



Town of Natick

FY 2013 Appropriated Budget

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Town of Natick

FY 2013 Appropriated Budget

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Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

Appropriation Summary

	2010	2011	2012	2013	2012 vs. 2013	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries						
Personnel Services	452,502	512,395	573,329	572,890	-439	-0.08%
Total Personal Services	452,502	512,395	573,329	572,890	-439	-0.08%
Operating Expenses						
Purchase of Services	20,847	25,430	39,500	100,000	60,500	153.16%
Tech & Prof. Services	111,543	145,483	114,250	137,750	23,500	20.57%
Supplies	11,207	5,580	7,000	7,500	500	7.14%
Other Supplies - Personnel	2,573	3,395	3,500	3,500	0	0.00%
Other Chgs./Exp.	52,785	18,357	18,357	18,357	0	0.00%
Total Operating Expenses	198,954	198,245	182,607	267,107	84,500	46.27%
Total BOS/TA	651,455	710,640	755,936	839,997	84,061	11.12%

Mission:

Board of Selectmen

The Board of Selectmen is composed of five members who are elected for three-year terms. As the Chief Elected and Executive Officers of the Town, the Selectmen are vested with all the municipal authority not specifically retained by the Town's legislative body, Town Meeting. The Selectmen appoint a Town Administrator who is responsible for the daily management of the Town and whose powers are specified in the Town of Natick Home Rule Charter.

The Selectmen issue the warrants for Town Meetings and make recommendations on the warrant articles; initiate legislative policy by including articles in Town Meeting Warrants and then implement the votes subsequently adopted. They adopt town administrative policies; review and set fiscal guidelines for the annual operating budget and the capital improvements program and make recommendations to Town Meeting on the same. The Selectmen appoint various department heads and members of boards and commissions; hold public hearings on important town issues and hold periodic conferences with agencies under their jurisdiction and with community groups; represent the Town before the General Court; and enforce Town By-Laws and regulations.

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

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



Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

Mission (con't)

Town Administrator

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

The Town Administrator is appointed by the Board of Selectmen to oversee the daily operations of the Town, advise and administer the policies and procedures of the Board of Selectmen and enforce Town by-laws and actions passed by Town Meeting. The Town Administrator's authority and responsibilities are established and defined in Section 4 of the Town Charter.

The Town Administrator submits to the Board of Selectmen a proposed annual budget that includes revenue and expenditure projections for the upcoming fiscal year. The Town Administrator works with the Senior Management Team to coordinate the development of the budget. The Town Administrator's budget is presented to the Board of Selectmen, reviewed by the Finance Committee and ultimately presented to Town Meeting for action.

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

Goals:

- Reach conclusions on facilities management consolidation and, if appropriate, develop consolidation specifics with Superintendent of Schools and implement consolidation.
- Complete evaluation of "human services" departments and, if appropriate, develop and implement specific reorganization plans ideally designed to provide better service while saving money.
- Investigate centralized room scheduling for meeting rooms in Town buildings at a minimum and implement if appropriate.
- Develop consolidated listing of all public social, recreational and educational events offered by Town departments, including Schools if possible. Make this listing available on the town's website and in hard copy at various town and school locations. Update at least monthly, more often if practical.
- Assign one or more people responsibility for the Town of Natick website. This person (or persons) should reorganize the website to make it easier to find things, periodically check that all links are working, information is up-to-date, post information and/or train others to post information, etc. Make sure that complaints about the website are addressed in a timely manner.
- Evaluate use of technology for communication with Selectmen, e.g., Town email addresses, electronic meeting books, lap tops, etc. Implement decisions made.
- Evaluate cost of shift of current policy which stipulates that no improvements (i.e. paving, tree work, etc) are made to unaccepted roads other than to ensure safe passage for emergency
- Continue to refine and improve "Performance Measurement" process; provide measurable efficiency improvements in the FY 2013 budget documents for some major function(s) in each department.
- Assess the level of funding needed for the health insurance safety net, and see how the Town can best utilize new legislation regarding municipal health insurance reform if enacted.
- Implement new Chart of Accounts, MUNIS payroll system and new purchase order system throughout the organization



Town of Natick

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Department: Board of Selectmen/Town Administrator

- Begin to address document storage and archiving issues
- Provide leadership regarding the re-writing of the Zoning By-Law
- Continue evaluation of Regional Dispatch
- Conduct collective bargaining with 10 unions
- Advance the disposition process for Eliot School and East School
- Implement recently purchased Reverse 911 System
- Finalize acquisition process for state-owned land next to Fire Station #4
- Inventory Town-owned land and recommend parcels to be disposed
- Employee evaluations
 - Extend into lower levels of non-union personnel
 - Develop employee goals
 - Train department heads
 - Complete prior to January 1 to budget for FY 2013
- Revise projected impact on taxpayers of High School and Community/Senior Center projects based on actual bid costs; evaluate use of Capital Stabilization Fund to further mitigate impact
- Development of a plan for capital spending so as to stabilize debt spending

Budget Overview:

I. Main Purpose of the Department

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

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

II. Recent Developments

- The Administration and Board of Selectmen continue to advance their efforts to provide comprehensive and long-range perspectives with respect to the Town's finances. Notably, the third annual Financial Summit was held in October, to present to the community an analysis of Natick's financial condition. Such strategic financial planning allows the administration - as well as key boards and committees - to measure and monitor trends and changes in our financial condition, identify forces affecting our condition, and foresee emerging problems and identify strategies in response to these factors. Natick was also able to preserve its Aaa bond rating despite downgrade of the US sovereign - a notable achievement.
- The Office of the Town Administrator completed two comprehensive reviews of the Town's Facilities Maintenance and Human Services functions. The objective of all comprehensive studies is to assess the cost effectiveness of the service, identify means to enhance cost effectiveness and determine if privatization of the service would be more cost effective. Of course, considerations such as response times and service quality are taken into consideration. The goal is to complete at least one comprehensive review annually.
- In spite of the economic and other challenges we faced, we were able to largely maintain existing service levels in this fiscal year.



Town of Natick

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Department: Board of Selectmen/Town Administrator

Budget Overview(con't):

III. Current Challenges

Our greatest challenges over the coming year will continue to be related to the Town’s financial situation. Addressing projected Fiscal Year 2013 budget shortfalls, identifying opportunities for cost savings and reduction, striving to maintain appropriate service levels and much more will present significant challenges to the Board, the Town Administrator and the community.

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

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

V. On the Horizon

Unfortunately the budgetary challenges that communities are facing – Natick included – are not expected to be short term. Staffing and service reductions implemented as part of the upcoming FY 2013 budget will not soon be replaced, absent dramatic changes in revenues.

Performance Indicators

	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013*
Workload Indicators					
Number of Licenses Issued	262	265	265	265	265
Number of Meetings Held	42	39	38	40	40
Number of Selectmen's Office Hours Held	24	40	24	24	24

*Estimated



Town of Natick

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Department: Board of Selectmen/Town Administrator

Staffing	2009	2010	2011	2012	2013
Town Administrator	1	1	1	1	1
Deputy Town Administrator/Finance Director	1	1	1	1	1
Human Resources Director	1	1	1	1	1
Executive Assistant	1.8	1.8	1.8	1.8	1.8
Administrative Assistant (Benefits)	1	1	1	1	1
Department Support	0.45	0.45	0.2	0.25	0.25
Environmental Compliance Officer	0.5	0.5	0.5	0.5	0.5
Total FTE	6.75	6.75	6.50	6.55	6.55

Total FT/PT	5 FT / 3 PT				
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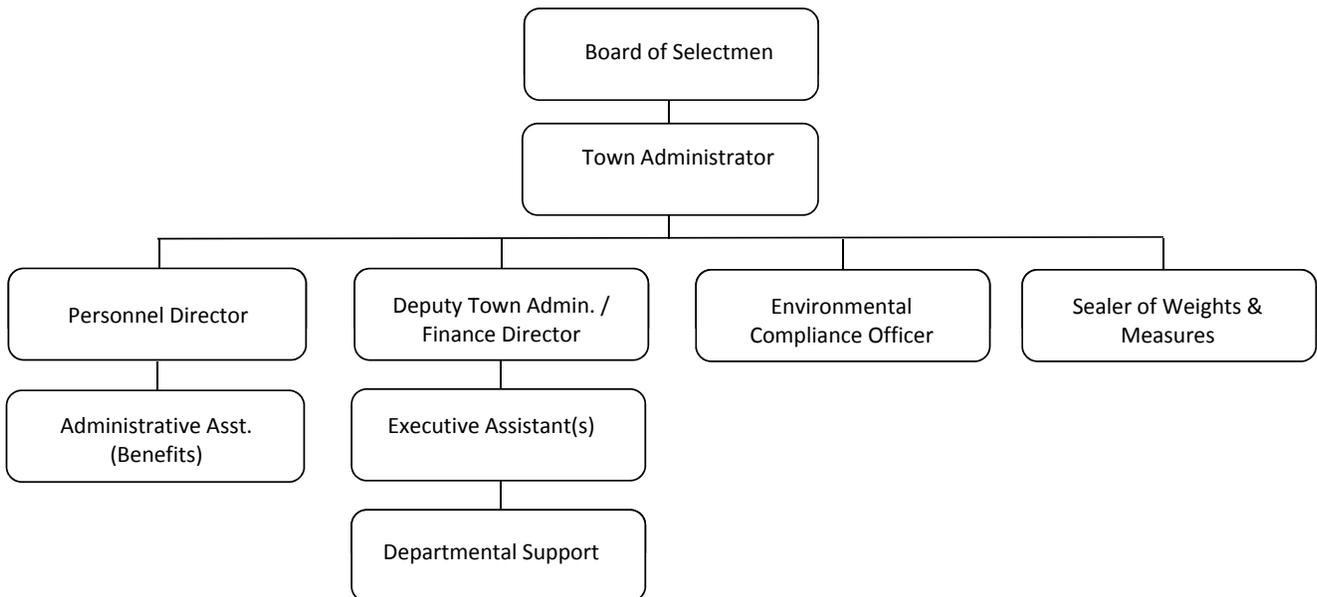
Notes

Ann Wiles retired August 31, 2007 from a full time department assistant position (union). After her retirement she was asked to return on a part-time basis and has been working part time since. In 2007, the Office of the Board of Selectmen was the only office that took a cut in personnel. This position is again being proposed for reduction for FY 2011. The Town has had a full-time Executive Assistant position reporting to the Town Administrator, Deputy Town Administrator and Personnel Director. The part-time (3/4) Executive Assistant position was established in 1985 and reports to the Board of Selectmen, both positions are within the personnel board. The Human Resources Director position was created in 2005 and Elizabeth Dennis was hired in August 2005. This was the first time the Town had such a position. Richard Tranfaglia has served as the organization's Human Resources Director since 2/8/2010. Prior to the creation of such position, the Deputy Town Administrator assumed those responsibilities along with procurement functions (Procurement Officer).

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

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

Organizational Chart





Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

	2010	2011	2012	2013	2012 vs. 2013	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries Management	250,794	303,797	345,994	351,641	5,647	1.63%
Salaries Supervisory	53,391	53,391	59,342	59,342	0	0.00%
Salaries Operational Staff	86,477	93,750	103,780	102,694	-1,086	-1.05%
Salaries Tech & Professional	47,758	46,454	48,327	48,327	0	0.00%
Salaries Part/Time Operational	9,082	10,003	10,886	10,886	0	0.00%
Management Add'l Comp	5,000	5,000	5,000	0	-5,000	-100.00%
Personnel Services	452,502	512,395	573,329	572,890	-439	-0.08%
Instate Travel/Meetings	426	37	1,500	2,000	500	33.3%
Out of State Travel	0	0	10,000	10,000	0	0.0%
Communication Telephone	2,129	2,465	2,000	3,000	1,000	50.0%
Dues/Subscriptions	10,063	12,051	12,000	13,000	1,000	8.3%
Copy/Mail Center Fees	571	7,891	7,000	65,000	58,000	828.6%
Training & Education	7,657	2,987	7,000	7,000	0	0.0%
Purchase of Services	20,847	25,430	39,500	100,000	60,500	153.2%
Annual Financial Audit	74,900	68,650	72,500	80,000	7,500	10.3%
GASB 34 Updates	6,975	6,445	7,500	7,500	0	0.0%
GASB 45 / OPEB Study & Updates	0	9,500	0	10,000	10,000	100.0%
Police Chief Screening Committee	0	19,340	0	0	0	0.0%
Consultant Assistance	0	17,768	3,000	3,000	0	0.0%
Surveys	0	0	0	10,000	10,000	100.0%
Consultant Parking Garage	3,500	0	0	0	0	0.0%
Perambulation of Bounds	150	\$ 250	250	250	0	0.0%
Oil Tank Remediation	21,665	\$ 16,861	25,000	20,000	-5,000	-20.0%
Printing & Advertising	4,353	\$ 6,668	6,000	7,000	1,000	16.7%
Tech & Prof. Services	111,543	145,483	114,250	137,750	23,500	20.6%
Office Supplies: Stationary	11,207	5,580	7,000	7,500	500	7.1%
Supplies	11,207	5,580	7,000	7,500	500	7.1%
Supplies - Tn Administrator	2,573	3,395	3,500	3,500	0	0.0%
Other Supplies - Personnel	2,573	3,395	3,500	3,500	0	0.0%
Cochituate Rail Trail Service	34,428	0	0	0	0	0.0%
Natick Center Revitalization	8,000	8,000	8,000	8,000	0	0.0%
Metrowest Regional Collaborative	10,357	10,357	10,357	10,357	0	0.0%
Other Chgs./Exp.	52,785	18,357	18,357	18,357	0	0.0%
Total Board of Selectmen	651,455	710,640	755,936	839,997	84,061	11.1%



Town of Natick

Home of Champions

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

Narrative:

Personnel Services:

These line items represent the salaries for the Selectmen's Office. The positions covered are:
Town Administrator ~ Deputy Town Administrator/Finance Director ~ Human Resources ~ Town Administrator's Clerical Support ~ Board of Selectmen's Clerical Support (part time $\frac{3}{4}$ position) ~ Benefits Coordinator ~ Department Assistant (part time) ~ Environmental Compliance Officer (1/2 position) These positions execute the policy directives of the Board of Selectmen and process a variety of licenses and reports on behalf of the Town.

Purchase of Services:

Instate Travel/Meeting: The Board of Selectmen and Town Administrator utilize this account to pay for meetings and conference fees throughout the fiscal year.

Out-of-State Travel: This will fund out-of-state travel Town-wide for all departments. At the discretion of the Town Administrator.

Communication Tel: Office charges for telephone use.

Dues/Subscriptions: The bulk of the account is used for dues to the Massachusetts Municipal Association, MMPA, ICMA, APA, ATFC and SHRIM.

Copy/Mail Center Fees: Account is utilized for all copying and mail charges associated with all municipal departments.

Training & Education: These funds are available for training opportunities for staff members throughout the organization. This account is typically used to fund one-day training events on specialized topics or computer skills along with the Metrowest Leadership Academy.

Technical & Professional Services:

Audit Special Projects: This account is used for individual management audit issues or specific account audits as needed throughout the year.

Annual Financial Audit: Provides the required annual financial audit of the Town's transactions and accounts.

GASB 34 Updates: This account is used to update the Town's inventory and valuation of fixed assets as required by the Government Accounting Standards Board pursuant to it Rule 34.

GASB 45/OPEB Study & Updates: This account is used to fund updates to the OPEB actuarial under GASB standard #45.

Consultant Assistance: These funds support various special engineering projects throughout the Fiscal Year, typically related to the work of the Environmental Compliance Officer.

Surveys: This account, new for FY 2013, would allow for full or partial contracting of citizen and customer surveys for the Town of Natick. This is a stated goal of the Board of Selectmen for FY 2012.

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

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

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

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

Supplies:

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

Other Supplies:

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

Other Charges:

Cochituate Rail Trail Svc. No longer necessary.

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

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



Town of Natick

Home of Champions

Department: Personnel Board

Appropriation Summary

	2010	2011	2012	2013	2012 vs. 2013	
	Actual	Actual	Appropriated	Appropriated	\$	%
Classification Program	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.0%
Other Chgs./Exp.	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.0%
Total Personnel Board	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.0%

Line-Item Detail:

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



Town of Natick

Home of Champions

Department: Town Report

Appropriation Summary

	2010	2011	2012	2013	2012 vs.2013	
	Actual	Actual	Appropriated	Appropriated	\$	%
Printing & Advertising	\$ 4,926	\$ 4,374	\$ 5,500	\$ 5,500	\$ -	0.0%
Professional Services	\$ 4,926	\$ 4,374	\$ 5,500	\$ 5,500	\$ -	0.0%
Total Town Report	\$ 4,926	\$ 4,374	\$ 5,500	\$ 5,500	\$ -	0.0%

Line-Item Detail:

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



Town of Natick

FY 2013 Appropriated Budget

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Town of Natick

Home of Champions

Department: Legal

Appropriation Summary

	2010	2011	2012	2013	2012 vs. 2013	
	Actual	Actual	Appropriated	Appropriated	\$	%
Operating Expenses						
Technical & Professional Serv.	188,361	213,924	291,980	291,980	0	0.00%
Supplies	2,586	3,071	2,500	2,500	0	0.00%
Total Operating Expenses	190,947	216,995	294,480	294,480	0	0.00%

Other Chgs & Expenses

Sub-total - Other Charges & Expenses	250	1,576	10,000	10,000	0	0.00%
Total Other Chgs. & Expenses	250	1,576	10,000	10,000	0	0.00%

Total Legal Services	191,197	218,571	304,480	304,480	0	0.0%
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Budget Overview:

I. Main Purpose of the Department

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

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

II. Recent Developments

None

III. Current Challenges

None

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

None

V. On the Horizon

None

Staffing	2009	2010	2011	2012	2013
None	0	0	0	0	0
Total FTE	0	0	0	0	0

Total FT/PT	0 FT / 0 PT				
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Notes

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



Town of Natick

Home of Champions

Department: Legal

	2010	2011	2012	2013	2012 vs. 2013	
	Actual	Actual	Appropriated	Appropriated	\$	%
Legal Services - Retainer	50,000	55,000	67,200	67,200	0	0.0%
Legal Services - Litigation	38,045	19,757	106,400	106,400	0	0.0%
Legal Services - ZBA Decisions	1,740	13,471	5,600	5,600	0	0.0%
Legal Services - Labor	35,911	48,648	88,480	88,480	0	0.0%
Legal Services - Appellate Tax	11,180	11,850	16,800	16,800	0	0.0%
Legal Services - Cable	13,116	20,030	5,000	5,000	0	0.0%
Legal Services - Tax Titles	38,275	45,103	2,000	2,000	0	0.0%
Communication Telephone	94	66	500	500	0	0.0%
Technical & Professional Serv.	188,361	213,924	291,980	291,980	0	0.0%
Law Updates/Books	2,586	3,071	2,500	2,500	0	0.0%
Supplies	2,586	3,071	2,500	2,500	0	0.0%
Sub-total - Operating Expenses	190,947	216,995	294,480	294,480	0	0.0%
Judgments - Damage Claims	0	0	2,500	2,500	0	0.0%
Judgments - Litigation	250	1,576	7,500	7,500	0	0.0%
Sub-total - Other Charges & Expenses	250	1,576	10,000	10,000	0	0.0%
Total Legal	191,197	218,571	304,480	304,480	0	0.0%

Line-Item Detail:

Tech & Prof. Services

Legal Services - Retainer Set Cost of Attorney Fees for John Flynn
 Legal Services - Litigation Legal fees relative to dispute resolution
 Legal Services - ZBA Decisions Legal services relative to defending Zoning Board of Appeals decisions.
 Legal Services - Labor Legal services relating to employment issues
 Legal Services - Appellate Tax Legal services relative to Appellate Tax Board rulings
 Legal Services - Cable Fees relative to cable contract negotiations (Peter Epstein mainly)
 Legal Services - Tax Titles Stipend for additional
 Communication Telephone Town Counsel telephone costs

Supplies

Law Updates/Books MGL updates and books

Other Charges & Expenditures

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



Town of Natick

Home of Champions

Department: Finance

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Appropriated	2012 vs. 2013	
					\$	%
Personnel Services	836,335	867,294	970,735	1,056,222	85,487	8.81%
Total Personnel Services	836,335	867,294	970,735	1,056,222	85,487	8.81%

Purchase of Services	101,805	152,654	155,200	158,800	3,600	2.32%
Supplies	20,417	20,581	16,000	22,000	6,000	37.50%
Tech & Prof. Services	80,357	112,304	134,500	139,500	5,000	3.72%
Total Expenses	202,578	285,540	305,700	320,300	14,600	4.78%

Revalue of Real Property	112,548	6,792	75,000	75,000	0	0.00%
Total Other Chgs./Exp.	112,548	6,792	75,000	75,000	0	0.00%

Total Finance Department	1,151,461	1,159,626	1,351,435	1,451,522	100,087	7.41%
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Main Purpose of Department

The main purpose of the Finance Department is to professionally and responsibly manage the Town's finances in a prudent manner. We will do so by doing the following tasks: (1) maintaining current and accurate data about all financial activities of the Town; (2) maintaining internal financial controls and facilitating the evaluation of the Town's financial condition; (3) insuring that the delivery of Town services is done in compliance with Massachusetts General Laws that govern municipal finance; (4) providing timely and accurate financial information to managers of Town services to facilitate the evaluation of the cost effectiveness and efficiency of Town programs; (5) providing timely and accurate financial information to Town boards and committees to facilitate policy deliberation and formulation; and (6) safeguarding the financial assets of the Town.

Goals:

- Successfully develop an integrated and consolidated Finance Department between the existing departments of Assessors, Comptroller and Collector/Treasurer.
- Timely submit required financial reports and materials to all applicable State and Federal Agencies as well as to all applicable Town Boards and Committees.
- Prudently manage all Town investments and funds .
- Continually work to improve the overall knowledge, skills and abilities of all employees within the department to facilitate the fullest extent of cross-training and enhanced customer service.



Town of Natick

Home of Champions

Department: Finance

Budget Overview:

Recent Developments:

The 2012 Spring Annual Town Meeting will consider a consolidation plan for the three existing agencies and four budgets which comprise the Town's Finance Departments. If approved, the new department will officially begin on July 1, 2012. Each existing department, under their existing Department Head, prepared their own budget and submitted to Town Administration for standard review. Specific operational changes are proposed in the Collector/Treasurer and Comptroller Divisions as part of the consolidation and reflected within the individual components of this budget.

Current Challenges:

The Finance Department is responsible for managing all daily, weekly, monthly and annual financial transactions, investments, reconciliations, and accounting for the over 570 funds and well over \$120 million of financial activity of the Town of Natick. In addition, it is chiefly responsible for the valuations of real and personal property and management of abatements and exemptions of various taxes of the well over 6 Billion of valued property within the corporate boundaries of the Town of Natick. It does this today with less staff than it had 5 or 10 years ago, more governmental regulations - from additional exemption and abatement programs to accounting regulations to investment limitations - and with a high degree of turnover within certain positions. Bringing stability and clear direction to the Finance operation of the Town of Natick is the greatest challenge we face in FY 2013.

Significant Proposed Changes for the Upcoming FY and Budget Impact:

As part of the reorganization, numerous significant proposed changes are found within these budgets:

- Creation of one consolidated department
- Transfer of the Finance Director position from the Collector/Treasurer to the Deputy Town Administrator
- Creation of the Special Assistant to the Finance Director
- Creation of the Staff Accountant Position

Although they exist and are shown within the division budgets, more detail can be found in the document "Finance Department Reorganization" and in discussion of Article 1 for the 2012 Spring Annual Town Meeting.



Town of Natick

Home of Champions

Department: Finance

Staffing

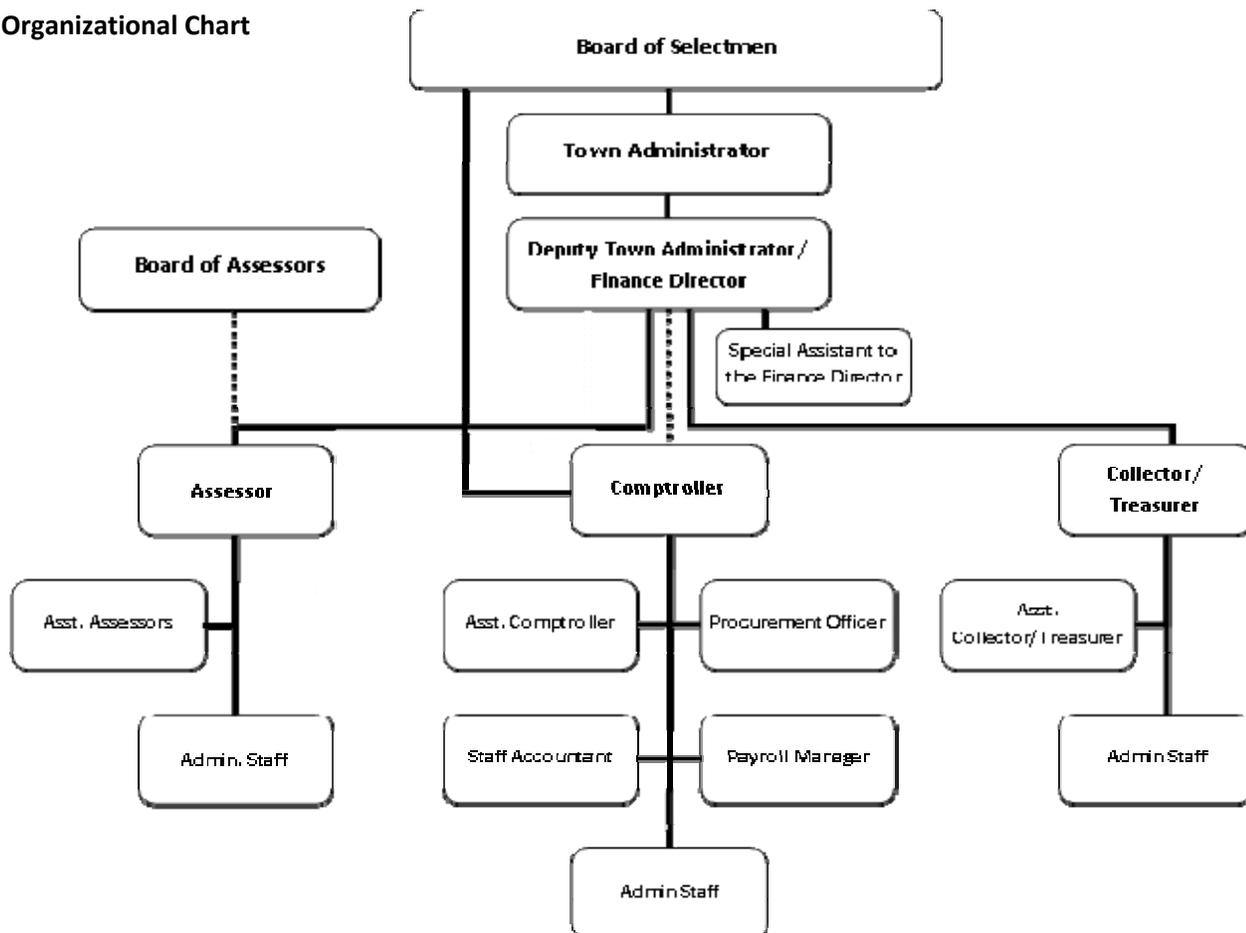
The Finance Department as proposed will be led by the Deputy Town Administrator/Finance Director. In addition, a Special Assistant to the Finance Director will report directly to the Finance Director and is not allocated to any one division. All other staffing is detailed within the division breakouts.

Staffing Summary Table	FY 2012	FY 2013
Finance Director*	0	0
Special Assistant to Finance Director	0	1
Assessing	4.63	4.66
Comptroller	4.49	5.49
Collector**	2.77	2.77
Treasurer**	2.63	1.63
Total Staffing	14.52	15.55

*Finance Director in 2012 was also Collector/Treasurer. In FY 2013 will be Deputy Town Administrator

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

Organizational Chart





Town of Natick

Home of Champions

Department: Finance

Budget Detail	2010	2011	2012	2013	2012 vs. 2013	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries Management	255,859	260,650	308,310	307,183	-1,127	-0.37%
Salaries Supervisory	125,475	132,816	146,051	135,968	-10,083	-6.90%
Salaries Operational Staff	290,467	295,070	321,368	190,403	-130,965	-40.75%
Part Time Operational Staff	32,852	144,583	43,947	68,774	24,827	56.49%
Salaries Tech & Professional	123,527	19,712	135,412	338,709	203,297	150.13%
Operational Staff Additional Comp	1,347	1,345	1,647	1,186	-461	-28.01%
Operational Staff Overtime	6,809	13,118	14,000	14,000	0	0.00%
Personnel Services	836,335	867,294	970,735	1,056,222	85,487	8.81%
Repairs & Maint Equip	2,792	568	9,500	9,500	0	0.00%
In State Travel/Meetings	2,131	2,285	4,200	4,200	0	0.00%
Communication Telephone	4,742	4,966	5,500	5,550	50	0.91%
Education & Training	10,487	15,098	18,500	20,000	1,500	8.11%
Dues & Subscriptions	1,768	1,400	3,050	2,550	-500	-16.39%
Tax Mapping	9,431	0	20,000	20,000	0	0.00%
Copy/Mail Center Fees	12,798	11,571	10,100	0	-10,100	-100.00%
Communication Postage	47,811	78,465	72,350	85,000	12,650	17.48%
Collection Activities	1,857	7,077	6,500	6,500	0	0.00%
BookBinding	0	0	500	500	0	0.00%
Consulting Services	7,988	31,225	5,000	5,000	0	0.00%
Purchase of Services	101,805	152,654	155,200	158,800	3,600	2.32%
Copy Center Supplies	1,832	2,790	2,000	2,000	0	0.00%
Office Supplies	18,585	17,791	14,000	20,000	6,000	42.86%
Supplies	20,417	20,581	16,000	22,000	6,000	37.50%
Real Estate Tax Billing	7,964	7,013	8,000	8,000	0	0.00%
Motor Vehicle Excise Tax Billing	2,963	3,558	4,000	4,000	0	0.00%
PAYT Billing	1,000	1,000	1,000	1,000	0	0.00%
Police Detail Billing	1,214	6,092	4,000	4,000	0	0.00%
Ambulance Fee Collections	48,201	56,515	82,500	82,500	0	0.00%
Banking Services Fees	19,015	38,127	35,000	40,000	5,000	14.29%
Tech & Prof. Services	80,357	112,304	134,500	139,500	5,000	3.72%
Revalue of Real Property	112,548	6,792	75,000	75,000	0	0.00%
Other Chgs. / Exp.	112,548	6,792	75,000	75,000	0	0.00%
Totals	1,151,461	1,159,626	1,351,435	1,451,522	100,087	7.41%



Town of Natick

Home of Champions

Department: Finance

Division: Comptroller

Appropriation Summary

	2010	2011	2012	2013	2012 vs. 2013	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries						
Personnel Services	246,678	263,479	307,550	390,072	82,522	26.83%
Total Salaries	246,678	263,479	307,550	390,072	82,522	26.83%
Operating Expenses						
Purchase of Services	19,594	36,339	25,900	24,250	-1,650	-6.37%
Supplies	3,652	3,268	4,000	4,000	0	0.00%
Total Operating Expenses	23,246	39,607	29,900	28,250	-1,650	-5.52%
Total Comptroller	269,924	303,086	337,450	418,322	80,872	23.97%

Mission:

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

Goals:

- Submit Free Cash Package to Department of Revenue by mid-October
- Close books on Prior Fiscal Year by early-October
- Munis Payroll Decentralization:
Begin training Staff on "How to" enter their departmental payroll into the Town's Financial Software Package.

Personnel Training and Advancement

- Continue Training Staff on Munis and overall Municipal Functions.
- Meet with Asst. Comptroller three times a week to discuss overall operations.

Miscellaneous

- Investigate opportunities to better integrate accounting systems
- Enhance Communication Regarding Departmental Operations and Mission through annual presentations to Selectmen and Finance Committee re: department operations
- Continue working with the Audit Advisory Committee



Town of Natick

Home of Champions

Department: Finance

Division: Comptroller

Budget Overview:

I. Main Purpose of the Department

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

II. Developments in FY12

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

Specifically:

- New Chart of Accounts was implemented at the beginning of FY2012.
- Electronic Purchase Order system was implemented at the beginning of FY2012.
- Monthly cash and receivable reconciliations are being prepared.
- Department Heads and Administrative staff have started training on Munis discovering how the new chart effects their departments, as well as now entering their own departmental electronic purchase orders.

III. Challenges for FY12 and beyond

The biggest challenge going into FY13 will be incorporating the different union changes that are expected to come forward, based on union negotiations. At the same time we will be implementing the decentralization of payroll out to the various departments. We as a group need to figure out how the "potential union" changes will effect payroll and the timing of the role out, so as not to confuse the end user.

Continue to integrate and streamline financial operations.

- *The FY11 audit must be completed and audit findings corrected.
- * Wherever possible, we'll integrate and streamline finance operations .
- * Monthly internal control reconciliations will occur as these are the quality control checks on our data transactions.

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

* The Comptrollers office would like to look at bringing on an additional "Staff Accountant", as Natick grows, and the State grows, so grows the work required by the Comptroller's office. This position would be essential if the Town as a whole is going to keep up with increased workloads and sustain progress made in recent years.



Town of Natick

Home of Champions

Department: Finance

Division: Comptroller

	2010 Actual	2011 Actual	2012 Appropriated	2013 Appropriated	2012 vs. 2013	
					\$	%
Salaries Management	63,585	78,709	102,286	100,367	-1,919	-1.9%
Salaries Supervisory	61,764	61,764	67,706	67,706	0	0.0%
Salaries Tech/Professional	0	0	0	147,565	147,565	100.0%
Salaries Operational Staff	118,230	116,239	135,096	72,434	-62,662	-46.4%
Operational Staff Overtime	2,660	6,316	2,000	2,000	0	0.0%
Additional Compensation	439	450	462	0	-462	-100.0%
Personnel Services	246,678	263,479	307,550	390,072	82,522	26.8%
In State Travel	0	106	200	200	0	0.0%
Communication Telephone	1,892	2,064	1,950	2,000	50	2.6%
Training & Education	7,994	136	16,000	16,000	0	0.0%
Dues & Subscriptions	275	395	550	550	0	0.0%
Copy/Mail Center Fees	1,446	2,413	1,700	0	-1,700	-100.0%
Bookbinding	0	0	500	500	0	0.0%
Consulting Services	7,988	31,225	5,000	5,000	0	0.0%
Purchase of Services	19,594	36,339	25,900	24,250	-1,650	-6.4%
Copy Center Supplies	1,832	2,790	2,000	2,000	0	0.0%
Office Supplies	1,820	478	2,000	2,000	0	0.0%
Supplies	3,652	3,268	4,000	4,000	0	0.0%
Total Comptroller	269,924	303,086	337,450	418,322	80,872	24.0%



Town of Natick

Home of Champions

Department: Finance

Division:

Comptroller

Line-Item Detail

Narrative:

Personnel Services

Salaries Management: Line item is the compensation for the position of Town Comptroller.

Salaries Supervisory: Line item is the compensation for the position of Assistant Comptroller.

Salaries Technical/Professional: Compensation for the positions of (1) Staff Accountant and (1) Procurement Officer.

Salaries Operational Staff: Compensation for the positions of: (1) Payroll Manager, and (1) Part-Time Department Assistant. Part-time staff are those who work up to 988 hours per year. These positions will be funded on a year-round basis.

Operational Staff Overtime: This amount is used for emergencies during peak work load times usually at the end of the fiscal year.

Additional Compensation: Line item represents longevity compensation for the Administrative Assistant.

Purchase of Services

In State Travel: Annual conference for the Accounts/Auditors which is held at the University of Mass and used as well by the Procurement Officer to attend various MAAPO meetings to keep up to date on procurement laws.

Training & Education: Continuing education for the Comptroller and Assistant Comptroller which includes Massachusetts Municipal Auditors and Accountants School (Comptroller also maintains "Certified Municipal Accountant" designation through this school) , MUNIS training to enable staff to keep up to date with current versions, as well as, organizing and encouraging Munis training courses within the Town of Natick for departmental staff, to enable full use of the Financial package by all staff members and courses for the Procurement Officer to maintain procurement certification.

Dues & Subscriptions: Various Professional Groups i.e. Mass Accounts/Auditors, Government Finance Officers Assoc, Mass Assoc of Public Purchasing Officers dues and related materials.

Communication Telephone: Office telephones, Fax Machine and mobile phone for Procurement Officer.

Copy/Mail Center Fees: These fees are moving to a central expense line within the General Fund Budget

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

Supplies:

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

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



Town of Natick

Home of Champions

Department: Finance

Division: Assessor

Appropriation Summary

	2010	2011	2012	2013	2012 vs. 2013	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries						
Personnel Services	269,296	271,939	308,478	310,219	1,741	0.56%
Total Salaries	269,296	271,939	308,478	310,219	1,741	0.56%
Operating Expenses						
Purchase of Services	22,110	24,539	37,300	34,000	-3,300	-8.85%
Supplies	2,521	2,065	3,500	3,500	0	0.00%
Other Chgs. / Exp.	112,548	6,792	75,000	75,000	0	0.00%
Total Operating Expenses	137,179	33,396	115,800	112,500	-3,300	-2.85%
Total Assessor	406,475	305,335	424,278	422,719	-1,559	-0.37%

Mission:

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

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

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

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

Goals:

Customer Service/Personnel Advancement

- Continued update of GIS mapping system and educate public with its use.
- Information Program detailed by tax bill quarters. To promote understanding of the tax process.
- Complete Assessors certification and obtain a designation for staff members, providing educated professionals.

Enhance Web and Other Computer Applications

- Work with DPW to implement an android application for the GIS mapping program.
- Upgrade on-line mapping applications for the public and enhance and develop the abutters tool.

Policy Issues

- Continue to explore the possibility of generating more tax revenue with a complete review of exempt properties.

Miscellaneous

- Complete a process of cross training staff from the collectors and assessors, which will provide the public with an easier and smoother understanding of all tax issues.
- Monitor overlay reserve account for sufficiency & opportunities to release funds.



Town of Natick

Home of Champions

Department: Finance

Division:

Assessor

Budget Overview:

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

II. Recent Developments – South Natick Hills continues to expand. An additional 60 plus units have been added to Natick's growth. We anticipate several more buildings to be added in this current fiscal year creating FY2012 Supplemental bills. The completion for this complex will continue in fiscal year 2013. A multi storied building at 5 Chrysler Road is in it's initial stages of construction. Demolition of the existing building has been completed. This will be a 407 unit apartment complex. These two projects will add to the current workload of the staff and present many challenges. Two more projects that are moving forward are the Paperboard complex and the Hunter Hill project. All of these projects are contributing to Natick's Growth and will require the tireless effort of the entire staff. The large commercial project in Natick is Mathworks and this continues to provide additional revenue, but will also require many staff inspections until completed. The projects mentioned above will monopolize the appraisal staff as well as the clerical staff with inspections and administrative tasks. The Assessors will continue to assist many seniors in completing their personal exemptions. The Senior Work program will also provide elders with a greater credit to their tax bills. The amount of \$1,000 will assist many seniors with their tax burden. The trash bag exemption program has been well received by qualified seniors. We have provided thus far 1,423 sleeves to qualified seniors. These exemptions hopefully, ease some of their real estate tax concerns. The Department of Revenue has certified all of Natick's required analysis for fiscal year 2012. Natick has received final approval and has adopted a single tax rate for fiscal year 2012. The new tax rate will be \$13.91. Once again the Assessors staff anticipates a very active abatement season due in part to the Override. The staff will continue to be available to assist and educate taxpayers in the abatement process.

III. Current Challenges – One of the foremost challenges for the Assessors department will be the completion of the Revaluation for the Department of Revenue for Fiscal Year 2013. This occurs every three years. This project will run in conjunction with other challenges, such as continued building improvements. All improvements require an inspection by the staff when the work is complete or a certificate of occupancy is issued. The certificate of occupancy program increases revenue for the Town. This program also requires the Assessor staff to inspect each property prior to the issuance of a certificate of occupancy. The Assessors anticipate a very busy year with South Natick Hills adding completed buildings, the movement of the Chrysler Road complex, Paperboard development project and the development of Hunter Hill. The staff will continue to execute all the administrative and technical challenges these many projects present, along with performing all of the statistical review required to successfully complete the 2013 Revaluation. The staff will fulfill all building permit, abatement and cyclical inspections as required. The Assessors continue to educate the seniors in the many programs available to assist them with taxation.

IV. Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact - We anticipate Fiscal Year 2013 to be a very active time for the Assessors office. The Revaluation required by the Department of Revenue



Town of Natick

Home of Champions

Department: Finance

Division:

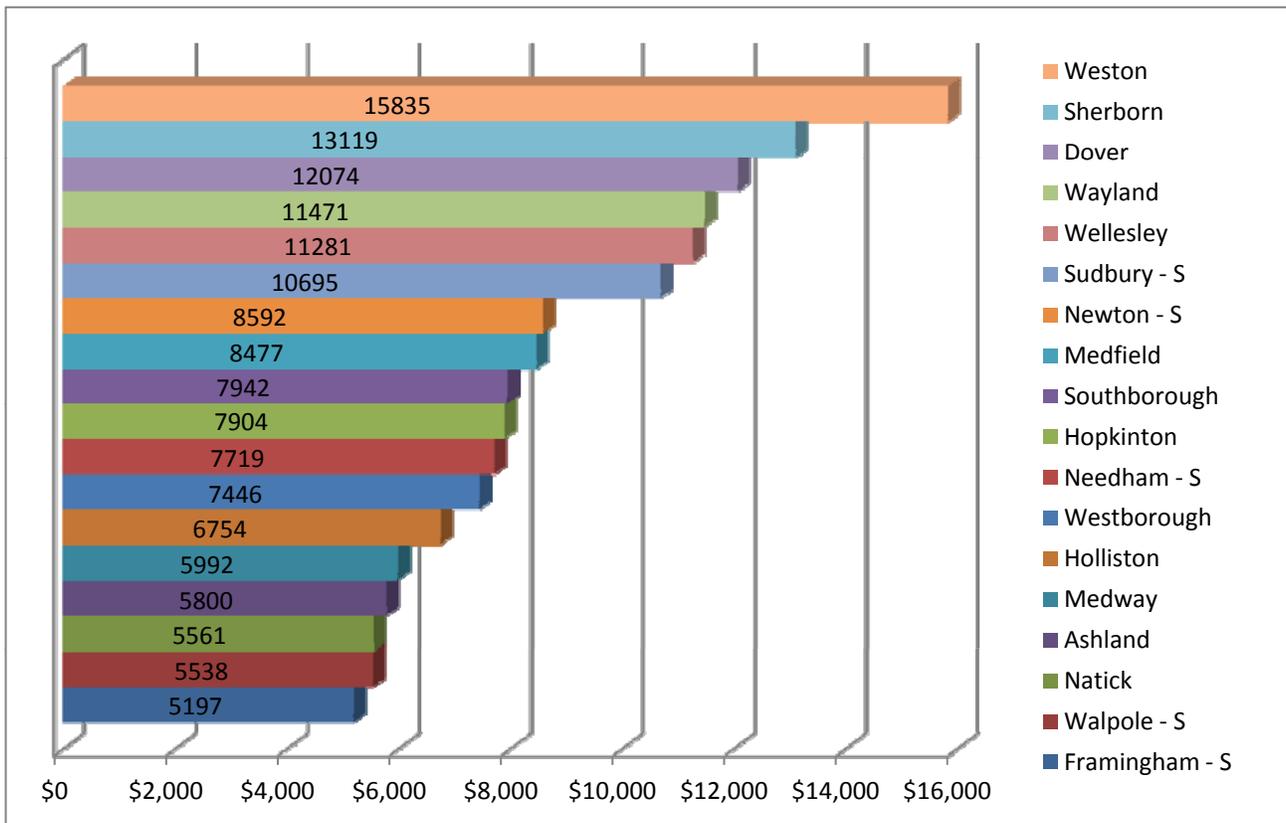
Assessor

Budget Overview:

We are still adjusting to the decrease in staff and the challenges that has brought i.e., distributing the additional workload.

V. On the Horizon – In Fiscal Year 2013 we will be required to comply with all mandated requirements of the Department of Revenue for Revaluation. This is an eminent task for the Assessors staff, which includes extensive technical and statistical review. The Assessors will continue to conduct the necessary abatement and property inspections along with required sales review. The Assessors office will continue to move forward with technology advancements, such as the Android application for GIS mapping program. Continued use of the Smart Board and its applications will help move the Assessors office forward in this technologically challenged society.

FY2011 Single Family Tax Comparison



S - Designated Communities with a Split Tax Rate



Town of Natick

Home of Champions

Department: Finance

Division: Assessor

	2010 Actual	2011 Actual	2012 Appropriated	2013 Appropriated	2012 vs. 2013	
					\$	%
Salaries Management	79,841	79,841	91,984	92,338	354	0.4%
Salaries Operational Staff	46,815	48,156	49,439	49,439	0	0.0%
Part Time Operational Staff	18,139	123,527	29,151	30,018	867	3.0%
Salaries Tech & Professional	123,527	19,712	135,412	135,932	520	0.4%
Operational Staff Additional Comp	468	223	492	492	0	0.0%
Operational Staff Overtime	505	480	2,000	2,000	0	0.0%
Personnel Services	269,296	271,939	308,478	310,219	1,741	0.6%
Repairs & Maint Equip	119	129	2,000	2,000	0	0.0%
In State Travel/Meetings	2,131	2,129	3,000	3,000	0	0.0%
Communication Telephone	1,579	2,077	2,000	2,000	0	0.0%
Education & Training	1,500	12,472	1,500	2,000	500	33.3%
Dues & Subscriptions	1,493	1,005	2,500	2,000	-500	-20.0%
Tax Mapping	9,431	0	20,000	20,000	0	0.0%
Copy/Mail Center Fees	3,215	4,087	3,800	0	-3,800	-100.0%
Communication Postage	2,642	2,639	2,500	3,000	500	20.0%
Purchase of Services	22,110	24,539	37,300	34,000	-3,300	-8.8%
Office Supplies	2,521	2,065	3,500	3,500	0	0.0%
Supplies	2,521	2,065	3,500	3,500	0	0.0%
Revalue of Real Property	112,548	6,792	75,000	75,000	0	0.0%
Other Chgs. / Exp.	112,548	6,792	75,000	75,000	0	0.0%
Total Assessor	406,475	305,335	424,278	422,719	-1,559	-0.4%



Town of Natick

Home of Champions

Department: Finance

Division:

Assessor

Line-Item Detail

Narrative:

Salaries Management: Salary to fund the full time Director of Assessing. This position manages the day to day operations of the Assessors Office including: commercial valuation, residential valuation, personal property valuation, tax mapping, excise tax, personal exemptions, building permit and sales inspections, special assessments, abatements, and Appellate Tax Board appeals. Also responsible for Database and computer systems design and management for Landisc (assessors document archiving and picture storage software), Unifers and AssessPro (CAMA and personal property valuation software), Assessors ArcGis (mapping and GIS), Point Software (abatements and excise), the Assessors management package, and the abutters program. Primary person for internet and website design and updates. This position is the liaison between the Board of Assessors and other boards, administrative offices, and the Department of Revenue.

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

The first Assistant Assessor is responsible for the following:

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

The second Assistant Assessor is responsible for the following:

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

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

Executive Asst 1

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

Admin Asst 1 Part Time

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



Town of Natick

Home of Champions

Department: Finance	Division: Assessor	Line-Item Detail
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Narrative:

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

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

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

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

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

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

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

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

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

Office Supplies: Cost for office supplies related the Assessors Office.

Revaluation of Property: This account is used to support the primary costs related to the revaluation of property required under the provisions of Massachusetts General Laws Chapter 59. This is used to augment the work of the assessing staff and for software/hardware costs not covered by the information technology budget that are directly related to property revaluation.



Town of Natick

Home of Champions

Department: Finance

Division:

Collector

Collector Budget	2010	2011	2012	2013	2012 vs. 2013	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries						
Personnel Services	183,520	186,684	202,056	195,322	-1,579	-0.8%
Total Salaries	183,520	186,684	202,056	195,322	-6,735	-3.3%
Operating Expenses						
Purchase of Services	47,171	76,876	70,250	81,250	11,000	15.7%
Tech. & Prof. Serv.	61,342	74,177	99,500	99,500	0	0.0%
Supplies	2,634	2,772	4,500	4,500	0	0.0%
Total Operating Expenses	111,147	153,825	174,250	185,250	11,000	6.3%
Total Collector	294,667	340,510	376,306	380,572	4,265	1.1%

Mission:

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

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

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

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

Goals:

Assist in the selection and integration of Town Comptroller

Provide leadership/guidance for development of integrated Finance Department
(Collector/Treasurer/Assessing/Comptroller within one Department)

Objective is to provide greater flexibility and ability to respond to evolving staffing needs

Develop written investment policy; form internal investment committee

Implement improved building security program

Greater utilization of pass cards (vs. keys)

Develop improved system for Town Hall access issues



Town of Natick

Home of Champions

Department: Finance

Division:

Collector

Budget Overview:

I. Main Purpose of the Department

The Collector's Office is responsible for the billing and collection of all real estate, personal property, motor vehicle excise and boat excise taxes, parking ticket fines, parking meter receipts, Pay as You Throw fees, and a myriad of miscellaneous departmental permit, license, fees, and other receipts. The Department is responsible for the notification and advertisement of delinquent real estate accounts, Registry of Motor Vehicle "flagging" of delinquent accounts, and other collection activities.

II. Recent Developments

The "online" payment capabilities continues to mark our commitment to improvement in the services provided to the residents of Natick. An "online" application for ordering "municipal lien certificate" was added to our online payment capabilities. Software applications for Community Development receipts and Pay as You Throw billing were developed utilizing QuickBooks Pro and joins Police Detail billing in our suite of billing and collection applications. During FY2011 a web application that will provide access to ".pdf" copies of current bills will be made available to the public.

III. Current Challenges

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

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

V. On the Horizon

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



Town of Natick

Home of Champions

Department: Finance

Division:

Collector

	2010	2011	2012	2013	2012 vs. 2013	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries Management	79,388	70,799	80,534	80,822	288	0.4%
Salaries Supervisory	42,387	47,278	52,144	45,411	-6,733	-12.9%
Salaries Operational Staff	43,927	45,029	46,390	47,083	693	1.5%
Salaries Temp Operational Staff	14,469	21,055	14,796	14,506	-290	-2.0%
Operational Staff Additional Comp	439	672	693	0	-693	-100.0%
Operational Staff Overtime	2,909	1,851	7,500	7,500	0	0.0%
Personnel Services	183,520	186,684	202,056	195,322	-6,735	-3.3%
Repair & Maint Equipment	796	129	2,500	2,500	0	0.0%
In State Travel/Meetings	0	0	500	500	0	0.0%
Training & Education	563	335	500	1,000	500	100.0%
Communication Telephone	325	394	750	750	0	0.0%
Communication Postage	37,856	67,221	57,500	70,000	12,500	21.7%
Collection Activities	1,857	7,077	6,500	6,500	0	0.0%
Copy/Mail Center Fees	5,774	1,720	2,000	0	-2,000	-100.0%
Purchase of Services	47,171	76,876	70,250	81,250	11,000	15.7%
Real Estate Tax Billing	7,964	7,013	8,000	8,000	0	0.0%
Motor Vehicle Excise Tax Billing	2,963	3,558	4,000	4,000	0	0.0%
PAYT Billing	1,000	1,000	1,000	1,000	0	0.0%
Police Detail Billing	1,214	6,092	4,000	4,000	0	0.0%
Ambulance Fee Collections	48,201	56,515	82,500	82,500	0	0.0%
Tech. & Prof. Serv.	61,342	74,177	99,500	99,500	0	0.0%
Office Supplies	2,634	2,772	4,500	4,500	0	0.0%
Supplies	2,634	2,772	4,500	4,500	0	0.0%
Total Collector	294,667	340,510	376,306	380,572	4,265	1.1%



Town of Natick

Home of Champions

Department: Finance

Division:

Collector

Line-Item Detail

Narrative:

Personnel Services

Salaries Management This is the prorated portion of the Finance Director/Treasurer's salary in the capacity as Town Collector (approximately 70% of total salary).

Salaries Supervisory This is the prorated portion of the Assistant Treasurer / Assistant Collector's salary in the capacity as the Town's Assistant Collector (approximately 2/3 of total salary).

Salaries Operational Staff Salary for one staff position is funded in this line item. This position is responsible for Municipal Lien Certificate preparation and is the primary public contact person at the Collector's public service window. A full time position was reduced from this line item in FY2008 after an employee retirement. A position listed in the Utility Billing budget will be funded in the amount of 50% via indirect charge to the General Fund. Adjustments in overtime

Part Time Operational This funds 720 hours of part time operational staff. This position will provide administrative / clerical support to the Finance Director/ Collector and will be available during peak tax receipt periods to supplement the full time Collector's staff.

Overtime Operational This funds overtime worked by operational staff during peak tax receipt periods. These include the weeks of the real estate and personal property due date (Aug 1, Nov 1, Feb 1, & May 1) and various excise tax billings randomly during the year.

Purchase of Services

Repairs and Maintenance This is for the maintenance and repair of business equipment such as date stamp, check signer, endorser, bar code readers, specialized printer, etc.

In State Travel/Meetings This line item was eliminated in FY2010. Limited funding for in-state professional meetings & travel.

Training and Education The costs related MUNIS or POINT Software training, PC-specialized training seminars, etc. This line item was reduced by 62.5% in FY2010 and only essential / mandatory training will be authorized.

Communication Telephone This is the proportional costs assigned to the Collector's Office for telephone service.

Communication Postage This is the direct cost associated with the mailings from the Collector's Office.

Collection Activities These fund are for additional mailings of unpaid / delinquent tax, excise, police detail, tax title, betterment, and other accounts receivable. This line item was reduced for FY2010 and continues to require more efficient use of the resources available. Priority will remain on real estate tax, tax title and other larger receivables. Reduction in FY 2011 is a transfer to the Finance Committee for more accurate accounting of the cost of Finance Committee Recommendation Materials.

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

Technical & Professional Services

Real Estate Tax Billing The cost of producing and mailing (non postage) the real estate bills on a quarterly basis Motor Vehicle Tax Billing The cost of producing and mailing (non postage) the excise tax bills for multiple annual commitments

PAYT Billing The costs producing and mailing (non postage) Pay As You Throw invoices. These invoices are produced weekly with anticipated annual revenue of approximately \$950,000.

Police Detail Billing The costs producing and mailing (non postage) Police Detail invoices. These invoices are produced weekly with anticipated annual collections of approximately \$500,000. The requested appropriation represents approximately 25% of the service charges billed with the Police Detail invoices.

Ambulance Fee Collection These represent fees, based on 4.00% of collected revenue, for a service agency (ProEMS) to process all ambulance invoicing and insurance claim processing as well as costs for on-call ambulances when necessary. The increase is needed due to increased revenue projections of Ambulance Revenues in FY 2012.

Supplies

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



Town of Natick

Home of Champions

Department: Finance **Division: Treasurer**

Treasurer Budget	2010	2011	2012	2013	2012 vs. 2013	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries						
Personnel Services	136,841	145,192	152,650	105,397	-47,253	-31.0%
Total Salaries	136,841	145,192	152,650	105,397	-47,253	-31.0%
Operating Expenses						
Purchase of Services	12,929	14,900	21,750	19,300	-2,450	-11.3%
Tech & Prof. Services	19,015	38,127	35,000	40,000	5,000	14.3%
Supplies	11,610	12,476	4,000	10,000	6,000	150.0%
Total Operating Expenses	43,554	65,503	60,750	69,300	8,550	14.1%
Total Treasurer	180,395	210,695	213,400	174,697	-38,703	-18.1%

Mission:

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

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

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

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

Goals:

Assist in the selection and integration of Town Comptroller

Provide leadership/guidance for development of integrated Finance Department (Collector/Treasurer/Assessing/Comptroller within one Department)
Objective is to provide greater flexibility and ability to respond to evolving staffing needs

Develop written investment policy; form internal investment committee

Implement improved building security program

Greater utilization of pass cards (vs. keys)
Develop improved system for Town Hall access issues



Town of Natick

Home of Champions

Department: Finance

Division: Treasurer

Budget Overview:

I. Main Purpose of the Department

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

II. Recent Developments

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

III. Current Challenges

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

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

The payroll function is being moved out of the Treasurer's Office. It is hoped this transfer of personnel, along with the addition of a Staff Accountant within the Comptroller's budget will enhance and solidify overall financial operations for the Town within the existing divisional frameworks.

V. On the Horizon

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



Town of Natick

Home of Champions

Department: Finance

Division: Treasurer

	2010 Actual	2011 Actual	2012 Appropriated	2013 Appropriated	2012 vs 2013	
					\$	%
Salaries Management	33,044	31,300	33,506	33,657	151	0.5%
Salaries Supervisory	21,324	23,775	26,201	22,851	-3,351	-12.8%
Salaries Operational Staff	81,495	85,646	90,443	46,389	-44,054	-48.7%
Part Time Operational Staff	244	0	0	0	0	0.0%
Overtime Operational Staff	735	4,471	2,500	2,500	0	0.0%
Personnel Services	136,841	145,192	152,650	105,397	-47,253	-31.0%
Repair & Maint Equipment	1,877	310	5,000	5,000	0	0.0%
In State Travel/Meetings	0	50	500	500	0	0.0%
Training & Education	431	2,155	500	1,000	500	100.0%
Communication Telephone	946	431	800	800	0	0.0%
Communication Postage/Envelopes	7,313	8,605	12,350	12,000	-350	-2.8%
Copy/Mail Center Fees	2,363	3,350	2,600	0	-2,600	-100.0%
Purchase of Services	12,929	14,900	21,750	19,300	-2,450	-11.3%
Banking Services Fees	19,015	38,127	35,000	40,000	5,000	14.3%
Tech & Prof. Services	19,015	38,127	35,000	40,000	5,000	14.3%
Office Supplies	11,610	12,476	4,000	10,000	6,000	150.0%
Supplies	11,610	12,476	4,000	10,000	6,000	150.0%
Total Treasurer	180,395	210,695	213,400	174,697	-38,703	-18.1%



Town of Natick

Home of Champions

Department: Finance

Division:

Treasurer

Line-Item Detail

Narrative:

Personnel Services

Salaries Management This is the prorated portion of the Finance Director/Treasurer's salary in the capacity as Town Treasurer (approximately 30% of total salary).

Salaries Supervisory This is the prorated portion of the Assistant Treasurer / Assistant Collector's salary in the capacity as the Town's Assistant Treasurer (approximately 1/3 of total salary).

Salaries Operational Staff Salaries for one staff position is funded in this line item.

Overtime Operational Overtime for the operational staff member. These fund overtime in peak demand times to remain current for any cash / bank reconciliation requirements.

Purchase of Services

Repairs and Maintenance This is for the maintenance and repair of business equipment such as date stamp, check signer, endorser, bar code readers, specialized printer, etc.

In State Travel/Meetings This line item is level-funded.

Training and Education The costs related MUNIS or POINT Software training, PC specialized training seminars, etc. Only essential / mandatory training will be authorized.

Communication Telephone This is the proportional costs assigned to the Treasurer's Office for telephone service.

Communication Postage This is the direct cost associated with the mailings from the Treasurer's Office.

Tech. & Prof. Services

Banking Services Fees This is utilized for payment of charges for account services such as returned check fees, service fees charged by depository banks, paying agent fees for debt service, etc. This item is increasing by \$5,000 from FY2012 due to increases in associated fees and processing. (Please note that the FY2008 spending level was \$45,011.)

Supplies

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



Town of Natick

Home of Champions

Department: Information Technology

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Appropriated	2012 vs 2013 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 219,219	\$ 219,219	\$ 238,945	\$ 238,945	\$ -	0.00%
Total Salaries	\$ 219,219	\$ 219,219	\$ 238,945	\$ 238,945	\$ -	0.00%
Operating Expenses						
Purchase of Services	\$ 325,823	\$ 278,833	\$ 357,600	\$ 357,600	\$ -	0.00%
Supplies	\$ 15,962	\$ 11,221	\$ 16,500	\$ 16,500	\$ -	0.00%
Other Chgs. & Exps.	\$ 247,847	\$ 233,578	\$ 265,000	\$ 265,000	\$ -	0.00%
Total Operating Expenses	\$ 589,631	\$ 523,632	\$ 639,100	\$ 639,100	\$ -	0.00%

Total Information Technology	\$ 808,850	\$ 742,851	\$ 878,045	\$ 878,045	\$ -	0.00%
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Mission:

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

Goals:

- Continue to work with the Town Administration and Town Departments to find and implement cost effective solutions that use current technologies to improve and streamline the day to day operations and facilitate easy access to that data for both the Town and the public via the town web site.
- UPDATE ALL MEETING ROOMS IN TOWN HALL AND EOC WITH INTERACTIVE PROJECTORS, SMARTBOARDS AND LCD TVs WHERE NEEDED
- INSTALL MEETING AGENDA AND SCHEDULING SOFTWARE SYSTEM
- INSTALL TOWN WIDE PERMITTING SYSTEM
- Identify and implement new technologies that will that help manage an ever growing IT infrastructure.
- Communicate and collaborate with School IT Department and other municipalities IT Department's.

Disaster Recovery Planning

- Install high availability and failover capabilities on critical systems not yet protected
- Implement cloud based data storage to supplement Town backup systems.

Miscellaneous

- Facilitate training for employees as needed & applicable, e.g. MUNIS, web, etc.
- Continue to evaluate cost effective alternatives for equipment & technology e.g. lease vs. purchase, return-on-investment, outsourcing, etc.
- Develop policies as appropriate re: use of technology, social networking and associated equipment



Town of Natick

Home of Champions

Department: Information Technology

Budget Overview:

I. Main Purpose of the Department

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

II. Recent Developments

- Installation of public and private networks in all Town buildings
- Meeting Room upgrades in Town Hall and EOC
- Virtualization and Upgrade of Assessing software to Blade server
- Assist School IT Department with design of new VIOP Phone system network for the new High School and potentially the new Community center and EOC
- Finalize data/voice networks equipment in new Community Center Building
- Upgraded backup and anti-virus software
- Upgraded Network Switches in Police, Fire, Senior Center and Recreation and Parks

III. Current Challenges

- Day to day operations and the ensuring integrity of data backups and data mirrors.
- Network monitoring and troubleshooting.
- Providing PBX support.
- Maintaining Patch levels and security on desktops and servers (i.e. spyware, adware, viruses).
- Continued replacement of older PCs, printers and UPSs.

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

- None

V. On the Horizon

- Complete Review of Permitting Systems, Purchase and implement
- Purchase and Install Meeting Agenda and Scheduling software
- Request funding in Fall FY2013 for Town wide Document Management System
- Add second Exchange 2007 server in Police Station for failover - virtualized.
- Replace Network Switches in Police, Fire, Senior Center and Recreation and Parks
- Evaluate Cloud technologies for email and off-site backup.
- Work with School Department to integrate, train and install new VIOP Phone system for the new High School
- Install and configure data/voice equipment and systems in new Community Center Building



Town of Natick

Home of Champions

Department: Information Technology

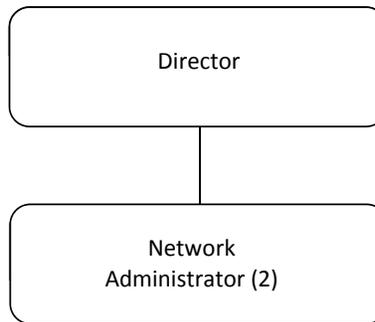
Staffing	2009	2010	2011	2012	2013
Director	1	1	1	1	1
Network Administrator	2	2	2	2	2
Database Administrator	1	0	0	0	0
Data Entry Clerk	0.75	0	0	0	0
Total FTE	4.75	3	3	3	3

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

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

Organizational Chart



Performance Indicators	2009	2010	2011	2012	2013
Workload Measures					
Software Maintenance Cost	\$ 209,733	\$ 251,826	\$ 234,448	\$ 280,000	\$ 280,000
Estimated number of support calls	N/A - Working on indicator				
Percentage of PC support calls for Viruses and Malware	20%	10%	5%	3%	3%
Number of PC's Supported	250	250	250	275	275
Staff	4.75	3	3	3	3

	2009	2010	2011	2012	2013
Efficiency Measures					
Number of PC's Supported/Staff Member	53	83	83	85	85

	2009	2010	2011	2012	2013
Outcome Measures					
Percentage of time:					
- E-mail systems fully operational	N/A	N/A	N/A	99%	99%
- Network systems fully operational	N/A	N/A	N/A	99%	99%
- Website fully operational	N/A	N/A	N/A	99%	99%



Town of Natick

Home of Champions

Department: Information Technology

	2010 Actual	2011 Actual	2012 Appropriated	2013 Appropriated	2012 vs 2013 \$ (+/-) % (+/-)	
Salaries Management	\$ 90,751	\$ 90,751	\$ 97,177	\$ 97,177	\$ -	0.00%
Salaries Technical/Professional	\$ 128,468	\$ 128,468	\$ 141,768	\$ 141,768	\$ -	0.00%
Personnel Services	\$ 219,219	\$ 219,219	\$ 238,945	\$ 238,945	\$ -	0.00%
Repairs & Maint Equipment	\$ 56,836	\$ 26,450	\$ 52,000	\$ 52,000	\$ -	0.00%
Maintenance Contracts Software	\$ 251,826	\$ 234,448	\$ 280,000	\$ 280,000	\$ -	0.00%
Communication Telephone	\$ 12,638	\$ 16,184	\$ 19,600	\$ 19,600	\$ -	0.00%
Copy/Mail Center Fees	\$ 1,528	\$ 1,751	\$ 1,000	\$ 1,000	\$ -	0.00%
Training & Education	\$ 2,995	\$ -	\$ 5,000	\$ 5,000	\$ -	0.00%
Purchase of Services	\$ 325,823	\$ 278,833	\$ 357,600	\$ 357,600	\$ -	0.00%
Computer Supplies	\$ 6,962	\$ 2,221	\$ 7,500	\$ 7,500	\$ -	0.00%
Paper Supplies - Municipal	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ -	0.00%
Supplies	\$ 15,962	\$ 11,221	\$ 16,500	\$ 16,500	\$ -	0.00%
Equipment Replacement Computers	\$ 74,516	\$ 67,283	\$ 75,000	\$ 75,000	\$ -	0.00%
Software Systems Upgrade & Replace	\$ 78,493	\$ 56,261	\$ 72,000	\$ 72,000	\$ -	0.00%
LAN/WAN Maintenance	\$ 49,960	\$ 74,842	\$ 70,000	\$ 70,000	\$ -	0.00%
Telephone System Maintenance	\$ 44,878	\$ 35,193	\$ 48,000	\$ 48,000	\$ -	0.00%
Other Chgs. & Exps.	\$ 247,847	\$ 233,578	\$ 265,000	\$ 265,000	\$ -	0.00%
Total Information Technology	\$ 808,850	\$ 742,851	\$ 878,045	\$ 878,045	\$ -	0.00%



Town of Natick

Home of Champions

Department: Information Technology

Line-Item Detail

Personnel Services:

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

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

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

Purchase of Services:

Repairs and Maintenance Equipment – Cost of repairing, maintaining and if offered by the vendor, extending hardware maintenance on all existing equipment attached to the Town network. Includes but is not limited to personal computers, network printers and all network servers - Authentication, Email, File, Print, Application, Database and Web Servers.

Maintenance Contracts Software – Cost of replacing, maintaining and licensing of Town software applications. Includes but is not limited to Town's Financial Software (Munis), Operating Systems, Email System, Geographical Information System (GIS), Firewall Software and Police/Fire Computer Aided Dispatch Software, Virtual Servers Software (VMware, Vizioncore), Election System Software, database software (Informix, Oracle, Pervasive SQL, Microsoft SQL Server).

Communication Telephone – Cost for local and long distance phone service and mobile telephones for the Information Technology Department, the Town Web Site Hosting Services at Virtual Town Hall (VTH) and Town T1 Internet Access.

Copy/Mail Center Fees – Cost for services provided by Town copy and mail center.

Training Education – Cost of providing Information Technology Staff with training to effectively administer/support/deploy software applications and hardware currently supported by Information Technology Department. Also included are the purchase of technology documentation, manuals, on-line training and training for other department's staff as necessary.

Supplies:

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

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

Other Charges & Expenses:

Equipment Replacement Computers – Cost of cyclical replacement of personal computers, networked printers, network servers and uninterrupted power supplies (UPS).

Software Systems Upgrade & Replace – Cost of purchasing new software applications and new software licensing. Anticipated purchases include but are not limited to integration of Windows new Vista operating system and any associated client access licenses, improving disaster recovery and security applications, Virtual Server Software, File system and Email Archiving software and High-Availability Software.

LAN/WAN/INET Data Maintenance – Cost of maintenance of local area and wide area networking equipment. Includes network switches, firewall equipment and INET fiber optic switching equipment.

Telephone System/INET Voice Maintenance – Cost of maintenance for Town PBX Telephone system, T1 fiber optic emulators, Voice Mail System and Call Accounting System.



Town of Natick

FY 2013 Appropriated Budget

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Town of Natick

Home of Champions

Department: Town Clerk

Appropriation Summary

	2010	2011	2012	2013	2012 vs. 2013	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries						
Personnel Services	188,959	192,509	206,260	209,863	3,603	1.7%
Total Salaries	188,959	192,509	206,260	209,863	3,603	1.7%

Operating Expenses

Purchase of Services	3,977	6,009	6,900	7,350	450	6.5%
Tech. & Prof. Serv.	2,254	11,303	11,200	11,400	200	1.8%
Supplies	1,232	2,589	3,000	3,000	0	0.0%
Total Operating Expenses	7,463	19,901	21,100	21,750	650	3.1%

Total Town Clerk	196,422	212,410	227,360	231,613	4,253	1.9%
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Goals for the Town Clerk and Elections Offices

Personnel Management and Training

Pursue professional development opportunities in areas such as computer skills (excel and access), the new vitals program and election law changes. All staff and election staff will need to be trained on our new voting machines. Continue cross training for office staff to ensure versatility especially in the areas of elections, vitals and zoning. Continue to pursue improved efficiencies through increased use of technology and internal enhancements. Improve the process for hiring election workers. Become more involved in the Mass Clerks Assoc.

Website development and maintenance & Technology

Work with IT to improve the design and access to information on the Town Clerk's website and then how those interface with the Town's website. Work with the IT department and Virtual Town Hall to train staff on website maintenance. Setup databases to track compliance with Open meeting Law and Conflict of Interest disclosures. Work with departments to enhance filing systems for planning and zoning applications and decisions and develop tracking system for volunteers.

Records Retention, Preservation and Cataloguing

Complete the first year of a multi-year records preservation program (funded at 2010 Fall Annual Town Meeting). Monitor records retention and work with other town departments to identify records which can be destroyed. Research new digital and/or electronic technologies for document storage and cataloguing. Implement appropriate storage for current vital records and other permanent Town records including storage capacity in the vault. Complete the codification of the By-laws and Charter.

Miscellaneous

Implement the charter change regarding filling town meeting vacancies. In addition, work within the town government structure to continue to inform residents regarding local elections and vacancies.



Town of Natick

Home of Champions

Department: Town Clerk and Board of Registrars

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

I. Main Purpose of the Department

To serve the citizens needs in a professionally, efficiently and courteously and to assure fair and impartial elections.

II. Recent Developments

This year Vitals implemented an on-line system for births. Their goal is to implement a similar program for deaths in the upcoming year. This does not mean that the public can access this information, rather that we can access it. Unfortunately we are still required to keep a hard copy of all vitals. This year, in order to improve and better manage the VRIS (voter registry system), we followed up on inactive voters, thus allowing us to delete some voters. During the year, the staff implemented an on-line filing system for DBA (doing business as) certificates. In addition, the revenue reporting system has been streamlined. A database of the indices for marriages and deaths (1992-present) were created, allowing easier access for information for staff and thereby the public. For the first time, the office used students to work at the polls. We will continue to follow that practice.

III. Current Challenges

The office continues to make changes and improve the data that is entered into the VRIS (voter registration information system). FY 2013 will include a state primary and presidential election which will result in increased volume in the Clerk's office (voter registration, party changes, nomination papers etc). Additional training in Virtual Town Hall which will allow the office to maintain and improve the information available through the Town Clerk's web page. We will continue to use technology to increase access to data electronically by creating databases for information that we access on a continual basis. (i.e.: zoning and planning decisions, OML and Conflict of interest tests).

We have purchased new voting machines and will have to make sure that all election personnel are trained prior to the Presidential election.

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

The upcoming year will include the presidential election which will have high voter turnout. This will require an increased number of election staff for that day. Following this election, we will be able to delete inactive voters who have not voted in the past 4 years and most likely no longer live in our community.

There have been several glitches along the way but we hope to begin the historical document restoration process. In addition, we will complete the codification process during this year. This will result in the timely update of the Charter and the By-laws.

V. On the Horizon

In addition we will be working with the Town to help determine the most expedient and efficient methods for digitally storing data. This will not completely eliminate the need to keep and/or maintain paper records but will be critical in terms of storage space. The storage capabilities in the vault need to be addressed and improved. The Clerk will be working with Town administration on record retention and disposal. The Clerk's office will continue to use technology to improve efficiencies.



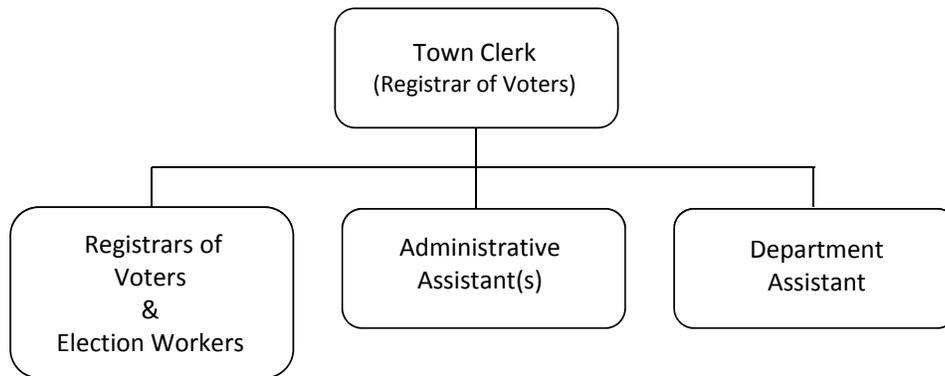
Town of Natick

Home of Champions

Department: Town Clerk

Staffing	2009	2010	2011	2012	2013
Town Clerk	1	1	1	1	1
Assistant Town Clerk	0	0	0	0	0
Department Assistant	1	1	1	1	1
Administrative Assistant	2	2	2	2	2
Total FTE	4	4	4	4	4

Organizational Chart



Performance Indicators

For statistics on a calendar year basis, please refer to the Town Report.

	2009	2010	2011	2012	2013
Workload Indicators					
Number of Certificates & Licenses Processed					
- Birth Certificates	N/A - Indicator under development				
- Death Certificates	N/A - Indicator under development				
- Marriage Licenses	N/A - Indicator under development				
- Business Licenses	N/A - Indicator under development				
- Dog Licenses	N/A - Indicator under development				
Number of Meetings Posted	N/A - Indicator under development				
Number of Census Forms Mailed	N/A - Indicator under development				

	2009	2010	2011	2012	2013
Outcome Indicators					
Percentage of Census Forms Returned	N/A - Indicator under development				



Town of Natick

Home of Champions

Department: Town Clerk

Budget Detail	2010	2011	2012	2013	2012 vs 2013	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries Management	66,665	62,302	68,000	70,268	2,268	3.3%
Salaries Operation Staff	121,816	128,378	135,060	136,395	1,335	1.0%
Operational Staff Overtime	478	1,828	3,200	3,200	0	0.0%
Personnel Services	188,959	192,509	206,260	209,863	3,603	1.7%
Repairs & Maint Equipment	129	890	700	500	-200	-28.6%
In State Travel/Meetings	620	339	1,200	1,400	200	16.7%
Communication Telephone	687	467	750	750	0	0.0%
Dues & Memberships	200	175	250	200	-50	-20.0%
Copy/Mail Center Fees	2,281	4,139	4,000	4,500	500	12.5%
Mass General Law Updates	-66	0	0	0	0	0.0%
Other Services Misc.	126	0	0	0	0	0.0%
Purchase of Services	3,977	6,009	6,900	7,350	450	6.5%
Communication Print & Advertising	2,029	4,193	4,000	4,200	200	5.0%
Binding	224	7,110	7,200	7,200	0	0.0%
Tech. & Prof. Serv.	2,254	11,303	11,200	11,400	200	1.8%
Office Supplies	1,232	2,589	3,000	3,000	0	0.0%
Supplies	1,232	2,589	3,000	3,000	0	0.0%
Total Town Clerk	196,422	212,410	227,360	231,613	14,950	1.9%

Line-Item Detail

Personnel Services

Covers the costs of 1 Town Clerk and 3 assistants within the Clerk's office. Overtime is used for elections and Town Meeting. Beginning with the Spring 2010 Annual Town Meeting only one employee works at Town Meeting. In the past year the office has reduced the use of overtime through flexible scheduling. However, our work load will increase dramatically this year with the upcoming State and presidential elections in the fall. This line item will be funded at the same dollar amount. The Town Clerk's salary has been entered at a \$70,000 as a starting point as that is the lowest pay level for a grade 4 manager (all other department heads).

Purchase of Services

Repairs and Maintenance of Equipment – This budget reflects a slight decrease in the total dollar amount as the time clock was recently replaced as was a paper cutter. This office continues to use typewriters for some forms required by the State and any repairs would be included in this line item. In addition, maintenance of the town seal is included.

In State Travel /Meetings – This line item increased slightly to allow staff to attend conferences which offer education classes through the Mass Town Clerk's Assoc. and speakers from the Secretary of State's office. A slight increase will allow for other staff members to take advantage of the classes offered at the Clerk's conferences. In addition, I am seeking computer training opportunities for the staff.

Communication/Telephone – This line is funded at the same level as last year.

Dues & Membership – Cost associated with being a member of the Mass Town Clerk's Association and the Middlesex County Clerk's Association. Also pays for registration fees and dues for the conferences.

Copy/Mail Center Fees in the Clerk's and Registrars Budgets – These departments work jointly in one office. Copy and mail center fees include all voter acknowledgements, absentee ballots, overseas ballots, confirmation cards, dog license information and training materials for election workers. Mandates for the State Ethics, OCPF and OML laws will continue to require large amounts of copying and mailing. In addition, postage costs are increasing at least by 1¢, and possibly more.

Tech & Prof. Services (Clerks and Registrars Budget)

Communication Printing & Advertising - This line-item covers the costs of printing & advertising of warrants for town meetings and elections, the printing of the mailing for the annual street listing as well as the books, printing updated versions of the charter and by-laws, confirmation cards..

Binding - purchasing appropriate binders and storage sleeves for birth certificates. This will be a multi year project. In addition, there are funds requested in order to maintain these records on an ongoing basis.

Supplies

Office Supplies – Materials needed for the day to day operation of the Town Clerk's Office. This includes increases to make sure that all Town Meeting minutes are appropriately recorded and maintained. This is level funded with no cost increases included.



Town of Natick

Home of Champions

Department: Elections

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Appropriated	2012 vs. 2013	
					\$	%
Salaries						
Personnel Services	35,324	45,592	32,350	59,565	27,215	84.1%
Total Salaries	35,324	45,592	32,350	59,565	27,215	84.1%
Operating Expenses						
Purchase of Services	20,487	35,916	50,000	62,500	12,500	25.0%
Total Operating Expenses	20,487	35,916	50,000	62,500	12,500	25.0%
Total Elections/Bd. of Reg.	55,811	81,508	82,350	122,065	39,715	48.2%

Budget Overview:

I. Main Purpose of the Department

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

II. Recent Developments

New voting machines were purchased and will be used for the first time in the Presidential primary. State mandated use of Auto Mark terminals to assist sight and hearing impaired voters continues to be very limited, but we must legally have them programmed and fully functional. There have been significant changes to the voting processes and regulations for overseas and specially qualified voters.

III. Current Challenges

The current challenge is to recruit and train election personnel. All personnel will require training on the new voting machines. In addition, with changes to redistricting it will be critical to update and maintain Voter Registration Information Systems (VRIS) database correctly. Federal and state elections result in larger turnout and significantly greater volume prior to the election (registrations, absentee ballots, etc).

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

Additional funds have been added to this budget in order to provide coffee/danish and lunch for the election workers. Funds have been added to this budget to assure that we have enough staff to handle the election volume that will come with the State primary and the presidential election in the upcoming year. In addition, increased rates for the Warden and Clerks are included. This will maintain a differential for those positions. They positions have more responsibility than the inspectors.

Staffing	2009	2010	2011	2012	2013
Board of Registrars	4*	4*	4*	4*	4*
Election Workers	60*	60*	60*	60*	80*
Total FTE	Varied	Varied	Varied	Varied	Varied

Notes

*Registrars of Voters and Election Workers each receive stipends for their service during elections. They work extremely limited hours, not really quantifiable into a FTE.



Town of Natick

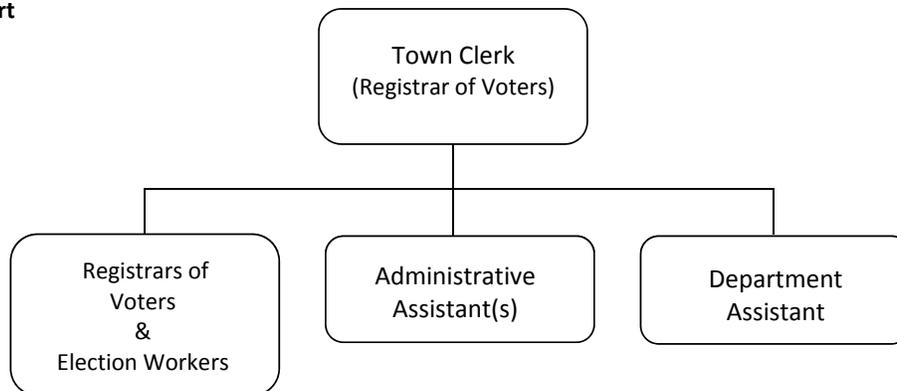
Home of Champions

Department: Elections

Performance Indicators	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Workload Indicators					
Number of Elections	N/A	5	3	2	3
Number of Registered Voters	N/A - Indicator under development				
Number of New Voters Registered	N/A - Indicator under development				
Number of First Time Voters Registered	N/A - Indicator under development				

	2009	2010	2011	2012	2013
Outcome Indicators					
Voter Turnout					
- Municipal	N/A - Indicator under development				
- State	N/A - Indicator under development				
- Federal	N/A - Indicator under development				

Organizational Chart



Budget Detail

	2010	2011	2012	2013	2012 vs. 2013	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries Management	4,248	3,244	4,290	4,290	0	0.0%
Salaries Election Workers	31,075	42,348	28,060	52,475	24,415	87.0%
Salaries Misc	0		2,800	2,800	0	0.0%
Personnel Services	35,324	45,592	35,150	59,565	24,415	69.5%
Communication Postage	2,846	13,701	13,900	14,250	350	2.5%
Communication Election Coding	10,199	16,819	21,800	30,550	8,750	40.1%
Communication Printing of Ballots	4,344	2,732	8,500	8,500	0	0.0%
Communication Books	1,178	1,571	2,000	2,000	0	0.0%
Election Supplies	1,920	1,092	3,800	4,200	400	10.5%
Supplies Misc.	0	0	0	3,000	3,000	100.0%
Purchase of Services	20,487	35,916	50,000	62,500	12,500	25.0%
Total Board of Registrars	55,811	81,508	85,150	122,065	36,915	43%



Town of Natick

Home of Champions

Department: Elections

Line-Item Detail:

Personnel Services

Pays for the salaries for the four (4) registrars and election workers (required under M.G.L. Ch. 51, Section 16A), as well as Constables and Town Meeting Pages. In FY 2013 we will have 3 elections: a State primary, presidential election and a local election. The first two are likely to have large voter turnout and I have added additional staff to assure that the polls are well covered and the we can handle any issues that arise. This is critical to avoid long waiting lines, mistakes and errors and enough staff to assure that all personnel positions are covered at all times. This past year we used students from the High School to help at the end of the evening with ballot counting, reconciliation of the books, and write-in votes. This practice will continue this year.

Please reference the Personnel Staffing Sheet at the end of this budget for a breakout of staffing costs for each election.

Purchase of Services

Postage – Covers election mailings including absentee ballots, the annual street listing, confirmation notices (with return postage) to all inactive voters and additional postage to try forward returned mail. This also includes an increase in postage costs.

Printing & Advertising- See detail and notes in Clerk's budget

Election Coding – This includes the service contract for the voting machines, programming of the regular and the Automark machines and printing the ballots.

Communication Books – This item includes the street listing books

Election Supplies - This amount of \$1,000/election or \$2,000/annually accurately captures the amount of resources necessary to supply and outfit the polling sites & run elections. This also includes other office supplies.

Postage			14,250
Total Election Coding costs			30,550
Ballots -	2,000	3	6,000
Programming			
Service Contract			4,300
programming	2,250	3	6,750
Automark flaschard Program	4,500	3	13,500
Street Books Printing	2,000		2,000
Other printing	8,500		8,500
Office Supplies	4,200		4,200
Supplies, Misc. (Food for Workers)			3,000
Total Expenses			62,500



Town of Natick

FY 2013 Appropriated Budget

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Town of Natick

Home of Champions

Department: Sealer of Weights & Measures

Appropriation Summary

	2010	2011	2012	2013	2012 vs. 2013	
	Actual	Actual	Appropriated	Appropriated	\$	%
Personnel Services						
Personnel Services	14,317	14,317	14,659	14,659	0	0.00%
Total Operating Expenses	14,317	14,317	14,659	14,659	0	0.00%

Operating Expenses

Purchase of Services	588	841	850	850	0	0.00%
Total Other Chgs. & Expenses	588	841	850	850	0	0.00%

Total Sealer of Weights & Measures	14,905	15,158	15,509	15,509	0	0.00%
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Budget Overview:

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

In interpreting the figures below, the reader should understand that device statistics may increase or decrease as businesses move in and out of the Town; as they expand or downsize their operations; and as they remove, repair, or replace their equipment. In 2010, another gasoline retailer located on Route 9 closed its doors.

Staffing	2009	2010	2011	2012	2013
Sealer of Weights & Measures	0.4	0.4	0.4	0.4	0.4
Total FTE	0.4	0.4	0.4	0.4	0.4

Total FT/PT	0 FT / 1 PT				
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Performance Indicators	2009	2010*	2011*	2012*	2013*
Workload Measures					
Scales Tested					
- 100lbs-1000lbs	14	15	15	15	15
- 10lbs-100lbs	93	92	92	92	92
- Less than 10lbs	10	10	10	10	10
- Metric & Apothecary Weights	33	33	33	33	33
Liquid Measuring Device					
- Gasoline Meters	153	136	176	176	176
- Vehicle Tank Meters	15	14	14	14	14
- Taxi Meters	24	27	27	27	27

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



Town of Natick

Home of Champions

Department: Sealer of Weights & Measures

Budget Detail

	2010	2011	2012	2013	2012 vs. 2013	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries Technical & Professional	14,317	14,317	14,659	14,659	0	0.00%
Personnel Services	14,317	14,317	14,659	14,659	0	0.00%
Repairs & Maint Supplies	498	498	500	500	0	0.00%
Training & Education	0	145	200	200	0	0.00%
Dues & Subscriptions	90	198	150	150	0	0.00%
Purchase of Services	588	841	850	850	0	0.00%
Total Sealer of Weights & Measures	14,905	15,158	15,509	15,509	0	0.00%

Line-Item Detail

Personnel Services

Salaries Technical & Professional: Pays for the Sealer of Weights & Measures.

Purchase of Services

Repairs & Maintenance Supplies: Supplies required to carry out the duties of the office. Up-to-date weights and measures laws and regulations including National Institute of Standards Handbook 44 and other NIST handbooks and publications, Massachusetts General Laws, Massachusetts Code of Regulations, and Town By-laws. Avoirdupois, apothecary, metric, and troy weights and liquid test measures which meet NIST Handbook 44 requirements together with carrying cases, hand tools, cart, funnel, safety cones, and other safety items. Vinyl seals for display to the public that a device has been tested and sealed and is legal for trade, lead and wire seals to secure the device's adjustment mechanism to deter and to exhibit any tampering, a punch to mark the vinyl seals, a seal press to press and imprint the lead and wire seals, and dies for use with the seal press. Not sealed labels, condemned tags, inspection pads, citation and receipt books, and office supplies and postage. A level funded \$500.00 is requested for FY 2013.

Training & Education: Massachusetts General Law and Division of Standards regulations require local Sealers to attend training and fulfill continuing education requirements. Actual annual cost for training to satisfy requirements is running upwards of \$125.00, plus local travel. The Division recommends \$200.00 be budgeted for training each year. A level funded \$200.00 is requested for FY 2013.

Dues & Subscriptions: Handbooks and publications containing updated laws and regulations required for weights and measures enforcement are provided free with membership from the National Conference on Weights and Measures. The Massachusetts Weights and Measures Association and Eastern Massachusetts Weights and Measures Association provide updated Massachusetts General Law information and comment, and also offer training to satisfy regulatory requirements at an additional expense to its members. The actual cost for dues to the above organizations is presently \$145.00. A level funded \$150.00 is requested for FY 2013.



Town of Natick

Home of Champions

Department: Community Development

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Appropriated	2012 vs 2013 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 632,287	\$ 662,149	\$ 703,350	\$ 728,864	\$ 25,514	3.63%
Total Salaries	\$ 632,287	\$ 662,149	\$ 703,350	\$ 728,864	\$ 25,514	3.63%
Operating Expenses						
Purchase of Services	\$ 10,519	\$ 11,309	\$ 13,805	\$ 10,805	\$ (3,000)	-21.73%
Supplies	\$ 3,953	\$ 4,363	\$ 4,500	\$ 4,500	\$ -	0.00%
Tech. & Prof. Serv.	\$ 6,807	\$ 8,313	\$ 8,506	\$ 8,506	\$ -	0.00%
Total Operating Expenses	\$ 21,278	\$ 23,985	\$ 26,811	\$ 23,811	\$ (3,000)	-11.19%
Total Community Development	\$ 653,566	\$ 686,134	\$ 730,161	\$ 752,675	\$ 22,514	3.08%

Mission:

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

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

Goals:

- Collaborate with Information Technology to select and implement permitting software
- Continue to advance major roadway improvement projects
 - Route 27
 - Route 9/Oak Street intersection
 - Route 9/Route 27 intersection
- Collaborate with Economic Development Committee to enhance Natick's position as desirable business location
- Prepare business permitting guide
- Work with EOHEd, Natick Center Associates and others to advance opportunities for development of parking garage
- Staff Development
 - Hire/train new building inspector
 - Enhance technology skills among staff



Town of Natick

Home of Champions

Department: Community Development

Goals (con't)

- Provide leadership and support to numerous ongoing efforts
 - Document management/data storage
 - Town-owned land inventory
 - Zoning By-law re-write
 - Cochituate Rail Trail

Budget Overview:

I. Main Purpose of the Department

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

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

II. Recent Developments

The Town continues to manage multiple 40B affordable housing projects in various stages. The South Natick Hills 40B project is roughly half completed and the Chrysler Road 40B project which was recently so to Avalon Bay Communities is undertaking building permit review for upcoming construction of the 407 unit development. A major expansion of the Natick MathWork's facility is underway with current construction of a 166,000 sf office building taking place. The Town continues undertaking three major roadway improvement projects including the redesign of North Main Street to the Wayland town line; design of improvements to the intersection of Oak Street and Route 9; and, redesign of the intersection of Route 27 with Route 9.

III. Current Challenges

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

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

- South Natick Hills 40B, Chrysler Road 40B, MathWorks, Paperboard property redevelopment with 150 units and constant Route 9 projects and others continue to place major demands our small staff.
- Addressing the management of affordable housing units being created in the Town (sales, lotteries, deed restrictions, obtaining State approvals, etc.) and assuring that the Town can obtain certification of the units as affordable units.



Town of Natick

Home of Champions

Department: Community Development

Performance Indicators (Data)

	2009	2010	2011	2012	2013
Workload Indicators					
Number of building permits issued	N/A - Indicator under development				
Number of electrical permits issued	N/A - Indicator under development				
Number of plumbing/gas/mechanical permits issued	N/A - Indicator under development				
Number of conservation inquiries received	N/A - Indicator under development				
Number of wetland applications reviewed	N/A - Indicator under development				
Number of wetland applications permitted	N/A - Indicator under development				

	2009	2010	2011	2012	2013
Efficiency Indicators					
Average time to issue building permit (in days)	N/A - Indicator under development				

	2009	2010	2011	2012	2013
Outcome Indicators					
Percent of building permits issued within 14 days	N/A - Indicator under development				

Performance Indicators (Tasks)

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



Town of Natick

Home of Champions

Department: Community Development

Budget Detail	2010	2011	2012	2013	2012 vs 2013	
	Actual	Actual	Appropriated	Appropriated	\$ (+/-)	% (+/-)
Salaries Management	\$ 174,577	\$ 174,577	\$ 190,760	\$ 190,760	\$ -	0.00%
Salaries Supervisory	\$ 46,815	\$ 47,989	\$ 48,469	\$ 49,439	\$ 970	2.00%
Salaries Operational Staff	\$ 87,854	\$ 90,058	\$ 92,779	\$ 92,779	\$ -	0.00%
Salaries Technical & Professional	\$ 221,934	\$ 234,132	\$ 253,670	\$ 249,788	\$ (3,882)	-1.53%
Salaries Tech & Prof Inspector's	\$ 81,849	\$ 96,962	\$ 101,725	\$ 127,113	\$ 25,388	24.96%
Add'l Comp Supervisory Staff	\$ 936	\$ 952	\$ 947	\$ 985	\$ 38	4.01%
Salaries Operation Staff Overtime	\$ 18,322	\$ 17,480	\$ 15,000	\$ 18,000	\$ 3,000	20.00%
Personnel Services	\$ 632,287	\$ 662,149	\$ 703,350	\$ 728,864	\$ 25,514	3.63%
In State Travel/Meetings	\$ 1,037	\$ 1,434	\$ 2,400	\$ 2,400	\$ -	0.00%
Communication Telephone	\$ 2,235	\$ 1,892	\$ 2,875	\$ 2,875	\$ -	0.00%
Dues & Subscriptions	\$ 345	\$ 520	\$ 800	\$ 800	\$ -	0.00%
Training & Education	\$ 1,660	\$ 2,010	\$ 2,000	\$ 2,000	\$ -	0.00%
Communication Postage	\$ 2,407	\$ 2,891	\$ 2,730	\$ 2,730	\$ -	0.00%
Copy/Mail Center Fees	\$ 2,835	\$ 2,562	\$ 3,000	\$ -	\$ (3,000)	-100.00%
Purchase of Services	\$ 10,519	\$ 11,309	\$ 13,805	\$ 10,805	\$ (3,000)	-21.73%
Communication Print & Advertising	\$ 5,027	\$ 7,902	\$ 7,756	\$ 7,756	\$ -	0.00%
Communication Books & Publications	\$ 109	\$ 411	\$ 750	\$ 750	\$ -	0.00%
Professional Services - Other*	\$ 1,671	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Tech. & Prof. Serv.	\$ 6,807	\$ 8,313	\$ 8,506	\$ 8,506	\$ -	0.00%
Office Supplies	\$ 3,953	\$ 4,363	\$ 4,500	\$ 4,500	\$ -	0.00%
Supplies	\$ 3,953	\$ 4,363	\$ 4,500	\$ 4,500	\$ -	0.00%
Total Community Development	\$ 653,566	\$ 686,134	\$ 730,161	\$ 752,675	\$ 22,514	3.08%

Notes:

*Line-item used for legal consultation for 40B projects. Funding source was a \$50,000 Town Meeting article in FY 2007. Balance as of 12/1/2011: \$6,866.50

Line-Item Detail

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

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

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

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

Technical & Professional Services - The FY2012 budget is a 3.03% increase but will cover baseline requirements. It is noteworthy however that it allows no ability to hire consultant services to assist in various areas of departmental focus or assist municipal boards or groups in applicable activities or interests. However, it will allow us to maintain required legal notifications and postings in local papers for board review purposes so long as increases do not occur.

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



Town of Natick

Home of Champions

Department: Community Development

Line-Item Detail

Narrative:

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

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

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

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

Technical & Professional Services - The FY2012 budget is a 3.03% increase but will cover baseline requirements. It is noteworthy however that it allows no ability to hire consultant services to assist in various areas of departmental focus or assist municipal boards or groups in applicable activities or interests. However, it will allow us to maintain required legal notifications and postings in local papers for board review purposes so long as increases do not occur.

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