

# ***TOWN OF NATICK***

## **Meeting Notice**

POSTED IN ACCORDANCE WITH THE PROVISIONS OF M.G.L. CHAPTER 30A, Sections 18-25

### **Natick Finance Committee**

School Committee Meeting Room, 3rd Floor Town  
Hall

March 16, 2017 7:00 PM

#### **Agenda**

1. Public Concerns/ Comments
2. Meeting Minutes
3. Old Business
  - a. Reconsideration of the Community Services Department Budget for FY '18
  - b. Keefe Tech Vocational School - FY '18 Budget
  - c. FY '18 Natick Public Schools Department Budget
4. New Business
  - d. Article #23- Amend By-Laws Regarding Town Meeting Member Contact Information
  - e. Article 32 - Extend the Charter & By Law Review Committee
  - f. Article #10 - School Bus Subsidy
5. Adjourn

*The Finance Committee will make every reasonable effort to update this agenda if additional information is provided subsequent to the initial posting. The Finance Committee reserves the right to consider items on the agenda out of order. Any times that may be listed on the agenda are estimates provided for informational purposes only. Agenda items may occur earlier or later than the stated time.*

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**ITEM TITLE:** Reconsideration of the Community Services Department Budget for FY '18

**ITEM SUMMARY:**

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**ATTACHMENTS:**

<b>Description</b>	<b>Upload Date</b>	<b>Type</b>
Detailed Direct & Indirect Costs for NCOF Division	3/16/2017	Exhibit
Community Services Department Budget	3/10/2017	Cover Memo
Questions from Members Regarding Community Services Budget	3/16/2017	Exhibit
Additional Questions for NCOF Division Budget	3/16/2017	Exhibit
Community Service Budget Presentation	3/16/2017	Exhibit
DOR Workshop Information on Anti-Aid	3/16/2017	Exhibit
DOR Advisory Letter to City of Marlboro on Anti Aid	3/16/2017	Exhibit
Town Counsel Opinion on Anti-Aid for NCOF	3/16/2017	Exhibit
Community Services Budget Book Extract	3/16/2017	Exhibit
FinCom Meeting Minutes including Community Services Budget	3/16/2017	Exhibit

Indirect/Shared Expenses, Admin Time  
Natick Community Organic Farm  
FY 15-17

<b>Town Commitments</b>	<b>Description</b>	<b>Calculation</b>	<b>Total</b>	<b>Notes</b>
Facilities Management: Cleaning	Bi-weekly cleaning services initiated in October of 2015. Unreliable service to the present day due to contract company.	4 hours/week @ \$13/hour x \$52weeks = \$ 2,704 \$1,352 FY16 \$ 676 FY17	\$2,028 FY16-17	Service not provided on regular basis. Estimated 50% compliance.
DPW Highway& Sanitation: Plowing	Snow plowing as needed	# of Major/minor storms x 1.5hr/.05 hr staff time + fuel	\$931 FY 15-16	FY 17 dependant on # of storms
DPW Highway& Sanitation: Trash	Weekly trash/recycle pick-up	Staff: ¼ hour @ \$40/hour = \$10.00 Gas = .10 Tipping fees \$3.75 X 52 weeks = <b>\$720</b>	\$2,160 FY15-17	
DPW: Equipment Maintenance	Truck repair	FY15 - \$1,000 FY16- \$250 FY17- \$250	\$1,500 FY15-17	Usage records
Water/Sewer Enterprise Fund	Water/Sewer Service	\$13,552/year	\$40,656 FY15-17	Usage records
Shared Expenses: Property & Liability Insurance	Insurance on Town owned structures	\$441/year	\$1,323 FY15-17	Coverage for all Town owned buildings
Shared expenses: Health Insurance	Single or family plan	---	\$36,744 FY15-17	FY 17 rates
Shared Expenses: Retirement	Retirement and Medicare obligations	FY 15 \$9,112 FY 16 \$9,372 FY17 \$9,952	\$28, 436 FY 15-17	

<b>Town Commitments</b>	<b>Description</b>	<b>Calculation</b>	<b>Total</b>	<b>Notes</b>
Town Administrator	Infrequent in general. FY17 unique: In total 17 meetings to resolve Conflict of Interest issues	FY16 – 25 hours	\$2,160 FY16	
Town Counsel	Infrequent in general. FY17 unique: 21 meetings/communications to resolve Conflict of Interest issues	FY16 – 40 hours	---	No additional admin fee beyond standard retainer
Director, Community Services	Bi-weekly supervision, FY17 unique: 31 meetings/communications to resolve Conflict of Interest issues	FY15 - 40 hours FY16 - 60 hours FY 17- 40 hours	\$6,828 FY15-17	
Finance	Payroll	FY15 - \$52.30 FY16 – \$54.10 FY17 - \$56.76	\$163 FY15-17	
HR	General Admin	\$596 per year	\$1,788 FY15-17	

Improvements/Repairs to Town Property  
By Natick Community Organic Farm, Inc.  
FY 15-17

<b>Item</b>	<b>Description</b>	<b>Total</b>	<b>Notes</b>
Education Center Windows	FY16	\$ 3,300	Town installed 4, NCOF, Inc. installed 4
Bathroom repairs	FY16 Plumbing upgrades, flooring	\$ 1,185	
Greenhouse Repairs	FY 16 Purchase, installation of new frame/glass system as result of storm damage	\$ 4,177	Insurance coverage did not cover all expenses
Barn repairs/restoration	FY 15,16 Specialized repairs to insure for safety, long term stability	\$70,300	Grants/donations
Tree Maintenance	FY 15-17 Upkeep and emergency response as result of storms, etc.	\$ 7,700	As per Forest Management Plan
Property/Liability insurance	FY15-17 Liability and non town owned structures	\$14,429	As required



Item	Description	Total	Notes
<b>FY 12-14:</b>			
Tree Maintenance	FY10-14	\$ 9,700	Grants, donations
Improvements/Repairs to apartment, staircase	FY 12	\$ , 9867	Grants, donations
Compost toilet	FY 13-14 includes building	\$50,000	Grants, donations
Compost pad	FY14 For compost production	\$ 1,072	Grants/donations
TOTAL			
<b>Student education:</b>			
NPS Elementary	1,359 students, 60 classes Grades 1-4	\$9,513	Value of free education
Kennedy Middle School	8 <sup>th</sup> grade service project 18 students Sept.-Dec	\$990.	Volunteer service
Natick High School (Job Training)	12 students @ 5 hours/week 4 students @10 hours/week	\$10,560 \$22,880	Volunteer service Grants/donations



# Town of Natick

Home of Champions

Department: Community Services All Divisions

## Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	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%



**Department: Community Services**

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

\* 75% reimbursement by the Commonwealth of Massachusetts



**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 \$ (+/-) % (+/-)	
Salaries Management	\$ 103,396	\$ 105,868	\$ 105,464	\$ 107,687	\$ 2,223	2.11%
Salaries Operational Staff <sup>1</sup>	\$ 55,925	\$ 110,004	\$ 107,203	\$ 113,572	\$ 6,369	5.94%
Operational Staff Other Compensation	\$ -	\$ -	\$ 2,500	\$ 2,500	\$ -	0.00%
<b>Personnel Services</b>	<b>\$ 159,321</b>	<b>\$ 215,872</b>	<b>\$ 215,167</b>	<b>\$ 223,759</b>	<b>\$ 8,592</b>	<b>3.99%</b>
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%
<b>Purchase of Services</b>	<b>\$ 18,743</b>	<b>\$ 12,999</b>	<b>\$ 24,800</b>	<b>\$ 25,800</b>	<b>\$ 1,000</b>	<b>4.03%</b>
Communication Photocopying	\$ 22,705	\$ 20,014	\$ 23,500	\$ 24,000	\$ 500	2.13%
<b>Technical/Professional Services</b>	<b>\$ 22,705</b>	<b>\$ 20,014</b>	<b>\$ 23,500</b>	<b>\$ 24,000</b>	<b>\$ 500</b>	<b>2.13%</b>
Office Supplies	\$ -	\$ 624	\$ 300	\$ 300	\$ -	0.00%
Supplies Computer	\$ -	\$ -	\$ 150	\$ 200	\$ 50	33.33%
<b>Supplies</b>	<b>\$ -</b>	<b>\$ 624</b>	<b>\$ 450</b>	<b>\$ 500</b>	<b>\$ 50</b>	<b>11.11%</b>
<b>Total Operating Expenses</b>	<b>\$ 41,448</b>	<b>\$ 33,637</b>	<b>\$ 48,750</b>	<b>\$ 50,300</b>	<b>\$ 1,550</b>	<b>3.18%</b>
<b>Total</b>	<b>\$ 200,769</b>	<b>\$ 249,508</b>	<b>\$ 263,917</b>	<b>\$ 274,059</b>	<b>\$ 10,142</b>	<b>3.84%</b>

**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. <sup>1</sup> *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.

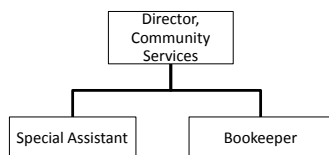
**Copy/Mail Center Fees** - Funds in this line item help to support misc. departmental publications and mailings.

**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 \$ (+/-)    % (+/-)	
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 Services 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
- Integrating 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 Services 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 Coordinator	1	1	1	1	1	1
Program Assistant	0.3	0.3	0.3	0.62	0.62	1
Volunteer Resources Coordinator	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	

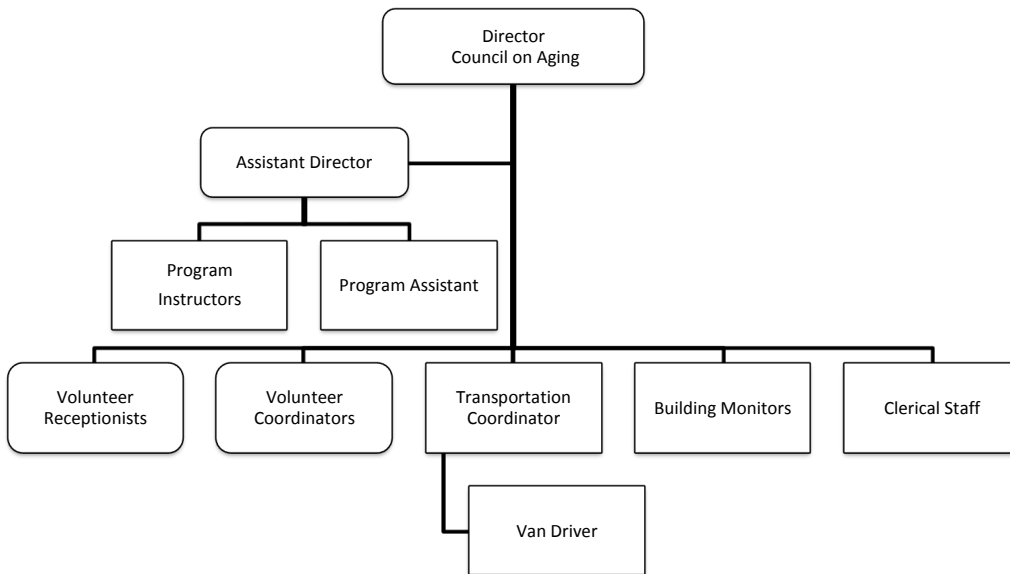
Total FTE	7.82	7.82	8.06	6.58	6.58	7.85
Total FT/PT	5FT / 6PT	5FT / 6PT	6FT / 5PT	5FT/4PT	5FT/4PT	5FT/4PT

### 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.



**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 \$ (+/-)    % (+/-)	
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.



**Department: Community Services**

**Division: Council on Aging**

**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**

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

### **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.



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	

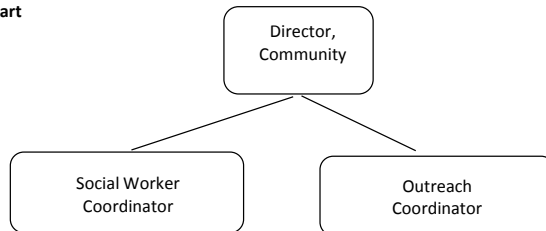
**Notes**

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 \$ (+/-) % (+/-)	
Salaries Tech/Professional Staff	\$ -	\$ 117,879	\$ 117,429	\$ 124,000	\$ 6,571	5.60%
<b>Personnel Services</b>	<b>\$ -</b>	<b>\$ 117,879</b>	<b>\$ 117,429</b>	<b>\$ 124,000</b>	<b>\$ 6,571</b>	<b>5.60%</b>
In State Travel/Meetings	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%
Contractual Services - Counseling	\$ -	\$ 2,107	\$ 5,000	\$ 5,000	\$ -	0.00%
<b>Purchase of Services</b>	<b>\$ -</b>	<b>\$ 2,107</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Operating Expenses</b>	<b>\$ -</b>	<b>\$ 2,107</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Human Services</b>	<b>\$ -</b>	<b>\$ 119,986</b>	<b>\$ 123,429</b>	<b>\$ 130,000</b>	<b>\$ 6,571</b>	<b>5.32%</b>

**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 \$ (+/-)    % (+/-)	
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 Serv 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.





**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
<b>Total FTE</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

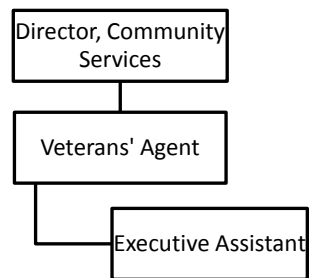
<b>Total FT/PT</b>	<b>2 FT /0 PT</b>	<b>2 FT /0 PT</b>	<b>2 FT /0 PT</b>	<b>2 FT /0 PT</b>	<b>2 FT /0 PT</b>
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**Notes**

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 \$ (+/-) % (+/-)	
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%
<b>Personnel Services</b>	<b>\$ 119,948</b>	<b>\$ 122,782</b>	<b>\$ 122,450</b>	<b>\$ 125,741</b>	<b>\$ 3,291</b>	<b>2.69%</b>
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%
<b>Purchase of Services</b>	<b>\$ 5,234</b>	<b>\$ 4,879</b>	<b>\$ 5,665</b>	<b>\$ 6,565</b>	<b>\$ 900</b>	<b>15.89%</b>
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%
<b>Supplies</b>	<b>\$ 2,512</b>	<b>\$ 2,905</b>	<b>\$ 3,100</b>	<b>\$ 3,100</b>	<b>\$ -</b>	<b>0.00%</b>
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%
<b>Other Charges/Expenses</b>	<b>\$ 255,770</b>	<b>\$ 228,315</b>	<b>\$ 316,902</b>	<b>\$ 316,902</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Operating Expenses</b>	<b>\$ 263,516</b>	<b>\$ 236,100</b>	<b>\$ 325,667</b>	<b>\$ 326,567</b>	<b>\$ 900</b>	<b>0.28%</b>

<b>Total Veterans' Services</b>	<b>\$ 383,464</b>	<b>\$ 358,881</b>	<b>\$ 448,117</b>	<b>\$ 452,308</b>	<b>\$ 4,191</b>	<b>0.94%</b>
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\* 75% reimbursed by the Commonwealth of Massachusetts



## Town of Natick

Home of Champions

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



## ***Town of Natick***

Home of Champions

<b>Department:</b>	<b>Community Services</b>	<b>Division:</b>	<b>Veterans' Services</b>
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**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 \$ (+/-)    % (+/-)	
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



**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 morning 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.

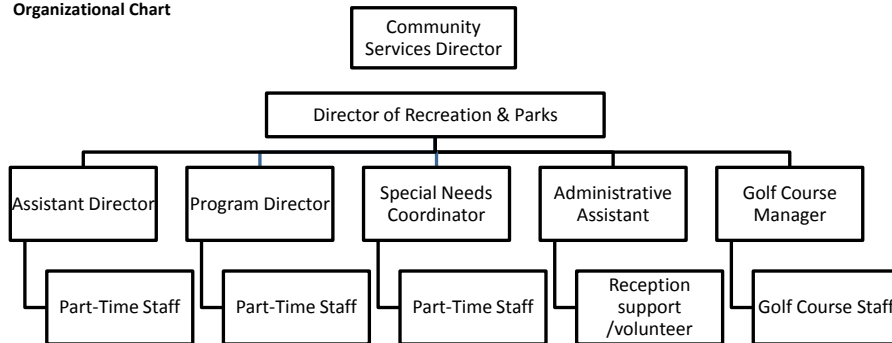


Department: Community Services	Division: Recreation & Parks				
Staffing	2014	2015	2016	2017	2018
Director	1	1	1	1	1
Assistant Director	1	1	1	1	1
Program and Special Events Director *	1	1	1	1	1
Special Needs Coordinator *	0.8	0.8	0.8	0.8	0.8
Administrative Assistant	1	1	1	1	1
Bookkeeper	1	1	0	0	0
Playgroup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

**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 \$ (+/-)    % (+/-)	
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%
<b>Personnel Services</b>	<b>\$ 374,612</b>	<b>\$ 347,806</b>	<b>\$ 339,532</b>	<b>\$ 344,475</b>	<b>\$ 4,943</b>	<b>1.46%</b>

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!
<b>Purchase of Services</b>	<b>\$ 15,738</b>	<b>\$ 13,830</b>	<b>\$ 17,206</b>	<b>\$ 19,306</b>	<b>\$ 2,100</b>	<b>12.21%</b>
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%
<b>Technical/Professional Services</b>	<b>\$ 23,621</b>	<b>\$ 26,112</b>	<b>\$ 29,290</b>	<b>\$ 29,890</b>	<b>\$ 600</b>	<b>2.05%</b>
Office Supplies	\$ 5,966	\$ 5,842	\$ 5,900	\$ 6,200	\$ 300	5.08%
<b>Supplies</b>	<b>\$ 5,966</b>	<b>\$ 5,842</b>	<b>\$ 5,900</b>	<b>\$ 6,200</b>	<b>\$ 300</b>	<b>5.08%</b>
Program Supplies	\$ 3,750	\$ 3,828	\$ 4,200	\$ 4,200	\$ -	0.00%
<b>Other Supplies</b>	<b>\$ 3,750</b>	<b>\$ 3,828</b>	<b>\$ 4,200</b>	<b>\$ 4,200</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Operating Expenses</b>	<b>\$ 49,075</b>	<b>\$ 49,612</b>	<b>\$ 56,596</b>	<b>\$ 59,596</b>	<b>\$ 3,000</b>	<b>5.30%</b>

<b>Total Recreation &amp; Parks Budget</b>	<b>\$ 423,687</b>	<b>\$ 397,419</b>	<b>\$ 396,128</b>	<b>\$ 404,071</b>	<b>\$ 7,943</b>	<b>2.01%</b>
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**Note:**





## ***Town of Natick***

Home of Champions

<b>Department:</b> Community Services	<b>Division:</b> Recreation & Parks
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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 specialized 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 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 166,191	\$ 165,693	\$ 173,713	\$ 177,104	\$ 3,391	1.95%
<b>Total Personnel Services</b>	<b>\$ 166,191</b>	<b>\$ 165,693</b>	<b>\$ 173,713</b>	<b>\$ 177,104</b>	<b>\$ 3,391</b>	<b>1.95%</b>
<b>Total NCOF</b>	<b>\$ 166,191</b>	<b>\$ 165,693</b>	<b>\$ 173,713</b>	<b>\$ 177,104</b>	<b>\$ 3,391</b>	<b>1.95%</b>

#### 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
- Shared sheep in front of all of Natick Public School's first graders

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

None

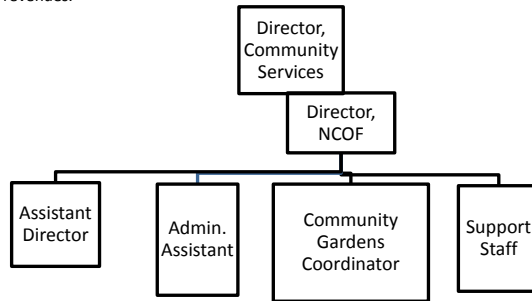


<b>Department: Community Services</b>	<b>Division: Natick Community Organic Farm</b>				
<b>Staffing</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Director of Natick Community Organic Farm	1	1	1	1	1
Assistant Director, NCOF*	1	1	1	1	1
Administrative Assistant, NCOF*	0.75	0.75	0.88	0.88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

**Notes**

\*Positions are fully offset by revenues.

**Organizational Chart**



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

**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.

## Questions from FinCom Regarding the Community Services Budget March 16, 2017

Question	Response
<p>1) Pursuant to the 2016 Turn back report, NCOF overspent its budget \$6,378 which, according to the staffing sheet was because the Office Administrator went from 30 to 35 hours:</p> <p>a) From which Community Services line item(s) did this funding come?</p> <p>b) Did the Town receive an increase of \$6,378 in NCOF reimbursement revenue?</p>	<p><b>Jemma Lambert:</b></p> <p>The Comptroller's office bills NCOF, Inc. every year for both the Assistant Director and Office Administrator positions. They arrive at that number by pulling payroll record totals and as such, capture any/all dollars owed. In short, yes, NCOF, Inc. was billed for and paid the Town for the increase outlined above.</p> <p>The Farm's office Administrator would, in FY 16, have been paid out of line item # 0154501 511400</p>
<p>2) A copy of IRS Form 990 on file with the AGO's Public Charities Division for 2015, which, though unsigned, indicates it was to be signed by Ms. Simkins on 8/11/16 identifies (Section VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors) Ms. Simkins as providing an average of 25 hours per week to NCOF, Inc for zero reportable compensation. This IDENTICAL information was reported on the 2013 &amp; 2014 IRS Form 990s and the same 25 hours was reported on the 2010, 2011, and 2012 IRS Form 990s (however in those years, reportable income of \$7,500, \$8,250, and \$8,545, respectively).</p> <p>a) Was this information (25 hours/week average provided to NCOF, Inc.) known and considered during the analysis re:NCOF?</p> <p>b) If so, are Town Administration and Town Counsel comfortable that only 25 hours is reported for a full-time employee?</p> <p>c) If not, does this information change anything?</p>	<p><b>NCOF, inc.:</b></p> <p>a) The 25 hrs/week number was provided by NCOF Inc (NCOFI) to the audit firm in response to an inquiry with an approximation of how many hours/week the Executive Director spent on non-profit related activities back in 2010. The number was carried forward without further review. Based upon your inquiry and the responsibilities in support of the non-profit that were contained in the municipal employee's job description, NCOFI will consult with the audit firm to determine if this was proper to include these hours in form 990.</p> <p>b) From NCOFI's perspective, the response given did not represent the full set of the Executive Director's responsibilities, Farm "operations" were specifically excluded, while personal time spent in support of NCOFI events, fund raising, and Board meetings was also included in the estimate.</p> <p>c) In the past NCOFI did not consult with, or share its responses with the Town Administration in regards to these various forms. Based on this inquiry, NCOFI is amenable to input as to any changes that it needs to make going forward, or as to past practice.</p> <p>Devon Long-Lytle: President - Board of Directors Randall Gruber: Treasurer - Board of Directors</p>

## Questions from FinCom Regarding the Community Services Budget March 16, 2017

<p>3) We were told that the Town had requested that the State Ethics Commission provide a written opinion re: NCOF and we have asked for a copy of the questions asked and the opinion received. However, as I understand it, the Attorney General is responsible for enforcing MGL c.149 s. 148B (the section in question).</p> <ul style="list-style-type: none"><li>a) Did we seek any opinion from the AG?</li><li>b) If so, may we also get a copy of the questions asked of the AG and any response?</li><li>c) If not, why not?</li></ul>	<p>Comments by Patrick Hayes:</p> <p>After speaking with Town Counsel on this question it was shared that no opinion was sought from the Attorney General's office on MGL c.149 s. 148B. It was also shared that Town Counsel and the other attorneys focused on the labor and employment analysis for this department, are not familiar with the AG's office providing an advisory opinion on this type of subject matter question.</p>
--	--



Patrick Hayes &lt;phayes.fincom@natickma.org&gt;

## Information regarding the NCOF budget and operations

1 message

Patrick Hayes &lt;phayes.fincom@natickma.org&gt;

Tue, Feb 21, 2017 at 10:09 AM

To: Bruce Evans <bevans.fincom@natickma.org>, Catherine Coughlin <coughlic@aol.com>, Cathi Collins <ccollins.fincom@natickma.org>, Dan Sullivan <dansullivan2@gmail.com>, David Coffey <dcoffey08@gmail.com>, David Gallo <david@djgallopcpa.com>, Ed Shooshanian <eshooshanian.fincom@natickma.org>, Jerry Pierce <jlpierce@comcast.net>, Jim Scurlock <jpscurlock@verizon.net>, Kristine VanAmsterdam <kvanamsterdam.fincom@natickma.org>, Linda Wollschlager <linda@webreply.com>, Mike Linehan <linehanm01760@yahoo.com>, Patrick Hayes <phayes.fincom@natickma.org>, Philip Rooney <philip.j.rooney@gmail.com>, Richard Sidney <richsidney@gmail.com>

Members,

A set of questions was asked recently by a FinCom member regarding the NCOF budget and operations. Those questions are below with responses from the Community Services Department Director for question 1; responsible Directors of the NCOF, INC. for question 2 and inserted under each, in bold (just to separate from the questions, no emphasis intended). Question 3 is answered by a email memo from Deirdre Roney, General Counsel, of the State Ethics Commission and is attached as a file.

SO members are aware, I held the material in hand for a few days pending clarification from Town Counsel that the information contained in the response for Q3 was in fact able to be shared with members and not creating an impairment of the client privilege umbrella we want to maintain as necessary for all such matters.

1) Per the 2016 Turnback report, NCOF overspent its budget \$6,378 which, according to the staffing sheet was because the Office Administrator went from 30 to 35 hours:

- a) From which Community Services line item(s) did this funding come?
- b) Did the Town receive an increase of \$6,378 in NCOF reimbursement revenue?

**The Comptroller's office bills NCOF, Inc. every year for both the Assistant Director and Office Administrator positions. They arrive at that number by pulling payroll record totals and as such, capture any/all dollars owed. In short, yes, NCOF, Inc. was billed for and paid the Town for the increase outlined above.**

**The Farm's office Administrator would, in FY 16, have been paid out of line item # 0154501 511400**

2) A copy of IRS Form 990 on file with the AGO's Public Charities Division for 2015, which, though unsigned, indicates it was to be signed by Ms. Simkins on 8/11/16 identifies (Section VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors) Ms. Simkins as providing an average of 25 hours per week to NCOF, Inc for zero reportable compensation. This IDENTICAL information was reported on the 2013 & 2014 IRS Form 990s and the same 25 hours was reported on the 2010, 2011, and 2012 IRS Form 990s (however in those years, reportable income of \$7,500, \$8,250, and \$8,545, respectively).

- a) Was this information (25 hours/week average provided to NCOF, Inc.) known and considered during the analysis re:NCOF?
- b) If so, are Town Administration and Town Counsel comfortable that only 25 hours is reported for a full-time employee?
- c) If not, does this information change anything?

**a) The 25 hrs/week number was provided by NCOF Inc (NCOFI) to the audit firm in response to an inquiry with an approximation of how many hours/week the Executive Director spent on non-profit related activities back in 2010. The number was carried forward without further review. Based upon your inquiry and the responsibilities in support of the non-profit that were contained in the municipal employee's job description, NCOFI will consult with the audit firm to determine if this was proper to include these hours in form 990.**

**b) From NCOFI's perspective, the response given did not represent the full set of the Executive Director's responsibilities, Farm "operations" were specifically excluded, while personal time spent in**

**support of NCOFI events, fund raising, and Board meetings was also included in the estimate.**

**c) In the past NCOFI did not consult with, or share its responses with the Town Administration in regards to these various forms. Based on this inquiry, NCOFI is amenable to input as to any changes that it needs to make going forward, or as to past practice.**

**Devon Long-Lytle: President - Board of Directors**

**Randall Gruber: Treasurer - Board of Directors**

3) We were told that the Town had requested that the State Ethics Commission provide a written opinion re: NCOF and we have asked for a copy of the questions asked and the opinion received. However, as I understand it, the Attorney General is responsible for enforcing MGL c.149 s. 148B (the section in question).

- a) Did we seek any opinion from the AG?
- b) If so, may we also get a copy of the questions asked of the AG and any response?
- c) If not, why not?

**See attached email for answers**

Members will recall that we have the Community Services budget scheduled for Tuesday, February 28 for a possible reconsideration vote so that we may revisit the Natick Community Organic Farm town side operating budget. If there are other questions that you have regarding the NCOF that are relevant to the Town's Personnel Services and Operating Expenses FY'18 budget request and that are important for you to ask and receive answers on please get them to me. The subject-matter is important, the questions and answers are important and the opportunity to allow the participants time to address questions as soon as possible and preferably in advance of the hearing is critical. Please send all questions to me by the end of day this Thursday, February 23.

--

Patrick Hayes  
(508)-333-4994 (m)

**Finance Committee Chairman**

*-Planning Governance Sub-Committee Chair*

-----  
*Financial Planning Committee Member*

-----  
*West Natick Fire Station Building Committee Member*

-----  
*Town Meeting Member*



**State Ethics Office Advisory on NCOF\_ Fwd\_ Natick Community Organic Farm.pdf**  
247K

# Community Services Department FY 18 Budget Presentation

Recreation and Parks  
Council on Aging  
Veterans Services  
Human Services  
Natick Community Organic Farm  
Sassamon Trace Golf Course



## Notable Initiatives in FY 17:

- Met or exceeded performance measures
- Integration of new technologies to expand reach and improve efficiencies
- Expanded daytime/evening/week hours at parks and camps
- Expansion of Enhanced Transportation Services
- Veteran Suicide Prevention Awareness Campaign
- Partnership with YMCA - after-school care
- Establishment of Community Services Advisory Committee

## Capital Projects:

- East School/Navy Yard Parks Design
- CSC Open Space Design

Community Services Department  
Total Budget FY 17 and Preliminary FY 18

FY 17	FY 18	+/-	%
\$1,757,588	\$1,798,495	\$40,907	2.33%
	Salaries	\$33,431	1.91%
	Operations	\$7,476	.41%

## .41% Increase in Operating Expenses

### Incremental Increases in Costs of Delivering Service:

- Licensing Fees
- Communications/Postage
- Equipment Maintenance
- Custodial Charges
- Training/Professional Development
- Supplies

## Community Services Department FY 18 Operating Expense Overview

Division	FY 17 Appropriation	FY 18 Preliminary	+/-	%	Operating Expenses	
					+/-	%
Administration	\$263,917	\$274,059	\$10,142	25%	\$1,550	20%
Council on Aging	\$352,284	\$360,953	\$8,669	21%	\$2,026	27%
Human Services	\$123,429	\$130,000	\$6,571	16%	----	0%
Veterans Services	\$448,117	\$452,308	\$4,191	10%	\$900	12%
Recreation and Parks	\$396,128	\$404,071	\$7,943	19%	\$3,000	40%
NCOF	\$173,713	\$177, 104*	\$3,391	8%	----	0%
<b>Total</b>	<b>\$1,757,588</b>	<b>\$1,798,495</b>	<b>\$40,907</b>	<b>100%</b>	<b>\$7476</b>	<b>100%</b>

\* \$100,652 reimbursed to the GF from NCOF, Inc.

## Community Services Department FY 18 Operating Expense Detail

\$	Line Item	Division(s)
\$1500	Dues/Subscriptions	Recreation
\$ 1100	Communication / Postage	COA, Vets
\$1000	Training/Education	Admin
\$800	Repairs & Maintenance Equipment	COA, Recreation
\$726	Communication Telephone	Vets, Recreation, COA
\$600	School Custodial Charges	Recreation
\$500	Communication / Photocopying	Admin
\$500	Supplies Disposable Goods	COA
\$450	Supplies Computer	COA
\$300	Office Supplies	Rec

## Rental Revolving

<b>Starting Balance</b>	<b>\$ 77,636</b>	Rentals, Fitness Room
Revenue	\$77,237	
Expenses	\$56,106	
<b>Account Balance</b>	<b>\$98,767</b>	

## 2016 Snapshot: Rentals

Revenue	\$61, 030	
Expenses	\$43, 392	Staffing, Supplies, Equipment
<b>Account Balance</b>	<b>\$17, 638</b>	

## 2016 Snapshot: Fitness Room

Revenue	\$16,207	
Expenses	\$ 12, 715	Staffing, Supplies, Equipment
<b>Account Balance</b>	<b>\$3, 492</b>	

## Community Education

<b>Starting Balance</b>	<b>\$52,532</b>	
Revenue	\$108,145	
Expenses	\$85, 549	Staffing, Supplies, Equipment
<b>Account Balance</b>	<b>\$75,128</b>	

## 2016 Snapshot

Revenue	\$108,145	
Expenses	\$ 85, 549	Staffing, Supplies, Equipment
<b>Account Balance</b>	<b>\$22, 596</b>	



## Recreation Revolving

<b>Starting Balance</b>	<b>\$ 595,409</b>	
Revenue	\$1,214,413	
Expenses	\$1,233,742	Staffing, Supplies, Equipment
<b>Account Balance</b>	<b>\$576,080</b>	

## 2016 Snapshot

Revenue	\$1,214,413	
Expenses	\$ 1,233,742	Staffing, Supplies, Equipment
<b>Account Balance</b>	<b>\$- \$19, 329</b>	

## Questions

# Sassamon Trace Golf Course



# Golf Course Budget Change XI.6

- Personnel Services 3.02%
  - Minimum wage increase
  - Same PT hours requested as FY17
- Course Maintenance Expenses -3.74%
  - Equipment Lease ending
  - Equipment warranty expired
  - Environmental monitoring ended
  - Safer chemicals which carry higher costs

# Sassamon Trace Golf Course

- The following slides will:
  - Highlight Revenue Setting Process
  - Show last 5 year revenue data
  - Show last 5 year expense data
  - Show actual v. appropriated

# Max Capacity Sassamon Trace

Days/Yr	Days Mon	Golfers/Month	Recognized Season NE 244
July	31	6336	6336
August	31	6336	6336
Sept	30	5244	5244
Oct	31	4692	4692
Nov	30	3696	1848
Dec	31	3864	
Jan	31	4320	
Feb	28	4284	
Mar	31	4968	2484
April	30	5796	5796
May	31	6336	6336
June	30	6348	6348
<b>Totals</b>		<b>62220</b>	<b>45420</b>

# Past 5 – Playable Season

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals	Percent Capacity
<b>2012</b>	4553	4865	3094	1924	1770				1912	2857	3828	4387	29,190	64%
<b>2013</b>	4887	4936	3326	2195	1163				645	2913	3880	3818	27,763	61%
<b>2014</b>	4281	5587	3802	2638	1056				148	2654	4067	5106	29,339	65%
<b>2015</b>	5146	5303	3580	2728	1028					1895	4780	4485	28,945	64%
<b>2016</b>	5271	4982	3818	2691	1577				1263	1980	3774	4865	30,221	67%

	Fy 13	FY 14	FY 15	FY 16	4 year Weighted Average
Rounds	27763	29339	28945	30221	29416

# PGA of America Industry Average

- Golf Courses average 62% of Capacity
- 62% at Sassamon Trace - 28,160 rounds
- In FY 16 we achieved 70% or 31,901 rounds



# Sensitivity Scale

FY 17  
29,000  
\$22.55  
\$654,000

Dollars Per Round

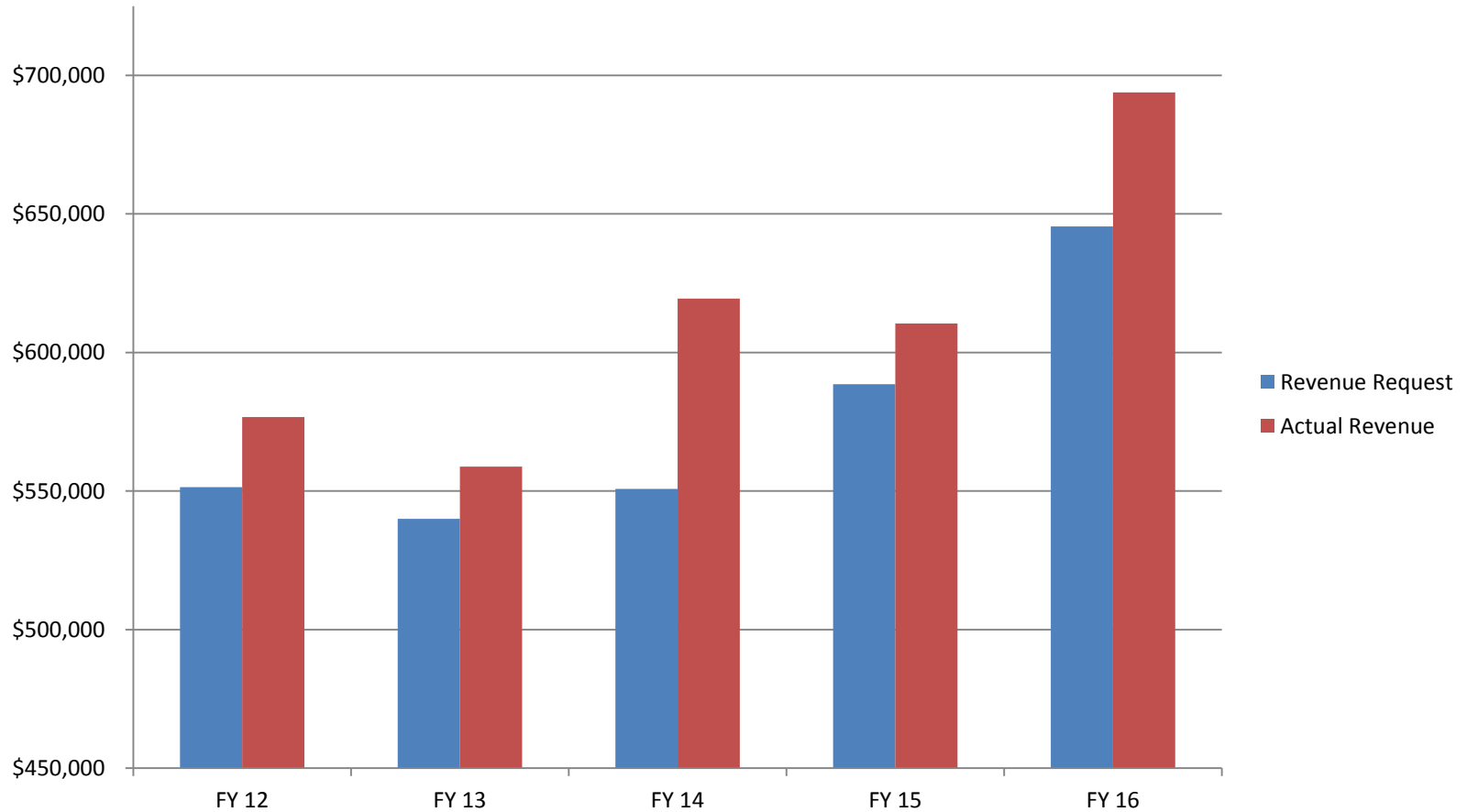
		FY 18					
		28,025	28,763	29,500	30,238	30,975	
		-5%	-2.5%	0	2.5%	5%	
	\$21.75	-5%	\$609,418	\$625,455	\$641,492	\$657,530	\$673,567
	\$22.32	-2.5%	\$625,455	\$641,914	\$658,374	\$674,833	\$691,292
	\$22.89	0	\$641,492	\$658,374	\$675,255	\$692,136	\$709,018
	\$23.46	2.5%	\$657,530	\$674,833	\$692,136	\$709,440	\$726,743
	\$24.03	5%	\$673,567	\$691,292	\$709,018	\$726,743	\$744,469

# Season Passes

<b>2011</b>	196
<b>2012</b>	194
<b>2013</b>	213
<b>2014</b>	247
<b>2016</b>	212
<b>2016</b>	198

FY 13	FY 14	FY 15	FY 16	4 Year Weighted Average
213	247	212	198	213.5

# Golf Course Revenue Past 5



Revenue Request	\$551,400	\$540,000	\$550,800	\$588,507	\$693,889
Actual	\$576,694	\$558,824	\$619,473	\$610,434	\$645,434

# Appropriated v. Actual

<b>FY 16</b>	<b>Appropriated</b>	<b>Actual</b>	<b>Difference</b>	<b>%</b>
Season Passes	\$123,778	\$117,523	(\$6,255)	-5.05%
Greens Fees	\$390,487	\$435,107	\$44,620	11.43%
Rental	\$77,135	\$84,312	\$7,177	9.30%
Instruction	\$8,240	\$7,610	(\$630)	-7.65%
F&B, Merc, Tax	\$45,419	\$49,337	\$3,918	8.63%
<b>Golf Course Revenue</b>	<b>\$645,059</b>	<b>\$693,889</b>	<b>\$48,830</b>	<b>7.57%</b>
Retained Earnings	\$34,939	\$34,939	\$0	0.00%
Appropriated Subsidy	\$280,000	\$280,000	\$0	0.00%
<b>Total Revenue</b>	<b>\$959,998</b>	<b>\$1,008,828</b>	<b>\$48,830</b>	<b>5.09%</b>

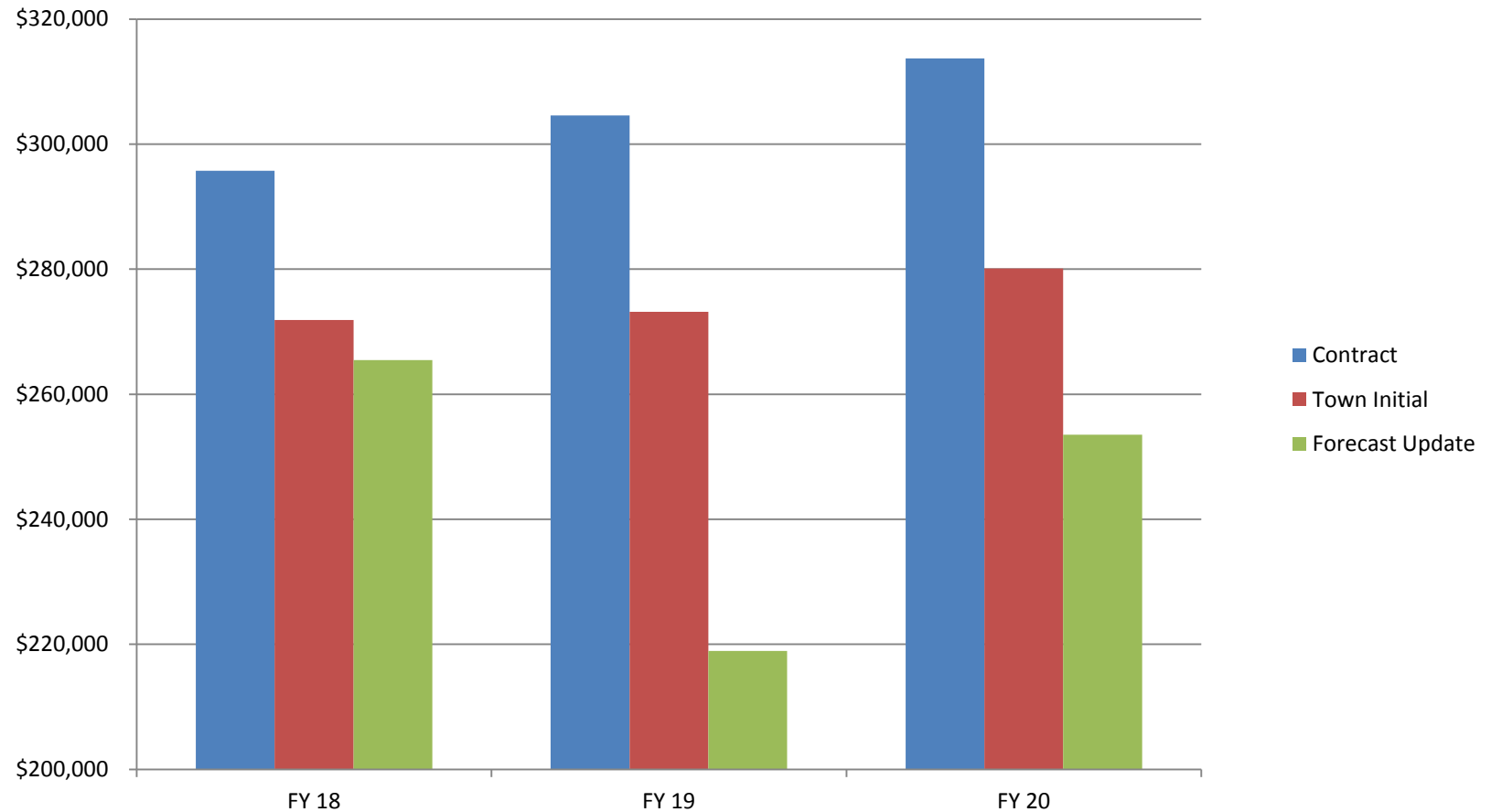
# Market Survey

Course	Weekday	Weekend
Indian Meadows	21	23
Pine Meadows	19	22
Fresh Pond	24	27
Newton Commonwealth	21	NA
Norwood CC	19	22
Glen Ellen	28	NA
Lost Brook CC	17	19
Pinecrest	20	23
Sandy Burr	30	NA
Wayland CC	20	NA
Putterham Meadows	25	28
Maynard CC	21	23
Juniper Hill	25	28
<b>Sassamon Trace</b>	<b>23</b>	<b>25</b>
<b>Average All</b>	<b>22.31</b>	<b>23.89</b>
<b>Average 9</b>	<b>21.33</b>	<b>24</b>
<b>Range</b>	<b>17-30</b>	<b>19-28</b>

# Expenses

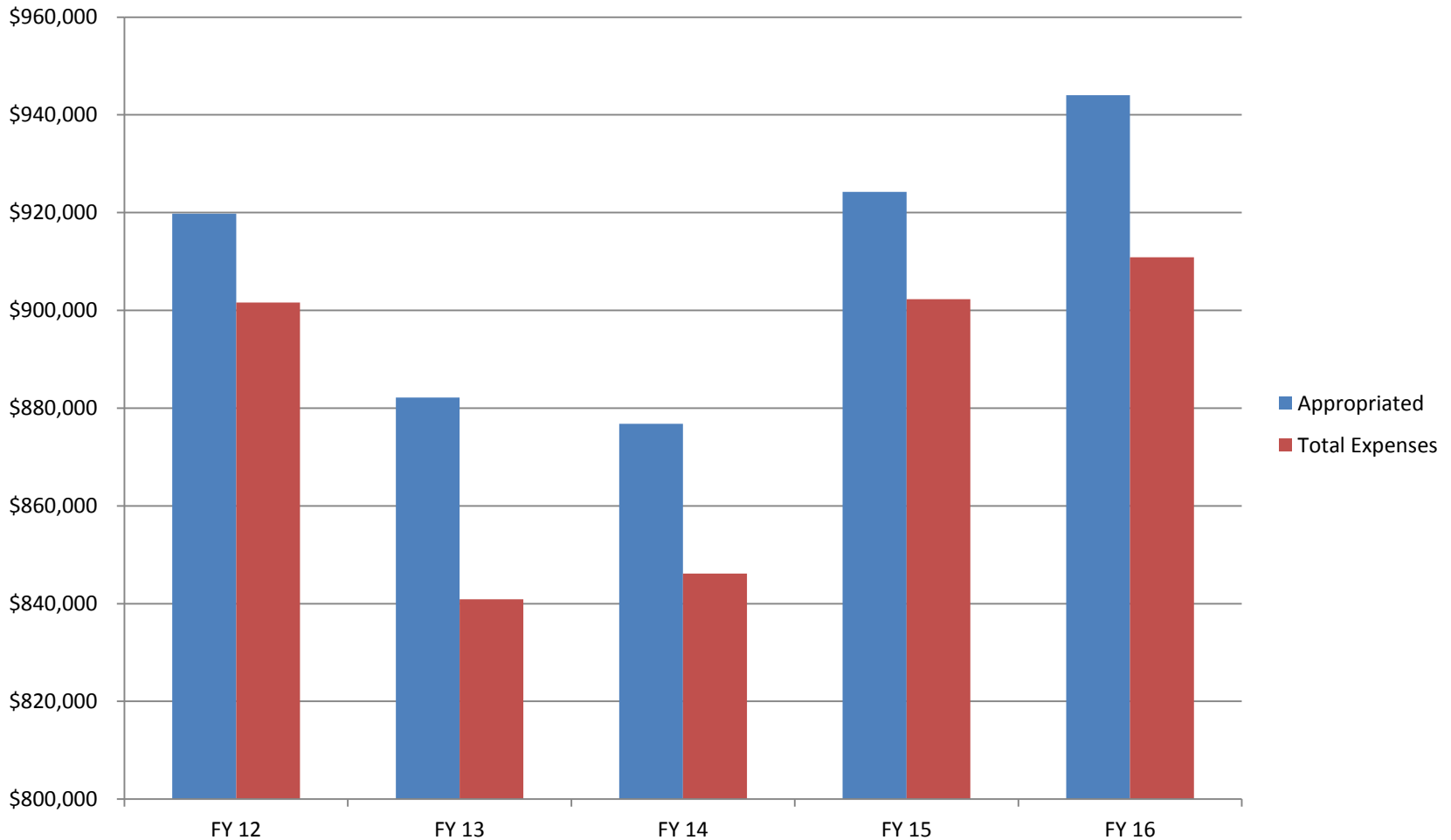
- The next several slides will:
  - Show how the course is managing expenses

# In House Maintenance



Contract	\$295,724	\$304,596	\$313,734
Town Initial	\$271,871	\$273,188	\$280,106
Forecast Update	\$265,480	\$218,949	\$253,532

# Expenses Past 5



Appropriated	\$919,764	\$882,194	\$876,796	\$924,227	\$943,997
Total Expenses	\$901,628	\$840,903	\$846,156	\$902,310	\$910,891



# Appropriated v. Actual

<b>FY 16</b>	<b>Appropriated</b>	<b>Actual</b>	<b>Difference</b>	<b>%</b>
<b>Salaries</b>	\$287,028	\$288,438	\$1,410	0.49%
<b>Operating Expenses</b>	\$298,899	\$275,193	(\$23,706)	-7.93%
<b>Employee Benefits</b>	\$64,029	\$53,219	(\$10,810)	-16.88%
<b>Indirects</b>	\$34,087	\$34,087	\$0	0.00%
<b>Debt</b>	\$259,954	\$259,954	\$0	0.00%
<b>Total Expenses</b>	<b>\$943,997</b>	<b>\$910,891</b>	<b>(\$33,106)</b>	<b>-3.51%</b>

# Rounds by FY

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals
<b>2012</b>	4553	4865	3094	1924	1770	623	317	746	1912	2857	3828	4387	<b>30,876</b>
<b>2013</b>	4887	4936	3326	2195	1163	395	18	3	645	2913	3880	3818	<b>28,179</b>
<b>2014</b>	4281	5587	3802	2638	1056	161	41	-	148	2654	4067	5106	<b>29,541</b>
<b>2015</b>	5146	5303	3580	2728	1028	428	14			1895	4780	4485	<b>29,387</b>
<b>2016</b>	5271	4982	3818	2691	1577	1097	119	464	1263	1980	3774	4865	<b>31,901</b>
<b>2017</b>	4789	4578	3588	1909	1069	249							<b>16,182</b>

# Sassamon Trace Golf Course



# Focus

## on Municipal Finance

### Municipal Expenditures: Proper Public Purposes

by Mary Mitchell, Esq.

Increasingly over the past few years, the Division of Local Services' (DLS) legal and accounting staffs are asked if certain expenditures made by cities and towns are allowable. Many of these issues arise as the municipal accounting officer reviews departmental bills for payment. This article discusses the rules regarding the expenditure of public funds and makes recommendations for ensuring proper payment.

#### Authority to Spend

The authority for cities and towns to spend money arises under Section 5 of M.G.L. Ch. 40. That section provides that:

[a] town may at any town meeting appropriate money for the exercise of any of its corporate powers; provided, however, that a town shall not appropriate or expend money for any purpose, on any terms, or under any conditions inconsistent with any applicable provision of any general or special law.<sup>1</sup>

Cities and towns are free to exercise any power or function, except those denied to them by their own charters or reserved to the state, that the Legislature has the power to confer on them, as long as the exercise of these powers is not inconsistent with the Constitution or laws enacted by the Legislature.<sup>2</sup> In general, the properties and purposes for which cities and towns are authorized to spend are not specified, but rather include any necessary expenditures arising from the exercise of their powers or functions.

#### Public Purpose Limitation

Cities and towns can spend only for public purposes. Public funds cannot be used for private purposes. Thus, cities and towns have the right to spend money for any purpose where the public good will be served, but not where the expenditure of money is directly for the private benefit of certain individuals. This principle is expressed in the Massachusetts constitution and in numerous cases.<sup>3</sup>

In some situations, however, the expenditure of public funds advances both public and private interests. In those situations, if the dominant motive for the expenditure is a public one, incidental private benefits will not invalidate the expenditure.<sup>4</sup> If, however, the dominant motive is to promote a private purpose, the expenditure will be invalid even if incidentally some public purpose also is served.<sup>5</sup>

#### Prohibitions Against Certain Expenditures

In addition to the general prohibitions against spending money for any purpose or under any conditions inconsistent with any general or special law, there are two other prohibitions on municipal spending.

##### 1. Anti-Aid Amendment

The first is a prohibition against the giving of money or property by a city or town to or in aid of any individual, association or corporation embarking upon any private enterprise. This prohibition is referred to as the Anti-Aid Amendment.<sup>6</sup> It provides in pertinent part:

No grant, appropriation or use of public money or property or loan of credit shall be made or authorized by the Commonwealth or any political subdivision thereof for the purpose of founding, maintaining or aiding any infirmary, hospital, institution, primary or second-

dary school, or charitable or religious undertaking which is not publicly owned and under the exclusive control, order and supervision of public officers or public agents authorized by the Commonwealth.

This amendment prohibits the use of public money or property by cities and towns for the purpose of maintaining or aiding any institution or charitable or religious undertaking that is not publicly owned. The kinds of expenditures barred by the amendment are those that directly and substantially benefit or "aid" private organizations in a way that is unfair, economically or politically.<sup>7</sup>

The prohibition against using public funds for private organizations includes any grants, contributions or donations made by a city or town to an organization for the specific purpose of directly supporting or assisting its operations. However, the Anti-Aid Amendment does not preclude a city or town from purchasing specific services from private organizations in order to carry out a public purpose.<sup>8</sup> Further, as with the public purpose limitation discussed above, if an expenditure is for a public purpose, but also incidentally benefits a private organization, the expenditure generally will not violate the Anti-Aid Amendment.<sup>9</sup>

##### 2. Wines, Liquors, Cigars

In addition to the prohibition against the use of public funds for private organizations, there is also a prohibition against the use of public funds to purchase alcohol and tobacco under Section 58 of M.G.L. Ch. 44.

#### What Constitutes a Public Purpose?

The question of what constitutes a permissible "public purpose" has been discussed in many cases.<sup>10</sup> The cases "do not, however, establish any univer-

*continued on page four*

**Municipal Expenditures: Proper Public Purposes**

continued from page three

sal test."<sup>11</sup> Instead, they generally stress the certainty of benefits to the community.<sup>12</sup> Thus, the basic test is whether the expenditure is required for the general good of the inhabitants of the city or town.<sup>13</sup>

Generally speaking, local government spending for the following purposes satisfies the public purpose test:

**Wages and Benefits.** Cities and towns have the right to spend reasonable amounts to execute their powers and duties.<sup>14</sup> This right includes the right to compensate people for services rendered.<sup>15</sup> Compensation for services may include sick leave and vacations.<sup>16</sup> Cities and towns also have the right to settle employment and other claims that may be made upon them arising out of their administration of their municipal affairs.<sup>17</sup>

**Merit Awards.** Cities and towns may spend reasonable amounts on awards for students.<sup>18</sup> Cities and towns may also spend reasonable amounts on retirement gifts, plaques, merit service payments and other similar awards for municipal employees and officials. The expenditure of public money in recognition of services rendered, even though such expenditure of money is directly for the private benefit of certain individuals, is a public purpose where the benefit is conferred as an appropriate recognition of distinguished and exceptional service, such that the public welfare will be enhanced or the loyalty and productivity of the other employees will be promoted.<sup>19</sup>

By contrast, local government spending for these purposes does not satisfy the public purpose test:

**Gifts and Gratuities.** Since public money can only be expended for public purposes, cities and towns have no power to appropriate money for gifts or gratuities to persons whose situations may appeal to public sympathy.<sup>20</sup>

**Lobbying.** Cities and towns cannot spend money to influence elections.<sup>21</sup>

**Frequently Asked Questions**

DLS is asked frequently whether the following expenditures are for public purposes and may be paid:

**Alcohol purchased by a department to be served at a fundraiser or for compliance testing.** The language of M.G.L. Ch. 44 Sec. 58 is prohibitive. It reflects an explicit Legislative disapproval of spending municipal resources for alcoholic beverages and cigarettes. DLS has advised, however, that they can be purchased for the limited purpose of "compliance testing" for law enforcement or public health purposes. For example, local officials may "stage" purchases of alcohol or cigarettes by minors from local stores using money for anti-smoking or under-age drinking campaigns. Those expenditures would not be prohibited because they are not for consumption but to ensure compliance with local regulations and state statutes.

**Floral arrangements for funerals of municipal employees.** Funeral flowers, sympathy cards and other expenses for the customary expression of sentiments that are incidental to the social relationships that employees develop during work are not expenses made for public purposes. Those expenses are not within a municipal department's budget simply because the relationships developed in conjunction with the conduct of departmental business. Therefore, it is not appropriate to pay for funeral flowers or sympathy cards out of municipal funds. They should be covered from private donations.

**Plaques and gifts awarded to persons retiring from municipal government or to current employees for outstanding performance during the year.** Retirement gifts, plaques, merit payments and other similar awards given to retirees or employees may be considered a proper purpose for the expenditure of municipal funds if they are not excessive and are used to (i) encourage continuity of service or to (ii) enhance efficiency and loyalty or to

(iii) promote productive performance. The expense of holding a retirement party should be covered from private donations because it is mostly an expression of support and appreciation from colleagues. However, paying for the cost of dinner for the retiree would be appropriate. By contrast, paying for the dinners, gifts or party expenses for any attendees other than the retiree would generally be considered a mere gratuity and not for a proper municipal purpose.

**Refreshments at public functions, such as a ribbon-cutting ceremony, an opening day, a reception or banquet, or a presentation.** Refreshments and meals may be served at legitimate public functions such as ribbon-cutting ceremonies, opening day events, receptions or banquets, presentations, and the like so long as they are modest and served to provide a benefit for the city or town by helping to keep the participants alert and receptive. The public function must be a department sponsored public event for authorized persons and related to the public purpose of the department sponsoring it. If the function is open only to select groups or individuals, or spouses are in attendance, it is more likely to be considered a private celebration of primarily a social character.

**Refreshments served to employees, such as coffee made available at a staff meeting or light refreshments provided to election workers or lunch served at an all-day training program or planning meeting.** Refreshments and meals may be served to officers or employees of the city or town or persons doing business with the municipality at official meetings or official events so long as they are modest and benefit the city or town by helping to keep the participants alert and receptive or by enhancing efficiency by avoiding loss of time and disruption if participants leave the premises. The official meeting or event must be a department or municipal

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**Municipal Expenditures: Proper Public Purposes**

continued from page four

pal sponsored meeting or event for authorized persons and related to the public purpose of the sponsor.

**Reimbursement of a department head for attending retirement or department dinners or parties or for attending other events not sponsored by the department or municipality.**

Employees and officials may be reimbursed for the expenses of attending functions that relate to their public duties. The function must relate to and further the public purpose of the department sponsoring it. If a department head incurs an expense in the performance of official duties in the representation of his or her department, the expense is reimbursable. Thus, the cost of a department head's attendance at a retirement dinner or department party at which he or she is the official presenter of token gifts or awards, as a representative of his or her department, would be a legitimate municipal expense. If the event is arranged and funded by department employees or others, and attendance is optional, then the event would seem to be social and for private purposes rather than for public ones. In addition, if the event is outside of municipality, and not related to the department or the community, the use of municipal funds would not be appropriate.

**Reimbursement of purchases or expenses incurred during authorized travel or while engaged in authorized business.**

Employees who are out-of-town or working late on business or attending training programs or conferences on behalf of a city or town may be reimbursed for out-of-pocket costs of travel, meals, and other purchases incurred in furtherance of that objective and as a term or condition of employment. These types of expenses are permissible municipal expenses, provided that attendance is authorized by the municipal official or board with the authority to expend department funds. Included within the realm of reimbursable expenses are: (i) registration charges, including late fees; (ii) local surcharges

and taxes on car rentals; (iii) taxes and tips on meals, and (iv) taxes on petty cash purchases, so long as these expenses are reasonable and not in conflict with the reimbursement policies of the city or town. Late registration fees are considered to be part of the contract price for the training program or conference. Similarly, surcharges, taxes and tips are a necessary and customary part of legitimate expenses incurred by employees in the course of their employment.

**Payment of expenses associated with fundraising for departments, e.g., mailings seeking donations or door prizes and refreshments at a fundraising event.**

Municipal departments like the Parks and Recreation Department, the Library, the Historic Commission, or the schools may want to raise money for a particular project. There is no law that prohibits seeking financial donations or some other kind of support. Fundraising activities that go beyond applying for grants or soliciting donations and involve raising and disbursing significant monies are problematic, however, because they are more in the nature of a profit on the business or transaction. DLS believes better practice may be to have a private entity sponsor and conduct fundraising events and turn over the net proceeds to the municipal department as a grant or gift.

The Anti-Aid Amendment prohibits use of municipal resources to assist a private group's fundraising activities even if the activities will benefit the municipality. Public funds may not be used to assist a private organization's fundraising activities, no matter how worthy or related the cause. For example, the school department cannot pay to print and mail a flyer by the Parent-Teachers Organization to promote a car wash it is holding to raise monies for the schools.

Sharing the expenses of a community event co-sponsored by a municipal department and a private organization also raises Anti-Aid Amendment issues

because the event is not under the exclusive control of public officers. However, the municipal department could enter into a contract with the private organization to run the event on its behalf.

**Conclusion**

DLS strongly recommends that municipalities develop clear written policies or guidelines, preferably by bylaw or ordinance, about allowable expenditures. For example, to ensure the municipality receives the maximum benefit from its sales tax exemption, there should be clear standards about when department employees can purchase necessary supplies or materials and be reimbursed. Travel expenses are often set out in collective bargaining agreements, but the municipality should also adopt a policy to cover travel expenses for non-union employees. DLS also recommends that standards be established for merit awards, food or fundraising expenses. DLS also recommends that accounting officers advise managers and employees at the beginning of each fiscal year of the municipality's policies. This will help to avoid uncertainty or disagreements about whether certain expenditures are permissible and payable. ■

1. M.G.L. c. 40, § 5 applies to cities under M.G.L. c. 40, § 1.

2. See art. 2 of the Amendments to the Massachusetts Constitution, as appearing in art. 89, §§ 6, 7 and 8.

3. Mass. Const., Art. XI, c. 2, § 1 and Art. IV, c. 1, § 1; *Lowell*, 111 Mass. at 461, 471; *Matthews v. Inhabitants of Westborough*, 131 Mass. 521 (1881); *Mead v. Acton*, 139 Mass. 341 (1885); *In re Opinion of Justices*, 190 Mass. 611 (1906); *Whitaker v. Salem*, 216 Mass. 483 (1914); *Duffy*, 232 Mass. at 50; *In re Opinion of Justices*, 240 Mass. 616 (1922); *Jones v. Inhabitants of Town of Natick*, 267 Mass. 567 (1929); *D.N. Kelley & Son, Inc. v. Selectmen of Fairhaven*, 294 Mass. 570 (1936); *Quinlan v. City of Cambridge*, 320 Mass. 124 (1946); *Eisenstadt v. County of Suffolk*, 331 Mass. 570 (1954).

4. See e.g., *Opinion of the Justices*, 313 Mass. 779 (1943) ("The fact that the owner of a way may profit by expenditures 'for the removal of snow and ice' ... does not invalidate expenditures ... where the primary purpose of such removal is the benefit of the public to whose use the way is open.").

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**Municipal Expenditures: Proper Public Purposes**

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5. See e.g., *Salisbury Land & Improvement, Co. v. Commonwealth*, 215 Mass. 371 (1913) (act was unconstitutional where it authorized the condemnation of lands for a public beach and the sale or leasing to private parties of any portion not needed for the public beach).

6. The Anti-Aid Amendment is contained in Section 2 of Article 46 of the Amendments to the Massachusetts Constitution (as amended in 1974 by Art. 103 of the Amendments).

7. See *Commonwealth v. School Committee of Springfield*, 382 Mass. 665 (1981); *Helmes v. Commonwealth*, 406 Mass. 873 (1990).

8. See e.g., *Commonwealth v. School Committee of Springfield*, 382 Mass. 665 (1981) (court held that the purchase of services by the school committee from private schools to meet the needs of special education students did not run counter to the anti-aid amendment because the purpose was to fulfill the obligation of the public school system which had chosen not to provide the services in its own schools).

9. See e.g., *Benevolent & Protective Order of Elks, Lodge No. 65 v. Planning Board of Lawrence*, 403 Mass. 531 (1988) (the taking of property for urban renewal project did not violate the Anti-Aid Amendment because the taking had a public purpose to eliminate a blighted open area and any benefit to college was incidental to that purpose).

10. See *Eisenstadt v. Suffolk County*, 331 Mass. 570, 573 (1954) and cases cited.

11. *Allydorn Realty Corp.*, 304 Mass. at 292.

12. See e.g., *Opinion of the Justices*, 313 Mass. at 784-85 (expenditures for snow removal from private ways that were open to public were for the public purpose of accommodating the public as to means of travel and transportation); *McLean v. Boston*, 327 Mass. 118 (1951) (expenditure of money for the development of housing for residents made homeless by tunnel expansion was for the public purpose of addressing a local emergency caused by a public improvement); *Opinion of the Justices*, 349 Mass. 794 (1965) (payments by city for retirement of certain alcoholic beverage licenses was for the public purpose of cleaning up of the city).

13. See *Opinion of the Justices*, 337 Mass. 777, 781 (1958).

14. See e.g., M.G.L. c. 40, § 4 ("A city or town may make contracts for the exercise of its corporate powers. ..."); *Leonard v. Middleborough*, 198 Mass. 221 (1906).

15. See e.g., *Curran v. Holliston*, 130 Mass. 272 (1881); *Attorney General v. Woburn*, 317 Mass. 465 (1945).

16. See e.g., *Quinlan v. City of Cambridge*, 320 Mass. 124 (1946); *Wood v. Haverhill*, 174 Mass. 578 (1899).

17. See *Matthews v. Westborough*, 131 Mass. 521 (1881); *Jones v. Natick*, 267 Mass. 576 (1929); *George A. Fuller Co. v. Commonwealth*, 303 Mass. 216 (1939).

18. See e.g., M.G.L. Ch. 71, § 47 (specifically authorizes the expenditure of municipal funds for student prizes).

19. See e.g., *Eisenstadt v. County of Suffolk*, 331 Mass. 570 (1954); *In re Opinion of Justices*, 190 Mass. 611 (1906); see also *In re Opinion of Justices*, 240 Mass. 616 (1922).

20. See e.g., *Matthews v. Westborough*, 131 Mass. 521, 522 (1881); *Whittaker v. Salem*, 216 Mass. 483 (1914); *Jones v. Inhabitants of Town of Natick*, 267 Mass. 567 (1929).

21. See e.g., *Anderson v. Boston*, 376 Mass. 178 (1978), appeal dismissed, 439 U.S. 1060, 99 S.Ct. 822 (1979).

## Joint Tax Revenue Figure Reached

On December 12, 2005, Commissioner Alan LeBovidge presented the Department of Revenue's economic and revenue forecast to members of the House Ways and Means Committees and the Secretary of Administration and Finance at their annual Consensus Revenue Hearing at the State House.

In addition to FY06 and FY07 revenue projections for the Commonwealth, this report provided information on recent revenue trends for the state and predictions regarding the US economy for FY06 and FY07.

Testimony was also provided by Michael Widmer of the Massachusetts Taxpayers Foundation, Dr. Yolanda

Kodrzyński of the Boston Federal Reserve Bank, Professor David G. Tuerck of the Beacon Hill Institute and Professor Adam Clayton-Matthews of UMass Boston.

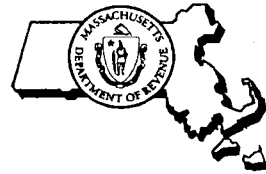
To access the full text of the materials presented at this hearing, click on [www.mass.gov/eaaf/revenue\\_hearing\\_materials.html](http://www.mass.gov/eaaf/revenue_hearing_materials.html).

On January 13, Administration and Finance Secretary Thomas Trimarco; Senator Therese Murray, Chairwoman of the Senate Committee on Ways and Means; and Representative Robert DeLeo, Chairman of the House Committee on Ways and Means, issued a statement indicating that they agreed on a joint tax revenue figure of \$18.975 billion for FY07.

They also agreed upon the following off-budget transfers that are mandated in law:

- \$734 million for the MBTA.
- \$572.52 million for School Building Assistance (SBA).
- \$1.335 billion for the state pension system, consistent with the three-year schedule currently in effect.

The secretary and the chairs of the two budget committees agreed that \$16.333 billion will be the maximum amount of tax revenue available for the general appropriations act (GAA) in FY07. ■



March 10, 2006

Barbara A. Durand  
City Auditor  
140 Main St.  
Marlborough, MA 01752

Re: Grants to Non-profit Organizations  
Our File No. 2006-75

Dear Ms. Durand:

This is in reply to your letter asking about the legality of grants to non-profit organizations.

Such grants are hard to justify under the state constitution's Anti-aid amendment (Art.18, 46 & 103, <http://www.mass.gov/legis/const.htm#art103.htm>), which prohibits public funds or property from being given to charitable, educational, religious or other private organizations, no matter how worthy. The amendment provides in relevant part as follows:

No grant, appropriation or use of public money or property or loan of credit shall be made or authorized by the Commonwealth or any political subdivision thereof for the purpose of founding, maintaining or aiding any infirmary, hospital, institution, primary or secondary school, or charitable or religious undertaking **which is not publicly owned and under the exclusive control, order and supervision of public officers or public agents.** (Emphasis added)

The kinds of expenditures barred by the amendment are those that substantially benefit or aid private organizations in a way that is unfair, economically or politically. Even indirect benefit to a non-profit organization may fall afoul of the amendment. In *Bloom v School Committee of Springfield*, 376 Mass. 35, the Supreme Judicial Court struck down a statute providing for the loan of textbooks to students attending private schools. For an exception to the prohibition involving the provision of special education services, see *Commonwealth v. School Committee of Springfield*, 382 Mass. 665 (1981); see also *Fifty-one Hispanic Residents of Chelsea v. School Committee of Chelsea*, 421 Mass. 598 (1996) for a case in which a private organization (Boston University) was held to be a public agent under special legislation. "Aid" would include any grants, contributions or donations by the city to the various non-profit organizations you cite for the specific purpose of directly supporting or assisting their operations.



This does not mean that the city is precluded from purchasing services from non-profit organizations in the same way it purchases services from for-profit entities. As a party to a contract, the city would be compensating the organization for services rendered to the city, instead of giving it a gift or grant. Any such contract should be in writing, identify the services to be provided and set forth the payment schedule. Payment for any particular service could only be made after the service was provided. G.L. Ch. 41 §56.

We hope this information proves helpful.

Very truly yours,

A handwritten signature in black ink, appearing to read "Kathleen Colleary". The signature is fluid and cursive, with the first name "Kathleen" written in a more compact, stylized manner and the last name "Colleary" written more fully.

Kathleen Colleary, Chief  
Bureau of Municipal Finance Law

KC/CH



Patrick Hayes <[phayes.fincom@natickma.org](mailto:phayes.fincom@natickma.org)>

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## Anti-Aid Amendment

1 message

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**John P. Flynn** <[jflynn@mhtl.com](mailto:jflynn@mhtl.com)>  
To: Patrick Hayes <[phayes.fincom@natickma.org](mailto:phayes.fincom@natickma.org)>

Wed, Mar 15, 2017 at 6:52 PM

Patrick:

As requested.

John

**John P. Flynn, Esq.**  
Murphy, Hesse, Toomey and Lehane, LLP  
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Suite 410  
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**From:** John P. Flynn  
**Sent:** Tuesday, April 12, 2016 5:36 PM  
**To:** 'Paul Griesmer'  
**Cc:** Rick Jennett ([rjennett@rpjassociates.com](mailto:rjennett@rpjassociates.com)); 'Martha White'; 'Chenard, Bill' ([Chenard@natickma.org](mailto:Chenard@natickma.org)); [jtowne@natickma.org](mailto:jtowne@natickma.org); Bryan LeBlanc  
**Subject:** RE: Written Opinion

Paul:

In my opinion, the arrangement which you describe does not violate the Anti-Aid Amendment or any Massachusetts law, including without limitation Chapter, Sections 4 and 5 of the Massachusetts General Laws.

The reasons for my conclusions are as follows.

The three Town of Natick (the Town) employees (the three subject employees) work at the Natick Community Organic Farm (the Farm), which is owned by the Town. They work within the Department of Community Services. Management and operation of the Farm is a legitimate governmental function. The three subject employees work as part of that endeavor. The services that they provide are not to the Natick Community Organic Farm, Inc. (the non-profit), they are to the Town of Natick.

Maintenance and operation of the Farm is provided pursuant to a lease (the Lease). A procurement of such services from a non-profit organization is permissible under the Anti-Aid Amendment, according to the March 10, 2006 letter from Kathleen Colleary of the Massachusetts Department of Revenue to the Marlborough City Auditor, which you submitted with your email below. The Request for Proposals and Lease for management and operation of the Farm is silent on the subject of the salary and benefits of the three subject employees. This is entirely proper, in that they are employees of the Town of Natick.

The Town is not selling services to the non-profit. The Town, through the Lease, procured services for maintenance and operation of the Farm.

The Town is not providing subsidized services to the non-profit. Town Meeting authorized the Conservation Commission to lease the Farm property. The Town has done so. Among the services provided under the Lease are management and operation of the Farm.

The non-profit pays no rent to the Town. The Town apparently made the business that the benefit provided to the Town by having the Farm continue in operation is sufficient consideration for the Lease.

The non-profit is not obligated under the Lease or any other procurement document to reimburse the Town for any portion of the salary or benefits paid to the three subject employees. The fact that some but not all of the salaries paid to the three subject employees has been reimbursed by the non-profit is not a violation of any constitutional provision or law.

Any issues regarding the business arrangement between the Town and the non-profit are policy issues, e.g, is it a good deal for the Town, rather than issues of whether any constitutional provision or law has been violated.

**John P. Flynn, Esq.**  
Murphy, Hesse, Toomey and Lehane, LLP  
300 Crown Colony Drive  
Suite 410  
Quincy, MA 02169  
(617) 479-5000 (phone)  
(617) 479-6469 (fax)

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**From:** Paul Griesmer [<mailto:fincomgriesmer@gmail.com>]  
**Sent:** Tuesday, April 12, 2016 3:05 PM  
**To:** John P. Flynn  
**Subject:** Written Opinion

John,

In follow up to our phone conversation at 4:45 P.M. yesterday, the following is requested with regard to the provision of personnel services to NCOF, Inc. in FY 2016 at taxpayers subsidized cost that is \$93,000 less than salary cost and in FY 2017 at a taxpayer subsidized cost that is \$72,000 less than salary cost.

Please provide your written opinion that the appropriation and expenditure of salaries as described above and benefits in support of the Natick Community Organic Farm, Inc. 501-c-3 without receiving full reimbursement either does or does not violate i) the anti aid amendment, ii) MGL Chapter 40 Section 4, and iii) MGL Chapter 40 Section 5.

Please also provide your written opinion about whether the Town can sell services to (in contrast to procure services from) a 501-c-3 and whether a formal contract is required to sell such services at discounted price or otherwise.

Please also provide your written opinion that subsidized services can be provided to a 501-c-3 upon authorization of the Town Administrator under the Charter or MGL without either Board of Selectmen policy approval or Town Meeting authority.

The Finance Committee will be meeting this evening at 6:00 P.M. to consider a budget where these questions are important.

Because members will not have received information 24 to 48 hours in advance, it is possible that the Finance Committee might defer consideration of these matters to a future date.

For your convenience, I have attached copies of a previous letter from Kathleen Colleary at DOR regarding the anti ai amendment, Chapter 40 Sections 4 and 5, and copies of the DOR Financial Reviews for the towns of Carver, Otis and Pembroke which are the first three found on the DOR website.

Please note page 15 of the report on Carver entitled " Avoid Anti-Aid Appropriations, page 14 of the report on Otis entitled " Review Budget for Anti Ai Compliance" and page 11 of the report on Pembroke entitled Review Budget for Anti Aid Compliance".

In these reviews DOR cited Carver for a \$19,000 appropriation, Otis for perennial appropriations and Pembroke for a \$3,607 appropriation that violated or appeared to violate the anti aid amendment.

Sincerely,

Paul Griesmer



# Town of Natick

Home of Champions

Department: Community Services All Divisions

## Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	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%



**Department: Community Services**

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

\* 75% reimbursement by the Commonwealth of Massachusetts



**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 \$ (+/-) % (+/-)	
Salaries Management	\$ 103,396	\$ 105,868	\$ 105,464	\$ 107,687	\$ 2,223	2.11%
Salaries Operational Staff <sup>1</sup>	\$ 55,925	\$ 110,004	\$ 107,203	\$ 113,572	\$ 6,369	5.94%
Operational Staff Other Compensation	\$ -	\$ -	\$ 2,500	\$ 2,500	\$ -	0.00%
<b>Personnel Services</b>	<b>\$ 159,321</b>	<b>\$ 215,872</b>	<b>\$ 215,167</b>	<b>\$ 223,759</b>	<b>\$ 8,592</b>	<b>3.99%</b>
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%
<b>Purchase of Services</b>	<b>\$ 18,743</b>	<b>\$ 12,999</b>	<b>\$ 24,800</b>	<b>\$ 25,800</b>	<b>\$ 1,000</b>	<b>4.03%</b>
Communication Photocopying	\$ 22,705	\$ 20,014	\$ 23,500	\$ 24,000	\$ 500	2.13%
<b>Technical/Professional Services</b>	<b>\$ 22,705</b>	<b>\$ 20,014</b>	<b>\$ 23,500</b>	<b>\$ 24,000</b>	<b>\$ 500</b>	<b>2.13%</b>
Office Supplies	\$ -	\$ 624	\$ 300	\$ 300	\$ -	0.00%
Supplies Computer	\$ -	\$ -	\$ 150	\$ 200	\$ 50	33.33%
<b>Supplies</b>	<b>\$ -</b>	<b>\$ 624</b>	<b>\$ 450</b>	<b>\$ 500</b>	<b>\$ 50</b>	<b>11.11%</b>
<b>Total Operating Expenses</b>	<b>\$ 41,448</b>	<b>\$ 33,637</b>	<b>\$ 48,750</b>	<b>\$ 50,300</b>	<b>\$ 1,550</b>	<b>3.18%</b>
<b>Total</b>	<b>\$ 200,769</b>	<b>\$ 249,508</b>	<b>\$ 263,917</b>	<b>\$ 274,059</b>	<b>\$ 10,142</b>	<b>3.84%</b>

**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. <sup>1</sup> *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.

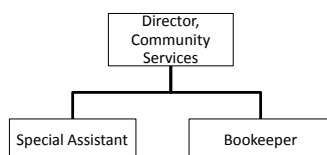
**Copy/Mail Center Fees** - Funds in this line item help to support misc. departmental publications and mailings.

**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 \$ (+/-)      % (+/-)	
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 Services 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
- Integrating 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 Coord	1	1	1	1	1	1
Program Assistant	0.3	0.3	0.3	0.62	0.62	1
Volunteer Resources Coordinator	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	

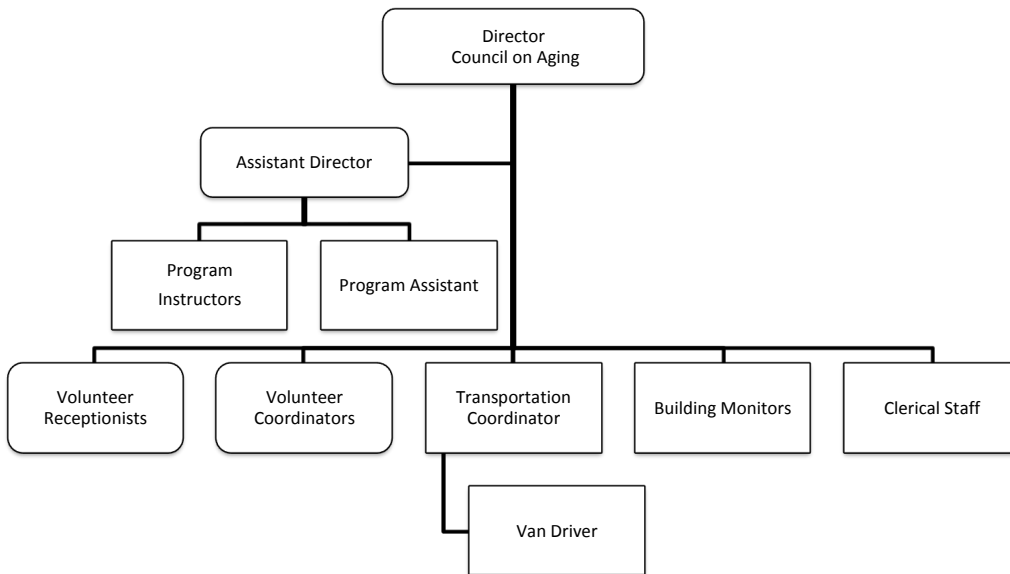
Total FTE	7.82	7.82	8.06	6.58	6.58	7.85
Total FT/PT	5FT / 6PT	5FT / 6PT	6FT / 5PT	5FT/4PT	5FT/4PT	5FT/4PT

### 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.



**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 \$ (+/-)    % (+/-)	
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.



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

**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 \$ (+/-)    % (+/-)	
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.





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	

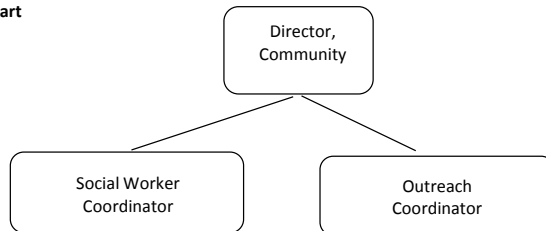
**Notes**

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 \$ (+/-) % (+/-)	
Salaries Tech/Professional Staff	\$ -	\$ 117,879	\$ 117,429	\$ 124,000	\$ 6,571	5.60%
<b>Personnel Services</b>	<b>\$ -</b>	<b>\$ 117,879</b>	<b>\$ 117,429</b>	<b>\$ 124,000</b>	<b>\$ 6,571</b>	<b>5.60%</b>
In State Travel/Meetings	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%
Contractual Services - Counseling	\$ -	\$ 2,107	\$ 5,000	\$ 5,000	\$ -	0.00%
<b>Purchase of Services</b>	<b>\$ -</b>	<b>\$ 2,107</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Operating Expenses</b>	<b>\$ -</b>	<b>\$ 2,107</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Human Services</b>	<b>\$ -</b>	<b>\$ 119,986</b>	<b>\$ 123,429</b>	<b>\$ 130,000</b>	<b>\$ 6,571</b>	<b>5.32%</b>

**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 \$ (+/-)    % (+/-)	
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 Services **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 an increase in funds allocated to Veterans this year.



**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
<b>Total FTE</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

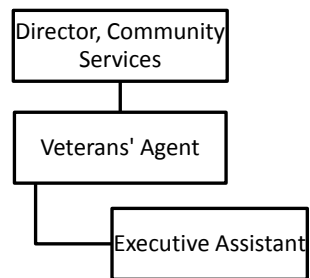
<b>Total FT/PT</b>	<b>2 FT /0 PT</b>	<b>2 FT /0 PT</b>	<b>2 FT /0 PT</b>	<b>2 FT /0 PT</b>	<b>2 FT /0 PT</b>
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**Notes**

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 \$ (+/-) % (+/-)	
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%
<b>Personnel Services</b>	<b>\$ 119,948</b>	<b>\$ 122,782</b>	<b>\$ 122,450</b>	<b>\$ 125,741</b>	<b>\$ 3,291</b>	<b>2.69%</b>
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%
<b>Purchase of Services</b>	<b>\$ 5,234</b>	<b>\$ 4,879</b>	<b>\$ 5,665</b>	<b>\$ 6,565</b>	<b>\$ 900</b>	<b>15.89%</b>
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%
<b>Supplies</b>	<b>\$ 2,512</b>	<b>\$ 2,905</b>	<b>\$ 3,100</b>	<b>\$ 3,100</b>	<b>\$ -</b>	<b>0.00%</b>
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%
<b>Other Charges/Expenses</b>	<b>\$ 255,770</b>	<b>\$ 228,315</b>	<b>\$ 316,902</b>	<b>\$ 316,902</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Operating Expenses</b>	<b>\$ 263,516</b>	<b>\$ 236,100</b>	<b>\$ 325,667</b>	<b>\$ 326,567</b>	<b>\$ 900</b>	<b>0.28%</b>

<b>Total Veterans' Services</b>	<b>\$ 383,464</b>	<b>\$ 358,881</b>	<b>\$ 448,117</b>	<b>\$ 452,308</b>	<b>\$ 4,191</b>	<b>0.94%</b>
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\* 75% reimbursed by the Commonwealth of Massachusetts



## Town of Natick

Home of Champions

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



## ***Town of Natick***

Home of Champions

<b>Department:</b>	<b>Community Services</b>	<b>Division:</b>	<b>Veterans' Services</b>
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**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 \$ (+/-)    % (+/-)	
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 morning 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.

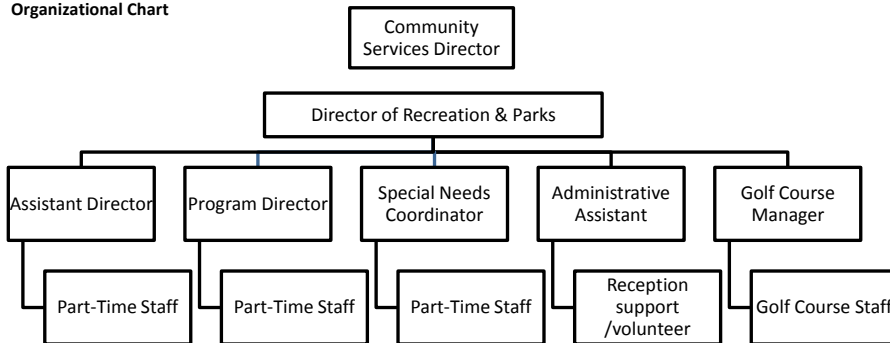


Department: Community Services	Division: Recreation & Parks				
Staffing	2014	2015	2016	2017	2018
Director	1	1	1	1	1
Assistant Director	1	1	1	1	1
Program and Special Events Director *	1	1	1	1	1
Special Needs Coordinator *	0.8	0.8	0.8	0.8	0.8
Administrative Assistant	1	1	1	1	1
Bookkeeper	1	1	0	0	0
Playgroup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

**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 \$ (+/-) % (+/-)	
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%
<b>Personnel Services</b>	<b>\$ 374,612</b>	<b>\$ 347,806</b>	<b>\$ 339,532</b>	<b>\$ 344,475</b>	<b>\$ 4,943</b>	<b>1.46%</b>

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!
<b>Purchase of Services</b>	<b>\$ 15,738</b>	<b>\$ 13,830</b>	<b>\$ 17,206</b>	<b>\$ 19,306</b>	<b>\$ 2,100</b>	<b>12.21%</b>
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%
<b>Technical/Professional Services</b>	<b>\$ 23,621</b>	<b>\$ 26,112</b>	<b>\$ 29,290</b>	<b>\$ 29,890</b>	<b>\$ 600</b>	<b>2.05%</b>
Office Supplies	\$ 5,966	\$ 5,842	\$ 5,900	\$ 6,200	\$ 300	5.08%
<b>Supplies</b>	<b>\$ 5,966</b>	<b>\$ 5,842</b>	<b>\$ 5,900</b>	<b>\$ 6,200</b>	<b>\$ 300</b>	<b>5.08%</b>
Program Supplies	\$ 3,750	\$ 3,828	\$ 4,200	\$ 4,200	\$ -	0.00%
<b>Other Supplies</b>	<b>\$ 3,750</b>	<b>\$ 3,828</b>	<b>\$ 4,200</b>	<b>\$ 4,200</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Operating Expenses</b>	<b>\$ 49,075</b>	<b>\$ 49,612</b>	<b>\$ 56,596</b>	<b>\$ 59,596</b>	<b>\$ 3,000</b>	<b>5.30%</b>

<b>Total Recreation &amp; Parks Budget</b>	<b>\$ 423,687</b>	<b>\$ 397,419</b>	<b>\$ 396,128</b>	<b>\$ 404,071</b>	<b>\$ 7,943</b>	<b>2.01%</b>
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Note:



## ***Town of Natick***

Home of Champions

<b>Department:</b> Community Services	<b>Division:</b> Recreation & Parks
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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 specialized program equipment.



# Town of Natick

Home of Champions

<b>Department:</b> Community Services	<b>Division:</b> Natick Community Organic Farm
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## Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	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
- Shared sheep in front of all of Natick Public School's first graders

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

None

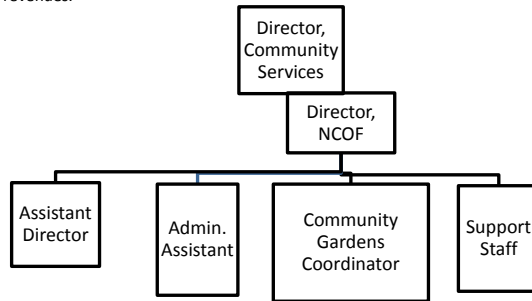


<b>Department: Community Services</b>	<b>Division: Natick Community Organic Farm</b>				
<b>Staffing</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Director of Natick Community Organic Farm	1	1	1	1	1
Assistant Director, NCOF*	1	1	1	1	1
Administrative Assistant, NCOF*	0.75	0.75	0.88	0.88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

**Notes**

\*Positions are fully offset by revenues.

**Organizational Chart**



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

**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.



## Natick Finance Committee

Pursuant to Chapter 40, Section 3 of the Town of Natick By-Laws, I attest that the attached copy is the approved copy of the minutes for the following meeting:

### **Town of Natick Finance Committee**

**Meeting Date: January 31, 2017**

The minutes were approved through the following action:

Motion: Approved as Amended

Made by: Mr Sidney

Seconded by: Mr Linehan

Vote: 8.0.2

Date: March 7, 2017

Respectfully submitted,

Bruce Evans

Secretary

Natick Finance Committee



**NATICK FINANCE COMMITTEE MEETING MINUTES**

**January, 31, 2017**

**Natick Town Hall**

**School Committee Meeting Room, Third Floor**

This meeting has been properly posted as required by law.

**MEMBERS PRESENT:**

Patrick Hayes	Dan Sullivan	Jerry Pierce
David Gallo	Mike Linehan	Cathi Collins
Ed Shooshanian	Linda Wollschlager	David Coffey
Bruce Evans		

**MEMBERS ABSENT:**

Cathy Coughlin	Jim Scurlock	Rich Sidney
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**Agenda**

<b>1. Citizen's Concerns</b>
<b>2. Old Business</b> <ul style="list-style-type: none"><li>a) Future Meeting Dates/Scheduling - FY 2018 Budget &amp; Sub Committee Hearings</li><li>b) Warrant Article Questionnaire(s) - Updates and Discussion</li><li>c) Guide To Bringing An Article To Town Meeting - Updates and Discussion</li><li>d) Submitted Questions Tracking worksheet - updates as necessary</li><li>e) Documents &amp; Data Requests- updates as necessary</li></ul>
<b>3. New Business</b> <ul style="list-style-type: none"><li>a) Possible Finance Committee sponsored Warrant Article(s)</li></ul>
<b>4. Public Hearing: Town Administrator's Preliminary FY 2018 Budget</b> <ul style="list-style-type: none"><li>a) Community Services Department (Recreation &amp; Parks, Human Services, Council on Aging, Veterans Services, NCOF)</li><li>b) Sassamon Trace Golf Course (Enterprise Fund)</li><li>c) Sassamon Trace Indirects</li><li>d) Water &amp; Sewer Enterprise Fund (All budgets)</li><li>e) Water &amp; Sewer Indirects</li></ul>
<b>Adjourn</b>

**Attachments (located on NovusAgenda):**

**ATTACHMENTS – Old Business:**

Description	Upload Date	Type
Fincom Spring 2017 Hearing Schedule_DRAFT V10.0 01302017	1/31/2017	Exhibit
Guide To Bringing An Article to Town Meeting-DRAFT v5.0	1/31/2017	Exhibit
Natick Warrant Article Citizen Petition_DRAFT v2.0	1/31/2017	Exhibit
Warrant Article Questionnaire_Draft_Jan 27 2017	1/31/2017	Exhibit
Budget Question Submission Tracking_Jan 29 2017	1/31/2017	Exhibit
Document and Data Request Tracking Sheet_Jan 31 2017	1/31/2017	Exhibit

**ATTACHMENTS – New Business:**

Description	Upload Date	Type
FinCom Meeting Notice and Agenda for January 31 2017	1/31/2017	Cover Memo
Section VI - Community & Health Services	1/31/2017	Exhibit
Section X - Water & Sewer Enterprise Fund	1/31/2017	Exhibit
Section XI - Sassamon Trace Enterprise Fund	1/31/2017	Exhibit
Section IX- Shared Expenses	1/31/2017	Exhibit
NCOF 2015 Annual Report	1/31/2017	Backup Material
NCOF 2015 Tax Return (Form 990)	1/31/2017	Backup Material
NCOF Form 1	1/31/2017	Backup Material
FY 2018 Budget - DPW Water-Sewer Operations - Preliminary 1-31	1/31/2017	Budget Amendment
FY 2018 Budget - Sassamon Trace - Preliminary 1-31	1/31/2017	Budget Amendment
PS FY 2018 - Golf Course - Preliminary-013117	1/31/2017	Budget Amendment
Community Sales question responses	1/31/2017	Exhibit

**Citizens' Concerns:** None

***Mr Evans moved to open the FY 2018 Budget public hearing; seconded by Mr Coffey, Vote 10 – 0 – 0***

## **Community Services**

Ms Jemma Lambert, Director, Community Services

Jessica Ordway, Recreation and Parks Commission

Ms Lambert introduced her staff: Kurt McDowell, Sassamon Trace; Karen Partanen, Recreation and Parks; Susan Ramsay, Council on Aging; Paul Carew, Veterans Services; Linda Simpkins, NCOF.

Our objective is to deliver the breadth of programs at the lowest possible cost the taxpayer. Demand for our services continues to grow. More than 10,000 residents are registering for at least one recreation or class activity (to a third of our resident population). 2200 children are participating in our summer programs alone. 11,000 volunteers are donating 50,000 hours with the value of \$400,000, we would not be able to do what we do in our department without the help of these volunteers so thanks very much to those volunteers. This year 14,000 miles were logged for transportation and 15,000 meals were delivered to homebound seniors. Tonight we will provide an overview requested increases at the request of the Chairman of the Finance Committee. However we are very happy concerning the Community Services department. Also report out on our revolving accounts, as requested by the finance Committee.

Ms. Lambert reviewed her PowerPoint presentation.

- We have met or exceeded our performance measures
- Working to expand the reach of our programs particularly through the Council on aging, trying to reach seniors by creating a “virtual senior center” and through the Recreation and Parks department to streamline registration for programs.
- Expanded daytime and weekend program hours as well as weeks for the camps that we run to help parents of school-aged children to schedule around pool hours adult programs.
- Mr. Carew, along with others in our department, is working very hard on veteran suicide prevention activities. Paul has now taken this statewide and it’s been recognized in getting a lot of traction in a critically important area.
- Partnered with YMCA to provide needed daycare services in town in the afterschool slots at the East School
- Established a Community Services Advisory Committee to help us do gap analysis and develop a strategic plan.
- We have four capital projects going on right now:
  - East school and Navy Yard park design is under way - these projects are designed to be priced together and constructed at the same time to be as efficient as possible.
  - Design of the open space at the Community Senior Center (CSC) - the contract is project underway very shortly.
  - Replacement of the pond liner at Sassamon Trace. Done some site work looking for an appropriate window and the weather to be able to install liner.

Our preliminary budget request for all divisions FY 18 is as follows:

	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Appropriated</b>	<b>2018 Preliminary</b>	<b>2017 vs. 2018 \$ (+/-) % (+/-)</b>	
Personnel Services	\$ 1,186,369	\$ 1,258,790	\$ 1,299,797	\$ 1,305,013	\$ 5,216	0.40%
<b>Total Salaries</b>	<b>\$ 1,186,369</b>	<b>\$ 1,258,790</b>	<b>\$ 1,299,797</b>	<b>\$ 1,305,013</b>	<b>\$ 5,216</b>	<b>0.40%</b>
<b>Operating Expenses</b>						
Purchase of Services	\$ 60,368	\$ 51,374	\$ 82,664	\$ 86,290	\$ 3,626	4.39%
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%
<b>Total Operating Expenses</b>	<b>\$ 395,923</b>	<b>\$ 361,195</b>	<b>\$ 487,506</b>	<b>\$ 493,482</b>	<b>\$ 5,976</b>	<b>1.23%</b>
<b>Total Community Services</b>	<b>\$ 1,582,292</b>	<b>\$ 1,619,985</b>	<b>\$ 1,787,303</b>	<b>\$ 1,798,495</b>	<b>\$ 11,192</b>	<b>0.63%</b>

#### Revolving Funds

##### CSC Rental:

We began the year at \$77,636 in the Rental Revolving fund and added \$77,237 in rental income so far this year. Expenses for this revolving fund are \$56,106 and the account balance at the end of the year was \$98,557. Diving a little deeper, there are two sources of revenue going into that account – rental income and Fitness room memberships. We brought in \$61,000 in rental income revenue and expended almost \$44,000 in staffing and other expenditures. I wanted to let the Committee know that we are pricing rentals appropriately and are making money on these rentals. Fitness room memberships brought in \$16,207 and expended \$12,715, netting \$3492 at the end of the year. That is cutting it pretty close so we'll keep our eye on our fees and costs. Our rates are very good and we'd like to keep them that way to serve citizens, especially senior citizens. In addition, we're seeing the need for repairs and maintenance to the Fitness Center equipment, so we'll need to monitor this closely.

##### Community Education Revolving Fund

This is a revolving fund associated with the Council on Aging (COA). The starting balance was \$52,532 this year. We brought in \$108,145 in revenue this year, and expenses are \$85,549, netting \$22,596.

##### Recreation Programs Revolving Fund

This revolving had a starting balance of \$500,409. Revenues were \$1,214,413; expenses were \$1,233,742, and the account ended FY 16 with \$576,080. Note that expenses were \$19,329 greater and revenues. We're going to have to assess program participation and ensure that we're charging the appropriate amount to cover our costs.

##### Grants

Division	Total	Notes
Recreation	\$ 51,700	Arrowhead, athletics, special events
Council on Aging	\$100,120	Programming, Wellness, Technology, Electric Car, Volunteer Recognition , Communication
Veterans	\$ 5,000	Support for needy Veterans
NCOF, Inc.	\$34,385	Teen program, facility improvements, refrigerated truck,
<b>TOTAL</b>	<b>\$191,205</b>	

Ms. Collins: Can we get a list of the sponsored nonprofits? Ms Lambert confirmed.

Mr Evans: Can you elaborate on the composition of the Community Services Advisory Committee?

Ms. Lambert: They are community members, most of whom are graduates of the Citizen's Leadership Workshop?

Mr Evans: I was hoping that was the answer - that it was a good cross-section of people

#### Veteran's Services questions

Mr. Coffey: Are you seeing an uptick in the number of veterans at that you are offering services to?

Mr Lambert: Right now, we're seeing a decrease in the number of veterans due to the passing of World War II and Korea War veterans. That's why the budget has not increased this year. We're seeing greater demand in the younger population of veterans. Within the next couple of years, we're going to see an increase in the number of veterans requiring services.

Ms. Collins: What type of outreach to veterans does veterans services do?

Ms. Lambert: Mr. Carew invested in the project couple years ago that came about as a result of our first departmental retreat. He reached out to every veteran in town by mail which put a number of veterans into the program.

Mr. Hayes: on page VI.17, why aren't we seeing an increase in funds allocated to veterans this year?

Mr. Carew: The two areas where we're not seeing increases are the cash allowances and medical. As Ms. Lambert said, many of the World War II and Korean War veterans are passing therefore that figure has declined relatively speaking. The youngest World War II vet in Natick is 88 years old and Korean War vet is 83 years old. We're not gaining that the young veterans as quickly but that will change over the next few years. We have a program in place to help these veterans as well. But down the line, Vietnam veterans like me are in their 60s now. As they age they will need more of the veteran's services. Majority of the chapter 115 recipients are widows of veterans right now.

Mr. Hayes: On chapter 115 funds, where do these funds show up in the budget? Where does it go once it's received?

Ms Lambert: It's on page VI.19 it's broken out by cash allowance and medical?

#### Council on Aging questions

Mr Pierce: What type of programs are you looking for the younger seniors?

Ms. Ramsay: The COA forming a strategic planning process and this is one of the questions identified. We'll do a client survey, reaching out to all people in the community 50 years of age or older to request their feedback on the types of programs they would like to see offered and whether there still working so would need more programs offered in the evening and weekends.

Mr Pierce: Is the COA doing any work to help seniors stay in housing in Natick?

Ms Ramsay: The COA board is looking into this issue – it is the most frequently discussed issue - whether they can stay in their homes, how they need to adapt their homes to allow them to remain in their homes safely, or need to downsize because of mobility and age-related issues.

Ms Collins: Is there any duplication of services with the Natick Service Council (NSC)?

Ms. Ramsay: This year, we've collaborated with the NSC and they recently received a grant to provide nutrition and exercise services to their clients. As part of that, they are introducing their clients to the exercise and wellness programs offered at the CSC. We collaborate with them on a regular basis.

Ms. Collins: Are all groups using this CSC paying rental fees?

Ms. Lambert: There is not a straightforward answer, so I'll do the best I can. There are groups that use the CSC at no charge - those include any town group, board, or committee. We also have a few groups that we sponsor who are struggling nonprofits whose mission aligns with the Community Services mission (pay a flat axis fee of \$10 per rental). The number of sponsored non-profits, as well as the duration of agreements, is under discussion now. This is the first charge that I put to the community services advisory Committee to answer that question. Everyone else pays a rental fee and it is room-dependent,

Ms. Collins: Can we get a list of the sponsored nonprofits? Ms Lambert agreed to provide.

Mr Evans: Can you elaborate on the composition of the Community Services Advisory Committee?

Ms. Lambert: They are community members, most of whom are graduates of the Citizen's Leadership Workshop?

Mr Evans: Great I was hoping that was the answer - that it was a good cross-section of people.

#### Questions on Veteran's Services

Mr. Coffey: Are you seeing an uptick in the number of veterans at that you are offering services to?

Mr Lambert: Right now we're actually seeing a decrease in the number of veterans due to the passing of World War II and Korea War veterans. That's the reason why the budget has not increased this year where actually seeing greater demand in the younger population of veterans. Within the next couple of years we're going to see an increase in the number of veterans requiring services.

Ms. Collins: What type of outreach to veterans does veterans services do?

Ms. Lambert: Mr. Carew invested in the project couple years ago that came about as a result of our first departmental retreat. He reached out to every veteran in town by mail which part I number of veterans into the program.

Ms. Collins: I'm not being critical - just trying to understand what makes Memorial Day much more expensive than Veterans Day?

Mr. Carew: Memorial Day is more expensive because we put not only American flags on each grade but also geraniums are planted. We also supply the flagpoles that are used in the cemeteries.

Mr. Hayes: on pageVI.17, why aren't we seeing an increase in funds allocated to veterans this year?

Mr. Carew: the two areas where were not seeing increases are the cash allowances and medical. As Ms. Lambert has stated many of the World War II and Korean War veterans are passing therefore the that figure has declined relatively speaking. The youngest World War II vet in Natick is 88 years old and Korean War vet is 83 years old.

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Mr. Hayes: on chapter 115 funds, where do these funds show up in the budget? Where does it go once it's received?

Ms Lambert: It's on page VI.19 it's broken out by cash allowance and medical?

#### Natick Community Organic Farm (NCOF) questions

Mr Coffey: Can you tell us where we are with respect to Town Counsel's assessment of NCOF and the town?

Ms. White: Town Counsel as well as the State Ethics Commission has weighed on this issue. The best course of action is for the town employees to remain town employees and employees of the NCOF 501(c)(3) remain employees of NCOF. State and federal law governing these items are complementary in some cases and conflicting in others, so the recommended course of action is to leave the employee relationships as they are today.

Mr. Hayes: My understanding, as this Committee's representative, in speaking with Town Counsel has allowed me to ascertain certain things. There was a clear indication from Town Counsel that the employee classification should remain as is. Town Counsel determined that there was no impact to the town in the FY 17 budget, with respect to past employee classifications. The Town Administrator's recommendation to move forward with that employee classification intact on both sides of NCOF is an appropriate organizational alignment, in light of all the things that have to be considered. Town Counsel has validated this approach.

Mr. Pierce: on page VI.28, there is an error in the salaries supervisory line where the FY 18 appropriation is greater than the FY17 appropriation yet the difference is displayed as a \$-288. Is that this in error?

Ms. White: Yes that's incorrect we will fix that error.

Mr Pierce: How much is the town reimbursed for salaries?

Ms. Lambert: The town is reimbursed by the 501(c)(3) for two of the three town employee salaries. The Executive Director salary is paid by the town.

Mr. Pierce: How is the town able to avoid conflict with the Anti-Aid amendment?

Ms. White: By going through the bidding process that addresses the Anti-Aid amendment restrictions. For example, we went out to bid for services to support business development interests in Natick Center. Not surprisingly, the only successful bidder was Natick Center Associates. We were able to contribute to NCA because we put it out to competitive bidding process.

Mr Linehan: If circumstances change would Town Administration to change this approach?

Ms. White: The land and buildings of NCOF are owned by the town, so we have a vested interest in the Stewardship of that property. While we have confidence in the 501(c)(3) organization and personnel, it's important to have a "dog-in-the-hunt".

Ms Collins: The analysis that you spoke that the chairman of the BOS promised to this Committee. Will we get that?

Ms White: Not all of it. There are some matters that were discussed with Town Counsel that we are prohibited from distributing.

Ms. Collins: I'm looking for the numbers analysis that Town Counsel told us he needed to have in order to figure out the proper handling of this employment classification and budgetary impact.

Ms White: I don't recall being briefed on that topic or was present when chairman of the BOS and/or Town Counsel made that commitment, so I can't comment on it.

Ms. Collins: Ms. Lambert, can you provide answer the question concerning what activities the town has made on behalf of NCOF?

Ms. Lambert: Yes - there is a table that is largely completed, but I don't have numbers for trash pickup and plowing and insurance. Because it's an umbrella policy that includes all buildings and I'm unable to separate out insurance for the NCOF building. They pay all their own energy costs. I apologize that this chart is not totally complete. I'd like to take this opportunity talk about this amazing public-private partnership the benefits residents with is a huge array of programs, and the investment of \$750,000 per year by the 501(c)(3) on behalf of Natick citizens. We would not be spending \$750,000 of taxpayer money to deliver these programs. In addition, NCOF has made a number of capital investments that were not borne by the town.

Ms White: All educational programming is provided to Natick students at no charge.

Ms Collins: Given that the Conservation Commission recommended that the NCOF property be leased, has Town Counsel opined on whether the Conservation Commission overreached since it promised town services be provided to the NCOF without authorization.

Ms White: Town Counsel hasn't asked that question.

Mr. Hayes: I will have to go back and look through my notes to see if Town Counsel has weighed in on this issue at all. It was a question that we asked, but as far as I know we don't have an answer yet.

Mr. Hayes: I believe that Town Counsel has received verbal information from the State Ethics Commission, but not received anything in writing. Can you confirm this? Also can you confirm what it is we're looking to receive from the State Ethics Commission?

Ms. White: We're looking for a ruling in writing from the State Ethics Commission that validates that our approach is the correct approach and our rationale is sound. Receiving the information that says if you take this path these are the types of things that you must do or if you take an alternate path these are the things that you must do in that case so to provide us with guidance from the State Ethics Commission point of view.

Mr Coffey: One of the items we were provided with today was the Form 990 from 2015. Is that form for 2016 available yet? The Treasurer of the NCOF 501(c)(3) said, because we are a nonprofit, our Form 990 gets filed in the summer., So the 2016 Form 990 will be available in June. The Form 1 that is part of Form 990 is filed with the Commonwealth of Massachusetts, also in June.

Mr Linehan: Do we charge for programs when students aren't from Natick? Ms. Simpkins said yes – we charge those children for participating in NCOF programs.

Mr Coffey suggested that we withhold consideration of NCOF from the rest of the community services budget until February 28, 2017.

Mr Hayes: May I ask you to elaborate on what information you think you need to have in order to make a decision on the NCOF budget?

Mr. Coffey: I'd like to see answers to the "Response to Finance Committee FY 18 budget (including indirects and improvements to town property) in these charts that are listed as TBD about contributions that NCOF receives from town.

Mr. Hayes: I want to confirm what I thought you said. You think that information and these charts that are listed as TBD are necessary for you to make a decision on the community services budget, or it may's impact your ability to support that portion of the budget. Mr. Coffey confirmed that this was his concern.

Mr. Hayes: When do you think you would be able to have all the information on the two charts completed?



Ms. White: On the plowing, that is going to vary considerably year-to-year. For trash collection, a truck is sent to once a week. Do we really need the DPW director to provide an estimated cost for that one trip per week? Finance processes payroll, but they do that for every town employee - municipal and school, so how do you separate out NCOF only? HR is only involved when we fill a position that is a town employee position. In each of these cases, we could list the indirect costs as nominal. In addition, services such as trash pickup and plowing are part of the lease the town has with NCOF.

Ms. Lambert: I've had conversations with each department head involved. Many of them don't actually track the cost for trash pickup at NCOF. We also have of a blanket policy on all of our buildings, so it's very difficult to separate out an individual building.

Mr. Hayes: I suggest that we take an approach like we did with Sassamon Trace and assign a percentage of time allocated to the indirect costs associated with NCOF.

Mr. Shooshanian: I'm getting a little lost here. The indirect costs are not going to change this budget, so why can't we vote on their full budget tonight.

Ms. Collins: I would like to vote in support of this budget, but it may take an executive session for us to be able to do so. I need to understand what questions were asked and what answers were given with respect to NCOF, Anti-Aid and employee classification. Short of a full understanding of this, I'd don't feel comfortable voting for the NCOF portion of this budget.

Mr. Hayes: if I understand this correctly, when we meet to discuss this on February 28, you would want to have at least a portion of the meeting in executive session with Town Counsel. Ms Collins confirmed.

Ms. White: Town Counsel determined that it would not be proper for the finance committee could to hold an executive session on this topic. The reason the BOS were able to this discuss this in executive session was a reason specific to that board and its authority.

Ms Collins: let me clarify what I am looking for. I'm looking for the questions and answers that were posed by Town Counsel to address the issues that were sent to the state ethics commission. These should be public documents. I'm looking for factual statements from the state ethics commission.

*Mr Coffey moved to postpone consideration of the NCOF budget until February 28, 2017; seconded by Ms Collins. Not voted.*

*Mr Evans moved approval of the community services budget in the amount of \$1,798,495, \$1,305,013 in personnel services and \$493,482 and total operating expenses: seconded by Mr. Pierce. Voted 4 – 6 – 0*

***Mr Linehan moved approval of the community services budget, excluding the NCOF budget, in the amount of \$1,621,391, \$1,127,909 in personnel services and \$493,482 and total operating expenses: seconded by Mr Gallo. Voted 9 – 0 – 1***

#### Comments on proposed motions

Mr. Coffey: The reason I requested this delay is that last year when the issues of personnel in the NCOF arose, we debated it at length last year. At that time, I made a motion to fund NCOF for six months to put some pressure on to get the answers to our questions before the next budget. That motion was voted down, and it's a year later and we still haven't received answers we're looking for. TBD means will get back to you; it doesn't say that the numbers are minimal. I prefer we have this material so that we can make informed decisions.

Ms. Collins: I seconded this motion for discussion. I'll be supporting the lower number budget which accomplishes the same thing. As previously said, we were promised answers and have not received them. Until I get answers

that I can understand and explain to someone, I won't support funding of NCOF. I don't believe the town should be supporting an organization (the NCOF 501©(3)) that has \$1,000,000. I also don't believe that the lease the Town Meeting authorized the Conservation Commission was properly implemented. We have a number of unanswered questions.

Mr. Evans: I don't share the angst about not getting answers to these questions. We had representation from this committee in discussions with Town Counsel. It's a complex problem and Town Counsel has guided Town Administration along the path that they have indicated is the best path forward. I'm not a lawyer, I don't play one on TV, so I am taking the advice of Town Counsel in the spirit that it's been given. I'd probably feel little bit better with more complete answers, but I'll still be able to sleep with or without those answers. During tonight's discussion, we heard the word nominal used many times in association with the indirect costs. To me, nominal means once a week at most and as needed in the case of plowing. Now we can go back through this extraordinary exercise and calculate the DPW spends 0.0023% of its time picking up trash from NCOF. I don't see the why we need to keep re-hashing this. I'd like to vote for the full budget now. We don't know yet exactly what's on the warrant and I don't want to see us get backed up against the wall to complete our work.

Mr Pierce: We heard a comprehensive review of the community services budget tonight, and I received enough clarification of the issues that were raised last spring to move forward. We've spent a lot of time on this; Indirects aren't going to affect this budget anyway as Mr. Shooshanian said earlier.

Mr Linehan: I don't want to hold the rest of the Community Services budget because we need further answers on the issues that we've raised. The issues raised earlier were only associated with the NCOF budget.

Mr Gallo: The maker of the motion for the full Community Services budget expressed what I think pretty well, but there are members on this committee still have questions, so I'd like to give them the opportunity to have those questions answered for them to feel comfortable voting for the full budget.

Mr Hayes: The questions that were given to the Community Services Director were only given to her on Monday this week, so she hasn't had a great deal of time to research those answers. As this committee's representative to the discussions on NCOF, I've had access to information but not all the information due to client-attorney privilege. If members feel that there are questions some of which I asked that it eight or nine months ago need to be addressed before the feel comfortable voting on this, then a delay of two weeks might be in order. I want to make sure that everyone understands that this is not lack of support of NCOF it is a request for additional information.

### **Sassamon Trace Enterprise fund**

Bill Chenard, Deputy Town Administrator, Operations

Kurt McDowell, managers, Sassamon Trace golf course

The Sassamon Trace Enterprise Fund budget clearly is supported by the sound methodology for a number of rounds and season passes provided by Mr. McDowell. Year-to-date revenues for FY 2017 are tracking what we accomplished in FY16; that number produced the highest retained earnings in the golf courses history. We plan to use \$50,000 of retained earnings and a tax Levy subsidy of \$252,200. You'll note that we rounded up a little so it's slightly more (to the nearest \$100) than the expenses of the golf course. I'd like to give a summary of retained earnings – where we are this year and where we have been:

- Median value for retained earnings over the last six years is about \$151,000.
- The average value of retained earnings is under \$156,000.
- The minimum is \$72,000 and the maximum is \$277,916, which is the certified balance at the end of FY16.

- At Fall Town Meeting, Under Article 9 - Motion C, we expended \$20,000 for a liner for the water retention pond to prevent leakage, so the current retained earnings balance is \$250,916.
- We're proposing to use \$50,000 of retained earnings in support of the Sassamon Trace Enterprise Fund budget.

## Indirects

We did the analysis of Indirects for the golf course. To briefly explain, with an Enterprise Fund, you must analyze it like an independent business that must have enough revenues to offset expenses, at a minimum. Indirect costs are the cost of services provided to that Enterprise Fund from parts of the municipal government. Those costs are paid for by the Enterprise Fund. For FY 18, we estimate \$43,692 in indirect costs for Sassamon Trace Enterprise Fund. These indirect costs aren't appropriated here (they are appropriated in the general funds associated with the individual departments), but they are voted in this budget.

### **FY2018 Indirect Costs**

	<b>Personnel Cost</b>	<b>Fringe</b>	<b>Expense Cost</b>	<b>Total</b>
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
<b>Total - General Fund</b>				<b>43,692</b>

### **Total Sassamon Trace Golf Course Indirect Costs**

**43,692**

## Questions from the Committee:

Ms. Wollschlager: How do you determine the indirect costs for this Enterprise Fund?

Mr. Chenard: Last year, I spent a great deal of time questioning staff to determine how many hours per year they were providing to the various Enterprise Funds. I sent out questionnaires and followed up with meetings with the department heads to provide a good estimate of the indirect costs for the Enterprise Funds. This year, with the exception of fuel and insurance, which change year to year, I used those estimates to calculate indirect costs for the Sassamon Trace Enterprise golf fund.

Ms Wollschlager: When will you next review the number of hours?

Mr. Chenard: We intend to survey our department heads every 3 to 4 years to update our estimates. Last year we spent a great deal of time building the model invalidating it with the department heads. Now that this work is done it is easier to update in the future.

Mr. Sullivan: I noticed in looking at your website that you have two rates for season pass holders one for Natick residents and the other for non-Natick residents. Can you give me estimate what percentage are non-Natick residents?

Mr. McDowell: 91% are Natick residents.

Mr. Sullivan: What percentages of rounds are played by people with season passes?

Mr. McDowell: That number changes year-to-year. It varies depending on the season. For example, in January, we might have nine or 10 golfers and nine of them would be season pass holders whereas in the middle of June that ratio would be much less. An average season pass holder plays about 44 rounds; breakeven on the season pass is 40 rounds.

Mr. Sullivan: Is any consideration been given to having a split rate for daily greens fees or in Natick versus non-Natick residents?

Mr. McDowell: The golf course used to have a split rate and they found that it was not workable and that the cost difference was not worth the confusion that it generated. The greens fees were designed to be attractive versus the courses that Sassamon Trace competes against.

Ms. Collins: I'm thrilled that they're going to be using \$50,000 of retained earnings toward the operation of the course, since that was an objective of the financing model for the course.

Mr. Chenard: I took a very long look at the revenue and I'm very comfortable with the revenue projections, and we are tracking very much like FY16 so far. I'm estimating that will have retained earnings similar to what we had in 2016, which is terrific. The one issue that we were concerned about was water usage and that concern hopefully will be reduced once the pond liner is installed. You'll note that we added an \$8800 reserve fund to this budget to handle unexpected capital expenses.

Ms. Collins: Where are we in the implementation of the pond liner?

Mr. McDowell: They have completed the survey to provide us with at least a million gallon pond capacity. They plan to do the excavation work shortly, and then it's a matter of taking advantage of acceptable weather conditions to install the liner. Their initial estimate is two weeks for installation due to the excavation work required. The good news is that the company wants to get this done before March; and that helps us because we get the work done before the irrigation is needed more than earlier in the season. That will let us have this in place before revenue gaining season.

Ms. Collins: I didn't see any mention of golf cart replacement in this budget. When do you intend to replace these carts?

Mr. McDowell: We have budgeted \$110,000 for replacement of golf carts in the Capital Equipment budget for the 2017 fall Town Meeting. It's on the five-year capital plan FY18-FY22. We funded the purchase of maintenance carts last fall.

Mr. Sullivan: On advertising and promotion, it was \$1500 in FY17 and \$1000 in FY18. The previous course manager looked at advertising, but opted not to invest too much in advertising. We're looking to do some little things though. For example, when someone moves to Natick will send them a card letting them know about the golf course in town. Many of the local businesses are looking to do cross-promotion with the golf course, so we're looking at those opportunities.

Mr. Evans: I'd like to amplify Mr. McDowell's response. There are a number of local businesses that sponsor events at Sassamon Trace. For example, TCAN has a yearly fund raising event and many people are invited to that event and word gets out about the quality of the course. There are a lot of these types of events, so there's great word-of-mouth advertising. I played there a few times and a number of people from outside of the community of commented on how great the conditions are at the course, even the private courses.

Mr. Pierce: Did you hire an Assistant Course Manager?

Mr. McDowell: When the previous manager retired, we were into the prime time of the golf season, so we decided not to fill that position in FY17 but to try to fill it in FY 18. It's on the web site and we'd like to hire one before

March. We added a new league last year and would like to add another and we are increasing the number of lessons where giving. There are some golf courses in the area that are closing, so we want to be position to take advantage of that.

Mr Pierce: Can you provide detail on the agreement with the Sherborn regarding water usage?

Mr. McDowell: The land owner in Sherborn has a retention pond and added a second retention pond last year. We pump water from those ponds into our retention pond, and that saves us approximately \$200,000 - \$300,000 in water usage costs.

Mr. Shooshanian: Has anyone reached out to the owner of the new driving range and Learning Center on Speen Street?

Mr. McDowell: Absolutely - we have already partnered with the owner of the new center (he used to bring his students to the Sassamon Trace golf course), so we'll do some cross promoting with the center. We also did some work with the Dedham golf range.

Ms Collins: Do we provide any benefits to Natick students?

Mr McDowell: The Natick golf team plays free of charge at the course; Dover-Sherborn also uses the course, but pays \$7500 to us to use the course. I'm also looking to add a junior varsity team for Natick next year. I had 36 players try out for the varsity golf team, so I had to cut 20 kids. We're getting a lot of interest from the Natick high school students. My estimate is we'll provide about \$7000 in benefits to the Natick students.

Ms. Collins: Mr. Chenard, can we ensure that that \$7000 is counted in our net school spending, so we get credit for every last dime.

Mr. Hayes: I'm looking for some guidance from the administration on what you'd like our motion on Sassamon Trace to be. And, the golf course benefits are included in this budget?

Mr. Chenard: there are actually two motions: 1) the first motion is \$933,641 for operating expenses for the golf course; 2) the second motion is to support the Indirects at \$43,692. The golf course benefits are included and they have actually gone down in the FY 18 budget.

*Mr Evans moved approval of the Sassamon Trace Enterprise Fund budget in the amount of \$933,641 for operating expenses; seconded by Ms Collins; Voted 10 – 0 – 0.*

*Mr Evans moved approval of the Sassamon Trace Enterprise Fund Indirects in the amount of \$43,692; seconded by Ms Collins; Voted 10 – 0 – 0.*

#### Water and Sewer Enterprise Fund

Mr Jeremy Marsette, Director, DPW

The Water and Sewer Enterprise Fund revenues come from the rates that ratepayers pay for usage of the Water and Sewer systems in Natick. We provide all of our water supplies locally I'd like to compare our water systems with those of neighboring communities who use the MWRA. We're able to provide water at 40% less cost than those communities using MWRA. Natick is still operating under the restrictions of a drought watch, which is monitored by the executive office of the Department of Environmental Affairs. We operate 12 drinking supply wells, three water conditioning facilities and two water storage tanks. We maintain 1400 fire hydrants and a similar number of water gate valves. 13,000 customers with associated water meters to service, maintain, and replace. Once that water is used, it's routed to the wastewater supply system (the sewer mains). There are 34 sewer pump stations, which isn't a lot compared to peer communities. Four of those pumping stations are larger buildings. On average, we collect 3 million gallons of wastewater per day. It is pumped out to Deer Island for sewage treatment. We pay a pretty hefty fee to MWRA for pumping wastewater and that is one of the challenges

to this Enterprise Fund budget. The MWRA assessment is slightly over \$6 million which amounts to 40% of the total Water and Sewer Enterprise Fund. One of the unknowns on the horizon is the MWRA is facing a permit renewal or discharge into Boston Harbor. In the past, the MWRA was the sole signatory on the permit, but they are now believed to be requesting member towns to be co-signatories on the permit moving forward. What that means to the town in terms of potential liabilities is not known at this time. The permit is a five-year permit; the five year permit lapsed about two years ago. Another challenge is maintaining the aging Water and Sewer infrastructure in town. We have a number of capital projects to repair and replace aging and's substandard infrastructure. As an example, our older sewers use "sewer chimneys", where sewage comes in at a shallower depth and then the sewer drops in. These sewer chimneys are often made of clay sewer tile pipe. We did a survey and found that 640 of these chimneys were over 35 years old. When they collapse, they create a pretty large sinkhole in the road and clog up the sewer pipe, necessitating emergency repairs. We're developing a plan to repair the older sewer chimneys and line them to stabilize their operation. There are also a lot of regulatory changes on the horizon that includes testing for new unregulated contaminants. FY 18 is the year for our mandated lead and copper testing. 29 employees are covered in this Enterprise Fund; most of them in operations as well as Water and Sewer building operations.

Some of the highlights of the budget include:

Sewer operations budget high points are:

- MWRA sewer assessment projection is going up 5% vs/ FY17. This represents 85% of the increase in the sewer operations portion of the budget from FY17 to FY 18.
- We budgeted a 3% increase in the cost of electricity. The sewer pump stations run on electricity so there's significant cost there.
- We're continuing our Inflow and infiltration (I&I) work to reduce the amount of inflow into the sewer system to lower our pumping costs to the MWRA. Over the past few years, we've reduced I&I by 50%, saving over 1..5 million gallons that we don't have to pay to pump to deer Island.

Water operations budget high points are:

- Reduction in energy use that comes from the electricity generated by the rooftop solar that's currently under construction on 75 West St. roof and the hockey rink. We can allocate some of the generated power to DPW facilities: so we've chosen to add that to the Springvale water treatment plant, one of the biggest energy users in town. We estimated approximately \$34,000 in savings through this approach.
- We're increasing our budget for water testing it to meet the FY18 demands.
- We're adding some money to ensure the structural integrity of the water buildings (gutters, windows, doors, humidifiers) and add fire hydrants to protect those buildings.
- We're doing more service connection replacements; last year we did 110, and we try to do that ahead of our paving program. Given that where expanding our typical paving program in FY 18 that this number will likely increase.

#### Water & Sewer Revenues

Mr. Chenard: On Enterprise Funds, there is no concept of Free Cash, only retained earnings. I looked at the six-year history of retained earnings of the W&S Enterprise Fund. The median is \$2.1 million; the average is \$2.1 million, and the minimum is \$849,000. That minimum makes me very nervous because the last time we had a minimum of \$849,000 was when we had a summer-long water ban. So, we're tracking this very closely – our water usage fees

are down \$150,000, but our sewer fees are up \$100,000 at the half-year point in FY17. We think we're going to be OK, but we'll keep monitoring it. Last year, certified retained earnings were \$1.8 million. At 2016 fall Town Meeting we used \$357,000 in capital. We're not proposing to use any retained earnings to reduce water and sewer rates, and have proposed a 3.75% increase in water and sewer rates. Rates are set by the BOS, but here's how they are determined. This includes a 3% rate increase plus 0.75% increase to increase retained earnings. Because we're down to 1.8 million in retained earnings, we want to get that number up because we use retained earnings for capital equipment. We do carry a \$200,000 reserve fund in this Enterprise Fund, but all it would take is a problem with one of the pumping stations or a water main leak and we would deplete this reserve fund rapidly.

#### Water & Sewer Indirects

Mr. Chenard: Last year we did a major remodeling of the indirect costs to establish the model. On page X.19, there are a number of deductions from the Water & Sewer Enterprise Fund because its personnel also deliver services to the general fund:

- You're seeing a reduction in Indirects for the Engineering Services department this year because the percentage of their workload has shifted or will shift to supporting roadway improvements in FY18.
- Our GIS expert at DPW provides a great deal of service to the general fund; however he is paid out of the Water and Sewer Enterprise Fund so that is an inflow or offset to the Indirects from the Enterprise Fund to the general fund.
- The DPW administrative assistant is also paid out of the Enterprise Fund, but provides a lot of services to the general fund as well, so we make a deduction for that.
- The two administrative assistants in the collector's office process not only Water and Sewer but other items such as property tax so we deduct money for that also.
- Water and sewer personnel do plowing when necessary and that overtime cost also must be deducted from this Enterprise Fund.

#### Questions from the Committee

Ms. Collins: you mentioned that lead and copper testing has increased this year. Where this that testing take place at the top level is the source level?

Mr. Marsette: the regulatory test that we have to do is that the point of consumption. We are required to test a specified number of homes based on our population. In addition to that, we test all of our water at the source for any contaminants including copper and lead and issue a water quality report.

Ms Collins: You have the preliminary estimate from MWRA Sewer - when do you expect a final number from MWRA?

Mr. Chenard: We expect to receive the "official" rate within the next month, but then the final rate in June.

Ms Collins: Water rates are going up 3.5%. Mr Chenard said that they will be 3.5% to 3.75 because retained earnings number is starting to slide down.

Ms Collins: RE: the Water Management Act – does this limit amount of water a given community can use during a given period of time?

Mr. Marsette: Yes – it essentially applies to permitted well - we only have one at the Elm Bank well site. However, that site is important to us.

Mr Coffey: Where is building security in this budget?



Mr. Marsette: That is in the repair and maintenance to facilities that would apply to both Water and Sewer. You have tall fencing around key facilities and we're expanding our use of security cameras to record to DVR's. We've continued to enhance our card-based identity systems that provide access to certain locations and systems. One of the capital requests that you will see it the 2017 fall Town Meeting is an annual appropriation for the SCADA system, the computer system that helps us operate our water system and we'd like to expand our usage of it. It has a's security elements to it that we'd like to use. It can also alert us to an issue sooner rather than later. This will be a recurring annual request.

Mr. Linehan: you mentioned there are 640 sewer chimneys – is there any way to monitor those chimneys to determine their stability?

Mr. Marsette: we routinely use pipeline video cameras investigate the status of these chimneys. We go through the sewer mains and to the extent that we can go to the surface we do so to evaluate those areas. We do that as part of our I&I program. We not only find water infiltration kiosk but we'll can also see defects in the line that might need further attention.

Mr Linehan: You mentioned that the new MWRA sewer permit may require a participating town to be a co-signatory on the permit. What risks does that mean for the town?

Mr. Marsette: As the town's representative to the. MWRA advisory board we're monitoring this very closely. It is a very hot topic at the advisory board and we will provide information as soon as we know.

Mr Sullivan: How is the town paid for Water and Sewer usage by Natick public schools?

Mr. Chenard: We track water and sewer usage at municipal rates, but we don't bill it on any town buildings

Mr Sullivan: It came up at Town Meeting associated with using sprinklers around the high school. Mr. Chenard agreed it was worth tracking.

Ms. Wollschlager: are there grants expected this year and are they built into this budget?

Mr. Marsette: Yes there are grants available from MWRA for funding I&I work. We've received \$2,000,000 in grants and \$2,500,000 in no-interest loans from MWRA. In the current allotments, we have \$1 million that we requested to use on INI activity. Town Meeting then votes whether to authorize this usage. Town Meeting then votes whether to authorize this usage. This money is held in the capital budget. It's a reimbursement from the MWRA spend the money on the project and then get reimbursed by MWRA. MWRA has a line item where this is earmarked for Natick's use. Projects must be submitted to and approved by MWRA to be eligible for reimbursement.

*Mr Evans moved approval of the Water & Sewer Enterprise Fund budget in the amount of \$13,250,022; seconded by Ms Collins; Voted 10 – 0 – 0.*

*Mr Evans moved approval of the Water & Sewer Enterprise Fund Indirects in the amount of \$2,035,229; seconded by Ms Collins; Voted 10 – 0 – 0.*

### **Guideline and Forms for Citizen's Petition**

Mr Hayes: I distributed Version 5 and received comments. I have reviewed it with Town Counsel and he suggested a few changes that I've implemented.

*Ms Collins moved approval for the Chairman of the Finance Committee to review the Citizen's Petition document with the BOS and distribute it, seconded by Mr Pierce. Voted 10 – 0 – 0.*

*Mr Evans moved to close public hearing; seconded by Ms Collins. Vote 10 – 0 – 0*

*Mr Pierce moved to adjourn; seconded by Mr Evans. Vote 10 – 0 – 0 10:50 pm*

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**ITEM TITLE:** Keefe Tech Vocational School - FY '18 Budget  
**ITEM SUMMARY:**

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**ATTACHMENTS:**

<b>Description</b>	<b>Upload Date</b>	<b>Type</b>
Keefe Tech Budget Request March 16 2017	3/16/2017	Exhibit
Natick Budget Book Extract for Keefe Tech Budget	3/16/2017	Exhibit



South Middlesex Regional Vocational  
Technical School District

**Keefe Regional Technical School**

## **Acknowledgements**

### **School Committee Members from Natick:**

Dr. Stephen Kane, Tassos Filledes

### **Natick Public Schools:**

Dr. Peter Sanchioni and Natick Public Schools



South Middlesex Regional Vocational  
Technical School District

## **Keefe Regional Technical School**

# **FY18 Operating Budget Development**

**December 2016**

Three Open Meetings with all line items presented

- Coordinators presented requests and answered inquiries regarding the budget areas they oversee directly.
- Members of the Natick Finance Committee participated in all Budget Sub-Committee Meetings.



South Middlesex Regional Vocational  
Technical School District  
**Keefe Regional Technical School**

**Preliminary Budget for FY18:**

- Approved by School Committee on 1/9/17  
\$18,724,908
- This represents a 3.5% increase from FY17
- This also represents a high point that will be  
adjusted before our Public Hearing – likely in  
March



South Middlesex Regional Vocational  
Technical School District

## Keefe Regional Technical School

### **District Enrollment in FY17:**

716 students from our five member towns -  
an increase of 9 students

### **Natick Enrollment in FY17:**

65 students – a decrease of 5 students, or 7.1%

- *In FY16, Natick enrollment increased by 18.6%*



South Middlesex Regional Vocational  
Technical School District

## Keefe Regional Technical School

### Budget Area Increases > \$20,000

NEASC Review	\$ 30,000
Lap Top Cart	\$ 22,000
2.5 Positions	\$140,500
Water	\$ 30,000
Salary Increases	\$307,940
Health, Dental, Medicare	\$107,508
Energy Management Lease	\$ 25,433
	<b><u>\$663,381</u></b>

Total Increase in FY18 Preliminary Budget:

**\$634,056**





South Middlesex Regional Vocational  
Technical School District  
**Keefe Regional Technical School**

## **Next Steps**

- Keefe Administrative Team will continue to review the FY18 Preliminary Budget and will make adjustments
- House 1 Budget is released by the State House
  - *This Information is needed for calculating minimum contributions and assessments*
- Public Hearing and School Committee Vote on Final FY18 Budget
- Municipal Meetings



South Middlesex Regional Vocational  
Technical School District  
**Keefe Regional Technical School**

March 6, 2017

- The South Middlesex Regional Vocational Technical School District held a Public Hearing on the Budget, and voted a final budget of \$18,602,440.
- This represents an increase of \$511,587, or 2.83% over the FY17 Budget.



South Middlesex Regional Vocational  
Technical School District

# Keefe Regional Technical School

## Reductions from the Preliminary Budget in the Following Areas:

- Health Insurance
- Natural Gas
- Funding Laptop Cart in FY17

*Total Reductions: \$122,468*

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## Local Assessment Offsets (non-State Aid):

Investment Income:	\$5,000
Excess and Deficiency:	\$250,000
Medicaid Reimbursement:	\$42,000



South Middlesex Regional Vocational  
Technical School District

## Keefe Regional Technical School

### Natick Summary

- Natick's enrollment at Keefe decreased by 7.1% - from 70 students in FY17 to 65 students in FY18.
- The assessment request for Natick reflects a reduction of 6.24%, or \$95,048
- Natick assessment request in FY18: \$1,427,911



## 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	
					\$ (+/-)	% (+/-)
<b>Operating Expenses</b>						
Assessment	1,091,902	1,247,313	1,522,958	1,568,647	45,689	3.00%
<b>Total Operating Expenses</b>	<b>1,091,902</b>	<b>1,247,313</b>	<b>1,522,958</b>	<b>1,568,647</b>	<b>45,689</b>	<b>3.00%</b>
<b>Total So. Middlesex Regional Tech.</b>	<b>1,091,902</b>	<b>1,247,313</b>	<b>1,522,958</b>	<b>1,568,647</b>	<b>45,689</b>	<b>3.00%</b>

#### 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



## ***Town of Natick***

Home of Champions

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

### **Philosophy (con't):**

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

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

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

### **Goals:**

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

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**ITEM TITLE:** FY '18 Natick Public Schools Department Budget

**ITEM SUMMARY:**

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**ATTACHMENTS:**

<b>Description</b>	<b>Upload Date</b>	<b>Type</b>
Natick Public Schools Budget Request - March 16 2017	3/16/2017	Exhibit
Natick Public Schools- FinCom Presentation January 19 2017	3/16/2017	Exhibit
NPS Presentation to BoS	3/16/2017	Exhibit
Natick Public Schools Budget - Budget Book: Intro	3/16/2017	Exhibit
Natick Public Schools Budget - Budget Book:Supporting Data Files	3/16/2017	Exhibit
Natick Public Schools Budget - Budget Book:Salary & Wages	3/16/2017	Exhibit
Natick Public Schools Budget - Budget Book:Operating Expenses	3/16/2017	Exhibit
Natick Public Schools Budget - Budget Book:New Requests	3/16/2017	Exhibit
Natick Public Schools Budget - Budget Book:Capital Plan	3/16/2017	Exhibit
Natick Public Schools Budget - Budget Book:Additional Information	3/16/2017	Exhibit
Natick Budget Book Extract for NPS Budget	3/16/2017	Exhibit
NPS Energy Consumption	3/16/2017	Exhibit
NPS Addition Staff - FY 18 Budget Request Benefit Cost Analysis	3/16/2017	Exhibit
School Electric Cost	3/16/2017	Exhibit
School Expense Budget Review	3/16/2017	Exhibit
NPS Answers to FinCom Questions 3-16-17	3/16/2017	Exhibit

# NATICK SCHOOLS 2018 BUDGET

Finance Committee Meeting  
March 16, 2017







# FY18 BUDGET EXECUTIVE SUMMARY

FY17 Appropriation	\$57,778,570
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FY18 Increase	\$ 3,471,580
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Percent Increase	6.0%
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Total FY18 Request	\$61,250,150
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# FY18 PERSONNEL SUMMARY

FY 2017 Salaries	\$44,552,667
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## Major Personnel Increases:

Cost of Steps	\$718,825
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Lane Changes	\$356,010
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COLA and Merit Adjustment	\$1,168,074
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Staff Additions	\$1,377,366
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Retirements/Other	\$(501,000)
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Total Salary Impact	\$3,119,275
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FY 2018 Salary Budget	\$47,671,942
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Percent Increase	7.0%
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# FY18 STAFFING REQUESTS

School and Position	FY18 Improvement Budget FTE Added	FY18 Improvement Budget Salary	Rationale
<b>ENROLLMENT DRIVEN</b>			
High School - Art Teacher	0.6	\$ 33,498	0.4 due to enrollment growth, 0.6 due to new programming in Digital Photography and Ceramics III
High School - World Language Teacher	0.4	\$ 22,332	Last year we had 6 classes at or above 25. That will increase for school year 2017-2018.
HS Staff (Art .4, Math .2, English .2,	0.8	\$ 44,664	Larger class sizes in each discipline
High School - Science/Engineering Teacher	1.0	\$ 55,830	0.4 due to enrollment growth, 0.6 due to RTI Science Tutoring Centers
High School - Health/PE Teacher	1.4	\$ 78,162	0.4 due to enrollment growth, 1.0 due to new programming as we shift Health to 10th grade
High School - Math/Computer Science Teacher	1.8	\$ 100,494	0.4 due to enrollment growth, 1.6 due to RTI Math Lab
High School - English Teachers	1.8	\$ 100,494	0.4 due to enrollment growth, 1.6 due to RTI Literacy Lab
Wilson - Two Teachers for enrollment	2.0	\$ 111,660	Enrollment growth
Wilson - Unified arts teacher Ms	0.4	\$ 22,332	We will be unable to bring parity to the unified arts offerings at Kennedy and Wilson. Class sizes will increase.
Middle School French/Spanish Teacher	0.2	\$ 11,166	Enrollment growth
Elementary General Education Teacher/Brown	2.0	\$ 111,660	Enrollment growth
Elementary UA Teacher	1.0	\$ 55,830	Enrollment growth
Elementary General Ed Teacher Lilja	1.0	\$ 55,830	To alleviate overcrowding at BenHem
<b>CASELOAD NEED</b>			
High School Guidance Counselor	0.5	\$ 27,915	Enrollment growth
Nurse - Memorial and Ben Hem	0.5	\$ 22,332	Both schools have a nurse caseload above recommended standards.
Middle/High School Speech	1.0	\$ 55,830	Additional related services required as student population increases to meet IEP needs
Kennedy Literacy Specialist	1.0	\$ 55,830	This position will support a recently implemented literacy RTI block. This person will also act as an instructional coach with L&L teachers.
<b>COMPLIANCE</b>			
District ELL Teacher	0.4	\$ 22,332	ELL Population Growth warrants increase to add content level ELL courses; Ensures compliance with ELL requirements
Brown ELL Teacher	0.5	\$ 27,915	ELL Population Growth warrants increase to expand elementary ELL programming; Ensures compliance with ELL requirements
District Wide Psychologist	1.0	\$ 80,000	Increase in request for specialized evaluations and risk assessments; Provides consultation and training to district staff per student IEPs
Elementary Special Ed/ Ben Hem	1.0	\$ 55,830	Increase in number of students with High Level needs warrant addition for IEP compliance
District - Paraprofessional/Ben Hem	1.0	\$ 24,970	Increase in number of students with High Level needs warrant addition of Learning Center teacher for IEP compliance
Special Educator - HS	1.0	\$ 55,830	Increase in number of students with High Level needs warrant addition of LC teacher for IEP compliance
Special Educator - MS - Wilson	1.0	\$ 55,830	Additional sub-separate program needed at Middle school level to meet IEP compliance
District Wide OT/PT	1.0	\$ 55,830	Additional related services required as student population increases to meet IEP needs
<b>21st Century Growth</b>			
Middle School RTI Support / Wilson	0.5	\$ 24,970	This position will run small RTI intervention groups and/or enrichment for each grade level. (grades 5-8)
Clerk OT/Sub Account		\$ 8,000	Additional summer support for department heads
<b>Total</b>	<b>24.8</b>	<b>\$ 1,377,366</b>	



# FY18 STAFFING REQUESTS - REDUCTIONS

## Balanced Budget Per Current Allocation

Requested Operating Budget                \$61,750,150

Current Appropriation                        \$61,250,150

Impact:                                        Loss of the following 7.9 Requested FTE  
\$58,943 removed from expense accounts

School and Position	FY18 Improvement Budget FTE Added	FY18 Improvement Budget Salary	Impact
<b>ENROLLMENT DRIVEN</b>			
Wilson - Unified Arts Teacher/Drama	1.0	\$ 55,830	We will be unable to bring parity to the unified arts offerings at Kennedy and Wilson. Class sizes will increase.
Middle School Reading Teachers	5.0	\$ 279,150	This will prevent us from implementing an 8 period day. Reading was part of our RTI interventions. Loss of academic time.
Kennedy Unified Arts Teacher	0.4	\$ 22,332	We will be unable to bring parity to the unified arts offerings at Kennedy and Wilson. Class sizes will increase.
<b>CASELOAD NEED</b>			
Nurse - Memorial and Ben Hem	0.5	\$ 27,915	Both schools have a nurse caseload above recommended standards.
<b>COMPLIANCE</b>			
Elementary Technology Coach	1.0	\$ 55,830	Staff mentor dedicated to improving technology skills through PD for all elementary staff - eliminated
<b>DISTRICT</b>			
Cut to Technology Budget		\$ 50,000	Eliminated redundancy project
Cut to Curriculum Budget		\$ 5,000	Cuts to curriculum and assessment purchases
Cut to Maintenance Budget		\$ 3,943	Brings budget below actual costs from FY 16
<b>Total</b>	<b>7.9</b>	<b>\$ 500,000</b>	

# NATICK SCHOOLS 2018 BUDGET

Finance Committee  
January 19, 2017





# FY18 BUDGET GOALS

- Meet all mandated and fixed costs
  - Maintain all professional staff positions
  - Meet all mandated costs associated with Special Education
  - Add additional staffing positions needed to provide mandated Special Education services across the District
  - Appropriate calculated increases in energy, maintenance and transportation.
- 
- Add additional staffing positions needed to address high academic class sizes
  - Increase our capacity for technology and curriculum and instruction.
  - Educate the 5,500 students we serve daily to superior levels of achievement through high quality instruction

**Education is an investment not an expense**



# FY18 BUDGET EXECUTIVE SUMMARY

FY17 Appropriation	\$57,778,570
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FY18 Increase	\$3,971,580
---------------	-------------

Percent Increase	6.9%
------------------	------

Total FY18 Request	\$61,750,150
--------------------	--------------



# FY18 PERSONNEL SUMMARY

FY 2017 Salaries	\$44,552,667
------------------	--------------

## Major Personnel Increases:

Cost of Steps	\$718,825
---------------	-----------

Lane Changes	\$356,010
--------------	-----------

COLA and Merit Adjustment	\$1,168,074
---------------------------	-------------

Staff Additions	\$1,824,006
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Retirements/Other	\$(501,000)
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Total Salary Impact	\$3,565,915
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FY 2018 Salary Budget	\$48,118,582
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Percent Increase	8.0%
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# FY18 PERSONNEL SUMMARY

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- The current FY17 budget includes 662 FTEs
- For School Year 2017-2018 our goal is 694.7 FTEs
- Add 32.7 FTEs



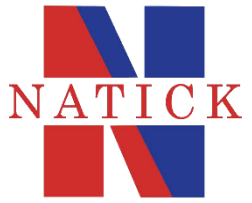
# FY18 STAFFING REQUESTS

School and Position	FY18 Improvement Budget FTE Added	FY18 Improvement Budget Salary
<b><u>ENROLLMENT DRIVEN</u></b>		
High School - Art Teacher	1.0	\$ 55,830
High School - Science/Engineering Teacher	1.0	\$ 55,830
High School - Health/PE Teacher	1.4	\$ 78,162
High School - Math/Computer Science Teacher	2.0	\$ 111,660
High School - English Teachers	2.0	\$ 111,660
High School - World Language Teacher	0.4	\$ 22,332
Wilson - Two Teachers for enrollment	2.0	\$ 111,660
Middle School French/Spanish Teacher	0.2	\$ 11,166
Wilson - Unified Arts Teacher/Drama	1.0	\$ 55,830
Wilson - Unified Arts Teacher/Music	0.4	\$ 22,332
Kennedy - Unified Arts Teacher/Art	0.4	\$ 22,332
Middle School Reading Teachers	5.0	\$ 279,150
Elementary General Education Teacher/Brown	2.0	\$ 111,660
Elementary UA Teacher	1.0	\$ 55,830
Elementary General Ed Teacher Brown/Lilja	1.0	\$ 55,830



# FY18 STAFFING REQUESTS

School and Position	FY18 Improvement Budget FTE Added	FY18 Improvement Budget Salary
<b><u>CASELOAD NEED</u></b>		
High School Guidance Counselor	0.5	\$ 27,915
Middle/High School Speech	1.0	\$ 55,830
Kennedy Literacy Specialist	1.0	\$ 55,830
Nurse - location TBD	1.0	\$ 55,830
<b><u>COMPLIANCE</u></b>		
District ELL Teacher	0.4	\$ 22,332
Brown ELL Teacher	0.5	\$ 27,915
District Wide Psychologist	1.0	\$ 80,000
Elementary Special Ed/ Ben Hem	1.0	\$ 55,830
District - Paraprofessional/Ben Hem	1.0	\$ 24,970
Special Educator - HS	1.0	\$ 55,830
Special Educator - MS - Wilson	1.0	\$ 55,830
District Wide OT/PT	1.0	\$ 55,830
<b><u>21st Century Growth</u></b>		
Elementary Technology Coach	1.0	\$ 55,830
Middle School RTI Support / Wilson	0.5	\$ 24,970
Clerk OT/Sub Account		\$ 8,000
<b>Total</b>	<b>32.7</b>	<b>\$ 1,824,006</b>



## STAFFING INCREASE: 815 STUDENTS/54.5 STAFF

Fiscal Year	Staffing Request	Request Funded
FY 17	23.3	17.1
FY 16	23.1	9.9
FY 15	22.5	7.4
FY 14	23.5	11.1
FY 13	24	9
FY 12	0	0
FY 11	0	0
FY 10	0	0



# NATICK HIGH SCHOOL

FY 2017 Adds

FY 2018 Requests

## Number of Classes at or above 25

### 1st Semester 2016 vs. 2015

#### ENGLISH

0.6 English

2.0 English

2016

2015

12

19

#### FOREIGN LANGUAGE

0.6 FL

0.4 FL

2016

2015

6

8

#### MATHEMATICS

0.6 Math

2.0 Math

2016

2015

29

24

#### SCIENCE

0.8 Science

1.0 Science

2016

2015

28

22

#### SOCIAL STUDIES

0.4 Social Studies 0

2016

2015

20

29



# FY18 EXPENSE BUDGET

FY 2017 Expense Budget	\$13,225,903
------------------------	--------------

## Major Operating Expense Increases:

Administration	\$56,153
----------------	----------

Technology	(\$6,219)
------------	-----------

Curriculum & On-Line Learning	\$359,584
-------------------------------	-----------

Pupil Services	(\$601,227)
----------------	-------------

Transportation	\$137,169
----------------	-----------

Building Operations and Maintenance	\$378,811
-------------------------------------	-----------

Principals School Request	\$80,644
---------------------------	----------

Athletics & Student Activities	\$800
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Total FY18 Operating Expense Impact	\$405,665
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FY 2018 Expense Request	\$13,631,568
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Percent Increase	3.1%
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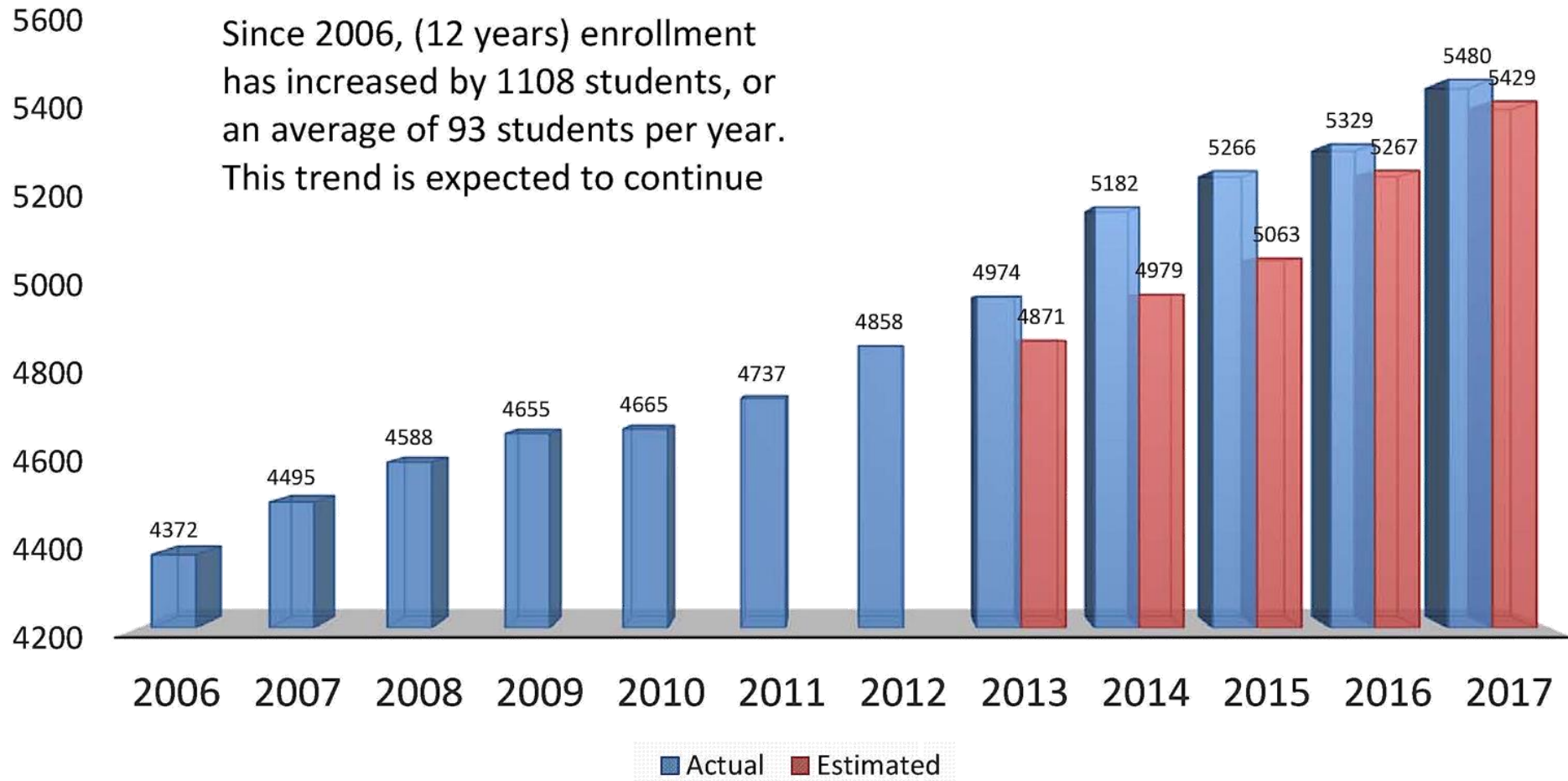
# FY18 OPERATING EXPENSE INCREASES

Department	FY17 Budget	FY18 Request	Delta	Comments
High School	\$401,713	\$456,461	\$54,748	\$38,000 investment in music and art department. \$7,000 increase in electronic science texts for new standards.
Curriculum	\$957,980	\$1,277,564	\$319,584	\$159,000 increase in testing and assessment services. \$299,000 increase in textbook/software costs system-wide (also includes new STEM curriculum K-12, addressing years of system cuts in PD, texts and online tools for enrollment increases.
On-Line Learning	\$169,645	\$209,645	\$40,000	\$40,000 increase in online distance learning expenses.
Transportation	\$2,077,220	\$2,214,389	\$137,169	\$230,000 increase in regular transportation due to new competitively procured contract pricing and addition of two buses.
Operations and Maintenance	\$1,699,189	\$2,078,000	\$378,811	\$125,000 increase in energy costs. \$75,000 increase for general facilities maintenance accounts – HVAC, custodial, plumbing, etc.



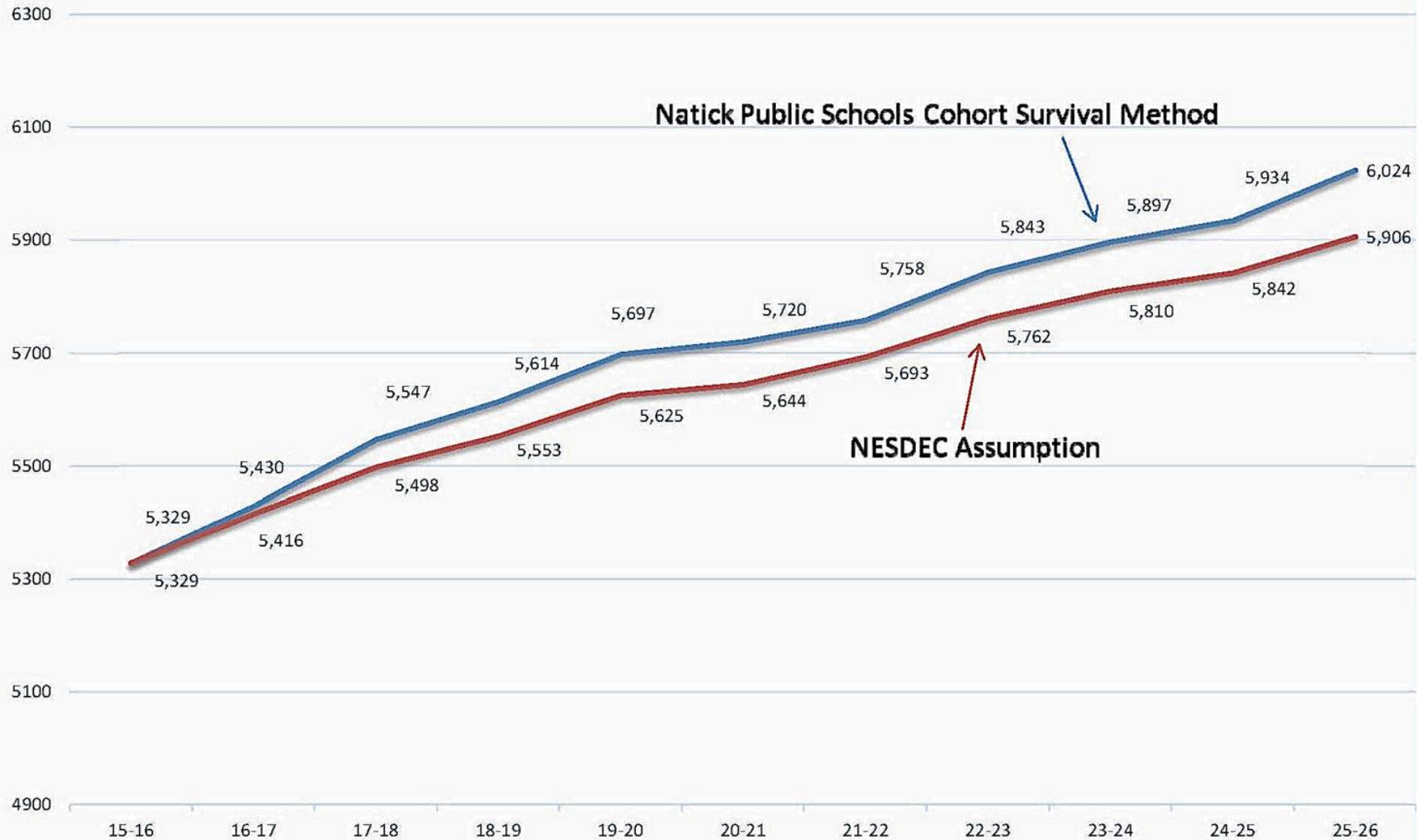
## Actual Natick Public Schools K-12 Enrollment

Since 2006, (12 years) enrollment has increased by 1108 students, or an average of 93 students per year. This trend is expected to continue



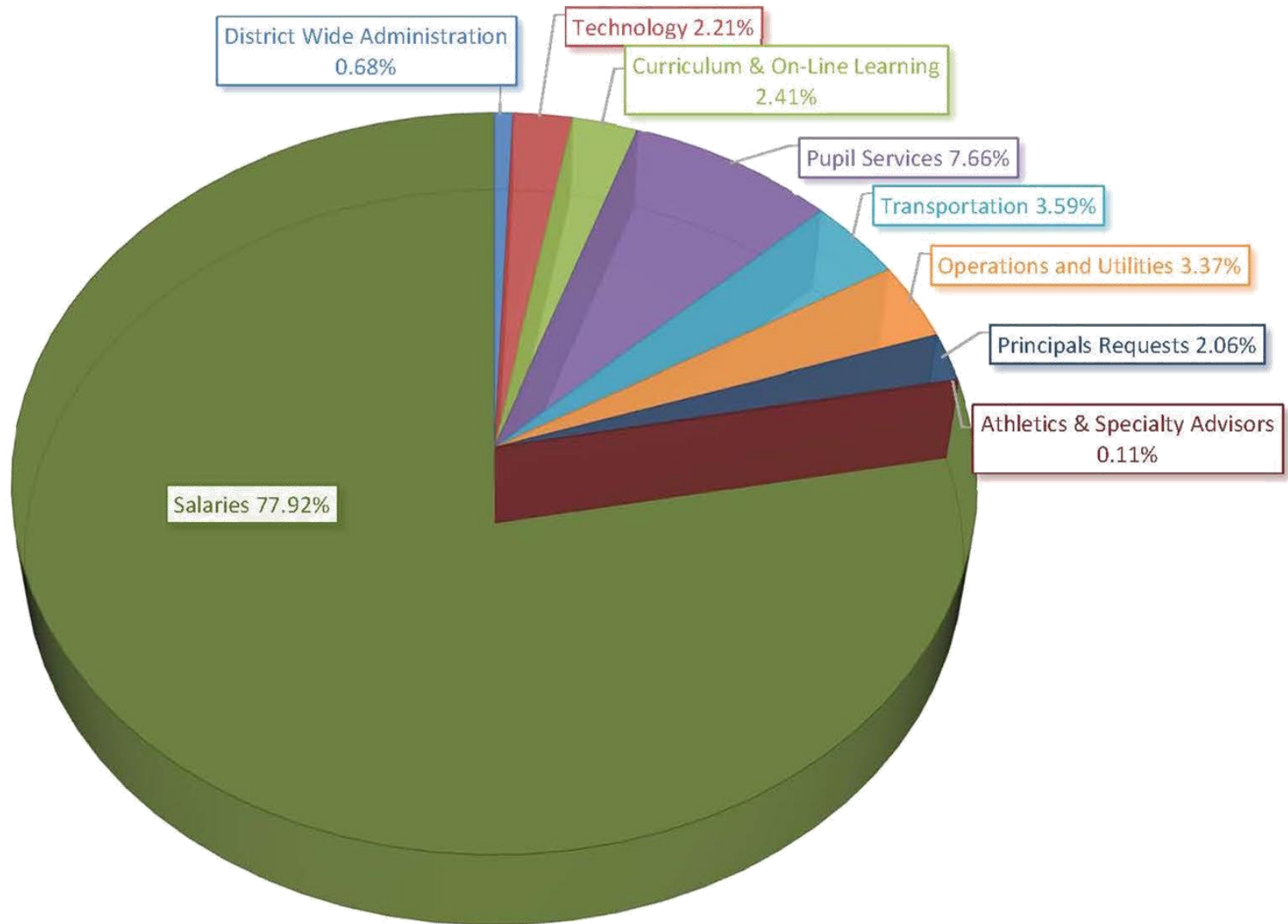


## Projected K-12 Enrollment



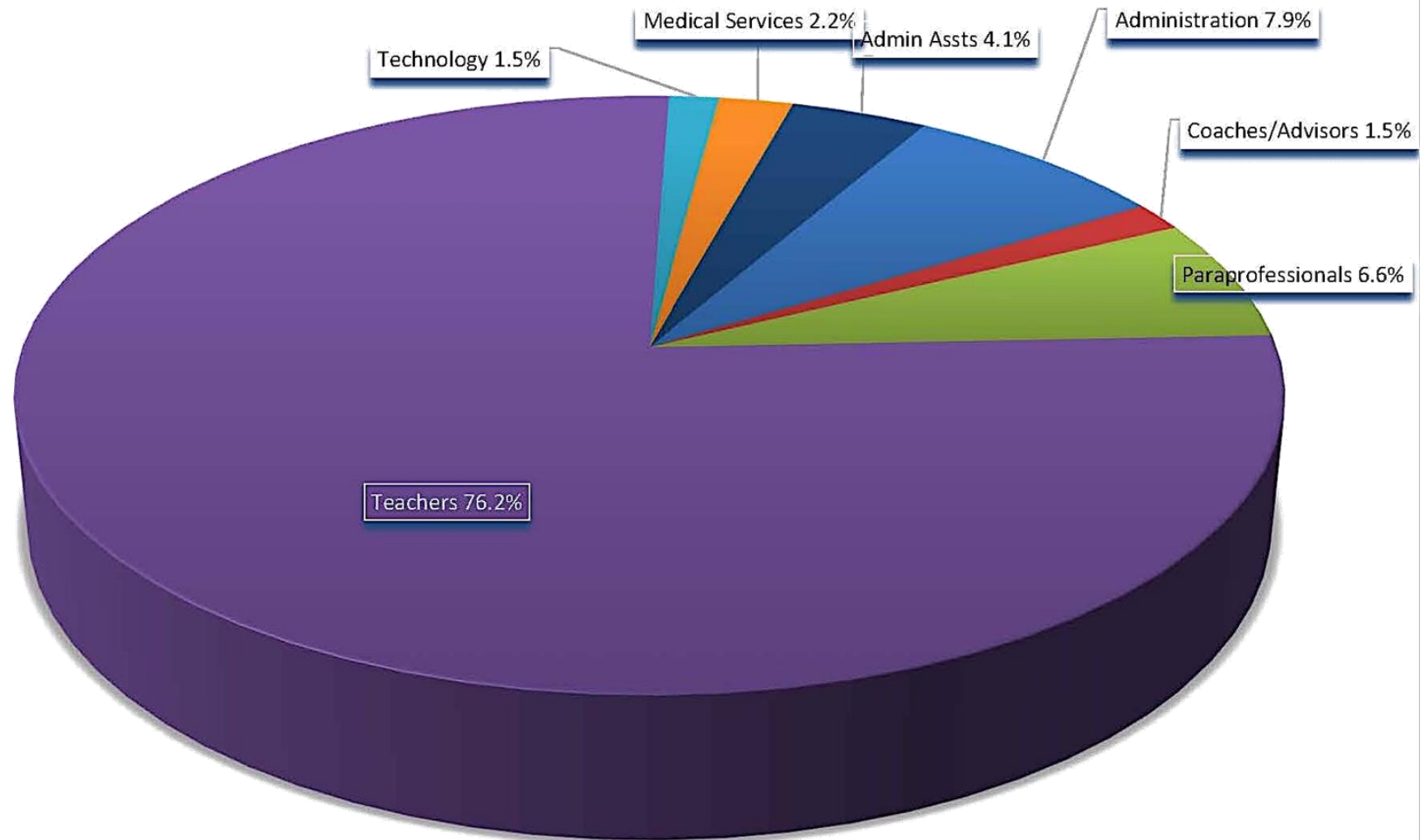


# FY18 SALARIES AND OPERATING EXPENSE BREAKDOWN





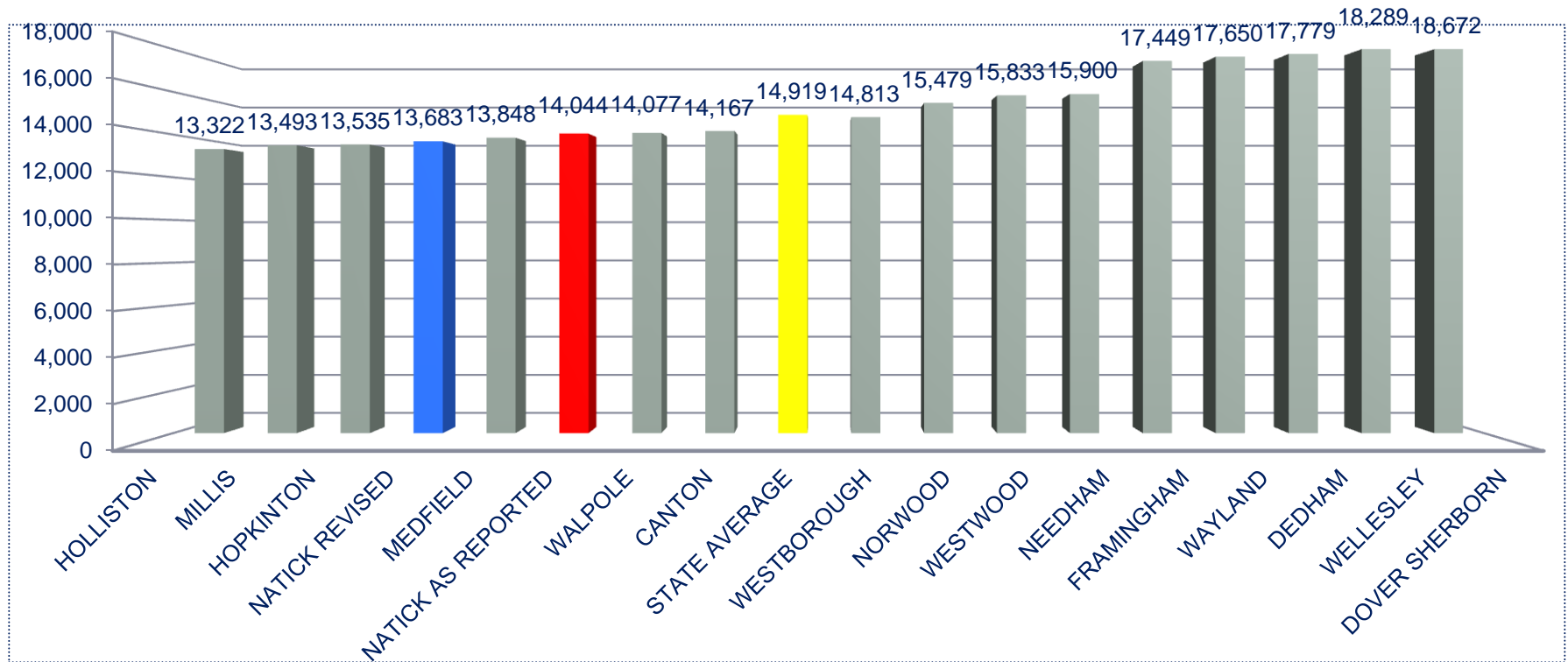
# FY18 Salary Distribution



Administration Coaches/Advisors Paraprofessionals Teachers Technology Medical Services Admin Assts



# FY15 PER PUPIL EXPENDITURE COMPARISON



The Natick Revised “blue” bar would be the projected Per Pupil Expenditure with an updated Town Indirect Cost Allocation Agreement. This would lower our total expenditures by approximately \$361 per student, or \$13,683. The revised agreement went into effect for the FY16 reporting year.



# SPRING CAPITAL REQUESTS

Replace Sidewalks  
Around Brown

\$250,000

Install Modular  
Classrooms at Lilja

\$2,600,000



## BUDGET CALENDAR

- January 19<sup>th</sup> – First presentation to full Finance Committee
- January 23<sup>rd</sup> – School Committee – Special Education and Curriculum Budget Presentations
- January 30<sup>th</sup> – Education Sub Committee – second presentation



# FY18 TRANSPORTATION EXPENSE INCREASES

Department	FY17 Budget	FY18 Request	Delta	Comments
Regular Transportation	\$650,286	\$882,338	\$232,052	Increase due to addition of two buses to meet demands of rising enrollment, as well as a significant rise in daily costs for the new contract with Connolly (\$335 to \$362 daily per bus).
McKinney Vento	\$271,380	\$52,485	(-\$218,895)	Expected reduction due to closing of shelters within Natick
Special Education Transportation	\$1,155,554	\$1,279,566	\$124,012	\$130,000 increase Accept transportation
Total	\$2,077,220	\$2,214,389	\$137,169	



# FY18 REGULAR TRANSPORTATION EXPENSE OFFSETS

Department	FY17 Budget	FY18 Request	Delta	Comments
1) Operating Budget	\$650,286	\$882,338	\$232,052	Increase due to addition of two buses to meet demands of rising enrollment, as well as a significant rise in daily costs for the new contract with Connolly
2) Bus Fees	\$300,000	\$330,000	\$30,000	Expected increase in fees from the additional riders on two additional buses
3) Town Appropriation (Warrant Article)	\$382,720	\$394,202	\$11,482	3% annual increase per warrant
Total Regular Education Transportation Costs	\$1,333,006	\$1,606,540	\$273,534	





# FY18 BUDGET EXECUTIVE SUMMARY

FY17 Appropriation	\$57,778,570
--------------------	--------------

FY18 Increase	\$3,971,580
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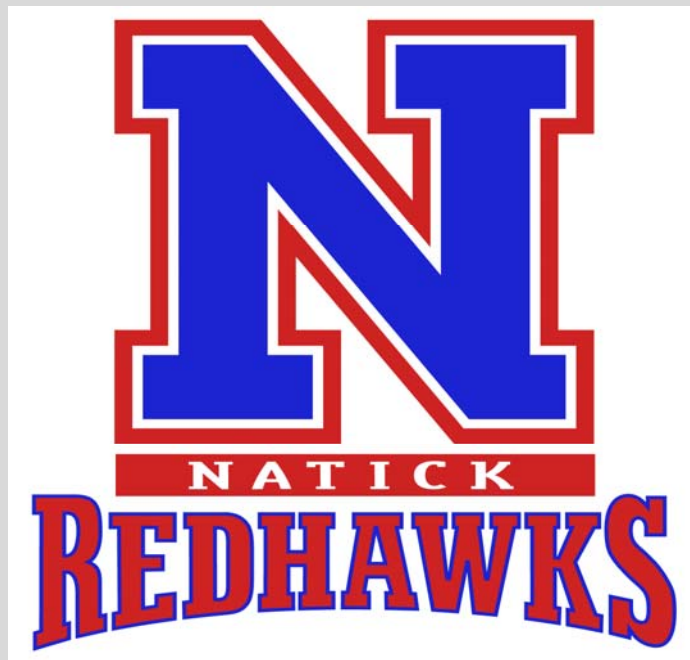
Percent Increase	6.9%
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Total FY18 Request	\$61,750,150
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**NATICK PUBLIC SCHOOLS  
NATICK, MASSACHUSETTS**

**FY '18 SUPERINTENDENT'S  
PRELIMINARY OPERATING BUDGET**

**School Committee  
Finance Committee  
Administrative Council**



**ADMINISTRATION**

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

**Peter H. Gray  
Director of Finance**

**SCHOOL COMMITTEE**

**Ms. Amy Mistrot, Chair  
Ms. Lisa Tabenkin, Vice Chair  
Mr. Paul Laurent, Clerk  
Mr. Firkins Reed  
Mr. Dirk Coburn  
Mr. David Mangan  
Ms. Julie McDonough**



**Natick Public Schools  
Central Office**

Dr. Peter Sanchioni, Superintendent

Dr. Anna Nolin, Assistant Superintendent for Teaching, Learning & Innovation

Timothy Luff, Assistant Superintendent for Student Services

## **SUPERINTENDENT'S FY 18 BUDGET MESSAGE**

### **Peter Sanchioni Ph.D.**

For the past nine years the Natick Public Schools have experienced financial stability predicated on multiple extraordinary events:

- the passage of an operational override in the spring of 2008,
- the receipt of \$1,733,013 from the American Recovery and Reinvestment Act (ARRA) in the spring of 2009,
- the receipt of additional Chapter 70 funds from the State in the spring of 2010,
- the receipt of Federal Funds in the spring of 2011 in the form of an EDU Jobs Grant, \$518,585
- the receipt of additional Chapter 70 funds in the springs of 2012, 2013, 2014 and 2015 as a result of a rising student population.
- the support from a strong overall municipal budget for FY 17

These additional funding sources were used to avoid major budget deficits that would have led to drastic cuts in personnel. Even with these additional revenues, several positions were eliminated in 2009 and 2010 including the District Curriculum Coordinator positions for Language Arts and Math, a maintenance position, and a custodial position. However, no direct teaching positions were ever lost. Advantageously, in FY 12 and 13, six teaching positions were added to address enrollment needs. Two at Wilson in FY 12 and two at Kennedy, one at Johnson and one at Ben Hem in FY 13. In FY 14, with the additional Chapter 70 funds, the Natick Public Schools added 11 critically needed teaching positions to address rising enrollments. In FY 15 the Natick Public Schools added another 7.4 additional staff members all necessary due to rising enrollment. Again in FY 16, 9.9 positions were added to help deliver level services. Again, in FY 17 the school department added 17.1 FTE. Without these added teachers, academic class sizes would have soared well over 27 students in many core academic areas. In the last five years the Natick Public Schools have added 506 additional students.

Our financial and personnel stability has translated into district academic success, highlighted by a continued high graduation rate at the high school, accentuated by many students who receive acceptance from the most competitive colleges in the nation. Other notable marks of accomplishment include:

- Newsweek ranked Natick High School #448 in America's Top 500 High School
- Boston Magazine ranked Natick #47 in Best Public Schools in Boston 2016 in their exclusive ranking of 125 school districts in the Greater Boston area
- College Board named the Natick Public Schools to their 6<sup>th</sup> Annual AP Honor Roll for Significant Gains in Student Access and Success
- Natick continues to implement a highly successful 1:1 program for grades 8-12.
- The Natick School District has become a desirable place to work, thus, providing us the ability to hire and retain a highly qualified and certified staff

*Natick Public Schools does not discriminate on the basis of race, color, sex, gender identity, religion, national origin, sexual orientation or disability.*

**Natick Schools Central Office:**

13 East Central Street

Natick MA 01760

<http://www.natickps.org>

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508 • 647 • 6506 (fax)

[www.facebook.com/natickps](http://www.facebook.com/natickps)

There is no doubt that, when adequately staffed, the Natick Public Schools has an educational strategic plan that is unsurpassed in Massachusetts. The foundation of that plan is built on the fact that the main determinant of student achievement is the ability and dedication of our classroom teachers and those who support them.

The FY 18 Budget Proposal is focused on increasing our current staffing levels that will continue to build upon the academic success our students are experiencing. In that budget our goals are the following:

- Meet all mandated and fixed costs due to our contractual obligations
- Appropriate negotiated COLAs
- Add additional staffing positions needed to provide level service at all grade levels
- Add additional staff positions to expand learning opportunities
- Add additional staff needed for mandated Special Education services across the District.
- Appropriate calculated increases in energy costs, transportation costs and all mandated program costs associated with Special Education
- **Educate the 5478 students we serve daily to superior levels of achievement through high-quality instruction**

We are currently requesting 32.7 FTE additional positions. These positions range from required staffing to meet special education requirements to adding critically needed core academic teachers to keep class sizes manageable, especially at Natick High School where we expect to add 85 students at a minimum for school year 2017-2018.

Budgets are about priority choices, and I believe that the choices within this proposed budget are the most prudent within fiscal constraints.

In closing, we recognize that the citizens of Natick take exceptional pride in their public school system. We are appreciative of the efforts of the town officials and its citizens to protect and build upon that resource with intelligent decision-making. We are particularly appreciative of the leadership efforts by the School Committee, Selectmen, Finance Committee, Financial Planning Committee, Ms. Martha White, Town Administrator and Mr. Bill Chenard, Deputy Town Administrator who have worked in a partnership with us enabling us to fulfill our obligation to educate the children of Natick to the greatest extent possible.

Sincerely,



Peter Sanchioni, Ph.D.  
Superintendent of Schools

# NATICK PUBLIC SCHOOLS

## FY 18 BUDGET REQUEST

### EXECUTIVE SUMMARY

	SALARIES	EXPENSES	TOTAL
<b>FY17 BUDGET</b>	44,552,667	13,225,903	<b>57,778,570</b>
<u>SALARY AND WAGES:</u>			
STEPS	718,825		718,825
LANE CHANGES	356,010		356,010
NEGOTIATIONS AND MERIT ADJUSTMENTS	1,168,074		1,168,074
32.7 NEW STAFF ADDITIONS	1,824,006		1,824,006
RETIREMENTS/OTHER CHANGES	(143,345)		(143,345)
STAFF TURNOVER	(357,655)		(357,655)
TOTAL SALARY IMPACT	3,565,915		3,565,915
<u>OPERATING EXPENSES:</u>			
ADMINISTRATION		56,153	56,153
TECHNOLOGY		(6,219)	(6,219)
CURRICULUM & ON-LINE LEARNING		359,584	359,584
PUPIL SERVICES		(601,277)	(601,277)
TRANSPORTATION		137,169	137,169
BUILDING OPERATIONS AND MAINTENANCE		378,811	378,811
PRINCIPALS REQUEST		80,644	80,644
ATHLETICS & STUDENT ACTIVITIES*		800	800
TOTAL OPERATING EXPENSE IMPACT		405,665	405,665
<b>FY 18 BUDGET REQUEST</b>	48,118,582	13,631,568	<b>61,750,150</b>
% INCREASE	8.0%	3.1%	6.9%
\$ INCREASE	3,565,915	405,665	3,971,580

## **Natick Public Schools**

### **FY' 18 Budget Presentations**

<b>December 19</b>	Review and Approve Capital Budget – Jim Kane
<b>January 9</b>	First FY 18 Budget Presentation – Superintendent Technology Budget Presentation – Dennis Transportation Budget – Peter G.
<b>January 11</b>	<b>Ed Sub - 5:00-6:30</b>
<b>January 19</b>	<b>First Presentation to Fin Com</b>
<b>January 23</b>	Special Educations Budget Presentation – Tim Luff Curriculum and Online Learning Budgets Presentation – Anna Nolin
<b>January 30</b>	<b>Ed Sub</b>
<b>February 6</b>	Second FY 18 Budget Presentation – Superintendent Public Hearing on the Proposed Budget
<b>February 8 and/or February 13</b>	<b>Ed Sub – 5:00-6:30</b> <b>Ed Sub – Possible SC meeting to approve a final budget number. Could be available at 5:00. End time would be dependent upon if we need a short SC meeting.</b>
<b>February 16</b>	<b>Second Presentation to Fin Com &amp; Bus Subsidy Warrant Article</b>
<b>February 21</b>	<b>Ed Sub – vacation week. We can do almost anytime</b>
<b>February 27</b>	Budget Adjustment if needed

**Possible placeholders if needed**

**Monday 2/27      Ed Sub – 5:00-6:30 before SC meeting**

**Monday, 3/6      Ed Sub – 5:00-6:30 before SC meeting**

**March 16      Final Fin Com Hearing**

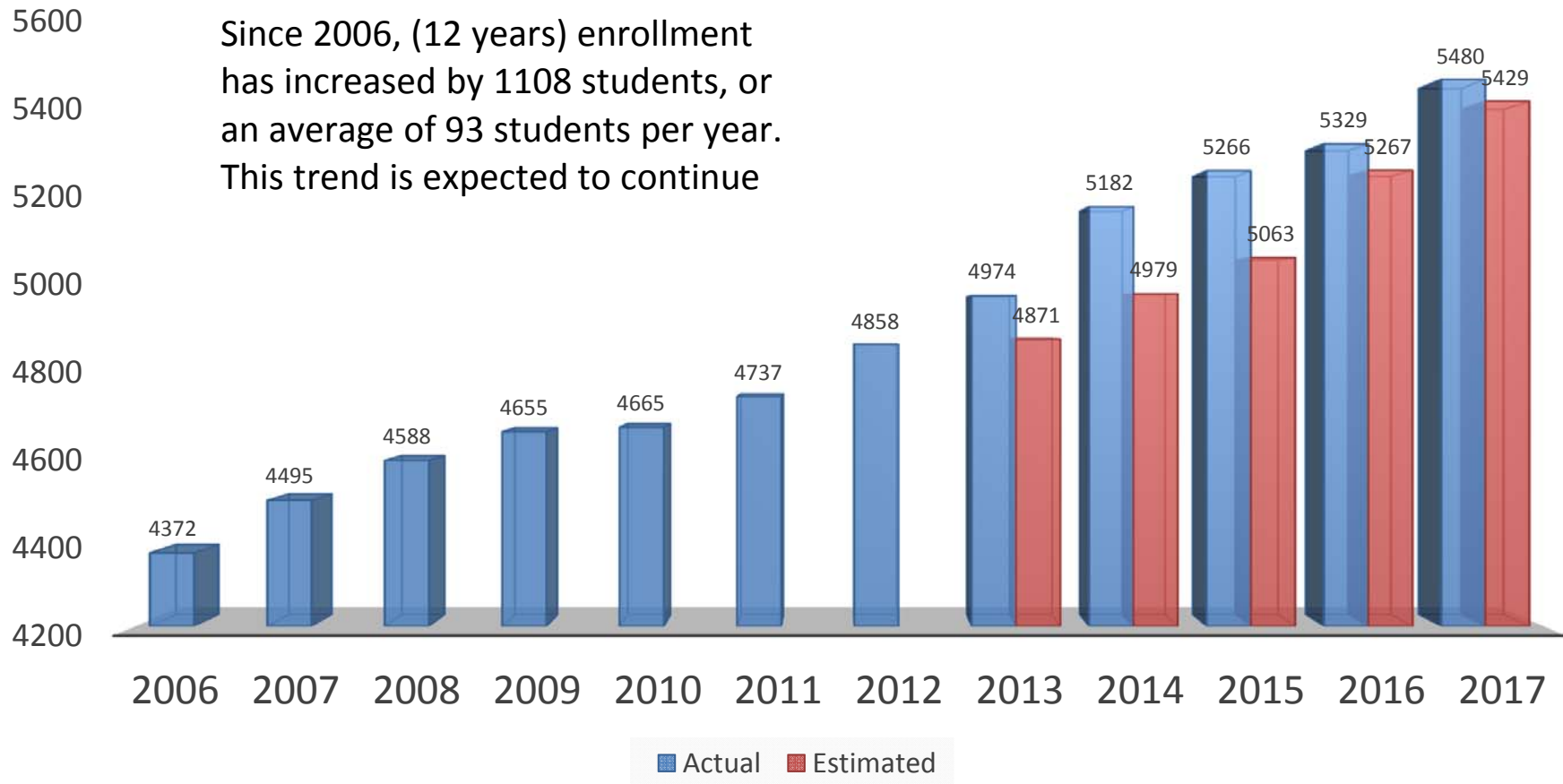
## **Supporting Data FY18 BUDGET**

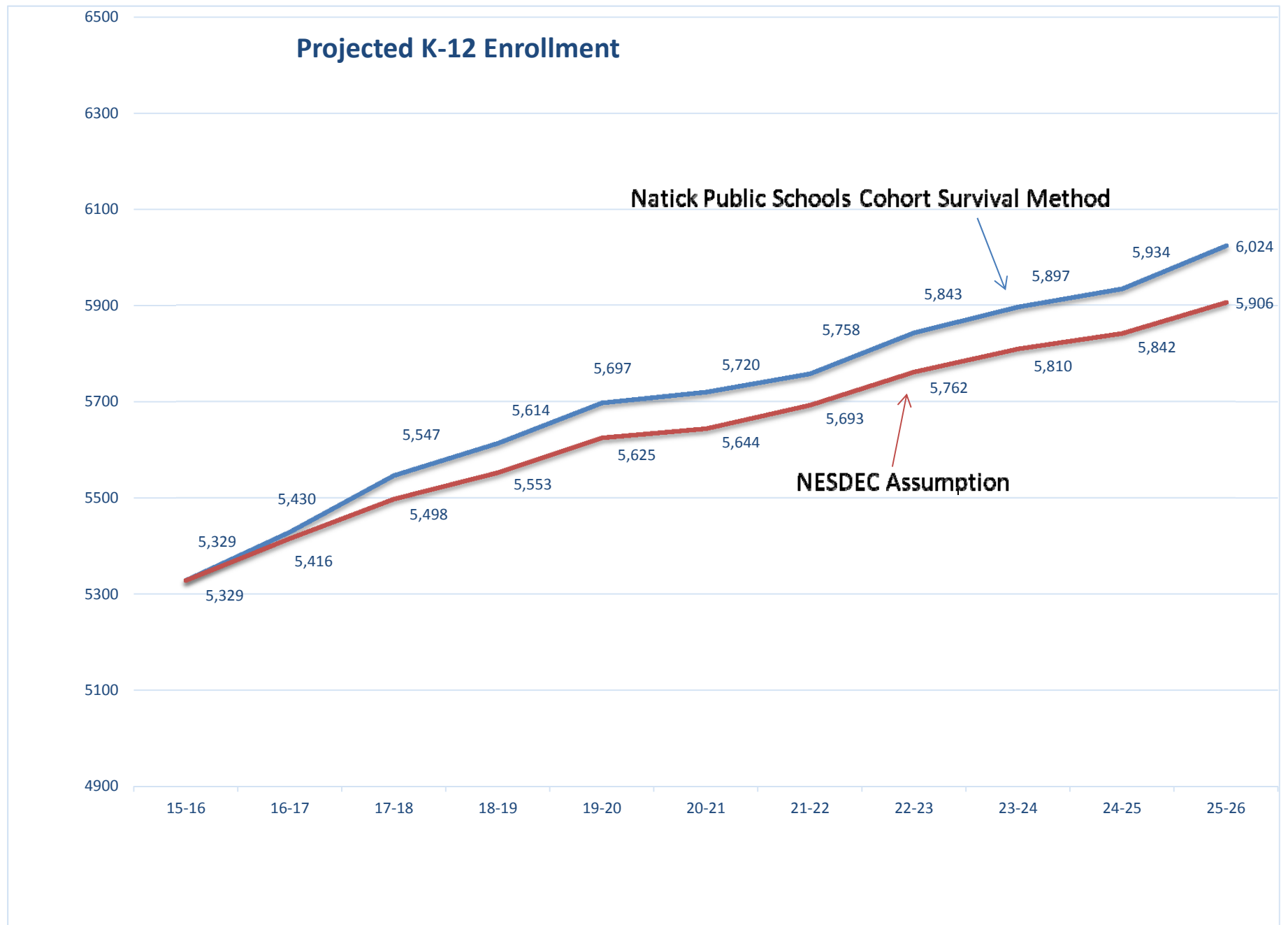
1. Staffing Chart Summary	Page 1
2. Natick K-12 Enrollment History	Page 2
3. Projected Natick K-12 Enrollment	Page 3
4. FY18 Salary and Operating Expense Breakdown	Page 4
5. FY18 Salary Distribution	Page 5
6. FY15 Per Pupil Comparison	Page 6



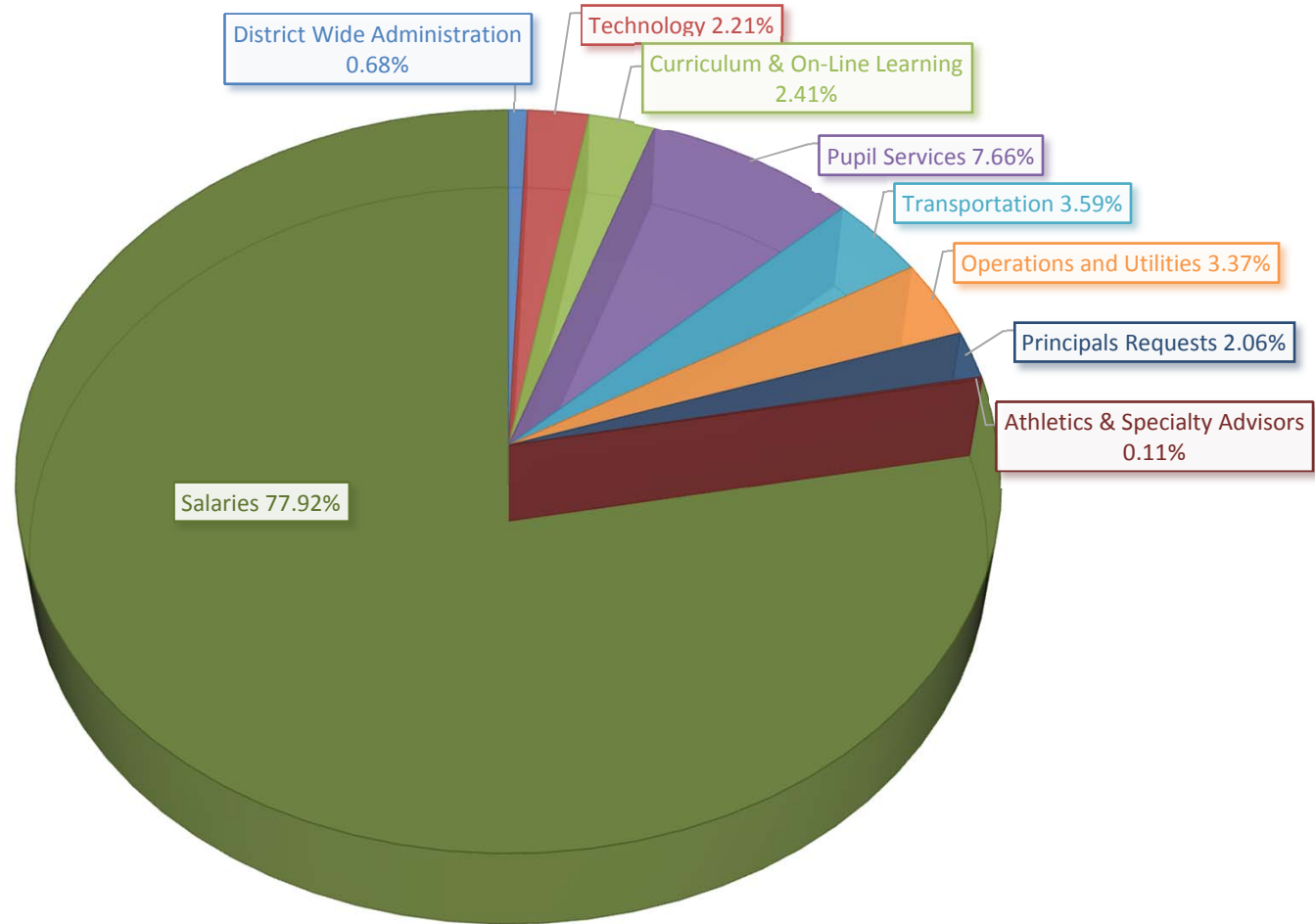
Operating Budget Staffing Summary School Staff (in FTE's)							FY2018 Superintendent's New Staff Recommendation	FY2018 Superintendent's Recommendation
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017		
Elementary Classroom Teachers	108.5	112.6	114.7	118.5	118.5	122.9	4.5	127.4
Middle School Classroom Teachers	93.4	96.8	99.2	98.9	101.4	106.8	10.5	117.3
High School Classroom Teachers	78.6	81.6	83.2	85.6	88.0	91.4	8.2	99.6
High School Department Heads	4.2	4.2	3.6	3.6	3.6	3.6		3.6
Middle School Department Heads	2.0	2.0	2.0	2.0	2.0	2.0		2.0
Librarians & Assistants	12.0	12.0	11.8	11.8	11.8	11.8		11.8
Special Education Teachers	56.8	56.8	56.5	59.3	61.3	61.5	3.0	64.5
Guidance Counselors/Psychologists	22.4	23.6	24.4	25.0	25.0	28.1	1.5	29.6
Nurses	8.8	9.3	10.9	10.9	11.9	13.0	1.0	14.0
Medical & Therapeutics Services	16.7	13.6	21.2	25.4	24.9	28.8	2.0	30.8
Paraprofessionals	76.4	87.5	97.8	99.7	106.7	112.1	1.0	113.1
Custodians / Maintenance Personnel	37.0	0.0	0.0	0.0	0.0	0.0		0.0
Administrative & Clerical Staff	22.0	22.5	23.9	26.6	26.6	27.3		27.3
<b>Sub-Total - School Staff</b>	<b>538.8</b>	<b>522.5</b>	<b>549.2</b>	<b>567.2</b>	<b>581.6</b>	<b>609.2</b>	<b>31.7</b>	<b>640.9</b>
<b>Administrative Staff (in FTE's)</b>								
Principals & Vice Principals	14.0	14.0	15.0	15.0	16.0	16.0		16.0
District-Wide Administration	5.0	5.0	6.0	6.0	6.0	6.0		6.0
District - Wide Instruction	4.2	4.2	5.2	5.2	5.2	5.2	1.0	6.2
District-Wide Admin and Finance	12.0	12.0	12.0	12.0	12.0	13.6		13.6
Information Technology	11.0	11.0	11.0	12.0	12.0	12.0		12.0
<b>Sub-Total- Administrative Staff</b>	<b>46.2</b>	<b>46.2</b>	<b>49.2</b>	<b>50.2</b>	<b>51.2</b>	<b>52.8</b>	<b>1.0</b>	<b>53.8</b>
<b>Grand Total</b>	<b>585.0</b>	<b>568.7</b>	<b>598.4</b>	<b>617.4</b>	<b>632.8</b>	<b>662.0</b>	<b>32.7</b>	<b>694.7</b>

## Actual Natick Public Schools K-12 Enrollment

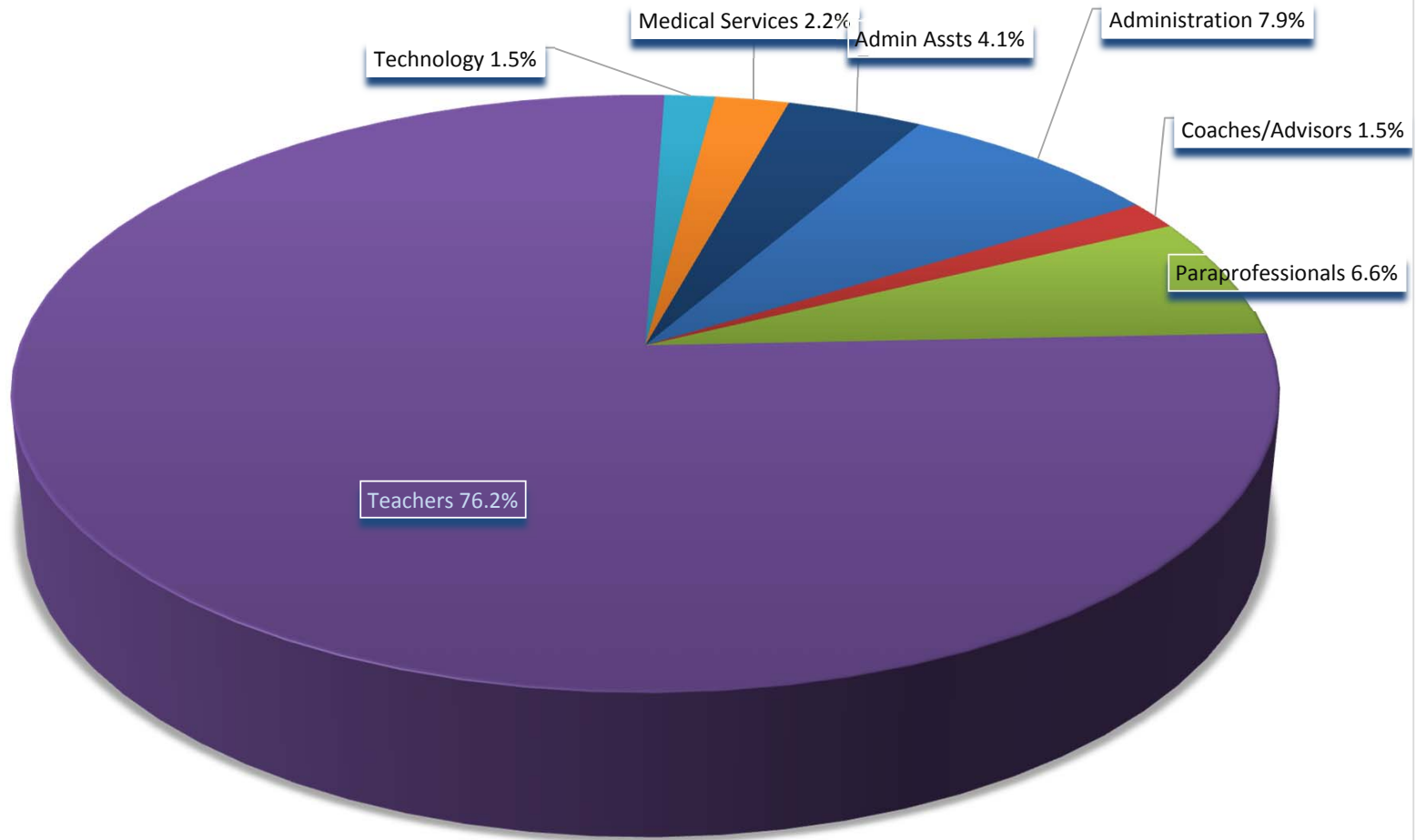




# FY18 SALARIES AND OPERATING EXPENSE BREAKDOWN

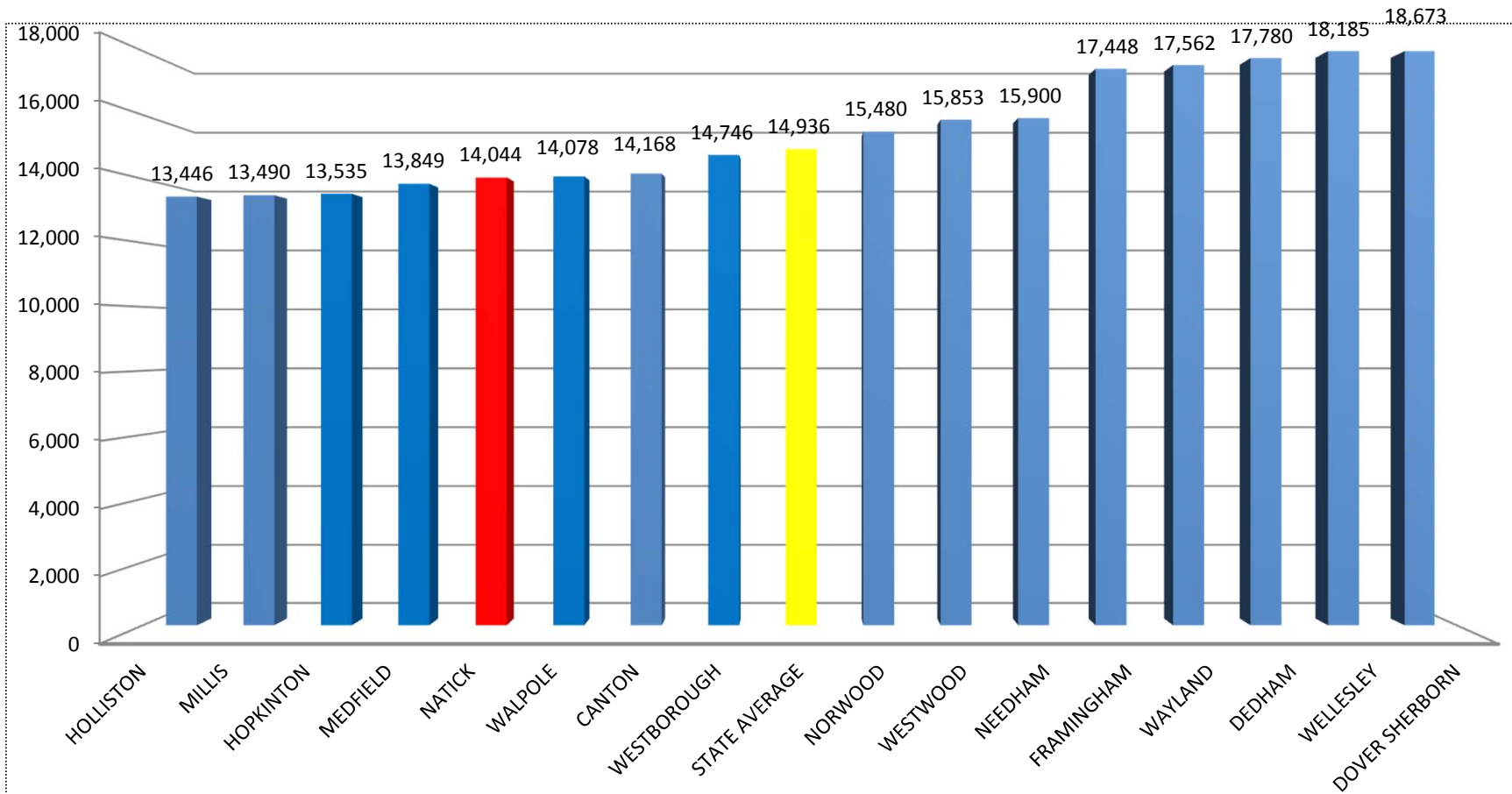


# FY18 Salary Distribution



■ Administration ■ Coaches/Advisors ■ Paraprofessionals ■ Teachers ■ Technology ■ Medical Services ■ Admin Assts

## FY15 Per Pupil Expenditure Comparison



**Salaries and Wages**  
**FY18 BUDGET**

1. District-wide Administration	\$2,484,688	Page 1
2. District-wide Instruction	\$1,558,356	Page 2
3. Pre-School	\$674,035	Page 3
4. Bennett-Hemenway School	\$5,073,696	Pages 4-5
5. Brown School	\$3,607,679	Pages 6-7
6. Johnson School	\$1,832,819	Page 8
7. Lilja School	\$2,767,866	Page 9
8. Memorial School	\$2,756,620	Page 10
9. Kennedy Middle School	\$5,416,719	Pages 11-12
10. Wilson Middle School	\$7,710,510	Pages 13-15
11. Natick High School	\$11,293,997	Pages 16-18
12. Alternative High School Program	\$708,843	Page 19
13. Extra-Curricular Activities	\$898,488	Page 19
14. Sub-Total School Based Funding and Adds	\$48,118,582	Page 20
15. Specialty Advisors Detail	\$221,884	Pages 21-22
16. Coaches Detail	\$509,666	Pages 23-25
17. Food Services	\$427,192	Page 26
18. After School Activities Program (ASAP)	\$1,856,354	Page 27-29
19. FY17 Unit A Salary and Step Schedule		Page 30
20. FY18 Grant/Other Funded Summary		Page 31

**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
FY 2018**

Employee	Position	Budget FTE	Budget Salary	Other Funded FTE	Other Funded Salary	Source
<b>DISTRICT ADMINISTRATION</b>						
Peter Sanchioni	Superintendent	1.00	201,332			
Anna Nolin	Assistant Superintendent	1.00	150,897			
Tim Luff	Assistant Superintendent of Student Svs	1.00	133,485			
Peter Gray	Director of Finance	1.00	133,600			
Marianne Davis	Director of Human Resources	1.00	129,892			
Grace Ann Magley	Director of Digital Learning	1.00	93,636			
Dennis Roche	Info Tech Director	1.00	126,970			
Pamela Marascia	Data Budget & Control Analyst	1.00	55,810			
Lisa Kimler	Data Entry Clerk	0.55	14,308			
Ryan Boland	Technician II	1.00	51,647			
Todd Beckwith	Technician II	1.00	59,101			
Christopher Cruz	Technician II	1.00	59,101			
Thomas Corsini	Technician II	1.00	59,101			
Christopher Gollnick	Technician II	1.00	59,101			
Daniel Warren	Deployment Specialist	1.00	62,616			
Stephanie Becerra	Network Engineer	1.00	72,671			
Jason Thistle	Network Manager	1.00	87,460			
Lakisha Wilson	Help Desk Manager	1.00	72,672			
Sherry Culver	Data Mgr of Curriculum & Assesment	1.00	80,406			
Caroline Emanuel	Data Mgr of Admin Systems	1.00	60,003			
Sharon Reilly	School Committee Meetings		5,100			
Sharon Reilly	Admin Asst Superintendent	1.00	66,600			
Ellen Bacon	Financial Analyst	1.00	78,530			
Douglas Dias	Asst Director of Finance	1.00	75,000			
Janet Toklu	Admin Asst Human Resources	1.00	57,385			
Gail Barbato	Coordinator of subs	1.00	20,160			
Allison Assencoa	Receptionist (.5 HR / .5 Asst Superint)	0.50	23,004			
Christina Maryland	Grants, Research & Communications Specialist	1.00	76,500			
Allison Assencoa	Receptionist (.5 HR / .5 Asst Superint)	0.50	23,004			
Joan Ahern	Student Services Admin Asst	1.00	58,479			
Susan Grimner	Planning & Budget Analyst - SS	1.00	66,907			
Renan Assuncao	Bookkeeper / Payroll	1.00	55,600			
Kathy Mattia	Bookkeeper / Accounts Payable	1.00	58,479			
Destiny Ashworth	Transportation Coordinator	1.00	56,131			
<b>Total District Administration</b>		<b>31.55</b>	<b>2,484,688</b>			



**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
FY 2018**

Employee	Position	Budget FTE	Budget Salary	Other Funded FTE	Other Funded Salary	Source
<b>DISTRICT INSTRUCTION</b>						
Stephen Miller [+4HS]	Director Arts	0.60	64,903			
Robert Anniballi [+4 HS]	Wellness/Phys Ed	0.60	66,558			
Laura Ives	Asst. Director SPED - 200 days	1.00	97,798			
Paul Tagliapietro	Asst. Director SPED - 200 days	1.00	103,322			
Erin Miller	Asst. Director SPED - 200 days	1.00	97,798			
Wendy Peverill-Conti	SPED Clerical	1.00	49,185			
Marylou Doherty [KN & WL]	SPED Clerical	1.00	43,142			
Patti Davidson	SPED Admin Asst	1.00	43,392			
Judith Maggs	SPED Admin Asst	1.00	43,142			
Clerical Substitutes	Clerical Substitutes		25,945			
Kathryn Garcia	SPED Out of District	1.00	112,094			
various	Handicapped/Homebound/Medical Tutors		25,978			
Candice Bangert	SPED OT	1.00	81,917			
Ziva Rosenhand	SPED OT			0.80	59,574	Medicaid
Renee Krikorian	SPED OT			0.60	49,150	Medicaid
Brandon Westfield [SSIL]	SPED PT			1.00	83,860	Medicaid
Amy Salvia	SPED PT			0.40	32,767	Medicaid
Andrea O'Brien	SPED PT	0.70	57,342			
Julianne Adams	Assistive Technology	1.00	72,047			
Hardeep Jassal	SPED BCBA	1.00	64,051			
Elizabeth Adams	SPED Certified Licensed Asst (OT Asst)	0.60	21,861			
Deanna Sanfacon	SPED Certified Licensed Asst (OT Asst)	1.00	34,759			
Lauren Connelly	SPED Certified Licensed Asst (Speech)	0.65	26,904			
Laura Pestana [.7 JN, .2 MM, .1 District]	Wellness/Phys Ed	0.10	7,447			
V Stark/M Anderson	Accompanist		5,306			
Non-Represented Staff Salary Pool			135,000		4,000	Non-Rep Staff Salary Pool
Various	Teacher's Sick Leave Buyback		60,000			
Substitute Teachers budgeted at school level						
Building Support Facilitator Subs	Substitutes		2,953			
Media Asst Substitutes	Substitutes		2,140			
Medical & Therapeutic Substitutes	Substitutes		30,600			
Paraprofessional Educator Substitutes	Substitutes		71,743			
Karen Rufo	Nurse Leader	1.00	97,515		3,000	Enhanced Health
Substitutes Nurses	Substitutes		13,514			
Rasheedah Clayton	Metco Director			1.00	81,151	Metco
Alexandra Morrill	Metco Academic Liaison			0.62	19,146	Metco
Natalia Dimitrova-Topaloff	Project Coordinator			1.00	55,848	Metrowest Foundation
<b>Total District Instruction</b>		<b>16.25</b>	<b>\$1,558,356</b>	<b>5.42</b>	<b>\$388,496</b>	

**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
FY 2018**

Employee	Position	Budget FTE	Budget Salary	Other Funded FTE	Other Funded Salary	Source
<b>PRE- SCHOOL</b>						
MaryBeth Kinhead	Preschool Principal	1.00	116,595			
April Davenport	Preschool Admin Asst	1.00	49,185			
Claudia Price	Preschool	0.90	85,151			
Meghan Murphy	Preschool			0.70	40,759	Preschool Tuitions
Christina Kiebish	Preschool			1.00	90,106	Preschool Tuitions
Maureen Morrissey	Preschool			1.00	90,106	Preschool Tuitions
Susan Earner	Preschool			1.00	52,934	Preschool Tuitions
Allison Barry	Preschool			0.70	57,707	Preschool Tuitions
Amanda Curley	Preschool			0.59	45,517	PL94-142
Amanda Curley	Preschool			0.41	31,630	Early Childhood
Amanda Nemeth	Preschool Speech			0.50	45,053	Preschool Tuitions
Amanda Nemeth [+5 Tuition]	Preschool Speech	0.50	45,053			
Brooke Kapetanacos	Preschool Speech	1.00	90,106			
Diane Whittaker [+4 HS]	Psychologist			0.60	48,492	Preschool Tuitions
Carole Bell	Paraprofessional Educator	0.40	10,524			
Amy Donovan	Paraprofessional Educator			0.40	10,524	PL94-142
Hillary Dorsey	Paraprofessional Educator			0.60	15,786	PL94-142
Megan Grady	Paraprofessional Educator			1.00	26,310	PL94-142
Joanne O'Brien [+5 Tuition]	Paraprofessional Educator	0.50	13,355			
Elizabeth Terry	Paraprofessional Educator	1.00	26,310			
Michele Toomey	Paraprofessional Educator	1.00	26,310			
Sarah DeSimone	Paraprofessional Educator	0.90	23,679			
Michele Fernandes	Paraprofessional Educator			1.00	26,510	Preschool Tuitions
Joanne O'Brien [+5 Operating]	Paraprofessional Educator			0.50	13,155	Preschool Tuitions
Dolores Rosenberg	Paraprofessional Educator			0.40	10,774	Preschool Tuitions
Ann Marie Theriault	Paraprofessional Educator			1.00	26,510	Preschool Tuitions
Hillary Hotchkiss	SPED BCBA	1.00	84,087			
Kelly Bernard	ABA Technician	1.00	34,759			
Madison Clouatre	ABA Technician	1.00	31,451			
Elizabeth Morin	ABA Technician	1.00	34,759			
Substitute Teachers	Substitutes		2,711			
MaryAnne Lagan	Nurse			0.40	25,761	Enhanced Health
<b>Total Pre-School</b>		<b>12.20</b>	<b>674,035</b>	<b>11.80</b>	<b>657,633</b>	

**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
FY 2018**

Employee	Position	Budget FTE	Budget Salary	Other Funded FTE	Other Funded Salary	Source
<b>BENNETT-HEMENWAY ELEMENTARY SCHOOL</b>						
Karen Ghilani	Principal	1.00	132,029			
Ben Gatto	VP Principal	1.00	101,808			
Donna Kelley	Admin Asst	1.00	49,185			
Val Rooney	Admin Asst	1.00	46,224			
Danielle Coppellotti	Part Time Clerical Worker	0.27	5,776			
Carolina Kruszewski	Grade K	1.00	81,917			
Kelly Zajdel [PLC]	Grade K	1.00	64,923			
Amber Mitchell	Grade K	1.00	66,128			
Jacquelyn Killorin	Grade K	1.00	88,725			
Laura DeBiase	Grade K	1.00	92,359			
Kimberly Marzullo	Grade 1	1.00	86,012			
Julianne McVicker [PLC]	Grade 1	1.00	68,071			
Alison Huse	Grade 1	1.00	79,533			
Christine Nemeskal	Grade 1	1.00	86,012			
Benita Dewing	Grade 2	1.00	65,498			
Sharon Letovsky	Grade 2	1.00	84,087			
Victoria McShane	Grade 2	1.00	80,265			
Ashley Craig [EIL & PLC]	Grade 2	1.00	78,757			
Michelle Barbato	Grade 2	1.00	66,128			
Katherine Wraight	Grade 2	1.00	74,467			
Kathryn Krakauer	Grade 3	1.00	87,914			
Marygrace Goldwait	Grade 3	1.00	80,265			
Jacquelyn Holt	Grade 3	1.00	96,979			
Lee Silverberg	Grade 3	1.00	90,059			
Nina LaPlante [EIL & PLC]	Grade 3	1.00	89,463			
Sarah Dahlheimer	Grade 3	1.00	86,012			
Lisa Ann Hayes [EIL]	Grade 4	1.00	95,222			
Catherine O'Brien	Grade 4	1.00	90,106			
Lisa Briones	Grade 4	1.00	96,979			
David Slater	Grade 4	1.00	64,051			
Lindsay Kern	Grade 4	1.00	86,188			
Catherine Mavrikos	Grade 4	1.00	84,087			
Bree Curtis	Art	1.00	88,725			
Jane Weaver	Music	1.00	96,979			
Anthony Cappabianca	Wellness/Phys Ed	1.00	96,979			
Jason MacDonald [+4 BR]	Wellness/Phys Ed	0.60	49,150			
Holly McKean	Reading	0.80	57,839			
Amy Hartford	Reading	0.80	58,779			
Hannah Cross	Evaluation Team Leader	1.00	93,084			
Jennifer Doherty [SSIL]	SPED	1.00	86,030			
Catherine Marquis	SPED	1.00	90,106			
Christina Guillemette	SPED	1.00	71,523			
Kathleen MacIsaac	SPED	1.00	90,106			
Jessica Lichodolik	SPED	1.00	81,917			
Heather Carr [+4 PL94-42]	SPED	0.60	46,288			
Heather Carr	SPED			0.40	30,859	PL94-142
Sylvia Henderson	SPED	1.00	68,773			
Leah Feldman	SPED Speech	1.00	68,773			
Elizabeth Callahan [+4 JN]	SPED Speech	0.40	32,767			
Tara Kiritsy	Guidance	0.20	19,396			
Tara Kiritsy	Psychologist	0.80	77,583			
Kristina Morrison	Psychologist	1.00	85,769			
Jayne Goldman	SPED BCBA	1.00	90,106			
Joan Dacey	ABA Technician	1.00	34,759			
(Harvey)	ABA Technician	0.50	17,379			
Jennifer Labollita	ABA Technician	1.00	34,759			
Jeannine Rondeau Keedy	ABA Technician	1.00	34,759			
Erin O'Reilly	ABA Technician	1.00	31,451			
Susan Powsner	ABA Technician	1.00	34,759			
Brittany Halloran	ABA Technician	1.00	34,759			

**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
FY 2018**

Employee	Position	Budget FTE	Budget Salary	Other Funded FTE	Other Funded Salary	Source
Elana Berelowitz	Paraprofessional Educator	1.00	25,607			
Lisl Devroude	Paraprofessional Educator	1.00	24,685			
Judith Dixon	Paraprofessional Educator	1.00	27,099			
Jonathan Fleming	Paraprofessional Educator	1.00	22,448			
Jeffrey Gato	Paraprofessional Educator	1.00	24,685			
Madeline Gersh	Paraprofessional Educator	1.00	27,099			
Stephanie Jennings	Paraprofessional Educator	1.00	25,607			
Emily Kaufman	Paraprofessional Educator	1.00	24,685			
Nicole Leone	Paraprofessional Educator	1.00	27,099			
Nancy O'Brien	Paraprofessional Educator	1.00	27,299			
Brian Ridge	Paraprofessional Educator	1.00	22,448			
Patricia Sophis	Paraprofessional Educator	1.00	27,299			
Jessica Spencer	Paraprofessional Educator	1.00	24,685			
Dana Sugrue	Paraprofessional Educator	1.00	24,142			
Dianne Tambini	Paraprofessional Educator	1.00	27,349			
Ibolya Toth	Paraprofessional Educator	1.00	24,685			
Tasha-Lea Williams	Paraprofessional Educator	1.00	24,685			
Jean Whitney	Paraprofessional Educator	1.00	25,607			
Gina Marie Zambarano	Paraprofessional Educator	1.00	24,685			
Joanne Foster	FEIP Tutor	0.50	12,141			
Kathleen McCall	FEIP Tutor	0.50	12,141			
Lois Brown	FEIP Tutor	0.50	12,141			
Karen Albus	KEIP Tutor	0.58	17,452			
Karen Cunningham	KEIP Tutor	0.58	17,452			
Carolyn Moriarty	KEIP Tutor	0.58	17,452			
Gail Soma	KEIP Tutor	0.58	17,452			
Terri Wallace	KEIP Tutor	0.58	17,452			
TBH	Grade 2 Tutor	0.50	11,007			
Colleen Curran	Lunchroom Monitors	0.50	6,819			
Diane Robinson	Lunchroom Monitors	0.50	6,819			
Kelly Doucette	Lunchroom Monitors	0.50	6,819			
Jessica Spencer	Lunchroom Monitors -am	0.08	1,091			
Leigh-Ann Langan	Library Media Paraprofessional	1.00	30,243			
Substitute Teachers	Substitutes		70,127			
Danielle King	Nurse	0.50	34,747			
Denise Twiss	Nurse	1.00	81,917			
<b>Total Bennett-Hemenway</b>		<b>82.95</b>	<b>5,073,696</b>	<b>0.40</b>	<b>30,859</b>	

**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
FY 2018**

Employee	Position	Budget FTE	Budget Salary	Other Funded FTE	Other Funded Salary	Source
<b>BROWN ELEMENTARY SCHOOL</b>						
Kirk Downing	Principal	1.00	131,529			
Isabel Conesa	Asst Principal		1,738			
Christine Crosby	Admin Asst	1.00	49,385			
Karen Cushing	Receptionist / Clerk	1.00	30,782			
Kimberly Krug	Grade K	1.00	68,118			
Jennifer Risi	Grade K	1.00	90,106			
Kathleen Hurley	Grade K	1.00	90,106			
Leslie Barnes [PLC]	Grade K	1.00	81,476			
Danielle Stucchi	Grade K	1.00	52,934			
Mariel Cain	Grade 1	1.00	55,988			
Andrea Martin	Grade 1	1.00	50,898			
Julia Dmitriev [EIL & PLC]	Grade 1	1.00	77,837			
Abigail Gorman	Grade 1	1.00	58,227			
Melissa MacInnes	Grade 1	1.00	81,917			
Pamela Costello	Grade 2	1.00	81,917			
Caitlin Hill	Grade 2	1.00	58,227			
Christine Zeliger	Grade 2	1.00	55,988			
Lindsay D'Agnelli [PLC]	Grade 2	1.00	80,619			
Caroline Hand	Grade 2	1.00	55,988			
Kelsey Koha	Grade 3	1.00	55,988			
Lisa Quintana	Grade 3	1.00	66,795			
Michael Albert [PLC]	Grade 3	1.00	96,555			
Jared Stefanowicz	Grade 3	1.00	94,612			
Melissa Curtin	Grade 3	1.00	63,585			
Kristina Mandonas	Grade 4	1.00	74,929			
(Luke) [PLC]	Grade 4	1.00	57,931			
Angelina Gagne [EIL]	Grade 4	1.00	98,487			
Melissa Quimby	Grade 4	1.00	52,934			
Michelle Parven	Art	0.70	43,348			
Mark Jodice [+4 JN]	Music	0.60	44,680			
Timothy Roper [+7 LJ]	Music	0.20	13,626			
Robert Dombroskas	Wellness/Phys Ed	1.00	66,795			
Jason MacDonald [+6 BH]	Wellness/Phys Ed	0.40	32,767			
Susan Kennedy	Reading	1.00	94,612			
Christy Arnold [Curr Spec]	ELL	1.00	83,814			
Meghan Krauss	ELL	1.00	60,557			
Rachel Brodsky	ELL	0.50	45,053			
Maria Reardon [.3 BR, .3 JN]	SPED - Evaluation Team Leader	0.30	33,803			
Michael Gentile	SPED	1.00	66,613			
Tonilee Courville	SPED	1.00	88,725			
Alicia Cohen	SPED	0.80	77,583			
Lauren Foutz	SPED	1.00	86,188			
Michelle Post	SPED Speech	1.00	80,820			
Isabel Conesa [Asst Princ]	Guidance	1.00	90,106			
Kristen Carter	Psychologist	1.00	79,875			
Jan Bergin	Paraprofessional Educator	1.00	27,099			
Christine Browning	Paraprofessional Educator	1.00	25,229			
Mary Calderon	Paraprofessional Educator	1.00	27,099			
Heather Crockett	Paraprofessional Educator	1.00	24,685			
Michael D'Alessandro	Paraprofessional Educator	1.00	25,607			
Marcy Lubarsky	Paraprofessional Educator	1.00	27,099			
Shannen Kelley	Paraprofessional Educator	1.00	24,685			
Grace Schofield	Paraprofessional Educator	1.00	24,685			
Sheila O'Reilly	Paraprofessional Educator	0.50	13,799			
Sheila O'Reilly	Paraprofessional Educator-ELL	0.50	13,549			
Susan Walker	Paraprofessional Educator-ELL	1.00	27,349			

**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
FY 2018**

<b>Employee</b>	<b>Position</b>	<b>Budget FTE</b>	<b>Budget Salary</b>	<b>Other Funded FTE</b>	<b>Other Funded Salary</b>	<b>Source</b>
Nicole Janelle	FEIP Tutor	0.50	11,326			
Elizabeth O'Leary	FEIP Tutor	0.50	12,141			
Joanna Doyle	FEIP Tutor	0.50	12,141			
Kathleen Bean	KEIP Tutor	0.58	13,154			
Karen Bicknell	KEIP Tutor	0.58	13,154			
Chris Kim	KEIP Tutor	0.58	13,154			
Melissa Mark	KEIP Tutor	0.58	13,154			
Tomekia Sterling	KEIP Tutor	1.00	22,680			
Jiyoung Yang	KEIP Tutor	0.58	12,272			
Pia Mack	KEIP Tutor	0.58	13,154			
Debra Iken	Lunchroom Monitors	0.42	5,728			
Gretchen DeSantis	Lunchroom Monitors	0.42	5,728			
Kimberlee Arno	Lunchroom Monitors	0.42	5,728			
shared by 3 monitors	Lunchroom Monitors - a.m.	0.17	2,318			
Barbara Makransky	Library Media Paraprofessional	1.00	30,443			
Substitute Teachers	Substitutes		44,754			
Pauline Santino	Nurse	1.00	86,012			
Erin Sivak	Nurse	0.40	25,192			
<b>Total Brown</b>		<b>60.31</b>	<b>3,607,679</b>			

**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
FY 2018**

Employee	Position	Budget FTE	Budget Salary	Other Funded FTE	Other Funded Salary	Source
<b>JOHNSON ELEMENTARY SCHOOL</b>						
Jordan Hoffman	Principal	1.00	121,000			
Jefferson Wood	Asst Principal		1,738			
Robin Slattery	Admin Asst	1.00	49,435			
Lynda Berg	Receptionist / Clerk	1.00	32,737			
Maria Sugrue [EIL & PLC]	Grade K	1.00	84,652			
Gina Caulfied	Grade K	1.00	72,047			
Mary Rossi	Grade K	1.00	55,988			
Brenna Cunningham [EIL & PLC]	Grade 1	1.00	76,209			
Christine Sweeney	Grade 1	1.00	74,386			
Kristin Blake	Grade 2	1.00	96,979			
Lelana George [PLC]	Grade 2	1.00	87,239			
Lorraine Magee	Grade 3	1.00	50,898			
Justin Tourangeau [EIL & PLC]	Grade 3	1.00	76,209			
Jefferson Wood	Grade 4	1.00	90,106			
Amy Bruns [PLC]	Grade 4	1.00	98,206			
Caitlyn Thompson [+6 MM]	Art	0.40	21,534			
Mark Jodice [+6 BR]	Music	0.40	29,787			
Laura Pestana [.7 JN, .2 MM, .1 District]	Wellness/Phys Ed	0.70	52,127			
Kristin Zides [+5 Title 1]	Reading	0.50	40,133			
Kristin Zides	Reading			0.50	40,133	Title 1
Elena Capaldi	Title 1 Teacher			0.49	19,421	Title 1
Jennifer Lagan	Title 1 Teacher			0.49	19,421	Title 1
Jennifer Dannin	Title 1 Teacher			0.63	24,969	Title 1
Elizabeth Falvey	Title 1 Teacher			0.49	16,353	Title 1
Catherine Buchard	Title 1 Teacher			0.49	15,603	Title 1
Jill Murphy	Title 1 Teacher			0.49	16,353	Title 1
Jennifer Lipoma	Title 1 Teacher			0.56	22,195	Title 1
Therese Yee	Title 1 Teacher			0.56	22,195	Title 1
Maria Reardon [.3 BR, .3 JN]	SPED - Evaluation Team Leader	0.30	33,803			
Stacey Anderson	SPED	1.00	78,692			
Julie Collins	SPED	1.00	74,929			
Ann Maire Delduchetto	SPED	1.00	85,769			
Elizabeth Callahan	SPED Speech	0.40	32,767			
Svea Bissonnette [+4 Psyc]	Guidance	0.60	49,463			
Svea Bissonnette [+6 Guidance]	Psychologist	0.40	32,975			
Janet Dixon	Paraprofessional Educator	1.00	27,399			
Judy Goss	Paraprofessional Educator	1.00	27,349			
Elizabeth Shaughnessy	Paraprofessional Educator	1.00	25,229			
Mary Zanchi [+7 PL94-142]	Paraprofessional Educator	0.30	8,130			
Mary Zanchi	Paraprofessional Educator			0.70	19,219	PL94-142
Mary Zanchi	Lunchroom Monitors - a.m.	0.17	2,318			
Judy Goss	Lunchroom Monitors - a.m.	0.17	2,318			
Stephanie Scholl	Lunchroom Monitors	0.27	3,682			
Judith Range	Lunchroom Monitors	0.33	4,500			
Terri Stafford	Library Media Paraprofessional	0.80	24,194			
Substitute Teachers	Substitutes		33,425			
Kristen Gilbert	Nurse	1.00	74,467			
<b>Total Johnson</b>		<b>26.74</b>	<b>1,832,819</b>	<b>5.40</b>	<b>215,862</b>	

**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
FY 2018**

Employee	Position	Budget FTE	Budget Salary	Other Funded FTE	Other Funded Salary	Source
<b>LILJA ELEMENTARY SCHOOL</b>						
Heather Smith	Principal	1.00	126,171			
Elise Molloy	Asst Principal		1,043			
Laura Loftus	Asst Principal		695			
Rose McDermott	Admin Asst	1.00	49,185			
Peg Haswell	Receptionist / Clerk	1.00	32,737			
Jennifer Hirsch [PLC]	Grade K	1.00	71,220			
Jessica Brainerd	Grade K	1.00	80,820			
Allison Kuzinevich	Grade K	1.00	55,988			
Jovanne Buckmire	Grade K	1.00	72,299			
Lindsay Roberts	Grade 1	1.00	72,047			
Alison Witmer	Grade 1	1.00	82,438			
Sarah Pershouse [PLC]	Grade 1	1.00	79,199			
Bethany Altchek	Grade 1-2	1.00	96,979			
Kristen McEnaney	Grade 1-2	1.00	96,979			
Lisa Cronin [PLC]	Grade 2	1.00	70,716			
Kelli Connelly	Grade 2	1.00	90,106			
Kendra Chase [EIL]	Grade 2	1.00	87,520			
Christine Norrman	Grade 3	1.00	74,467			
Tessie Snow	Grade 3	1.00	61,139			
Kelly Sprague [PLC]	Grade 3	1.00	62,366			
Sarah Quimby	Grade 3/4	1.00	62,980			
Heather Starkel	Grade 3/4	1.00	71,523			
Heather Kozin [PLC]	Grade 4	1.00	67,355			
Ashley Gallagher	Grade 4	1.00	77,927			
Alison Bennett	Grade 4	1.00	61,139			
Sepideh Golestani	Art	0.70	39,192			
Timothy Roper [+1 BR]	Music	0.70	47,691			
Gary DeMayo	Wellness/Phys Ed	1.00	92,359			
Dorothy Ferranti	Reading	1.00	86,012			
Nevart Mikaelian [MM & LJ]	Evaluation Team Leader	0.50	50,689			
Jennifer Dermody [EIL]	SPED	1.00	72,293			
Sheetal Parikh	SPED	1.00	74,944			
Mary Hawkins	SPED			1.00	63,585	PL94-142
Michele Gannon	SPED Speech	1.00	66,128			
Elise Molloy [SSIL]	Guidance	0.60	55,291			
Laura Loftus	Guidance	0.40	36,042			
Shelby Marscher	Psychologist	1.00	77,541			
Kathryn Gerry	Paraprofessional Educator	1.00	27,099			
Amanda Grimmer	Paraprofessional Educator	0.50	12,071			
Claire Lynch	Paraprofessional Educator	1.00	27,299			
Martha Slauta	Paraprofessional Educator	1.00	27,349			
Julie Sudenfield	Paraprofessional Educator	1.00	27,099			
Darlene Browne	FEIP Tutor	0.50	12,141			
Maureen Killgoar	FEIP Tutor	0.50	12,141			
Lauren Denmark	KEIP Tutor	0.58	12,272			
Elizabeth Gregg	KEIP Tutor	0.58	13,154			
Rachel Rabinovitz	KEIP Tutor	0.58	13,154			
Kelsey Trabucco	KEIP Tutor	0.58	12,272			
Richard Cohen	Lunchroom Monitors	0.42	5,728			
Marissa DiGiandomnico	Lunchroom Monitors	0.42	5,728			
Kathryn Gerry	Lunchroom Monitors-am	0.17	2,318			
Rebecca Moss	Library Media Paraprofessional	1.00	30,443			
Substitute Teachers	Substitutes		49,911			
Janice Rahn	Nurse	1.00	74,467			
<b>Total Lilja</b>		<b>42.73</b>	<b>2,767,866</b>	<b>1.00</b>	<b>63,585</b>	



**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
FY 2018**

Employee	Position	Budget FTE	Budget Salary	Other Funded FTE	Other Funded Salary	Source
<b>MEMORIAL ELEMENTARY SCHOOL</b>						
Susan Balboni	Principal	1.00	121,000			
Thomas Rice	Asst Principal		1,738			
Donna Cohen	Admin Asst	1.00	49,385			
TBH (Catlin)	Receptionist / Clerk	1.00	32,737			
Kimberly Araujo [PLC]	Grade K			1.00	68,071	School Choice
Kimberlee Bopp	Grade K	1.00	60,557			
Christina Ingham	Grade K	1.00	73,474			
Alexandra Loer [EIL]	Grade K	1.00	87,520			
Alyssa Sinel [EIL & PLC]	Grade 1	1.00	74,295			
Carol Hookway	Grade 1	1.00	74,467			
Jessica Johnson	Grade 1	1.00	82,438			
Margaret Lydon	Grade 1	1.00	90,106			
Mary Kenny	Grade 2	1.00	74,467			
Keri Esposito	Grade 2	1.00	57,254			
Elke MacKenzie [PLC]	Grade 2	1.00	89,857			
Lauren Desautels	Grade 2	1.00	77,927			
Shannon Foley	Grade 2	1.00	55,052			
John Barter	Grade 3	1.00	83,509			
Catherine Reilly	Grade 3	1.00	70,844			
Elizabeth Kenney	Grade 3	1.00	90,106			
Kendra Weiler [PLC]	Grade 3	1.00	89,428			
Kelsi Hawkes [EIL]	Grade 4	1.00	67,006			
Sarah Scott	Grade 4	1.00	55,988			
Erin Stanek [PLC]	Grade 4	1.00	86,030			
Nicole Wassil	Grade 4	1.00	68,118			
Caitlyn Thompson [+4 JN]	Art	0.60	32,300			
Thomas Rice	Music	1.00	81,917			
Jenney Pascarelli	Wellness/Phys Ed	1.00	73,474			
Laura Pestana [.7 JN, .2 MM, .1 District]	Wellness/Phys Ed	0.20	14,893			
Elizabeth Brothers	Reading	1.00	86,012			
Nevart Mikaelian [MM & LJ]	Evaluation Team Leader	0.50	50,689			
Carolyn Bell	SPED	1.00	80,820			
Sheila Friswell	SPED	1.00	90,106			
Meghan Kennedy	SPED			1.00	55,988	PL94-142
Kimberly Delude	SPED Speech	1.00	61,588			
Melissa Crawford	Guidance	1.00	68,118			
Latanya Moore	Psychologist	1.00	90,497			
Carol Rourke	Paraprofessional Educator	1.00	27,399			
Marsha Savilonis	Paraprofessional Educator	1.00	27,399			
Valerie McQuillan	Paraprofessional Educator			0.50	13,549	Medicaid
Jean Souza	Paraprofessional Educator			1.00	25,607	PL94-142
Joan Berlin	FEIP Tutor	0.50	12,141			
Mary Branson	FEIP Tutor	0.50	12,141			
Kathleen Butts	KEIP Tutor	0.58	17,452			
April DiBartola	KEIP Tutor	0.58	17,452			
Mary Romano	KEIP Tutor	0.58	17,452			
Alexandra Wallenstein	KEIP Tutor	0.58	17,452			
Linda Ledbetter	Lunchroom Monitors	0.42	5,728			
Jaeda Santos	Lunchroom Monitors	0.42	5,728			
Julie Czech	Lunchroom Monitors - a.m.	0.17	2,318			
Maria Young	Library Media Paraprofessional	1.00	30,493			
Substitute Teachers	Substitutes		60,204			
Michelle LeBlanc	Nurse	1.00	59,544			
<b>Total Memorial</b>		<b>40.63</b>	<b>2,756,620</b>	<b>3.50</b>	<b>163,216</b>	
<b>Total Elementary</b>		<b>265.56</b>	<b>16,712,715</b>	<b>22.10</b>	<b>1,131,155</b>	

**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
FY 2018**

Employee	Position	Budget FTE	Budget Salary	Other Funded FTE	Other Funded Salary	Source
<b>KENNEDY MIDDLE SCHOOL</b>						
Andrew Zitoli	Principal	1.00	135,252			
Megan Hatt	Vice Principal	1.00	117,602			
Joyce MacGregor	Admin Asst	1.00	55,800			
Elizabeth Lederman	Admin Asst	1.00	45,906			
Heather Bishop [DH]	Department Head	0.50	57,181			
Nandini Alagappan [DH]	Department Head	0.50	49,101			
Michelle Hamm [TL]	Grade 5	1.00	90,106			
Colleen Andreotes	Grade 5	1.00	78,692			
Jennifer Brenneman [TL]	Grade 5	1.00	92,359			
Lauren Carter	Grade 5	1.00	82,438			
Kati Rogers	Grade 5	1.00	87,914			
Laura Roth	Grade 5	1.00	68,773			
Rebecca Schneekloth	Grade 5	1.00	87,485			
Nicole Dumas-Elliott	Grade 5	1.00	74,386			
Nathan Kittler	Grade 6			1.00	86,012	School Choice
Sandra Lemon [TL]	Grade 6	1.00	90,106			
Ellen Brenneman [TL & Curric Spec]	Grade 6	1.00	96,979			
Heidi Porten	Grade 6	1.00	81,871			
Elisabeth Udahl	Grade 6	1.00	48,941			
Christine Dion	Grade 6	1.00	92,359			
Kelly Marsh	Grade 6	1.00	55,988			
Jennifer Hart	Grade 6	1.00	82,438			
Stephen Goose	Grade 7 ELA	1.00	55,988			
Jeffrey McMahon [TL]	Grade 7 ELA	1.00	78,692			
Paul Power [TL]	Grade 7 Science	1.00	87,914			
Nekelle Lemoine	Grade 7 Science	1.00	59,544			
Brittany Marshall	Grade 7 Math	1.00	79,875			
Jamie Wolf	Grade 7 Math	1.00	61,139			
Alicia MacDonald [TL]	Grade 7 Social Studies	1.00	58,227			
Michelle McCann	Grade 7 Social Studies	1.00	87,485			
Heather Bishop [DH]	Grade 8 ELA	0.50	48,490			
MacKenzie Korhn [TL]	Grade 8 English	1.00	90,106			
Nandini Alagappan [DH]	Grade 8 Math/Science	0.50	40,410			
Stacey Gauthier	Grade 8 Science	1.00	90,106			
Amanda Boczanowski	Grade 8 Math	1.00	62,980			
Lauren D'Addeo	Grade 8 Social Studies/ELA	1.00	48,941			
Jeffrey Raider	Grade 8 Social Studies	1.00	52,934			
Christopher Forest [Curric Spec]	Grade 8 Science/Social Studies	1.00	96,979			
Amanda Buck [TL]	Grade 8 Science / Math	1.00	64,403			
Beth Kassap	Art	1.00	92,359			
Joseph Casey Lane	Theater Art	1.00	73,474			
Katherine Presswood	Foreign Language	1.00	81,917			
Mara Hacket [Curr Spec]	Foreign Language	1.00	94,612			
Sarah Simon [Curric Spec]	Foreign Language	1.00	94,156			
Nancy Yu Lan Zhu [+5 WL]	Foreign Language			0.50	38,574	Foreign Exchange Tuition
David Drapeau	Music	1.00	77,927			
Donald Griffin	Music	1.00	81,917			
Thomas Stefanini	Technology Ed	1.00	90,106			
Lori Cotter	Wellness/Health	1.00	90,106			
David Lyth	Wellness/Phys Ed	1.00	86,983			
Meghan Dwyer	Wellness/Phys Ed	1.00	74,944			
Timothy Fledderjohn	Wellness/Phys Ed	1.00	73,848			
William Gibbons [+5WL]	Wellness/Phys Ed	0.50	29,114			

**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
FY 2018**

Employee	Position	Budget FTE	Budget Salary	Other Funded FTE	Other Funded Salary	Source
Diane Holmes [KN & WL]	Evaluation Team Leader	0.50	42,656			
Jennifer Braman-Parikh [.25 KN,.25 WL,.5 HS]	Evaluation Team Leader	0.25	28,743			
Cara D'Innocenzo	SPED	1.00	72,047			
Katherine Zindars	SPED	1.00	66,128			
Mary Ann Britton	SPED	1.00	96,979			
Danielle Martinkus	SPED	1.00	58,227			
Justine Ferrara	SPED			1.00	65,498	PL94-142
Mark Greeley	SPED			1.00	53,834	PL94-142
Kristina Russell	SPED			1.00	68,773	PL94-142
Caitlin Kirby	SPED			1.00	58,227	PL94-142
Sarah Karian [+4 HS]	SPED Speech	0.60	39,299			
Karin Cloutier	Instructional Technology	1.00	86,012			
Jennifer Briggs	Math Specialist	1.00	68,118			
Marimatha Clark [SSIL]	ELL	1.00	94,302			
Alison Mitchell	ELL	1.00	55,052			
Christopher Forest	Curric Spec - Social Studies		1,943			
Ellen Brenneman	Curric Spec - Science		1,943			
Mara Hackett	Curric Spec - Foreign Language		1,943			
Michelle Hamm	TL - Grade 5		1,943			
Jennifer Brenneman	TL - Grade 5		1,943			
Ellen Brenneman	TL - Grade 6		1,943			
Sandra Lemon	TL - Grade 6		1,943			
Paul Power	TL - Grade 7		1,943			
Jeffrey McMahon	TL - Grade 7		972			
Ailica MacDonald	TL - Grade 7		972			
Korhn MacKenzie	TL - Grade 8		1,943			
Amanda Buck	TL - Grade 8		1,943			
Julia Chakiris	TL - Student Svcs		1,227			
Melisa MacDonald	Guidance	1.00	79,255			
Kelly Morin	Guidance	1.00	83,028			
Raymond Heller	Guidance	1.00	65,322			
Julia Chakiris [TL]	Psychologist	1.00	74,929			
Marilyn Rosenberg [+6 WL]	Psychologist	0.20	19,869			
Katherine Rotkiewicz	Library	1.00	87,485			
Constance Culkin	Library Media Paraprofessional	1.00	28,264			
TBH	On-Line Training Facilitator	1.00	30,881			
Substitute Teachers	Substitutes		58,954			
Elizabeth Gemmell-Steinberg	Nurse	1.00	81,917			
Kelly McNeill	Nurse	1.00	70,844			
Susan Mudarri	Paraprofessional Educator	1.00	26,560			
Karen Olen	Paraprofessional Educator			1.00	26,510	PL94-142
Andrew Rollins	Paraprofessional Educator	1.00	26,610			
Caroline Russell	Paraprofessional Educator	1.00	23,966			
Virginia Sefton	Paraprofessional Educator	1.00	26,310			
Robyn Spinazola	Paraprofessional Educator	1.00	23,439			
various	Late Bus Coverage		1,570			
<b>Total Kennedy</b>		<b>72.05</b>	<b>5,416,719</b>	<b>6.50</b>	<b>397,427</b>	

**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
FY 2018**

Employee	Position	Budget FTE	Budget Salary	Other Funded FTE	Other Funded Salary	Source
<b>WILSON MIDDLE SCHOOL</b>						
Teresa Carney	Principal	1.00	135,252			
Niall Carney	Vice Principal	1.00	123,482			
Susan Graf	Vice Principal (SY)	1.00	97,241			
Pam Robidoux	Admin Asst	1.00	55,900			
Ellen Maillet	Admin Asst	1.00	46,106			
Judith Coleman	Department Head	0.50	57,181			
Mark Baranoff	Department Head	0.50	48,458			
Elisa DeMarco [TL]	Grade 5	1.00	65,498			
Andrea Dubbs [TL]	Grade 5	1.00	81,917			
Jennifer Marchione [TL]	Grade 5	1.00	69,277			
Kirsten McDonough [TL]	Grade 5	1.00	92,359			
Lisa Langan [TL]	Grade 5	1.00	92,359			
Megan Folan	Grade 5	1.00	58,227			
Susan Hwang	Grade 5	1.00	52,934			
Ilse O'Brien	Grade 5	1.00	86,012			
Kirstin Sokol	Grade 5	1.00	96,979			
Kathleen Anderson	Grade 5	1.00	92,359			
John Sullivan	Grade 5	1.00	74,467			
Chad Longley [Curr Spec]	Grade 6	1.00	81,917			
Kasie Williams	Grade 6	1.00	48,941			
Kate Harrington [TL]	Grade 6	1.00	91,859			
Daniel Hausermann	Grade 6	1.00	74,386			
Margaret Carroll	Grade 6	1.00	55,988			
Kaitlin Mattison	Grade 6	1.00	68,773			
Sarah Friswell [TL]	Grade 6	1.00	61,139			
Michael Zerdalian	Grade 6	1.00	53,834			
Anne Malloy	Grade 6	1.00	86,012			
Kevin Casey [TL]	Grade 6	1.00	81,824			
Judith Coleman [DH&TL]	Grade 7 English	0.50	48,490			
Sarah Doyle	Grade 7 English	1.00	70,844			
Allison Crayne	Grade 7 English	1.00	52,934			
Mark Baranoff [DH]	Grade 7 Math	0.50	39,767			
Edward Cafua	Grade 7 Math	1.00	52,934			
Kenneth Magarie	Grade 7 Math	1.00	64,403			
Kenneth Lovely	Grade 7 Science	1.00	74,467			
Craig Fulton [TL]	Grade 7 Science	1.00	71,523			
Tracy Sockalosky [TL]	Grade 7 Social Studies	1.00	79,533			
Richard Dumont	Grade 7 Social Studies /Science	1.00	65,652			
Shivonne St George	Grade 7 Social Studies	1.00	77,927			
Elizabeth Green	Grade 8 English	1.00	96,979			
Kristine Campagna	Grade 8 English	1.00	82,842			
Michael Heiden	Grade 8 Math	1.00	81,917			
Tracy Sullivan	Grade 8 Math	1.00	62,980			
Mallori Morrison [TL & Curr Spec]	Grade 8 Math/Science	1.00	78,692			
Donald Brennan	Grade 8 Science	1.00	87,485			
Sheila Pogarian	Grade 8 Science	1.00	81,917			
Eric Fries	Grade 8 ELA/SS	1.00	78,692			
Chloe Hansen	Grade 8 Social Studies	1.00	55,988			
Kenneth Doyle	Grade 8 Social Studies	1.00	90,106			
Jessica Neel	Art	1.00	92,359			
Ruthanne Schill	Art	1.00	94,612			
Whitney Shuster	Foreign Language	1.00	77,972			
Wilbert James Sennette III	Foreign Language	1.00	85,769			
Kristina Ball	Foreign Language	1.00	62,980			
Maryann McGinty [Curric Spec]	Foreign Language	1.00	92,359			
Judith Sletzinger	Foreign Language	0.20	18,021			
Nancy Yu Lan Zhu [+5 KN]	Foreign Language			0.50	38,574	Foreign Exchange Tuition

**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
FY 2018**

Employee	Position	Budget FTE	Budget Salary	Other Funded FTE	Other Funded Salary	Source
Jonathan Neimann [+2 HS]	Music	0.60	31,760			
Heather Moretz	Music	1.00	90,106			
Scott Morrill	Music	1.00	71,523			
Peter Souza	Industrial Technology	1.00	90,106			
Amanda Haywood	Wellness/Phys Ed	1.00	92,359			
Lynn Connors	Wellness/Phys Ed	1.00	90,106			
Ann Marie Insalaco-Sleeper	Wellness/Phys Ed	1.00	92,359			
Adam Shute	Wellness/Phys Ed	1.00	87,914			
William Gibbons [+5 KN]	Wellness/Phys Ed	0.50	29,114			
Diane Holmes [KN & WL]	Evaluation Team Leader	0.50	42,656			
Jennifer Braman-Parikh [.25 KN,.25 WL,.5 HS]	Evaluation Team Leader	0.25	28,743			
Laura Brande	SPED	1.00	84,087			
Marti Neugarten	SPED	1.00	62,980			
Peggy Holdash	SPED	1.00	92,359			
Jill Burdett	SPED	1.00	63,585			
Brenda Abramovich	SPED	1.00	74,929			
Michael Hill	SPED	1.00	79,533			
Theresa Lengauer [TL]	SPED	1.00	62,980			
Steven Peck	SPED	1.00	86,012			
Sally Hile	SPED	1.00	60,557			
William Wager	SPED	1.00	69,277			
Kathryn O'Neill	SPED			1.00	61,139	PL94-142
Abigail Taylor	SPED			1.00	55,988	PL94-142
Kayla Zappi	SPED			1.00	61,588	PL94-142
Michelle Cote	SPED			1.00	58,788	PL94-142
Jennifer Yurrita	SPED			1.00	80,820	PL94-142
Bryant Walls	Social Worker	1.00	90,106			
Jennifer Parker [SSIL]	SPED Speech	1.00	92,049			
Marie Boerger	Technology Literacy	1.00	90,106			
Lisa Olivieri	Technology	1.00	77,927			
Celina Calderon	Reading Specialist	1.00	74,944			
Tina Kelly	Math Specialist	1.00	94,612			
Chad Longley	Curric Spec - SS		2,863			
Maryann McGinty	Curric Spec - Foreign Language		1,943			
Mallori Morrison	Curric Spec - Science		2,863			
Lisa Langan	TL - Grade 5		1,227			
Elisa DeMarco	TL - Grade 5		1,227			
Jennifer Marchione	TL - Grade 5		1,227			
Andrea Dubbs	TL - Grade 5		1,227			
Kirsten McDonough	TL - Grade 5		1,227			
Kate Harrington	TL - Grade 6		1,227			
Kevin Casey	TL - Grade 6		1,943			
Sarah Friswell	TL - Grade 6		1,943			
Tracy Sockalosky	TL - Grade 7		1,943			
Craig Fulton	TL - Grade 7		1,943			
Judy Coleman	TL - Grade 7		1,227			
Teresa Lengauer	TL - Grade 8		1,943			
Mallori Morrison	TL - Grade 8		2,863			
Nicole Papasso	TL - Student Svcs		1,261			
Adam Gray	Guidance	1.00	72,780			
Nicole Papasso [SSIL]	Guidance	1.00	85,951			
Maria Meisner	Guidance	1.00	83,036			
Jennifer D'Antonio	Guidance	1.00	78,201			
Jamie Manfra	Psychologist	1.00	74,929			
Marilyn Rosenberg [+2 KN]	Psychologist	0.60	59,606			
Amy Bloom	Library	1.00	75,481			
Jeanne Holihan	Library Media Paraprofessional	1.00	28,064			
Laurel Dunn	Building Paraprofessional	1.00	26,610			
Krista Dyan	On-Line Training Facilitator	1.00	30,881			

**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
FY 2018**

Employee	Position	Budget FTE	Budget Salary	Other Funded FTE	Other Funded Salary	Source
Substitute Teachers	Substitutes		95,017			
Barbara Naser	Nurse	1.00	74,467			
TBH	Nurse	0.60	34,352			
Alicia Arnold [+.5 grant]	Nurse	0.50	34,747			
Alicia Arnold	Nurse			0.50	34,747	Enhanced Health
Beth Garran	SPED BCBA	1.00	74,929			
Julie O'Leary	ABA Technician	1.00	34,759			
Kelsie Turner	ABA Technician	1.00	31,451			
Jeanne Ackerly	Paraprofessional Educator	1.00	26,510			
Julie Balderson	Paraprofessional Educator	1.00	23,439			
Brendan Blaney	Paraprofessional Educator	1.00	23,966			
Karen Cain	Paraprofessional Educator	1.00	26,560			
Jeannette Christensen	Paraprofessional Educator	1.00	23,966			
Amy Danielson	Paraprofessional Educator	1.00	24,494			
Joanne Flaherty	Paraprofessional Educator	1.00	26,560			
Elaine Fontes	Paraprofessional Educator	1.00	26,610			
Dominique Fortini	Paraprofessional Educator	1.00	24,494			
Kelly Guagenty	Paraprofessional Educator	1.00	23,966			
Robert Klepper	Paraprofessional Educator	1.00	26,310			
Rebecca Kramer	Paraprofessional Educator	1.00	23,439			
Amanda Lockwood	Paraprofessional Educator	1.00	26,310			
Louise Levine	Paraprofessional Educator	1.00	26,510			
Virginia Lockhart	Paraprofessional Educator	1.00	26,510			
Michelle McWhinnie	Paraprofessional Educator	1.00	23,439			
Edward O'Leary	Paraprofessional Educator	1.00	23,439			
Deborah Prebensen	Paraprofessional Educator	1.00	26,560			
Leslie White	Paraprofessional Educator	1.00	23,966			
Michele Woolard	Paraprofessional Educator	1.00	26,310			
Barbara Zirlen	Paraprofessional Educator	1.00	26,610			
various	Late Bus Coverage		1,570			
<b>Total Wilson</b>		<b>113.75</b>	<b>7,710,510</b>	<b>6.00</b>	<b>391,643</b>	
<b>Total Middle School</b>		<b>185.80</b>	<b>13,127,229</b>	<b>12.50</b>	<b>789,070</b>	

**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
FY 2018**

Employee	Position	Budget FTE	Budget Salary	Other Funded FTE	Other Funded Salary	Source
<b>NATICK HIGH SCHOOL</b>						
Brian Harrigan	Principal	1.00	141,780			
Rose Bertucci	Dean	1.00	128,520			
Margaret Boudreau	Vice Principal	1.00	129,371			
Zachary Galvin	Vice Principal	1.00	129,371			
Tracy Ward (FY)	Principal's Admin Asst	1.00	55,600			
Sandra White (FY)	Main Office	1.00	52,453			
Therese Crandall (FY)	Main Office	1.00	52,503			
Janet Mauro (FY)	Main Office	1.00	52,553			
Lisa Spencer (SY)	Main Office	1.00	49,435			
Suzanne DiRienzo (FY)	Guidance	1.00	55,900			
Donna Slattery (FY)	Guidance	1.00	55,800			
Maryanne Ouellet	DH - English	0.60	64,345			
Denise Caulfield	DH - Foreign Language	0.60	64,375			
Andrew Hollins	DH -Math	0.60	65,976			
Matthew Brenneman	DH - SS	0.60	59,326			
Linda Weber	DH - Science	0.60	64,375			
Karen Dalton-Thomas	DH - Guidance	0.60	59,326			
Stephen Miller [+.6 District]	Fine & Performing Media Arts	0.40	36,042			
Linda Anderson [+.4 Alt Ed]	Art	0.60	52,974			
Sheila Curran	Art	1.00	90,106			
Heather Gates	Art	1.00	60,557			
Angela Wong	Art	1.00	62,980			
Maryanne Ouellet [DH]	English	0.40	36,024			
Lauren Adams [+.4 ELL]	English	0.60	44,632			
Emma Bryant	English	0.60	30,539			
Kathlyn Carl	English	1.00	74,944			
Alfred Chan	English	1.00	65,498			
Joanna D'Agostino	English	1.00	90,106			
Bridget Dangel	English	0.60	34,936			
Neil DiFrancesca	English	1.00	94,612			
Robert Guastella	English	1.00	69,277			
Laura Jones	English	1.00	65,498			
Marnie Musante	English	1.00	94,612			
Camille Napier Bernstein [+.2 ELL]	English	0.80	75,690			
Jo-Anne Percheski	English/Reading	1.00	96,979			
Andrea Rogers	English	1.00	70,880			
Bridget Ross	English	1.00	73,848			
Emily Tobin	English	1.00	55,052			
Brian Wall	English	1.00	77,147			
Denise Caulfield [DH]	Foreign Language	0.40	36,042			
Richard Geckle [+.4 SS]	Foreign Language	0.60	59,606			
Elizabeth Hawes	Foreign Language	0.60	44,084			
Alexander Karetzky	Foreign Language	1.00	96,979			
Valerie Kerxhalli	Foreign Language	0.80	59,574			
Lisa Lavezzo	Foreign Language	1.00	60,557			
Maria Monica Sanderson [+.2 Alt Ed]	Foreign Language	0.80	62,954			
Eric Ouellette	Foreign Language	1.00	68,773			
Anthony Rufo	Foreign Language	1.00	62,980			
Alese Ruggaber	Foreign Language	1.00	90,106			
Kelly Tavares	Foreign Language	1.00	90,106			
Erin Yakovac	Foreign Language	1.00	83,509			
Melidense Vasquez	Foreign Language	1.00	85,769			
Maria Rosa Garcia-Valles	Foreign Language			1.00	86,012	School Choice
Lei Zhao	Foreign Language			1.00	66,613	Foreign Exchange Tuition
Andrew Hollins [DH]	Math	0.40	37,082			
John Astill	Math	1.00	94,612			
Ratnaker Amaravadi	Math	1.00	96,979			
Kelly Marino	Math	1.00	90,106			
Ellen Brezinsky	Math	1.00	80,265			
Alyce Burnell [Curr Spec]	Math	1.00	83,860			
Susan Camiel	Math	1.00	90,106			

**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
FY 2018**

Employee	Position	Budget FTE	Budget Salary	Other Funded FTE	Other Funded Salary	Source
Tara Gliesman	Math	1.00	84,087			
Bryan Finney	Math	1.00	63,585			
Jayashree Tirumalai Anandanpillai	Math	1.00	90,497			
Amanda Egan [+2 ELL]	Math	0.80	56,675			
Katelyn Amico	Math	1.00	55,052			
Lily Ma	Math	1.00	78,676			
Nicholas DiAntonio	Math	1.00	65,652			
Rebecca Tramontozzi	Math	1.00	96,979			
Robert DeRosa	Math	1.00	74,386			
Jacob Svensson [+4 Science]	Math	0.60	39,677			
John Cice	Music	1.00	90,106			
Charles Turner	Music	0.60	41,566			
Jonathan Neimann [+6 WL]	Music	0.20	10,587			
Linda Weber [DH]	Science	0.40	36,042			
Nilanjana Chakraborty	Science	1.00	82,608			
David Shapiro	Science	1.00	80,820			
Caitlyn Shaddock	Science	1.00	62,980			
Susan Haverstick	Science	1.00	94,612			
Timothy Cesarini	Science	1.00	61,588			
Susan Tully	Science	1.00	92,359			
Adam Maczik	Science	1.00	52,934			
Dan Hinnenkamp	Science	1.00	92,359			
Suzanna Magnuson [+2 ELL]	Science	0.80	68,615			
James Araujo	Science	1.00	88,290			
Jill Conroy	Science	1.00	91,859			
David Wilson	Science	1.00	69,277			
William Sanford	Science	1.00	84,500			
Donald Clements	Science	1.00	77,972			
Jennifer Havard	Science	1.00	70,615			
Heather Pearson	Science	1.00	57,254			
Jacob Svensson [+6 Math]	Science	0.40	26,451			
Matthew Brenneman [DH]	Social Studies	0.40	32,767			
Anthony Cuoco	Social Studies	1.00	68,278			
Ivor Ford	Social Studies	1.00	89,672			
Michael Russo	Social Studies	1.00	60,557			
Dylan Guarino	Social Studies	1.00	66,613			
Michael Mortara	Social Studies	1.00	80,820			
Richard Geckle [+6 FL]	Social Studies	0.40	39,738			
Cynthia Crohan	Social Studies	1.00	92,359			
Mathew Miller	Social Studies	1.00	92,359			
Kari-Ann Daley	Social Studies	1.00	96,979			
Savannah Histen	Social Studies	1.00	69,277			
Justin Voldman	Social Studies	1.00	90,059			
Rebecca Pandolfo	Social Studies/Child Development	1.00	58,227			
Lucas Glavin	Social Studies	1.00	86,561			
Brian Moloney	Social Studies	1.00	77,972			
Margaret Hale	Social Studies	1.00	61,588			
Miranda Rich	Social Studies	1.00	55,988			
Robert Anniballi [+6 District]	Wellness/Phys Ed	0.40	36,042			
Michael Buono	Wellness/Phys Ed	1.00	65,498			
Jason Hoye	Wellness/Phys Ed	1.00	74,944			
Kerryn Perkins	Wellness/Phys Ed	0.60	47,215			
Joseph Guidice	Wellness/Health	1.00	88,725			
Jennifer Godin	Wellness/Health	1.00	90,106			
Jessica Stefanini	Wellness/Health	1.00	85,769			
Victoria Smith	Wellness	1.00	65,498			
Michael Zambarano	Wellness/Phys Ed	0.60	32,300			
Barbara Molinari-Bates	Evaluation Team Leader	1.00	103,811			
Jennifer Braman-Parikh [.25 KN,.25 WL,.5 HS]	Evaluation Team Leader	0.50	51,821			
John Larkin	SPED	1.00	53,834			
Kathryn Seyfarth	SPED	1.00	61,139			
James Franciose	SPED	1.00	81,917			
Mark D'Angelo	SPED	1.00	88,290			
Karen Liptak	SPED	1.00	94,612			
Benjamin Maki	SPED	1.00	66,613			



**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
FY 2018**

Employee	Position	Budget FTE	Budget Salary	Other Funded FTE	Other Funded Salary	Source
Kathleen Moschella	SPED	1.00	92,359			
Jane Taylor Thomas	SPED	1.00	66,613			
Karen Richard	SPED	1.00	73,474			
Jennifer Rigdon	SPED	1.00	92,359			
Christine Michelson	SPED	1.00	64,051			
Allon Porter	SPED	1.00	61,139			
Katheryn Brown	SPED Transition Coordinator	1.00	84,500			
Andrea Geller	Social Worker	1.00	90,106			
Jacqueline Davis	Social Worker	1.00	86,012			
Sarah Karian [+.6 KN]	SPED Speech	0.40	26,199			
Marjorie Roberson	Instructional Technology	1.00	90,106			
Lori Cullen	Instructional Technology	0.60	44,966			
Alexander Norton	Media Arts	1.00	48,941			
Camille Napier Bernstein [+.8 HS]	ELL	0.20	18,922			
Lauren Adams [+.6 HS]	ELL	0.40	29,754			
Amanda Egan [+.8 HS]	ELL	0.20	14,169			
Suzanna Magnuson [+.8 HS]	ELL	0.20	17,154			
Karen Dalton-Thomas [DH]	Guidance	0.40	35,005			
Jane Bruce	Guidance	1.00	73,477			
Aimee Cairney	Guidance	1.00	62,212			
Brittany Hanna	Guidance	0.50	27,652			
Matthew Strother	Guidance	1.00	92,568			
Randall Garry [+.5 Metco]	Guidance	0.50	44,938			
Randall Garry	Guidance			0.50	44,844	Metco
Sharon Greenholt [+.5 Metco]	Guidance	0.50	36,739			
Sharon Greenholt	Guidance			0.50	36,628	Metco
Alison Gilroy	Guidance	1.00	64,701			
Elizabeth Finocchi	Guidance	1.00	88,543			
Elizabeth D'Hemecourt	Psychologist	1.00	71,691			
Diane Whittaker [+.6 Pre]	Psychologist	0.40	32,328			
John Bradbury	Paraprofessional Educator	1.00	25,085			
Kathleen Daly	Paraprofessional Educator	1.00	27,787			
Sarah Dougall	Paraprofessional Educator	1.00	26,022			
Elissa Grunes	Paraprofessional Educator			1.00	27,787	PL94-142
Thomas Henley	Paraprofessional Educator	1.00	26,022			
Alyssa Mabardy	Paraprofessional Educator	1.00	25,637			
Ashley Mabardy	Paraprofessional Educator	1.00	27,537			
Lisa Marbardy	Paraprofessional Educator	1.00	27,537			
Katherine Rivera	Paraprofessional Educator	1.00	25,637			
Rosario Dalicandro	Paraprofessional Educator			1.00	27,737	PL94-142
Nancy Navarro	Paraprofessional Educator			1.00	27,787	PL94-142
Lisa Trayers	Paraprofessional Educator			1.00	27,787	PL94-142
Tara McDonald	Library	1.00	90,106			
Patricia Williams	Library Media Paraprofessional	1.00	32,210			
Irene Carrick	Library Media Paraprofessional	1.00	32,210			
Various	HS Library Media Assistants - pm		12,000			
Douglas Milch	Virtual Education Supervisor	1.00	42,776			
Daniel O'Leary	Para Educator - Non SPED	1.00	26,931			
Lily Foster	HS Tutor	1.00	43,187			
George Jenkins	HS Tutor Pace/Compass	1.00	34,331			
Joseph Tomaso	HS Wellness Center	1.00	42,259			
Michael Buono	HS Wellness Center	0.58	19,313			
Jean Mabardy	NHS Student Supervisor	0.42	9,735			
Various	Detention Supervisor		11,906			
Daniel O'Connor	Student / Community Coach	1.00	44,000			
Substitute Teachers	Substitutes		96,603			
Jennifer Garb-Palumbo	Nurse	1.00	77,972			
Nicole Marcinkiewicz	Nurse	1.00	81,917			
<b>Total High School</b>		<b>151.20</b>	<b>11,293,997</b>	<b>7.00</b>	<b>345,197</b>	

**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
FY 2018**

Employee	Position	Budget FTE	Budget Salary	Other Funded FTE	Other Funded Salary	Source
<b>High School - ALTERNATIVE EDUCATION</b>						
Linda Anderson [+.6 HS]	Alternative Ed HS Art	0.40	35,316			
Nicholas Coleman	Alternative Ed HS			1.00	58,227	PL94-142
Michael Caulfield	Alternative Ed HS	1.00	65,498			
Mark Mortarelli [DH]	Alternative Ed HS	1.00	92,093			
Lauren Williams	Alternative Ed HS	1.00	88,290			
Jane McCarthy	Alternative Ed HS	1.00	81,917			
Maria Monica Sanderson [+.8 HS]	Alternative Ed HS Foreign Language	0.20	15,738			
Mark Miller	Alternative Ed-Achieve	1.00	81,917			
Annette Ziegler [SSIL]	Social Worker Alt Ed	1.00	96,555			
Deanna Kanavas-DeRocher [SSIL & TL]	Psychologist Alt Ed	1.00	96,245			
Kevin Fair	Paraprofessional Educator			1.00	27,537	Altern Ed Tuition
Kathleen Whitney	Paraprofessional Educator			1.00	27,787	Altern Ed Tuition
Michael Heyde	Paraprofessional Educator-Achieve			1.00	25,085	PL94-142
Matthew Rogers	Paraprofessional Educator-Achieve	1.00	27,537			
Sedi Ghodrat	Paraprofessional Educator-Achieve	1.00	27,737			
<b>Total HS - Alternative Ed</b>		<b>9.60</b>	<b>708,843</b>	<b>4.00</b>	<b>138,636</b>	

**EXTRA-CURRICULAR ACTIVITIES**

Timothy Collins	Athletic Director	1.00	109,939			
Cathy Larkin	Athletic Admin Asst	1.00	49,185			
Fall	Coaches		179,734			
Winter	Coaches		149,348			
Spring	Coaches		139,275			
Tournament	Coaches		41,309			
various	Kennedy Intramural		3,907			
various	Wilson Intramural		3,907			
various	Kennedy Specialty Advisors		47,334			
various	Wilson Specialty Advisors		47,334			
various	HS Specialty Advisors		127,216			
<b>Total Extra-Curricular Activites</b>		<b>2.00</b>	<b>898,488</b>			

**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
FY 2018**

Employee	Position	Budget FTE	Budget Salary	Other Funded FTE	Other Funded Salary	Source
Additional Staff Adds		32.70	1,824,006			
Anticipated Retirements			(102,354)			
Anticipated Turnover			(387,385)			
<b>Total School Based &amp; Other Funding Sources</b>		<b>694.66</b>	<b>48,118,582</b>	<b>51.02</b>	<b>2,792,553</b>	

Total District Administration	31.55	\$2,484,688		
Total District Instruction	16.25	\$1,558,356	5.42	\$388,496
Total Pre-School	12.20	\$674,035	11.80	\$657,633
Total Bennett-Hemenway	82.95	\$5,073,696	0.40	\$30,859
Total Brown	60.31	\$3,607,679		
Total Johnson	26.74	\$1,832,819	5.40	\$215,862
Total Lilja	42.73	\$2,767,866	1.00	\$63,585
Total Memorial	40.63	\$2,756,620	3.50	\$163,216
Total Kennedy	72.05	\$5,416,719	6.50	\$397,427
Total Wilson	113.75	\$7,710,510	6.00	\$391,643
Total High School	151.20	\$11,293,997	7.00	\$345,197
Total HS - Alternative Ed	9.60	\$708,843	4.00	\$138,636
Total Extra-Curricular Activities	2.00	\$898,488		
Additional Staff Adds	32.70	\$1,824,006		
Anticipated Retirements		(102,354)		
Anticipated Turnover		(387,385)		
<b>Total School Based</b>	<b>694.66</b>	<b>\$48,118,582</b>	<b>51.02</b>	<b>\$2,792,553</b>

**Summary School Based Other Funding Sources:**

Early Childhood	0.41	\$31,630
Title 1	4.70	\$196,643
Enhanced Health	0.90	\$63,508
Medicaid	3.30	\$238,900
School Choice	3.00	\$240,095
Metco	2.62	\$181,769
Metrowest Foundation	1.00	\$55,848
PL94-142	22.69	\$1,078,971
Preschool Tuitions	8.40	\$502,105
Alternative Ed Tuition		
Foreign Exchange Tuition	2.00	\$143,760
Non-Rep Staff Salary Pool		\$4,000
<b>Grand Total</b>	<b>49.02</b>	<b>\$2,737,229</b>

**NATICK PUBLIC SCHOOLS**  
**EAN Unit - Specialty Advisors**  
**School Year 2018**

<i>Position</i>	<i>Ratio</i>	
Per terms of the contract: Ratio 1.0 = 3%		<b>\$45,742</b> <b>\$1,372</b>

<b>\$</b>			
<i>Kennedy</i>	<i>Wilson</i>	<i>High</i>	<i>Total</i>

Government	Freshman Class Advisor I	1.00	\$1,372
	Freshman Class Advisor II	1.00	\$1,372
	Sophomore Class Advisor I	1.25	\$1,715
	Sophomore Class Advisor II	1.25	\$1,715
	Junior Class Advisor I	1.75	\$2,401
	Junior Class Advisor II	1.75	\$2,401
	Senior Class Advisor I	2.50	\$3,430
	Senior Class Advisor II	2.50	\$3,430
	National Honor Society Advisor I	2.00	\$2,744
	National Honor Society Advisor II	2.00	\$2,744
	High School Student Council Advisor I	3.00	\$4,116
	Middle School Student Council Advisor	1.50	\$2,058

		\$1,372
		\$1,372
		\$1,715
		\$1,715
		\$2,401
		\$2,401
		\$3,430
		\$3,430
		\$2,744
		\$2,744
		\$4,116
\$2,058	\$2,058	

Publications	High School Literary Magazine Advisor	1.00	\$1,372
	Middle School Yearbook Advisor	1.00	\$1,372

		\$1,372
\$1,372	\$1,372	

Drama / Music	Middle School Drama Director (Fall)	2.50	\$3,430
	Middle School Drama Director (Spring)	2.00	\$2,744
	Middle School Musical Drama Director (only if music is performed)	2.50	\$3,430
	Middle School Show Producer (Fall)	1.00	\$1,372
	Middle School Drama Producer (Spring)	1.00	\$1,372
	Middle School Technical Theater (Fall)	1.00	\$1,372
	Middle School Drama Technical Director (Spring)	1.00	\$1,372
	Middle School Jazz/Specialty Band	1.50	\$2,058
	Middle School Pops Chorus/Specialty Chorus	1.50	\$2,058
	High School Drama Production Director I	3.75	\$5,145
	High School Drama Production Director II (only when senior play is musical)	1.50	\$2,058
	High School Musical Director	4.50	\$6,174
	High School Musical Choral & Orchestra Director	4.25	\$5,831
	High School Jazz Ensemble Director	2.75	\$3,773
	High School Parade/Pep Band Director	1.00	\$1,372
	High School Costume	1.00	\$1,372
	High School Lighting Director	1.00	\$1,372
	High School Set Construction	1.00	\$1,372
	High School Show Producer	1.00	\$1,372
	High School Choreographer	1.50	\$2,058
	High School House Manager (per night)		\$80

\$3,430	\$3,430	
\$2,744	\$2,744	
\$3,430	\$3,430	
\$1,372	\$1,372	
\$1,372	\$1,372	
\$1,372	\$1,372	
\$1,372	\$1,372	
\$2,058	\$2,058	
\$2,058	\$2,058	
		\$5,145
		\$2,058
		\$6,174
		\$5,831
		\$3,773
		\$1,372
		\$1,372
		\$1,372
		\$1,372
		\$2,058
		\$600

Clubs	Middle School Math Team	2.50	\$3,430
	Middle School Future Engineers & Robotics Advisor	1.25	\$1,715
	High School Art Club Advisor	1.00	\$1,372
	High School Academic Decathlon Coach	2.00	\$2,744
	High School Competitive Speech Advisor	5.00	\$6,860
	High School Competitive Speech Assistant	1.75	\$2,401
	High School Speech Manager	0.50	\$686
	High School French Club	1.00	\$1,372
	High School German Club	1.00	\$1,372
	High School Spanish Club	1.00	\$1,372
	High School DECA	2.00	\$2,744
	High School GSA	2.50	\$3,430
	High School Mock Trial Advisor	2.00	\$2,744
	High School Robotics Advisor	2.00	\$2,744
	High School Key Club	1.75	\$2,401
	High School Leadership Team	1.75	\$2,401
	High School Anime	1.00	\$1,372
	High School Earth Club	1.75	\$2,401
	High School Ultimate Frisbee	1.00	\$1,372

\$3,430	\$3,430	
\$1,715	\$1,715	
		\$1,372
		\$2,744
		\$6,860
		\$2,401
		\$686
		\$1,372
		\$1,372
		\$1,372
		\$2,744
		\$3,430
		\$2,744
		\$2,744
		\$2,401
		\$2,401
		\$1,372
		\$2,401
		\$1,372

**NATICK PUBLIC SCHOOLS**  
**EAN Unit - Specialty Advisors**  
**School Year 2018**

<i>Position</i>	<i>Ratio</i>	
Per terms of the contract: Ratio 1.0 = 3%		<b>\$45,742</b> \$1,372

<b>\$</b>			
<b>Kennedy</b>	<b>Wilson</b>	<b>High</b>	<b>Total</b>

High School Mascot Advisor	1.00	\$1,372
High School Math Club	1.50	\$2,058

		\$1,372
		\$2,058

Other

Middle School Weather Service	2.50	\$3,430
Middle School Community Service	1.75	\$2,401
Middle School Students as Readers	1.00	\$1,372
Middle School Multimedia Publishing	1.00	\$1,372
Middle School Peer Leadership (2 at each school)	1.50	\$2,058
Middle School Unspecific Specialty Advisor (5 at each school)	1.00	\$1,372
High School SADD Advisor	2.50	\$3,430
High School Model UN	1.50	\$2,058
High School Debate Team	1.00	\$1,372
High School Students as Readers	1.00	\$1,372
High School Business Leaders of America	1.75	\$2,401
High School Unspecific Specialty Advisor (6.5)	1.00	\$1,372
Wall of Achievement Coordinator (non-rep stipend, each)		\$1,290

\$3,430	\$3,430	
\$2,401	\$2,401	
\$1,372	\$1,372	
\$1,372	\$1,372	
\$4,116	\$4,116	
\$6,860	\$6,860	
		\$3,430
		\$2,058
		\$1,372
		\$1,372
		\$2,401
		\$8,918
		\$2,580

Additional

estimated 35 hours	0.41	\$556
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		\$556
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\*\* When the Band Director or Choral Director must accompany their respective groups to events that are in excess of the normal schedule, they will be compensated at the following hourly rate:

\$13.98

47,334	47,334	127,216	221,884
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**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
COACHES  
FY 2018**

NOTE: Each season is 50 days in length

**FALL SEASON:** Week before school begins to day before Thanksgiving

TOURNAMENT PAY CALCULATION: Annual salary divided by length of season multiplied by days

POSITION	LEVEL	STEP	ANNUAL SALARY
Middle School Athletic Coordinator	Head	3	\$2,638
Faculty Manager (paid in 3 payments)	High School	3	\$4,600
Field Hockey - Girls	Head	3	\$6,795
	SubVarsity	3	\$4,657
	Freshmen	3	\$3,298
Middle School Field Hockey - Girls	Kennedy	3	\$2,638
	Wilson	3	\$2,638
Football	Head	3	\$11,997
	First Assistant	3	\$7,020
	Assistant Varsity 1	3	\$6,796
	Assistant Varsity 2	3	\$6,796
	Assistant Varsity 3	3	\$6,796
	Head Freshmen	3	\$4,616
	Asst. Freshmen	3	\$2,801
Golf	Head	3	\$4,657
Cheerleader	Head	3	\$5,045
Cheerleader JV	Head	3	\$3,298
Soccer - Boys	Head	3	\$6,795
	SubVarsity	3	\$4,657
	Freshmen	3	\$3,298
Soccer - Girls	Head	3	\$6,795
	SubVarsity	3	\$4,657
	Freshmen	3	\$3,298
Swimming - Girls	Head	3	\$4,990
	Assistant	3	\$3,298
Swimming - Diving Coach - Girls	Assistant	1	\$2,717
Track: Cross Country - Boys/Girls	Head - Boys	3	\$6,989
	Head - Girls		\$6,989
	Assistant	3	\$4,947
Track: Middle School Cross Country (one coach for a combined boys'/girls' team)	Kennedy	3	\$3,958
	Wilson	3	\$3,958
Volleyball - Girls	Head	3	\$6,795
	SubVarsity	3	\$4,657
	Freshmen	3	\$3,298
Middle School Volleyball - Girls	Head - Kennedy	3	\$2,638
	Head - Wilson	3	\$2,638
Middle School Volleyball - Boys	Head - Kennedy	3	\$2,638
	Head - Wilson	3	\$2,638
<b>FALL SEASON TOTAL</b>			<b>\$179,734</b>

**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
COACHES  
FY 2018**

NOTE: Each season is 50 days in length

**WINTER SEASON:** Monday after Thanksgiving to mid-February vacation

TOURNAMENT PAY CALCULATION: Annual salary divided by length of season multiplied by days

POSITION	LEVEL	STEP	ANNUAL SALARY
Middle School Athletic Coordinator	Head	3	\$2,638
Basketball - Boys	Head	3	\$6,795
	SubVarsity	3	\$4,657
	Freshmen Head	3	\$3,298
Basketball - Girls	Head	3	\$6,795
	Sub Varsity	3	\$4,657
	Freshmen Head	3	\$3,298
Middle School Basketball - Boys	Freshmen Head - Kennedy	3	\$2,638
	Freshmen Head - Wilson	3	\$2,638
Middle School Basketball - Girls	Freshmen Head - Kennedy	3	\$2,638
	Freshmen Head - Wilson	3	\$2,638
Gymnastics - Girls	Head	3	\$4,657
	Assistant	3	\$3,298
Cheerleader	Head	3	\$5,045
Cheerleader JV	Head	3	\$3,298
Ice Hockey - Boys	Head	3	\$6,795
	SubVarsity	3	\$4,657
	Freshman	3	\$3,298
Ice Hockey - Girls	Head	3	\$6,795
	SubVarsity	3	\$4,657
	Freshman	3	\$3,298
Ski	Head	3	\$5,045
Swimming - Boys	Head	3	\$4,990
	Assistant	3	\$3,298
Swimming - Diving Coach - Boys	Assistant	1	\$2,717
Track: Indoor - Boys	Head	3	\$5,597
	Sub Varsity	3	\$3,497
	Assistant	3	\$3,298
Track: Indoor - Girls	Head	3	\$5,597
	Sub Varsity	3	\$3,497
	Assistant	3	\$3,298
Wrestling	Head	3	\$6,795
	SubVarsity	3	\$4,657
	Freshman	3	\$3,298
Middle School Wrestling	Head - Kennedy	3	\$2,638
	Head - Wilson	3	\$2,638
<b>WINTER SEASON TOTAL</b>			<b>\$149,348</b>

**NATICK PUBLIC SCHOOLS  
SALARY AND WAGES BUDGET  
COACHES  
FY 2018**

NOTE: Each season is 50 days in length

**SPRING SEASON:** Third Monday in March to first week of June

TOURNAMENT PAY CALCULATION: Annual salary divided by length of season multiplied by days

POSITION	LEVEL	STEP	ANNUAL SALARY
Middle School Athletic Coordinator	Head	3	\$2,638
Baseball	Head	3	\$6,795
	SubVarsity	3	\$4,657
	Asst Varsity	3	\$3,298
	Freshmen Head	3	\$3,298
Lacross - Boys	Head	3	\$6,795
	SubVarsity	3	\$4,657
	Freshmen Head	3	\$3,298
Lacross - Girls	Head	3	\$6,795
	SubVarsity	3	\$4,657
	Freshmen Head	3	\$3,298
Sailing	Head	3	\$5,045
Softball	Head	3	\$6,795
	SubVarsity	3	\$4,657
	Assistant Varsity	3	\$3,298
	Freshmen Head	3	\$3,298
Tennis - Boys	Head	3	\$4,657
	Assistant	3	\$3,298
Tennis - Girls	Head	3	\$4,657
	Assistant	3	\$3,298
Track: Outdoors - Boys	Head	3	\$5,597
	Sub-Varsity	3	\$3,497
	Assistant	3	\$3,298
Track: Outdoors - Girls	Head	3	\$5,597
	Sub-Varsity	3	\$3,497
	Assistant	3	\$3,298
Track: Middle School Outdoors - Boys	Kennedy	3	\$2,638
	Wilson	3	\$2,638
Track: Middle School Outdoors - Girls	Kennedy	3	\$2,638
	Wilson	3	\$2,638
Volleyball - Boys	Head	3	\$6,795
	Sub-Varsity	3	\$4,657
	Freshman	3	\$3,298
<b>SPRING SEASON TOTAL</b>			<b>\$139,275</b>
FALL SEASON TOTAL			\$179,734
WINTER SEASONTOTAL			\$149,348
SPRING SEASON TOTAL			\$139,275
TOTAL COACHES SALARIES			\$468,357
PLUS TOURNAMENT PAY			\$41,309
<b>GRAND TOTAL (COACHES &amp; TOURNAMENT)</b>			<b>\$509,666</b>



Natick Public Schools  
Salary & Wages Budget  
Food Service  
FY2018

Employee Name	Work Location	Title / Position	Grade	Hourly Rate	3 Snow Days	Longevity	Budget Salary
Nicole Bailey	Kennedy	Manager MS	E5	\$21.4002	\$ 482.00		\$ 31,459
Delphine Boudreau	Wilson	Part Time	E8	\$15.3715		\$ 250.00	\$ 10,633
Raechel Chiavarini	High School	Satellite Cook	E4	\$18.6136	\$ 363.00	\$ 200.00	\$ 23,914
Toni De Doming	Brown	Part Time	E8	\$15.3715			\$ 10,383
Arlene Desjardin	High School	Part Time	E8	\$15.3715			\$ 10,383
Kariene Disney	High School	Part Time	E8	\$15.0717			\$ 10,181
Marie Duffy	High School	Part Time	E8	\$15.0717			\$ 10,181
Patricia Dunn	Brown	Part Time	E8	\$15.3715			\$ 10,383
Kristine Fair	High School	Part Time	E8	\$15.3715			\$ 10,383
Virginia Febus	Wilson	Full Time	E8	\$15.3715			\$ 10,383
Roseann Foran	Memorial	Cook Super	E3	\$21.4002	\$ 482.00	\$ 200.00	\$ 31,659
Martha Ghilani	Wilson	Part Time	E8	\$12.1121			\$ 8,182
Montagna Gina	Memorial	Part Time	E8	\$12.1121			\$ 8,766
Charlene Harrow	Lilja	Part Time	E8	\$15.3715		\$ 100.00	\$ 10,483
Kimberly Hillard	Ben-Hem	Part Time	E8	\$15.3715			\$ 10,383
Lois Hladick	Kennedy	Part Time	E8	\$14.2900		\$ 100.00	\$ 9,753
Deborah Indresano	Memorial	Part Time	E8	\$ 12.1121			\$ 8,182
Ann Jencunas	High School	Manager HS	E6	\$23.3746	\$ 561.00	\$ 300.00	\$ 36,951
Christine Kirby	Wilson	Part Time	E8	\$12.1121			\$ 8,182
Barbara Larosa	Wilson	Part Time	E8	\$15.3715			\$ 10,383
Susan Lavin	Ben-Hem	Part Time	E8	\$14.6801			\$ 9,916
Jeanmarie Lawson	Lilja	Part Time	E8	\$15.0717			\$ 10,181
Debra Leverone	High School	Part Time	E8	\$15.0717			\$ 10,181
Karen Marso	High School	Full Time	E4	\$18.6136	\$ 363.00	\$ 200.00	\$ 23,914
Keri McGovern	Johnson	Part Time	E8	\$15.3715			\$ 10,383
Janice McGrath	Johnson	Part Time	E8	\$14.6801			\$ 9,916
Parkhurst Michelle	Ben-Hem	Cook Super	E3	\$17.8566			\$ 25,847
Janice Munro	High School	Part Time	E8	\$12.1121			\$ 8,182
Eileen Murphy	Wilson	Manager HS	E5	\$23.3746	\$ 526.00	\$ 200.00	\$ 34,561
Josephine Sutherland	High School	Satellite Cook	E4	\$18.6136	\$ 363.00	\$ 500.00	\$ 24,214
Angela Tahmili	Kennedy	Part Time	E8	\$12.1121			\$ 7,013
Melissa Tellier	Memorial	Part Time	E8	\$12.1121			\$ 8,766
Marianne Todesco	Ben - Hem	Part Time	E8	\$13.1473			\$ 8,881
Maryann Williamson	High School	Part Time	E8	\$14.2900			\$ 9,653
Betty Wong	Kennedy	Part Time	E8	\$15.3715			\$ 10,383
							<u>\$ 427,192</u>

All the salaries are paid out of the Food Service Revolving Account

Natick Public Schools  
Salary and Wages Budget

ASAP  
FY2018

Last Name	First Name	Title/Position	Salary	Enrollment Stipend
CAP-RENTI	MEGAN	Director	\$ 81,781	
CARVALHO	DINA	Asst Site Supervisor	\$ 42,215	
COFFEY	CHRISTOPHER	Asst Site Supervisor	\$ 40,204	
DELPRETE	GINA	Site Supervisor	\$ 46,475	\$ 2,732.58
FITZGERALD	MORGAN	Site Supervisor	\$ 46,475	\$ 1,346.40
GAGNER	MARYLOU	Site Supervisor	\$ 46,475	\$ 1,346.40
GENOVA	MAURA	Asst Site Supervisor	\$ 42,215	
GRAHAM	AARON	Asst Site Supervisor	\$ 42,215	
KLIMA	VICTORIA	Coordinator	\$ 44,326	
LEONA	WILLIAM	Site Supervisor	\$ 44,225	
MORAN	MARGARET	Asst Director	\$ 60,038	
MUCCIARONE	DEBBIE	Coordinator	\$ 30,245	
NAUGHTON	PATRICIA	Coordinator	\$ 42,204	
OLIVEIRA	CHERYL	Supervisor	\$ 46,437	
PACHECO	MEGAN	Coordinator	\$ 42,215	
RAWLINGS	CATHERINE	Coordinator	\$ 40,204	
ROBERTS	AMANDA	Site Supervisor	\$ 48,759	\$ 1,346.40
SCUOTEGUAZZA	NICOLE	Asst Site Supervisor	\$ 42,215	
SULLIVAN	ASHLEY	Coordinator	\$ 42,215	
SULSER	DIANE	Coordinator	\$ 40,204	
VERDELLI	GEMMA	Asst Site Supervisor	\$ 42,215	
WALSH	PATRICK	Site Supervisor	\$ 44,226	\$ 2,732.58
ACKERLEY	CARLY	Asst Instructor/Instructor/Lead Instructor	\$ 15,623	
ACKERLEY	JEANNE	Asst Instructor/Instructor/Lead Instructor	\$ 1,883	
ALESSANDRO	THERESA	Asst Instructor/Instructor/Lead Instructor	\$ 14,203	
AMARAL	MELANIE	Asst Instructor/Instructor/Lead Instructor	\$ 12,882	
BIANCO	JESSICA	Asst Instructor/Instructor/Lead Instructor	\$ 12,325	
BLANEY	BRENDAN	Asst Instructor/Instructor/Lead Instructor	\$ 7,595	
BLANEY	BRENDAN	OT	\$ 11,393	
CARR	JAMIE	Asst Instructor/Instructor/Lead Instructor	\$ 11,711	
CHALFIN	ELIZABETH	Substitute Instructor	\$ 1,883	
CHERSONSKY	HELAINE	Substitute Instructor	\$ 3,295	
CIVIDINO	MARK	Substitute Instructor	\$ 2,989	
DANIELSON	AMY	Asst Instructor/Instructor/Lead Instructor	\$ 8,772	
DANIELSON	AMY	OT	\$ 9,211	
DELIZA	JOYCE	Asst Instructor/Instructor/Lead Instructor	\$ 21,700	
DIGIANDOMENICO	ELENA	Asst Instructor/Instructor/Lead Instructor	\$ 14,203	
DOUGALL	SARAH	Asst Instructor/Instructor/Lead Instructor	\$ 6,456	
DOUGALL	SARAH	OT	\$ 6,266	
FLAHERTY	JOANNE	Asst Instructor/Instructor/Lead Instructor	\$ 8,355	
FLAHERTY	JOANNE	OT	\$ 6,266	
FLEMING	JONATHAN		\$ 12,912	
FORTINI	DOMINIQUE	Asst Instructor/Instructor/Lead Instructor	\$ 7,233	
FORTINI	DOMINIQUE	OT	\$ 6,510	
GUERRERO	ABRAHAM	Asst Instructor/Instructor/Lead Instructor	\$ 12,297	

Natick Public Schools  
Salary and Wages Budget

ASAP

FY2018

Last Name	First Name	Title/Position	Salary	Enrollment Stipend
HALLORAN	BRITTANY		\$ 4,394	
HENLEY	THOMAS	Asst Instructor/Instructor/Lead Instructor	\$ 6,779	
HENLEY	THOMAS	OT	\$ 6,579	
HEYDE	MICHAEL	Asst Instructor/Instructor/Lead Instructor	\$ 6,779	
HEYDE	MICHAEL	OT	\$ 10,766	
HOLMES	LINDA	Asst Instructor/Instructor/Lead Instructor	\$ 12,882	
IRVING	TOBIAS	Asst Instructor/Instructor/Lead Instructor	\$ 14,913	
JEAN	MARILYN	Asst Instructor/Instructor/Lead Instructor	\$ 14,913	
JOHNSON	ROBERT	Asst Instructor/Instructor/Lead Instructor	\$ 14,913	
KELLEY	JENNIFER	Asst Instructor/Instructor/Lead Instructor	\$ 16,404	
KLEPPER	ROBERT	Asst Instructor/Instructor/Lead Instructor	\$ 7,595	
KLEPPER	ROBERT	OT	\$ 11,393	
LEVIN	LAURA	Asst Instructor/Instructor/Lead Instructor	\$ 14,203	
LINDSEY	KATHLEEN	Asst Instructor/Instructor/Lead Instructor	\$ 13,557	
LOGUE	MICHAEL	Asst Instructor/Instructor/Lead Instructor	\$ 5,932	
MARCHAND	DESIREE	Asst Instructor/Instructor/Lead Instructor	\$ 14,203	
MCLEOD	MATTHEW	Asst Instructor/Instructor/Lead Instructor	\$ 12,912	
MCWHINNIE	MICHELLE	Asst Instructor/Instructor/Lead Instructor	\$ 7,975	
MCWHINNIE	MICHELLE	OT	\$ 9,570	
MELENDEZ	FELICIA	Asst Instructor/Instructor/Lead Instructor	\$ 14,913	
MONDOR	ANDREA	Asst Instructor/Instructor/Lead Instructor	\$ 12,946	
MOSES	CHRISTINA	Substitute Instructor	\$ 5,932	
MUCCIARONE	ASHLEY	Asst Instructor/Instructor/Lead Instructor	\$ 11,738	
MUCCIARONE	PRESTON	Asst Instructor/Instructor/Lead Instructor	\$ 14,913	
MUDARRI	SUSAN	Asst Instructor/Instructor/Lead Instructor	\$ 8,772	
		OT	\$ 7,895	
MURPHY-DANIELS	COLLEEN	Asst Instructor/Instructor/Lead Instructor	\$ 11,723	
NATARELLI	LINDSEY	Asst Instructor/Instructor/Lead Instructor	\$ 14,203	
ORTIZ	ANGEL	Asst Instructor/Instructor/Lead Instructor	\$ 12,946	
PAUL	ROBERT	Asst Instructor/Instructor/Lead Instructor	\$ 9,394	
POULOS	AURALEE	Asst Instructor/Instructor/Lead Instructor	\$ 15,623	
RICE	DEREK	Asst Instructor/Instructor/Lead Instructor	\$ 11,743	
RIDGE	BRIAN	Asst Instructor/Instructor/Lead Instructor	\$ 6,214	
		OT	\$ 2,071	
ROGERS	MATTHEW	Asst Instructor/Instructor/Lead Instructor	\$ 6,456	
		OT	\$ 6,266	
SHAHVARI	JOANNE	Asst Instructor/Instructor/Lead Instructor	\$ 14,203	
SIMONI	ELSBETH	Asst Instructor/Instructor/Lead Instructor	\$ 7,250	
SNYDER	JANE	Asst Instructor/Instructor/Lead Instructor	\$ 15,659	
SOUZA	JEAN	Asst Instructor/Instructor/Lead Instructor	\$ 2,512	
THERIAULT	GABRIELLE	Asst Instructor/Instructor/Lead Instructor	\$ 11,738	
TRAYERS	LISA	Asst Instructor/Instructor/Lead Instructor	\$ 7,177	
TRONCOSO	ALBERTO	Asst Instructor/Instructor/Lead Instructor	\$ 22,785	
TURNER	KELSIE	Asst Instructor/Instructor/Lead Instructor	\$ 5,649	
WEIDNER	RYAN	Asst Instructor/Instructor/Lead Instructor	\$ 14,241	

Natick Public Schools  
Salary and Wages Budget

ASAP  
FY2018

Last Name	First Name	Title/Position	Salary	Enrollment Stipend
WHITNEY	KATHLEEN	Asst Instructor/Instructor/Lead Instructor	\$ 7,519	
WOOLARD	MICHELE	Asst Instructor/Instructor/Lead Instructor	\$ 9,211	
		OT	\$ 7,599	
YEE	THERESA	Asst Instructor/Instructor/Lead Instructor	\$ 13,816	
BERG	SARA	High School Tutor/Mentor	\$ 2,906	
BOLAND	KATELYN	High School Tutor/Mentor	\$ 2,906	
BONAVIRE	KAILA	High School Tutor/Mentor	\$ 2,906	
BRENDEMUEHL	KATHRYN	High School Tutor/Mentor	\$ 2,906	
BUTT	MYRA	High School Tutor/Mentor	\$ 2,906	
COSTELLO	EMILY	High School Tutor/Mentor	\$ 2,906	
CROWLEY	CAROLINE	High School Tutor/Mentor	\$ 2,906	
D'AMELIO	GABBY	High School Tutor/Mentor	\$ 2,906	
FRIED	LINDSEY	High School Tutor/Mentor	\$ 2,906	
GAGNER	JACK	High School Tutor/Mentor	\$ 2,906	
HASAN	KHWAHA	High School Tutor/Mentor	\$ 2,906	
HOPKINS	JUSTIN	High School Tutor/Mentor	\$ 2,906	
HULISTON	ELIZABETH	High School Tutor/Mentor	\$ 2,906	
LANDON	ETHAN	High School Tutor/Mentor	\$ 2,906	
LEE	ADAM	High School Tutor/Mentor	\$ 2,906	
LOFTUS	MELISSA	High School Tutor/Mentor	\$ 2,906	
LONDON	EMILY	High School Tutor/Mentor	\$ 2,906	
LYNCH	GILLIAN	High School Tutor/Mentor	\$ 2,906	
MARTELL	CLAIRE	High School Tutor/Mentor	\$ 2,906	
MCPHERSON	NICOLE	High School Tutor/Mentor	\$ 2,906	
MUSSHORN	LAUREN	High School Tutor/Mentor	\$ 2,906	
NATARELLI	EMILY	High School Tutor/Mentor	\$ 2,906	
NEUEGARTEN	HAYLEY	High School Tutor/Mentor	\$ 2,906	
O'SHEA	SHANNOM	High School Tutor/Mentor	\$ 2,906	
OPELA	JACOB	High School Tutor/Mentor	\$ 2,906	
OUELLETTE	CAMERON	High School Tutor/Mentor	\$ 2,906	
PRIM	JAMES	High School Tutor/Mentor	\$ 2,906	
QUATTROCCHI	ALEXA	High School Tutor/Mentor	\$ 2,906	
REYNOLDS	SCOTT	High School Tutor/Mentor	\$ 2,906	
ROBERT	ARTHUR	High School Tutor/Mentor	\$ 2,906	
ROSIN	LAUREN	High School Tutor/Mentor	\$ 2,906	
SCRIBNER	MOIRA	High School Tutor/Mentor	\$ 2,906	
SHOOSHANIAN	DANIEL	High School Tutor/Mentor	\$ 2,906	
SMITH	ALAN	High School Tutor/Mentor	\$ 2,906	
TWISS	AMELIA	High School Tutor/Mentor	\$ 2,906	
VIDAL	DEJA	High School Tutor/Mentor	\$ 2,906	
WOOLARD	EMMA	High School Tutor/Mentor	\$ 2,906	
WRIGHT	COLE	High School Tutor/Mentor	\$ 2,906	
WYNN	HALEY	High School Tutor/Mentor	\$ 2,906	

All Salaries are paid out  
of the ASAP Revolving  
Account

\$ 1,856,354

**NATICK PUBLIC SCHOOLS**  
**SALARY STEP / DEGREE STATUS**  
**FTE's - Unit A (Operating Budget)**  
**FY 2016 - 2017 Actuals**

Step	Bachelors	\$	Masters	\$	Masters + 15	\$	Masters + 30	\$	Masters + 45	\$	Masters + 60	\$	Masters + 75	\$	Doctorate	\$	Total FTE
1	6.00	46,023	2.10	50,625		53,156		55,688		57,080		58,473		59,934		61,395	8.10
2	5.60	47,865	11.70	52,649		55,282	1.00	57,915		59,362		60,809		62,330		63,851	18.30
3	9.80	49,778	10.60	54,756	3.00	57,494	3.00	60,233		61,739		63,243		64,823	1.00	66,405	27.40
4	5.00	51,769	7.00	56,946	3.00	59,793	5.00	62,641		64,207		65,772		67,417		69,061	20.00
5	3.60	53,841	12.40	59,224	9.60	62,186	4.00	65,147		66,775		68,403		70,114		71,822	29.60
6	2.00	55,994	11.00	61,594	5.00	64,673	2.00	67,752	2.00	69,446		71,139	1.00	72,919		74,697	23.00
7	0.70	58,234	6.00	64,057	3.50	67,260	6.00	70,462	1.00	72,223		73,985		75,835	1.00	77,685	18.20
8	2.00	60,564	11.00	66,619	3.00	69,950	6.00	73,280	1.00	75,113		76,945		78,868		80,790	23.00
9	2.00	62,986	8.40	69,286	2.60	72,749	7.40	76,212	1.00	78,118	1.00	80,023		82,024		84,025	22.40
10	1.90	65,325	5.60	71,857	8.60	75,449	5.00	79,042	1.00	81,019	2.00	82,994	2.00	85,069		87,143	26.10
11	1.00	66,630	0.50	73,295	5.00	76,960	7.00	80,624	3.00	82,640	2.00	84,656	1.00	86,772	1.00	88,888	20.50
12	2.00	67,964	5.00	74,761	5.00	78,499	5.00	82,236	5.00	84,292	2.00	86,347		88,505		90,665	24.00
13	2.80	69,320	6.00	76,256	4.00	80,069	2.50	83,882		85,980	2.00	88,077	1.00	90,278		92,481	18.30
14	3.00	70,708	5.00	77,783	2.00	81,671	3.50	85,560	2.00	87,699	2.00	89,838	2.00	92,085		94,331	19.50
15	11.80	72,123	21.80	79,339	12.00	83,304	47.70	87,270	17.00	89,452	12.70	91,634	17.60	93,927	1.80	96,217	142.40
Total	59.20		124.10		66.30		105.10		33.00		23.70		24.60		4.80		440.80

FY18 Anticipated Degree Changes:

Masters	16
Masters +15	27
Masters +30	27
Masters +45	16
Masters +60	11
Masters +75	9
Doctorate	1
Total	107

**Natick Public Schools  
Grant/Other Funded Employees  
FY 2018**

	Professional Teachers		Support Staff		Medical/Therapeutic		Nurses		Other		Total	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$
State Grants												
Enhanced Health							0.90	\$63,508			0.90	\$63,508
Medicaid			0.50	\$13,549					2.80	\$225,351	3.30	\$238,900
Metco	1.00	\$81,151	0.62	\$19,146					1.00	\$81,472	2.62	\$181,769
School Choice	3.00	\$240,095									3.00	\$240,095
Total State Grant Funded	4.00	\$321,246	1.12	\$32,695	0.00	\$0	0.90	\$63,508	3.80	\$306,823	9.82	\$724,272
Federal Grants												
Early Childhood	0.41	\$31,630									0.41	\$31,630
PL94-142	12.99	\$818,831	9.70	\$260,140							22.69	\$1,078,971
Title 1	4.70	\$196,643									4.70	\$196,643
Total Federal Grant Funded	18.10	\$1,047,104	9.70	\$260,140	0.00	\$0	0.00	\$0	0.00	\$0	27.80	\$1,307,244
Tuition												
Alternative Education			2.00	\$55,324							2.00	\$55,324
Pre-School	4.40	\$331,612	2.90	\$76,948	0.50	\$45,053			0.60	\$48,492	8.40	\$502,105
Foreign Exchange	2.00	\$143,760									2.00	\$143,760
Total Tuition Funded	6.40	\$475,372	4.90	\$132,272	0.50	\$45,053	0.00	\$0	0.60	\$48,492	12.40	\$701,189
Other/Local												
Metrowest Foundation									1.00	\$55,848	1.00	\$55,848
Total Other Funded	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	1.00	\$55,848	1.00	\$55,848
Non Rep Salary Increases										\$4,000		\$4,000
Grand Total Grant/Other Funded	28.50	\$1,843,722	15.72	\$425,107	0.50	\$45,053	0.90	\$63,508	5.40	\$415,163	51.02	\$2,792,553

# NATICK PUBLIC SCHOOLS

## FY 18 EXPENSE BUDGET

1. District-wide Administration	\$ 418,862	Page 1
2. Technology	\$ 1,363,658	Page 1
3. Curriculum	\$ 1,277,564	Page 1
4. On-line Learning	\$ 209,645	Page 1
5. Pupil Services	\$ 4,732,046	Page 2
6. Transportation	\$ 2,214,389	Page 3
7. Operations and Maintenance	\$ 2,078,000	Page 3
8. Natick Pre-School	\$ 17,680	Page 4
9. Bennett-Hemenway School	\$ 137,325	Page 5
10. Brown School	\$ 117,815	Page 6
11. Johnson School	\$ 50,910	Page 7
12. Lilja School	\$ 109,045	Page 8
13. Memorial School	\$ 96,996	Page 9
14. Kennedy Middle School	\$ 129,219	Page 10
15. Wilson Middle School	\$ 154,770	Page 11
16. Natick High School	\$ 456,461	Page 12
17. Athletics	\$ 50,000	Page 12
18. Specialty Advisors	\$ 17,185	Page 12
19. Summary of Expense Increases	\$ 405,665	Page 13
20. Tuition Summary Report		Page 14-21
21. Technology Worksheets		Page 22-28
22. Transportation Worksheets		Page 29-31
23. Curriculum & Instruction Worksheets*		Page 32-34

\*The Worksheets provided are not all the budget worksheets, but major increases to the budget are shown

NATICK PUBLIC SCHOOLS  
FY 18 BUDGET REQUEST  
TEXTBOOKS, SUPPLIES AND OTHER EXPENSES - LEVEL SERVICES REQUEST

ACCOUNT DESCRIPTION	FY 15 ACTUAL	FY16 ACTUAL	FY17 BUDGET	FY18 ORIG BUDGET	FY 18 vs. FY 17 INC/ (DEC)	% INC/ (DEC)
<b>ADMINISTRATION:</b>						
SCHOOL CMT' DUES AND MEMBERSHIPS	6,102	6,317	6,781	6,781	-	0.0%
SCHOOL CMT' - STRATEGIC PLANNING	500		-	-	-	0.0%
SCHOOL CMT' - OFFICE SUPPLIES	1,138	968	1,578	1,578	-	0.0%
SCHOOL CMT' - PHOTOCOPYING	1,379	-	1,700	1,700	-	0.0%
PERSONAL AUTO TRAVEL ALLOWANCE	27,025	46,960	28,000	45,000	17,000	60.7%
SUPERINTENDENT' - DUES AND MEMBERSHIPS	20,320	19,330	20,127	20,127	-	0.0%
SUPERINTENDENT' - PHOTOCOPYING	3,435	2,588	3,600	3,600	-	0.0%
SUPERINTENDENT' - OFFICE SUPPLIES	19,478	24,471	20,250	20,250	-	0.0%
BUSINESS & FINANCE - DUES AND MEMBERSHIPS	1,069	2,838	3,920	3,920	-	0.0%
BUSINESS & FINANCE - POSTAGE	36,613	32,210	36,513	36,513	-	0.0%
BUSINESS & FINANCE - PURCHASE OF SERVICES	32,405	36,172	22,300	35,000	12,700	57.0%
BUSINESS & FINANCE - OFFICE SUPPLIES	3,928	3,027	5,140	5,140	-	0.0%
BUSINESS & FINANCE - PHOTOCOPYING	101,564	83,480	87,000	87,000	-	0.0%
HUMAN RESOURCES - DUES AND MEMBERSHIPS	185	500	750	750	-	0.0%
HUMAN RESOURCES- PURCHASE OF SERVICES	16,061	20,137	29,850	31,303	1,453	4.9%
HUMAN RESOURCES- OFFICE SUPPLIES	2,389	3,154	2,600	2,600	-	0.0%
HUMAN RESOURCES - OCCUPATIONAL HEALTH	75	300	600	600	-	0.0%
LEGAL SERVICES - NEGOTIATIONS	-	-	2,000	2,000	-	0.0%
LEGAL SERVICES - GENERAL	97,417	33,198	20,000	20,000	-	0.0%
LEGAL SERVICES - ARBITRATION	7,764	-	20,000	20,000	-	0.0%
LEGAL SERVICES - SPED MATTERS	102,203	64,372	50,000	75,000	25,000	50.0%
LEGAL SETTLEMENTS SPED MATTERS	-	-	-	-	-	0.0%
LEGAL SETTLEMENTS GENERAL	50,921	-	-	-	-	0.0%
<b>SUB-TOTAL ADMINISTRATION</b>	531,970	380,023	362,709	418,862	56,153	15.5%
<b>TECHNOLOGY:</b>						
TECHNOLOGY - PURCHASE OF SERVICES	14,000		-	-	-	0.0%
TECHNOLOGY - SUPPLIES	2,094	2,307	3,379	3,379	-	0.0%
TECHNOLOGY- EQUIPMENT REPAIR & REPLACEMENT	23,724	51,995	397,075	530,058	132,983	33.5%
TECHNOLOGY - CAPITAL EQUIPMENT' - NEW	302,484	455,929	327,625	167,421	(160,204)	-48.9%
INSTRUC MATERIALS - AV	114	3,841	15,600	20,000	4,400	28.2%
SYSTEM NETWORKING - PURCHASE OF SERVICES	182,200	198,129	233,120	306,300	73,180	31.4%
SYSTEM NETWORKING - SOFTWARE	57,149	50,270	120,000	82,000	(38,000)	-31.7%
SYSTEM NETWORKING - MAINTENANCE	132,668	214,977	273,078	254,500	(18,578)	-6.8%
SYSTEM NETWORKING - EQUIPMENT REPLACEMENT	-	23,623	-	-	-	0.0%
<b>SUB-TOTAL TECHNOLOGY</b>	714,433	1,001,070	1,369,877	1,363,658	(6,219)	-0.5%
<b>SYSTEM-WIDE CURRICULUM:</b>						
SYS INSTRUC MATERIALS - HEALTH	-		-	-	-	0.0%
SYS INSTRUC MATERIALS - MUSIC	1,520	800	-	-	-	0.0%
ASST SUPERINTENDENT' -DUES	4,279	4,164	4,414	29,334	24,920	564.6%
ASST. SUPERINTENDENT' - PHOTOCOPYING	2,016	6,139	-	-	-	0.0%
ASST SUPERINTENDENT' - OFFICE SUPPLIES	724	5,021	5,689	500	(5,189)	-91.2%
DEPT. HEADS - PROFESSIONAL DEVEL.	-		-	-	-	0.0%
PROF DEVELOPMENT & TEC ASSESSMENT	269,369	301,319	244,000	384,700	140,700	57.7%
TEXT/SOFTWARE- RESERVE	245,775	252,286	446,953	155,182	(291,771)	-65.3%
INSTRUC MATERIALS - GENERAL	-		-	-	-	0.0%
INSTRUC MATERIALS - RESERVE	18,830	37,088	218,381	517,948	299,567	137.2%
TESTING & ASSESSMENT	34,499	27,155	38,543	189,900	151,358	392.7%
<b>SUB-TOTAL SYSTEM-WIDE CURRICULUM</b>	577,011	633,971	957,980	1,277,564	319,584	33.4%
<b>ON-LINE LEARNING:</b>						
DUES AND MEMBERSHIPS	577	1,051	4,645	4,645	-	0.0%
PROFESSIONAL DEVELOPMENT	5,868	41,701	65,000	65,000	-	0.0%
SUPPLIES	144	1,375	5,000	5,000	-	0.0%
PROF DEVELOPMENT / SUMMER WORKSHOPS	593		5,000	5,000	-	0.0%
ON-LINE DISTANCE LEARNING SERVICES	94,895	126,300	90,000	130,000	40,000	44.4%
<b>TOTAL ON-LINE LEARNING</b>	102,077	170,427	169,645	209,645	40,000	23.6%



NATICK PUBLIC SCHOOLS  
FY 18 BUDGET REQUEST  
TEXTBOOKS, SUPPLIES AND OTHER EXPENSES - LEVEL SERVICES REQUEST

ACCOUNT DESCRIPTION	FY 15 ACTUAL	FY16 ACTUAL	FY17 BUDGET	FY18 ORIG BUDGET	FY 18 vs. FY 17 INC/ (DEC)	% INC/ (DEC)
<b>PUPIL SERVICES:</b>						
ASST SUPERINTENDENT PPS -DUES	855	875	3,000	3,000	-	0.0%
ASST SUPERINTENDENT PPS - PHOTOCOPYING	304	377	1,750	1,750	-	0.0%
ASST SUPERINTENDENT PPS - OFFICE SUPPLIES	1,815	2,049	2,000	2,000	-	0.0%
SPED DIRECTOR - OFFICE SUPPLIES	5,060	4,217	5,345	5,345	-	0.0%
ADAPTIVE PHYS EDUCATION SERVICES	-	3,958	10,000	-	(10,000)	-100.0%
SPED HOME TUTORS	32,633	46,071	40,550	67,550	27,000	66.6%
VISION/AUDIOLOGICAL/ BCBA SERVICES	141,807	246,999	86,840	128,680	41,840	48.2%
OT/PT/VISION/SPEECH SUPPLIES	105	65	980	980	-	0.0%
SEC 504 MEDICAL/THERAPEUTIC SERVICES	62,140	36,225	162,784	100,000	(62,784)	-38.6%
PROF DEVELOPMENT-ACCEPT	4,000	4,000	8,000	8,000	-	0.0%
INSTRUCTIONAL EQUIPMENT	1,760	6,324	5,000	5,000	-	0.0%
504 EQUIPMENT REPLACEMENT	6,012	435	-	-	-	0.0%
PPS FIELD TRIPS	105	1,220	450	450	-	0.0%
SPED TEXT/SOFTWARE/MEDIA MATERIALS	52,694	44,629	50,000	50,000	-	0.0%
PPS PROF DEVELOPMENT - DUES	694	730	1,394	2,400	1,006	72.2%
PPS PROF DEVELOPMENT - TRAINING	14,739	27,581	25,100	25,100	-	0.0%
SPED TESTING & ASSESSMENT	19,030	17,718	15,000	15,000	-	0.0%
SPED TESTING & ASSESSMENT - SUPPLIES	6,066	12,687	15,000	15,000	-	0.0%
PSY - PURCHASE OF SERVICE	-	7,000	-	-	-	0.0%
SYS ATTENDANCE - CENSUS	-	-	-	-	-	0.0%
SYS HEALTH SERVICES - NURSES	12,167	16,006	16,147	16,140	(7)	0.0%
SYS HEALTH SERVICES - PURCHASED SERVICES	8,000	8,000	112,000	8,000	(104,000)	-92.9%
ACHIEVE PROGRAM MATERIALS	17,472	19,377	27,757	27,757	-	0.0%
INSTRUC SERV-ENCUM INSTRUCTIONAL SUPPLIES	4,681	20,000	-	-	-	0.0%
SUB-TOTAL PUPIL SERVICES	392,140	526,543	589,097	482,152	(106,945)	-18.2%
MA PUBLIC TUTITION - OCCUPATIONAL ED	82,140	72,166	65,180	110,745	45,565	69.9%
MA PUBLIC TUTITION - SPED	-	70,646	87,873	85,298	(2,575)	-2.9%
NON PUBLIC DAY SCHOOLS	2,228,018	2,960,959	2,854,923	2,821,159	(33,764)	-1.2%
RESIDENTIAL SCHOOL	1,435,435	581,349	1,119,047	325,017	(794,030)	-71.0%
COLLABORATIVE SCHOOLS	772,653	861,824	617,202	907,674	290,472	47.1%
SUB-TOTAL TUITIONS	4,518,245	4,546,944	4,744,226	4,249,893	(494,332)	-10.4%
<b>TOTAL PUPIL SERVICES</b>	4,910,385	5,073,487	5,333,323	4,732,046	(601,277)	-11.3%
<b>OFFSETS:</b>						
NON PUBLIC DAY SCHOOLS GROSS	3,134,099	3,553,971	3,854,923	3,821,159	(33,764)	-0.9%
LESS CIRCUIT BREAKER OFFSET	(906,081)	(593,012)	(1,000,000)	(1,000,000)	-	0.0%
LESS STIMULUS OFFSET	-	-	-	-	-	0.0%
NET APPROPRIATION NON PUBLIC DAY	2,228,018	2,960,959	2,854,923	2,821,159	(33,764)	-1.2%
					-	0.0%
RESIDENTIAL	2,235,816	2,150,192	2,119,047	1,325,017	(794,030)	-37.5%
LESS CIRCUIT BREAKER OFFSET	(800,381)	(1,568,843)	(1,000,000)	(1,000,000)	-	0.0%
LESS STIMULUS OFFSET	-	-	-	-	-	0.0%
NET APPROPRIATION RESIDENTIAL	1,435,435	581,349	1,119,047	325,017	(794,030)	-71.0%
COLLABORATIVE SCHOOLS	1,032,583	898,122	817,202	1,107,674	290,472	35.5%
LESS CIRCUIT BREAKER OFFSET	(259,930)	(36,298)	(200,000)	(200,000)	-	0.0%
LESS STIMULUS OFFSET	-	-	-	-	-	0.0%
NET APPROPRIATION COLLABORATIVE	772,653	861,824	617,202	907,674	290,472	47.1%
GROSS TUITIONS	6,402,498	6,602,285	6,791,172	6,253,850	(537,322)	-7.9%
CIRCUIT BREAKER	(1,966,392)	(2,198,153)	(2,200,000)	(2,200,000)	-	0.0%
ARRA STIMULUS	-	-	-	-	-	0.0%
TOTAL OFFSETS	(1,966,392)	(2,198,153)	(2,200,000)	(2,200,000)	-	0.0%

NATICK PUBLIC SCHOOLS  
FY 18 BUDGET REQUEST  
TEXTBOOKS, SUPPLIES AND OTHER EXPENSES - LEVEL SERVICES REQUEST

ACCOUNT DESCRIPTION	FY 15 ACTUAL	FY16 ACTUAL	FY17 BUDGET	FY18 ORIG BUDGET	FY 18 vs. FY 17 INC/ (DEC)	% INC/ (DEC)
<b>TRANSPORTATION:</b>						
TRANSPORTATION - REGULAR	582,919	582,721	650,286	882,338	232,052	35.7%
TRANSPORTATION - MCKINNEY VENTO	271,583	223,631	271,380	52,485	(218,895)	-80.7%
TRANSPORTATION - SPED	1,231,071	1,229,247	1,155,554	1,279,566	124,012	10.7%
<b>SUB-TOTAL TRANSPORTATION</b>	<b>2,085,573</b>	<b>2,035,599</b>	<b>2,077,220</b>	<b>2,214,389</b>	<b>137,169</b>	<b>6.6%</b>
<b>OFFSETS TO REGULAR TRANSPORTATION:</b>						
GROSS COSTS	1,220,361	1,265,969	1,333,006	1,606,540	273,534	20.5%
LESS:					-	0.0%
TOWN APPROPRIATION	(355,602)	(370,647)	(382,720)	(394,202)	(11,482)	3.0%
BUS FEES	(281,840)	(312,601)	(300,000)	(330,000)	(30,000)	10.0%
NET SCHOOL APPROPRIATION	582,919	582,721	650,286	882,338	232,052	35.7%
<b>BUILDING OPERATIONS AND MAINTENANCE:</b>						
CUSTODIAL SUPPLIES	142,808	142,726	130,000	140,000	10,000	7.7%
BUILDINGS - HEATING FUEL	303,209	183,171	287,925	291,000	3,075	1.1%
BUILDINGS-UTILITY SERVICES - ELECTRICITY	850,066	976,510	725,000	850,000	125,000	17.2%
BUILDINGS-UTILITY SERVICES - TELEPHONE	54,513	64,285	60,000	65,000	5,000	8.3%
GENERAL MAINTENANCE	209,995	212,850	195,000	215,000	20,000	10.3%
MAINTENANCE - BUILDINGS- GLASS	2,831	1,237	9,000	6,000	(3,000)	-33.3%
MAINTENANCE - BUILDINGS - ROOF	4,026	867	10,000	10,000	-	0.0%
MAINTENANCE - BUILDINGS - PAINTING	3,655	4,050	8,000	8,000	-	0.0%
MAINTENANCE - BUILDINGS - PLUMBING	50,340	46,242	25,000	30,000	5,000	20.0%
MAINTENANCE - BUILDINGS - ELECTRICAL	22,846	52,346	40,000	50,000	10,000	25.0%
MAINTENANCE - BUILDINGS - HVAC	45,569	37,859	40,000	60,000	20,000	50.0%
MAINTENANCE - BUILDINGS- BOILER	23,412	14,445	30,000	30,000	-	0.0%
VEHICLE SUPPLIES PARTS/REPAIRS	5,969	3,625	8,000	8,000	-	0.0%
MAINTENANCE - BUILDINGS - ALARMS	54,085	34,146	35,000	40,000	5,000	14.3%
SYS EXTRAORDINARY MAINTENANCE	-	38,727	-	-	-	0.0%
SYS EXTRAORDINARY MAINTENANCE	-	-	-	-	-	0.0%
SYSTEM WIDE CLASSROOM EQUIPMENT	46,281	151,978	96,264	275,000	178,736	185.7%
<b>SUB-TOTAL OPERATIONS AND MAINTENANCE</b>	<b>1,819,606</b>	<b>1,965,064</b>	<b>1,699,189</b>	<b>2,078,000</b>	<b>378,811</b>	<b>22.3%</b>

NATICK PUBLIC SCHOOLS  
FY 18 BUDGET REQUEST  
TEXTBOOKS, SUPPLIES AND OTHER EXPENSES - LEVEL SERVICES REQUEST

ACCOUNT DESCRIPTION	FY 15 ACTUAL	FY16 ACTUAL	FY17 BUDGET	FY18 ORIG BUDGET	FY 18 vs. FY 17 INC/ (DEC)	% INC/ (DEC)
<b>PRE-SCHOOL:</b>						
DUES & MEMBERSHIPS	-	332	530	530	-	0.0%
OFFICE SUPPLIES	1,583	1,865	300	300	-	0.0%
DUES & MEMBERSHIPS	-	-	-	-	-	0.0%
PROFESSIONAL DEVELOPMENT	1,876	741	2,400	2,400	-	0.0%
TEXTBOOKS /SOFTWARE - CLASSROOM	133	177	750	750	-	0.0%
INSTRUC MATERIALS - SPED	3,002	2,218	3,500	3,500	-	0.0%
GENERAL SUPPLIES - CLASSROOM	6,617	3,905	3,916	4,800	884	22.6%
INSTRUC SERV - FIELD TRIPS	-	1,147	-	-	-	0.0%
OTHER INSTRUCTIONAL MATERIALS	-	-	-	-	-	0.0%
SPED INSTRUCTIONAL SUPPLIES	1,905	1,146	2,100	2,100	-	0.0%
INSTRUC MATERIALS - AV	565	5,108	4,028	3,300	(728)	-18.1%
PRE-SCHOOL MATERIALS B-H	-	-	-	-	-	0.0%
<b>TOTAL NATICK PRE-SCHOOL</b>	<b>15,681</b>	<b>16,636</b>	<b>17,524</b>	<b>17,680</b>	<b>156</b>	<b>0.9%</b>

NATICK PUBLIC SCHOOLS  
FY 18 BUDGET REQUEST  
TEXTBOOKS, SUPPLIES AND OTHER EXPENSES - LEVEL SERVICES REQUEST

ACCOUNT DESCRIPTION	FY 15 ACTUAL	FY16 ACTUAL	FY17 BUDGET	FY18 ORIG BUDGET	FY 18 vs. FY 17 INC/ (DEC)	% INC/ (DEC)
<b>BENNET-HEMENWAY SCHOOL:</b>						
DUES & MEMBERSHIPS	900	25	8,560	7,799	(761)	-8.9%
OFFICE SUPPLIES	1,590	1,000	2,048	4,000	1,952	95.3%
SOCIAL STUDIES TEXT	-		-	-	-	0.0%
OT/PT/VISION/SPEECH	-		-	-	-	0.0%
EQUIPMENT	-		-	-	-	0.0%
PROFESSIONAL DEVELOPMENT DUES	-		-	-	-	0.0%
PROFESSIONAL DEVELOPMENT TRAINING	1,918	2,711	-	-	-	0.0%
TEXTBOOKS/SOFTWARE - CLASSROOM	30,014	23,993	58,698	23,478	(35,220)	-60.0%
TEXT/SOFTWARE READING	12,819	9,669	12,709	14,117	1,408	11.1%
GENERAL SUPPLIES - CLASSROOM	59,070	62,775	55,360	46,281	(9,079)	-16.4%
GENERAL SUPPLIES - LIBRARY	480	2,417	11,498	7,100	(4,398)	-38.2%
GENERAL SUPPLIES - SPED	-		-	-	-	0.0%
INSTRUC SERV - FIELD TRIPS	-	3,698	6,300	7,350	1,050	16.7%
SOFTWARE	-		-	-	-	0.0%
EQUIPMENT	-		-	-	-	0.0%
EQUIPMENT REPLACEMENT	5,325	750	-	-	-	0.0%
INSTRUC MATERIALS - ART	2,018	1,929	2,144	2,275	131	6.1%
INSTRUC MATERIALS - MUSIC	1,777	2,058	2,732	2,600	(132)	-4.8%
INSTRUC MATERIALS - PHYS ED	697	1,777	2,048	1,950	(98)	-4.8%
INSTRUC MATERIALS - PHOTOCOPY	8,190	6,977	7,350	7,500	150	2.0%
INSTRUC MATERIALS - LIBRARY	-		-	-	-	0.0%
INSTRUC MATERIALS - SPED	2,680	843	10,500	10,500	-	0.0%
INSTRUC MATERIALS - AV	16,908	42,284	2,375	2,375	-	0.0%
<b>TOTAL BEN-HEM SCHOOL</b>	<b>144,388</b>	<b>162,905</b>	<b>182,321</b>	<b>137,325</b>	<b>(44,997)</b>	<b>-24.7%</b>

NATICK PUBLIC SCHOOLS  
FY 18 BUDGET REQUEST  
TEXTBOOKS, SUPPLIES AND OTHER EXPENSES - LEVEL SERVICES REQUEST

ACCOUNT DESCRIPTION	FY 15 ACTUAL	FY16 ACTUAL	FY17 BUDGET	FY18 ORIG BUDGET	FY 18 vs. FY 17 INC/ (DEC)	% INC/ (DEC)
<b>BROWN SCHOOL:</b>						
DUES & MEMBERSHIPS	679	776	776	776	-	0.0%
OFFICE SUPPLIES	211	870	1,464	2,160	696	47.5%
EQUIPMENT	-	-	-	-	-	0.0%
OT/PT/VISION/SPEECH EQUIPMENT	-	-	-	-	-	0.0%
PROFESSIONAL DEVELOPMENT	4,477	5,072	5,500	8,145	2,645	48.1%
TEXTBOOKS /SOFTWARE - CLASSROOM	9,900	676	34,589	24,889	(9,700)	-28.0%
TEXT/SOFTWARE READING	6,738	9,392	13,630	21,177	7,547	55.4%
EQUIPMENT	-	-	-	-	-	0.0%
EQUIPMENT	1,750	-	-	-	-	0.0%
GENERAL SUPPLIES - CLASSROOM	34,112	29,780	21,282	38,096	16,814	79.0%
GENERAL SUPPLIES - ART	1,885	1,380	1,625	2,160	535	32.9%
GENERAL SUPPLIES - MUSIC	453	460	1,690	2,160	470	27.8%
GENERAL SUPPLIES - LIBRARY	1,455	11,553	3,000	3,000	-	0.0%
GENERAL SUPPLIES - SPED	-	-	-	-	-	0.0%
INSTRUC SERV - FIELD TRIPS	-	-	3,450	3,450	-	0.0%
CLASSRM INSTRUC TECHNOLOGY	-	-	-	-	-	0.0%
CLASSRM INSTRUC TECHNOLOGY	-	-	-	-	-	0.0%
INSTRUCTIONAL HARDWARE	-	-	-	-	-	0.0%
INSTRUC MATERIALS - PHYS ED	568	471	1,395	2,160	765	54.8%
INSTRUC MATERIALS - PHOTOCOPY	4,868	4,678	3,517	6,030	2,513	71.5%
INSTRUC MATERIALS - SPED	1,285	752	756	2,256	1,500	198.4%
INSTRUC MATERIALS - ELL	-	205	556	556	-	0.0%
INSTRUC MATERIALS - AV	15,406	18,759	-	-	-	0.0%
GUIDANCE	-	234	800	800	-	0.0%
PSYCHOLOGICAL SERVICES	-	-	-	-	-	0.0%
<b>TOTAL BROWN SCHOOL</b>	<b>83,785</b>	<b>85,059</b>	<b>94,030</b>	<b>117,815</b>	<b>23,785</b>	<b>25.3%</b>

NATICK PUBLIC SCHOOLS  
FY 18 BUDGET REQUEST  
TEXTBOOKS, SUPPLIES AND OTHER EXPENSES - LEVEL SERVICES REQUEST

ACCOUNT DESCRIPTION	FY 15 ACTUAL	FY16 ACTUAL	FY17 BUDGET	FY18 ORIG BUDGET	FY 18 vs. FY 17 INC/ (DEC)	% INC/ (DEC)
<b>JOHNSON SCHOOL:</b>						
DUES & MEMBERSHIPS	-	-	-	550	550	0.0%
OFFICE SUPPLIES	1,807	1,526	1,500	1,500	-	0.0%
EQUIPMENT	-	-	-	-	-	0.0%
OT/PT/VISION/SPEECH EQUIPMENT	-	-	-	-	-	0.0%
PROFESSIONAL DEVELOPMENT	1,224	554	2,020	3,270	1,250	61.9%
TEXTBOOKS /SOFTWARE - CLASSROOM	16,077	9,940	15,861	12,209	(3,652)	-23.0%
TEXT/SOFTWARE READING	-	-	6,129	4,775	(1,355)	-22.1%
EDUCATIONAL SUPPLIES	-	-	-	-	-	0.0%
INSTRUC EQUIPMENT-CLASSROOM	2,293	1,549	-	-	-	0.0%
INSTRUC EQUIPMENT SPED	-	-	-	-	-	0.0%
GENERAL SUPPLIES - CLASSROOM	26,915	27,121	13,650	16,593	2,943	21.6%
GENERAL SUPPLIES - ART	1,280	2,335	1,400	1,400	-	0.0%
GENERAL SUPPLIES - FIELD TRIP	-	-	1,260	1,260	-	0.0%
GENERAL SUPPLIES - MUSIC	200	-	400	400	-	0.0%
GENERAL SUPPLIES - LIBRARY	-	-	600	2,528	1,928	321.3%
GENERAL SUPPLIES - SPED	-	-	-	-	-	0.0%
EDUCATIONAL SUPPLIES	-	-	-	-	-	0.0%
EQUIPMENT REPLACEMENT	-	2,454	-	-	-	0.0%
EDUCATIONAL SUPPLIES	-	-	-	-	-	0.0%
EDUCATIONAL SUPPLIES	-	-	-	-	-	0.0%
INSTRUC MATERIALS - PHYS ED	-	-	150	150	-	0.0%
INSTRUC MATERIALS - PHOTOCOPY	3,354	3,314	2,074	3,600	1,526	73.6%
INSTRUC MATERIALS-LIBRARY	-	101	-	-	-	0.0%
INSTRUC MATERIALS - SPED	-	-	2,400	1,850	(550)	-22.9%
INSTRUC MATERIALS - AV	-	1,158	-	-	-	0.0%
GUIDANCE	-	-	1,300	825	(475)	-36.5%
<b>TOTAL JOHNSON SCHOOL</b>	53,150	50,052	48,744	50,910	2,166	4.4%

NATICK PUBLIC SCHOOLS  
FY 18 BUDGET REQUEST  
TEXTBOOKS, SUPPLIES AND OTHER EXPENSES - LEVEL SERVICES REQUEST

ACCOUNT DESCRIPTION	FY 15 ACTUAL	FY16 ACTUAL	FY17 BUDGET	FY18 ORIG BUDGET	FY 18 vs. FY 17 INC/ (DEC)	% INC/ (DEC)
<b>LILJA SCHOOL:</b>						
DUES & MEMBERSHIPS	1,150	1,169	2,050	1,898	(152)	-7.4%
OFFICE SUPPLIES	6,594	18,377	1,350	2,278	928	68.7%
EQUIPMENT	-	30	-	-	-	0.0%
OT/PT/VISION/SPEECH	-	-	-	-	-	0.0%
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	0.0%
PROFESSIONAL DEVELOPMENT	2,691	5,768	8,500	9,390	890	10.5%
TEXTBOOKS/SOFTWARE - CLASSROOM	15,313	9,306	16,980	14,657	(2,323)	-13.7%
TEXT/SOFTWARE READING	4,749	5,856	5,505	4,738	(767)	-13.9%
TEXT/SOFTWARE/MEDIA - SPED	-	-	-	-	-	0.0%
INSTRUCTIONAL EQUIPMENT	5,109	16,249	-	-	-	0.0%
GENERAL SUPPLIES - CLASSROOM	25,404	16,632	20,250	31,102	10,852	53.6%
GENERAL SUPPLIES - ART	-	-	-	-	-	0.0%
GENERAL SUPPLIES - LIBRARY	1,084	-	3,500	13,500	10,000	285.7%
GENERAL SUPPLIES - SPED	-	-	-	-	-	0.0%
INSTRUC SERV - FIELD TRIPS	925	350	4,200	350	(3,850)	-91.7%
EDUCATIONAL SUPPLIES	-	-	-	-	-	0.0%
INSTRUCTIONAL TECHNOLOGY	6,125	10,092	4,272	4,272	0	0.0%
INSTRUCTIONAL HARDWARE	-	-	-	-	-	0.0%
INSTRUC MATERIALS - ART	1,287	1,058	2,125	1,700	(425)	-20.0%
INSTRUC MATERIALS - MUSIC	1,127	554	2,000	2,700	700	35.0%
INSTRUC MATERIALS - PHYS ED	5,245	-	1,000	2,125	1,125	112.5%
INSTRUC MATERIALS - PHOTOCOPY	3,237	5,605	1,439	13,795	12,356	858.7%
INSTRUC MATERIALS - SPED	313	-	3,000	2,500	(500)	-16.7%
INSTRUC MATERIALS - AV	-	270	2,600	2,600	-	0.0%
GUIDANCE	-	100	500	1,440	940	188.0%
PSYCHOLOGICAL SERVICES	-	-	-	-	-	0.0%
<b>TOTAL LILJA SCHOOL</b>	<b>80,353</b>	<b>91,416</b>	<b>79,271</b>	<b>109,045</b>	<b>29,774</b>	<b>37.6%</b>

NATICK PUBLIC SCHOOLS  
FY 18 BUDGET REQUEST  
TEXTBOOKS, SUPPLIES AND OTHER EXPENSES - LEVEL SERVICES REQUEST

ACCOUNT DESCRIPTION	FY 15 ACTUAL	FY16 ACTUAL	FY17 BUDGET	FY18 ORIG BUDGET	FY 18 vs. FY 17 INC/ (DEC)	% INC/ (DEC)
<b>MEMORIAL SCHOOL:</b>						
DUES & MEMBERSHIPS	550	695	1,537	1,447	(90)	-5.9%
OFFICE SUPPLIES	217	294	1,700	1,736	36	2.1%
BUILDING TECHNOLOGY	-	-	-	-	-	0.0%
OT/PT/VISION/SPEECH	-	-	-	-	-	0.0%
PROFESSIONAL DEVELOPMENT	4,045	2,340	3,000	3,000	-	0.0%
TEXTBOOKS/SOFTWARE - CLASSROOM	20,841	16,067	20,790	18,788	(2,002)	-9.6%
TEXT/SOFTWARE READING	-	-	-	-	-	0.0%
INSTRUC EQUIPMENT-CLASSROOM	10,258	3,410	7,600	-	(7,600)	-100.0%
GENERAL SUPPLIES - CLASSROOM	28,537	28,960	27,625	32,441	4,816	17.4%
GENERAL SUPPLIES - ART	-	-	-	-	-	0.0%
GENERAL SUPPLIES - FIELD TRIP	3,030	3,240	3,500	3,200	(300)	-8.6%
GENERAL SUPPLIES - LIBRARY	1,311	1,341	1,700	1,736	36	2.1%
GENERAL SUPPLIES - SPED	-	-	-	-	-	0.0%
INSTRUC EQUIPMENT-SPED	-	-	-	-	-	0.0%
INSTRUC MATERIALS - ART	1,129	977	1,700	1,736	36	2.1%
INSTRUC MATERIALS - MUSIC	722	1,006	2,700	1,736	(964)	-35.7%
INSTRUC MATERIALS - PHYS ED	1,144	324	1,700	1,736	36	2.1%
INSTRUC MATERIALS - PHOTOCOPY	13,094	13,693	9,973	13,400	3,427	34.4%
INSTRUC MATERIALS - SPED	1,835	875	1,200	1,200	-	0.0%
INSTRUC MATERIALS - AV	10,383	22,617	12,201	13,400	1,199	9.8%
GUIDANCE	1,402	1,000	1,440	1,440	-	0.0%
<b>TOTAL MEMORIAL SCHOOL</b>	<b>98,498</b>	<b>96,838</b>	<b>98,366</b>	<b>96,996</b>	<b>(1,370)</b>	<b>-1.4%</b>



NATICK PUBLIC SCHOOLS  
FY 18 BUDGET REQUEST  
TEXTBOOKS, SUPPLIES AND OTHER EXPENSES - LEVEL SERVICES REQUEST

ACCOUNT DESCRIPTION	FY 15 ACTUAL	FY16 ACTUAL	FY17 BUDGET	FY18 ORIG BUDGET	FY 18 vs. FY 17 INC/ (DEC)	% INC/ (DEC)
<b>KENNEDY MIDDLE SCHOOL:</b>						
DUES & MEMBERSHIPS	459	830	1,265	1,300	35	2.8%
OFFICE SUPPLIES	7,168	8,902	8,000	8,280	280	3.5%
EQUIPMENT	-	-	-	-	-	0.0%
PROFESSIONAL DEVELOPMENT	3,037	483	6,000	6,210	210	3.5%
PROFESSIONAL DEVELOPMENT TRAINING	-	1,400	-	-	-	0.0%
TEXT/SOFTWARE- RESERVE	12,513	2,932	4,000	4,140	140	3.5%
INSTRUC EQUIPMENT-CLASSROOM	38,925	24,981	19,000	19,665	665	3.5%
GENERAL SUPPLIES-CLASSROOM	5,369	-	10,000	10,350	350	3.5%
GENERAL SUPPLIES - LIBRARY	3,945	4,927	5,000	5,175	175	3.5%
INSTRUC SERV - FIELD TRIPS	-	-	-	-	-	0.0%
INSTRUCTIONAL TECHNOLOGY	30	900	2,000	2,070	70	3.5%
MATH TEXT	-	-	-	-	-	0.0%
GENERAL SUPPLIES - ART	2,327	4,191	5,000	5,000	-	0.0%
INSTRUC MATERIALS - ENGLISH	4,423	5,445	6,000	6,410	410	6.8%
INSTRUC MATERIALS - WORLD LANGUAGE	1,442	2,371	3,000	3,175	175	5.8%
DUES & MEMBERSHIPS	-	-	-	-	-	0.0%
INSTRUC MAT- CONSUMER SCIENCE	-	-	-	-	-	0.0%
INSTRUC MATERIALS - TECH ED	4,027	5,926	6,000	6,210	210	3.5%
INSTRUC MATERIALS - MATH	10,908	1,895	3,000	3,105	105	3.5%
INSTRUC MATERIALS - MCAS	-	-	-	-	-	0.0%
INSTRUC MATERIALS - MUSIC	4,002	6,071	7,000	8,240	1,240	17.7%
INSTRUC MATERIALS - PHYS ED	4,124	4,185	6,000	6,210	210	3.5%
INSTRUC MATERIALS - READING	-	-	-	-	-	0.0%
INSTRUC MATERIALS - SCIENCE	1,353	2,696	3,600	3,726	126	3.5%
INSTRUC MAT - SOCIAL STUDIES	1,456	814	1,000	1,035	35	3.5%
INSTRUC MAT - GRADE 5	508	1,439	2,400	2,484	84	3.5%
INSTRUC MAT - GRADE 6	1,284	1,303	2,400	2,484	84	3.5%
INSTRUC MATERIALS - WEATHER	1,380	1,938	6,400	6,400	-	0.0%
INSTRUC MATERIALS - PHOTOCOPY	7,354	6,575	5,928	7,000	1,072	18.1%
INSTRUC MATERIALS - RESERVE	-	-	-	-	-	0.0%
INSTRUC MATERIALS-LIBRARY	-	-	-	-	-	0.0%
INSTRUC MATERIALS - SPED	2,378	5,316	6,500	6,500	-	0.0%
INSTRUC MATERIALS - ELL	375	724	1,000	1,050	50	5.0%
INSTRUC MATERIALS - AV	-	-	500	2,000	1,500	300.0%
GUIDANCE	100	407	1,000	1,000	-	0.0%
<b>TOTAL KENNEDY MIDDLE SCHOOL</b>	<b>118,886</b>	<b>96,649</b>	<b>121,992</b>	<b>129,219</b>	<b>7,227</b>	<b>5.9%</b>

NATICK PUBLIC SCHOOLS  
FY 18 BUDGET REQUEST  
TEXTBOOKS, SUPPLIES AND OTHER EXPENSES - LEVEL SERVICES REQUEST

ACCOUNT DESCRIPTION	FY 15 ACTUAL	FY16 ACTUAL	FY17 BUDGET	FY18 ORIG BUDGET	FY 18 vs. FY 17 INC/ (DEC)	% INC/ (DEC)
<b>WILSON MIDDLE SCHOOL:</b>						
DUES & MEMBERSHIPS	915	999	1,000	1,300	300	30.0%
OFFICE SUPPLIES	774		20,001	-	(20,001)	-100.0%
BLDG TEC - EQUIPMENT REPLACEMENT	56,568	27,393	5,868	-	(5,868)	-100.0%
PROFESSIONAL DEVELOPMENT DUES	113	254	-	-	-	0.0%
PROFESSIONAL DEVELOPMENT TRAINING	5,002	5,277	10,000	10,000	-	0.0%
TEXT/SOFTWARE ENGLISH	5,026	2,134	-	-	-	0.0%
TEXT/SOFTWARE MATH	-		-	-	-	0.0%
TEXTBOOKS - SCIENCE	-		-	-	-	0.0%
TEXT/SOFTWRE/MEDIA SOC STUD	998		-	-	-	0.0%
TEXT/SOFTWARE RESERVE	3,448	460	2,000	-	(2,000)	-100.0%
TEXT/SOFTWARE/MEDIA - SPED	-		-	-	-	0.0%
INSTRUC EQUIPMENT-CLASSROOM	10,907	16,510	10,229	10,229	0	0.0%
INSTRUC EQUIPMENT SPED	1,330	1,895	-	-	-	0.0%
GENERAL SUPPLIES-CLASSROOM	18,012	20,296	-	29,000	29,000	0.0%
GENERAL SUPPLIES - LIBRARY	7,895	9,335	10,411	10,384	(27)	-0.3%
EDUCATIONAL SUPPLIES	-	1,800	4,000	-	(4,000)	-100.0%
EDUCATIONAL SUPPLIES	-		-	-	-	0.0%
EDUCATIONAL SUPPLIES	-		-	-	-	0.0%
GENERAL SUPPLIES - ART	4,597	4,908	5,000	9,075	4,075	81.5%
INSTRUC MATERIALS - ENGLISH	1,830	4,049	5,000	6,000	1,000	20.0%
INSTRUC MATERIALS - WORLD LANGUAGE	4,274	5,240	2,500	2,500	-	0.0%
INST MATERIALS - HEALTH	-		-	-	-	0.0%
INSTRUC MAT- TECHNOLOGY LITERATURE	5,758	578	962	1,000	38	4.0%
INSTRUC MATERIALS - TECH ED	8,091	7,568	7,500	8,000	500	6.7%
INSTRUC MATERIALS - MATH	9,336	1,323	3,077	3,000	(77)	-2.5%
INSTRUC MATERIALS-MCAS	-		-	-	-	0.0%
INSTRUC MATERIALS - MUSIC	11,118	8,092	7,995	13,982	5,986	74.9%
INSTRUC MATERIALS - PHYS ED	3,759	4,956	4,284	4,300	16	0.4%
INSTRUC MATERIALS - READING	-		-	-	-	0.0%
INSTRUC MATERIALS - SCIENCE	4,593	3,147	8,000	8,000	(0)	0.0%
INSTRUC MAT - SOCIAL STUDIES	2,029	2,425	3,000	3,000	0	0.0%
INSTRUC MATERIALS - WEATHER	-		-	-	-	0.0%
INSTRUC MATERIALS - PHOTOCOPY	15,230	17,699	17,799	18,000	201	1.1%
INSTRUC MATERIALS - RESERVE	1,098		-	-	-	0.0%
INSTRUC MATERIALS - TAKE CHRG	-		-	-	-	0.0%
INSTRUC MATERIALS-LIBRARY	820	785	-	-	-	0.0%
INSTRUC MATERIALS - SPED	3,995	4,665	12,000	12,000	(0)	0.0%
INSTRUC MATERIALS - AV	-		-	-	-	0.0%
GUIDANCE	4,364	5,261	4,988	5,000	12	0.2%
INTRAMURAL ATHLETICS	-		-	-	-	0.0%
<b>TOTAL WILSON MIDDLE SCHOOL</b>	<b>191,881</b>	<b>157,051</b>	<b>145,614</b>	<b>154,770</b>	<b>9,156</b>	<b>6.3%</b>

NATICK PUBLIC SCHOOLS  
FY 18 BUDGET REQUEST  
TEXTBOOKS, SUPPLIES AND OTHER EXPENSES - LEVEL SERVICES REQUEST

ACCOUNT DESCRIPTION	FY 15 ACTUAL	FY16 ACTUAL	FY17 BUDGET	FY18 ORIG BUDGET	FY 18 vs. FY 17 INC/ (DEC)	% INC/ (DEC)
<b>NATICK HIGH SCHOOL:</b>						
DUES & MEMBERSHIPS	6,817	7,466	11,490	8,790	(2,700)	-23.5%
OFFICE SUPPLIES	4,629	7,773	9,832	9,832	-	0.0%
EDUCATIONAL SUPPLIES	3,084	-	-	-	-	0.0%
EDUCATIONAL SUPPLIES	-	-	-	-	-	0.0%
PROFESSIONAL DEVELOPMENT DUES	-	-	-	-	-	0.0%
PROFESSIONAL DEVELOPMENT TRAINING	2,867	8,474	16,000	16,000	-	0.0%
TEXT/SOFTWARE ENGLISH	7,487	14,660	26,210	27,110	900	3.4%
TEXT/SOFTWARE WORLD LANGUAGE	24,307	29,286	17,080	21,635	4,555	26.7%
TEXT/SOFTWARE CONS SCIENCE	-	-	-	-	-	0.0%
TEXT/SOFTWARE MATH	8,907	6,780	10,230	10,230	-	0.0%
TEXT/SOFTWARE READING	558	1,167	1,200	1,200	-	0.0%
TEXT/SOFTWARE SCIENCE	4,191	16,596	47,783	54,750	6,967	14.6%
TEXT/SOFTWARE SOCIAL STUDIES	319	7,599	19,280	16,350	(2,930)	-15.2%
TEXT/SOFTWARE- RESERVE	-	-	-	-	-	0.0%
TEXT/SOFTWARE/MEDIA - SPED	-	-	-	-	-	0.0%
EDUCATIONAL SUPPLIES	1,464	-	-	-	-	0.0%
NORTHSTAR INSTRUC EQUIPMENT	-	-	-	-	-	0.0%
GENERAL SUPPLIES - LIBRARY	27,334	39,369	41,175	43,760	2,585	6.3%
GENERAL SUPPLIES - SPED	-	-	-	-	-	0.0%
INSTRUC SERV - FIELD TRIPS	-	-	-	-	-	0.0%
INSTRUC SERV - GRADUATION	5,273	5,758	8,522	8,522	-	0.0%
EDUCATIONAL SUPPLIES	-	-	-	-	-	0.0%
CLASSRM INSTRUC TECHNOLOGY	-	-	-	-	-	0.0%
INSTRUCTIONAL HARDWARE	-	2,461	-	-	-	0.0%
INSTRUC MATERIALS - ART	8,632	10,010	22,470	24,600	2,130	9.5%
INSTRUC MATERIALS - BUSINESS	-	-	-	-	-	0.0%
INSTRUC MATERIALS - ENGLISH	3,344	3,947	5,125	5,125	-	0.0%
INSTRUC MATERIALS - WORLD LANGUAGE	6,012	6,773	9,200	9,470	270	2.9%
INSTRUC MAT- HEALTH	-	-	-	-	-	0.0%
INSTRUC MAT- CONSUMER SCIENCE	-	-	-	-	-	0.0%
INSTRUC MATERIALS - TECH ED	-	-	-	-	-	0.0%
INSTRUC MATERIALS - MATH	9,716	10,932	11,690	12,442	752	6.4%
INSTRUC MATERIALS - MUSIC	13,299	16,027	19,905	56,350	36,445	183.1%
INSTRUC MATERIALS - PHYS ED	4,336	8,432	9,290	10,979	1,689	18.2%
INSTRUC MATERIALS - PRINTING	1,831	1,550	1,550	1,550	-	0.0%
INSTRUC MATERIALS - READING	811	1,574	1,345	1,345	-	0.0%
INSTRUC MATERIALS - SCIENCE	35,327	39,016	43,400	43,550	150	0.3%
INSTRUC MAT - SOCIAL STUDIES	22,484	10,889	11,249	11,549	300	2.7%
INSTRUC MATERIALS - PHOTOCOPY	22,317	34,888	25,000	28,923	3,923	15.7%
INSTRUC MATERIALS - RESERVE	2,121	-	7,500	2,500	(5,000)	-66.7%
INSTRUC MATERIALS - NEASC	-	-	-	2,000	2,000	0.0%
INSTRUC MATERIALS - LIBRARY	-	-	-	-	-	0.0%
INSTRUC MATERIALS - SPED	3,252	3,075	5,788	8,000	2,212	38.2%
INSTRUC MATERIALS - ELL	-	-	-	-	-	0.0%
NORTHSTAR INSTRUC MATERIALS	3,169	5,443	7,500	8,000	500	6.7%
INSTRUC MATERIALS - AV	-	-	-	-	-	0.0%
GUIDANCE	8,828	8,461	11,900	11,900	-	0.0%
PSYCHOLOGICAL SERVICES	-	-	-	-	-	0.0%
EDUCATIONAL SUPPLIES	-	-	-	-	-	0.0%
<b>TOTAL HIGH SCHOOL</b>	<b>242,714</b>	<b>308,406</b>	<b>401,713</b>	<b>456,461</b>	<b>54,748</b>	<b>13.6%</b>
ATHLETICS	139,106	33,497	50,000	50,000	-	0.0%
STUDENT ACTIVITIES/CLUB	6,722	8,027	16,385	17,185	800	4.9%
TOTAL EXTRA CURRICULAR ACTIVITIES	145,828	41,524	66,385	67,185	800	1.2%
<b>TOTAL OPERATING EXPENSES</b>	<b>11,916,218</b>	<b>12,366,178</b>	<b>13,225,903</b>	<b>13,631,568</b>	<b>405,665</b>	<b>3.1%</b>

**NATICK PUBLIC SCHOOLS  
FY18 EXPENSE BUDGET**

	Department	FY17 Budget	FY18 Request	Delta	Comments
1	District-Wide Administration	\$ 362,709	\$ 418,862	\$ 56,153	\$25,000 increase in legal services, \$17,000 in Travel and \$13,000 in purchase of services.
2	Technology	\$ 1,369,877	\$ 1,363,658	\$ (6,219)	
3	Curriculum	\$ 957,980	\$ 1,277,564	\$ 319,584	\$159,000 increase in testing and assessment services, \$299,000 increase in textbook/software costs system wide. This also includes new STEM Curriculum K-12, addressing years of system cuts in PD, addressing text and online tools for enrollment increases. Response to Intervention (RTI) materials for reading and math. Additional elementary and middle school start up cost for curriculum materials. High School vocabulary program and K-8 math and fact fluency and problem solving programs
4	On-Line Learning	\$ 169,645	\$ 209,645	\$ 40,000	\$40,000 increase in online distance learning expenses
5	Pupil Services	\$ 5,333,323	\$ 4,732,046	\$ (601,277)	Reduction in number of placements and \$200,000 increase in Circuit Breaker offset due to higher State Reimbursement.
6	Transportation	\$ 2,077,220	\$ 2,214,389	\$ 137,169	\$230,000 increase in regular transportation due to new contract pricing and two additional busses. \$200,000 decrease in McInney Vento transportation costs, and \$120,000 increase in SPED transportation expenses.
7	Operations and Maintenance	\$ 1,699,189	\$ 2,078,000	\$ 378,811	\$125,000 increase in energy costs, \$75,000 increase for general facilities maintenance accounts (HVAC, Custodial, Plumbing, etc.)
8	Natick Pre-School	\$ 17,524	\$ 17,680	\$ 156	
9	Bennett-Hemenway School	\$ 182,321	\$ 137,325	\$ (44,997)	Change due to more equitable allocation of general supplies funding
10	Brown School	\$ 94,030	\$ 117,815	\$ 23,785	Change due to more equitable allocation of general supplies funding
11	Johnson School	\$ 48,744	\$ 50,910	\$ 2,166	Change due to more equitable allocation of general supplies funding
12	Lilja School	\$ 79,271	\$ 109,045	\$ 29,774	Change due to more equitable allocation of general supplies funding
13	Memorial School	\$ 98,366	\$ 96,996	\$ (1,370)	Change due to more equitable allocation of general supplies funding
14	Kennedy Middle School	\$ 121,992	\$ 129,219	\$ 7,227	Change due to more equitable allocation of general supplies funding
15	Wilson Middle School	\$ 145,614	\$ 154,770	\$ 9,156	Change due to more equitable allocation of general supplies funding
16	Natick High School	\$ 401,713	\$ 456,461	\$ 54,748	\$38,000 investment in music and art department, \$7,000 increase in electronic science texts for new standards
17	Athletics	\$ 50,000	\$ 50,000	\$ -	
18	Specialty Advisors	\$ 16,385	\$ 17,185	\$ 800	
	Totals	\$ 13,225,903	\$ 13,631,568	\$ 405,665	

# **Special Education Summary Report FY 18 Projected Tuitions**

<b>A</b>	<b>Students Presently Placed:</b>	78	<b># Students</b>	\$	5,626,707
	<b>Students within the Natick Programs/Outside Services</b>	0	<b># Students</b>	\$	-
		78	<b>Total Students</b>		
		<b>Projected Cost</b>		\$	5,626,707

<b>B</b>	<b>Potential Outside Placements:</b>				
	1	\$	101,238		
	2	\$	82,723		
	3	\$	104,345		
	4	\$	80,535		
	5	\$	41,624		
	6	\$	80,535		
	7	\$	36,805		
			<b>High Risk for Outside Placement</b>	\$	527,807
			<b>Projected FY18 Tuition</b>	\$	6,154,514
			<b>Projected Tuition Rate Increase 3%</b>	\$	184,635
			<b>FY17 Claim Circuit Breaker to be Applied</b>	\$	(2,200,000)
				\$	4,139,149

## 502.4 Collaborative

#	Student	DOB	17-'18 Grade	2015-2016		2016-2017		2017-2018	
				Projected Program	Projected Cost	Projected Program	Projected Cost	Projected Program	Projected Cost
x					\$ 53,547		\$ 62,570		\$ 62,570
x					\$ 62,208		\$ 62,570		\$ 62,570
					\$ 33,000		\$ -		\$ -
x							\$ 44,555		\$ 44,555
x					\$ 70,181		\$ 70,590		\$ 70,590
x							\$ 64,553		\$ 64,553
x					\$ 70,181		\$ 70,589		\$ 70,589
					\$ 59,818		\$ -		\$ -
x					\$ 62,208		\$ 62,570		\$ 62,570
x					\$ 51,482		\$ 51,482		\$ 51,482
x					\$ 51,482		\$ 51,482		\$ 51,482
					\$ 45,298		\$ -		\$ -
x					\$ 87,966		\$ 87,966		\$ 87,966
x					\$ 50,744		\$ 50,744		\$ 50,744
x					\$ 11,768		\$ 37,906		\$ 37,906
x							\$ 57,295		\$ 57,295
x							\$ 37,906		\$ 37,906
x							\$ 46,204		\$ 46,204
x							\$ 51,402		\$ 51,402
x					\$ 37,163		\$ 37,906		\$ 37,906
					\$ 57,185		\$ -		\$ -
					\$ 18,625		\$ -		\$ -
					\$ 58,124		\$ 58,124		\$ -
x							\$ 64,553		\$ 64,553
x							\$ 62,570		\$ 62,570
19	# Students				\$ 880,979		\$ 1,133,535		\$ 1,075,412
	12/9/2016								

## 502.5 PRIVATE DAY PLACEMENT

Student	NAME	DOB	17-'18 Grade	2015-2016		2016-2017		2017-2018	
				Projected Program	Projected Cost	Projected Program	Projected Cost	Projected Program	Projected Cost
x					\$ 101,928		\$ 103,793		\$ 103,793
x					\$ 83,255		\$ 72,525		\$ 72,525
x					\$ 101,928		\$ 103,793		\$ 103,793
x					\$ 101,928		\$ 103,793		\$ 103,793
					\$ -		\$ -		\$ -
x					\$ 78,761		\$ 78,761		\$ 78,761
x					\$ 86,971		\$ 72,529		\$ 72,529
x					\$ 101,025		\$ 102,470		\$ 102,470
x					\$ 57,807		\$ 57,807		\$ 57,807
x						\$ 35,780	\$ 35,780		\$ 35,780
					\$ 33,993		\$ -		\$ -
					\$ -		\$ -		\$ -
x					\$ 79,906		\$ 79,906		\$ 79,906
x						\$ 64,554	\$ 64,554		\$ 64,554
x						\$ 63,434	\$ 63,434		\$ 63,434
x						\$ 57,807	\$ 57,807		\$ 57,807
x					\$ 72,304		\$ 79,793		\$ 79,793
x					\$ 72,304		\$ 79,793		\$ 79,793
x					\$ 81,237		\$ 81,237		\$ 81,237
x						\$ 23,714	\$ 23,714		\$ 23,714
x					\$ 28,614		\$ -		\$ -
					\$ -		\$ -		\$ -
					\$ 63,371		\$ -		\$ -
x					\$ 119,520		\$ 134,794		\$ 134,794
					\$ 78,761		\$ -		\$ -
					\$ -		\$ -		\$ -
x					\$ 60,599		\$ 61,709		\$ 61,709
					\$ 12,000		\$ -		\$ -
					\$ 3,301		\$ -		\$ -
x					\$ 116,968		\$ 118,640		\$ 118,640
x						\$ 36,805	\$ 36,805		\$ 36,805
x						\$ 57,807	\$ 57,807		\$ 57,807
x					\$ 20,438		\$ 20,812		\$ 20,812
x					\$ 20,438		\$ 20,812		\$ 20,812
x					\$ 116,968		\$ 118,640		\$ 118,640
					\$ 69,417		\$ 72,525		\$ -
x					\$ 10,000		\$ 10,000		\$ 10,000
					\$ 35,427		\$ -		\$ -
x					\$ 101,238		\$ 101,238		\$ 101,238
x					\$ 81,237		\$ 82,723		\$ 82,723
x					\$ 70,141		\$ 72,525		\$ 72,525
x					\$ 54,468		\$ 54,468		\$ 54,468
x									\$ 95,761
x					\$ 101,928		\$ 103,793		\$ 103,793
x					\$ 51,290		\$ 51,290		\$ 51,290
x					\$ 79,906		\$ 79,906		\$ 79,906
x					\$ 81,237		\$ 82,723		\$ 82,723
x					\$ 64,109		\$ 72,525		\$ 72,525
x						\$ 103,793	\$ 103,793		\$ 103,793
x					\$ 125,755		\$ 72,529		\$ 72,529
x					\$ 133,098		\$ 135,482		\$ 135,482
						\$ 57,807	\$ -		\$ -
x					\$ 37,618		\$ 23,000		\$ 23,000
x						\$ 24,975	\$ 24,975		\$ 24,975
					\$ 77,592		\$ -		\$ -
x					\$ 46,298		\$ 47,145		\$ 47,145
x					\$ 30,657		\$ 31,218		\$ 31,218
44	# Students	12/9/2016			\$ 2,945,737		\$ 3,111,173		\$ 3,076,602

## 502.4 Other Public Schools

#	Student	DOB	16-'17 Grade	2015-2016		2016-2017		2017-2018	
				Projected Program	Projected Cost	Projected Program	Projected Cost	Projected Program	Projected Cost
x					\$ 48,590		\$ 46,090		\$ 46,090
x					\$ 36,724		\$ 36,724		\$ 36,724
2	# Students				\$ 85,315		\$ 82,814		\$ 82,814
12/9/2016									



502.4 Collaborative Services/ABA Therapies/Summer School Only

#	Student	DOB	17-'18 Grade	2015-2016		2016-2017		2017-2018	
				Projected Program	Projected Cost	Projected Program	Projected Cost	Projected Program	Projected Cost
					\$ 480		\$ 400	\$ -	
0	# Students				\$ 480		\$ 400	\$ -	

## 502.5 THIRD PARTY INVOLVED DSS/DMH - TOWN LEA

#	Student's Name	17-'18 Grade	DOB	2015-2016			2016-2017			2017-2018	
				Projected Program	Projected Cost		Projected Program	Projected Cost		Projected Program	Projected Cost
		SP			51,235			51,235		Nashoba Learnin \$	-
										cost share 1/2 Framingham	
x		11			\$44,822			\$44,822		Milestone	\$44,822
										cost share 1/2 Dover-Sherborn	
		SP		\$	33,627		\$	-		\$	-
x		9		\$	94,372		\$	95,761		\$	95,761
x		9					\$	95,721		\$	95,721
x		5		\$	24,536		\$	24,985		\$	24,985
x							\$	108,453		\$	108,453
		11		\$	12,064		\$	-		\$	-
x		8					\$	35,647		\$	35,647
		12		\$	94,372		\$	-		\$	-
6				\$	355,027		\$	456,624		\$	405,389

12/9/2016

## 502.6 RESIDENTIAL

NAME	DOB	17-'18 Grade	2015-2016		2016-2017		2017-2018	
			Projected Program	Projected Cost	Projected Program	Projected Cost	Projected Program	Projected Cost
x				\$ 316,547		\$ 321,074		\$ 321,074
x				\$ 212,626		\$ 216,906		\$ 26,742
				\$ 75,796		\$ -		\$ -
x				\$ 103,800		\$ 103,800		\$ 103,800
				\$ 216,331		\$ 132,602		\$ -
x				\$ 337,548		\$ 338,274		\$ 58,387
				\$ 16,260		\$ -		\$ -
x				\$ 79,231		\$ 80,261		\$ 80,261
x						\$ 69,927		\$ 69,927
x				\$ 361,297		\$ 326,298		\$ 326,298
				\$ 75,796		\$ -		\$ -
				\$ 47,236		\$ -		\$ -
7	# Students			\$ 1,842,468		\$ 1,589,142		\$ 986,489

12/9/2016

**Out - of - District  
Schools Attending**

Accept Academy  
Accept C2C/Ashland  
Accept PALS/Medway  
Assabet Valley  
Beacon  
Boston Higashi  
Clarke  
Clearway  
Community Therapeutic  
Corwin-Russell  
Cotting  
Crossroads  
Dearborn Academy  
Dr. Perkins  
Easter Seals NH  
EDCO North Crossing  
Eva Carlston Academy  
Gifford  
Ivy School  
JRI Meadowridge  
JRI/Manville  
LABB/ Arlington High  
LABB/Lexington  
LABB/Minitemen  
LABB/Voc Lexington  
Landmark  
Lawrence Academy  
League  
Learning Ctr Deaf  
Learning Prep  
May Institute  
Melmark Home  
Milestone  
Minuteman Regional High  
Nashoba  
NECC  
Perkins  
RCS  
Reed Academy  
Riverview  
TEC  
TEC High  
TEC Phoenix  
TEC/Moderate High/Walpole  
Tremont  
Wellesley Public

## NATICK PUBLIC SCHOOLS FY18 BUDGET WORKSHEET

SCHOOL: SYSTEM-WIDE

DATE: 09-Dec-16

P ACCOUNT: 7-0-145-908-5853

### DESCRIPTION: EQUIPMENT REPLACEMENT

PERSON RESPONSIBLE : DENNIS ROCHE

**Priority Key:**

## # 1 Level Service

## # 2 New Program

### # 3 Enrollment Growth

FY 17 BUDGET	397,075
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FY 18 REQUEST	530,058
---------------	---------

INCREASE/(DECREASE)	<u>132,983</u>
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ITEM		QUANTITY	UNIT	EXTENDED	PRIORITY
#	<u>DESCRIPTION OF TEXT OR MATERIALS</u>	(If Appl.)	COST	COST	KEY
1	Incoming FY17 High School FreshmanLaptops - Year 2 of 2 Lease	1.00	\$ 210,285.00	\$ 210,285.00	
2	Incoming FY18 High School FreshmanLaptops - Year 1 of 2 Lease	1.00	\$ 212,746.50	\$ 212,746.50	
3	High School Labs:			\$ -	
4	Video Editing Lab - Year 1 of 3 Lease	1.00	\$ 14,193.40	\$ 14,193.40	
5	Foreign Language Lab - Year 1 of 3 Lease	1.00	\$ 7,000.00	\$ 7,000.00	
6	Teacher Laptops (250 Laptops per Year) - Year 1 of 3 Lease	1.00	\$ 85,833.33	\$ 85,833.33	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
TOTAL				\$ 530,058	

## NATICK PUBLIC SCHOOLS FY18 BUDGET WORKSHEET

SCHOOL: SYSTEM-WIDE

DATE: 09-Dec-16

P ACCOUNT: 7-0-145-908-5866

DESCRIPTION: CAPITAL EQUIPMENT (NEW)

PERSON RESPONSIBLE : DENNIS ROCHE

**Priority Key:**

## # 1 Level Service

## # 2 New Program

### # 3 Enrollment Growth

FY 17 BUDGET	327,625
--------------	---------

FY 18 REQUEST	167,421
---------------	---------

INCREASE/(DECREASE) (160,204)

ITEM		QUANTITY	UNIT	EXTENDED	PRIORITY
#	<u>DESCRIPTION OF TEXT OR MATERIALS</u>	(If Appl.)	COST	COST	KEY
1	Incoming Middle School 7th Graders - New Chromebooks - Year 1 of 2 Lease	1.00	\$ 84,370.00	\$ 84,370.00	
2	Additional 5 Ipads to each Elementary Classroom (505 devices) - Year 1 of 3	1.00	\$ 83,050.62	\$ 83,050.62	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
			TOTAL	\$ 167,421	

## NATICK PUBLIC SCHOOLS FY18 BUDGET WORKSHEET

SCHOOL: SYSTEM-WIDE

DATE: 09-Dec-16

P ACCOUNT: 7-0-440-908-5288

DESCRIPTION: PURCHASE OF SERVICE - NETWORKING

PERSON RESPONSIBLE : DENNIS ROCHE

**Priority Key:**

## # 1 Level Service

## # 2 New Program

### # 3 Enrollment Growth

FY 17 BUDGET	233,120
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FY 18 REQUEST	306,300
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INCREASE/(DECREASE)	73,180
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ITEM #	DESCRIPTION OF TEXT OR MATERIALS	QUANTITY  (If Appl.)	UNIT  COST	EXTENDED  COST	PRIORITY  KEY
1	Internet Service Provider - RCN	1.00	37,200.00	\$ 37,200.00	
2	Infrastructure Redundancy Protection - Investigating Wireless & Fiber Solutions	1.00	55,000.00	\$ 55,000.00	2
3	Dark Fiber Lease	1.00	12,000.00	\$ 12,000.00	
4	eStar (esped)	1.00	22,000.00	\$ 22,000.00	
5	On-Line Advanced Communication System - ConnectED/Connect Care	1.00	15,000.00	\$ 15,000.00	
6	School Messenger Presence - Annual hosting for new district and school websites.	1.00	15,000.00	\$ 15,000.00	2
7	Wufoo - Online Forms	1.00	2,500.00	\$ 2,500.00	
8	SIS - Annual Support Services for iPass & SIF Agent	1.00	45,000.00	\$ 45,000.00	
9	Health System - SNAP	1.00	8,000.00	\$ 8,000.00	
10	Moodle - Annual hosting more than doubles as we move to dedicated high availability environment	1.00	34,000.00	\$ 34,000.00	2
11	Library Circulation System - Destiny & Scanners	1.00	9,000.00	\$ 9,000.00	
12	Backupify	1.00	15,000.00	\$ 15,000.00	
13	BetterCloud	1.00	30,000.00	\$ 30,000.00	
14	Block of Hours for Google Support	1.00	5,000.00	\$ 5,000.00	
15	District Listservs - Constant Contact	1.00	1,600.00	\$ 1,600.00	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
			TOTAL	\$ 306,300	

# NATICK PUBLIC SCHOOLS FY18 BUDGET WORKSHEET

SCHOOL: SYSTEM-WIDE

DATE: 09-Dec-16

P ACCOUNT: 7-0-440-908-5839

DESCRIPTION: SOFTWARE SYSTEM UPGRAND/REPL

PERSON RESPONSIBLE : DENNIS ROCHE

Priority Key:

# 1 Level Service

# 2 New Program

# 3 Enrollment Growth

FY 17 BUDGET	120,000
FY 18 REQUEST	82,000
INCREASE/(DECREASE)	(38,000)

ITEM		QUANTITY	UNIT	EXTENDED	PRIORITY
#	DESCRIPTION OF TEXT OR MATERIALS	(If Appl.)	COST	COST	KEY
1	Web Portal (OneLogin & ClassLink)	1.00	40,000.00	\$ 40,000.00	
2	Dill (Foreign Language System)	1.00	2,000.00	\$ 2,000.00	
3	Media Master	1.00	10,000.00	\$ 10,000.00	
4	Adobe Creative Cloud	1.00	10,000.00	\$ 10,000.00	
5	Staff Training & Development	1.00	20,000.00	\$ 20,000.00	
				\$ -	
**	Eliminated paid anti-virus software and migrated to free solution from Avast to produce cost savings.			\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
TOTAL				\$ 82,000	



# NATICK PUBLIC SCHOOLS FY18 BUDGET WORKSHEET

SCHOOL: SYSTEM-WIDE

DATE: 09-Dec-16

P ACCOUNT: 7-0-440-908-5840

DESCRIPTION: LAN/WAN MAINTENANCE

PERSON RESPONSIBLE : DENNIS ROCHE

Priority Key:

# 1 Level Service

# 2 New Program

# 3 Enrollment Growth

FY 17 BUDGET	273,078
FY 18 REQUEST	254,500
INCREASE/(DECREASE)	(18,578)

ITEM		QUANTITY	UNIT	EXTENDED	PRIORITY
#	DESCRIPTION OF TEXT OR MATERIALS	(If Appl.)	COST	COST	KEY
1	Dell SonicWALL Comprehensive Gateway Security Suite for NSA E6500	1.00	15,000.00	\$ 15,000.00	
2	Replace Building Routers - At End of Life - existing devices 10 years old.	1.00	50,000.00	\$ 50,000.00	2
3	Cisco SmartNet	1.00	30,000.00	\$ 30,000.00	
4	VMWare Support	1.00	10,000.00	\$ 10,000.00	
5	NetApp Support - Network Storage	1.00	26,000.00	\$ 26,000.00	
6	ADManager Plus	1.00	7,500.00	\$ 7,500.00	
7	ManageEngine Op Manager	1.00	10,000.00	\$ 10,000.00	
8	NetWrix - AD Password Reset	1.00	3,500.00	\$ 3,500.00	
9	Content Filter - Lightspeed Systems	1.00	20,000.00	\$ 20,000.00	
10	Web Help Desk (SolarWinds) - Technical Support and Updates	1.00	2,500.00	\$ 2,500.00	
11	Aruba Wireless Maintenance	1.00	50,000.00	\$ 50,000.00	
12	Off-Site Storage & Barracuda Energize Updates & Instant Replacement	1.00	20,000.00	\$ 20,000.00	
13	Disaster Recovery	1.00	10,000.00	\$ 10,000.00	
				\$ -	
**	Eliminated largest line item in budget, \$70K for the Capser Suite. Now use Open Source solution called			\$ -	
	Munki to manage devices and software deployment throughout the district.			\$ -	
			\$ -	\$ -	
TOTAL				\$ 254,500	

## Technology Sustainability Planning

	Target Life	FY 18	FY 19	FY 20	FY21	FY22
<b>High School Student Device Sustainability:</b>						
Incoming Freshamn FY22 - 2 Year Lease	4 Years	N/A	N/A	N/A	N/A	\$212,746.50
Incoming Freshman FY21 - 2 Year Lease	4 Years	N/A	N/A	N/A	\$212,746.50	\$212,746.50
Incoming Frehsman FY20 - 2 Year Lease	4 Years	N/A	N/A	\$212,746.50	\$212,746.50	N/A
Incoming Frehsman FY19 - 2 Year Lease	4 Years	N/A	\$212,746.50	\$212,746.50	N/A	N/A
Incoming Freshman FY18 - 2 Year Lease (Year 1 of 2)	4 Years	\$212,746.50	\$212,746.50	N/A	N/A	N/A
Incoming Freshman FY17 - 2 Year Lease (Year 2 of 2)	4 Years	\$210,285.00	N/A	N/A	N/A	N/A
Seniors (FY18): Continue with White Macbook 6-7 years old	6-7 Years	N/A	N/A	N/A	N/A	N/A
<b>High School Labs Sustainability:</b>						
Video Editting Lab 3 Years Old - Budget to replace in FY18 (3 Year Lease)	3 Years	\$14,193.40	\$14,193.40	\$14,193.40	\$14,193.40	\$14,193.40
Web Design Lab (One Time Purchase)	3 Years	\$0.00	\$0.00	\$51,000.00	\$0.00	\$0.00
Game Design & Art Lab (One Time Purchase)	3 Years	\$0.00	\$0.00	\$51,000.00	\$0.00	\$0.00
Foreign Lanaguage Lab 4 Years Old - Budget to replace in FY18 (3 Year Lease)	4 Years	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00
Midi Lab - Continue to use student laptops	N/A	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>New Middle School Student Devices:</b>						
Chromebooks 400 Gr 8 (One Time Purchase)	4 Years	\$0.00	\$0.00	\$0.00	\$168,740.00	\$0.00
Chromebooks 400 Gr 7 (2 Year Lease)	4 Years	\$84,370.00	\$84,370.00	\$0.00	\$0.00	\$84,370.00
<b>Middle School Labs:</b>						
2 Kennedy MS Labs - 60 laptops (One Time Purchase)	3 Years	\$0.00	\$0.00	\$66,000.00	\$0.00	\$0.00
2 Wilson MS Labs - 60 Laptops (One Time Purchase)	3 Years	\$0.00	\$0.00	\$66,000.00	\$0.00	\$0.00
<b>Teacher Latop Sustainability:</b>						
Teacher Laptop Replacements (Replace 250 each year - 3 Year Lease)	3 Years	\$85,833.33	\$85,833.33	\$85,833.33	\$85,833.33	\$85,833.33
Teacher Laptop Replacements (Replace 250 each year - 3 Year Lease)		\$0.00	\$85,833.33	\$85,833.33	\$85,833.33	\$85,833.33
Teacher Laptop Replacements (Replace 250 each year - 3 Year Lease)		\$0.00	\$0.00	\$85,833.33	\$85,833.33	\$85,833.33
<b>New Elementary School Devices:</b>						
5 Additional iPads for all Elementary Classrooms (3 Year Lease)	5 Years	\$83,050.62	\$83,050.62	\$83,050.62	\$0.00	\$0.00
<b>Total Cost:</b>		\$697,478.85	\$785,773.68	\$1,021,237.02	\$872,926.40	\$788,556.40
<b>Budget:</b>		\$700,000.00	\$700,000.00	\$700,000.00	\$700,000.00	\$700,000.00
<b>Budget Variance:</b>		-\$ 2,521.15	\$ 85,773.68	\$ 321,237.02	\$ 172,926.40	\$ 88,556.40

## Technology Sustainability Planning

### HS Sustainability Assumptions: Cash or 2 Year Lease

Price per laptop (13" MacAir, AppleCare & Case)	Interest Rate:	918
Annual Amount of new laptops to be purchased	3%	450
Gross Amount		\$ 413,100.00
Annual Lease Amount without Interest		\$ 206,550.00
Annual Lease Amount with Interest		\$ 212,746.50

### HS High End Desktop Computer Labs Assumptions: Cash or 3 Year Lease

Price per Device	Interest Rate:	1378
Qty of Devices	3%	30
Gross Amount	Cash	\$41,340.00
Lease Amount without interest		\$ 13,780.00
Lease Amount with interest	3 Year Lease	\$ 14,193.40

### MS High End Desktop Computer Labs Assumptions: Cash or 3 Year Lease

Price per Device	474
Qty of Devices	90
Gross Amount	\$42,660.00
Lease Amount without interest	
Lease Amount with interest	918
	60
	\$55,080.00

### Low End Computer Lab (Foreign Language) Assumptions: Cash or 3 Year Lease

Price per Device	Interest Rate:	700
Qty of Devices	3%	30
Gross Amount		\$ 21,000.00
Lease Amount without interest		\$ 7,000.00
Lease Amount with interest		\$ 7,210.00

### Chromebooks for MS Assumptions: Cash or 2 Year Lease

Price per Device	Interest Rate:	337.48
Qty of Devices	3%	500
Gross Amount		\$ 168,740.00
Lease Amount without interest		\$ 84,370.00
Lease Amount with interest		\$ 86,901.10

### Ipads for Elementary Classrooms - 3 Year Lease

Price per Device	Interest Rate:	479
Qty of Devices	3%	505
Gross Amount		\$ 241,895.00
Lease Amount without interest		\$ 80,631.67
Lease Amount with interest		\$ 83,050.62

### Teacher Laptops - 3 Year Lease

Price per Device	Interest Rate:	1000
Qty of Devices	3%	250
Gross Amount		\$ 250,000.00
Lease Amount without interest		\$ 83,333.33
Lease Amount with interest		\$ 85,833.33

## NATICK PUBLIC SCHOOLS FY18 BUDGET WORKSHEET

SCHOOL: SYSTEM-WIDE

DATE: 21-Dec-16

P ACCOUNT: 7-0-330-184-5335

DESCRIPTION: TRANSPORTATION - REGULAR

PERSON RESPONSIBLE : PETER H. GRAY

**Priority Key:**

## # 1 Level Service

## # 2 New Program

### # 3 Enrollment Growth

FY 17 BUDGET	<u>650,286</u>
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FY 18 REQUEST	882,338
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INCREASE/(DECREASE)	<u>232,052</u>
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[illegible]

## NATICK PUBLIC SCHOOLS FY18 BUDGET WORKSHEET

SCHOOL: SYSTEM-WIDE

DATE: 21-Dec-16

P ACCOUNT: 7-0-330-184-5339

DESCRIPTION: MCKINNEY VENTO

PERSON RESPONSIBLE : PETER H. GRAY

Priority Key:

## # 1 Level Service

## # 2 New Program

### # 3 Enrollment Growth

FY 17 BUDGET	271,380
--------------	---------

FY 18 REQUEST	52,485
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INCREASE/(DECREASE)	(218,895)
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[illegible]

QUANTITY	DAILY	EXTENDED	PRIORITY
(If Appl.)	COST	COST	KEY
		\$ -	
31	\$ 435.00	\$ 13,485.00	
15	\$ 2,600.00	\$ 39,000.00	
		\$ -	
		\$ -	
		\$ -	
		\$ -	
		\$ -	
		\$ -	
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		\$ -	
		\$ -	
		\$ -	
		\$ -	
		\$ -	
		\$ -	
<b>TOTAL</b>		<b>\$ 52,485</b>	

## NATICK PUBLIC SCHOOLS FY18 BUDGET WORKSHEET

SCHOOL: SYSTEM-WIDE

DATE: 21-Dec-16

P ACCOUNT: 7-0-330-297-5335

DESCRIPTION: TRANSPORTATION - SPED

PERSON RESPONSIBLE : PETER H. GRAY

**Priority Key:**

## # 1 Level Service

## # 2 New Program

### # 3 Enrollment Growth

FY 17 BUDGET	1,155,554
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FY 18 REQUEST	1,279,566
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INCREASE/(DECREASE)	124,012
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[illegible]

QUANTITY	UNIT	EXTENDED	PRIORITY
(If Appl.)	COST	COST	KEY
11	\$ 210.00	\$415,800	
4	\$ 75.00	\$54,000	
5	\$ 210.00	\$31,500	
3	\$ 75.00	\$5,625	
		\$664,753	
		\$67,888	
10	\$ 4,000.00	\$40,000	
TOTAL		\$ 1,279,566	

# NATICK PUBLIC SCHOOLS FY18 BUDGET WORKSHEET

SCHOOL: SYSTEM-WIDE

DATE: 21-Dec-16

P ACCOUNT: 7-0-241-166-5510

Priority Key: # 1 Level Service # 2 New Program # 3 Enrollment Growth
--

DESCRIPTION: SYS TEXT/SOFTWARE- RESERVE

FY 17 BUDGET	<u>446,953</u>
FY 18 REQUEST	<u>155,182</u>
INCREASE/(DECREASE)	<u>(291,771)</u>

PERSON RESPONSIBLE : ANNA NOLIN

DESCRIPTION OF TEXT OR MATERIALS	QUANTITY	UNIT	EXTENDED	PRIORITY
	(If Appl.)	COST	COST	KEY
71500661 Barnes & Noble			\$36.95	
71500685 West Music Steve Miller--recorders			\$3,600.00	
71500748 Barnes & Noble grad course texts for new teachers			\$2,419.20	
71500786 Barnes & Noble			\$147.60	
71501349 Cenage Learning--ELL text and online portal			\$1,298.55	
Library Supplies			\$500.00	
Web upgrades for curriculum sites/hosting fee			\$130.87	
Bright Bytes			\$3,421.60	
Bright Bytes--SAMR added feature			\$1,092.00	
71501841 Barnes & Noble			\$1,700.45	
ARTS investment yearly			\$4,000.00	
math intervention materials			\$8,000.00	
year 2 payment of grade 3/4 new investigations math curriculum upgrade/refresh			\$53,835.00	
year 1 payment of grade K, 1, 2 investigations math curriculum upgrade/refresh			\$75,000.00	
			\$155,182.22	

# NATICK PUBLIC SCHOOLS FY18 BUDGET WORKSHEET

SCHOOL: SYSTEM-WIDE

DATE: 26-Nov-12

P ACCOUNT: 7-0-248-166-5510

Priority Key:

# 1 Level Service

# 2 New Program

# 3 Enrollment Growth

DESCRIPTION: SYS INSTRUC MATERIALS - RESERVE

PERSON RESPONSIBLE : ANNA NOLIN

FY 17 BUDGET

218,381

FY 18 REQUEST

517,948

INCREASE/(DECREASE)

299,567

DESCRIPTION OF TEXT OR MATERIALS	QUANTITY (If Appl.)	UNIT COST	EXTENDED COST	PRIORITY KEY
Discovery Education	1.00	\$13,000.00	\$13,000.00	
polar fitness online licenses	1.00	\$3,600.00	\$3,600.00	
polar fitness heart monitor replacements (yearly due to use or enrollment)	1.00	\$1,800.00	\$1,800.00	
Pearson Math XL	1.00	\$41,249.97	\$41,249.97	
Ten Marks	1.00	\$28,800.00	\$28,800.00	
71500047 World Book	1.00	\$4,807.00	\$4,807.00	
71500151 Brain POP LLC	1.00	\$13,000.00	\$13,000.00	
Academic Merit	1.00	\$6,585.00	\$6,585.00	
Teach point		\$15,000.00	\$15,000.00	
vocab.com		\$7,000.00	\$7,000.00	
membean		\$9,400.00	\$9,400.00	
IBM Watson Data Dashboard--ongling fee TBD in contract negotiations at year end		\$175,000.00	\$175,000.00	
panorama		\$22,000.00	\$22,000.00	
charms online music portal and assessments		\$2,500.00	\$2,500.00	
Yearly costs of piloting instructional materials prior to purchase		\$6,000.00	\$6,000.00	
K12 Insight		\$14,000.00	\$14,000.00	
Smart EDU/Natick PD		\$8,000.00	\$8,000.00	
robotics/lego/engineering resources	1.00	\$8,000.00	\$8,000.00	
reflex/gizmos		\$66,000.00	\$18,000.00	
new classroom elementary		\$6,000.00	\$6,000.00	
new classrooms middle		\$6,000.00	\$6,000.00	
enrollment text increase middle school math		\$5,000.00	\$5,000.00	
science tech book K-8		\$45,000.00	\$45,000.00	
turn it in 8-12 with moodle plug in		\$11,000.00	\$10,000.00	



# NATICK PUBLIC SCHOOLS FY18 BUDGET WORKSHEET

SCHOOL: SYSTEM-WIDE

DATE: 26-Nov-12

P ACCOUNT: 7-0-248-166-5510

DESCRIPTION: SYS INSTRUC MATERIALS - RESERVE

PERSON RESPONSIBLE : ANNA NOLIN

Priority Key:

# 1 Level Service

# 2 New Program

# 3 Enrollment Growth

FY 17 BUDGET

218,381

FY 18 REQUEST

517,948

INCREASE/(DECREASE)

299,567

DESCRIPTION OF TEXT OR MATERIALS	QUANTITY (If Appl.)	UNIT COST	EXTENDED COST	PRIORITY KEY
71500396 Just Ask mentor Handbook	1.00	\$838.80	\$838.80	
71500397Wellesley Books Misc. books Anna	1.00	\$281.47	\$281.47	
71500417 NE Mobile Bookfair BH NOTE MOST OF THESE TEXTS WILL BE STEM RELATED	1.00	\$1,563.02	\$1,563.02	
71500418 NE Mobile Bookfair BR	1.00	\$1,238.09	\$1,238.09	
71500419 NE Mobile Bookfair JO	1.00	\$817.79	\$817.79	
71500420 NE Mobile Bookfair LJ	1.00	\$1,245.28	\$1,245.28	
71500421 NE Mobile bookfair MM	1.00	\$1,231.70	\$1,231.70	
72500526 Noodle Tools--library	1.00	\$793.80	\$793.80	
71500429 Heinemann BH--Calkins Columbia Writing Curriculum	1.00	\$5,112.50	\$5,112.50	
71500430 Heinemann BR--Calkins Columbia Writing Curriculum	1.00	\$4,312.00	\$4,312.00	
71500431 Heinemann JO--Calkins Columbia Writing Curriculum	1.00	\$2,653.50	\$2,653.50	
71500432 Heinemann MM--Calkins Columbia Writing Curriculum	1.00	\$4,312.00	\$4,312.00	
71500433 Heinemann LJ--Calkins Columbia Writing Curriculum	1.00	\$4,507.50	\$4,507.50	
715000545 Houghton Mifflin Kennedy	1.00	\$2,127.25	\$2,127.25	
71500377 Cengage Learning--ELL text and online resource	1.00	\$7,498.00	\$7,498.00	
71500574 Gemmy Industries Veridesk	1.00	\$390.91	\$390.91	
71500698 Stenhouse BH--book replacement/new classrooms	1.00	\$293.11	\$293.11	
71500697 Stenhouse BR--book replacement/new classrooms	1.00	\$211.58	\$211.58	
71500696 Stenhouse JO--book replacement/new classrooms	1.00	\$170.75	\$170.75	
71500695 Stenhouse LJ--book replacement/new classrooms	1.00	\$211.58	\$211.58	
71500699 Stenhouse MM--book replacement/new classrooms	1.00	\$211.58	\$211.58	
71500676 NASCO Base Ten	1.00	\$671.08	\$671.08	
71500959 Wellesley Booksmith Grade 2	1.00	\$1,744.00	\$1,744.00	
70501150 Barnes & Noble Johnson	1.00	\$31.80	\$31.80	
BC2015 Barnes & Noble Gr. 1 District Cunningham	1.00	\$302.19	\$302.19	
TOYS for Kindergarten and preschool play stations		\$5,000.00	\$5,000.00	
71501399 METCO tutoring materials not funded by grant	1.00	\$435.00	\$435.00	
			\$517,948.25	

## **New Requests FY18 BUDGET**

1. FY18 New Staff Request with Rationale	Page 1
2. FY18 School Bus Transportation Subsidy	Pages 2-4
3. Student Enrollment Report	Page 5
4. Class Size Analysis	Page 6

## FY18 New Staff Request and Rationale

School and Position	FY18 Improvement Budget FTE Added	FY18 Improvement Budget Salary	Rationale
<b>ENROLLMENT DRIVEN</b>			
High School - Art Teacher	1.0	\$ 55,830	0.4 due to enrollment growth, 0.6 due to new programming in Digital Photography and Ceramics III
High School - Science/Engineering Teacher	1.0	\$ 55,830	0.4 due to enrollment growth, 0.6 due to RTI Science Tutoring Centers
High School - Health/PE Teacher	1.4	\$ 78,162	0.4 due to enrollment growth, 1.0 due to new programming as we shift Health to 10th grade
High School - Math/Computer Science Teacher	2.0	\$ 111,660	0.4 due to enrollment growth, 1.6 due to RTI Math Lab
High School - English Teachers	2.0	\$ 111,660	0.4 due to enrollment growth, 1.6 due to RTI Literacy Lab
High School - World Language Teacher	0.4	\$ 22,332	Enrollment growth
Wilson - Two Teachers for enrollment	2.0	\$ 111,660	Enrollment growth
Middle School French/Spanish Teacher	0.2	\$ 11,166	Enrollment growth
Wilson - Unified Arts Teacher/Drama	1.0	\$ 55,830	Recommendation that came from both MS scheduling committees to create parity in both middle schools. Wilson currently does not have a Drama teacher. This position will be for grade 5, 6, 7.
Wilson - Unified Arts Teacher/Music	0.4	\$ 22,332	Chorus class sizes in grades 5 & 6 are currently averaging 70-75 with one teacher. This would allow us to have two teachers teach Chorus in grades 5 & 6 and reduce the class size.
Kennedy - Unified Arts Teacher/Art	0.4	\$ 22,332	With the reconstruction of both middle school specialists schedule to ensure parity, this position will be used either as an add on to the PE ½ time person or as a .4 performing arts person.
Middle School Reading Teachers	5.0	\$ 279,150	Additional reading course offered to all 5th 6th grade students to accommodate new schedule
Elementary General Education Teacher/Brown	2.0	\$ 111,660	Enrollment growth
Elementary UA Teacher	1.0	\$ 55,830	Enrollment growth
Elementary General Ed Teacher Lilja	1.0	\$ 55,830	To alleviate overcrowding at BenHem
<b>CASELOAD NEED</b>			
High School Guidance Counselor	0.5	\$ 27,915	Enrollment growth
Middle/High School Speech	1.0	\$ 55,830	Additional related services required as student population increases to meet IEP needs
Kennedy Literacy Specialist	1.0	\$ 55,830	This position will support a recently implemented literacy RTI block. This person will also act as an instructional coach with L&L teachers.
Nurse - location TBD	1.0	\$ 55,830	Nurse dedicated for students who are medically complex, therefore improving wait time at school clinics and reducing time away from the classroom
<b>COMPLIANCE</b>			
District ELL Teacher	0.4	\$ 22,332	ELL Population Growth warrants increase to add content level ELL courses; Ensures compliance with ELL requirements
Brown ELL Teacher	0.5	\$ 27,915	ELL Population Growth warrants increase to expand elementary ELL programming; Ensures compliance with ELL requirements
District Wide Psychologist	1.0	\$ 80,000	Increase in request for specialized evaluations and risk assessments; Provides consultation and training to district staff per student IEPs
Elementary Special Ed/ Ben Hem	1.0	\$ 55,830	Increase in number of students with High Level needs warrant addition for IEP compliance
Elementary Technology Coach	1.0	\$ 55,830	Staff mentor dedicated to improving technology skills through PD for all elementary staff
District - Paraprofessional/Ben Hem	1.0	\$ 24,970	Increase in number of students with High Level needs warrant addition of Learning Center teacher for IEP compliance
Special Educator - HS	1.0	\$ 55,830	Increase in number of students with High Level needs warrant addition of LC teacher for IEP compliance
Special Educator - MS - Wilson	1.0	\$ 55,830	Additional sub-separate program needed at Middle school level to meet IEP compliance
District Wide OT/PT	1.0	\$ 55,830	Additional related services required as student population increases to meet IEP needs
<b>21st Century Growth</b>			
Middle School RTI Support / Wilson	0.5	\$ 24,970	This position will run small RTI intervention groups and/or enrichment for each grade level. (grades 5-8)
Clerk OT/Sub Account		\$ 8,000	Addition summer support for department heads
Total	32.7	\$ 1,824,006	



**Natick Public Schools**

**Central Office**

Dr. Peter Sanchioni, Superintendent

Dr. Anna Nolin, Assistant Superintendent for Teaching, Learning & Innovation

Timothy Luff, Assistant Superintendent for Student Services

**To: School Committee**

From: Peter Gray, Director of Finance

Date: December 20, 2016

Re: School Bus Transportation Subsidy – FY18

## **Overview**

As part of the Spring Town Meeting, the Town Meeting will vote on Article #18 – School Bus Transportation Subsidy (Article # is subject to change). The School Bus Transportation Subsidy will continue the practice of providing funds to help offset the cost of regular school bus transportation in Natick. The purpose of the subsidy is to keep the bus transportation fee an affordable and attractive option for families. Attached to this memo is a DRAFT of the Bus Subsidy Article and the Standard Warrant Questionnaire for your review before submitted to the Town.

The recommendation for FY18 for the School Bus Transportation Subsidy is \$394,202 which is a 3% increase from the FY17 appropriated amount. The School Department will first use its appropriated budget to cover the cost of regular bus transportation expenditures, and then it will use the Bus Fee revolving account budgeted at \$330,000 to cover expenditures, and then will use the School Bus Transportation Subsidy funds to cover the remainder. Any unspent money in the School Bus Transportation Subsidy account is returned to the Town.

There are several reasons we are requesting a 3% increase for FY18. First, the School Department is looking to add two additional busses in FY18 to the contract with Connolly Busing, bringing the total

*Natick Public Schools does not discriminate on the basis of race, color, sex, gender identity, religion, national origin, sexual orientation or disability.*

**Natick Schools Central Office:**

13 East Central Street  
Natick MA 01760

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508•647•6506 (fax)

<http://www.natickps.org>

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number of regular education buses up to 24. We needed to add these busses due to capacity, duration and timeliness issues we have been experiencing in FY17, despite our best efforts to be as efficient as possible. These additional busses have been budgeted for in FY18.

Finally, in FY16 we did an analysis of the cost of providing only the mandated level of bus service to students. This would only include providing transportation to K-6 students that reside more than 2.0 miles from their assigned school. All other K-6 students that reside under 2.0 miles and all students in grades 7-12 would be required to get to school on their own.

We concluded that we would require at least 10 buses to provide the state mandated transportation requirement, and the cost to Natick Public Schools would be approximately \$600,000. However, a key consideration is that the school department would lose the \$330,000 in bus fee revenue from families that are currently paying and would also lose the \$394,202 from the School Bus Town Transportation Subsidy (FY18 Request) which was set up to keep fees affordable. The cost of family fee revenue covers approximately 5 buses and the additional School Bus Transportation Subsidy covers the cost of approximately 6 buses. Therefore, the appropriation we receive is in line with what our mandated cost would be and the fee revenue and School Bus Transportation Subsidy allow us to offer a greater service than the state minimum. We would not recommend providing the minimum mandated busing requirement, as it does not sufficiently help reduce our costs, but more importantly creates a traffic and safety issue for the Town and schools that were not designed to handle this amount of parental traffic.

Looking at our current total ridership levels over the last several years, it is clear that ridership continues to grow as our enrollment grows:

FY12:	2,919 total registered riders
FY13:	3,030 total registered riders
FY14:	3,119 total registered riders
FY15:	3,158 total registered riders
FY16:	3,172 total registered riders
FY17:	3,108 total registered riders

The Chart on the next page shows the history and detail of the School Bus Transportation Subsidy and School Bus Fee Revenue:

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Town of Natick

School Bus Transportation Subsidy History

Prepared 12/20/16 by D. Dias from TM votes and MUNIS account detail history

		Town Bus Subsidy	Town Bus Subsidy		Family Bus Fee**		Family Bus Fee		# of registered Riders
<u>Fiscal Year</u>		<u>Budget</u>	<u>Returned</u>		<u>Revenue</u>		<u>Expense</u>		
FY05		\$ 189,633	\$ 32,555		\$ 159,312		\$ 149,432		
FY06		\$ 293,322	\$ 122,562		\$ 162,375		\$ 84,693		
FY07		\$ 302,122	\$ 15,948		\$ 168,595		\$ 2,243		
FY08		\$ 309,720	\$ 45,514		\$ 173,130		\$ 439,994 *		
FY09		\$ 302,122	\$ -		\$ 236,595		\$ 172,556		
FY10		\$ 311,186	\$ -		\$ 288,687		\$ 266,603		
FY11		\$ 320,522	\$ 30,507		\$ 280,342		\$ 274,296		
FY12		\$ 330,167	\$ 4,765		\$ 275,618		\$ 274,391		2,919
FY13		\$ 340,041	\$ 28,866		\$ 312,914		\$ 288,107		3,030
FY14	Regular Bus Subsidy	\$ 350,243			\$ 254,055		\$ 282,631		3,119
FY14	Mckinney Vento Homeless Transportation Spring Warrant Article	\$ 233,000							
FY14	Total	\$ 583,243	\$ 27,309						
FY15		\$ 360,750	\$ 23,305		\$ 315,995		\$ 281,840		3,158
FY16		\$ 371,573	\$ 926		\$ 310,557		\$ 312,601		3,172
FY17		\$ 382,720			\$ 39,579	YTD			3,108
FY18 Request		\$ 394,202			\$ 330,000	***			

\*Includes Journal for \$232,200 of Expenses  
Transfer from Gen. Fund Transportation Acct

Reason Unknown

\*\* Bus Fee Revenue is collected over two fiscal years

\*\*\* Projected Revenue

I look forward to answering any questions you may have.

Peter H. Gray

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**Natick Public Schools  
Student Enrollment Report**

				November 4, 2016																December 1, 2016															
	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Total	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Total					
NHS Northstar											423	365	384	372	1544											424	364	386	373	1547					
KENNEDY							162	165	155	169					651							161	164	156	169					650					
WILSON							251	235	225	234					945							250	234	225	235					944					
BEN-HEM		23	24	23	24	20											23	24	23	24	20														
		23	24	24	24	20											22	24	24	24	20														
		22	25	26	22	22											23	25	25	22	22														
		24	23	25	25	20											24	23	25	25	20														
		24	24	24	24	21											23	23	24	23	21														
					24	19														23	19														
Sub-separate																																			
Total		116	120	122	143	122									623		115	119	121	141	122									618					
BROWN		24	20	18	22	21											23	19	17	22	21														
		24	19	19	23	20											24	19	18	23	20														
		25	21	20	23	21											23	20	20	23	21														
		24	21	21	23	21											24	21	21	23	21														
		25	21	19	19												23	21	19	19															
Total		122	102	97	110	83									514		117	100	95	110	83									505					
JOHNSON		16	22	18	25	24											16	24	18	25	24														
		12	23	19	23	22											12	24	19	24	24														
		16															16																		
Total		44	45	37	48	46									220		44	48	37	49	48									226					
LILJA		19	21	22	23	21											19	21	22	23	21														
		19	23	20	21	22											19	23	21	21	22														
		18	22	20	21	20											18	22	20	21	20														
		19															19																		
combo classes			12	11	13	9												12	11	13	9														
combo classes			10	12	10	12												10	12	10	12														
Total		75	88	85	88	84									420		75	88	86	88	84									421					
MEMORIAL		24	20	24	19	22											24	20	19	19	22														
		23	19	25	19	22											23	19	20	19	22														
		22	19	25	19	23											22	19	20	19	23														
		23	19	24	20	22											23	19	19	20	22														
																			20																
Total		92	77	98	77	89									433		92	77	98	77	89									433					
PRESCHOOL NHS	112															114																			
BROWN PK	16															15																			
Total															128															129					
TOTAL	128	449	432	439	466	424	413	400	380	403	423	365	384	372	5478	129	443	432	437	465	426	411	398	381	404	424	364	386	373	5473					
															5478															5473					

NATICK HIGH SCHOOL Number of Classes at or above 25 1st Semester 2016 vs. 2015		FY 2017 Adds	FY 2018 Requests
ENGLISH		0.6 English	2.0 English
2016	2015		
12	19		
FOREIGN LANGUAGE		0.6 FL	0.4 FL
2016	2015		
6	8		
MATHEMATICS		0.6 Math	2.0 Math
2016	2015		
29	24		
SCIENCE		0.8 Science	1.0 Science
2016	2015		
28	22		
SOCIAL STUDIES		0.4 Social Studies	0.0 Social Studies
2016	2015		
20	29		



## **Capital Requests FY18 BUDGET**

- |  |          |
|--|----------|
| 1. FY18 School Department Capital Request          | Page 2   |
| 2. School Department 5 Year Capital Plan 2018-2022 | Page 3-4 |
| 3. Lilja Elementary Modular Classrooms Location    | Page 5   |

# FY18 School Department Capital Requests

SCHOOL	DESCRIPTION	FY18 Spring Town Meeting Request	FY18 Fall Town Meeting Request2	FY18 Grand Total Request
Brown	Replace sidewalks around school	\$ 250,000.00		\$ 250,000.00
Johnson	Replace playground		\$ 200,000.00	\$ 200,000.00
Lilja	Install modular classrooms	\$ 2,600,000.00		\$ 2,600,000.00
	Total	\$ 2,850,000.00	\$ 200,000.00	\$ 3,050,000.00

## School Department Five-Year Capital Plan

SCHOOL	DESCRIPTION	FY18	FY19	FY20	FY21	FY22
Ben Hem	Additional Storage Space					
Ben Hem	Reconfigure counseling suite offices		25,000			
Ben Hem	Repair exterior storage room		15,000			
Ben Hem	Replace Preschool toilets		30,000			
Ben Hem	Install AC on the second floor		250,000			
Ben Hem	Covert the last remaining boiler to gas			50,000		
Ben Hem	Repair exterior stone work			20,000		
Ben Hem	Replace office rug			30,000		
Ben Hem	Paint second floor classroom and office walls			40,000		
Ben Hem	Expand parking lot / resurface				150,000	
Ben Hem	Paint first floor classroom and office walls				50,000	
Ben Hem	Rehab the second floor storage room					9,000
Brown	New Roof Installation					
Brown	Remove Island / Resurface Parking Lot					
Brown	Privacy partitions in bathrooms					
Brown	Replace sidewalks around school	250,000	200,000			
Brown	Install AC in music and art rooms		20,000			
Brown	Reconfigure library /room 132		50,000			
Brown	Room 301/309 bathroom, change door entrance		15,000			
Brown	Create 3 office spaces outside the library		25,000			
Brown	Laminate flooring (rubber)			50,000		
Brown	Surveillance cameras exterior and interior corridors			40,000		
Brown	Add Air Conditioning in Cafeteria			10,000		
Brown	Remove carpet, install new VCT in entire classrooms				100,000	
Brown	Replace boilers				400,000	
Brown	Add an office to the front lobby				150,000	
Brown	Install a cooking kitchen					100,000
Brown	Replace unit ventilators in the classrooms					185,000
Brown	Replace playground					200,000
High School	Replace 7 bubblers with bottle fillers					
High School	Irrigation					
High School	Install an irrigation well		20,000			
High School	Resurface athletic field parking lots		120,000			
High School	Classroom furniture		25,000			
High School	Security cameras HS baseball field parking lot			150,000		
High School	Build a classroom inside the library				100,000	
High School	New Tractor					30,000
Pre-School	Install door between rooms 114/116		8,000			
Pre-School	Replace office carpet and classroom area rugs				40,000	
School Athletics	Install water bubblers and ice maker		7,500			
School Athletics	Install additional lockers		10,000			
School Athletics	Purchase 3 new storage trailers		30,000			
Johnson	Complete window replacement					
Johnson	Replace playground	200,000				
Johnson	Replace outside doors		50,000			
Johnson	Rehab the serving kitchen		25,000			
Johnson	Rehab nurse's and learning bathroom		20,000			
Johnson	Paint classrooms walls and ceilings		40,000			
Johnson	Retile upstairs classrooms		70,000			
Johnson	Retile upstairs hallway			35,000		
Johnson	Retile downstairs classrooms			70,000		
Kennedy	Replace Kennedy MS with New Building*		90,000,000			
Kennedy	Install security cameras			35,000		
Kennedy	Replace carpet			45,000		
Kennedy	Replace windows			1,000,000		
Kennedy	Replace exterior doors			140,000		
Kennedy	Replace univents and DDC			220,000		
Kennedy	Replace Roof			900,000		
Kennedy	Replace Science and Technical Classrooms			1,500,000		

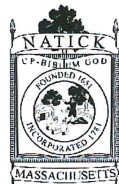
## School Department Five-Year Capital Plan

Kennedy	Replace HVAC			600,000		
Kennedy	Replace VCT Floor Tile			600,000		
Kennedy	Install Fire Sprinkler System			850,000		
Kennedy	Refurbish and move existing portables to an elementary school			600,000		
Lilja	New hallway flooring - all hallways					
Lilja	Roof replacement supplement					
Lilja	Install modular classrooms	2,600,000				
Lilja	Furniture, Fixtures and Equipment for classrooms		50,000			
Lilja	Replace bathroom sinks / partitions		40,000			
Lilja	Install AC in the gym		15,000			
Lilja	Replace playground		250,000			
Lilja	Paint exterior trim		60,000			
Lilja	Surveillance cameras exterior and interior corridors			40,000		
Lilja	Replace hallway walls - lower section with drywall			40,000		
Lilja	Replace boilers				400,000	
Lilja	Exterior lighting rear of school / Sargent parking lot					30,000
Memorial	Repave and Expand Parking Area		400,000			
Memorial	Replace 32 Exhaust fans		45,000			
Memorial	Refurbish teachers room		10,000			
Memorial	Install AC conference room		10,000			
Memorial	Replace windows			1,000,000		
Memorial	Bathroom partition			30,000		
Memorial	Paint interior walls			60,000		
Memorial	Replace main entrance concrete patio			50,000		
Memorial	Replace office/classroom carpet/VCT			60,000		
Memorial	Install Fire Sprinkler System				600,000	
Wilson	Replace office carpet					
Wilson	Sidewalk replacement					
Wilson	Replace Auditorium AC compressor					
Wilson	Install modular classrooms and fitness center		800,000			
Wilson	Install ADA ramp to the playing field		60,000			
Wilson	Install folding partition between classrooms		25,000			
Wilson	Purchase and install 35 classroom projectors		55,000			
Wilson	Reconfigure and expand parking lot		200,000			
Wilson	Replace teachers room carpet with VCT Tile		10,000			
Wilson	Library carpet / paint / furniture			125,000		
Wilson	Clean HVAC ducts			25,000		
Wilson	Install AC to the second floor				300,000	
School IT Dept	Network Storage		150,000			
School IT Dept	Firewalls		100,000			
School IT Dept	Switches			200,000		
School IT Dept	Switches				200,000	
School IT Dept	Switches					100,000
NPS	Elementary School - MSBA					TBD
NSD 80	Replace School Delivery Van					
	Total	3,050,000	93,015,500	8,615,000	2,490,000	654,000

Total (less the Kennedy school projects)                      3,050,000      3,015,500      2,125,000      2,490,000      654,000

\* This Assumes MSBA and Town Meeting have approved a new building for Kennedy Middle School. This is a an estimate only of the full price and would expect this to be partially funded by The FY 20 Kennedy funding requests are shown only if a new building is not approved.



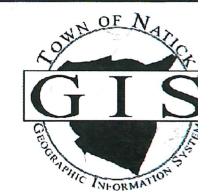
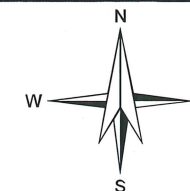


**DISCLAIMER:** The information depicted on this map is for planning purposes only. It may not be adequate for legal boundary definition, regulatory interpretation or conveyancing purposes.

# Lilja School

0 25 50 100  
Feet

1 inch = 50 feet  
Imagery Date: April 2015



Natick DPW-GIS  
75 West Street  
Natick, Mass. 01760  
Date: 11/16/2016



ADDITIONAL INFORMATION  
FY18 BUDGET

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3.	FY16 Federal and State Grant Summary	Page 4
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7.	Special Education Continuum of Services	Page 15-25
8.	FY17 Charter School Placement	Page 26

**Natick Public Schools  
Recommended Fee Summary  
School Year 2017-2018**

**Bus fees:** A bus fee of \$150 applies to students in grades K-6 who request services and live less than 2 miles from their respective school and for all students in Grades 7-12.  
(Family maximum of \$300)

**High School and Middle School Athletic fees:** \$225/per sport/per season with a family max of \$675 per year. Boys and Girls Hockey, Boys and Girls Skiing are \$400 and a family cap of \$850.

**Music lesson fees:** 4<sup>th</sup> graders - \$180 per semester -15 group lessons  
5<sup>th</sup> graders - \$195 per semester – 15 group lessons  
6<sup>th</sup> - 8<sup>th</sup> graders – semi-private - \$245 per semester  
6<sup>th</sup> - 8<sup>th</sup> graders – private - \$340 per semester  
9<sup>th</sup> – 12<sup>th</sup> graders – individual arrangement made with instructor  
\$26/half hour if lesson held in school.

There is also a \$25 registration fee each year a student enrolls in the program. A \$5 "early bird" rate is applied on the above rates for those that sign up before the deadline.

**\*\* The lesson fees do not include an instrument for your child to play**

**After School Activities Programs (ASAP):**

Registration fee of \$25 for one child and \$40 for families with 2+ children in ASAP/ER.

**Middle Schools**

1 day per week - \$160/month  
2 days per week - \$210/month  
3 days per week - \$265/month  
4 days per week - \$340/month  
5 days per week - \$395/month

**Elementary Schools**

1 day per week - \$145/month  
2 days per week - \$180/month  
3 days per week - \$225/month  
4 days per week - \$300/month  
5 days per week - \$370/month

**Early Risers Tuition (ER) – (Elementary Schools Only)**

\$12 per day (a 5% discount on Early Riser's tuition if also enrolled in ASAP)

**Pre-School Fees:**

3-day AM/PM Sessions:	\$3,000/school Year
4-day AM/PM Sessions:	\$3,700/school Year
4.5-Full Day Session:	\$6,800/school Year

Natick Public Schools  
FY16 Revolving and Special Funds

Account	G/L Acct	6/30/15 Beginning Balance	Revenue	Expense and Encumbrance	6/30/16 Ending Balance
Circuit Breaker	0115	884,057	2,359,292	2,203,373	1,039,977
Athletics	0102	30	404,985	402,794	2,220
Team Funded Athletic Equipment	0137	9,677	15,588	10,513	14,751
Athletic Transportation	0132	252	-	-	252
School Lunch	0012	131,670	1,593,959	1,474,450	251,178
School Choice and Other Tuitions:					
Preschool Tuition	0119	93,726	349,163	418,563	24,326
Foreign Student Tuition	0109	5,694	185,067	125,805	64,957
North Star Tuitions	0120	27,420	59,334	51,321	35,432
Summer School	0105	50,715	104,048	66,940	87,823
Summer Pre-School Program	0113	19,905	11,103	11,501	19,507
School Choice	0134	159,672	306,642	219,171	247,143
Total Tuitions		357,132	1,015,356	893,301	479,188
Other Local Receipts:					
EASEP	0101	12,258	21,375	15,429	18,204
School Bus Transportation	0103	262,333	310,557	312,714	260,176
Rental of Facilities	0107	118,094	120,800	182,081	56,813
School Vandalism	0108	4,312	-	-	4,312
After School Activities Program	0111	558,378	1,995,013	2,169,499	383,892
NHS Testing Fund	0114	19,608	70,124	71,908	17,824
Guidance - Transcripts	0116	5,247	6,893	5,244	6,897
Instructional	0117	193	-	-	193
Health Services	0118	5,768	3,629	459	8,938
Photocopy Receipts	0121	377	-	-	377
Wall of Achievement	0122	3,310	3,750	4,103	2,958
Instrumental Music	0123	40,622	208,349	193,495	55,476
Mini University	0124	2,763	7,555	6,891	3,427
Textbook-HS	0106	17,509	398	50	17,857
Textbooks-Kennedy	0125	627	-	627	0
Textbooks-Wilson	0126	924	7	924	7
Textbooks-Brown	0129	8	-	-	8
Textbooks-Ben Hem	0127	20	-	20	-
Textbooks-Lilja	0128	92	-	-	92
KMS Laptop Fees	0133	95,741	137,669	194,521	38,890
WMS Laptop Fees	0133	95,741	137,669	194,521	38,890
HS Laptop Fees	0133	95,741	137,669	194,521	38,890
Parent Advisory Council	0135	4,382	3,515	3,350	4,547
Textile Recycling	0136	5,764	4,693	4,699	5,757
HS Laptop Program	0138	31,305	85,744	114,103	2,946
Medicaid- School Share	0110	83,509	265	229,092	(145,318)
Total Other Local Receipts		1,464,627	3,255,673	3,898,251	822,050



Natick Public Schools  
FY16 Revolving and Special Funds

Account	G/L Acct	6/30/15 Beginning Balance	Revenue	Expense and Encumbrance	6/30/16 Ending Balance
Total of above		2,847,446	8,644,853	8,882,682	2,609,616
Private Grants & Donations:					
Public Schools Technology	0601	1,662	-	1,662	-
Natick Public Schools	0602	23,899	-	22,440	1,459
Ben Hem School Donations	0603	18,758	3,060	1,317	20,501
Brown School Donations	0604	4,792	5,096	6,695	3,193
Johnson School Donations	0605	4,980	3,511	1,568	6,923
Lilja School Donations	0606	11,208	4,859	10,000	6,066
Memorial School Donations	0607	6,590	4,253	1,039	9,804
Kennedy School Donations	0608	8,053	4,914	5,615	7,352
Wilson School Donations	0609	13,350	16,742	14,028	16,064
Natick High School Donations	0610	28,476	7,507	7,204	28,778
Pre-School Donations	0638	484	534	484	534
Jump Up and Go Healthy Choice	0614	500	-	500	-
New England Dairy Council	0643	3,276	-	3,276	-
Friends and Family of Metco	0645	1,005	1,391	865	1,530
High School Athletic Equipment	2327	86	-	86	-
Business Professionals of America	0611	4,972	11,334	12,867	3,439
MWF - Wellness Initiative	0619	1,768	-	-	1,768
MWHC Health/Fitness	0620	4,717	-	-	4,717
MCHCF / Anti Bullying	0625	2,056	-	-	2,056
METROWEST Peer Leadership	0629	1,386	-	-	1,386
Underage Drinking Prevention	0631	1,828	500	16	2,312
Health and Fitness	0632	9,654	-	-	9,654
MathWorks KMS Math Grant	0634	1,106	-	357	748
MCHCF Transitions	0635	31,399	36,275	68,762	(1,088)
MWHC Health Screening	0636	44	-	-	44
BOKS Best of Kids	1801	1,005	-	-	1,005
MWHC HEALTH DONATION	0639	5,473	-	621	4,852
MWHF SKILLS FOR SUCCESS	0641	-	36,725	30,592	6,133
<b>Total Metrowest</b>		<b>60,436</b>	<b>73,500</b>	<b>100,348</b>	<b>33,587</b>
NEF 2009-2010	0623	2,148	-	-	2,148
NEF 2014-2015	0642	15,605	23,160	13,329	25,436
NEF 2015-2016	0646	-	19,000	21,655	(2,655)
<b>Total NEF Grants</b>		<b>17,753</b>	<b>23,160</b>	<b>13,329</b>	<b>27,584</b>
<b>Total Private Grants &amp; Donations</b>		<b>210,276</b>	<b>178,860</b>	<b>224,976</b>	<b>164,159</b>
<b>Grand Total</b>		<b>3,057,722</b>	<b>8,823,712</b>	<b>9,107,658</b>	<b>2,773,775</b>

This report was compiled from the Comptrollers office report for Year Ending FY16. Those funds that have an encumbrance at fiscal year end will reflect an ending balance deducting these commitments for auditing purposes.

When the new fiscal year opens, these encumbrances move from the opening balance column to the new year encumbrance column.

Therefore you will see some differences, by the amount of the encumbrance, between the closing balance from the previous fiscal year to the opening balances of the new fiscal year.

Natick Public Schools  
FY16 Federal and State Grant Summary

Description	Regular	-----Revenue-----		Total	Expenditures	Balance
		SPED	Undistrib.			
<b><u>DOE Administered Federal Grants:</u></b>						
Teacher Quality	0	0	77,781	77,781	74,765	3,016
Sped 94-142 Allocation	0	1,174,028	0	1,174,028	1,174,028	0
Title I Distribution	321,990	0	0	321,990	303,497	18,493
SPED Program Improvement	0	43,209	0	43,209	44,350	(1,141)
E.C. Special Education Program Improvement	0	0	3,000	3,000	0	3,000
sub-total	321,990	1,217,237	80,781	1,620,008	1,596,639	23,369
<b><u>DOE Administered State Grants:</u></b>						
METCO			338,922	338,922	334,518	4,404
Kinder. Enhancement prog.			153,760	153,760	153,259	501
Academic Support Services			12,587	12,587	6,635	5,952
sub-total	0	0	505,269	505,269	494,412	10,857
Total DOE Administered Grants	321,990	1,217,237	586,050	2,125,277	2,091,051	34,226
<b><u>Other Federal Grants:</u></b>						
Early Childhood (Pre-school)			32,093	32,093	31,297	796
Natick Together 2 Substance Abuse			77,655	77,655	133,469	(55,814)
Total Other Federal			109,748	109,748	164,766	(55,018)
<b><u>Other State Grants:</u></b>						
Enhanced School Health			139,713	139,713	138,234	1,479
Total Other State			139,713	139,713	138,234	1,479
Total Grants	321,990	1,217,237	835,511	2,374,738	2,394,052	(19,314)

# *Revolving Funds Explanation*

- Special Appropriation Funds
- Fee Based Programs
- Loss & Replacement Funds

*Last updated: December 15, 2015*

## Guidelines for Revenues from Non-tax Sources

All monies collected by the schools from fees, fines, admissions, and other non-tax sources shall be submitted to the Business Office, deposited with the Treasurer of the Town, and credited to the following accounts.

SOURCES	ACCOUNTS
Athletic Fee, gate receipts and Team Funded	Athletic Revolving Accounts
Drama/Chorus event receipts	Individual School Student Activity Fund Accounts
Field trip fees	Individual School Student Activity Fund Accounts
Gifts and grants	Special Revenue Gift/Grant accounts as established under statute or Town directives. See Federal and State Grant Summary for Additional Information on the number and types of grants received.
Lost and damaged book fees	Lost Book Revolving Accounts
Music Lesson receipts	Music Revolving Account
Non-resident Tuition and registration fees	Individual Program Revolving Fund
Reimbursements for materials and services	General Treasury, except as provided by statute and Town option
Rental fees for non-school activities facilities use	Facilities Rental Revolving Account
Resident Tuition and registration fees	Individual Program Revolving Fund
School lunch receipts	School Lunch Revolving Account
Transcript and test fees	Guidance Revolving Accounts

Revolving Fund accounts shall be under the direct control of the School Committee, which delegates the power to the Superintendent and/or School Business Administrator to authorize expenditures from them without further appropriation by the Town.

Federal and state grants, gifts, and donations to the School Committee shall be processed as specified by statute and donor requirements. These Special Revenue Funds are reported in the Grant Section of the School Committee Budget Book.

LEGAL REF.: M.G.L, Ch. 40 §3;

Ch. 44, § 53, 53A, 53E 1/2.;

Ch. 71, §17A, 26C, 37A, 47, 71, 71E, 71F;

Ch. 548 of the Acts of 1948.

Account	Explanation of Revolving Account
Circuit Breaker	<p><b>Program Description:</b> State Reimbursement Program to cover the high cost of Special Education. Circuit breaker reimbursements are for the district's prior year's expenses. 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. A claim form is submitted to the DESE by the district each July for the prior year expenditures. Payments are received quarterly based on the prior year claim and the final quarter payment in July fully funds the prior year obligations.</p> <p><b>Fee Structure:</b> No fee – Reimbursement Program from the state.</p> <p><b>Fund Restrictions:</b> Compensation for employees, contracted services including payment for out of district tuition and payment for equipment and materials to run program.</p>
Athletics	<p><b>Program Description:</b> The Athletic Revolving Account is funded from student athletes paying for sports offered by the HS, Middle Schools and gate receipts received from sporting events. Resources from the Revolving Fund are used to pay for officials, security, custodial/DPW overtime, transportation, equipment and supplies.</p> <p><b>Fee Structure:</b> \$225 per sport/ \$675 family cap. Boys and Girls Hockey and Boys and Girls Skiing are \$400/ \$850 family cap.</p> <p><b>Fund Restrictions:</b> Compensation for employees, contracted services and payment for equipment and materials to run program.</p>
Team Funded Athletic Equipment	<p><b>Program Description:</b> Teams and student athletes fundraise and the revenue is deposited into this account. This used to be rolled up under athletics and was broken out to properly account for the revenue and expenses.</p> <p><b>Fee Structure:</b> No fee, this is from fundraising activities from students for team expenses.</p> <p><b>Funds Restrictions:</b> Use of funds limited to teams expenses including uniforms and banquets.</p>
School Lunch	<p><b>Program Description:</b> Under the acts of 1948, chapter 548, the School Committee may operate or provide for the operation of school food service programs in schools under their jurisdiction. The School Committee through this act may receive disbursements from federal sources to support the School Lunch Program in addition to charge for meals. Funds are kept in a separate account and expended by the School Committee without appropriation. The Bureau of Nutrition Education sets regulations for accounting, audit and nutrition for the School Lunch Program.</p> <p><b>Fee Schedule:</b> Meal pricing is based on the projected cost of providing the program less any federal subsidies we received for participating in the National School lunch Program. Our current meal pricing is found here: <a href="http://www.natickps.org/departments/foodservices/main.cfm">http://www.natickps.org/departments/foodservices/main.cfm</a></p> <p><b>Fund Restrictions:</b> Use of funds is limited to compensation for employees, contracted services and payment for equipment and materials to run program. Does not include funds for major maintenance or kitchen renovations.</p>
Preschool Tuition	<p><b>Program Description:</b> Integrated preschool program for three- and four-year old children. Typically developing preschoolers pay tuition.</p> <p><b>Fee Structure:</b> The fee structure is based on the cost associated with the typical students who attend this program. The Special Education costs are borne by the district and federal grants.</p> <p><b>Fund Restrictions:</b> Compensation for employees, contracted services or course leaders and payment for equipment and materials to run program.</p>
Foreign Student Tuition	<p><b>Program Description:</b> Natick accepts students residing outside of the United States for a fee, including China and other countries. The revenue is used to cover salaries of foreign language teachers and to pay for other expenses related to the foreign exchange students.</p> <p><b>Fee Structure:</b> Approximately \$14,000 per accepted student</p> <p><b>Funding Restrictions:</b> Compensation for employees, contracted services and payment for equipment and materials to run program.</p>
North Star Tuitions	<p><b>Program Description:</b> Provides high school students access to a traditional high school experience while participating in a supportive, structured alternative educational environment. North Star services Natick students as well as those referred from surrounding LEAs.</p> <p><b>Fee Structure:</b> Tuition based on cost to provide out-of –district students services</p> <p><b>Fund Restrictions:</b> Compensation for employees, contracted services or course leaders and payment for equipment and materials to run program.</p>

Natick Summer Academics (Summer School)	<p><b>Program Description:</b> Natick Summer Academics runs 5 weeks each summer and encompasses several programs, including K-8 Enrichment programs, Recovery Credit Courses for students in Grades 7-12, Tough Camp, Softball Camp, and the grades 5-8 Summer Robotics Camp. The program is available to any family, regardless of town residency, and is currently being held at NHS each summer.</p> <p><b>Fee Structure:</b> Enrichment courses collect tuition on a “per-course” basis, where one course meets for one week, one hour each day. Recovery credit courses have a flat tuition for each course. Tough Camp, Softball Camp, and Robotics Camp all have varied tuitions based on time and cost. 100% self funded through tuition.</p> <p><b>Funds Restrictions:</b> Funds provide compensation for employees, fees for web management services and courses (through GradPoint), and purchase of materials for courses.</p>
School Choice	<p><b>Program Description:</b> The inter-district school choice program allows a parent to enroll his or her child in a school district that is not the child's home district. Because of space limitations, not all school districts accept out-of-district students under this program. Every year the school committee in each school district decides whether it will accept new enrollments under this program and, if so, in what grades. Once a child is accepted into another district under school choice, he or she is entitled to attend that district's schools until high school graduation. You do not have to reapply each year. Transportation is not provided for students attending another school district under this program.</p> <p><b>Fee Structure:</b> The State sets the rate and is currently \$5,000 per student with incremental increases for Special Education students.</p> <p><b>Funds Restrictions:</b> Compensation for employees, contracted services and payment for equipment and materials to run program.</p>
EASEP	<p><b>Program Description:</b> The District offers After School Enrichment classes for elementary students. Classes are designed and led by NPS staff and focus on hands-on exploration and collaborative fun! Programs include chess, arts, crafts, cooperative games, and other enrichment activities.</p> <p><b>Fee Structure:</b> per course charge: \$75 registration per participant per course.</p> <p><b>Fund Restrictions:</b> Compensation of employees, contracted services and payment for equipment and materials to run program.</p>
School Bus Transportation (Student Bus Fee)	<p><b>Program Description:</b> In the 02/03 school year, the School Committee voted to change the “eligible town paid riders” to K-6 (State Mandate) living in excess of two miles to their districted school. The bus fee was established per rider, with a family unit maximum. Free and Reduced lunch status determines eligibility for a free bus pass. For the 04/05 school year, Town Meeting voted to absorb a portion of the school bus transportation costs. All other students requesting school bus transportation had the option to pay with the family maximum and a second seat still available. Each year, based on budget constraints, the Transportation Program is reviewed and The School Bus Subsidy is voted upon.</p> <p><b>Fee Structure:</b> Current Fee is \$150 per rider with a \$300 Family Cap.</p> <p><b>Fund Restrictions:</b> Compensation for employees, contracted services and payment for equipment and materials to run program.</p>
Rental of Facilities	<p><b>Program Description:</b> The School Committee may rent or lease any school building to any one or more public or profit-making business, or nonprofit organizations, provided that such use shall not interfere with educational programs being conducting in the school building. The terms of any such rental or lease shall be as approved by school committee. Monies received from rental or lease is kept in a separate account and may be expended by the School Committee without further appropriation for the upkeep of the facility and costs associated with the rental or lease.</p> <p><b>Fee Structure:</b> Rates are established for Town Revenue Generating Programs, 501c(3), Non-profit/Community Groups, and Commercial organizations.</p> <p><b>Fund Restrictions:</b> Compensation for employees, contracted services and payment for equipment and materials to run program. Facility upkeep/maintenance only.</p>

School Vandalism	<p><b>Program Description:</b> This account was established to provide an account to compensate the school department for monies spent for vandalism to school property. Repairs due to vandalism, such as broken windows, are paid for from this account. Any payments recovered from responsible parties are deposited to this account.</p> <p><b>Fee Structure:</b> Actual Replacement Cost</p> <p><b>Fund Restrictions:</b> Compensation for employees, contracted services and payment for equipment and materials to replace or repair damaged property.</p>
After School Activities Program/Early Risers Program	<p><b>Program Description:</b> ASAP was founded in 1995 by Natick town administrators, parents, and concerned citizens who saw a need for quality programming and supervision of children during the after school hours. Early Risers begins at 7 AM until the start of the school and is located at all elementary schools. ASAP is located in all schools with the exception of Natick High School. ASAP/Early Risers are operated in conjunction with the Natick Public School Department and is self-supported through tuition paid by parents of children in the program.</p> <p><b>Fee Structure:</b> See Fee Summary page. Fees are based on the total cost of providing the program. <b>Fund Restrictions:</b> Compensation for employees, contracted services and payment for equipment and materials to run program. Indirect charges including Electricity and building expenses may be charged to this program.</p>
NHS Testing Fund	<p><b>Program Description:</b> This account, administered by the guidance department, is for the funds pertaining to AP and PSAT test administrations. These expenses include: Advanced Placement salaries/wages, PSAT salaries/wages, Testing - other salaries/wages, Advanced Placement expenses, NHS Testing, PSAT expenses, and testing - other expenses.</p> <p><b>Fee Structure:</b> The Fee for PSAT and Advanced Placement Exams are based on the staff time for test administration, proctor hours, and the College Board Test fees.</p> <p><b>Fund Restrictions:</b> Compensation for employees, contracted services or course leaders and payment for equipment and materials to run program.</p>
Guidance - Transcripts	<p><b>Program Description:</b> Graduates of NHS and current seniors are charged a fee to process and send transcripts and other required documents to colleges, scholarship programs and/or employers. This account pays for the use of Naviance, a college and career planning tool that enables the guidance dept. to send transcripts electronically to colleges/scholarship programs. This fund is also used to purchase materials related to the college admissions process, such as NACAC/NEACAC membership dues, College Board data files, etc.</p> <p><b>Fee Structure:</b> Fee is based on cost to provide paper and electronic transcripts for students.</p> <p><b>Fund Restrictions:</b> Contracted services and payment for equipment and materials to run program.</p>
Health Services	<p><b>Program Description:</b> Revenue received from insurance companies for the Nursing services for seasonal FLU Clinics.</p> <p><b>Fee Structure:</b> No Fee, Reimbursement program from Insurance companies.</p> <p><b>Funds Restrictions:</b> Funds are used to cover health supplies and nursing expenses.</p>
Wall of Achievement	<p><b>Program Description:</b> The Wall of Achievement Program showcases the accomplishments and contributions of Natick High School graduates who excelled in their chosen field or have made significant contributions to society. The inductees spend a day at Natick High School, meeting with students and discussing their careers and the impact N.H.S. had on their development. The highlight of the program is the Induction Dinner held the Tuesday before Thanksgiving.</p> <p><b>Fee Structure:</b> Sale of Tickets and Donations</p> <p><b>Fund Restrictions:</b> Compensation for employees, contracted services or course leaders and payment for equipment and materials to run program.</p>

Instrumental Music	<p><b>Program Description:</b> The 4th grade program involves an instrumental demonstration in the Spring for the third graders. The recruitment takes place in June. Group lessons start in the Fall. All lessons are given during lunch and recess time. There are two semesters of 15 weeks. Band is held in each school before school hours. The Middle School Instrumental program continues with weekly group lessons for 5th graders and then transitions to weekly semi-private or private lessons for 6-8th grade. Children perform for the parents and school at least 2 times during the year. Tuition fees are collected at the beginning of each semester—about 450 students.</p> <p><b>Fee Structure:</b> Fees are based on the cost of the instructor to provide the lessons and the administrative overhead to collect funds, administer payroll and communicate program with parents.</p> <p><b>Fund Restrictions:</b> Compensation for employees, contracted services or course leaders and payment for equipment and materials to run program.</p>
Mini University	<p><b>Program Description:</b> Registration and graduate equivalent credit fees are collected from teachers attending courses and outside participants attending our professional development offerings (I.E. NILS Day) offered and paid for by the district. Fees are withdrawn to defray instructor stipends.</p> <p><b>Fee Structure:</b> Fees vary depending on what program choices teachers make. Courses and study groups have a \$25.00 registration fee attached to them. If participants choose Natick Graduate Equivalent credit option then they will pay \$30.00 per credit per course (credits vary).</p> <p><b>Fund Restrictions:</b> Compensation for employees, contracted services and payment for equipment and materials to run program.</p>
Textbook-All Schools	<p><b>Program Description:</b> District may assess students the cost to replace lost books loaned to students during the school year. The actual replacement cost is billed.</p> <p><b>Fee Structure:</b> Replacement Cost of lost book or instructional material.</p> <p><b>Fund Restrictions:</b> Payment for lost books, equipment and materials assigned to students.</p>
School Programs (HS, WMS, and & KMS Laptop Fees and Specialty Advisor Fees)	<p><b>Program Description:</b> This account has several sub-accounts and has been set up to account for the \$75.00 laptop fee charged to students in grades 8-12 as well as the \$50 Activity Fee charged to students at the MS and HS.</p> <p><b>Fee Structure:</b> \$75 for Students in Grade 8-12 used for laptops and one-time \$50 fee for multiple after school activities.</p> <p><b>Funds Restrictions:</b> The laptop fees are used for repair and replacement of laptops and the Activity Fees can be used to pay for Specialty Advisor program costs including salaries and equipment and materials.</p>
Textile Recycling	<p><b>Program Description:</b> This account was set up in FY14 in conjunction with a vendor (Bay State Textiles) who has recycling bins at all the schools for anyone to donate used textiles (clothing, shoes, etc.). Bay State sends us revenue from the recycled textile they collect based on weight.</p> <p><b>Fee Structure:</b> No Fee, revenue from vendor based upon weight of recycled textile material</p> <p><b>Funds Restrictions:</b> Compensation for employees, contracted services and payment for equipment and materials to run program.</p>
HS Laptop Program	<p><b>Program Description:</b> This was a new account set up in FY16 for HS students and families to either purchase or lease a new Apple Laptop computer. The intent was to sustainably keep technology new and current in Natick Public Schools given scarce resources.</p> <p><b>Fee Structure:</b> Families had the option to purchase the laptop outright or lease it over several years.</p> <p><b>Funds Restrictions:</b> Revenue is to be used to cover the cost of purchasing the equipment, insurance, sales tax redemption and finance charges to run the program.</p>



Medicaid- School Share	<p><b>Program Description:</b> The Town receives reimbursement from Federal Government through Medicaid for Administrative and Health Professional Services performed for students on an IEP or 504 Plan and who are Medicaid eligible. In 1994, the Town agreed that the first \$100,000 of receipts would return to General Fund and the balance would be put into a Revolving Fund to fund the ongoing eligible services and the data collection service contract with Accept Collaborative.</p> <p><b>Fee Structure:</b> No fee – Reimbursement Program from Federal Government</p> <p><b>Fund Restrictions:</b> Compensation for employees, contracted services and payment for equipment and materials to run the program.</p>

SOURCES: MA DESE website <http://www.doe.mass.edu/>

and Former Director of Finance budget documents

# MassCore

## Massachusetts High School Program of Studies

<b>English/Language Arts</b>	<b>4 Units*</b>
<b>Mathematics</b>	<b>4 Units</b> Including the completion of Algebra II or completion of the Integrated Math equivalent. All students are recommended to take a math course during their senior year.
<b>Science</b>	<b>3 Units of lab-based science</b> Coursework taken in technology/engineering may count for MassCore science credit. Note: In June 2012, the Massachusetts Board of Higher Education (BHE) revised its admission standards to count technology/engineering coursework based on academic standards and taken for science credit as meeting the science admissions requirement.
<b>History/Social Science</b>	<b>3 Units</b> Including US History and World History.
<b>Foreign Language**</b>	<b>2 Units</b> Of the same language.
<b>Physical Education</b>	<b>As required by law</b> State law (M.G.L. c. 71,s. 3) states: "Physical education shall be taught as a required subject in all grades for all students." Health can be integrated into Physical Education, science, or taught as a stand-alone course.
<b>The Arts**</b>	<b>1 Unit</b>
<b>Additional Core Courses</b>	<b>5 Units</b> Business Education, Career and Technical Education (CTE), Health, Technology or any of the subjects above. Note: Most students majoring in CTE will take more than 5 units in a CTE program of study.
<b>22 Units - Is a minimum that students should take in high school</b>	

<b>Additional Learning Opportunities</b>	<b>Complete as many of the following as possible:</b> Advanced Placement (AP); Capstone or Senior Project; Dual Enrollment courses taken for both high school and college credit; Online courses; Service Learning; and Work-based Learning.
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\*A unit represents a full academic year of study or its equivalent in a subject that covers all the standards contained in a specific Curriculum Framework.

\*\* Students enrolled in a state-approved Career and Technical Education program of studies have the option of opting out of Foreign Language and Art and still fulfill MassCore.

MassCore is the recommended program of study that Massachusetts high school students need in order to be better prepared for college and a career. Developed by a statewide advisory group from the K-12, higher education and business sectors, MassCore maintains flexibility for students and high schools while allowing districts to set additional graduation requirements. Courses included in MassCore should be rigorous, engaging, and based on appropriate Massachusetts Curriculum Frameworks high school level standards.

NATICK PUBLIC SCHOOLS  
STUDENT ENROLLMENT IMPACT  
FOR MULTI-FAMILY DEVELOPMENTS

	Project Status	1 bed market	1 bed affordable	2 bed market	2 bed affordable	3 bed market	3 bed affordable	Sept 2014 Total	June 2015 Total	Sept 2015 Total	Nov 2015 Total	Mar 2016 Total	Sept 2016 Total	Nov 2016 Total	Incr/ (Decr) from Sept '16
<b>Low Rise Developments:</b>															
<b>Natick Modera (Brown) - Apartments, 80, 82, 84, and 86 North Main</b>	Leasing out now														
# of Units		53	13	63	15	6	-	150	150	150	150	150	150	150	
Projected Students		-	-	9	6	3	-	18	18	18	18	18	18	18	
Enrolled Students a/o March 2016								0	0	2	10	12	16	17	1
<b>South Natick Hills (Memorial) Morgan, Sienna and Allison Way</b>	Occupied														
# of Units		12	12	150	42	39	13	268	268	268	268	268	268	268	
Projected Students		-	-	23	17	20	18	77	77	77	77	77	77	77	
Enrolled Students a/o March 2016								36	39	41	39	38	40	39	-1
<b>42 South Ave (Lilja)</b>	On sale														
# of Units (Don't have unit mix yet - guesstimate only)				9		2		11	11	11	11	11	11	11	
Projected Students		-	-	1	-	1	-	2	2	2	2	2	2	2	
Enrolled Students a/o March 2016								0	0	0	0	0	0	0	0
<b>Castle Courtyard Armory (Lilja) -93 East Central Street</b>	Occupied														
# of Units		3	2	10	2	6	-	23	23	23	23	23	23	23	
Projected Students		-	-	2	1	3	-	5	5	5	5	5	5	5	
Enrolled Students a/o March 2016								2	2	2	2	2	3	3	0
<b>8 Grant Street (Lilja) - Apartments</b>	Occupied														
# of Units		-	1	17	5		1	24	24	24	24	24	24	24	
Projected Students		-	-	3	2	-	1	6	6	6	6	6	6	6	
Enrolled Students a/o March 2016								7	7	10	10	10	7	8	1
<b>Walnut Place 57/58 North Avenue (Lilja)</b>	Occupied														
# of Units		6	3	27	5		-	41	41	41	41	41	41	41	
Projected Students		-	-	4	2	-	-	6	6	6	6	6	6	6	
Enrolled Students a/o March 2016								2	7	9	10	9	7	8	1
<b>Natick Mills - 60 North Main Street (Lilja)</b>	Occupied														
# of Units		33	-	45	-	5	-	83	83	83	83	83	83	83	
Projected Students		-	-	7	-	3	-	9	9	9	9	9	9	9	
Enrolled Students a/o March 2016								20	25	29	29	30	34	34	0
<b>The Natick Travelodge, 1350 Worcester Road (Johnson)</b>	Occupied														
# of Units		46		20				66	66	66	66	66	66	66	
Projected Students (Not applicable as not intended for long-term housing)		-	-	3	-	-	-	3	3	3	3	3	3	3	
Enrolled Students a/o March 2016								24	18	19	13	7	2	1	-1
<b>American Legion - 13 West Central St. (Ben-Hem)</b>	Proposed														
# of Units		1		10				11	11	11	11	11	11	11	
Projected Students (Not applicable as not intended for long-term housing)		-	-	2	-	-	-	2	2	2	2	2	2	2	
Enrolled Students a/o March 2016								0	0	0	0	0	0	0	0
<b>Low Rise Ratio</b>															
Ratio based on Connery Associates study for low-rise and American Community Survey for high-rise.		0%	0%	15%	40%	50%	140%								

NATICK PUBLIC SCHOOLS  
STUDENT ENROLLMENT IMPACT  
FOR MULTI-FAMILY DEVELOPMENTS

	Project Status	1 bed market	1 bed affordable	2 bed market	2 bed affordable	3 bed market	3 bed affordable	Sept 2014 Total	June 2015 Total	Sept 2015 Total	Nov 2015 Total	Mar 2016 Total	Sept 2016 Total	Nov 2016 Total	Incr/ (Decr) from Sept '16
<b>High Rise Developments:</b>															
<b>Cloverleaf (Lilja) - 325 Speen Street</b>	Occupied														
# of Units		73	25	64	21			183	183	183	183	183	183	183	
Projected Students		-	-	1	6	-	-	7	7	7	7	7	7	7	
Enrolled Students a/o March 2016								19	21	22	21	24	26	26	0
<b>10 &amp; 40 Nouvelle Way at Natick Residence Collection (Lilja)</b>	Occupied														
# of Units		45	0	130	6	33	1	215	215	215	215	215	215	215	
Projected Students		-	-	1	2	1	1	5	5	5	5	5	5	5	
Enrolled Students a/o March 2016								5	5	6	6	7	6	7	1
<b>Avalon Natick (Lilja)- 1 &amp; 5 Chrysler Road - Apartments *</b>	Occupied														
# of Units		160	55	145	47			407	407	407	407	407	407	407	
Projected Students		-	-	2	14	-	-	15	15	15	15	15	15	15	
Enrolled Students a/o March 2016								24	28	49	45	44	43	39	-4
<b>20 South Ave (Lilja)</b>	Occupied														
# of Units				9	3	9	3	24	24	24	24	24	24	24	
Projected Students				0	1	0	4	5	5	5	5	5	5	5	
Enrolled Students a/o March 2016								0	0	0	0	0	0	0	0
<b>23 South Main Street (School TBD)</b>	Proposed														
# of Units		7		27					32	32	32	32	32	32	
Projected Students		-	-	0	-	-	-	0	0	0	0	0	0	0	
Enrolled Students a/o March 2016		-	-	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Projected Student Impact</b>								160	160	160	160	160	160	160	
<b>Actual Enrolled Students a/o March, 2016</b>								139	152	189	185	183	184	182	-2
<i>High Rise Ratio</i>															
<i>Ratio based on Connery Associates study for low-rise and American Community Survey for high-rise.</i>		0.0%	0.0%	1.1%	29.1%	2.3%	136.0%								

\* The Avalon Natick Apartments were previously underreported. Only one of the address (1 tower) was picked up in our previous reports. Both 1 & 5 Chrysler road (2 towers) are now being reported and is the reason for the large increase in students.



## Student Services: Natick Public Schools Continuum of Special Education Services

\* Please note, this is not an exhaustive list of services provided within the Natick Public Schools. It is Natick practice that services are determined by the IEP Team based on individual student need and present levels of educational performance, including, how the child's disability affects the child's involvement and progress in the general curriculum. Team recommendations include the involvement and input of parents and student, together with regular and special education personnel, in making individual decisions to support each student.

### **Preschool (3-5 year old students)**

The Natick Preschool is a district wide integrated preschool program which provides programming for children with special needs as well as community children. The Natick Preschool is a program for three- and four-year old children. Our teachers are highly qualified, certified special education specialists. All classroom sessions provide developmentally appropriate curriculum experiences in a state-of-the-art preschool facility. Community enrolled children serve as role models for children with disabilities in the skill areas of language, socialization, play and motor growth in our integrated model. All students must be three years of age and Natick residents to enroll.

### **The Natick Preschool Staff**

The Natick Preschool staff consists of teachers with advanced degrees and specially trained Paraprofessionals. Speech/Language, Occupational, Physical and Behavioral Therapists are an integral part of the program and their expertise benefits the global curriculum experience. A School Psychologist, specializing in preschool age development, is also part of the highly skilled staff.

### **Natick Pre School's integrated program offers unique educational features such as:**

- Teachers are highly qualified, certified special education specialists.

- Developmentally appropriate, language-based curriculum experiences aligned with Massachusetts Preschool Curriculum Standards and Common Core.
- Small group and individual attention for students.
- Therapies integrated into classroom activities when appropriate, benefiting the development of all children.
- Opportunities for children to develop friendships, fostering an understanding and acceptance of individual differences.
- Emphasis on the development of increased independence, language development and play.

### **Related Services**

When a child requires related services only (speech/language, occupational therapy, physical therapy), services are delivered in the service provider location, either the Preschool or in the student's neighborhood school. When a child requires, the following services may be recommended within their school day: Discrete Trials, Applied Behavior Analysis, Speech and Language Therapy, Occupational Therapy, Physical Therapy.

### **Specially Designed Instruction**

When a child requires specially designed instruction in addition to the opportunity to generalize skills learned in the related service therapy sessions, the team recommends a preschool program commensurate with the child's level of need (three half day program, four half day program, full day program)

\*In the rare case that data indicates that a child is not making effective progress at our preschool, a specialized, out-of-district placement may be recommended.

## **Elementary K-4**

### **General Education**

The Natick Elementary schools include a continuum of services to support the learning of Natick's students, that include academic services ranging from general education support, inclusion special education support, small group in a learning center and substantially separate classrooms. Included within educational supports are related services spanning speech and language, physical therapy, occupational therapy, and behavioral supports. Related services are provided to support learning needs of students within the Natick Community.

Services for students move from general education supports, inclusion supports, related services, learning center center services to substantially separate services. The level of services are recommended through the Team process and developed with the family, special educators and general educators. The level of services are determined by the level of student need and how to best support the student within the Natick Public Schools community.

The most important piece to supporting a student within our school is the staff who work directly with our students. The Natick Elementary staff consists of highly qualified teachers with advanced degrees in their practice and specially trained paraprofessionals. The related service providers including Speech/Language, Occupational, Physical and Behavioral Therapists are an integral part of supporting students with special needs and the related service providers expertise benefits in helping students access the curriculum.

### **General Education**

- General Education Interventions
  - Child Study
  - ACT
  - Rtl supports in ELA, Mathematics, and Social/Behavioral
- Access to the full general education curriculum

- Access to the progress monitoring offered to every student within the Natick Public Schools

### **Learning Center Support**

- Inclusion supports with both paraprofessional and Highly qualified Special Educators supporting student learning needs within the classroom
- Pull out replacement remediation programmed by Highly qualified Special Educators and supported by both paraprofessional and Highly qualified Special Educators
- Services are provided to students who require specialized instruction, additional support, and scaffolding to enable them to access the general curriculum
- Instruction includes specialized curriculums, organization strategies, and review of basic skills

### **Specialized Programs: Substantially separate classrooms**

- The student's Team determine that the child is in need of this program
- Small group, self-contained classes in school located within one of the 5 Natick Public Schools Elementary Schools
- As required, interdisciplinary services are provided to students who require a programmatic level of specialized instruction, additional support, and scaffolding to enable them to access the general curriculum in a highly structured educational setting
- Academic curriculum aligned with the Common Core, but content, instruction and assessment is modified and individualized
- **Communication (Currently Located at Ben-Hem) [DOWNLOAD](#)**
  - Specialized program for students with intellectual impairment, communication disorders, or multiple disabilities
  - Offers partial inclusion to substantially separate programming with high student/staff ratio



- Use of curriculum “entry points” and elimination of some curriculum standards to access the general education curriculum in core content areas
- Emphasis on functional academic and activities of daily living
- **Communication (Currently Located at Brown) [DOWNLOAD](#)**
  - Specialized program for students with intellectual impairment, communication disorders, or multiple disabilities
  - Offers partial inclusion to substantially separate programming with high student/staff ratio
  - Use of curriculum “entry points” and elimination of some curriculum standards to access the general education curriculum in core content areas
  - Emphasis on functional academic and activities of daily living
- **Autism Spectrum Disorder Classroom (Currently Located at Ben Hem) [DOWNLOAD](#)**
  - Severe social, behavioral, and language needs
  - Offers partial inclusion to substantially separate programming with high student/staff ratio
  - This group is also supported by highly qualified Special Educators, highly skilled paraprofessionals, all related service providers, school psychologist and a BCBA
  - Highly individualized and modified curriculum to students with low incidence special needs support and academic modifications
- **Emotional/Behavioral Classroom (Currently Located at Ben-Hem) [DOWNLOAD](#)**
  - Specialized, substantially separate therapeutic program for students with social/emotional/behavioral disabilities
  - Students are typically on a behavior plan which is monitored and revised by the team.
  - The team for this program is supported with a highly qualified classroom teacher, highly skilled paraprofessionals, the school psychologist/social worker, and a BCBA

- Students are taught in small groups or are included in general education classrooms with support based upon their level of need
- **Language based Learning Classroom (Currently Located at Johnson) [DOWNLOAD](#)**
  - Offers partial inclusion to substantially separate programming with highly specialized staff in a small classroom setting
  - The student displays a significant delay in literacy and/or language arts skills that directly affect their access many or all areas of the general curriculum
  - The program encompasses a direct, systematic, multisensory, structured language teaching approach; targeting: decoding and encoding, oral reading fluency, vocabulary development, comprehension and writing
  - Services are provided to students who require a programmatic level of specialized instruction, additional support, and scaffolding to enable them to access the general curriculum in a highly structured educational setting

## **Middle School**

The Natick Middle Schools include a continuum of services that include academic services ranging from general education support, inclusion support provided by a paraprofessional, co-taught classes with a general educator and a special educator, small group classes in a learning center and substantially separate classrooms. Additionally, related services such as speech and language, physical therapy, occupational therapy, and behavioral services are provided for students in need. The level of services are determined by the level of student need and how to best support the student within the Natick Public Schools.

Services for students move from inclusion supports, related services, learning center center services to substantially separate services. The

level of services are recommended through the Team process and developed with the family, special educators and general educators.

### **Inclusion/Co-Teaching Model**

Natick Middle School uses a co-teaching model. This model consists of having both a general educator and a special educator teaching together in a classroom that has both general education students and special education students. Co-taught classes include Language and Literature and Math. Science and History are supported by highly skilled paraprofessionals.

### **Learning Center Support**

The Learning Center classes are taught by a highly qualified Special Educators. The focus of these classes are to provide students with additional support and scaffolding to enable them to access the general curriculum. Content includes pre/post teaching, organization, review of basic skills, and comprehension across the curriculum.

### **Specialized programs**

The LEAPP program for students in grades 5-8 whose language-based skills are significantly below average for their age in conjunction with other skills. Specifically, these children can be expected to have deficits in receptive and expressive language, auditory processing, pragmatics, reading skills, and written language. The core of the program is a direct, systematic, multisensory, structured language teaching approach; targeting: decoding and encoding, oral reading fluency, vocabulary development, comprehension and writing.

Entrance Criteria includes the following:

- The student displays a significant delay in literacy and/or language arts skills.
- The child requires specialized support to acquire academic subject matter.

- Current valid and reliable assessments for speech and language, psychological assessment, medical and development history must show evidence of a language-based disorder.
- The student's Team determine that the child is in need of this program.
- This is not a program for students with behavioral issues, as a primary disability.

### **Behavioral /Emotional Classroom**

A therapeutic classroom is provided for students who have difficulty with social problem solving, inadequate conflict resolution skills, ongoing inability to maintain safety with self/others, and/or are behaviorally disruptive to the classroom learning environment. This program is not appropriate for students displaying psychotic behaviors, ongoing severe or violent behavior that poses a significant or emotional threat to self or others. Students are typically on a behavior plan which is monitored and revised by the TEAM. The TEAM for this program is supported with a highly qualified classroom teacher, highly skilled paraprofessionals, the school psychologist/social worker, and a BCBA.

Students are taught in small groups or are included in general education classrooms with support based upon their level of need.

Typical diagnosis of students in program: Social Emotional, Health, Autism spectrum disorder.

### **Mild/Moderate to Severe Autism Spectrum Disorder Classrooms**

The Access Program provides highly individualized and modified curriculum to students with low incidence special needs who need more support and academic modifications than the general education classroom can provide. Students typically have documented weaknesses in language skills (receptive/expressive), weak working memory, and slower processing speed. Students typically are unable to keep pace with the mainstream classroom and require a smaller setting to allow for improved development of foundation skills. Some students have their academics in small groups with support, while some participate in

inclusion classes with a 1:1 paraprofessional. Students are included for specials, lunch, and homeroom. Additionally students in this program are involved in social skills groups as well as cooking and community groups. This group is also supported by highly qualified Special Educators, highly skilled paraprofessionals, a Speech and Language therapist, school psychologist and a BCBA.

Typical diagnosis of students in program: Intellectual disabilities, Health, Specific Learning, Communication and Autism disabilities.

### **Natick High School**

Natick High School offers a broad continuum of services for students with educational and other needs resulting from specific learning disabilities, communication disabilities, autism spectrum disorders, health disabilities/ADHD, social/emotional disabilities and physical disabilities. NHS strives to educate students in the least restrictive environment and integrates transition planning into service delivery for all students beginning at age 14. The continuum of services at NHS is always evolving to meet the needs of the student population and currently includes the following supports and programs:

#### **Consultative services for academics and other areas of need (communication, social/emotional, etc.)**

#### **Direct services in the general education setting**

- Paraprofessional support in general education classes
- Co-taught, general education classes

#### **Direct services in settings outside of general education setting**

- Small group academic classes with modified content, methodology and/or pacing in English, math and science
- Academic support classes

**Related services and other supports**

- Speech and language therapy
- Counseling
- Transition support and planning
- Job coaching

**Compass Program**

- Specialized, therapeutic program for students with social/emotional/behavioral disabilities who require ongoing therapeutic support to access the general education curriculum.
- Offers full to partial inclusion program with varying levels of support
- Therapeutic approach to educational experiences
- Academic content taught in and out of general education setting
- Daily modification for location of services based on student social-emotional need
- Therapeutic interventions embedded across activities and settings
- Access to NovaNet for credit recovery from previous semesters
- Access to online classes and “virtual high school”

**ACCESS Program**

- Specialized program for students with intellectual impairment, autism spectrum disorders or multiple disabilities
- Offers partial inclusion to substantially separate programming with high student/staff ratio
- Use of curriculum “entry points” and elimination of some curriculum standards to access the general education curriculum in core content areas
- Emphasis on functional academic, community living and career readiness skills
- Students participate in electives such as art and PE in the general education setting

- Students take alternate state assessment (MCAS-Alt) and receive certificate of achievement upon completion of grade 12

### **Alternative High School Program**

- Specialized, substantially separate therapeutic program for students with social/emotional/behavioral disabilities or for students with learning disabilities or who have difficulty with school attendance who are seeking a non-traditional and more flexible high school experience
- Small group, self-contained classes in school located with Natick High School with modified arrival and dismissal time
- School experiences integrate use of Level-Based behavioral system
- Emphasis placed on group work and projects designed to build positive school experiences and increase participation
- Modified school day schedule with most homework completed within school day program
- Access to NovaNet for credit recovery from previous semesters
- Access to online classes and “virtual high school”

### **ACHIEVE Program**

- Highly individualized Public Separate Day program for 18-22 year old students who are entitled to services beyond grade 12
- Emphasis is on functional academics, career readiness skills, independent living skills, social skills, travel training and community integration
- Program is housed outside of Natick High School in an environment that allows for authentic learning
- Students attend program on-site and also go to jobs, volunteer opportunities and internships in the Natick community

# Massachusetts Department of Elementary and Secondary Education

Projected FY17 Rates by Charter School and Sending District (Q1)(e)

Chalocsend (charter school, district where school is located, sending district)	Cha		Campus		Send		FTE	Foundation Base Rate	Above Foundation Spending Rate	Facilities Aid Rate	Trans- porta- tion Rate	TOTAL Foundation Formula Rate
	Lea	Charter School	Lea	Campus Location	Lea	Sending District						
418100198	418	CHRISTA MCAULIFFE	100	FRAMINGHAM	198	NATICK	35.0	8,645	2,362	893	0	11,900
430170198	430	ADVANCED MATH AND SCIENCE ACAC	170	MARLBOROUGH	198	NATICK	4.0	9,852	2,692	893	0	13,437





**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**

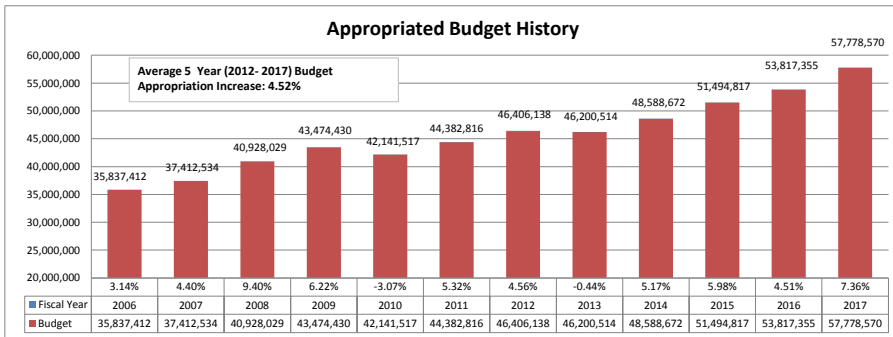
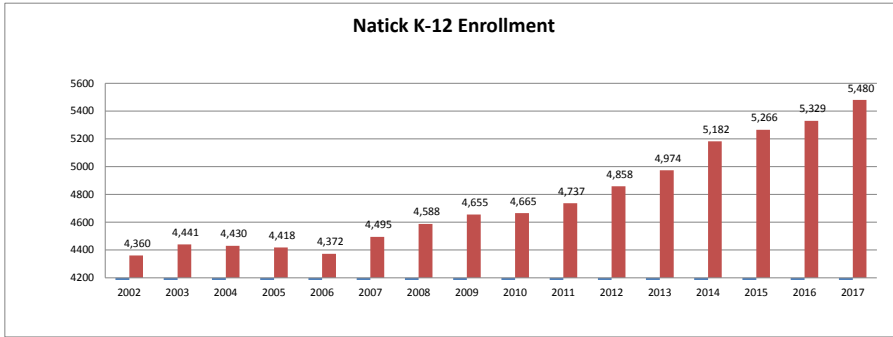
	2014 Actual	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018	
						\$	%
<b>Personnel Services</b>							
<b>Total Personnel Services</b>	<b>37,959,865</b>	<b>39,565,184</b>	<b>41,224,358</b>	<b>44,552,667</b>	<b>48,118,582</b>	<b>3,565,915</b>	<b>8.0%</b>
<b>Expenses</b>				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



**Town of Natick**  
Home of Champions

Department: Natick Public Schools

Enrollment Data



Appropriated Budget Staffing Summary

	2014	2015	2016	2017	2018	2018
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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
<b>Sub-Total - School Staff</b>	<b>549.2</b>	<b>567.2</b>	<b>581.6</b>	<b>609.3</b>	<b>31.7</b>	<b>641.0</b>
<b>Administrative Staff (in FTE's)</b>						
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
<b>Sub-Total- Administrative Staff</b>	<b>49.2</b>	<b>50.2</b>	<b>51.2</b>	<b>52.8</b>	<b>1.0</b>	<b>53.8</b>
<b>Grand Total</b>	<b>598.4</b>	<b>617.4</b>	<b>632.8</b>	<b>662.1</b>	<b>32.7</b>	<b>694.8</b>



# Town of Natick

Home of Champions

Added January 6 , 2017

**Department: Natick Public Schools**

Compensation	2015	2016	2017	2018	2017 vs. 2018	
	Actual	Actual	Appropriated	Preliminary	\$	%
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%
<b>Sub-total District. Leader. &amp; Admin.</b>	<b>2,153,540</b>	<b>2,198,327</b>	<b>2,300,932</b>	<b>2,334,921</b>	<b>33,989</b>	<b>1.5%</b>
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%
<b>Sub-total Instructional Services</b>	<b>35,637,823</b>	<b>37,194,105</b>	<b>39,056,430</b>	<b>43,469,050</b>	<b>4,412,620</b>	<b>11.3%</b>
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%
<b>Sub-total Student Services</b>	<b>1,698,728</b>	<b>1,794,372</b>	<b>1,788,189</b>	<b>2,119,611</b>	<b>331,422</b>	<b>18.5%</b>
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%
<b>Sub-total Employer Retirement</b>	<b>75,093</b>	<b>37,554</b>	<b>70,000</b>	<b>60,000</b>	<b>(10,000)</b>	<b>-14.3%</b>
Degree Changes (All Contractual Step changes have been accounted for above)			431,961			
Negotiations and Merit Adjustments			905,155	135,000		
<b>Total Personnel Services</b>	<b>39,565,184</b>	<b>41,224,358</b>	<b>44,552,667</b>	<b>48,118,582</b>	<b>3,328,309</b>	<b>8.1%</b>

Other Expenses	2015	2016	2017	2018	2017 vs. 2018	
	Actual	Actual	Preliminary	Preliminary	\$	%
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%
<b>Sub-total District. Leader. &amp; Admin.</b>	<b>1,256,282</b>	<b>1,372,254</b>	<b>1,733,838</b>	<b>1,799,103</b>	<b>65,265</b>	<b>3.8%</b>
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%
<b>Sub-total Instructional Services</b>	<b>2,070,517</b>	<b>2,355,656</b>	<b>2,776,899</b>	<b>3,198,858</b>	<b>421,959</b>	<b>15.2%</b>
Transportation Services (3300)						
<i>Cost of Regular Education Buses</i>	<i>582,919</i>	<i>582,721</i>	<i>650,286</i>	<i>882,338</i>	<i>232,052</i>	<i>35.7%</i>
<i>Transportation for Homeless Families</i>	<i>271,583</i>	<i>223,631</i>	<i>271,380</i>	<i>52,485</i>	<i>(218,895)</i>	<i>-80.7%</i>
<i>Special Needs -In Town Other</i>	<i>379,815</i>	<i>505,999</i>	<i>522,725</i>	<i>506,925</i>	<i>(15,800)</i>	<i>-3.0%</i>
<i>Special Needs -Out of Town Other</i>	<i>851,256</i>	<i>723,248</i>	<i>632,829</i>	<i>772,641</i>	<i>139,812</i>	<i>22.1%</i>
<b>Sub-total Transportation Services (3300)</b>	<b>2,085,573</b>	<b>2,035,599</b>	<b>2,077,220</b>	<b>2,214,389</b>	<b>137,169</b>	<b>6.6%</b>
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%
<b>Sub-total Student Services</b>	<b>165,995</b>	<b>65,530</b>	<b>194,532</b>	<b>91,325</b>	<b>(103,207)</b>	<b>-53.1%</b>
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%
<b>Sub-total Operations &amp; Maintenance</b>	<b>1,819,605</b>	<b>1,988,687</b>	<b>1,699,189</b>	<b>2,078,000</b>	<b>378,811</b>	<b>22.3%</b>

Other Expenses	2015	2016	2017	2018	2017 vs. 2018	
	Actual	Actual	Preliminary	Preliminary	\$	%
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%
<b>Sub-total Programs with Other School Districts</b>	<b>4,518,246</b>	<b>4,546,944</b>	<b>4,744,225</b>	<b>4,249,893</b>	<b>(494,332)</b>	<b>-10.4%</b>
<b>Total Other Expenses</b>	<b>11,916,218</b>	<b>12,364,670</b>	<b>13,225,903</b>	<b>13,631,568</b>	<b>405,665</b>	<b>3.1%</b>
<b>Subtotal NPS Appropriation</b>	<b>51,481,402</b>	<b>53,589,027</b>	<b>57,778,570</b>	<b>61,750,150</b>	<b>3,971,581</b>	<b>6.9%</b>

EXPENDITURES FROM OTHER MAJOR FUNDING SOURCES *		2015	2016	2017	2018	2017 vs. 2018	
		Actual	Actual	Projected	Preliminary	\$	%
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%
<b>Total Other Funding Sources</b>		<b>10,662,761</b>	<b>11,975,563</b>	<b>10,752,276</b>	<b>10,608,729</b>	<b>(143,547)</b>	<b>-1.3%</b>
<b>Gross School Budget</b>		<b>62,144,163</b>	<b>65,564,590</b>	<b>68,530,846</b>	<b>72,358,880</b>	<b>3,828,034</b>	<b>5.6%</b>

\*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 active employees.

### ASSET ACQUISITION & 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.*



# Electricity Consumption

Building Name	FY17 to date		FY16		FY15		FY14		FY13		
	Khw	Cost	Khw	Cost	Khw	Cost	Khw	Cost	Khw	Cost	
Bennett-Hemenway*^	281,280	\$59,612	544,224	\$141,702	493,776	\$95,056	605,334	\$105,508	642,702	\$110,945	
Brown^	137,040	\$29,845	290,160	\$55,975	287,440	\$46,547	294,640	\$56,498	318,480	\$56,924	
Brown Modular	48,440	\$10,691	0	\$0	0	\$0	0	\$0	0	\$0	Modular occupied FY17
Johnson^	27,320	\$5,756	55,960	\$9,137	53,160	\$8,545	57,480	\$9,773	99,080	\$8,914	
Lilja^	136,560	\$34,083	311,600	\$59,783	346,080	\$59,877	323,040	\$60,649	374,720	\$64,573	
Memorial^	101,640	\$22,695	221,320	\$38,867	213,600	\$42,737	326,204	\$53,722	326,453	\$58,359	
Kennedy*^	228,960	\$45,584	531,120	\$75,731	498,000	\$88,751	679,737	\$102,529	748,059	\$111,982	
Wilson*	96,444	\$47,242	295,872	119,379.05	370,915	\$125,253	397,293	\$135,315	400,468	\$135,449	
High School*^	1,014,480	\$222,677	1,819,824	\$362,933	1,760,136	\$360,143	2,135,515	\$359,167	2,239,286	\$345,053	
Former High School	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	
Baseball Field	4,469	\$9,597	8,964	\$12,344	6,050	\$12,961	7,251	\$11,332	8,835	\$13,068	
Baseball Concession	6,380	\$1,290	5,609	\$1,225	6,412	\$1,474	9,923	\$2,022	16,033	\$2,698	
Comfort Station	125	\$74	235	\$171	184	\$143	170	\$129	431	\$170	
Field House	22,496	\$4,288	46,152	\$10,581	62,666	\$13,317	65,757	\$11,505	60,654	\$9,613	
Maintenance Shop	7,085	\$1,306	11,429	\$2,701	12,828	\$2,729	10,060	\$1,728	24,245	\$3,880	
Street Lights	10,094	\$2,560	20,809	\$5,211	20,603	\$4,925	21,589	\$7,703	33,888	\$6,335	
Total	2,122,813	497,299	4,163,278	776,360	4,125,438	\$860,984	4,924,070	\$915,558	5,277,301	\$925,265	

\*Electricity consumption includes Ameresco

^Electricity consumption includes TransCanada

Natural Gas Consumption

Building Name	FY17 to date		FY16		FY15		FY14		FY13		
	Therms	Total Cost	Therms	Total Cost	Therms	Total Cost	Therms	Total Cost	Therms	Total Cost	
Bennett-Hemenway	13,134	\$10,020	25,527	\$18,999	42,790	\$44,178	34,297	\$31,241	0	\$0	**Gas Conv 2013
Brown	9,776	\$7,447	20,067	\$14,662	29,681	\$30,154	24,856	\$22,451	17,674	\$19,040	
Johnson	7,931	\$6,796	14,244	\$11,272	21,787	\$23,068	22,334	\$20,166	1,288	\$1,227	**Gas Conv 2013
Lilja	7,995	\$6,246	18,628	\$13,787	30,217	\$30,844	23,800	\$21,437	23,607	\$23,574	
Memorial	8,042	\$6,137	21,005	\$18,566	24,228	\$24,912	24,633	\$22,259	2,704	\$2,445	**Gas Conv 2013
Kennedy	20,725	\$15,641	48,040	\$39,348	59,017	\$60,318	57,738	\$51,443	56,719	\$51,179	
Wilson	14,984	\$11,171	34,801	\$30,854	35,908	\$37,075	40,810	\$34,907	42,098	\$41,183	
High School	21,977	\$16,248	44,981	\$39,750	46,165	\$47,190	58,229	\$49,610	46,557	\$43,282	
<b>Total</b>	104,564	\$79,707	227,293	\$187,238	289,793	\$297,740	286,697	\$253,515	190,647	\$181,930	

Heating Oil Consumption

	FY17 to date		FY16		FY15		FY14		FY13		
	Gallons	Cost	Gallons	Cost	Gallons	Cost	Gallons	Cost	Gallons	Cost	
Bennett-Hemenway	0.00	\$ -	2,001.00	\$ 3,565.87	1,400.00	\$ 3,646.00	2,050.00	\$ 7,409.00	17,222.00	\$ 51,149.08	**Gas Conversion Nov 2013
Johnson	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -	14,548.60	\$ 43,209.35	**Gas Conversion Nov 2013
Memorial	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -	13,027.70	\$ 38,692.27	**Gas Conversion Nov 2013
Kennedy	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -	
High School	0.00	\$ -	584.10	\$ 1,220.77	0.00	\$ -	370.00	\$ 1,365.30	335.30	\$ 1,269.74	
Maintenance Shop	472.30	\$ 1,048.51	845.20	\$ 1,377.68	1,074.50	\$ 2,460.02	1,454.60	\$ 5,389.28	1,417.60	\$ 4,341.79	
Total	472.30	1,048.51	3,430.30	6,164.32	2,474.50	6,106.02	3,874.60	14,163.58	46,551.20	138,662.23	

Natick Public Schools						
FY18 Budget Worksheet - FTE						
Additional Staff Request Form						
POSITION REQUESTED & SCHOOL or DEPARTMENT	Comments	Benefit Eligibility (Yes/No)	FTE STATUS	Budgeted Salary	Health Insurance and Other Benefits*	Total Cost
HIGH SCHOOL						
High School - Art Teacher	Enrollment Driven	Yes	1.0	\$ 55,830	\$ 23,000	\$ 78,830
High School - Science/Engineering Teacher	Enrollment Driven	Yes	1.0	\$ 55,830	\$ 23,000	\$ 78,830
High School - Health/PE Teacher	Enrollment Driven	Yes	1.4	\$ 78,162	\$ 23,000	\$ 101,162
High School - Math/Computer Science Teacher	Enrollment Driven	Yes	2.0	\$ 111,660	\$ 46,000	\$ 157,660
High School - English Teachers	Enrollment Driven	Yes	2.0	\$ 111,660	\$ 46,000	\$ 157,660
High School - World Language Teacher	Enrollment Driven	No	0.4	\$ 22,332		\$ 22,332
High School - Guidance Counselor	Caseload Needed	No	0.5	\$ 27,915		\$ 27,915
High School - Special Educator	Increase in number of students with High Level needs warrant addition of LC teacher for IEP compliance	Yes	1.0	\$ 55,830	\$ 23,000	\$ 78,830
MIDDLE SCHOOLS						
Wilson - Two Teachers for enrollment	Enrollment Driven	Yes	2.0	\$ 111,660	\$ 46,000	\$ 157,660
Wilson - Unified Arts Teacher/Drama	Enrollment Driven	Yes	1.0	\$ 55,830	\$ 23,000	\$ 78,830
Wilson - Unified Arts Teacher/Music	Enrollment Driven	No	0.4	\$ 22,332		\$ 22,332
Wilson - Special Educator	Compliance	Yes	1.0	\$ 55,830	\$ 23,000	\$ 78,830
Wilson - RTI Support	21st Century Growth	No	0.5	\$ 24,970		\$ 24,970
Kennedy - Unified Arts Teacher/Art	Enrollment Driven	No	0.4	\$ 22,332		\$ 22,332
Kennedy Literacy Specialist	Caseload Needed	Yes	1.0	\$ 55,830	\$ 23,000	\$ 78,830
Middle School Reading Teachers	Enrollment Driven	Yes	5.0	\$ 279,150	\$ 115,000	\$ 394,150
Middle/High School Speech	Caseload Needed	Yes	1.0	\$ 55,830	\$ 23,000	\$ 78,830
Middle School French/Spanish Teacher	Enrollment Driven	No	0.2	\$ 11,166		\$ 11,166
ELEMENTARY SCHOOLS						
Brown - Elementary General Education Teacher	Enrollment Driven	Yes	2.0	\$ 111,660	\$ 46,000	\$ 157,660
Brown - ELL Teacher	Compliance	No	0.5	\$ 27,915		\$ 27,915
Ben Hem - Elementary Special Ed	Compliance	Yes	1.0	\$ 55,830	\$ 23,000	\$ 78,830
Ben Hem - Paraprofessional	Compliance	Yes	1.0	\$ 24,970	\$ 23,000	\$ 47,970
Lilja - Elementary General Ed Teacher	Enrollment Driven	Yes	1.0	\$ 55,830	\$ 23,000	\$ 78,830
Elementary Technology Coach	Compliance	Yes	1.0	\$ 55,830	\$ 23,000	\$ 78,830
Elementary UA Teacher	Enrollment Driven	No	1.0	\$ 55,830		\$ 55,830
DISTRICT WIDE						
District Wide Psychologist	Compliance	Yes	1.0	\$ 80,000	\$ 23,000	\$ 103,000
District Wide OT/PT	Compliance	No	1.0	\$ 55,830		\$ 55,830
Nurse - location TBD	Caseload Needed	Yes	1.0	\$ 55,830	\$ 23,000	\$ 78,830
Clerk OT/Sub Account	21st Century Growth	No		\$ 8,000		\$ 8,000
District ELL Teacher	Compliance	No	0.4	\$ 22,332		\$ 22,332
GRAND TOTAL STAFFING REQUEST			32.7	\$ 1,824,006	\$ 621,000	\$ 2,445,006
* Benefits and Health Insurance Costs are budgeted in the Towns Shared Expense Budget						

## School Budget Review

Account Name	Account #	FY 2018 Budget Request	FY 2017 Budgeted	FY 2016		FY 2015		FY 2014		FY 14-16 Avg. Spent
				Budgeted	Spent	Budgeted	Spent	Budgeted	Spent	
Electricity	70413000 521100	850,000.00	831,939.00	861,940.42	931,000.97	976,630.63	850,066.40	892,168.22	885,315.81	888,794.36

## School Budget Review

Account Name	Account #	FY 2018	FY 2017	FY 2016		FY 2015		FY 2014		FY 2013		FY 2012		FY 12-16
		Budget Request	Budgeted	Budgeted	Spent	Budgeted	Spent	Budgeted	Spent	Budgeted	Spent	Budgeted	Spent	Avg. Spent
Alarms	70425000 523600	40,000.00	35,000.00	30,000.00	34,146.29	20,000.00	54,084.85	25,000.00	35,323.49	25,000.00	140,005.04	25,000.00	33,013.98	59,314.73
Boilers	70255000 523500	30,000.00	30,000.00	25,000.00	14,444.95	35,000.00	23,411.57	63,000.00	21,312.10	63,000.00	25,578.03	70,000.00	31,145.21	23178.37
Custodial	70411000 558700	140,000.00	130,000.00	120,000.00	131,525.51	115,700.00	142,807.84	115,000.00	124,152.43	118,336.00	118,069.86	116,282.10	143,336.15	131,978.35
Electric	70422000 523300	50,000.00	40,000.00	40,000.00	41,757.96	41,500.00	22,845.67	50,000.00	32,709.49	65,000.00	64,192.81	65,000.00	100,864.40	52,474.07
General Maint	70422000 520200	215,000.00	195,000.00	182,791.32	202,916.07	189,800.00	209,995.31	172,153.83	269,654.52	204,597.68	331,806.51	184,188.81	238,374.56	250,549.38
Glass Repair	70422000 522900	6,000.00	9,000.00	9,000.00	1,237.28	9,000.00	2,831.41	9,000.00	3,634.69	9,000.00	12,100.59	8,000.00	7,446.47	5,450.09
HVAC	70422000 523400	60,000.00	40,000.00	40,000.00	37,859.27	40,000.00	45,568.88	50,000.00	30,297.88	60,000.00	38,673.58	60,000.00	64,194.88	43,318.90
Painting	70422000 523100	8,000.00	8,000.00	8,000.00	4,049.62	8,000.00	3,655.41	8,000.00	3,568.69	8,000.00	7,644.52	4,000.00	5,486.39	4,880.93
Plumbing	70422000 523200	30,000.00	25,000.00	20,000.00	46,242.21	20,000.00	50,339.84	30,000.00	6,840.35	35,000.00	27,631.70	40,000.00	14,787.17	29,168.25
Roof Repair	70422000 523000	10,000.00	10,000.00	10,000.00	867.32	10,000.00	4,025.63	10,000.00	6,054.04	10,000.00	12,314.70	10,000.00	17,263.00	8,104.94
Total		589,000.00	522,000.00	484,791.32	515,046.48	489,000.00	559,566.41	532,153.83	533,547.68	597,933.68	778,017.34	512,470.91	655,912.21	608,418.00

Note: The repair and maintenance budget for the school department has been in the red for the past 5 years. The goal for FY18 was to increase several budget line items to be inline with actual past expenses.

1. FY18 Utilities - We received a report of past/current utility expenses but we are still waiting for an explanation of how the FY18 budget numbers were calculated, I believe Peter reached out to Jim but I haven't received anything yet.

## **1. Electricity**

**a. How many Kwh's and what rate are we using to develop the FY18 budget? How does the rate compare to the rate the Town is paying?**

**- Natick Public Schools signed a two-year contract with Hudson Energy for supply services for calendar year 2017. The supply rate that was procured was \$0.0869 per kilowatt-hour for the following accounts:**

**Ben Hem (659,352 kWh in FY 2016)**

**Brown (279,360 kWh in FY 2016)**

**Johnson (55,600 kWh in FY 2016)**

**Lilja (314,854 kWh in FY 2016)**

**Memorial (232,715 kWh in FY 2016)**

**Kennedy Middle School (534,480 kWh in FY 2016)**

**Natick High School (1,797,600 kWh in FY 2016)**

**However, this rate does not include capacity charges, which are a pass through cost. Capacity charges are set once per year based on our contribution to system-wide demand in a single hour, when demand for the entire New England Grid System peaks (typically in the heat of summer). The expectation is that the increased capacity charges will add \$0.015 per kWh to the Hudson contract rate (effectively bringing NPS' supplier rate to 10.19), but this price may vary based on our actual usage during the most recent peak hour. ISO-NE typically finalizes the 2016 peak demand date and hour around mid-April 2017, and we can share details on its impact with the Committee then. The new capacity charges will take effect in June 2017.**

**- In comparison, the Town's rate varies based on the different rate each account is classified under. Our time-of-use (TOU) accounts have a rate of \$0.0736 (8.86 cents with capacity charges) with ConEdison Solutions and our non-TOU accounts have a contracted rate of 10.16 (capacity included) with Constellation. The Town's rate is effective from the account specific meter read dates in December 2016 to December 2019. Following the end of the Hudson contract, the seven school accounts will join it, having a delayed start in December 2018.**

**- The previous Facility Director did not include the large Wilson Middle School account (658,973 kWh in FY 2016) in the Hudson contract due to an accounting issue with Eversource, but it is now included in the Town's rate.**

**- Note, not all school electricity accounts have the Hudson rate. There are approximately 20 other accounts that are smaller and have since been**

included in the Town's rate of \$0.1016 per kWh.

**b. The FY18 budget is \$125,000 higher than FY17 despite enormous efforts and investments made to conserve energy and yet we appear to be on schedule to overspend the FY17 budget by nearly \$275,000 (and thus \$150,000 more than the FY18 budget) driven largely by the high school and BenHem?**

**Please see attached spreadsheets. The projected annual savings from the Sustainability Coordinator for LED lighting upgrades and solar panel installation completed last calendar year and those planned for this calendar year are projected to save the schools approximately \$75K annually thus reducing operating expenses by nearly 8%. Taking into account the added modular classrooms at the Brown and Lilja schools we anticipate increasing out cost annually by \$30K for both additions. The three year average between 2014-2016 is \$888K adding to it \$30K for the modular classrooms totals \$918K. Subtracting \$75K in projected annual savings I believe the \$850K budget line item for FY18 will be adequate. Please note building use after hours and local weather conditions are some variables that cannot be forecasted accurately so using historical cost data is a key factor in calculating future costs.**

**- The FY17 budget is actually \$831,939 thus the increase in FY18 is just over 2% at \$850,000. Due to the very complex nature of calculating the actual annual cost of electricity, historical data is used in conjunction with planned projects or renovations that might impact usage for the upcoming fiscal year (i.e. new modular classrooms, LED lighting). This data and information is used to calculate the anticipated budget cost for the following fiscal year.**

**c. Why are we using significantly more Electricity (KwH) at Ben Hem than we are at Wilson? BenHem is smaller and has fewer students than Wilson but it uses almost the same amount of electricity as Kennedy.**

**- See above to compare Ben Hem and Wilson's electricity use. Ben Hem is using approximately 1,000 kWh more than Wilson. Both schools have "behind the meter" solar arrays, which means the power is used by the building and not redistributed to the grid. Wilson's electricity usage from traditional power sources is 282,750 kWh and its solar is 376,223 kWh. At Ben Hem, traditional is 530,016 kWh and solar is 129,336 kWh.**

**Why are we budgeting to spend \$67,000 more than FY17 budget for custodial & maintenance expenses when the only additional square footage comes from the Brown modular classrooms?**

**- Using historical data, the growing need to maintain aging facilities, and an increase in square footage the proposed budget line items for both custodial supplies and general maintenance repairs is anticipated to provide sufficient**



resources to properly maintain and clean school facilities for FY18.

Please see attached spreadsheet for historical data. The average age of the eight schools is 31+ years and routine minor repairs and maintenance continues to increase. Also the Brown modular classrooms added 8,000 SF and the Lilja is projected to be the same for a total of an additional 16,000 SF for FY18. Given these two factors and five years of historical data I believe the FY18 budget forecast is sufficient and essential in meeting the needs of the NPS facilities. Jim Kane's response is attached.

2. The question I sent yesterday re: FY17 copier expenses and where they are being charged.

**They are being charged to the copier account with offsets to be taken at the end of the fiscal year from our school choice account and ASAP account as needed. Both of these accounts have copier expenses associated with their program.**

3. Is the technology redundancy issue definitely being pushed off of the FY17 plan? I ask because if it were begun in FY17 you could encumber the FY17 funds and then remove them from the FY18 budget with little, if any, pain. Of course this only works if the plan is actually underway.

**No. We continue to pursue this with other vendors but I don't anticipate it will be a quick fix. When we find something that makes sense I will circle back with you.**

And a couple of new questions ...

4. What caused the 200+ jump in enrollment from FY13 to FY14?

**Move ins to Natick.**

5. Please provide a break down of the numbers of students who are: a) School choice - NPS related; b) School choice - others; c) Foreign students; d) METCO; e) Charter school students; f) Any other choice/option program. Also, how much \$ we receive/lose for each.

<b>School Choice Natick</b>	<b>18</b>
<b>School Choice Other</b>	<b>30</b>
<b>FY 17 predicted revenue</b>	<b>\$232,000</b>
<b>Choice leaving</b>	<b>13</b>
<b>Lost revenue</b>	<b>\$82,537</b>

<b>Foreign Students</b>	<b>10</b>
<b>Revenue</b>	<b>\$130,000</b>

<b>METCO –</b>	<b>60</b>
<b>METCO Grant</b>	<b>\$346,868</b>

The grant covers the Directors salary and transportation and is woefully underfunded.

<b>Charter Students Leaving</b>	<b>34</b>
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<b>Revenue Lost of State Aid</b>	<b>\$410,748</b>
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5. For the new students over the past five years, can you breakdown how many belong in one of the above categories as well as move-ins, age-ins, and move-backs? I realize this might take a little time but it will be important for planning purposes going forward,

**Our choice foreign students and METCO students remain constant on an annual basis within 3-4 students. Our student information system does not have a category to track move-ins, age-ins for move-backs.**

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**ITEM TITLE:** Article #23- Amend By-Laws Regarding Town Meeting Member Contact Information

**ITEM SUMMARY:**

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**ATTACHMENTS:**

<b>Description</b>	<b>Upload Date</b>	<b>Type</b>
Article 23 Questionnaire	3/10/2017	Exhibit
Article 23 Motion	3/10/2017	Exhibit

Warrant Article Questionnaire  
Non Standard Town Agency Articles

**Section III – Questions with Response Boxes – To Be Completed By Petition Sponsor**

Article # 23	Date Form Completed: 3/8/2017
Article Title: Amend By-Laws Regarding Town Meeting Member Contact Information	
Sponsor Name: Board of Selectmen	Email: mwhite@natickma.org

Question	Question
1	Provide the article motion exactly as it will appear in the Finance Committee Recommendation Book and presented to Town Meeting for action.
Response	See Attached
2	At a summary level and very clearly, what is the proposed purpose and objective of this Warrant Article and the accompanying Motion?
Response	The objective of this article is to ask town meeting members to supply contact information, primarily such that this information can be provided to their constituents (upon request). Note a residential address is a requirement for nomination papers and is listed on the ballot for voting purposes. Supplying additional contact information would not be required (note the use of "may" rather than "shall") but we hope that this By-Law will encourage Town Meeting members to provide contact info and, ideally, that interaction between Town Meeting members and their constituents may be enhanced over time. Also, it is sometimes advantageous for the Moderator, Town Clerk or Administration to be in touch with Town Meeting members, such as to tell them that a Town Meeting session will not be held as scheduled, and improved contact info would facilitate this communication.
3	Has this article or one of a very similar scope and substance been on a previous Warrant Article and what has been the actions taken by Finance Committee, other Boards or Committees and Town Meeting?
Response	No, this is a new idea.
4	Why is it required for the Town of Natick and for the Town Agency sponsor(s)?
Response	This proposal is not required, but is desirable to effectuate improved communication primarily between Town Meeting members and their constituents.
5	Does this article require funding, how much, from what source of funds and under whose authority will the appropriation be managed and spent?
Response	No funding required, but it will take some amount of effort by the Town Clerk's office to maintain the information.
6	Does this article act in any way in concert with, in support of, or to extend any prior action of Natick Town Meeting, Massachusetts General Laws or CMR's or other such legislation or

Warrant Article Questionnaire  
Non Standard Town Agency Articles

	actions? Does this article seek to amend, rescind or otherwise change any prior action of Natick Town Meeting?
Response	To our knowledge, there have been no similar actions in the past.
7	How does the proposed motion (and implementation) fit with the relevant Town Bylaws, financial and capital plan, comprehensive Master Plan, and community values as well as relevant state laws and regulations?
Response	Generally this proposal is unrelated to other efforts, although it is consistent with the Selectmen's goal to encourage civic engagement and participation, and communication with the public, and to enhance internal and external communications.
8	Who are the critical participants in executing the effort envisioned by the article motion?
Response	The primary participant is the Town Clerk, who is tasked with maintaining contact information for Town Meeting members.
9	What steps and communication has the sponsor attempted to assure that: <ul style="list-style-type: none"> <li>• Interested parties were notified in a timely way and had a chance to participate in the process</li> <li>• Appropriate Town Boards &amp; Committees were consulted</li> <li>• Required public hearings were held</li> </ul>
Response	This idea emerged from the Board of Selectmen, which Board voted to put the article on the warrant. They are scheduled to vote a recommendation at their meeting of March 13. No other outreach has been done to date.
10	Since submitting the article have you identified issues that weren't initially considered in the development of the proposal?
Response	No.
11	If this Warrant Article is not approved by Town Meeting what are the consequences to the Town and to the sponsor(s)? Please be specific on both financial and other consequences?
Response	None really, the status quo would continue.

2017 Spring Annual Town Meeting  
Article 23 - Amend By-Laws Regarding  
Town Meeting Member Contact Information

MOTION:

Move that the Town amend the Natick Town By-Laws Article 2, by inserting a new Section 3, to read as follows:

**"Section 3           Town Meeting Member Contact Information**

The Town Clerk shall collect, maintain, provide upon request and publish on the town website a contact list of Town Meeting members of the town, whether elected or appointed to fill a vacancy in the position of town meeting member. Each Town Meeting member may choose to provide the preferred method of contact such as an email address, a home address, a phone number or other method of contact that provides a reasonable method of access for his or her constituents. It is requested that the contact information be provided by the Town Meeting Member to the Town Clerk within seven days of election or appointment of a Town Meeting Member."

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**ITEM TITLE:** Article 32 - Extend the Charter & By Law Review Committee  
**ITEM SUMMARY:**

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**ATTACHMENTS:**

<b>Description</b>	<b>Upload Date</b>	<b>Type</b>
Article 32 Questionnaire - Extend CBRC	3/16/2017	Exhibit

# Warrant Article Questionnaire Standard (Recurring) Town Agency Articles

## Section III – Questions with Response Boxes – To Be Completed By Petition Sponsor

Article # 32	Date Form Completed: 03/15/2017
Article Title: Extend the Term of the Charter and By-Law Review Committee	
Sponsor Name: Charter & By-law Review Committee	Email: cagloff@comcast.net

Question	Question																								
1	<p>Provide the article motion exactly as it will appear in the Finance Committee Recommendation Book and presented to Town Meeting for action.</p> <p>Note: Failing to provide a complete motion will likely require a rescheduling of the hearing to a later date.</p>																								
Response	Move that the Town vote to extend the term of the Charter & By-law Review Committee through the end of 2018 Spring Annual Town Meeting.																								
2	At a summary level and very clearly, what is the proposed purpose and objective of this Warrant Article and the accompanying Motion?																								
Response	<p>The purpose this warrant article and accompanying motion is to extend the term of the Charter &amp; By-law Review Committee (CBRC). The term of the current CBRC is scheduled to end at the close of the 2017 Spring Annual Town Meeting. The objective of this warrant article and accompanying motion is to provide the committee with additional time to complete its review of these important documents and submit warrant articles to request appropriate changes.</p>																								
3	What previous Warrant's has this Article appeared and what has been the actions taken by Finance Committee, other Boards or Committees and Town Meeting?																								
Response	<p>This particular Article for the current CBRC has not appeared on a prior warrant. This is the first time that the current CBRC has requested that its term be extended.</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 25%;">Warrant Period</th><th style="width: 25%;">Other Committees</th><th style="width: 25%;">FinCom Action</th><th style="width: 25%;">Town Meeting</th></tr> </thead> <tbody> <tr> <td>FTM 2016</td><td></td><td></td><td></td></tr> <tr> <td>SATM 2016</td><td></td><td></td><td></td></tr> <tr> <td>FTM 2015</td><td></td><td></td><td></td></tr> <tr> <td>SATM 2015</td><td></td><td></td><td></td></tr> <tr> <td>Prior</td><td></td><td></td><td></td></tr> </tbody> </table> <p>Comments: Not applicable to the current CBRC.</p>	Warrant Period	Other Committees	FinCom Action	Town Meeting	FTM 2016				SATM 2016				FTM 2015				SATM 2015				Prior			
Warrant Period	Other Committees	FinCom Action	Town Meeting																						
FTM 2016																									
SATM 2016																									
FTM 2015																									
SATM 2015																									
Prior																									
4	Why is it required for the Town of Natick and for the Town Agency sponsor(s)?																								
Response	Currently the term of the current CBRC ends at the close of 2017 Spring Annual Town Meeting. If the term of the current CBRC is not extended, the committee will be unable to complete its work for the Town and Town Meeting.																								



# Warrant Article Questionnaire Standard (Recurring) Town Agency Articles

5	Does this article require funding, how much, from what source of funds and under whose authority will the appropriation be managed and spent?
Response	No funding required.
6	To the best of your knowledge has any other actions of recent Town Meetings, Massachusetts General Laws or CMR's or other such legislation or actions, created a conflict for this article's purpose and objective?
Response	No, not to my knowledge.
7	To the best of your knowledge does a favorable action on the part of this Town Meeting create a conflict or a possible future conflict with the relevant Town Bylaws, financial and capital plans, comprehensive Master Plan, community values, or any relevant state laws and regulations?
Response	No, not to my knowledge.
8	Is there anything contemplated in <u>the proposed motion</u> that is different than what was contemplated when the article was submitted for the warrant and in how it's expected this article will be executed if acted on favorably by Town Meeting?
Response	No.
9	If this Warrant Article is not approved by Town Meeting what are the consequences to the Town and to the sponsor(s)? Please be specific on both financial and other consequences?
Response	The CBRC will not be able to complete its work. The CBRC will not be able to bring forth proposed changes to the charter and by-laws that are either necessary to comply with State requirements or will make our local government run more efficiently and effectively.

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**ITEM TITLE:** Article #10 - School Bus Subsidy

**ITEM SUMMARY:**

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**ATTACHMENTS:**

<b>Description</b>	<b>Upload Date</b>	<b>Type</b>
Article 10 Questionnaire - School Bus Subsidy	3/16/2017	Exhibit

# Warrant Article Questionnaire Standard (Recurring) Town Agency Articles

Article # 10	Date Form Completed: 3/15/2017 (v3)
Article Title: School Bus Transportation Subsidy	
Sponsor Name: Peter Sanchioni, Superintendent	Email: psanchioni@natickps.org

Question	Question																				
1	<p>Provide the article motion exactly as it will appear in the Finance Committee Recommendation Book and presented to Town Meeting for action.</p> <p>Note: Failing to provide a complete motion will likely require a rescheduling of the hearing to a later date.</p>																				
Response	<p>(Type response here)</p> <p><b>“Move that the Town vote to appropriate the sum of \$394,202 from Tax Levy for the purpose of operation and administration of the school bus transportation system for FY 2018, and to reduce or offset fees charged for students who elect to use the school bus transportation system for transportation to and from school, said funds to be expended under the direction of the Natick School Committee.”</b></p>																				
2	At a summary level and very clearly, what is the proposed purpose and objective of this Warrant Article and the accompanying Motion?																				
Response	<p>(Type response here)</p> <p>The purpose of this Article is to appropriate funds specifically to support the Natick Public Schools regular bus transportation costs. Funds appropriated under this Article supplement the Town’s appropriation in the Omnibus Budget and can only be used for this purpose.</p>																				
3	What previous Warrant’s has this Article appeared and what has been the actions taken by Finance Committee, other Boards or Committees and Town Meeting?																				
Response	<table border="1"> <thead> <tr> <th>Warrant Period</th><th>Other Committees</th><th>FinCom Action</th><th>Town Meeting</th></tr> </thead> <tbody> <tr> <td>FTM 2016</td><td></td><td></td><td></td></tr> <tr> <td>SATM 2016</td><td></td><td>Favorable</td><td>Approved</td></tr> <tr> <td>FTM 2015</td><td></td><td></td><td></td></tr> <tr> <td>SATM 2015</td><td></td><td>Favorable</td><td>Approved</td></tr> </tbody> </table>	Warrant Period	Other Committees	FinCom Action	Town Meeting	FTM 2016				SATM 2016		Favorable	Approved	FTM 2015				SATM 2015		Favorable	Approved
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# Warrant Article Questionnaire

## Standard (Recurring) Town Agency Articles

4	Why is it required for the Town of Natick and for the Town Agency sponsor(s)?
Response	Type response here)  To continue the practice of the school bus transportation subsidy intended to keep the transportation fees affordable to parents.
5	Does this article require funding, how much, from what source of funds and under whose authority will the appropriation be managed and spent?
Response	Type response here)  \$394,202 – General Funds - Natick School Department
6	To the best of your knowledge has any other actions of recent Town Meetings, Massachusetts General Laws or CMR's or other such legislation or actions, created a conflict for this article's purpose and objective?
Response	Type response here) No
7	To the best of your knowledge does a favorable action on the part of this Town Meeting create a conflict or a possible future conflict with the relevant Town Bylaws, financial and capital plans, comprehensive Master Plan, community values, or any relevant state laws and regulations?
Response	Type response here)  No
8	Is there anything contemplated in <u>the proposed motion</u> that is different than what was contemplated when the article was submitted for the warrant and in how it's expected this article will be executed if acted on favorably by Town Meeting?
Response	Type response here)  No

Warrant Article Questionnaire  
Standard (Recurring) Town Agency Articles

9	If this Warrant Article is not approved by Town Meeting what are the consequences to the Town and to the sponsor(s)? Please be specific on both financial and other consequences?
Response	<p>Type response here)</p> <p>The School Department would be faced with increasing the fee charged to parents to a higher amount, which would be a further financial burden to families. Additionally, many families may opt to drive their student to and from schools which would increase traffic throughout town and school site and create a possibly safety issue with more pedestrian and car traffic. This may result in tardiness of students and thereby reduce the level of educational services currently provided which would negatively impact the current level of service.</p>