213,658</b>	<b>7,243,778</b>	<b>6,915,189</b>	<b>7,158,728</b>	<b>243,539</b>	<b>3.52%</b>
<b>Reserve Fund</b>						
Other Charges	0	0	476,000	400,000	-76,000	-15.97%
<b>Total Reserve Fund</b>	<b>0</b>	<b>0</b>	<b>476,000</b>	<b>400,000</b>	<b>-76,000</b>	<b>-15.97%</b>
<b>Total Shared Expenses</b>	<b>23,840,576</b>	<b>25,527,890</b>	<b>26,430,082</b>	<b>27,722,129</b>	<b>1,292,047</b>	<b>4.89%</b>
<b>Total General Fund Operations</b>	<b>87,053,735</b>	<b>93,391,940</b>	<b>98,102,487</b>	<b>97,270,007</b>	<b>-832,479</b>	<b>-0.85%</b>
<b>Reconciliation</b>						
<b>Total General Fund Operations</b>	<b>87,053,735</b>	<b>93,391,940</b>	<b>98,102,487</b>	<b>97,270,007</b>	<b>-832,479</b>	<b>-0.85%</b>
<b>Other General Fund Appropriations</b>						
Article 5: Section I - Golf Course Subsidy		355,000	355,000	355,000	0	0.00%
Article 10 - Collective Bargaining				162,514	162,514	#DIV/0!
Article 12 - Capital Equipment		1,122,250	293,900	153,560	-140,340	-47.75%
Article 15 - School Bus Subsidy		302,122	302,122	311,186	9,064	3.00%
Article 24 - Main St. Survey		0	0	10,000	10,000	#DIV/0!
<b>Total Other G/F Appropriations</b>		<b>1,779,372</b>	<b>951,022</b>	<b>992,260</b>	<b>41,238</b>	<b>4.34%</b>
<b>Other General Fund Expenses (Not appropriated by Town Meeting)</b>						
State & County Assessments		1,643,654	1,552,943	1,494,494	-58,449	-3.76%
Cherry Sheet Offsets		66,398	68,029	48,624	-19,405	-28.52%
Tax Title		25,000	25,000	25,000	0	0.00%
Snow Removal Supplement		201,261	650,000	750,000	100,000	15.38%
Overlay		1,003,911	1,040,000	1,150,000	110,000	10.58%
<b>Total Other G/F Expenses</b>		<b>2,940,224</b>	<b>3,335,972</b>	<b>3,468,118</b>	<b>132,146</b>	<b>3.96%</b>
<b>Total General Fund</b>		<b>98,111,536</b>	<b>102,389,481</b>	<b>101,730,385</b>	<b>-659,095</b>	<b>-0.64%</b>

# Enterprise Fund Revenue/Expenditure Summary

	2007 Actual	2008 Actual	2009 Appropriated	2010 Appropriated	2009 vs. 2010 \$	%
<b>Water/Sewer Enterprise Fund</b>						
<b>Revenues</b>						
User Charges	9,269,310	9,992,305	12,173,950	12,314,366	140,416	1.15%
Connection Fees	68,075	94,291	95,000	95,000	-	0.00%
Other Departmental Income	743,568	739,814	740,000	700,000	(40,000)	-5.41%
Investment Income	139,019	81,930	60,000	45,000	(15,000)	-25.00%
Capital Article Closeouts/Trans.	-	-	-	162,304	162,304	#DIV/0!
Retained Earnings	1,194,334	2,675,000	-	213,696	213,696	N/a
<b>Total Revenues</b>	<b>11,414,305</b>	<b>13,583,340</b>	<b>13,068,950</b>	<b>13,530,366</b>	<b>461,416</b>	<b>3.53%</b>
<b>Expenses</b>						
Sewer	4,876,097	4,743,775	4,933,877	5,218,449	284,572	5.77%
Water	1,732,031	1,649,681	1,930,055	2,013,391	451,636	4.32%
Utility Billing	208,824	231,116	217,262	219,282	2,020	0.93%
Fringe Benefits	593,344	604,816	661,535	607,776	-51,744	-8.13%
Debt Service	1,747,085	1,888,392	2,264,563	2,415,052	124,489	6.65%
Reserve Fund	0	0	200,000	200,000	0	0.00%
**Indirects** (included in G/F)	2,350,634	2,379,592	2,546,345	2,506,416	0	0.00%
**Capital**	79,000	1,100,000	315,000	350,000	-315,000	-100.00%
<b>Total Expenses</b>	<b>11,587,016</b>	<b>12,597,373</b>	<b>13,068,637</b>	<b>13,530,366</b>	<b>810,973</b>	<b>4.57%</b>

<b>Sassamon Trace Enterprise Fund</b>						
<b>Revenues</b>						
User Charges	431,070	454,304	413,517	385,000	(28,517)	-6.9%
Other Departmental Revenue	140,688	170,390	160,000	145,000	(15,000)	-9.4%
Retained Earnings		90,000	76,232	41,430	(34,802)	-45.7%
Town Subsidy	430,000	355,000	355,000	355,000	-	0.0%
<b>Total Revenues</b>	<b>1,001,758</b>	<b>1,069,694</b>	<b>1,004,749</b>	<b>926,430</b>	<b>-78,319</b>	<b>-7.79%</b>
<b>Expenses</b>						
Operations	570,279	623,360	617,377	590,532	-26,845	-4.35%
Reserve Fund	1,000	0	0	0	0	#DIV/0!
Fringe Benefits	25,130	32,229	49,073	23,111	-25,962	-52.90%
Debt Service	337,842	329,536	321,299	312,787	-8,512	-2.65%
<b>Total Expenses</b>	<b>934,252</b>	<b>985,125</b>	<b>987,749</b>	<b>926,430</b>	<b>-61,319</b>	<b>-6.21%</b>

# Enterprise Fund - Appropriation Summary

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

	2007 Actual	2008 Actual	2009 Appropriated	2010 Appropriated	2009 vs. 2010	
					\$	%
<b>Water/Sewer Enterprise Fund</b>						
<b>Section X</b>						
<b>Sanitary Sewer</b>						
Salaries	\$ 589,954	\$ 591,741	\$ 665,522	\$ 639,130	\$ (26,392)	-3.97%
Expenses	\$ 102,387	\$ 121,449	\$ 160,500	\$ 167,500	\$ 7,000	4.36%
Other - Chgs. & Expenditures	\$ 4,183,756	\$ 4,030,585	\$ 4,107,855	\$ 4,411,819	\$ 303,964	7.40%
<b>Total Sanitary Sewer</b>	<b>\$ 4,876,097</b>	<b>\$ 4,743,775</b>	<b>\$ 4,933,877</b>	<b>\$ 5,218,449</b>	<b>\$ 284,572</b>	<b>5.77%</b>
<b>Water</b>						
Salaries	\$ 844,798	\$ 853,948	\$ 902,255	\$ 910,191	\$ 7,936	0.88%
Expenses	\$ 655,667	\$ 716,129	\$ 842,300	\$ 911,700	\$ 252,200	8.24%
Other - Chgs. & Expenditures	\$ 231,567	\$ 79,605	\$ 185,500	\$ 191,500	\$ 191,500	3.23%
<b>Total Water</b>	<b>\$ 1,732,031</b>	<b>\$ 1,649,681</b>	<b>\$ 1,930,055</b>	<b>\$ 2,013,391</b>	<b>\$ 451,636</b>	<b>4.32%</b>
<b>Utility Billing</b>						
Salaries	\$ 83,294	\$ 87,649	\$ 96,562	\$ 98,582	\$ 2,020	2.09%
Expenses	\$ 125,530	\$ 143,467	\$ 120,700	\$ 120,700	\$ -	0.00%
<b>Total Utility Billing</b>	<b>\$ 208,824</b>	<b>\$ 231,116</b>	<b>\$ 217,262</b>	<b>\$ 219,282</b>	<b>\$ 2,020</b>	<b>0.93%</b>
<b>Fringe Benefits</b>						
Other Personal Services	\$ 408,398	\$ 410,333	\$ 458,300	\$ 436,051	\$ (20,234)	-4.85%
Other - Chgs. & Expenditures	\$ 184,946	\$ 194,483	\$ 203,235	\$ 171,725	\$ (31,510)	-15.50%
<b>Total Benefits</b>	<b>\$ 593,344</b>	<b>\$ 604,816</b>	<b>\$ 661,535</b>	<b>\$ 607,776</b>	<b>\$ (51,744)</b>	<b>-8.13%</b>
<b>Water &amp; Sewer Debt Service</b>						
Principal	\$ 1,248,735	\$ 1,314,051	\$ 1,629,665	\$ 1,777,370	\$ 147,705	9.06%
Interest	498350.4	574341.34	\$ 634,898	\$ 611,682	\$ (23,216)	-3.66%
New Debt Service				\$ 26,000	\$ 26,000	#DIV/0!
<b>Total Debt Service</b>	<b>\$ 1,747,085</b>	<b>\$ 1,888,392</b>	<b>\$ 2,264,563</b>	<b>\$ 2,415,052</b>	<b>\$ 124,489</b>	<b>6.65%</b>
<b>Water &amp; Sewer Reserve Fund</b>						
Expenses	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	0.00%
<b>Total W &amp; S Reserve Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total W&amp;S Enterprise</b>	<b>\$ 9,157,382</b>	<b>\$ 9,117,781</b>	<b>\$ 10,207,292</b>	<b>\$ 10,673,950</b>	<b>\$ 810,973</b>	<b>4.57%</b>

# Enterprise Fund - Appropriation Summary

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

	2007 Actual	2008 Actual	2009 Appropriated	2010 Appropriated	2009 vs. 2010 \$	%
<b>Sassamon Trace Enterprise Fund</b>						
<b>Section XI</b>						
<b>Sassamon Trace Operations</b>						
Salaries	\$ 129,993	\$ 145,353	\$ 152,417	\$ 136,548	\$ (15,869)	-10.41%
Expenses	\$ 440,286	\$ 478,007	\$ 464,960	\$ 453,984	\$ (10,976)	-2.36%
<b>Total Sassamon Trace</b>	<b>\$ 570,279</b>	<b>\$ 623,360</b>	<b>\$ 617,377</b>	<b>\$ 590,532</b>	<b>\$ (26,845)</b>	<b>-4.35%</b>
<b>Sassamon Trace Reserve Fund</b>						
Expenses	\$ 1,000	\$ -	\$ -	\$ -	\$ -	#DIV/0!
<b>Total GC Reserve Fund</b>	<b>\$ 1,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>#DIV/0!</b>
<b>Sassamon Trace Fringe Benefits</b>						
Other Personal Services	\$ 19,237	\$ 20,026	\$ 37,073	\$ 11,820	\$ (25,253)	-68.12%
Other - Chgs. & Expenditures	\$ 5,893	\$ 12,203	\$ 12,000	\$ 11,291	\$ (709)	-5.91%
<b>Total GC Fringe Benefits</b>	<b>\$ 25,130</b>	<b>\$ 32,229</b>	<b>\$ 49,073</b>	<b>\$ 23,111</b>	<b>\$ (25,962)</b>	<b>-52.90%</b>
<b>Sassamon Trace Debt Service</b>						
Principal	\$ 195,930	\$ 195,930	\$ 195,931	\$ 195,931	\$ -	0.00%
Interest	\$ 141,912	\$ 133,606	\$ 125,368	\$ 116,856	\$ (8,512)	-6.79%
<b>Total GC Debt Service</b>	<b>\$ 337,842</b>	<b>\$ 329,536</b>	<b>\$ 321,299</b>	<b>\$ 312,787</b>	<b>\$ (8,512)</b>	<b>-2.65%</b>
<b>Total Sassamon Trace</b>	<b>\$ 934,252</b>	<b>\$ 985,125</b>	<b>\$ 987,749</b>	<b>\$ 926,430</b>	<b>\$ (61,319)</b>	<b>-6.21%</b>

## Three-Year Projection

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### **METHODOLOGY**

The table on the next pages shows projections of total expenditure requirements and revenues for the next three years, FY 2010-FY 2012. Projections are calculated in the aggregate, using conservative assumptions, with the intention of giving an overall perspective on the Town's budget outlook. The projections are presented in sequence with the current year and three prior years for comparisons.

### **Revenues**

On the revenue side, State Aid is projected to decrease by another 5% in FY 2011. This may be a bit optimistic given that state reserves have had to be drawn down in support of 2009 and 2010 aid to communities. Local receipts are projected to remain essentially level over the period of FY 2010 through FY 2012; these will obviously be revisited when the economy begins to pick back up. Free cash is forecast to be used at only a level of \$1,500,000 in FY 2011 and FY 2012 due to tighter budgeting practices and the stagnant economy.

### **Expenses**

In the operating budget, wage projections are complicated by the fact that general government contracts expire at the end of FY 2010 making forecasting difficult for FY 2011 and beyond. School department contracts expire at the end of FY 2009, making forecasting difficult for FY 2010 and beyond. On the whole, we have calculated a 5% increase in total expenses for the Natick Public Schools, a 10% increase for the Keefe Tech Assessment and a 3% increase for all municipal departments, consistent with past forecast practices of the Town. These increases may not be sustainable into future years; it is incumbent on the Town and School administrations and elected officials to budget responsibly and identify areas for cost reduction and revenue enhancement to ensure Natick's sound financial future.

The greatest changes going forward rest within the categories of Shared Expenses. A major emphasis of the FY 2011 Budget cycle will be attempts to reduce the Town contribution to employee health care. While work has been ongoing within the West Suburban Health Group over the last several years, the renewal of labor contracts provides an ideal time for a comprehensive review of existing benefit packages and adjustments. Administration is committed to achieving progress in this area in advance of the approval of the FY 2011 budget. A negative budgetary impact is projected within the Retirement line-item primarily due to the significant economic downturn; this impact is expected to push assessments higher than initially projected in FY 2011 and, in particular, FY 2012. The revised actuarial study will be available in early 2010. Finally, although the Town's debt service is set to decline sizably in FY 2011, that potentially could be more than offset if design monies for the High School and Senior/Community Senior Center projects are unable to be excluded from the limits of proposition 2 ½ through a debt exclusion vote for the building projects. Alternatively, the decline in debt beyond FY 2011 may provide the Town with an opportunity to address much-needed and long-deferred capital projects.

### **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 FY2011, the preliminary gap is projected to be roughly \$2.9 million, while in FY 2012 the preliminary gap is projected to be roughly \$5.5 million. As noted earlier, it will be necessary for Town officials to continue to work together toward a financially sustainable future for the Town of Natick.

## Three-Year Projection

	2008 Actual	2009 Appropriated	2010 Recommended	2011 Projection	2012 Projection	Notes
<b>General Fund Revenues</b>						
Tax Levy	64,617,822	73,083,995	75,818,308	78,471,949	81,218,467	Assumes only 2.5% allowable increase and nominal 1.0% for new growth
State Aid	12,315,120	12,341,007	11,360,667	10,792,634	10,792,634	Assumes continued declines in State Aid
Estimated Receipts	13,692,857	10,801,500	9,874,361	10,000,000	10,250,000	Assumes stabilization of local receipts
Other Local Receipts						
Indirects	2,379,592	2,546,345	2,506,416	2,506,416	2,506,416	Assumes level-funding
Free Cash	5,057,917	3,000,000	2,000,000	1,500,000	1,500,000	Based upon initial projection for free-cash @ FY 2009. (May change)
Stabilization Fund	256,102	600,000	600,000	300,000	0	
Overlay Surplus	1,116,024	0	500,000	0	500,000	Can change based upon final settlement of outstanding ATB cases
Other Available Funds	323,167	210,851	210,851	210,851	210,851	No Change
Revenues set-aside for Free Cash			-306,126	0	0	N/A
<b>Total General Fund Revenues</b>	<b>99,758,601</b>	<b>102,583,698</b>	<b>102,564,477</b>	<b>103,781,850</b>	<b>106,978,368</b>	
<b>General Fund Expenses</b>						
Education & Learning						
Natick Public Schools	40,905,762	43,474,430	42,761,062	44,899,115	47,144,071	5% increase; based upon projected growth of costs & level-service.
Keefe Tech	1,051,116	1,141,092	1,300,574	1,430,631	1,573,695	Assumes continued presence of Natick students & contraction of total population.
Morse Institute Library	1,708,525	1,780,355	1,729,807	1,781,701	1,835,152	3% increase
Bacon Free Library	114,313	116,928	115,896	119,373	122,954	3% increase
Public Safety	11,225,820	11,821,743	11,548,221	11,894,668	12,251,508	3% increase and additional ongoing settlement related overtime
Public Works	7,196,327	7,513,840	7,300,130	7,519,134	7,744,708	3% increase
Health & Human Services	1,413,949	1,561,166	1,559,082	1,605,854	1,654,030	3% increase
Administrative Support Services	4,232,899	4,244,340	4,060,375	4,182,186	4,307,652	3% increase
Committees	15,339	18,510	18,510	18,510	18,510	Level-funded
Shared Expenses						
Fringe Benefits	12,486,833	13,372,367	14,395,784	15,835,362	17,418,899	10% increase; Assumes higher rates in FY 2011, 2012
Prop & Liab. Insurance	420,705	496,150	496,150	520,958	547,005	Assumes higher rates in FY 2011, 2012
Retirement	5,376,574	5,170,376	5,271,467	5,740,165	6,662,000	Assumes correction for market declines, early retirement in FY 2012
Debt Services	7,243,778	6,915,189	7,158,758	6,506,929	6,500,000	Assumes no new levy funded debt service in 2011, roughly \$300K in FY 2012
Reserve Fund	0	476,000	400,000	400,000	400,000	Level-funded
<b>General Fund Oper. Expenses</b>	<b>93,391,940</b>	<b>98,102,487</b>	<b>98,115,816</b>	<b>102,454,587</b>	<b>108,180,184</b>	
Capital Improvements	1,122,250	293,900	153,560	350,000	350,000	Attempts to maintain at least \$350,000 of levy supported capital
School Bus Transportation	302,122	302,122	311,186	320,522	330,137	Assumes 3.0% increase
State & County Assessments	1,643,654	1,552,943	1,622,825	1,679,624	1,738,411	Assumes 3.5% increase
Cherry Sheet Offsets	66,398	68,029	71,090	73,578	76,153	Assumes 3.5% increase
Tax Title	25,000	25,000	25,000	25,000	25,000	Level-funded
Snow Removal Supplement	201,261	650,000	750,000	350,000	350,000	Hopeful...
Overlay	1,003,911	1,040,000	1,150,000	1,100,000	1,100,000	
Golf Course Deficit	355,000	355,000	355,000	355,000	355,000	Level-funded
Collective Bargaining (Art. 10)			10,000			
<b>Total General Fund Expenses</b>	<b>98,111,536</b>	<b>102,389,481</b>	<b>102,564,477</b>	<b>106,708,312</b>	<b>112,504,886</b>	
<b>Net Excess / (Deficit)</b>	<b>1,647,065</b>	<b>194,217</b>	<b>0</b>	<b>-2,926,462</b>	<b>-5,526,518</b>	